

DURHAM COUNTY NC

APPROVED BUDGET

FY 2019-20

DURHAM COUNTY, NORTH CAROLINA
FY 2019-20 APPROVED BUDGET

BOARD OF COUNTY COMMISSIONERS



Wendy Jacobs, Chair



James Hill, Vice-Chair



Heidi Carter



Brenda Howerton



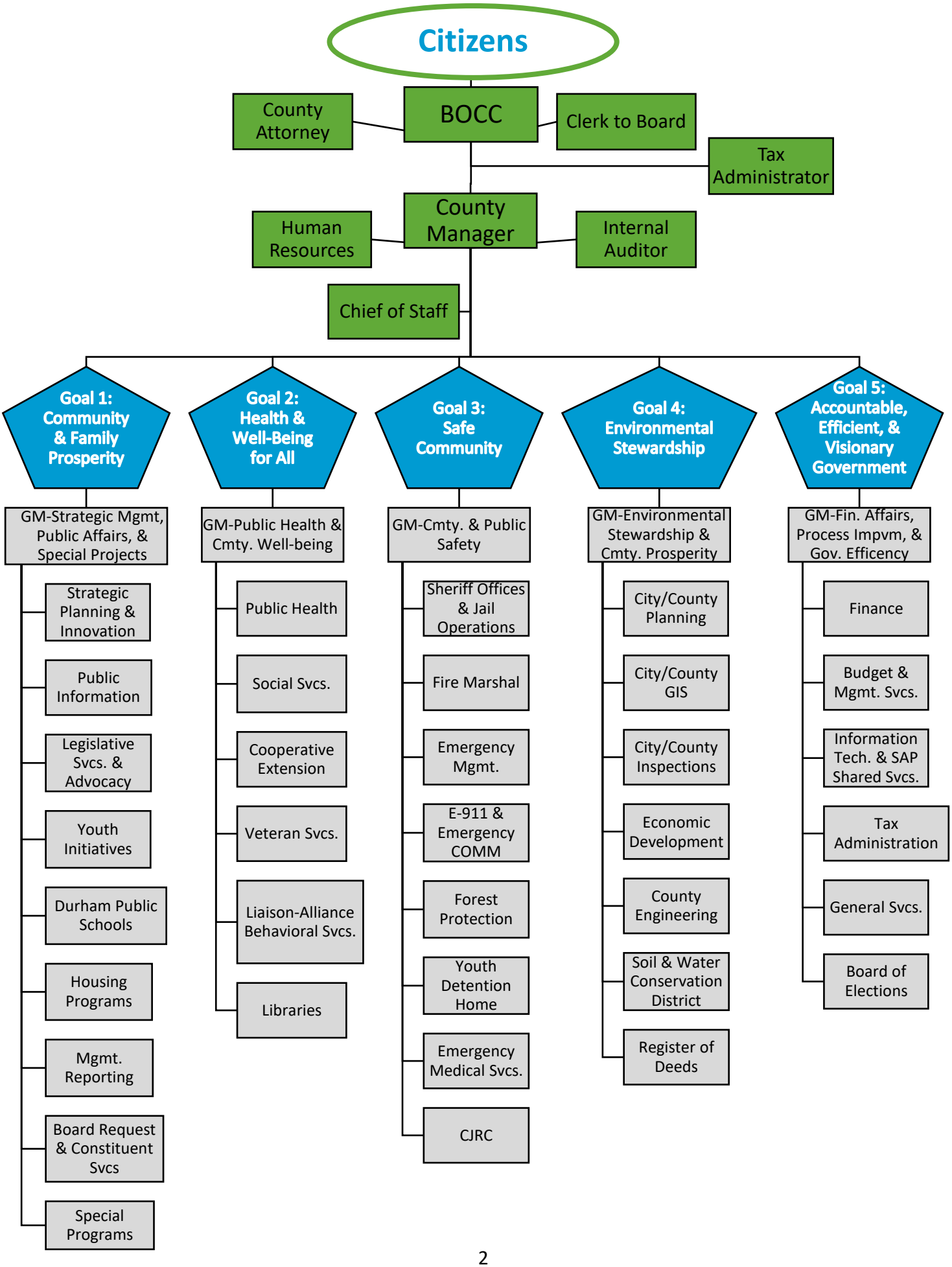
Ellen W. Reckhow

COUNTY OFFICIALS

Wendell Davis, County Manager
Claudia Hager, General Manager
Jay Gibson, General Manager
Jodi Miller, General Manager
Gayle Harris, General Manager
Deborah Craig-Ray, General Manager
Drew Cummings, Chief of Staff
Lowell Siler, County Attorney
Monica Toomer, Clerk to the Board
Susan Tezai, Chief Financial Officer

BUDGET AND MANAGEMENT STAFF

S. Keith Lane, Budget Director
David Ades, Assistant Budget Director
Kim Connally, Sr. Budget Analyst
Josh Edwards, Budget Analyst
Jonathan Yeomans, Budget Analyst
Matt Hunt, Budget Analyst
Bethany Shewmaker, Performance Analyst


Citizens
BOCC
County Attorney
Clerk to Board
Tax Administrator
County Manager
Human Resources
Internal Auditor
Chief of Staff
Goal 1: Community & Family Prosperity
Goal 2: Health & Well-Being for All
Goal 3: Safe Community
Goal 4: Environmental Stewardship
Goal 5: Accountable, Efficient, & Visionary Government
GM-Strategic Mgmt, Public Affairs, & Special Projects
Strategic Planning & Innovation
Public Information
Legislative Svcs. & Advocacy
Youth Initiatives
Durham Public Schools
Housing Programs
Mgmt. Reporting
Board Request & Constituent Svcs
Special Programs
GM-Public Health & Cmty. Well-being
Public Health
Social Svcs.
Cooperative Extension
Veteran Svcs.
Liaison-Alliance Behavioral Svcs.
Libraries
GM-Cmty. & Public Safety
Sheriff Offices & Jail Operations
Fire Marshal
Emergency Mgmt.
E-911 & Emergency COMM
Forest Protection
Youth Detention Home
Emergency Medical Svcs.
CJRC
GM-Environmental Stewardship & Cmty. Prosperity
City/County Planning
City/County GIS
City/County Inspections
Economic Development
County Engineering
Soil & Water Conservation District
Register of Deeds
GM-Fin. Affairs, Process Impvm, & Gov. Efficency
Finance
Budget & Mgmt. Svcs.
Information Tech. & SAP Shared Svcs.
Tax Administration
General Svcs.
Board of Elections

History

Durham began as a railroad station and settlement named for Dr. Bartlett Durham. While the official birth date is April 26, 1853, when the U.S. Post Office was established, the town was not incorporated until April 10, 1869. The tobacco manufacturing industry focused worldwide attention on the area after the Civil War. As a result of this thriving business, Durham grew and prospered tremendously.

In 1881, Durham officials sought to become an autonomous political subdivision and decided to separate from Orange County. Durham County was formed on April 17, 1881 from portions of land transferred into the County from Wake and Orange counties. In 1911, an additional portion of land was transferred into the County from Wake County.

The first Board of County Commissioners convened its initial meeting on May 2, 1881. Durham County operated under the Commission form of government with the chairman serving as chief administrator until 1930. The manager form of government was then adopted and D.W. Newsome became the first manager of Durham County, serving until his death in 1949. E.S. Swindell, Jr. succeeded him and served until his retirement in December 1984. John P. Bond, III was named County Manager and served until his resignation in January 1991. George H. Williams became the fourth County Manager and served until October 1995. David F. Thompson served as fifth County Manager from May 1996 until February 2000. Michael M. Ruffin was the sixth county manager. He retired after 13 years of service in January 2014. Wendell M. Davis, former Deputy Manager of 12 years, is the seventh and current County Manager.

Organizational Overview

Policy-making and legislative authority are vested in the Board of County Commissioners consisting of the chairman, vice-chairman and three members. The governing board is responsible, among other things, for passing ordinances, adopting the budget, appointing committees, and hiring the County Manager, Attorney, Clerk to the Board, and Tax Administrator. The County Manager is responsible for carrying out the policies and ordinances of the governing board, overseeing the day-to-day operations of the government, and supervising the directors of various departments. Board members serve four-year terms. The chairman and the vice-chairman of the board are voted on by the board during the first meeting in December after being sworn into office. In addition, the Sheriff and Register of Deeds are elected County positions.

Durham County provides a full range of services, including Sheriff and Fire Protection, Emergency Medical Services, Human Services (Public Health, Mental Health and Social Services), Elections, Register of Deeds, Animal Control, Youth Home, Criminal Justice, and Culture and Recreation Services. Funding is provided for Educational Services of the Durham Public Schools and Durham Technical Community College. Also, the County funds services provided in conjunction with the City of Durham through inter-local agreements, including Economic and Physical Development, Emergency Communications, Environmental Engineering and Inspections.

Economy

Durham is home to North Carolina's famous Research Triangle Park (RTP), which was formed in 1959 by Duke University in Durham, North Carolina State University in Raleigh, and the University of North Carolina at Chapel Hill. Most of the currently-developed portion of RTP, 75% of its 6,800 acres, is in Durham County. RTP is home to more than 50 major research and development organizations, including IBM and GlaxoSmithKline.

The success of RTP is evidenced by the growth of Durham County as a major center for healthcare activity and as a focal point for high technology research business. Research being conducted in Durham County covers a broad range of fields, such as biotechnology, medical instrumentation, health care products, metallurgy, electronic hardware, software, digital switching, digital transmission, electronics, and telecommunications. Other leading organizations are located in the northern section of Durham County, such as Merck and BioMérieux manufacturing locations, representing a significant investment in Treyburn Corporate Park.

Quality of Life

Durham County today has evolved from an agricultural and manufacturing economy to achieve world-class status. It has become one of the country's most desirable places to live. In 2019, *U.S. News & World Report* ranked the Raleigh-Durham-Chapel Hill area #10 out of 125 U.S. Metro Areas for best places to live. In May of 2019, Wallet Hub listed Durham as #7 out of 100 large cities across the United States to start a Business (ranking Durham very high in "Access to Resources"). In April 2018, *Growella* ranked Durham, NC #1 as Best Cities for Millenials in the U.S. And, in April 2018, Forbes ranked the Research Triangle Area #1 on its List of the Best Places to Rent.

DURHAM COUNTY

Demographics

General

Incorporated in 1881

Form of Government Commission-Manager

Land Area 286 SQ MI

Elevation 332 FT

Climate*
Mean Temperature 59°F

Mean Annual Rainfall 48"

* Source: ww.usclimatedata.com

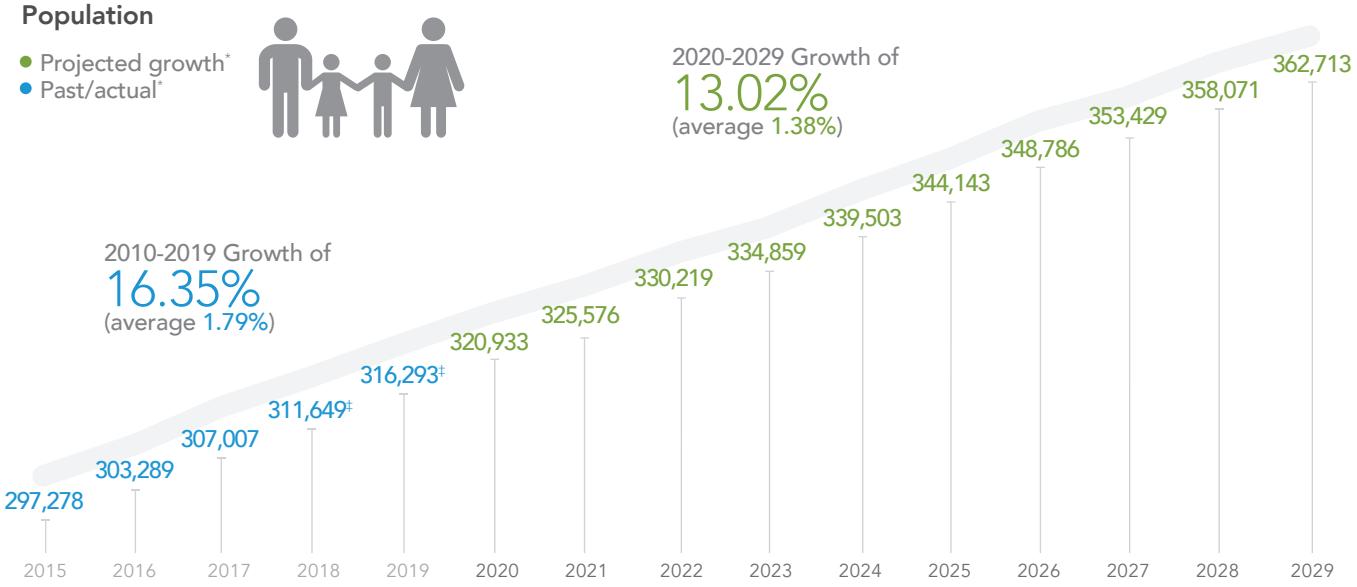
Raleigh, **Durham** and Chapel Hill (Triangle) are Ranked as Number **10** in the **125 BEST PLACES** to Live in the United States*

* Source: 2019 US News and World Report

General Statistics

Population

- Projected growth*
- Past/actual*



* Source: North Carolina Office of State Budget and Management ‡ Projection

Education

Higher

11 Universities and Colleges

Public

30 Elementary Schools
9 Middle Schools
11 High Schools
7 Other

Libraries

7 Locations
2 Mobile Units - Bookmobile and Older Adult Service

DURHAM COUNTY

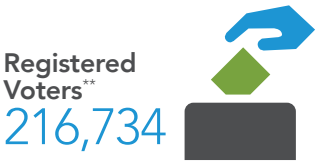
Demographics

Age Breakdown

Percentage Population by Age (20-44) Compared to Similar Counties*

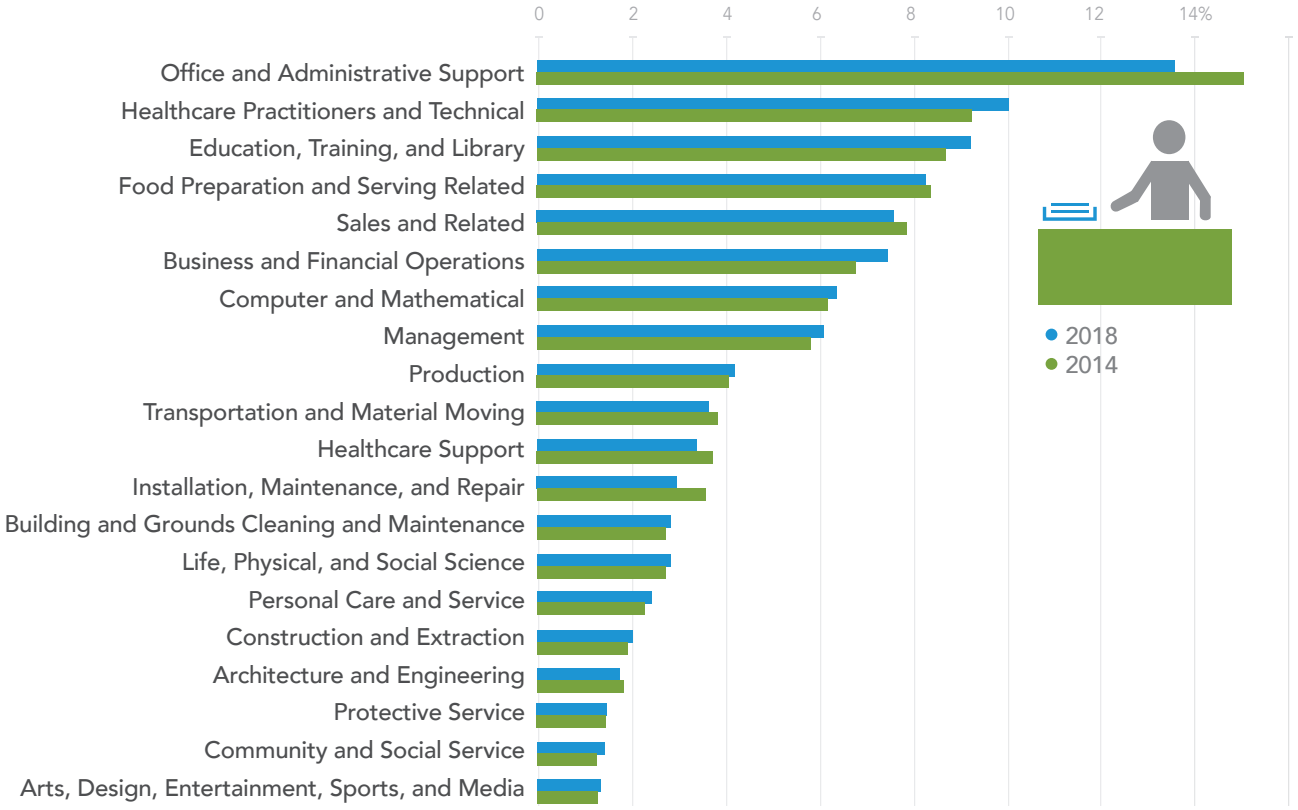


* Source: Fact Finder, United States Bureau of Census



** Source: Durham County Board of Elections

Employment Rate by Type of Occupation*



* Source: United States Department of Labor, Bureau of Labor Statistics – Southeast Information Office

Public Safety

Sheriff Protection

4 Stations

407 Officers | 194 Sworn | 213 Detention

Fire Protection

11 Stations (Volunteers)

READER'S GUIDE

This section is designed to help the reader understand the budget by explaining how the document is organized. This document is a financial plan for Durham County government operations for the July 1, 2019 through June 30, 2020 fiscal year and shows how funds are allocated and how they will be spent.

FUND STRUCTURE

The Durham County operating budget is organized into funds with corresponding tabs in this document. The **General Fund** is the primary fund where most County services are accounted. The General Fund is further divided into functional areas, which include General Government, Public Safety, Transportation, Environmental Protection, Economic/Physical Development, Human Services, Education, and Culture and Recreation.

Each functional area is comprised of at least one business area which represents either a County department or a budgetary unit. Within each business area, there may be one or more fund centers in which funds are budgeted to show the expenditures and revenues associated with a particular program within a County department, or activity within a budgetary unit. Each department or program summary contains a description, accomplishments of the past fiscal year, performance measures, a budget summary, and the number of authorized personnel in Full-time Equivalent (FTE) positions. Departments with more than one program have a business area summary sheet that precedes the programs.

Each fund center is represented by a summary of appropriations in the following categories of expenditures:

- **Personnel Services** in this document refer to the costs associated with personnel, such as salaries and benefits.
- **Operating Expenses** in this document refer to the costs of daily operations such as office supplies, travel, telephone, etc., for a department or program.
- **Capital Outlay** refers to a fixed asset with an estimated purchase price of $5,000 or more and a useful life of more than one year. These items typically include furniture, office equipment, automobiles, and other capital equipment. Items in excess of $100,000 with a useful life of 20 years, such as buildings, are included in the Capital Improvement Plan (CIP).

The remaining budgeted funds are described below.

Other General Funds

Risk Management Fund: This fund focuses on minimizing operational risks and promoting workplace safety.

SWAP Fund: This fund represents a complicated financial agreement based on outstanding debt (see page 256 of the document) that brings in over $2.75 million in revenue to the County each year. The revenue is used to offset yearly debt service payments.

Reappraisal Reserve Fund: This fund recognizes a state statute requiring funds to be reserved and budgeted for future reappraisals to ensure adequate resources for this less than annual recurring expense. The creation of the Fund in this way is in accordance with the Government Accounting and Standards Board (GASB) best practice.

Capital Financing Plan Fund: This fund accounts for financial resources to be used for the acquisition, construction, or improvement of major capital facilities. The capital projects fund also is used to accumulate funds to finance a CIP.

Benefits Plan Fund: This fund represents the budget for the benefits offered to eligible County employees and retirees.

The Law Enforcement Officers' Special Separation Allowance (LEOSSA) Fund: The fund accounts for the activities of the Public Safety Employees Retirement System, which accumulates resources for pension benefit payments to qualified Public Safety employees.

Debt Service Fund

The **Debt Service Fund** is used to account for the payment of principal, interest, and related costs for all general long-term debt other than debt issued for and serviced by proprietary funds.

Special Revenue Funds

These funds are used to account for the proceeds of specific revenue sources, other than major capital projects, that are legally restricted for specific purposes. The County budgets the following special revenue funds: **Durham Fire and Rescue Service Tax District Fund, Lebanon Fire District Fund**, **Redwood Fire District Fund**, **New Hope Fire District Fund**, **Eno Fire Fund**, **Bahama Fire District Fund**, **Special Park District Fund**, **and Community Health Fund.**

The Community Health Fund accounts for the financial resources acquired through the leasing of Durham Regional Hospital to Duke University, accounts for the earnings of these financial resources, and ensures the financial resources are used for health-related operating and capital expenditures. Due to recent rule changes from the General Accounting Standards Board the Community Health Fund is now categorized as a Durham County Special Revenue Fund, and no longer within the Trust Fund group of funds. This changed effective July 1, 2016.

Enterprise Fund

The **Sewer Utility Fund** is used to account for the revenues and expenses related to the provision of sewer service as well as the debt service for the fund (largely in Research Triangle Park).

SUPPLEMENTAL SECTIONS

The **Summary** section provides a summary of sources of revenue and expenditures from the General Fund. A detailed overview of revenue sources is included. This section also provides a brief account and graphs of all funds budgeted for the fiscal year beginning July 1, 2019. In addition, the section contains a summary of FTEs for all funds.

The **Appendix** contains supplemental information that includes the FY2019-20 Budget Calendar, the **Glossary Terms**, which contains information to help the reader understand the terminology used in the budget document, the budget and amendment process; a statement of revenues, expenditures and changes in fund balance, Durham County fiscal policies, a multi-year budget forecast, the Capital Improvement Plan (CIP) overview which provides background and a description of the process, the 10 year CIP with project detail and the 10 year CIP finance plan model, a detailed chart of non-profits funded through the Durham County Non-Profit Funding Program and a complete copy of the Durham County Strategic Plan.

Capital projects, funded primarily by general obligation bonds, are presented in a separate document, the **Durham County Capital Improvement Plan.** This document is a ten-year plan that is updated biannually.

ADDITIONAL INFORMATION

In accordance with North Carolina General Statutes, the **basis of accounting and budgeting** for the County is **modified accrual**. This means that **revenues** are recorded in the period in which they are **measurable** and **available**. Revenues are recognized when they are received in cash (e.g., licenses, fines, etc.) or when the collection of the amount estimated to be received in the near future (e.g., property taxes). **Expenditures** in a modified accrual basis are generally recognized in the period when goods and services are received, or liabilities are incurred.

Departmental **performance measure** data is updated through the end of the second quarter of FY2018-19 if measures are fiscal-year-to-date and through the end of FY2017-18 if measures are fiscal year.



- A Resident Satisfaction Survey icon next to a measure means that data comes from the annual City/County Resident Satisfaction Survey.
- A Strategic Plan icon next to a measure means that measure comes from the 2017-2021 Durham County Strategic Plan.

The initial data collection of the Strategic Plan Community Indicators from the 2017-2021 Durham County Strategic Plan is provided in the front of this document.

This document was prepared by the Durham County Budget and Management Services Department and is available online at www.dconc.gov. If further information is needed, contact Budget and Management Services at 200 East Main Street, 4th Floor, Durham, North Carolina 27701, by phone at (919) 560-0017, or by email at budget@dconc.gov.

DURHAM COUNTY
FY 2019-20 APPROVED BUDGET

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Durham County

North Carolina

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Durham County, North Carolina for its annual budget for the fiscal year beginning July I, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

COUNTY OF DURHAM

WENDELL M. DAVIS
COUNTY MANAGER

July 1, 2019

The Honorable Members
Durham County Board of County Commissioners
Durham County Administrative Complex
200 East Main Street
Durham, NC 27701

Dear Durham County Residents,

I am honored to present a Durham Board of County Commissioner approved comprehensive spending plan for Durham County Government for fiscal year 2019-20. The document is in accordance with the North Carolina Local Government Budget and Fiscal Control Act and fulfills the County's obligation to present a balanced fiscal plan by July 1, 2019. The FY 2019-20 Board approved budget, guided by Board priorities, provides funding for the continuation of vitally important County services supported by data driven decisions, while also recognizing a trend of diminishing resources.

This approved budget, and corresponding document represents the culmination of close to 30 hours of deliberation and consideration of the FY 2019-20 Manager's Recommended budget by the Board of County Commissioners over the last half of May and first half of June 2019. The recommended budget was, in turn, the culmination of a significant amount of work and consideration carried out by employees, departments directors and County management. The development of the FY 2019-20 recommended budget was based on analysis of existing programs and outputs as well as a response to a myriad of changing environmental and financial factors.

For more detailed information on the Approved Budget and MFR data: www.data-dconc.org

The framework for developing this budget is best characterized by a property revaluation, a steadily increasing demand for services, stagnant revenue growth that does not fully pay for the increases in basic services, a handsome debt obligation and a potential slowdown of our national economy. Despite this backdrop, we continue to move forward in implementing our long-term strategies expressed in our Strategic Plan and making the necessary capital investment for a good future. We place our Managing for Results business model at the heart of our decision making.

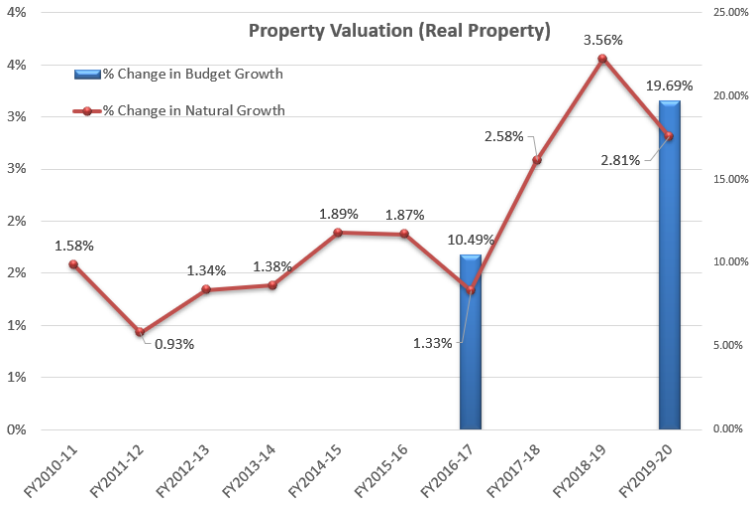
I want to acknowledge up front that a fundamental part of developing this approved budget was asking departments to find and implement significant existing budget reductions. County departments more than met the challenge, finding over $2 million in reductions that in turn were used to fund important priorities and limit the property tax rate increase needed. County investments in new or different areas are made not only with new dollars, but also the reallocation of existing dollars. Through the Managing for Results process we continue to make the hard, but necessary decisions.

Revaluation and the Approved Tax Rate

During this current fiscal year, the County had its property revaluation, three years after the last one conducted in 2016. Although the state requires each locality to conduct a revaluation of real property at least once every eight years, the county conducted one sooner to avoid sticker shock and ensure the equitable distribution of the county's tax burden for our citizens. Real Property valuation across the County increased 19.69%. As a matter of

both practice and law, the County calculates a revenue neutral tax rate resulting in property tax revenue equivalent to the current year's property tax rate. In addition, we also account for natural growth in the overall tax base. The revenue neutral tax rate is 68.92 cents per $100 valuation, down from the current year property tax rate of 77.79 cents per $100 valuation, which is a decrease of 8.87 cents.

As the new values are applied, some neighborhoods across Durham will experience significant valuation changes, which can translate to significantly higher tax bills, depending upon the rate that is ultimately set by the Board. For the purposes of balancing this budget and meeting the service demands, a tax rate of 71.22 cents which is 2.3 cents above the revenue neutral rate was approved.



In addition to the changes in the tax base as a result of revaluation, Durham County has again experienced substantial natural growth in Real Property valuation above and beyond new value identified by the revaluation. The natural growth in revenue as a result of new tax base is $9.2 million and represents a 2.81% increase over last fiscal year. This natural growth in valuation is largely attributable to the ongoing downtown renaissance. New revenue that results from natural growth supports on-going base budget costs year over year such as salary and benefits, insurance and occasionally state mandated increases in the pension fund to name a few. It is worthy of noting that the overall demand for services and the natural growth in the County's expenditures are outpacing the natural growth in revenue. I caution the Board that this is a trend that the County must give particular attention to in future years, particularly considering the threat of a looming recession.

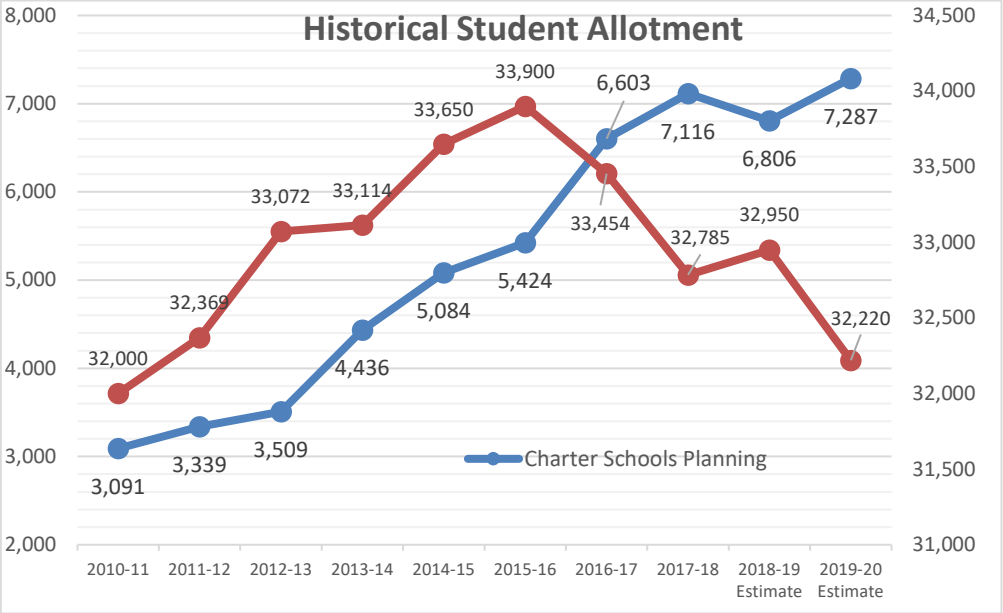
The fundamental challenge for development of the FY 2019-20 budget is that even with significant natural growth in key revenues (including property tax and sales tax) totaling approximately $10.3 million, four key priorities consumed the natural revenue growth as illustrated below. These priorities total approximately $15 million.

1. Additional funding support for Durham Public Schools:	$7.25 million
2. Continued expansion of Pre-K availability for Durham children:	$1.6 million
3. Compensation study Implementation:	$3.1 million
4. Employee health insurance cost increases:	$3.1 million
	$15.05 million

Durham Public Schools

The main priority as expressed by the Board of County Commissioners in the Strategic Plan and reiterated in two recent Board retreats is education and this budget reflects that priority. Durham Public Schools continues to be the single largest expenditure for Durham County Government. For FY 2019-20, the Durham Public Schools Superintendent's budget request includes an increase of $12.87 million in additional county funding, of which $4.6 million is additional annual capital funding. The current expense request provides local supplement support for state teacher salary and benefits increases, teacher supplement increases (started in FY 2017-18 with available DPS fund balance), custodial service staff moving from 10 months to 12 months of employment, and additional items initially supported with DPS fund balance now needing County support.

In direct support of Durham Public Schools, the Board supported a $7.25 million increase in current expense funding, bringing the total annual amount to $144,600,717 which equates to $3,647 per pupil (a $205 increase), keeping Durham County as one of the top three County supported school districts in the state. Despite this, it remains noteworthy that we continue to see declining population in Durham Public Schools.



FY 2019-20 represents the third year of expansion funding for Pre-K. The first year saw an initial $1.5 million investment for Pre-K at the Whitted School, while an additional $2.15 million was added last year to increase capacity, and now an additional $1.6 million is proposed for the upcoming fiscal year. This brings the county's investment in Pre-K for FY 2019-20 to a total of $5.25 million for expanding Pre-K classrooms for Durham County children. This continues the stated goal of the Board of universal Pre-K support for all Durham County children.

Employee Compensation

The adage "Good people can go anywhere" remains quite true. Durham County is fortunate to enjoy one of the most talented, capable workforces in the public arena. Our success going forward however, will depend on how competitive we remain in the marketplace. Last year we completed the compensation study for our workforce and implemented only parts of the recommendation for public safety agencies (i.e. EMS, Sherriff Department and Detention Officers). This year the approved budget includes funding for the final implementation of compensation recommendations for Durham County employees. This is the second installment of the compensation study recommendations and will impact approximately 1,350 "non-public safety" employees. Changes will reflect market pay and market conditions for existing positions and new hires. Our employees have demonstrated high productivity, cutting edged innovation, while also providing exceptional customer service. This was affirmed in our most recent citizens survey where our customer satisfaction measures exceed by far the national averages. Our employees are amongst the best and they must be compensated as such. Funding for implementation of the second portion of the compensation study recommendations is budgeted at $3.1 million and set to begin effective October 1 of the upcoming fiscal year.

Employee Health Benefits

In light of our aging workforce and retirees who remain on our health plan, our claims over the past year were significant, including several forms of cancer, joint replacements and rare diseases. Based on higher than normal claims, and a few individuals that had significant illnesses, our independent Broker projected an 18% increase, at a minimum, in our health insurance premiums for the ensuing fiscal year. We went out to bid and received five proposals and ultimately negotiated our premium increase down to 14.5%, saving the County over $1 million. As a result, we are transitioning our health plan provider from AETNA to Cigna. This plan will offer our employees better benefits and a wider network of providers, while supporting our aim to remain at a high level of

participation. Today, I'm proud to report that we have more employees, children, families and retirees insured than ever before with 96% of our workforce and retirees insured. This year our health benefits increase equates to approximately $3.1 million.

Strategic Investments by Goal Area

As the Strategic Plan and our Managing for Results Strategy continues to be the driver for our decision making, the illustration below explains our priority setting for this budget by showing budget recommendations consistent with the goals and objectives of the Strategic plan. Goal 1, Objective 1.1 includes additional funding for DPS and expansion funding for Pre-K. Goal 2, Objective 2.1 shows increases in health insurance costs for County employees, while Goal 5, Objective 5.2 recognizes the additional funding for implementing the compensation study recommendations.

Goal	County Manager Recommend
Goal 1: Community Empowerment & Enrichment	
Provide access to educational, vocational, economic and cultural opportunities while empowering citizens to choose pathways for their own success.	**$8,600,000**
Obj-1.1 - Education – Provide and support learning and enrichment opportunities that support educational achievement and life success	$8,600,000
Goal 2: Health & Well-Being for All	
Improve the quality of life across the lifespan through protecting the health of community, reducing barriers to access services and ensuring a network of integrated health and human services available to people in need.	**$3,320,951**
Obj-2.1 - Healthy Lives – Increase the number of healthy years that residents live	$3,320,951
Goal 5: Accountable, Efficient & Visionary Government	
An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.	**$3,079,228**
Obj-5.2 - Talented Workforce – Attract, recruit and retain talented workforce	$3,079,228
Total	**$15,000,179**

As I indicated earlier in this document, our challenge in balancing the budget for FY 2019-20 was to determine how to support $15 million worth of expansion items with only $10.3 million of available natural growth in new revenue.

Once again, to the credit of several County Departments, part of the solution came by way of operational cuts in County departments and agencies in the amount of $2.13 million. Over the past three years this has been a trend for managing our budget and keeping the tax rate lower. However, it's imperative that we recognize that future demands for services driven by an upward growth trend in population will not allow us to be as lean of an organization going forward. Just as importantly we will be forced to make some critical decisions about what things we will no longer do.

Business Area Name	County Manager Recommend
Board Of County Commissioners	($6,300)
County Administration	($25,000)
Finance	($35,000)
Tax Administration	($27,100)
Register Of Deeds	($60,103)
General Services	($106,122)
Information Technology	($200,000)
Human Resources	($10,000)
Budget & Management Services	($12,165)
County Sheriff	($289,824)
Fire Marshal	($30,000)
Criminal Justice Resource Center	($88,363)
Youth Home	($34,550)
Emergency Medical Services	($359,203)
Engineering & Environ Svcs	($108,348)
Cooperative Extension Service	($17,100)
Soil And Water Conservation	($2,621)
Public Health	($304,349)
Social Services	($331,500)
Library	($82,330)
Total	**($2,129,978)**

Although many departments heeded our call to make reductions, in total we received request for $40 million in departmental requests above the available revenue and some 101 positions across the organization.

Despite not having the capacity to fund the myriad request, I particularly want to thank the departments and staff for the extraordinary amount of work they have invested in developing the recommended budget given the significant constraints they were under. This has been no easy feat and has been done while staff has been asked to continue carrying out their day-to-day work. We have a committed, dedicated workforce and to all Durham County employees I say, thank you.

Even with these departmental reductions and reallocation of existing dollars over two years, even with limited support for departmental budget expansion, outside of the four areas noted earlier, the FY 2019-20 General Fund

budget needed a 2.3 cent property tax rate increase on top of the revenue neutral tax rate of 68.92 cents for a total new property tax rate of 71.22 cents per $100 valuation.

The Durham County approved Fiscal Year (FY) 2019-20 budget totals $658,220,994, with a 2.3 cent property tax increase to support Durham Public Schools current expense growth, pre-K expansion, employee compensation changes, and General Fund department operational growth. A 2.3 cent tax increase for the General Fund generates $9,901,006 of new property tax revenue.

Fund Category	FY2017-18 Actual	FY2018-19 Approved	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved	Approved vs. LY Approved	Approved vs. LY Approved%
General Funds	$512,764,969	$545,616,805	$548,585,115	$591,677,904	$571,768,756	$26,151,951	4.79%
Special Revenue Funds	$14,971,134	$14,132,213	$14,571,441	$12,515,105	$12,566,084	($1,566,129)	-11.08%
Debt Service Funds	$56,929,652	$73,821,688	$113,685,852	$63,974,554	$63,974,554	($9,847,134)	-13.34%
Enterprise Funds	$7,474,663	$10,380,080	$13,087,098	$9,911,600	$9,911,600	($468,480)	-4.51%
Trust Funds	$408,052	$685,646	$457,472	$0	$0	($685,646)	-100.00%
Total	**$592,548,470**	**$644,636,432**	**$690,386,978**	**$678,079,163**	**$658,220,994**	**$13,584,562**	**2.11%**

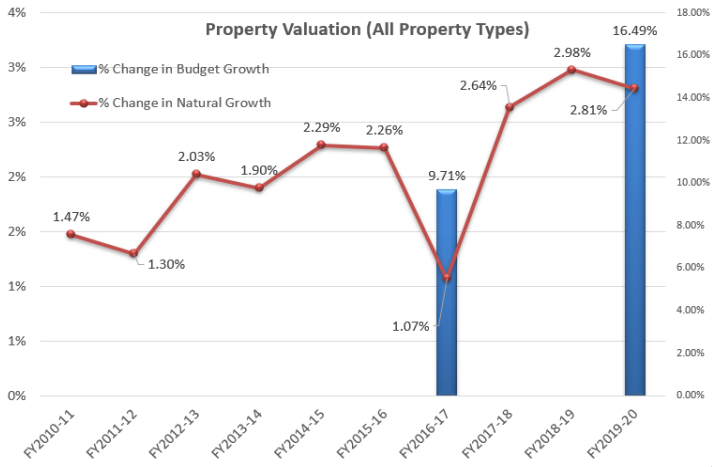
The total Durham County budget increase is $13,584,562 or 2.11% over the FY 2018-19 approved budget, while the General Fund budget increases $22,034,906 or 5.07% over the FY 2018-19 approved budget.

Functional Area Name	FY2017-18 Actual	FY2018-19 Approved	FY2018-19 Estimate	FY2019-20 Requested	FY 2019-20 Approved	Approved vs. LY Approved	Approved vs. LY Approved %
General Government	$108,165,830	$115,885,679	$113,969,006	$125,716,192	$124,755,964	$8,870,285	7.65%
Public Safety	$60,980,559	$62,370,410	$62,408,373	$72,424,810	$65,703,543	$3,333,133	5.34%
Transportation	$238,948	$512,500	$312,500	$412,500	$412,500	($100,000)	-19.51%
Environmental Protection	$4,409,570	$5,054,486	$4,783,006	$5,061,946	$5,035,563	($18,923)	-0.37%
Econom. & Physical Devlp.	$4,363,641	$7,204,000	$5,910,753	$7,927,908	$6,616,072	($587,928)	-8.16%
Human Services	$75,607,797	$80,560,102	$80,217,503	$84,462,656	$81,859,393	$1,299,291	1.61%
Education	$142,873,569	$150,213,073	$150,221,425	$165,452,519	$159,419,265	$9,206,192	6.13%
Cultural & Recreational	$12,589,490	$12,952,703	$12,964,443	$13,787,664	$12,985,559	$32,856	0.25%
Total	**$409,229,404**	**$434,752,953**	**$430,787,010**	**$475,246,195**	**$456,787,859**	**$22,034,906**	**5.07%**

Budget Overview

Property Tax Revenue

FY 2019-20 continues to see a significant increase in natural growth property valuation. Such an increase in valuation equates to significant growth in available property tax revenue before any potential tax rate increase (natural growth = $8 million for the General Fund). However, the natural growth in available property, while significant, is offset by the natural growth in the budget necessary to sustain needed services. For FY 2019-20 the approved property tax rate includes a 2.3 cent tax rate increase for the General Fund, from the revenue neutral tax rate, to support ongoing Durham Public School current expense, human capital investments, pre-K expansion, health insurance cost increases, support for the Main



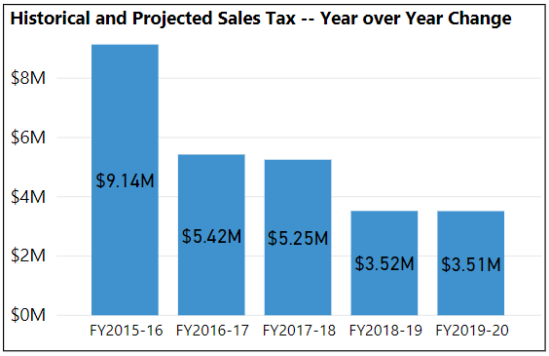
Fund Name	FY2018-19 Approved	Revenue Neutral Tax Rate	FY2019-20 Approved	Change from Revenue Neutral
General Fund	68.08	60.31	62.61	2.30
Capital Finance Plan Fund	9.71	8.61	8.61	0.00
Total	**77.79**	**68.92**	**71.22**	**2.30**

library opening, among other things. The tax rate needed to support capital financing stays at its revenue neutral tax rate for FY 2019-20.

Sales Tax Revenues

The total amount of FY 2019-20 budgeted sales tax revenue for Durham County is $87.37 million, the equivalent of 20.3 cents of property tax. The estimated end of year FY 2018-19 sales tax collections is expected to be on target, which is much slower than in previous years and largely related to much higher refunds to non-profits occurring during FY 2018-19. We are paying close attention to this trend and may have to revise current year estimates after another couple of months' worth of collections. A sales tax growth factor for FY 2019-20 of 4% translates to a 4.19% budget increase for the upcoming fiscal year, from the current fiscal year. This equates to $3.51 million, or 0.82 cents of property tax. Simply put, growth in sales tax revenue means less pressure on local property tax revenue. While this is an increase, it is less "growth" revenue than compared to prior years. To state this challenge more directly, while natural property tax growth increases significantly, sales tax growth is slowing. These offsetting trends moderate the overall amount of "natural growth" revenue available in FY 2019-20.

Key Revenues	FY2017-18 Actuals	FY2018-19 Approved	FY2018-19 Estimate	Estimate vs. Approved	FY2019-20 Approved	% Change from FY to FY
Article 39 (1 Cent)	$24,800,746	$25,208,255	$24,218,000	-3.93%	$25,460,000	1.00%
Article 40 (1/2 Cent)	$13,558,663	$13,961,887	$14,176,000	1.53%	$14,744,000	5.60%
Article 42 (1/2 Cent)	$16,946,184	$17,000,000	$16,944,000	-0.33%	$17,585,000	3.44%
Article 44 (1/2 Cent)	($22,263)		$1,410			
Article 46 (1/2 Cent)	$14,964,157	$14,300,000	$14,633,000	2.33%	$15,100,000	5.59%
City Sales Tax ILA	$13,561,401	$13,386,107	$14,188,000	5.99%	$14,482,000	8.19%
Total	**$83,808,889**	**$83,856,249**	**$84,160,410**	**0.36%**	**$87,371,000**	**4.19%**



Other Revenues

While overall growth in General Fund revenues increased $21.45 million, largely due to natural growth in property tax revenue, sales tax growth, and a 2.3 cent property tax rate increase, all other revenues, including intergovernmental revenue, fees, transfers, and interest income had a net decrease, from FY 2018-19 to this approved budget, of approximately $414,473. As I've stated on many occasions heretofore, revenue growth is slowing. The majority of the decrease is related to the continued reduction of revenue received from the Community Health Trust fund. Between FY 2017-18 and the upcoming fiscal year, Durham County will have realized a total decrease of $2.6 million of annual revenue, $1.35 million of that loss is occurring in FY 2019-20. This two year loss of revenue equates to 0.6 cents of property tax revenue.

Fiscal Year	Community Health Fund	Year to Year Change
FY2017-18	$3,950,000	0.00%
FY2018-19	$2,600,000	-34.18%
FY2019-20	$1,250,000	-51.92%
Total	**$7,800,000**	**-25.71%**

FY 2019-20 Budget Highlights

Earlier in my message I made a point of noting the four main drivers of the approved budget's expansion and gave a brief description of each issue.

1. *Additional funding support for Durham Public Schools:* *$7.25 million*
2. *Continued expansion of Pre-K availability for Durham children:* *$1.6 million*
3. *Compensation study Implementation:* *$3.1 million*
4. *Employee health insurance cost increases:* *$3.3 million*

The table on the next page illustrates the rest of the County's expansion budget, again by Strategic Plan goal area and objective. While much of the detail of these requests are described by each relevant County department, I

think it useful and insightful to understand how those departmental funding decisions relate to and support the Strategic Plan.

Goal	County Manager Recommend
Goal 1: Community Empowerment & Enrichment	
Provide access to educational, vocational, economic and cultural opportunities while empowering citizens to choose pathways for their own success.	**$1,649,296**
Obj-1.1 - Education – Provide and support learning and enrichment opportunities that support educational achievement and life success	$383,244
Obj-1.2 - Workforce Development – Strengthen the workforce by supporting the provision of effective education, training and workforce supports, particularly for hard-to-employ groups	$295,137
Obj-1.3 - Family Success – Support and provide programs, services and systems which improve life skills and increase family success and prosperity	$970,915
Goal 2: Health & Well-Being for All	
Improve the quality of life across the lifespan through protecting the health of community, reducing barriers to access services and ensuring a network of integrated health and human services available to people in need.	**$435,595**
Obj-2.1 - Healthy Lives – Increase the number of healthy years that residents live	$219,057
Obj-2.2 - Healthy Community – Increase the quality of life in Durham County	$75,920
Obj-2.3 - Healthy Children and Youth – Support the optimal growth and development of children and youth	$140,618
Goal 3: Safe Community	
Partner with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies and ensure accessible and fair justice.	**$243,625**
Obj-3.2 - Criminal Justice Services – Improve life outcomes for people involved in the criminal justice system	$229,925
Obj-3.3 - Prevention Services – Reduce the number of people entering and involved with the criminal justice system	$13,700
Goal 4: Environmental Stewardship	
Protect natural resources and support and promote community and economic vitality for all residents of Durham County.	**$49,308**
Obj-4.1 - Natural Resource Stewardship and Protection – Protect and steward natural resources through comprehensive compliance and educational programs	$49,308
Goal 5: Accountable, Efficient & Visionary Government	
An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.	**$4,867,795**
Obj-5.1 - Customer Engagement and Responsiveness – Bolster engagement and responsiveness to both internal and external customers	$1,032,097
Obj-5.2 - Talented Workforce – Attract, recruit and retain talented workforce	$685,438
Obj-5.3 - Sound Business Systems – Ensure sound fiscal, operational and technology systems	$507,269
Obj-5.4 - Performance Management and Accountability – Improve the strategic use of data to promote ongoing process improvement, innovation and accountability	$2,542,991
Obj-5.9 - No Objective	$100,000
Total	**$7,245,619**

Between the $15 million needed for the four large expansion items and the $7.36 million needed for various other expansion requests, the total expansion budget for FY 2019-20 comes to approximately $21.36 million, which is offset by a property tax rate increase, natural growth in key revenues and various reductions made by departments.

The budget development process included approximately $40 million in requests from departments, and yet we found ourselves in a position to have to cut budgets to consider any new or additional request outside of the top four noted earlier. We are at a place now, and very possibly in the future, where departments will have to reduce budgets in some areas to support expansion requests in other areas. But this means that we will stop have to place greater focus on our strategic priorities.

Below is a brief review of the $7.36 million new/expansion funding noted on the previous page, by Goal area, as well as funding and policy choices supporting ongoing needs.

At an aggregate level this additional $7.36 million of funding, across all goal areas and supporting several more specific objectives, also supports 27.42 new FTEs. Almost half of those positions (11 FTE) are to support the re-opening of the Main Library and new important programs such as STEAM, Business / Entrepreneurial Development, and Teen Services that will now have specific homes within the more robust facility.

However, as noted earlier in the message, there were 101 new positions requested. In fact, the Library system requested 22 new positions, internal service departments such as General Services, Information Services and Technology, Finance and Elections asked for 17 FTEs, none were approved. Public Safety departments requested 32.7 FTE, 3.7 FTEs are approved.

Growth in need, population, in expansion of service, in the provision of new services and programs, all put pressure on every department to have adequate personnel to provide superior service and to sustain our high

level of customer service. The downstream effects of FTE positions are benefits costs, insurance cost increases, space needs, indirect pressure on internal service departments, retirement costs, and vehicle and equipment needs. We must continue focusing on operational efficiency while at the same time understanding that population growth will drive service demands.

Goal 1: Community Empowerment and Enrichment

While funding for Durham Public Schools and pre-K expansion were discussed earlier in the message, I want to proclaim that the County is committed to strengthening Durham through expanded and creative workforce development programs and supports, especially for historically difficult to employ populations. Durham County wishes to expand its work through both governmental and non-governmental institutions to help its residents train for and successfully move into rewarding, living wage careers. Ongoing partnerships with Durham Public Schools, Durham Technical Community College, the Durham Workforce Development Board, NC Works and Made in Durham are vital to community success in this area. Durham County further seeks to provide expanded opportunities for historically underutilized businesses by continuing to support greater recruitment, development and contracting with minority and women-owned businesses.

Durham Technical Community College

Durham Technical Community College (DTCC) approved funding supports an increase of $270,000 for DTCC supporting rent cost related to new culinary program leased space at American Tobacco (Goal 1, Objective 1.2). The Article 46 sales tax revenue allocated to support DTCC scholarships is projected to increase slightly by $71,955 in FY 2019-20, bringing the total projected funds to $1,426,230, and we have continued conversations with Durham Tech to make sure these scholarships have as great an impact as possible facilitating the future success of Durham students.

Nonprofit Support

In FY 2017-18, the Nonprofit Funding Program incorporated MFR-related process improvements as part of ongoing program review. The program review compared our process to that of our North Carolina peers and incorporated policy direction from the Board of County Commissioners, with the most significant process improvements made to the solicitation and application review components of the application process. The solicitation process included tighter alignment to targeted needs identified within Strategic Plan Goals 1 through 4. In FY 2019-20 the County will continue funding nonprofits that are currently funded pending a recertification process that reviews performance and financial information. Taking this approach allows agencies more time to effectuate outcomes as well as more time for program staff to evaluate the investment that has been made. In FY 2019-20, pending recertification, flat funding is supported for 40 nonprofit agencies at a total of $704,000. In addition, the FY 2018-19 Food Insecurity funded nonprofits will complete a similar recertification process for their 2nd consecutive year of funding. A detailed list of funding amounts can be found in the Appendix. As part of the policy work planned for FY 2019-20, the nonprofit program will be reviewed in its entirety. Not only, the outcomes (after three years measurable improvement can be expected) but the process and program in its entirety. In the fall of 2019 County management and the Commissioners will convene to best understand how the changes implemented a few years ago have worked, and to provide directives for the future.

Cradle to Career Efforts

For several years now the County has been resourcing various efforts to strengthen our cradle-to-career continuum. Durham County remains a key investor in the work of Made in Durham, our backbone organization for increasing the effectiveness and capacity of our education-to-work pipeline. They work week-in and week-out to enhance and better coordinate the work-based learning efforts of Durham Public Schools with that of the City, the Durham Workforce Development Board, all with the ultimate goal of making sure our youth can compete for the jobs being created in the Triangle. Following the publication two years ago of our inaugural State of Durham

County's Young Children Report, we have been wrestling with how to fill the identified gaps and how to improve and better coordinate services and programs available in the early years of every Durham child's life. With the Board's support of the adopted budget we are bringing on additional staff to further strengthen this work. The Board approved an ACEs (Adverse Childhood Experiences) Coordinator that will be located in Public Health and an Early Childhood Coordinator position located in Cooperative Extension in support of these continuum efforts.

$65,000 was budgeted to support Early childhood innovation and implementation initiatives which continues to support and define the "Cradle to Career" support continuum defined as a high priority of the Board. Also, $65,000 was budgeted, to support Durham ACEs (Adverse Childhood Experiences) Resilience Taskforce innovation and implementation initiatives.

An additional $75,000 was budgeted for support of expansion of Made in Durham programs. Made in Durham's role has been primarily as a convener and backbone agency designated to work with major public and private institutions in Durham to assess and advance policies and programs needed to improve our education-to-work pipeline, particularly for disadvantaged young people.

Finally, an additional $30,000 was added to support eviction diversion programs for Durham citizens, recognizing the cost to family prosperity and health of losing a home or apartment, while also recognizing the benefits of helping a family stay housing secure.

Goal 2: Health and Well Being for All

The Board's support for Health and Human Services continues to be demonstrated by the significant funding provided for County government programs and nonprofit organizations that support this strategic goal. We understand that "good health is a state of physical, mental and social well-being and not merely the absence of disease or infirmity" and we are working hard to address the disparate health and quality of life outcomes that exist in our community.

As with other goal areas, Goal 2 departments realigned funding and reduced expenses to accommodate efforts to contain tax increases and find additional dollars for reallocation. To support the work occurring within this portfolio, this budget supports 20.7 new positions, and the reallocation of 2 positions.

Social Services

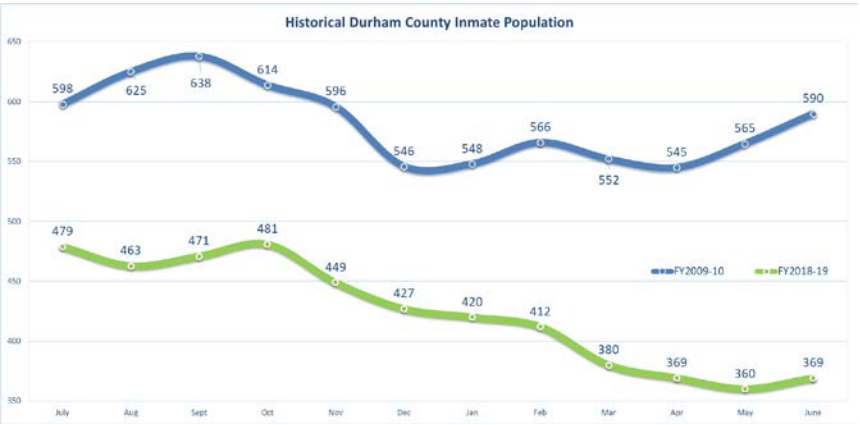
In FY 2015-16 the Health and Human Services (HHS) introduced the Voluntary Placement Agreement for Foster Care children ages 18-21 to be eligible for State Foster Care Benefit funds resulting in a 21% increase to Durham's foster care cost. Social Services continues to see a 14% yearly increase in foster care cost which were absorbed within previous fiscal year budgets. Social Services provided foster care funding for 148 children in 2014, in FY 2018-19 Social Services is servicing 302 children, an increase of 154 children or 104%. During FY 2018-19 the Board approved an additional $848,478 for foster care room and board for children placed by the Department of Social Services. This additional funding is also approved for FY 2019-20.

Child Support Incentive Funds were received in prior years and are restricted in General Fund fund-balance to support 2.5 FTEs. Approved funding in the amount of $161,434 will be appropriated in FY 2019-20 to fund a Child Support Agent (1 FTE), a Staff Development Specialist (.50 FTE), and a Social Worker II (1 FTE). The Child Support Agent will be assigned to Foster Care where there are currently 480 open cases. The Staff Development Specialist will develop and present training programs and resources to Child Support and Program Integrity Services staff, review and analyze case documentation, and ensure compliance with federal, state and DSS internal policies and procedures. The Social Worker II will aid with job readiness and placement for child support participants. Three additional positions were added to the Social Services department using reallocated existing dollars to support increased child welfare standards and span of control based on expanding caseloads

Public Health

In the Public Health budget, funding was approved to support existing and new positions, expanded services in the Detention Center, and continued support for DataWorks NC.

Key priorities include funding to replace the loss of grant funding in Bull City United, and Formerly Incarcerated Transitions (FIT) and Project BUILD programs. Bull City United, a violence prevention program originally was supported by a blend of county funding and Office of Juvenile Justice and Delinquency Prevention (OJJDP). The requested funds will support two violence interrupter positions for nine months. The FIT Program uses a Community Health Worker (CHW) with a personal incarceration history to engage people with chronic diseases prior to and/or immediately upon release and works with the local Reentry Council to develop a reentry plan. The FIT Program has operated with blended funding since its inception. The third position being fully funded by the County is in Project BUILD (Building, Uplifting, and Impacting Lives Daily) which provides skill building services and case management as Durham County's gang intervention program for youth ages 14-21. Without continued funding the case load will have to be reduced and staff will not be able to assist with case management in the Durham County Detention Facility.



Based on new philosophies from the Sheriff and the District Attorney, the average daily population (ADP) has decreased significantly. As such, the adopted budget included using 400 detainees per day as the ADP used to determine the costs of the FY 2019-20 contract for medical services in the Detention Facility.

A total of five new positions are approved in Public Health.

For the last three years, the Health Director's role has been coupled with that of General Manager for Goal 2. This budget supports the addition of 1 FTE to reestablish the Public Health Director position ($150,000 plus benefits).

To address two specific priorities of the Board described at Board retreats, 1 FTEs is supported for Adverse Childhood Experiences (ACEs) related work. Like you, I believe Durham has a need for better coordination, and a more holistic approach that supports families and children from birth to career. Other communities have successfully replicated models that align the many groups doing the good work. Cooperative efforts in Durham have already yielded positive results, such as the priority on universal pre-K education. The Adverse Childhood Experiences (ACEs) Coordinator will focus on the work of the ACEs Task Force and operationalizing efforts to facilitate community-wide training to move from awareness to action as Durham strives to become a trauma-informed community.

Since 2015 existing Public Health staff have led County-wide racial equity work without dedicated staff. Momentum in this important area has gained in the community through their efforts, however, this work will not progress without dedicated support. Additional staff time is needed to advance this work, therefore this budget supports the addition of one FTE to establish a Racial Equity Coordinator position, located in the County Manager's office.

Public Health receives grant funding to fully support Triple P (**P**ositive **P**arenting **S**upport) and currently two of the three positions are staffed by professionals hired through a staffing agency. The funder, NC Division of Public Health Women's and Children's Branch, requires that grant funds are used to establish 2 Human Services

Coordinator positions to support regional Triple P activities. This budget neutral request is included in the approved budget.

Library

The Main Library will re-open in the Spring 2020 and is a fantastic opportunity to offer important services that are only possible within the newly enlarged space. To support this work 11 new positions for the Main Library are approved, ten of the positions will work onsite at Main and one will be assigned to drive the new technology vehicle. These positions are the top four priority requests submitted by the Library.

Approved positions include four FTEs that will staff an expanded STEAM (Science, Technology, Engineering, Arts, Math) Unit, specialized staff (4 FTEs) for the Business/Entrepreneurial Center as well as staff for the fourth floor of Main, and funding to support additional teen services staff (2 FTEs). The Main Library is growing by nearly 20,000 square feet and the teen space, at nearly 1,000 square feet is almost double its previous size. Finally, a dedicated driver for the Library's new technology vehicle is supported. Staff who are currently providing programs are doing so at the expense of their other duties. Without dedicated staff the Library will not be able to offer the volume of programming needed to maximize the use of this vehicle.

While only half of the requested positions are approved, these eleven positions will allow the library staff to further their vision of Inspiring Lives, Transforming Durham. Providing these positions is an investment in our community.

Other Areas

For many years, Durham County has operated Durham County ACCESS Transportation, a demand driven transportation program, but pending further discussion and final approval by both the City Council and Board of County Commissioners, on July 1, Durham County ACCESS is planned to become part of an improved, merged transportation system overseen by the City of Durham. The FY 2019-20 budget supports the continued level of County funding and the transfer of associated grant funds to provide the current level of service to all County residents. To finalize required grant-related reports/renewals, the program's two County supported staff members (2 FTEs) will remain in Cooperative Extension Services through September and they will be given the opportunity to apply for other existing positions within Durham County. One of the two subsequently vacant positions will be reclassified to a Public Transit Plan Project Manager position to oversee the County's transit plans in concert with the City, while the other supports the Adverse Childhood Experiences (ACEs) Coordinator position approved in Public Health.

With the termination of the Durham-Orange Light Rail Transit project, Durham County will take a more pro-active role in future transit planning and execution of projects in the Durham County Transit Plan. Though we still fully anticipate a cooperative process engaging the City of Durham, GoTriangle, and the Durham Chapel Hill Carrboro MPO, among others, this proposed budget contains $250,000 for potential new positions to fully represent and support the County's role in these processes and will be offset with redirected Article 43 transit tax revenue. The amount of Durham County funding going into these projects and the importance of these projects for the future of our community require this sensible investment to make sure the expenditure of local funds results in efficient delivery of transit options this community wants and needs.

The final item supported in Goal 2, is an increase in the Alliance Health contract. This increase will bring the total contract to $6,336,751 and includes full year funding for the Supportive Housing Pilot funded for a partial year in FY 2018-19. Additional funding supports associated LGERS and salary increases for three existing System of Care positions; and a 1% increase for associated administrative support for the increased funding included in this budget.

Goal 3: Safe Community

The County's Goal 3 Safe Community goal focuses on "partnering with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies, and ensure accessible and fair justice." Goal 3 departments, which include the Sheriff's Office/Detention Center (Center), Emergency Medical Services (EMS), Criminal Justice Resource Center (CJRC), Fire Marshal/Emergency Management, Emergency Communications, Youth Home, and Court Support Services, found reductions of approximately $800,000 in support of reallocation of available dollars to the most appropriate needs. The proposed reductions align with the County's MFR strategy to be more efficient and intentional with limited County revenue resources.

Goal 3 departments have made significant progress implementing the County's Managing for Results (MFR) model; from improving our pretrial services and substance abuse prevention programs to creating predictive analytic models to assist in better understanding the types and location of future emergency medical calls, we are using the data to make smarter, more informed decisions and investments. We have also been using data to find additional departmental savings as illustrated by EMS in reducing medication and supply costs by $100,000 in next year's budget. Innovative strategies to recruit, retain and share employees has been in the forefront of Goal 3 efforts as demonstrated by EMS and Fire Marshal/ Emergency Management Departments during the past fiscal year. EMS has seen 31% decrease in vacancy rate and sharing an emergency services analyst position has resulted in significant advancements in our data analytics related to emergency services.

The MFR model requires that we not only effectively provide services, but that we also look for opportunities to become efficient in the delivery, management, and administration of services. Over a year and half ago staff from Emergency Medical Services (EMS) and Fire Marshal/Emergency Management Departments began examining the idea of creating a consolidated Emergency Services Department, a best practices model used across the state. Review of the concept has resulted in possible administrative savings and an opportunity for managerial efficiencies. The consolidated concept became effective July 1, 2019. This departmental change will allow the County to be evermore strategic in resource investment and better aligned with the County's Strategic Plan.

Funding for replacement vehicles in the Sheriff's Office and EMS has been included in the approved budget to ensure that timely emergency services are provided. The budget includes replacement of 35 total vehicles and required equipment for the Sheriff's Office. In addition, the replacement of five ambulances completes the County's full replacement of its ambulance fleet which began in 2015. I have also requested that the County IS&T Department work with the Sheriff's Office to address their technology needs. By using an "infrastructure as a service" approach we can leverage previous County technology infrastructure investments to assist the Sheriff's Office in replacing and updating critical technology equipment. Lastly, to prevent self-harm of detainees in the Detention Center, funding for five padded safety cells is approved in next year's budget.

This budget also makes important investments in the Criminal Justice Resource Center (CJRC) and Detention Center by supporting the addition of two, part-time weekend positions to improve mental health coverage in the Detention Center, as well as increased funding for a tele-psychiatry contract that will expand access to this vital service. Also, there is currently one grant-funded position providing psychiatric services at the Detention Center, and when the grant expires in September 2019 this budget will support the position becoming County-funded. CJRC re-entry services will also be supported by the addition of three new federal grant funded positions, and an existing grant-funded re-entry position will become county funded when the grant ends next year. These positions and services will support the full implementation of both male and female mental health pods in the Detention Center (Goal 3, Objective 3.2). One final notable Goal 3 addition is an increase in the county-funded Assistant District Attorney's salary to bring it in line with the City of Durham.

Goal 4: Environmental Stewardship & Community Prosperity

Environmental, Development, and Economic Programs

This fiscal year the County will continue our focus on strategic environmental and infrastructure investments aligned with our Strategic Plan and community goals. This work will include our ongoing Resiliency & Redundancy improvements to our utility systems and treatment plant in the Research Triangle Park. This work enhances the capabilities of our utility systems to best support our reinvestment in Park Center as well as continuing to provide the foundational elements for enhancing economic growth in RTP. Additionally, as discussed in the BOCC Budget Retreat, we will also make investments in infrastructure for the Treyburn Business Park to facilitate more economic growth, as Treyburn is a significant asset in attracting manufacturing jobs that provide a gainful living for many who may not hold advanced educational credentials. These investments will also allow us to continue providing the high level of environmental protection desired by our community.

We have had significant success in attracting high-quality companies such as Avexis, Xylem, and others, representing new, high-quality jobs and new investment for our tax base. Through our economic development efforts, over 1,100 new jobs will be brought to the community, that will produce investments of nearly $150 million, proving an excellent return on our incentive investments of approximately $750,000. The Board's incentive policy, with draft revisions presented in our Fall retreat and Phase I revisions to be presented in June 2019, continues to be an asset in attracting a wide array of jobs to aid in our key goal of shared prosperity. With these proposed strategic infrastructure investments, our prospects for economic recruitment, and revenue growth, will continue to improve.

The Register of Deeds office and team continue their record as leaders in their space. The work they have partnered on with Veterans Services, towards ensuring all eligible Durham veterans have their discharge paperwork (DD-214) on file with the Register of Deeds office continues to be well-received. Additionally, the Register of Deeds will soon become an authorized agent to assist with the provision of U.S. Passports to qualified individuals, yet another service initiative of our RoD team with no tax burden to our citizens

Our joint City - County programs continue to provide high levels of service under extremely heavy workloads. Our Inspections team's work continues to show a strong economic foundation, having set all-time records for permit activity with 30,371 total permits issued in 2018, representing an estimated construction value of $1.7 billion. Planning staff continue work on the effort to update and revise the Comprehensive Plan, the work on UDO amendments to expand housing choices and affordable housing options, and also the Industrial Land Use study, both in an effort to support our economic development work while also ensuring a high quality of life from a well-planned community.

Capital Improvement Program/Project Management

Implementation of the General Obligation bond program work approved by County residents in November 2016 continues to progress well. During the coming months, we will see the buildout and occupancy of the restaurant space on the street level of Admin II, which will achieve a key Board goal – continuing the activation of Main Street eastward while partnering with local business entities to the extent possible. Construction is also well-underway on the Main Library renovations with completion currently anticipated in late 2019. This will provide a true jewel, a new "living room" at which all Durham citizens can engage, learn, and expand their horizons.

Our work also is ongoing with our partners from the University of North Carolina – Chapel Hill School of Government's Development Finance Initiative (DFI) team. This work has progressed to the point that the Board is now in a position to soon begin making a determination of which private partner team will be selected to provide the mixed-use elements and affordable housing components at 300 and 500 block sites of East Main Street.

While many good things have been accomplished in terms of our Capital program, we are now at a point where key investments must be made in public safety facilities to ensure these critical community services can be provided in an effective and timely manner. This work includes EMS facilities, a new Youth Home facility, and strategic investments in a Public Safety facility to support the Sheriff, EMS, and Emergency Management as discussed in our recent CIP work session.

Environmental Programs

We continue to see progress in multiple program areas related to our environmental stewardship goals. As a result of our continued investments and ongoing work by our Open Space and Real Estate team we now have 3,462 acres protected either by fee-simple ownership or conservation easements. These protected lands will be further increased by 202 acres for a total of 3,664 acres by the end of 2019.

The Stormwater/Soil-Erosion staff have continued to advance the framework for a potential Stormwater Utility Fund even as they manage a record workload of in excess of 140 active sites in various stages of land-disturbance, coupled with ongoing enforcement activities to mitigate the impacts of non-compliant sites. This program was recognized with a prestigious award from the North Carolina Division of Energy, Mineral and Land Resources at the turn of the Fiscal Year, the "2018 Local Program of the Year" award for their significant accomplishments in protecting the environment and program enhancements made due to Board investments in the same.

Our Soil & Water Conservation District continues work in enhancing opportunities for local growers to access markets via the GAP grant program initiated this fiscal year. This small grant program is leveraged by the strengths in our Cooperative Extension program as well as by companion funding awarded to Farmer Foodshare, one of our non-profits, to provide grower subsidies to allow local growers to be more competitive in accessing larger-scale institutional sales. This has also allowed more locally grown fresh foods to be introduced into the Detention Center, supporting our efforts to provide access to high quality foods to all.

This year was full of accomplishment for our Sustainability program area as a Renewable Energy Resolution was adopted. This year also saw our program complete a Resiliency assessment with regional partners including Triangle J Council of Governments, with funding included for an update of the 2008 Greenhouse Gas Plan, which will be jointly conducted and funded with our City partners as requested by the Board. One challenge ahead for this program area is the City's choice to separate their sustainability efforts from those of the County.

Enterprise Fund

As discussed with the Board at our Budget Retreat, we have, and will continue to adjust user rates to allow for a number of projects to be funded via the "Pay Go" model while others will be contemplated for funding via a potential Revenue Bond. We have also implemented a new Capital Fee structure as a direct result of the requirement of HB436. This bill, passed by the Legislature in 2017, requires all local government utilities to utilize certain accounting methods in order to levy these fees. Each of these regulatory shifts add to the workload of our team and increase the complexity of operational compliance.

Across Goal 4 operational areas, we continue to see great successes while experiencing challenges in recruiting, and more especially, in retaining highly skilled technical staff, as market competition is exceptionally strong for these certified/credentialed personnel. This, coupled with increasing workload demands from the community, are cause for concern with respect to employee well-being, morale, and retention.

Goal 5: Accountable, Efficient and Visionary Government

Durham County Employees

The County has more than 2,000 employees providing high level service to our residents, from EMS staff saving lives to school nurses keeping DPS students healthy, to Criminal Justice Resource Center staff working with citizens to avoid the debilitating cost of jail (where possible), to Detention Center staff protecting citizens and inmates alike 24 hours a day, seven days a week. With more than 21% of Durham County's active employee base eligible to retire between within the next five years, continued focus must occur on retaining and recruiting a talented workforce to ensure we meet residents' service demands.

An FY 2017-18 County wide classification and compensation study identified several multi-pronged approaches to employee compensation that meets the changing face, age, and work of County employees in the coming decade. The FY 2018-19 budget allocated funds to address classification study recommendations within the public safety classifications. The FY 2019-20 budget allocates funds to support study recommendations for the remaining County operations. Having a fair, consistent, and competitive classification and compensation system will help to attract, reward and retain the most qualified individuals. The multitude of services provided by Durham County government are only as beneficial as the employees that carry them out. We must be able to adequately recognize and support our best employees as well as provide incentive for the best possible service to County residents by all employees.

Board of Elections

In preparation for upcoming Federal primary elections and the possibility of four total election events the Board of Elections budget reflects a significant increase in related personnel and operating costs. Funding for Temporary and Part-Time positions is included to accommodate the increased use of one-stop and early voting sites and an increase to Election Poll Workers, while a FY 2018-19 mid-year created position (Elections Specialist) was fully funded for the upcoming year. Additional revenue from municipal elections conducted by Durham County Elections will offset some of these increased costs.

General Services

Properly maintaining a growing amount of County owned physical resources is a continuing effort in maximizing efficiency with limited resources. Our General Services department continues to do an amazing job in providing security, janitorial, electrical, HVAC and general support for 79 of buildings and 1,833,046 square feet.

The FY 2019-20 budget for General Services includes support for the reopening the Main Library Branch and continued support for the recently renovated and opened second Administration Building (Admin. II). To control the increased cost to the County, General Services reallocated significant funds to ease the impact of the Main Library reopening with two additional staff being reallocated from other programs to support the additional square footage.

In support of budget realignment and funding reallocations General Services made the decision to eliminate two internal service programs (Pest Control and Sign Shop). Personnel will be reallocated to other General Services functions, including one staff member reallocated from the Sign Shop to fill the current request for additional Janitorial staff.

Within the General Services Solid Waste division, the County annual solid waste sticker fee will remain at $158.81, which is the same level as the prior three fiscal years, while also including 1 FTE for a Roll-off Truck Driver for hauling of its containers. The addition of this dedicated personnel will allow Durham County to eliminate a $110,000 contract with the City of Durham.

Information Services and Technology (IS&T)

The need to maintain and improve the efficiency and security of Durham County data and services is increasing at an accelerating rate and requires additional funding allocations to Information Services and Technology support county-wide critical software maintenance for the Microsoft Enterprise Agreement and Office 365. Majority of the $1.7 million costs were funded in the capital budget in previous fiscal years. The allocation allows Durham County business departments to retain and maximize useful Microsoft Office. Further, it supports critical cloud services including email, scheduling, collaboration tools, and the benefit of cloud-based services supporting business continuity and disaster recovery. Cloud services continuously evolve to improve and expand capabilities increasing effectiveness and efficiency in business departments. Most importantly, it reduces on premise servers and the associated support cost and increases protection from hardware failures, loss of services, and increases security against data loss and theft. To meet this increasing demand the IS&T budget supports increases in software licensing and maintenance for FY 2019-20.

Goal Area	FY2019-20
Goal 2	**$500,000**
Stanford L W. Water Intrusion R	$500,000
Goal 3	**$6,865,201**
Sheriff Firing Range Upgrade	$757,608
Public Safety & Service Complex	$684,180
New Youth Home	$1,770,833
EMS-Equipment Replacement	$2,700,000
EMS-MLK Blvd (4 Bay)	$18,000
EMS-Station 19 Co-location	$734,580
Multi-Dept. Radios & Towers	$200,000
Goal 4	**$2,217,403**
Alliance Behavioral Backfill	$917,400
DSS Main Renovation	$800,003
Open Space Land Acquisition	$500,000
Goal 5	**$7,156,848**
GS-County Bldg HVAC Replacement	$541,775
GS-County Bldg Roof Replacement	$574,223
GS-County Building Envelope	$403,744
GS-County Security Improvements	$334,162
GS-County Stadium Upgrades	$338,456
GS-Leased Convenience Sites	$623,050
GS-Owned Convenience Sites	$439,671
GS-Parking Lot Replacement	$297,179
GS-Parkwood Buildings Support	$337,643
DCo-SAP S4 HANA	$250,000
IT-Hardware Replacement Sched.	$3,016,944
Total	**$16,739,452**

Capital Improvement Plan Update

The 2020-2029 10-year Capital Improvement Plan (CIP) has been reviewed by staff and was adopted by the Board in June. The CIP will be used as a guiding document for expected capital projects for the next several years. There are two fundamental parts to any CIP: 1) project scope and timing, and 2) financial support of capital project related debt. We initially received $1 billion of capital requests from county departments, Durham Public Schools, Durham Technical Community College and NC Museum of Life and Science in the initial stages of that CIP update process. While many desired that projects begin within the next five years or less, our debt capacity, within triple A standards, limited our ability to support projects at that level. The total requested amount was far greater than the debt range recommended over the next four years by the County's trusted Financial Advisor.

In order to stay within the recommended debt range, we scaled back project scopes and/or moved the timing for project implementation beyond the four-year 2020-2024 range. Project recommendations occurred based on historical spending patterns, project alignment with BOCC goals, Facilities Master Plan recommendations, and a measured approach on how increased debt affects the County's triple A bond rating and property tax increases.

What does influence the FY 2019-20 budget is the amount of "Pay As You Go" funding allotted to active projects. While the amount of PAYGO funding for the upcoming year is higher than normal I am happy to note that the dedicated property tax rate for the CIP does not increase from the revenue neutral tax rate amount of 8.61 cents. In other words, we are able to support these project needs as well as support annual debt service payments with already existing dedicated revenue sources.

Conclusion

This FY 2019-20 Durham Board of County Commissioners Approved budget is akin to a successful tightrope walk. It's all about being fit, balanced, well planned, with solid support, and vision. Fiscal constraints, even for thriving communities like our own, continue to create difficult choices for our employees, department directors,

management and the Board. Going forward, the manner in which we all balance the varied and numerous needs presented by our residents will determine our future. The use of actionable data will be the lynchpin that informs our difficult decisions and give guidance about the best choices. Our Managing for Results program seeks to support those hard decisions with actionable metrics that can support current decisions and future planning.

As an organization, it is our aim to utilize our technology systems, the data and our strategies to be the best at analyzing the data, making good decisions, and ultimately telling our story. As we move along this Managing for Results continuum, we will be fully poised to be a High Performing Organization that produces the best outcomes for Durham.

This budget also represents continued multi-faceted support for education and workforce development. And while a developing sense of coordinated "Cradle to Career" services is driving funding across new positions and existing departments, funds also continue to support and enhance existing primary services such as Social Services, Public Health, and Public Safety functions.

Durham County continues its accelerated economic growth and strong reputation based on world-class educational opportunities, health care, and cultural variety, and while the Board is rightfully proud of the Durham County government's role in supporting these successes, they also continue to focus their efforts, attention, and monetary support towards helping various populations that have not been lifted as high by the County's economic growth. Everyone in Durham County matters and the FY 2019-20 Board approved budget supports that philosophy.

Sincerely,



Wendell M. Davis

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DURHAM COUNTY

Budget Highlights

Revenue Neutral Property Tax Rate for DCo* (per state statute) 77.79¢ to 68.92¢

** See revenue highlights section for more details*

The **Tax Rate** for FY 2019-20 71.22¢ per $100 valuation — an increase over the **Revenue Neutral Rate** to 2.3¢ per $100 valuation

Property Tax collection percentage remains at 99.60%

Sales Taxes revenue are estimated to increase 4.19% from the current year approved budget

Total # of Durham County Employees (Full-Time Equivalents) 2,092.54 increase 27.42 (*7.5 grant funded)

State mandated increase in County contribution to the Local Government Employees Retirement System (LGERS) from 7.80% to 9.00% and 8.50% to 9.70% for Local Law Enforcement Officers (LEO)

Pay-for performance salary increase range, for employees for FY 2019-20, continues at 2% (meets expectations) or 3% (exceeds expectations)

$3.1 million in funds are reserved for implementation of the **Class and Compensation** study recommendations for non-Public Safety employees

DCo is moving to Cigna as the administrator of our **Health Insurance** process — $3.1 million increase in **Benefits Plan** expenses

The General Fund balance appropriation increased minimally from $16.69 million to $17.37 million

DURHAM COUNTY

Budget Highlights

Ongoing current expense funding to **Durham Public Schools** increases $7.25 million or 5.2% to $145,970,717

Local Expense per Pupil Funding increases to $3,647, up $205 from FY 2018-19

Durham Technical Community College funding increases by 4.5% or $341,955

Overall **DTCC** will receive $7.9 million in DCo support

$1.6 million increase in funding for **Durham County's Pre-K initiative**, totaling, $5.25 million

North Carolina Museum of Life and Science current expense funding stayed flat: $1.77 million

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40 **Replacement Vehicles** are being purchased for the Sheriff's & EMS Departments $2.42 million

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40 **nonprofit agencies** are being approved in the nonprofit funding program in FY 2019-20 at a total of $704,000

5 Target Areas

Goal 1 Target Area
Increase Family Success and Prosperity $367,500

Goal 2 Target Area
Increase the Number of Healthy Years Lived $199,500

Goal 2 Target Area (added FY2018-19)
Provide Access to Sufficient and Health Food $90,000

Goal 3 Target Area
Improve Life Outcomes for Those involved in the Criminal Justice System $37,000

Goal 4 Target Area
Protect Natural Resources $10,000

Debt Service decrease $9.85 million to $64 million

with dedicated **property tax** staying at the revenue neutral rate of 8.61¢

Introduction

During Fiscal Year 2016-2017, Durham County citizens, commissioners, and staff embarked on a "refresh" of the Durham County Strategic Plan. The update involved a deliberate process of outreach and engagement with key County stakeholders to ensure varied perspectives and interests were represented.

In seeking community input for the Strategic Plan, a series of meetings were held to solicit input from diverse stakeholder groups across all County demographics (i.e. Senior Citizens, Hispanic Advocacy Organizations, etc.) Innovative methods of using technology were also used to solicit community input for the plan such as connecting to citizens through social media and online community forums. Finally, County leaders also received input from about 550 County employees as part of the update process.

As the plan was being refreshed, the County was also coordinating alignment of the Strategic Plan with Durham County's change management model, Managing for Results (MFR), implemented across all County Departments in 2014. Aligning the MFR model with the Strategic Plan improves County effectiveness at achieving Strategic Plan goals and directs the development of County departmental work plans for current and future years.

Once community outreach and engagement processes ended, the process resulted in a refreshed Durham County Strategic Plan which was finalized and published in 2017. The full Durham County Strategic Plan can be found here: http://www.dconc.gov/home/showdocument?id=21678

The refreshed plan established the following five community wide Strategic Plan Goals:

- Goal 1: Community Empowerment and Enrichment
- Goal 2: Health and Well-Being for All
- Goal 3: Safe Community
- Goal 4: Environmental Stewardship and Community Prosperity
- Goal 5: Accountable, Efficient, and Visionary Government

Within each of the five goal areas, the refreshed Strategic Plan included a series of global metrics that would serve as a means with which to gauge overall County progress toward achieving Strategic Plan Goals. The metrics (measures) include 17 "Community" Indicators, which are broad and high-level gauges of the community which can be used to inform the creation of community wide policy and overarching progress toward the five Strategic Plan goals.

Initial data collection and analysis of the 17 Strategic Plan Community Indicators has been compiled with basic trend analysis and preliminary benchmarking of the indicators included on subsequent pages. Additional measures related to Strategic Plan objectives and implemented strategies are defined in the Strategic Plan document noted above and will be reported on at least bi-annually in a separate, more detailed document for citizen, Commissioner, and County staff assessment and programmatic review. This in-depth review process will continually direct organizational focus towards strategies and services that support Strategic Plan goals. Ultimately that organizational focus and service provision will inform budget allocations which is where the Strategic Plan connects to the annual budget document. As the Strategic Plan implementation process evolves more specific related measures will be included in the annual budget document to support specific dollar allocations.

Reporting tools and mechanisms to monitor all aspects of the Strategic Plan that, in turn, will assist internal and external County Stakeholders in achieving Strategic Plan Goals are currently being developed. These tools will also allow citizens to view and assess Strategic Plan progress always using appropriate metric dashboards. Finally, the Budget and Management Services department has increased its capacity to assist other County departments with deepening their integration of departmental workplans and the Managing for Results process with the Strategic Plan Goals (and objectives and strategies).

Durham County Strategic Plan

Goal 1: COMMUNITY EMPOWERMENT AND ENRICHMENT

Goal Statement: Provide access to educational, vocational, economic and cultural opportunities while empowering citizens to choose pathways for their own success.

Goal Objectives

Education - Provide and support learning and enrichment opportunities that support educational achievement and life success

Workforce Development – Strengthen the workforce by supporting the provision of effective education, training and workforce supports, particularly for hard-to-employ groups

Family Success – Support and provide programs, services and systems which improve life skills and increase family success and prosperity

Cultural Opportunities – Foster a strong, diverse, artistic and cultural environment

Goal 2: HEALTH AND WELL-BEING FOR ALL

Goal Statement: Improve the quality of life across the lifespan through protecting the health of community, reducing barriers to access services and ensuring a network of integrated health and human services available to people in need.

Goal Objectives

Healthy Lives – Increase the number of healthy years that residents live

Healthy Community – Increase the quality of life in Durham County

Healthy Children and Youth – Support the optimal growth and development of children & youth

Goal 3: SAFE COMMUNITY

Goal Statement: Partner with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies and ensure accessible and fair justice.

Goal Objectives

Emergency Response Services – Increase safety and security throughout the community by responding to emergency crisis situations

Criminal Justice Services – Improve life outcomes for people involved in the criminal justice system

Prevention Services – Reduce the number of people entering and involved with the criminal justice system

Emergency Management Services – Enhance Durham's ability to decrease harmful impacts of emergency events on people and property

Community Services – Increase residents' ability to help themselves and others be safe and

Goal 4: ENVIRONMENTAL STEWARDSHIP & COMMUNITY PROSPERITY

Goal Statement: Protect natural resources and support and promote community and economic vitality for all residents of Durham County.

Goal Objectives

Natural Resource Stewardship and Protection – Protect and steward natural resources through comprehensive compliance and educational programs

Community Prosperity – Promote and support the community and economic vitality for all residents of Durham County

Development and Community Services – Provide responsive and efficient services to promote community prosperity, smart growth and quality development for all residents of Durham County

Goal 5: ACCOUNTABLE, EFFICIENT, AND VISIONARY GOVERNMENT

Goal Statement: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

Goal Objectives

Customer Engagement and Responsiveness – Bolster engagement and responsiveness to both internal and external customers

Talented Workforce – Attract, recruit and retain talented workforce

Sound Business Systems – Ensure sound fiscal, operational and technology systems

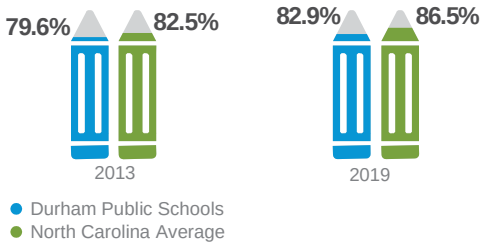
Performance Management and Accountability – Improve the strategic use of data to promote ongoing process improvement, innovation and accountability

DURHAM COUNTY

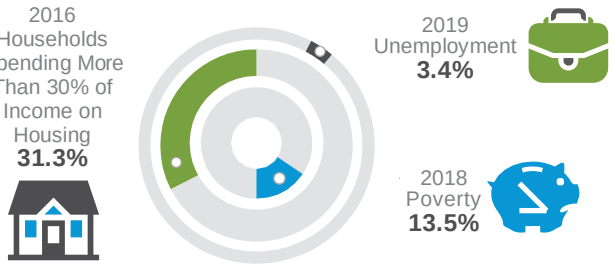
Community Indicators
Strategic Plan

GOAL 1
Community Empowerment and Enrichment

Four-Year High School Graduation Rate

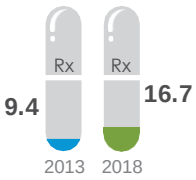


Housing | Unemployment | Poverty Rates



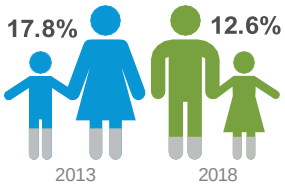
GOAL 2
Health and Well-Being for All

Drug Overdose Death Rate*

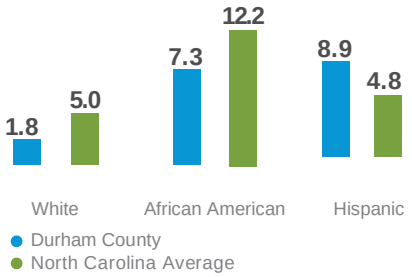


(per 100k population)

Uninsured Children and Adults Rate



2018 North Carolina Infant Mortality Rates*



* Rate per 1,000 live births. The rates displayed are based on small counts and have potential to change drastically from year to year.

GOAL 3
Safe Community

Part 1 Crime Rate*: Unincorporated DCo

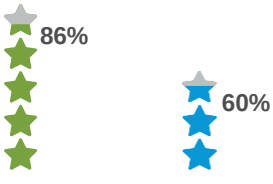


(crimes per 100k population)

Number of Residents Involved in the Criminal Justice System

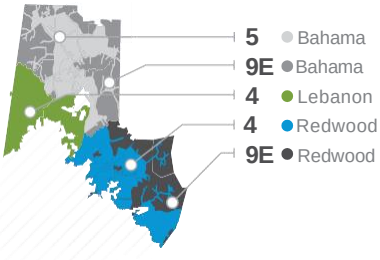


Percentage of Residents that Feel Safe Walking Alone in Their Neighborhood*



* 2019 Resident Satisfaction Survey

ISO Insurance Ratings Durham County Volunteer Fire Districts

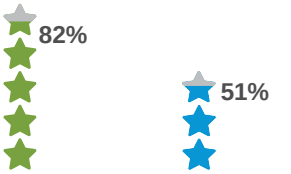


DURHAM COUNTY

Community Indicators
Strategic Plan

GOAL 4
Environmental Stewardship and Community Prosperity

Percentage of Residents Who Said the Community is a Good Place to Live*



** 2019 Resident Satisfaction Survey*

Employment Growth



GOAL 5
Accountable, Efficient, and Visionary Government

Percentage of Residents Who Were Satisfied with the Quality of Services Provided by the County*



** 2019 Resident Satisfaction Survey*

Percentage of Residents Who Said the Value Received for Local Taxes and Fees is Good or Excellent*



** 2019 Resident Satisfaction Survey*

Bond Rating

Maintain Durham County Triple A Bond Rating

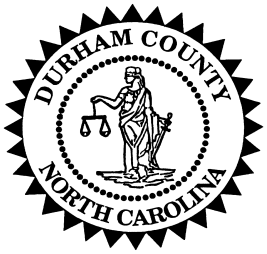
DURHAM COUNTY

For more detailed information, including benchmark comparisons, where applicable, visit www.data-dconc.org.

SOURCES

DPS High School/4-year Graduation Rate: www.ncpublicschools.org
Percentage of households spending more than 30% of income on housing: Housing and Urban Development
Percentage of Unemployment: US Bureau of Labor Statistics
Percentage of Families in Poverty: US Census Small Area Income and Poverty Estimates
Drug Overdose Death Rate: https://.wonder.cdc.gov
Percentage of uninsured Adults and Children: US Census Small Area Health Insurance Estimates
Infant Mortality rates by race/ethnicity: North Carolina State Center for Health Statistics
Part 1 Crime Rate for unincorporated Durham County (violent and property crime): NC State Bureau of Investigation
Number of residents involved in the criminal justice system: NC Department of Public Safety
Percentage of Residents that reported that they feel very safe or safe (day/night in neighborhood), according to the Resident Satisfaction Survey: 2019 Resident Satisfaction Survey
ISO Insurance Ratings for each fire department: Durham County Fire Marshal
Percentage of residents who rated the community as good or excellent as a place to live, according to the Resident satisfaction Survey: 2019 Resident Satisfaction Survey
Employment Growth: NC Office of State Budget and Management
Percentage of Residents who were very satisfied or satisfied with the overall quality of services provided by the County: 2019 Resident Satisfaction Survey
Percentage of Residents who rated the value received for local taxes and fees as good or excellent: 2019 Resident Satisfaction Survey
Maintain Durham County Triple A Bond Rating: Moody's Investors Service, Inc. and Standard & Poor's (S&P) Global Ratings

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Ordinance

The legally adopted plan for raising and spending money in Fiscal Year 2019-2020 for Durham County.

ANNUAL BUDGET ORDINANCE

Durham County

North Carolina

FY2019-20

WHEREAS, the proposed budget for FY2019-20 was submitted to the Board of Commissioners on May 13, 2019 by the Durham County Manager and filed with the Clerk to the Board on that date pursuant to G.S. 159-11;

WHEREAS, on June 10, 2019, the Durham County Board of Commissioners held a public hearing on the budget pursuant to G.S. 159-12;

WHEREAS, on June 24, 2019, the Durham County Board of Commissioners adopted a budget ordinance making appropriations and levying taxes in such sums as the Board of Commissioners considers sufficient and proper in accordance with G.S. 159-13;

BE IT ORDAINED by the Durham County Board of Commissioners that for the purpose of financing the operations of Durham County, North Carolina for the fiscal year beginning July 1, 2019 and ending June 30, 2020, there are hereby appropriated from taxes and other revenues the following by function and fund.

Section 1. Summary of Appropriations by Fund and Function - FY2019-20

Function	General Fund	Swap Fund	Capital Financing Fund	Reappraisal Reserve Fund	LEO Separation Allowance Fund	Special Revenue Funds	Debt Service Fund	Enterprise Fund	Total Appropriation
General Government	$124,755,964	$1,000,000	$79,256,388	$874,981	$420,000	$3,760,195	$63,974,554	$750,000	$274,792,082
Public Safety	$65,703,543	---	---	---	---	$7,649,393	---	---	$73,352,936
Transportation	$412,500	---	---	---	---	---	---	---	$412,500
Environmental Protection	$5,035,563	---	---	---	---	---	---	---	$5,035,563
Econom. & Physical Devlp.	$6,616,072	---	---	---	---	$1,156,496	---	---	$7,772,568
Human Services	$81,859,393	---	---	---	---	---	---	---	$81,859,393
Education	$159,419,265	---	---	---	---	---	---	---	$159,419,265
Cultural & Recreational	$12,985,559	---	---	---	---	---	---	---	$12,985,559
Utilities	---	---	---	---	---	---	---	$9,161,600	$9,161,600
Grand Total	**$456,787,859**	**$1,000,000**	**$79,256,388**	**$874,981**	**$420,000**	**$12,566,084**	**$63,974,554**	**$9,911,600**	**$624,791,466**

Section 2. Summary of Revenues by Fund and Revenue Category - FY2019-20

Function	General Fund	Swap Fund	Capital Financing Fund	Reappraisal Reserve Fund	LEO Separation Allowance Fund	Special Revenue Funds	Debt Service Fund	Enterprise Fund	Total Appropriation
Taxes	$362,977,603	---	$37,064,199	---	---	$9,716,084	---	---	$409,757,886
Licenses and Permits	$1,124,500	---	---	---	---	---	---	$5,000	$1,129,500
Intergovernmental	$43,908,719	---	---	---	---	$1,250,000	---	---	$45,158,719
Contributions and Donations	$191,678	---	---	---	---	---	---	---	$191,678
Investment Income	$2,010,000	---	$110,000	---	---	---	$348,409	$300,000	$2,768,409
Rental Income	$297,937	---	$598,280	---	---	---	---	---	$896,217
Sewer Connection Fees	$5,000	---	---	---	---	---	---	$794,000	$799,000
Service Charges	$24,139,175	---	---	---	---	---	$500,000	---	$24,639,175
Enterprise Charges	$14,000	---	---	---	---	---	---	$8,812,600	$8,826,600
Other Revenues	$466,257	$1,000,000	---	---	---	---	---	---	$1,466,257
Transfers In	$21,652,990	---	$41,483,909	$874,981	$420,000	$1,600,000	$63,126,145	---	$129,158,025
Grand Total	**$456,787,859**	**$1,000,000**	**$79,256,388**	**$874,981**	**$420,000**	**$12,566,084**	**$63,974,554**	**$9,911,600**	**$624,791,466**

Section 3. For purpose of raising revenues to finance appropriations for the foregoing expenditures, the following ad valorem taxes are hereby levied on all property subject to ad valorem taxes within the county on January 1, 2019 at an anticipated collection rate of 99.60 percent. Rates are per $100.00 of assessed valuation of taxable property.

District	Rate
Durham County-countywide	$.7122

Section 4. For purpose of raising revenues to finance appropriations for the foregoing expenditures, the following ad valorem taxes are hereby levied on all property subject to ad valorem taxes within the county on January 1, 2019 at the anticipated collection rates noted below. Rates are per $100.00 of assessed valuation of taxable property.

District	Rate	Collection Rate
Bahama Fire District	$.0987	98.7%
Eno Fire District	$.0786	98.3%
Lebanon Fire District	$.1176	98.7%
New Hope District	$.0756	98.7%
Redwood Fire District	$.1225	98.3%
Durham Fire & Rescue Service District	$.1349	98.7%

Section 5. There is hereby levied a tax at the rate shown below, per $100.00 valuation of property listed for taxes as of January 1, 2019, for property located within the Durham County portion of the Durham-Wake Counties Research Triangle Park Research and Production Service District for the raising of revenue for said district. The anticipated collection rate is 98.7 percent.

	Tax Rate	Appropriation
Research & Production Service District	$.0629	$1,156,496

There is hereby appropriated to the Durham-Wake Counties Research and Production Service District from the net proceeds of this tax the amount of $1,144,636 for use in said district in such manner and for such expenditures as is permitted by law from the net proceeds of this tax. In the event the actual net proceeds from the tax levy of the Research and Production Service District exceed the appropriated amount, the actual net proceeds from the tax shall constitute the appropriation from said tax levy.

Section 6. Charges for services and fees by county departments are levied in the amounts set forth in the attached Fee and Other Charges Schedules. (See Attachment 1)

Section 7. The following authorities shall apply to transfers and adjustments within the budget:

a) The County Manager may authorize transfers within a function up to 15% cumulatively without report to the Board.
b) The County Manager may transfer amounts up to $20,000 between functions of the same fund with a report to the Board of Commissioners at the subsequent regular meeting of the Board.
c) The Budget Officer may approve intradepartmental transfer requests between appropriation units and between departmental programs within the limits of the approved budget.
d) The County Manager may enter into the following agreements within funds:
   - Form and execute grant agreements within budgeted appropriations;
   - Execute leases of up to $15,000 for normal and routine business within budgeted appropriations (County as Tenant only);
   - Enter consultant, professional, maintenance, or other service agreements of up to $40,000 within budgeted appropriations;
   - Approve renewals for service and maintenance contracts and leases;
   - Purchase of apparatus, supplies, materials or equipment and construction or repair work not requiring formal bids by law;
   - Reject any and all bids and re-advertise to receive bids;
   - Waive any bonds or deposits, or performance and payment bonds requirements when authorized or permitted by applicable law.
e) County Manager can transfer between functions, and/or funds for merit, pay plan adjustments, health benefits, reclassifications and LEO Separation Allowance.
f) Transfers between funds and transfers from the contingency account may be executed **only** by the Board of Commissioners.

Section 8. In accordance with North Carolina General Statute 115D-54, the following appropriations are made to Durham Technical Community College. All accumulated and unexpended and unencumbered amounts at the end of the fiscal year shall be reported to Durham County within 30 days of the completion of the external audit.

Current Expense	$7,552,658
Capital Outlay	$347,500
Total Appropriation	$7,900,158

a) It is the intent of the Durham County Board of County Commissioners in appropriating these funds that Durham Technical Community College allocates current expense funding of $1,426,230 for needs based financial assistance for enrolled students from Durham County and the Gateway to College program (an educational option for DPS students between the ages of 16-21 who have dropped out of high school but have a desire to now earn a diploma.)

Section 9. In accordance with G.S. 115C-429(b), the following appropriations are made to the Durham Public Schools. The budget resolution adopted by the Durham Public Schools Board of Education shall conform to the appropriations set forth in the budget ordinance.

The total local appropriation for Durham Public Schools for FY 2019-20 is as below:

Current Expense*	$144,600,717
Capital Outlay	$1,370,000
Total Appropriation	$145,970,717

*Includes Article 46 Sales Tax Revenue:	DPS	Pre-K
FY 2017-18 Over-collection	*$671,200*	*$0*
FY 2019-20 Estimated Revenue	*$10,133,663*	*$0*
Board Policy Pre-K amount		*$508,140*
FY 2019-20 Article 46 Total	$10,672,080	$508,140

a) In addition, the Durham Public Schools budget should reflect local appropriations by purpose, function, and object. Once adopted, such resolution shall not be amended without the prior approval of the Board of Commissioners if the cumulative effect of such amendment would be to increase or decrease the amount of county appropriations allocated by purpose, function, or object by 15 percent or more.

b) The Board of Commissioners and the County Manager shall be informed in writing of the audited fund balance amounts within 30 days of completion of the external audit.

c) Transfers between capital outlay and current expense shall be approved by the Board of Commissioners.

d) Durham Public Schools is authorized to use Public School Building Capital Funds, and Lottery Funds for capital outlay requests, with the approval of the Board of Commissioners.

e) It is the intent of the Durham County Board of County Commissioners in appropriating these funds that the Board of Education allocate current expense funding of $508,140 for expanded support of Durham Public School related Pre-Kindergarten programs.

Funding (including debt service) exceeds the required merger agreement rate of $1,960 per pupil.

Section 10. The 2019-20 local teacher salary supplement schedule starts at $5,425 for a 1st-year teacher with a Bachelor's degree and increases by $155 per year up to $10,075 for teacher with a Bachelor's degree and 30 years of experience. The starting supplement and annual step increases are higher for teachers with advanced degrees and/or National Board certification. Full implementation of this structure is contingent on support of the requested increase in operating appropriations for K-12 education.

Section 11. In accordance with G.S. 159-13.1, the following financial plans for intragovernmental service funds are hereby approved.

RISK MANAGEMENT FUND

Revenue	$3,646,478
Expense	$3,646,478

BENEFITS PLAN FUND

Revenue	$29,783,050
Expense	$29,783,050

Section 12. This ordinance incorporates the County's Capital Financing Policy to designate up to 20% of dedicated revenues as County Contribution for pay-as-you-go projects. For Fiscal Year 2019-20, the County Contribution is designated at 19.56%.

Section 13. In accordance with G.S. 159-13, a copy of this ordinance shall be filed with the County Manager, the Finance Officer, the Clerk to the Board, and the County Tax Administrator.

Adopted this the 24th day of June 2019.

Wendy Jacobs, Chair

Monica Toomer, Clerk to the Board

Department	Fee and Other Charge Type	FY2018-19 Approved Fees and Other Charges	FY2019-20 Approved Fees and Other Charges
All Departments			
	8.5 x 11 paper copies	$0.05/page (unless otherwise stated)	$0.05/page (unless otherwise stated)
Animal Services			
	Impoundment		
	1st offense + boarding fee + civil penalty	$25	$25
	2nd offense + boarding fee + civil penalty	$60	$60
	3rd offense + boarding fee + civil penalty	$95	$95
	4th offense and subsequent offenses	$150	$150
	Boarding		
	Dogs	$12/day	$12/day
	Cats	$8/day	$8/day
	Civil penalties		
	1st offense	$50	$50
	2nd offense	$100	$100
	3rd offense and subsequent offenses	$150	$150
	Failure to vaccinate dog/cat	$250	$250
	Animal Rabies vaccination (at shelter or animal control office)	$10	$10
	Animal Rabies vaccination (field vaccinations)	$20	$20
	Euthanasia at the shelter	$50	$50
	Surrendered animals picked up in the field	$20	$20
Board of Elections			
	Reports - 8.5 x 11 paper	$0.05/page	$0.05/page
	Diskettes and CDs - processing fee	$5	$1
	Labels - duplex on 8.5 x 11 paper	$0.30 per label / Free with furnished labels	$0.30 per label / Free with furnished labels
	Certificates	$1	$1
	Maps	8 ½" x 11"= $0.05 22" x 34" = $10.00 34" x 44" = $ 15.00	8 ½" x 11"= $0.05 22" x 34" = $10.00 34" x 44" = $ 15.00
	8.5 x 11 paper	$0.05/page	$0.05/page
	34 x 42 paper	$10	$10
Fire Marshal			
	See attached detail		
General Services			
	Solid Waste Management fee (County)	$158.81/year	$158.81/year
	Solid Waste Management fee (City)	$158.81/year	$158.81/year
	Solid Waste Management fee (out of County users)	$250/year	$250/year
Library			
	Overdue fines on all materials (books, DVDs, CDs, etc.)	Fee structure is the same for all materials: 3-day grace period, $1 on 4th day, $0.25/day, maximum fines allowed for checkout - $10	Fee structure is the same for all materials: 3-day grace period, $1 on 4th day, $0.25/day, maximum fines allowed for checkout - $10
	Technology Lending	$5/day/overdue item, no maximum	$5/day/overdue item, no maximum
	Duplicating	$0.10 per black and white 8 ½ x 11 page single-sided, $.20 per black and white 8 ½ x 14 page single-sided, $.25 per color 8 ½ x 11 page single-sided, $.50 per color 8 ½ x 14 page single-sided	$0.10 per black and white 8 ½ x 11 page single-sided, $.20 per black and white 8 ½ x 14 page single-sided, $.25 per color 8 ½ x 11 page single-sided, $.50 per color 8 ½ x 14 page single-sided
	Out-of-County users	$45	$45
	Uncollected Interlibrary Loan	$11 per uncollected out of County Interlibrary Loan	$11 per uncollected out of County Interlibrary Loan
	Makerspace Fees	$.25 per gram of 3-D printed PLA Card Stock – 8 ½" x 11" = $0.50 per sheet Vinyl, Magnets, Sticker Paper, etc. = $2.00 per sheet 2 Foot Poster – 24" x 24" = $5.00 3 Foot Poster – 24" x 36" = $10.00 6 Foot Poster – 24" x 72" = $15.00 8 Foot Poster – 24" x 96" = $20.00	$.25 per gram of 3-D printed PLA Card Stock – 8 ½" x 11" = $0.50 per sheet Vinyl, Magnets, Sticker Paper, etc. = $2.00 per sheet 2 Foot Poster – 24" x 24" = $5.00 3 Foot Poster – 24" x 36" = $10.00 6 Foot Poster – 24" x 72" = $15.00 8 Foot Poster – 24" x 96" = $20.00
	Returned Check Fee	$15 per returned check	$15 per returned check
	Replacement Library Card	$1 per replacement card	$1 per replacement card
	Lost damaged items	Equal to the replacement cost of plus $5 processing fee per item	Equal to the replacement cost of plus $5 processing fee per item

Department	Fee and Other Charge Type	FY2018-19 Approved Fees and Other Charges	FY2019-20 Approved Fees and Other Charges
Library continued			
	Meeting room rental fee	Nonprofits: no refreshments - free; refreshments - $25 Commercial/For-profit: meetings up to 4 hours - $100; meetings more than 4 hours - $200, Partners: free	Nonprofits: no refreshments - free; refreshments - $25 Commercial/For-profit: meetings up to 4 hours - $100; meetings more than 4 hours - $200, Partners: free
Environmental Engineering			
	Land Disturbance Plan Review Fees:		
	Land Disturbance Plan Review, per acre charge	$80	$100
	Land Disturbance Fees:		
	Permits for 12,000 sq. ft. to 1 acre (per job charge)	$250	$275
	Permits for 1 acre to 10 acres (per acre charge)	$515	$525 per disturbed acre
	Permits for more than 10 acres (per acre charge)	$775	$800 per disturbed acre
	Reinspection fee	$210	$1,000
	Second reinspection fee	$420	$500
	Reinspection fee (NOV with Civil Penalty <$25,000)	N/A	$1,000
	Second reinspection fee (NOV with Civil Penalty <$25,000)	N/A	$500
	Reinspection fee (NOV with Civil Penalty >$25,000)	N/A	$5,000
	Second reinspection fee (NOV with Civil Penalty >$25,000)	N/A	$500
	Unauthorized Land Disturbance Activities:		
	Permits for 12,000 sq. ft. to 1 acre (per job charge)	$500	$550
	Permits for 1 acre to 10 acres (per acre charge)	$1,030	$1,050
	Permits for more than 10 acres (per acre charge)	$1,550	$1,600
	Stormwater Plan Review:		
	Stormwater Plan Review 21,780 sq. ft. to 1 acre (per job charge)	$210	$225
	Stormwater Plan Review more than 1 acre (per acre charge)	$315	$325
	Stream Delineation Cape Fear River Basin	$600 base fee plus $25 per acre	$750 base fee plus $100 per acre
	Stormwater Permit Fee:		
	Stormwater Permit Fee (per stormwater control measure charge)	N/A	$2,500
	Stormwater Permit Renewal Fee:		
	Permits for 21,780 sq. ft. to 1 acre	$105	None
	Permits for more than 1 acre	$160/disturbed acre	None
	Stormwater Control Measure Inspection Fee:		
	Annual Inspection Fee (per stormwater control measure charge)	N/A	$100
	Reissuance of Revoked Permits:		
	Permits for more than 10 acres (per acre charge)	$775	$800
	Permits for 1 acre to 10 acres (per acre charge)	$515	$525
	Permits for 12,000 sq. ft. to 1 acre (per job charge)	$250	$275
	Extensions:		
	Permits for more than 10 acres (per acre charge)	$193.75	$200
	Permits for 1 acre to 10 acres (per acre charge)	$128.75	$131
	Permits 12,000 sq. ft. to 1 acre (per job charge)	$62.50	$69
Utilities			
	Monthly service fees (County customers with City water)	$4.46/hundred cubic feet	$4.68/hundred cubic feet
	Monthly service fees (County customers without City water)		
	1 or 2 bedrooms	$24.18	$25.39
Utilities continued			

Department	Fee and Other Charge Type	FY2018-19 Approved Fees and Other Charges	FY2019-20 Approved Fees and Other Charges
	3 bedrooms	$54.38	$57.10
	4 or more bedrooms	$87.36	$91.73
	Plan review fee (per submittal)	$300 for first submittal; $150 for each resubmittal	$300 for first submittal; $150 for each resubmittal
	Pollutant Headworks Analysis Fee	At cost	At cost
	Inspection/Management fee	$2/linear foot	$2/linear foot
	Reinspection fee (per inspection)	$1.00 per linear foot/$200.00 minimum	$1.00 per linear foot/$200.00 minimum
	Lateral fee (per service)	At cost	At cost
	Lateral inspection fee	$300.00	$300.00
	Capital Recovery Charges		
	Single family (min. 2 bedrooms)	$1242 each	$1242 each
	Single family (each bedroom above 2)	$619/bedroom	$619/bedroom
	Multi-family units (apartments, duplexes, condominiums; min. 2 bedrooms)	$1242 each	$1242 each
	Multi-family units (apartments, duplexes, condominiums; each bedroom above 2)	$619/bedroom	$619/bedroom
	Multi-family (motels, hotels)	$619/bedroom	$619/bedroom
	Multi-family (motels, hotels with cooking facilities in room)	$908/room	$908/room
	Nursing/Rest home	$310/bed	$310/bed
	Nursing/Rest home with laundry	$621/bed	$621/bed
	Office - per shift	$130/person	$130/person
	Factory - per shift	$130/person	$130/person
	Factory with showers - per shift	$182/person	$182/person
	Store/Shopping Center/Mall	$517/1,000 sq. ft.	$517/1,000 sq. ft.
	Store/Shopping Center/Mall with food service (ADD)	$155/person	$155/person
	Restaurant (greater of per seat or per 15 sq. ft. of dining area)	$209	$209
	Restaurant - 24-hour service	$266/seat	$266/seat
	Restaurant - single service (exclusive of fast food)	$105/seat	$105/seat
	School - day with cafeteria, gym, showers	$80/student	$80/student
	School - day with cafeteria only	$66/student	$66/student
	School - day with neither cafeteria nor showers	$52/student	$52/student
	School - boarding	$310/person	$310/person
	Church (not including food service, day care, camps)	$14/seat	$14/seat
	Miscellaneous (based on daily average flow of facilities not described above)	$5.21*/gallon *For facilities discharging high strength wastewater, this rate will be increased proportional to the maximum strength ratio of the waste concentrations to the respective pollutant surcharge concentrations.	$5.21*/gallon *For facilities discharging high strength wastewater, this rate will be increased proportional to the maximum strength ratio of the waste concentrations to the respective pollutant surcharge concentrations.
	Monthly Sewer Service Charge - Water Meter Size		
	5/8"	$4.31	$4.53
	1"	$5.79	$6.08
	1.5"	$7.89	$8.28
	2"	$8.53	$8.96
	3"	$20.74	$21.78
	4"	$46.76	$49.10
	6"	$59.50	$62.48
	8"	$71.95	$75.55
	Over 8"	$71.95	$75.55
	Surcharge Fees		
	BOD (Biochemical Oxygen Demand) *Surcharge is applied for discharge concentrations greater than 250 mg/L*	$349.18/1,000 lbs.	$349.18/1,000 lbs.
	TSS (Total Suspended Solids) *Surcharge is applied for discharge concentrations greater than 180 mg/L*	$60.44/1,000 lbs.	$60.44/1,000 lbs.
	TKN (Total Kjeldahl Nitrogen) *Surcharge is applied for discharge concentrations greater than 40 mg/L*	$0.75/lb.	$0.75/lb.
	TP (Total Phosphorous) *Surcharge is applied for discharge concentrations greater than 5 mg/L*	$6.87/lb.	$6.87/lb.
	Permit Applications		

Department	Fee and Other Charge Type	FY2018-19 Approved Fees and Other Charges	FY2019-20 Approved Fees and Other Charges
Utilities continued			
	Initial application fee for all applicants	$300.00	$300.00
	Permit modification fee	$200.00	$200.00
	Authorization to Construct review	$300.00	$300.00
	Monitoring Charges		
	Sampling	$95.00	$95.00
	Aluminum	$10.50	$10.00
	Ammonia	$11.00	$14.00
	Antimony	$10.50	$10.00
	Arsenic	$10.50	$10.00
	Beryllium	$0.00	$10.00
	Bismuth	$0.00	$25.00
	BOD5	$19.00	$20.00
	Cadmium	$10.50	$10.00
	Chloride	$10.00	$10.00
	Chromium	$10.50	$10.00
	COD	$19.00	$19.00
	Copper	$10.50	$10.00
	Cyanide	$25.00	$25.00
	Fluoride	$19.00	$17.00
	Gallium	$20.00	$25.00
	Indium	$20.00	$25.00
	Lead	$10.50	$10.00
	Mercury (Method 1631)	$120.00	$120.00
	Molybdenum	$10.50	$10.00
	Nickel	$10.50	$10.00
	NO2 + NO3	$14.00	$14.00
	Oil and grease (total)	$50.00	$35.00
	Oil and grease (nonpolar)	$50.00	$50.00
	Oil and grease (polar)	$0.00	$50.00
	Organic Compound (EPA 624 & 625)	$0.00	$335.00
	Pesticides (EPA 608 & 614)	$0.00	$140.00
	Selenium	$10.50	$10.00
	Silver	$10.50	$10.00
	Tellurium	$0.00	$25.00
	Tin	$10.50	$10.00
	TKN	$19.00	$19.00
	Total Petroleum Hydrocarbons (TPH)	$0.00	$110.00
	Total Phosphorous	$15.00	$15.00
	Total Residual Chlorine (TRC)	$0.00	$15.00
	TSS	$10.00	$10.00
	Total Toxic Organics	$610.00	$495.00
	Volatile Organic Chemicals	$120.00	$110.00
	Zinc	$10.50	$10.00
	Acetone	$120 for complete Pharma test group	$95 for complete Pharma test group
	Ethyl Acetate		
	Isopropyl Acetate		
	Methylene Chloride		
	n-Amyl Acetate		
Rougemont Community Water System Fees: (Usage Charge plus Base Charge plus Billing Service charge)			
Water Fees:	Usage charge	$5.72 per 1,000 gallons (up to 10,000 gallons per month)	$5.86 per 1,000 gallons (up to 10,000 gallons per month)
	Usage charge	$8.59 per 1,000 gallons (10,000 to 20,000 gallons per month)	$8.80 per 1,000 gallons (10,000 to 20,000 gallons per month)
		$11.45 per 1,000 gallons (greater than 20,000 gallons per month)	$11.74 per 1,000 gallons (greater than 20,000 gallons per month)
	Base Facility Charge (water meter <1")	Monthly Base Charge = $18.00	Monthly Base Charge = $18.00
	Administrative Fee	$2.00 per month	$2.00 per month
Other Water Fees: *This charge is waived once for initial project participants	*Water Connection Fee	At Cost	At Cost
	*Meter Installation Fee	$75.00	$75.00
	Disconnection Fee	$75.00	$75.00
	Reconnection Fee	$100 must be paid prior to service reconnection	$100 must be paid prior to service reconnection
	Backflow preventer inspection Fee	$50 per inspection	$50 per inspection
Water Fees:	*New Account Deposit	$100	$100
	Inspection Service Charge	$50 per inspection	$50 per inspection
	*Service Initiation Fee	$20	$20.00
	Security Deposit	$0	$50.00
	After-Hour Service Charge	$0	$40.00
	Late fee	$0	$5.00

Department	Fee and Other Charge Type	FY2018-19 Approved Fees and Other Charges	FY2019-20 Approved Fees and Other Charges
Rougemont Community Water System Fees: (Usage Charge plus Base Charge plus Billing Service charge) continued			
	Meter Extraction Fee	$0	$75.00
	Meter Yoke Extraction Fee	$0	$150.00
	Vacancy Service Charge	$0	$25.00
Emergency Medical Services (EMS)			
	Basic Life Support (BLS) service fee + mileage	$610 + $12/mile	$610 + $12/mile
	Advanced Life Support #1 (ALS #1) service fee + mileage	$700 + $12/mile	$700 + $12/mile
	Advanced Life Support #2 (ALS #2) service fee + mileage	$800 + $12/mile	$800 + $12/mile
	Extra attendant	$100/transport	$100/transport
	Special event coverage (3-hour minimum)	$250/hour	$250/hour
	Special event quick response vehicle	$150	$150
	Treatment (without transport)	$250	$250
	QRV transport	$125/hour	$125/hour
	Foot medic/supervisor	$150/hour	$150/hour
	Bike Team (2 medics)	$150/hour	$150/hour
Sheriff			
	Gun Permits (Issued)	$5	$5
	Driver/Criminal History Fees	$10	$10
	Fingerprinting Fees (2 cards)	$15	$15
	Fingerprinting Fees (Concealed Weapon)	$10	$10
	Fingerprinting Fees (thumbprint)	$5	$5
	Concealed Weapon Permits	$90	$90
	Concealed Weapon Permits - Renewal	$75	$75
	Concealed Weapon Permits - Duplicate	$15	$15
	Concealed Weapons Permit - Lamination	$3	$3
	Report Copies	$3	$3
	Civil Process (in state)	$30	$30
	Civil Process (out of state)	$100	$100
	Security Card	$10	$10
	State Prisoner Reimbursement	$18	$18
	State Inmate Backlog	$40	$40
	Inmate Mail Returns	$0.50	$0.50
	DVD/CD copy	$5	$5
	SMCP Per Diem Housing	$40	$40
	SMCP Transports Fee (Hourly)	$25	$25
Public Health			
Nutrition	MNT, initial visit, 15 minute unit	$34.00	$36.38
	MNT, subsequent visit, 15 minute unit	$30.00	$31.48
	DSMT individual visit, 30 minute unit	$53.00	$54.24
	DSMT group session of 2 or more, 30 minute unit	$15.00	$14.96
	Patient Education group visit	$5.00	$5.00
Public Health			
Community Health	Insert Drug Implant Device	$229.21	$270.16
	Removal non-biodegradable drug delivery implant	$146.76	$306.82
	Removal with reinsertion, non-biodegradable drug delivery implant	$228.40	$426.24
	Diaphragm fitting	$104.87	$104.87
	Colpo W/O biopsy	$125.68	$209.75
	Colpo W/Biopsy	$181.18	$293.92
	IUD Insert	$108.02	$139.83
	IUD Removal	$115.60	$181.92
	Fetal Non-Stress Test (FNST)	$15.27	$93.68
	Maternal Health package 4-6 vs	$425.25	$885.83
	Maternal Health package 7+ vs	$760.78	$1,583.62
	Postpartum Exam	$136.50	$359.08
	Pregnancy Test (urine)	$10.07	$16.29
	Health Ed. Child/parenting Class	$8.71	$8.71
	OV, New, Minimal	$50.00	$83.49
	OV, New, Limited	$116.44	$142.55
	OV, Comprehensive	$165.60	$206.36
	OV, New, Detailed	$243.23	$314.86
	OV, New, Comprehensive	$305.33	$424.47
	OV, Est, Minimal	$42.70	$42.70
	OV, Est, Limited	$71.16	$82.81
	OV Est Expanded	$98.33	$139.15
	OV, Est, Detailed	$152.66	$204.99

Department	Fee and Other Charge Type	FY2018-19 Approved Fees and Other Charges	FY2019-20 Approved Fees and Other Charges
Public Health Continued			
Community Health	OV, Est, Comprehensive	$227.20	$276.27
	New FP Preventive Age 5-11	$192.50	$229.43
	New Preventive age 12-17	$211.25	$259.30
	New Preventive age 18-39	$208.75	$250.48
	New Preventive age 40-64	$248.75	$291.20
	New Preventive age 65>years	$268.75	$291.20
	Est Preventive age 12-17	$182.50	$227.29
	Est Preventive age 18-39	$197.50	$226.04
	Est Preventive age 40-64	$197.50	$240.97
	Smoking Cessation Couns 3-10 minutes	$13.32	$27.15
	Smoking Cessation Counseling >10minutes	$27.62	$54.30
	Est Preventive age 5-11 years	$157.50	$201.60
	Est Preventive age 65>years	$218.75	$240.97
	Prev. Counseling/Centering Pregnancy	$20.08	$40.73
	AV/Unplanned Pregnancy	$0.00	$0.00
	Depo-Provera IM	$26.29	$23.60
	Depo-SubQ Injection	$1.04	$1.04
	Rhogam	$75.13	$154.09
	Liletta IUD	$47.16	$47.04
	Mirena IUD	$285.93	$316.24
	IUD Device (Paragard)	$238.80	$229.22
	Etonogestrel Implant system (Nexplanon)	$385.87	$408.82
	Risk Screen - PMH	$50.00	$50.00
	Postpartum-PMH	$150.00	$150.00
	Childbirth Education Class	$10.86	$10.86
	DSV Counseling	$0.00	$87.09
	FP Pregnancy Test Counseling	$0.00	$87.09
	Postpartum Visit	$0.00	$87.09
	Behavioral health Counseling	$0.00	$87.09
	Inmate CoPay/DC Detention Center	$20.00	$20.00
	Destruction of Genital Warts Male	$123.55	$254.55
	TCA Vulva	$125.42	$251.50
	TB PPD	$25.00	$25.00
	Rabies Titer	$45.00	$45.00
	IM Admin	$17.25	$20.45
	IM Admin (additional vaccine)	$17.25	$20.45
	Oral Nasal Admin only Vaccine given on DOS	$17.25	$20.45
	Oral Nasal Admin any other vaccine on the DOS	$17.25	$20.45
	Hepatitis A (Adult)	$56.86	$59.85
	Hepatitis A (ped)	$19.30	$20.45
	Twinrix	$115.23	$97.25
	HIB (pedvax)	$24.60	$20.45
	HIB (ActHIB)	$26.25	$20.45
	Gardasil-HPV Females/males 9-26 payor 6	$195.66	$216.40
	Flu Vaccine, 3 yrs & >, IM	$38.00	$38.08
	Prevnar 13	$166.40	$20.45
	Pre-Exposure Rabies	$184.00	$304.45
	Rotovirus	$91.00	$20.45
	Flu (6-35 months)	$29.00	$37.27
	Kinrix (DTaP-IPV)	$43.27	$20.45
	Pentacel (DTaP-IPV Hib)	$80.43	$20.45
	DTaP	$18.65	$20.45
	MMR, Live	$80.66	$89.05
	IPV	$31.92	$20.45
	Td(Tetnus and diptheria)	$39.87	$48.24
	Tdap	$53.52	$52.95
	Varivax	$108.00	$141.60
	Pediarix (DTaP-HepB-Polio)	$90.78	$20.45
	Pneumoonia Vaccine (PneumoVax)	$95.99	$113.07
	Meningococcal	$133.60	$127.44
	Herpes Zoster (Shingles) vaccine	$201.00	$229.93
	Hepatitis B (ped)	$15.93	$20.45
	Hepatitis B (Adult)	$71.07	$63.25
	Medication Administration	$0.00	$17.04
	I-693 Form Completetion	$40.00	$42.70
	Indiv Counseling 15 min.	$0.00	$53.28
	Indiv Counseling 30 min.	$0.00	$106.57
	Indiv Counseling 45 min.	$0.00	$159.85

Department	Fee and Other Charge Type	FY2018-19 Approved Fees and Other Charges	FY2019-20 Approved Fees and Other Charges
Public Health Continued			
Community Health	Indiv Counseling 60 min.	$114.36	$213.14
	#PPD Positive	$0.00	$0.00
	#PPD Negative	$0.00	$0.00
	#PPD Not Read	$0.00	$0.00
	Phone Interpretation	$0.00	$0.00
	RN services up to 15 minutesX _____ units	$19.50	$19.50
	STD Control Treatment (RN) X _____ units	$19.50	$19.50
Public Health			
Dental	Periodic Oral Exam	$41.00	$45.22
	Limited Oral Exam (Pallative (emergency) treatment of dental pain-minor procedure	$63.00	$75.97
	Oral Exam, under 3 yrs	$58.00	$69.64
	Comp Exam, new/existing pt.	$73.00	$80.50
	Detailed, extensive oral exam	$136.00	$136.00
	Limited Oral Reevaluation	$58.00	$53.36
	Intraoral, incl. bitewings	$105.00	$105.00
	Intraoral, periapical, firts	$23.00	$26.23
	Intraoral, periapical, addl.	$20.00	$23.52
	Intraoral, occlusal film	$36.00	$41.61
	Bitewing, single	$23.00	$26.23
	Bitewing, two	$38.00	$42.51
	Bitewing 3	$46.00	$46.00
	Bitewing, four	$53.00	$59.69
	Panoramic film	$90.00	$123.01
	Prophylaxis Adult	$76.00	$94.97
	Prophylaxis Child	$55.00	$66.03
	Topical Fluoride varnish < 21	$40.00	$60.60
	Topical application of fluoride – excluding varnish	$31.00	$60.60
	Oral Hygiene Instruction	$0.00	$0.00
	Sealant – per tooth	$45.00	$51.55
	Interim caries arresting medicament application - per tooth	$24.18	$31.00
	Space Maintainer - unilateral	$263.00	$333.75
	Space Maintainer - bilateral	$357.00	$466.70
	Amalgam: One Surface Primary or Permanent	$113.00	$112.15
	Amalgam: 2 Surfaces	$144.00	$146.52
	Amalgam: 3 Surfaces	$174.00	$178.18
	Amalgam: 4 Surfaces	$203.00	$216.17
	Resin-based Composite: 1 Surface	$133.00	$140.19
	Resin-based Composite: 2 Surfaces	$165.00	$179.08
	Resin-based Composite: 3 Surfaces	$201.00	$218.88
	Resin-based Composite: 4 or More Surfaces	$252.00	$258.68
	Resin-based Composite: Crown Anterior	$369.00	$369.00
	Resin-based Composite: 1 Surface Posterior	$144.00	$163.71
	Resin-based Composite: 2 Surface Posterior	$188.00	$214.36
	Resin-based Composite: 3 Surface Posterior	$236.00	$265.91
	Resin-based Composite: 4 Surface Posterior	$281.00	$326.51
	Prefab Crown Stainless steel Primary	$226.00	$265.66
	Prefab Crown	$268.00	$300.28
	Resin-based Crown	$295.00	$320.18
	Prefab esthetic coated	$295.00	$295.00
	Sedative Filling	$94.00	$101.30
	Core Buildup, including pins	$230.00	$230.00
	Restoration	$62.00	$62.00
	Temp Crown (fractured tooth)	$240.00	$240.00
	Pulp Caps	$20.00	$75.88
Dental	Therapeutic pulpotomy	$165.00	$165.00
	Endodontic Therapy	$236.00	$648.06
	Ginevectomy	$563.00	$563.00
	Periodontal Scaling/Root planing; 1-3 Teeth	$151.00	$151.00

Department	Fee and Other Charge Type	FY2018-19 Approved Fees and Other Charges	FY2019-20 Approved Fees and Other Charges
Public Health continued			
Dental	Periodontal Scaling/Root planing; 4+ Teeth	$206.00	$206.00
	Full mouth debridement	$154.00	$173.66
	Periodontal Maintenance	$62.00	$62.00
	Extraction, coronal remnants - deciduous	$60.00	$109.44
	Extraction – Erupted Tooth	$138.00	$145.62
	Surgical Extract. Erupted Tooth	$228.00	$256.87
	Removal Impacted Tooth Soft Tissue	$263.00	$263.00
	Removal Impacted Tooth: Partially Bony	$199.00	$199.00
	Removal Impacted Tooth: Completely Bony	$199.00	$199.00
	Removal Impacted Tooth: Completely Bony Unusual Surgical	$230.00	$232.02
	Surgical Removal of residual tooth roots	$192.00	$272.24
	Incision and drainage of abscess	$192.00	$287.62
	Nitrous Oxide (Analgesia)	$64.00	$64.22
Public Health			
Pharmacy	Prenavite	$2.48	$2.16
	Nitrofurantoin	$1.08	$0.58
	Cipro 250mg	$0.09	$0.06
	Cipro 500mg	$0.09	$0.11
	Metrogel	$0.85	$1.67
	Septra DS	$0.04	$0.04
	Lo/ovral	$5.13	$3.62
	Sronyx	$3.17	$2.25
	Desogen	$3.81	$1.89
	Micronor	$3.70	$2.16
	Miconazole 7	$0.04	$3.51
Pharmacy	Diflucan	$2.00	$0.73
	Antifungal Cream	$0.21	$1.50
	Chewable vitamins	$1.86	$2.53
	Ferrous Sulfate	$0.01	$0.01
	Colace	$0.01	$0.01
	Phenergan	$0.03	$0.02
	Ranitidine	$0.19	$0.05
	Zofran	$0.15	$0.12
	Ortho Tri-cyclen	$2.89	$2.79
	Ortho Cyclen	$3.22	$1.44
	Ortho Tri-cyclen lo	$0.27	$0.27
	Levora	$3.73	$3.90
	Plan B	$6.30	$3.69
	Ferrous Gluconate	$2.51	$0.05
	Terconazole	$3.07	$3.07
	Yasmin	$3.07	$3.64
	Depo	$3.01	$24.38
	Nuvaring	$14.53	$8.34
Public Health			
Environmental Health	Well Permit	$425.00	$425.00
	Bacteriological Sample (Total Coliform/E-coli)	$65.00	$135.00
	Inorganic Water Sample (includes Nitrate/Nitrite)	$135.00	$135.00
	Pesticide Water Sample	$135.00	$135.00
	Petroleum Water Sample	$135.00	$135.00
	Application for Improvement Permit (0-2 acres)	$200.00	$250.00
	Improvement Permit Site Revisit Fee	$50.00	$100.00
	Conventional System Septic Permit	$160.00	$200.00
	Pumped Conventional Permit ≤ 600 gpd	$300.00	$350.00
	Low Pressure Pipe/Drip Irrigation Permit > 600 gpd	$525.00 + $100.00 per 500gpd or fraction thereof	$525.00 + $100.00 per 500gpd or fraction thereof
	Appeal Charge (0-2 acres) within 1 year of orig. eval.	$100.00	$200.00
	Appeal Charge (2-5 acres) within 1 year of orig. eval.	$125.00	$200.00
	Appeal Charge (5 + acres) within 1 year of orig. eval.	$150.00 + $10.00 per acre or fraction thereof	$200.00
	Appeal of Permit Condition	$100.00	$200.00

Department	Fee and Other Charge Type	FY2018-19 Approved Fees and Other Charges	FY2019-20 Approved Fees and Other Charges
Public Health			
Environmental Health	Wastewater System Reconnection Permit	$150.00	$200.00
	Application for Structural Alterations/Additions	$100.00 **(**no design flow increase**)**	$100.00 (no design flow increase)
	Each Additional Pool per Complex	$250.00	$350.00
	Pool Plan Review	$250.00	$350.00
	Pool Permit Inspection Revisit	$50.00	$100.00
	Tattoo Artist Permit	$200.00	$300.00
	Temporary/Apprentice Tattoo Artist		$150.00
	Food Service Plan Review	$250.00	$250.00
Public Health Continued			
Environmental Health	Existing Food Establishment Plan Review	$100.00	$150.00
	Temp. Food Event Permit	$75.00	$75.00
	Limited Food Service Establishment		$75.00
	Mobile Food Unit/Push Cart/ Caterer Plan Review		$200.00
	Type V/VI Operational Permit Renewal Fee (every 5 years)		$50.00
	Engineered Option Permit (aka EOP)		$150.00
	Well Repair Permit		$0.00
Public Health			
Lab	Venipuncture	$3.75	$5.71
	Basic Metabolic Panel	$12.48	$13.70
	Comprehensive Metabolic Panel	$13.16	$14.39
	Lipid Panel	$20.87	$20.87
	Hepatic Function Panel	$12.48	$13.18
	Urinalysis	$3.50	$4.62
	Urine Micro	$4.73	$4.77
	Pregnancy Test, Urine - Result Positive+	$10.07	$10.07
	Pregnancy Test, Urine - Result Negative	$10.07	$10.07
	Albumin	$7.71	$12.20
	Bilirubin, Total	$7.82	$12.22
	Bilirubin, Direct	$7.82	$12.20
	Calcium	$8.02	$12.19
	Carbon Dioxide	$7.62	$12.22
	Chloride	$7.15	$12.37
	Cholesterol, Total	$6.77	$12.35
	Creatinine (blood)	$7.99	$12.16
	Glucose	$6.11	$12.20
	Glucose Challenge (GCT)	$7.55	$12.20
	GTT - 3 hour	$20.46	$29.07
	GTT - 3 hour	$20.46	$29.07
	HDL	$13.01	$13.39
	Alkaline Phosphatase	$8.06	$12.24
	Potassium	$7.15	$12.37
	Total Protein	$5.71	$12.18
	Sodium	$7.50	$12.37
	Aspartate Amino Transferase (AST)	$8.05	$12.20
	Alanine Amino Transferase (ALT)	$8.25	$12.22
	Triglycerides	$8.96	$12.42
	BUN (Blood Urea Nitrogen)	$6.14	$12.21
	Uric Acid	$7.04	$12.22
	Hemoglobin (Hgb)	$3.69	$8.48
	CBC with automated diff. & platlets	$12.35	$8.48
	RPR	$6.64	$8.56
	RPT Titer	$6.88	$11.23
	Dark Field	$9.86	$16.40
	Gram Stain	$6.63	$7.10
	Wet Prep	$5.98	$5.78
	Chlamydia	$38.20	$32.80
	Gonorrhea	$38.20	$32.80
	Trichomonas Detection	$6.00	$20.80
Register of Deeds			
	Copy fees - uncertified copies	$.25/page from copier; $.10/page from computer	$.25/page from copier; $.10/page from computer
	Copy fee - map	18 x 24 $2, 11 x 17 $3 (Kodak printer)	18 x 24 $2
	Instruments in general	$26 for pages 1-15, then, $4.00 each additional page	$26 for pages 1-15, then, $4.00 each additional page
	Multiple instruments as one, each	$10	$10
	Additional assignment instrument index reference, each	$10	$10

Department	Fee and Other Charge Type	FY2018-19 Approved Fees and Other Charges	FY2019-20 Approved Fees and Other Charges
Register of Deeds Continued			
	Deeds of Trust and Mortgages	$56 for first 15 pages, $4 for each additional page	$64 for first 15 pages, $4 for each additional page
	Non-standard document	$25, plus recording fee	$25, plus recording fee
	Plats	$21 each sheet	$21 each sheet
	Right of way plans	$21, $5 each additional page	$21, $5 each additional page
	Certified copies	$5 for first page, $2 each additional page	$5 for first page, $2 each additional page
	Comparison of copy for certification	$5	$5
	Notary public qualification	$10	$10
	Marriage licenses:		
	Issuing a license	$60	$60
	Issuing a delayed certificate with 1 certified copy	$30	$30
	Proceeding for correction with 1 certified copy	$20	$20
	Certified Copies of birth, death and marriages	$10	$10

FY2019-20

Durham County Fire Prevention and Protection Code

Approved Fee Schedule for Inspections, Permit Services and Violations

Penalties and Fees			
Fire Code Reference	**Violation Description**	**FY2018-19 Approved Penalty Amount**	**FY2019-20 Approved Penalty Amount**
105.3.5	Permit not posted or kept on premises	$65.00	$75.00
307.1	Unpermitted open burning (Immediate)	$750.00	$750.00
308.3	Unauthorized Use of Open Flame in Place of Assembly (Immediate)	$750.00	$750.00
603	Use of non-approved heating appliance	$65.00	$75.00
703.1	Breach in fire wall/fire stops	$65.00	$75.00
703.2	Fire or exit door inoperative	$200.00	$200.00
310.3	"No Smoking" signs not posted where appropriate	$65.00	$75.00
310.2	Smoking in prohibited areas (Immediate)	$750.00	$750.00
901.6	Sprinkler or fire alarm inoperable	$200.00	$200.00
Appendix C	Fire hydrants not complying with code	$65.00	$75.00
901.6	Sprinkler system not complying with code	$65.00	$75.00
901.6	Alternative Automatic Suppression System not complying with code	$65.00	$75.00
901.6	Standpipe system not complying with code	$65.00	$75.00
315.3.1	Sprinkler head(s) blocked/covered (Immediate)	$750.00	$200.00
505.1	Street address numbers not posted or not visible	$65.00	$75.00
315.2.2	Storage in or on fire escape (Immediate)	$750.00	$750.00
1003.6	Blocked egress (Immediate)	$750.00	$750.00
1010.1.9	Locked exit doors (Immediate)	$750.00	$750.00
1004	Overcrowding (Immediate)	$750.00	$750.00
1029	Fire exit or aisle blocked (Immediate)	$750.00	$750.00
703.2	Exit or egress door needs repair	$65.00	$75.00
10,081,013	Egress illumination and exit signs	$65.00	$75.00
1013	Inoperable, Missing or Obstructed Exit Signs	$65.00	$75.00
403	Approved fire evacuation plan required	$65.00	$75.00
405	Fire drill performance not acceptable	$65.00	$75.00
405.5	No monthly fire drill reported	$65.00	$75.00
5707	Improper use of flammable liquids indoors (Immediate)	$750.00	$750.00
5704	Flammable liquid not stored according to code	$65.00	$75.00
5707	Improper dispensing of flammable liquid (Immediate)	$750.00	$750.00
5004	Tank installation not according to code	$65.00	$75.00
5704	Tank storage not according to code	$65.00	$75.00
2404	Spray painting in non-approved area	$65.00	$75.00
2404	Spray booth not complying to code	$65.00	$75.00
5303.5	Compressed gas cylinders not secured	$65.00	$75.00
5704	Chemical storage is not according to code	$65.00	$75.00
1004.3	Occupancy Cerificate (Maximum) not posted (NCAC 204.11.2)	$65.00	$75.00
308.1	Improper use of open flames	$65.00	$75.00
105.1	Failure to obtain permits required by code	$500.00	$500.00
109	All other violations of the code	$65.00	$65.00

NOTE: The term "Immediate" as it appears above means that the Fire Marshal's Office may issue a citation immediately and the violation must be corrected by the violating party immediately.

Fire Prevention Permit Fees			
Section 1: The fees set forth in this section are fixed for the issuance of the permits required by the Fire Prevention Code. Such permits, unless			
Fire Code Reference	**Activities Requiring Permits**	**FY2018-19 Adopted Fee**	**FY2019-20 Approved Fee**
105.6.1	Aerosol Products	$65.00	$75.00
105.6.2	Amusement Buildings	$65.00	$75.00
105.7.1	Automatic Fire Extinguishing Systems	$65.00	$75.00
105.6.3	Aviation Facilities	$65.00	$75.00
105.6.5	Carnivals and Fairs	$65.00	$250.00
105.7.2	Battery Systems	$65.00	$75.00
105.6.6	Cellulose Nitrate Film	$65.00	$150.00
105.6.7	Combustible Dust-Producing Operations	$65.00	$75.00
105.6.8	Combustible Fibers	$65.00	$75.00
105.6.8; 105.7.3	Compressed Gases	$65.00	$75.00
105.6.10	Covered Malls, Buildings	$65.00	$150.00
105.6.11; 105.7.4	Cryogenic Fluids	$65.00	$75.00

Fire Prevention Permit Fees Continued

105.6.12	Cutting and Welding	$65.00	$75.00
105.6.13	Dry Cleaning Plants	$65.00	$150.00
105.6.13	Exhibits and Trade Shows	$65.00	$150.00
105.6.15	**Blasting, Explosives: Manufacturing, Storage, Handling, & Sale or use of explosives, fireworks, explosive material (*60-day permit*)**	$150.00	$300.00
105.6.16	Fire Hydrants and Valves	$65.00	$75.00
105.7.5	Emergency Responder Radio Coverage System	$0.00	$75.00
105.7.6	Fire Alarm & Detection Systems & Related Equipment	$50.00	$75.00
105.7.7	Fire Pumps & Related Equipment	$65.00	$75.00
105.6.17; 105.7.8	Flammable and Combustible Liquids (per site or service station)	$65.00	$150.00
105.6.18	Floor Finishing	$65.00	$75.00
105.6.19	Fruit and Crop Ripening	$65.00	$75.00
105.6.20	Fumigation & Thermal Insecticide Fogging	$65.00	$150.00
105.7.9	Gates and Barricades Across Fire Access Roads	$0.00	$75.00
105.6.21;105.7.10a	Hazardous Materials (Up to 500gals/lbs.)(Table 105.6.21)	$0.00	$150.00
105.6.21;105.7.10b	Hazardous Materials (> to 500gals/lbs.)(Table 105.6.21)	$0.00	$350.00
105.6.22	HPM Facilities	$200.00	$200.00
105.6.23	High-Piled Storage	$65.00	$75.00
105.6.24	Hot Work Operations	$65.00	$75.00
105.6.25; 105.7.11	Industrial Ovens (As regulated by Capter 30)	$65.00	$150.00
105.6.26	Lumber Yards and Woodworking Plants (>100K Board Ft.)	$65.00	$150.00
105.6.27	Liquid- or Gas-fueled Vehicles in Assembly Buildings	$65.00	$150.00
105.6.28;105.7.12	Liquefied Petroleum Gas	$65.00	$75.00
105.6.29	Magnesium (>10 lbs)	$65.00	$150.00
105.6.30	Miscellaneous Combustible Storage	$65.00	$75.00
105.6.31	Motor Fuel-Dispensing Facilities	$0.00	$250.00
105.6.32	Open Burning (exc. Recreational Fires)	$65.00	$75.00
105.6.33	Open Flames and Torches	$65.00	$75.00
105.6.34	Open Flames and Candles	$65.00	$75.00
105.6.35	Organic Coatings	$65.00	$75.00
105.6.36	Places of Assembly (More than 50)	$65.00	$75.00
105.6.37; 105.7.13	Private Fire Hydrants	$65.00	$75.00
105.6.38	Pyrotechnic Special Effects Material (Indoor Only. Other uses see 105.6.15)	$65.00	$75.00
105.6.39	Pryroxylin Plastics	$65.00	$75.00
105.6.40	Refrigeration Equipment	$65.00	$75.00
105.6.41	Repair Garages, Service Stations	$65.00	$150.00
105.6.42	Rooftop Heliports	$65.00	$150.00
105.7.14	Smoke Control or Smoke Exhaust Systems	$0.00	$75.00
105.7.15	Solar Photovoltaic Power System	$0.00	$75.00
105.6.43; 105.7.16	Spraying or Dipping	$65.00	$75.00
105.7.17	Stand Pipe Systems	$65.00	$75.00
105.6.42	Storage of Scrap Tires & Tire Byproducts	$65.00	$75.00
105.6.45; 105.7.18	Temporary Membrane Structures and Tents (>800 sqft closed; >1800 sqft open)	$65.00	$150 per tent
105.6.46	Tire-Rebuilding Plants	$65.00	$150.00
105.6.47	Waste Handling, Junk Yard, Wreckling Yard	$65.00	$150.00
105.6.48	Wood Products	$65.00	$65.00
105.7.7	Installation, abandonment, removal, or retrofitting of any AGST, UGST, Pipeline (per site) (add $75.00 per tank removed or installed)	$150.00	$150.00
All other permit fees required by the Technical Code and not listed shall be $65.00			
User Fees			
Fire Code Reference	**Description**	**FY2018-19 Adopted Fee**	**FY2019-20 Approved Fee**
Plans Review for all Life Safety Permits:			
	Subdivision (plus $20 per fire hydrant required)	$30.00	$30.00
Building - New and Renovations:			
	Building less than 5,000 sq. ft.	$75.00	$75.00
	Building 5,000 - 10,000 sq. ft.	$125.00	$125.00

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Durham County Fire Prevention and Protection Code

Approved Fee Schedule for Inspections, Permit Services and Violations

User Fees Continued			
Building - New and Renovations: Continued			
	Building 10,000 sq. ft. or more (plus $25 per 5,000 sq. ft. over 10,000 sq. ft.	$125.00	$125.00
Hazardous Chemicals:			
	Class A - 55 gals. or 500 lbs.	$50.00	$50.00
	Class B - 55 to 550 gals. or 550 to 5,000 lbs.	$200.00	$200.00
	Class C - 550 to 5,500 gals. or 5,000 to 50,000 lbs.	$300.00	$300.00
	Class D - 5,500 gals. or 50,000 lbs.	$400.00	$400.00
Inspection Fee Schedule			
All owners or tenants of buildings in Durham County, which are required to be inspected by the Durham County Fire Marshal's Office are			
Fire Code Reference	**Inspection Activities**	**FY2018-19 Adopted Fee**	**FY2019-20 Approved Fee**
	Periodic Inspection	None	None
	First inspection pursuant to permit application	None	None
	First re-inspection for non-compliance if code requirements are met	None	None
	First re-inspection for non-compliance if code requirements are not met	$200.00	$200.00
	Second and subsequent re-inspections for non-compliance	$400.00	$400.00
Preparedness Fee			
Fire Code Reference	**Description**	**FY2018-19 Adopted Fee**	**FY2019-20 Approved Fee**
	Non Extremenly Hazardous Substances Above Reporting Threshold	$65.00	$65.00
	Extremely Hazardous Substances Above Reporting Threshold	$125.00	$125.00
	Clean Air Act 112 Risk Management Plan (RMP) Regulated Facility	$500.00	$500.00
	Maximum Preparedness Fee Per Facility	$7,500.00	$7,500.00

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Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY2018-19 Adopted Fee	FY2019-20 Approved Fee
Part 4-101 (Building Fees)		
All building plan reviews will require a plan review fee at the time of building plan application submittal. The amount of the plan review fee will be subtracted from the cost of the building permit fee at the time of permit issuance. If the building permit application exceeds six months with no activity, the building permit application will be voided, and the plan review fee will not be refunded.		
Schedule A		
New residential dwellings (1 and 2 family, including townhouse unit ownership)		
Up to 1,200 sq. ft. (gross area)	$146	$146
1,201 to 1,800 sq. ft.	$146	$146
1,801 to 2,400 sq. ft.	$146	$146
2,401 to 3,000 sq. ft.	$146	$146
3,001 to 3,600 sq. ft.	$146	$146
3,601 to 4,200 sq. ft.	$146	$146
4,201 to 5,000 sq. ft.	$146	$146
5,001 sq. ft. and over	$146	$146
Schedule B		
New multi-family residential buildings (apartments, condominiums, triplex and fourplex)		
1st unit	$450	$450
Each additional unit, per building	$0	$0
Schedule C		
Accessory buildings		
No footing	$50	$50
Footing	$50	$50
Schedule D		
Residential renovations and additions		
Additions		
$0 to $10,000 - no footing	$125	$125
(add $40 if footing required)		
$10,000 and over - no footing	$125	$125
(add $40 if footing required)		
Interior renovations		
$0 to $10,000	$125	$125
$10,000 and over	$125	$125
Schedule E		
Nonresidential Buildings (Cost will be based on construction contracts unless a reason is identified to base cost on other information):		
$0 to $5,000	$104	$104
$5,001 to $50,000	$104	$104
(plus $7.80 per 1,000 or fraction thereof over $5,000)		
$50,001 to $100,000	$230	$230
(plus $6.60 per 1,000 or fraction thereof over $50,000)		
$100,001 to $500,000	$400	$400
(plus $4.32 per 1,000 or fraction thereof over $100,000)		
Over $500,000	$1,300	$1,300
(plus $1.25 per 1,000 or fraction thereof over $500,000)		
Schedule F		
Miscellaneous		
Mobile home (unit installation and foundation)	$150	$150
Modular unit (unit installation and foundation)	$200	$200
Moving permit (including new foundation)	$125	$125
Demolition permit		
Up to 5,000 sq. ft.	$75	$75
Over 5,000 sq. ft. (no additional cost per 1,000)	$150	$150
Part 4-101 (Building Fees) Continued		
Schedule F Continued		
Demolition associated with forthcoming permit	$75	$75

Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY2018-19 Adopted Fee	FY2019-20 Approved Fee
Residential reroofing (addition)	$75	$75
Commercial roofing/reroofing		
$0 to $20,000	$100	$100
Over $20,000	$150	$150
Residential decks (1 and 2 family)	$100	$100
Change of occupancy permit (if no building permit is otherwise required/no construction necessary)	$50	$50
Reinspection fees		
Not ready for inspection	$100	$100
8 or more code violations found	$100	$100
2nd reinspection	$100	$100
3rd reinspection	$200	$200
4th reinspection	$300	$300
Search and duplication fee for past permit, inspection and Certificate of Compliance records	$10/page	$10/page
Re-Stamp Plans or replacement copy of Digital Plans	$20 per plan	$20 per plan
Change of address, PIN, or PID on permitsv(building, electrical, plumbing, mechanical, and/or fire)	$10 per trade	$10 per trade
Issuance of duplicate placard	$5	$5
Work begun without permit	Double fee	Double fee
Voiding of permits (no maximum)	15% of permit cost	15% of permit cost
Stocking approval	$100	$100
Partial occupancy approval	$200	$200
Posting of occupancy (not associated with a permit)	$50	$50
Homeowner's recovery fund	$10	$10
Change of impervious surface on a permit	$250	$250
Plans Review - re-review (applies to each trade re-review)		
1st re-review	$0	$0
2nd re-review	$200	$200
3rd re-review	$300	$300
Floodplain development permit (small; does not require review of a flood study or approval by an elected body)	$150	$150
Floodplain development permit (large; does require review of a flood study or approval by an elected body)	$500	$500
Part 4-102 (Sign Fees) Continued		
The following schedule of fees applies to permits required by the Unified Development Ordinance (UDO)		
Freestanding signs, per sign	$75	$75
Temporary signs, per sign	$50	$50
All other signs requiring sign permits, per sign	$17.00	$17.00
Minimum fee for any sign permit	$50	$50
Work not ready and reinspection. When a permit holder has failed to have work ready for a required inspection after having called for such an inspection, the permit holder shall pay a fee of $50. When a permit holder has failed to correct any code violation(s) which had been cited on a previous called inspection, any subsequent inspection necessary to approve the work shall constitute an extra inspection and the permit holder shall pay a fee according to the following schedule:		
2nd reinspection	$50	$50
3rd reinspection	$75	$75
4th reinspection	$100	$100
Part 4-102 (Sign Fees)		
Any inspection, other than an extra inspection, which is performed to determine that the work authorized by the sign permit meets the requirements of applicable laws and regulations, shall be performed without further charge.		
Work begun without permit	Double fee	Double fee
Voiding of permits (no maximum)	15% of permit cost	15% of permit cost
Part 4-103 (Temporary Electrical Service)		
Application for permit for temporary electrical service	$100	$100
Part 4-103 (Temporary Electrical Service) Continued		

Fee Type	FY2018-19 Adopted Fee	FY2019-20 Approved Fee
Each additional inspection	$50	$50
Part 4-104 (Electric Wiring and Equipment)		
Schedule A		
New residential (1 and 2 family, including townhouse unit ownership) Multi-family residential (apartments, condominium, triplex and fourplex)		
100 to 200 amp service	$156	$156
400 amp service	$187	$187
Schedule B		
Outlets		
1 to 10 outlets	$21	$21
Each additional outlet	$0.83	$0.83
Schedule C		
Fixtures		
1 to 10 fixtures	$21	$21
Each additional fixture	$0.83	$0.83
Schedule D		
Motors and generators of one-sixth horsepower (hp) or larger		
Electric motors and generators		
Minimum charge	$18	$18
Each motor	$3.22	$3.22
Additional charge per hp or fraction thereof, applied against total hp	$0.62	$0.62
Schedule E		
Branch circuits supplying appliances, devices or equipment		
Disposal under 1 hp	$10.90	$10.90
Dryers and dishwashers	$10.90	$10.90
Electric water heaters or boilers	$10.90	$10.90
Electric signs and outline lighting		
1st circuit	$10.90	$10.90
Each additional circuit for same sign	$3.22	$3.22
Electric heat		
Wall or baseboard heaters, 1st unit	$10.90	$10.90
Each additional unit	$3.95	$3.95
Electric unit heaters		
1st kW	$10.90	$10.90
Each additional kW	$1.56	$1.56
Electric furnaces, duct heating units, supplementary or auxiliary units installed in ducts or plenums		
1st kW	$10.90	$10.90
Each additional kW	$1.56	$1.56
All other devices, appliances or equipment which are installed on individual branch circuits and not covered in other schedules, each	$10.90	$10.90
Schedule F		
Miscellaneous wiring not covered in Schedules A, B, C, D, E		
Lampholders for marquise and/or festoon lighting	$55	$55
Service equipment as determined by ampacity of buses in equipment		
Up to 100 amperes	$34	$34
Each additional 100 amperes or fraction thereof	$6.97	$6.97
Transformers, dry or liquid type, each		
Up to 45 kVA	$33	$33
46 to 150 kVA	$43	$43
Over 150 kVA	$55	$55
Feeders of all types		
Each feeder up to 100 amps	$10.90	$10.90
Additional charge per 100 amps or fraction thereof applied against total ampacity after deducting 100 amps per feeder	$1.56	$1.56
Schedule G		
Part 4-104 (Electric Wiring and Equipment) Continued		

Fee Type	FY2018-19 Adopted Fee	FY2019-20 Approved Fee
Schedule G Continued		
Miscellaneous		
Fire Prevention Construction Permits and Plan Review Fees:		
Emergency Responder Radio Coverage (ERRC) Systems Permit	$65.00	$65.00
Gate and Barricade Permit	$65.00	$65.00
Smoke Control or Smoke Exhaust System Fees		
Smoke Control /Smoke Exhaust System Permit	$65.00	$65.00
Smoke Control /Smoke Exhaust System Review Fee	$70.00	$70.00
Solar Photovoltaic Power Systems Fees		
Solar Photovoltaic Power Systems Permit	$65.00	$65.00
Solar Photovoltaic Power Systems Review Fee	$70.00	$70.00
Solar panel inspections		
Residential	$100	$100
Commercial roof top	$150	$150
Commercial ground-mounted	$150	$150
Commercial ground-mounted, charge per trip for 3rd and subsequent inspections	$50	$50
Service or saw pole - 1 inspection only	$65	$65
Service or saw pole - extra inspection, each (instead of 2nd, 3rd, and 4th reinspection fees listed below in this Schedule G)	$47	$47
Temporary service connection - commercial	$150	$150
Mobile home - 1 inspection	$65	$65
Mobile home - extra inspection, each (instead of 2nd, 3rd, and 4th reinspection fees listed below in this Schedule G)	$47	$47
Modular unit	$69	$69
Commercial reinspection	$65	$65
Minimum electrical permit fee	$65	$65
Reinspection fees		
Not ready for inspection	$100	$100
5 or more code violations found	$100	$100
2nd reinspection	$100	$100
3rd reinspection	$200	$200
4th reinspection	$300	$300
HVAC replacement - one inspection	$65	$65
HVAC replacement - additional inspections, each (instead of 2nd, 3rd, and 4th reinspection fees listed below in this Schedule G)	$50	$50
Work begun without a permit	Double fee	Double fee
Voiding of permits (no maximum)	15% of permit cost	15% of permit cost
Minimum fee for any permit requiring a rough-in inspection:		
Commercial	$150	$150
Residential	$100	$100
Part 4-105 (Mechanical (Heating and Air) Code-related)		
Schedule A		
Residential (One- and Two-Family, including Townhouses and Condominiums, per Dwelling Unit or Side):		
Installation of a heating/cooling system with any concealed ductwork or component	$125	$125
Replacement or conversion of a heating/cooling system - 1st inspection	$65	$65
Subsequent inspections, each (instead of 2nd, 3rd, and 4th reinspection fees listed below in this Schedule G)	$50	$50
Installation of fireplace stoves, factory-built fireplaces, floor furnaces and wall furnaces	$52	$52
Gas piping	$65	$65
Fuel Lines	$65	$65
Part 4-105 (Mechanical (Heating and Air) Code-related)		
Schedule B		

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Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY2018-19 Adopted Fee	FY2019-20 Approved Fee
Multi-family residential (Apartments, Triplexes and Fourplexes):		
Installation of a heating/cooling system (each dwelling unit)	$100	$100
Replacement or conversion of a heating/cooling system	$65	$65
Subsequent inspections, each (instead of 2nd, 3rd, and 4th reinspection fees listed below in this Schedule G)	$50	$50
Schedule C		
Nonresidential heating/cooling: Installation of heating/cooling system, including boiler, furnace, duct heater, unit heater, air handling units and air distribution system		
Upfits per sq. ft. (minimum $98; maximum $3,000)	$0.058	$0.058
Heating system in total BTU input per floor or per individual system		
0 to 150,000	$131	$131
150,001 to 300,000	$205	$205
300,001 to 500,000	$290	$290
500,001 to 1,000,000	$426	$426
1,000,001 to 2,500,000	$510	$510
2,500,001 to 5,000,000	$644	$644
5,000,001 to 10,000,000	$774	$774
Over 10,000,000	$929	$929
Replacement of any component of heating/cooling system such as furnace, boiler, unit heater, duct heater, condensate receiver, feedwater pump, etc.	$70	$70
Schedule D		
Commercial cooling (with separate distribution system): Installation of a complete cooling system, including the distribution system and air handling units, with either a condenser, receiver, cooling tower or evaporative condenser coils		
Cooling or chiller in total tons:		
0 to 25 tons	$83	$83
Over 25 tons	$166	$166
Replacement of any component of cooling system	$83	$83
Schedule E		
Commercial ventilation and exhaust systems: Installation of ventilation and/or exhaust systems, including fans, blowers and duct systems for the removal of dust, gases, fumes, vapors, etc.		
Total motor horsepower		
0 to 5	$72	$72
6 to 15	$111	$111
16 to 25	$178	$178
26 to 50	$219	$219
Over 50	$262	$262
Schedule F		
Hood for commercial type cooking, per hood	$150	$150
Minimum fee for any heating/cooling permit or ventilation:	$65	$65
Schedule G		
Reinspection fees		
4 or more code violations	$100	$100
Not ready for inspection	$100	$100
2nd reinspection	$100	$100
3rd reinspection	$200	$200
4th reinspection	$300	$300
Work begun without a permit	Double fee	Double fee
Voiding of permits (no maximum)	15% of permit cost	15% of permit cost
Part 4-106 (Plumbing)		
Schedule A		
New residential construction; 1 and 2 family, including townhouse unit ownership; installation of new plumbing fixtures, building water and sewer service		
All dwellings	$170	$170
Part 4-106 (Plumbing) Continued		

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Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY2018-19 Adopted Fee	FY2019-20 Approved Fee
Schedule A Continued		
See Note 1.		
Schedule B		
New multi-family construction (3 and 4 family apartments); installation of new plumbing fixtures, building water and sewer		
Per fixture	$6.24	$6.24
Minimum, per building	$127	$127
See Note 1.		
Schedule C		
New non-residential; installation of new plumbing fixtures, building water and sewer		
Per fixture	$7.90	$7.90
Minimum (without water and sewer)	$187	$187
Minimum (with water and sewer)	$265	$265
See Note 1.		
Schedule D		
Additions, residential and non-residential; installation of new plumbing fixtures, building water and sewer		
1 to 7 fixtures	$94	$94
8 to 15 fixtures	$119	$119
Over 15 fixtures (per fixture)	$7.90	$7.90
See Note 1.		
Schedule E		
Fixture replacement; no change to rough-in		
1 to 4 fixtures	$65	$65
5 fixtures and over		
Per fixture	$6.86	$6.86
Electric water heater (permit required)	$65	$65
See Note 1.		
Schedule F		
Miscellaneous		
Residential sprinkler permit	$170	$170
Gas piping	$65	$65
Mobile home	$65	$65
Modular unit	$78	$78
Not listed above but has water or sewer connection	$65	$65
Reinspection fees		
4 or more code items	$100	$100
Not ready for inspection	$100	$100
1st reinspection	$100	$100
2nd reinspection	$200	$200
3rd reinspection	$300	$300
Work begun without a permit	Double fee	Double fee
Voiding of permits (no maximum)	15% of permit cost	15% of permit cost
See Note 1.		
Note 1: For inspections under all Schedules in this Part 4-106: When due to the length of water or sewer work more than two trips are required, an additional charge for each trip after the second trip is imposed, of $50.00.		
Part 4-107 (Surcharge for Paper Application)		
$5 surcharge added to the total fee for each plumbing, electrical or mechanical application submitted manually (paper submittal) as opposed to electronic submittal (paperless submittal)	$5	$5

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Durham City-County Planning Department Fee Schedule

Fee Type	FY2018-19 Adopted Fee	FY2019-20 Approved Fee
Zoning Map Change (Rezoning) Per-acre fees shall be calculated on the entire project and shall not be calculated on a prorata share. Cases with multiple zones, are charged the highest base fee applicable according to the zone or use categories proposed, plus the per-acre fee according to the acres in each of the categories proposed		
All Residential (Not Listed Below), 5 acres or less	$1,000 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$1,000 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Non-Substantial Modification to Existing Design Guidelines (Only)	$1,500 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$1,500 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
All Residential (Not Listed Below), More than 5 a	$3,000, plus $65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$3,000, plus $65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
PDR, Mixed Use, Office, Residential Multi-Family, Commercial, Industrial or Research with Development Plan with Development Plan	$4,500, plus $65 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$4,500, plus $65 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Design District or Residential Multi-Family, Commercial, Industrial or Research without Development Plan	$3,500.00, plus $65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$3,500.00, plus $65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Re-Review Fees (applicable to all development a	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review
Development Plan as Site Plan/Preliminary Plat	Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus technology surcharge of 4%	Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus technology surcharge of 4%
Consolidated Annexation		
All except Single Family and/or Duplex, with zoning map change	$800 per case, plus $47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$800 per case, plus $47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Single Family and/or Duplex, with zoning map change	$800 per case, plus $47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$800 per case, plus $47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
All consolidated annexation cases that are a direct translation from County zoning	$400 base fee, plus $47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs. Please note that if requested zoning is a direct translation from County zoning, the notification surcharge for newspaper advertising is reduced by $272	$400 base fee, plus $47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs. Please note that if requested zoning is a direct translation from County zoning, the notification surcharge for newspaper advertising is reduced by $272
Re-Review Fees (applicable to all development applications)`	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review
Comprehensive Plan Amendment		
Future Land Use Map Plan Amendment	$2,100 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$2,100 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Comprehensive Plan Text Amendment	$3,000 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$3,000 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Re-Review Fees (applicable to all development applications)	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review

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Durham City-County Planning Department Fee Schedule

Fee Type	FY2018-19 Adopted Fee	FY2019-20 Approved Fee
Board of Adjustment Applications		
Non-revenue generating single-family use permit (fences, etc.) and Reasonable Accommodations requests	$475, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$475, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Wireless communication facilities use permit	$3,165, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus $5,000 for independent professional consultant review	$3,165, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus $5,000 for independent professional consultant review
Appeal	$300, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$300, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
All other Board of Adjustment applications (any other use permit, variance, etc.)	$1,300, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$1,300, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Major Special Use Permit Applications		
Wireless communication facilities use permit	$3,165, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus $5,000 for independent professional consultant review	$3,165, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus $5,000 for independent professional consultant review
Traffic impact analysis (TIA) use permit	$2,025, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$2,025, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
All other major special use permit applications	$2,025, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$2,025, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Site Plans		
Administrative Site Plan – Level 1 (defined as a site plan requiring only Planning Department review	$210, plus technology surcharge of 4%	$210, plus technology surcharge of 4%
Administrative Site Plan – Level 2 (defined as a site plan with a maximum of 200 square feet of new impervious surfaces added, no required or proposed changes in stormwater management, no more than 200 square feet of new building area and less than 12,000 square feet of land disturbance)	$650, plus technology surcharge of 4%	$650, plus technology surcharge of 4%
Administrative Site Plan – Level 3 (defined as a site plan with a maximum of 200 square feet of new impervious surfaces added, no required or proposed changes in stormwater management, no more than 1,000 square feet of new building area and less than 12,000 square feet of land disturbance)	$1,700, plus technology surcharge of 4%	$1,700, plus technology surcharge of 4%
Administrative Site Plan – Level 4 (defined as a site plan that does not meet the definitions of a Level 1, Level 2, Level 3 or Major Site Plan)	$4,200 base fee, plus $25.00 per 1,000 square feet of gross building area [rounded up], and/or $25.00 per lot, and/or $25.00 per attached dwelling unit, plus technology surcharge of 4%	$4,200 base fee, plus $25.00 per 1,000 square feet of gross building area [rounded up], and/or $25.00 per lot, and/or $25.00 per attached dwelling unit, plus technology surcharge of 4%
Major site plan	$4,700 base fee, plus $25.00 per 1,000 square feet of gross building area [rounded up], and/or $25.00 per lot, and/or $40.00 per attached dwelling unit, plus technology surcharge of 4% Site Plans which do not require an initial re-review will be reimbursed 33% of the original review fee	$4,700 base fee, plus $25.00 per 1,000 square feet of gross building area [rounded up], and/or $25.00 per lot, and/or $40.00 per attached dwelling unit, plus technology surcharge of 4% Site Plans which do not require an initial re-review will be reimbursed 33% of the original review fee
Re-Review Fees (applicable to all development applications)	Half of filing fee plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review	Half of filing fee plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review

Fee Type	FY2018-19 Adopted Fee	FY2019-20 Approved Fee
Site Plans continued		
Landscape extensions	Major non-residential, defined as greater than 25,000 square feet in gross floor area: $300; minor non-residential, defined as less than or equal to 25,000 square feet in gross floor area: $150; residential $75 per lot. Plus technology surcharge of 4%	Major non-residential, defined as greater than 25,000 square feet in gross floor area: $300; minor non-residential, defined as less than or equal to 25,000 square feet in gross floor area: $150; residential $75 per lot. Plus technology surcharge of 4%
Floodplain Development Permit (Small)	Floodplain Development Permit initiated through the Planning Department that does not require review of a flood study or approval by an elected body - $150 plus technology surcharge of 4%	Floodplain Development Permit initiated through the Planning Department that does not require review of a flood study or approval by an elected body - $150 plus technology surcharge of 4%
Floodplain Development Permit (Large)	Floodplain Development Permit initiated through the Planning Department that requires review of a flood study or approval by an elected body - $500.00 plus technology surcharge of 4%	Floodplain Development Permit initiated through the Planning Department that requires review of a flood study or approval by an elected body - $500.00 plus technology surcharge of 4%
Development Plan as Site Plan/Preliminary Plat	Half of zoning base fee, plus half of the site plan or preliminary base fee, plus technology surcharge of 4%	Half of zoning base fee, plus half of the site plan or preliminary base fee, plus technology surcharge of 4%
Subdivision Plats		
Preliminary plat	$3,500 base charge, plus $40 per lot, plus technology surcharge of 4%, plus surcharge for letter notice on those projects requiring governing body approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	$3,500 base charge, plus $40 per lot, plus technology surcharge of 4%, plus surcharge for letter notice on those projects requiring governing body approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee
Preliminary Plat Amendments	$1,000 plus technology surcharge of 4%	$1,000 plus technology surcharge of 4%
Final plats	$750, plus $40 per lot, plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	$750, plus $40 per lot, plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee
Exempt final plats	$125, plus technology surcharge of 4%	$125, plus technology surcharge of 4%
Re-Review Fees (applicable to all development applications):	Half of filing fee, plus technology surcharge of 4%, applicable following initial and first re-review and charged for each subsequent review	Half of filing fee, plus technology surcharge of 4%, applicable following initial and first re-review and charged for each subsequent review
Minor Plat (defined as subdivision of land into six lots or less that does not require right-of-way dedication, does not require new utilities or the extension of utilities, does not require stormwater management, and is not associated with an approved preliminary plat):	$250 plus 4% technology surcharge	$250 plus 4% technology surcharge
Landscape extensions	Major non-residential, defined as greater than 25,000 square feet in gross floor area: $300; minor non-residential, defined as less than or equal to 25,000 square feet in gross floor area: $150; residential $75 per lot; plus technology surcharge of 4%.	Major non-residential, defined as greater than 25,000 square feet in gross floor area: $300; minor non-residential, defined as less than or equal to 25,000 square feet in gross floor area: $150; residential $75 per lot; plus technology surcharge of 4%.
Development Plan as Site Plan/Preliminary Plat	Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus technology surcharge of 4%	Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus technology surcharge of 4%
Historic Preservation Fees		
Historic Landmark Designation	$800, plus technology surcharge of 4%, plus surcharges for advertising and letter notice, plus $26 recordation fee	$800, plus technology surcharge of 4%, plus surcharges for advertising and letter notice, plus $26 recordation fee
Historic District Designation	$20,000 per application, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting	$20,000 per application, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting

Durham City-County Planning Department Fee Schedule

Fee Type	FY2018-19 Adopted Fee	FY2019-20 Approved Fee
Historic Preservation Fees continued		
Major Works Certificate of Appropriateness - Historic Preservation Commission Review	$150 base fee per application, plus $100 additional charge if demolition or new construction, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting. Applications associated with projects begun and/or completed without required approval pay double the application base fee	$150 base fee per application, plus $100 additional charge if demolition or new construction, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Master Certificate of Appropriateness, Historic Preservation Commission Review	$300 base fee per application, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting. Applications associated with projects begun and/or completed without required approval pay double the application base fee	$300 base fee per application, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Minor Works Certificate of Appropriateness, Staff Review	$75 base fee per application, plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee	$75 base fee per application, plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Historic Signs	$150, plus technology surcharge of 4%, plus surcharges for advertising and letter notice. Applications associated with projects begun and/or completed without required approval pay double the application base fee	$150, plus technology surcharge of 4%, plus surcharges for advertising and letter notice. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Signage		
Common signage plan review	$175, plus technology surcharge of 4%	$175, plus technology surcharge of 4%
Banner plan review (only)	$75, plus technology surcharge of 4%	$75, plus technology surcharge of 4%
Permanent Signs Requiring Permits (as defined by the Durham UDO)	$75 application fee plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee	$75 application fee plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Temporary Signs Requiring Permits (as defined by the Durham UDO)	$50 application fee plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee	$50 application fee plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Sign Compliance Inspection Fee	$50 for each re-inspection	$50 for each re-inspection
Other Fees		
Landscape Inspection fees	$100, plus technology surcharge of 4% for first re-inspection	$100, plus technology surcharge of 4% for first re-inspection
Landscape re-inspection fees	$100, plus technology surcharge of 4% for first re-inspection. For each subsequent re- inspection, the total fee under this subsection, including the technology surcharge, will increase by $104. For example, the total fee for the first re-inspection will be $104; the total fee for the second re-inspection will be $208; and the total fee for the third re-inspection will be $312	$100, plus technology surcharge of 4% for first re-inspection. For each subsequent re- inspection, the total fee under this subsection, including the technology surcharge, will increase by $104. For example, the total fee for the first re-inspection will be $104; the total fee for the second re-inspection will be $208; and the total fee for the third re-inspection will be $312
Street/Alley closing	$800, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus $47.00 recordation fee	$800, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus $47.00 recordation fee
Street/Alley renaming	$600, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs; plus reimbursement for all street sign replacement costs, plus $47.00 recordation fee	$600, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs; plus reimbursement for all street sign replacement costs, plus $47.00 recordation fee
UDO ordinance text amendment	$3,000, plus technology surcharge of 4%, plus surcharge for advertising and letter notice	$3,000, plus technology surcharge of 4%, plus surcharge for advertising and letter notice
Home occupation permit	$25, plus technology surcharge of 4%	$25, plus technology surcharge of 4%
Formal letter of interpretation	$40, plus technology surcharge of 4%	$40, plus technology surcharge of 4%
Vested rights determination	$5,000 application fee, plus technology surcharge of 4%, plus surcharge for advertising and signs	$5,000 application fee, plus technology surcharge of 4%, plus surcharge for advertising and signs
Watershed Determination	$2,500 application fee, plus technology surcharge of 4%.	$2,500 application fee, plus technology surcharge of 4%.

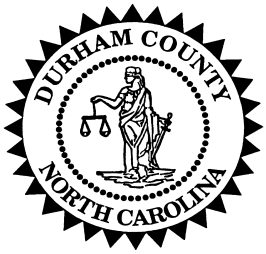
Durham City-County Planning Department Fee Schedule

Fee Type	FY2018-19 Adopted Fee	FY2019-20 Approved Fee
Other Fees continued		
Costs for departmental publications	Copies of publications on hand on June 16, 2008: $5.00. Reproductions or new publications will be priced according to costs	Copies of publications on hand on June 16, 2008: $5.00. Reproductions or new publications will be priced according to costs
Large format copies	$1 per square foot (for example: a 3 foot by 6 foot map equals 18 square feet for a copying charge of $18).	$1 per square foot (for example: a 3 foot by 6 foot map equals 18 square feet for a copying charge of $18).
Limited Agricultural Permit	$25, plus technology surcharge of 4%.	$25, plus technology surcharge of 4%.
Architectural Review (per Section 3.24 of the Durham Unified Development Ordinance)	$150 plus Technology surcharge of 4%.	$150 plus Technology surcharge of 4%.
Outdoor Seating Permit	Application for initial annual permit: $250; Application to renew annual permit: $100	Application for initial annual permit: $250; Application to renew annual permit: $100
Temporary Use Permit	$100, plus technology surcharge of 4	$100, plus technology surcharge of 4
Mobile Vendor Registration and Annual Renewals	$10. Note: The fees in (X) are pursuant to city code section 54-91(n)	$10. Note: The fees in (X) are pursuant to city code section 54-91(n)
Floodplain Building Permit Base Fee	$0.00	$100.00
Technology Surcharge for Floodplain Building Permit Base Fee	$0.00	$4.00
Architectural Review Base Fee	$150.00	$210.00
Architectural Review Tech Surcharge	$6.00	$8.40
Administrative Site Plan Level	$40 per attached dwelling	$40 per 1000 square ft. of gross building area
Major Site Plan	$40 per attached dwelling	$40 per 1000 square ft. of gross building area
Explicitly Adding Technology surcharge to Public Works Zoning Reviews	$0.00	$4.00
Surcharges		
Newspaper advertising for zoning map change, land use plan amendment and street closings	Newspaper advertising for zoning Map Change, Future Land Use Map / Plan Amendment, Historic District Designation, Historic Landmark Designation or Street Closing: $460; if case has to be heard by both governing bodies, $920	Newspaper advertising for zoning Map Change, Future Land Use Map / Plan Amendment, Historic District Designation, Historic Landmark Designation or Street Closing: $460; if case has to be heard by both governing bodies, $920
Newspaper advertising for Board of Adjustment, major special use permit, street renaming, vested rights determination, certificates of appropriateness and historic landmark designations	$250	$250
Newspaper advertising for UDO text amendment	$690	$690
Letter notice for zoning map change, land use plan amendment, major site plan, preliminary plat	$95	$95
Letter notice for Board of Adjustment, major special use permit, street renaming or street closing, Certificates of Appropriateness and historic landmark designations	$53	$53
Signs	For Zoning Map Change, BOA, Major Special Use Permit, Vested Rights Determination, Street Renaming, Major Works Certificate of Appropriateness or Street Closing: $100. If multiple signs are necessary to adequately notify neighbors, multiple signs will be charged for at the case intake	For Zoning Map Change, BOA, Major Special Use Permit, Vested Rights Determination, Street Renaming, Major Works Certificate of Appropriateness or Street Closing: $100. If multiple signs are necessary to adequately notify neighbors, multiple signs will be charged for at the case intake
Administrative Reductions		
Administrative reductions of the fees in this Part for review of a submitted development application may be made in writing by the Planning Director or designee when the Director determines that the time, effort, and processing by staff will be substantially reduced compared to what is required for a typical review that it would be inequitable to charge the standard fee for such review. The fee charged shall be roughly proportionate to the cost of staff time and other required measures, as determined at the absolute discretion of the Planning Director. Part 6-102 (Traffic Impact Analyses and Transportation Special Use Permits) The fees to be charged by the City-County Planning Department for development review undertaken by the City of Durham Department of Transportation shall be as follows:		
	Traffic Impact Analysis, fewer than 1,000 peak hour trips: $4,000, plus technology surcharge of 4%, plus surcharges for Advertising, Letter Notice and Sign	Traffic Impact Analysis, fewer than 1,000 peak hour trips: $4,000, plus technology surcharge of 4%, plus surcharges for Advertising, Letter Notice and Sign

Durham City-County Planning Department Fee Schedule

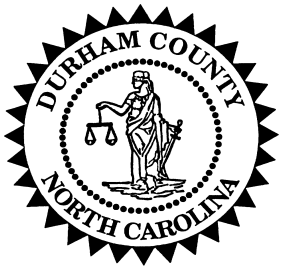
Fee Type	FY2018-19 Adopted Fee	FY2019-20 Approved Fee
Administrative Reductions continued		
	Traffic Impact Analysis, equal to or greater than 1,000 peak hour trips: $6,000, plus technology surcharge of 4%, plus surcharges for Advertising, Letter Notice and Sign	Traffic Impact Analysis, equal to or greater than 1,000 peak hour trips: $6,000, plus technology surcharge of 4%, plus surcharges for Advertising, Letter Notice and Sign
	Transportation Special Use Permit: $1,800, plus technology surcharge of 4%, plus surcharges for Advertising, Letter, Notice and Sign	Transportation Special Use Permit: $1,800, plus technology surcharge of 4%, plus surcharges for Advertising, Letter, Notice and Sign
	Traffic Impact Phasing Analysis, fewer than 1,000 peak hour trips: $2,000, plus technology surcharge of 4%	Traffic Impact Phasing Analysis, fewer than 1,000 peak hour trips: $2,000, plus technology surcharge of 4%
	Traffic Impact Phasing Analysis, equal to or greater than 1,000 peak hour trips: $3,000, plus technology surcharge of 4%	Traffic Impact Phasing Analysis, equal to or greater than 1,000 peak hour trips: $3,000, plus technology surcharge of 4%
Development Services Center		
Floodplain Development - Building Permit	90	$90
Floodplain Development - Development Approval	140	$140
Temporary Right-of-Way Closure	$125 per week per closure	$125 per week per closure
Due Diligence Property Information	$20	$20
Use Determination Information Product	$40	$40
Zoning and Property Analysis Information Product	$80	$80
Zoning Permit	$30	$30
Customer Letters, Maps, and Reports	$100	$100
Multi-department Pre-submittal Meeting	$265	$265

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Summary

A brief account of all funds budgeted for the fiscal year beginning July 1, 2019.

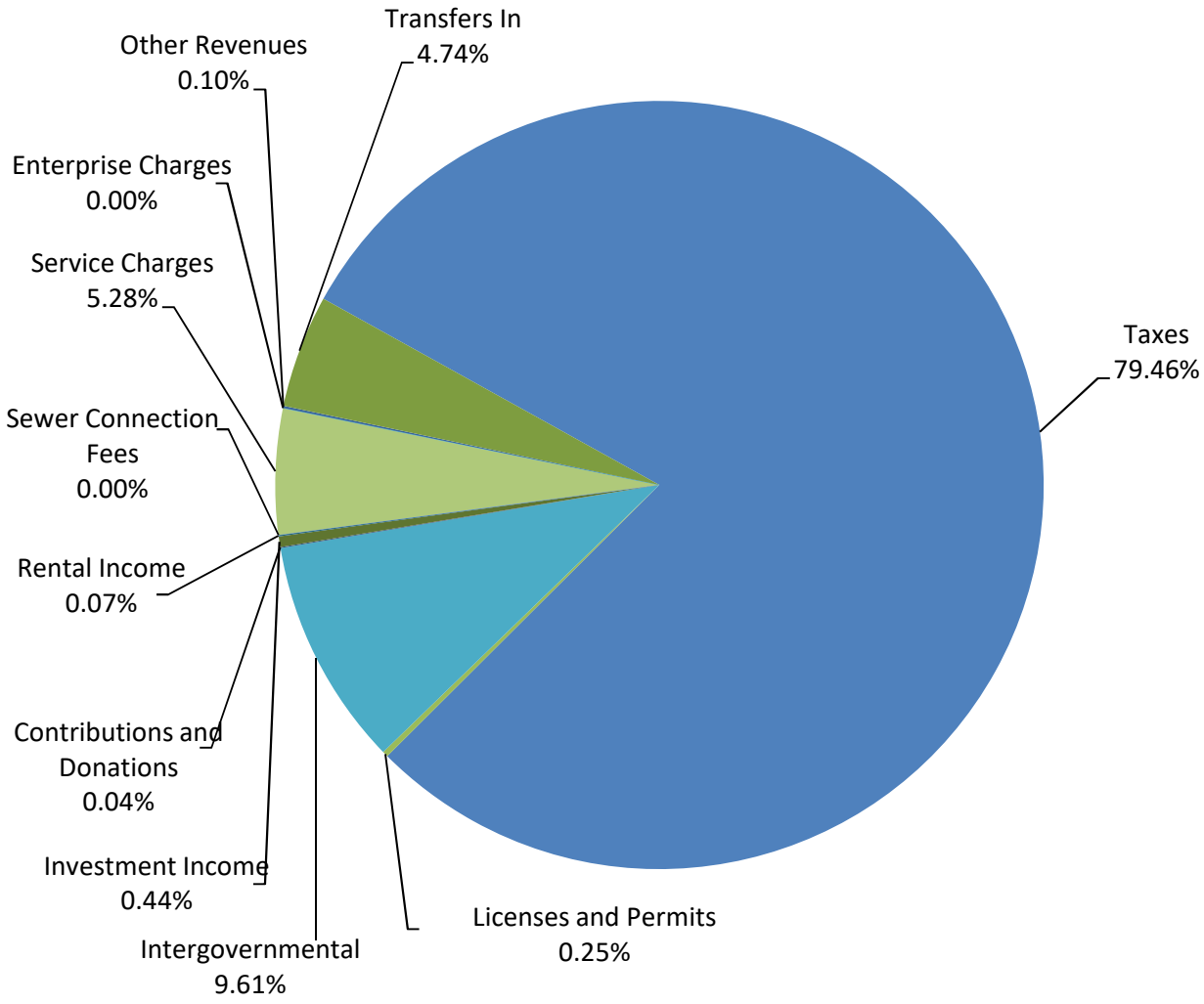


Fund summaries, tax rates, and graphs.

General Fund Revenues

FY2019-20 Approved Budget

Total General Fund Revenues: $456,787,859



General Funds Revenues

Funds: General, Risk Management, SWAP, Reappraisal Reserve, Capital Finance Plan, Benefits, and LEO Retirement

All General Funds Summary	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved	% Change Appr. v. Orig.
General Fund Expenses	$ 417,062,707	$ 434,752,953	$ 421,001,879	$ 445,481,733	$ 456,787,859	5.07%
Other General Fund Expenses	$ 107,803,304	$ 110,863,852	$ 116,053,165	$ 120,031,709	$ 114,980,897	3.71%
Subtotal	**$ 524,866,012**	**$ 545,616,805**	**$ 537,055,044**	**$ 565,513,442**	**$ 571,768,756**	**6.46%**
Transfers within General Funds	$ 63,793,893	$ 64,733,074	$ 65,528,279	$ 74,797,231	$ 69,928,841	6.72%
Grand Total	**$ 461,072,119**	**$ 480,883,731**	**$ 471,526,765**	**$ 490,716,211**	**$ 501,839,915**	**6.43%**

General Fund Revenues	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved	% Change Appr. v. Orig.
Taxes (See Detail Table)	**$ 332,201,948**	**$ 341,369,595**	**$ 344,783,411**	**$ 353,076,597**	**$ 362,977,603**	**6.33%**
Finance	$ 84,035,337	$ 84,356,249	$ 84,510,410	$ 87,771,000	$ 87,771,000	4.05%
Tax Administration	$ 248,093,699	$ 256,969,346	$ 260,247,290	$ 265,261,597	$ 275,162,603	7.08%
General Services	$ 72,912	$ 44,000	$ 25,711	$ 44,000	$ 44,000	0.00%
Licenses and Permits	**$ 1,213,616**	**$ 1,052,000**	**$ 990,865**	**$ 1,124,500**	**$ 1,124,500**	**6.89%**
Finance	$ 467,979	$ 490,000	$ 450,132	$ 490,000	$ 490,000	0.00%
Tax Administration	$ 21,575	$ 20,000	$ 20,000	$ 20,000	$ 20,000	0.00%
County Sheriff	$ 37,043	$ 35,000	$ 13,733	$ 20,000	$ 20,000	-42.86%
Engineering & Environ Svcs	$ 687,020	$ 507,000	$ 507,000	$ 594,500	$ 594,500	17.26%
Intergovernmental	**$ 45,910,277**	**$ 44,948,614**	**$ 42,465,591**	**$ 44,784,849**	**$ 43,908,719**	**-2.31%**
County Administration	$ 15,349	$ 33,968	$ 33,968	$ 35,632	$ 35,632	4.90%
Finance	$ 4,653,424	$ 2,600,000	$ 2,428,127	$ 2,700,000	$ 2,700,000	3.85%
General Services	$ 72,178	$ 50,313	$ 24,300	$ 35,000	$ 35,000	-30.44%
Information Technology	$ 5,000	$ 0	$ 0	$ 0	$ 0	0.00%
Veterans Services	$ 2,000	$ 2,000	$ 0	$ 2,000	$ 2,000	0.00%
County Sheriff	$ 655,800	$ 724,455	$ 814,966	$ 603,500	$ 603,500	-16.70%
Fire Marshal	$ 321,432	$ 424,874	$ 248,321	$ 397,450	$ 431,450	1.55%
Criminal Justice Resource Center	$ 362,319	$ 774,330	$ 767,648	$ 936,954	$ 936,954	21.00%
Youth Home	$ 18,612	$ 15,000	$ 17,000	$ 20,000	$ 20,000	33.33%
Emergency Medical Services	$ 2,447,042	$ 2,500,000	$ 2,499,124	$ 2,500,000	$ 2,560,167	2.41%
Engineering & Environ Svcs	$ 98,056	$ 121,025	$ 121,025	$ 0	$ 26,149	-78.39%
Cooperative Extension Service	$ 269,317	$ 273,868	$ 270,467	$ 285,140	$ 285,140	4.12%
Soil And Water Conservation	$ 26,550	$ 26,760	$ 26,760	$ 26,760	$ 26,760	0.00%
Economic Development	$ 295,000	$ 500,000	$ 200,000	$ 945,000	$ 445,000	-11.00%
Public Health	$ 8,461,010	$ 6,524,227	$ 6,411,624	$ 6,303,546	$ 6,320,447	-3.12%
Social Services	$ 26,938,472	$ 29,326,100	$ 28,334,723	$ 28,931,868	$ 28,123,371	-4.10%
Other Human Services	$ 1,017,326	$ 808,754	$ 123,469	$ 819,059	$ 919,059	13.64%
Library	$ 251,390	$ 242,940	$ 144,069	$ 242,940	$ 288,090	18.58%
Nondepartmental	$ 0	$ 0	$ 0	$ 0	$ 150,000	0.00%
Contributions and Donations	**$ 134,008**	**$ 65,093**	**$ 251,960**	**$ 191,678**	**$ 191,678**	**194.47%**
County Administration	$ 50,000	$ 0	$ 0	$ 0	$ 0	0.00%
Legal	$ 7	$ 0	$ 1,000	$ 0	$ 0	0.00%
County Sheriff	$ 62,012	$ 62,012	$ 65,000	$ 65,000	$ 65,000	4.82%
Criminal Justice Resource Center	$ 500	$ 0	$ 0	$ 0	$ 0	0.00%
Cooperative Extension Service	$ 638	$ 250	$ 0	$ 250	$ 250	0.00%
Public Health	$ 17,647	$ 0	$ 18,000	$ 0	$ 0	0.00%
Social Services	$ 3,204	$ 2,831	$ 12,731	$ 1,428	$ 1,428	-49.56%
Library	$ 0	$ 0	$ 155,229	$ 125,000	$ 125,000	0.00%
Investment Income	**$ 1,804,699**	**$ 950,000**	**$ 1,965,234**	**$ 2,010,000**	**$ 2,010,000**	**111.58%**
Finance	$ 1,790,912	$ 950,000	$ 1,950,198	$ 2,000,000	$ 2,000,000	110.53%
Tax Administration	$ 13,688	$ 0	$ 15,000	$ 10,000	$ 10,000	0.00%
County Sheriff	$ 99	$ 0	$ 36	$ 0	$ 0	0.00%

General Fund Revenues	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved	% Change Appr. v. Orig.
Rental Income	**$ 559,167**	**$ 253,470**	**$ 293,161**	**$ 284,937**	**$ 297,937**	**17.54%**
Finance	$ 10,530	$ 9,300	$ 9,300	$ 9,300	$ 9,300	0.00%
General Services	$ 540,661	$ 236,250	$ 272,112	$ 260,000	$ 273,000	15.56%
Criminal Justice Resource Center	$ 7,975	$ 7,920	$ 11,748	$ 15,636	$ 15,636	97.42%
Engineering & Environ Svcs	$ 1	$ 0	$ 1	$ 1	$ 1	0.00%
Sewer Connection Fees	**$ 53,212**	**$ 5,000**	**$ 8,382**	**$ 5,000**	**$ 5,000**	**0.00%**
Engineering & Environ Svcs	$ 3,780	$ 5,000	$ 5,000	$ 5,000	$ 5,000	0.00%
Other Environmental Protection	$ 49,432	$ 0	$ 3,382	$ 0	$ 0	0.00%
Service Charges	**$ 23,408,751**	**$ 22,226,423**	**$ 22,967,034**	**$ 24,108,495**	**$ 24,139,175**	**8.61%**
Tax Administration	$ 1,904,901	$ 1,862,000	$ 1,883,088	$ 1,890,000	$ 1,890,000	1.50%
Legal	$ 32	$ 2,000	$ 2,000	$ 2,000	$ 2,000	0.00%
Elections	$ 399,884	$ 315	$ 55	$ 662,800	$ 662,800	210312.70%
Register Of Deeds	$ 5,597,119	$ 5,370,000	$ 5,726,581	$ 5,580,000	$ 5,580,000	3.91%
General Services	$ 2,615,331	$ 2,510,629	$ 2,515,922	$ 2,510,175	$ 2,526,690	0.64%
County Sheriff	$ 1,080,161	$ 1,090,000	$ 893,199	$ 982,000	$ 985,000	-9.63%
Fire Marshal	$ 130,950	$ 155,659	$ 135,270	$ 180,000	$ 191,165	22.81%
Criminal Justice Resource Center	$ 101,281	$ 101,000	$ 102,011	$ 96,000	$ 96,000	-4.95%
Youth Home	$ 600,118	$ 400,000	$ 400,000	$ 550,000	$ 550,000	37.50%
Emergency Medical Services	$ 10,156,510	$ 10,035,000	$ 10,705,776	$ 10,855,000	$ 10,855,000	8.17%
Engineering & Environ Svcs	$ 2,570	$ 60	$ 8,412	$ 2,255	$ 2,255	3658.33%
Cooperative Extension Service	$ 12,258	$ 30,260	$ 14,725	$ 22,015	$ 22,015	-27.25%
Public Health	$ 504,915	$ 377,900	$ 426,787	$ 484,150	$ 484,150	28.12%
Social Services	$ 24,022	$ 6,600	$ 6,100	$ 6,600	$ 6,600	0.00%
Library	$ 278,700	$ 285,000	$ 146,238	$ 285,500	$ 285,500	0.18%
Nondepartmental	$ 0	$ 0	$ 870	$ 0	$ 0	0.00%
Enterprise Charges	**$ 15,123**	**$ 14,000**	**$ 14,000**	**$ 14,000**	**$ 14,000**	**0.00%**
Engineering & Environ Svcs	$ 15,123	$ 14,000	$ 14,000	$ 14,000	$ 14,000	0.00%
Other Revenues	**$ 1,062,968**	**$ 513,391**	**$ 566,511**	**$ 466,257**	**$ 466,257**	**-9.18%**
Finance	$ 171,550	$ 20,000	$ 81,270	$ 0	$ 0	-100.00%
Tax Administration	$ 47,205	$ 80,000	$ 50,382	$ 50,000	$ 50,000	-37.50%
Register Of Deeds	$ 1,830	$ 0	$ 154	$ 0	$ 0	0.00%
General Services	$ 64,305	$ 11,379	$ 1,000	$ 5,000	$ 5,000	-56.06%
Human Resources	$ 32,704	$ 30,000	$ 30,000	$ 30,000	$ 30,000	0.00%
County Sheriff	$ 363,654	$ 200,000	$ 170,503	$ 171,300	$ 171,300	-14.35%
Fire Marshal	$ 152	$ 0	$ 828	$ 0	$ 0	0.00%
Emergency Medical Services	$ 1,000	$ 0	$ 0	$ 0	$ 0	0.00%
Engineering & Environ Svcs	$ 2,375	$ 850	$ 850	$ 850	$ 850	0.00%
Cooperative Extension Service	$ 510	$ 0	$ 0	$ 0	$ 0	0.00%
Public Health	$ 46,854	$ 34,000	$ 17,000	$ 17,000	$ 17,000	-50.00%
Social Services	$ 286,164	$ 137,162	$ 214,491	$ 192,107	$ 192,107	40.06%
Library	$ 44,663	$ 0	$ 33	$ 0	$ 0	0.00%
Transfers In (See Detail Table)	**$ 10,698,939**	**$ 23,355,367**	**$ 6,695,730**	**$ 19,415,420**	**$ 21,652,990**	**-7.29%**
Finance	$ 0	$ 16,689,637	$ 0	$ 15,950,446	$ 17,367,456	4.06%
Nondepartmental	$ 10,698,939	$ 6,665,730	$ 6,695,730	$ 3,464,974	$ 4,285,534	-35.71%
Grand Total	**$ 417,062,707**	**$ 434,752,953**	**$ 421,001,879**	**$ 445,481,733**	**$ 456,787,859**	**5.07%**

**For General Fund revenue detail refer to Departmental pages in the General Funds Tab*

General Fund Tax Revenue *Detail*	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved	% Change Appr. v. Orig.
Current Fiscal Year Taxes	$ 243,156,894	$ 251,578,346	$ 254,818,118	$ 259,621,597	$ 269,522,603	0.00%
Prior Fiscal Year Taxes	-$ 84,901	$ 500,000	$ 254,654	$ 300,000	$ 300,000	0.00%
Article 39 (1 Cent)	$ 24,800,746	$ 25,208,255	$ 24,218,000	$ 25,460,000	$ 25,460,000	1.00%
Article 40 (1/2 Cent)	$ 13,558,663	$ 13,961,887	$ 14,176,000	$ 14,744,000	$ 14,744,000	5.60%
Article 42 (1/2 Cent)	$ 16,946,184	$ 17,000,000	$ 16,944,000	$ 17,585,000	$ 17,585,000	3.44%
Article 44 (1/2 Cent)	-$ 22,263	$ 0	$ 1,410	$ 0	$ 0	0.00%
Article 46 (1/2 Cent)	$ 14,964,157	$ 14,300,000	$ 14,633,000	$ 15,100,000	$ 15,100,000	5.59%
City Sales Tax ILA	$ 13,561,401	$ 13,386,107	$ 14,188,000	$ 14,482,000	$ 14,482,000	8.19%
Local Occupancy Tax (General Fund)	$ 3,470,516	$ 3,576,000	$ 3,742,051	$ 3,950,000	$ 3,950,000	10.46%
Local Occupancy Tax (NCMLS)	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	0.00%
Other General Funds Revenues	$ 1,350,551	$ 1,359,000	$ 1,308,137	$ 1,334,000	$ 1,334,000	-1.84%
Grand Total	**$ 332,201,948**	**$ 341,369,595**	**$ 344,783,411**	**$ 353,076,597**	**$ 362,977,603**	**6.33%**

General Fund Transfer In Revenue *Detail*	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved	% Change Appr. v. Orig.
Transfer Fr Special Revenue Fd	$ 5,023,748	$ 770,439	$ 800,439	$ 814,974	$ 921,395	19.59%
Trfr Frm Comm Hlt Trust Fund	$ 5,578,166	$ 4,768,500	$ 4,768,500	$ 2,650,000	$ 2,650,000	-44.43%
Trfr From Cafeteria Plan Fund	$ 0	$ 500,000	$ 500,000	$ 0	$ 0	-100.00%
Trfr From Capital Finance Plan Fund	$ 0	$ 0	$ 0	$ 0	$ 714,139	0.00%
Transfer From Debt Service Fnd	$ 0	$ 626,791	$ 626,791	$ 0	$ 0	-100.00%
Transfer From Capital Projects	$ 97,025	$ 0	$ 0	$ 0	$ 0	0.00%
Fund Balance Appropriated -- 4900810000	$ 0	$ 16,689,637	$ 0	$ 15,950,446	$ 17,367,456	4.06%
Grand Total	**$ 10,698,939**	**$ 23,355,367**	**$ 6,695,730**	**$ 19,415,420**	**$ 21,652,990**	**-7.29%**

Other General Funds Revenues	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved	% Change Appr. v. Orig.
Risk Management	$ 3,466,128	$ 3,641,863	$ 3,223,025	$ 3,641,023	$ 3,646,478	0.13%
Swap Agreement 05	$ 1,806,037	$ 3,162,949	$ 1,701,402	$ 1,000,000	$ 1,000,000	-68.38%
Reappriasal Reserve Fund	$ 1,326,733	$ 1,476,006	$ 1,476,006	$ 889,981	$ 874,981	-40.72%
Capital Improvement Plan	$ 74,345,775	$ 75,397,976	$ 82,922,023	$ 78,542,249	$ 79,256,388	5.12%
Benefits Plan	$ 26,858,632	$ 27,185,058	$ 26,730,709	$ 35,538,456	$ 29,783,050	9.56%
LEO Special Separation Allowance	$ 0	$ 0	$ 0	$ 420,000	$ 420,000	0.00%
Grand Total	**$ 107,803,304**	**$ 110,863,852**	**$ 116,053,165**	**$ 120,031,709**	**$ 114,980,897**	**3.71%**

**For Other General Fund revenue detail refer to the last section in the General Funds Tab*

Transfers within all General Funds*	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved	% Change Appr. v. Orig.
General	$ 0	$ 500,000	$ 500,000	$ 0	$ 714,139	42.83%
Trfr From Cafeteria Plan Fund	$ 0	$ 500,000	$ 500,000	$ 0	$ 0	-100.00%
Trfr from Capital Finance Plan Fund	$ 0	$ 0	$ 0	$ 0	$ 714,139	0.00%
Reappriasal Reserve Fund	$ 1,327,492	$ 1,476,006	$ 1,476,006	$ 889,981	$ 874,981	-40.72%
Transfer From General Fund	$ 1,327,492	$ 1,476,006	$ 1,476,006	$ 889,981	$ 874,981	-40.72%
Capital Improvement Plan	$ 38,519,472	$ 38,919,655	$ 39,714,860	$ 40,769,770	$ 40,769,770	4.75%
Transfer From General Fund	$ 38,519,472	$ 38,919,655	$ 39,714,860	$ 40,769,770	$ 40,769,770	4.75%
Benefits Plan	$ 23,946,929	$ 23,837,413	$ 23,837,413	$ 32,717,480	$ 27,149,951	13.90%
Transfer From General Health Benefits	$ 22,183,928	$ 21,916,208	$ 21,916,208	$ 30,796,275	$ 25,237,159	15.15%
Transfer From Risk Mgmt Health Benefits	$ 41,340	$ 46,035	$ 46,035	$ 46,035	$ 61,185	32.91%
Transfer From General Dental Benefits	$ 1,083,367	$ 1,172,820	$ 1,172,820	$ 1,172,820	$ 1,111,362	-5.24%
Transfer From Risk Mgmt Dental Benefits	$ 2,050	$ 2,610	$ 2,610	$ 2,610	$ 2,680	2.68%
Transfer From General Fund	$ 634,964	$ 698,460	$ 698,460	$ 698,460	$ 736,115	5.39%
Transfer From Risk Mgmt Fund	$ 1,280	$ 1,280	$ 1,280	$ 1,280	$ 1,450	13.28%
LEO Special Separation Allowance	$ 0	$ 0	$ 0	$ 420,000	$ 420,000	0.00%
Transfer From General Fund	$ 0	$ 0	$ 0	$ 420,000	$ 420,000	0.00%
Grand Total	**$ 63,793,893**	**$ 64,733,074**	**$ 65,528,279**	**$ 74,797,231**	**$ 69,928,841**	**8.03%**

**These transfers are between General Funds. They are removed to capture actual All General Funds Revenues (so they aren't duplicated)*

REVENUE HIGHLIGHTS

Assessed Valuation/Property Taxes

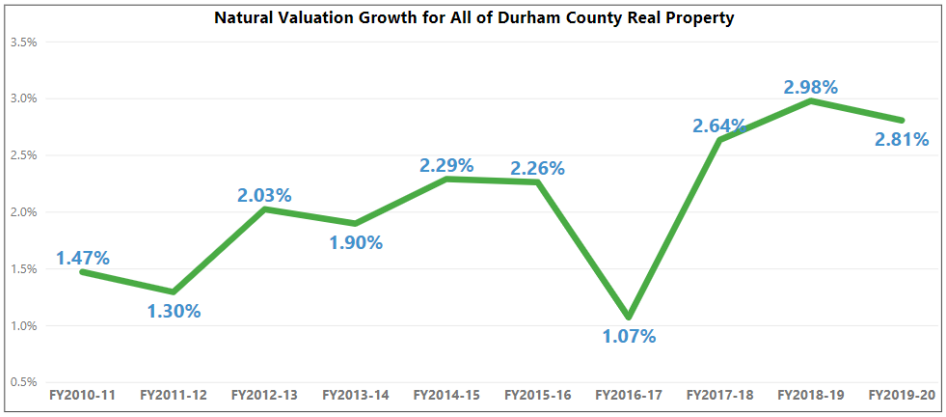
Property tax is the largest source of revenue supporting operations in Durham County. For FY2019-20 the County-wide property tax will be set at 71.22 cents per $100 valuation. This is a 2.3 cent increase from the Revenue Neutral Tax Rate of 68.92 cents per $100 valuation. The total revenue collected is projected to be just over $306.8 million, an increase of $18.9 million when compared to FY2018-19.

Broadly, the four different categories of property valued for property tax collection in North Carolina are defined as: Real Property which is land and buildings, Business Personal Property includes items used or possessed in the conduct of a trade or business (such as machinery, equipment, furniture, fixtures, computers, farm equipment, leasehold improvements, and supplies), Public Service is public utilities such as railways, electricity, buses, etc., and Auto Value is the value of motor vehicles.

Before discussion of FY2019-20 property tax topics, it is important to assess how current year (FY 2018-19) collection of property tax is progressing. Overall revenue is on pace with prior years, due in large part to a continued exceptional tax collection percentage. Property tax collection is anticipated to end the year approximately 101.1% or $3.2 million above the original budget. This overcollection of revenue is due to numerous factors, from traditionally conservative budget practices, to new growth that was not captured in the prior year projection, and as always, the diligence of the County tax office in ensuring tax payers meet their fiscal responsibility. Included in this total amount is the collection of taxes from delinquent, or prior years', taxes which is also budgeted and provides additional revenue for support of the General Fund. In FY 2018-19 the County is estimated to receive close to $500,000 in prior years' taxes which is on par with the amount budgeted.

Durham County underwent a General Reappraisal process during the current fiscal year (FY 2018-19) which involved evaluating all Real property in the County and assessing its market value as of January 1, 2019. In other words, if the owner were to sell their property on that day, what is the realistic price for which it would sell. The last reappraisal prior to this was completed in FY2015-16 and while State Statute mandates one at least every eight years, completing them on more frequent cycles allows for improved accuracy of valuations to be used to assess all property. This also ensures that the tax burden is distributed equitably based on current property values and not ones that have become outdated.

State statute provides two important steps which guide the calculation of a revenue neutral tax rate, to be used with the updated property valuations. The first is to calculate a rate that provides an equivalent levy to the prior Fiscal Year (levy is the amount of revenue generated by the current valuation). The second step ensures "natural growth", the annual change in valuation that occurs every year, in property valuation is considered (this change can be an increase or decrease depending on underlying variables). For Durham County this average natural growth over the prior two years is 2.81% and results in a Revenue Neutral property tax rate of $68.92 per $100 valuation. This allowance for natural growth that occurs every year results in an increase in property tax revenue for Durham County (both General Fund and Capital Financing Plan Fund) of $9.2 million, without a property tax rate increase, as compared to FY2018-19.



While valuation for Real property is reset only during a general reappraisal, the property values for the other three categories are reappraised annually. In the past ten fiscal years, the annual natural growth for all categories combined has ranged between 1.3% and just under 3%, with the most recent two (FY2017-18 and FY2018-19) being the highest at 2.64% and 2.98% growth respectively. As mentioned previously, per state statute, the overall natural growth for FY2019-20 is based off the average of the prior two years which is 2.81%.

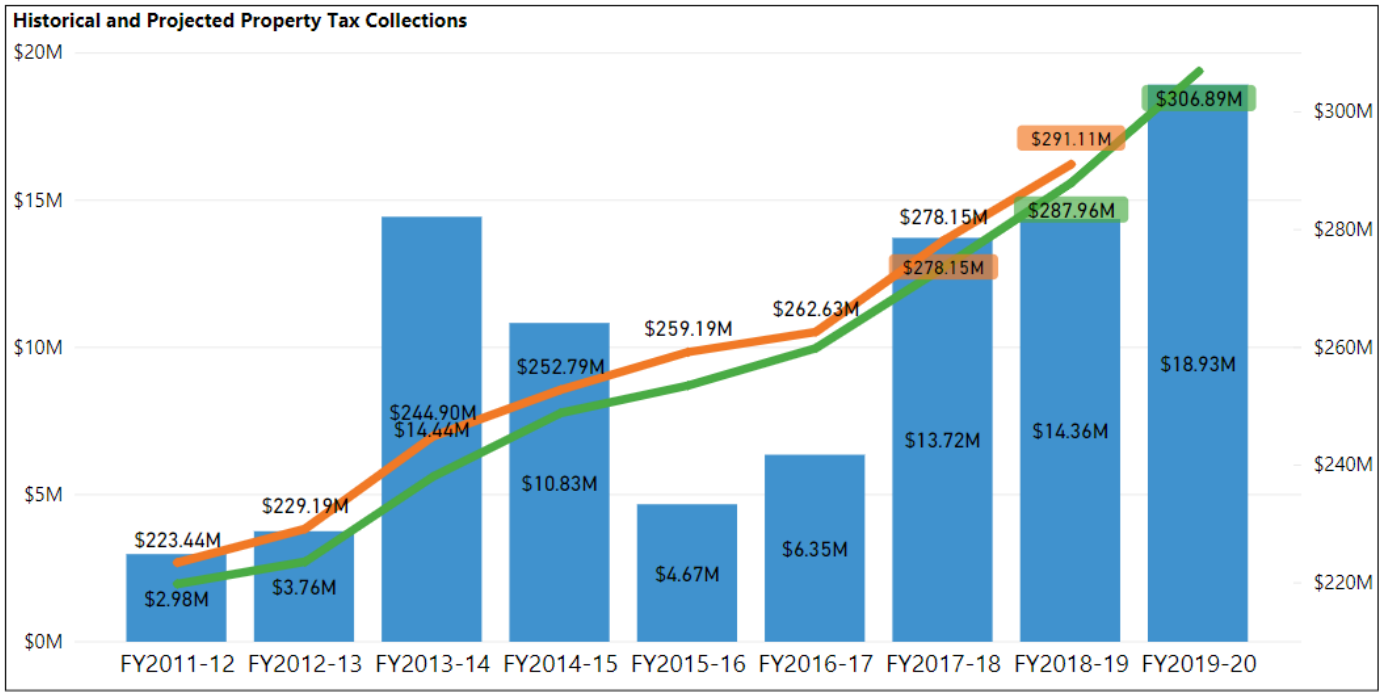
This table reflects Adopted Budget to new fiscal year Budget growth in valuation which accounts for the revaluation process.

Property Category	FY2018-19 Approved	FY2019-20 Approved	% Change from FY to FY
Real Property	$30,644,853,105	$36,679,717,847	19.69%
Personal Value/Service	$3,596,086,643	$3,568,011,796	-0.78%
Public Service	$575,537,361	$580,268,564	0.82%
Motor Vehicle	$2,285,270,926	$2,392,736,986	4.70%
Total	**$37,101,748,035**	**$43,220,735,193**	**16.49%**

The total County property tax rate of $71.22 is comprised of two rates, the General Fund, where most day-to-day operations occur, will be supported by $62.61 of the total tax rate, while the Capital Financing Plan Fund will have $8.61 dedicated for debt service expenses. For reference, one additional cent of property tax collects an additional $4.3 million of new property tax revenue for the County. For a Durham County home valued at $200,000 a 1.0 cent tax rate increase would mean an additional $20 in property taxes for that home. Total Durham County property tax (71.22 cent tax rate) on such a home would equal $1,424.40.

The County's property tax collection rate will remain at 99.60% in FY 2019-20; and continues to be an exceptionally high rate and a very strong performance indicator for the County's Tax Administration department.

The steadily increasing growth in property tax revenue, resulting from a combination of natural growth and tax rate increases, continues to provide the essential funding support needed for Durham County to accomplish its goals each year. The chart below shows the consistent and growing revenue provided by property tax collection across both the General Fund and Capital Finance Plan Fund. The actual collected amount (orange line) consistently remains slightly above, but in parallel, with budgeted amounts each year (green line). The blue columns illustrate the year to year increase (delta) in the budgeted amount (i.e. for FY2019-20 the budget for property tax revenue is $306.89 million, an increase of $18.93 million from FY2018-19 budget).



Sales Tax

Sales taxes represent the second-largest revenue source for Durham County and are collected by the state and distributed back to the County monthly. Out of a total of 7.5% charged on most retail items in Durham County, 2.25% is allocated to county and municipal governments. This 2.25 cents for every retail sales dollar is broken up into four distinct sales tax entities, usually described by the state statute article number that made it law.

Article 39 sales tax is a one cent tax on every retail dollar and is collected based on where the retail item is actually received ("point of delivery"). An example is when an individual purchases a shirt at a local mall, this shirt may cost $50, creating a collection of Article 39 sales tax of $0.50 which will go to the county and/or municipality where the mall is located if the individual leaves with the merchandise. If the individual were to send the item to another county for delivery, then the tax could be reflected in that county's collections. This particular sales tax is Durham County's single largest sales tax and generally reflects the broadest retail sales trends within the County.

Article 40 sales tax is a half cent tax on every retail dollar ($0.25 for the same $50 shirt mentioned in Article 39) but differs from the Article 39 sales tax in that it is collected based on statewide retail sales and then distributed to counties and municipalities based on the percentage of the state population residing within the county and/or municipality. This tax reflects the broadest retail trends across the whole state and is less affected by retail sales growth in any one local government jurisdiction. This tax has stipulations attached to it by the state legislature directing that 30% of the Article 40 tax be allocated for school capital needs. Durham County allots the full amount of revenue collected from this sales tax to the support of capital projects, of which public school projects make up the largest amount.

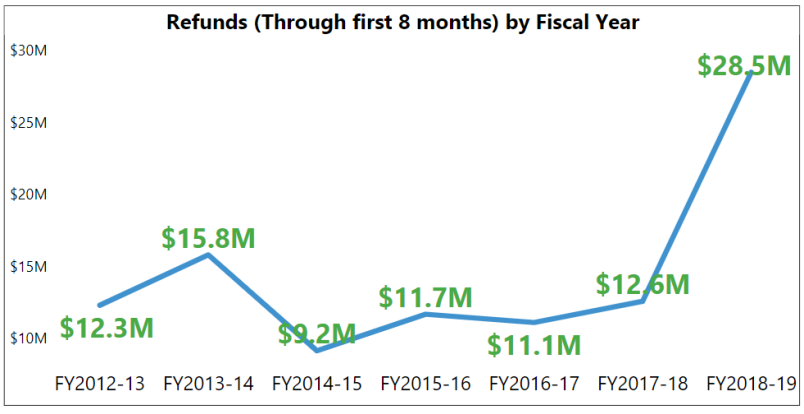
Article 42 sales tax is a half cent tax on every retail dollar, and was similarly collected like the Article 40 sales tax, but because of state Medicaid Swap legislation, it is now collected like the Article 39 sales tax. This tax still has stipulations attached to it by the state legislature directing that 60% of the Article 42 tax be allocated for school capital needs. Durham County allots the full amount of revenue collected from this sales tax to the support of capital projects, of which public school projects make up the largest amount.

Due to state Medicaid Swap legislation Durham County no longer collects Article 44 sales tax.

Article 46 sales tax is a quarter cent tax on every retail dollar and is collected based on where the retail item is received ("point of delivery"), similar to Article 39 sales tax. This sales tax, unlike any of the others, had to be approved by Durham County voters, and was in 2011. It also will not be split with the City of Durham or any other municipality in Durham County; the entire amount collected goes to Durham County. The Board of County Commissioners passed a resolution soon after approval of this sales tax committing 67.12% of the proceeds from Article 46 to Durham Public Schools, 8.97% to Durham Technical Community College for scholarships, 2.17% to pre-kindergarten programs, and 21.74% to support Durham Public Schools capital project debt service. The tax was applied to purchases made in Durham County starting April 1, 2012. FY 2018-19 is the seventh full year this tax has been collected.

Estimating sales tax revenue collection as part of a budget process is highly dependent on historical trending of sales tax growth and variability, as well as assessing the near future economic outlook of the state and the county and/or municipality. At the time estimates for an upcoming fiscal year are being made, there are approximately 18 months before those estimates will become actual dollars. This can result in relying on two estimated revenue amounts, as opposed to the preferred basing estimates off actuals for the prior year. While still being financially sound, this method does result in conservative estimates for the future year, and can cause less than desired reliability at times, particularly when outside influences occur, such as legislative changes

FY2018-19 has been a vexing year regarding actual sales tax collection. While gross collections (across all articles) has trended higher, consistent with prior fiscal years, the amount of refunds (sales tax reimbursed back to non-profit agencies, which equates to "dollar for dollar" revenue that does not come to the County,) has grown exponentially; after being stable for the past four fiscal years. While this was unexpected, Durham County is not alone in seeing an increase in refunds. However, the effect on Durham is more profound than most of the other 100 counties in North Carolina. Through the first eight months of FY2018-19, refunds have increased from $12.6 million in the prior year to $28.5 million for FY2018-19 (growth of 126%). This type of increase is unprecedented and was not anticipated. The Budget Office is continuing to research this occurrence, including reaching out to the North Carolina Department of Revenue to better understand the situation.

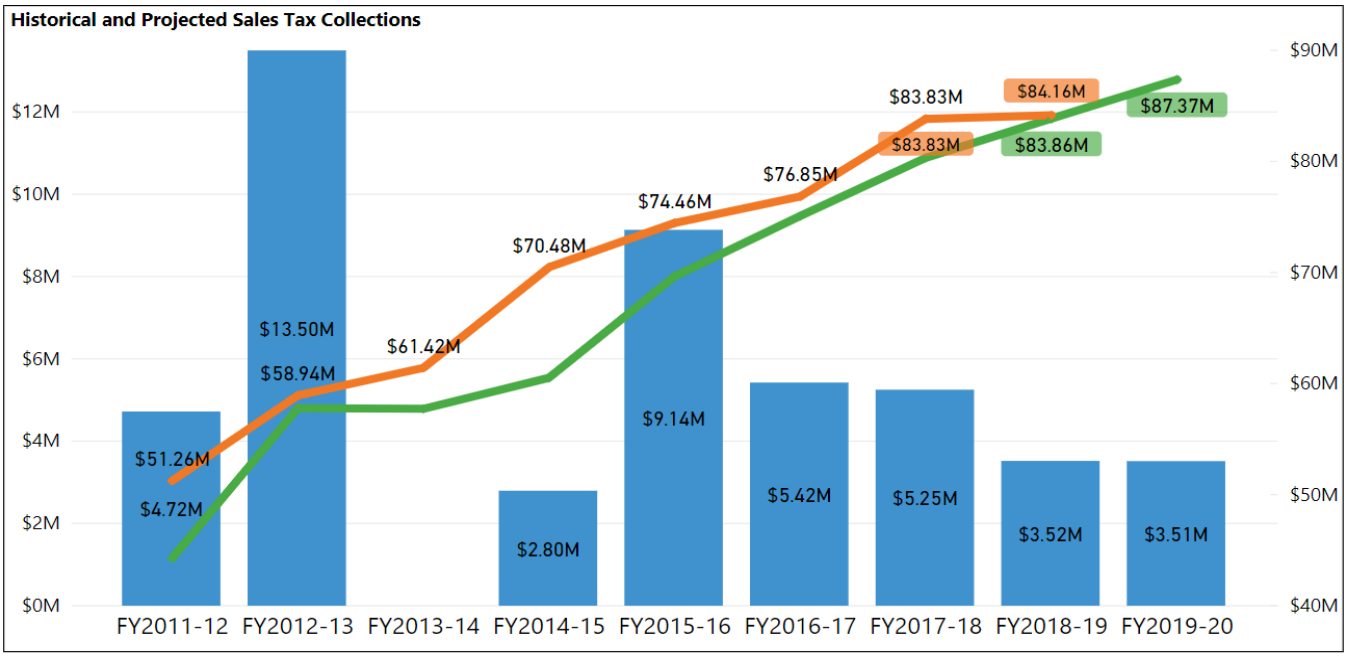


In addition to this refund dilemma a few other statewide issues may be influencing this vital revenue source. In June of 2018, the United States Supreme Court ruling South Dakota v. Wayfair, Inc. granted states the authority to collect sales tax from online retailers. This collection mandate started a few months into FY2018-19, and while statewide gross collections are increased, the true effect is yet to be seen due to the refund issue previously mentioned. So, while increased collections can be anticipated due to this legislative change, the effect is currently obscured, and cannot be relied on as a predictor for future collections until the refund issue becomes clearer.

In FY2016-17 The state enacted distribution changes to sales tax collections that redistributed revenue to rural counties from more urban counties. This had a significant, and lasting, impact on Durham's second largest revenue source (over $2 million lost annually). This is worth noting because new proposed legislation currently in the State Senate (Senate Bill 650) could recreate this event for Durham County. If this proposed bill were to be implemented, the effect on Durham would again be a significant decrease in revenue (approximately $4 million annually). As with these other issues, the Budget Office continues to monitor this legislation and will provide updates as more the situation evolves.

Despite continued steady growth of gross sales tax collection in FY2018-19, the County is projecting to not meet current sales tax projections. This is a rare occurrence and in this case is entirely related to the surge in refunds. Current estimates for all categories of sales tax show a projection that is relatively even with the budgeted amount.

The unique nature of this can be easily seen in the chart, where the orange line veers towards the budgeted amount (green line) in FY2018-19. Had refunds been in line with prior year trends, the collection would have been on pace with the traditional slight over-collection. This chart further illustrates the trend in budgeted growth year to year being on a steady if not slightly lessening rise each year. The columns, which display year to year increase, also reflect this.



For FY2019-20 growth of 4% for all major articles of sales taxes is estimated from the FY2018-19 end-of-year estimate. The FY 2019-20 budget growth "budget to budget" is 4.19% however, it should be noted that this future year estimate was based on a current year projection that has eight months of the current fiscal year yet to have sales tax collections.

Key Revenues	FY2017-18 Actuals	FY2018-19 Approved	FY2018-19 Estimate	Estimate vs. Approved	FY2019-20 Approved	% Change from FY to FY
Article 39 (1 Cent)	$24,800,746	$25,208,255	$24,218,000	-3.93%	$25,460,000	1.00%
Article 40 (1/2 Cent)	$13,558,663	$13,961,887	$14,176,000	1.53%	$14,744,000	5.60%
Article 42 (1/2 Cent)	$16,946,184	$17,000,000	$16,944,000	-0.33%	$17,585,000	3.44%
Article 44 (1/2 Cent)	($22,263)		$1,410			
Article 46 (1/2 Cent)	$14,964,157	$14,300,000	$14,633,000	2.33%	$15,100,000	5.59%
City Sales Tax ILA	$13,561,401	$13,386,107	$14,188,000	5.99%	$14,482,000	8.19%
Total	**$83,808,889**	**$83,856,249**	**$84,160,410**	**0.36%**	**$87,371,000**	**4.19%**

Intergovernmental Revenues

The vast majority of the budgeted intergovernmental revenues in Durham County are received by the Human Services agencies; Public Health and the Department of Social Services. Other departments receiving small amounts of intergovernmental revenue include Emergency Medical Services, the County Sheriff, and the Fire Marshal among others.

Public Health has a total budget of $26,522,073 of which $19,700,476 is County dollars and $6,821,597 is received from other sources. Of the $6,821,597 in revenues from other sources, 92.65% comes from intergovernmental sources, mostly the state and federal governments, and currently is budgeted at $6,320,447 for FY2019-20. The funds support departmental administrative and operational costs; health education; nutrition programs; dental services; lead poisoning prevention; public health emergency preparedness; refugee health; STD clinic services; immunizations; tuberculosis and other communicable disease control; family planning and maternal healthcare; breast and cervical cancer screenings; HIV education, counseling, and testing; child healthcare; and public school nurses.

The Department of Social Services has a total budget of $47,954,015 of which $19,630,509 is County dollars and $28,323,506 is received from other sources. Of the $28,323,506 in revenues from other sources, 99.29% comes from intergovernmental sources, mostly the state and federal governments, and currently is budgeted at $28,123,371 for FY2019-20. The funds support programs that provide protection of abused and neglected children and adults; the provision of services to prevent unnecessary institutionalization of disabled and elderly residents; Work First support services; school and community social work services and health insurance to eligible families.

Other Key Revenues

There are many revenue sources the County collects; however, a few are of special interest because of their high correlation to overall County economic activity and key County services. Below are a few of those key revenues that the County takes note of every year when developing its annual budget.

Key Revenues	FY2017-18 Actual	FY2018-19 Approved	FY2018-19 Estimate	FY2019-20 Approved	% Change from FY to FY
ABC Net Profit Distribution	$2,200,000	$2,300,000	$2,300,000	$2,400,000	4.35%
Deed Registratration and Transfer Fees	$5,424,391	$5,200,000	$5,556,581	$5,400,000	3.85%
EMS Patient Fees	$8,457,091	$8,310,000	$8,823,080	$9,020,000	8.54%
Investment Revenue	$1,790,183	$950,000	$1,950,000	$2,000,000	110.53%
Local Occupancy Tax (General Fund)	$3,470,516	$3,576,000	$3,742,051	$3,950,000	10.46%
Local Occupancy Tax (NCMLS)	$500,000	$500,000	$500,000	$500,000	0.00%
Total	**$21,842,180**	**$20,836,000**	**$22,871,712**	**$23,270,000**	**11.68%**

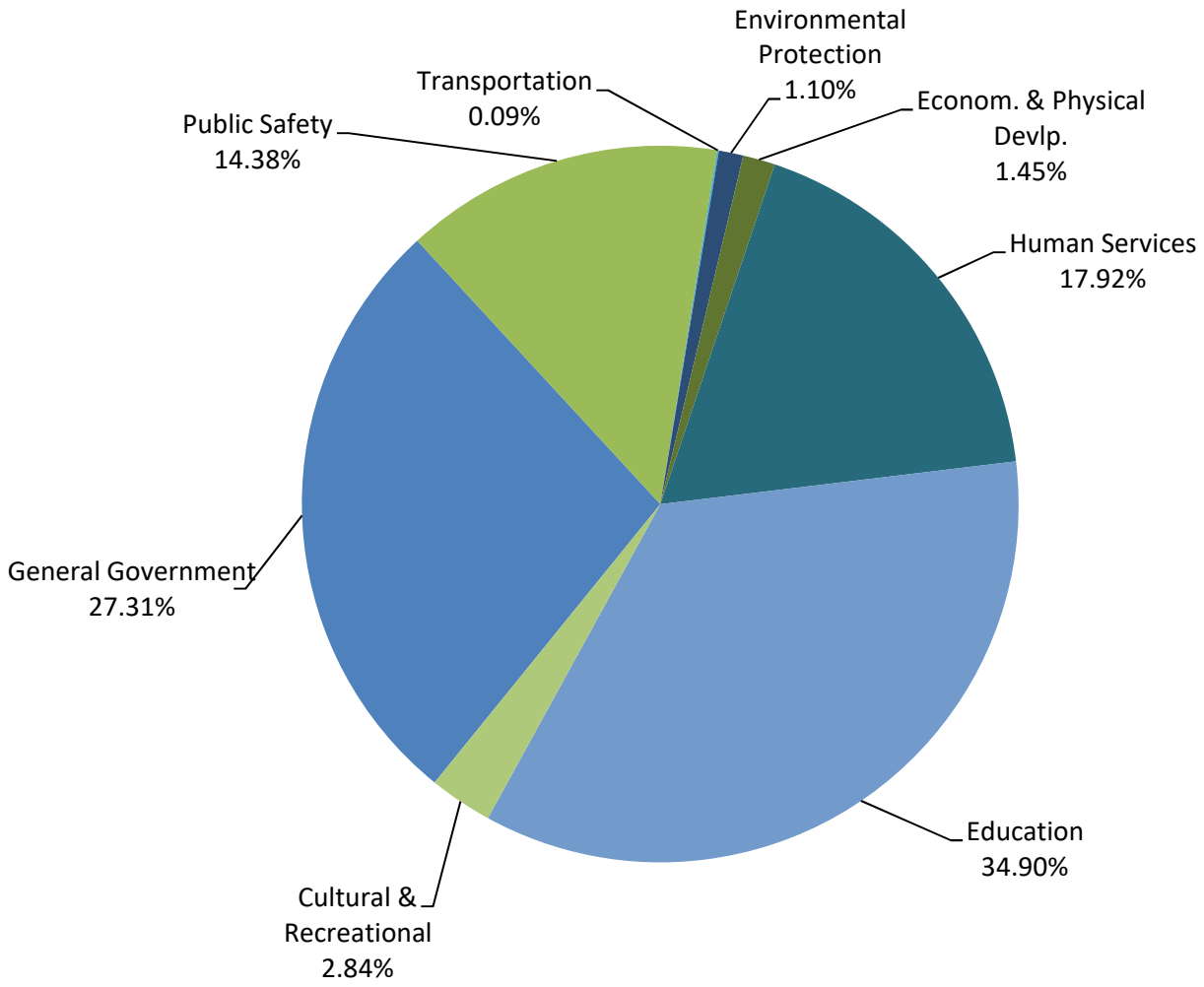
- Occupancy tax is based on room occupancy and rates received for the rental of any room, lodging or accommodation furnished by a hotel, motel, inn or similar place within the County. The increase seen in FY2019-20' budget is a reflection of the growth seen in FY2018-19 as well as the conservative budget for FY2018-19.
- ABC profit distributions are received quarterly from state-collected taxes on alcohol sold in the County and throughout the state. Final year actuals are not usually known until well into the fourth quarter of each fiscal year, as the ABC Board completes their budget process.
- Register of Deeds fees are charges made for new deeds of trust, changing of deeds of trust, marriage certificates, etc. State changes to these fees may affect the collection amount.
- Investment income is interest earned on County cash deposited in banks. The notable increase in this revenue source is due to higher historical trending as well as the recent increase in interest rates.
- EMS patient income is derived from billing EMS responses to patient calls. The County strives to gather as much income as possible from patient insurance and or the patient themselves to ensure that those who use EMS support its operations. The significant increase in FY2019-20's budget projection is due to increased call volume as well as more focused attention to historical trends.
- The Solid Waste management fee is a yearly fee for any citizen who chooses to use the service for the drop off of waste or recyclables at any County container site.

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General Fund Expenditures

FY2019-20 Approved Budget

Total General Fund Expenditures: $456,787,859



General Funds Expenditures

Funds: General, Risk Management, SWAP, Reappraisal Reserve, Capital Finance Plan, Benefits, and LEO Retirement

All General Funds Summary	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved	% Change Appr. v. Orig.
General Fund Expenses	$ 409,229,404	$ 434,752,953	$ 430,787,010	$ 475,246,195	$ 456,787,859	5.07%
Other General Fund Expenses	$ 103,535,516	$ 110,863,852	$ 117,798,105	$ 116,431,709	$ 114,980,897	3.71%
Subtotal	**$ 512,764,919**	**$ 545,616,805**	**$ 548,585,115**	**$ 591,677,904**	**$ 571,768,756**	**4.23%**
Transfers within General Funds	$ 63,793,893	$ 64,733,074	$ 65,846,824	$ 70,336,562	$ 69,928,841	6.20%
Grand Total	**$ 448,971,026**	**$ 480,883,731**	**$ 482,738,291**	**$ 521,341,342**	**$ 501,839,915**	**3.96%**

General Fund Expenditures	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved	% Change Appr. v. Orig.
General Government	**$ 108,165,830**	**$ 115,885,679**	**$ 113,969,006**	**$ 125,716,192**	**$ 124,755,964**	**7.65%**
Board Of County Commissioners	$ 653,068	$ 674,182	$ 709,827	$ 695,298	$ 688,998	2.20%
County Administration	$ 2,046,026	$ 2,562,535	$ 2,511,535	$ 2,620,997	$ 2,811,317	9.71%
Finance	$ 3,029,941	$ 3,199,121	$ 3,169,912	$ 3,608,438	$ 3,312,080	3.53%
Tax Administration	$ 5,489,908	$ 6,111,237	$ 6,006,322	$ 5,887,326	$ 5,860,226	-4.11%
Legal	$ 1,974,280	$ 2,323,386	$ 2,162,665	$ 2,566,942	$ 2,566,942	10.48%
Court Facilities	$ 418,914	$ 687,545	$ 534,939	$ 1,193,434	$ 677,087	-1.52%
Elections	$ 1,568,077	$ 1,730,854	$ 1,536,968	$ 2,827,658	$ 2,683,771	55.05%
Register Of Deeds	$ 1,499,784	$ 1,841,715	$ 1,849,092	$ 1,890,666	$ 1,815,573	-1.42%
General Services	$ 12,167,811	$ 13,548,830	$ 13,339,122	$ 13,831,939	$ 13,315,115	-1.72%
Information Technology	$ 8,477,931	$ 8,277,172	$ 8,708,553	$ 11,411,355	$ 10,369,494	25.28%
Human Resources	$ 1,976,192	$ 2,297,590	$ 2,584,279	$ 2,327,663	$ 2,317,663	0.87%
Budget & Management Services	$ 557,977	$ 1,020,579	$ 877,410	$ 981,290	$ 969,125	-5.04%
Veterans Services	$ 276,927	$ 330,967	$ 267,375	$ 376,976	$ 339,313	2.52%
Geographic Information Systems	$ 467,619	$ 477,968	$ 477,968	$ 498,843	$ 498,843	4.37%
Nondepartmental	$ 67,561,373	$ 70,801,998	$ 69,233,040	$ 74,997,367	$ 76,530,417	8.09%
Public Safety	**$ 60,980,559**	**$ 62,370,410**	**$ 62,408,373**	**$ 72,424,810**	**$ 65,703,543**	**5.34%**
County Sheriff	$ 35,093,285	$ 36,477,462	$ 38,131,829	$ 43,779,206	$ 38,785,475	6.33%
Emergency Communications	$ 1,116,206	$ 1,384,278	$ 1,384,278	$ 1,369,454	$ 1,384,907	0.05%
Fire Marshal	$ 5,348,592	$ 2,132,762	$ 2,388,353	$ 2,227,470	$ 2,240,953	5.07%
Medical Examiner	$ 189,550	$ 225,000	$ 225,000	$ 225,000	$ 250,000	11.11%
Criminal Justice Resource Center	$ 3,635,569	$ 4,461,946	$ 4,190,788	$ 4,938,114	$ 4,847,251	8.64%
Youth Home	$ 1,260,843	$ 1,242,400	$ 1,224,186	$ 1,310,408	$ 1,275,858	2.69%
Emergency Medical Services	$ 14,336,514	$ 16,446,562	$ 14,863,939	$ 18,575,158	$ 16,919,099	2.87%
Transportation	**$ 238,948**	**$ 512,500**	**$ 312,500**	**$ 412,500**	**$ 412,500**	**-19.51%**
Other Transportation	$ 238,948	$ 512,500	$ 312,500	$ 412,500	$ 412,500	-19.51%
Environmental Protection	**$ 4,409,570**	**$ 5,054,486**	**$ 4,783,006**	**$ 5,061,946**	**$ 5,035,563**	**-0.37%**
General Services	$ 2,163,084	$ 2,299,042	$ 2,176,359	$ 2,284,593	$ 2,302,690	0.16%
Engineering & Environ Svcs	$ 2,201,992	$ 2,704,855	$ 2,549,210	$ 2,726,847	$ 2,682,367	-0.83%
Other Environmental Protection	$ 44,494	$ 50,589	$ 57,437	$ 50,506	$ 50,506	-0.16%
Econom. & Physical Devlp.	**$ 4,363,641**	**$ 7,204,000**	**$ 5,910,753**	**$ 7,927,908**	**$ 6,616,072**	**-8.16%**
Open Space Management	$ 60,124	$ 77,175	$ 92,552	$ 77,175	$ 77,175	0.00%
Planning	$ 1,028,989	$ 1,285,133	$ 1,285,133	$ 1,295,498	$ 1,248,462	-2.85%
Cooperative Extension Service	$ 1,014,518	$ 1,211,166	$ 1,096,173	$ 1,506,327	$ 1,410,225	16.44%
Soil And Water Conservation	$ 554,378	$ 594,278	$ 588,131	$ 672,388	$ 593,947	-0.06%
Economic Development	$ 1,705,633	$ 4,036,248	$ 2,848,764	$ 4,376,520	$ 3,286,263	-18.58%
Human Services	**$ 75,607,797**	**$ 80,560,102**	**$ 80,217,503**	**$ 84,462,656**	**$ 81,859,393**	**1.61%**
Public Health	$ 24,736,365	$ 26,030,453	$ 26,134,391	$ 27,372,707	$ 26,522,073	1.89%
Mental Health	$ 6,131,224	$ 6,245,859	$ 6,245,859	$ 6,693,231	$ 6,336,751	1.46%
Social Services	$ 43,532,595	$ 47,156,106	$ 46,938,907	$ 49,350,164	$ 47,954,015	1.69%
Other Human Services	$ 1,207,612	$ 1,127,684	$ 898,347	$ 1,046,554	$ 1,046,554	-7.19%

General Fund Expenditures	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved	% Change Appr. v. Orig.
Education	**$ 142,873,569**	**$ 150,213,073**	**$ 150,221,425**	**$ 165,452,519**	**$ 159,419,265**	**6.13%**
Durham Public Schools	$ 134,035,201	$ 138,720,717	$ 138,720,717	$ 151,599,217	$ 145,970,717	5.23%
Community Colleges	$ 7,164,220	$ 7,558,203	$ 7,558,203	$ 8,303,912	$ 7,900,158	4.52%
Other Education	$ 1,674,148	$ 3,934,153	$ 3,942,505	$ 5,549,390	$ 5,548,390	41.03%
Cultural & Recreational	**$ 12,589,490**	**$ 12,952,703**	**$ 12,964,443**	**$ 13,787,664**	**$ 12,985,559**	**0.25%**
Library	$ 10,463,653	$ 10,779,221	$ 10,790,961	$ 11,871,323	$ 11,167,718	3.60%
Other Cultural & Recreational	$ 2,125,837	$ 2,173,482	$ 2,173,482	$ 1,916,341	$ 1,817,841	-16.36%
Grand Total	**$409,229,404**	**$434,752,953**	**$430,787,010**	**$475,246,195**	**$456,787,859**	**5.07%**

**For General Fund expenditure detail refer to Departmental pages in the General Funds Tab*

Other General Funds Expenditures	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved	% Change Appr. v. Orig.
Risk Management	$ 3,011,499	$ 3,641,863	$ 2,791,086	$ 3,641,023	$ 3,646,478	0.13%
Swap Agreement 05	$ 0	$ 3,162,949	$ 3,162,949	$ 1,000,000	$ 1,000,000	-68.38%
Reappriasal Reserve Fund	$ 1,300,771	$ 1,476,006	$ 1,209,772	$ 889,981	$ 874,981	-40.72%
Capital Improvement Plan	$ 73,603,456	$ 75,397,976	$ 82,594,574	$ 78,542,249	$ 79,256,388	5.12%
Benefits Plan	$ 25,619,790	$ 27,185,058	$ 28,039,724	$ 31,938,456	$ 29,783,050	9.56%
LEO Special Separation Allowance	$ 0	$ 0	$ 0	$ 420,000	$ 420,000	0.00%
Grand Total	**$ 103,535,516**	**$ 110,863,852**	**$ 117,798,105**	**$ 116,431,709**	**$ 114,980,897**	**3.71%**

**For Other General Fund expenditure detail refer to the last section in the General Funds Tab*

Transfers within All General Funds*	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved	% Change Appr. v. Orig.
General	**$ 63,749,223**	**$ 64,183,149**	**$ 65,307,818**	**$ 70,276,702**	**$ 69,149,387**	**7.74%**
Transfer To Health Benefits	$ 22,183,928	$ 21,916,208	$ 22,273,557	$ 26,773,557	$ 25,237,159	15.15%
Transfer To Dental Benefits	$ 1,083,367	$ 1,172,820	$ 1,144,934	$ 1,144,934	$ 1,111,362	-5.24%
Transfer To Reappraisal Reserv	$ 1,327,492	$ 1,476,006	$ 1,476,006	$ 889,981	$ 874,981	-40.72%
Transfer To Benefits Plan Fund	$ 634,964	$ 698,460	$ 698,460	$ 698,460	$ 736,115	5.39%
Trfr To Capital Finan Plan Fnd	$ 38,519,472	$ 38,919,655	$ 39,714,860	$ 40,769,770	$ 40,769,770	4.75%
Trfr to Leo Separation Allowance	$ 0	$ 0	$ 0	$ 0	$ 420,000	0.00%
Risk Management	**$ 44,670**	**$ 49,925**	**$ 39,006**	**$ 59,860**	**$ 65,315**	**30.83%**
Transfer To Health Benefits	$ 41,340	$ 46,035	$ 35,802	$ 55,705	$ 61,185	32.91%
Transfer To Dental Benefits	$ 2,050	$ 2,610	$ 1,924	$ 2,875	$ 2,680	2.68%
Transfer To Benefits Plan Fund	$ 1,280	$ 1,280	$ 1,280	$ 1,280	$ 1,450	13.28%
Capital Improvement Plan	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 714,139**	**0.00%**
Transfer To General Fund	$ 0	$ 0	$ 0	$ 0	$ 714,139	0.00%
Benefits Plan	**$ 0**	**$ 500,000**	**$ 500,000**	**$ 0**	**$ 0**	**-100.00%**
Transfer To Health Benefits	$ 0	$ 0	$ 0	$ 0	$ 0	0.00%
Transfer To General Fund	$ 0	$ 500,000	$ 500,000	$ 0	$ 0	-100.00%
Grand Total	**$ 63,793,893**	**$ 64,733,074**	**$ 65,846,824**	**$ 70,336,562**	**$ 69,928,841**	**8.03%**

**These transfers are between General Funds. They are removed to capture actual All General Funds Expenditures (so they aren't duplicated)*

All Funds Summary of Revenues

Fund	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved	% Change Appr. v. Orig.
General Funds	**$524,866,012**	**$545,616,805**	**$537,055,044**	**$565,513,442**	**$571,768,756**	**4.79%**
Taxes	$367,341,718	$377,251,288	$380,874,862	$390,140,796	$400,041,802	6.04%
Licenses and Permits	$1,213,616	$1,052,000	$990,865	$1,124,500	$1,124,500	6.89%
Intergovernmental	$45,910,277	$44,948,614	$42,465,591	$44,784,849	$43,908,719	-2.31%
Contributions and Donations	$134,008	$65,093	$251,960	$191,678	$191,678	194.47%
Investment Income	$2,108,663	$983,838	$2,149,269	$2,159,288	$2,164,743	120.03%
Rental Income	$1,134,279	$840,098	$879,789	$883,217	$896,217	6.68%
Sewer Connection Fees	$53,212	$5,000	$8,382	$5,000	$5,000	0.00%
Service Charges	$29,599,203	$28,297,093	$29,011,035	$30,531,206	$30,374,009	7.34%
Enterprise Charges	$15,123	$14,000	$14,000	$14,000	$14,000	0.00%
Other Revenues	$2,863,081	$1,763,391	$2,267,393	$1,466,257	$1,466,257	-16.85%
Transfers In	$74,492,832	$90,396,390	$78,141,898	$94,212,651	$91,581,831	1.31%
Special Revenue Funds	**$13,382,303**	**$14,132,213**	**$12,482,548**	**$12,515,105**	**$12,566,084**	**-11.08%**
Taxes	$8,964,922	$9,282,822	$9,336,801	$9,765,105	$9,716,084	4.67%
Intergovernmental	$4,332,071	$2,600,000	$2,600,000	$1,250,000	$1,250,000	-51.92%
Investment Income	$85,310	$0	$37,168	$0	$0	0.00%
Transfers In	$0	$2,249,391	$508,579	$1,500,000	$1,600,000	-28.87%
Debt Service Funds	**$69,177,895**	**$73,821,688**	**$114,130,239**	**$63,974,554**	**$63,974,554**	**-13.34%**
Investment Income	$746,608	$368,221	$368,221	$348,409	$348,409	-5.38%
Service Charges	$565,369	$500,000	$500,000	$500,000	$500,000	0.00%
Transfers In	$67,865,918	$72,953,467	$113,262,018	$63,126,145	$63,126,145	-13.47%
Enterprise Funds	**$10,512,488**	**$10,380,080**	**$10,551,715**	**$9,911,600**	**$9,911,600**	**-4.51%**
Licenses and Permits	$16,350	$10,000	$8,050	$5,000	$5,000	-50.00%
Investment Income	$313,465	$35,000	$0	$300,000	$300,000	757.14%
Sewer Connection Fees	$1,482,643	$794,080	$1,532,090	$794,000	$794,000	-0.01%
Service Charges	$2,018	$0	$0	$0	$0	0.00%
Enterprise Charges	$8,698,012	$9,541,000	$9,011,575	$8,812,600	$8,812,600	-7.63%
Trust Funds	**$464,663**	**$685,646**	**$457,472**	**$0**	**$0**	**-100.00%**
Contributions and Donations	$445,207	$685,646	$457,472	$0	$0	-100.00%
Investment Income	$19,456	$0	$0	$0	$0	0.00%
Grand Total	**$618,403,361**	**$644,636,432**	**$674,677,018**	**$651,914,701**	**$658,220,994**	**2.11%**

All Funds Summary of Expenditures

Fund	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved	% Change Appr. v. Orig.
General Funds	**$512,764,969**	**$545,616,805**	**$548,585,115**	**$591,677,904**	**$571,768,756**	**4.79%**
General	$409,229,454	$434,752,953	$430,787,010	$475,246,195	$456,787,859	5.07%
Risk Management	$3,011,499	$3,641,863	$2,791,086	$3,641,023	$3,646,478	0.13%
Swap Agreement 05	$0	$3,162,949	$3,162,949	$1,000,000	$1,000,000	-68.38%
Reappriasal Reserve Fund	$1,300,771	$1,476,006	$1,209,772	$889,981	$874,981	-40.72%
Capital Improvement Plan	$73,603,456	$75,397,976	$82,594,574	$78,542,249	$79,256,388	5.12%
Benefits Plan	$25,619,790	$27,185,058	$28,039,724	$31,938,456	$29,783,050	9.56%
LEO Special Separation Allowanc	$0	$0	$0	$420,000	$420,000	0.00%
Special Revenue Funds	**$14,971,134**	**$14,132,213**	**$14,571,441**	**$12,515,105**	**$12,566,084**	**-11.08%**
Bethesda Fire District	$11,386	$0	$0	$0	$0	0.00%
Lebanon Fire District	$1,323,928	$1,310,635	$1,397,608	$1,471,911	$1,503,881	14.74%
Parkwood Fire District	$25,096	$0	$0	$0	$0	0.00%
Redwood Fire District	$1,017,534	$1,055,814	$1,054,863	$1,193,126	$1,193,126	13.01%
New Hope Fire District	$98,698	$102,290	$142,248	$101,029	$101,029	-1.23%
Eno Fire District	$36,025	$37,108	$37,080	$36,568	$36,568	-1.46%
Bahama Fire District	$1,491,142	$1,584,714	$1,540,376	$1,576,301	$1,576,301	-0.53%
Special Park District	$1,123,609	$1,091,706	$1,070,472	$1,156,496	$1,156,496	5.93%
Bethesda Service Tax District	$69,672	$0	$0	$0	$0	0.00%
Durham Fire And Rescue Serv Ta	$4,195,878	$4,181,446	$4,560,294	$4,329,674	$4,348,683	4.00%
Community Health Trust	$5,578,166	$4,768,500	$4,768,500	$2,650,000	$2,650,000	-44.43%
Debt Service Funds	**$56,929,652**	**$73,821,688**	**$113,685,852**	**$63,974,554**	**$63,974,554**	**-13.34%**
Debt Service	$56,929,652	$73,821,688	$113,685,852	$63,974,554	$63,974,554	-13.34%
Enterprise Funds	**$7,474,663**	**$10,380,080**	**$13,087,098**	**$9,911,600**	**$9,911,600**	**-4.51%**
Sewer Utility	$7,474,663	$10,380,080	$13,087,098	$9,911,600	$9,911,600	-4.51%
Trust Funds	**$408,052**	**$685,646**	**$457,472**	**$0**	**$0**	**-100.00%**
George R. Linder Memorial	$0	$250	$0	$0	$0	-100.00%
L.E.O. Retirement Trust	$408,052	$685,396	$457,472	$0	$0	-100.00%
Grand Total	**$592,548,470**	**$644,636,432**	**$690,386,978**	**$678,079,163**	**$658,220,994**	**2.11%**

All Funds FTEs (Full Time Equivalent Positions)

	2017-18 Actual FTEs	2018-19 Original Budget	2018-19 12 Month Estimate	2019-20 Department Requested	2019-20 Commissioner Approved
General Fund					
Clerk to the Board	4.00	4.00	4.00	4.00	4.00
County Administration	18.00	18.00	18.00	18.00	20.00
Finance	27.00	27.00	27.00	30.00	27.00
Tax Administration	62.00	62.00	62.00	62.00	62.00
County Attorney	19.00	19.00	20.00	20.00	20.00
Elections	10.00	10.00	11.00	11.00	11.00
Register of Deeds	19.00	19.00	19.00	19.00	19.00
General Services	73.00	76.00	76.00	83.00	76.00
Information Technology	47.00	46.00	46.00	53.00	46.00
Human Resources	20.00	20.00	20.00	20.00	20.00
Budget & Management Services	8.00	8.00	8.00	8.00	8.00
Veterans Services	4.00	5.00	5.00	5.00	5.00
Function - General Government	**311.00**	**314.00**	**316.00**	**333.00**	**318.00**
County Sheriff	474.00	494.00	494.00	523.00	493.00
Fire Marshall	77.00	25.00	25.00	25.00	25.00
Criminal Justice Resource Center	46.42	46.10	47.10	51.80	51.80
Youth Home	21.12	21.12	21.12	21.12	21.12
Emergency Medical Services	179.00	179.00	179.00	179.00	179.00
Function - Public Safety	**797.54**	**765.22**	**766.22**	**799.92**	**769.92**

All Funds FTEs (Full Time Equivalent Positions)

	2017-18 Actual FTEs	2018-19 Original Budget	2018-19 12 Month Estimate	2019-20 Department Requested	2019-20 Commissioner Approved
General Services - Solid Waste	17.00	17.00	17.00	18.00	18.00
County Engineering	19.00	21.00	21.00	21.00	21.00
Function - Environmental Protection	**36.00**	**38.00**	**38.00**	**39.00**	**39.00**
Cooperative Extension Service	16.94	16.94	16.94	19.41	18.16
Soil and Water Conservation	5.00	5.00	5.00	6.00	5.00
Economic Development	1.00	1.00	1.00	2.00	1.00
Function - Economic & Physical Development	**22.94**	**22.94**	**22.94**	**27.41**	**24.16**
Public Health	234.47	233.55	233.55	241.55	238.55
Social Services	509.00	512.00	513.50	531.50	519.00
Other Human Services	2.00	2.00	2.00	0.00	0.00
Function - Human Services	**745.47**	**747.55**	**749.05**	**773.05**	**757.55**
Library	135.92	136.91	136.91	158.91	147.91
Function - Culture & Recreation	**135.92**	**136.91**	**136.91**	**158.91**	**147.91**
General Fund Total	**2,048.87**	**2,024.62**	**2,029.12**	**2,131.29**	**2056.54**
Risk Management Fund	5.00	5.00	5.00	5.00	5.00
Reappraisal Reserve Fund	4.00	4.00	4.00	4.00	4.00
Sewer Utility Fund	26.00	27.00	27.00	27.00	27.00
All Funds Total	**2083.87**	**2060.62**	**2065.12**	**2167.29**	**2092.54**

FY2019-20 APPROVED NEW FULL TIME EQUIVALENTS (FTEs)

Position	FTEs	Salary and Benefits	Starting Date
Goal 2: Health and Well-being for All	**22.72**	**$ 1,259,861.00**	
Public Health Director (Public Health)	1.00	$ 181,415.00	07/01/19
ACEs (Adverse Childhood Experiences) Coordinator (Public Health)	1.00	$ 97,320.00	10/01/19
HIV Navigator (Public Health)	1.00	$ 81,250.00	07/01/19
Human Servcices Cooridnator (Public Health) - grant	1.00	$ 59,305.00	07/01/19
Human Servcices Cooridnator (Public Health) - grant	1.00	$ 59,305.00	07/01/19
Child Support Agent II (DSS) - grant	1.00	$ 60,343.00	07/01/19
Staff Development Specialist (DSS) - grant	0.50	$ 33,697.00	07/01/19
Social Worker II (DSS) -grant	1.00	$ 67,394.00	07/01/19
Social Worker Program Manager (DSS)	1.00	$ 65,691.00	07/01/19
Child Welfare Social Worker Supervisor (DSS)	1.00	$ 58,290.00	07/01/19
Social Worker III (DSS)	1.00	$ 52,990.00	07/01/19
Early Childhood Coordinator (County Extension)	1.00	$ 97,320.00	10/01/19
Kids Voting Program Coodinator (Extension) - increased from .53 to .75 FTE	0.22	$ 14,725.00	07/01/19
STEAM Senior Librarian at Main (Library)	1.00	$ 38,860.00	10/01/19
STEAM Librarian at Main (Library)	1.00	$ 32,116.00	10/01/19
STEAM Senior Library Asssitant at Main (Library)	1.00	$ 26,123.00	10/01/19
STEAM Office Assistant at Main (Library)	0.50	$ 11,651.00	10/01/19
STEAM Office Assistant at Main (Library)	0.50	$ 11,651.00	10/01/19
Business/Entrepreneurial Senior Librarian at Main (Library)	1.00	$ 38,860.00	10/01/19
Business/Entrepreneurial Librarian at Main (Library)	1.00	$ 32,116.00	10/01/19
Business/Entrepreneurial Senior Library Asssitant at Main (Library)	1.00	$ 26,123.00	10/01/19
Business/Entrepreneurial Office Assistant at Main (Library)	0.50	$ 11,651.00	10/01/19
Business/Entrepreneurial Office Assistant at Main (Library)	0.50	$ 11,651.00	10/01/19
Teen Services Librarian at Main (Library)	1.00	$ 32,116.00	10/01/19
Teen Services Senior Library Asssitant at Main (Library)	1.00	$ 26,123.00	10/01/19
Technology Mobile Unit Driver (Library)	1.00	$ 31,775.00	07/01/19
Goal 3: Safe Community	**4.70**	**$ 179,046.00**	
Clinician (CJRC - providing services at the Detention Center)	0.35	$ 13,186.00	07/01/19
Clinician (CJRC - providing services at the Detention Center)	0.35	$ 13,186.00	07/01/19
Clinician (CJRC - providing services at the Detention Center) - Moved from Sheriff	1.00	$ 43,189.00	10/01/19
Case Manager (CJRC) - grant	1.00	$ 36,495.00	10/01/19
Case ManagerAssistant (CJRC) - grant	1.00	$ 29,653.00	10/01/19
Clinician (CJRC) - grant	1.00	$ 43,337.00	10/01/19
Goal 4: Environmental Stewardship	**1.00**	**$ 48,600.00**	
Truck Driver (General Services Solid Waste Division)	1.00	$ 48,600.00	07/01/19
Goal 5: Accountable, Efficient and Visionary Government	**2.00**	**$ 44,896.00**	
Durham County Transit Plan Project Manager	1.00	$ 100,000.00	07/01/19
Racial Equity Officer (County Manager's Office)	1.00	$ 97,320.00	10/01/19
Total	**30.42**	**$ 1,532,403.00**	
Light Blue highlighted area denotes grant dollars supported positions			

FY2019-20 APPROVED REALIGNED/ELIMINATED FULL TIME EQUIVALENTS (FTEs)

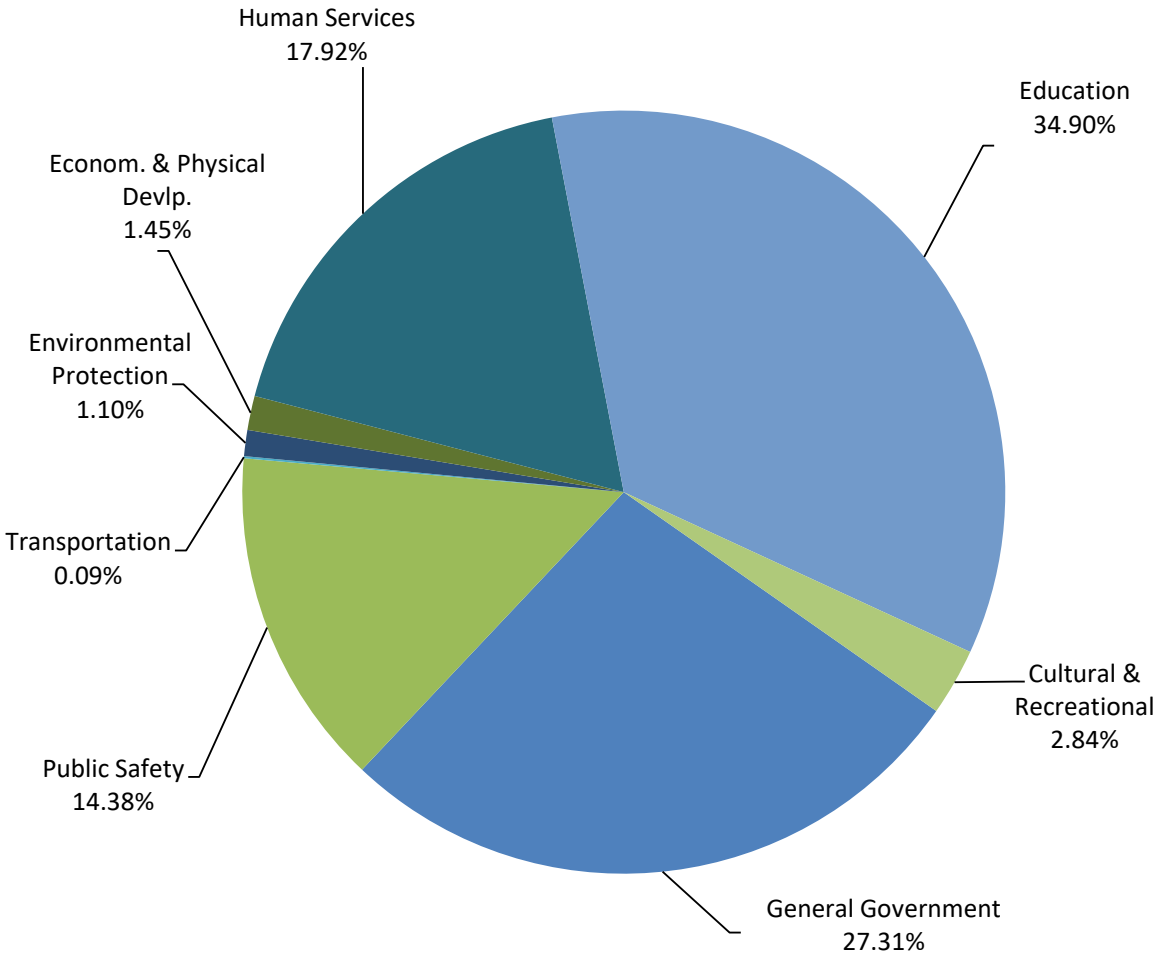
Position	FTEs	Salary and Benefits	Ending Date
Clinician (Sheriff) - Moving to CJRC	(1.00)	$ 43,189.00	09/30/19
ACCESS Transportation	(2.00)	$ (101,277.00)	09/30/19
Total	**(3.00)**	**$ (58,088.00)**	

Net County Funded Positions		
Grant Dollars Supported Positions	**7.50**	**$389,529**
Net FTE Change	**27.42**	**$1,474,315**

General Funds

Governmental funds used to account for all financial resources except those required to be accounted for in another fund either by law or by reason of administrative control.

General Fund Approved Budget



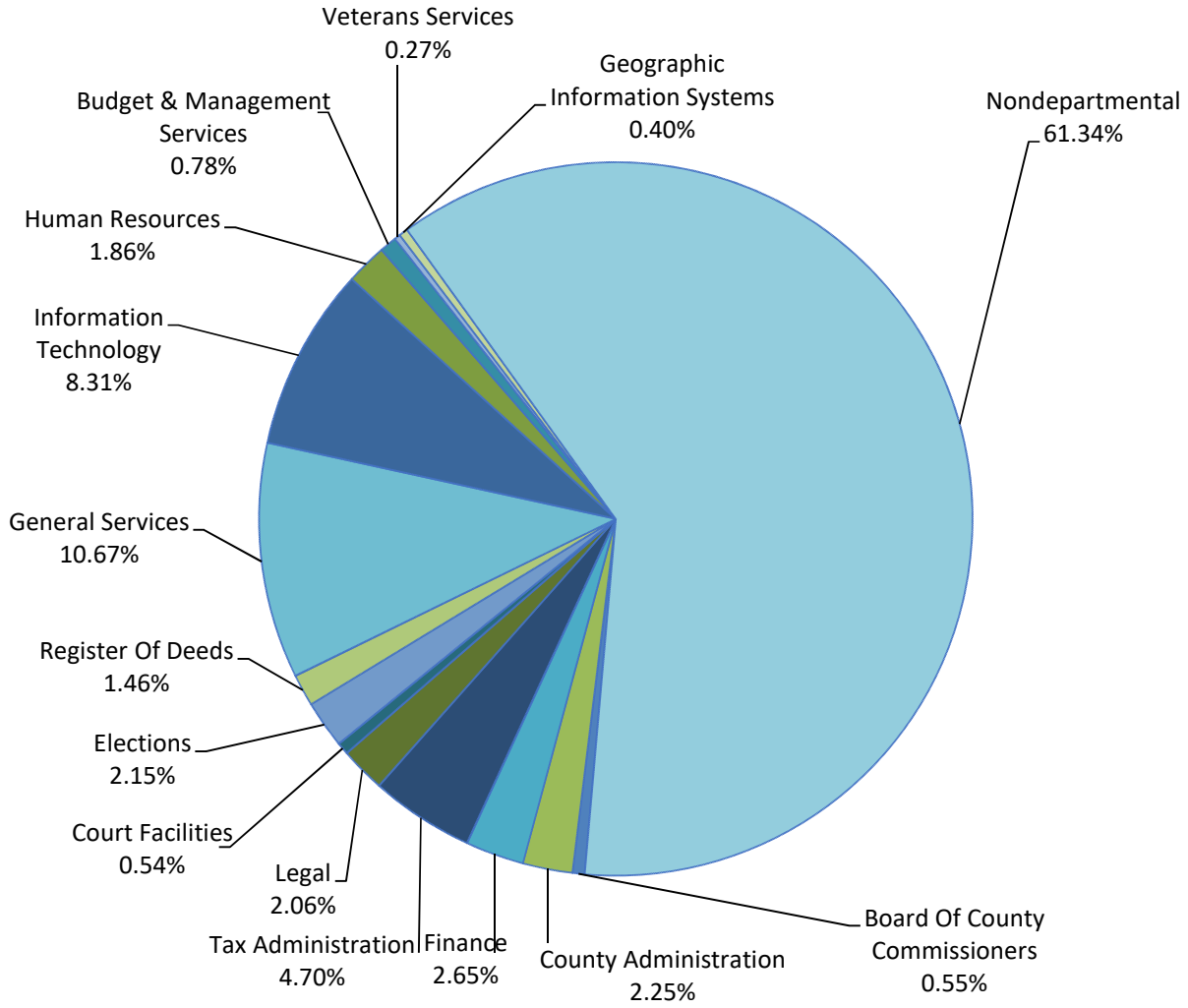
Functional Area	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
General Government	$108,165,830	$115,885,679	$114,238,089	$125,716,192	$124,755,964
Public Safety	$60,980,559	$62,370,410	$62,408,373	$72,424,810	$65,703,543
Transportation	$238,948	$512,500	$312,500	$412,500	$412,500
Environmental Protection	$4,409,570	$5,054,486	$4,783,006	$5,061,946	$5,035,563
Econom. & Physical Devlp.	$4,363,641	$7,204,000	$5,910,753	$7,927,908	$6,616,072
Human Services	$75,607,797	$80,560,102	$80,217,503	$84,462,656	$81,859,393
Education	$142,873,569	$150,213,073	$150,221,425	$165,452,519	$159,419,265
Cultural & Recreational	$12,589,490	$12,952,703	$12,964,443	$13,787,664	$12,985,559
Grand Total	**$409,229,404**	**$434,752,953**	**$431,056,093**	**$475,246,195**	**$456,787,859**

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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



Business Area	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
BoCC/Clerk to the Board	$653,068	$674,182	$709,827	$695,298	$688,998
County Administration	$2,046,026	$2,562,535	$2,511,535	$2,620,997	$2,811,317
Finance	$3,029,941	$3,199,121	$3,169,912	$3,608,438	$3,312,080
Tax Administration	$5,489,908	$6,111,237	$6,006,322	$5,887,326	$5,860,226
Legal	$1,974,280	$2,323,386	$2,162,665	$2,566,942	$2,566,942
Court Facilities	$418,914	$687,545	$534,939	$1,193,434	$677,087
Elections	$1,568,077	$1,730,854	$1,536,968	$2,827,658	$2,683,771
Register Of Deeds	$1,499,784	$1,841,715	$1,849,092	$1,890,666	$1,815,573
General Services	$12,167,811	$13,548,830	$13,339,122	$13,831,939	$13,315,115
Information Technology	$8,477,931	$8,277,172	$8,708,553	$11,411,355	$10,369,494
Human Resources	$1,976,192	$2,297,590	$2,584,279	$2,327,663	$2,317,663
Budget & Management Services	$557,977	$1,020,579	$877,410	$981,290	$969,125
Veterans Services	$276,927	$330,967	$267,375	$376,976	$339,313
Geographic Information Systems	$467,619	$477,968	$477,968	$498,843	$498,843
Nondepartmental	$67,561,373	$70,801,998	$69,233,040	$74,997,367	$76,530,417
Grand Total	**$108,165,830**	**$115,885,679**	**$113,969,006**	**$125,716,192**	**$124,755,964**

BOARD OF COUNTY COMMISSIONERS

Description

Durham County Government goals are to provide fiscally responsible, quality services necessary to promote a healthy, safe, and vibrant community. The Durham County Board of Commissioners is the County's legislative and policy-making body, consisting of five members serving four-year terms. Elected at-large by a countywide election in November every four years concurrent, the 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. The Board also has authority to call bond referendums.

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$171,009	$176,052	$168,974	$185,994	$185,994
Operating	$115,550	$114,395	$121,638	$120,338	$114,338
Expenditure Total	**$286,559**	**$290,447**	**$290,612**	**$306,332**	**$300,332**
Grand Total	**$286,559**	**$290,447**	**$290,612**	**$306,332**	**$300,332**

FY2018-19 ACCOMPLISHMENTS

- The Board of County Commissioners issued a request for proposal and received proposals for the redevelopment of the 300 and 500 E. Main St. surface parking lots to include a minimum of 277 units of affordable housing as well as 1,537* parking spots, street level retail and a site for an early childhood education center.
  *This number represents the minimum and will vary depending on the proposal and plan chosen.
- The Board of County Commissioners adoption and initiation the Durham County Aging Plan and subsequent designation into the Age Friendly Community program by the World Health Organization and AARP.
- The Board of County Commissioners passed a Climate Change Resolution committing to 100% renewable energy usage for Durham County by 2040 and the ensuing work on a Climate Change Action Plan.
- Increased annual funding for Durham Pre-K, a program which will offer universal access to high quality pre-K to all Durham children 4 years of age, to $5.25 million.
- Provided an additional $7 million in local funding to Durham Public Schools, including a 2.3 cent property tax increase to support the increase, for a total allocation of more than $145 million for Durham Public Schools.
- The Board of County Commissioners resolutions addressing Adverse Childhood Experiences (ACEs), including additional funding for an ACEs Coordinator and subsequent work to make Durham County a Trauma Informed Community.

CLERK TO THE BOARD

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

Description

The Durham 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 oversees the appointment process for 43 active volunteer Boards and Commissions appointed by the BOCC and maintain 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 also responsible for providing proper meeting notice in keeping with the North Carolina Open Meetings Law

Programs

Agenda Management Process

The purpose of this program is to provide vital support to the elected Board of County Commissioners (BOCC) by preparing, maintaining, researching, and transmitting agendas of official Board proceedings. Accurate, efficient, and transparent agendas ensure that internal and external customers are provided with information regarding the topics to be discussed at meetings and official actions that may take place. Meeting agendas also provide the BOCC with a guided focus and direction.

Citizen Boards & Appointments

The purpose of this program is to encourage citizen participation and involvement in County Government as well as to manage over 40 active Boards and Commissions of appointed volunteers. The Boards and Commissions allow for citizen participation and involvement in County Government through the appointment process. Not only do the Boards and Commissions serve to advise the BOCC on a wide range of policy issues, they also provide accurate, transparent and current information to all County citizens. Some of these boards are designated by statute for a specific purpose.

Program	Budget
Agenda Management Process	$172,250
Citizen Boards & Appointments	$103,350
Customer Services	$137,800
General Government Records Management	$68,900
Open Meeting Laws Compliance	$34,450
Public Documents/Ordinances & Minutes	$172,250
Grand Total	**$688,998**

*Grand Total includes BoCC/Clerk to the

Citizen Boards & Appointments

The purpose of the Customer Service program is to ensure that internal and external customers are satisfied with the services the Clerk to the Board provides. The Clerk to the Board strives to meet the needs and expectations of every customer in a timely manner. Providing a positive customer experience to individuals who contact our office is critical to improving County interactions and aligns with the Strategic Plan Goal 5 - Accountable, Efficient and Visionary Government.

General Government Records Management

The purpose of the General Government Records Management program is to control of the creation, recording, identification, receipt, maintenance, preservation, retrieval, use and disposition of government records—this includes the processes for capturing and maintaining documentation of and information about activities and transactions relating to the BOCC, Clerk to the Board, and Boards and Commissions in the form of records. The Clerk to the Board follows the Department of Natural and Cultural Resources records retention and disposition schedules which complies with the provisions of G.S. 121 and 132 and meets accepted standards for administrative, legal, and archival values. This program enables the Clerk to the Board to provide accurate official, historical records for present and future generations.

Open Meeting Laws Compliance

The purpose of the Open Meeting Laws Compliance program is to ensure that the County publicizes official meetings that must be open to the public in accordance with the Open Meetings Law (§ 143-318.12) which dictates that public notice of official meetings of public bodies must take place at least 48 hours before the start of a meeting. The official meetings publicized by the Clerk to the Board include those held by the BOCC and Boards and Commissions as well as events in which a BOCC quorum will be present.

Public Documents/Ordinances & Minutes

The purpose of the Public Documents/Ordinances & Minutes program is to provide vital support to the elected Board of County Commissioners (BOCC) and citizens by preparing, maintaining, researching, and transmitting accurate public documents—documents such as Ordinances and Minutes which are not considered confidential and pertain to the conduct of Durham County government and the BOCC. Minutes serve as an official and legal record of meeting decisions and can be used to track progress and detail future plans. An ordinance is a law passed by a municipal government. Accurate public documents provide official, transparent, historical, and current information to County citizens and ensure accountability is maintained.

Budget

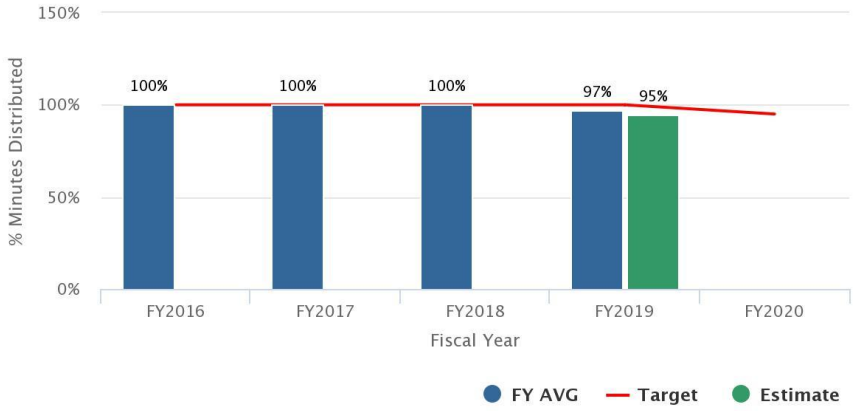
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$297,921	$292,572	$288,724	$295,892	$295,892
Operating	$68,588	$91,163	$130,492	$93,074	$92,774
Expenditure Total	**$366,509**	**$383,735**	**$419,216**	**$388,966**	**$388,666**
Grand Total	**$366,509**	**$383,735**	**$419,216**	**$388,966**	**$388,666**
FTEs	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**

Budget Highlights

- This budget includes increases to several operating accounts to account for an increased utilization of technology and the annual licenses that accompany that technology.
- The FY2019-20 budget enables the Clerk's office to main its current level of service.
- There was an increase in the FY2018-19 operating budget to enable the Clerk's Office to maintain the use of Granicus software ($44,000).

Performance Measures

Measure: PERCENTAGE OF MINUTES DISTRIBUTED WITHIN 40 DAYS OF A MEETING

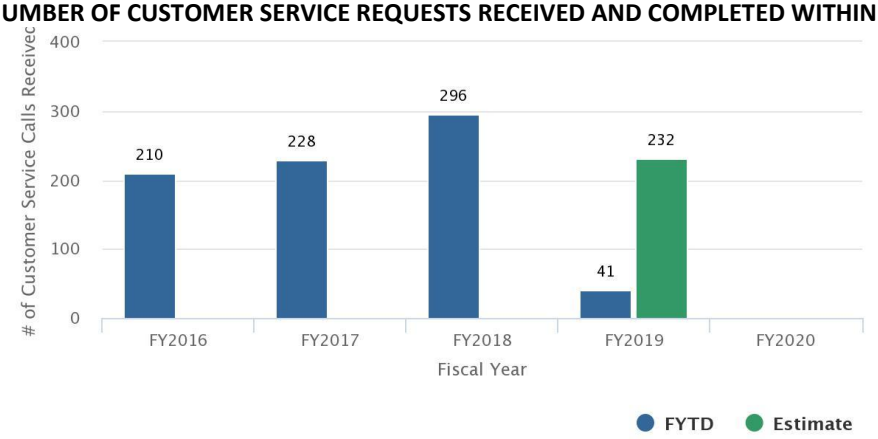


Measure description: This measures the rate at which minutes are distributed to the Board of County Commissioners for approval within 40 days of a meeting. Receiving the minutes in a timely manner helps the Commissioners follow up with directives given to staff.

Trend explanation: The Clerk's Office went through two staff "turnovers" during the second quarter of FY2018-19 and is currently operating with three out of four staff members. Additionally, there is an event hosted by the Clerk every April that requires a lot of staff time to prepare and implement—this and other Board-requested events has hindered staff's ability to meet the deadline.

FY2019-20 target: Management is planning for a new Clerk to be in place before FY2019-20. If the Deputy Clerk is chosen as the permanent Clerk, the Clerk to the Board's Office will still have a vacancy. Staff shortage and the event hosted by the Clerk every April (as well as other Board events and requests) could continue to hinder staff's ability to meet the 40-day deadline.

Measure: NUMBER OF CUSTOMER SERVICE REQUESTS RECEIVED AND COMPLETED WITHIN 48 HOURS

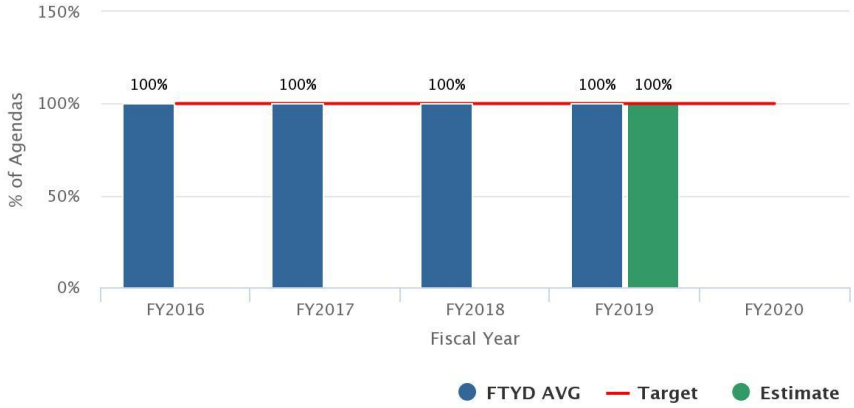


Measure description: This measures the number of customer service requests received and completed within 48 hours by the Clerk's Office. This is a workload measure.

Trend explanation: The Clerk's Office went through two staff "turnovers" during the second quarter and was not able to log all customer service requests received and completed within 48 hours. Based on historical data, the Clerk to the Board's office has received an average of about 244 customer service requests during the last 3 fiscal years. We estimate that the total number of requests matches the average number of requests and our target is to complete at least 95% of all requests within 48 hours. This means that we should complete around 232 of the 244 requests within 48 hours of receiving them.

FY2019-20 target: To be conservative, we estimate a total of 200 calls during FY2019-20—based on historical data, staff can expect to receive at least 200 customer service requests during any given fiscal year. If we set our target to completing at least 95% of all requests within 48 hours, we would need to complete 190 of the estimated 200 requests within 48 hours of receiving them.

Measure: PERCENTAGE OF AGENDAS DISTRIBUTED TO THE BOARD OF COUNTY COMMISSIONERS AT LEAST FOUR BUSINESS DAYS PRIOR TO A MEETING

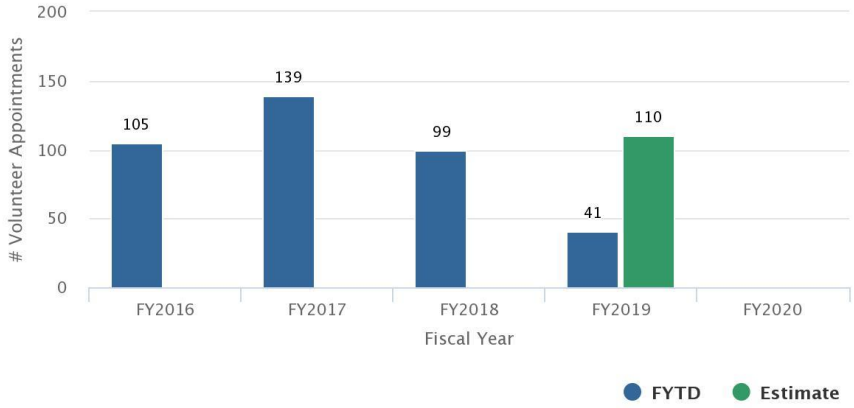


Measure description: This measures the percentage of agendas distributed to the Board of County Commissioners at least four business days prior to a meeting. Agendas allow the public and the Commissioners to know which topics will be discussed at meetings and which official actions may take place.

Trend explanation: Clerk's staff has successfully maintained their target for this measure even with two staff "turnovers" during the second quarter of FY2018-19 and a current staff shortage.

FY2019-20 target: Staff considers this measure a top priority because it would directly impact Commissioners and their ability to conduct effective and efficient meetings. Because of this, staff assumes that the measure's target will continue to be 100%.

Measure: NUMBER OF VOLUNTEER APPOINTMENTS MADE



Measure description: This measure shows 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.

Trend explanation: There were, on average, around 114 volunteer appointments made annually during the last 3 fiscal years. We will conservatively estimate that there will be 110 total volunteer appointments made during FY2018-19.

FY2019-20 target: We estimate that there will be 114 total volunteer appointments made during FY2019-20. The slight uptick is due to the possibility of new boards being created or the expansion of existing boards.

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COUNTY ADMINISTRATION

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

Description

The mission of County Administration 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.

County Administration 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.

Programs

Community Engagement and Partnerships

Community Engagement and Partnerships creates a two-way process that drives effective decision making to enhance the quality of life for our community members. The approach 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

Executive Leadership and Management provides internal oversight of County policies, practices, procedures and service delivery. The structure helps ensure 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	Budget
Community Engagement and Partnerships	$562,263
Executive Leadership and Management	$1,546,224
Internal Audit	$281,132
State and Legislative Affairs	$421,698
Grand Total	**$2,811,317**

Internal Audit

The Internal Audit program provides systematic, independent and objective examination of internal controls in county activities to ensure the effectiveness, efficiency and integrity of the operation. 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

The State and Legislative Affairs program exists 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. 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 ultimately enacted. We work intentionally with the advocates from NCACC and other urban communities on similar areas of interest.

Budget

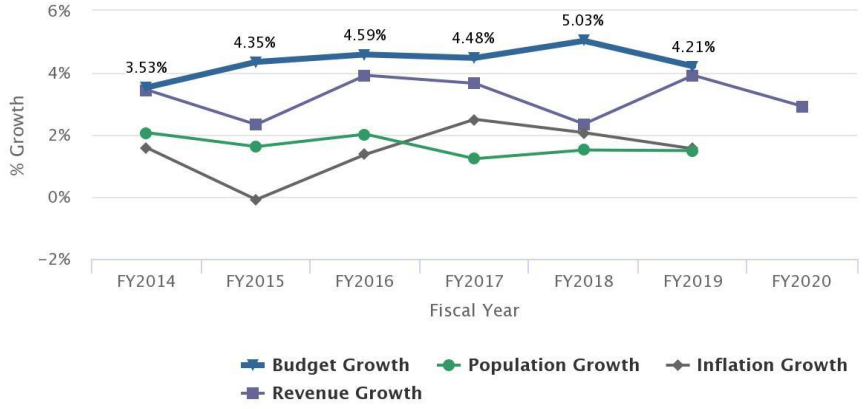
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$1,729,349	$2,063,565	$1,924,439	$2,137,791	$2,235,111
Operating	$316,677	$423,970	$562,673	$408,206	$526,206
Capital	$0	$0	$24,422	$0	$0
Transfers Out	$0	$75,000	$0	$75,000	$50,000
Expenditure Total	**$2,046,026**	**$2,562,535**	**$2,511,535**	**$2,620,997**	**$2,811,317**
Revenue					
Intergovernmental	$15,349	$33,968	$33,968	$35,632	$35,632
Contributions and Donations	$50,000	$0	$0	$0	$0
Revenue Total	**$65,349**	**$33,968**	**$33,968**	**$35,632**	**$35,632**
Net Total	**$1,980,677**	**$2,528,567**	**$2,477,567**	**$2,585,365**	**$2,775,685**
FTEs	**18.00**	**18.00**	**18.00**	**18.00**	**19.00**

Budget Highlights

- This Budget funds the activities of the County Manager's Office, Internal Audit, Strategic Planning, and Public Information Broadcasting. Included in this budget is funding for the In Touch with Durham County Public Access Television program, continued support of outreach to young men and boys through the My Brother's Keeper Program, and funding of internal process review and improvement through the Strategic Initiatives Office.
- There is continued funding for the Innovate Durham program, which received the J. Robert Havlick award for creating partnership for startups and local government collaboration.
- Additional funds are being added for a Racial Equity Coordinator position to continue the work that Public Health staff are currently doing ($97,320) and training funds are being moved from non-departmental. ($20,000)

Performance Measures

Measure: DURHAM COUNTY BUDGET GROWTH COMPARED TO POPULATION AND INFLATION GROWTH

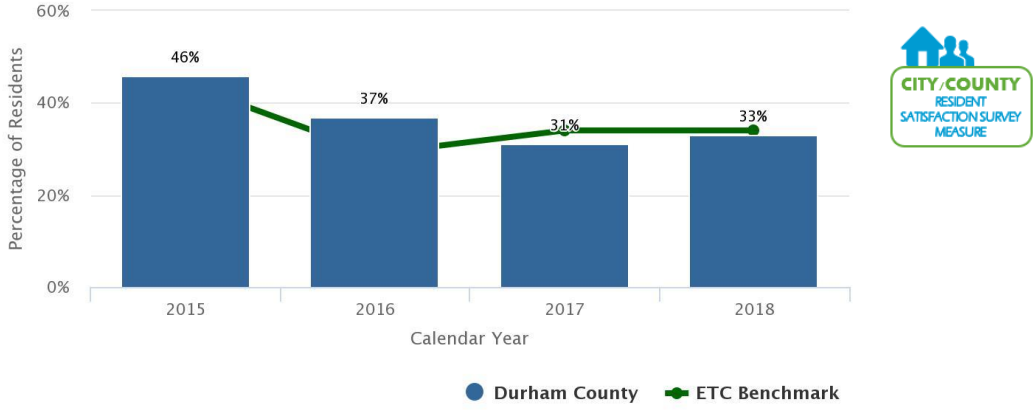


Measure description: This measure is intended to be a broad guide for comparing annual growth of the General Fund budget to other potential "growth in cost" drivers each year: inflation growth, population growth of Durham County, and natural growth of primary revenue sources. While the Durham County General Fund budget may not be directly responsive with these other variables; this measure is intended to provide high-level comparative insight. *Note: budget, revenue, and population growth are fiscal year and inflation growth is calendar year.*

Trend explanation: Historically, growth of the Durham County General Fund budget has tracked similarly to the other three variables. The higher percent annual budget growth is the result of several factors, including increased demand (expansion) for government programs and services, pressures of the current local economy and workforce, and external funding requests.

FY2019-20 target: There is not a specified target for this measure. In an ideal environment, the growth of General Fund expenses would closely mirror with inflation and population growth; however, the demands, expectations, and requests of the current local environment make this simplified target difficult to achieve.

Measure: PERCENTAGE OF DURHAM COUNTY RESIDENTS SATISFIED OR VERY SATISFIED WITH COUNTY EFFORTS TO KEEP THEM INFORMED ABOUT LOCAL ISSUES

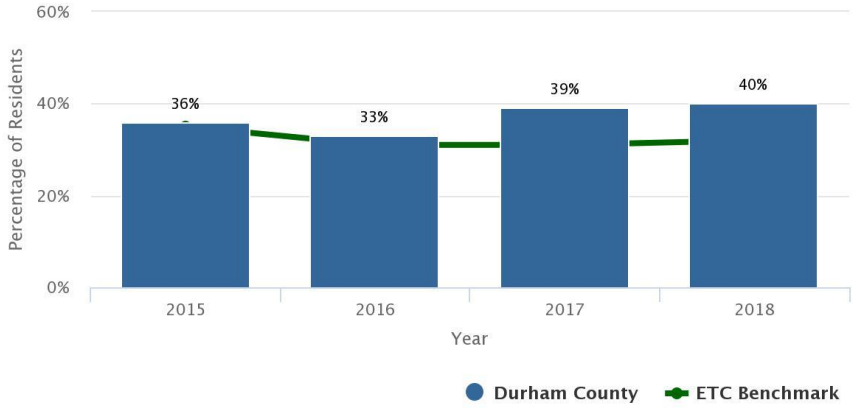


Measure description: The measure of overall satisfaction with Durham County efforts to keep residents informed about local issues identifies the effectiveness of the County's communication mechanisms. This data comes from the annual City/County Resident Satisfaction Survey.

Trend explanation: Data for this measure is collected annually via the City/County Resident Satisfaction Survey. The rating for this measure may increase with improvement along the public participation spectrum, to include informing, consulting, involving, collaborating, and empowering the public.

FY2019-20 target: There is no specific target for this measure; the County is in the early years of administering the survey and determining the interdependent influences that affect the responses to the chosen measures. The ETC Benchmark is the national average for participating communities with populations of 250,000 or more residents.

Measure: PERCENTAGE OF DURHAM COUNTY RESIDENTS WHO STATE THEY ARE VERY SATISFIED OR SATISFIED IN THE OVERALL VALUE RECEIVED FOR LOCAL TAXES AND FEES

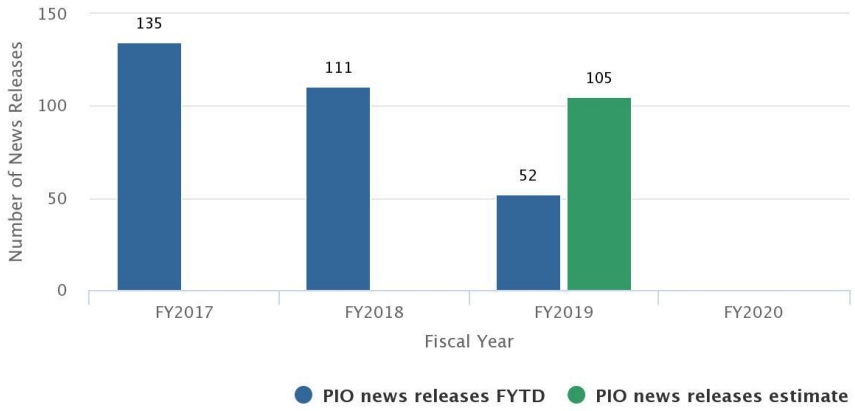


Measure description: The degree to which residents are satisfied with the return on investment of their tax dollars measures how they view their quality of life per the contributing County services. This quality of life measure identifies resident satisfaction with Durham County's fiscal responsibility and the conversion of local capital into well-being for residents.

Trend explanation: Data for this measure is collected annually via the City/County Resident Satisfaction Survey. The rating for this measure may increase with more information sharing to include how the County is fiscally responsible and how the County converts tax dollars into quality of life services.

FY2019-20 target: This measure does not currently have a target. The County is in the early years of administering the survey and determining the interdependent influences that affect the responses to chosen measures. The ETC Benchmark is the national average for participating communities with populations of 250,000 or more residents.

Measure: NUMBER OF NEWS RELEASES DISTRIBUTED THROUGH THE DURHAM COUNTY PUBLIC INFORMATION OFFICE

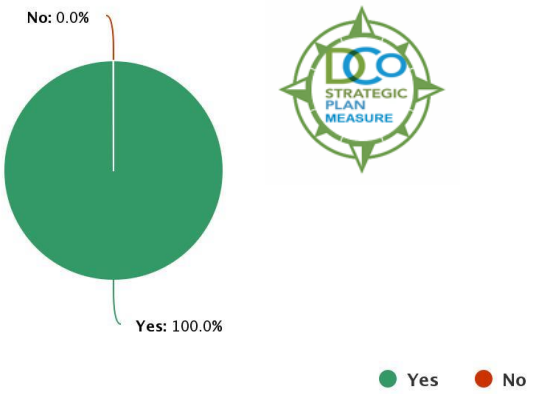


Measure description: News releases help to publicize important information in a balanced and objective manner to inform the public of services, policies, crises, events, key staff, and awards. The measure of distributed news releases identifies the amount of information consistently shared with the public.

Trend explanation: The measure does not have a target and does not have trend data; there is a natural ebb and flow of activity throughout the year. In any given quarter, activity may be higher or lower than the average. Durham County government communicates emergency information, gives service and program updates, announces upcoming events, reports on past events, introduces new employees, and highlights accomplishments of existing employees and awards.

FY2019-20 target: There is no specific target for this measure. News releases are drafted and distributed as news occurs. The Public Information Office collects information from Durham County departments. Staff keeps a constant pulse on departmental and related activities. The number of news releases sent annually can be very difficult to predict. There is value in monitoring the number of releases disseminated, as it can provide insight into media coverage, as well as brand visibility and perception.

Measure: MAINTAIN TRIPLE A BOND RATING



Measure description: Issuers given a Triple A rating from the bond agencies are judged to have the lowest credit risk (the Moody's designation is Aaa; the S&P designation is AAA). Triple A is the highest rating that can be awarded to an entity. The County's financial strength, fiscal management, economy, adherence to County policies and procedures, strength in the County's internal controls, policies and procedures, etc. are assessed by the bond rating agency. Upon completion of the assessment, the rating agency provides the County the awarded rating. The Strategic Plan stipulates that the County "maintain the County's Triple A bond rating through prudent fiscal management, ongoing for each fiscal year for debt issuances, refundings, etc." The funds that are freed up by attaining a Triple A rating allow the County the opportunity to provide increased services for any of the 5 Strategic Goal areas.

Trend explanation: This measure is trending favorably as the result of Durham County's continued financial strength, fiscal management, economy, adherence to federal laws, State statutes, County policies and procedures, strength in the County's internal controls, policies and procedures, etc. Durham County continues to maintain its Triple A bond rating. According to Moody's Investors Service Inc., as of August 10, 2018, it is one of only 106 counties in the United States out of a total of 3,007 counties with a Aaa bond rating, which represents 3.5% of counties nationwide. Durham County is also one of 9 counties out of 100 in North Carolina with a Aaa bond rating. According to S&P Global Ratings, as of August 10, 2018, Durham County is one of only 85 counties in the United States out of a total of 3,007 counties with a AAA bond rating, which represents 2.8% of counties nationwide. It is also one of 10 counties out of 100 in North Carolina with a AAA bond rating.

FY2019-20 target: Entities rated at Triple A are judged to be of the highest credit quality and thus subject to the lowest level of credit risk. This allows Triple A rated entities to issue debt at lower interest rates. Therefore, Durham County continues to set the target for this measure at Aaa for Moody's and AAA for S&P in order to continue to receive the lowest interest rates on issued debt freeing up funds for use in funding other County needs.

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FINANCE

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

Description

The mission of the Finance Department is to provide financial security and stability for the County'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 grants and federal and state awards; ensure compliance with federal, state and local legislation; maintain an attitude of teamwork; and provide customer service to internal departments and the community. Finance is committed to contributing to the prosperity of Durham County through active investment management, debt management, financial management and planning, and financial accounting, analysis and reporting. The primary purpose of the Finance Department is to establish and maintain a centralized county-wide 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), the Governmental Accounting Standards Board (GASB), General Statutes and County Policy. Finance also is responsible for the administration of the County's investment program and debt. Other functions of Finance include compliance, financial and accounting systems management, procurement, payroll, accounts payable, asset management, and cash receipts. Finance prepares the Comprehensive Annual Financial Report (CAFR) and coordinates the annual audit by an independent external audit firm. The department also is responsible for managing the Single Audit conducted by an independent external audit firm that prepares the Annual Compliance Report. Finance prepares the Schedule of Expenditures of Federal and State Awards (SEFSA). In addition, Finance serves as the liaison between County officials and rating agencies.

Programs

Financial Reporting & Control

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. The Finance Department manages the County's financial activity through the financial systems and maintains accurate financial records by ensuring adherence to internal controls over the County's financial and accounting activity, allowing Finance to produce relevant and reliable reports for end-users. 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 Statutes, and County Policy. Due to the strong fiscal control, management, and financial reporting, the County has continued to attain the Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR).

Minority & Women Owned Businesses

Program	Budget
Financial Reporting and Control	$1,954,127
Minority & Women Owned Businesses	$298,087
Purchasing	$794,899
Treasure & Debt Management	$264,966
Grand Total	**$3,312,080**

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. The Minority and Women Owned Businesses (MWBE) Program ensures the County provides the opportunity for minority and women-owned businesses to provide goods and services and to participate in County projects whenever possible. The program is designed to assist MWBE firms in participating in all aspects of the County's procurement and contracting activities.

Procurement

The Procurement Program is to purchase 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. The Procurement Program ensures the efficient acquisition of goods and services through monitoring County departments' purchases of goods and services and contracts and contract processes ensuring they are in compliance with State laws and statutes and County policies.

Treasury & Debt Management

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. The Treasury and Debt Management Program will maximize earnings while safeguarding that funds are invested per State statutes. Maintaining the AAA rating under this program ensures that debt is issued at the lowest interest rate possible. In addition, through this program debt is constantly monitored as to when it is advantageous for a refunding of County debt to occur, which is when a lower interest rate or savings can be acquired. When refundings occur, the savings become additional resources for funding of County services.

Budget

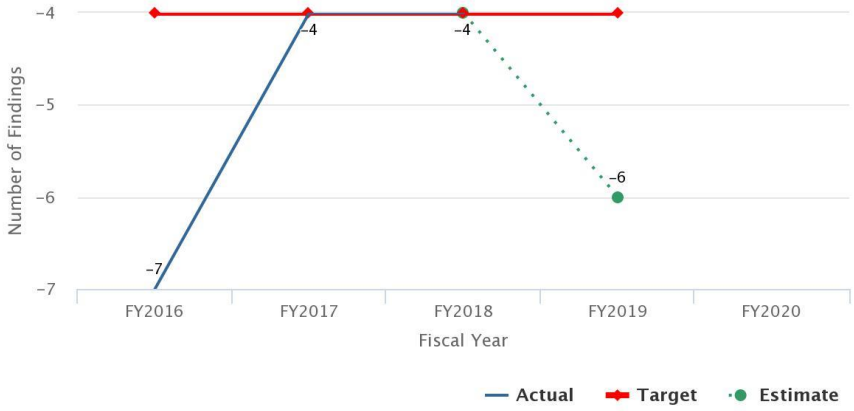
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$2,132,089	$2,233,824	$2,229,625	$2,586,036	$2,353,728
Operating	$833,518	$925,297	$866,891	$1,021,602	$958,352
Capital	$64,335	$40,000	$73,396	$800	$0
Expenditure Total	**$3,029,941**	**$3,199,121**	**$3,169,912**	**$3,608,438**	**$3,312,080**
Revenue					
Taxes	$84,035,337	$84,356,249	$84,510,410	$87,771,000	$87,771,000
Licenses and Permits	$467,979	$490,000	$450,132	$490,000	$490,000
Intergovernmental	$4,653,424	$2,600,000	$2,428,127	$2,700,000	$2,700,000
Investment Income	$1,790,912	$950,000	$1,950,198	$2,000,000	$2,000,000
Rental Income	$10,530	$9,300	$9,300	$9,300	$9,300
Other Revenues	$171,550	$20,000	$81,270	$0	$0
Transfers In	$0	$16,689,637	$0	$15,950,446	$17,367,456
Revenue Total	**$91,129,731**	**$105,115,186**	**$89,429,437**	**$108,920,746**	**$110,337,756**
Grand Total	**$88,099,790**	**$101,916,065**	**$86,259,525**	**$105,312,308**	**$107,025,676**
FTEs	**27.00**	**27.00**	**27.00**	**30.00**	**27.00**

Budget Highlights

- This budget maintains current levels of service for the department.

Performance Measures

Measure: MAINTAIN A MINIMAL NUMBER OF AUDIT FINDINGS AND REPEAT FINDINGS (COMPLIANCE)

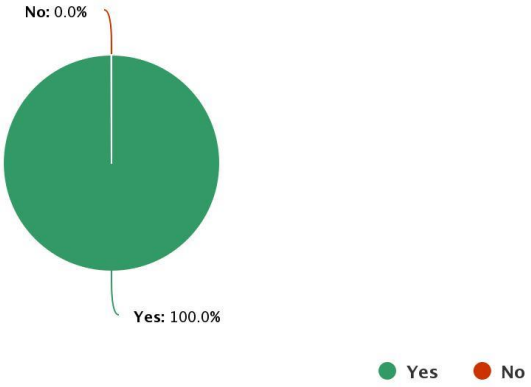


Measure description: This measures the number of findings received during the annual Single Audit related to grant and federal/state award programs. The goal is to "successfully complete the single audit with limited findings and no recurring findings for services funded with grants and/or federal and state awards and successfully complete the Compliance Report." Therefore, the goal is to reduce the number of new and recurring findings. A lack of sufficient monitoring of Durham County's funded programs to ensure compliance could result in a negative impact in the amount of federal, state, and/or grant funding (e.g. reduced and/or loss of funding) received, affecting the level of service the County is able to provide.

Trend explanation: The trend in findings has been progressing toward target due to testing and monitoring during the fiscal year of both the programs and the corrective action plans by Finance and DSS. The County attained the target in FY2017 and has maintained the target for FY2018 as well; therefore, this measure is trending favorably. Due to recent changes in the single audit process, there is an increased program sample size and additional testing attributes for FY2019, and thus a potential increased risk of findings. Therefore, the department estimates the potential for a slight increase of findings (6) with the target (4) the same for FY2019.

FY2019-20 target: 4 findings is the target goal going forward.

Measure: SUBMISSION OF THE CAFR & COMPLIANCE REPORT BY OCT 31ST TO THE LOCAL GOVERNMENT COMMISSION (LGC)

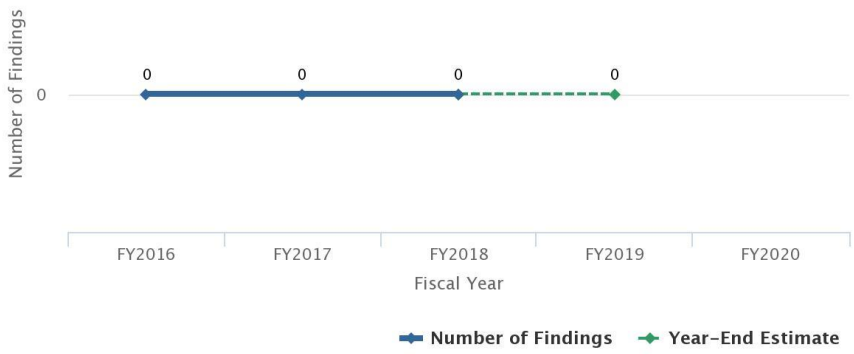


Measure description: This measures Durham County's adherence to the October 31st submission deadline for the County's Comprehensive Annual Financial Report (CAFR) to the Local Government Commission (LGC). Durham County's ability to submit an accurate CAFR and Compliance Report to the LGC on time highlights the County's dedication to excellence in the completion of both the annual financial audit and the annual single audit and the completion of the CAFR and Compliance Report.

Trend explanation: Per the LGC, for the FY2018 annual audit, 404 units submitted their CAFRs by the October 31st deadline out of 1,142 units, which represents approximately 35 percent. Durham County was one of those 404 units. For each of the years measured, the County has achieved the target goal of submitting the completed CAFR to the LGC by the October 31st deadline.

FY2019-20 target: This measure is set at this level to adhere to the October 31st submission deadline for the County's CAFR and Compliance Report to the LGC.

Measure: NUMBER OF FINDINGS FROM AUDIT MANAGEMENT LETTER (FINANCIAL REPORTING & CONTROL)

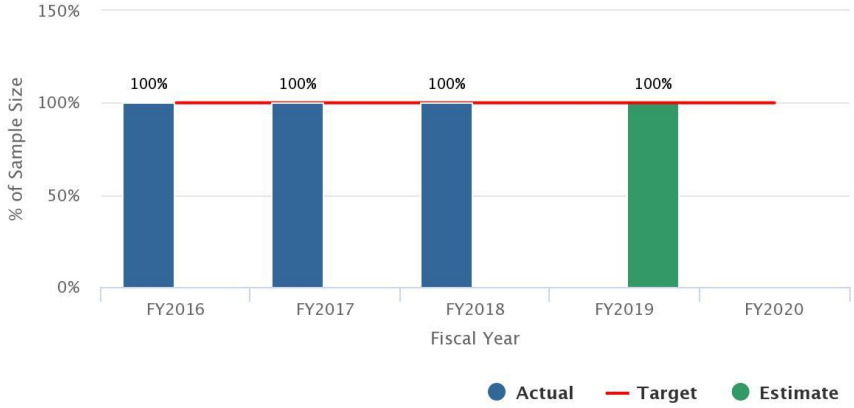


Measure description: This measure is based on the results of the financial audit conducted at the end of each fiscal year. The Finance Department is evaluated on the financial accounting, reporting, and monitoring of the County's financial activity. The goal is to "successfully complete the required annual financial audit with the audit results receiving an unqualified (clean) audit opinion and successfully complete the Comprehensive Annual Financial Report (CAFR)." Having zero audit management letter findings attests to the County's strong fiscal management, sound financial control, and adherence to internal controls.

Trend explanation: The ideal result upon completion of the annual audit is to have zero management letter findings. To achieve zero findings is an excellent outcome for any governmental entity, especially for a county the size of Durham County. As such, it is Durham County's goal to achieve zero management letter findings for each annual audit. The Finance Department has had no findings that would warrant an audit management letter in the past four fiscal years.

FY2019-20 target: The County's goal is to minimize audit management letter findings to the lowest possible level.

Measure: PERCENTAGE OF SAMPLE SIZE OF GRANTS & FEDERAL/STATE AWARDS WITHOUT MATERIAL FINDINGS

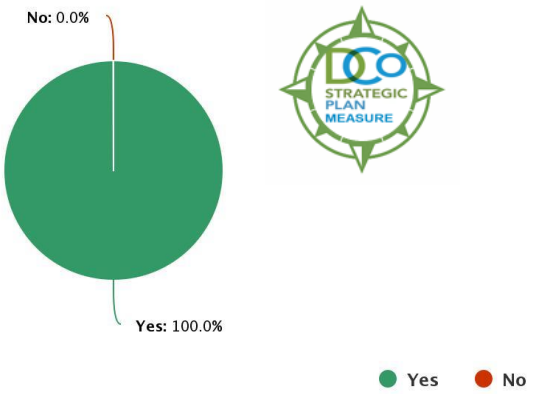


Measure description: Sample sizes for selected programs to be audited are determined by external auditors based on the level of risk for each program. The County is measuring the percentage of the sample size that did not produce material findings for the testing of grants and federal/state awards. The goal is to "successfully complete the single audit with limited findings and no recurring findings for services funded with grants and/or federal and state awards and successfully complete the Compliance Report." Increased material findings could mean questioned costs that would have to be returned to the grantor or federal or state government, and if significant, a risk of the loss of program funding, potentially affecting the level of service the County is able to provide in the area(s) receiving the material finding(s) and/or questioned cost(s).

Trend explanation: The results of the testing of each fiscal year's sample has found a minimum number of material findings (e.g. in FY2014 there was only 1 material finding). There were no material findings from FY2015 to FY2018.

FY2019-20 target: A material finding indicates that a grant or award is materially non-compliant or lacks sufficient controls. A material weakness is a deficiency, or a combination of deficiencies, such that there is a reasonable possibility that a material misstatement will not be prevented or detected and corrected on a timely basis. The target is set at this level because the optimal outcome is for 100% of the sample of the audited grants and awards to be without material findings.

Measure: MAINTAIN TRIPLE A BOND RATING



Measure description: Issuers given a Triple A rating from the bond agencies are judged to have the lowest credit risk (the Moody's designation is Aaa; the S&P designation is AAA). Triple A is the highest rating that can be awarded to an entity. The County's financial strength, fiscal management, economy, adherence to County policies and procedures, strength in the County's internal controls, policies and procedures, etc. are assessed by the bond rating agency. Upon completion of the assessment, the rating agency provides the County the awarded rating. The Strategic Plan stipulates that the County "maintain the County's Triple A bond rating through prudent fiscal management, ongoing for each fiscal year for debt issuances, refundings, etc." The funds that are freed up by attaining a Triple A rating allow the County the opportunity to provide increased services for any of the 5 Strategic Goal areas.

Trend explanation: This measure is trending favorably as the result of Durham County's continued financial strength, fiscal management, economy, adherence to federal laws, State statutes, County policies and procedures, strength in the County's internal controls, policies and procedures, etc. Durham County continues to maintain its Triple A bond rating. According to Moody's Investors Service Inc., as of August 10, 2018, it is one of only 106 counties in the United States out of a total of 3,007 counties with a Aaa bond rating, which represents 3.5% of counties nationwide. Durham County is also one of 9 counties out of 100 in North Carolina with a Aaa bond rating. According to S&P Global Ratings, as of August 10, 2018, Durham County is one of only 85 counties in the United States out of a total of 3,007 counties with a AAA bond rating, which represents 2.8% of counties nationwide. It is also one of 10 counties out of 100 in North Carolina with a AAA bond rating.

FY2019-20 target: Entities rated at Triple A are judged to be of the highest credit quality and thus subject to the lowest level of credit risk. This allows Triple A rated entities to issue debt at lower interest rates. Therefore, Durham County continues to set the target for this measure at Aaa for Moody's and AAA for S&P in order to continue to receive the lowest interest rates on issued debt freeing up funds for use in funding other County needs.

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TAX ADMINISTRATION

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

Description

The mission of Tax Administration is to equitably and accurately assess property valuation and to collect county tax revenues together with providing courteous, timely and efficient customer service. The department holds responsibility for creation and maintenance of the cadastre (register and spatial), fair market property appraisal and timely billing of all real property (annual cycle and general reappraisal), tangible personal property, and motor vehicles for purposes of ad valorem taxation in accordance with North Carolina General Statute 105. Furthermore, direct responsibility for collecting and reconciling the collection of all property taxes levied annually by the governing body of Durham County and those municipalities located within county boundaries. Tax Administration also serves as Durham County General Government Call Center providing direct and indirect response to all incoming telephone calls, walk-in taxpayers and visitors.

Programs

Citizen Support

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. The goal is to strive to satisfy all outside inquiries thus avoiding redirection to technical staff in other areas of the department. Also aids other workgroups as necessary in completing special projects.

General Reappraisal

North Carolina (via General Statute 105-286) requires all counties to conduct a reappraisal at least once every eight years. Durham County's most recent reappraisal of over 112,000 parcels was effective January 1, 2019 and will be conducted every four (4) years going forward as determined by Durham County Board of County Commissioners. The goal of reappraisal is to help ensure the county's tax burden is distributed equitably based on current property values.

Program	Budget
Citizen Support	$1,347,852
General Reappraisal	$1,582,261
Revenue Collection	$1,758,068
Tax Base Assessment	$1,172,045
Grand Total	**$5,860,226**

Revenue Collection

The Revenue Collection program is to ensure the highest possible tax revenue collection rate in a timely and transparent manner for the operation of the county, city and fire districts. In addition to collection of ad valorem taxes on real property, personal property, registered motor vehicles and public service included is beer and wine license tax, animal civil penalties, occupancy tax and gross receipts. 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 or lottery winnings), and advertising liens.

Tax Base Assessment

North Carolina General Statute 105-296 mandates the assessor shall have general charge of the listing, appraisal and assessment of all property in the county and that all taxable property is listed and assessed uniformly and accurately. All property subject to ad valorem taxation shall be listed annually with value of personal property being determined annually as of January 1. Real property value is determined as of January 1 of the most recent general reappraisal year. Tax revenues are a major source of funding for county services. This program establishes a tax scroll showing assessed values for all properties. It is imperative that the tax scroll be accurate as this is used to generate the annual bills revenue is derived.

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$3,866,583	$4,122,100	$3,833,203	$4,162,508	$4,162,508
Operating	$1,623,326	$1,955,637	$2,173,119	$1,724,818	$1,697,718
Capital	$0	$33,500	$0	$0	$0
Expenditure Total	**$5,489,908**	**$6,111,237**	**$6,006,322**	**$5,887,326**	**$5,860,226**
Revenue					
Taxes	$248,093,699	$256,969,346	$260,247,290	$265,261,597	$275,162,603
Licenses and Permits	$21,575	$20,000	$20,000	$20,000	$20,000
Investment Income	$13,688	$0	$15,000	$10,000	$10,000
Service Charges	$1,904,901	$1,862,000	$1,883,088	$1,890,000	$1,890,000
Other Revenues	$47,205	$80,000	$50,382	$50,000	$50,000
Revenue Total	**$250,081,068**	**$258,931,346**	**$262,215,760**	**$267,231,597**	**$277,132,603**
Net Total	**$244,591,160**	**$252,820,109**	**$256,209,438**	**$261,344,271**	**$271,272,377**
FTEs	**62.00**	**62.00**	**62.00**	**62.00**	**62.00**

Budget Highlights

- This budget includes decreases in operating accounts to account for reduced service demands in a non-general reappraisal year. These reductions will not impact the impeccable service delivery by the Tax Administration staff.
- The focus of the Tax office in the coming fiscal year will be to resolve reappraisal disputes and to develop internal staff for commercial property appraisal in an effort to reduce dependence on external contractors.

Performance Measures

Measure: DURHAM COUNTY TAX COLLECTION RATE

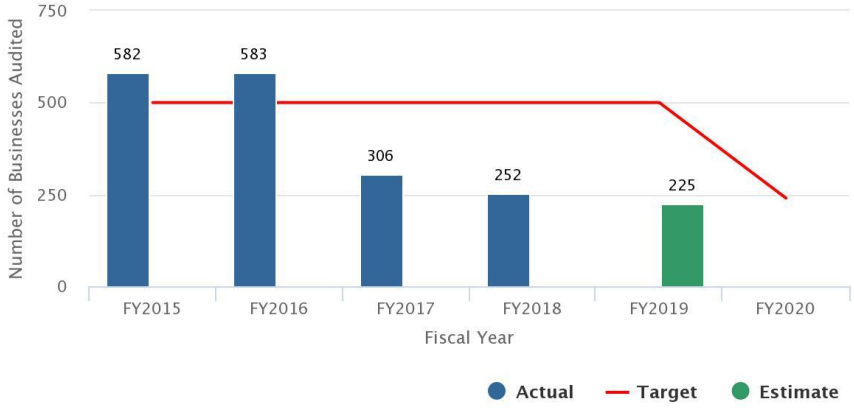


Measure description: This is a measure of the percentage of property taxes collected for budgetary purposes. Revenues derived from property taxes are a primary source of funding for local governments. A high collection rate is an indication of taxpayers paying their fair share to help fund the services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

Trend explanation: The overall year-end collections rate has been consistently around 99.6%-99.8% over the past few fiscal years. This trend is due to taxpayers paying property taxes in a timely manner as well as retaining tax staff experienced in tax collections.

FY2019-20 target: The target for this measure is set based on revenue required to meet Durham County budgetary needs. The Local Government Budget & Fiscal Control Act requires that the collection percentage be used as a benchmark when budgeting for the next fiscal year.

Measure: NUMBER OF BUSINESS PERSONAL PROPERTY ACCOUNTS REVIEWED FOR LISTING COMPLIANCE

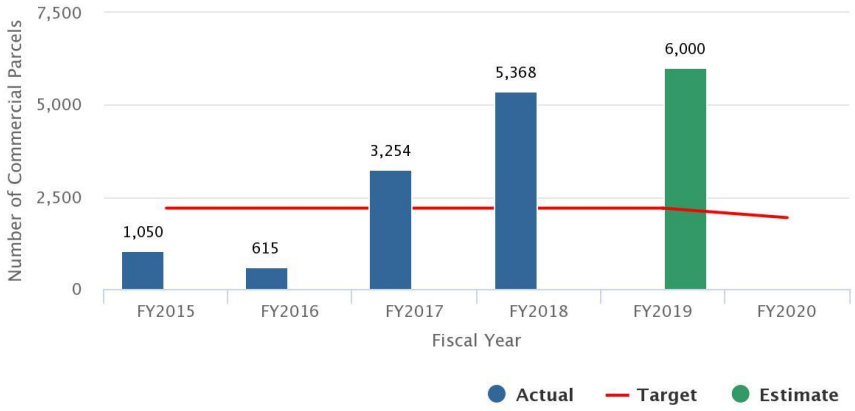


Measure description: This measures the number of businesses reviewed for compliance of listing personal property assets. Compliance reviews are used to ensure that personal property listings are accurately filed, therefore fairly and equitably distributing the tax burden. According to North Carolina General Statute 105-312, 'It shall be the duty of the assessor to see that all property not properly listed during the regular listing period be listed, assessed and taxed.' Property owners who correctly file their business assets are presumed to carry more than their fair share of the tax burden than those business owners who under-list or fail to list at all. In accordance with N.C.G.S. 105-299-Employment of Experts four audit firms are contracted to assist the assessor in carrying out this task.

Trend explanation: The measure is currently on a downward trend due to budget restriction. To increase the number of accounts reviewed for compliance, it is necessary for funds to be allocated for compensation of the audit firms.

FY2019-20 target: The target is set based on an estimate of the number of accounts that can be reviewed according to funds budgeted for this item.

Measure: NUMBER OF COMMERCIAL/INDUSTRIAL/EXEMPT PARCELS FIELD CANVASSED

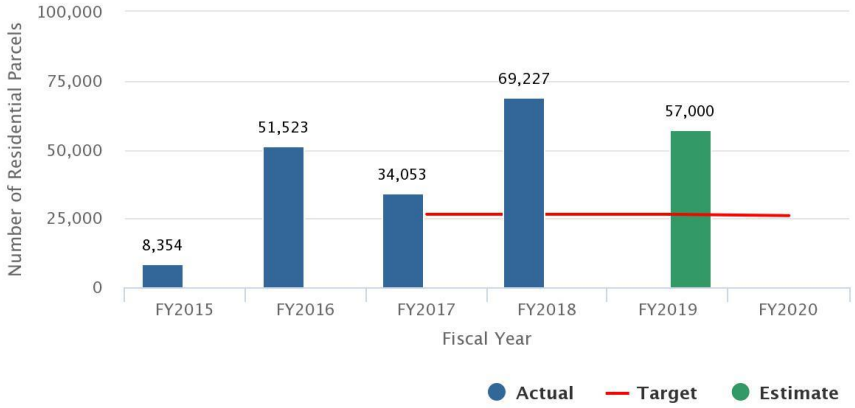


Measure description: This is a measure of the number of commercial parcels visited annually. Regular re-inspections of properties should occur during the general reappraisal cycle to be consistent with the guidelines outlined by the NCDOR as well as the Standards on Mass Appraisal. Effective after the 2019 reappraisal, Durham County will move to a 4-year cycle.

Trend explanation: Canvassing rates each year will vary dependent upon the additional projects also associated with the reappraisal.

FY2019-20 target: The target comes from guidelines outlined by the NCDOR as well as the Standards on Mass Appraisal published by the International Association of Assessing Officers. Durham County has 8,777 commercial parcels. This apportioned over the four-year standard equates to the target level for this measure.

Measure: NUMBER OF RESIDENTIAL PARCELS FIELD CANVASSED



Measure description: This is a measure of the number of residential parcels visited annually. Regular re-inspections of properties should occur during the general reappraisal cycle to be consistent with the guidelines outlined by the NCDOR as well as the Standards on Mass Appraisal. Correct valuations for the 2019 reappraisal and all reappraisals going forward require complete and accurate data, therefore this measure is imperative to the success of that project. Complete and accurate data ensures not only best practice, but also fairness and equity to the citizens of Durham County.

Trend explanation: Canvassing rates each year will vary dependent upon the additional projects also associated with the reappraisal.

FY2019-20 target: The target comes from guidelines outlined by the NCDOR as well as the Standards on Mass Appraisal published by the International Association of Assessing Officers. Durham County has 105,792 residential parcels. This apportioned over the four-year standard equates to the target level for this measure.

COUNTY ATTORNEY

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

Description

The County Attorney's Office serves as the legal advisor to and provides legal representation/defense (in matters other than workers' compensation) for the Board of County Commissioners, the County, and the agencies of the County from actions brought against them, to aid in carrying out the mission of the County. Within the County Attorney's Office, the division of Risk Management serves to strategically address risks and provide a safe work environment for County employees by purchasing liability insurance, providing an occupational safety program, as well as handling claims against the County to resolve them prior to any court action being necessary.

Programs

DSS Legal Services

DSS Legal Services is a division of the Office of the County Attorney which 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 is a division of the Office of the County Attorney which 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.

Program	Budget
DSS Legal Services	$1,283,471
General Legal Services	$1,283,471
Grand Total	**$2,566,942**

Budget

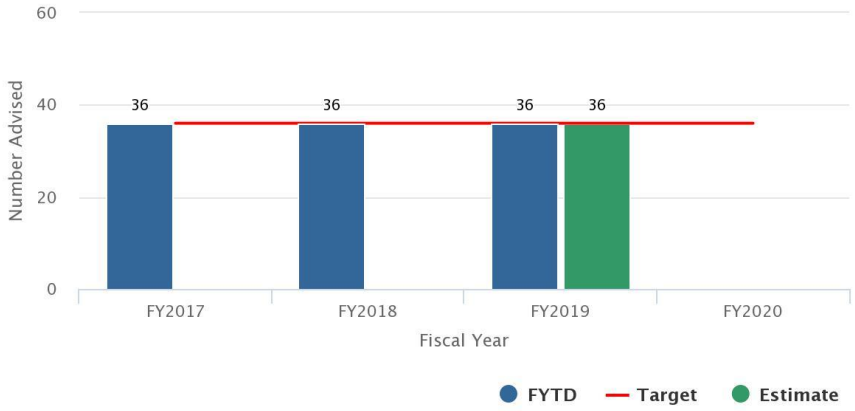
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$1,824,149	$2,143,007	$1,913,431	$2,371,571	$2,371,571
Operating	$150,131	$180,379	$249,234	$195,371	$195,371
Expenditure Total	**$1,974,280**	**$2,323,386**	**$2,162,665**	**$2,566,942**	**$2,566,942**
Revenue					
Contributions and Donations	$7	$0	$1,000	$0	$0
Service Charges	$32	$2,000	$2,000	$2,000	$2,000
Revenue Total	**$40**	**$2,000**	**$3,000**	**$2,000**	**$2,000**
Net Total	**$1,974,240**	**$2,321,386**	**$2,159,665**	**$2,564,942**	**$2,564,942**
FTEs	**19.00**	**19.00**	**20.00**	**20.00**	**20.00**

Budget Highlights

- This budget includes funding for a mid-year position for a Senior Assistant County Attorney in the DSS Legal office, which accounts for the increased 1 FTE. (Total budget increase for position $144,764)
- This budget permits the County Attorney to provide the Board of County Commissioners and all other County Government Departments with impeccable legal representation in defense of all legal challenges, as well as legal representation for Social Services related matters.

Performance Measures

Measure: NUMBER OF DEPARTMENTS, BOARDS, AND COMMISSIONS ADVISED

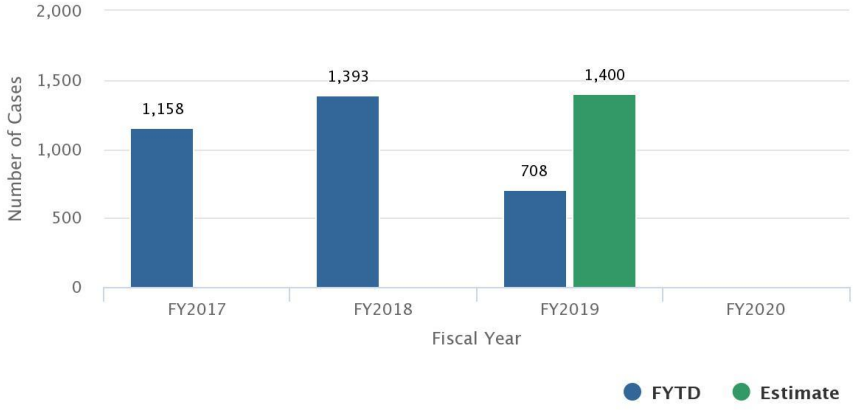


Measure description: Legal representation is provided to all departments, boards, and many commissions by the County Attorney's Office to ensure accountability and efficiency.

Trend explanation: This measure is dependent on the number of departments, boards, and commissions the department is required to advise and the number of cases/transactions referred by these departments, boards and commissions. If there is an increase in the number of cases/transactions that must be handled on behalf of departments, the number of active cases/transactions will see an increase. Additionally, while the number of cases may not see huge increases, when dealing with the increased complexity and/or duration of litigation cases, the amount of staff time for these cases/transactions increases. Provided there is adequate staff, the department should not see a shortage.

FY2019-20 target: The target for this measure should be to provide legal representation for cases/transactions produced by the applicable number of departments, boards, and commissions as needed. If there are any changes to the number of entities and/or the number of cases/transactions referred to Legal, the target will change accordingly.

Measure: NUMBER OF TOTAL ABUSE, NEGLECT, AND DEPENDENCY (AND) CASES WITH COURT REPRESENTATION FROM DSS ATTORNEYS

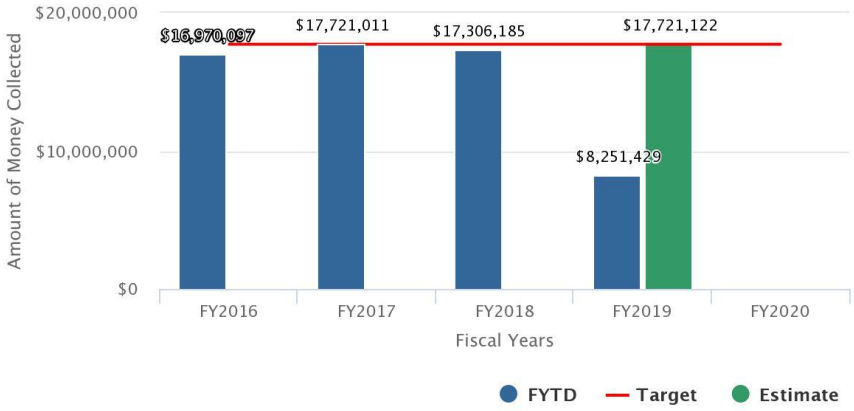


Measure description: This measures the legal representation provided by the County Attorney's Office to the Department of Social Services (DSS) and their clients in all Abuse, Neglect, and Dependency (AND) matters. Child Protective Services is legally mandated to conduct assessments of reports of suspected abuse and neglect as defined in Chapter 7B of the North Carolina General Statutes. Without legal representation in the Court on these matters, DSS would be at a disadvantage to intercede and protect children living in homes with reports of abuse and neglect.

Trend explanation: These cases fluctuate depending on various factors, including newly enacted laws, changing policies, and population changes. These laws and/or policies can affect the number of incoming cases staff will handle. The County Attorney's Office has seen consistent increases over the past year not just in numbers, but also in case complexity.

FY2019-20 target: There is no established target for this measure; however, the County Attorney's Office projects roughly 1,500 of these cases for FY2019-20.

Measure: AMOUNT OF CHILD SUPPORT MONEY COLLECTED

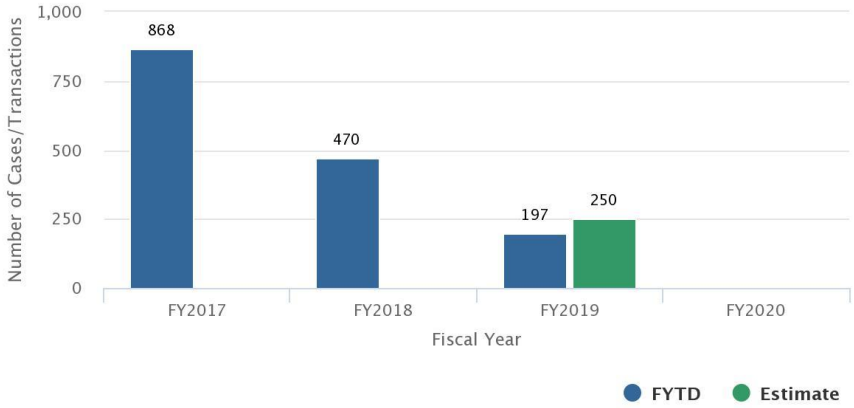


Measure description: This measures the legal representation provided by the County Attorney's Office to the Department of Social Services (DSS) and their clients in all Child Support Services matters. The Child Support Services division of DSS promotes parental responsibility by locating non-custodial parents, establishing paternity, medical obligations and support, enforcement of existing Child Support orders, and the collection and distribution of Child Support payments. Without legal representation on these matters, DSS would be at a disadvantage to collect monetary support for children with an absentee parent(s).

Trend explanation: These cases fluctuate depending on various factors, including newly enacted laws, changing policies, and population increases/decreases. These laws and/or policies can drastically affect the number of incoming cases staff will handle in a given year. The County Attorney's Office has seen consistent increases over the past year in not just numbers, but also increased complexity in the types of cases handled.

FY2019-20 target: This target is set by the State of North Carolina Department of Health and Human Services - Child Support Enforcement Division.

Measure: NUMBER OF GENERAL LEGAL SERVICES ACTIVE CASES/TRANSACTIONS (CUMULATIVE)



Measure description: This measures the total number of cases the County Attorney's Office has open on the internal case list going back 10 years. Any items that have not been marked "closed" are considered active/open and are counted in this measure. This data encompasses all case types, except for non-personnel DSS matters, including but not limited to civil litigation, contracts, property tax appeals, public records review, personnel matters, real estate closings, etc. These case types, particularly those that are related to litigation, are very complex and are generally active/open over several years.

Trend explanation: As of Q3 of FY2017-18, staff closed many old files that were simply not marked as closed. Therefore, the overall number of active cases/transactions is a more accurate number. The process to close case files has now been given a higher priority to make certain that this measure is accurate. However, these numbers fluctuate depending on the number of issues clients (other County departments, Boards and Commissions) require legal assistance with during a given quarter.

FY2019-20 target: A target is not necessary for this measure, as the department generally has little to no indicators about the number and/or types of matters upcoming in a fiscal year.

COURT SUPPORTIVE SERVICES

GOAL 3 SAFE COMMUNITY: Partner with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies and ensure accessible and fair justice.

Description

The goal of this program is to serve the citizens of Durham County as efficiently as possible within the resources available to provide courtrooms and judicial facilities.
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 Mall in Downtown Durham and space located at 3325 Chapel Hill Boulevard, Durham, North Carolina for the Judicial District Manager staff.

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
District Attorney	$64,612	$103,236	$103,235	$550,047	$108,022
Clerk Of Superior Court	$2,278	$14,689	$17,295	$14,689	$14,689
Court Facilities	$282,515	$296,980	$294,170	$305,396	$305,396
Public Defender	$64,697	$262,011	$109,633	$75,473	$238,351
Superior Court	$1,000	$1,000	$977	$3,200	$1,000
Dept Of Juvenile Justice	$2,897	$6,429	$6,429	$6,429	$6,429
District Court	$914	$3,200	$3,200	$238,200	$3,200
Grand Total	**$418,914**	**$687,545**	**$534,939**	**$1,193,434**	**$677,087**

Budget Highlights

- Includes a funding increase for an Assistant District Attorney (ADA) for Jail Population Management to better align with the funding request from the City of Durham.
- Continued funding for an Assistant Public Defender (APD) to expedite first court appearances, particularly identifying those with low bond amounts.
- Public Defender's office is budgeting FY2018-19 Funds for:
    - Renovations to existing facility to create additional office space for future expansion in personnel
- Furniture budgets are still funded at 2013 levels due to relocation to the new courthouse.

ELECTIONS

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

Description

The Durham County Board of Elections is charged with providing 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. In executing this charge, 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; conducting jurisdictional auditing and assignments; 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.

Programs

Campaign Finance

The auditing of campaign finance reports submitted by political committees under the purview of the Durham County Board of Elections ensures compliance with statutory requirements surrounding reporting, contributions, and expenditures. These functions include making reports publicly available and submitting violations to the State Board of Elections. Auditing occurs at various points during each fiscal year consistent with statutory timeframes.

Community Outreach and Engagement

Facilitating community education on elections administration is a priority for the Durham County Board of Elections. This is achieved through voter registration drives, providing a robust and user-friendly website, and distributing literature and compliance materials to third-party organizations seeking to engage the community.

Program	Budget
Campaign Finance	$134,189
Community Outreach and Engagemen	$134,189
Elections Management	$1,878,640
Precinct Official Recruitment and Rete	$536,754
Grand Total	**$2,683,771**

Elections Management

As per our statutory charge and rules promulgated by the State Board of Elections, ensuring the execution of honest, fair, equitable, and accurate elections is critical to organizational operations. Activities related to this program include maintaining ADA compliant polling places, ensuring accurate voter rolls, conducting election results audits, and performing logic and accuracy of critical election equipment.

Precinct Official Recruitment and Retention

Maintaining a consistent and educated precinct official base will facilitate honest, fair, equitable, and accurate elections. Activities related to this program include providing officials with in-depth training and comprehensive documentation, creating feedback loops for election officials which facilitates continuous process improvement, and awarding service as a means of retention.

Budget

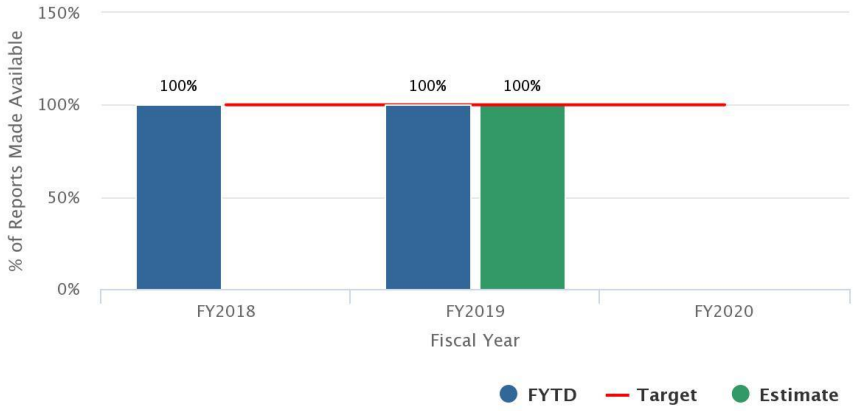
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$1,186,498	$1,272,372	$1,100,567	$2,015,226	$1,925,607
Operating	$381,578	$446,602	$429,402	$764,547	$758,164
Capital	$0	$11,880	$7,000	$47,885	$0
Expenditure Total	**$1,568,077**	**$1,730,854**	**$1,536,968**	**$2,827,658**	**$2,683,771**
Revenue					
Service Charges	$399,884	$315	$55	$662,800	$662,800
Revenue Total	**$399,884**	**$315**	**$55**	**$662,800**	**$662,800**
Net Total	**$1,168,193**	**$1,730,539**	**$1,536,913**	**$2,164,858**	**$2,020,971**
FTEs	**10.00**	**10.00**	**11.00**	**11.00**	**11.00**

Budget Highlights

- This budget includes the midyear creation of an Elections Specialist position, which is seen in the increase from 10 Approved FTE's to 11. This was an approved change by the Board of Elections. This was accomplished by funding an existing Elections Specialist and creating an Elections Specialist from an existing Chief of Staff position.
- Due to the cyclical nature of elections the expense and revenue from one fiscal year to another is often significantly variable.
    - This budget includes increase in several key personnel and operating lines in preparation for the upcoming Federal Primary and the possibility of 4 total election events.
    - This budget also includes additional revenue from municipal elections that will be conduced by Durham County Elections personnel.
- This budget includes additional funding for Temporary and Part-Time Salaries to accommodate the increased use of one-stop and early voting sites and an increase to Election Poll Workers to ensure adequate staffing at all voting sites.

Performance Measures

Measure: PERCENTAGE OF CAMPAIGN FINANCE REPORTS MADE PUBLICLY AVAILABLE

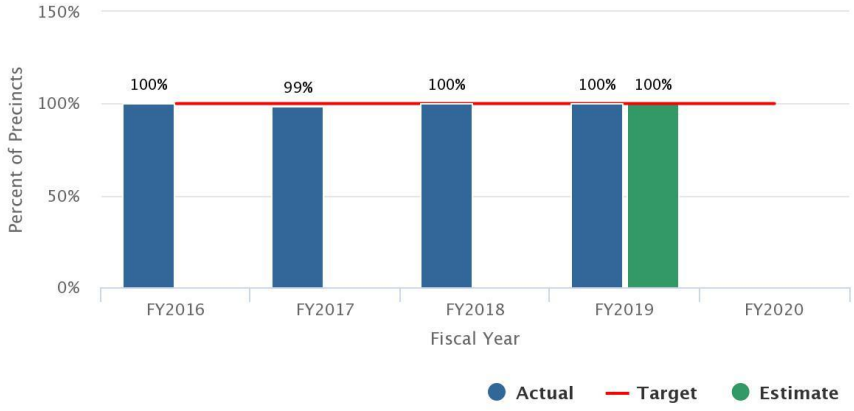


Measure description: This measure shows the percentage of reports made by registered committees that file campaign finance reports on the County level that are made publicly available via the department's website.

Trend explanation: This is information that ensures transparent elections, by making public candidate activity publicly available at the earliest possible opportunity.

FY2019-20 target: The commitment to ensure full transparency is shared throughout the organization. Staff is empowered with the tools necessary to use technology for the purposes of reporting on this important piece of information for our community. The target will continue to be 100%.

Measure: PERCENTAGE OF PRECINCTS WITH BI-PARTISAN REPRESENTATION

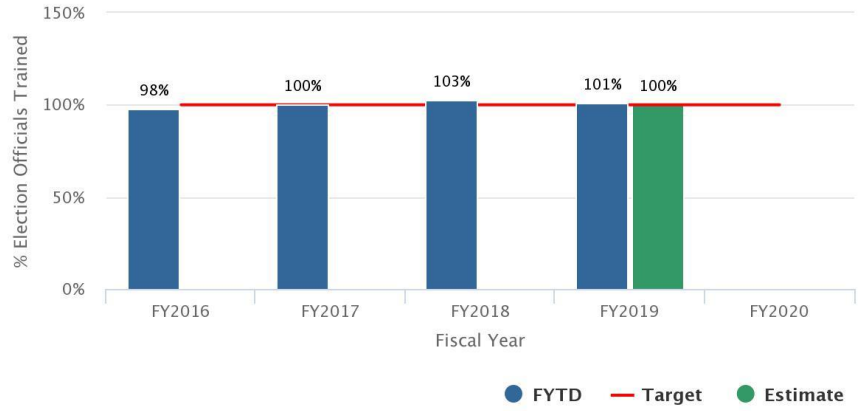


Measure description: This measure shows the percentage of polling places where Democrats and Republicans (the State's two largest parties by number of registered voters) are represented by election workers in precincts.

Trend explanation: Bi-partisan representation in polling places requires the commitment of staff and the cooperation of local political parties. Cooperation is fostered by staff throughout the year, and close communication is needed to address any deficiency that presents itself, despite all efforts of advanced planning. The flexibility of election officials to move where needed is appreciated, and something that the Board of Elections proactively screens for when selecting people to work an election.

FY2019-20 target: Strengthening relationships with both main political parties in Durham County will ensure a welcoming and cooperative spirit, and to that end, maximize apolitical civic involvement amongst their membership. Commitment from staff to work flexibly and consider a variety of needs in precinct placement is also essential.

Measure: PERCENTAGE OF ELECTION OFFICIALS TRAINED FOR EACH ELECTION



Measure description: The measure shows the percentage of election officials who receive instructional training prior to the start of an election event. This data is tied to election cycles. Every election official scheduled to work an election is enrolled in at least one training class. Attendance is tracked in an internal database and verified before they work during an election event.

Trend explanation: The Board of Elections goes through an exhaustive internal audit to ensure that every election official is signed up for a training most germane to their functions in the polling place. Attendance is tracked and no official is assigned without certification of completion. There is a commitment (1) to have a robust training calendar that meets the needs of the polling officials and is completed timely before the election and (2) to train more workers than are needed for an election, as to never need election officials after the training calendar is completed (which is why some fiscal years show above 100%).

FY2019-20 target: The target will remain at 100%, reflecting a further commitment to training election officials on all specialized tasks done in a polling place and providing flexible training hours that allow for evening and weekend sessions.

REGISTER OF DEEDS

GOAL 4 ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY: Protect natural resources and support and promote community and economic vitality for all residents of Durham County.

Description

The mission of the Office of Register of Deeds is to act as the legal custodian of all land title and land transaction documents, as well as vital records documents for marriages, births and deaths that occur in Durham County. Additionally, the Office files military discharge records, certain business name registration and administers the oath to notaries public. 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 set forth by North Carolina General Statutes, North Carolina state law and the principles of the professional organizations for Registers of Deeds.
Of additional significance to the Office is that in 2002, pursuant to G.S. 161-10, the North Carolina General Assembly created The 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."

Programs

Administration
Administration program is designed to capture the revenue generated by the Office of Register of Deeds. Total revenue collected is an accounting function for combining all of the payments made to different divisions of the office. This total is distributed to various local and state governmental entities based on NC General Statute. Since the amount of revenue generated can speak to the general strength of certain community sectors, this program works as a measure of performance, this number and its benchmarks can help to paint a picture associated with that general strength. This measure can be associated with the Community Empowerment and Visionary Government Goals of Durham County Government

Real Estate Intake
As the designated legal custodian, the purpose of the Real Estate Program is to record, retrieve and permanently preserve land transactions and other land documents for citizens of Durham County in accordance with state statutes.

Program	Budget
Administration	$363,115
Real Estate Intake	$726,229
Vital Records Intake	$726,229
Expenditure Total	**$1,815,573**

The Real Estate Department of the Register of Deeds Office is responsible for recording and indexing land records and business documents including, but not limited to; deeds, deeds of trust and powers of attorney. These documents may be recorded and retrieved in-person or electronically. The maintenance, conservation and preservation of these documents in perpetuity is a statutory requirement for this division of the Office.

Vital Records Intake
The purpose of the Vital Records Intake Program is to record, maintain and preserve vital record documents for retrieval and issuance in perpetuity. The Vital Records Department is also 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. The maintenance, conservation and preservation of these documents in perpetuity is a statutory requirement for this division of the Office.

Budget

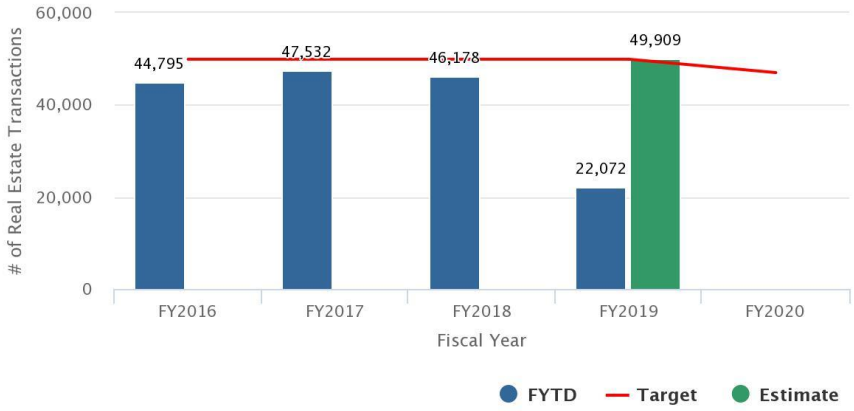
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$1,140,666	$1,164,116	$1,156,934	$1,208,288	$1,208,288
Operating	$359,119	$677,599	$692,158	$682,378	$607,285
Expenditure Total	**$1,499,784**	**$1,841,715**	**$1,849,092**	**$1,890,666**	**$1,815,573**
Revenue					
Service Charges	$5,597,119	$5,370,000	$5,726,581	$5,580,000	$5,580,000
Other Revenues	$1,830	$0	$154	$0	$0
Revenue Total	**$5,598,949**	**$5,370,000**	**$5,726,735**	**$5,580,000**	**$5,580,000**
Net Total	**$4,099,165**	**$3,528,285**	**$3,877,643**	**$3,689,334**	**$3,764,427**
FTEs	**19.00**	**19.00**	**19.00**	**19.00**	**19.00**

Budget Highlights

- The focus for the next few years will be the conservation, preservation and digitizing of our original deed books. These books suffered damage with mold, mildew, and brittle pages when they were stored in the jail cells of the old Judicial Building. Automation fund will be used to fund this process and the remaining fund will be used for scanners, printers, credit card terminals, and Professional Consulting Services
- Training is an important aspect of Register of Deed's department as it keeps the staff abreast of any statutory changes via our legislative body. The department continue to send staff to classes and conferences offered by the North Carolina Association of Register of Deeds (NCARD), and the UNC School of Government to maintain and/or obtain certification from our state association.
- The Thank-a-Vet initiative will continue to be a focus. We will collaborate with Veteran Services and Project Stand Down to increase awareness of the importance of recording of Military Discharge documents (DD-214).
- FY2018-19 Estimate is slightly higher than Approved Budget due to a rollover of encumbered contracts at the beginning of the fiscal year.
- Opening passport office and providing passport services within the Office of Register of Deeds

Performance Measures

Measure: TOTAL NUMBER OF REAL ESTATE TRANSACTIONS (FILINGS)

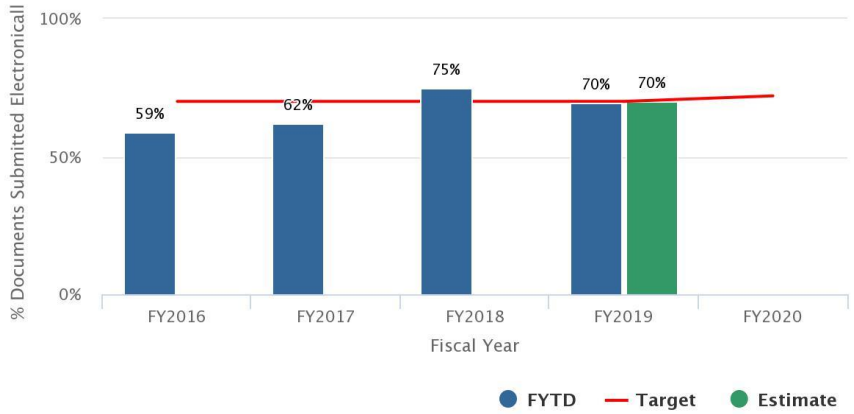


Measure description: This measure is for a full accounting of all the documents filed in the real estate division of the Register of Deeds. The value of this measure is that it provides a number for the total volume of documents recorded and can also be broken down into document type. This number can provide a high-level view of information about Durham County.

Trend explanation: With the large number of individuals moving to the area and interest rates remaining relatively low, the expectation is that real estate filings will continue at a high rate. Additionally, the influx of residents will also lead to a high number of other document types being filed. This measure tends to be affected largely by seasonal forces; however, there are other elements which influence the trends: municipal livability, monetary policy, and opportunity. These are set by local, state, and national policies to a large extent. Therefore, much of how this measure moves is out of the control of this department.

FY2019-20 target: Several projections indicate that interest rates may rise, which could impact the number of real estate transactions being undertaken, therefore producing a lower filing rate. Due to Durham's growing population, though, other types of document filings should remain steady.

Measure: PERCENTAGE OF REAL ESTATE DOCUMENTS SUBMITTED ELECTRONICALLY

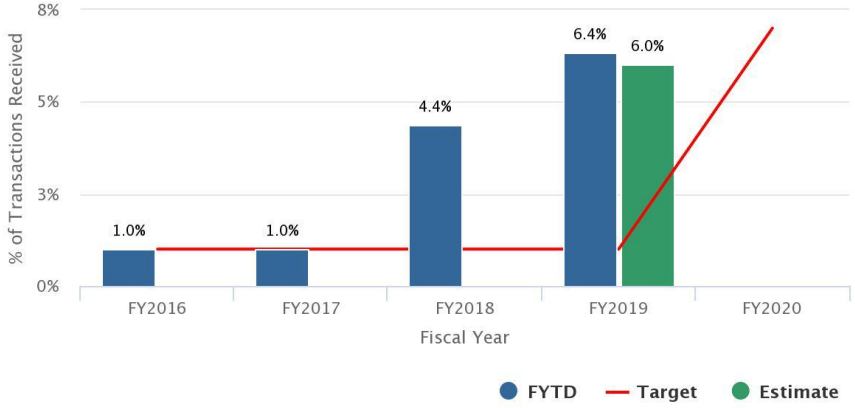


Measure description: This measures the real estate documents filed electronically and is important because it indicates the effectiveness and overall utility of the technological services available to customers. These services reduce wait times, increase the speed at which services can be delivered, and provide a platform for customers to interact with the office remotely.

Trend explanation: This number has largely plateaued because of the outreach the office has conducted toward prospective service users, such as legal professionals, who are high volume submitters. The remainder of the total number of documents are filed in person by occasional users who would not benefit from incurring the expense to sign up for the electronic service.

FY2019-20 target: The uptick is based on the potential for additional document types to be filed electronically (surveys/maps). With the previous number of electronic submitters remaining equal, introducing this option will allow for an additional category of real estate professionals (surveyors) to submit documents electronically instead of physically. Meeting this target could be impacted by whether other governmental agencies involved with mapping and planning adopt the requisite technology to complete the approval process chain electronically.

Measure: PERCENTAGE OF VITAL RECORDS TRANSACTIONS RECEIVED ELECTRONICALLY



Measure description: This is a measure of the number of vital records documents received electronically through the department. This value is important because it indicates the effectiveness and overall utility of the technological services available to customers in the office. Electronic services reduce wait times for filing, increase the speed at which services can be delivered, and provide a platform for customers to interact with the office remotely.

Trend explanation: As new technologies have been implemented within the office, this number has increased. Initiatives such as creating new ways for customers to interface with the office electronically, encouraging citizens to explore the use of the office's automated features, and community outreach campaigns, have been factors in the development of the most recent trends for this measure. By continuing to provide a high level of service, as well as continuing to raise awareness of new services, the Register of Deeds can elevate the trend. The end-of-year estimate has been set based on the increasing use of this option by customers. As more users continue to seek out the convenience of electronic transaction processing, this number will likely continue to climb.

FY2019-20 target: An increase in this target (from 1% to 7%) is based on the rising numbers of individuals moving to the area and their desire to simplify transactions involving vital records.

GENERAL SERVICES DEPARTMENT

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

Description

The Department of General Services has the responsibility to ensure 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; and internal mail/courier services.

Programs

Buildings Operation

The Public Buildings maintains, repairs and insures proper operations of facilities owned and (or Operated by Durham County Government. This includes a total of 2,500,952 building square feet consisting of; 1,927,135 SF (county owned 54 properties), 43,497 SF (county leased 14 properties), and 51,301 SF (ABC Board 12 properties), some major facilities the General Services supports are Courthouse, 318,533 SF Human Services 293,507, Hillsborough Warehouse, 44,921 SF. Activities performed include, but are not limited to; plumbing, heating, air conditioning and ventilation (HVAC), electrical services; minor renovations, energy management and utilities; snow and ice removal; and miscellaneous service contracts, elevators, chillers, cooling towers, and water treatment. Building Division encompasses of Assistant Director for Operations, 2 Building Supervisor, Project Facilitator, and 33 Technicians FTEs.

Business Services

The General Services Business Services Division is responsible for the planning, organization, control management and staffing of the General Services Department. The Administration Division is made up of the Director, Deputy Director, Quality Control and Contract Compliance Officers, Administrative Assistance, Ambassador, Accounts Receivable/Payable, County Facility Rental, Fleet Coordination, Mail Services, Janitorial and Sign Shop which will be limited to only creating street signs. Twenty-four (24) County facilities are serviced by contractual Janitorial services. In 2017 General Service began to self-preform Janitorial services for Durham County Courthouse. Additionally, the mailroom provides the pick-up and delivery of interdepartmental mail, and the metering and processing of out-going US Mail, Federal Express and UPS request. The Division meters and charge-backs postal charges to each County Department it services for bulk purchase and provides courier services weekly or as needed. Business Services includes 19FTE's and operates on multiple shifts from 7:30 a.m. to 11 p.m.

Program	Budget
Buildings Operation	$3,142,367
Business Services	$3,914,644
Grounds Operation	$2,383,406
Security	$2,383,406
Stadium	$665,756
Warehouse/Fleet	$825,537
Grand Total	**$13,315,115**

Grounds Operation

The Grounds Maintenance Division maintains, and repairs all assigned landscaped areas for facilities owned or operated by Durham County. A total of 245 acres of property is supported by the Grounds Division. Activities performed in this division include, but is not limited to: minor renovations, landscaping servicers, fencing; miscellaneous service contract administration; parking lot maintenance, repair and striping; maintenance of green roof systems; sign creation, fabrication, installation and maintenance at County roads and facilities; maintenance of the synthetic athletic field and parking lot at the County stadium, and provides event staffing support for County stadium events; and snow and ice removal. Grounds Division staff consists of a total of 12 FTEs.

Security

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. The Security program provides uniformed contract security officers, access control, camera systems surveillance, lock and keys to all County facilities. Staffing is Security Manager and two locksmiths.

Stadium

The division facilitates the safe operation of quality sporting and entertainment events that enhance the quality of life in the local community. The stadium is available for rent at a nominal fee. The facility accommodates track and field, football, soccer, lacrosse and other activities from carnivals to food rodeos. Program is supported by Stadium Manager, who reports to a 5-member Stadium Authority.

Warehouse/Fleet

The Warehouse logistic program is to facilitate the movement of goods from departments within the county for storage. This allows for control of all types of inventory stock for usability, traceability and security. It also includes maintaining a section for surplus items to be utilized by other departments and prepare surplus items for sale to the public. 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. Division consists of Warehouse Manager, Fleet Coordinator and 3 Maintenance Technicians, regularly this division is supported on a 6-month basis with CJRC participants.

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$4,123,356	$4,533,309	$4,297,093	$4,987,485	$4,688,920
Operating	$7,625,503	$9,015,521	$8,582,126	$8,768,780	$8,626,195
Capital	$418,952	$0	$459,903	$75,674	$0
Expenditure Total	**$12,167,811**	**$13,548,830**	**$13,339,122**	**$13,831,939**	**$13,315,115**
Revenue					
Intergovernmental	$51,215	$45,000	$24,300	$35,000	$35,000
Rental Income	$540,661	$236,250	$272,112	$260,000	$273,000
Service Charges	$339,855	$318,500	$308,027	$323,000	$323,000
Other Revenues	$64,305	$11,379	$1,000	$5,000	$5,000
Revenue Total	**$996,036**	**$611,129**	**$605,439**	**$623,000**	**$636,000**
Net Total	**$11,171,775**	**$12,937,701**	**$12,733,683**	**$13,208,939**	**$12,679,115**
FTEs	**73.00**	**76.00**	**76.00**	**83.00**	**76.00**

Budget Highlights

Business Services

- The FY2019-20 budget for General Services revolved around reopening the Main Library Branch after it has been remodeled and the continued support for the recently renovated and opened Administration Building (Admin. II).
  - To control the increased cost to the County, General Services reallocated significant funds to ease the impact of the Main Library reopening.
  - The projected cost of placing the Main Library online is $250,000+ for the first 6 months of its operation.

Building and Ground Maintenance

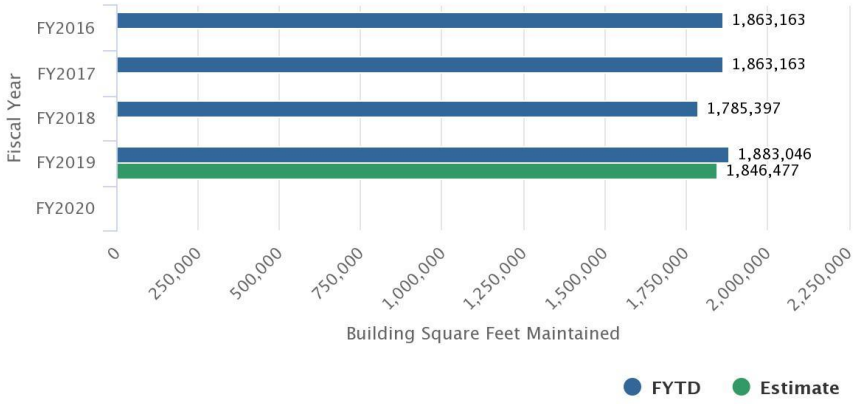
- Two additional staff are being reallocated from other programs to support the additional square footage associated with the Main Library.
  - To assist in closing a sizable budget gap General Services made the decision to eliminate two internal service programs operating funds and reallocate the personnel. These programs are: Pest control, and Sign shop.
  - The FTE's in these programs have been reallocated to Buildings (2 FTE's) and Janitorial (1FTE).

Janitorial

- One staff member will be reallocated from the Sign Shop to fill the current request for additional Janitorial staff.

Performance Measures

Measure: TOTAL DURHAM COUNTY BUILDING SQUARE FEET MAINTAINED BY BUILDING SERVICES

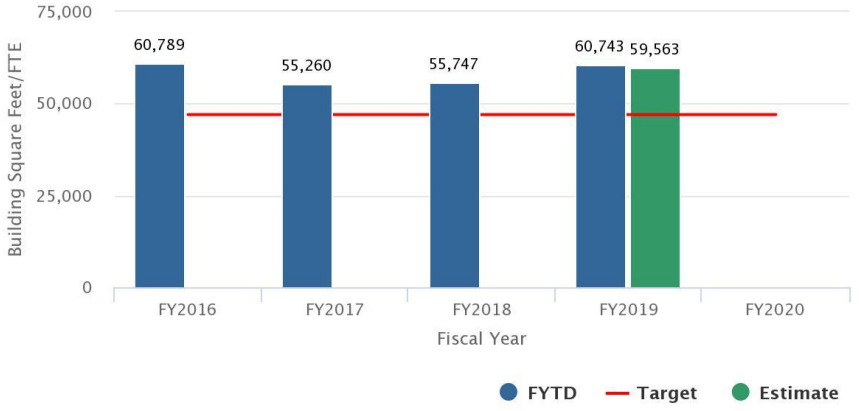


Measure description: This measure is depicting the total square feet of facilities that General Services is responsible for maintaining. It is important to keep track in order to know how many staff are needed to employ to keep facilities running at an optimum level for the citizens and clients of Durham County to conduct their business.

Trend explanation: This measure has reduced in amount between Q1 and Q2 of FY2018-19 due to the updating of the General Services property listing and recalculation of the facilities that General Services maintains.

FY2019-20 target: The reason for the growing number is the Judicial Building Annex and Main Library coming back on line and into the General Services inventory for maintenance. The projection for next year is 1,972,095 square feet maintained.

Measure: DURHAM COUNTY BUILDING SQUARE FEET MAINTAINED PER FTE



Measure description: This measure shows the relationship between total facility square footage maintained and number of full-time employees (FTE) for building maintenance. It is important to ascertain if the division is properly staffed to adequately maintain the facilities owned/leased by Durham County and those agencies with interlocal agreements.

Trend explanation: This measure continues to trend in a negative fashion due to General Services being historically understaffed and yearly adding building square footage to maintain without the proper staffing increases to keep up. The target for this measure is set at standards that are determined by the International Facility Management Association (IFMA), for appropriate square footage of buildings maintained per FTE. IFMA's Operations and Maintenance Benchmark Research Report #26 sets a target at 1 maintenance FTE per 47,000 square feet.

FY2019-20 target: This measure trends negatively again, due to the Main Library and Judicial Annex coming back on line, with additional footage, and not being approved to add staffing to accommodate those facilities. For General Services to get in line with national standards, staff would need to hire 11 more building maintenance FTEs.

Measure: UNIFORMED SECURITY SERVICES CONTRACT EXPENDITURES

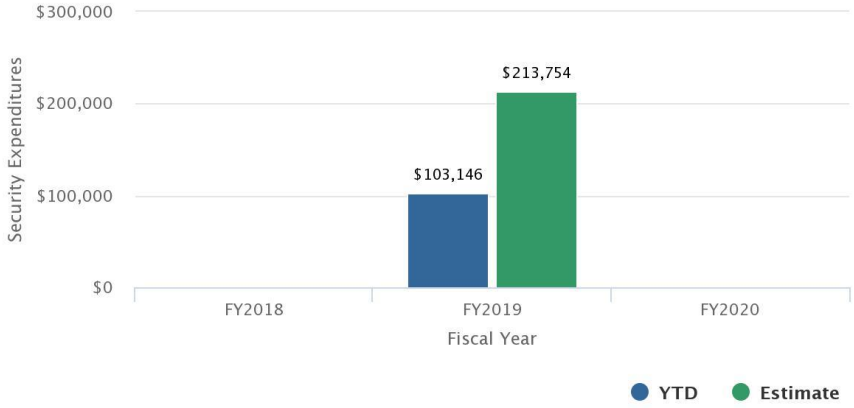


Measure description: This measures the cost of security services utilized by Durham County. Uniformed security officers are necessary to ensure the safe operation of critical Durham County functions and facilities.

Trend explanation: Contracted uniformed security personnel consist of three supervisory Company Police Officers (CPO), three non-supervisory CPOs, one supervisory Armed Security Officer (ASO), 13 non-supervisory ASOs, two Unarmed Security Officers (USO) dispatchers, and 14 USOs. Services are provided at 15 County facilities plus a day and night roving patrol. This is a new measure for the current fiscal year.

FY2019-20 target: General Services expects to pay roughly $1,911,554 next fiscal year. This increased cost is due to additional security requirements at the newly remodeled Main Library.

Measure: DURHAM COUNTY HEALTH AND HUMAN SERVICES SECURITY SCREENING EXPENDITURES

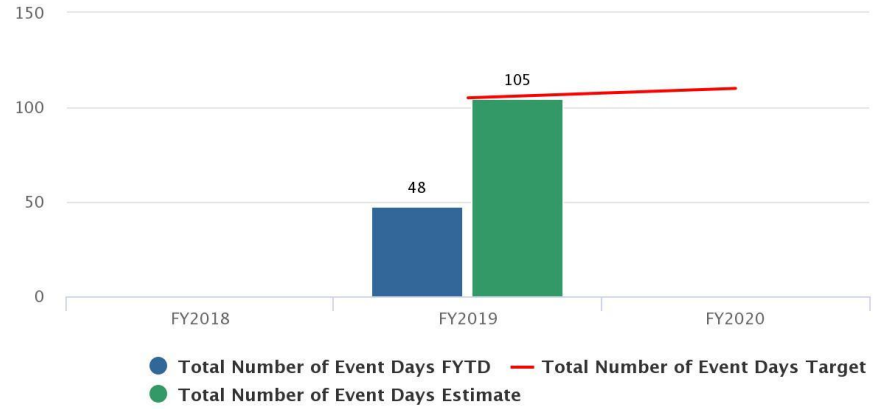


Measure description: This measure shows the costs associated with contract uniformed security services providing security screening at the County Health and Human Services building.

Trend explanation: This is a new measure for the current fiscal year. Compliment of officers includes one Armed Security Officer (ASO) as overwatch, one Unarmed Security Officer (USO) to monitor the main lobby exit, and two USOs that operate the x-ray machine and screen visitors. This cost is a subset of the Uniformed Security Services contract total.

FY2019-20 target: General Services expects to pay roughly $213,754 next fiscal year (the same as the current fiscal year).

Measure: NUMBER OF EVENT DAYS FOR DURHAM COUNTY MEMORIAL STADIUM



Measure description: This measure is one of the venue management industry standards on measuring facility usage. These data reflect the number of opportunities for the greater community to participate and/or experience an event at Durham County Memorial Stadium.

Trend explanation: FY2018-19 has been a year of transition for Durham County Memorial Stadium. Due to a series of renovations, including restoration of the visitor's side wall, creation of a storage room, installation of a new hammer cage, and track resurfacing, stadium rentals were limited during the spring in preparation for the summer track season (which will be capped off by the 2019 USA Track and Field Youth National Outdoor Championships). In order to complete these projects, stadium staff were required to close some or all the facility to ensure proper installation and safety. Weather also has influenced usage both positively and negatively. An increased number of soccer and lacrosse clubs have sought out the stadium turf to use due to rainouts at their home grass facilities in the winter and spring, while in the late fall, several events were postponed or cancelled due to severe weather. The fall season, despite the weather, continued to be strong, as the stadium hosted some additional football games when Northern High School made a run in the 2018 playoffs and Shaw University hosted several soccer games at the stadium.

FY2019-20 target: Looking ahead to FY2019-20, staff project a slight increase in facility use. Northern High School, Tobacco Road FC soccer, and Shaw University football continue to be a strong tenant base for the facility. The new stadium management, working alongside the Stadium Authority, has updated policies, pricing, and procedures to position the stadium to continue to build existing relationships as well as compete for new local, regional, and national events. As of April 2019, the stadium does not have projects on the FY2019-20 calendar that will significantly impact the availability of the facility throughout the year, which will increase the available dates of the facility versus FY2018-19.

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INFORMATION SERVICES AND TECHNOLOGY

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

Description

It is the mission of the Information Services & Technology (IS&T) Department to ensure efficient and accurate leadership to sustained, effective and efficient delivery of information and technology services to enhance service delivery to the County's residents, businesses, employees and visitors. Responsibilities include maintaining the core IT Infrastructure and systems for every aspect of county life -incorporating emergency management, human, data and information and economic development services with the full spectrum of governmental operations.

IS&T:

- Enhances and Improves Business Services to offer more advance and timely technology implementations and streamlined processes
- Works to Expand Strategic Roles with Agencies to improve aligning their business needs with technology
- Invests in Human Capital to cultivate and diversify IS&T's talent resources to better deliver services
- Provides Robust Infrastructure to protect the County's technology and information assets, and maintain service operations
- Optimizes Countrywide Technology Administration to drive County-wide business process improvements resulting in improved efficiencies, productivity and vendor accountability.

Programs

Business Application Development and Support

The Business Application Development and Support program provides best-in-class, 3rd party or custom-built software applications for departments to efficiently manage internal business processes and to deliver services effectively to citizens. Support, administration and development of software applications includes Durham County Websites, the County Intranet, and business applications supporting our HR and Financial functions.

Data Management and Information Security

The Data Management and Information Security program manages County data and provides a set of technologies, tools and processes to assist departments, decision makers and citizens in using data to understand and analyze organizational performance in addition to providing leadership in the development, delivery and maintenance of an information security program in order to protect the County's cyber security infrastructure by designing programs that protect confidentiality, integrity and availability of all information assets. Associated tools include GIS, Open Data and various software for data reporting and analysis.

Program	Budget
Business Application Development and Support	$2,592,374
Data Management and Information Security	$1,036,949
End User (Client) Productivity and Support Services	$2,592,374
Leadership and Executive Management	$518,475
Technology Communications and Infrastructure	$3,629,323
Expenditure Total	**$10,369,494**

End User (Client) Productivity and Support Service

The End Users Productivity and Support Services Program provides efficient and effective end-user technologies and services, training, service management and enhancements to ensure County departments and employees can fulfill their business in service to the public by providing services and repairs through a county-wide Service Desk which includes desktop, audio-visual and technology consulting support enabling all County departments and employees are able to meet technological business needs.

Leadership and Executive Management

The Leadership and Executive Management Program provides leadership, guidance and support for all Information Services & Technology to ensure deployment of business solutions that incorporate strategic planning initiatives and governance

effectively. This includes Budget and Financial Management for IS&T, Project Management, End-user communications and training, Managing for Results, Human Resource Representation, Strategic Consulting and Planning.

Technology Communications and Infrastructure

The Technology Communications and Infrastructure program provides a technologic and communicative infrastructure focused towards effective and efficient availability, security and accessibility to meet the needs of the County departments and fulfill citizen services. Programming includes Network (wireless/wired internet), Email, Data Center, Telephones, Cabling, Data Storage, and Audio Visual.

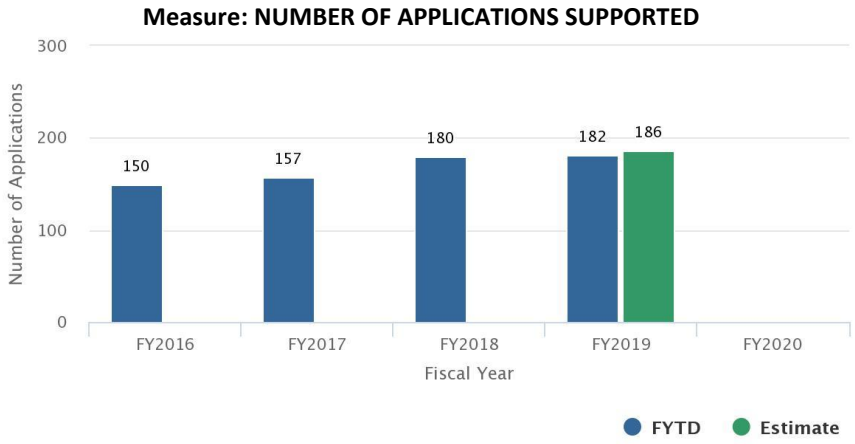
Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$4,401,962	$4,937,165	$4,544,924	$5,665,330	$5,128,469
Operating	$3,049,975	$3,340,007	$3,755,659	$5,746,025	$5,241,025
Capital	$1,025,994	$0	$407,970	$0	$0
Expenditure Total	**$8,477,931**	**$8,277,172**	**$8,708,553**	**$11,411,355**	**$10,369,494**
Revenue					
Intergovernmental	$5,000	$0	$0	$0	$0
Revenue Total	**$5,000**	**$0**	**$0**	**$0**	**$0**
Net Total	**$8,472,931**	**$8,277,172**	**$8,708,553**	**$11,411,355**	**$10,369,494**
FTEs	**47.00**	**46.00**	**46.00**	**53.00**	**46.00**

Budget Highlights

- This budget includes new operating dollars to provide the county with critical software upgrades, predominantly access to the latest in the Microsoft Office Suite of applications ($1.721 million)
- Durham County business departments will retain the familiar Microsoft Office applications: Word, Excel, PowerPoint, Access, OneNote, and Outlook, and cloud services including email, calendaring, collaboration tools, and the benefit of cloud-based services supporting business continuity and disaster recovery. Cloud services continuously evolve to improve and expand capabilities increasing effectiveness and efficiency in business departments. Reduced on premise servers and associate support cost including and increases protection from hardware failures, loss of services, and increases security against data loss and theft.
- The FY2018-19 budget included a large carry forward FY2017-18 funds, which increased the original budget during the year ($547,969).

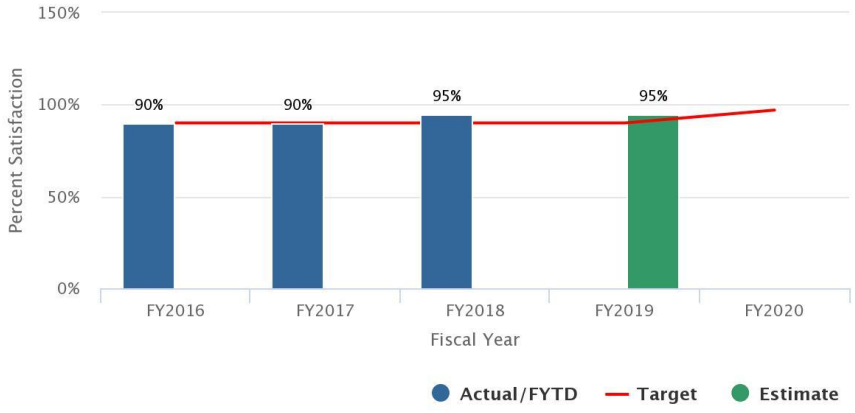
Performance Measures



Measure description: This measure shows the number of software applications directly supported by the IS&T Department. This data matters because it helps determine what, where, and how IS&T resources should be allocated. This helps show that as more applications are being supported, more resources will be needed.

Trend explanation: Between FY2016-17 and FY2017-18, this measure rose by 35 new applications the development team is responsible for supporting without a change in staffing level. Between FY2017-18 and FY2018-19, there will be an estimated 6 new applications the development team is responsible for supporting. Implementing more cloud-based software as service applications will slow the growth of onsite applications that require County resources to support.

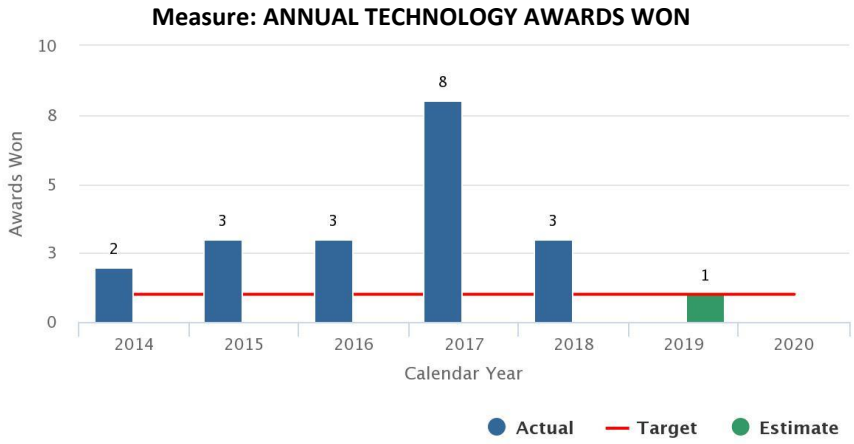
FY2019-20 target: This measure currently does not have a target, but the applications need support regardless of the number. The development team is working to create a capacity target of what can be efficiently and effectively supported. This target has a high level of complexity involved as each application will need rating against the level of support required. Ultimately the target will show the number of applications able to be supported at current staffing levels.



Measure description: This measures the rating of overall customer satisfaction of the IS&T Service Desk. This is important because it shows how effective and efficient the IS&T support staff is at completing problem incidents and service requests.

Trend explanation: This measure shows that IS&T support staff consistently operate with a high level of service. It is important to maintain the current level of satisfaction, so continued technical and customer service training of IS&T staff will help maintain the departmental ability to provide effective and efficient support.

FY2019-20 target: The target is set at 97% customer satisfaction, which IS&T believes to be a reasonably high expectation of satisfaction for Durham County.



Measure description: This measure shows the recognition Durham County has received for technology initiatives implemented to improve the quality of life for Durham County citizens and for the overall technology advancement of the County. This measure matters because it shows how Durham County ranks in technology innovation locally and nationwide.

Trend explanation: This measure is on an upward trend—2017 was an excellent year for Durham County and technology recognition. Durham County was nationally ranked as a top 10 digital county, a tech savvy organization, and received top honors in a state award program by the UNC School of Government. Durham County should continue to utilize technology for business process improvements to aid departments in improving the quality of life for Durham County citizens.

FY2019-20 target: IS&T believes winning one technology award per year is a reasonable expectation in showing Durham County is innovative with technology.

HUMAN RESOURCES

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

Description

The Human Resources Department is tasked with advancing 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. This goal is achieved by maximizing the County's human capital investment by removing barriers to productivity 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.

Programs

Benefits

The Benefits Division administers the County's comprehensive benefits package which emphasizes work-life programs that include benefits education and problem resolution to employees, retirees and their dependents. The division's focus is on providing health and financial benefit options that maintain or improve the physical, mental and financial health of the employees and their families which serves to enhance the employees' overall personal and professional well-being. A robust set of benefit offerings enhances our ability to attract talented and committed employees in the highly competitive Research Triangle area.

Classification and Compensation

The Classification and Compensation Division ensures the appropriate classification of County positions; administers a fair, equitable and competitive compensation plan that attracts qualified applicants and rewards and retains competent employees; and processes and maintains personnel records in accordance with G.S. 153A-98.

Program	Budget
Benefits	$463,533
Classification and Compensation	$289,708
Employee Relations	$579,416
Equal Employment Opportunity	$231,766
Human Resources informaiton Systems (HRIS) & Training	$521,474
Talent Acquisition	$231,766
Grand Total	**$2,317,663**

Employee Relations

The purpose of the Employee Relations unit is to consistently enforce and provide guidance in all aspects of employment law to ensure a work environment free of any distractions that may hinder a harmonious work environment. The unit provides oversight over the establishment of work objectives and the performance evaluation process to ensure the effective and efficient delivery of quality services and programs to the residents of Durham County.

Human Resources Information Systems (HRIS) & Training

Human Resource Information Systems (HRIS) & Training is a dual functioning division with the responsibility to support the strategic initiatives of Durham County Government. The HRIS mission is to develop, implement and support information systems that meet the Human Resources requirements. The training mission is to, promote and foster individual and organizational effectiveness by developing and offering an array of innovative and diverse programs in support of the organization's commitment to employee development and organizational enrichment.

Talent Acquisition

The purpose of the Talent Acquisition Team is to carry-out the County's long-term strategy to recruit and retain a skilled and diverse workforce. This strategy is accomplished by assisting hiring managers with identifying, assessing and hiring the best candidates for open positions.

Equal Employment Opportunity

The mission of EEO Counsel is to educate, train and ensure employer compliance with Federal and State laws and Durham County Policies that make it illegal to discriminate against applicants and employees on the basis of a person's race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), disability or genetic information or for having complained about and/or having participated in an employment discrimination investigation or lawsuit.

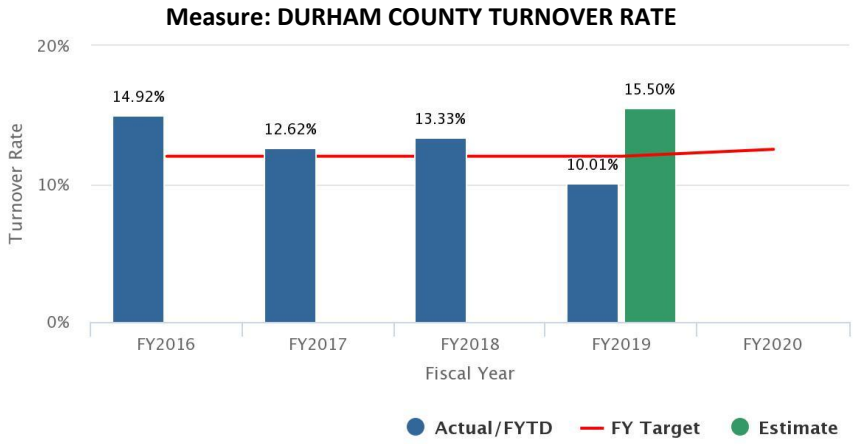
Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$1,741,839	$1,899,069	$1,884,405	$1,928,720	$1,928,720
Operating	$234,353	$398,521	$699,874	$398,943	$388,943
Expenditure Total	**$1,976,192**	**$2,297,590**	**$2,584,279**	**$2,327,663**	**$2,317,663**
Revenue					
Other Revenues	$32,704	$30,000	$30,000	$30,000	$30,000
Revenue Total	**$32,704**	**$30,000**	**$30,000**	**$30,000**	**$30,000**
Net Total	**$1,943,488**	**$2,267,590**	**$2,554,279**	**$2,297,663**	**$2,287,663**
FTEs	**20.00**	**20.00**	**20.00**	**20.00**	**20.00**

Budget Highlights

- The FY2020 budget allows the Human Resources Department to provide exceptional customer service in pursuit of its role as a strategic partner to the Durham County Community and to Durham County Government's Internal Services departments.
- The budget includes the implementation of the 2nd stage of a Classification and Compensation study recommendation to ensure Durham County is a competitive and equitable organization in the recruitment of new talent and the retention of existing personnel. *See the Non-departmental page for funding of the Classification and Compensation recommendation.
- Additionally, this budget allows for the evaluation and improvement to existing Human resources process for improved effectiveness.
- This budget includes $75,000.00 to fund the County Youth Interns and reimbursement to the City of Durham.

Performance Measures



Measure description: Durham County's turnover rate metric signifies employee retention and provides useful information to identify when competent and talented staff begin to leave the County and their reason for leaving. High turnover rates can negatively affect an organization and its employees in many ways. Excessive turnover can result in low employee morale. This may stem from increased workloads and responsibilities, lack of a trained and competent workforce, as well as stress and fatigue related to work demands. Excessive turnover also impacts the organizational effectiveness and overall budget, due to increased use of resources to retrain new employees. Further, there are seen, and unseen costs associated with employee turnover. These costs include, but are not limited to, increased overtime pay for current staff, as well as recruiting, hiring and training of new employees.

Trend explanation: The turnover rate for the first quarter of this fiscal year was 6.42%, which is much higher than the historical average per quarter. This rate has been significantly impacted by the consolidation of Durham County Fire and Rescue into the City of Durham Fire department. With this consolidation, approximately 53 firefighters were transferred to the City of Durham from Durham County. The turnover rate for the second quarter of this fiscal year was 3.59%, which makes the combined turnover rate for the first half of this fiscal year 10.01%. Upon review of exit interview data to date for FY2018-19, 35.5% of respondents indicated that the reason for leaving the County was to accept another job; 35.5% of the respondents left due to retirement; 19.4% left due to job dissatisfaction, which included working conditions, benefits, and training; 22.6% left for personal reasons such as family, health, relocation, or to return to school; and 11.3% left for salary reasons. In addition, 29.3% of the respondents indicated that their salary matched the job duties.

FY2019-20 target: To reduce the turnover rate, Human Resources staff will continue to work with County administration to maintain a competitive pay plan and offer competitive salaries for employees. Also, staff will: (1) continue with efforts to create advancement opportunities for employees, (2) ensure supervisors and managers are properly trained, (3) continue with efforts to develop a culture to ensure employees feel appreciated, (4) continue to provide Work-Life Balance Initiatives, (5) focus on hiring the right candidates, (6) continue with flexible work schedule options, and (7) encourage departments to provide cross-training opportunities. The target for next year has increased slightly from 12% to 12.5%.

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BUDGET AND MANAGEMENT SERVICES

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

Description

It is the mission of the Budget Department to ensure efficient and accurate preparation and day-to-day administration of the annual operating budget in accordance with North Carolina General Statute 159. In pursuit of this mission the Budget and Management Services Department provides technical and professional support and assistance to the County Manager and County departments. This system of support includes oversight of the annual budget process, assisting departments with budget preparation, analysis of all budget requests, and preparation of 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 Budget and Management Services Department also provides revenue and fee analyses, conducts customer service surveys, provides budget and administration support, performs cost reduction analyses, and coordinates the County's Nonprofit Agency Funding Program and administers other grant programs. The Budget Department also provides guidance, support, and analysis of departmental performance data as well as production of quarterly metrics in support of the County Manager's "Managing for Results (MFR) program.

Programs

Budget Development and Implementation

The annual budget development process, starts every year with the adoption of a budget on July 1, includes analyst review and analysis of department proposed budgets for the next fiscal year, while also maintaining and reviewing current year departmental spending and revenue collection. Maintenance of the current budget includes approval of transfers, amendments to expenditures and revenue, and allocation of fund balance for emergency expenses.

Capital Improvement Plan Development and Implementation

The biannual 10-year Capital Improvement Plan update process gathers capital project related needs for the County, including Durham Public Schools, Durham Technical Community College, and County departments, as well as developing financially sound support of these projects. The Budget department also oversees capital project budget management and changes throughout the fiscal year.

Program	Budget
Budget Development and Implementation	$484,563
Capital Improvement Plan Development and Implementation	$48,456
Management Analysis and Special Review	$145,369
Managing for Results Implementation	$96,913
Nonprofit Grant Management	$48,456
Technology Innovation and Data Analysis	$145,369
Expenditure Total	**$969,125**

Management Analysis and Special Review

Per requests by County management and/or the Board of County Commissioners, the Budget Office provides in-depth analysis of specific policies or outcomes of County departments or programs. This requested analysis attempts to lead to innovative solutions, process improvement, and efficient use of County fiscal and human capital.

Managing For Results Implementation

Supported by two dedicated Performance & Management Analysts, the Budget Department has created and implemented tools and processes for departments to develop, collect, and analyze actionable performance data. These staff work collaboratively with departments to foster continuous learning and improvement of data systems in order to maximize efficient collection of insightful performance data with the goal of promoting a culture of data-driven decision making Countywide.

Nonprofit Grant Management

Administration of the nonprofit grant process in Durham County Government. The County annually funds 44 nonprofit contracts with Budget and Management staff acting as the contract administrators. This includes the writing of requests for proposal, proof of insurance, performance review, etcetera.

Technology Innovation and Data Analysis

The Budget department supports constant innovation through maximation of available technology. The department also works to disseminate use of these innovative tools to departments. Largely based around data analysis, the Budget Office continues to develop data reporting tools using Microsoft PowerBI and ClearPoint software to manage and visualize growing data sets throughout the County.

Budget

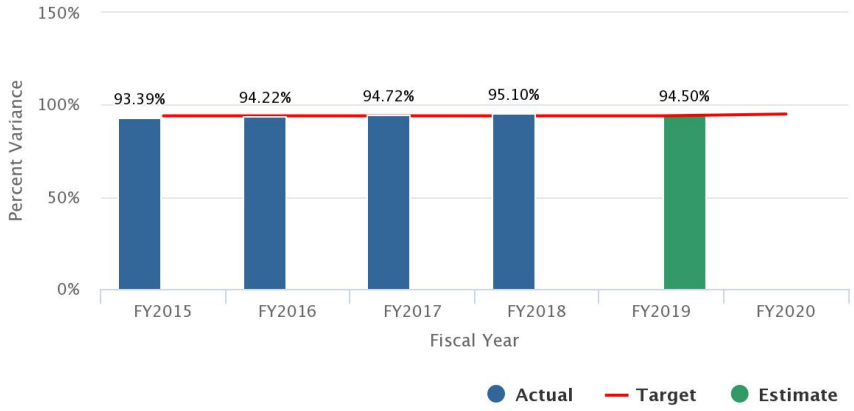
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$502,566	$807,800	$673,276	$821,772	$809,607
Operating	$55,412	$212,779	$204,135	$159,518	$159,518
Expenditure Total	**$557,977**	**$1,020,579**	**$877,410**	**$981,290**	**$969,125**
Grand Total	**$557,977**	**$1,020,579**	**$877,410**	**$981,290**	**$969,125**
FTEs	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**

Budget Highlights

- This budget includes annual software costs related to the “Managing For Results” (MFR) program.
  - ClearPoint software - $65,000
- This budget allows for the continued support of the “Managing For Results” (MFR) program and associated analysis of performance metrics. The approved FY2017-2018 staff are supporting the department directors and liaisons while the performance software ClearPoint is implemented and providing support to the General Managers in the analysis of department budget submissions.
- This Budget includes reallocation of FY18-19 Budget funds to account for increased cost to the department and allow for the future transition of department staff.

Performance Measures

Measure: VARIANCE BETWEEN ACTUAL AND PROJECTED DURHAM COUNTY EXPENDITURES

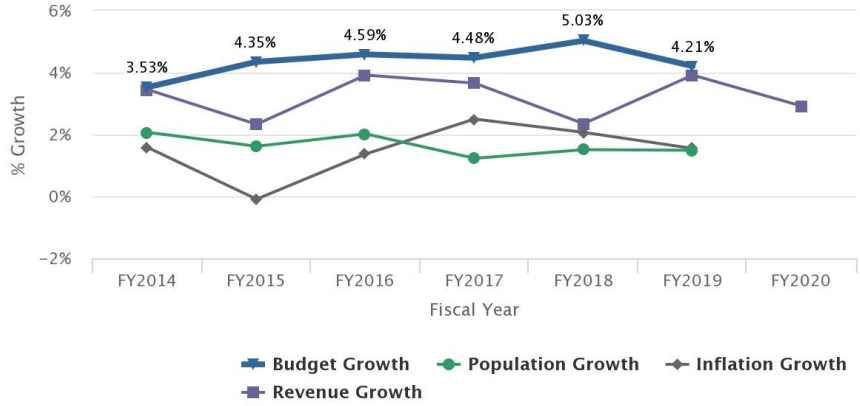


Measure description: This measure is a key insight into how well the Budget Office forecasts planned expenditures versus how much is actually spent in a fiscal year. The budget development process begins 18 months in advance of the end of the fiscal year and such a lead time means that expenditure estimates can vary significantly from actual expenditures. A positive outcome ensures that budgets accurately and consistently reflect actual services and products delivered by Durham County.

Trend explanation: Actual expenditures as a percentage of budgeted expenditures are consistently around 94%, largely due to unspent salaries of vacant positions. Other reasons for a lower than 100% actual expenditure amount are savings in operating costs, process improvements, and some planned purchases not happening in the fiscal year. Due to targeted reallocation of existing funds over the past few fiscal years, the Budget office is anticipating that the variance will narrow slightly this fiscal year.

FY2019-20 target: The historical 94% target allows Durham County to operate in a financially conservative, yet functional range. The target for FY2019-20 has been increased to 95% due to continuing emphasis during the budget development process to reallocate budgeted dollars to ensure actual and appropriate spending.

Measure: DURHAM COUNTY BUDGET GROWTH COMPARED TO POPULATION AND INFLATION GROWTH

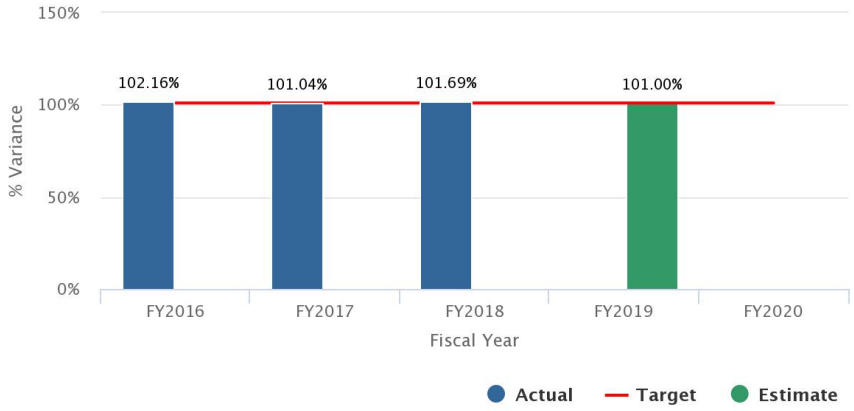


Measure description: This measure is intended to be a broad guide for comparing annual growth of the General Fund budget to other potential "growth in cost" drivers each year: inflation growth, population growth of Durham County, and natural growth of primary revenue sources. While the Durham County General Fund budget may not be directly responsive with these other variables; this measure is intended to provide high-level comparative insight. *Note: budget, revenue, and population growth are fiscal year and inflation growth is calendar year.*

Trend explanation: Historically, growth of the Durham County General Fund budget has tracked similarly to the other three variables. The higher percent annual budget growth is the result of several factors, including increased demand (expansion) for government programs and services, pressures of the current local economy and workforce, and external funding requests.

FY2019-20 target: There is not a specified target for this measure. In an ideal environment, the growth of General Fund expenses would closely mirror with inflation and population growth; however, the demands, expectations, and requests of the current local environment make this simplified target difficult to achieve.

Measure: VARIANCE BETWEEN PROJECTED AND ACTUAL DURHAM COUNTY PROPERTY TAX REVENUES

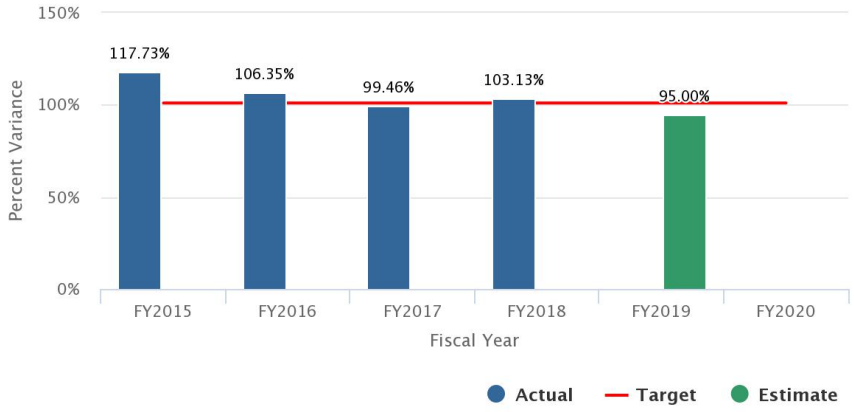


Measure description: Property tax is the single largest revenue source for Durham County. This measure shows the predictive capability of the Budget Office/County to collect at least the budgeted amount of property tax by showing the actual amount collected as a percentage of budgeted property tax revenue. As the largest revenue source, it is important that the budgeted revenue amount be very close to the actual amount collected. Budgeted revenue estimates are made more than a year in advance of actual revenue collection and in turn expenditure budgets are made in response to revenue estimates. To have the available actual revenue to support budgeted expenditures, the measure percent shown needs to be very high.

Trend explanation: The Budget Office is anticipating property tax collection rates that are in line with the target of 101%. There are two main reasons for a collection percentage of over 100%: (1) conservative property tax revenue estimates by the Budget Office/County and (2) a budgeted property tax collection rate of nearly 100% (99.6%).

FY2019-20 target: The target is set at 101% reflecting the ongoing desire to collect property tax above the budgeted amount. This continues the Durham County policy of budgeting in a slightly conservative fashion to best handle inter-year economic changes.

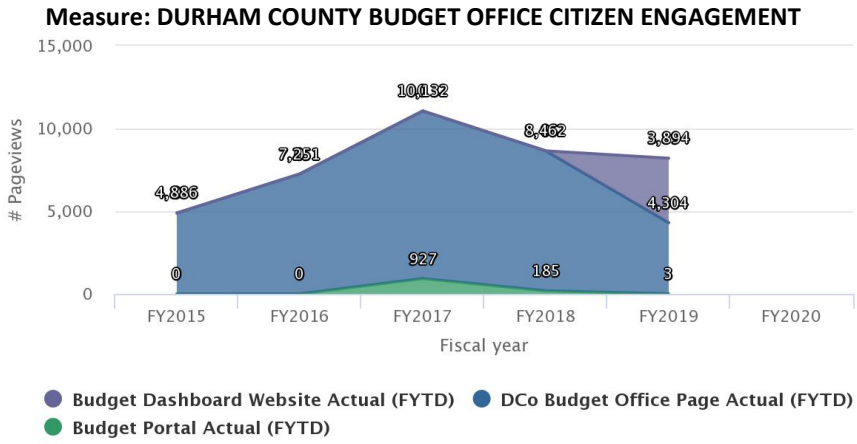
Measure: VARIANCE BETWEEN PROJECTED AND ACTUAL DURHAM COUNTY SALES TAX REVENUES



Measure description: Sales tax is the second largest revenue source collected by Durham County. It is also the most variable as it is directly related to current economic conditions. The Budget Office/County must develop estimates that are representative of previous trends as well as a future economic outlook. This revenue is budgeted at least 14 months before the last month of actual sales tax collection.

Trend explanation: Current sales tax collections for Durham County are down significantly when compared to projected estimates for this revenue. While gross collections from sales tax has maintained traditional pace of 5% growth, the amount of refunds (from non-profits receiving reimbursement for sales tax paid) has increased over 120% compared to FY2017-18 through the first eight periods of FY2018-19. Budget staff are working with the North Carolina Department of Revenue to understand what is happening and most importantly whether this is a one-time anomaly, or a new standard.

FY2019-20 target: The target for FY2019-20 is set at 101% reflecting the desire to collect sales tax at a slight margin over the budgeted amount. This continues the policy of budgeting in a slightly conservative fashion to best handle inter-year economic changes, such as policy-driven changes to the percent disbursed to all 100 North Carolina counties and their municipalities.



Measure description: This measure shows citizen engagement with the Budget Office, gauged by pageviews of three online tools: (1) the budget portal, where citizens comment during each budget cycle (data first reported in FY2016-17), (2) the budget dashboard website (created at the end of FY2017-18) that houses the ClearPoint department performance measure dashboard, the Strategic Plan Community Indicator PowerBI dashboard, and the Budget In Brief PowerBI dashboard, and (3) the Budget Office page on the Durham County (DCo) website, which has information about the department, PDF copies of past budget books, the quarterly report, and a link to the budget portal and budget dashboard websites. The Budget Office strives to engage with the public to (1) convey information, (2) garner feedback/input, and (3) show responsiveness. The Budget Office seeks new, innovative, and easy ways to distill complex information to a wide variety of audiences; this measure show how well the Budget Office is attracting those audiences to online content. *Note: The chart above is through Q2 of FY2018-19 (and before the budget portal was opened for comment for the FY2019-20 budget process).*

Trend explanation: The budget dashboard website was first published in November 2018, so the data does not start at the beginning of the fiscal year and there is no data prior to FY2018-19. The data for this performance measure is largely outside of the control of the Budget Office, particularly with little marketing to date. The Budget Office continues to develop new content (e.g. Power BI reports, online quarterly reports, data dashboards, etc.) to enhance citizen engagement, as well as Durham County transparency and accountability. The goal is to continually increase pageview numbers as new content is published and better marketing is put in place.

FY2019-20 target: There is no target for this measure. The Budget Office goal is to (1) create content that is new, interesting, informative, and user-friendly and (2) to market the material to attract browsers.

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VETERANS SERVICES

GOAL 2 HEALTH AND WELL-BEING FOR ALL: Improve the quality of life across the lifespan through protecting the health of community, reducing barriers to access services and ensuring a network of integrated health and human services available to people in need.

Description

The mission of the Veteran Services Department is to make a positive difference in the lives of our veterans and their families, by honoring, enriching, educating, and advocating to improve the quality of their lives long-term. This is achieved through professional and technical assistance provided cost-free for all, by our Veteran Services Officers who are National and State Authorized Accredited Representatives under the U.S. Department of Veterans Affairs (USDVA), who take power of attorney to legally represent our area military veterans and their dependents, counseling them of their rights and entitlements to help maximize eligible federal benefits under the laws and regulations administered by the USDVA and other various federal, state and local agencies, and to assist with efforts to prevent and end veteran homelessness amongst our veteran population. We assist veterans in obtaining some of the best healthcare through VA Healthcare System enabling them to move from sick care to healthcare, assist veterans in securing cash VA benefits to help move them from poverty to prosperity. We help to obtain, maintain and retain VA disability, pension, Dependent Indemnity Compensation, vocational rehabilitation, employment, educational, Life Insurance and burial payments for veterans and their dependents. Finally, we give our Veterans the utmost respect and help with their final honors as they are laid to rest. Helping our military veterans and their families, shows respect and honor to those men and women who served our country.

Programs

Benefits Counseling

National and State Accredited Authorized Veteran Services Officers provides free professional expert benefit counseling advice on eligibility criteria for all VA benefits, empowering veterans to improve their well-being.

Program	Budget
Benefits Counseling	$101,794
Claims Preparation	$101,794
Community Outreach to Aged and Disabled	$101,794
Homeless Services for Veterans	$33,931
Expenditure Total	**$339,313**

Claims Preparation

Veteran Services provides professional technical assistance for the preparation, presentation and filing of all claim type applications under Title 38 U. S. Code and 38 Code of Federal Regulations. Claims preparation, presentation and the submission to VA is executed to help obtain, maintain and retain some $72 million in VA benefits entitled by our county Veterans.

Community Outreach to Aged and Disabled

Outreach services are provided for aged and disabled veterans, surviving spouses and other eligible disabled beneficiaries. Telephonic assistance is also provided for the preparation, presentation and submission of VA claims ensuring equal access as we work to connect the unconnected county Veterans to all VA benefits and services.

Homeless Services for Veterans

Veterans Services counsels, advises and make referrals to VA and to VA grant funded community partners, federal and other partners to help promote permanent housing stability for very low-income veterans and veterans with families who are **homeless** and or at risk of **homelessness**. Veteran Services help veterans make homelessness, history by connecting them to services promoting housing stability.

Budget

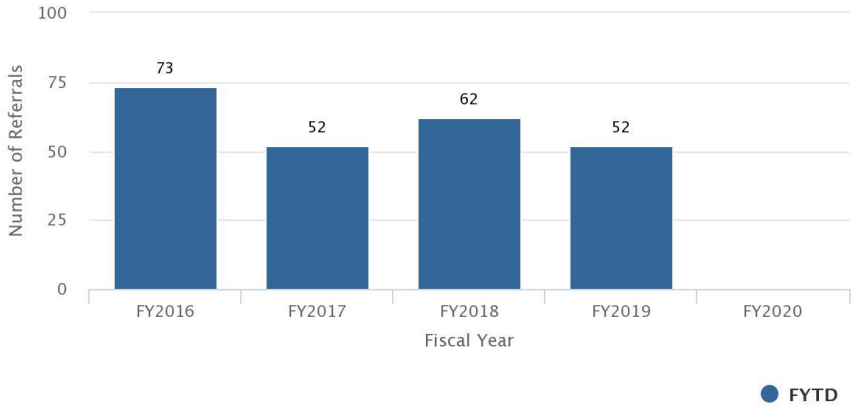
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$225,823	$308,950	$251,977	$316,020	$316,020
Operating	$51,104	$22,017	$15,398	$29,801	$23,293
Capital	$0	$0	$0	$31,155	$0
Expenditure Total	**$276,927**	**$330,967**	**$267,375**	**$376,976**	**$339,313**
Revenue					
Intergovernmental	$2,000	$2,000	$0	$2,000	$2,000
Revenue Total	**$2,000**	**$2,000**	**$0**	**$2,000**	**$2,000**
Net Total	**$274,927**	**$328,967**	**$267,375**	**$374,976**	**$337,313**
FTEs		**4.00**	**5.00**	**5.00**	**5.00**

Budget Highlights

- This budget maintains current level of service

Performance Measures

Measure: NUMBER OF REFERRALS MADE FOR AT-RISK AND HOMELESS VETERANS

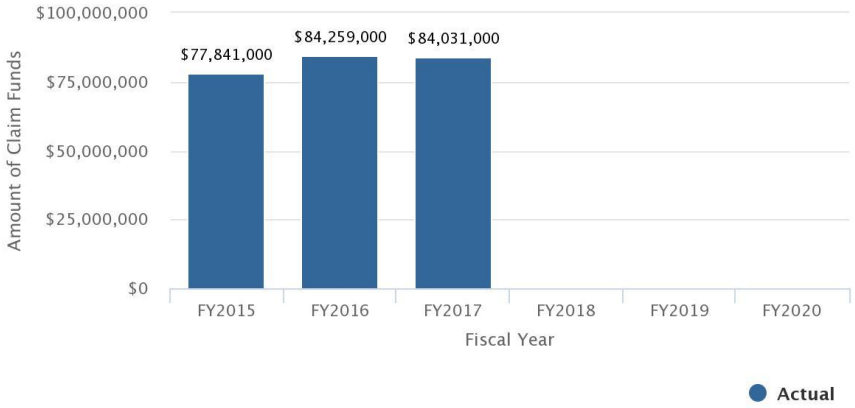


Measure description: This measure shows the number of homeless and at-risk Veterans who have been counseled, advised, and referred to community partners. The department is tracking this measure because the data, among other things: (1) enables identification of homeless Veterans, (2) measures progress and performance of service delivery and the need for additional staff, (3) enables staff to understand some of the issues that create homelessness, (4) enables staff to identify and help remove barriers Veterans face in securing permanent housing, and (5) helps identify the need to advocate for better access to federal funds to help combat Veteran homelessness.

Trend explanation: Since the US Department of Veterans Affairs launched its initiative to end Veteran homelessness by 2015, the primary gauge of progress has been the Point-in-Time (PIT) Count. The trend is stabilizing.

FY2019-20 target: There is no target for this measure. When the community better understands what the homeless population looks like, it will be easier to determine what types of programs are needed. The goal is to prevent or quickly end homelessness, coordinating efforts and resources with various partner agencies to help fill urgent and emerging gap services.

Measure: ANNUAL AMOUNT OF CLAIM FUNDS COMING INTO DURHAM COUNTY

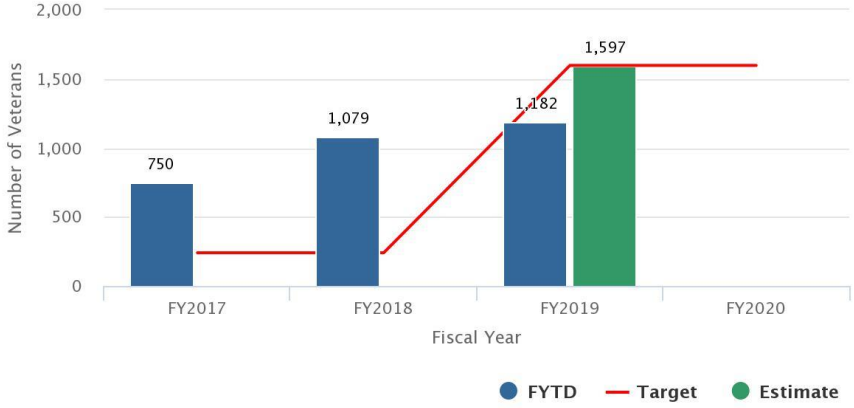


Measure description: This measures the claim funds coming into Durham County and is important because it shows the economic impact Veterans have on the community. It is important to note that while the department has not had a direct impact on every Veteran listed, staff do have the potential to encounter every Veteran and/or their family member(s) reflected. Claim funds for Durham County Veterans, their dependents, and survivors result in the receipt of compensation, pension, education, and death benefits.

Trend explanation: Data is from the US Department of Veterans Affairs Geographical Data Expenditures Report. Most of the 100 NC counties utilize the data from this report in supporting their budgets. This data can help assess future projected benefit outcomes based on past historical performance data.

FY2019-20 target: There is no target for this measure. Data is collected from the US Department of Veterans Affairs Geographical Data Expenditures. Data for FY2017-18 is not yet available.

Measure: NUMBER OF AGED AND DISABLED VETERANS REACHED THROUGH COMMUNITY OUTREACH



Measure description: This measures the number of underserved aged and disabled Veterans reached by the department. Roughly 6,371 Veterans in Durham County are 65 years of age or older and about 5,017 of these individuals are not receiving benefits. Providing robust community outreach is necessary to serve this population. The department provides outreach via assisted living facilities, nursing home facilities, homeless shelters, senior living communities, independent living communities, and community events.

Trend explanation: The FY2018-19 Q1 numbers are higher than the first quarters of FY2016-17 and FY2017-18. The Q2 numbers are higher than FY2016-17 but not as high as FY2017-18. During Q2, the department usually sees a spike in numbers due to the annual Veterans Day celebration on November 11th. For FY2018-19 Q2, however, the numbers dropped due to the last-minute cancellation and rescheduling of the Veterans Day program.

FY2019-20 target: Prior to the start of the new Outreach Coordinator in 2017, the target was set at 240 Veterans reached based on one VSO being able to conduct outreach in addition to other primary duties. With the new Outreach Coordinator, the department has been able to increase focus on the underserved aged and disabled Veteran population. The figures for FY2017-18 are reflective of this work. The Outreach Coordinator has been able to quickly obtain certification, which has contributed to the ability of the department to exceed expectations for FY2017-18. As a result, the FY2018-19 target was increased to 1,597 Veterans reached based on a better understanding of new staff capacity. The FY2019-20 target will remain the same.

GEOGRAPHIC INFORMATION SYSTEMS

GOAL 4 ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY: Protect natural resources and support and promote community and economic vitality for all residents of Durham County.

Description

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. 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

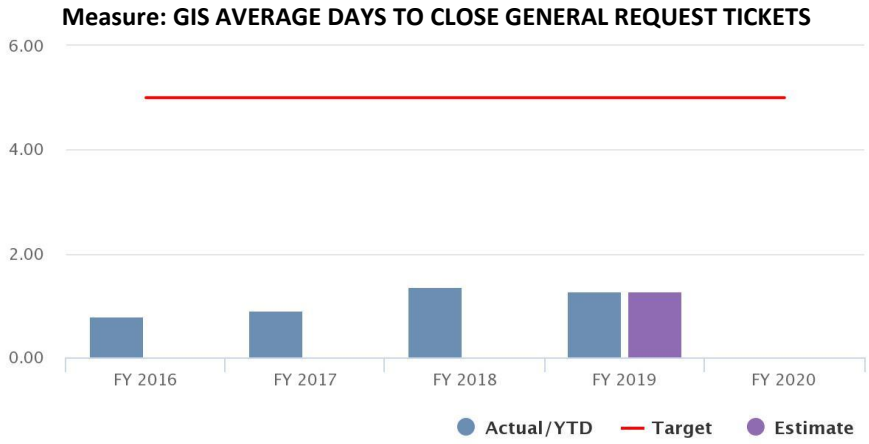
Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$467,619	$477,968	$477,968	$498,843	$498,843
Expenditure Total	**$467,619**	**$477,968**	**$477,968**	**$498,843**	**$498,843**
Grand Total	**$467,619**	**$477,968**	**$477,968**	**$498,843**	**$498,843**

Budget Highlights

- This budget maintains current level of service.

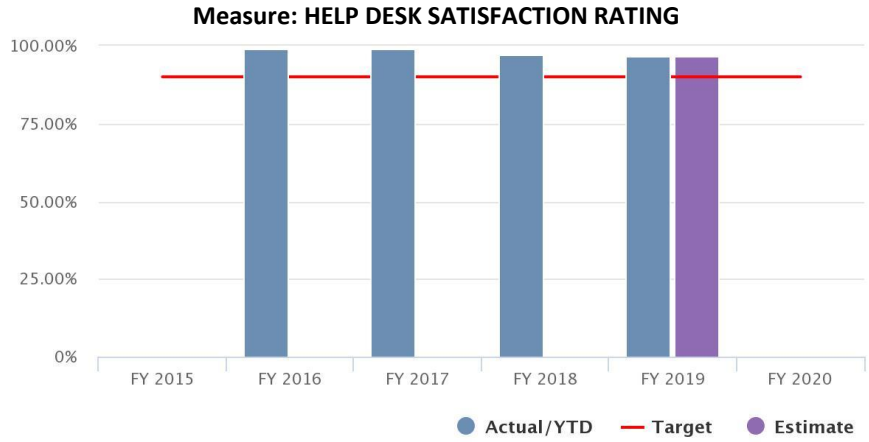
Performance Measures



Measure description: This measures the number of days it takes the GIS division to close a 'general request' ticket. Currently the tickets are broken down into three categories: (1) Keep the Lights On (KTLO), (2) General Request, (3) and Incidents/Issues. These are service requests that come directly from users, and those that are generated internally for work necessary to keep the systems running in an efficient and dependable manner. This measure is important because customers rely on GIS products and analyses to help them make informed decisions and meet their own deadlines.

Trend explanation: The type of tickets the department receives are constantly evolving due to the ever-changing technologies supported. Requests vary from map generation, to spatial analysis, to application development, each having a longer turnaround time (i.e. more application development needs equate to longer ticket times). In addition, there have been two recent retirements from the GIS division. While there is a downtick in ticket closure times so far this year, the department would need more data to consider this a trend. The GIS division is preforming well within the target for this measure, which is set for the entire City Technology Solutions department.

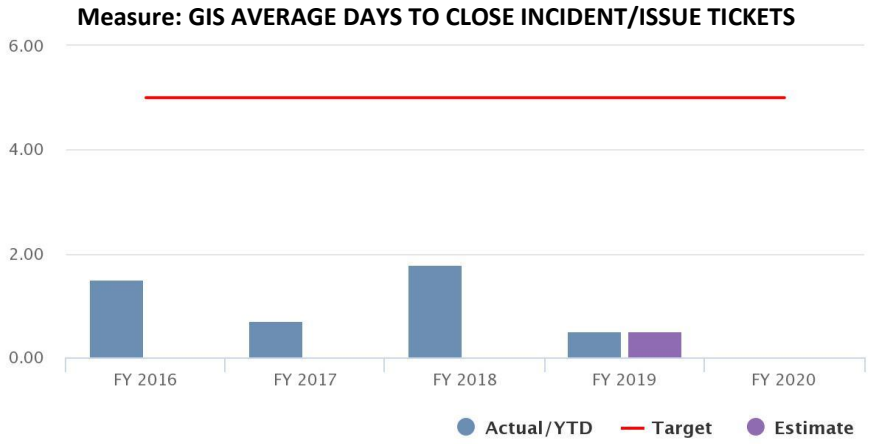
FY2019-20 target: The target of five days is not specific to the division alone. The City Technology Solutions department, in which the City/County GIS division is housed, has a five-day target for all tickets.



Measure description: This measure shows how satisfied customers are with the service they are receiving. The goals are to (1) make sure that the department is meeting the needs of customers, (2) let customers know that their input is valued, and (3) identify areas is which the department can improve.

Trend explanation: The rating is virtually unchanged and falls within the normal margin of error (3%-5%) and still exceeds the target.

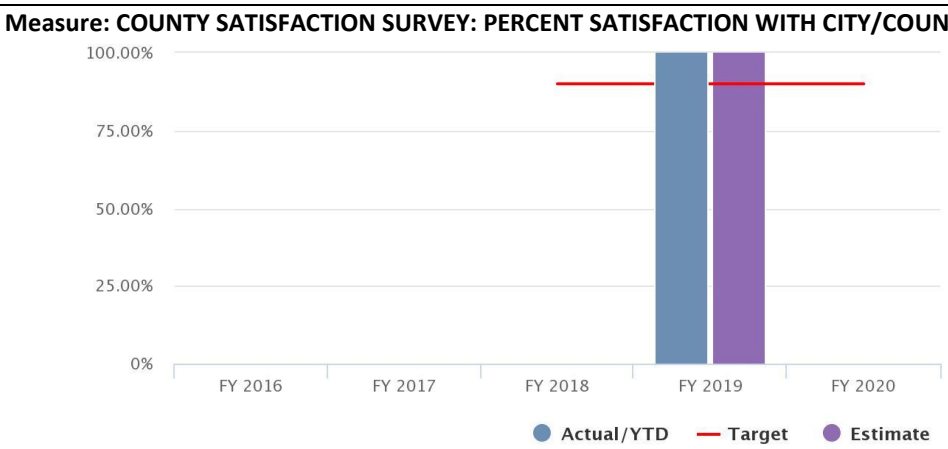
FY2019-20 target: The target is not specific to the GIS division alone. The City Technology Solutions department, in which the City/County GIS division is housed, has set the service level satisfaction rating target to 90% for all divisions.



Measure description: This measures the number of days it takes the GIS division to close an 'incident/issue' ticket. Currently the tickets are broken down into three categories: (1) Keep the Lights On (KTLO), (2) General Request, (3) and Incidents/Issues. Incident/issue tickets are those reporting a problem with access to data or a malfunctioning piece of software.

Trend explanation: Closure times for these types of tickets can vary. These issues often necessitate support from partner vendors. FY2018-19 numbers are lower than FY2017-18 data and in line with FY2016-17 data. FY2018-19 numbers are also well below the target of five days.

FY2019-20 target: The target of five days is not specific to the division alone. The City Technology Solutions department, in which the City/County GIS division is housed, has a five-day target for all tickets.



Measure description: This is a new measure for the City/County GIS division in FY2018-19; it measures customer satisfaction.

Trend explanation: This is a new measure for City/County GIS this fiscal year. The division is currently at 100% satisfaction and is exceeding the target of 90%.

FY2019-20 target: The target is not specific to the GIS division alone. The City Technology Solutions department, in which the City/County GIS division is housed, has set the service level satisfaction rating target to 90% for all divisions.

NONDEPARTMENTAL

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

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.

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$0	$2,113,617	$0	$3,579,228	$3,579,228
Operating	$1,150,269	$930,718	$1,016,142	$991,437	$1,105,737
Transfers Out	$0	$480,000	$0	$150,000	$280,000
Expenditure Total	**$1,150,269**	**$3,524,335**	**$1,016,142**	**$4,720,665**	**$4,964,965**
Revenue					
Intergovernmental	$0	$0	$0	$0	$150,000
Service Charges	$0	$0	$870	$0	$0
Revenue Total	**$0**	**$0**	**$870**	**$0**	**$150,000**
Net Total	**$1,150,269**	**$3,524,335**	**$1,015,272**	**$4,720,665**	**$4,814,965**

Budget Highlights

- Personnel – Implementation of the 2nd phase of a classification and compensation study $3,079,228
- Personnel – Comprehensive leave annual payout $500,000
- Operating - Triangle J Council of Governments (TJCOG) dues $71,055
- Operating - Urban Ministries annual contribution $352,182, increase of $30,319 for increased security hours
- Operating - Annual Community satisfaction survey $12,250
- Operating - Employee engagement survey $12,250
- Operating - Library Services @ Nehemiah Christian Center $48,000
- Operating - Made in Durham Initiative $150,000
- Operating - Made in Durham additional $50,000 set aside in reserve
- Operating - Non-Profit funding for housing: Durham Collaborative to End Family Homelessness $70,000
- Operating - Non-Profit funding for housing: Durham Home Repair Collaborative $40,000
- Operating - Non-Profit funding for housing: LIFE Skills Foundation $20,000
- Operating - City-County jointly funded Youth Initiatives Manager $70,000
- Operating - Consultant to evaluate potential Animal Shelter capital needs $100,000
- Operating - Funding for 1 FTE and operating funds to support the County's proactive role in future transit planning and executing of projects in the Durham County Transit Plan. The FTE is included in the County Manager's Office count. $150,000
- Durham is one of North Carolina Arts Councils SmART Communities. The SmART Vision Plan demonstrates how the arts transform downtowns and build sustainable economic development. Funding is supported for phase II of the project to reimagine the rapidly transforming Blackwell, Corcoran, and Foster Street north/south corridor as a vibrant arts and entertainment district that reflects the city's unique character $10,000
- Funding to support Early Childhood Innovation and Implementation Initiatives which continue to support and define the "Cradle to Career" support continuum $65,000
- Funding to support Durham ACEs (Adverse Childhood Experiences) Resilience Taskforce (DART) Innovation and Implementation Initiative $65,000
- Transfers - Board of County Commissioners Contingency Fund $100,000.

TRANSFERS

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

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, Benefits Plan Fund, Reappraisal Reserve Fund, and Leo Special Separation Allowance Fund as follows:

Transfers from General Fund	
Capital Finance Fund	$40,769,770
Benefits Plan Fund	$27,084,636
Reappraisal Reserve Fund	$874,981
LEO Special Separation Allowance Fund	$420,000
TOTAL TRANSFERS OUT	**$69,149,387**

Beginning in FY2004-05, certain dedicated revenues were budgeted for Capital Finance Fund support (largely annual debt service payments for County and DPS capital projects). 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. 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). Other General Fund transfers includes support for an Energy Modification project carried out by the County's Sustainability program and support for Bethesda Fire District debt taken on by the General Fund

One-half Cent Sales Taxes (Art. 40, 42, & 46)	$35,568,260
County Occupancy Taxes	$3,712,000
NCMLS Designated Occupancy Tax for related debt service	$500,000
Restricted Fund Balance - NC Museum of Life & Science Debt Service	$344,053
Restricted Fund Balance - Education: Art 46	$217,400
Other General Fund Transfers	$428,057
Total	**$40,769,770**

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 LEO Special Separation Allowance Fund provides full funding for the law enforcement officers' separation allowance mandated by the North Carolina General Assembly in July 1986. In addition to regular retirement benefits budgeted within the General Fund, the County also must pay a special monthly separation allowance to retired law enforcement officers who have completed 30 or more years of creditable service. This also includes those persons 55 years of age who have completed 5 or more years of creditable service. The annual allowance is 0.85% of base compensation at the time of retirement times the number of years of service. The officer is eligible to receive this benefit until age 62.

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$0	$0	$0	$0	$0
Transfers Out	$63,749,223	$64,183,149	$65,307,818	$70,276,702	$69,149,387
Expenditure Total	**$63,749,223**	**$64,183,149**	**$65,307,818**	**$70,276,702**	**$69,149,387**
Revenue					
Transfers In	$10,698,939	$6,665,730	$6,695,730	$3,464,974	$4,285,534
Revenue Total	**$10,698,939**	**$6,665,730**	**$6,695,730**	**$3,464,974**	**$4,285,534**
Net Total	**$53,050,284**	**$57,517,419**	**$58,612,088**	**$66,811,728**	**$64,863,853**

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	$2,650,000
Volunteer Fire District Funds	$814,974
Debt Service Fund	$714,139
TOTAL TRANSFERS IN	**$4,179,113**

Revenues in this fund center are transfers into the General Fund from other funds. The transfer from the Community Health Trust Fund supports health-related needs paid for out of the General Fund. The transfer from the Lebanon Volunteer Fire District supports county positions and operational costs funded through Fire District property taxes as provided in various interlocal agreements. The transfer from the Debt Service Fund supports one-time purchases of vehicles and equipment.

VEHICLES AND EQUIPMENT

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

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 FY2005-06, 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 continues to use the General Fund or bank financing to support requested needs.

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$172,745	$55,300	$325,263	$0	$0
Capital	$2,489,136	$3,039,214	$2,583,817	$0	$2,416,065
Expenditure Total	**$2,661,881**	**$3,094,514**	**$2,909,080**	**$0**	**$2,416,065**
Grand Total	**$2,661,881**	**$3,094,514**	**$2,909,080**	**$0**	**$2,416,065**

Budget Highlights

The FY 2019-20 vehicle needs total $2,416,065 and include replacement of 40 vehicles and there required upfit for use as Public Safety vehicles. As part of the efforts to limit new expenditures only Public Safety replacement vehicles are being funded this fiscal year. While this is still a significant investment by Durham County, to not fund this annually would not be fiscally sound as the need would only grow in subsequent years. While other departments requested vehicles be replaced, or new ones, due to the relatively smaller amount these were deferred. Departments are asked to seek opportunities to continue use of existing fleet and utilize pool vehicles whenever possible.

Note that the Requested column does not have entries due to departments initially requesting vehicles in their individual Business Areas and then those expenses are moved to this Vehicle Fund Center for improved accountability.

Vehicles

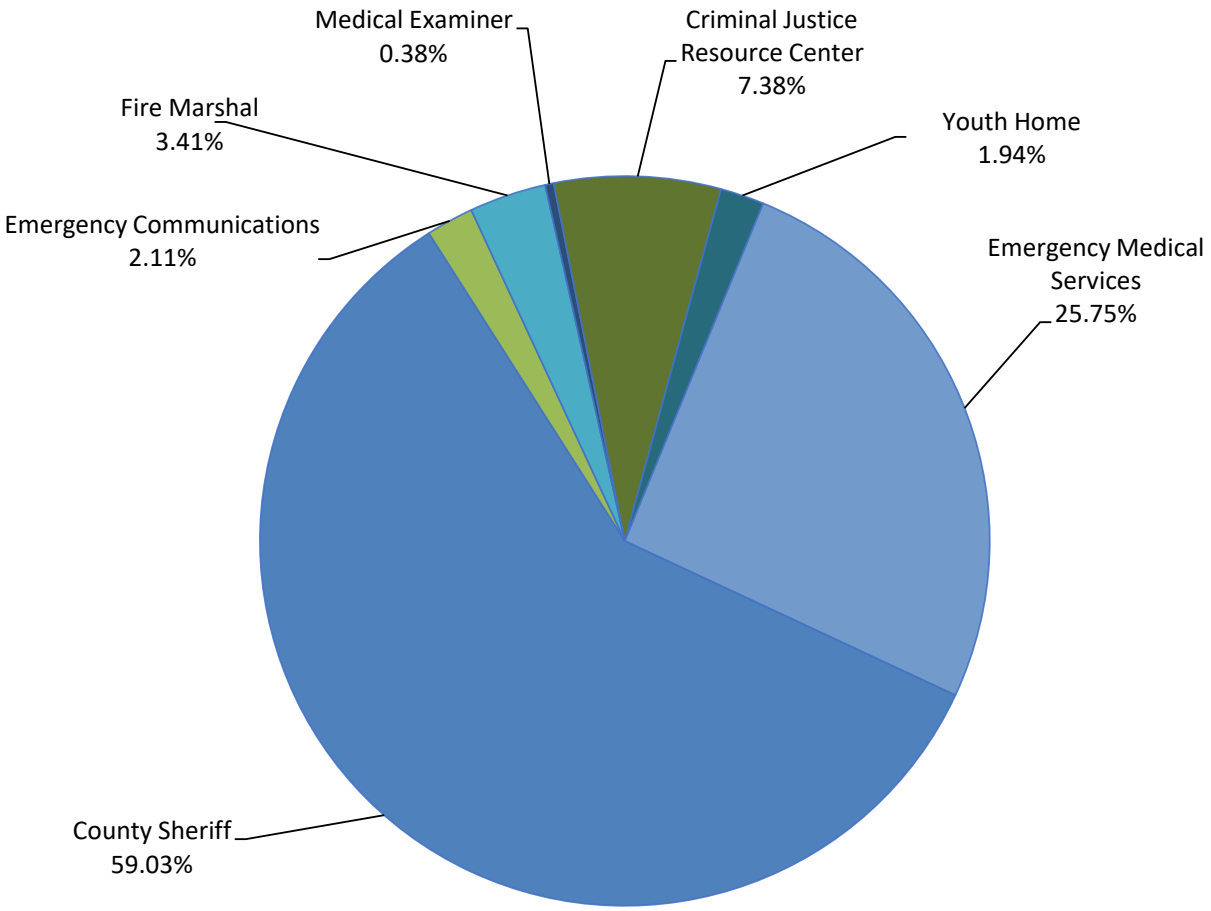
Department	New / Replacement	Type	Quantity	Total Cost
Sheriff	Replacement	Dodge Charger	15	$520,609
		Dodge Charger (unmarked)	5	$170,936
		Dodge Durango	5	$187,287
		Truck	4	$133,968
		Chevy Tahoe	1	$42,456
		Clandestine Vehicles	1	$32,000
		Van	1	$34,320
		Utility AWD Hybrid	2	$78,913
		Motorcycle	1	$31,825
EMS	Replacement	Ambulances	5	$1,183,750
		Total	**40**	**$2,416,065**

* One additional vehicle ($52,000 Truck) is being purchased this fiscal year but is not reflected on this page because the purchase is being entirely handled in the Enterprise Fund for Sewer Utility use. See Enterprise Fund summary for more detail.

Public Safety

A function of local government whose objective is the protection of persons and property.

Public Safety Approved Budget



Business Area	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
County Sheriff	$35,093,285	$36,477,462	$38,131,829	$43,779,206	$38,785,475
Emergency Communications	$1,116,206	$1,384,278	$1,384,278	$1,369,454	$1,384,907
Fire Marshal/EM/Lebanon	$5,348,592	$2,132,762	$2,388,353	$2,227,470	$2,240,953
Medical Examiner	$189,550	$225,000	$225,000	$225,000	$250,000
Criminal Justice Resource Center	$3,635,569	$4,461,946	$4,190,788	$4,938,114	$4,847,251
Youth Home	$1,260,843	$1,242,400	$1,224,186	$1,310,408	$1,275,858
Emergency Medical Services	$14,336,514	$16,446,562	$14,863,939	$18,575,158	$16,919,099
Grand Total	**$60,980,559**	**$62,370,410**	**$62,408,373**	**$72,424,810**	**$65,703,543**

SHERIFF

GOAL 3 SAFE COMMUNITY: Partner with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies and ensure accessible and fair justice.

Description

The Office of the Sheriff is a constitutional office in North Carolina headed by the county Sheriff, the chief law enforcement officer for the County. The Sheriff provides services throughout both the incorporated and unincorporated areas of the County.

The mission of the Sheriff's Office is to enforce the laws established under state statutes by maintaining public safety, providing animal control services, serving civil process, transporting prisoners, providing court security, and running a constitutionally safe and secure detention facility. The Sheriff's Office has received national accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA).

Programs

Administrative Services
The administrative services of the Sheriff's Office include Finance, Planning and Development, Communications, Information Technology, Human Resources, Public Relations, and Records. Many of these functions provide direct support to sworn and non-sworn divisions. There are more than 80 civilian employees at the Sheriff's Office who are managed by the Chief of Staff.

Animal Services
The Sheriff's animal services division consists of sworn deputies who are responsible for responding to citizen concerns related to animal issues, which may include stray animals, aggressive animals and dog bites. Deputies and civilian staff strive to promote the safety of animals and citizens through proactive endeavors, such as the division's rabies clinic.

Program	Budget
Administrative Services	$1,163,564
Animal Services	$1,551,419
Civil	$4,266,402
Courts	$1,939,274
Detention	$17,453,464
Investigations/Narcotics/Special Teams	$4,266,402
Patrol/Traffic	$4,266,402
School Resource Officers	$3,878,548
Grand Total	**$38,785,475**

Civil
The Sheriff has the legal responsibility to serve documents related to civil actions, and the Sheriff's civil division provides civil justice assistance for Durham's residents, visitors and business owners. Deputies assigned to this division contact residents and business owners to provide them with notice of legal proceedings.

Courts
The purpose of the court security division is to provide security for visitors and employees of the Justice Center. Deputies promote a safe environment for Justice Center employees and visitors by ensuring that visitors do not enter the courthouse with weapons. Deputies also safeguard the public by providing security in each courtroom and patrolling the building's ten floors.

Detention
The purpose of detention services is to provide care, supervision and a safe environment for detainees in custody. Over 200 detention officers supervise approximately 400 detainees in the County's local detention facility. While most of the detainees are awaiting trial, some are serving sentences. Personnel ensure that detainees' medical and dietary needs are met. Additionally, personnel work with community partners to provide educational opportunities, faith-based services, and substance abuse treatment.

Investigations/Narcotics/Special Teams
The purpose of the criminal investigations division is to investigate reported crimes, resolve criminal complaints, and advance public safety efforts in the unincorporated areas of Durham. Detectives investigate criminal offenses that fall into one of two primary categories: violent crimes and property crimes. The Criminal Investigations Division assigns over 700 cases each year and strives to recover stolen property, apprehend suspects, and conduct complex forensic analysis of evidence to identify criminals.

The Sheriff's narcotics unit aims to reduce the use and distribution of illegal drugs in Durham County. The use of illegal drugs creates substantial burdens for drug users, families and friends; and an array of collateral consequences related to illegal drug use negatively impacts community well-being.

In 2018, the narcotics unit averaged 1.5 guns recovered per shift and seized 15 kilos of heroin, or about 150,000 dosages. The special teams of the Sheriff's Office consist of the Emergency Response Team, Bomb Squad, Negotiations Unit, Search and Recovery Unit, K-9 Unit, and Project Lifesaver for those suffering from dementia.

Patrol/Traffic

The Durham County Sheriff's Office serves as the primary law enforcement agency for the approximately 200 square miles of unincorporated area within Durham County. The Patrol Division and Traffic Unit enforces laws and responds to calls for service in the unincorporated areas of the county in order to promote public safety. The Division is comprised of four 10-deputy squads and responds to over 30,000 calls for service per year.

School Resource Officers

School resource officers work in Durham's public schools and mentor students, promote school safety and enforce laws. There are 27 deputies working in schools throughout the City and County of Durham. Deputies respond to school incidents and work to develop positive relationships with youth.

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$29,551,238	$30,360,631	$30,427,698	$33,692,895	$31,380,624
Operating	$5,366,066	$6,116,831	$7,554,230	$6,763,811	$6,328,991
Capital	$175,981	$0	$149,901	$3,322,500	$1,075,860
Expenditure Total	**$35,093,285**	**$36,477,462**	**$38,131,829**	**$43,779,206**	**$38,785,475**
Revenue					
Licenses and Permits	$37,043	$35,000	$13,733	$20,000	$20,000
Intergovernmental	$655,800	$724,455	$814,966	$603,500	$603,500
Contributions and Donations	$62,012	$62,012	$65,000	$65,000	$65,000
Investment Income	$99	$0	$36	$0	$0
Service Charges	$1,080,161	$1,090,000	$893,199	$982,000	$985,000
Other Revenues	$363,654	$200,000	$170,503	$171,300	$171,300
Revenue Total	**$2,198,769**	**$2,111,467**	**$1,957,437**	**$1,841,800**	**$1,844,800**
Net Total	**$32,894,516**	**$34,365,995**	**$36,174,392**	**$41,937,406**	**$36,940,675**
FTEs	**474.00**	**494.00**	**494.00**	**523.00**	**493.00**

Budget Highlights

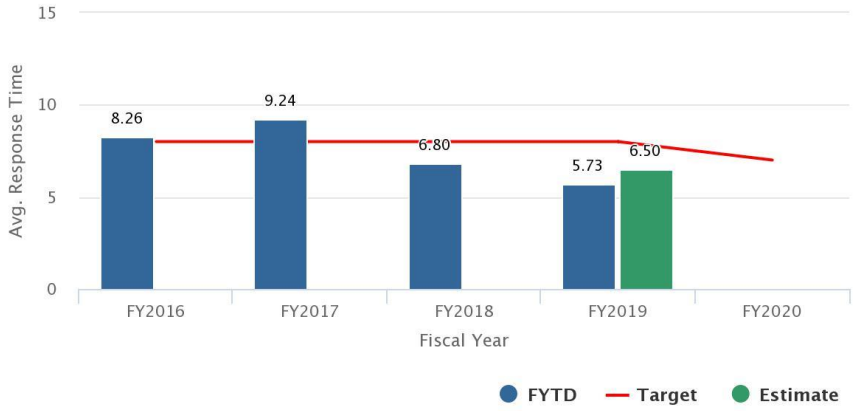
- The FY2019-20 budget includes an additional $1,232,313 to fund 35 replacement vehicles. This expansion will enable the Sheriff's Office to continue to provide efficient and effective response to county emergencies.
    - Actual vehicle expense is in the non-departmental fund center (see equipment page for details)
- The budget also includes $193,125 for five padded cells at the county Detention Center. Padded cells allow officers to minimize the use of force in interactions with inmates who are engaging in violent or self-harming behavior.
- The department's FY2018-19 budget grew by more than $1.6M over the original budget due to a combination of:
    - A county investment of more than $861K in salary increases that were based on recommendations from a countywide pay study
    - More than $770K in grants and rollover funding

Additional County Support for Detention Center		
Department	**Program / Position / Grant**	**Amount**
Public Health	Medical Health Contract	$3,190,255
	Medication Contract with Pharmacy	$352,000
CJRC	Funding for Jail Mental Health Technician	$123,351
	Two part-time weekend position to support mental health needs	
	Contract for funding on-call tele-psychiatric services	
	Total Funding	**$3,665,606**

- Within its authorized strength FTE count, the Sheriff's Office reclassified four vacant positions to better support the management needs of the Administration. The positions were reclassified to:
    - Chief of Staff
    - Director of Community Engagement
    - Assistant Director of Information Technology
    - Communication and Public Relations Specialist

Performance Measures

Measure: AVERAGE RESPONSE TIME FOR PRIORITY 1 CALLS BY SHERIFF'S OFFICE IN MINUTES

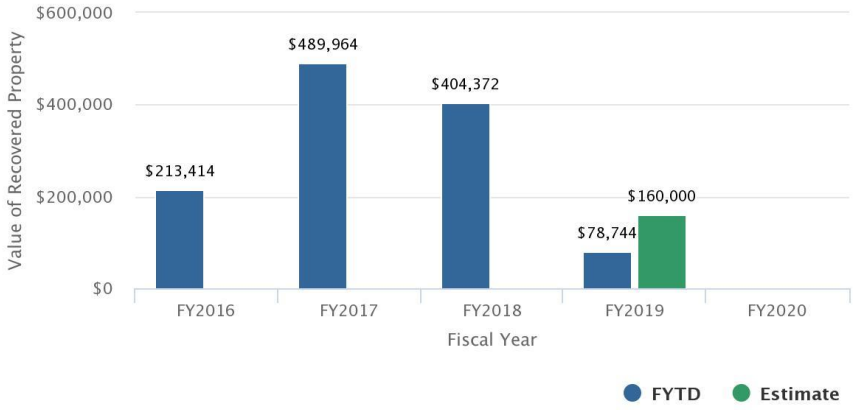


Measure description: This metric is tracking the time that it takes the first deputy to arrive on scene at Priority 1 calls. Priority 1 calls are calls that are determined to be immediately life threatening by emergency dispatchers. The ability of the Sheriff's Office to quickly and adequately respond to these incidents helps keep residents safe and secure.

Trend explanation: The first quarter of the fiscal year usually results in quicker response times. This historically is due to School Resources Officers (SROs) being allocated to assist the Patrol Division when schools are out of session. Additional officers were also on patrol post-academy in field training. These are vehicles with two deputies which frequently prevent a needed response from the neighboring districts. The favorable trend over the past two fiscal years stems from a renewed focus within the department to respond to these calls in a timely manner, regardless of the division responding.

FY2019-20 target: An eight-minute response time has been a long-standing goal for the Patrol Division of the Sheriff's Office based on available resources, the County size, and call volume. However, given the recent positive trend in response times stemming from a renewed departmental focus, the target for FY2019-20 has been reduced to seven minutes.

Measure: VALUE OF RECOVERED PROPERTY

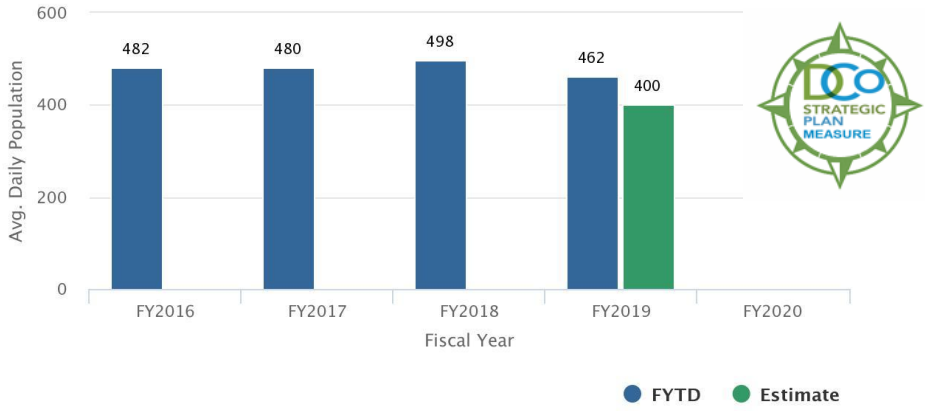


Measure description: This measure places a value on the property recovered for victims of property crime on an annual basis. It illustrates the benefit of investigations for the victims of property crimes and for the community.

Trend explanation: The property crime rate, clearance rate, and available investigative resources all contribute to the trend. Often, these recoveries hinge on the ability and willingness of suspects and co-defendants to cooperate with investigations.

FY2019-20 target: There is no specific target for this measure. It is the goal to reduce the amount of property stolen and reduce the recovered amount as a result.

Measure: AVERAGE DAILY POPULATION OF DETAINEES IN DURHAM DETENTION CENTER

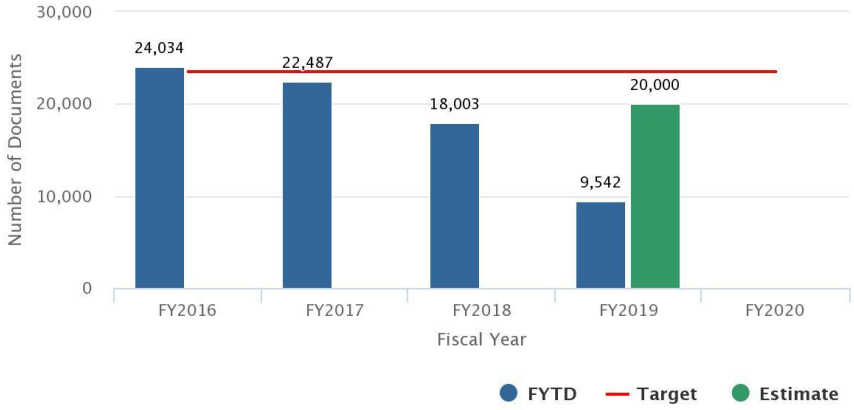


Measure description: This metric measures the daily population of the detention facility (jail), which influences not only costs, but is also an indicator of the crime rate. This metric also highlights the flexibility that is required to manage an ever-changing population with special needs.

Trend explanation: There are several factors that impact the average daily population of the detention facility, including the crime rate, speed of trials, use of pretrial services, and other various factors. There has been a downward trend in average daily jail population, due primarily to an emphasis on alternative pre-trial services for non-violent offenders.

FY2019-20 target: There is not a specific target for the number of detainees that are housed within the detention facility daily. The Sheriff's Office is responsible for safely housing detainees and has no formal authority over the speed that individuals are tried or released from the facility.

Measure: NUMBER OF CIVIL DOCUMENTS SERVED

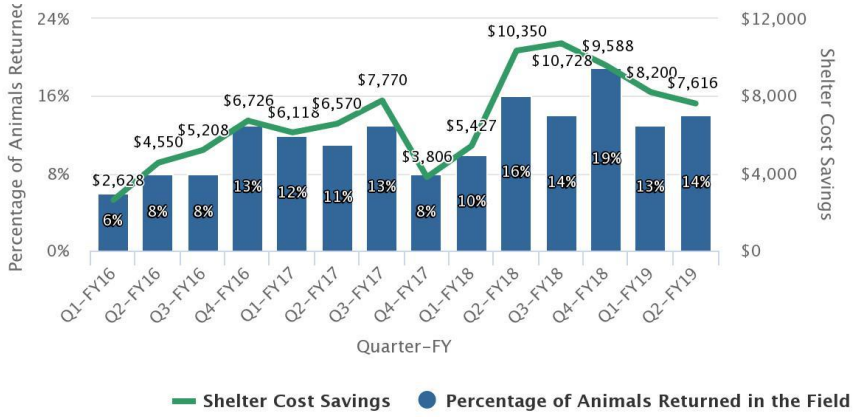


Measure description: This measure is an indicator of one of the largest workload drivers within the Civil Division of the Sheriff's Office. By North Carolina law, the Sheriff's Office is responsible for the processing and serving of all civil documents within Durham County. This work includes civil summonses, magistrate summonses, and child support papers, among others.

Trend explanation: The overall annual demand has remained relatively stable over the past few years. The Sheriff's Office does not directly or indirectly control this measure. The office is required to serve all civil papers that are filed within Durham County. There is no real ability to determine any trends regarding this measure. In fact, defendants can satisfy complaints often prior to the officer having the ability to attempt service. Some papers are harder to serve and require multiple searches and longer investigations to locate defendants.

FY2019-20 target: The Sheriff's Office is required by statute to provide this service and is responsive to workload drivers but does not determine what actual workloads will be. This target reflects workload demands experienced over the past few years, and a service rate that has been stable during the first few quarters of this year.

Measure: PERCENTAGE OF ANIMALS RETURNED TO THEIR OWNER IN THE FIELD AND RESULTING SHELTER COST SAVINGS

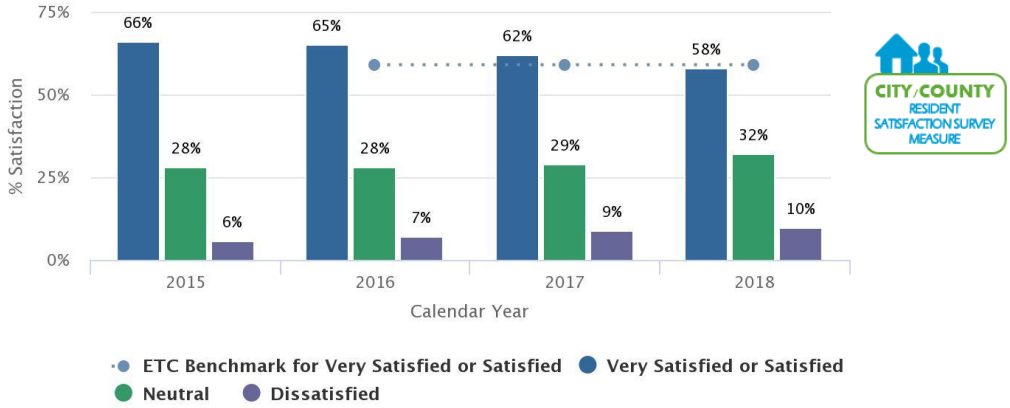


Measure description: This measure shows the percentage of animals reunited with their owner in the field. These data reflect the animals that, had owners not been located, would have been impounded at the shelter. Currently, the average cost for the average length of stay per animal at the shelter is $266. Based upon the $266 cost per animal multiplied by the number of animals returned in the field since 2015 (444), there has been roughly a $118,104 savings.

Trend explanation: In general, the percentage of animals returned to their owner in the field is increasing, and as a result, so is the cost savings for the shelter. Animal Services takes proactive measures when able to educate owners about the Healthy Animals Initiative (HAI). Such community engagement and education are key to the success of this metric. Microchips for pets has been a huge success to increasing these numbers.

FY2019-20 target: Animal Services is in the process of conducting an analysis to determine their ability to reunite animals with their owners in the field. The goal is to return twenty-five percent of located animals back to their owners by the second quarter of FY2019-20.

Measure: OVERALL SATISFACTION WITH DURHAM COUNTY SHERIFF PROTECTION



Measure description: This measure comes from the annual City/County Resident Satisfaction Survey. This measure shows the overall satisfaction with Durham County Sheriff's Protection, based on a random sample of residents surveyed during a specific period. The top priority of the Sheriff's Office is to ensure safety and receive high levels of satisfaction from the community.

Trend explanation: Over the last four years, the perception of law enforcement has declined due to events taking place across the Country. While the Durham County Sheriff's Office has been comparable to national levels of satisfaction, the percentages have continued to decrease. To address this trend the Sheriff's Office will place a renewed emphasis on transparency, engagement, and accountability in the next fiscal year.

FY2019-20 target: The target for FY2019-20 is the ETC benchmark average for communities with 250,000 or more residents provided in the graph above.

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EMERGENCY COMMUNICATIONS

GOAL 3 SAFE COMMUNITY: Partner with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies and ensure accessible and fair justice.

Description

The Durham Emergency Communications Center (DECC) is the primary public safety answering point for the City and County of Durham. Guided by the City's Strategic Plan, the center promotes, preserves and protects the safety and security of the community by providing around-the-clock 911 access and services. The center strives to provide fast and efficient responses to emergency calls while ensuring the safety of Police, Fire and Emergency Medical Services personnel.

Programs

Emergency Response

This program operates under an interlocal agreement between the city and county governments, and answers calls for residents and visitors of both jurisdictions. The program's primary objective is to ensure that calls for emergency services are answered and dispatched to the appropriate public protection. The program provides service to the following departments: Police, Fire, EMS, Durham County Emergency Management, and Volunteer Fire Departments. The Durham County Sheriff's Department provides its own answering and dispatching service.

Communications Maintenance

The division maintains and manages the operation of the 800 MHz radio system, which comprises four tower sites, an integrated microwave system, alarm and computer monitoring systems, backup power supplies and generators, the radio dispatch system in the 911 Emergency Communications Center, a backup 911 Center, the Durham Sheriff's Office 911 Center and North Carolina Central University's dispatch center. Communications Maintenance also installs and maintains all radio communications equipment for various departments of the city and county governments. In addition, this division installs and maintains the emergency lighting systems, sirens, cameras, video recorders and mobile data modems in the fleet of public safetyvehicles.

Budget

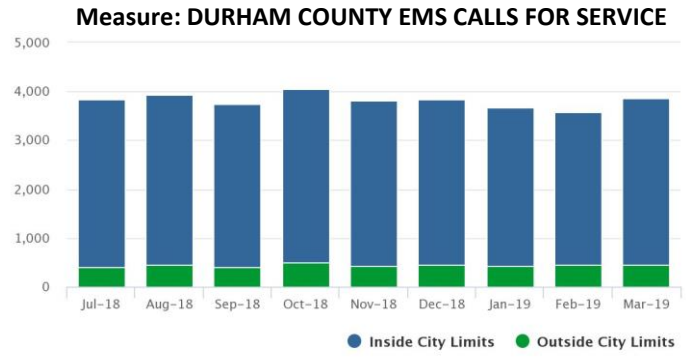
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$1,116,206	$1,384,278	$1,384,278	$1,369,454	$1,384,907
Expenditure Total	**$1,116,206**	**$1,384,278**	**$1,384,278**	**$1,369,454**	**$1,384,907**
Grand Total	**$1,116,206**	**$1,384,278**	**$1,384,278**	**$1,369,454**	**$1,384,907**

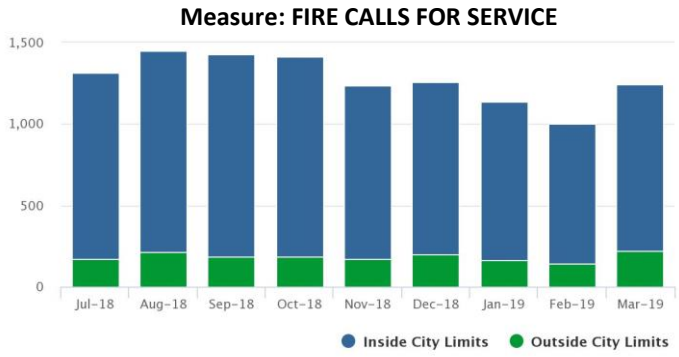
*The county contributes to the City of Durham 21 percent of its Emergency Communications total allocation less the Emergency Telephone System Fund.

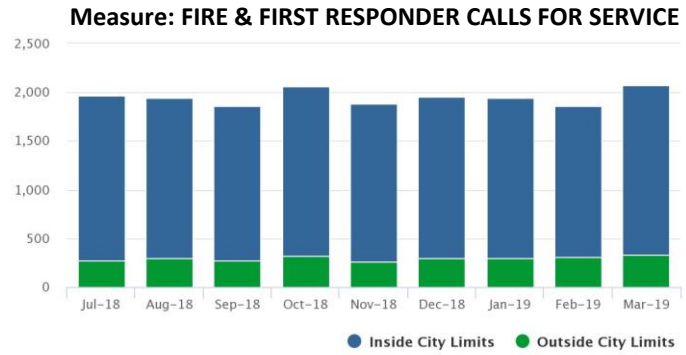
Budget Highlights

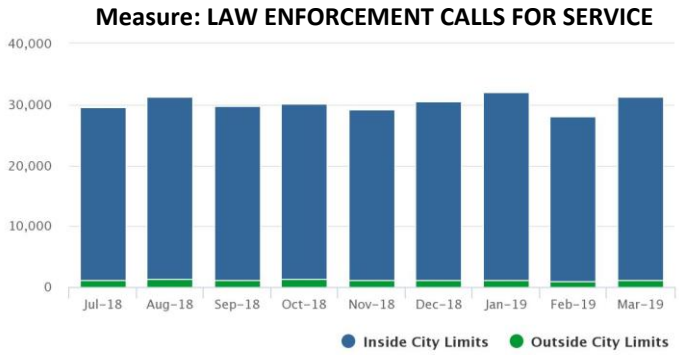
- Randy Beeman was appointed the new director of the Durham Emergency Communications Center.
- The department was awarded the 2018 CALEA Public Safety Communications Reaccreditation.

Performance Measures





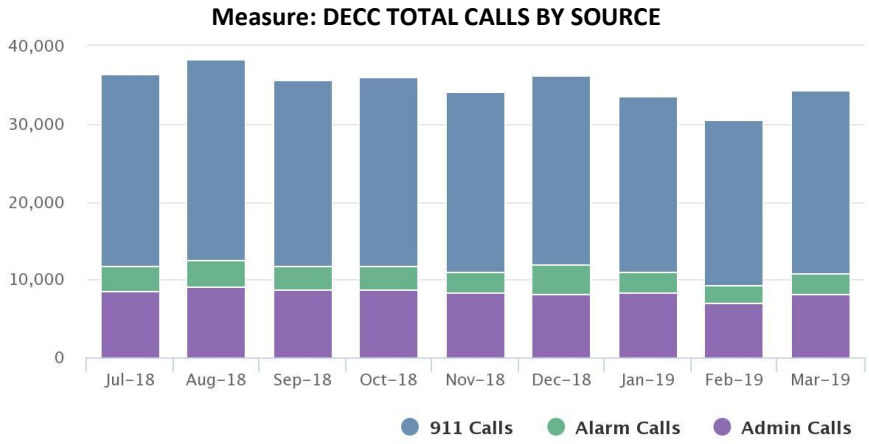




Measure description: The City/County Durham Emergency Communications Center (DECC) is responsible for processing all calls received though dispatch of emergency responders or the transfer of calls or information provided by callers to the appropriate dispatch or resolution authority. All calls received are entered into the Computer Aided Dispatch (CAD) system for the purpose of determining validity of location, jurisdictional boundary, and appropriate transfer of information for resolution. This resolution is handled by radio dispatch or via phone, as appropriate. Calls entered into the CAD system are tracked both in volume and geographical location. When calls received are classified and entered for appropriate action they are referred to as "Calls for Service."

Trend explanation: The number of "Calls for Service" is lower than "Calls Received" due to multiple calls reporting a single incident, such as a highly visible motor vehicle crash. This information is important for monitoring trends that may necessitate a change in the distribution of resources.

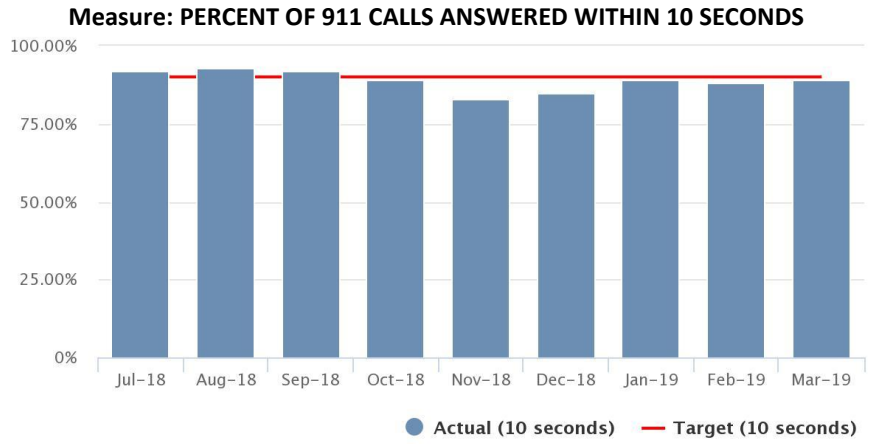
FY2019-20 target: This measure is used for data reporting and forecasting purposes and therefore has no target.



Measure description: DECC is responsible for answering and processing all 911 calls received for the City and County of Durham. Additionally, DECC receives calls from alarm agencies and residents requiring non-emergency assistance from Law Enforcement, Fire, EMS, and ancillary City and County services. Calls received by DECC are tracked by source (911, Alarm Lines, and Administrative Lines). Calls by source cannot be geographically tracked as calls are not classified until after call receipt.

Trend explanation: Total monthly calls hover between 30,000 and 40,000, with the bulk of calls being 911. The relative ratio of 911, Alarm Lines, and Administrative Lines calls has remained relatively consistent.

FY2019-20 target: This measure is used for data reporting and forecasting purposes and therefore has no target.

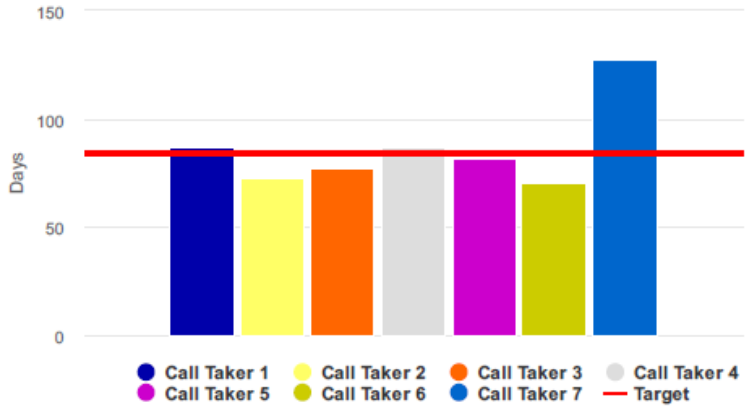


Measure description: The NC 911 Board is the recognized authority for establishment and oversight of rules associated with the processing of 911 calls from receipt to initial dispatch of appropriate resources. These rules as currently adopted require 911 calls to be answered within the following guidelines: 90% of 911 calls received on emergency lines shall be answered within 10 seconds, and 95% of 911 calls received on emergency lines shall be answered within 20 seconds.

Trend explanation: DECC staff monitor this data for compliance to determine any adjustments that may be required to ensure that DECC maintains required compliance levels. After being above target for the first three months of the fiscal year, DECC has been below the 90% target through March.

FY2019-20 target: The target for this measure is 90% of 911 calls answered within 10 seconds as set by the NC 911 Board.

Measure: DECC STAFF DAYS FROM TRAINING START TO RELEASE (AUGUST 2018 – DECEMBER 2018)



Measure description: DECC faces challenges in attracting and retaining new employees. This is an industry-wide issue. This challenge stems primarily from the length of time required to train new personnel to independently answer and process calls. Traditional approaches to training have required new employees to be trained in both call taking and radio dispatch, a process which takes from six to twelve months to complete. DECC has implemented a position that first trains personnel as call takers so that they may work independently in a much shorter period. This process has reduced training time for an employee to be counted as staff and work independently to less than 3 months. The seven call takers above all completed training between August and December 2018; the number of days represents the time taken to complete the training.

Trend explanation: This is a new measure for DECC. Roughly 71% of call takers have been trained and released in under 84 days.

FY2019-20 target: The target for this measure is to have staff trained and released within 84 days.

FIRE MARSHAL AND EMERGENCY MANAGEMENT

GOAL 3 SAFE COMMUNITY: Partner with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies and ensure accessible and fair justice.

Description

The Fire Marshal and Emergency Management Department mitigates, protects, prevents, prepares for, responds to, and recovers from any hazard or purposeful hazardous act so that workers, residents, students and visitors of Durham County can live, work and thrive in their community. The Department is comprised of two program areas. The Fire Prevention and Education, and Emergency Management that are supported by an administrative team that includes the Department Director, Senior Administrative Assistant, Office Assistant, and Emergency Services Data Analyst. The two program areas are led by a Division Chief and their respective staff. The department's mission is to develop resilient government operations and community capabilities to enhance public safety; implement innovative and effective response policies, plans and procedures to protect the health and well-being of the community; and provide effective fire safety education, fire code enforcement, and fire origin and cause investigations.

Programs

Emergency Management Division

The division enhances the preparedness and resiliency of government and the community through planning, education, training, exercises, and hazard mitigation activities. The Division works with partners and stakeholders to coordinate the government and non-government response to emergencies and disasters, as well as coordinate community recovery efforts.

Fire District Management

The Fire Marshal's Office collects and analyzes response metrics for fire departments covering Durham County. Monthly reports and graphs are provided to each fire chief to show areas meeting contract specifications and areas needing improvement. The Fire Marshal's Office monitors fire department financial reports, district collections and distributions to ensure compliance with approved budgets and contract service agreements.

Program	Budget
Emergency Management Division	$739,916
Fire District Management	$147,983
Fire Marshal - Prevention and Education Di	$591,932
Grand Total	**$1,479,831**

Prevention and Education Division

The division provides effective fire safety education, fire code enforcement, and fire investigations intended to reduce the loss of life, property, and damage to the environment. The Division also provides planning, budgeting, and data analysis assistance to the County's volunteer fire departments to assist them in developing effective and efficient service to the residents of their districts, while ensuring compliance with their contractual agreement with the County.

Budget

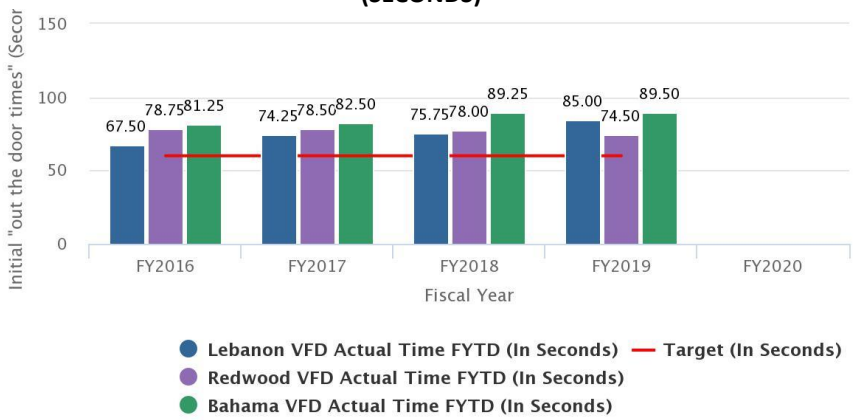
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$3,906,992	$1,000,355	$990,544	$1,038,226	$1,038,226
Operating	$770,224	$407,464	$683,483	$396,322	$355,605
Capital	$56,809	$86,000	$0	$121,600	$86,000
Expenditure Total	**$4,734,025**	**$1,493,819**	**$1,674,027**	**$1,556,148**	**$1,479,831**
Revenue					
Intergovernmental	$321,432	$424,874	$248,321	$397,450	$431,450
Service Charges	$130,950	$155,659	$135,270	$180,000	$191,165
Other Revenues	$152	$0	$828	$0	$0
Revenue Total	**$452,534**	**$580,533**	**$384,419**	**$577,450**	**$622,615**
Net Total	**$4,281,491**	**$913,286**	**$1,289,608**	**$978,698**	**$857,216**
FTEs	**65.00**	**13.00**	**13.00**	**13.00**	**13.00**

Budget Highlights

- The Emergency Management Division received a federal grant of $229K to develop a CCTA Regional Coordination Plan.
- The FY2019-20 budget maintains the Fire Marshal and Emergency Management Department at current service levels.

Performance Measures

Measure: INITIAL "OUT THE DOOR TIMES" BY DURHAM COUNTY VOLUNTEER FIRE DEPARTMENTS TO EMERGENCY CALLS (SECONDS)

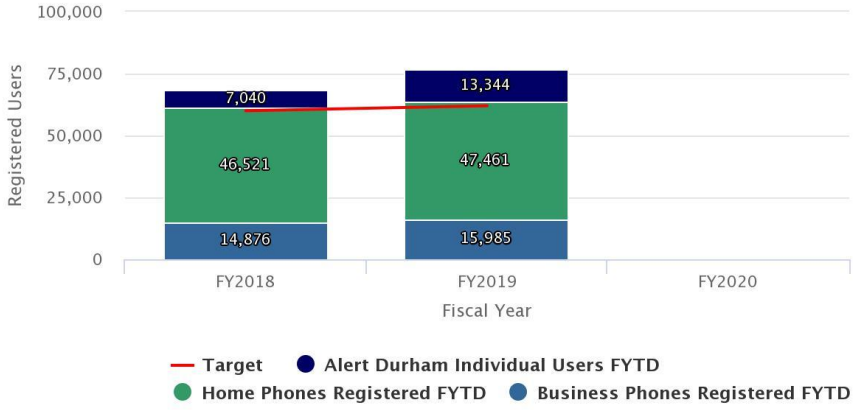


Measure description: This measure indicates how quickly Durham County Volunteer Fire Department first responders and emergency vehicles begin responding to emergency calls (typically referred to as chute times) in seconds. The measure is influenced by training, preparedness for events, and efficiency of fire station operations. This is one of the key metrics used on a national level to compare fire departments (commonly known as NFPA standard 1710), which requires a response to an emergency within 60 seconds of dispatch 90% of the time.

Trend explanation: Out the door times have remained stable, with the exception of the Lebanon Volunteer Fire Department showing an increase of 9 seconds. Some of the increase could be attributed to several severe weather events. Each Durham County Volunteer Fire Department is now receiving data from the Fire Marshal Division and times are anticipated to trend downwards.

FY2019-20 target: The target for FY2019-20 is a 60-second response based on the NFPA 1710 standard and the ongoing training and education of personnel. While all Durham County Volunteer Fire Departments are above this target, sharing response data with the firefighters and chief officers will assist in initiating a downward trend.

Measure: TOTAL NUMBER OF REGISTERED ALERT DURHAM USERS

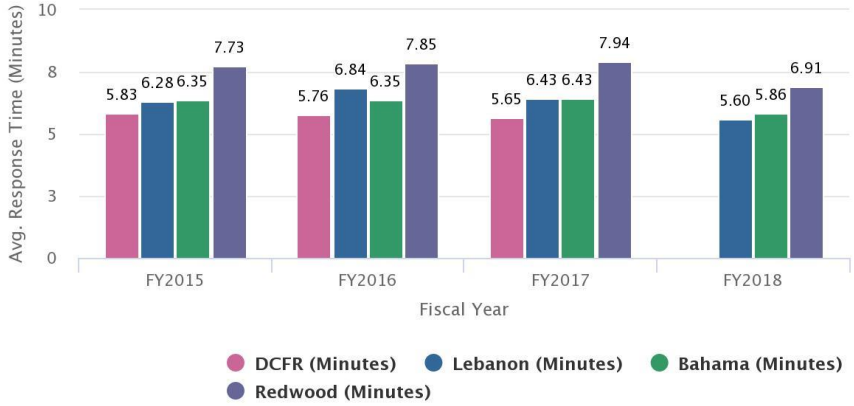


Measure description: Emergency Management is responsible for warning the public of any impending threats or hazards and alerting the public with protective actions in the event of an emergency. Durham County purchased software to accomplish this mission, referred to as "Alert Durham." Tracking the number of individuals signed up for Alert Durham indicates the number of residents that are aware of the emergency notification system and will receive timely emergency information.

Trend explanation: The number of citizens signed up for Alert Durham is driven by public outreach and emergency events. Year to date Alert Durham has gained over 100% web registration since last fiscal year. Continued community engagement opportunities, including planned targeted social media campaigns, will grow the Alert Durham users.

FY2019-20 target: Year-end users are estimated to be around 62,000. The target for FY2019-20 is 63,800 total users.

Measure: DURHAM COUNTY VOLUNTEER FIRE DEPARTMENT AVERAGE FIRE RESPONSE TIMES (MINUTES)

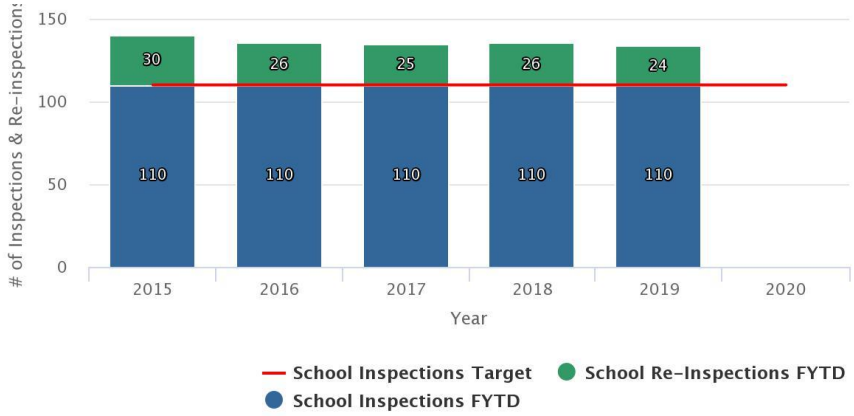


Measure description: This measure shows average response times for the three Durham County Volunteer Fire Departments and Durham County Fire and Rescue (which merged with the City of Durham Fire Department in FY2018-19) and is a measure that indicates training, preparedness for events, and overall efficiency of fire station operations. Response times are a key metric used on a national level to compare fire stations and fire departments operations.

Trend explanation: This measure is trending downward due to the response protocols that have been put into place to help optimize dispatch. Durham County Fire and Rescue has been removed from the chart after FY2016-17 due to the merger with the City of Durham Fire Department in July 2018.

FY2019-20 target: The year-end estimates and next year targets for all three Durham County Volunteer Fire Departments are continuing a positive trend in response times (Lebanon year-end = 5.62 minutes, next year = 5.55 minutes; Bahama year-end = 5.90 minutes, next year = 5.80 minutes; Redwood year-end = 6.93 minutes, next year = 6.76 minutes).

Measure: NUMBER OF DURHAM PUBLIC SCHOOL FIRE INSPECTIONS PERFORMED ANNUALLY



Measure description: This measure indicates the number of fire inspections (and re-inspections) performed annually in Durham Public Schools (DPS) by the Fire Marshal Division. Each DPS school is inspected twice a year totaling 110 annual inspections. Re-inspections may occur if fire code issues are identified which results in inspection numbers to rising above the target. Continued education and relationship-building with public schools will aid in fire code compliance.

Trend explanation: The trend is influenced by the number of re-inspections that are required. As schools follow the fire code rules and complete required maintenance, the number of re-inspection numbers should decrease.

FY2019-20 target: Currently there are 55 schools with two inspections per year with a total target set at 110. With the bi-annual inspection cycle, as well as the reinspection process, the number of school inspections/re-inspections should level out to around 135 per fiscal year. For next year, the goal for school inspections (and re-inspections) performed annually is 150.

LEBANON FIRE DEPARTMENT

GOAL 3 SAFE COMMUNITY: Partner with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies and ensure accessible and fair justice.

Description

The residents within the Lebanon Fire District are protected by full-time firefighters employed by the County, through the Fire Marshal's Office, working at Lebanon Volunteer Fire Department. The County full-time employees report to the Lebanon Fire Chief for daily operations and to the Fire Marshal/Emergency Management Director for all benefit / human resource matters. Lebanon provides part-time staff as well as volunteer firefighters to supplement the County full-time staff.

The Lebanon Fire District is one of five volunteer districts that provide fire protection to the residents, visitors, and workers of Durham County. Fire district tax revenues support expenditures for this fire district.

There is an inter-fund transfer from this special revenue fund to the General Fund to cover employee salaries and benefits.

See Special Revenue Funds – Fire Districts for Revenue and tax related information.

Budget

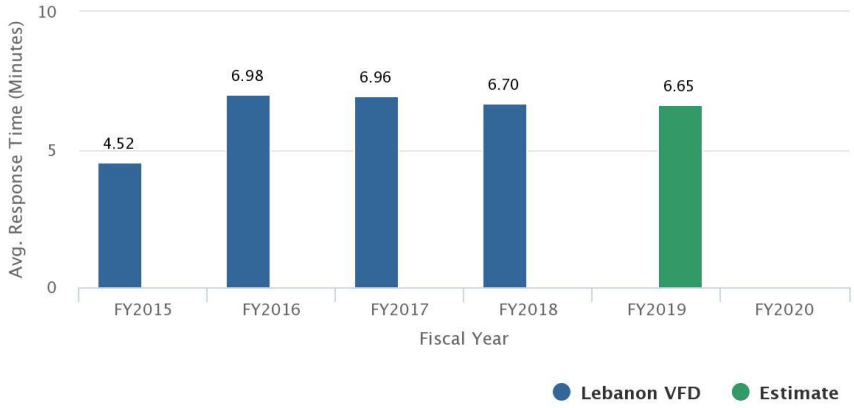
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$600,266	$627,004	$702,386	$663,394	$753,194
Operating	$14,300	$11,939	$11,939	$7,928	$7,928
Expenditure Total	**$614,566**	**$638,943**	**$714,325**	**$671,322**	**$761,122**
Grand Total	**$614,566**	**$638,943**	**$714,325**	**$671,322**	**$761,122**
FTEs	**12.00**	**12.00**	**12.00**	**12.00**	**12.00**

Budget Highlights

- A total transfer of $904,774 is planned from the Lebanon Fire District Fund to the General Fund, $143,652 to support benefit costs for 12 County firefighter positions and $761,122 to support personnel and operational support costs for those 12 positions

Performance Measures

Measure: AVERAGE RESPONSE TIMES FOR EMERGENT, HIGH PRIORITY MEDICAL AND TRAUMATIC EMERGENCIES BY LEBANON VOLUNTEER FIRE DEPARTMENT (IN MINUTES)



Measure description: The Durham County EMS System includes Durham County Emergency Medical Services (DCEMS) which provides advanced life support, and ambulance transport, as well as, first responders services from career and volunteer fire departments. Durham County first responders are dispatched along with DCEMS to 911 calls to initiate emergency care upon DCEMS arrival. EMT and Advanced EMT first responders from Lebanon Volunteer Fire Department, Redwood Volunteer Fire Department, and Bahama Volunteer Fire Department provide initial response with non-transport fire apparatus or utility vehicles. This performance measure monitors the average response time by Lebanon Volunteer Fire Department to medical and trauma emergencies in minutes. Lebanon Volunteer Fire Department is staffed by County fire employees through a contractual agreement.

Trend explanation: Each agency's overall average response time to emergent 911 calls for help is closely monitored to evaluate current deployment plans and staging locations. Staff will continue to monitor response times, evaluating staffing and first responder deployment strategies, while investing in technology that provides routing information based on traffic conditions.

FY2019-20 target: The goal for FY2019-20 is to continue improving response times. The year-end estimate (6.65 minutes) and target for next year (6.60 minutes) are trending favorably.

MEDICAL EXAMINER

GOAL 3 SAFE COMMUNITY: Partner with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies and ensure accessible and fair justice.

Description

The current Medical Examiners' system is a statewide program supervised and financed largely at the State level. The County pays a set cost for each examination and autopsy performed on residents who die within the County.

Medical Examiner fees were changed by the State legislature, effective October 1, 2015, and are set at $200 per examination and $1,750 per autopsy. Despite these set fees, the number of autopsies per year is variable.

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$189,550	$225,000	$225,000	$225,000	$250,000
Expenditure Total	**$189,550**	**$225,000**	**$225,000**	**$225,000**	**$250,000**
Grand Total	**$189,550**	**$225,000**	**$225,000**	**$225,000**	**$250,000**

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CRIMINAL JUSTICE RESOURCE CENTER

GOAL 3 SAFE COMMUNITY: Partner with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies and ensure accessible and fair justice.

Description

The mission of the Criminal Justice Resource Center is to promote public safety by supporting the local criminal justice system and supervising and rehabilitating justice-involved individuals through a wide array of supportive services that allow them to achieve their full potential as contributing members of the community. The Criminal Justice Resource Center's vision is to inspire every justice-involved person to become a productive and responsible citizen in the community. The agency collaborates with various agencies in the county, such as Alliance Health, the judicial system, the adult detention facility, the NC Department of Public Safety, other county departments, and community and faith-based organizations.

Programs

Criminal Justice System Support

Criminal Justice System Support provides coordination of and administrative support to community-wide collaboration efforts that reduce and prevent juvenile crime and gang activity in Durham. The Juvenile Crime Prevention Council reviews the needs and corresponding resources of youth who are at risk of or have become delinquent, and develops strategies to intervene and support them. The Gang Reduction Strategy convenes community leaders to monitor prevention, intervention and suppression efforts to reduce gang-related crime and violence. The latest addition to the program is a Court Reminder Service for all individuals with cases in criminal district court.

Mental Health Services

Mental Health Services are provided in the Durham County Detention Facility and through the Mental Health Court Diversion Program. The Jail Mental Health Team works with inmates who are diagnosed with Severe and Persistent Mental Illness or Severe Mental Illness requiring medication, including discharge planning and connection to services. The Mental Health Court Diversion Program offers individuals with a severe mental illness the opportunity to connect to community providers and other support services in lieu of formal court processing.

Program	Budget
Criminal Justice System Support	$484,725
Mental Health Services	$969,450
Misdemeanor Diversion Program	$484,725
Pretrial Services	$848,269
Reentry Services	$1,211,813
Substance Use Disorder Services	$848,269
Grand Total	**$4,847,251**

Misdemeanor Diversion Program

The purpose of the Misdemeanor Diversion Program (MDP) is to keep youth between the ages of 16 and 21 out of the adult criminal justice system and avoid the long-term consequences of an adult criminal record. In lieu of formal court processing, an incident report is initiated by law enforcement for first-time, nonviolent misdemeanor incidents, and the youth is referred to the MDP. The 90-day diversion program gives young people an immediate consequence for their actions, while still allowing them to avoid an adult criminal record. The program also provides assistance to access needed support services. Effective Spring 2019, persons up to age 26 will become eligible for the diversion program.

Pretrial Services

The purpose of Pretrial Services is to provide complete and accurate information to the Courts to inform release and detention decisions and to supervise released defendants as an alternative to incarceration. Pretrial Services reduces the jail population and cost to the community and enables defendants that do not pose a safety risk to return to the community while they await trial. An evidence-based risk assessment determines supervision levels, and individual release conditions are determined by the Courts.

Reentry Services

Reentry Services are supportive and rehabilitative services for criminal justice involved individuals so that they can improve the quality of their lives and become contributing members of our community. People on probation or post-release supervision receive assistance to address basic needs and wrap around support including case management, housing and employment assistance. Among many other services, this category also includes Drug Treatment Court and Local Reentry Council.

Substance Use Disorder Services

Substance Use Disorder (SUD) Services are provided to criminal justice involved individuals in detention and in an outpatient setting. Programs are designed to increase client motivation to obtain and maintain a drug-free lifestyle through client-centered treatment planning.

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$2,970,640	$3,197,540	$2,886,453	$3,489,412	$3,417,999
Operating	$664,929	$1,264,406	$1,304,335	$1,423,702	$1,429,252
Capital	$0	$0	$0	$25,000	$0
Expenditure Total	**$3,635,569**	**$4,461,946**	**$4,190,788**	**$4,938,114**	**$4,847,251**
Revenue					
Intergovernmental	$362,319	$774,330	$767,648	$936,954	$936,954
Contributions and Donations	$500	$0	$0	$0	$0
Rental Income	$7,975	$7,920	$11,748	$15,636	$15,636
Service Charges	$101,281	$101,000	$102,011	$96,000	$96,000
Revenue Total	**$472,074**	**$883,250**	**$881,407**	**$1,048,590**	**$1,048,590**
Net Total	**$3,163,495**	**$3,578,696**	**$3,309,381**	**$3,889,524**	**$3,798,661**
FTEs	**46.42**	**46.10**	**47.10**	**51.80**	**51.80**

Budget Highlights

- This budget supports enhanced mental health services being provided to the Detention Center.
  - The Justice and Mental Health Collaboration Project grant is expiring during FY2019-20, however the importance of this position mandates that this position be maintained with County funding
  - Two part time positions will be added to provide weekend coverage as well as an increase in contracts to provide on-call tele-psychiatric services
- The Durham Local Reentry Council has continued it significant positive impact on our community. Some state funding will be expiring this year; however, the County will continue funding one of the two positions, the other will be eliminated although the services will continue through existing staff
  - This will result in a mid-year decrease by 1.0 FTE
- This budget also reflects the federal grant funds to cover all expenditures for Integrated Reentry (no local match required). Three new positions are included to support this program

The **Juvenile Crime Prevention Council (JCPC)** works in partnership with the United States Department of Justice's Office of Juvenile Justice and Delinquency Prevention (OJJDP) to improve the lives of youth by reducing and preventing juvenile crime. Durham's JCPC prioritizes the needs of youth in Durham County and distributes funds to local programs. JCPC focuses on gang prevention and intervention.

The following programs are funded contingent to inclusion in the State of North Carolina budget:

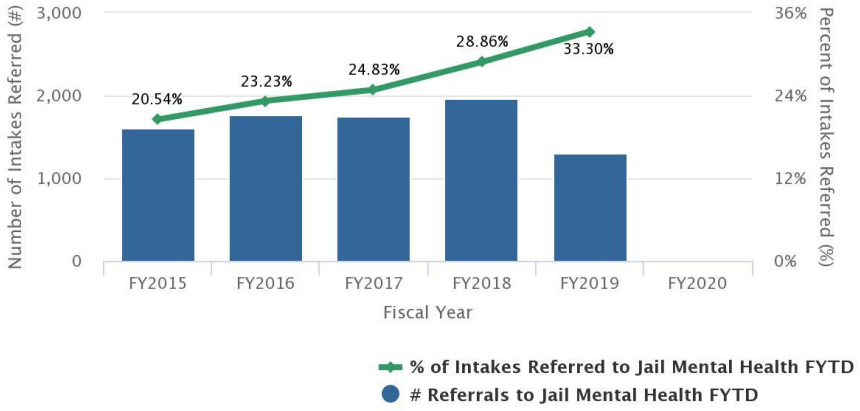
Program Name	**Program Type**	**Funding Approved by JCPC FY2019-20**
Durham Proud Program	Interpersonal skill building	$108,000
Durham County Teen Court & Restitution	Teen Court/ Restitution/ Community Service	$148,000
El Future's Durham County	Individual Counseling	$15,000
Juvenile Literacy Center	Tutoring /Academic Enhancement	$20,000
Parenting of Adolescents Program	Home-based family counseling	$139,000
JCPC Administration	JCPC Certification	$12,000
Project BUILD (Located in Public Health)	Interpersonal skill building	$94,666

The County also funds a select group of community based non-profit organizations that support, directly or indirectly, various County department services. These County supported non-profit agencies are selected through a rigorous annual selection and certification process to ensure quality services and outcomes. The supported non-profits shown here are related to services provided by the department being described, however, the appendix of this document has more detail about all Durham County non-profit funding.

CJRC Non-Profit Support	FY2019-20 Funding
Durham County Teen Court & Restitution Program	**$22,000.00**
Elna B. Spaulding Conflict Resolution Center	**$15,000.00**
	$37,000.00

Performance Measures

Measure: PERCENT OF DETENTION CENTER INTAKES REFERRED TO MENTAL HEALTH

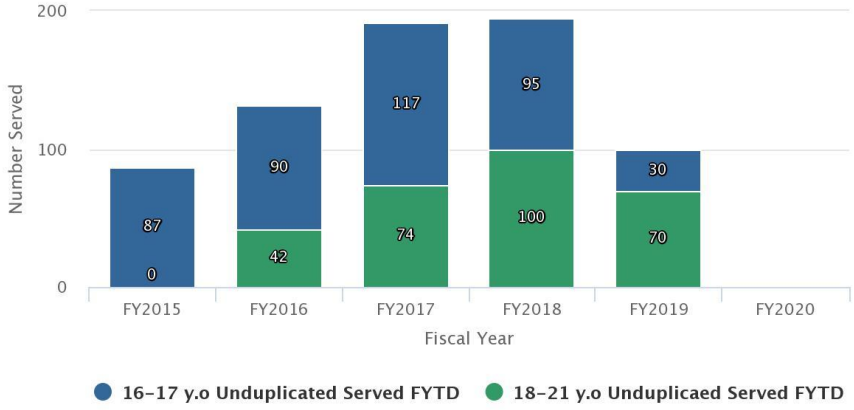


Measure description: This measure shows the percentage of inmates admitted into the Durham County Detention Facility and referred to the Jail Mental Health Team. This information is tracked to determine the level of mental health services needed in the jail and to assist with the transition to community-based mental health services once the inmate is released. Durham County has been working with the Stepping Up Initiative Committee to identify available services and additional opportunities to reduce the number of inmates in jail with a mental health illness.

Trend explanation: The number of referrals to Jail Mental Health has steadily increased from FY2014-15 to FY2018-19, while the number of detention admissions declined each fiscal year. As a result, the percent of referrals to Jail Mental Health has risen from 20.5% in FY2014-15 to 28.8% in FY2017-18. The number referred to Jail Mental Health is averaging 162 a month. We estimate that at FY2018-19 year-end, 33.3% of all jail admissions will be referred to Jail Mental Health.

FY2019-20 target: In FY2019-20, we estimate the number referred to Jail Mental Health will continue to average between 150-160 a month and detention admissions to decrease slightly or stabilize at current levels. We estimate that in FY2019-20, 34% of all admissions will be referred to Jail Mental Health.

Measure: NUMBER OF YOUNG PEOPLE SERVED BY MISDEMEANOR DIVERSION PROGRAM



Measure description: This measure shows the number of young people who are referred to the Misdemeanor Diversion Program. Individuals ages 16 to 21 who commit a misdemeanor offense and have no prior criminal arrest history are eligible to participate in the program. Completion of the program allows young people to avoid the stigma and collateral consequences of having an adult criminal record, which could have long-lasting effects on their lives. This program provides an immediate, short-term consequence while keeping individuals out of the criminal justice system.

Trend explanation: CJRC expects the number of young persons served in FY2018-19 (141) to be lower than FY2017-18 (195) because fewer 16 and 17-year-olds have been referred. MDP continues to serve about 100 18 to 21-year-olds per fiscal year.

FY2019-20 target: MDP expects to serve 141 or more young persons as 16 and 17-year-olds are eligible through November 2019. Additionally, the eligibility for the program was recently raised to age 26.

Measure: NUMBER OF JAIL BED DAYS AVOIDED DUE TO PRETRIAL SERVICES

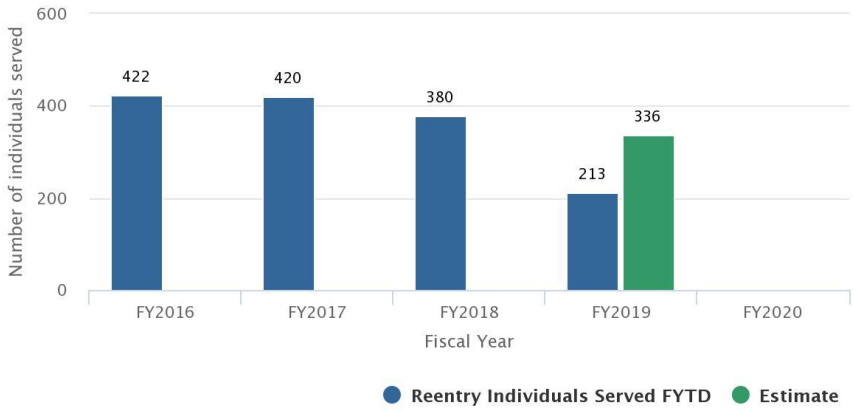


Measure description: This measures the number of days defendants were supervised by Pretrial Services instead of remaining in jail awaiting case disposition. Research has shown that persons released pre-trial are able to contribute to their defense, continue to support themselves and their families, and maintain their lives. Additionally, each jail bed day avoided can be translated into cost savings. The cost of supervising a person through Pretrial Services is less than 10% of the cost of housing someone in jail.

Trend explanation: FY2018-19 estimates exceed all prior years due to an increased use of electronic monitoring. CJRC expects jail bed days avoided to be around 39,939 at year-end. Additionally, court and pretrial staff continue to advocate for pretrial release when it is appropriate.

FY2019-20 target: CJRC estimates the number of jail bed days avoided in FY2019-20 (around 39,584) to be similar to those in FY2018-19, although it is too soon to know how the recently updated Bail Policy may impact referrals to Pretrial Services.

Measure: NUMBER OF REENTRY INDIVIDUALS SERVED

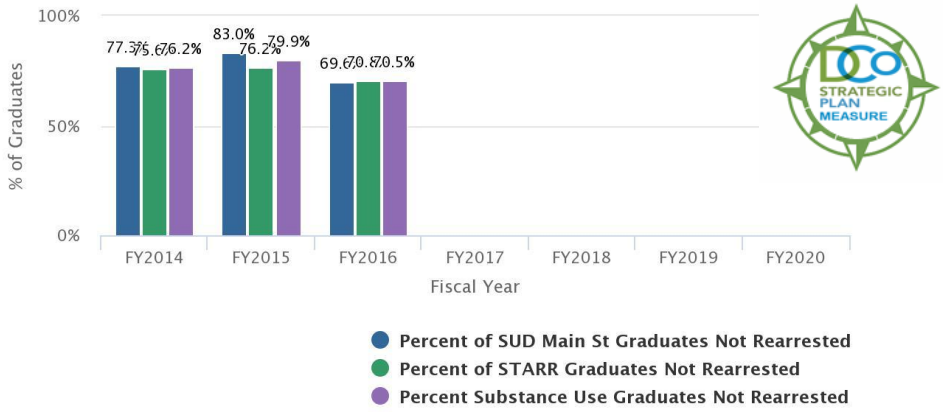


Measure description: This measure details the number of individuals served by CJRC's MFR Reentry Program which includes Drug Treatment Court, Recidivism Reduction Services, and Prison Reentry (not to be confused with the Local Reentry Council). The measure is important because there is a need for wrap-around and supportive services for justice involved residents in Durham County in order to prevent further involvement in the criminal justice system. CJRC strives to provide an array of services to this population based on evidence-based practices and needs in the community. The department monitors utilization of services in order to adjust outreach and programming as needs change.

Trend explanation: The year-end estimate for FY2018-19 is lower than prior years because CJRC programs continue to experience fewer referrals and intakes for Reentry Services. This coincides with less persons arrested and less persons on correctional supervision than in recent years.

FY2019-20 target: The outlook for FY2019-20 is the same as for FY2018-19; CJRC anticipates changes to the Recidivism Reduction Services and Local Reentry Council contracts, which may impact the number of referrals and intakes to CJRC's Reentry programs.

Measure: PERCENTAGE OF SUBSTANCE USE DISORDER SERVICES GRADUATES NOT REARRESTED IN THE 12 MONTHS FOLLOWING PROGRAM COMPLETION



Measure description: This measures the percent of clients who completed CJRC's outpatient or jail-based substance use treatment programs and were charged with a new crime within 12 months of program completion. CJRC monitors this number to ensure that the treatment modality and levels of service are appropriate for the clients being served.

Trend explanation: The re-arrest rate of program graduates increased from 25% for FY2013-14 to 30% for FY2015-16 clients. CJRC is in the process of collecting similar information for FY2012-13 and FY2016-17 to further evaluate the re-arrest trends.

FY2019-20 target: This is a new measure for CJRC, and not enough data is available currently to make sound predictions for other time periods.

YOUTH HOME

GOAL 3 SAFE COMMUNITY: Partner with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies and ensure accessible and fair justice.

Description

The mission of the Durham County Youth Home is to provide secure custody, programs and care to juveniles who have been detained by the courts while they await disposition of their cases. Children between the ages of six and 17 reside in the secure, 14-bed detention facility on Broad Street. Durham's Youth Home is one of eight state juvenile detention facilities for children the court determines need secure custody supervision. The Youth Home provides an emotionally safe environment where juveniles receive custodial care that includes meals, clothing, bedding, routine medical attention, educational resources, structured programs, and counseling. The residents are monitored and supervised twenty-four hours a day, seven days a week by both male and female counseling staff, ensuring that they are kept in safe custody pending future disposition of their cases in court.

Programs

Durham Public Schools Education

The Youth Home strives to ensure that children in its custody regularly attend a Durham Public School. The children receive credit for attendance and grades earned during their time at the Youth Home.

Juvenile Custody and Management

The Youth Home's primary responsibility is to manage the custody of the juveniles who have been detained by courts. Juveniles are placed in the facility by the Juvenile Court, which determines that the children need secure custody supervision while they await the disposition of their court cases. The children receive meals, medical attention and access to programs intended to improve juvenile outcomes.

Program	Budget
Durham Public Schools Education	$191,379
Juvenile Custody and Management	$1,020,686
Partnership Services	$63,793
Grand Total	**$1,275,858**

Partnership Services

Children who reside in the Youth Home receive access to a variety of social and educational opportunities offered by community partners. The Youth Home leverages the abundant resource providers in the county to provide the following opportunities:

- Durham County Library Teen Librarian and Oasis programs provide library books and group activities for the youth.
- Durham County Public Health Health Educators provides sexual health educational groups and STD/STI testing to the Youth Home residents.
- Pastoral services are provided by four volunteer groups, who offer religious groups and activities for the residents.
- UNC students with the Criminal Justice Association and Breaking Barriers Building Bonds program provide tutorial services and social educational activities for the residents.
- Duke Law and Medical School students provide educational groups and activities pertaining to the criminal justice system and medical/health related topics.

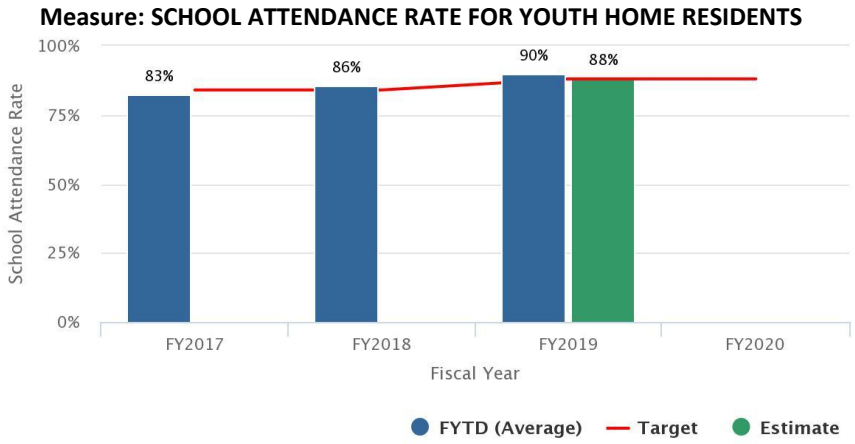
Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$1,102,482	$1,103,496	$1,122,232	$1,165,532	$1,165,532
Operating	$158,361	$138,904	$101,954	$144,876	$110,326
Expenditure Total	**$1,260,843**	**$1,242,400**	**$1,224,186**	**$1,310,408**	**$1,275,858**
Revenue					
Intergovernmental	$18,612	$15,000	$17,000	$20,000	$20,000
Service Charges	$600,118	$400,000	$400,000	$550,000	$550,000
Revenue Total	**$618,730**	**$415,000**	**$417,000**	**$570,000**	**$570,000**
Net Total	**$642,113**	**$827,400**	**$807,186**	**$740,408**	**$705,858**
FTEs	**21.12**	**21.12**	**21.12**	**21.12**	**21.12**

Budget Highlights

- The FY2019-20 budget includes an additional $13,700 to fund a five percent salary increase for three permanent, part-time employees. The Youth Home has had continued difficulty filling these part-time, weekend shift positions, due in part to the requirement that part-time employees must complete a week-long training. The vacancies increase the workload on existing staff and cause staff burnout, which may jeopardize staff and juvenile safety.
- Due to the recent passage of the state's Raise the Age legislation — which mandates that 16 and 17-year-old individuals who commit crimes are no longer automatically charged in the adult criminal justice system — the Youth Home projects an increased number of juvenile custody placements and has budgeted a corresponding $150,000 increase in revenue.

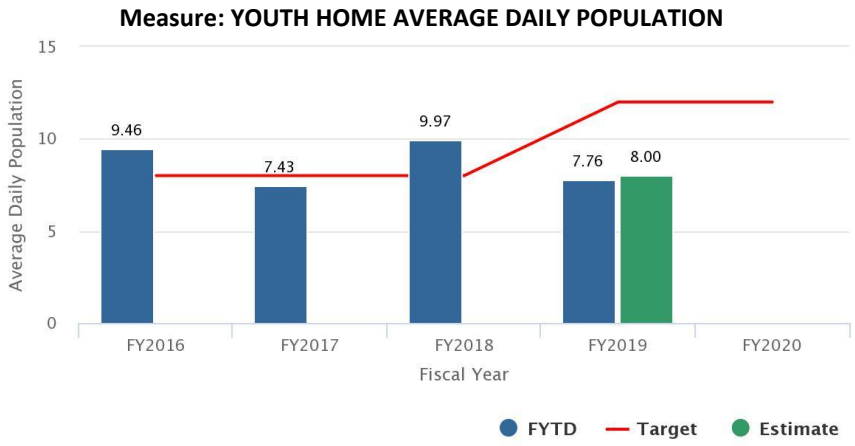
Performance Measures



Measure description: This measure shows the percent of school days that residents attend class provided by Durham Public Schools while detained at the Youth Home. When residents return to their assigned school, they receive credit for attendance and grades earned while at the Youth Home.

Trend explanation: Attendance trends are constant except for residents scheduled for court appearances, release from detention, or residents who refuse to participate in school for the day. There are consequences for residents who refuse to participate in school including room restriction and not being allowed to participate in social activities (e.g. visitation and structured programming). Due to safety concerns, residents who are scheduled for court and/or release do not attend school that day at the Youth Home.

FY2019-20 target: Trends indicate an average school attendance rate of 84%. Based on current performance, the target attendance rate will remain at 88% for FY2019-20.

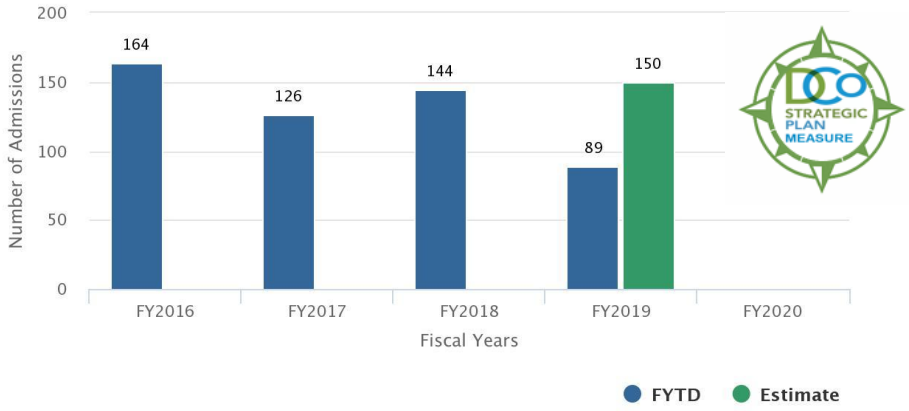


Measure description: This measure shows the average daily number of residents detained at the Youth Home. Juveniles are placed in the Youth Home through a Secure Custody Order from the Juvenile Court. A custody order is issued when a judge finds there is reasonable factual basis to believe that a juvenile committed an alleged offense and meets the criteria under GS. FA 574.

Trend explanation: The juvenile admission rate has risen between Q1 and Q2 of FY2018-19. The Youth Home does not control the variables related to residents being detained which is determined by the court system.

FY2019-20 target: The target for FY2017-18 was 8 residents based on trend data. For FY2018-19, the target was increased to 12 residents because of the "Raise the Age" legislation, effective December 2019. The new legislation allows 16 and 17 years olds to be charged as juveniles for certain offenses, excluding motor vehicle offenses. The target will remain at 12 residents for FY2019-20.

Measure: NUMBER OF ADMISSIONS TO THE YOUTH HOME

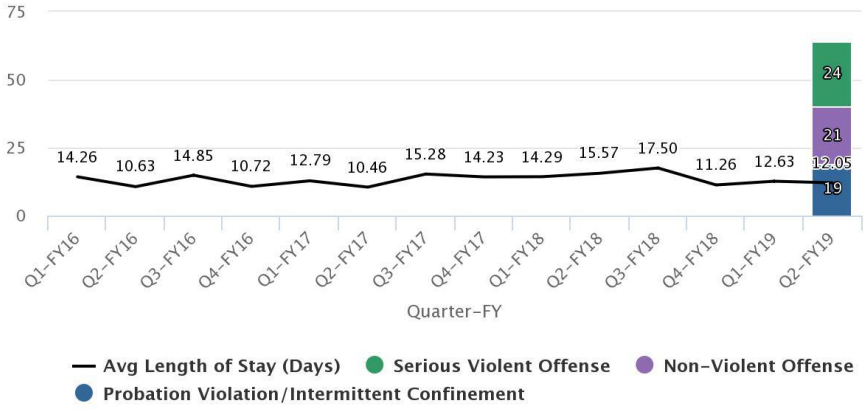


Measure description: This measure shows the total number of juveniles admitted by the courts to the Youth Home. For a juvenile to be placed in detention, he/she must be between the ages of six and seventeen and placed through a Secure Custody Order from the Juvenile Court.

Trend explanation: There was a slight decrease in Youth Home admissions between Q1 (52) and Q2 (37) of FY2018-19. Juvenile complaints have declined since 2012 in Durham (District 14). The decline is due to the development and implementation of a Detention Assessment Tool (DAT) by the Department of Public Safety and Juvenile Justice, and the ongoing training of community stakeholders and law enforcement on best practices and diversion options.

FY2019-20 target: A target for this measure is challenging due to the pending "Raise the Age" legislation, effective December 2019. The Youth Home is projecting roughly 180 admissions in FY2019-20 due to this legislation.

Measure: YOUTH HOME PRIMARY OFFENSES COMMITTED & AVERAGE LENGTH OF STAY (IN DAYS)



Measure description: The Youth Home population measure captures the average length of stay in days and the primary offense(s) committed by the juveniles who are court ordered to the detention facility. It is important to include the offenses committed with the average length of stay in days, to show how more serious offenses may affect how long the juvenile is court ordered to remain in detention. Categories of offenses include serious violent offense, non-violent offense, misdemeanor, probation violation/intermittent confinement, undisciplined, and interstate compact. This is a new measure and these types of offenses will be captured and reported moving forward.

Trend explanation: The average length of stay for FY2018-19 Q2 remains constant at approximately 12 days. The Youth Home does not control any variables related to how long the juvenile courts order a youth to remain in detention. The offense data is a new measure for FY2018-19 Q2. Therefore, there is no trending data for previous quarters. By year-end, staff estimates around 45 serious violent offenses and an average length of stay for FY2018-19 of around 12 days.

FY2019-20 target: This is a newly combined measure and a target has not been established; however, based on FY2017-18 data, the average length of stay for FY2017-18 was 14.66 days. FY2018-19 data is currently trending at 12 days. Using this data to establish trends, a target for this newly combined measure for length of stay could be 17 days for FY2019-20 as "Raise the Age" legislation goes into effect December 2019. Additionally, staff expects an increase (to around 60) in serious violent offenses for FY2019-20.

EMERGENCY MEDICAL SERVICES

GOAL 3 SAFE COMMUNITY: Partner with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies and ensure accessible and fair justice.

Description

As the principal provider of emergency medical services for Durham County, the Department of Emergency Medical Services (EMS) delivers emergency medical and related care in a safe, compassionate, and timely manner. County EMS serves the entire population of Durham County, which is estimated to be approximately 316,739, located in a service area of 299 square miles. The department has four divisions — Operations, Clinical Affairs, Finance and Administration, and Support Services — which provide full-service, advanced life service care to the citizens and visitors of Durham County. The department operates 911 ambulance service from 12 stations throughout the county.

Programs

Clinical Affairs
The clinical affairs division within Durham County EMS ensures that staff follow the latest evidence-based practices, as well as review system performance. Additionally, Clinical Affairs houses the agency's Community Paramedicine Program, which provides specialized care for opioid intervention along with other high users of the 911 system.

Community Outreach
Supported by the agency's Education and Operations Divisions, community outreach provides opportunities for EMS to engage with the citizens outside of an emergency. Staff provide information about EMS services, personal safety education and training, and basic lifesaving skills.

Program	Budget
Clinical Affairs	$845,955
Community Outreach	$845,955
Operations	$9,305,504
Professional Development	$2,537,865
System Administration	$3,383,820
Grand Total	**$16,919,099**

Operations
To meet the core mission of the agency, operations is responsible for the staffing of ambulances on a 24 hours a day, seven days a week basis. This is achieved through four rotating shifts, as well as peak hour units.

Professional Development
Supported by the agency's Education Division, the professional development program provides clinical education services to EMS employees and system partners within the local fire departments. This ensures that Durham County EMS is properly trained on the latest medicine. Additionally, the agency's internal academy ensures consistent service provision throughout Durham County by training all new employees to meet the same rigorous standards.

System Administration
Support functions within the agency include logistics, administration, finance, public information, and human resources support. This group provides the professional administration of EMS services, and it monitors ambulances and stations to ensure they are stocked with required supplies and equipment.

Budget

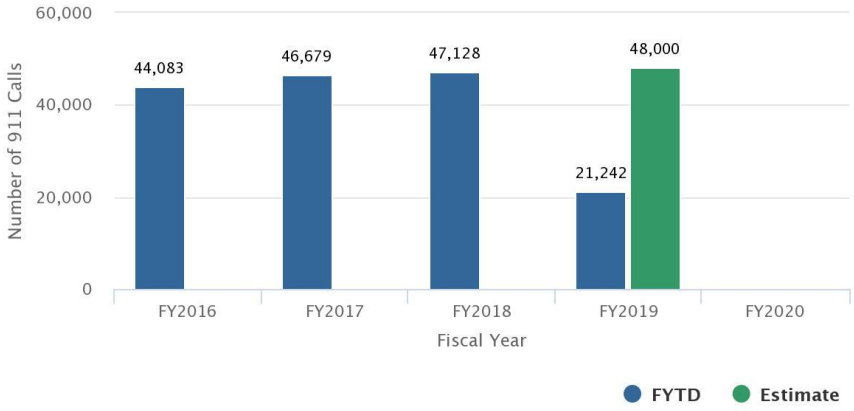
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$10,321,983	$11,548,626	$11,072,869	$12,272,153	$12,272,153
Operating	$3,930,702	$4,897,936	$3,671,951	$5,006,149	$4,646,946
Capital	$83,829	$0	$119,120	$1,296,856	$0
Expenditure Total	**$14,336,514**	**$16,446,562**	**$14,863,939**	**$18,575,158**	**$16,919,099**
Revenue					
Intergovernmental	$2,447,042	$2,500,000	$2,499,124	$2,500,000	$2,560,167
Service Charges	$10,156,510	$10,035,000	$10,705,776	$10,855,000	$10,855,000
Other Revenues	$1,000	$0	$0	$0	$0
Revenue Total	**$12,604,552**	**$12,535,000**	**$13,204,900**	**$13,355,000**	**$13,415,167**
Net Total	**$1,731,962**	**$3,911,562**	**$1,659,039**	**$5,220,158**	**$3,503,932**
FTEs	**179.00**	**179.00**	**179.00**	**179.00**	**179.00**

Budget Highlights

- The budget funds the purchase of five replacement ambulances. This request completes a long-term plan to modernize the EMS fleet by phasing out older ambulances and replacing them with more modern vehicles. The smaller vehicles increase safety by lowering the weight, as well as reduce capital outlay, lower operating fuel costs, and provide better fuel economy and emissions standards than the previous vehicles.
    - Actual vehicle expense is in the non-departmental fund center (see equipment page for details)
- EMS efforts to use existing appropriations in a more efficient manner has resulted in more than $100,000 in cost savings that it has realigned to cover cost-increases without requesting additional funding.
- The department expects a revenue increase of about $800,000 in FY2019-20, due to an increase in call volume.

Performance Measures

Measure: NUMBER OF 911 CALLS RESPONDED TO BY DURHAM COUNTY EMS

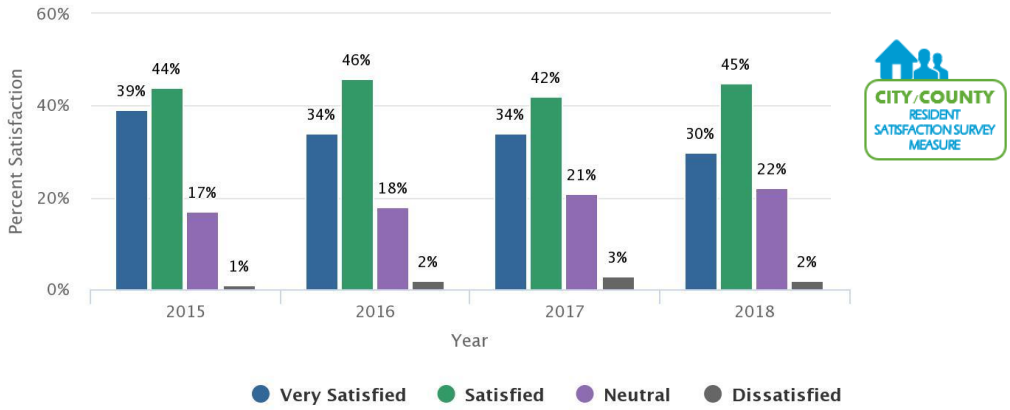


Measure description: This measures the number of 911 calls for help Durham County EMS responds to annually. This information assists with developing ambulance deployment and staffing models for the County.

Trend explanation: Call volume has remained relatively stable as compared to the last fiscal year; however, there are generally increased call volumes in the spring and summer months. As a result, staff are anticipating slight growth over the prior year and estimate a year-end total of around 48,000 calls.

FY2019-20 target: Based on historical knowledge and predictive models, staff are anticipating a slight increase for FY2019-20 (roughly 51,000 calls).

Measure: OVERALL SATISFACTION WITH DURHAM COUNTY EMS SERVICES

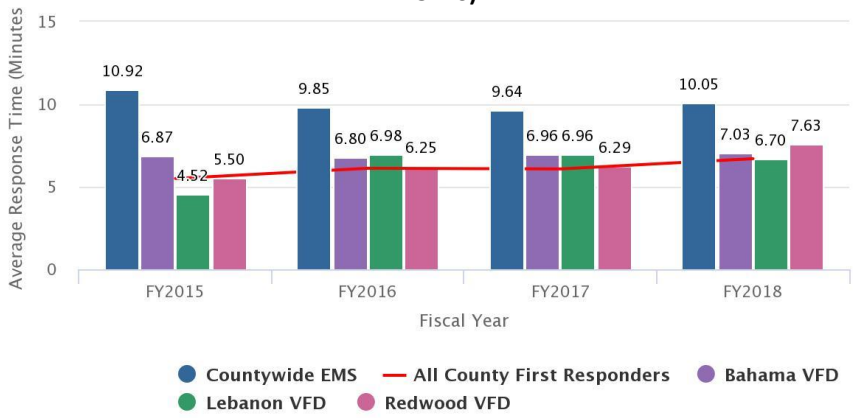


Measure description: This measure is from the City/County Resident Satisfaction Survey (RSS) and measures satisfaction with Durham County EMS services by percentage of respondents who rated the item on a 5-point scale (excluding N/A). This survey includes responses from residents that may have previously used Durham County EMS services and residents that have not used Durham County EMS services. Although some respondents may not have used Durham County EMS services, their "perception" of the services provided by Durham County EMS is important. The results of this survey help to measure the effectiveness of current Durham County EMS services, programs, clinical care, and patient satisfaction.

Trend explanation: Durham County EMS satisfaction rates, those listed as very satisfied or satisfied, have remained relatively stable over the prior few years. It is important to monitor this data and find opportunities to improve services and resident engagement.

FY2019-20 target: The satisfaction rates have been stable over the past few years. In addition to this, Durham County EMS has been consistently higher than the national average with satisfaction rates, so marginal increases, while staff will continue to strive toward them, will be more difficult to achieve. Efforts to improve how this measure is trending include increasing Durham County EMS visibility in the community, greater participation in community events, and implementation of additional Durham County EMS public education opportunities. Durham County EMS will continue to monitor ambulance deployment models and patient outcomes to ensure patients receive the highest level of clinical care in a timely manner.

Measure: AVERAGE CALL RESPONSE TIMES FOR EMERGENT, HIGH PRIORITY MEDICAL AND TRAUMATIC INJURIES (IN MINUTES)

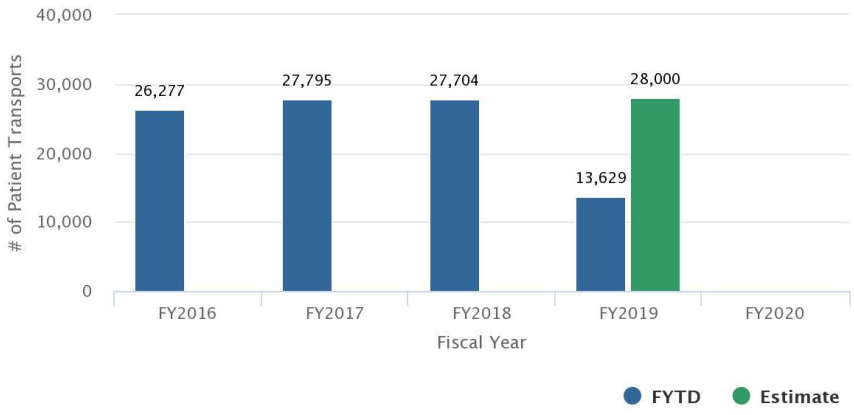


Measure description: The Durham County EMS System includes Durham County Emergency Medical Services (DCEMS) that provide advanced life support and ambulance transport, and first responders from career and volunteer fire departments. Durham County first responders are dispatched along with DCEMS to 911 calls to initiate emergency care upon DCEMS arrival. EMT and Advanced EMT first responders from Lebanon Volunteer Fire Department, Redwood Volunteer Fire Department, and Bahama Volunteer Fire Department provide initial response with non-transport fire apparatus or utility vehicles. This measure monitors the average response time by DCEMS and first responders to medical and traumatic emergencies in minutes.

Trend explanation: Each agency's overall average response times are closely monitored to evaluate current deployment plans and staging locations. The data show an increase in average response times by DCEMS for emergent 911 calls during the first quarter of FY2018-19. During this period, there was a 4% increase in call response times by DCEMS, a trend that will continue to be monitored and managed. This increase can be attributed primarily to major road closures and changes (147, 70, Alston Avenue) and several severe weather events. DCEMS projects to end FY2018-19 with an average call response time of 10.05 minutes.

FY2019-20 target: DCEMS continues to strive for lower response times by implementing staffing and schedule changes, conducting deployment analysis and truck siting, and sharing monthly performance data with crews to educate and demonstrate the need for quick en route and hospital clearance times. The goal for next year is an average call response time of 9.75 minutes or lower.

Measure: NUMBER OF PATIENT TRANSPORTS

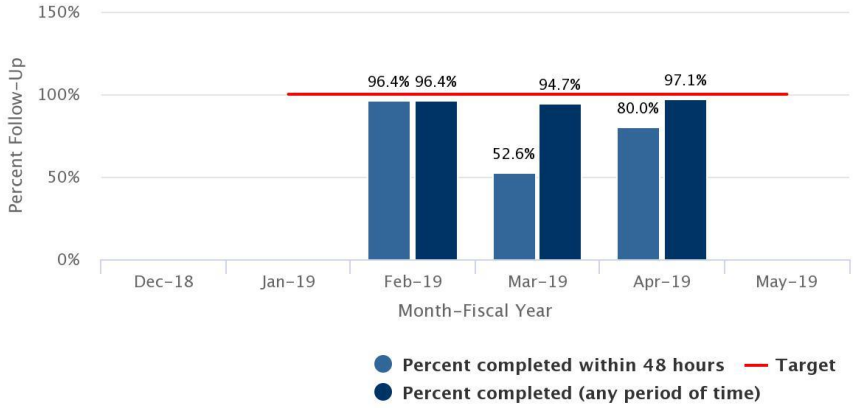


Measure description: This measures the number of Durham County EMS patients transported annually. This information assists with developing ambulance deployment and staffing models for the County.

Trend explanation: The number of patient transports is tied to the overall number of 911 calls responded to by DCEMS. As such, staff anticipate a slight increase in transports associated with the increase in call volume.

FY2019-20 target: With the anticipated increase in 911 call volume for the next fiscal year, staff projects a slight increase in transports as well (projected at roughly 29,500).

Measure: PERCENT OF OPIOID OVERDOSE FOLLOW-UPS COMPLETED BY COMMUNITY PARAMEDICS WITHIN 48 HOURS OF PATIENT OVERDOSE



Measure description: This measures the percent of follow-up visits that are made by staff of the Community Paramedic Program within 48 hours of overdose to provide Narcan, education, and support to individuals who recently overdosed and required medical care.

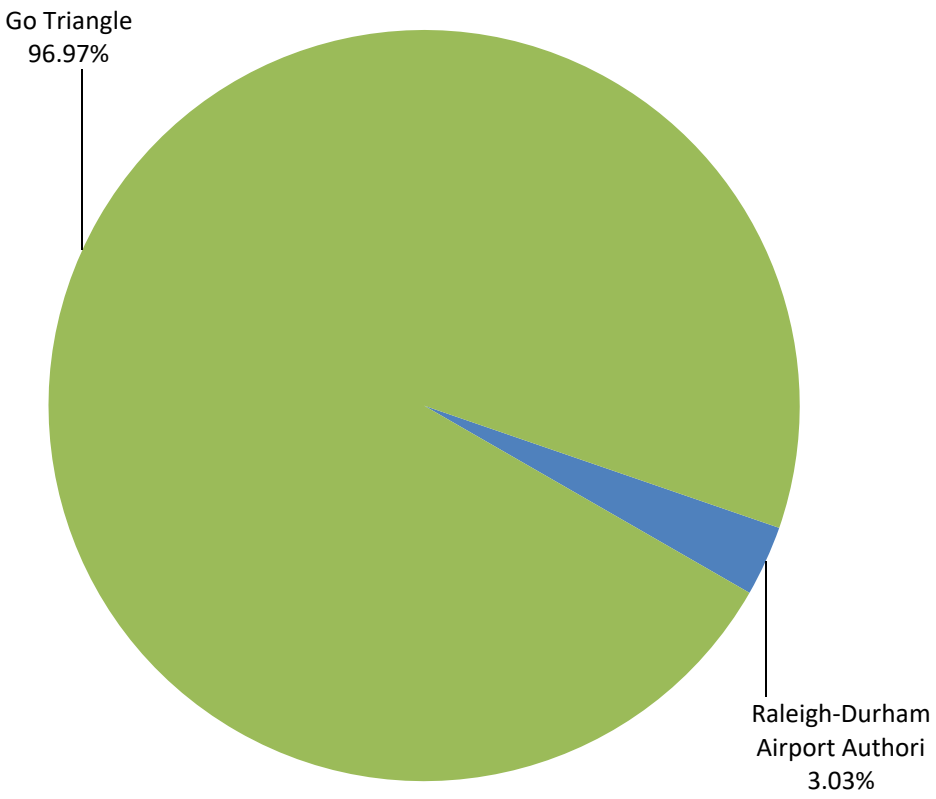
Trend explanation: This is a new measure for FY2018-19 and no historical trends are available. Early data has shown positive contact rates with patients who have recently overdosed. DCEMS will continue to strive to conduct follow-ups with 100% of patients within 48 hours.

FY2019-20 target: Early intervention following an overdose has been identified as important in aiding those who are struggling with addiction. As such, it is the goal of DCEMS to follow-up with 100% of overdose patients within 48 hours of the initial field visit.

Transportation

A function of local government which promotes safe and economical transportation.

Transportation Approved Budget



Fund Center	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Raleigh-Durham Airport Authority	$12,500	$12,500	$12,500	$12,500	$12,500
Go Triangle	$226,448	$500,000	$300,000	$400,000	$400,000
Grand Total	**$238,948**	**$512,500**	**$312,500**	**$412,500**	**$412,500**

RALEIGH-DURHAM AIRPORT AUTHORITY

GOAL 4 ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY: Protect natural resources and support and promote community and economic vitality for all residents of Durham County.

Description

This includes the County's share of funding for the Raleigh-Durham Airport Authority. The Raleigh-Durham Airport Authority is governed by a board appointed to plan and conduct the operations of the Raleigh-Durham International Airport. The eight-member governing body is jointly appointed by the City of Durham, the City of Raleigh, Durham County, and Wake County, with each member government appointing two members to the Airport Authority Board. Durham County and the other participating governments each appropriate $12,500 annually to cover administration expenses incurred by the Airport Authority.

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$12,500	$12,500	$12,500	$12,500	$12,500
Expenditure Total	**$12,500**	**$12,500**	**$12,500**	**$12,500**	**$12,500**
Grand Total	**$12,500**	**$12,500**	**$12,500**	**$12,500**	**$12,500**

GO-TRIANGLE

GOAL 4 ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY: Protect natural resources and support and promote community and economic vitality for all residents of Durham County.

Description

This fund center reflects the estimated County's share of the Division of Motor Vehicles (DMV) distribution of $7 from the vehicle registration tax on motor vehicles registered in Durham County going directly to GoTriangle in a manner consistent with the Durham County Bus and Rail Investment Plan and Interlocal Implementation Agreement for the Durham County Bus and Rail Investment Plan.

Quarterly remittances of the $7 vehicle registration tax collected by the state which includes the County's share are made to GoTriangle directly from the State. County staff computes the County's portion per the statutory formula. County staff then records the County's portion on the general ledger recognizing the County's portion of the funds as revenues and the distribution to GoTriangle as the offsetting expenditure (e.g., as a pass-through of the funds collected by the state that have been approved by the Board of County Commissioners to go to GoTriangle).

Even though $400,000 is budgeted, it remains a challenge to estimate the amount of $7 vehicle registration funds the state will collect in the fiscal year. However, only the amount of revenue collected by the state is remitted to GoTriangle.

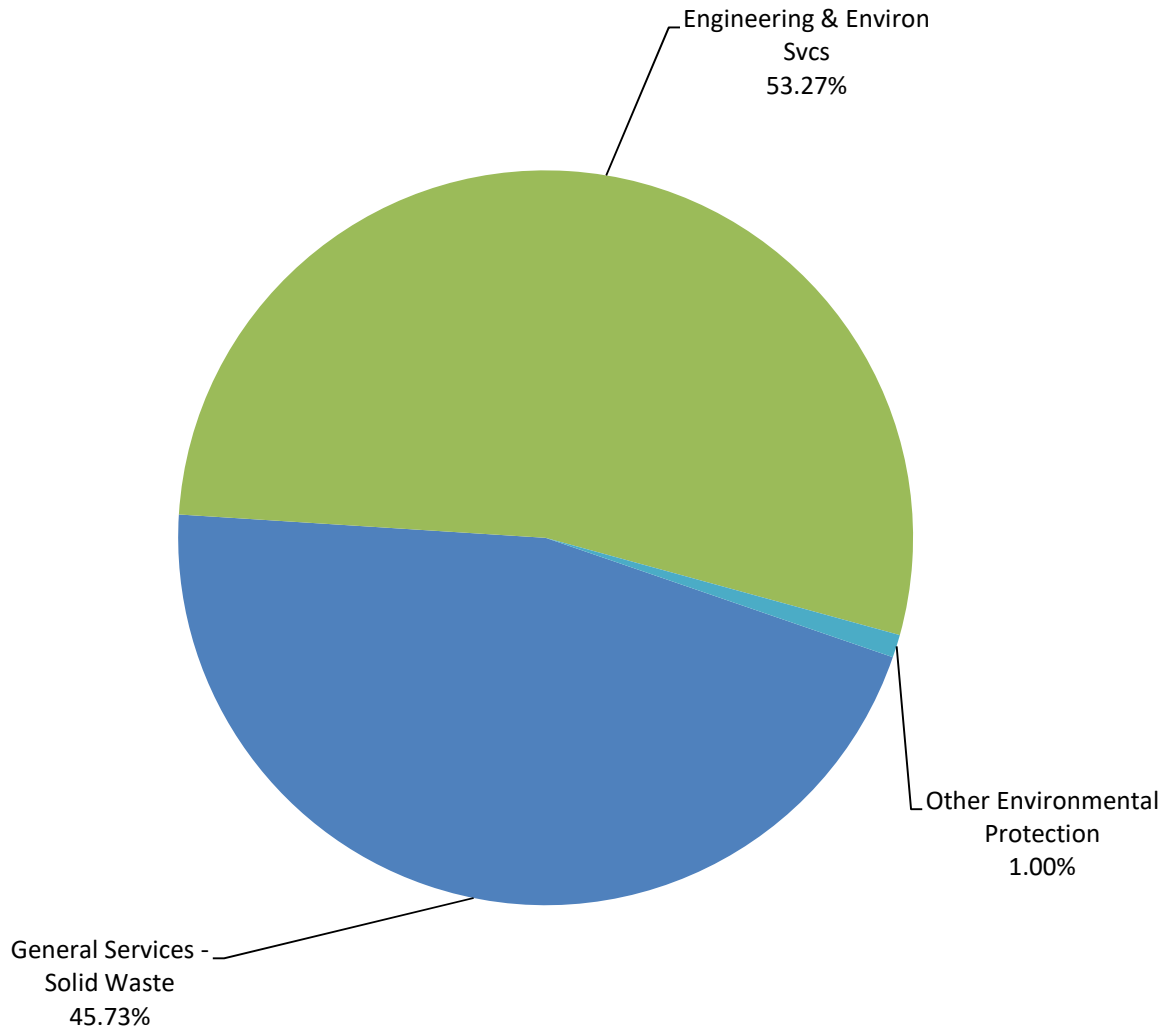
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$226,448	$500,000	$300,000	$400,000	$400,000
Expenditure Total	**$226,448**	**$500,000**	**$300,000**	**$400,000**	**$400,000**
Grand Total	**$226,448**	**$500,000**	**$300,000**	**$400,000**	**$400,000**

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Environmental Protection

A function of government which includes conservation and development of natural resources.

Environmental Protection Approved Budget



Business area	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
General Services	$2,163,084	$2,299,042	$2,176,359	$2,284,593	$2,302,690
Engineering & Environ Svcs	$2,201,992	$2,704,855	$2,549,210	$2,726,847	$2,682,367
Other Environmental Protection	$44,494	$50,589	$57,437	$50,506	$50,506
Grand Total	**$4,409,570**	**$5,054,486**	**$4,783,006**	**$5,061,946**	**$5,035,563**

GENERAL SERVICES – SOLID WASTE

GOAL 4 ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY: Protect natural resources and support and promote community and economic vitality for all residents of Durham County.

Description

The mission of the General Services' Solid Waste Management Division is to provide safe, efficient and effective waste collection, disposal, litter control and waste reduction outreach and educational services to the citizens of Durham County that protect and maintain the natural environment while supporting Goal 4 – Environmental Stewardship of the Strategic Plan.

Solid Waste Management Program provides residents living in the unincorporated areas of Durham County means of properly disposing solid waste, recyclable materials and special wastes such as white goods and used motor oil at four local convenience sites, contracted roadside recycling collection, litter control investigations and educational waste reduction outreach efforts. The County's Solid Waste Management Program is administered by the Department of General Services' Solid Waste Management Division whose office is located at 4527 Hillsborough Road. The program consists of the maintenance and operation of the County's four residential solid waste and recycling convenience sites (Bahama, Parkwood, Redwood and Rougemont; maintenance and monitoring of the closed landfills formerly operated by the County; and the enforcement of the Solid Waste and Junked and Abandoned Vehicles ordinances. Additional services provided by the Division include County Government building recycling collection.

Budget

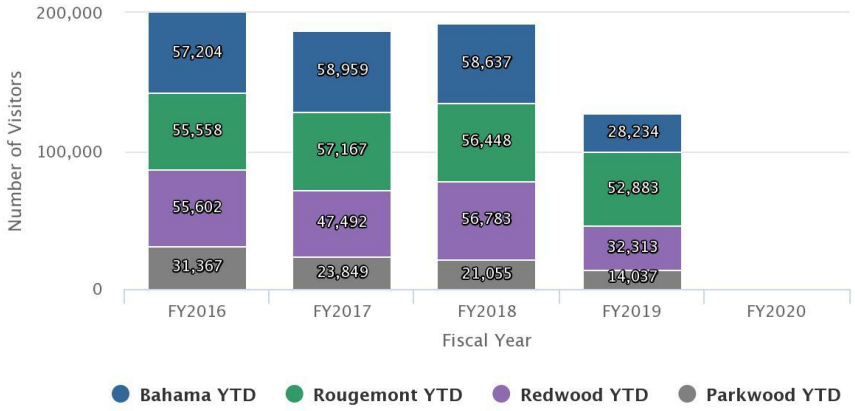
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$723,565	$749,389	$796,075	$822,592	$822,592
Operating	$1,282,347	$1,430,653	$1,371,135	$1,462,001	$1,480,098
Capital	$157,172	$119,000	$9,149	$0	$0
Expenditure Total	**$2,163,084**	**$2,299,042**	**$2,176,359**	**$2,284,593**	**$2,302,690**
Revenue					
Taxes	$72,912	$44,000	$25,711	$44,000	$44,000
Intergovernmental	$20,963	$5,313	$0	$0	$0
Service Charges	$2,275,476	$2,192,129	$2,207,895	$2,187,175	$2,203,690
Revenue Total	**$2,369,351**	**$2,241,442**	**$2,233,606**	**$2,231,175**	**$2,247,690**
Net Total	**$206,267**	**$57,600**	**$57,247**	**$53,418**	**$55,000**
FTEs	**17.00**	**17.00**	**17.00**	**18.00**	**18.00**

Budget Highlights

- The Sticker Fee will remain at $158.81, which is the same level as the prior 3 fiscal years.
- The Pilot Program for Durham County hauling of its containers has been evaluated and this budget includes 1 FTE for a Roll-off Truck Driver. The addition of this dedicated personnel will allow Durham County to eliminate a $110,000 contract with the City of Durham (Total increase related to position $49,308).
- As a result of changes in recycling policy and demand for recyclable materials there has been a significant increase in processing/tipping fees to the county. The majority of this increase has been absorbed by the elimination of the contract with the City of Durham.

Performance Measures

Measure: NUMBER OF DURHAM COUNTY SOLID WASTE CONVENIENCE CENTER VISITORS

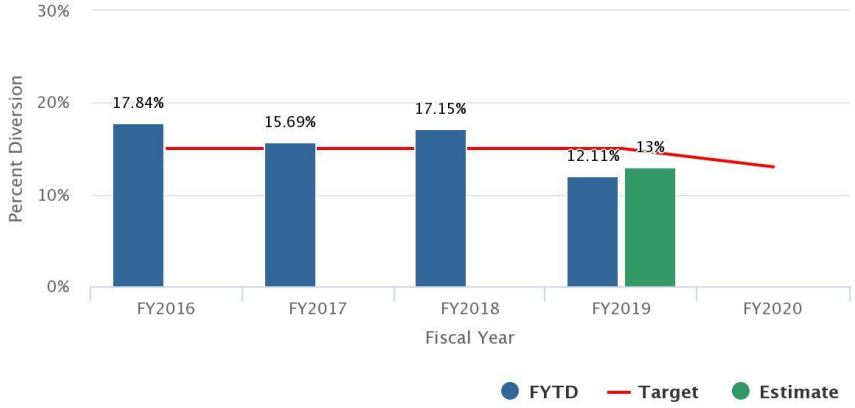


Measure description: This measure shows the total number of visitors at the four Solid Waste Convenience Centers: Bahama, Rougemont, Redwood, and Parkwood. This measure helps the department know how well the Convenience Centers are used. *Note: The above chart shows data through Q2 (December) of FY2018-19.*

Trend explanation: The department saw an increase in visitors in FY2018-19. Staff are projecting a year-end total of around 217,708 for all four sites in FY2018-19, up from 192,923 in FY2017-18 (Bahama year-end estimate = 54,825; Rougemont year-end estimate = 72,171; Redwood year-end estimate = 64,526; Parkwood year-end estimate = 26,186). Residents who desire curbside trash service must pay for that option. As other costs rise, that may be one expense residents choose to eliminate, thereby increasing their visits to Durham County Convenience Centers. The active use of Bahama and Rougemont has speared Solid Waste staff to look at a larger consolidated site for the northern customers that will service the community needs.

FY2019-20 target: This measure does not have a true target. The department does not anticipate any service changes, and therefore without substantial weather closings, the FY2019-20 visitor projection is 215,000.

Measure: PERCENT OF WASTE STREAM DIVERTED THROUGH RECYCLING (DURHAM COUNTY CONVENIENCE CENTERS)



Measure description: This measures the percent of waste diverted from the landfill to recycling at the Durham County Convenience Centers. Recycling saves the County money through hauling and disposal fees and is better for the environment. The diversion rate is calculated by dividing recyclables tonnage by total recyclables tonnage and trash tonnage. The recycling tonnage only includes single stream recycling; it does not include scrap metals and textiles.

Trend explanation: The goal for this year was 15%. However, at this point staff anticipate coming in lower than that at 13%. Staff have noticed an increase in total garbage tonnage, which could be due to residents eliminating private curbside garbage service. Recycling tonnage has decreased overall. Some of that decrease is due to an issue with the data collection on the side of the vendor which caused underreporting of tonnage. An increase in garbage tonnage and a decrease in recycling tonnage therefore caused the percent of waste diversion to be lower.

FY2019-20 target: While the issues with the vendor underreporting recycling tonnage should be improved next year, staff anticipate a continued increase in garbage tonnage as more residents turn to Durham County sites for trash disposal.

COUNTY ENGINEERING & ENVIRONMENTAL SERVICES

GOAL 4 ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY: Protect natural resources and support and promote community and economic vitality for all residents of Durham County.

Description

The mission of the Durham County Engineering and Environmental Services Department is to protect regional water quality through the administration of the sewer use, stormwater and erosion control ordinances; to improve County facilities through the management of capital projects consistent with the High-Performance Building policy; to protect and improve Durham's environment through wise use of natural resources; and to preserve natural and scenic lands, farms, and forests. The department consists of the Stormwater and Erosion Control, Sustainability, Capital Project Development and Management, Open Space/Real Estate Management divisions, Economic Development, and Utility divisions. Budget information for the Utility Divisions and Economic Development can be found under the Enterprise Fund tab and Economic Development tab respectively in the budget document

Programs

Capital Project Development and Management–

The Capital Improvement Development and Management program is responsible for improving the functional operation and efficiency of County facilities for the benefit of staff and the citizens of Durham County. The program is responsible for managing the planning, design and construction of capital improvement projects related to County owned facilities. Projects include major renovations and new construction. This includes meeting the Durham County High Performance Building Policy requiring all newly constructed facilities to achieve LEED Silver or Gold level certification and major renovation projects to achieve LEED Certified level certification.

Erosion Control/Stormwater Management –

Program	Budget
Capital Project Development and Management	$1,207,065
Erosion Control/Stormwater Management	$804,710
Open Space Preservation	$335,296
Real Estate	$201,178
Sustainability	$134,118
Grand Total	**$2,682,367**

The purpose of the Stormwater and Erosion Control program is to protect water quality through enforcing compliance for development activity with state regulations and County ordinances. The Erosion Control Program administers and enforces the sedimentation and erosion control sections of the Durham City-County Unified Development Ordinance. A state-delegated local program, it includes all privately funded, non-agricultural land-disturbing activities of more than 12,000 square feet in both the City of Durham and the unincorporated areas of the County. The Program conducts plan reviews, issues land disturbance permits & inspects permitted projects for compliance. The Stormwater Program is responsible for administering the Durham County Stormwater Ordinance, which applies to all unincorporated areas of Durham County, and for enforcing the Neuse River, Falls Lake, and Jordan Lake nutrient management rules through development reviews including flood control, water quantity, and water quality control measures. It is also responsible for maintaining the County's compliance with the rules through stormwater retrofit identification, illicit discharge detection and elimination, and education and outreach activities.

Open Space Preservation

The Durham County Open Space Program works to enhance the quality of life and sustainability of current and future generations by protecting scenic, natural and historic landscapes; conserving significant habitats, working lands, and cultural and natural resources; and by providing natural areas for public enjoyment. With specific guidance from adopted open space and farmland preservation plans and by leveraging county funds with outside funding sources, the Open Space Program works with landowners, farmers, non-profit groups, public groups and other stakeholders to identify and protect important lands. The program staff is responsible for easement stewardship and monitoring and management of the county's open space lands, four of which are open to the public for low impact recreational use. Durham's Open Space and Trails (DOST) Matching Grant Program is also administered by Open Space Division staff.

Real Estate

The purpose of the Real Estate program is to guide the County as it acquires, leases and tracks real property so the County can optimize the use and value of those assets. The Real Estate Program is responsible for all County real property by identifying appropriate lands for County facilities, leased land and office space, and the sale/disposal of all County owned surplus properties.

Sustainability

The Sustainability Office helps protect and improve Durham's environment through wise use of natural resources by providing guidance and resources to county employees, businesses & residents. The County Sustainability Office implements Durham's Greenhouse Gas Emissions Reduction Plan. Adopted in 2007, the plan sets ambitious goals for reducing greenhouse gas emissions by government and the community by 2030. Since 2008, the Sustainability Office has been funded jointly with the City of Durham. In FY20, the Sustainability Office is split into a County-only division and a City-only division. This budget reflects this change with funding for a county-only Sustainability Manager.

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$1,696,166	$2,043,836	$1,842,276	$2,097,040	$2,032,502
Operating	$408,836	$661,019	$706,933	$629,807	$649,865
Capital	$96,989	$0	$0	$0	$0
Expenditure Total	**$2,201,992**	**$2,704,855**	**$2,549,210**	**$2,726,847**	**$2,682,367**
Revenue					
Licenses and Permits	$687,020	$507,000	$507,000	$594,500	$594,500
Intergovernmental	$98,056	$121,025	$121,025	$0	$26,149
Rental Income	$1	$0	$1	$1	$1
Sewer Connection Fees	$3,780	$5,000	$5,000	$5,000	$5,000
Service Charges	$2,570	$60	$8,412	$2,255	$2,255
Enterprise Charges	$15,123	$14,000	$14,000	$14,000	$14,000
Other Revenues	$2,375	$850	$850	$850	$850
Revenue Total	**$808,925**	**$647,935**	**$656,288**	**$616,606**	**$642,755**
Net Total	**$1,393,066**	**$2,056,920**	**$1,892,922**	**$2,110,241**	**$2,039,612**
FTEs	**19.00**	**21.00**	**21.00**	**21.00**	**21.00**

Budget Highlights

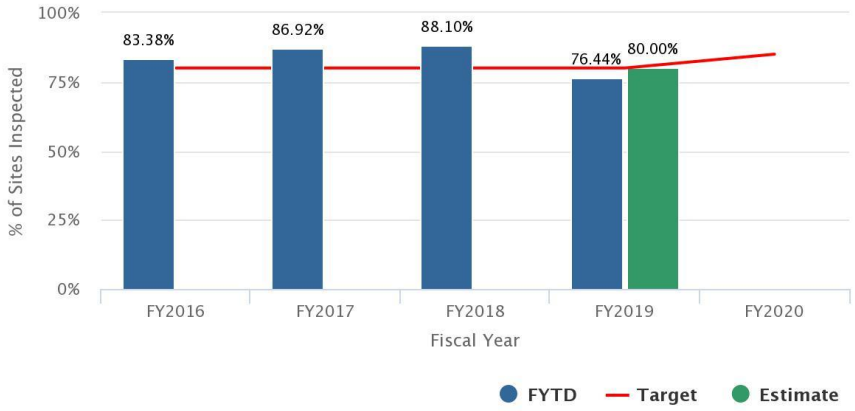
- A renewable energy plan at ($50,000). Board of County Commissioners adopted a resolution in November 2018 to create a plan for County operations to run on 100% renewable energy by 2050. This request is to hire a consultant to help create that plan.
- This budget maintains current levels of services for Program Management, Open Space and Real Estate, Stormwater and Erosion Control, and Utilities. The Sustainability Office has lost funding for one FTE in this budget and impact on the level of service will be evaluated over FY20 to determine how this impacts the program.

*The County also funds a select group of community based non-profit organizations that support, directly or indirectly, various County department services. These County supported non-profit agencies are selected through a rigorous annual selection and certification process to ensure quality services and outcomes. The supported non-profits shown here are related to services provided by the department being described, however, the appendix of this document has more detail about all Durham County non-profit funding. $10,000 in non-profit program funds to the Ellerbe Creek Watershed Association for the Smart Program to restore water quality in our streams, rivers and drinking water supplies. Listed in the Appendix under Goal 4.

Engineering Non-Profit Support	FY2019-20 Funding
Ellerbe Creek Watershed Association	$10,000.00
	$10,000.00

Performance Measures

Measure: AVERAGE PERCENTAGE OF SITES INSPECTED MONTHLY

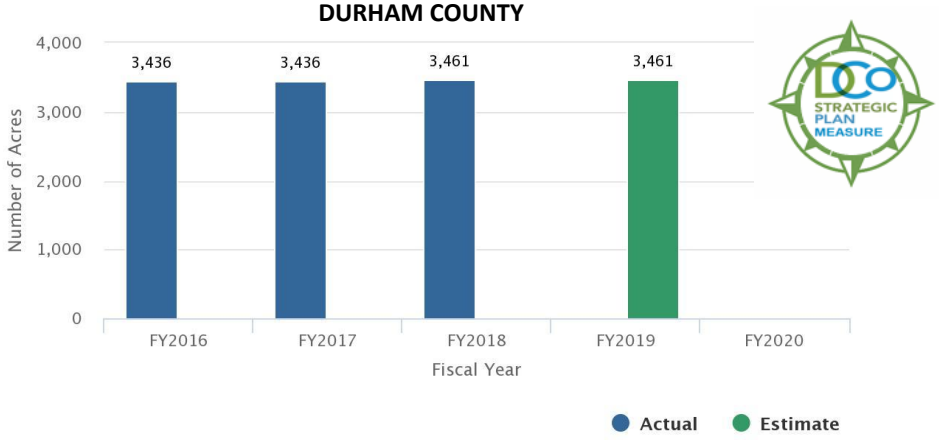


Measure description: This measure shows the percentage of permitted sites that are inspected monthly. Monthly inspections are critical in maintaining compliance with land disturbance permits and erosion control plans. Maintaining compliance is the best way to keep sediment out of Durham County streams and rivers, thus protecting the environment.

Trend explanation: Weather and staffing are the main factors in decreased inspections for FY2018-19. Increased wet weather creates unsafe conditions to complete inspections. Additionally, one technician was injured in a fall and unable to complete inspections for most of the fall. Staff are also at an all-time high number of permits and continue to be stretched in completing inspections. Overall compliance is being maintained on most sites.

FY2019-20 target: Full staffing and good weather should put the department back on track to meet the target for FY2019-20.

Measure: NUMBER OF TOTAL ACRES OF OPEN SPACE AND FARMLAND THAT HAVE BEEN PROTECTED/INFLUENCED BY DURHAM COUNTY

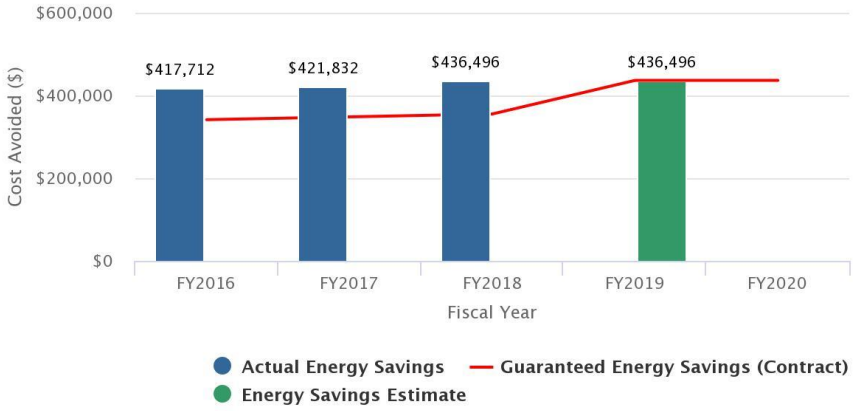


Measure description: Acres protected means the total acreage protected by Durham County, either through acquisition, or through other permanent means such as conservation easements. This is important because the amount of open space protected in a community helps with environmental protection, water quality and wildlife habitat maintenance, and quality of life in a growing community. Durham County has adopted four different open space plans prepared by the Durham City/County Planning department with citizen input, and these are used as implementation guides.

Trend explanation: Conservation easements on important farmlands have been a core part of the program for over a decade. The average size of participating farms has dropped significantly, and the work to complete a farm easement is roughly the same regardless of size. So, the number of farms may be staying consistent while the total acreage protected each year is going down. While several new areas were identified during FY2018-19, no additional acres were added.

FY2019-20 target: There is no target for this measure due to the inability to project availability of land donated or for purchase; however, new areas identified in FY2018-19 are expected to be added in FY2019-20, which should increase the number of total acres to 3,581.

Measure: COST AVOIDED THROUGH SUSTAINABILITY ENERGY SAVINGS PERFORMANCE CONTRACTING

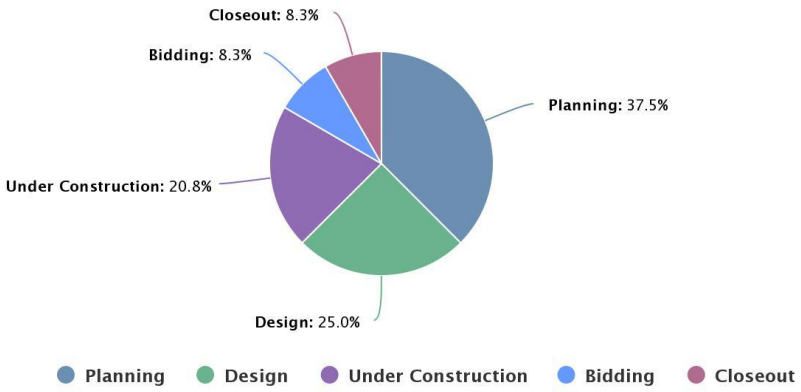


Measure description: This measure quantifies the amount of money saved by conserving energy and water in Durham County facilities through the Performance Contracting program. Performance Contracting is a way of implementing energy and water saving measures quickly and paying off the cost through guaranteed utility savings over time. This is important because Durham County is saving taxpayer dollars that can be used for other important County functions rather than sending those dollars to utility companies. In addition, staff is reducing Durham County's greenhouse gas emissions and conserving natural resources through energy and water savings. Data for this measure is collected through a third party verified process to calculate how much energy, water, and money Durham County is saving due to the retrofits completed on Durham County buildings. Some of the savings are calculated while others are based on the actual utility bills.

Trend explanation: This measure is trending in a positive direction (more costs avoided) because Durham County continues to save energy and water in facilities and because energy costs are increasing. As energy costs increase over time, the amount of money saved also goes up. To improve this measure, staff can continue to improve the way Durham County facilities function, so they waste less energy and water. Staff can also continue to work with employees to improve conservation practices.

FY2019-20 target: This target is the amount of savings the contractor has guaranteed Durham County would see per the Energy Savings Performance Contract ($436,496).

Measure: CAPITAL PROJECTS ACTIVE PROJECT PORTFOLIO: PERCENT OF TOTAL PROJECT PORTFOLIO IN EACH PHASE



Measure description: This is a measure of the activity level of projects throughout the Capital Improvement Plan (CIP) process. This measure provides insight into staffing requirements for the division. The number and scheduling of projects undertaken is based on decisions made by the Board of County Commissioners and County Management. Typical construction processes also factor into timelines for projects.

Trend explanation: Trending for CIP projects is determined by economic forces and the County's CIP planning process. County Management will fund projects based on these factors, and the Project Management division is tasked with managing the projects within the allocated funding.

FY2019-20 target: The number of projects undertaken is based on decisions made by County Management and are beyond the division's control.

FOREST PROTECTION

GOAL 4 ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY: Protect natural resources and support and promote community and economic vitality for all residents of Durham County.

Description

Durham County provides financial support for State-administered forest protection services under contract with the North Carolina Department of Agriculture and Consumer Services of N.C. Forest Service, which maintains field offices in all counties of the State. The County pays 40% of the cost of operations and the State pays 60%. One assistant ranger is assigned full time to Durham County. A second ranger is assigned equal time to Durham and Orange Counties as a supervisor over both regions. A Forest Fire Equipment Operator (shared with Wake County and stationed in Wake County), a Service Forester, a Water Quality Forester, a Forest Fire Equipment Operator, and various other District and administrative staff provide support as necessary in Durham County.

Serving all County residents, the Forest Protection Program provides services including, but not limited to forest fire suppression and prevention, forest management, financial assistance, urban and community forestry planning, and insect and disease protection. In addition, the program publicizes the importance of prevention and protection measures through ongoing information and educational programs. Approximately 100,000 acres of forest exist in Durham County.

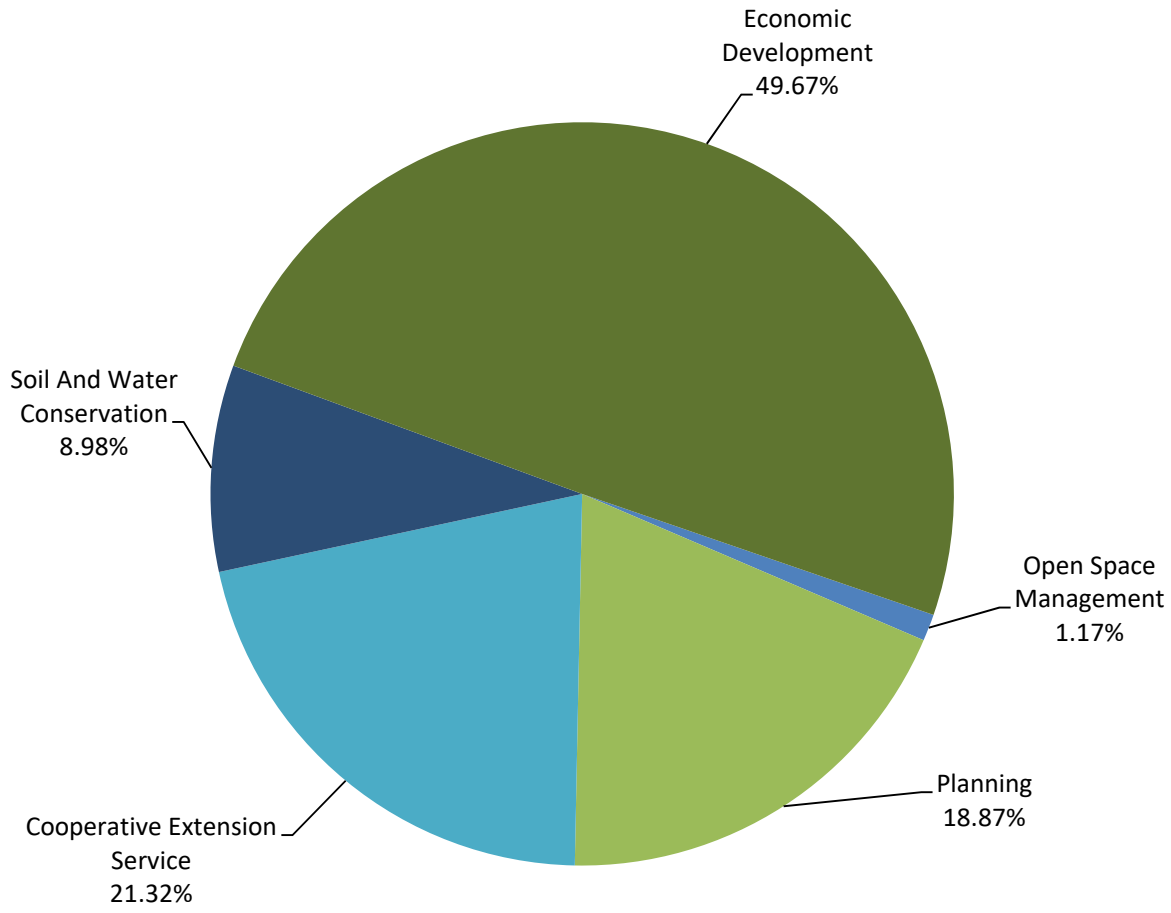
Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$44,494	$50,589	$57,437	$50,506	$50,506
Expenditure Total	**$44,494**	**$50,589**	**$57,437**	**$50,506**	**$50,506**
Grand Total	**$44,494**	**$50,589**	**$57,437**	**$50,506**	**$50,506**

Economic/Physical Development

A function of local government providing assistance and opportunity for economically disadvantaged persons and businesses.

Economic/Physical Development Approved Budget



Business Area	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Open Space Management	$60,124	$77,175	$92,552	$77,175	$77,175
Planning	$1,028,989	$1,285,133	$1,285,133	$1,295,498	$1,248,462
Cooperative Extension Service	$1,014,518	$1,211,166	$1,096,173	$1,506,327	$1,410,225
Soil And Water Conservation	$554,378	$594,278	$588,131	$672,388	$593,947
Economic Development	$1,705,633	$4,036,248	$2,848,764	$4,376,520	$3,286,263
Grand Total	**$4,363,641**	**$7,204,000**	**$5,910,753**	**$7,927,908**	**$6,616,072**

OPEN SPACE MATCHING GRANTS

GOAL 4 ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY: Protect natural resources and support and promote community and economic vitality for all residents of Durham County.

Description

The Matching Grants Program is designed to assist nonprofit organizations in Durham County, both inside and outside the city limits, in preserving open space lands and promoting new or improved recreational opportunities for citizens of Durham County. Grant funds help provide public lands and outdoor recreational facilities through citizen initiative, support, and involvement.
The Durham Open Space and Trails Commission (DOST), established by the Durham County Board of County Commissioners, utilized the assistance of the Durham City/County Planning Department to appoint the Matching Grants Committee and form the Matching Grants Program. The Open Space Coordinator from the Durham County Engineering and Environmental Services Department serves as Matching Grants Administrator, coordinating meetings, applications, and overseeing administrative aspects of the program.

Grants are awarded competitively on a yearly cycle beginning in September, with advertisements and announcements in newspapers, newsletters, and water bill enclosures. Completed applications are due to the Matching Grants Administrator at close of business on a specified date in the fall of each year. Applicants must provide at least one half of the project's cost and manage all aspects of the project to accommodate public accessibility. Grant awards are made to new permanent programs and expansions of existing programs that meet a wide range of service provision criteria.

Recommendations for funding are developed by the Matching Grants Committee of DOST for action by the Durham County Board of County Commissioners. The county enters into contracts with successful applicant organizations and the project work begins in the spring, with a maximum of 24 months for completion. The completed project is managed and maintained for public use as agreed to by the contracted organization and may be inspected or visited on a yearly basis by a representative of the County.

The grant process consists of five steps:

- Qualifying as an applicant and project
- Preparing an application
- Receiving a grant award and contract
- Implementing the project
- Performing continued responsibilities for maintenance of the grant project

Six new Matching Grant projects were approved in FY 2018-19 for the following organizations:

- Ellerbe Creek Watershed Association
- EK Powe PTA
- Maureen Joy Charter School
- HUB Farm
- Keep Durham Beautiful
- Durham Parks Foundation

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$60,124	$77,175	$92,552	$77,175	$77,175
Expenditure Total	**$60,124**	**$77,175**	**$92,552**	**$77,175**	**$77,175**
Grand Total	**$60,124**	**$77,175**	**$92,552**	**$77,175**	**$77,175**

Budget Highlights

- The Open Space Matching Grants budget will remain consistent with previous fiscal years.

CITY/COUNTY PLANNING

GOAL 4 ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY: Protect natural resources and support and promote community and economic vitality for all residents of Durham County.

Description

To guide the orderly growth and enhancement of the Durham community while preserving its cultural heritage and natural resources. The Durham City-County Planning Department was established in accordance with NCGS § 153A-321 and NCGS § 160a-361, through an Interlocal agreement between Durham County and the City of Durham. The Planning Department serves as the professional planning agency for both the City and County. The Department performs complex land use evaluations and provides plans, reports, information, and recommendations to elected boards, City and County Managers, seven appointed boards and commissions, and the general public. The Department is also the lead department in implementing and enforcing regulatory controls on development applications. The Department works collaboratively with City, County, state, and federal agencies on land use issues. An annual work program is presented for adoption to the City Council and Durham Board of County Commissioners in accordance with the Interlocal agreement.

Programs

Development Coordination and Review

The Department processes and reviews all proposals for new development to ensure that they are consistent with adopted City and County policies, plans (including the *Durham Comprehensive Plan*), the provisions of the Unified *Development Ordinance* (UDO), and other applicable ordinances. Development Review and Express Review staff reviews and approves administrative applications, including coordinating review of floodplain development permits, along with floodplain reviews of site plans and building permits, on behalf of the City Public Works Department's Stormwater Services division. Land Use staff prepares professional recommendations about development proposals to quasi-judicial and elected boards. The Department manages physical and digital records and public notification as required by state statutes and the UDO.

Zoning Compliance and Enforcement

Staff monitors and enforces compliance with the *Durham Unified Development Ordinance* and certain other City and County codes proactively and in response to complaints and manages physical and digital records as required by State statutes and the UDO. Staff also monitors and enforces compliance with approved site plans.

Policy Development

The Department prepares and updates the *Durham Comprehensive Plan*; prepares plans, policies, programs, and recommendations about land use, historic preservation, urban design, environmental protection, trails and greenways, and open spaces to preserve Durham's natural and cultural resources. The Department participates in planning for regional transit; provides demographic support to the City and County of Durham; plans, organizes, and facilitates urban design studios for specific topics or special projects; and prepares proposed amendments to the *Unified Development Ordinance*.

Public Information

Through the Development Services Center (DSC) and an extensive website, the Department provides a wide range of information to the public about properties, planning, and development in Durham. The DSC provides a one-stop-shop for development services, including application intake, in-person customer service, and quick turn- around for minor building projects and planning approvals. The mission of the DSC is to improve the coordination, predictability, timeliness, and quality of customer service delivery and the development review process. The DSC is staffed by employees from City-County Planning, City-County Inspections, and Public Works Departments. The DSC staff coordinates with over 20 City and County Departments to administer over 70 different permits and/or review types. Planning staff provides support to several joint City-County boards and commissions including the Historic Preservation Commission, the Board of Adjustment, and the Planning Commission. Planning staff also provides assistance to various advisory City-County boards and commissions including the Appearance Commission, Durham Open Space and Trails Commission, the Environmental Affairs Board, and the Joint City- County Planning Committee.

Budget

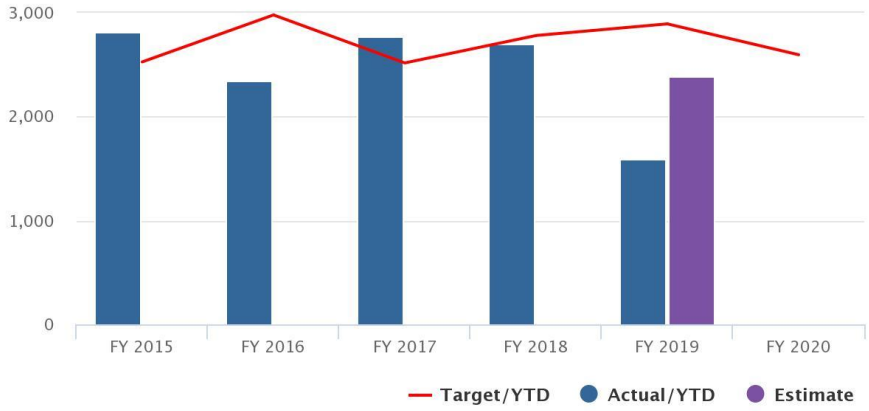
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$1,028,989	$1,285,133	$1,285,133	$1,295,498	$1,248,462
Expenditure Total	**$1,028,989**	**$1,285,133**	**$1,285,133**	**$1,295,498**	**$1,248,462**
Grand Total	**$1,028,989**	**$1,285,133**	**$1,285,133**	**$1,295,498**	**$1,248,462**

Budget Highlights

- One unfunded Planner
- This budget maintains current level of service.

Performance Measures

Measure: TOTAL NUMBER OF ALL PLANNING DEVELOPMENT (MAJOR, MINOR, & LAND USE) CASE OR PERMIT REVIEWS

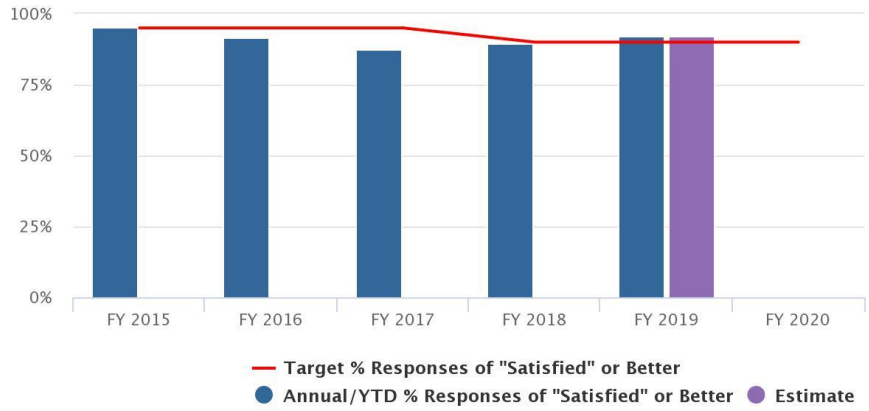


Measure description: This measures the total number of Planning development (major, minor, & land use) case or permit reviews annually. This measure supports an emphasis on (1) providing an efficient and customer friendly development review process and (2) fostering a business-friendly environment and leveraging local and regional economic development resources.

Trend explanation: The number of cases and permit requests is not controlled by Planning, but over the past few years has been increasing somewhat as the department takes on more types of reviews. However, in FY2018-19, the total number of submittals has dropped from the original target. The proposed total number of Planning reviews of all types in FY2019-20 is anticipated to be close to the estimated total FY2018-19 development caseload.

FY2019-20 target: This target is based on recent trends in the number of cases, related case types, and macroeconomic projections.

Measure: PERCENTAGE OF ALL SURVEYED CUSTOMERS THAT ARE "SATISFIED" OR "VERY SATISFIED" WITH OVERALL PLANNING REVIEWS

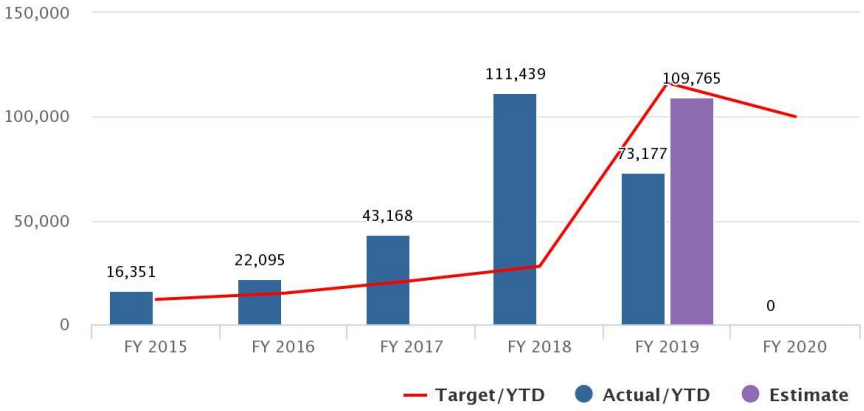


Measure description: This measures the percentage of all surveyed customers that are "satisfied" or "very satisfied" with overall Planning reviews. This measure supports an emphasis on (1) providing an efficient and customer friendly development review process and (2) fostering a business-friendly environment and leveraging local and regional economic development resources. Data is collected via *SurveyMonkey*; a survey link is sent to the applicant's email address when final action (usually approval) is taken on a project.

Trend explanation: The department estimates to finish the year at 92% satisfaction, up from 89% last year and 88% the year prior. This positive trend is due to the department's continued emphasis on managing a process for reviewing development that is coordinated, efficient, predictable, fair, and transparent.

FY2019-20 target: The target is to have 90% of all surveyed customers "satisfied" or better with overall Planning reviews.

Measure: TOTAL NUMBER OF CUSTOMER CONTACTS BY DSC STAFF (INCLUDES INSPECTIONS & PW > 4/1/2017)

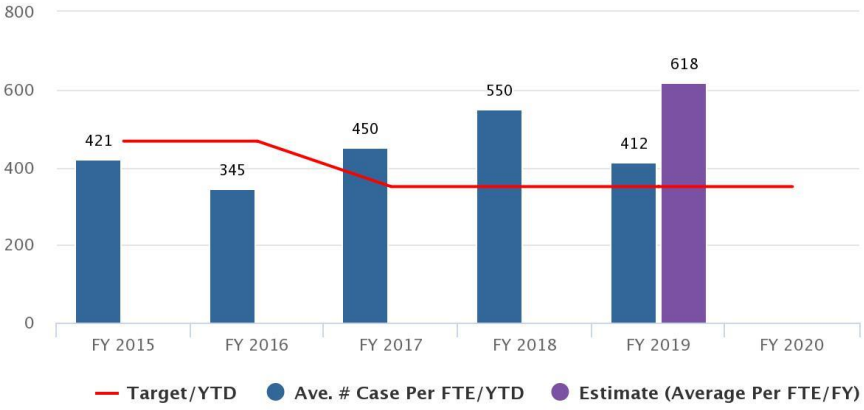


Measure description: The Development Services Center (DSC) provides a one-stop shop for development services, including application intake, in-person customer service, and quick turnaround for minor building projects and planning approvals. The mission of the DSC is to improve the coordination, predictability, timeliness, and quality of customer service delivery and the development review process.

Trend explanation: The volume of DSC customer contacts for all three departments (Planning, Public Works, Inspections) continues to be high, but not as high as in 2018. The numbers since February 2018 represent only contacts reported via MojoHelpDesk (Mojo) and the Cisco telephone system. The total DSC contact target number was increased considerably for FY2018-19 based on the number of contacts reported during the period from April 2017 to January 2018. However, a large portion of those high contact numbers came from self-reported email contacts. DSC management and staff are working to ensure more accurate tracking of emails in the future and have made it a priority function for any replacement for Mojo.

FY2019-20 target: DSC management and staff are working with City Technology Solutions to identify a customer-tracking solution that will provide a more customer- and staff-friendly means of tracking emails, walk-ins, and telephone calls than the current Mojo. Staff hopes to have that new system running by the start of FY2019-20.

Measure: AVERAGE NUMBER OF CASES PER COMPLIANCE & ENFORCEMENT FTE PER FISCAL YEAR



Measure description: Staff monitors and enforces compliance with the Durham Unified Development Ordinance (UDO) and certain other County codes proactively and in response to complaints and manages physical and digital records as required by State statutes and the UDO. By evaluating the number of Site Compliance and Zoning Enforcement cases to ensure adequate staffing, this measure supports engagement and responsiveness to both internal and external customers.

Trend explanation: During the last two years, the Zoning Compliance and Enforcement team has seen a lot of attrition due to retirements and departmental staffing shifts. The team that used to have five staff members was down to three for most of FY2017-18, but that is no longer the case. The City Manager's approval of splitting one Senior Planner and one Planner position into three Code Enforcement Officer I positions has enabled the hiring of new staff. The remaining vacant position was filled in December 2018. Staff capacity for site compliance and zoning enforcement actions historically has remained the same. Thus, the increase in staff should also translate into an increase in the overall number of investigations and compliance cases.

FY2019-20 target: The target will remain at 350 for the next fiscal year.

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CITY/COUNTY INSPECTIONS



GOAL 4 ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY: Protect natural resources and support and promote community and economic vitality for all residents of Durham County.

Description

To provide a cost-effective level of service designed to assure the adequate protection of the health and safety of the citizens of the City and County of Durham through assertive enforcement of the various State Building, Electrical, Plumbing and Mechanical Codes and local Zoning Ordinances. The City-County Inspections Department is a merged City and County department that administers and enforces the North Carolina State Building Codes and Durham City-County Zoning Ordinances. State law mandates the inspection of all building construction for the purpose of enforcing various construction codes, thereby assuring the adequate protection of the general public's health and safety. In addition, the City and County regulate development through the Unified Development Ordinance (UDO).

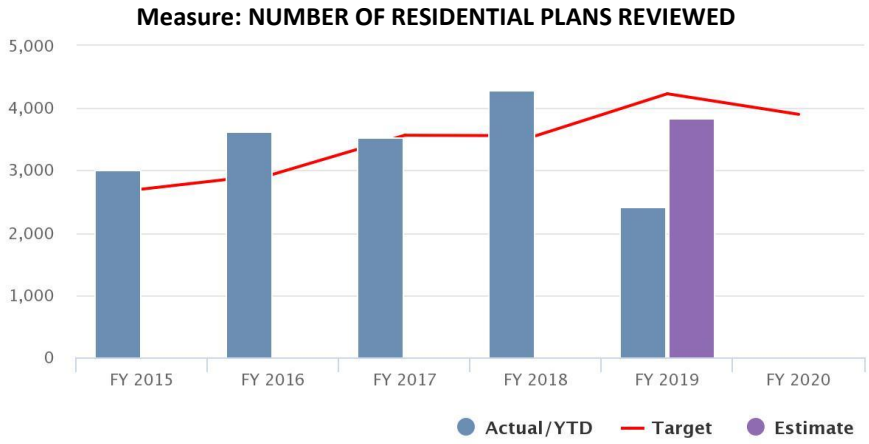
The City-County Inspections Department receives permit applications for all construction trades (building, electrical, plumbing, mechanical and fire), reviews plans and specifications (including Fire Prevention plan reviews), issues permits for all construction activity, and follows up with field inspections to determine compliance with all applicable codes and the UDO. The Department also provides daycare facility inspections, semi-annual inspections of all public schools, inspections for the Durham Housing Authority, follow-up inspections in response to residents' concerns, Board of Adjustment case reviews, Site Plan/Preliminary Plat/Final Plat case reviews, and re-zoning case reviews.

The current level of service supports economic development activities that increase citizen access to high quality jobs while increasing the City's tax base. This level of service leads to a strong and diverse economy by providing assistance to encourage new and existing development and providing prompt, efficient, and professional plan review and inspection services. In addition, the current level of service provides assistance with efforts to improve the livability of the city, encouraging thriving, livable neighborhoods by managing the City's growth, protecting and preserving the environment, and maximizing the use of public infrastructure by providing plans review and inspections for all renovation/remodeling and new construction activities. This service helps ensure that all residential and commercial construction meets the NC State Building Codes for safety and health, as well as complying with the UDO requirements, which are structured to preserve and protect the environment. The Inspections Department also provides electrical, plumbing, and mechanical inspections for Neighborhood Improvement Services' projects, in order to assist them in their efforts to eliminate substandard housing (leading to safe and secure communities).

Budget Highlights

- One new FTE – Codes Inspector at ($59,859)
- This budget maintains current level of service.

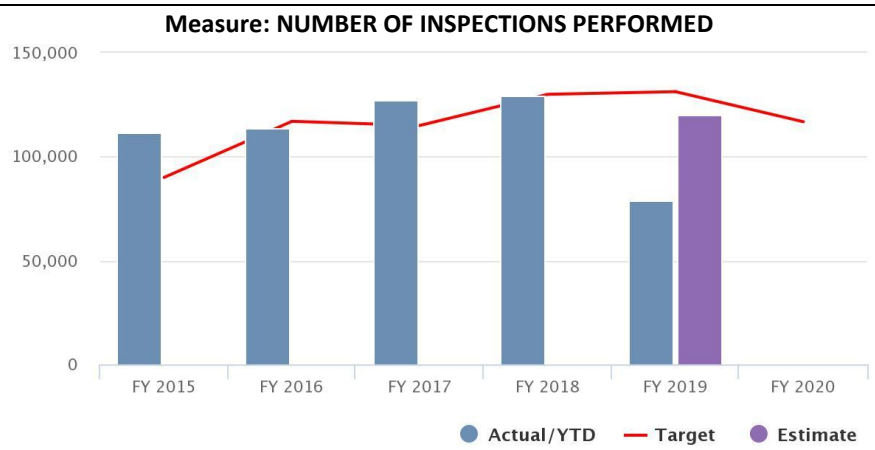
Performance Measures



Measure description: City/County Inspections measures the number of residential plans reviewed to assist with workload distribution. This information helps the department redistribute workloads to meet the department's customer service goals.

Trend explanation: This metric is currently on track to meet the FY2018-19 target.

FY2019-20 target: The target number of plans reviewed for FY2019-20 is 3900, which is slightly lower than the current fiscal year target due to economic predictions.

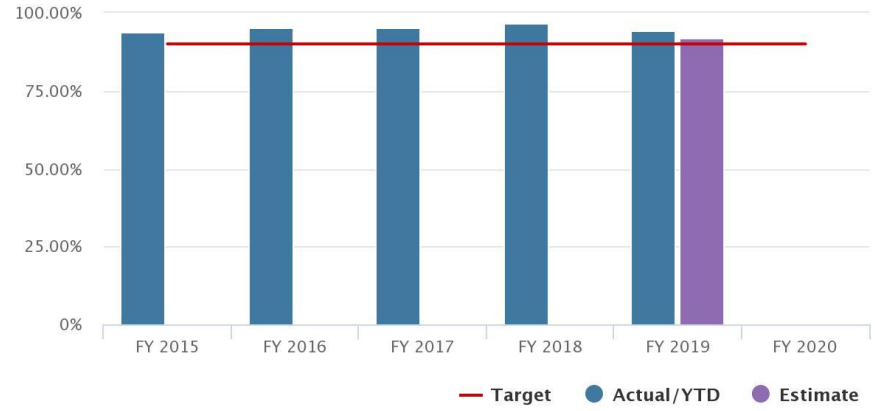


Measure description: City/County Inspections measures the number of inspections performed to assist with workload distribution. This information helps the department redistribute workloads to meet the department's customer service goals.

Trend explanation: This metric is currently on track to be slightly lower than the FY2018-19 target due to vacancies.

FY2019-20 target: The target number of inspections performed for FY2019-20 is 116,803, which is slightly lower than the current fiscal year target due to economic indicators.

Measure: PERCENT RESPONSES TO REQUESTED INSPECTIONS WITHIN 24 HOURS



Measure description: City/County Inspections measures the percent of inspections performed within 24 hours in order to assist with maintaining the department's customer service goals.

Trend explanation: This metric is currently on track to meet the FY2018-19 target.

FY2019-20 target: The target percent of inspections performed within 24 hours is 90%. This target level has been benchmarked throughout the region (UNC School of Government) and is a highly acceptable standard throughout the construction industry.

Measure: NUMBER OF INSPECTIONS PER INSPECTOR PER DAY



Measure description: City/County Inspections measures the number of inspections per inspector per day to assist with workload distribution. This information helps the department redistribute workloads in order to meet the department's customer service goals.

Trend explanation: This metric is currently on track to meet the FY2018-19 target.

FY2019-20 target: The target number of inspections per inspector per day is 22. This target level has been benchmarked throughout the region (UNC School of Government) and is above the State average, as determined by the Department of Insurance.

Measure: PERCENT OF RESIDENTIAL PLANS REVIEWED WITHIN FIVE BUSINESS DAYS



Measure description: The Inspections Department measures the number of plans reviewed within five business days to assist with workload distribution. This information helps the department redistribute workloads in order to meet the department's customer service goals.

Trend explanation: This metric is currently on track to meet the FY2018-19 target.

FY2019-20 target: The target percent of residential plans reviewed within five working days is 90%. This target level has been benchmarked throughout the region (UNC School of Government) and is a highly acceptable standard throughout the construction industry.

COOPERATIVE EXTENSION

GOAL 2 HEALTH AND WELL-BEING FOR ALL: Improve the quality of life across the lifespan through protecting the health of community, reducing barriers to access services and ensuring a network of integrated health and human services available to people in need.

Description

Cooperative Extension connects residents with essential resources, information, and education to improve their quality of life. Cooperative Extension promotes lifelong learning and helps people put research-based knowledge to work for their economic prosperity, environmental stewardship, and successful family development. North Carolina Cooperative Extension is an educational partnership between County government, the state's land grant universities – North Carolina State University and North Carolina Agricultural and Technical State University – and federal partners. Local needs are addressed through educational programs delivered at the local county center as well as in the community.

Programs

Agriculture and Natural Resource Management

The Agriculture and Natural Resource Management program provides research-based agricultural and gardening information to the public— both consumers and agriculture and green industry professionals—such as educational workshops, soil testing, pest identification, professional pesticide certification, support and consultation for farmers, business plan creation, and more. Extension Master Gardener Volunteer and Extension Gardener programs educate consumers on plant care, landscaping, and other concerns though the Master Gardener office, workshops, classes and community events. Volunteers receive training in horticulture and complete volunteer service and continuing education requirements.

Community Engagement and Capacity Building

Community Engagement and Capacity Building develops the ability of youth and adults, groups, organizations, and the community to build skills and to address and resolve issues, improving quality of life, increasing student and family success, and developing active and informed citizens. Key programming includes: Kids Voting K-12 civic education and enrichment program; Parent and Family Advocacy trainings to help parents navigate their public schools to help their children succeed; Family Services in Caregiving and Financial Resource Management; and Customized training and facilitation in Team Building, Leadership Development, Strategic planning, and Community dialogue.

Program	Budget
Agriculture and Natural Resource Management	$282,045
Community Engagement and Capacity Building	$253,841
Nutrition and Food Safety	$169,227
Welcome Baby	$564,090
Youth Development: 4H	$141,023
Grand Total	**$1,410,225**

Nutrition and Food Safety

Nutrition and Food Safety education provides research-based workshops and information that give the public the knowledge and skills needed to practice safe food handling and make nutritious, healthful, and affordable food choices that improve and prevent dietary-related illnesses. Extension nutrition education programs promote optimal health by teaching participants lifestyle strategies for healthy eating and physical activity, reducing the occurrence of chronic diseases and increasing quality of life. Food safety training for food service providers ensures compliance with Durham County health regulations and adherence to the FDA Food code. Food safety education for both regulated industry and unregulated non-profit food service providers results in the reduction and prevention of food borne illness in local food establishments and institutions and stimulates the local economy through job creation and increased revenue.

Welcome Baby

Welcome Baby strives to strengthen families with children ages 0 to 5 years, by providing parents/caregivers with accurate child development education and practical support. needed to increase positive parenting and safety practices and decrease inappropriate practices. The Welcome Baby Family Resource Center offers emotional and practical support, child development education, and prevention services to strengthen families and caregivers. All services and programs increase families' capacity to nurture and prepare their children for success in school and are offered in English and Spanish. Programming includes individual consultation, supportive classes and workshops such as Incredible Years, Motheread, Triple P, Very Important Parents

(VIP) Teen Parenting, and Positive Discipline along with services like the Giving Closet, Cribs for Kids, and the Car Seat Safety program. Welcome Baby has been part of the Durham community for nearly 30 years.

Youth Development: 4H

4-H Youth Development programming provides enrichment, experiential learning, and leadership development activities for youth ages 5 to 19 to become engaged and responsible citizens and leaders. 4-H offers young people a variety of camps, workshops and school enrichment opportunities using a positive youth development approach. Through partnerships with Durham Public Schools, Durham Parks & Recreation, and others, 4-H teaches life skills and career readiness as well as leadership and STEM education in the community. Through community clubs, 4-H engages and trains volunteers to work with youth in high need neighborhoods.

Budget

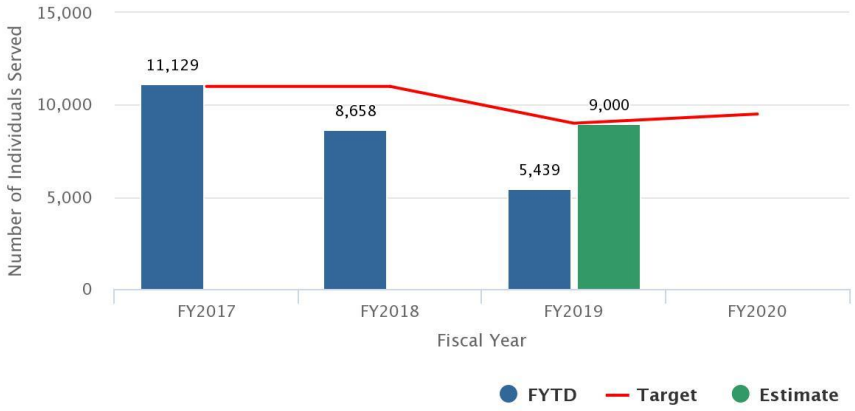
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$818,758	$932,765	$906,408	$1,089,572	$1,094,311
Operating	$195,760	$278,401	$189,765	$392,514	$315,914
Capital	$0	$0	$0	$24,241	$0
Transfers Out	$0	$0	$0	$0	$0
Expenditure Total	**$1,014,518**	**$1,211,166**	**$1,096,173**	**$1,506,327**	**$1,410,225**
Revenue					
Intergovernmental	$269,317	$273,868	$270,467	$285,140	$285,140
Contributions and Donations	$638	$250	$0	$250	$250
Service Charges	$12,258	$30,260	$14,725	$22,015	$22,015
Other Revenues	$510	$0	$0	$0	$0
Revenue Total	**$282,723**	**$304,378**	**$285,192**	**$307,405**	**$307,405**
Net Total	**$731,795**	**$906,788**	**$810,981**	**$1,198,922**	**$1,102,820**
FTEs	**16.94**	**16.94**	**16.94**	**19.41**	**18.16**

Budget Highlights

- The County is funding car safety seats that were previously funded with Smart Start grant funds. Car seat safety is a needed to help prevent injuries and deaths in children birth to 8 years old. For more than 14 years, Welcome Baby has delivered comprehensive car seat education and seats to Durham County residents. Through this funding, Welcome Baby will continue to offer the community evidence-based information on the effectiveness of the proper use of car seats and booster seats with hands-on practice for each attendee on how to properly secure the seat in their vehicle and how to properly secure a child into the seat**.** ($19,386)
- Increase the hours of the Program Coordinator for Kids Voting from .53 FTE (20hrs) to .75 FTE (28hrs)to cover the essential functions of the Kids Voting Program, serving larger numbers of youth, families, and schools.
- Funded 1 FTE for an Early Childhood Coordinator to coordinate a more holistic approach that supports families and children from 0-8 years old.

Performance Measures

Measure: NUMBER OF INDIVIDUALS SERVED BY A CERTIFIED EXTENSION MASTER GARDENER VOLUNTEER

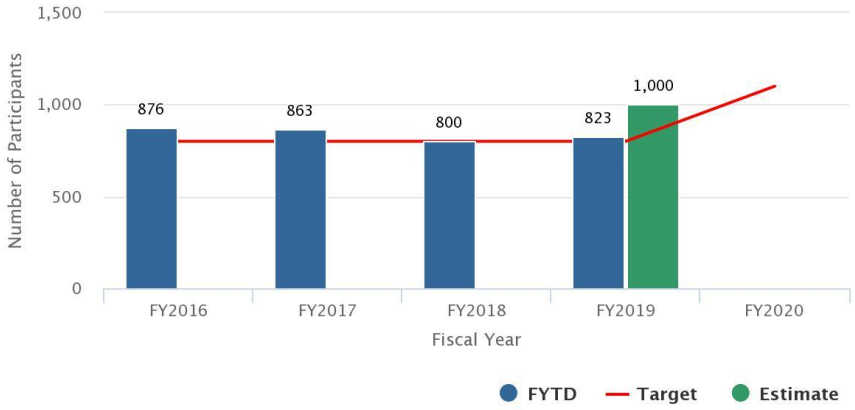


Measure description: The Extension Master Gardener Volunteer (EMGV) program serves residents of Durham County. Highly trained and supported volunteers provide research-based gardening solutions customized to the needs of residents, which result in best management practices for landscapes. These practices result in more productive gardens, healthy foods, and more environmentally-appropriate landscapes. Extension Master Gardener volunteers serve the community at libraries, local gardens, garden centers, community events, and through the Master Gardner office and hotline.

Trend explanation: This measure of the number of Durham County residents for whom the Extension Master Gardener Volunteers (EMGV) provide information about home gardens and landscapes is on target for this fiscal year.

FY2019-20 target: FY2018-19 was a rebuilding year for the Agriculture Program for Durham County following a transition of staff in supervising the volunteers in this program with the new Agriculture Agent joining the department June 2019. It is expected that following a training of 30 new Extension Master Gardener Volunteers (EMGV) in FY2018-19, the department will start to realize the expanded reach of these volunteers in FY2019-20, resulting in an increase of residents served.

Measure: NUMBER OF PARTICIPANTS SERVED IN NUTRITION AND FOOD SAFETY PROGRAMS

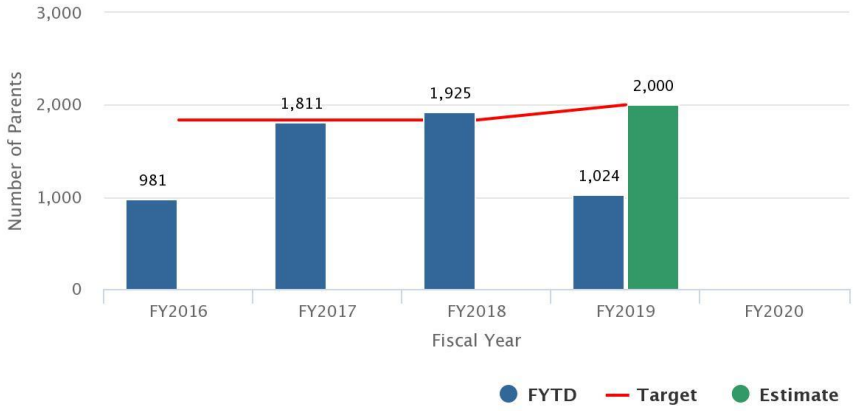


Measure description: This measures the number of participants receiving food and nutrition programming in the Food and Nutrition/Family Consumer Science program area. Workshops encourage positive choices of exercising and eating nutritious foods to support Durham County's efforts to improve health and well-being and reduce the rate of obesity among adults. Workshops are delivered in partner sites, such as the Durham Senior Center and DSS, in community centers, schools, at the Cooperative Extension Food Lab, and in Cooperative Extension's Briggs Avenue Community Garden.

Trend explanation: The number of participants receiving food and nutrition programming has already exceeded the FY2018-19 target of 800 through the first two quarters of the fiscal year. As a result, staff anticipate finishing the year at around 1,000 participants.

FY2019-20 target: Participants in food and nutrition programming are trending upward in FY2018-19 and should continue to do so in FY2019-20 with the expansion of Food and Nutrition programming and the addition of a Staff Support Specialist funded as a State-County cost-share with partners at North Carolina State University Cooperative Extension.

Measure: NUMBER OF PARENTS USING THE WELCOME BABY GIVING CLOSET (WELCOME BABY PROGRAM)

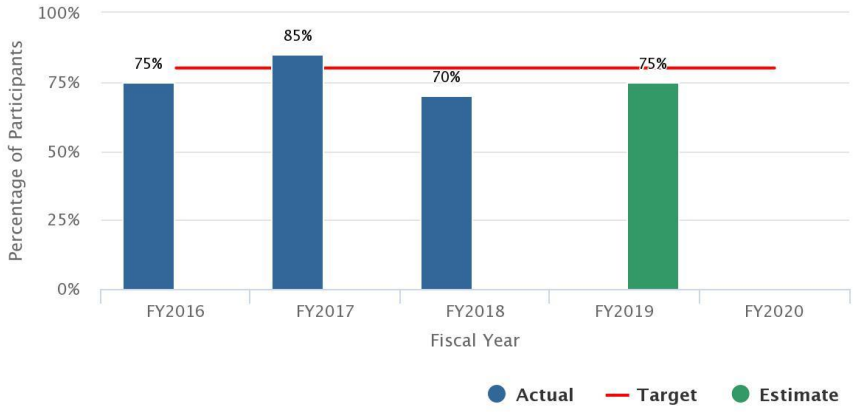


Measure description: This measure shows families utilizing the Welcome Baby Giving Closet, which provides clothing and supplies to pregnant mothers and families with young children ages 0-5. The program accepts community donations and relies on staff and volunteers to sort the donations, ensuring that the items are of good quality. Each family may come to the Giving Closet six times each fiscal year and receive seasonally-appropriate clothing, including coats in winter months. The Giving Closet is Welcome Baby's primary face-to-face recruitment tool for its evidence- and research-based parenting classes, with the aim of increasing positive parenting practices.

Trend explanation: The Giving Closet is one of the most popular resources of Cooperative Extension's Welcome Baby program, which is used as a recruiting tool for parenting workshops and other services. In FY2018-19, department staff have seen a slight increase overall in the number of families participating.

FY2019-20 target: The Giving Closet does have a maximum capacity with the amount of time available for open hours paired with the number of people who can be accommodated during those hours. Staff anticipate remaining at the same service level in FY2019-20.

Measure: PERCENTAGE OF WORKSHOP PARTICIPANTS MAKING SAFE, HEALTHY, AND NUTRITIOUS CHOICES

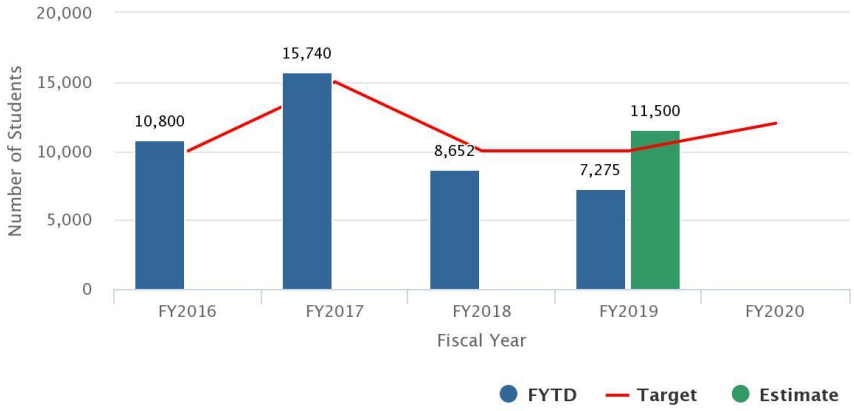


Measure description: This measures the percentage of workshop participants self-reporting improved choices in diet selection and preparation. Participants in Nutrition and Food Safety workshops are given pre and post workshop surveys regarding their food choices. The data are evaluated to determine if participants are receiving proper encouragement and education.

Trend explanation: In FY2017-18, 70% of participants in Food and Nutrition workshops indicated making safe, healthy, and nutritious choices. Current year data demonstrate additional adults and young children making better choices in diet selections and preparation, when appropriate.

FY2019-20 target: Considering the historical data for food and nutrition programming in Durham County Cooperative Extension, staff believe they can exceed what is typically expected for food and nutrition programming (65%) and reach an 80% threshold of participants in food workshops making positive changes for their food and nutrition choices.

Measure: NUMBER OF STUDENTS PARTICIPATING IN KIDS VOTING DURHAM



Measure description: The measure represents the number of students participating in Kids Voting Durham (KVD) through Kids Voting elections, classroom activities, and other civic education efforts. Kids Voting is a year-round civic education program, which offers civic education in classrooms and the community, during election times and throughout the year. Thousands of students participate in Kids Voting elections and civic education activities annually.

Trend explanation: The Kids Voting Durham program will exceed its year-end target of 10,000 by at least one to two thousand, largely due to the expanded outreach and partnership for the Durham Youth Survey and more formalized and active partnerships with the Office on Youth (OOC), Durham Youth Commission (DYC), City NIS, Durham Housing Authority (DHA), and "MyDurham"/Durham Parks & Recreation. Presidential election years have a higher target level (e.g. 15,000 in FY2016-17) due to higher levels of election interest, participation, and engagement.

FY2019-20 target: Kids Voting Durham (KVD) will continue to expand its reach due to expanded partnerships, including a greater focus on training Durham Public School teachers and staff, who will be delivering more KVD citizenship and voting content in schools, reaching more students K-12. FY2019-20 is a municipal election year, as well as a presidential primary, and will feature a local election education focus, including a youth-led candidate forum.

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SOIL AND WATER CONSERVATION

GOAL 4 ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY: Protect natural resources and support and promote community and economic vitality for all residents of Durham County.

Description

It is the mission of the Soil and Water Conservation Department to conserve, enhance and promote the natural resources of Durham County by providing technical assistance, environmental education information and economic incentives to County citizens and by exhibiting a diversified program to meet its changing needs in accordance with North Carolina's GS 139.

The Soil and Water Conservation Department is assigned to the Soil and Water District Board to carry out its locally led conservation programs. Soil and Water Conservation Districts are political subdivisions of State Government. There are 96 of them in North Carolina covering the State's 100 counties. They approve soil and water conservation plans, identify and plan local natural resource conservation work, and coordinate the conservation efforts of Federal and State agencies within the district.

Leading this effort are almost 500 District Supervisors (men and women) who voluntarily lead local conservation programs. Each District has both elected and appointed supervisors who serve four years in office. Since 1974, supervisors have been elected in the County's General Election on a nonpartisan basis. Candidates must be registered voters and comply with the County's Election Laws.

Districts work closely with the United States Department of Agricultural (USDA), Natural Resource Conservation Service (NRCS) and the Division of Soil and Water Conservation in the North Carolina Department of Agricultural and Consumer Services (NCAGR). The Federal, State, local Governments and other granting entities provide financial support to administer the cost-share programs. This funding reimburses landowners a percentage for installing Best Management Practices (BMP) which provides the county citizens with healthy natural resources for generations to come.

Programs

Agriculture Development –

The purpose of the Agriculture Development is to protect and preserve Durham County's agricultural history and its farmland while expanding agriculture education, creating new markets, promoting and supporting (existing and new) farmers and the local food system.

Community Outreach and Environmental Education –

The Community Outreach and Environmental Education Program engages the community in environmental stewardship by providing quality environmental education for the public including outdoor experiences, in classroom training and continuing education for teachers and others. Additionally, this program helps meet the state and federal requirements of community engagement and participation as outlined in the three Nutrient Reduction Strategies (Falls, Jordan, Neuse) passed by the state.

Program	Budget
Agriculture Development	$74,243
Community Outreach	$74,243
Environmental and Regulatory Compliance	$29,697
Natural Resource Protection Projects	$415,763
Grand Total	**$593,947**

Environmental and Regulatory Compliance –

The purpose of the monitoring and reporting program is to adhere to state and federal regulations requiring the inspection of BMPs and easements to make sure they comply with rules, regulations, and policies of the various governmental entities and cost-share agreements.

Natural Resources Protection Projects –

The Natural Resource Protection Projects are designed to protect & conserve Durham County's resources and to improve water quality by installing best management practices (BMPs) to help meet state-mandated nutrient reduction requirements.

Program table will be in line with the 2nd program title as seen here.

Budget

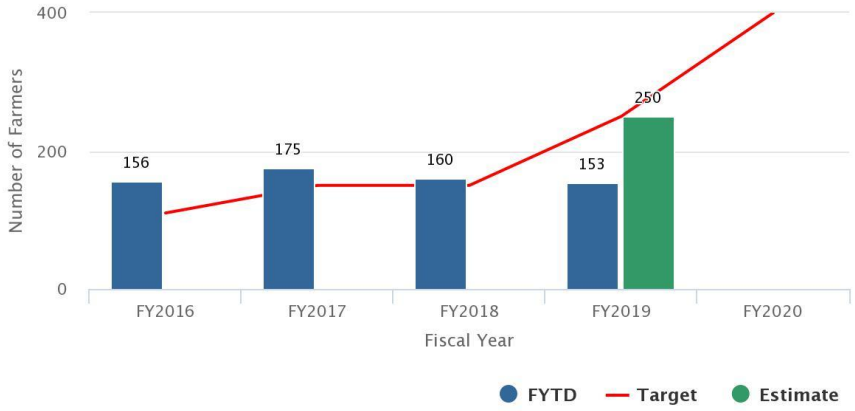
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$434,706	$445,080	$434,688	$490,908	$442,248
Operating	$119,671	$149,198	$153,443	$181,480	$151,699
Expenditure Total	**$554,378**	**$594,278**	**$588,131**	**$672,388**	**$593,947**
Revenue					
Intergovernmental	$26,550	$26,760	$26,760	$26,760	$26,760
Revenue Total	**$26,550**	**$26,760**	**$26,760**	**$26,760**	**$26,760**
Net Total	**$527,828**	**$567,518**	**$561,371**	**$645,628**	**$567,187**
FTEs	**5.00**	**5.00**	**5.00**	**6.00**	**5.00**

Budget Highlights

- Building off the trial program initiated in fiscal year FY2017-18 to provide small grants to aid local growers in obtaining and maintaining the necessary certification (GAP) to allow them to access institutional markets for their produce and related products. The ($50,000) to accommodate interest in the program.
- This budget maintains current level of service.

Performance Measures

Measure: NUMBER OF FARMERS ASSISTED WITH AGRICULTURAL ECONOMIC DEVELOPMENT

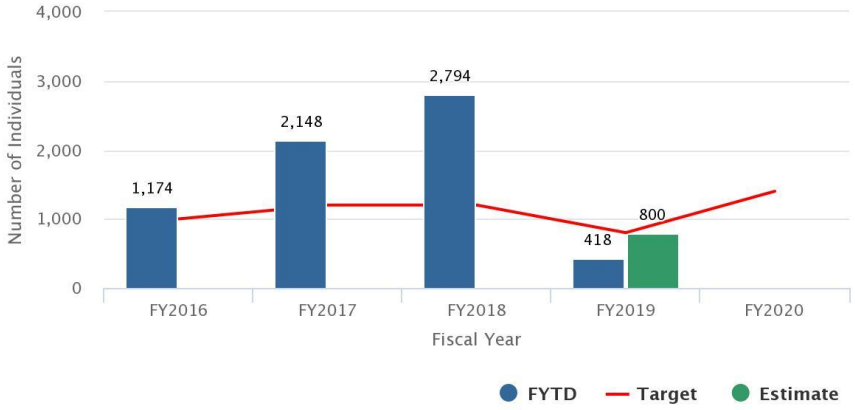


Measure description: Agricultural Economic Development (AED) is needed to make Durham County farms "working farms." There has been demand for an increase in AED activities to expand market opportunities for Durham products and agriculture education in public schools. This surge in interest in the local food system and desire to purchase food that is safe and supports sustainable farms in the community has led to an increase in the number of new farmers requesting services.

Trend explanation: This measure is trending up as Durham citizens are demanding local foods, food security, environmental justice, and the elimination of food deserts. The County has experienced an increase in niche farms, which has driven up the demand for AED assistance and conservation. Currently, AED assistance is on the rise. The department had an increase in the amount of AED funds to distribute to the community, which resulted in the increase in farmer assistance for the current year. Also, collaborating with Durham County Cooperative Extension has increased the number of training opportunities for farmers.

FY2019-20 target: The target for FY2019-20 was increased due to the request for additional AED grant funds, increased participation in breakfast/workshops, and additional interest in locally grown food.

Measure: TOTAL NUMBER OF INDIVIDUALS THAT PARTICIPATED IN ADULT EDUCATION PROGRAMS

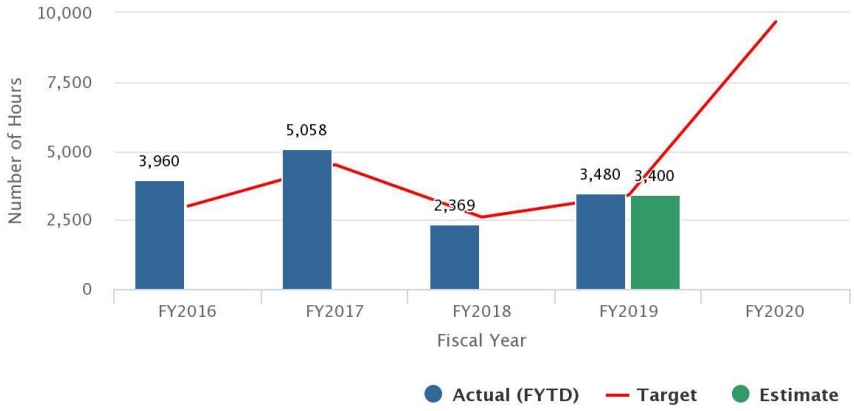


Measure description: This measure tracks the total number of individuals that participate in adult education information sessions offered by the department. Durham County faces a host of environmental challenges, including natural resource degradation and loss, local food deserts, stormwater management, and environmental justice. It is more important than ever to make aware and engage every Durham County citizen in natural resource protection. The department aims to increase citizens' knowledge about local environmental issues and provide them with the necessary tools and resources to independently and collectively act based on sound science to improve community livability.

Trend explanation: The departure of staff dedicated to environmental education has affected the number of adults reached for the current fiscal year; this year, the department expects to reach less than half of the adults trained during the last fiscal year.

FY2019-20 target: The target is based upon the current staff level and funds available for hosting events in the community, with the understanding that these numbers may fluctuate between quarters throughout the year. Meeting this target would be dependent upon receiving funding for a fulltime Community Outreach Coordinator.

Measure: NUMBER OF GREEN JOB TRAINING AND WORK HOURS

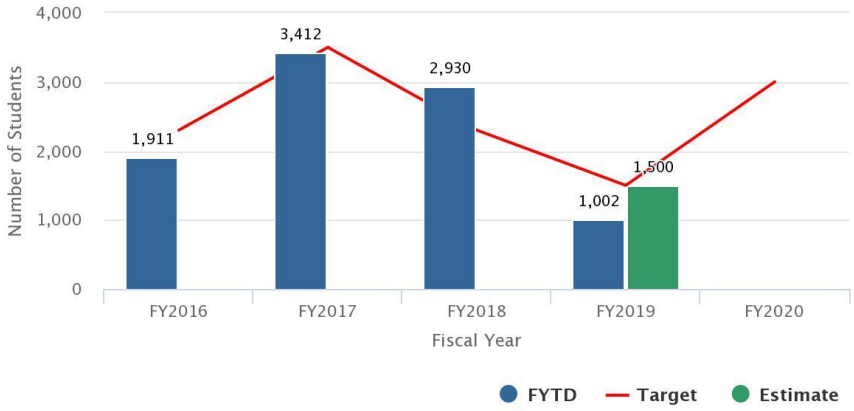


Measure description: The department has had success working with youth during the school year as well as the summer. Staff has participated in the Durham YouthWork Internship Program for the past three years. This program offers Durham youth ages 14-24 the opportunity to gain work experience and develop skills through paid summer internships in local businesses, nonprofits, and City and County government. The department developed and promoted the Bionomic Educational Training Center (BETC) program as a method to enhance community participation in conservation measures, improve student achievement in math and science, and train at-risk youth for jobs in the Green Industry.

Trend explanation: This program has two components: (1) in-classroom training during the school year (Q1 to Q3) and (2) the summer program at the end of Q4/beginning of Q1. The department anticipates an upward trend of twice the number of hours with the addition of a full-time employee. This will enable the department to reach additional youth by providing them with skill sets and resources needed to excel in the community.

FY2019-20 target: The target is set at this level because the current number of YouthWork Internship Program participants doubled from the year before. This target was based on the number of students allotted through the City/County Summer YouthWork Program and available funding for contract services to implement the classroom instruction and curriculum. Also, this number would be dependent on receiving funding for a fulltime Community Outreach Coordinator.

Measure: NUMBER OF STUDENTS PARTICIPATING IN ENVIRONMENTAL FIELD DAYS & IN-CLASS PRESENTATIONS (PRE-K-12)

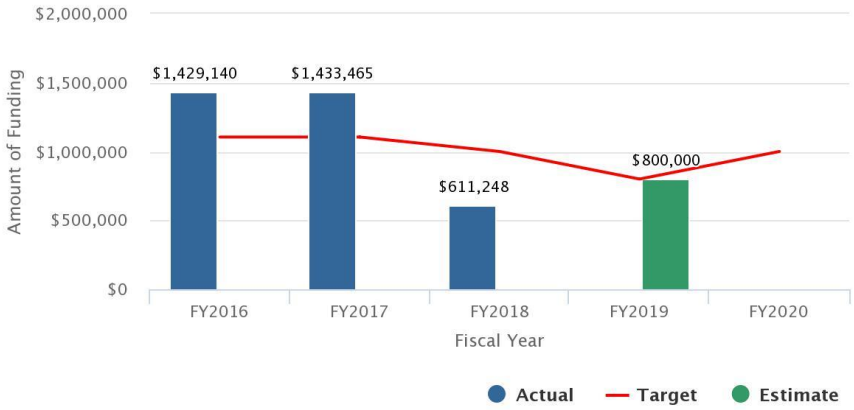


Measure description: This measures the number of students participating in environmental field days and in-class presentations. With the host of environmental challenges facing Durham County, it is more important now than ever to have environmentally literate citizens in order to make informed decisions concerning the environment in order to improve the wellbeing of the community.

Trend explanation: The decrease in student participation for the current fiscal year is due to the loss of an Environmental Education Coordination. As a result, staff anticipates the normal student participation to decrease by about half.

FY2019-20 target: The target for next year was adjusted based on the potential to receive funding for a fulltime Community Outreach Coordinator.

Measure: FEDERAL, STATE, AND OTHER ENTITY FUNDING RECEIVED TO PROVIDE DURHAM CITIZENS NATURAL RESOURCE SERVICES/BENEFITS



Measure description: This measures the amount of outside funding being received to support department programs. The department manages numerous programs that utilize outside funding for program implementation. This outside funding is essential for the successful completion of the department's mission to meet the needs of citizens and to enhance the quality of the services it provides. Pursuing outside grant funds has been necessary to meet the community's demand for natural resource conservation and agricultural economic development. Several program areas have seen a spike in requests; without outside funds, the level of service and customer satisfaction would not be met.

Trend explanation: Outside funding from grants can cover multiple years of project and program implementation. Different grant sources may have application timeframes at varying intervals during the year. Trends depend on the amount of outside grants available and awarded and the staff resources available to utilize these funds over the short and long-term.

FY2019-20 target: This level of funding is necessary to keep pace with the consumer demand for multiple programs. This level of funding matches the staffing level and the ability for the department to maintain a high level of customer satisfaction. This target is set at this level in order to meet the resource concerns needed through various grants. An increase in outside funding will assist the department in addressing more natural resources concerns.

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ECONOMIC DEVELOPMENT

GOAL 4 ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY: Protect natural resources and support and promote community and economic vitality for all residents of Durham County.

Description

The mission of Durham County's Office of Economic Development (OED) is to develop and implement initiatives informed by emerging and best practice that promote the economic well-being of Durham County. This mission is achieved by working closely with local, regional and State economic development organizations to encourage and secure new capital investment as well as to create and retain quality jobs for Durham residents. Further, OED will advance these efforts by supporting the connection of County businesses and workforce development partners to enhance the local talent pipeline and best prepare our community for the employment needs of the future.

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$23,294	$102,376	$102,702	$209,351	$105,948
Operating	$1,444,482	$1,506,595	$1,004,499	$1,096,790	$1,080,315
Other Expenditure	$237,857	$2,177,277	$1,741,563	$3,070,379	$2,100,000
Transfers Out	$0	$250,000	$0	$0	$0
Expenditure Total	**$1,705,633**	**$4,036,248**	**$2,848,764**	**$4,376,520**	**$3,286,263**
Revenue					
Intergovernmental	$295,000	$500,000	$200,000	$945,000	$445,000
Revenue Total	**$295,000**	**$500,000**	**$200,000**	**$945,000**	**$445,000**
Net Total	**$1,410,633**	**$3,536,248**	**$2,648,764**	**$3,431,520**	**$2,841,263**
FTEs	**1.00**	**1.00**	**1.00**	**2.00**	**1.00**

Budget Highlights

- This budget maintains current level of service
- The County continues to maintain its Economic Development Investment Program to attract and retain new business and industry. While incentive payments are projected for the upcoming year, there are a number of external factors that determine if they are expended. As such, a portion of the budgeted incentive payments are funded through fund balance rather than through projected revenue as to minimize the impact of tying up dollars that could be used to support other County initiatives.
- On occasion, the County will have the opportunity to partner with the NC Biotechnology Center and leverage their Economic Development Awards for life science company projects located in Durham County

For the companies that are scheduled to receive payments through their contractual agreements, the following have been budgeted in FY2019-2020 that are likely to meet those milestones:

Projected Incentive Payments

21c Museum Hotel	$200,000
Avexis (JDIG Match)	$175,000
Avexis	$150,000
Corning	$385,714
Gentian Group, LLC	$62,500
LabCorp (JDIG Match)	$220,000
Longfellow	$500,000
Pairwise (NC Biotech Grant)	$200,000
Premier Research Intl	$6,100

Purdue Pharma	$142,857
Sensus USA (JDIG Match)	$50,000
Wexford Science & Technology	$240,000
Total	$2,132,171

The County also funds festivals, events and organizations that have a strong and demonstrable economic development impact on the Durham community. The following have been funded for FY2019-2020:

Durham Chamber of Commerce	$265,000
Downtown Durham, Inc.	$160,000
Moogfest	$70,000
History Museum	$51,000
Research Triangle Regional Partnership	$43,829
Sports Commission	$161,330
Total	$751,159

NC Biotechnology Center

The North Carolina Biotechnology Center collaborates with North Carolina communities to attract life science economic development projects. The Economic Development Award (EDA) Program provides performance-based grants to local units of government in support of life science company projects. Grants are linked to job creation and retention milestones for specific company projects in the locality of interest. The local government administers the grant and allocates funds to the company to be used for project-related investments providing sustainable benefit to the company and community. The Center partners with both community and company to determine the appropriate use of EDA funds.

JDIG Required Local Match

These funds serve as a required local match to the identified State JDIG awards that were recognized during the 2018-2019 fiscal year and were provided as a donation.

Projected Revenue

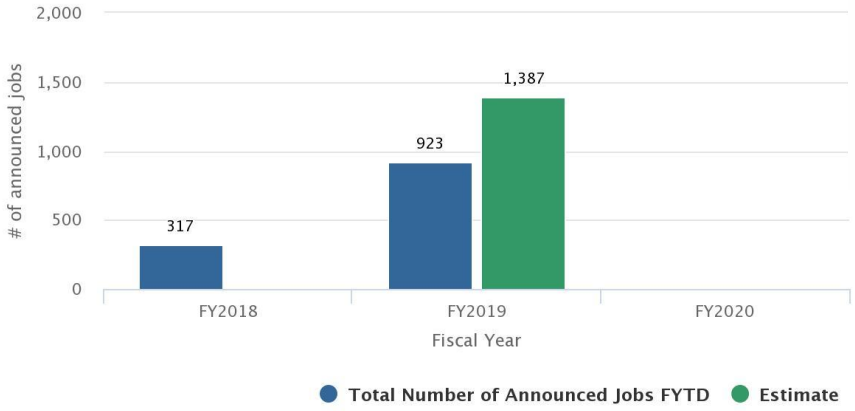
JDIG Required Local Match	$445,000
Total	$445,000

*The County also funds a select group of community based non-profit organizations that support, directly or indirectly, various County department services. These County supported non-profit agencies are selected through a rigorous annual selection and certification process to ensure quality services and outcomes. The supported non-profits shown here are related to services provided by the department being described, however, the appendix of this document has more detail about all Durham County non-profit funding.

Economic Development Non-Profit Support	FY2019-20 Funding
Community Empowerment Fund	$10,000
Durham Literacy Center	$50,000
El Centro Hispano, Inc.	$20,000
Partners for Youth Opportunity	$20,000
Reinvestment Partners	$10,000
StepUp Ministry	$10,000
Triangle Literacy Council	$10,000
TROSA	$30,000
	$160,000

Performance Measures

Measure: TOTAL NUMBER OF ANNOUNCED JOBS TIED TO DURHAM COUNTY INCENTIVES

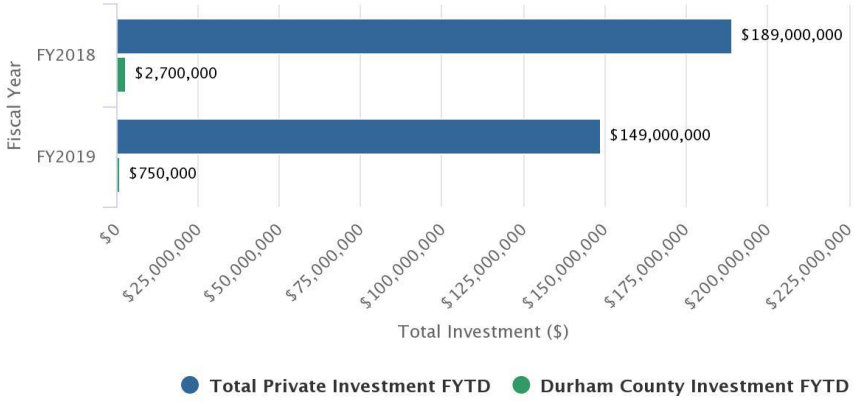


Measure description: This measure captures all announced jobs that are tied to Durham County incentives as well as where the County has supported a local match to a State JDIG award. The significance of this metric is that these are jobs that would not be created in Durham County but for Durham County incentive awards or as JDIG match participants.

Trend explanation: Efforts continue to bring additional jobs and new investments to the County through incentive agreements, but staff are unable to adjust year-end projections currently.

FY2019-20 target: Given the variability of the process from month to month, a target has not currently been set. Staff will continue to vet best practice if there are opportunities to enhance the County's policy as well as identify process efficiencies that will lead to continued and/or improved success. Staff will also continue to engage in opportunities to bring additional jobs to Durham County.

Measure: TOTAL PRIVATE AND DURHAM COUNTY INVESTMENTS TIED TO DURHAM COUNTY INCENTIVES



Measure description: This measure looks at announced incentive agreements by fiscal year and compares the amount of Durham County dollars to the amount of dollars invested by the incented companies. This measure captures both County incentive agreements as well as where the County is supporting a local match to the State JDIG award. The goal of this approach is to create a comparative metric between agreements to gain an understanding of how many private dollars are being leveraged per Durham County dollar.

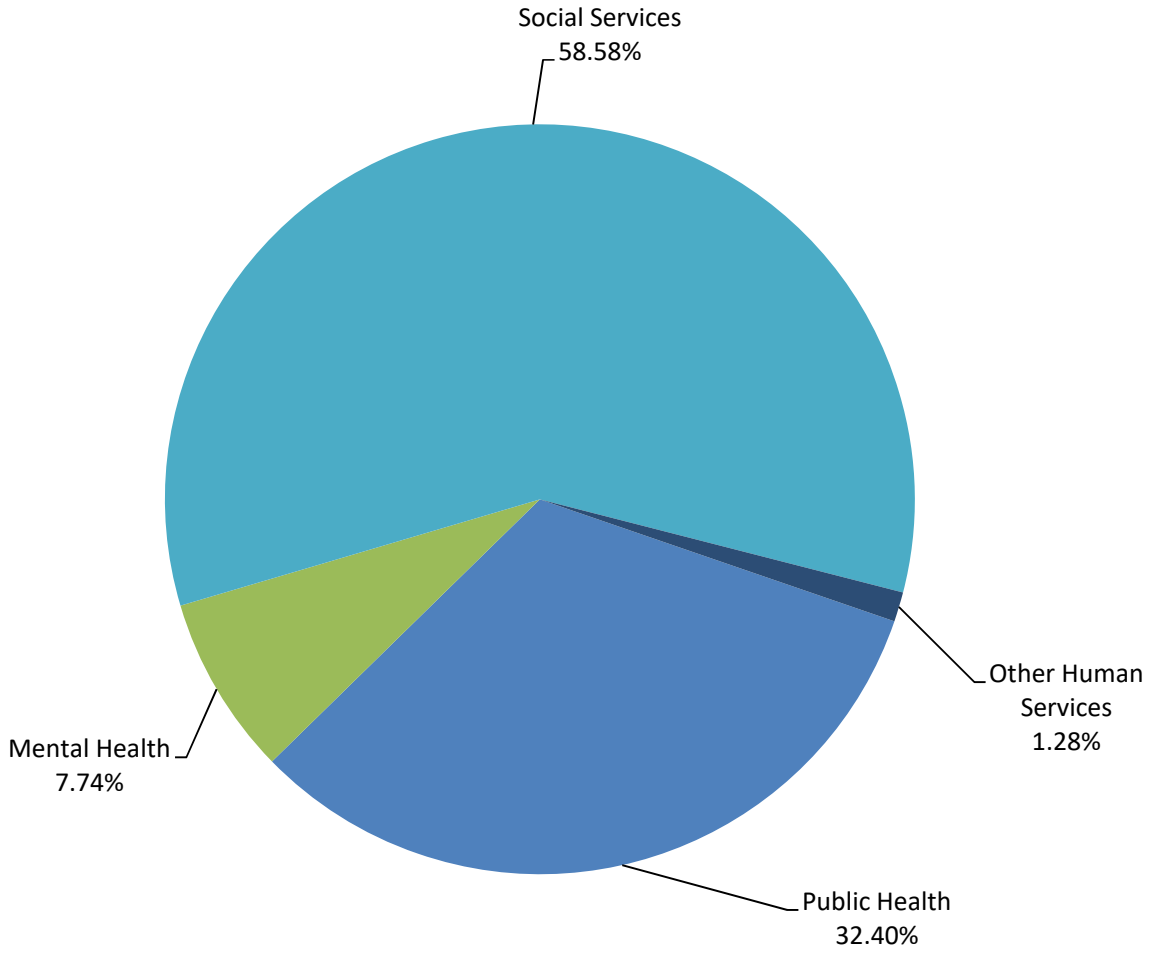
Trend explanation: Currently, year-end estimates are expected to remain at current levels. Efforts continue to bring additional jobs and new investments to the County through incentive agreements, but staff are unable to adjust year-end projections currently.

FY2019-20 target: Given the variability of the process from month to month, a target has not currently been set. Staff will continue to vet best practice if there are opportunities to enhance the County's policy as well as identify process efficiencies that will lead to continued and/or improved success. Staff will also continue to engage in opportunities to bring additional jobs to Durham County.

Human Services

A function of local government which is charged with expenditures for the public welfare including public health, mental health, hospitals, and social services.

Human Services Approved Budget



Business Area	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Public Health	$24,736,365	$26,030,453	$26,134,391	$27,372,707	$26,522,073
Mental Health	$6,131,224	$6,245,859	$6,245,859	$6,693,231	$6,336,751
Social Services	$43,532,595	$47,156,106	$46,938,907	$49,350,164	$47,954,015
Other Human Services	$1,207,612	$1,127,684	$898,347	$1,046,554	$1,046,554
Grand Total	**$75,607,797**	**$80,560,102**	**$80,217,503**	**$84,462,656**	**$81,859,393**

PUBLIC HEALTH

GOAL 2 HEALTH AND WELL-BEING FOR ALL: Improve the quality of life across the lifespan through protecting the health of community, reducing barriers to access services and ensuring a network of integrated health and human services available to people in need.

Description

The mission of the Durham County Department of Public Health is to work with our community to prevent disease, promote health, and protect the environment. We do so through seven divisions: Leadership and Business Management, Allied Health, Health Education Community Transformation, Dental, Medical Services, Nutrition, and Environmental Health. These divisions work collaboratively to accomplish the following goals:

- Promote optimal health and wellness of all;
- Decrease premature death rates;
- Prevent and control communicable disease; and
- Maximize organization productivity.

In addition to conducting the day-to-day work of public health, the department is also focused on workforce development, communication and marketing, technology, access to medical and dental care, obesity and chronic illness, and education.

Programs

Allied Health

Allied Health is comprised of the laboratory and pharmacy operated within the department. The laboratory provides phlebotomy, specimen procurement, and testing services that aid in the diagnosis, treatment, and prevention of disease for the department's clinics, Lincoln Community Health Center, and at community outreach events. The pharmacy provides medication services for clinics, DCo Wellness Clinic, and DCo Detention Center. Medications are filled and dispensed by licensed pharmacists and a pharmacy technician. The pharmacy maintains a comprehensive formulary enabling treatment and prevention options for a variety of diseases and conditions. As of April 2018**,** Allied Health has also incorporated multiple harm reduction strategies for substance use, including a Safe Syringe Program (SSP) and free naloxone kits for the public.

Dental

The Dental Division provides access to comprehensive dental care for uninsured and underinsured children and youth up to 20 years old and pregnant women. Services are provided onsite in a state-of-the-art dental clinic and in the Tooth Ferry, a mobile dental unit that visits specific DPS elementary schools. Staff members also provide dental screenings and oral health education sessions.

Program	Budget
Allied Health	$1,856,545
Dental	$1,193,493
Environmental Health	$2,652,207
Health Education and Community Transformation	$3,978,311
Leadership and Business Management	$2,254,376
Medical Services	$11,934,933
Nutrition	$2,652,207
Grand Total	**$26,522,073**

Environmental Health

The Environmental Health Division enforces state and local laws and regulations to ensure that food & lodging establishments, institutions, child care facilities, onsite waste treatment, water, and many other health-related services and industries are operated and maintained in a manner that protects public health and the environment. Environmental Health staff issue establishment and system operational permits. Staff also educate and empower Durham County residents and visitors about issues that affect their health. Information provided by Environmental Health and local Public Health Emergency Preparedness allows people to make informed decisions about their health and wellbeing as well as that of their families.

Health Education Community Transformation

The Health Education Community Transformation Division addresses health by influencing the decisions and actions that individuals, groups, and communities make to promote health and prevent violence, injury, disease and disability. Health Education also educates, mobilizes, assesses, and creates policy, systems, and environmental change to positively influence the health of Durham County residents. Staff members provide in-person and virtual education, screenings, and evidence-based programs to individuals, neighborhoods, faith-based organizations, and workplaces. Violence reduction programs include Bull City United and Project BUILD, which aim to prevent gun violence and reduce gang involvement, respectively.

Leadership and Business Management

In order to achieve effective, efficient, and high-quality services that fulfill the department's mission, the Leadership and Business Management Division provides support, guidance, and sound business management services to all divisions and programs in Public Health. These functions include administrative oversight of all public health domains, including finance, purchasing, patient registration and billing, IT, registering of vital records, contracts services, and facilities services.

Medical Services

Medical Services Division is the largest component of the department's budget, providing mandated and other health services that address unmet needs of our community. The Medical Services Division investigates, screens, educates, and provides treatment and other clinical care to those who seek or are referred for care. The division's staff is a multidisciplinary matrix of providers (advanced practice providers and contract physicians), nurses, social workers, and ancillary staff. The primary program areas are Care Coordination for Children, Detention Facility Health Services, Pregnancy Care Management, Refugee Health, School Health, Women's Health Clinic, and Communicable Disease Control.

Nutrition

The Nutrition Division provides population-based and individual clinical services, so Durham County residents can learn and put into practice behaviors that prevent disease and promote optimal health. Clinical services are provided for Durham residents and encompass individual counseling and/or guidance to prevent, treat, or stabilize diagnosed chronic illnesses. The Durham's Innovative Nutrition Education (DINE) program teaches students in qualifying schools about nutrition and physical activity to move towards healthier behaviors. DINE and the Chronic Care Initiative (formerly Durham Diabetes Coalition) conduct education classes at community sites and work on policy, systems, and environmental changes that impact the nutrition and physical environment in eligible childcare facilities, food retail markets, faith-based organizations, and community sites. The Formerly Incarcerated Transition (FIT) Program provides health care navigation services for eligible individuals recently released from incarceration who are living with a chronic disease.

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$15,182,197	$16,480,366	$16,244,982	$17,653,355	$17,196,059
Operating	$9,542,146	$9,550,087	$9,840,524	$9,595,508	$9,326,014
Capital	$12,022	$0	$48,885	$123,844	$0
Expenditure Total	**$24,736,365**	**$26,030,453**	**$26,134,391**	**$27,372,707**	**$26,522,073**
Revenue					
Intergovernmental	$8,461,010	$6,524,227	$6,411,624	$6,303,546	$6,320,447
Contributions and Donations	$17,647	$0	$18,000	$0	$0
Service Charges	$504,915	$377,900	$426,787	$484,150	$484,150
Other Revenues	$46,854	$34,000	$17,000	$17,000	$17,000
Revenue Total	**$9,030,425**	**$6,936,127**	**$6,873,411**	**$6,804,696**	**$6,821,597**
Net Total	**$15,705,940**	**$19,094,326**	**$19,260,980**	**$20,568,011**	**$19,700,476**
FTEs	**234.47**	**233.55**	**233.55**	**241.55**	**238.55**

Budget Highlights

- Additional funds are being added to reestablish the Public Health Director position. For the last three years, the health director's role has been coupled with that of General Manager for Goal 2. ($181,415)
- Additional funds are being added for an Adverse Childhood Experiences (ACEs) Coordinator. This position will focus on the work of the ACEs Task Force and operationalizing efforts to facilitate community-wide training to move from awareness to action as Durham strives to become a trauma-informed community. ($97,320)
- Public Health receives grant funding to fully support Triple P (**P**ositive **P**arenting **S**upport). Currently, two of the three positions are staffed by professionals hired through a staffing agency. The funder, NC Division of Public Health Women's and Children's Branch, requires that grant funds ($142,551) are used to establish 2 Human Services Coordinator positions to support regional Triple P activities.
- Funding is included to support the loss of grant funding in Bull City United (BCU), Formerly Incarcerated Transitions (FIT), Project BUILD ((Building, Uplifting, and Impacting Lives Daily)) programs:
    - Bull City United, a violence prevention program originally was supported by a blend of county funding and Office of Juvenile Justice and Delinquency Prevention (OJJDP). The grant funding ends in September 2019. The funds ($89,352) will support two violence interrupter positions for nine months.

- The FIT Program uses a Community Health Worker (CHW) with a personal incarceration history to engage people with chronic diseases prior to and/or immediately upon release and works with the local Reentry Council to develop a reentry plan. The FIT Program has operated with blended funding since its inception. Additional County funding in the amount of $40,231 is added.
- The third grant supported position to be fully funded by the County is in Project BUILD (Building, Uplifting, and Impacting Lives Daily) which provides skill building services and case management as Durham County's gang intervention program for youth ages 14-21. Grant funding for this position will end in September. Without the continued funding, caseloads will not be reduced, and staff will be able to assist with case management in the Durham County Detention Facility. ($55,267)

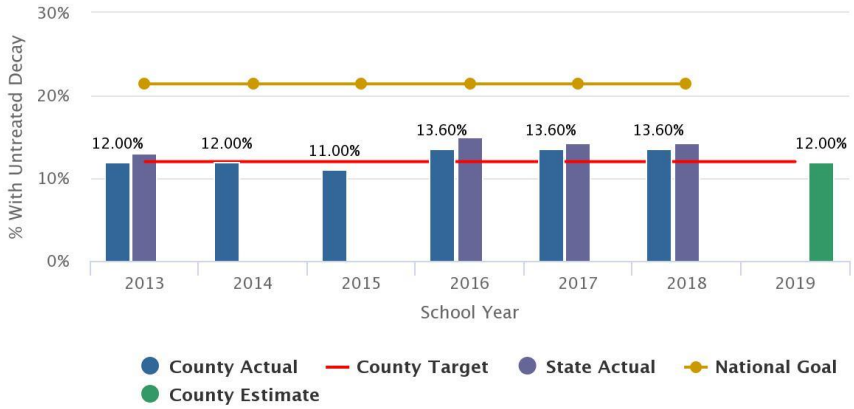
- The base total cost for the jail health contract is $3,190,255, using 400 detainees per day as the average daily population (ADP) used to determine the costs for medical services in the Detention Facility and reducing the ADP contingency numbers from 70 to 20 detainees per day. In response to the growing need for dental services and to create increased care options, hours are being increased to 8 hours per week (up from 4 hours per week) for dental services and replacing the night shift med tech with a medication certified LPN.
- HIV Navigator position (1 FTE) supporting the HIV Fastrack program.

The County also funds a select group of community based non-profit organizations that support, directly or indirectly, various County department services. These County supported non-profit agencies are selected through a rigorous annual selection and certification process to ensure quality services and outcomes. The supported non-profits shown here are related to services provided by the department being described, however, the appendix of this document has more detail about all Durham County non-profit funding.

Public Health Non-Profit Support	FY2019-20 Funding
A Helping Hand	$25,000.00
African American Dance Ensemble	$5,000.00
Believers United for Progress	$5,000.00
Bridge II Sports	$6,000.00
Center for Child & Family Health	$12,000.00
Diaper Bank of North Carolina	$10,000.00
Durham Crisis Response Center	$37,250.00
Durham Striders Youth Association	$15,000.00
Farmer Foodshare	$20,000.00
Food Bank of Central & Eastern NC	$10,000.00
Inter-Faith Food Shuttle	$10,000.00
Planned Parenthood South Atlantic	$17,750.00
Playworks Education Energized	$10,000.00
Reality Ministries	$10,000.00
Triangle Champions Track Club	$6,500.00
	$199,500.00

Performance Measures

Measure: PERCENT OF DPS KINDERGARTNERS SCREENED BY THE HEALTH DEPARTMENT WITH UNTREATED DENTAL DECAY

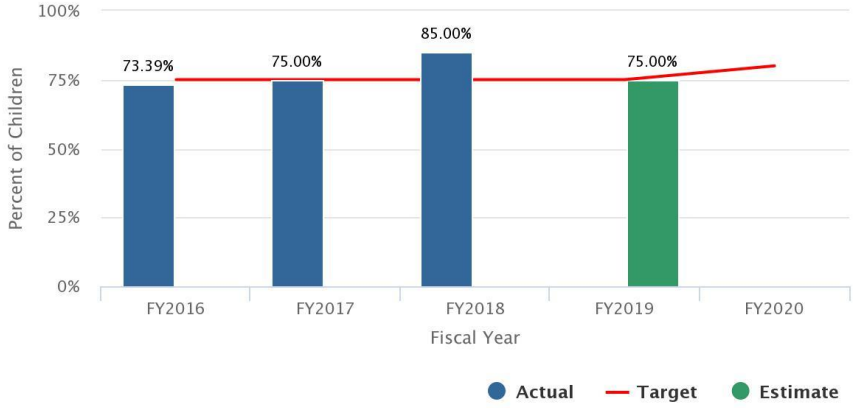


Measure description: Dental decay is one of the most common chronic infectious diseases among children that, if left untreated, can result in problems with speaking, playing, and learning. Children from low income households experience higher untreated tooth decay. Dental decay is measured by visual examination by a public health dental hygienist. If dental decay is found, the student is referred for dental care at Public Health or with their dentist.

Trend explanation: The dental decay percentage for Durham County typically varies from 12-14%. The estimate for this year is expected to fall at the lower end of this range, mainly because one school that typically has a high proportion of students with untreated dental decay was unavailable for screening. Durham County (13.6%, 2018) and North Carolina (14.3%, 2018) consistently perform significantly better than the national Healthy People 2020 goal (21.4%).

FY2019-20 target: Next year's target is expected to stay on the lower end of the typical range. Trends are impacted by the number of children screened in the school based on parental consent and whether all 30 Durham public elementary schools agree to participate. This measure has been consistent in the 2017 & 2018 school years and is expected to continue to be so.

Measure: PERCENT OF CHILDREN WILLING TO EAT HEALTHIER FOODS BY END OF SCHOOL YEAR

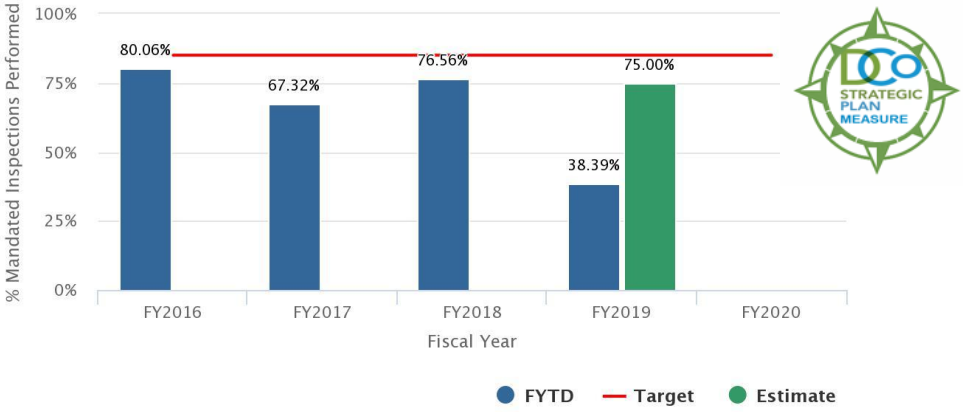


Measure description: This measures the percent of parents (via an end-of-year survey) who indicate their student made a positive nutrition behavior change as evidenced by their willingness to eat healthier foods. The DINE School Program teaches students about nutrition and physical activity to move them toward healthier behaviors. Increased willingness to eat healthier foods is considered a marker of positive behavior change.

Trend explanation: This trend varies based on the number of parents who complete the survey. Behavior, especially involving food, is difficult to change. Maintaining this current trend indicates the Nutrition Division is successfully engaging elementary school children in healthy eating behaviors enough that their parents have observed these behaviors.

FY2019-20 target: Teachers' active engagement in requesting return of parent surveys appears to influence parent participation positively. Larger sample sizes increase the accuracy of findings. Changes in policy, systems, and environment that support positive behavior change can help people apply what they learn about healthy eating regardless of whether they are participating in ongoing nutrition education.

Measure: PERCENT OF TOTAL MANDATED DURHAM COUNTY INSPECTIONS PERFORMED

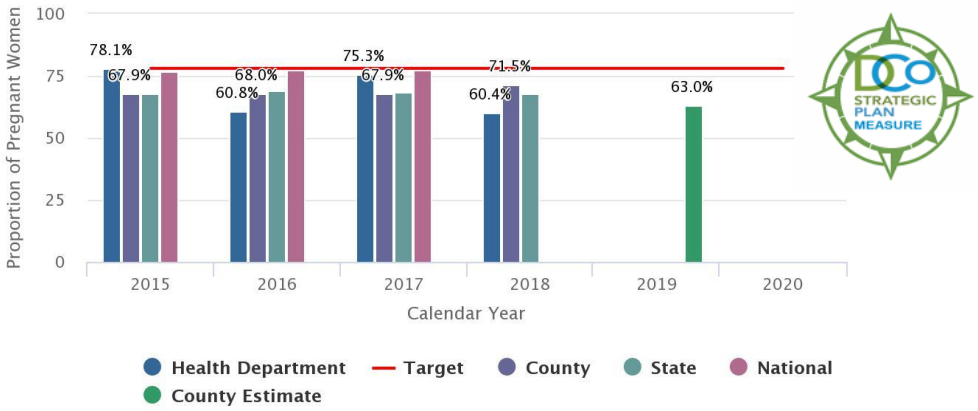


Measure description: This measure shows the percentage of State mandated inspections completed. Most of these inspections are for food service establishments. Inspections provide education and regulation toward the goal of food safety.

Trend explanation: Environmental Health (EH) has had staff turnover in the last several quarters, which has limited capacity to inspect as many food establishments. Food program activities slow when training is the primary focus of team supervisors. The Division is currently training two staff, after which they will be prepared to perform the necessary inspections. EH is also in the process of filling another position that was vacated in January 2019.

FY2019-20 target: The State mandated inspections are the most frequent and have the largest direct impact on the public. Although eventually the goal is to reach 100%, our goal is to start aiming for 85%. Continuing to plan proactively for growth in the community by attracting, training, and retaining talented staff will allow EH to increase the percent of mandated inspections performed.

Measure: PROPORTION OF PREGNANT WOMEN WHO RECEIVE PRENATAL CARE BEGINNING IN THE FIRST TRIMESTER



Measure description: This measure shows the proportion of pregnant women who receive prenatal care beginning in the first trimester. Access to prenatal care in the first trimester of pregnancy is a clinical quality measure to assess the adequacy of prenatal care for pregnant women. Accessing care in the first trimester is essential and associated with positive outcomes for infants and mothers because it decreases the risks of delivering a low birth weight infant and reduces the risk of newborn death. The NC DHHS Maternal Health Services has provided a wide range of maternal health services to encourage low-income pregnant women to begin early prenatal care and follow recommended perinatal care guidelines before and after giving birth.

Trend explanation: Since January 2019, there has been a slight upward trend in pregnant patients entering care in the first trimester at the Health Department. This trend is expected to continue based on new policies implemented by the Women's Health Clinic's new Program Manager: 1) patients will no longer be turned away for a pregnancy test or prenatal care and 2) a new patient orientation process will be developed in 2019 that will make it easier to schedule appointments at more convenient times.

FY2019-20 target: This target is for calendar year 2020 and aligns with Healthy People 2020's stated target (78%). With the slight upward trend as of early 2019 and the new clinic initiatives, the number of pregnant patients entering prenatal care in the first trimester at the Healthy Department is expected to increase, bringing the agency much closer to this target.

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MENTAL HEALTH (ALLIANCE BEHAVIORAL HEALTHCARE LME/MCO)

GOAL 2 HEALTH AND WELL-BEING FOR ALL: Improve the quality of life across the lifespan through protecting the health of community, reducing barriers to access services and ensuring a network of integrated health and human services available to people in need.

Description

Alliance Behavioral Healthcare is the Local Management Entity (LME)/Manage Care Organization (MCO) for mental health, developmental disabilities, and substance abuse for a catchment area that includes Cumberland, Durham, Johnston and Wake counties.

Alliance is responsible for ensuring that citizens who seek help receive the services and supports for which they are eligible to achieve their goals and to live as independently as possible. Alliance is also responsible for making sure the citizens receive quality services and that their individual rights are protected.

Alliance is responsible for managing finances, service authorizations, contracts with direct service providers, service quality, and regulatory standards, developing the service array and ensuring appropriate customer choice.

Alliance contracts with more than 2,000 service providers to provide mental health, developmental disabilities and substance abuse services to children and adults in the entire catchment area. For those clients who do not speak English, a list of providers who speak other languages can be provided.

Budget

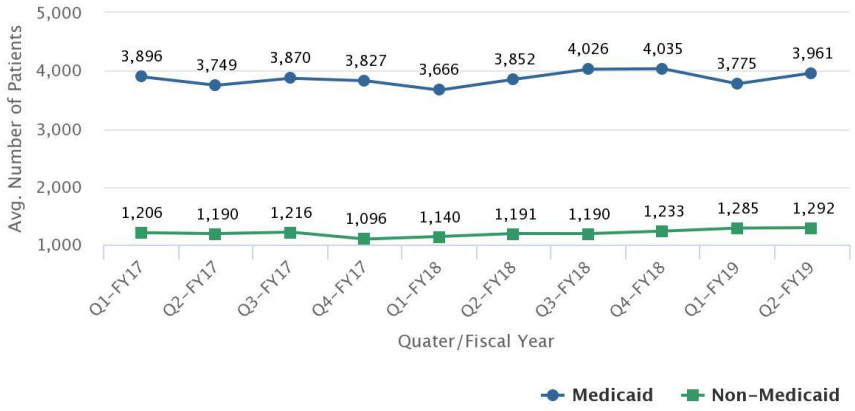
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$6,131,224	$6,245,859	$6,245,859	$6,693,231	$6,336,751
Expenditure Total	**$6,131,224**	**$6,245,859**	**$6,245,859**	**$6,693,231**	**$6,336,751**
Grand Total	**$6,131,224**	**$6,245,859**	**$6,245,859**	**$6,693,231**	**$6,336,751**

Budget Highlights

- The increase represents a full year funding for 2 positions for a permanent supportive housing (PSH) pilot that was funded for half a year in FY2018-19 and salary and retirement increases for the these two positions, salary and retirement increases for the 3 currently funded System of Care positions and the 1% administrative fee for these increases. ($90,892)

Performance Measures

Measure: AVERAGE NUMBER OF DURHAM COUNTY PATIENTS SERVED PER MONTH

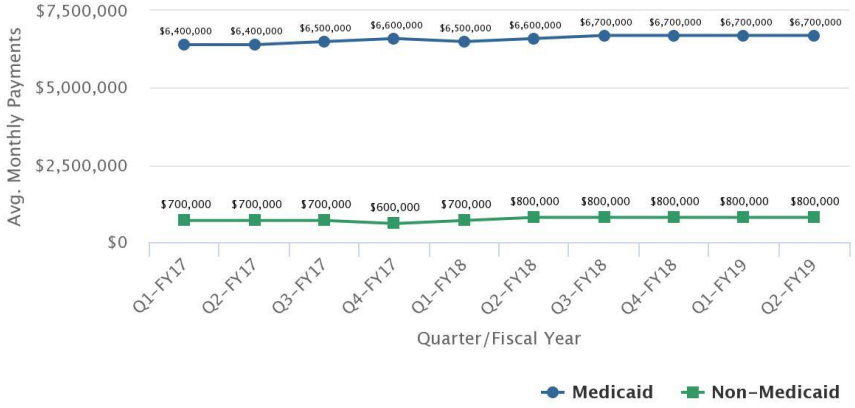


Measure description: This measures the average number of Durham County patients served per month. This number represents the monthly average number of unique individuals that received services from an Alliance provider during the quarter. This measure shows service utilization in both Medicaid and non-Medicaid individuals for Durham County specifically.

Trend explanation: Alliance tracks any significant changes and trends related to service access, utilization, and spending over time. Any significant changes and trends that are noted receive more detailed data analysis to determine cause, effect on the service system, and to individuals served, and to determine if additional interventions are needed to mitigate negative trends.

FY2019-20 target: There is no specific target in relation to service utilization and spending. The data are compared quarterly within Durham County to identify changes in the service system and compared to other Alliance counties as a measure of how services are utilized differently or the same in each county.

Measure: AVERAGE MONTHLY PAYMENTS IN DURHAM COUNTY

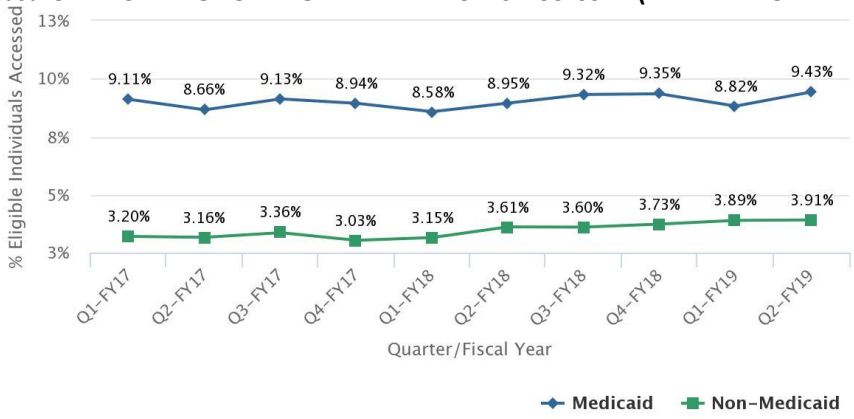


Measure description: This measure shows spending in both Medicaid and non-Medicaid individuals for Durham County.

Trend explanation: Alliance tracks any significant changes and trends related to service access, utilization, and spending over time. Any significant changes and trends that are noted receive more detailed data analysis to determine cause, effect on the service system, and to individuals served, and to determine if additional interventions are needed to mitigate negative trends.

FY2019-20 target: There is no specific target in relation to service utilization and spending. The data are compared quarterly within Durham County to identify changes in the service system and compared to other Alliance counties as a measure of how services are utilized differently or the same in each county.

Measure: PERCENTAGE OF ELIGIBLE INDIVIDUALS ACCESSED (PENETRATION RATE)



Measure description: This measure shows the penetration rate, or the portion of individuals eligible for services in Durham County who accessed them during a quarter. The average penetration rate for non-Medicaid funded individuals is calculated by comparing the numbers of individuals who accessed services compared to the total number of individuals who are identified as indigent in Durham County.

Trend explanation: Alliance tracks any significant changes and trends related to service access, utilization and spending over time. Any significant changes and trends that are noted receive more detailed data analysis to determine cause, effect on the service system and to individuals served, and to determine if additional interventions are needed to mitigate negative trends.

FY2019-20 target: There is no specific target in relation to service utilization and spending. The data are compared quarterly within Durham County to identify changes in the service system and compared to other Alliance counties as a measure of how services are utilized differently or the same in each county.

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SOCIAL SERVICES

GOAL 2 HEALTH AND WELL-BEING FOR ALL: Improve the quality of life across the lifespan through protecting the health of community, reducing barriers to access services and ensuring a network of integrated health and human services available to people in need.

Description

The agency's services programs provide for the protection of abused and neglected children and adults, the provision of services to prevent unnecessary institutionalization of disabled and elderly residents, Work First support services, school and community social work services, and child day care subsidy. Our public assistance programs provide entitlement benefits for health access and nutrition services, foster care and adoption payments as well as cash assistance through Work First. Programs include Food and Nutrition Assistance; Medicaid and North Carolina Health Choice for Children; and Work First Family Assistance. The Child Support Enforcement program ensures that non-custodial parents provide financial and medical support for their children. This includes the location of non-custodial parents and their assets, establishing support orders, and establishing paternity. As necessary, this service is also responsible for collection and distribution of payments and enforcement for nonpayment of legal child support obligations.

Programs

Administration and Management

Administration and Management is responsible for providing leadership and oversight for the agency functions including Adult Services, Child Support, Child Welfare, Customer Accountability and Talent Development, Family Economic Independence, and Business Operations. Our Division assists with the formulation and continual improvement of the agency's mission, vision, policies and practices; implements operational management best practices to facilitate effective accountability for agency financial resources and successful attainment of agency outcomes; disseminates information involving interpretation of policies, laws, and activities of the agency.

Adult Services

Adult Services works to promote the independence and enhance the dignity of Durham County's older adults, persons with disabilities and their families, through a community-based system of opportunities, services, benefits and protections.

Program	Budget
Administration and Management	$3,356,781
Adult Services	$9,590,803
Child Support	$2,877,241
Child Welfare	$9,590,803
Customer Accountability and Talent Development	$5,754,482
Family Economic Independence	$16,783,905
Grand Total	**$47,954,015**

Child Support

Durham County Child Support Services is responsible for the location of non-custodial participants, establishment of paternity, and the establishment, modification and enforcement of child support orders. North Carolina Child Support Services' mission is to "provide family centered child support services through mutual collaboration with families and partners using innovative strategies to reach a common goal and self-sufficiency" (North Carolina Child Support Services).

Child Welfare

Child Welfare is one of the most important and critical services provided by the Department of Social Services. Federally mandated, the Child Welfare program works to assess, protect, and foster the safety of children from child abuse and neglect. It is a complex service involving the community, service-providers, and the legal system. It is critical to build the most effective Child Welfare program possible that both protects children and cultivates staff.

Customer Accountability and Talent Development

This division includes Quality Assurance and Training, Program Integrity, Talent Development, and the Customer Information Center. Quality Assurance & Training and Talent Development team members provide record review and training support to all mandatory programs throughout the agency as well as contract monitoring to ensure compliance with HB 630. Program Integrity is a mandatory program conducting investigations of suspected fraud or agency errors related to Family Economic Benefits. The Customer Information Center employees are charged with providing first point of contact services to the residents of Durham County in our call center, reception lobbies, and records management.

Family Economic Independence

Family Economic Independence provides an array of economic support programs to children, families, adults, disabled, and seniors that support health and wellness through mandated services. Family Economic Independence administers federally mandated programs that support economic sufficiency, promote health and well-being, and provide employment supports for qualified individuals. The staff primarily conducts eligibility services, including applications, processing, and maintenance of cases. In addition, the division provides Social Work services in the areas of Work First and Child Care, including case-management.

Budget

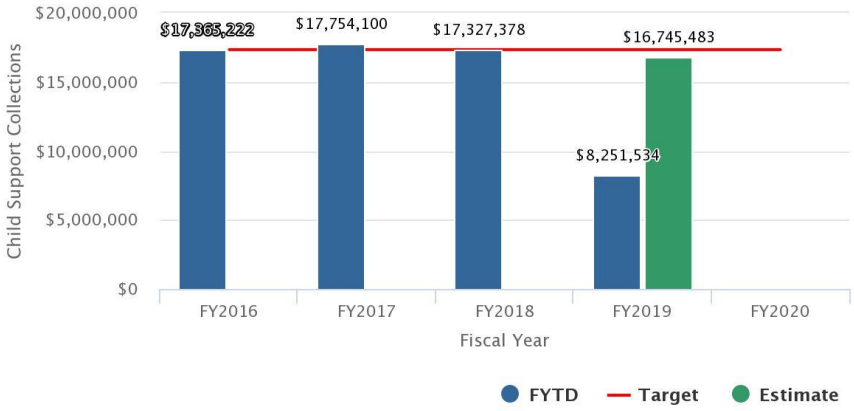
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$27,910,536	$29,326,084	$29,392,912	$31,395,750	$30,622,027
Operating	$15,622,059	$17,830,022	$17,545,995	$17,789,204	$17,331,988
Capital	$0	$0	$0	$165,210	$0
Expenditure Total	**$43,532,595**	**$47,156,106**	**$46,938,907**	**$49,350,164**	**$47,954,015**
Revenue					
Intergovernmental	$26,938,472	$29,326,100	$28,334,723	$28,931,868	$28,123,371
Contributions and Donations	$3,204	$2,831	$12,731	$1,428	$1,428
Service Charges	$24,022	$6,600	$6,100	$6,600	$6,600
Other Revenues	$286,164	$137,162	$214,491	$192,107	$192,107
Revenue Total	**$27,251,862**	**$29,472,693**	**$28,568,045**	**$29,132,003**	**$28,323,506**
Net Total	**$16,280,733**	**$17,683,413**	**$18,370,862**	**$20,218,161**	**$19,630,509**
FTEs	**509.00**	**512.00**	**513.50**	**531.50**	**519.00**

Budget Highlights

- BOCC approved an FY2018-19 amendment to recognize a grant award from the Department of Health and Human Services, Administration for Children and Families for the implementation of a Durham Integrated Domestic Violence Response System Program. The Department of Social Services, as the lead agency - in partnership with the Exchange Family Center, Duke Center for Child and Family Health, Duke Center for Child and Family Policy, and the Durham Crisis Response Center - is the recipient of a federal grant that will provide education/training for first responders and intensive therapy services for victims of domestic violence. One full-time (1 FTE) Child and Family Advocate provisional position and one part-time (.50 FTE) Grants Administrator provisional position were approved. These funds are 100% federal funds and no county funds are required. The Child and Family Advocate will focus on identifying families in need of Domestic Violence related services and support and the Grants Administrator will be responsible for coordination of the project, grant reporting, budget management, contracting, organizing committees, coordinating with federal and national partners, ensuring partnering agencies participate in trainings.
- BOCC approved an FY2018-19 amendment to appropriate $848,478 for foster care room and board for children placed by the Department of Social Services. This additional funding was carried forward in the FY2020 budget. In FY2015-16 the Health and Human Services (HHS) introduced the Voluntary Placement Agreement for Foster Care children ages 18-21 in order to be eligible for State Foster Care Benefit funds resulting in a 21% increase to Durham's foster care cost. Social Services continues to see a 14% yearly increase in foster care cost which has been absorbed within the budget in previous fiscal years. Social Services provided foster care funding for 148 children in 2014 and in 2018 Social Services is servicing 302 children. The increase of 154 children is an increase of 104% for children requiring foster care support.
- 2.5 FTEs were funded with Child Support Incentive Funds that were received in prior years and are restricted in General Fund fund balance. Funds of $161,434 were appropriated in FY2019-20 to fund a Child Support Agent (1 FTE), a Staff Development Specialist (.50 FTE) and a Social Worker II. The Child Support Agent will be assigned to Foster Care where there are currently 480 open cases, the Staff Development Specialist will develop and present training programs and resources to Child Support and Program Integrity Services staff, review and analyze case documentation and ensure compliance with federal, state and DSS internal policies and procedures and the Social Worker II will aid with job readiness and placement for child support participants.
- 3 FTEs were added to the Social Services department using reallocated existing dollars to support increased child welfare standards and span of control based on expanding caseloads

Performance Measures

Measure: CHILD SUPPORT COLLECTIONS BY DURHAM COUNTY

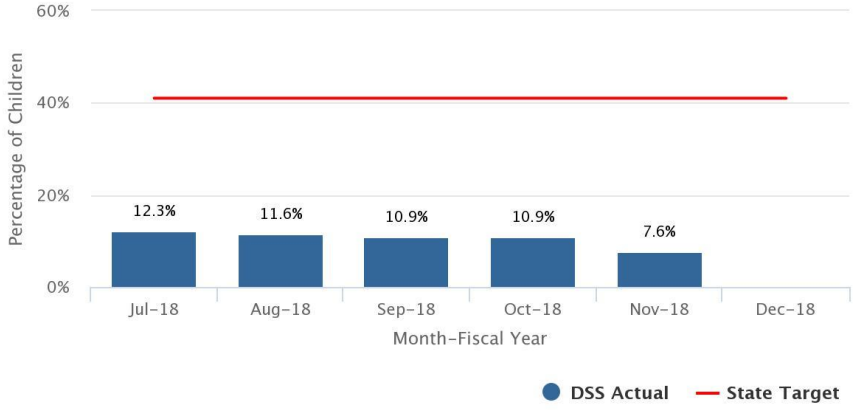


Measure description: This measures the amount of current child support collections in addition to arrears (past due child support) collected by the Durham County Department of Social Services (DSS). Regular and consistent child support payments support family self-sufficiency. Research shows that the payment of child support leads to increased involvement and influence of noncustodial parents in their children's lives.

Trend explanation: Durham County DSS is estimated to close out the fiscal year at approximately $16,745,483; the department is not on track to meet the goal of $17,330,561. DSS may receive offset monies and staff has completed a collections project to try and increase collections before the end of the fiscal year.

FY2019-20 target: The target is set each year by the State based on several pieces of legislation. The target for each year is calculated based on the amount collected the previous year. DSS is estimating the target for FY2019-20 will be $16,745,483.

Measure: PERCENTAGE OF CHILDREN WHO ENTER FOSTER CARE IN A 12-MONTH PERIOD THAT ARE DISCHARGED TO PERMANENCY WITHIN 12 MONTHS OF ENTERING FOSTER CARE

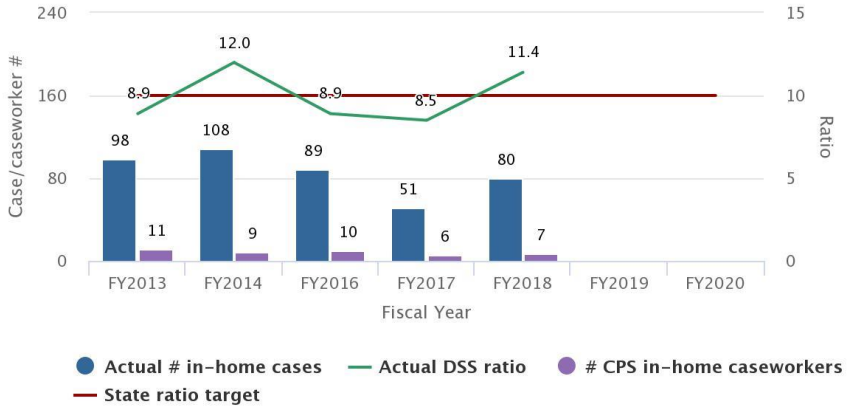


Measure description: Durham County DSS provides leadership for ensuring that 40.5% of children who enter foster care in a 12-month period are discharged to permanency within 12 months of entering foster care. The aim of foster care is to create a permanent plan for all children that come into care and reach the goals of the plan within one year. Permanency can be defined as reunification with parent/caretaker, legal guardianship with family, or adoption. One year to permanency is a federal requirement.

Trend explanation: DSS is estimated to end the fiscal year at approximately 11%. Factors which impact the measure are: (1) insufficient court time to hear the cases, (2) multiple court continuances, (3) lack of judicial resources (only one Guardian Ad Litem attorney & two judges who rotate court), and (4) case complexities (such as severe mental health, substance abuse, behavioral management, and interpersonal violence) which can't be addressed in 12 months. *Note: This data comes from State reports and has not been validated by DSS.*

FY2019-20 target: This target (40.5%) is set by the Children's Bureau and by/in statute/policy & NCDHHS/County MOU of Agreement Performance Measures.

Measure: CHILD PROTECTIVE SERVICES IN-HOME CASELOADS AND FTE RATIO

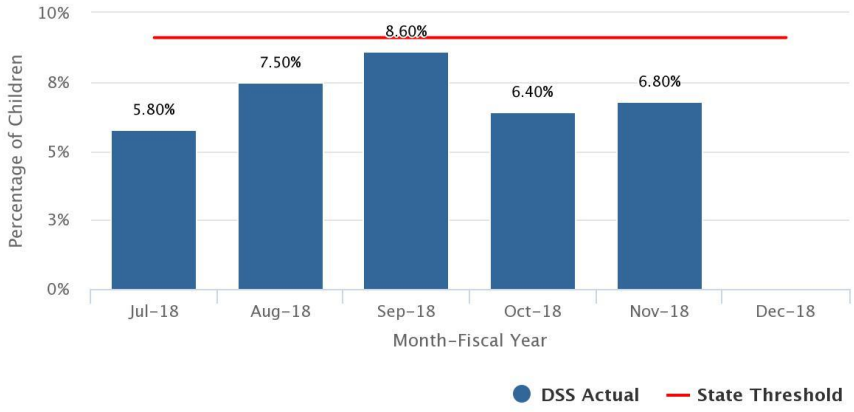


Measure description: This measures the number of open Child Protective Services (CPS) in-home cases for CPS In-Home and Prevention Services divided by the number of CPS in-home caseworkers or Full Time Equivalent (FTE) employees. Having efficient caseload ratios ensures that workers are responding to clients and providing needed services in a timely manner. Furthermore, appropriate caseloads also help with caseworker retention and prevent workers from being overwhelmed.

Trend explanation: An increase in the caseload for CPS in-home has led to an increase in the caseload ratio. DSS is no longer meeting the State standard of 10 cases per CPS in-home caseworker. Currently, DSS is above standard at 11 cases per caseworker and it is estimated that DSS will finish out the fiscal year at 11 cases per worker. With the increased positions in Child Protective Services, the department was able to clean up the backlog within this area which resulted in additional referrals to In-Home and Prevention Services.

FY2019-20 target: The State has set the standard for this measure to be one FTE caseworker for every ten open investigative assessment cases (10:1).

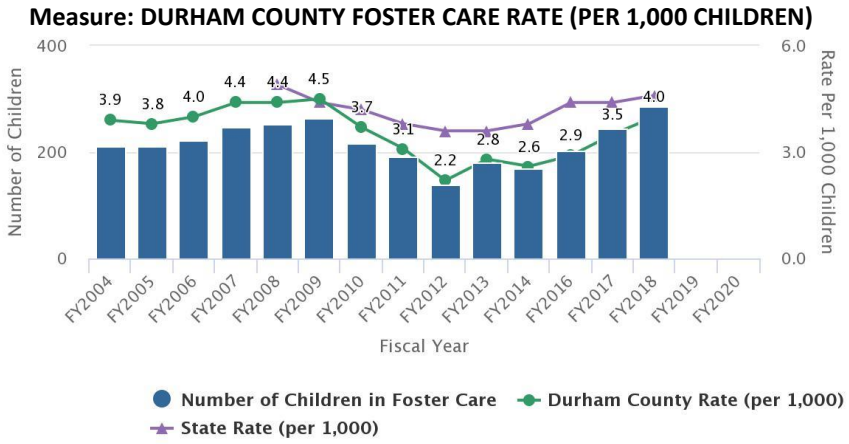
Measure: PERCENTAGE OF CHILDREN WHO WERE VICTIMS OF MALTREATMENT AND ALSO RECEIVED A SUBSEQUENT FINDING OF MALTREATMENT WITHIN A 12-MONTH PERIOD



Measure description: This measure shows repeat maltreatment of children who had a case within 12 months of closing. The intent of this measure is to ensure that children who have been substantiated as abused, neglected, or dependent are protected from further harm. This measure assesses whether a child welfare agency was successful in preventing subsequent maltreatment of a child if the child was the subject of a substantiated or indicated report of maltreatment.

Trend explanation: DSS has been consistently below the State threshold of 9.1% (a positive finding), meeting the department's goal for reporting repeat maltreatment. The department is estimated to close out the fiscal year at around 7% based on the monthly average. *Note: This data comes from State reports and has not been validated by DSS.*

FY2019-20 target: This target (9.1%) is set by the Children's Bureau and by/in statute/policy --- NC General Statute 7B.311 & NCDHHS/County MOU of Agreement Performance Measures.



Measure description: DSS tracks the number of children to monitor, evaluate, and plan for services to foster children. Critical needs and services include education, physical and mental health needs, safety and well-being needs, as well as establishment of a permanent plan for the care of the child. In addition, the Federal Children's Bureau and the North Carolina Division of Social Services tracks these measures to monitor and evaluate outcomes for youth such as safety, repeat maltreatment while in foster care, recidivism, and timeliness to permanence. This measure is critical to assess and determine resources needed to effectively serve children in care and meet State performance measures for permanence and safety.

Trend explanation: The Durham County rate of children in foster care is increasing and following a similar trend as the State rate. DSS is projecting to end the year with 327 children in foster care. The factors that are contributing to the increase are: (1) increase in sibling size/groups; (2) increase in severity of mental health and developmental delays of parents/caretakers and youth (e.g. youth diagnosed with autism) and a limited number of providers; (3) lack of resources - human capital - DSS, County Attorney, judges and child attorney and court time to hear the cases; (4) generational CPS history thus impacting available kinship care providers; and (5) continued substance abuse (e.g. heroin, cocaine, crack) and domestic violence.

FY2019-20 target: There is not a target for the number of children in foster care. The goal is to have only the necessary children in foster care and to establish a plan for permanency as quickly as possible. Based on predictive analysis, DSS estimates as many as 347 children in foster care custody next fiscal year based on population growth, comparison with the State rate for foster care, and historical data.

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COORDINATED TRANSPORTATION SYSTEM

GOAL 2 HEALTH AND WELL-BEING FOR ALL: Improve the quality of life across the lifespan through protecting the health of community, reducing barriers to access services and ensuring a network of integrated health and human services available to people in need.

Description

Durham County ACCESS improves the quality of life of Durham County residents to meet their mobility needs by providing safe and accessible demand response transportation to seniors, individuals with disabilities, residents going to work, and the general public in rural Durham County. Durham County ACCESS is a partner in a coordinated network with the City of Durham's Go ACCESS transportation program. All Durham County ACCESS vans are wheelchair accessible. Interested individuals must complete an application and receive approval to receive service. Durham County ACCESS receives funding from federal, state, and local grants to support this broad level of transportation services and is supported by an appointed transportation Advisory Board.

Pending further discussion and final approval, on October 14, Durham County ACCESS is expected to become part of an improved, merged system between the County and the City of Durham's transportation department in FY2019-20 providing the existing level of service to County residents.

Budget

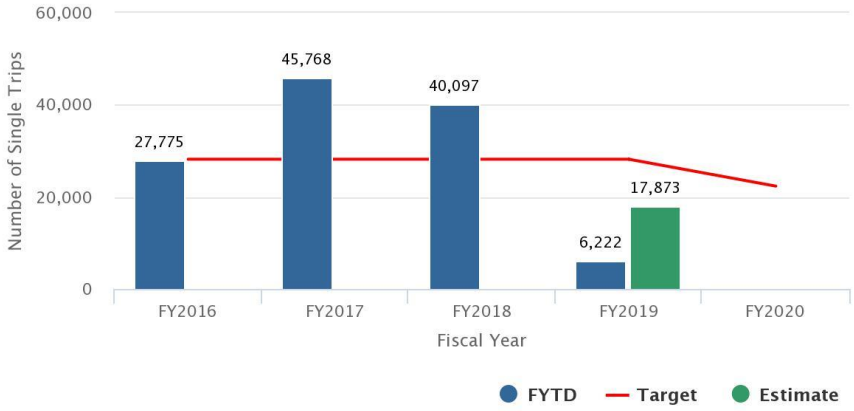
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$143,535	$178,624	$145,347	$36,495	$36,495
Operating	$585,777	$667,727	$662,999	$570,059	$570,059
Capital	$0	$191,333	$0	$350,000	$350,000
Expenditure Total	**$729,312**	**$1,037,684**	**$808,347**	**$956,554**	**$956,554**
Revenue					
Intergovernmental	$542,560	$808,754	$123,469	$819,059	$919,059
Revenue Total	**$542,560**	**$808,754**	**$123,469**	**$819,059**	**$919,059**
Net Total	**$186,753**	**$228,930**	**$684,878**	**$137,495**	**$37,495**
FTEs	**2.00**	**2.00**	**2.00**	**0.00**	**0.00**

Budget Highlights

- The County will the transfer transit tax funds ($100,000) and grant funds to provide the current level of service to County residents. To finalize required grant-related reports/renewals, the program's two County supported staff members (2 FTEs) will remain in Cooperative Extension Services through September. They will be given the opportunity to apply for other existing positions within Durham County. The two positions will be reclassified to an Early Childhood Coordinator and Adverse Childhood Experiences (ACEs) Coordinator.

Performance Measures

Measure: NUMBER OF DURHAM COUNTY ACCESS SINGLE TRIPS PROVIDED TO DURHAM COUNTY RESIDENTS



Measure description: This measure shows the number of single trips provided to Durham County residents each fiscal year. This measure justifies the ACCESS expenditure that helps meet the mobility needs of the community. A "trip" is an on-demand ride that the consumer takes on an ACCESS van when requested. The system serves citizen transportation needs for the more rural areas of the County, the elderly, and disabled citizens. It also provides rides for residents for work or healthcare purposes.

Trend explanation: In FY2018-19, Durham County ACCESS streamlined the procedures to provide trips to maximize the transportation service while assuring the overall budget was not exceeded, continuing to work with rural citizens to meet their needs. By utilizing the partnership with the Durham Center for Senior Life, and with other organizations serving the aged, disabled, medical, employment, and veterans' communities, Durham County ACCESS provided service to meet the medical, work, and essential needs of Durham County residents. To reach greater efficiency, some customers realized a limit to their leisure trips, as a greater focus was placed on medical and work trips. The increased efficiency resulted in serving a majority of Durham County residents and referring eligible clients to the City of Durham's paratransit program and is anticipated to result in a reduction in total trips. After detailed analysis of the application process and monthly trip data, adjustments were made to expand the number of trips to current customers as well as to create additional opportunities to meet new customer requests.

FY2019-20 target: Durham County ACCESS anticipates maintaining the existing annual level of funding in FY2019-20 ($569,059) with trip levels averaging 22,335.

HUMAN SERVICES NONPROFIT AGENCIES

GOAL 2 HEALTH AND WELL-BEING FOR ALL: Improve the quality of life across the lifespan through protecting the health of community, reducing barriers to access services and ensuring a network of integrated health and human services available to people in need.

Description

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

Durham County is committed to providing financial assistance to those nonprofit agencies which assist it in carrying out its mission. Included in this funds center are nonprofit agencies and other nongovernmental agencies whose work complements the efforts of the county's human service agencies and whose mission is the public welfare of the residents of Durham County.

All funding for the nonprofit Targeted RFP addressing Food Insecurity in FY2018-19 is located in this fund center. A detailed description of the nonprofits that applied for funding and funding recommendations for FY2019-20 is in the Appendix.

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$0	$90,000	$90,000	$90,000	$90,000
Expenditure Total	**$0**	**$90,000**	**$90,000**	**$90,000**	**$90,000**
Grand Total	**$0**	**$90,000**	**$90,000**	**$90,000**	**$90,000**

Food Insecurity Non-Profit Support	FY2019-20 Funding
Believers United for Progress - Community members are served nutritious meals at least once a day through a community kitchen setting. While onsite and on a quarterly basis, individuals are able to engage with at least one social service/community organization that can introduce and enroll them in services addressing the reason(s) they are food insecure (i.e. physical and mental health issues, access to jobs and/or employable skills, and lack of stable housing) . Recipients of the daily community kitchen are recruited as volunteers and encouraged to develop employable skills while they are enrolled in programs that give them the opportunity to make life adjustments.	$20,000
Catholic Charities of the Diocese of Raleigh - The new food pantry in Durham will utilize the best practices established by the Catholic Parish Outreach (CPO) food pantry in Raleigh. Catholic Charities has 40 years of experience operating CPO which is the largest food pantry in eastern NC. The DCFP will provide families with 7 to 10 days' worth of groceries. The basic food package has been developed by a nutritionist to ensure that families receive a balanced diet. Clients receive canned vegetables and fruits, dried beans, rice, pasta, canned meats, fresh produce, breads, frozen meats, cereal, peanut butter and powdered milk. Clients must have received an assessment of need and be given a referral by a community agency to receive assistance. This requirement increases the likelihood that families will receive other needed assistance in addition to the food and clothing assistance provided by Catholic Charities.	$10,000
Communities in Partnership - Partnering with a local food bank, local food producers, and a local food distributor, CIP operates a cooperatively-owned food market in Old East Durham. The market decreases food insecurity working on two levels. On the first level, the market reduces hunger, which is the surface of the problem and the most immediate need. Co-op participants pay $5/month to access $450-$500 worth of store items including produce, bakery items, and meats. Crucially, the market provides fresh foods—foods not readily accessible in food pantries or local corner stores.	$25,000
Food Bank of Central & Eastern North Carolina - The Food Bank is a nonprofit organization dedicated to the mission of ensuring "No One Goes Hungry." FBCENC serves as a safety net and crucial underpinning to the food assistance network, proudly supporting 116 nonprofits serving the 50,890 individuals identified as food insecure in Durham County. Simply put, FBCENC collects donated,	$20,000

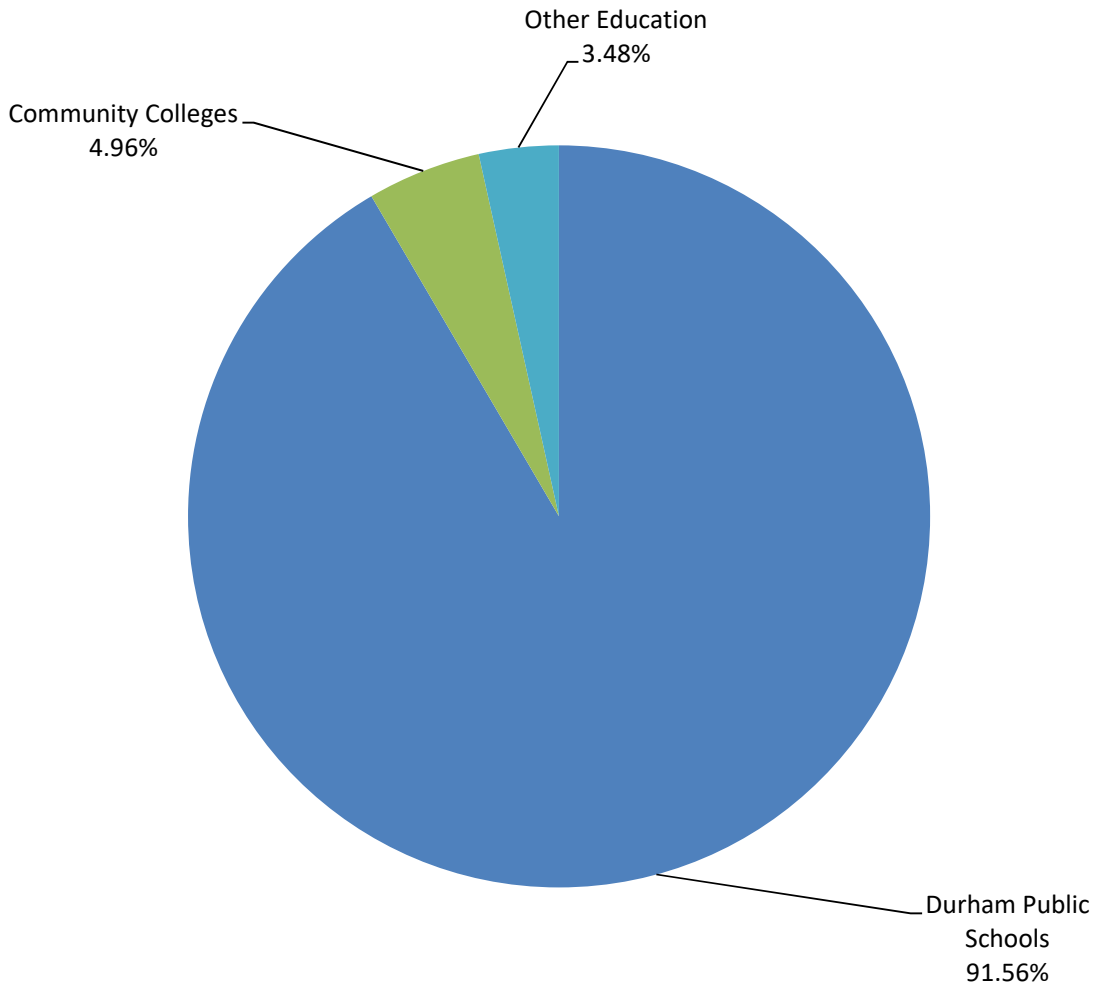
allocated, or purchased food, briefly sorts and stores it at the Durham Branch, and distributes it to local nonprofits (e.g., food pantries, soup kitchens, shelters, senior centers, and programs for low income children), which then provide that food directly to individuals and families struggling with food insecurity. More than half of what we distribute are healthier items such as fresh produce, whole grains, low-fat dairy, and lean protein. Last year, the Durham Branch distributed 4.3 million pounds of food in Durham County—3.6 million meals—which is a 13% increase over the previous year.	
SEEDS - Our urban garden provides a safe space in which children learn environmental stewardship, health and nutrition principles, and leadership skills in a hands-on environment. Through experiential learning based in the garden, students feel a deep sense of ownership and commitment to the land and a connection with the foods that they produce. The therapeutic benefits of working in a garden have been well-documented in research and provide students with the opportunity to be creative, think critically about problem-solving, and acts as an emotional release from living in a high-stress environment. Providing enrichment activities during the summer months also helps to bolster learning retention and continue to improve basic reading, math and life skills which can experience a decline in school-aged students during three months of break from a regular school curriculum. Additionally, SEEDS high school program DIG (Durham Inner-city Gardeners), provides opportunities for project management and developing business skills through a paid position to cultivate farm space and sell produce at market weekly, allowing students seeking college and a career with an opportunity to save and develop financial literacy over 4 years of participation in SEEDS programs.	$7,500
Threshold Inc. - Threshold's Healthy Meals Program provides a choice of two hot lunches to members every weekday for $1.00 and free warm meals on Thursday evenings and weekends every day of the year. The subsidized cost of meals has not increased in more than a decade and provides an affordable meal option for members. Healthy eating and nutrition are an important focus of psychosocial recovery activities at Threshold.	$7,500
	$90,000

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Education

A function of local government which provides direct financial support to public school systems within the County.

Education Approved Budget



Business area	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Durham Public Schools	$134,035,201	$138,720,717	$138,720,717	$151,599,217	$145,970,717
Durham Tech.	$7,164,220	$7,558,203	$7,558,203	$8,303,912	$7,900,158
Other Education Nonprofits	$1,674,148	$3,934,153	$3,942,505	$5,549,390	$5,548,390
Grand Total	**$142,873,569**	**$150,213,073**	**$150,221,425**	**$165,452,519**	**$159,419,265**

DURHAM PUBLIC SCHOOLS

GOAL 1 COMMUNITY EMPOWERMENT AND ENRICHMENT: Provide access to educational, vocational, economic and cultural opportunities while empowering citizens to choose pathways for their own success.

Description

Effective July 1, 1992, Durham County's two public school systems merged, forming Durham Public Schools (DPS). All Durham County funding is from general funds. The supplemental taxing districts were discontinued with the merger.

DPS was merged under legislation establishing minimum requirements for local funding based on the highest per pupil expenditure in the last five years of either school system prior to the merger. Per pupil allocation used in the school funding formula is $1,960. The amount of minimum funding is determined by multiplying the $1,960 per pupil expense with the average daily membership (ADM) enrollment figure for the upcoming year. County funding for Durham Public Schools, including current expense, capital outlay (excluding bond-funded projects), and debt service, must be no less than the minimum funding required.

A comparison of the minimum funding required and the approved funding level is shown below.

Per pupil funding	$1,960
Multiply by total FY 2019-20 ADM	32,220
Minimum funding for FY 2019-20	$63,151,200

In addition, if the ADM for charter schools was factored in (an additional 7,287 pupils, for a total of 39,507 pupils), the calculation would equate to $77,433,720 minimum funding for FY2019-20. Durham County funding significantly exceeds these thresholds.

	FY2017-18 Actual	FY2018-19 Approved	FY2019-20 Requested	FY2019-20 Approved
Current Expense	$132,665,201	$137,350,717	$145,599,217	$144,600,717
Capital Outlay	$1,370,000	$1,370,000	$6,000,000	$1,370,000
Total	**$134,035,201**	**$138,720,717**	**$151,599,217**	**$145,970,717**
School Debt Service	$29,586,088	$33,235,677	$25,974,171	$25,974,171
TOTAL FUNDING	**$163,621,289**	**$171,956,394**	**$177,573,388**	**$171,944,888**

In addition to direct funding to Durham Public Schools, Durham County also funds a number of positions and programs through other departments that provide services within Durham Public Schools or in support of DPS goals. These positions/programs and their County-only funding for FY2019-20 are shown below, but the actual funding is within related departments.

Program or Position (County Department)	FY2019-20 Durham County Funding
30 School Resource Officers – 27 directly assigned to schools (Sheriff)	$2,744,250
Public Health Services (School Nurses, Dental, Health Education (DINE), and Project BUILD)	$3,460,833
TOTAL FUNDING	**$5,438,432**

Program or Position (Non-DPS County Pre-K Support)	FY2019-20 Durham County Funding
Whitted School Pre-K Support	**$1,500,000**
Pre-K Expansion Support	**$3,786,890**
TOTAL FUNDING	**$5,286,890**

Educational Non-Profit Support	FY2019-20 Durham County Funding
Child Care Services Association	$30,000
Rebound, Alternatives for Youth	$7,500
Big Brothers Big Sisters of the Triangle	$10,000
Reach out and Read Program	$50,000
Bull City Community Schools Initiative	$134,000
Book Harvest	$5,000
Voices Together	$5,000
Durham's Partnership for Children	$15,000
Walltown Children's Theatre	$5,000
TOTAL FUNDING	**$261,500**

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$132,665,201	$137,350,717	$137,350,717	$145,599,217	$144,600,717
Capital	$1,370,000	$1,370,000	$1,370,000	$6,000,000	$1,370,000
Expenditure Total	**$134,035,201**	**$138,720,717**	**$138,720,717**	**$151,599,217**	**$145,970,717**
Grand Total	**$134,035,201**	**$138,720,717**	**$138,720,717**	**$151,599,217**	**$145,970,717**

Budget Highlights

The Durham Board of Education's FY2019-20 budget request is a $8,248,500 increase in current expense funding over its FY2018-19 current budget, and a $4,630,000 increase in current capital funding. The total requested budget increase from the Board of Education is $12,878,500 (9.28%) Requests from DPS included salary and benefits cost increases, fixed costs increases (applying inflation), ongoing teacher supplement increases, started in FY2017-18 using DPS fund balance, and custodial positions moving from 10 months to 12 months of employment. The approved budget supports a general Current Expense increase of $7.25 million for Durham Public Schools, leaving application of those new funds to the Board of Education. Additional funding support for DPS capital needs was met through the County releasing $1 million of Lottery Fund support of DPS related debt service back to DPS. This effectively equals an increase in available annual capital support for DPS of $1 million.

Pre-K Support

A dedicated Article 46 sales tax allocation of $508,140 directly supports Durham Public Schools efforts in Pre-K. The County also provides significant, and growing, Pre-K support outside of direct DPS funding support. With the completion of the Whitted School renovation capital project during the FY2016-17 fiscal year, up to 144 Pre-K students are now being educated in preparation for entering Durham Public Schools. The annual operating cost of the Pre-K program at Whitted School is budgeted at $1.5 million for FY2018-19, but that funding is housed outside of the Durham Public School budget as is the additional County Pre-K expansion funding support of $3,786,890. More information about County Pre-K support can be found on the Education Nonprofit Agencies pages of the document.

School Safety Support

For many years Durham County has supported School Resource Officers (SRO) officers, and in FY2017-18 took over supporting additional SRO positions in Durham Public Schools. During the FY 2017-18 year, the Durham city Police department decided to no longer support five SRO positions, with the County deciding to add those positions to its ongoing support of DPS. At the beginning of FY 2018-19 the Durham County Sheriff's department will have 27 dedicated SRO positions throughout DPS middle and high schools.

Durham County provides funding for DPS from two revenue sources: local property taxes and Article 46 sales taxes. Since Article 46 funding passes through the County, total current expense funding for DPS will increase by $7.25 million, for a total allocation of $144,600,717 in FY2019-20. The County estimates total Article 46 sales tax collection for DPS at $10,672,080 and for Pre-K programs at $508,140, for a total Article 46 funding support of DPS current expense of $11,180,220. This is a net increase of $538,417 from the previous year's Article 46 funding because of continued growth on overall sales tax collection. Capital outlay funding will remain flat at $1,370,000. The County will also pay an estimated $25.9 million in debt service for DPS.

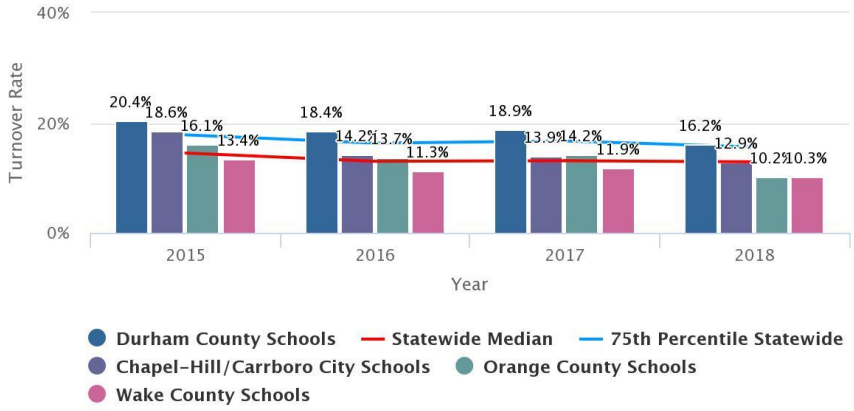
DPS's and Durham County Charter School student projection for FY2019-20 is 39,507, a net reduction of 249 students from the FY2018-19 budgeted estimate. To clearly identify local per pupil current expense funding support for DPS and Charter School students some funding folded up in the current expense allocation of $144,600,717 needs to be subtracted out.

	FY2018-19	FY2019-20	Difference
Current Expense Funding	$137,350,717	$144,600,717	$7,250,000
Annual Pre-K support (Article 46 Sales Tax)	($508,140)	($508,140)	$ 0
Net Current Expense funding	**$136,842,577**	**$144,092,577**	**$7,250,000**
DPS and Charter School pupil estimate	39,756	39,507	(249)
Local Per Pupil funding	**$3,442**	**$3,647**	**$ 205**

Therefore, County supported current expense funding per pupil is $3,647 per pupil, an increase of $205per pupil from FY2018-19. Including capital outlay and debt service funding, Durham County supports public education at $4,339 per pupil, a $31 per pupil increase from FY2018-19, due largely to slower accumulation of General Obligation debt service support for schools, as approved by Durham County voters in 2016.

Performance Measures

Measure: TEACHER TURNOVER RATE (DPS & DISTRICT DATA)

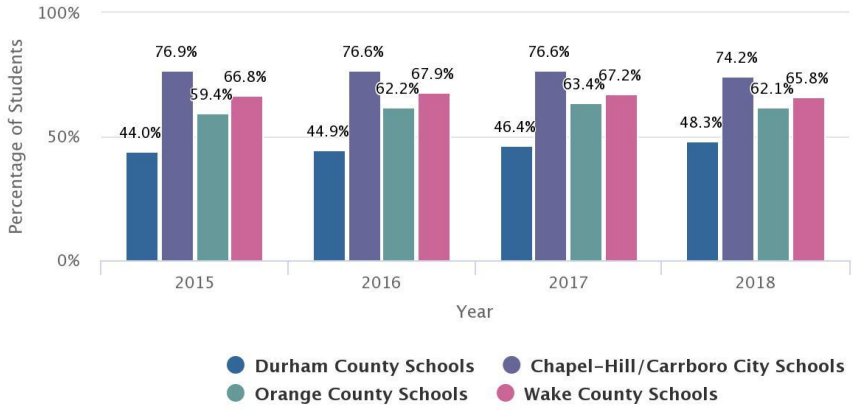


Measure description: This measures the percentage of teachers employed in March of the previous school year who are no longer employed by the district in March of the current academic year. Excessive teacher turnover is disruptive to school culture and student achievement and is very costly for school districts. Priority 3 of the DPS Strategic Plan is to attract and retain outstanding educators and staff, with a goal of lowering the teacher turnover rate to 14.3 percent or lower by 2023.

Trend explanation: Starting in the 2015-16 academic year, the state validated self-reported teacher turnover data against payroll records. Given the change in reporting, prior results cannot be compared to data from 2015-2016 and beyond. Teacher turnover was relatively flat in DPS and neighboring districts from 2015-16 to 2016-17, but turnover decreased significantly for all four districts in 2017-18.

FY2019-20 target: Analyzing data in the current academic year, teacher turnover is on track to drop below 16 percent in by the end of the 2018-19 academic year.

Measure: PERCENTAGE OF STUDENTS SCORING AT OR ABOVE GRADE LEVEL PROFICIENCY ON STATE END-OF-GRADE AND END-OF-COURSE EXAMS (DPS & DISTRICT DATA)

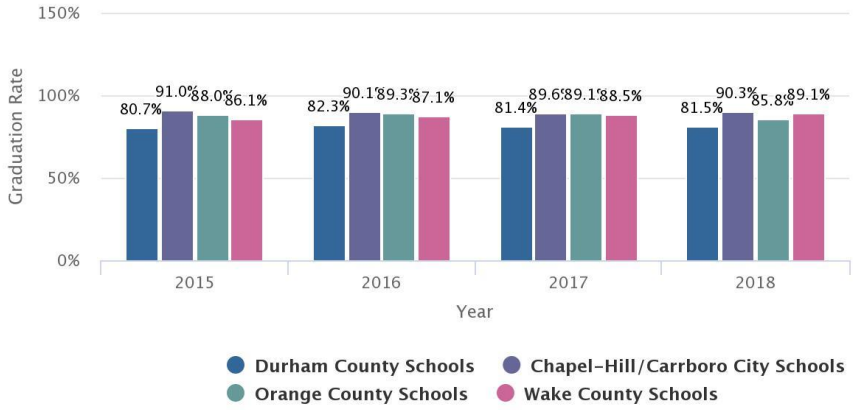


Measure description: This measures the percentage of students scoring at or above grade level proficiency on state end-of-grade and end-of-course exams (3rd - 8th grade math and English language arts; 5th and 8th grade science; high school biology, English II, and math I or math III). Priority 1 of the DPS Strategic Plan is to increase academic achievement, with a goal of attaining 60 percent grade level proficiency by 2023.

Trend explanation: Grade level proficiency in DPS increased from 44 percent in 2014-15 to 48.3 percent in 2017-18. Proficiency rates in Orange County Schools, Chapel-Hill Carrboro City Schools, and Wake County are higher but are not steadily increasing. Direct comparisons at the aggregate level are difficult, however, as two thirds of DPS students are economically disadvantaged while at least two thirds of Wake and Chapel Hill-Carrboro students are non-economically disadvantaged. Both nationally and in North Carolina, academic outcomes are positively correlated with household income.

FY2019-20 target: The district is working with unwavering focus to exceed the 49% grade level proficiency target set for 2019 in the Strategic Plan.

Measure: FOUR-YEAR COHORT GRADUATION RATE (DPS & DISTRICT DATA)

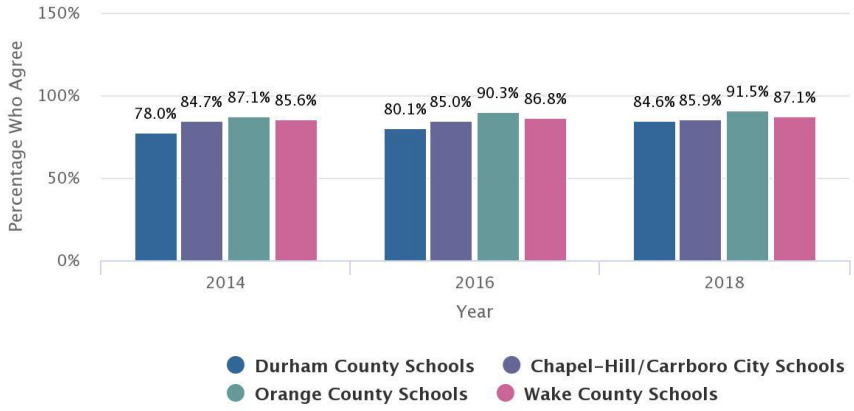


Measure description: This measures the percentage of entering ninth graders graduating within four years. Priority 1 of the DPS Strategic Plan is to increase academic achievement, including the goal of attaining a 90 percent four-year cohort graduation rate by 2023.

Trend explanation: The DPS graduation rate increased from 80.7 percent in 2014-15 to 81.5 percent in 2017-18. Since 2014-15, four-year cohort graduation rates were relatively flat or declining in Chapel Hill-Carrboro City Schools and Orange County Schools but increased in Wake County Schools.

FY2019-20 target: The district is working to exceed the 82.4% target set for 2019 in the Strategic Plan.

Measure: TEACHER WORKING CONDITIONS SURVEY: PERCENTAGE OF TEACHERS WHO AGREE THAT THEIR SCHOOL IS A GOOD PLACE TO TEACH AND LEARN (DPS & DISTRICT DATA)



Measure description: This measures the percentage of teachers who agree or strongly agree that "overall their school is a good place to teach and learn." Out of all the questions in the bi-annual Teacher Working Conditions Survey, this response best encapsulates the overall health of the school environment from the teacher's perspective.

Trend explanation: The percentage of DPS teachers who agree that their school is a good place to teach and learn increased steadily 78 percent in 2014 to 84.6 percent in 2018, outpacing increases in Orange County Schools, Chapel-Hill Carrboro City Schools, and Wake County Schools.

FY2019-20 target: DPS will continue our positive momentum in increasing teacher working conditions, with a focus on schools that are below the district average.

DURHAM TECHNICAL COMMUNITY COLLEGE

GOAL 1 COMMUNITY EMPOWERMENT AND ENRICHMENT: Provide access to educational, vocational, economic and cultural opportunities while empowering citizens to choose pathways for their own success.

Description

Durham County provides support from the general fund to Durham Technical Community College. In accordance with North Carolina General Statute 115D-32, Durham County provides financial support under the following categories:

- Plant Fund, including acquisition of land, erection of buildings, and purchases of motor vehicles
- Current Expense Fund, including plant operation and maintenance
- Support Services, including building and motor vehicle insurance

As a comprehensive community college serving Durham and Orange counties, Durham Tech has a guided placement admissions philosophy to provide all students an opportunity to acquire meaningful credentials and secure living-wage employment through education and training. Offerings include postsecondary technical and occupational programs leading to a degree, diploma, or certificate; the first two years of a four-year degree; general education for personal growth; a wide variety of corporate and continuing education courses for workforce preparation and development; and college and career readiness instruction that includes an adult high school diploma program, high school equivalency preparation programs, and English language development courses. Durham Technical Community College serves nearly 18,500 students annually, with 44% of the students coming from either Durham or Orange County, and 56% coming from outside the regional area.

	FY2017-18 Actual	FY2018-19 Approved	FY2019-20 Requested	FY2019-20 Approved
Current expense	$6,816,720	$7,210,703	7,766,412	7,552,658
Capital outlay	$347,500	$347,500	537,500	347,500
TOTAL	**$7,164,220**	**$7,558,203**	**$8,303,912**	**$7,900,158**
Debt service	$1,181,443	$2,782,193	2,431,033	2,431,033
TOTAL FUNDING	**$8,345,663**	**$10,340,396**	**$10,734,945**	**$10,331,191**

Durham County also provides large capital project support to Durham Technical Community College through long term debt issuances (mainly General Obligation Bonds).

2003 GO Bond funds for DTCC capital projects	$8,200,000
2007 GO Bond funds for DTCC capital projects	$8,680,000
2016 GO Bond funds for DTCC capital projects	$20,000,000

Budget

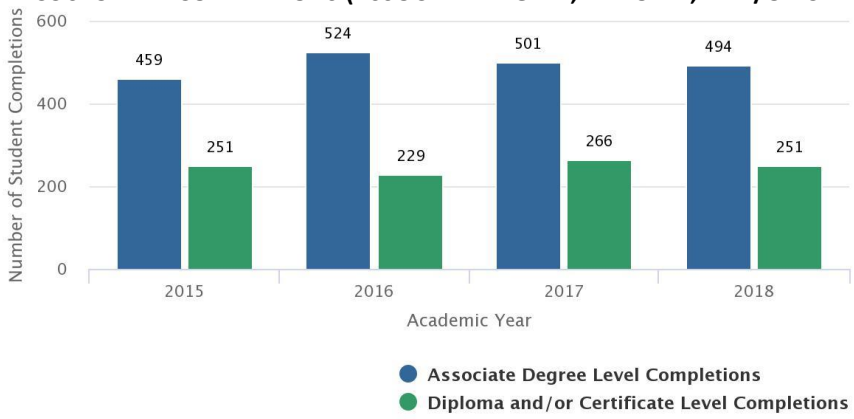
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$6,816,720	$7,210,703	$7,210,703	$7,766,412	$7,552,658
Capital	$347,500	$347,500	$347,500	$537,500	$347,500
Expenditure Total	**$7,164,220**	**$7,558,203**	**$7,558,203**	**$8,303,912**	**$7,900,158**
Grand Total	**$7,164,220**	**$7,558,203**	**$7,558,203**	**$8,303,912**	**$7,900,158**

Budget Highlights

- As the County continues to collect revenue from the Article 46 quarter cent sales tax, by Board of County Commissioners' resolution, Durham Technical Community College will receive $1,426,230 for student scholarship support and other educational opportunities.
- Durham Technical Community College's County funding increases $341,955 or 4.5% from the FY 2018-19 Original Budget.
    - Article 46 Sales Tax revenue increases by $71,955.
    - Annual operating expenses increased by $270,000.
        - **Rental cost for commercial kitchen space supporting Culinary Arts program at American Tobacco = $246,154**
    - Annual current capital stays flat at $347,500
        - Includes support for tools and equipment for facility maintenance support, data processing equipment and additional small capital projects

Performance Measures

Measure: DTCC STUDENT COMPLETIONS (ASSOCIATE DEGREE, DIPLOMA, AND/OR CERTIFICATE)

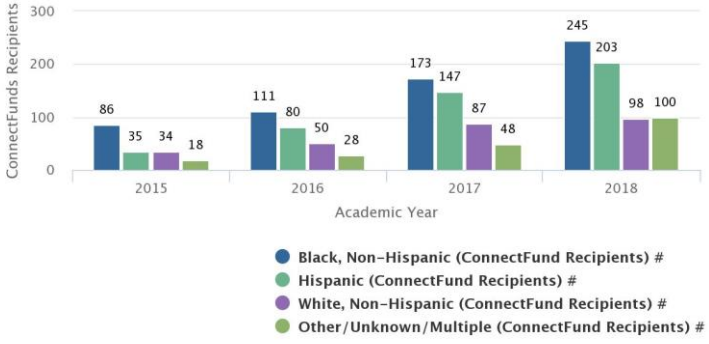


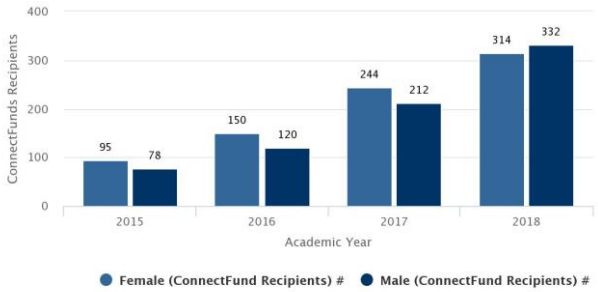
Measure description: Durham Technical Community College (DTCC) provides high-quality, affordable, and convenient technical and career education. DTCC wants all students to achieve their goal of attaining a post-secondary credential. These data represent the number of individuals who complete an associate degree (in addition to earning diplomas and/or certificates within the same program) and the number of individuals who complete a diploma and/or certificate. The 2018 information above represents data from academic year 2017-2018.

Trend explanation: These data show that completions at DTCC have generally increased since the 2014-2015 academic year. There are three improvements that explain this positive trend: (1) DTCC implemented an administrative graduation process that allows staff to identify students who are eligible to graduate without the student needing to initiate this process; (2) DTCC implemented Ellucian Self-Service, an online planning tool that helps students track their educational progress; and (3) DTCC has increased utilization of marketing tools to help students become more knowledgeable and active in the academic process.

FY2019-20 target: This measure does not have a target because it is not cohort-based. The completion numbers provided are based on a count of how many students graduated in an academic year, without regard for when the students started at DTCC or how long their program should take to complete.

Measure: DTCC CONNECTFUNDS RECIPIENTS DEMOGRAPHIC DATA





Measure description: DTCC expanded its financial aid offerings for recent Durham Public School high school graduates and Durham County residents who demonstrate financial need. ConnectFunds are financial awards designed to assist individuals who need further education, career training, or retraining. This measure reflects the demographic data (gender and ethnicity) of ConnectFunds recipient students. Durham ConnectFunds recipients represent graduates from 19 high schools, with the largest groups coming from Jordan, Riverside, Northern, and Durham School of the Arts.

Trend explanation: These data show that recipients of Durham ConnectFunds at DTCC have increased since the 2014-2015 academic year (represented as 2015 above). There are two specific reasons for this positive trend: (1) With the funds from Durham County, as more students have become aware of ConnectFunds, more students have taken advantage of the opportunity and (2) DTCC added more College Liaisons in Durham County high schools who help students make academic and career plans while in high school, including providing information on scholarships like Durham ConnectFunds.

FY2019-20 target: The target for ConnectFunds recipients is to provide this scholarship to any student eligible to receive it.

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EDUCATION NONPROFIT AGENCIES

GOAL 1 COMMUNITY EMPOWERMENT AND ENRICHMENT: Provide access to educational, vocational, economic and cultural opportunities while empowering citizens to choose pathways for their own success.

Description

Durham County is committed to providing financial assistance to those nonprofit agencies which assist it in carrying out its mission. Included in this cost center are nonprofit agencies and other nongovernmental agencies whose work complements the efforts of the County's educational support systems and whose mission is the provision of such services for the residents of Durham County.

Traditional funding of education nonprofit agencies by Durham County has centered on support of various groups and agencies that directly enhance the goal of quality education opportunities for Durham County children. However, starting in FY2017-18 the Board of County Commissioners added to this area funding support for enhanced Pre-K services, including Pre-K expansion at Whitted School. First year funding was set at $1.5 million for expanded Pre-K services specifically at Whitted School, and that level of support is being maintained in FY2019-20.

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$1,674,148	$3,934,153	$3,942,505	$5,549,390	$5,548,390
Expenditure Total	**$1,674,148**	**$3,934,153**	**$3,942,505**	**$5,549,390**	**$5,548,390**
Grand Total	**$1,674,148**	**$3,934,153**	**$3,942,505**	**$5,549,390**	**$5,548,390**

Budget Highlights

Durham County continues to build its commitment to universal access to high quality pre-K. Building on the $1.5 million per year for eight new pre-K classrooms in the renovated Whitted School building, the County added $2.15 million in FY2018-19 to bring on Child Care Services Association to manage Durham's pre-K expansion, including community engagement, teacher pipeline improvement and expansion, contracting and technical assistance for providers, and other work. In FY2018-19, eighteen classrooms entered the technical assistance pipeline and five new (conversion) pre-K classrooms opened in March 2019. In FY2019-20, an additional $1.6 million will fund roughly a dozen more classrooms entering the technical assistance pipeline and the opening of eight new pre-K classrooms in the fall.

Fiscal Year	Pre-K Expansion Dollars	Total Annual Pre-k Budget
FY2017-18	$1,500,000	$1,500,000
FY2018-19	$2,150,000	$3,650,000
FY2019-20	$1,600,000	$5,250,000

This expansion will fund a number of critical aspects of this important, community-driven education. The Child Care Services Association has been chosen as the agent of Durham County in managing pre-K expansion, a task to include community engagement, teacher pipeline improvement and expansion, contracting and technical assistance for providers, and other work. Funding also includes the instructional costs of an estimated six new pre-K classrooms slated to start in January 2019 as well as conversion costs for 14 existing pre-K classrooms (both public and private) slated to transition to the "Durham Pre-K" model. For FY2019-20 Durham County is allotting a total of $5,250,000 for Pre-K availability.

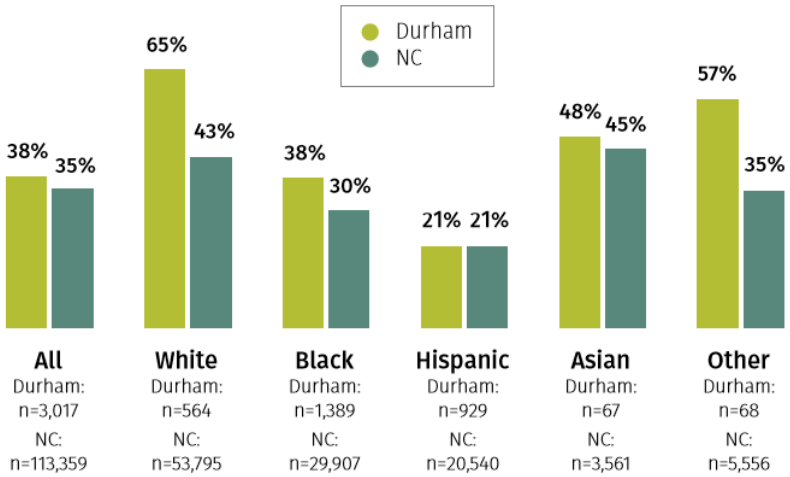
Additional Pre-K support from Article 46 Sales Tax (per changes in BOCC policy related to this sales tax) is added in the amount of $36,890. This source of funding should grow steadily in future years. While finally, a total of $261,500 is budgeted to support specific local education nonprofit agencies.

*The County also funds a select group of community based non-profit organizations that support, directly or indirectly, various County department services. These County supported non-profit agencies are selected through a rigorous annual selection and certification process to ensure quality services and outcomes. The supported non-profits shown here are related to services provided by the department being described, however, the appendix of this document has more detail about all Durham County non-profit funding.

Educational Non-Profit Support	FY2019-20 Funding
Child Care Services Association	$30,000
Rebound, Alternatives for Youth	$7,500
Big Brothers Big Sisters of the Triangle	$10,000
Reach out and Read Program	$50,000
Bull City Community Schools Initiative	$134,000
Book Harvest	$5,000
Voices Together	$5,000
Durham's Partnership for Children	$15,000
Walltown Children's Theatre	$5,000
	$261,500

KINDERGARTEN ENTRY READING PROFICIENCY, CHARTER AND PUBLIC SCHOOLS

% at grade level proficiency at the beginning of kindergarten, 2014-15



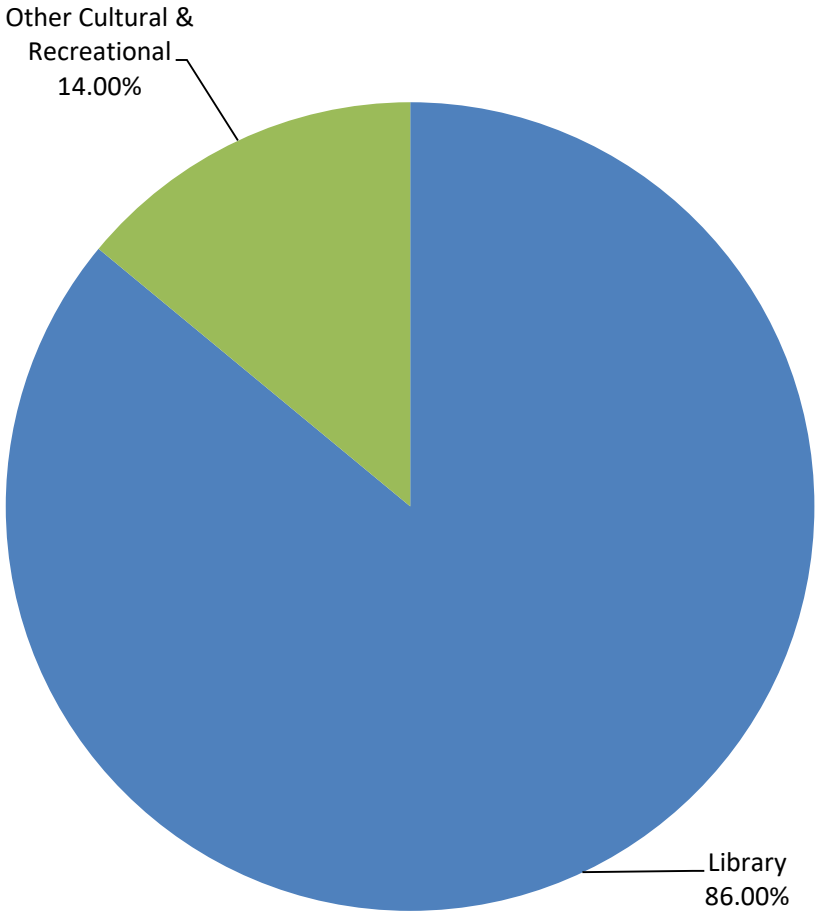
https://childandfamilypolicy.duke.edu/wp-content/uploads/2017/04/DurhamChildrensReport.FINAL_singlepages.pdf

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Culture/Recreation

A function of local government comprised of cultural and recreational activities maintained for the benefit of residents and visitors.

Culture/Recreation Approved Budget



Business Area	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Library	$10,463,653	$10,779,221	$10,790,961	$11,871,323	$11,167,718
Other Cultural & Recreational	$2,125,837	$2,173,482	$2,173,482	$1,916,341	$1,817,841
Grand Total	**$12,589,490**	**$12,952,703**	**$12,964,443**	**$13,787,664**	**$12,985,559**

LIBRARY

GOAL 2 HEALTH AND WELL-BEING FOR ALL: Improve the quality of life across the lifespan through protecting the health of community, reducing barriers to access services and ensuring a network of integrated health and human services available to people in need.

Description

The mission of Durham County Library is to encourage discovery, connect the community, and lead in literacy. The Library benefits the public good for all Durham residents by providing free access to materials, services, and programs. The available collection offers both print and downloadable books, music, movies, audiobooks, magazines, and other materials. The North Carolina Collection and Selena Warren Wheeler Collection preserve and provide access to the history of Durham. Services include access to computers, the Internet, programs, and classes. The Library removes barriers to information, education, and recreation for all members of the community regardless of origin, age, background, or views. The Library's collection and services support literacy at all ages, bridging the digital divide across income levels, strengthening the workforce, and capturing the culture of Durham.

Programs

General Collection

The Library offers both print and downloadable books, music, movies, audiobooks, magazines, and other materials for free checkout. Subscription databases, instructor led classes, and other online resources are part of the collection. This program area also includes the staff responsible for selecting, purchasing, cataloging, processing and making the collection available to the public. It includes the special collections of the North Carolina Collection, and Selena Warren Wheeler Collection.

Library Operations

Library Operations include the staff that provide service directly to the public within the branches and the staff who carry out the day to day functions of the library system. This includes location staff, Library Human Resources, Facilities, and Library Administration. This program includes the expenses associated with building maintenance, professional development, supplies, storage, and the leases for the temporary locations at Northgate Mall.

Program	Budget
General Collection	$3,350,315
Library Operations	$3,908,701
Programming, Outreach and Engagement	$2,791,930
Technology Access	$1,116,772
Grand Total	**$11,167,718**

Programming, Community Outreach & Engagement

The Library makes its services available to those who can't come into a library branch, are unaware of the library, or cannot access library services for another reason. The Library makes it possible to check out materials, attend programs and take classes through the Destination Literacy bookmobile and technology vehicles, Hispanic Services, Family Literacy and Community Services, Humanities, OASIS (Older Adult and Shut-in Service), and Library Marketing.

Technology Access

The Library makes computers, office productivity software, maker equipment, mifis and other technology available for public use. This includes the expenses for the website, online catalog, public Internet access, Library purchased hardware, and the staff of Library IT.

Budget

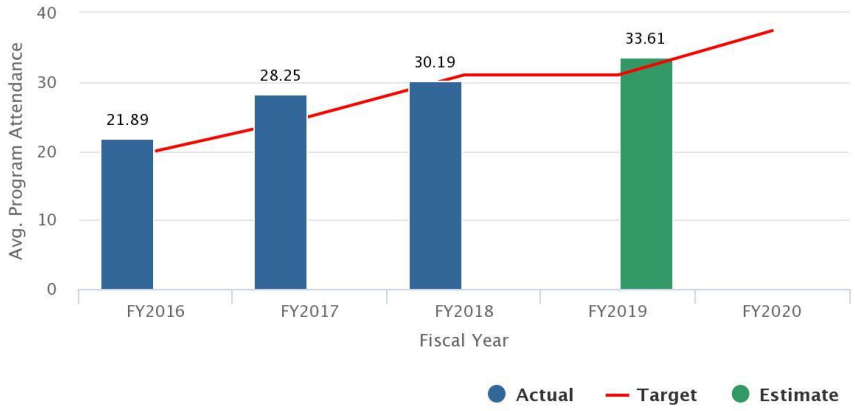
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$7,019,140	$7,619,947	$7,244,064	$8,446,762	$8,037,828
Operating	$3,232,741	$3,049,694	$3,186,872	$3,299,561	$3,004,890
Capital	$211,772	$109,580	$360,024	$0	$0
Transfers Out	$0	$0	$0	$125,000	$125,000
Expenditure Total	**$10,463,653**	**$10,779,221**	**$10,790,961**	**$11,871,323**	**$11,167,718**
Revenue					
Intergovernmental	$251,390	$242,940	$144,069	$242,940	$288,090
Contributions and Donations	$0	$0	$155,229	$125,000	$125,000
Service Charges	$278,700	$285,000	$146,238	$285,500	$285,500
Other Revenues	$44,663	$0	$33	$0	$0
Revenue Total	**$574,753**	**$527,940**	**$445,569**	**$653,440**	**$698,590**
Net Total	**$9,888,901**	**$10,251,281**	**$10,345,392**	**$11,217,883**	**$10,469,128**
FTEs	**135.92**	**136.91**	**136.91**	**158.91**	**147.91**

Budget Highlights

- The Main Library will reopen in early Spring 2020 after undergoing a major renovation. With an additional footprint of nearly 20,000 square feet, customers will find new resources that are consistent with those of other urban public libraries. The state-of-the-art facility will offer many amenities for our community.
- An expanded STEAM (Science, Technology, Engineering Arts and Mathematics) unit of 4 additional FTEs at Main Library will provide staff on the bottom floor and will provide MakerLab coverage. ($125,137)
- An additional 4 FTEs will provide specialized staff for the Business/Entrepreneurial Center as well as staff for the fourth floor of the new Main Library. ($125,137)
- An additional 2 FTES will provide expanded teen services for the Main Library. The teen space at nearly 1,000 square feet is almost double its size in the transformed Main Library. ($60,787)
- An additional 1 FTE to provide a dedicated driver for the new technology vehicle. This vehicle will allow the library to increase its reach in the community and provide technology access and services to residents throughout the County, especially those with underserved areas. (31,775)

Performance Measures

Measure: AVERAGE PER PROGRAM ATTENDANCE FOR ALL OFF-SITE PROGRAMS

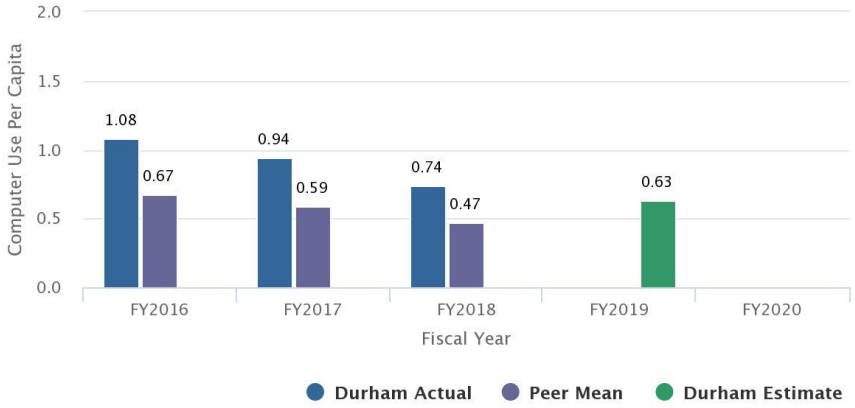


Measure description: This measure shows the average number of attendees at programs conducted in the community by library staff. Programs are provided for customers of all ages. This shows the progress the library has made reaching those who cannot physically come into buildings, and the library's increased efforts to better integrate into the community. Providing programming/services within the community allows for greater exposure and the library to meet customers' expectations.

Trend explanation: This measure is trending up due to the closure of Main Library, and greater expectations from customers for the library to be present in the community.

FY2019-20 target: The FY2019-20 target shows what attendance will be if it increases at the same rate of 10.72%. Deviation from this target next year may be a good indicator of the programming impact from reopening Main Library.

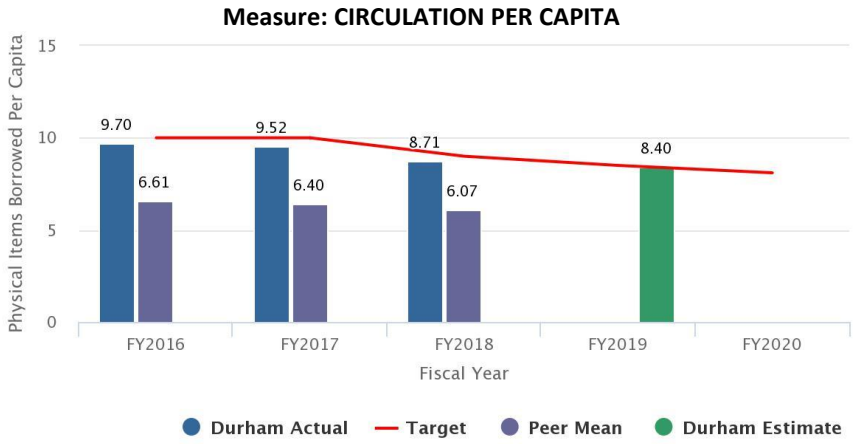
Measure: COMPUTER USE PER CAPITA COMPARED TO PEERS



Measure description: This measure shows how many times the library public computers are used per capita in comparison to a chosen peer group. The current set of data do not include wireless sessions. Because the users of the library's public terminals are frequently customers who possess neither the connectivity nor devices to connect to the internet, it is a potential indicator of how home internet access for Durham residents compares to access for residents in peer communities.

Trend explanation: This measure does not indicate trends within the library, but within the community. Changes in the availability of internet access for residents dictate the usage of the library's public computer, and how the library should allocate resources for computers and internet access. While this number continues to go down for Durham County, this rate is considerably higher than the rate of public computer usage in peer communities.

FY2019-20 target: There is no target for this measure; it is an indicator of need in the community for computers with an office suite and internet connection. The FY2019-20 projection (0.53) shows what per capita usage will be if public computer use declines at the same rate of -16.64% per year. An increase from this projection after Main reopens may indicate that there is still a large unmet demand for computer access downtown. A decrease may indicate that Durham residents have better access to the internet and/or office software at home than in prior years.



Measure description: This measure shows how many physical items have been borrowed per capita compared to a chosen peer group. Using a per capita measure makes it easier to compare peers with different population sizes. This measure is an indicator of whether the library's collection of books, DVD's, and CD's is meeting the needs of the community. Numerous measures such as access and education levels can be an indicator of the number of items borrowed. A high level of community engagement displayed by a high level of borrowing indicates the library consistently has the items the community wants.

Trend explanation: Circulation of physical items has gone down in libraries across the Country. There are many things competing for users' attention, and access to online content is one of the greatest competitors to physical items. Even though this decline follows the national trend, Durham County's materials are being used by the community at a higher rate than North Carolina peers. The library will continue its outreach and marketing.

FY2019-20 target: If the -3.59% decline rate remains unchanged, then Durham County will average about 8 items checked out per resident. A significant increase in the number of checkouts above the target may occur when the Main Library reopens.

NORTH CAROLINA MUSEUM OF LIFE AND SCIENCE

GOAL 1 COMMUNITY EMPOWERMENT AND ENRICHMENT: Provide access to educational, vocational, economic and cultural opportunities while empowering citizens to choose pathways for their own success.

Description

The North Carolina Museum of Life and Science cultivates discovery of the natural and physical sciences and a place of lifelong learning for the citizens of Durham County. As a combined science center, nature center, and zoo housed on a 70-acre campus, the museum is in a unique position to incorporate the principles of scientific inquiry in exhibits and programs that instill lifelong learners of all ages with a love of science.

Our overarching vision is to change our relationship with science so that, within and across the Triangle:

- Children acquire an enduring sense of wonder and awe, the capacity for thinking scientifically, and a love of learning that lasts a lifetime.
- Students engage with science, technology, engineering, and mathematics (STEM), preparing them to be full participants in their communities and in our global society.
- Adults use science as a way of knowing for understanding and addressing the problems they face in their lives and in their communities, and on issues that affect all of us across our nation and around the world.
- Community leaders, policymakers, thought leaders, and citizens recognize the Museum as an essential and trusted partner in the educational ecosystem, providing opportunities for lifelong learning.
- Local and state government, education systems, businesses, and the philanthropic community enthusiastically support out-of-school engagement with STEM as critical to growing the workforce capable to compete in the 21st century global economy.
- People enjoy a quality of life enriched by an understanding of, and engagement with, science.

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$1,692,837	$1,767,841	$1,767,841	$1,866,341	$1,767,841
Expenditure Total	**$1,692,837**	**$1,767,841**	**$1,767,841**	**$1,866,341**	**$1,767,841**
Grand Total	**$1,692,837**	**$1,767,841**	**$1,767,841**	**$1,866,341**	**$1,767,841**

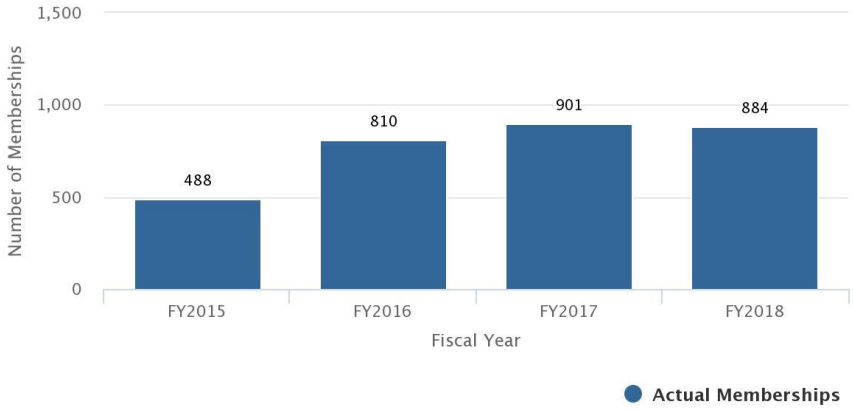
Budget Highlights

- County funding for NCMLS stays flat at the FY2018-19 original budget, largely due to minimal available additional County dollars to appropriate among a large number of needs.

Museum of Life and Science Debt Service			
FY2017-18 Actual	**FY2018-19 Estimated**	**FY2019-20 Requested**	**FY2019-20 Approved**
$2,055,456	$2,207,576	$1,919,237	$1,919,237

Performance Measures

Measure: IGNITE LEARNING MEMBERSHIPS

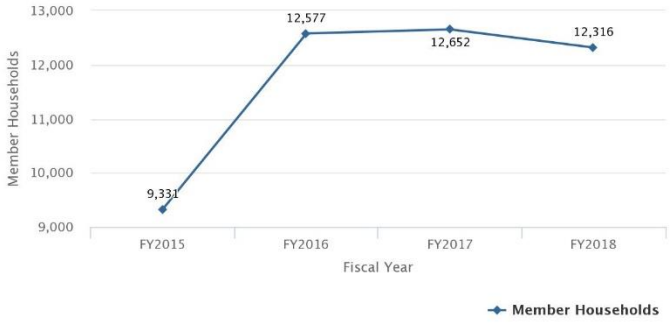


Measure description: This measures the number of Ignite Learning subsidized memberships awarded through partner agencies. These memberships receive full Museum membership benefits for just $5. The Museum tracks the overall membership number to grow the program to what staff believes is an appropriate scope compared to total membership size.

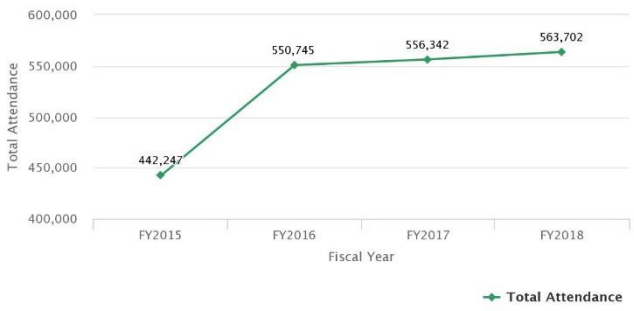
Trend explanation: After "organic" growth to a few hundred members, Museum staff chose a target of 500 members to grow the number of families benefitting from Ignite Learning. Through experience, the Museum believes that having staff engage the social services agency partners is the most effective way of identifying and engaging underserved families with this program.

FY2019-20 target: While this is a sizeable range, Museum staff believes that Ignite Learning would be best at a level of at least 5% of paid membership but not more than 10%. To serve fewer than 5% of members from underserved audiences feels too small; however, 10% could stretch Museum capacity to serve paying members well.

Measure: MEMBER HOUSEHOLDS



Measure: TOTAL ATTENDANCE

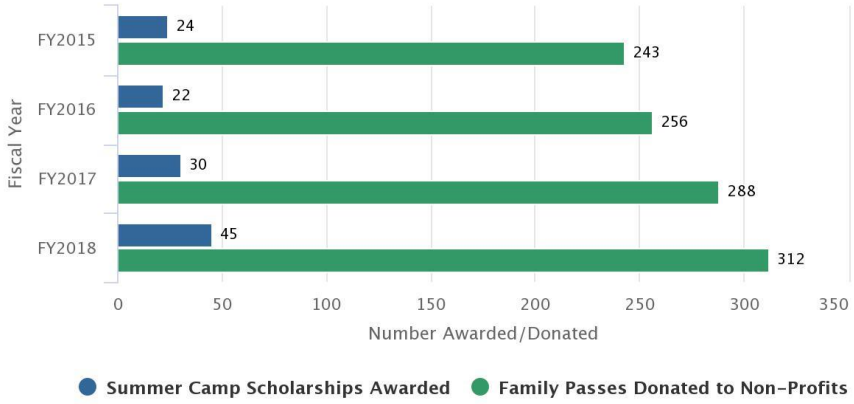


Measure description: The number of member households is a proxy for the achievement of the Museum's mission. The Museum's membership strategy is intended to encourage repeat visitation for deeper learning. Total attendance represents the Museum's reach and impact for the region. By laying member household numbers beside total attendance, staff can visualize the impact of a member relationship with the Museum as well as the casual visitor. By tracking both measures, Museum staff gain a greater understanding of the depth of relationship and repeat visitation from members and the attractiveness of the Museum for first-time or casual visitors from across the region.

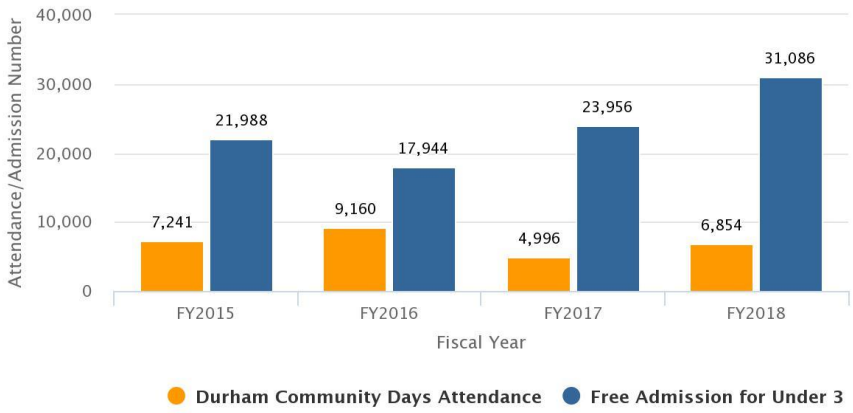
Trend explanation: The growth in member households suggests that many in the community place value on their Museum experience that goes beyond a single visit. The significant growth in total attendance reflects the investment in Museum experiences and facilities. Most significant growth in membership and attendance occurs following the opening of a major exhibit. Investment in quality programming, new experiences, and the renewal of older experiences support continued growth.

FY2019-20 target: With continued growth in the region, the Museum will be stretched to keep up with population growth. For this reason, staff are considering options for service both on-campus and off-campus, or digitally.

Measure: COMMUNITY SCHOLARSHIPS AND DONATIONS



Measure: COMMUNITY PROGRAMS



Measure description: Summer Camp Scholarships Awarded represent the number of children receiving scholarships through fundraising and meets an important community need for learning and for quality and affordable childcare. The Museum donates passes to other nonprofits for their fundraising or award events as part of its community engagement. Durham Community Days represents the number of free visitors on selected days when the Museum has capacity to offer free admission to Durham County residents (with ID). Tracking free admission for children 2 and under benefits a wide range of constituents by keeping the Museum more affordable.

Trend explanation: Collectively, these programs represent the Museum's portfolio approach to underserved outreach and community engagement that supplements the Museum's flagship program, Ignite Learning. Changes in Durham Community Days numbers relate to changing from "free Wednesday" afternoons to a schedule of full days, including Sundays, in 2016. Free days were not offered in summers of 2016 and 2017 due to lack of parking. Both factors reduced the number of attendees. Anecdotal evidence is that more individual people are benefitting – free Wednesdays had many repeat visitors. Summer camp scholarship awards are stable and growing, the number of requests continues to grow annually. Scholarship awards rely upon the Museum's specific fundraising results to continue. Providing requested family passes to nonprofits in the region for their fundraising and events is a popular way the Museum supports the community, and demand is steady since Museum staff streamlined this request process several years ago. Staff are seeing growth in free admission for young children and believe this decision supports families with young children across the region.

FY2019-20 target: *Durham Community Days:* (no specific target) free days are a positive but untargeted adjunct to core programs to serve underserved audiences more directly. Additionally, Durham Community Days celebrate the partnership and can help invite new residents to try out the Museum. *Summer camp scholarships:* the goal is to fund around 50 scholarships annually with fundraising results of $15K to $20K annually to meet the need of direct applicants and the Museum's Ignite Learning partners. *Admission passes for nonprofits*: steady at around 300 packages per year with 4 admit one passes each. This represents a value of 1,200 admission passes x $20 adult admission or $24,000 to other nonprofits. *Free 2 and under:* broadly supports families with young children and provides data about the Museum's family visitation.

CONVENTION CENTER

GOAL 1 COMMUNITY EMPOWERMENT AND ENRICHMENT: Provide access to educational, vocational, economic and cultural opportunities while empowering citizens to choose pathways for their own success.

Description

The Durham Convention Center, jointly built by the City and County in 1987, is a meeting destination within the Downtown Business District and complements functions held at the Arts Council, the Carolina Theatre and the Armory while promoting and complementing a wide variety of economic and other activities in the downtown area. The facility includes two large ballrooms (that can be divided into various sizes), six breakout rooms and two executive boardrooms. The downtown Durham tourism infrastructure has grown over recent years and, consequently, events hosted at the Durham Convention Center have become larger. This has resulted in an increase in convention business which is expected to continue to grow along with additional growth in the downtown core.

Spectra, a subsidiary of Comcast Spectacor, has been successfully managing the Durham Convention Center since January 2011. Spectra has a wealth of experience managing such facilities and improving their bottom-line financial condition, and they have proven this reputation at the Durham Convention Center as well. Since Spectra has been managing the venue, the operating deficit has continued to decline, and the current management agreement incentivizes Global Spectrum to increase gross revenues and improve facility utilization.

In FY2019-20, the County's owner contribution is to remain flat from FY2018-19 at $50,000. This level of funding reflects the continued success of the Convention Center, management, increasing business trends, and capital planning process.

Budget

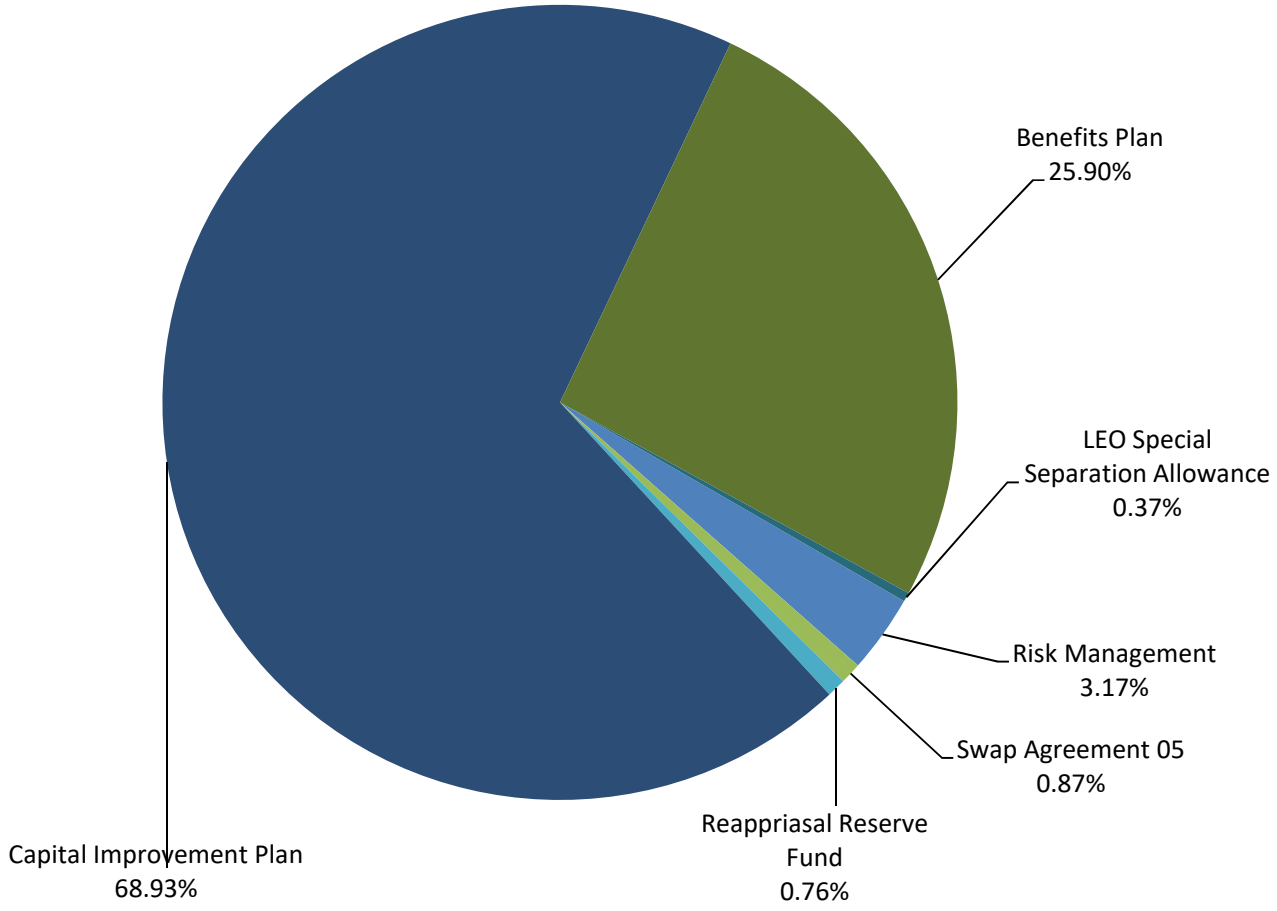
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$100,000	$50,000	$50,000	$50,000	$50,000
Expenditure Total	**$100,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**
Grand Total	**$100,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**

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Other General Funds

These are funds that for accounting purposes are grouped with the general funds. They include the Risk Management Fund, Swap Fund, Capital Financing Fund, Benefits Plan Fund and the Law Enforcement Officers' Special Separation Allowance Fund.

Other General Funds Approved Budget



Fund	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Risk Management	$3,011,499	$3,641,863	$2,791,086	$3,641,023	$3,646,478
Swap Agreement 05	$0	$3,162,949	$3,162,949	$1,000,000	$1,000,000
Reappriasal Reserve Fund	$1,300,771	$1,476,006	$1,209,772	$889,981	$874,981
Capital Improvement Plan	$73,603,456	$75,397,976	$82,594,574	$78,542,249	$79,256,388
Benefits Plan	$25,619,790	$27,185,058	$28,039,724	$31,938,456	$29,783,050
LEO Special Separation Allowance	$408,052	$685,396	$457,472	$420,000	$420,000
Grand Total	**$103,943,568**	**$111,549,248**	**$118,255,577**	**$116,431,709**	**$114,980,897**

RISK MANAGEMENT FUND

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

Description

Durham County's Risk Management function is a coordinated and ongoing effort to assess and respond to risks which affect the achievement of the County' Strategic Plan. This is achieved through risk identification, assessment, and mitigation strategies to protect County employees, assets, and operations from loss. The Risk Management function also recommends risk financing methods to ensure the financial integrity of the County is not impaired should a significant loss occur.

Risk Management's Occupational Safety Program is committed to providing a safe work environment for County employees. The program includes safety education through training and consultation, recognizing and controlling health and safety hazards, and minimizing future potential liabilities.

Budget

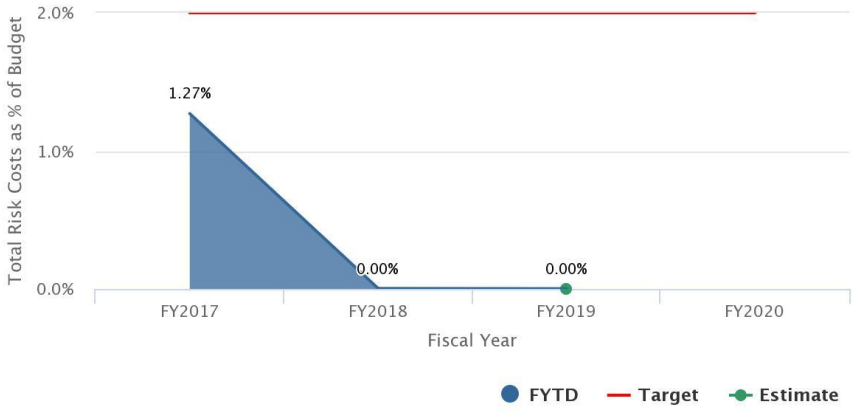
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$306,909	$466,017	$280,965	$474,476	$474,476
Operating	$2,659,920	$3,095,921	$2,471,115	$3,106,687	$3,106,687
Capital	$0	$30,000	$0	$0	$0
Transfers Out	$44,670	$49,925	$39,006	$59,860	$65,315
Expenditure Total	**$3,011,499**	**$3,641,863**	**$2,791,086**	**$3,641,023**	**$3,646,478**
Revenue					
Investment Income	$118,427	$23,838	$0	$39,288	$44,743
Service Charges	$3,347,701	$3,223,025	$3,223,025	$3,601,735	$3,601,735
Transfers In	$0	$395,000	$0	$0	$0
Revenue Total	**$3,466,128**	**$3,641,863**	**$3,223,025**	**$3,641,023**	**$3,646,478**
Net Total	**$454,629**	**$0**	**$431,939**	**$0**	**$0**
FTEs	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**

Budget Highlights

- Based on the amount of personal health information handled by County employees, the County is a high risk for HIPAA violations if the current compliance program is not improved. One of the key findings requires designated job responsibilities of the HIPAA Privacy Officer within each department that handles personal health information. Risk Management will provide the cost of the training courses necessary for personnel with HIPAA and Privacy responsibilities for one of these positions. ($10,000)
- Risk Management ensures the safety of all County employees. One of the current projects the Safety team will focus on in FY2019-20 will be to install fall protection for the Durham County Detention Center in order to comply with federal regulations. The safety division will also provide prescription safety glasses and other personal protective equipment to assist various departments. ($45,000)

Performance Measures

Measure: TOTAL COST OF RISK AS A PERCENTAGE OF DURHAM COUNTY BUDGET

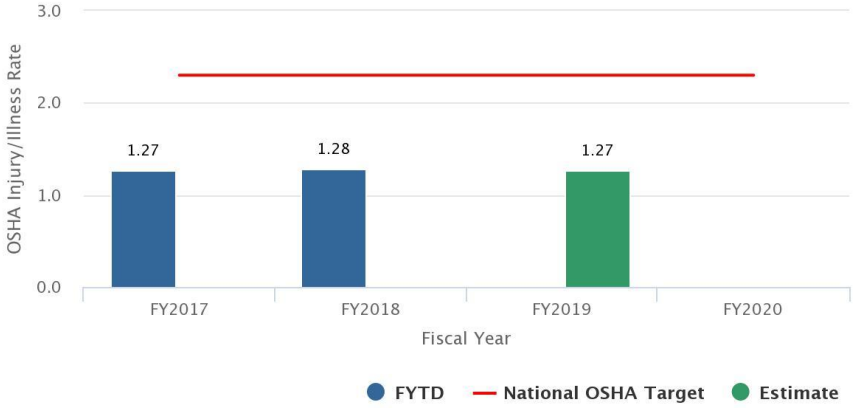


Measure description: This measure shows the cost of managing risks and incurring losses for Durham County. The Total Cost of Risk is the sum of all aspects of the County's operations that relate to risk, including retained losses and related loss adjustment expenses, risk control costs, transfer costs, and administrative costs. The Total Cost of Risk (TCoR) is the total cost of insurance premiums, retained losses which is the amount of money that the County spends "out of pocket" for losses incurred (deductible/uninsured losses) and internal/external risk control costs.

Trend explanation: With the implementation of Durham County's Safety Program and continued successful Claims Management, the County has seen a decrease in Risk expenditures, which has translated to an improvement in overall claim loss. This has led to less money being spent and this measure trending down.

FY2019-20 target: The goal for this measure is 2% or less. To achieve this, the County can continue being proactive in safety and claims management, thereby keeping costs down.

Measure: DURHAM COUNTY OSHA RECORDABLE INJURY/ILLNESS RATE



Measure description: This measures the number of injuries within the organization compared to the national average of public sector entities. Keeping this measure down also keeps Durham County's insurance premiums down as well as overall costs. This measure is the value to evaluate and quantify a company safety performance, which allows OSHA to compare Durham County's injury rate to other, similar entities.

Trend explanation: Implementation of the Durham County Safety Program has helped to reduce organizational injuries, which have assisted this measure in downward trending.

FY2019-20 target: This target of 2.3 is set by the national average of OSHA Recordable Injury/Illness Rate. Continuing to be proactive with Durham County's Safety Program and Claims Management to keep costs down is the key to maintaining success with this measure.

SWAP FUND

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

Description

On July 30, 2004, Durham County entered a floating, or basis swap, on $125,810,000 of its outstanding fixed rate bonds. The notional amount of the SWAP agreement is equal to the par value of selected bonds. The swap agreement allows the County to make payments to the counterparty based on the taxable-equivalent Bond Market Association (BMA) index and for the counterparty to make reciprocal payments based on a floating rate priced at six-month LIBOR (London Interbank Offered Rate) plus a net amount of .952%. The agreement matures March 1, 2023. The balance in this fund is the reflection of this agreement, which calls for net payments to be made on March 15 and September 15 each year. Payments are accrued on a monthly basis and paid every six months.

The Board of County Commissioners established a policy requiring 50% of the savings be placed in a restricted account until such time the committed funds equal 110% of the liquidation value of the SWAP, and the balance available to support unrestricted needs. A total of $29,778,761 has been received to date, of these funds, $13,690,452 is unspent, and most is available as the liquidation value currently of the SWAP fund is almost zero. The County will get two new payments in FY2019-20 (September 2019 and March 2020), and a conservative estimate is the County will receive $1,000,000. These budgeted funds are normally transferred to the Debt Service Fund to support debt service payments on the loans earning this revenue, however for FY2019-20 the funds will accrue to support debt service payments in future years, helping keep the amount of property tax revenue needed for debt service to a minimum.

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Transfers Out	$0	$3,162,949	$3,162,949	$1,000,000	$1,000,000
Expenditure Total	**$0**	**$3,162,949**	**$3,162,949**	**$1,000,000**	**$1,000,000**
Revenue					
Investment Income	$5,924	$0	$520	$0	$0
Other Revenues	$1,800,112	$1,250,000	$1,700,882	$1,000,000	$1,000,000
Transfers In	$0	$1,912,949	$0	$0	$0
Revenue Total	**$1,806,037**	**$3,162,949**	**$1,701,402**	**$1,000,000**	**$1,000,000**
Net Total	**$1,806,037**	**$0**	**$1,461,547**	**$0**	**$0**

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TAX ADMINISTRATION - REVALUATION

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

Description

The goal is to ensure all real property has been reappraised in accordance with the provisions of G.S. 105-283 and G.S. 105-317 as of January 1 of the reappraisal year. The purpose of the General Reappraisal program is to meet statutory obligations to fairly appraise all real property within the County to determine its true value. North Carolina General Statute 105-286 requires every county to conduct a general reappraisal (revaluation) at least once every eight years or within the cycle set forth by a resolution adopted by the County Commissioners.

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$158,615	$256,550	$2,747	$273,948	$273,948
Operating	$1,142,156	$1,185,456	$1,207,025	$616,033	$601,033
Capital	$0	$34,000	$0	$0	$0
Expenditure Total	**$1,300,771**	**$1,476,006**	**$1,209,772**	**$889,981**	**$874,981**
Grand Total	**$1,300,771**	**$1,476,006**	**$1,209,772**	**$889,981**	**$874,981**
FTEs	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**

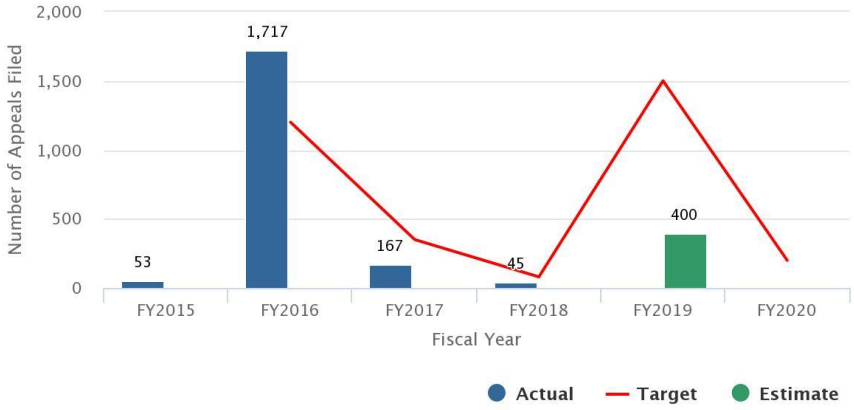
*Note: In FY2017-18 the Revaluation Fund Center was moved to the Reappraisal Reserve Fund (see corresponding page for General Fund Tax Department information)

Budget Highlights

- This budget includes large reductions in operation accounts related to the completion of Durham County's General Reappraisal. The focus of the workgroup in the coming fiscal year will be adjudication of appeals resulting from 2019 general reappraisal.
- This budget will ensure the continued provision of exceptional customer service while addressing any remaining questions that are related to the FY2018-19 General Reappraisal.

Performance Measures

Measure: NUMBER OF COMMERCIAL/INDUSTRIAL REAL PROPERTY APPEALS FILED WITH BOARD OF EQUALIZATION & REVIEW

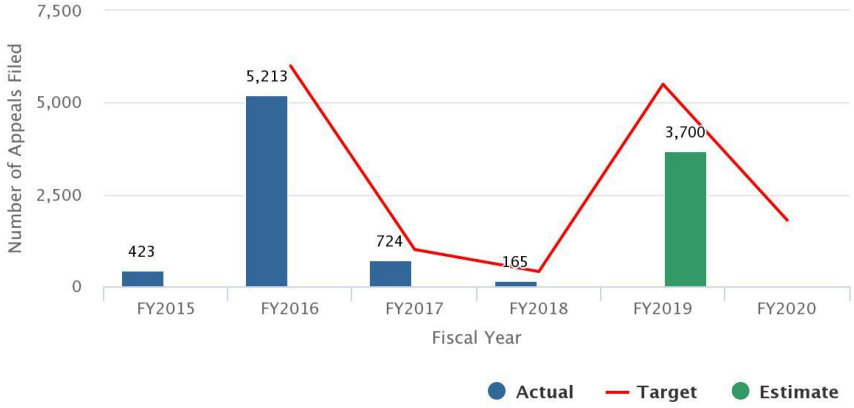


Measure description: This measures the number of commercial/industrial real property appeals filed. During the years in which the County conducts a general reappraisal, the number of filed appeals increases significantly. The goal of a general reappraisal is to reappraise all properties at 100% market value as of a specific effective date using a process that is fair and equitable to all property owners. Durham County's most recent general reappraisal was effective January 1, 2019.

Trend explanation: Typically, this number decreases the further away from a general reappraisal year. The expected trend is that the percentage of appeals filed will decline as the County conducts reappraisals on a regular basis.

FY2019-20 target: Mass appraisal industry standard for commercial/industrial appeals range 15-20% of the County's parcel count. If the number of filed appeals is lower than this standard, that generally indicates property owners agree with the values set by the assessor's office. FY2018-19 was a general reappraisal year which accounts for the increase in the target number, and subsequent decrease for FY2019-20.

Measure: NUMBER OF RESIDENTIAL REAL PROPERTY APPEALS FILED WITH BOARD OF EQUALIZATION & REVIEW



Measure description: According to N.C.G.S. 105-322(2), any taxpayer who owns or controls property taxable in the County has the right to appeal the listing or appraised value of the property. Often this indicates that owners believe the value of their property exceeds true market value. During the years in which the County conducts a general reappraisal, the number of filed appeals increases. The goal of a general reappraisal is to reappraise all properties at 100% market value.

Trend explanation: Historically, the number of residential appeals increases significantly during a general reappraisal year. This is attributable to new property values being placed on every parcel within the County.

FY2019-20 target: Under normal economic conditions, the years prior to the effective date of general reappraisal show a decline in appeals filed. Mass appraisal industry standard for residential appeals filed is 10% of the total parcel count. The number of appeals filed that is lower than this standard is an indication that most property owners agree with the value set by the assessor's office. FY2018-19 was a general reappraisal year which accounts for the increase in the target number, and subsequent decrease for FY2019-20.

CAPITAL FINANCING PLAN FUND

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

Description

Concurrent with the 1986 bond referendum described in the Debt Service Fund section, the Board of County Commissioners established a Capital Financing Plan for the purpose of funding all major capital projects undertaken by the County. Revenues dedicated to the Capital Financing Plan are listed below with estimates for the upcoming fiscal year. In addition to debt service on general obligation bonds, these monies will be spent to retire debt associated with certificates of participation as well as to fund pay-as-you-go (county contribution) projects. Effective July 1, 1990, up to 20% of the fund's proceeds (computation limited to the first 5 cents of property taxes) could be dedicated to financing capital projects funded on a pay-as-you-go basis. The percentage dedicated to pay-as-you-go is 21.49% for FY2019-20 in an effort to fund capital facility improvements. The long-range Capital Financing Plan can be found in the FY2020-29 Capital Improvement Plan. Durham County's Capital Financing Policy follows.

Revenues	FY2019-20
Property Taxes (8.61 cents-Revenue Neutral)	$37,064,199
One-half Cent Sales Taxes (Art. 40, 42, & 46)	$35,785,660
Occupancy Taxes	$4,556,053
Interest Earnings	$110,000
Miscellaneous Revenue	$1,026,337
Fund Balance	$714,139
TOTAL RESOURCES	**$79,256,388**

Expenditures	FY2019-20
Motor Vehicle Tax Collection Fees (State)	$90,001
Transfer to Debt Service	$61,712,796
County Contribution*	$16,739,452
Transfer to General Fund	$714,139
TOTAL EXPENDITURES	**$79,256,388**

**Projects funded with County contribution. These projects include:*			
Ongoing HVAC Replacement	$541,775	*Human Services Building Backfill*	$917,400
Ongoing Roof Replacement	$774,223	*DSS Main St. Renovation*	$800,003
Ongoing Parking Resurfacing	$297,179	*Open Space & Farmland Acquisition*	$500,000
Ongoing Building Envelope	$403,744	*Sheriff Firing Range Renovations*	$757,608
Security Improvements	$334,162	*Public Safety & Service Complex*	$684,180
County Stadium Upgrades	$338,456	*New Youth Home*	$1,770,833
Leased Convenience Sites	$423,050	*EMS Equipment Replacement*	$2,700,000
Owned Convenience Sites	$439,671	*EMS MLK Blvd (4 Bay Station)*	$18,000
Parkwood Building Support	$337,643	*EMS Station #19 Co-Location*	$734,580
IT Equip. Replace (Scheduled)	$3,016,944	*Multi-Dept. Radio and Tower Replacement*	$200,000
SAP S4 Hana (ERP Upgrade)	$250,000	*Stanford L. Warren Water Intrusion*	$500,000

For FY2019-20, the portion of the County-wide tax rate dedicated to the Capital Financing Plan is 8.61 cents, no increase from FY2018-19. It should be noted that the tax rate of 8.61 cents is a revenue neutral tax rate. Due to the 2019 Revaluation process, the County must find, by state law, an equivalent tax rate that brings in an equal amount of revenue as the tax rate the previous year. The Board may then apply a tax rate change as part of the budget process. The approved budget does not include an increase from the new revenue neutral rate.

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$53,613	$90,001	$73,502	$90,001	$90,001
Transfers Out	$73,549,843	$75,307,975	$82,521,072	$78,452,248	$79,166,387
Expenditure Total	**$73,603,456**	**$75,397,976**	**$82,594,574**	**$78,542,249**	**$79,256,388**
Revenue					
Taxes	$35,139,770	$35,881,693	$36,091,451	$37,064,199	$37,064,199
Investment Income	$111,421	$10,000	$111,195	$110,000	$110,000
Rental Income	$575,113	$586,628	$586,628	$598,280	$598,280
Transfers In	$38,519,472	$38,919,655	$46,132,749	$40,769,770	$41,483,909
Revenue Total	**$74,345,775**	**$75,397,976**	**$82,922,023**	**$78,542,249**	**$79,256,388**
Net Total	**$742,319**	**$0**	**$327,449**	**$0**	**$0**

Continued growth in revenue such as sales tax and occupancy tax revenue along with a portion of the new Article 46 sales tax (as defined in a Board of County Commissioners resolution) are also helping offset the need for higher property tax support of debt service in FY2019-20. A fiscal bright spot is the future planned use of available dedicated fund balances (savings accounts) and other revenue sources to minimize property tax revenue needed for capital and debt support for the next several years. This is based on the current set of projects and their planned timing as set in the FY2020-2029 10-Year Capital Improvement Plan (CIP). Any unexpected changes to the CIP may cause changes in the amount of property tax needed to support the plan and its corresponding debt service.

A graphical representation of the Capital Financing Plan Debt Funding is included in this section. For more information on bonded capital projects, debt service, debt limits and principal and interest payments, refer to the Debt Service Fund section of the budget.

DURHAM COUNTY
CAPITAL FINANCING POLICY

Durham County recognizes the goal of the Capital Financing Policy is to provide for the adequate funding of the County's capital program while avoiding erratic increases and decreases in the County's property tax rate. Thus, a Capital Financing Plan for the payment of debt related to projects financed by long-term borrowing shall be updated annually.

The County currently dedicates the following revenues to the payment of debt and pay-as-you-go (county contribution) capital projects:

- Article 40 and Article 42 one-half cent sales taxes;
- County share of the Occupancy Tax; and
- County-wide property taxes.

The county reserves up to 20% of these annually-dedicated revenues for pay-as-you-go projects. In addition, the Pay-As-You-Go Policy restricts dedicated property tax revenue to 20% of a maximum of 5 cents, or 1 cent, in county-wide property taxes. The portion of annual revenues reserved for pay-as-you-go is 21.49% for the FY 2019-20 budget.

Investment earnings on unexpended debt proceeds shall be restricted to the payment of debt. Investment earnings on amounts restricted for the payment of debt and pay-as-you-go funds shall bear the same restrictions as the principal amounts generating these investment earnings.

Excess funds, if available, within the Debt Service Fund may be used to provide advance funding for capital projects pending bond sale. Such advances or loans would be repaid with interest based on the monthly yield of the North Carolina Cash Management Trust short-term investment fund.

This policy applies to the Board of County Commissioners and county administration and may be revised by the Board as it deems appropriate to meet the changing needs of the County for capital financing.

RESOLUTION OF THE DURHAM COUNTY BOARD OF COMMISSIONERS AMENDING ITS POLICY ON FINANCING CAPITAL PROJECTS

WHEREAS, Durham County adopted on March 27, 1989, a policy setting forth that the County will annually update and review its capital needs and its plan for financing the payment of debt for projects financed by long-term borrowing; and

WHEREAS, Durham County recognizes that the goal of its capital financing policy is to provide for the adequate funding of the County's capital program while avoiding erratic increases and decreases in the County's property tax rate; and

WHEREAS, in an attempt to meet this goal, the Board identified in the policy certain sources of revenue to the County from which funds would be used for the satisfaction of the county's debt obligations; and

WHEREAS, this policy applies to the governing board and administration of the County and may be revised from time to time by the governing board as it deems appropriate to meet the changing needs of the County for capital financing:

NOW, THEREFORE BE IT RESOLVED that the Board of Commissioners of Durham County hereby amends its policy of financing capital projects and capital project debt revised and approved on June 26, 2006 as follows:

The county will annually designate:

1. Article 40 and Article 42 one-half cent sales taxes,
2. The County's share of the occupancy tax,
3. Countywide property taxes,
4. In addition, dedicated property tax revenue to 20% of a maximum of five cents (or 1 cent) in countywide property taxes for pay-as-you-go projects.

AND BE IT FURTHER RESOLVED that all provisions of the policy adopted on March 27, 1989, which are not inconsistent with the provisions hereof remain in full force and effect.

Capital Improvement Plan Debt Funding
FY2019-20

General Fund

Other:	$428,057
Sales Tax (40):	$14,744,000
Sales Tax (42):	$17,585,000
Sales Tax (46):	$3,456,660
Occupancy Tax:	$4,556,053
Total:	**$40,769,770**

Transferred $40,769,770

Capital Financing Plan

Prop. Tax (8.61Cents):	$37,064,199
Prior Year Taxes:	$0
Transfer from GF:	$40,769,770
Interest Earnings:	$110,000
Fund Balance:	$714,139
Misc. Revenue:	$598,280
Total:	**$79,256,388**

Transferred $16,739,452

Capital Project Fund (County Contribution)

Transferred $61,712,796

Ongoing HVAC Replacement	$541,775	Human Services Building Backfill	$917,400
Ongoing Roof Replacement	$774,223	DSS Main St. Renovation	$800,003
Ongoing Parking Resurfacing	$297,179	Open Space & Farmland Acquisition	$500,000
Ongoing Building Envelope	$403,744	Sheriff Firing Range Renovations	$757,608
Security Improvements	$334,162	Public Safety & Service Complex	$684,180
County Stadium Upgrades	$338,456	New Youth Home	$1,770,833
Leased Convenience Sites	$423,050	EMS Equipment Replacement	$2,700,000
Owned Convenience Sites	$439,671	EMS MLK Blvd (4 Bay Station)	$18,000
Parkwood Building Support	$337,643	EMS Station #19 Co-Location0	$734,580
IT Equip. Replace (Scheduled)	$3,016,944	Multi-Dept. Radio and Tower Replacement	$200,000
SAP S4 Hana (ERP Upgrade)	$250,000	Stanford L. Warren Water Intrusion	$500,000

Debt Service Fund

Transfer from CFP:	$61,712,796
Transfer from Cap. Project Funds	$0
Miscellaneous Income	$348,409
Fund Balance Appropriated	$1,206,349
Transfer from Special Rev. Fund	$207,000
Justice Center Parking Deck Rev	$500,000
Total:	**$63,974,554**

Debt Areas

DPS Related:	$25,974,171
DTCC Related:	$2,431,033
NCMLS Related:	$1,919,237
County Related:	$33,650,113
Total:	**$63,974,554**

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BENEFITS PLAN FUND

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

Description

Durham County has a benefit plan that is partially self-funded. This plan allows for more effective and efficient management of health care costs for both the County and its employees. By retaining profits that would normally accrue to the administrator of a fully-insured plan, the County is able to provide a core plan for all employees that includes health, dental, vision, and one-time salary life insurance coverage for all employees and offers dependent coverage that more employees can afford.

The Fund Balance Policy was also revised so that unspent funds for the self-insured benefits (e.g. Health and Dental) can only be used as funding for these benefits and will be committed in the County's fund balance. By committing these unspent funds in the County's fund balance and establishing this process in amending the County's Fund Balance Policy, the Board added stronger internal controls to further ensure compliance. In order to be in compliance, the County is required to perform an annual review of the performance of the self-insured benefits and the reserves for these benefits.

The benefits plan provides 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. 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.

For FY2019-20, the plan will be funded as follows: Funds will be transferred to the Benefits Plan Fund to cover the cost of the plan: $27,084,636 will be transferred from the General Fund; $352,701 charge for service from the Sewer Utility Enterprise Fund for employees that reside in that fund; $65,315 will be transferred from the Risk Management Fund for employees that reside in that fund; $2,280,398 funding source for employee contributions booked directly to the Benefits Plan Fund.

FY2019-20 Benefits Plan Fund Budget

Health	$26,470,111
Dental	$2,020,996
Vision	$381,412
Life Insurance	$271,774
Wellness Clinic HealthSTAT	$546,548
Plan Administration Fees	$92,209
Total Expenditures:	$29,783,050
Less Employee/Retiree Contribution Health	$1,387,916
Less Employee/Retiree Contribution Dental	$892,482
Utility Fund Charge for Service	$352,701
Total County Funding	$27,149,951

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$25,062,143	$26,095,252	$26,815,252	$31,314,302	$29,144,293
Operating	$557,646	$589,806	$724,472	$624,154	$638,757
Transfers Out	$0	$500,000	$500,000	$0	$0
Expenditure Total	**$25,619,790**	**$27,185,058**	**$28,039,724**	**$31,938,456**	**$29,783,050**
Revenue					
Investment Income	$68,952	$0	$72,320	$0	$0
Service Charges	$2,842,751	$2,847,645	$2,820,976	$2,820,976	$2,633,099
Other Revenues	$0	$0	$0	$0	$0
Transfers In	$23,946,929	$24,337,413	$23,837,413	$32,717,480	$27,149,951
Revenue Total	**$26,858,632**	**$27,185,058**	**$26,730,709**	**$35,538,456**	**$29,783,050**
Net Total	**$1,238,843**	**$0**	**$1,309,015**	**$3,600,000**	**$0**

Budget Highlights

- The health insurance coverage will move to Cigna. With Cigna's Open Access Plus Plan (OAP), enrollees will get the benefits of Cigna's Accountable Care network of providers to include Duke, Wake Med, and UNC providers. Each time care is needed, the enrollee can choose the doctor or facility that works best for them. In addition to the benefits of the Cigna network, enrollees also have access to the highest level of personal support via Cigna's One Guide Concierge service and Cigna's Telehealth Connection. Telehealth provides the opportunity to connect with a board-certified doctor via video chat or phone, without leaving your home or office.
- The total increase of the County Benefits Plan Fund for all insurance costs is 9.56% ($2.60 million) from $27,185,058 to $29,783,050. The health insurance premium increase is the largest driver of the increase at $3.1 million (14%).

LAW ENFORCEMENT OFFICERS' (LEO) SPECIAL SEPARATION ALLOWANCE FUND

GOAL 3 SAFE COMMUNITY: Partner with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies and ensure accessible and fair justice.

Description

The Law Enforcement Officers' Special Separation Allowance (LEOSSA) Trust Fund was established in July 1987 for the purpose of providing full funding for the law enforcement officers' separation allowance mandated by the North Carolina General Assembly in July 1986. In addition to regular retirement benefits budgeted within the General Fund, the County also must pay a special monthly separation allowance to retired law enforcement officers who have completed 30 or more years of creditable service and/or those persons 55 years of age who have completed 5 or more years of creditable service. The annual allowance is 0.85% of base compensation at the time of retirement times the number of years of service. The officer is eligible to receive this benefit until age 62. The fund was structured as a pension trust fund when originally established in July of 1987. However, when the County implemented Governmental Accounting Standards Board (GASB) Statement 73, *Accounting and Financial Reporting for Pensions and Related Assets That Are Not within the Scope of GASB Statements 67 and 68*, the County could no longer report the LEOSSA Trust Fund as a pension trust fund. In accordance with GASB Statement No. 73, the County reclassified the LEOSSA Trust Fund to the General Fund. The County continues to fund LEOSSA through annual budget appropriations and reports committed fund balance for LEOSSA in the General Fund.

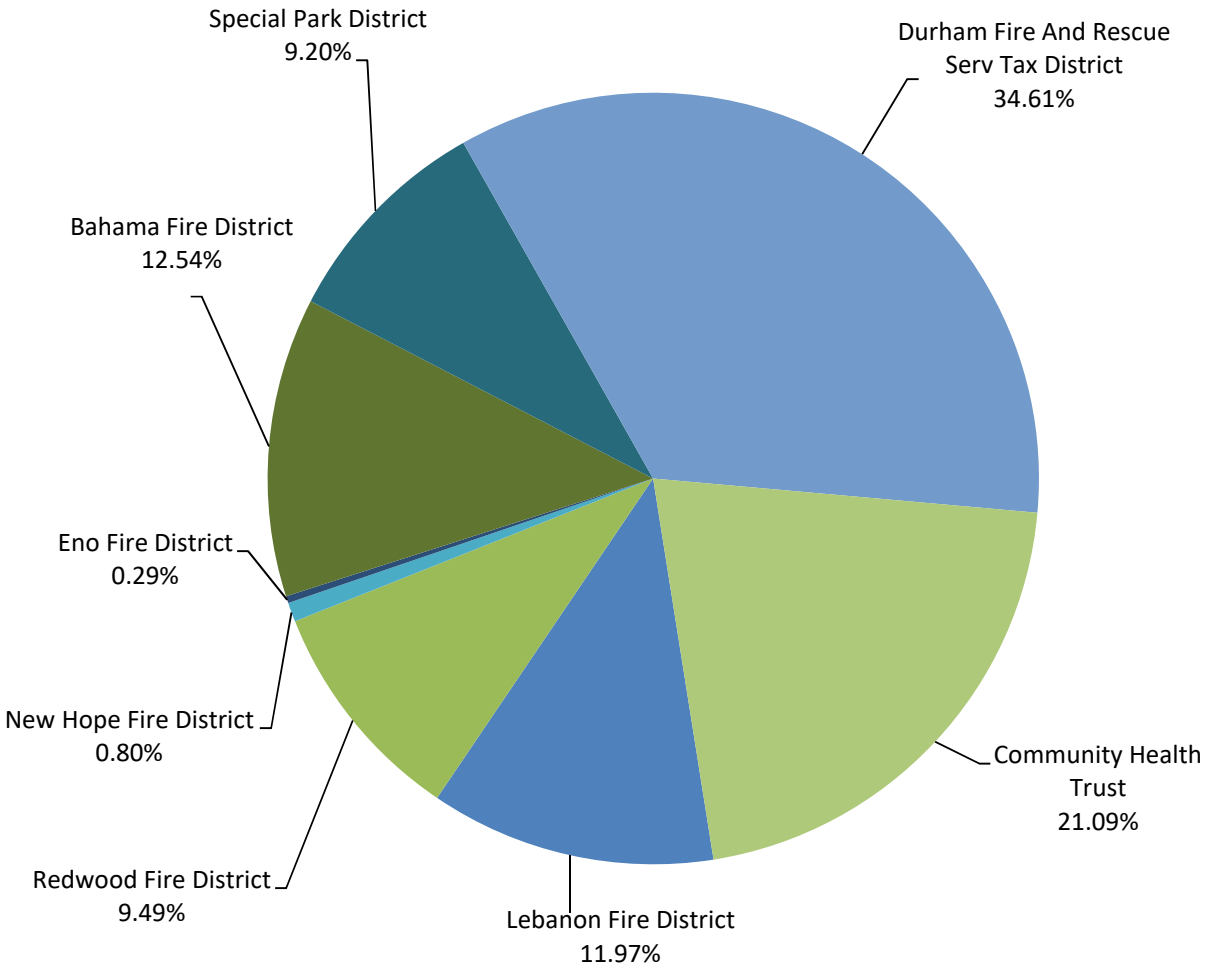
Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$408,052	$685,396	$457,472	$420,000	$420,000
Expenditure Total	**$408,052**	**$685,396**	**$457,472**	**$420,000**	**$420,000**
Revenue					
Contributions and Donations	$445,207	$685,396	$457,472	$0	$0
Investment Income	$19,400	$0	$0	$0	$0
Transfers In	$0	$0	$0	$420,000	$420,000
Revenue Total	**$464,607**	**$685,396**	**$457,472**	**$420,000**	**$420,000**
Net Total	**$56,555**	**$0**	**$0**	**$0**	**$0**

Special Revenue Funds

Funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. The Special Revenue Funds include Fire Districts, the Special Park District and the Community Health Fund.

Special Revenue Funds Approved Budget



Functional Area	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Lebanon Fire District	$1,323,928	$1,310,635	$1,397,608	$1,471,911	$1,503,881
Redwood Fire District	$1,017,534	$1,055,814	$1,054,863	$1,193,126	$1,193,126
New Hope Fire District	$98,698	$102,290	$142,248	$101,029	$101,029
Eno Fire District	$36,025	$37,108	$37,080	$36,568	$36,568
Bahama Fire District	$1,491,142	$1,584,714	$1,540,376	$1,576,301	$1,576,301
Special Park District	$1,123,609	$1,091,706	$1,070,472	$1,156,496	$1,156,496
Durham Fire And Rescue Serv Tax Distri	$4,195,878	$4,181,446	$4,560,294	$4,329,674	$4,348,683
Community Health Trust	$5,578,166	$4,768,500	$4,768,500	$2,650,000	$2,650,000
Grand Total	**$14,864,980**	**$14,132,213**	**$14,571,441**	**$12,515,105**	**$12,566,084**

FIRE DISTRICTS

GOAL 3 SAFE COMMUNITY: Partner with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies and ensure accessible and fair justice.

Description

Fire protection in Durham County is provided within six fire districts, which are tax supported by residents of each respective district. Services are provided by incorporated volunteer fire departments. In addition to fire protection, Durham County fire departments provide emergency medical services within their districts. All departments respond to requests for assistance to surrounding departments and counties under mutual aid agreements. Coordination of these fire and rescue services is provided by the Fire Marshal's Office and Emergency Medical Services.

The following rates (per $100 valuation) are approved for FY2018-19:

District	FY2018-19 Adopted Tax Rate	FY2019-20 Revenue Neutral Rate	FY2019-20 Requested Tax Rate	FY2019-20 Approved Tax Rate
Lebanon	11.56	10.26	11.51	11.76
Redwood	13.44	11.91	12.25	12.25
New Hope*	8.74	7.56	7.56	7.56
Eno*	7.78	7.86	7.86	7.86
Bahama	9.87	9.44	9.87	9.87
Durham County Fire & Rescue	14.51	12.49	13.49	13.49
RTP Special Park District**	6.29	5.35	6.29	6.29

*The New Hope and Eno fire district rates are established by neighboring Orange County through an inter-local agreement.
**The RTP Special Park District is within the boundaries of the Durham County Fire & Rescue Service District, therefore those residents tax rate is the combination of both districts' rates (for FY2019-20 the total rate for RTP is 19.78 for $100 valuation)

The Durham County Fire and Rescue Service District was created in June of FY2014-15. This combined district covers both the former Bethesda and Parkwood Fire Districts and allows better distribution of services across both districts. Starting in FY2018-19 the fire protection and first response services for this district are provided through an Inter-local agreement with the City of Durham. This consolidation provides an economically sustainable method to provide these life safety services to the citizens of this district.

The Operating Expenditures seen in the accompanying tables refers to Fire District funds dispersed directly to the corresponding Fire Department for their annual operating expenses as approved by the Durham County Fire Marshal. In addition, state fees for vehicle tax collection under the North Carolina Vehicle Tax System (NCVTS) are reflected in the operating lines (these amounts are relatively small depending on the district and valuation of vehicles). Where applicable the Other Financing Sources seen in the accompanying tables refers to a Fund Balance allocation to be used as a revenue source (potentially in lieu of a tax rate increase request). These funds are utilized to cover capital type expenses in a department's operating budget.

Lebanon Fire District Fund

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Lebanon Fire District					
Expenditure					
Operating	$599,419	$540,196	$590,093	$603,937	$599,107
Transfers Out	$724,509	$770,439	$807,515	$867,974	$904,774
Expenditure Total	$1,323,928	$1,310,635	$1,397,608	$1,471,911	$1,503,881
Revenue					
Taxes	$1,316,646	$1,309,619	$1,324,326	$1,471,911	$1,503,881
Investment Income	$6,259	$0	$70	$0	$0
Transfers In	$0	$1,016	$90,092	$0	$0
Revenue Total	$1,322,906	$1,310,635	$1,414,488	$1,471,911	$1,503,881
Lebanon Fire District Total	**$1,022**	**$0**	**$16,880**	**$0**	**$0**

- Transfers are made to the General Fund for the personnel and benefit expenditures of County positions.
- Lebanon's increased tax rate of 1.50 cents over the revenue neutral tax rate supports added personnel costs related to implementation of the compensation study recommendations in FY2018-19 and increased part-time payroll expenses.

Redwood Fire District Fund

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Redwood Fire District					
Expenditure					
Operating	$1,017,534	$1,055,814	$1,054,863	$1,193,126	$1,193,126
Expenditure Total	$1,017,534	$1,055,814	$1,054,863	$1,193,126	$1,193,126
Revenue					
Taxes	$1,011,281	$984,318	$1,049,290	$1,093,126	$1,093,126
Investment Income	$3,375	$0	$46	$0	$0
Transfers In	$0	$71,496	$25,000	$100,000	$100,000
Revenue Total	$1,014,656	$1,055,814	$1,074,336	$1,193,126	$1,193,126
Redwood Fire District Total	**$2,878**	**$0**	**$19,473**	**$0**	**$0**

- The additional funds generated by Redwood Fire District tax increase of 0.34 cents over the revenue neutral rate will be used to support the purchase of a truck replacing their existing 1986 pumper.

New Hope Fire District Fund

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
New Hope Fire District					
Expenditure					
Expenditure Total	$98,698	$102,290	$142,248	$101,029	$101,029
Revenue					
Taxes	$102,567	$102,264	$102,423	$101,029	$101,029
Investment Income	$808	$0	$1	$0	$0
Transfers In	$0	$26	$40,000	$0	$0
Revenue Total	$103,374	$102,290	$142,424	$101,029	$101,029
New Hope Fire District Total	**$4,677**	**$0**	**$176**	**$0**	**$0**

Eno Fire District Fund

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Eno Fire District					
Expenditure					
Operating	$36,025	$37,108	$37,080	$36,568	$36,568
Expenditure Total	$36,025	$37,108	$37,080	$36,568	$36,568
Revenue					
Taxes	$37,063	$37,086	$37,126	$36,568	$36,568
Investment Income	$512	$0	$0	$0	$0
Transfers In	$0	$22	$0	$0	$0
Revenue Total	$37,574	$37,108	$37,126	$36,568	$36,568
Eno Fire District Total	**$1,549**	**$0**	**$46**	**$0**	**$0**

Bahama Fire District Fund

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Bahama Fire District					
Expenditure					
Operating	$1,491,142	$1,584,714	$1,540,376	$1,576,301	$1,576,301
Expenditure Total	$1,491,142	$1,584,714	$1,540,376	$1,576,301	$1,576,301
Revenue					
Taxes	$1,577,455	$1,584,250	$1,541,781	$1,576,301	$1,576,301
Investment Income	$9,617	$0	$27	$0	$0
Transfers In	$0	$464	$464	$0	$0
Revenue Total	$1,587,072	$1,584,714	$1,542,272	$1,576,301	$1,576,301
Bahama Fire District Total	**$95,930**	**$0**	**$1,896**	**$0**	**$0**

- Bahama Fire District tax increase of 0.43 cents over the revenue neutral rate maintains their current tax rate, while not providing them with additional revenue for FY2019-20. Due to the statutory calculation of the Revenue Neutral Rate and minimal natural growth the prior two years this rate increase provides roughly equivalent revenue as FY2018-19.

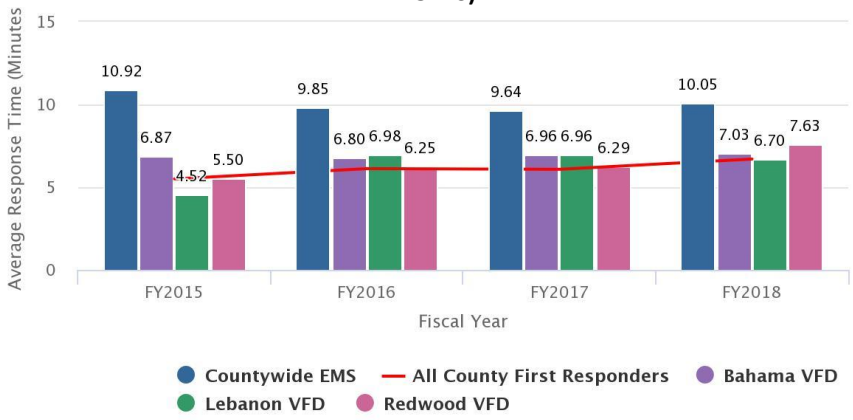
Durham County Fire and Rescue Service District

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Durham Fire And Rescue Serv Tax District					
Expenditure					
Operating	$2,793	$4,152,946	$4,280,330	$4,119,780	$4,119,781
Transfers Out	$4,193,084	$28,500	$279,964	$209,894	$228,902
Expenditure Total	$4,195,878	$4,181,446	$4,560,294	$4,329,674	$4,348,683
Revenue					
Taxes	$3,787,695	$4,173,629	$4,211,044	$4,329,674	$4,248,683
Intergovernmental	$382,071	$0	$0	$0	$0
Investment Income	$16,855	$0	$69	$0	$0
Transfers In	$0	$7,817	$352,817	$0	$100,000
Revenue Total	$4,186,621	$4,181,446	$4,563,930	$4,329,674	$4,348,683
Durham Fire And Rescue Serv Tax Distr	**$9,257**	**$0**	**$3,636**	**$0**	**$0**

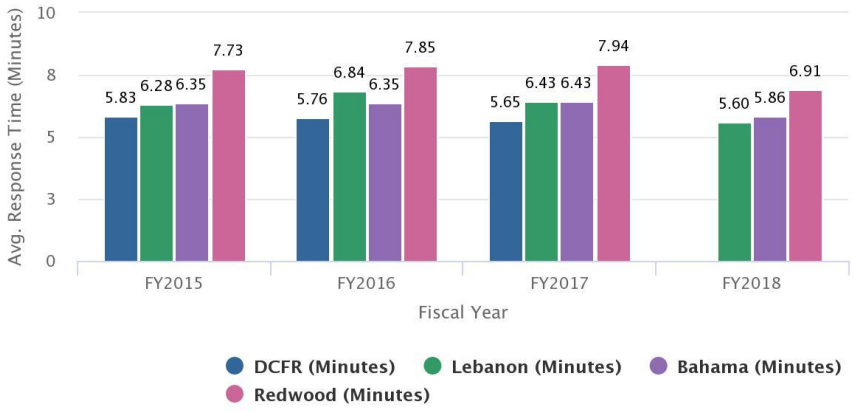
- Starting in FY2018-19 Durham County Fire and Rescue Service District contracts with the City of Durham to provide Fire and First Response services to this district. The one cent tax increase over the revenue neutral rate (which was planned as part of the consolidation) provides revenue to support the current and future costs related to providing services to this district and the Inter-Local Agreement.
- The table above includes expenses and revenues related to the former Bethesda and Parkwood tax/service districts when applicable; such as fund balance appropriations, past-due taxes, and transfers to the General Fund to cover expenses for improvements to the respective District's stations.

Performance Measures

Measure: AVERAGE RESPONSE TIMES FOR EMERGENT, HIGH PRIORITY MEDICAL AND TRAUMATIC EMERGENCIES (IN MINUTES)



Measure: AVERAGE FIRE RESPONSE TIMES (IN MINUTES)



SPECIAL PARK DISTRICT FUND

GOAL 4 ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY: Protect natural resources and support and promote community and economic vitality for all residents of Durham County.

Description

In 1986, the Board of County Commissioners established a research and production service district coterminous with the portion of the Research Triangle Park (RTP) located within Durham County. The purpose of the district is to provide and maintain certain services and facilities in addition to services and facilities currently provided by the County.

The Durham-Wake Counties Research and Production Service District Advisory Committee, requested to maintain their FY2018-19 Tax Rate of 6.92 cents per $100 Valuation. This is an increase of $0.94 cents over their Revenue Neutral Tax Rate. This additional revenue will help to support projects in the Research Triangle Park that are deemed necessary for public safety, transportation initiatives, and recreational site enhancements.
Note that the RTP Special Park District is within the boundaries of the Durham County Fire & Rescue Service District, therefore those residents Tax Rate is the combination of both Districts' rates (for FY2019-20 the total rate for RTP is 19.78 for $100 valuation).

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Operating	$1,123,609	$1,091,706	$1,070,472	$1,156,496	$1,156,496
Expenditure Total	**$1,123,609**	**$1,091,706**	**$1,070,472**	**$1,156,496**	**$1,156,496**
Revenue					
Taxes	$1,144,482	$1,091,656	$1,070,791	$1,156,496	$1,156,496
Investment Income	$6,398	$0	$0	$0	$0
Transfers In	$0	$50	$50	$0	$0
Revenue Total	**$1,150,880**	**$1,091,706**	**$1,070,841**	**$1,156,496**	**$1,156,496**
Net Total	**$27,271**	**$0**	**$369**	**$0**	**$0**

COMMUNITY HEALTH FUND

GOAL 3 SAFE COMMUNITY: Partner with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies and ensure accessible and fair justice.

Description

The Community Health Fund was established in FY1998-99 as a result of a lease agreement with Duke University Health System. Revenue from the trust fund must be used to support health-related programs. The original balance in the trust fund was $23 million. Due to revisions in the lease agreement for Durham Regional Hospital, beginning in FY2009-10 Duke University Health System began paying Durham County $3,950,000 annually for health-related costs. This amount is reduced to $1,250,000 for FY2019-2020 and will continue at this amount annually through the conclusion of the agreement in FY2030-31.

For FY2019-20, Community Health Fund (CHF) dollars are being used to support Emergency Medical Services (EMS) net expenditures and employee health benefits and replacement ambulances. It is projected that this fund will have an estimated balance of $1,478,952 on June 30, 2019. The exact figure will be reconciled and reported in the County's Comprehensive Annual Financial Report (CAFR).

Department	Item	FY2018-19 Approved	FY2019-20 Approved
Expenditures (Transferred to General Fund to support health-related programs)			
EMS	EMS Services and employee benefits (179 FTEs)	$3,600,000	$1,466,250
EMS	5 Replacement EMS ambulances	$1,168,500	$1,183,750
	TOTAL	**$4,768,500**	**$2,650,000**
Revenues (Received in Community Health Fund)			
Funds from FY2019-20 Duke University Health System contribution		$2,600,000	$1,250,000
Fund Balance Appropriation		$2,168,500	$1,400,000
	TOTAL	**$4,768,500**	**$2,650,000**

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Transfers Out	$5,578,166	$4,768,500	$4,768,500	$2,650,000	$2,650,000
Expenditure Total	**$5,578,166**	**$4,768,500**	**$4,768,500**	**$2,650,000**	**$2,650,000**
Revenue					
Intergovernmental	$3,950,000	$2,600,000	$2,600,000	$1,250,000	$1,250,000
Investment Income	$37,938	$0	$36,955	$0	$0
Transfers In	$0	$2,168,500	$0	$1,400,000	$1,400,000
Revenue Total	**$3,987,938**	**$4,768,500**	**$2,636,955**	**$2,650,000**	**$2,650,000**
Net Total	**$1,590,228**	**$0**	**$2,131,545**	**$0**	**$0**

An additional component of the Duke – County Agreement provides dedicated support to EMS. These funds are received in the EMS Budget directly (intergovernmental) and are not included in this Community Health Fund Summary. This contribution started in 2009 at $2.2 million and increases annually for inflation (by the CPI). For FY2019-20 this agreement provides $2,560,176 to directly support the EMS Departmental operations.

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Debt Service Fund

A fund established to account for the repayment of debt principal and interest.

DEBT SERVICE FUND

GOAL 5 ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT: An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

Description

The Debt Service Fund was established in 1987 to provide for the annual repayment of bonded debt principal and interest, lease-purchase principal and interest, and bond agency fees. Long-term debt, with the exception of the Enterprise Fund's debt service, is accounted for in this fund. Prior to 1987, this appropriation was included in the General Fund.

- A bond referendum held in November 2003 was approved by voters, giving the county the authority to issue general obligation bonds in an aggregate principal amount not to exceed $123.66 million to finance the construction of selected capital projects. A summary of this referendum is shown in the table to the right.

2003 Bond Authorization	
Durham Public Schools Facilities	$105,315,000
Library Facilities	$4,637,262
North Carolina Museum of Life and Science	$5,184,513
Durham Technical Community College	$8,200,000
Issuance Costs	$328,225
TOTAL	**$123,665,000**

- In April 2004, the County issued $40.6 million of the total 2003 authorization and the final $6 million of the total 2001 authorization in general obligation debt. These bond funds are supporting $26.13 million in school projects, $5.18 million for the North Carolina Museum of Life and Science, $4.64 million for libraries, and $4.2 million for Durham Technical Community College. Bond issuance costs make up the remaining funds.
- Also in April 2004, the County issued $10.6 million in two-thirds general obligation debt to support three ongoing capital projects: $7.63 million for a new Justice Center, $2.48 million for a new Human Services Complex, and $381,000 for renovations to the Head Start/YMCA Building. Bond issuance costs make up the remaining funds.
- In May 2006, the County issued another $49.2 million of general obligation bonds authorized in the 2003 bond referendum. These funds support $45 million in Durham Public Schools projects and $4 million for Durham Technical Community College projects. Also in May 2006, the County issued $12.2 million in two-thirds general obligation debt to support the following projects: Animal Control Facility, open space, Southwest Branch Library, Durham Public Schools' Holton project, Stanford L. Warren Library project, Emergency Medical Services Station #2, Human Services project, Senior Center project, and Board of County Commissioners' boardroom project, as well as issuance costs.
- A bond referendum held in November 2007 was approved by voters, giving the County the authority to issue general obligation bonds in an aggregate principal amount not to exceed $207.1 million to finance the construction of selected capital projects.
- In April 2007, the County issued the final $34.09 million of general obligation bonds authorized in the 2003 bond referendum. All funds were allotted to Durham Public Schools projects. Also in April 2007, the County issued $12.1 million in two-thirds general obligation debt to support six capital projects: $3.8 million for Criminal Justice Resource Center renovations, $500,000 for Main Library renovations, $700,000 for Administration Building renovations, $350,000 for Emergency Medical Services Station #1 renovations, $2.7 million for Holton School (CIS Academy), and $3.95 million for Durham Public Schools' future land purchases.

2007 Bond Authorization	
Durham Public Schools Facilities	$193,448,205
NC Museum of Life and Science	$4,170,812
Durham Technical Community College	$8,680,000
Issuance Costs	$800,983
TOTAL	**$207,100,000**

- $60 million of voter-approved 2007 GO bond funds were issued in 2010 for Durham Public Schools, Durham Technical Community College (DTCC), and the NC Museum of Life & Science (NCMLS). Another $60 million was issued in 2012 for Durham Public Schools. A third issuance of $51 million was carried out in 2014 for Durham Public Schools. $39.9 million of unissued 2007 GO bonds is expected to be spent over the next three years for Durham Public Schools and Durham Technical Community College.
- Durham County issued $125 million in non-general obligation bond funds during FY2012-13 for various projects including the new Justice Center, (former) judicial building renovations, and a County storage facility.
- A General Obligation bond referendum in November of 2016 approved by a large majority of Durham County citizens supports Main Library renovations, Durham Public Schools infrastructure, Durham Technical Community College capital needs, and North Carolina Museum of Life and Science renovations

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Other Expenditure	$56,929,652	$72,777,809	$113,685,852	$63,974,554	$63,974,554
Transfers Out	$0	$1,043,879	$0	$0	$0
Expenditure Total	**$56,929,652**	**$73,821,688**	**$113,685,852**	**$63,974,554**	**$63,974,554**
Revenue					
Investment Income	$746,608	$368,221	$368,221	$348,409	$348,409
Service Charges	$565,369	$500,000	$500,000	$500,000	$500,000
Transfers In	$67,865,918	$72,953,467	$113,262,018	$63,126,145	$63,126,145
Revenue Total	**$69,177,895**	**$73,821,688**	**$114,130,239**	**$63,974,554**	**$63,974,554**
Net Total	**$12,248,243**	**$0**	**$444,387**	**$0**	**$0**

- During the 2016 General Obligation Bond referendum, voters were told that up to 2.5 cents of additional property tax would be needed to support the additional GO Bond debt along with other debt issuances the County planned to make over the 10-year view of the 2017-26 Capital Improvement Plan (CIP). After several recent refinancings of existing debt, along with revised future debt costs and slower than expected debt issuance the property tax increase needed to support ongoing debt service resulted in a 1.75 cents property tax increase in FY2017-18.

2016 Bond Authorization	
Durham Public Schools Facilities	$90,000,000
NC Museum of Life and Science	$14,067,705
Durham Technical Community College	$20,000,000
Main Library Renovations	$44,297,262
Issuance Costs	$1,635,033
TOTAL	**$170,000,000**

- For FY2019-20, the portion of the County tax rate dedicated to fund the Capital Financing Plan, which helps support debt service payments stays flat at a revenue neutral 8.61 cents. Due to the 2019 Revaluation process, the County must find, by state law, a new tax rate that brings in an equivalent amount of revenue as the tax rate the previous year. The Board may then apply a tax rate change as part of the budget process. The Approved budget does not include an increase from the new revenue neutral rate.
- North Carolina law limits local government net debt to 8% of assessed value. Based on current valuations, the County could issue $2.66 billion in debt. At this writing, the county has $259 million in outstanding general obligation debt. An additional $192.7 million in Limited Obligation Bond debt and $70.3 million of installment purchases (short term debt) is not included in this legal limit.

The following table shows bond payments for the Debt Service Fund. Note: Information on Enterprise Fund debt service may be found in the Enterprise Fund section of this document.

	2017-18 Actual Expenditures	2018-19 Original Budget	2018-19 12 Month Estimate	2019-20 Department Requested	2019-20 Commissioner Approved
BOND PRINCIPAL	$25,815,000	$28,780,158	$28,780,158	$27,425,000	$27,425,000
BOND INTEREST	$10,896,794	$13,283,689	$13,283,689	$10,507,751	$10,507,751
OTHER*	$20,217,858	$31,757,841	$71,622,005	$26,041,803	$26,041,803
TOTAL	**$56,929,652**	**$73,821,688**	**$113,685,852**	**$63,974,554**	**$63,974,554**

**Includes other debt service, bond agency fees, and debt sale expenditures.*

Enterprise Fund

A fund established to account for operations
that are financed and operated in a manner
similar to private business in that the services provided are
financed through user charges.
Water and sewer operations are included in the Enterprise
Fund.

ENTERPRISE FUND

GOAL 4 ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY: Protect natural resources and support and promote community and economic vitality for all residents of Durham County.

Description

The mission of the Durham County Engineering and Environmental Services Department is to protect regional water quality through the administration of the sewer use, storm water, and erosion control ordinances; to improve County facilities through the management of capital projects; to improve the County's environmental management particularly related to greenhouse gas emissions; and to preserve natural and scenic lands, farms, and forests. The Utility Division is responsible for the operation of the County-Owned Triangle Wastewater Treatment Plant (TWWTP) and reclaimed water system, associated collection system, Wexford subdivision collection system, and the Rougemont Water System. The Utility Division's primary purpose is to provide wastewater services to Research Triangle Park and surrounding areas to support the Durham County portion of the Research Triangle Park Economic Engine. The Utility Division provides water service to a portion of Rougemont. The Utility Division Office is located at 5926 NC Hwy 55 East, Durham, North Carolina, 27713. Office hours are Monday – Friday, 8:00 AM – 5:00 PM, Telephone: 919-560-9033; Fax: 919-544-8590

Budget

	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	$1,730,572	$2,147,698	$1,794,234	$2,228,017	$2,228,017
Operating	$2,938,952	$3,760,501	$4,766,668	$3,686,733	$3,686,733
Capital	$469,173	$450,000	$953,142	$651,000	$651,000
Other Expenditure	$1,835,966	$1,825,814	$1,822,574	$1,812,364	$1,812,364
Transfers Out	$500,000	$2,196,067	$3,750,480	$1,533,486	$1,533,486
Expenditure Total	**$7,474,663**	**$10,380,080**	**$13,087,098**	**$9,911,600**	**$9,911,600**
Revenue					
Licenses and Permits	$16,350	$10,000	$8,050	$5,000	$5,000
Investment Income	$313,465	$35,000	$0	$300,000	$300,000
Sewer Connection Fees	$1,482,643	$794,080	$1,532,090	$794,000	$794,000
Service Charges	$2,018	$0	$0	$0	$0
Enterprise Charges	$8,698,012	$9,541,000	$9,011,575	$8,812,600	$8,812,600
Revenue Total	**$10,512,488**	**$10,380,080**	**$10,551,715**	**$9,911,600**	**$9,911,600**
Net Total	**$3,037,825**	**$0**	**$2,535,383**	**$0**	**$0**
FTEs	**26.00**	**27.00**	**27.00**	**27.00**	**27.00**

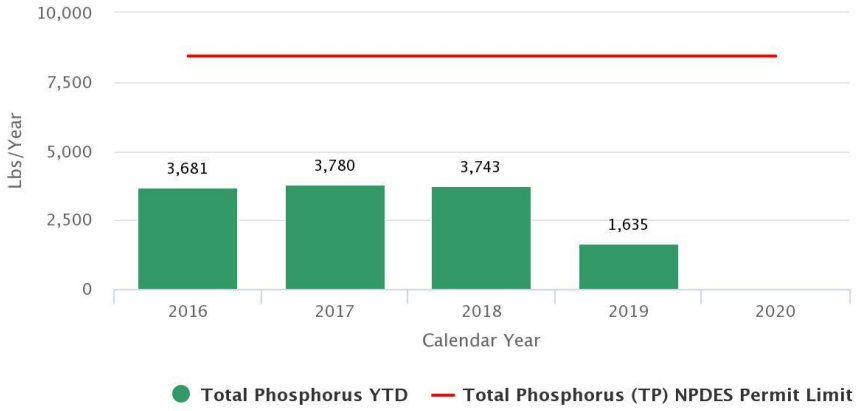
Payments for Enterprise Fund Debt Service		
	2018-19 Approved	**2019-20 Approved**
PRINCIPAL	$1,416,146	$1,436,146
INTEREST	$404,668	$371,218
Bond Agency Fees	$5,000	$5,000
TOTAL	**$1,825,814**	**$1,812,364**

Budget Highlights

- Sewer consumption rates will be increased by 4.93% to address anticipated re-investments as well as costs related to operations to continue to ensure our high level of operational readiness and environmental protection. (listed in the fee schedule).
- One new improved vehicle for maintenance at ($52,000) to allow maintenance/collection system staff an additional vehicle to handle daily workloads and emergencies more efficiently. The vehicle should help in carrying supplies and tools through muddy and slick areas especially during inclement weather and sanitary sewer overflows. This vehicle is paid for with the fees collected in this fund.

Performance Measures

Measure: ANNUAL POUNDS OF TOTAL PHOSPHORUS (TP) DISCHARGED FROM TRIANGLE WWTP

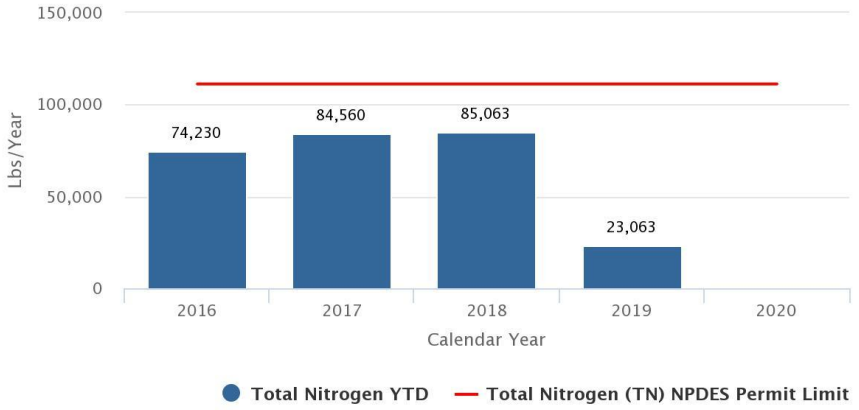


Measure description: This measure shows the total phosphorus discharged into Northeast Creek from the Triangle Wastewater Treatment Plant (WWTP). Under natural conditions, phosphorus is typically not found in water, but due to human activities, excessive loadings in fresh water systems occur, causing algal growth. Water quality gets further impaired when bacteria consume dead algae and use up the dissolved oxygen causing fish kills. Per NPDES permit, the WWTP can discharge a certain quantity of phosphorus per year. The limits are strict and were incorporated into the NPDES permit to fulfill the Jordan Lake Nutrient Rules requirements. Phosphorus in the right amount is needed to sustain life but too much can make water harmful.

Trend explanation: Levels fluctuate based on concentrations discharged by users, concentrations discharged by the POTW from chemical use in the system to reduce odor complaints, types and population of microorganisms at that time, and temperature changes. Total phosphorus removal occurs through some biological treatment, but the biggest reduction is through chemical treatment. A larger reduction can occur, but the WWTP must account for the higher chemical cost.

FY2019-20 target: The target is to be below 8,432 lbs./year, which is the current NPDES permit limit.

Measure: ANNUAL POUNDS OF TOTAL NITROGEN (TN) DISCHARGED FROM TRIANGLE WWTP



Measure description: This measure shows the total nitrogen discharged into Northeast Creek from the Triangle WWTP. Under natural conditions, nitrogen is abundant in the environment and is used in agriculture as fertilizers. Due to human activities, excessive loadings of nitrogen in fresh water systems cause over-stimulation of aquatic plants and algae. This can lead dissolved oxygen to be used up in the water from decomposition, causing fish kills, clogging of water intakes, and blocking of light deeper into water. Per NPDES permit, the WWTP can discharge a certain quantity of nitrogen per year. The limits are strict and were incorporated into the NPDES permit to fulfill the Jordan Lake Nutrient Rules requirements. Nitrogen in the right amount is needed to sustain life but too much can make water harmful.

Trend explanation: Levels fluctuate based on concentrations discharged by users, concentrations discharged by the POTW from chemical use in the system to reduce odor complaints, types and population of microorganisms at that time, and temperature changes. Total nitrogen removal occurs through biological treatment.

FY2019-20 target: The target is to be below 111,207 lbs./year, which is the current NPDES permit limit.

Appendix

Additional supplementary material.

FY 2019-20 BUDGET CALENDAR

November 2018		
Tuesday	Nov. 6	Budget staff meeting meet with General Managers
Tuesday	Nov. 27	BOCC Planning Retreat
December 2018		
Wednesday	December 12	FY2019-20 Budget Kick-off
Friday	December 14	Departments submit Replacement vehicle, Building Renovation and General Maintenance forms to General Services
Friday	December 14	Departments submit Information Services &Technology Request Form (new requests only, not replacements) to Kim Cook in Information Services and Technology
Tuesday	December 18	Distribution of budget materials to departments through Office 365.
January 2019		
Tuesday - Thursday	January 8 -18	Pre-Budget Meetings with General Managers – Goal Area Team Meeting
Tuesday	January 22	**SAP Budget System (BWP) opens** for entry of departmental budget requests. Schedule individual training session with your budget analyst. Also, please refer to budget materials distributed in December on Office 365.
February 2019		
Friday	February 1	Comprehensive fee review completed by all departments
Friday	February 15	**DEPARTMENTAL BUDGET REQUESTS DUE TO BUDGET AND MANAGEMENT SERVICES – Requests entered into SAP Budget System (BWP) and supporting documents placed in Office 365 (includes program budgets and strategies)**
Monday	Feb. 18 – mid March	Budget Analyst meetings with Departments to review request
Monday	February 25	BOCC Annual Budget Retreat – 9-3pm
March 2019		
Monday-Friday	March 11 – 29	Departmental budget presentations with County Manager, General Manager and Budget and Management Services
Monday	March 25	Advance public comments at Board of County Commissioners meeting
April 2019		
Monday-Friday	April 1 -5	Continue Departmental budget presentations with County Manager, General Manager and Budget and Management Services
May 2019		
Friday	May 3	Complete Budget Book pages
Friday	May 10	Departments will be notified of the County Manager's recommendation
Monday	May 13	County Manager delivers Recommended Budget to Board of County Commissioners – 7p
Tuesday	May 21	Board of County Commissioners budget worksession 9-3:30pm
Friday	May 24	Notice of Public Hearing published for June 10 public hearing
Wednesday	May 29	Board of County Commissioners budget worksession 1-5pm
Thursday	May 30	Board of County Commissioners budget worksession 9-4pm
June 2019		
Monday	June 3	Board of County Commissioners budget worksession 1:30-5pm
Monday	June 10	Board of County Commissioners holds public hearing on Recommended Budget 7pm
Tuesday	June 11	Board of County Commissioners budget worksession 9-3pm
Monday	June 24	Board of County Commissioners adoption of FY2019-20 Annual Budget Ordinance
July 2019		
Monday	July 1	FY2019-20 budget available in SAP Budget System

GLOSSARY TERMS

Account: The detailed record of a particular asset, liability, owners' equity, revenue, or expense.

Accrual basis: Where revenue and expenses are recorded in the period in which they are earned or incurred regardless of whether cash is received or disbursed in that period.

Ad valorem tax: Commonly referred to as property tax; levied on both real and personal property according to the property's valuation and the tax rate.

Appropriated fund balance: The estimated fund balance appropriated into the annual budget.

Appropriation: A legal authorization to incur obligations and make expenditures for specific purposes.

Approved budget: The final budget the Board of County Commissioners adopts by July 1.

Assessed valuation: The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

Asset: Anything owned by an individual or a business which has commercial or exchange value.

Balanced budget: Where revenues and expenditures are budgeted at equal amounts.

Base budget: Cost if continuing the existing levels of service.

Basis of accounting: Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting.

Basis of budgeting: The annual budget is prepared on the modified accrual basis of accounting as required by North Carolina law.

Board of County Commissioners (BOCC): The governing body of Durham County consisting of five commissioners elected at-large and serving for four-year terms.

Bond: A written promise to repay debt on a specific date in the future along with payment of a specified amount of interest at predetermined intervals while the debt is outstanding.

Bond agency fees: Fees charged by bond agencies for services related to debt issuance.

Bond covenant: Provision in a bond or debt contract which require the debt issuer to meet certain standards or do certain things.

Bond rating: Grade indicating a unit's investment qualities; ratings range from AAA (highest) to D (lowest).

Budget: Plan of financial activity for a specific period of time indicating all planned revenues and expenses for the budget period.

Budget amendment: A means for the Board of County Commissioners to recognize new revenues or expenditures and amend the operating budget.

Business area: Group of related activities performed by one or more organizational units (fund centers) for the purpose of accomplishing a function for which the government is responsible.

Capital expenditure (or outlay): Fixed asset which has a value of $5,000 or more and has a useful economic lifetime of more than one year.

Capital Improvement Plan (CIP): Long-range plan which outlines major capital needs and the means of financing proposed acquisitions.

Certificates of participation (COPs): Shares in a debt obligation created by a capital lease that are sold to or placed with investors. The certificates are secured by the property financed with the debt.

Code: System of numbering accounts and transactions in order to produce desired information; see *commitment item*.

Commitment item: Accounting code used to classify an expenditure or a revenue; examples: 5100011000 – Salary, 5200110200 – Telephone.

Constant dollars: Actual dollar amounts adjusted for inflation.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Debt: Money or other property lent or borrowed and that must be repaid or returned. Debt may be outstanding for a short term (one year or less) of for a long term (one year or more).

Debt service: Cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Department: The organizational unit of county government providing a specific service.

Designated fund balance: Designations of fund balance represent tentative management plans that are subject to change.

Elected officials: Positions decided upon by voters and include the Board of County Commissioners, Sheriff, and Register of Deeds.

Employee benefits: Benefits beyond salary compensation, including health care, retirement, disability, life insurance, etc.

Encumbrances: A reservation of budget authority for a particular purpose. An encumbrance typically occurs when a purchase order or contract is approved.

Enterprise fund: A separate fund that accounts for a government-owned enterprise, such as solid waste or water-sewer systems.

Expenditure: Payment of cash on the transfer of property or services for the purpose of acquiring an asset or service, or settling a loss.

Federal and state revenues: Funds received from federal, state, or other local government sources.

Fire district: Special district taxes are levied for fire protection in seven districts: Bahama, Bethesda, Eno, Lebanon, New Hope, Parkwood and Redwood.

Fiscal year: A declared accounting year, not necessarily a calendar year. The fiscal year for Durham County is July 1 to June 30.

Fixed asset: Assets of long-term character that are intended to continue to be held or used such as land, buildings, furniture and other equipment.

Full-time equivalent (FTE): A position count that calculates workforce by number of hours worked relative to a standard working schedule. For instance, a part-time worker may be considered 0.5 FTE.

Function: Grouping of agencies that provide similar services. For example the “Public Safety” function includes the Sheriff, Emergency Medical Services, Criminal Justice Resource Center, Fire Marshal, and Emergency Communications, among others.

Fund: Fiscal entity with revenues and expenses that are segregated for the purpose of carrying out a specific purpose or activity.

Fund balance: Funds accumulated through the under expenditure of appropriations and/or the act of exceeding anticipated revenues.

Funds center: One organizational unit within a department or business area that has a specific purpose in accomplishing a function for which the agency is responsible.

General Fund: The main operating fund accounting for governmental functions supported by general taxes and revenues as well as financial resources that legal requirements do not require to be accounted for in another fund.

General obligation bond: Bond that is backed by the full faith, credit, and taxing power of the government.

Generally Accepted Accounting Principles (GAAP): Accounting rules used to prepare, present and report financial statements. For local and state governments, GAAP is determined by the Governmental Accounting Standards Board (GASB).

Goal: A broad statement of desired conditions to be maintained or achieved through the efforts of an organization; standard against which progress is measured.

Governmental Accounting Standards Board (GASB): A private, nongovernmental organization that establishes and improves standards of local and state governmental accounting and financial reporting; see *www.gasb.org*.

Grant: Gift of money from one organization to another.

Intergovernmental revenues: Funds received from federal, state and other local government sources.

Internal service fund: A fund that may be used to account for any activity that provides goods or services to other departments or funds within the same government.

Lease: A contract where a party being the owner of an asset provides the asset for use at a consideration (rental), for a certain period with an understanding that at the end of such period the asset either will be returned to the lessor or disposed of as per the lessor's instructions.

Liability: A loan, expense, or any other form of claim on the assets of an entity that must be paid or otherwise honored by that entity.

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

Modified accrual basis: Under this accounting basis, revenues are considered available when collectible, either during the current period or after the end of the current period, but in time to pay year-end liabilities. Expenditures are recognized when a transaction or event is expected to draw upon current spendable resources rather than future resources.

Net assets: The difference between total assets and current liabilities including non-capitalized, long-term liabilities.

Object of expenditure: An expenditure classification related to the type of goods or services purchased, such as office supplies.

Objective: A specific statement of desired results which represents a single step in the achievement of a goal. Objectives are measurable and can be accomplished within a specific time interval.

Operating expense: Cost for personnel, materials, and equipment required for a department to function.

Ordinance: A legal document adopted by the governing body setting policy and procedures.

Other financing sources: A revenue category containing appropriated fund balance and transfers from other funds.

Pass-through funds: Funds from other jurisdictions, such as the federal government, which are used often for a specific purpose or activity administered by the county.

Performance budget: A budget in which expenditures are based primarily upon measurable performance of activities and work programs.

Performance indicator: Specific quantitative and qualitative measures of work performed.

Personal property: Classified within two divisions: 1) Tangible property includes items that are visible and movable; 2) Intangible property includes stocks, bonds, bank deposits, etc.

Personnel services: Expenditures for salaries, wages, and fringe benefits.

Property taxes: Levied on real and personal property and set at a rate of cents on each dollar of value of the property.

Real property: Land, buildings, and items permanently affixed to land or buildings.

Reappraisal (or revaluation): The process of revaluing a jurisdiction's real property in order to adjust the tax value to the market value.

Reclassification: A change in the classification and corresponding job title of an existing position, which results from a major change in assigned responsibilities.

Recommended budget: The County Manager presents a recommended budget to the Board of County Commissioners based on requests for funding from departments. By North Carolina law, the recommended budget must be provided to the Board by June 1.

Reserved fund balance: Amounts that are not appropriable or legally segregated for a specific purpose.

Revenue: Any type of funds that can be used to pay for expenses. Types of revenue include property taxes, sales taxes, state funds, federal funds, grant funds, fees, interest earnings, loans, etc.

Revenue bond: Bond secured by and repaid from specific and limited revenues. The pledged revenues are most often net revenues, or earnings, from a self-supporting utility or enterprise.

Service level: The amount of service provided during a fiscal year as indicated by one or more performance indicators.

Special assessments: Charges to property owners which finance public improvements or services deemed to benefit specific properties.

Special revenue fund: A fund used to account for the proceeds of special revenue sources (other than for capital projects) that are legally restricted to expenditures for a specific purpose.

Statute: A law enacted by the North Carolina General Assembly.

Tax levy: Revenue produced by applying a given tax rate to a property's assessed, or tax, value.

Transfers in/out: Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Trend: A continuing direction of movement of a chronological series of data charted on a graph.

Unassigned fund balance: The amount of fund balance which is available for future appropriations.

User charges: Payment of a fee for direct receipt of a public service by the party who benefits from the service.

BUDGET AND AMENDMENT PROCESS

OVERVIEW

The budget process is designed to ensure that taxpayer dollars are efficiently and effectively utilized to fairly deliver essential government services. The Budget and Management Services Department serves as a coordinating resource to the Board of County Commissioners, County Manager, departments, nonprofit agencies, and citizens, each playing a pivotal role in the budget creation and review process. Through the budget, Durham County fulfills its mission to enhance the quality of life for its citizens by providing education, safety and security, health and human services, economic development, and cultural and recreational resources.

GOVERNING STATUTES

The North Carolina Local Government Budget and Fiscal Control Act provides the legal framework in which all cities and counties in the state conduct their budgetary processes. The legislation is found in Chapter 159 of the General Statutes and establishes several important dates and provisions including:

- By April 30 – Departments must submit requests to the Budget Officer (N.C. Gen. Stat. § 159-10)
- By June 1 – Recommended budget must be submitted to the Board of County Commissioners (N.C. Gen. Stat. § 159-11(b))
- Before adoption – A public hearing must be held (N.C. Gen. Stat. § 159-12(b))
- By July 1 – From 10 days after submitted to the Board of County Commissioners, but by July 1, a balanced budget must be adopted (N.C. Gen. Stat. § 159-13(a))

BUDGET PROCESS

All Durham County departments are required to submit requests for appropriation to the County Manager on or before March 15 of each year. This is done through a customized version of SAP Software that compiles requested revenues, expenditures, and new positions from each department. The Budget and Management Services Department is responsible for advising and supporting county departments throughout the entire budget process; performing budget software maintenance and training; publishing recommended and approved budget documents; analyzing and assisting in the County Manager's recommendation of requests; and updating and distributing a budget manual, among other important duties.

The Budget and Management Services Department, under the direction of the County Manager, uses the departmental requests as the starting point for developing a recommended budget. Departments are asked to provide a continuation budget and identify expansion items through a priority ranking system. This information is ultimately reviewed and adjusted in order to create a balanced recommended budget that the County Manager presents to the Board of County Commissioners for review prior to May 31 of each year. The Board is required to hold public hearings on the recommended budget and to adopt a final budget no later than June 30, the close of Durham County's fiscal year. The Board typically holds multiple budget work sessions to address issues in the recommended budget. As required by North Carolina law, the Board adopts a budget ordinance setting a tax rate and spending authority for the fiscal year.

AMENDMENT PROCESS

The adopted budget is prepared by fund, function (e.g., Public Safety) and department/agency (e.g., Sheriff); however, the appropriations are formally budgeted and approved on a functional basis. The County Manager is authorized to transfer budget amounts within a function up to 15% cumulatively without reporting to the Board of County Commissioners. The County Manager is authorized to transfer budget amounts between functions of the same fund up to $20,000 with an official report of such transfer being made at the next regular meeting of the Board. Departments routinely submit budget amendments as agenda items to the Board after review by the Budget and Management Services Department. The amendments are typically placed on the consent agenda but can be pulled for discussion. Upon approval by the Board, the Budget and Management Services Department updates the financial system to reflect the amendment.

DURHAM COUNTY FISCAL POLICIES

The County's long-term financial goal is to maintain its AAA bond rating. Some factors required for a AAA bond rating (e.g., a stabilized rate of population growth and diversification of the County's tax base) can be influenced, but not controlled by county government. However, the county government should ensure that factors under its control – the quality of its financial and overall management – meet the standards required of highly-rated communities. Characteristics of the County's financial operation should not stand in the way of the County maintaining its AAA bond rating. Durham County operates on a sound financial basis, as indicated by its AAA bond rating with Moody's Investors Service, Standard & Poor's, and the Carolinas Municipal Advisory Council. The bond rating serves as a shorthand statement of a locality's economic, financial, and managerial condition.

Municipal bond ratings represent the business community's assessment of the investment quality of a local government. The most obvious advantage of a AAA bond rating is Durham County's ability to successfully market its bonds when required and to borrow money at lower, more favorable interest rates than communities with lower ratings. Since bond ratings are based on demonstrated managerial competence and financial health, high bond ratings also relate to economic development activities and provide citizens with an indication of the quality of their local government. The following financial policies are consistent with the standards associated with the highest bond ratings available. For the complete list of financial policies, contact the Finance Department at (919) 560-0035.

Policy I: Fund Balance

1.01 Durham County's Unassigned General Fund Balance will be maintained to provide the County with sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing.

1.02 The Unassigned General Fund Balance should not be used to support recurring operating expenditures outside of the current budget year. Use of the Unassigned General Fund Balance shall be done only to cover a shortfall in revenues. When a revenue shortfall requiring the use of the Unassigned General Fund Balance occurs, the County will increase its General Fund revenues through appropriation of unassigned fund balance or decrease its expenditures. The latter method will be used when preventing the use of Unassigned General Fund Balance two consecutive fiscal years in a row to subsidize General Fund operations.

The Unassigned General Fund Balance will be provided as follows:

1.03 An Unassigned General Fund Balance will be maintained at a level sufficient to provide for temporary financing of unforeseen needs of an emergency nature and to permit orderly adjustment to changes resulting from a termination of or a decline in revenue sources.

1.04 The Unassigned General Fund Balance goal will be sixteen per cent (16.00%) of total actual prior fiscal year expenditures. These funds can only be appropriated by a resolution of the BOCC.

1.05 In the event the Unassigned General Fund Balance is used to provide for temporary funding of unforeseen emergency needs, the County shall restore the Unassigned General Fund Balance to the prior year's balance within two (2) fiscal years following the fiscal year in which the event occurred. To the extent additional funds are necessary to restore the Unassigned General Fund Balance to that level, such funds will be provided in at least two approximately equal contributions to be provided during each fiscal year but no later than June 30. This process would begin the first fiscal year following the fiscal year in which the event occurred.

1.06 Funds in excess of the annual requirements of Policy No. I.1.05 above may be considered to supplement "pay as you go" capital outlay expenditures or as additions to unassigned fund balance to be utilized at a future date.

1.07 A Total Fund Balance ratio of 35% (LGC requires 8%) of fund balance available as a percentage of expenditures shall be the County's goal.

1.08 Once the 35% level has been achieved, the amount over 35% shall be used to fund the annual Other Post Employment Benefits (OPEB) contribution to meet the OPEB obligation, pay-as-you-go capital projects or other non-reoccurring expenditures. This funding shall take place only after meeting requirements set out in Policy I.1.04 above. In addition, the OPEB portion of the Total Fund Balance for the General Fund shall not exceed 25% of the Total Fund Balance to ensure that the Committed for OPEB portion of fund balance remains reasonably proportionate to the Total Fund Balance for the General Fund as a whole to include unassigned fund balance.

Policy II: Fiscal Planning

2.01 The County Manager shall submit to the BOCC a proposed annual budget with his recommendations and shall execute the budget as finally adopted.

2.02 The County Manager will budget revenues and expenditures on the basis of a fiscal year, which begins July 1 and ends on the following June 30, and in conformity with the Local Budget and Fiscal Control Act.

2.03 The County Manager will prepare a budget, which is consistent within the guidelines established by the Government Finance Officers Association in its Distinguished Budget Presentation Awards Program.

2.04 The County Manager shall provide annually a budget preparation schedule outlining the preparation timelines for the proposed budget.

2.05 Budget packages for the preparation of the budget, including forms and instructions, shall be distributed to County departments to complete. Department heads and elected officials shall prepare and return their budget proposals to the Budget Officer as required in the budget preparation schedule.

2.06 The proposed budget will contain the following:

a) Revenue estimates by major category
b) Expenditure estimates by department and functional levels
c) Debt service summarized by issues detailing principal and interest amounts by fund
d) Reappraisal reserve funding as per G.S. 153A-150.

2.07 The proposed budget also will contain information regarding:

a) Proposed personnel staffing levels
b) A detailed schedule of additional capital needs
c) A summary schedule of capital projects
d) Any additional information, data, or analysis requested of management by the BOCC

2.08 The proposed budget will be balanced (e.g., estimated revenues plus appropriated fund balance equaling estimated expenditures).

2.09 The BOCC will adopt the budget for the subsequent fiscal year no later than June 30.

2.10 Three quarterly reports on the status of the General Fund budget (budget to actual) and trends will be prepared by the Budget Officer and presented to the BOCC within 45 days of the end of the first, second, and third quarters. The report will provide the BOCC with projections through the end of the current fiscal year.

2.11 Budgeting procedures will conform to the Local Government Budget and Fiscal Control Act.

2.12 Alternatives for improving the efficiency and effectiveness of the County's functions and programs and the productivity of its employees will be considered during the budget process.

2. 13 Duplication of services and inefficiencies in the delivery of these services should be eliminated wherever they are identified. The County will continue to examine alternative service delivery options for all County functions.

2.14 Performance measurement and productivity indicators will be integrated into the budget process where appropriate.

2.15 The County will fund current expenditures with current revenues and other recurring funding revenue sources.

2.16 The County will not balance the current budget at the expense of meeting future years' expenditures, such as accruing future years' revenues or rolling over short-term debt, to avoid planned retirement.

2.17 If a deficit is projected during any fiscal year, the County will take steps to reduce expenditures, increase revenues, or consider using the Undesignated General Fund Balance to the extent necessary to ensure continued compliance with the Local Budget and Fiscal Control Act.

2.18 The County will annually appropriate a contingency amount within the budget to provide for increases in costs of providing services and unanticipated needs that may arise throughout the fiscal year.

2.19 The contingency amount will be established at a minimum of 0.075% and not more than 0.25% of the estimated General Fund revenues (net of pass-through dollars) for the fiscal year in which the contingency amount is dedicated. The contingency amount budgeted can only be allocated to other functions (activities) within the budget by the BOCC.

2.21 Department heads and elected officials are required to monitor revenues and expenditures in relation to their department's (agency's) budgeted amount. This is to ensure that the actual revenue sources are as projected for funding resources and to prevent exceeding their total departmental expenditure budget.

2.22 The County will maintain the assets identified in the Capital Plant and Equipment Replacement Schedule at a level adequate to protect the County's capital investment and to minimize future maintenance and replacement costs by:

a) Developing and maintaining a five-year plan for fleet and capital equipment with a value greater than $5,000 and will consider the approval of capital equipment in concert with this adopted plan

b) Providing for adequate maintenance in the annual operating budget of such capital plant and equipment through the use of an adopted Capital Improvement Plan and Capital Plant and Equipment Replacement Schedule
c) Providing for adequate maintenance of capital plant and equipment replacement under $5,000 in the annual operating budget through the use of a Capital Plant and Equipment Replacement Schedule.

2.23 The County will not establish a trend of using the Undesignated General Fund Balance to finance current operations.

2.24 The County shall establish Memoranda of Understanding with its component unit(s) regarding the amount of annual General Fund support received each fiscal year.

Policy III: Revenues and Collections

3.01 The County's goal is a revenue system balanced between ad valorem taxes, other local taxes, licenses and permits, intergovernmental grants and transfers, investment and rental, charges for services, and other revenue sources.

3.02 Major revenue sources should provide for the following principles:
a) Vertical Equity: Revenue sources should provide appropriate treatment of taxpayers at different levels of economic well-being
b) Horizontal Equity: Revenue sources should treat taxpayers with the same income or wealth equally
c) Neutrality: Revenue sources should not unduly influence economic decisions by consumers or businesses
d) Administrative and Compliance Costs: Revenue administration and enforcement should not absorb an undue percentage of total revenues

3.03 The County will monitor all taxes to ensure they are equitably administered and collections are timely and accurate.

3.04 Fees and charges should be based on benefits and/or privileges received from the County or based on costs of a particular service.

3.05 Periodically, the County will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other attendant costs. It is recognized that occasionally competing policy objectives may result in user fee levels that recover only a portion of service costs.

3.06 The County will revaluate all property at least every eight years, with a goal of every four years, to be effective as of January 1 of the tax year. Real property revaluations shall be based on market value and follow standards established by the International Association of Assessing Officers. On October 24, 2016 by resolution, the BOCC advanced the general reappraisal to conduct a three year reappraisal effective for tax year January 1, 2019 and then a four year reappraisal cycle thereafter. The North Carolina (NC) Department of Revenue provided new reappraisal standards and guidelines in 2016 and recommended that all counties in NC move to a four year reappraisal cycle.

3.07 Personal property assessments are set on an annual basis, as of January 1, based on the market value of the property. Nationally recognized valuation guides, North Carolina Department of Revenue Trending Schedules, and market based appraisals are used to establish market value.

3.08 The County will provide, as appropriate, funding or tax exemptions to churches and governmental entities pursuant to the state and local guidelines. Other charitable or beneficial activities may be subsidized through direct grants irrespective of whether or how much property they own. Such grants should be part of the annual appropriation process and based on such consideration as benefits to the County as well as fiscal capacity of the County.

3.09 The County's goal is to achieve an annual assessment to sales ratio of 100% under current real estate market conditions when the January 1 assessment is compared to sales in the succeeding calendar year.

3.10 The County will maintain a diversified and stable revenue system to shelter it from short-term fluctuations in any one revenue source by doing the following:
a) Establishing new charges and fees as needed and as permitted by law at reasonable levels
b) Pursuing legislative change, when necessary, to permit changes or establishment of user charges and fees
c) Aggressively collecting ad-valorem tax revenues, late penalties, and related interest as authorized

3.11 The County should pursue intergovernmental revenue sources (grants) for those programs and activities that address a recognized need and are consistent with the County's long-range objectives. Any decision to pursue intergovernmental revenue sources (grants) should include the consideration of the following:
a) Present and future funding requirements
b) Cost of administering the funds
c) Costs associated with special conditions or regulations attached to the grant award

3.12 The County will attempt to recover all allowable costs, both direct and indirect, associated with the administration and implementation of programs funded through intergovernmental revenue sources (grants). In the case of state and

federally mandated programs, the County will attempt to obtain full funding for the services from the governmental entity requiring the service be provided.

Policy IV: Capital Improvement Plan and Fixed Assets

4.01 The County's policy on the financing of capital projects states that the County will dedicate the following revenues to the payment of debt and pay-as-you-go (County contribution) capital projects: Articles 40 and 42 one-half cent sales taxes, the County's share of the Occupancy Tax, county-wide property taxes, and enterprise revenues. The County reserves up to 20% of these annually dedicated revenues for pay-as-you-go projects. In addition, the pay-as-you-go policy restricts dedicated property tax revenue up to 20% of a maximum of five cents, or one cent, in county-wide property taxes.

4.02 The County Manager will submit a 10-year Capital Improvement Plan for review by the BOCC pursuant to established timeline. This plan will be updated every two years and presented to the BOCC. The Capital Improvement Plan should include capital improvements for all agencies for which the County sets tax rates and assesses levies and/or establishes user fees/charges and/or approves budgets or programs. The Capital Improvement Plan shall include the following elements:

a) An implementation plan for each of the capital project
b) An estimate of the cost and of the anticipated sources of revenue for financing the capital improvements and an estimate of the impact of each capital improvement on County revenues and the capital and operating budget

4.03 The County will maintain a schedule of fixed assets that includes completed County projects and construction in process funded through the Capital Improvement Plan in its fixed asset accounting system.

4.04 The County will match programs and activities identified in the Capital Improvement Plan with associated revenue sources.

4.05 In an effort to efficiently allocate resources, the County shall establish Memoranda of Understanding with the School Board regarding the development and coordination of the County's Capital Improvement Plan. The Memorandum of Understanding will address the following areas:

a) Plan for required capital improvements.
b) Debt issuance schedules.

4.06 Consistent with the intent of the Capital Improvement Plan stated in Policy No. 4.02 above, the Capital Improvement Plan should:

a) Present a plan for required capital improvements
b) Systematically improve and maintain the capital structure of the County
c) Meet the debt ratio targets as defined in Policy Nos. 5.05 and 5.06
d) Provide a schedule of proposed debt issuance

Policy V: Debt Management

5.01 The County will not use long-term debt to fund current operations and will continue to emphasize pay-as-you-go capital financing.

5.02 The County will not use tax revenue anticipation notes (TRANs) to fund current operations.

5.03 The County does not intend to issue bond anticipation notes (BANs) for a period longer than three years. If the BAN is issued for a capital project, the BAN will be converted to a long-term bond or redeemed at its maturity.

5.04 The issuance of variable rate debt by the County will be subject to the most careful review and will be issued only in a prudent and fiscally responsible manner.

5.05 Whenever the County finds it necessary to issue General Obligation (GO) Bonds, the following policy will be adhered to:

a) GO Bonds are bonds that are supported by the promise of the borrowing government to levy whatever amount of tax is necessary to pay principal and interest and can be enforced by legal action of any bondholder.
b) Total bonded debt will not exceed 3% of the net assessed valuation of taxable property in the County (Local Government Commission sets limit of 8%).
c) Designated funds, when required, will be provided to adequately meet debt service requirements in subsequent years.
d) Interest earnings on the designated fund balances will only be used to pay debt service on the bonds.
e) The term of any bond issue will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.

f) Total debt service shall not exceed 15% of total current expenditures net of pass-through including current debt service.

5.06 Whenever the County finds it necessary to issue revenue bonds, the following guidelines will be adhered to:

a) Revenue Bonds are defined as bonds on which the debt service is payable solely from the revenue generated from the operation of the project being financed or a category of facilities or from other non-tax sources of the County.

b) Revenue Bonds/Special Obligation (SO) Bonds of the County and any of its agencies will be analyzed carefully by the Finance Department for fiscal soundness. The issuance of County Revenue Bonds/SO Bonds will be subject to the most careful and critical review and must be secured by covenants sufficient to protect the bondholders and the name of the County.

c) Revenue Bonds/SO Bonds should be structured to allow an approximately equal annual debt service amount over the life of the issue.

d) Designated funds, when required, will be provided to adequately meet debt service requirements in subsequent years.

e) Interest earnings on the designated fund balances only will be used to pay debt service on the bonds.

f) The term of any debt issued will not exceed the useful life of the capital project/facility of equipment for which the borrowing is intended.

5.07 The County shall comply with all Internal Revenue Service arbitrage rebate requirements for bonded indebtedness.

5.08 The County shall comply with all legal requirements regarding the issuance of bonds and certificates of the County and its debt issuing authorities.

5.09 The County shall establish Memoranda of Understanding with the School Board and any other agency prior to the issuance of debt establishing guidelines regarding the issuance of debt which would be included in Policy No. 5.05(e) above.

5.10 Whenever the County finds it necessary to issue Certificates of Participation (COPs) or Installment Purchase Contracts, the following guidelines will be adhered to:

a) When COPs are issued, the County should attempt to deal with only one financial institution.

b) The terms of the debt issued should not exceed the life of the asset.

c) The terms should not exceed 25 years.

d) An escrow account may be used.

COUNTY NONPROFIT FUNDING PROGRAM

DESCRIPTION

In the fall of 2015, the County's Nonprofit Funding Program was benchmarked against North Carolina peer jurisdictions to establish best practices and make process improvements where applicable. The resulting changes were shared with the Board of County Commissioners and a funding approach was selected that would support nonprofit organizations by implementing key findings from the program process review that align with the County's "Managing For Results" program.

During the last 20 years, the County has awarded approximately $20 million through the Nonprofit Funding Program and looks forward to continuing these important relationships. Of the process modifications that resulted from the benchmarking review, central among them were:

1. Soliciting nonprofits in a more focused manner rather than simply asking them to align with our Strategic Plan, and;
2. Elevating the decision-making authority of our own subject matter experts at the departmental level.

To achieve the first goal, in FY 2017-18, specific elements of the Strategic Plan were identified as priorities where the County would engage in relationships with nonprofit service providers. The types of prioritized services were called "Target Areas." To achieve the second goal, in FY 2017-18, subject-matter experts reviewed applications both individually as well as a group, and community partners were brought in for the first time where the County lacked "in-house" subject-matter expertise.

The subsequent pages detail nonprofit approved funding in FY2018-19 year as well as approved funding for FY2019-20. All these nonprofits had originally been funded through a rigorous "Request for Proposal" process which included a subject matter expert review of their applications. "Flat" funding is approved across multiple fiscal years to glean additional data to determine if these nonprofit partners are having a measurable impact in their target areas. The nonprofits listed here are not to be confused with other agencies that receive funding through Durham County, who are also nonprofits, but provide services that bolster Durham County Department level service provision.

FY2019-20 Nonprofit Funding			
Goal 1 Target Area: Provide resources and opportunities that increase family success and prosperity			
Outcome 1-a: Individuals and families have stable housing	**FY18-19 Approved Funding**	**FY19-20 Requested Funding**	**FY19-20 Approved Funding**
Durham Collaborative to End Family Homelessness - Comprising the efforts of four area non-profit agencies [Families Moving Forward (FMF), Urban Ministries of Durham (UMD), Housing for New Hope (HNH), and Durham's Partnership for Children (DPfC)] to provide a multi-generational, seamless system that helps homeless and unstably housed families: secure and maintain housing; improve economic, mental, and physical well-being in order to build the capacity needed to become self-sufficient and break the cycle of poverty.	$70,000	$70,000	$70,000
Durham Home Repair Collaborative - The Collaborative Pilot will test a trial program that will complete essential repairs for low-income homeowners to make the homes ready for weatherization. The Home Repair Collaborative Pilot will help set up an operational system to increase the efficiency of existing home repair programs by 1) sharing waiting lists, 2) providing centralized housing intake and administration for homeowners in the pilot, and 3) coordinating repair assessments and repair strategies.	$40,000	$40,000	$40,000
LIFE Skills Foundation - LIFE Skills operates a small housing program, primarily consisting of six two-bedroom apartments located in central Durham. LIFE Skills housing provides a safe and secure, hands-on opportunity for young adults to learn and practice independent living skills, and to eventually transition into their own stable housing. Youth in the transitional housing program are either in an educational program or employed at least 30 hours per week. Additionally, mental health and	$20,000	$20,000	$20,000
Outcome 1-b: Youth and adults seeking workforce opportunities are provided support and resources	**FY18-19 Approved Funding**	**FY19-20 Requested Funding**	**FY19-20 Approved Funding**
Durham Literacy Center* - The DLC provides tuition-free literacy instruction to adults and out-of-school youth. Our four core programs include: 1) Adult Literacy - one-on-one literacy tutoring, small group pre-GED classes, and one-one-one GED tutoring for adults; 2) English for Speakers of Other Languages (ESOL) - English classes for adults (10-25 students per class); 3) Youth Education Program (YEP) - one-on-one GED tutoring for out-of-school youth; and 4) Computer Literacy - small-group and one-on-one instruction for DLC students and community members on topics such as typing, completing	$30,000	$50,000	$50,000

Outcome 1-b: Youth and adults seeking workforce opportunities are provided support and resources	**FY18-19 Approved Funding**	**FY19-20 Requested Funding**	**FY19-20 Approved Funding**
TROSA - TROSA is the largest licensed residential substance abuse treatment center in NC. Through a multi-year program, TROSA gives people the tools they need to overcome addiction; enjoy sober, productive, law-abiding lives; and reconnect with their families and communities. TROSA provides 24/7 care and treatment–housing, food, clothing, and personal care items–at no charge. We focus on treating the whole person through our comprehensive services–counseling, health care, vocational training, and educational opportunities.	$30,000	$30,000	$30,000
El Centro Hispano, Inc. - ECH serves Hispanic/Latino community members, particularly those from low-income communities, in the areas of Education, Economic Development, and Health and Well-being Initiatives. This is accomplished through with interventions for community members that include information and referral services, one-on-one counseling & case management, legal assistance, workshop, forums, job skills/worksite safety training, leadership training, basic literacy and vocational ESL classes, and access to our network of employers and organizations for additional support.	$20,000	$20,000	$20,000
Partners for Youth Opportunity - PYO enrolls students who meet at least one criteria: 1) qualify for the free and reduced lunch program 2) have an immediate family member who is incarcerated or 3) be a first-generation immigrant. Many of our youth meet at least two of these qualifications. Participants that qualify for our longitudinal, strengths-based and innovative program, which includes mentoring, academic support from 8th grade through the second year of college, workforce training/internships paired with financial literacy and savings, as well as leadership opportunities.	$20,000	$20,000	$20,000

Outcome 1-b: Youth and adults seeking workforce opportunities are provided support and resources	**FY18-19 Approved Funding**	**FY19-20 Requested Funding**	**FY19-20 Approved Funding**
Achievement Academy of Durham* - Achievement Academy of Durham successfully reconnects our students to the life opportunities accessible through attainment of a quality education. We offer a rolling admission, year-round program in a school-like setting. Based on reading level, students are placed in either our Starting Points literacy program or our GED Prep program. In Starting Points, students receive one-on-one, reading tutoring from trained, volunteer tutors. Starting Points is supported by our teachers and monitored by our Americorps member.	$20,0 00	$0	$0
StepUp Ministry - StepUp provides (1) pre-employment training and post-employment support for youth and adults, (2) referrals to a network of 50 companies that are in a candidate referral partnership with StepUp, and (3) assistance on reaching a working adult's personal, financial, and professional goals. Employment seekers enter StepUp through a one week, 32-hour Employment Readiness Workshop. Staff train participants on resume writing, effective interviewing, time management, effective communication, and more.	$10,000	$10,000	$10,000
Community Empowerment Fund - CEF assists Durham residents who are unemployed or experiencing financial insecurity to gain and maintain employment, interweaving financial capability building services with flexible one-on-one support. Primary services include Incentivized Savings as a Tool for Financial Stability (Account-holders have limited access to withdrawals until they reach their goals, and once savers achieve their goal, CEF matches their accomplishments at 10%), No-Hassle Checking/Savings Accounts, Financial Coaching and Person-Centered Support.	$10,000	$10,000	$10,000
Dress for Success Triangle NC - DFST provides job acquisition skills, workforce development tools, career counseling, resume building, interview skills, financial literacy and financial management skills and professional attire with an ongoing network of support. The coaching, clothing, counseling and services are offered free of charge to women who are referred by over one hundred partnering nonprofits, community colleges and faith-based agencies.	$10,000	$10,000	$10,000
Reinvestment Partners - Reinvestment partners operate the Taxpayer Assistance Center (TAC) that serves low- and moderate-income families in Durham that earn less than $54,000 annually. In addition, the TAC operates as a workforce development program, offering financial education and training, not only to the workforce staffing the site, but to the general public which receives services through it. RP will provide tax assistance for Durham County taxpayers throughout the year.	$10,000	$10,000	$10,000
Triangle Literacy Council - Bull City YouthBuild serves East Durham young adults, aged 16 to 24, who are from zip codes 27701 and 27703. Participants must also meet one of the following criteria: member of a low-income family, in foster care, are offenders, have disabilities, have an incarcerated parent, are homeless and/or migrant, or are school dropouts or a re-enrolled dropout. BCYB offers three integrated components: high school equivalency preparation, occupational training through the Home Builder's Institute Pre-Apprenticeship Certificate Training and construction experience.	$10,000	$10,000	$10,000

Outcome 1- c: Children and youth are provided learning and enrichment opportunities that support educational achievement	**FY18-19 Approved Funding**	**FY19-20 Requested Funding**	**FY19-20 Approved Funding**
Child Care Services Association - CCSA's Family Support Program provides child care consumer education and referral services for families in Durham County in order to inform families about high quality child care and facilitate their selection of high quality programs that foster children's development and support their school readiness. Through phone-based and in-person counseling, families receive information about North Carolina's star-rated child care license system; information about research-based indicators of child care quality; counseling on how to select a child care setting; and customized lists of child care programs that match the child's and family's needs.	$30,000	$30,000	$30,000
Durham's Partnership for Children - Durham's Partnership for Children will launch TS Gold, the acclaimed observation-based assessment system that allows teachers and administrators in pre-k classrooms to focus on each individual child's development. TS Gold is an evidence-based education observational assessment mechanism that tracks progress and identifies a young child's strengths and weaknesses. The TS Gold system is tied to curriculum that is already in use. TS Gold's online portal is designed to support teachers in the process of individual child-level assessment.	$15,000	$15,000	$15,000
Big Brothers Big Sisters of the Triangle - Community-Based mentoring provides children from single parent homes or other children in need of adult role models with a one-to-one mentor relationship with a volunteer from the community. The Community-Based "Bigs" routinely provide 8-10 hours a month of quality one-to-one time for each child. These "Bigs" play an integral role of the lives of their "Littles" by providing a stable adult role model to help guide these children in the right direction. These matches last at least 12 months, though many continue on until the Little graduates from HS.	$10,000	$10,000	$10,000
Rebound, Alternatives for Youth - Rebound serves high school students who are short-term suspended in Durham. During a student's suspension, Rebound provides strengths and resiliency based supervision, assessment, crisis intervention, referrals, skill building, academic help and advocacy to students. Rebound supports students' return to school by improving each student's connection to his or her parents or guardians, schools and caring adults. Rebound increases protective factors and fosters reengagement with all systems: individual, family, school, and community.	$7,500	$7,500	$7,500
Book Harvest - Book Harvest's Community Book Bank provides ready access to free books so that families can build book-rich environments in their homes. We target our outreach to communities that have historically lacked books for their children, driven by research that demonstrates that transforming book deserts will enrich and even transform children's lives. Community Book Bank is a vast network of shelves of free books that we maintain at more than 60 locations in Durham County that are frequent destinations for children and families, including health clinics, social service agencies, after school and tutoring programs, and community centers.	$5,000	$5,000	$5,000

Outcome 1- c: Children and youth are provided learning and enrichment opportunities that support educational achievement	**FY18-19 Approved Funding**	**FY19-20 Requested Funding**	**FY19-20 Approved Funding**
Voices Together - The program is a weekly motivational program for individuals with developmental disabilities targeted to unlock language and social/emotional learning. Because of its engaging and spontaneous elements, students with developmental disabilities are able to unlock language, problem-solve, socially connect with others and communicate their most basic needs while increasing their ability to advocate and learn. With these skills, other areas in their lives begin to improve; they become more active participants in their classroom, their family and their community.	$5,000	$5,000	$5,000
Walltown Children's Theatre - As part of our mission, youth will gain a sense of the commitment, dedication, training, and professionalism that are requirements of any career path chosen. Along with exemplary arts programming, youth receive educational tutoring and mentoring services in health and welfare. We inspire positive social change to under-served youth in partnership with Self-Help Credit Union and the Walltown Neighborhood Ministries. WCT inspires positive social change by developing and reconnecting under-served youth in Walltown and the surrounding communities.	$5,000	$5,000	$5,000
Goal 2 Target Area: Increase the number of healthy years lived			
Outcome 2-a: Individuals and families have increased access to health care	**FY18-19 Approved Funding**	**FY19-20 Requested Funding**	**FY19-20 Approved Funding**
Planned Parenthood South Atlantic - Our program strives to make information and effective methods of contraception available to women who want them, but cannot otherwise afford to use them consistently and correctly. Our Durham health center—through prescription and on-site insertion, administration, and dispensing—offers a broad range of effective, FDA-approved family planning methods. In addition, we provide basic preventive health services such as cervical cancer screening, clinical breast exams and screening and treatment for sexually transmitted infections.	$17,750	$17,750	$17,750

Goal 2 Target Area: Increase the number of healthy years lived			
Outcome 2-b: Individuals and families decrease incidence of preventable disease	**FY18-19 Approved Funding**	**FY19-20 Requested Funding**	**FY19-20 Approved Funding**
Farmer Foodshare - Farmer Foodshare, Bull City Cool food hub, Durham County Soil and Water, and the Durham County Detention Facility are partnering to supply detainees and staff at the detention facility with additional fresh fruits and vegetables. Increasing the amount and quality of fresh produce served will increase consumption and help improve nutritional outcomes at the facility. This program will cover the cost of local suppliers, supplement current meals with fruits and vegetables and **fund safety compliance upgrades.**	$20,000	$20,000	$20,000
Inter-Faith Food Shuttle - We Feed, Teach and Grow. Programs pertinent to this application include: BackPack Buddies—whereby elementary school children who are determined by school administrators to be at particular risk of hunger in the home, are provided with a weekend's worth of nonperishable food for 38 weeks each school year; School Pantries—designed to serve middle- and high-school age children and their families by making wholesome food easily accessible to them at the schools where they already spend their days; and finally and Nutrition Education**.**	$10,000	$10,000	$10,000
Outcome 2-b: Individuals and families decrease incidence of preventable disease	**FY18-19 Approved Funding**	**FY19-20 Requested Funding**	**FY19-20 Approved Funding**
Triangle Champions Track Club - Our program educates youth and families in order to decrease incidents of preventable disease, by increasing physical activity and providing knowledge for healthier food options. Our program also provides weekly nutrition and wellness education to participants and their families throughout the year. We visit our local farmers market to increase access to healthy foods. Our program provides group exercise activities with proper training as well as opportunities to compete and gain national exposure.	$6,500	$6,500	$6,500
African American Dance Ensemble - Healthy eating classes - many low income people cannot afford organic foods, quality lessons on how to not only purchase good foods, but prepare the foods in a manner consistent with sustaining, promoting and increasing longevity. To know what oils not to use when cooking, what vegetables or fruits may or may not be good the type of medication they are on. How to prepare such foods that will cause energy for healthy movement which is pivotal for healthy lifestyle changes.	$5,000	$5,000	$5,000

Outcome 2-c: Individuals and families reduce causes of poor physical and mental health	**FY18-19 Approved Funding**	**FY19-20 Requested Funding**	**FY19-20 Approved Funding**
Durham Crisis Response Center - DCRC provides a comprehensive range of services to victims of domestic and sexual violence including: crisis intervention, such as 24 hour crisis line, hospital response, safety planning and crisis counseling; legal advocacy, such as assistance with reporting to law enforcement, assistance in filing protective orders, court accompaniment, legal representation in partnership with Legal Aid, assistance and support throughout the criminal justice process; residential services including emergency shelter, case management and support with basic needs.	$37,250	$37,250	$37,250
A Helping Hand - A Helping Hand provides essential services to low income seniors that include: 1) Escorted Medical Transportation - AHH's escorted "door-through-door" transportation is critical to ensuring physically-disabled or cognitively-impaired seniors are able to travel safely. 2) In-Home Assistance - The natural aging process often brings about physical and cognitive limitations that require assistance in the home. 3) Socialization - Social isolation among the elderly is an often overlooked threat to the health and quality of life of our community's older adults.	$25,000	$25,000	$25,000
Durham Striders Youth Association - The Durham Striders Program has three major priorities: Improving and Enhancing the Health status of children to support healthy lifestyles and creating healthy outcomes from which academic, social, and vocational goals can be achieved. These are integrated into a program of physical fitness, dietary education and habits, ("adjustments"), and development of healthy attitudes toward overall fitness and part of their over development, thus enhancing self-image and self-confidence.	$15,000	$15,000	$15,000
Center for Child & Family - Healthy Families Durham utilizes two core evidence-based services (provided in both English and Spanish) designed to address the needs of the proposed target population: the traditional Healthy Families service (using the Parents as Teachers curriculum) and the Child Parent Psychotherapy (CPP) service. For traditional Healthy Families, weekly or bi-weekly home visits begin during pregnancy or in the first three months of life and continue up to three years. The curriculum addresses attachment, child development, early literacy, health, and safety.	$12,000	$12,000	$12,000
Playworks Education Energized - The Playworks Junior Coach Corps program provides a part-time AmeriCorps member to low-income elementary schools to create an inclusive environment where all students are physically active, feel safe and engaged. These objectives are achieved through supported play at recess and through the Junior Coach Leadership program for 4th and 5th grade students. Playworks is the leading national organization delivering and teaching play in elementary schools. We use play - to establish new norms for respectful social behavior and increased activity.	$10,000	$10,000	$10,000

Outcome 2-c: Individuals and families reduce causes of poor physical and mental health	**FY18-19 Approved Funding**	**FY19-20 Requested Funding**	**FY19-20 Approved Funding**
Reality Ministries - Reality Ministries is requesting funding from Durham County for our two primary programs, "Daytime" and "The Gathering." Both create opportunities for friendship, meaningful activities, and build community between people with and without development disabilities. Daytime is our weekday program with activities centered on community and personal growth, including meals, exercise, field trips, crafts, and life skills projects. The Gathering is an evening program featuring shared meals, fellowship, singing, and games.	$10,000	$10,000	$10,000
Diaper Bank of North Carolina - Diaper Bank of North Carolina (DBNC) distributes diapers to families in need through established partnerships with Durham-based community organizations, including: Urban Ministries Durham, Healthy Families Durham, Durham Connects, Duke Family Care Program, Duke Outpatient Clinic, Durham County Department of Public Health, Durham Early Head Start, Durham First in Families, East Durham Children's Initiative, REAL Durham - End Poverty Durham, Families Moving Forward, Church World Service, and Welcome Baby.	$10,000	$10,000	$10,000
Food Bank of Central & Eastern North Carolina - Working through our Durham branch distribution center, FBCENC distributes nourishing food to 110 community-based nonprofit partners, such as food pantries, soup kitchens, shelters, meal programs for seniors, and low income child care centers. Using our relationships with local, state, and national farmers, food distributors, and retail grocers to obtain donated food, last year FBCENC distributed over 3.8 million pounds of nutritious food—equivalent to 3.2 million meals—reaching individuals and families struggling with food insecurity in Durham County.	$10,000	$10,000	$10,000
Bridge II Sports - Adapted sports is an opportunity to establish the mental and physical strength of individuals with disabilities in an accessible, safe environment. This population is oftentimes missed, leading to a lack of physical and mental development. Through organized sport and recreation, athletes of all ages learn life skills such as independence, teamwork, accountability and responsibility. By competing in BIIS programs and engaging with peers on an equal playing field, athletes' confidence and self- esteem increases, helping them to understand their purpose and worth.	$6,000	$6,000	$6,000
Believers United for Progress - Community members will be served nutritious meals at least once a day through a community kitchen setting. While there, they will have the opportunity to engage with at least one social service organization which can introduce and enroll them in services that address the reason(s) they are food insecure (i.e. physical and mental health issues, access to jobs and/or employable skills, and lack of stable housing). Recipients of the daily community kitchen will be recruited as volunteers and encouraged to develop employable skills.	$5,000	$5,000	$5,000

Goal 3 Target Area: Improve life outcomes for people involved in the criminal justice system			
Outcome 3-b: Individuals are provided effective diversion services	**FY18-19 Approved Funding**	**FY19-20 Requested Funding**	**FY19-20 Approved Funding**
Durham County Teen Court & Restitution Program - Teen Court is an alternative court for youth who commit first time misdemeanor offenses. This court allows youth to take responsibility for their actions by admitting guilt and literally being judged by a jury of their peers. Youth who participate have the privilege of keeping a conviction off of their record, youth 16 and up are getting a charge dismissed from their permanent record. Youth who are ordered to complete Teen Court are exposed to several different sentencing requirements, which provide skills they can utilize throughout their lives.	$22,000	$22,000	$22,000
Outcome 3-b: Individuals are provided effective diversion services	**FY18-19 Approved Funding**	**FY19-20 Requested Funding**	**FY19-20 Approved Funding**
Elna B. Spaulding Conflict Resolution Center - The In School Truancy Court Program is a collaboration between the Elna B. Spaulding Conflict Resolution Center and Durham Public Schools (DPS). Using a restorative justice model of conferencing, the Program is designed to identify the underlying cause of truancy and put a plan in place to correct the problem. The Program targets DPS students with six or more days of absence and is now used throughout the district—elementary, middle and high school.	$15,000	$15,000	$15,000
Goal 4 Target Area: Protect natural resources through comprehensive compliance and educational programs			
Outcome 4-a: Protect and improve water quality	**FY18-19 Approved Funding**	**FY19-20 Requested Funding**	**FY 19-20 Approved Funding**
Ellerbe Creek Watershed Association - ECWA's Creek Smart® Program has engaged hundreds of community volunteers in one of the community's most critical environmental management challenges—to restore water quality in our streams, rivers, and drinking water supplies. In addition to our traditional work of restoring stream buffers on 150 acres of public nature preserves and removing tons and tons of trash from Ellerbe Creek, Creek Smart® has taken the battle of water quality to the neighborhood level.	$10,000	$10,000	$10,000
Totals:	**$624,000**	**$614,000**	**$614,000**

*Achievement Academy and Durham Literacy Center have merged into one organization with Achievement Academy still in operation, but under the Durham Literacy Center umbrella. To simplify contracting payment has been merged under Durham Literacy Center.

Statement of Revenues, Expenditures, and Changes in Fund Balance
General Fund

	FY 2017-2018 Actual	FY 2018-2019 Estimate	FY 2019-2020 Budget
Revenues			
Taxes	$ 367,341,716	$ 377,509,221	$ 400,041,802
Licenses and permits	1,638,616	1,679,357	1,124,500
Intergovernmental revenues	46,044,285	48,923,179	44,100,397
Investments	3,931,087	3,859,283	3,164,743
Rent	1,134,280	894,813	896,217
Charges for Services	29,667,539	28,814,714	30,393,009
Other revenues	1,062,967	1,006,365	466,257
Total revenues	450,820,490	462,686,932	480,186,925
Expenditures			
General government	57,367,392	56,805,574	76,764,676
Public safety	68,527,730	68,534,652	72,409,989
Transportation	238,948	244,338	412,500
Environmental protection	4,999,509	4,972,127	5,671,228
Economic and physical development	4,578,145	4,838,920	6,771,717
Human services	83,234,656	85,097,894	87,968,268
Education	142,873,569	149,371,483	159,419,265
Cultural and recreational	13,545,070	13,872,632	13,970,024
Total expenditures	375,365,019	383,737,620	423,387,667
Excess (deficiency) of revenues over (under) expenditures	75,455,471	78,949,312	56,799,258
Other financing sources (uses)			
Transfers in	10,698,939	6,365,897	3,571,395
Transfers out	(73,549,843)	(84,888,813)	(78,452,248)
Fund balance appropriated	-	-	18,081,595
Total other financing sources (uses)	(62,850,904)	(78,522,916)	(56,799,258)
Net change in fund balances	12,604,567	426,396	-
Fund Balance - beginning	194,798,890	207,403,457	207,829,853
Fund Balance - ending	$ 207,403,457	$ 207,829,853	$ 207,829,853

*The Intergovernmental revenues and Human Services function excludes direct funding to individual recipients by the state from federal and state monies.

The 2018-19 Estimate column is based on unaudited end of the year estimations at the time of publication.

Statement of Revenues, Expenditures, and Changes in Fund Balance
Special Revenue Funds

	FY 2017-2018 Actual	FY 2018-2019 Estimate	FY 2019-2020 Budget
Revenues			
Taxes	$ 8,964,922	$ 9,329,645	$ 9,716,084
Intergovernmental revenues	382,071	3,963	-
Investments	47,373	39,526	-
Total revenues	9,394,366	9,373,134	9,716,084
Expenditures			
Public safety	3,245,611	7,653,289	7,649,393
Economic and physical development	1,123,610	1,067,059	1,156,496
Total expenditures	4,369,221	8,720,348	8,805,889
Excess (deficiency) of revenues over (under) expenditures	5,025,145	652,786	910,195
Other financing sources (uses)			
Transfers out	(5,023,748)	(970,606)	(1,110,195)
Fund balance appropriated	-	-	200,000
Total other financing sources (uses)	(5,023,748)	(970,606)	(910,195)
Net change in fund balances	1,397	(317,820)	-
Fund Balance - beginning	2,816,577	2,817,974	2,500,154
Fund Balance - ending	$ 2,817,974	$ 2,500,154	$ 2,500,154

The 2018-19 Estimate column is based on unaudited end of the year estimations at the time of publication.

Statement of Revenues, Expenditures, and Changes in Fund Balance
Debt Service Fund

	FY 2017-2018 Actual	FY 2018-2019 Estimate	FY 2019-2020 Budget
Revenues			
Investments	$ 263,368	$ 115,903	$ -
Charges for services	565,369	650,641	500,000
Intergovernmental revenues	483,239	487,117	348,409
Other revenues	-	8,397	-
Total revenues	1,311,976	1,262,058	848,409
Expenditures			
Principal retirement	37,322,892	36,131,116	40,370,728
Interest and fiscal charges	19,606,512	20,122,333	22,903,826
Debt issuance costs	247	701,235	700,000
Total expenditures	56,929,651	56,954,684	63,974,554
Excess (deficiency) of revenues over (under) expenditures	(55,617,675)	(55,692,626)	(63,126,145)
Other financing sources (uses)			
Transfers in	67,865,918	72,959,931	61,901,596
Transfers out	-	(1,252,978)	-
Premium on issuance of refinancing	-	6,109,622	-
Issuance of refunding bonds	-	87,720,000	-
Payment to refunded debt escrow agent	-	(93,500,000)	-
Fund balance appropriated	-	-	1,224,549
Total other financing sources (uses)	67,865,918	72,036,575	63,126,145
Net change in fund balances	12,248,243	16,343,949	-
Fund Balance - beginning	8,051,571	20,299,814	36,643,763
Fund Balance - ending	$ 20,299,814	$ 36,643,763	$ 36,643,763

The 2018-19 Estimate column is based on unaudited end of the year estimations at the time of publication.

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MULTI-YEAR BUDGET FORECAST

The multi-year budget forecast reflects the FY 2019-20 adopted budget with estimated revenues and expenditures for FY 2020-21 to FY 2024-25. The estimate focuses on the County's General Funds and Debt Service Fund.

The General Funds are comprised of seven sub-funds including the primary General operating Fund, Risk Management fund, SWAP fund, Reappraisal Reserve Fund, Capital Finance fund, Benefits Plan Fund, and the LEO Retirement Fund (added effective FY 2019-20, see corresponding page for more detail). For the General Funds, outlying year estimates are based on conservative revenue growth and contained expenditure growth to mitigate increased property tax increases for standard operations. No property tax increases are forecasted to support the multi-year General Funds forecast.

The projected multi-year debt service budget aligns with the updated Capital Improvement Plan (CIP) and multi-year capital finance plan presented during the FY 2019-20 budget process. That CIP review included project recommendations made in a new Facility Master Plan update; received in the Spring of 2019. Although the CIP evaluated project requests for a 10-year period, financial emphasis was on projects that may occur during the next four-year period with increased focus on major projects that started in FY 2019-20.

The updated Capital Improvement Plan includes projects funded by a General Obligation bond referendum in November 2022 and November 2028 supporting building repair and replacement for Durham Public Schools, Community College, and the NC Museum of Life & Science. Depending on the actual size and scope of each GO Bond referendum, a related tax rate increase may be needed to support increased debt service. This approach allowed for improved cash management and ensure that funds are in place to liquidate future bond related debt.

The following sections provide further highlights on the multi-year estimates.

GENERAL FUND MULTI-YEAR FORECAST

Revenue Assumptions

- Property valuation was reappraised in FY 2018-19 with overall market rate value increasing 16.49% from the FY 2015-16 revaluation. More accurately, the natural growth of property continued at a fairly steady pace in comparison to prior years at 2.81%. A conservative approach is being maintained in these projections for future year estimates.
- Overall taxes, including property and sales taxes, grow 4%, consistent with historical years while outlying years are projected at a conservative rate between 3.5% and 4%
- Intergovernmental Revenues: State and federal collected revenues project a slightly negative growth due to state and federal budget volatility changing the availability and reliability of these funds
- Rental Income is projected at 1% annual growth rate
- Service charges grew at 8.6% in FY 2018-19 which is significantly higher than usual. Subsequent years are maintained at conservative levels averaging 2% annually over the multi-year period.
- A second year in a row of decrease in Community Health Trust Fund annual revenue support, down to $1.25 million from $2.6 million in FY 2019-20, and remaining at that amount for the next ten years, will put a strain on revenues to meet growing expenditure needs.
- Projected expenditures are expected to slightly outpace revenues for several of the out years seen below.
- Fund balance use as a revenue is projected for one-time cost including vehicle replacement and major equipment purchases, and as a balancing number to offset General Fund(s) expenditure totals. Historically, funds were not actually appropriated due to year-end revenue over-collection and under-spending of budgeted expenditures.

Expenditure Assumptions

- Overall growth in the FY 2019-20 budget is 4.24% compared to FY 2018-19
- Forecasted growth in the General Fund is projected between 3.1% and 2.8% over the next five years.
- Conservative expenditure growth is assumed for all areas. Some examples of items that are supported are the County's current merit pay plan structure and inflationary operating expenses.
- The projected forecast does not include additional dollars for annually approved expansion items (as they are decided by the Board of County Commissioners on a year by year basis).
- The County will continue realignment of budgeted expenditures where possible to contain overall budget growth.

General Funds Five-Year Forecast

Funds: General, Risk Management, SWAP, Reappraisal Reserve, Capital Finance Plan, Benefits, and LEO Retirement

General Fund Revenues	FY2018-19 Adopted Revenues	FY2019-20 Adopted Revenues	FY2020-21 Forecasted Revenues	FY2021-22 Forecasted Revenues	FY2022-23 Forecasted Revenues	FY2023-24 Forecasted Revenues	FY2024-25 Forecasted Revenues
Taxes	$341,369,595	$362,977,603	$376,465,184	$390,159,291	$403,427,033	$418,122,173	$433,364,861
Licenses and Permits	$1,052,000	$1,124,500	$1,124,500	$1,124,500	$1,124,500	$1,124,500	$1,124,500
Intergovernmental	$44,948,614	$43,908,719	$43,250,088	$42,601,337	$41,962,317	$41,332,882	$40,712,889
Contributions and Donations	$65,093	$191,678	$191,678	$191,678	$191,678	$191,678	$191,678
Investment Income	$950,000	$2,010,000	$2,050,200	$2,091,204	$2,133,028	$2,175,689	$2,219,202
Rental Income	$253,470	$297,937	$300,916	$303,926	$306,965	$310,034	$313,135
Sewer Connection Fees	$5,000	$5,000	$5,100	$5,202	$5,306	$5,412	$5,520
Service Charges	$22,226,423	$24,139,175	$24,380,567	$24,624,372	$24,870,616	$25,119,322	$25,370,516
Enterprise Charges	$14,000	$14,000	$14,000	$14,000	$14,000	$14,000	$14,000
Other Revenues	$513,391	$466,257	$466,257	$466,257	$466,257	$466,257	$466,257
Transfers In	$6,665,730	$4,285,534	$4,285,534	$4,285,534	$4,285,534	$4,285,534	$4,285,534
Fund Balance Appropriated	$16,689,637	$17,367,456	$17,367,456	$17,367,456	$17,367,456	$17,367,456	$17,367,456
General Fund Total	**$434,752,953**	**$456,787,859**	**$469,901,480**	**$483,234,757**	**$496,154,690**	**$510,514,937**	**$525,435,548**

Other General Fund Revenues	FY2018-19 Adopted Revenues	FY2019-20 Adopted Revenues	FY2020-21 Forecasted Revenues	FY2021-22 Forecasted Revenues	FY2022-23 Forecasted Revenues	FY2023-24 Forecasted Revenues	FY2024-25 Forecasted Revenues
Risk Management	$3,641,863	$3,646,478	$3,682,943	$3,719,772	$3,756,970	$3,794,540	$3,832,485
Swap Agreement 05	$3,162,949	$1,000,000	$1,010,000	$1,020,100	$1,030,301	$1,040,604	$1,051,010
Reappriasal Reserve Fund	$1,476,006	$874,981	$883,731	$892,568	$901,494	$910,509	$919,614
Capital Improvement Plan	$75,397,976	$79,256,388	$80,048,952	$80,849,441	$81,657,936	$82,474,515	$83,299,260
Benefits Plan	$27,185,058	$29,783,050	$424,200	$428,442	$432,726	$437,054	$441,424
LEO Special Separation Allowance	$0	$420,000	$116,130,706	$117,292,013	$118,464,933	$119,649,582	$120,846,078
Other General Funds Total	**$110,863,852**	**$114,980,897**	**$116,130,706**	**$117,292,013**	**$118,464,933**	**$119,649,582**	**$120,846,078**
Total General Funds Revenue	**$545,616,805**	**$571,768,756**	**$586,032,186**	**$600,526,770**	**$614,619,623**	**$630,164,520**	**$646,281,626**
Transfers (b/tw General Funds)*	($64,733,074)	($69,928,841)	($69,928,841)	($69,928,841)	($69,928,841)	($69,928,841)	($69,928,841)
General Funds Revenue	**$480,883,731**	**$501,839,915**	**$516,103,345**	**$530,597,929**	**$544,690,782**	**$560,235,679**	**$576,352,785**

General Fund Expenditures	FY2018-19 Adopted Expenditures	FY2019-20 Adopted Expenditures	FY2020-21 Forecasted Expenditures	FY2021-22 Forecasted Expenditures	FY2022-23 Forecasted Expenditures	FY2023-24 Forecasted Expenditures	FY2024-25 Forecasted Expenditures
General Government	$115,885,679	$124,755,964	$128,067,424	$131,364,720	$134,870,853	$138,362,887	$141,955,526
Public Safety	$62,370,410	$65,703,543	$68,151,689	$70,618,312	$73,254,257	$75,911,773	$78,669,313
Transportation	$512,500	$412,500	$424,875	$435,497	$448,562	$459,776	$471,270
Environmental Protection	$5,054,486	$5,035,563	$5,215,181	$5,390,100	$5,582,684	$5,770,424	$5,964,786
Econom. & Physical Devlp.	$7,204,000	$6,616,072	$6,767,979	$6,910,302	$7,072,376	$7,224,400	$7,381,332
Human Services	$80,560,102	$81,859,393	$84,786,721	$87,647,618	$90,787,501	$93,859,227	$97,039,991
Education	$150,213,073	$159,419,265	$164,167,493	$168,245,660	$173,257,990	$177,562,896	$181,975,160
Cultural & Recreational	$12,952,703	$12,985,559	$13,454,254	$13,915,363	$14,418,461	$14,913,881	$15,427,098
General Fund Total	**$434,752,953**	**$456,787,859**	**$471,035,616**	**$484,527,572**	**$499,692,683**	**$514,065,265**	**$528,884,476**

Other General Fund Expenditures	FY2018-19 Adopted Expenditures	FY2019-20 Adopted Expenditures	FY2020-21 Forecasted Expenditures	FY2021-22 Forecasted Expenditures	FY2022-23 Forecasted Expenditures	FY2023-24 Forecasted Expenditures	FY2024-25 Forecasted Expenditures
Risk Management	$3,641,863	$3,646,478	$3,682,943	$3,719,772	$3,756,970	$3,794,540	$3,832,485
Swap Agreement 05	$3,162,949	$1,000,000	$1,010,000	$1,020,100	$1,030,301	$1,040,604	$1,051,010
Reappriasal Reserve Fund	$1,476,006	$874,981	$883,731	$892,568	$901,494	$910,509	$919,614
Capital Improvement Plan	$75,397,976	$79,256,388	$80,048,952	$80,849,441	$81,657,936	$82,474,515	$83,299,260
Benefits Plan	$27,185,058	$29,783,050	$30,080,881	$30,381,689	$30,685,506	$30,992,361	$31,302,285
LEO Special Separation Allowance	$0	$420,000	$424,200	$428,442	$432,726	$437,054	$441,424
Other General Funds Total	**$110,863,852**	**$114,980,897**	**$116,130,706**	**$117,292,013**	**$118,464,933**	**$119,649,582**	**$120,846,078**
Total General Funds Expenditures	**$545,616,805**	**$571,768,756**	**$587,166,322**	**$601,819,585**	**$618,157,616**	**$633,714,847**	**$649,730,554**
Transfers (b/tw General Funds)*	($64,733,074)	($69,928,841)	($70,628,129)	($71,334,411)	($72,047,755)	($72,768,232)	($72,768,912)
General Funds Expenditures	**$480,883,731**	**$501,839,915**	**$516,538,193**	**$530,485,174**	**$546,109,861**	**$560,946,615**	**$576,961,642**

DEBT SERVICE FUND MULTI-YEAR FORECAST

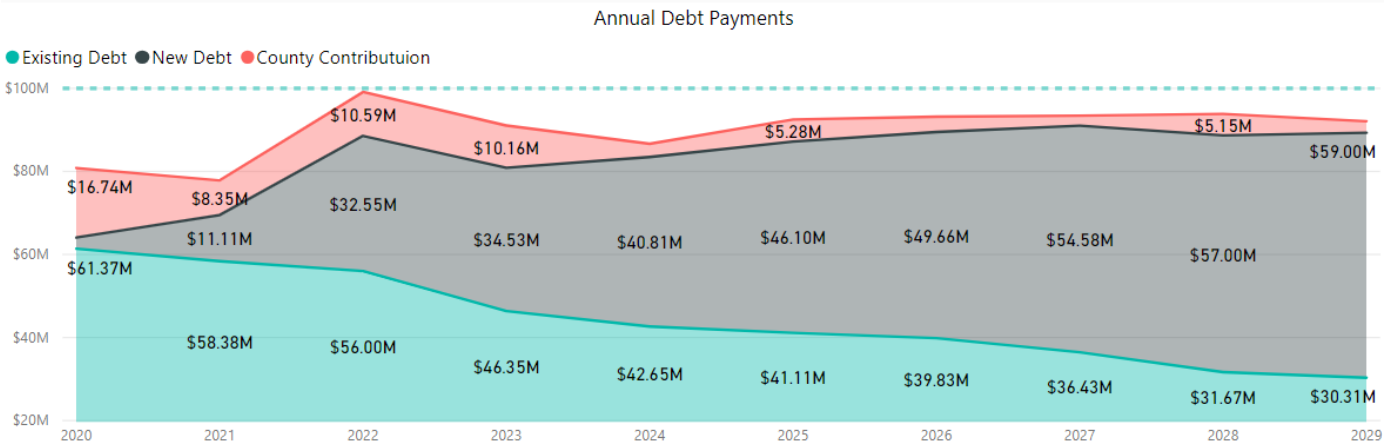
Revenue Assumptions

The County updated projected capital improvement needs (CIP) for the ten-year period from FY 2019-20 to FY 2028-29 including dedicated revenues to support these capital needs.

- The refreshed CIP approved by the Board of County Commissioners in May 2019 specifically kept the property tax rate dedicated to support debt service flat for the next six years. However, as with all plans, changes in forecasted assumptions could necessitate the need for an additional property tax rate increase in future years. Potential unanticipated capital projects, planned projects with changes in scope and cost, project timing, type of debt instrument used, and changing interest rates could all affect future year dedicated property tax needs for debt service.
- The projected debt service forecast aligns with the Capital Finance Fund projections presented during FY 2019-20 budget deliberations.
    - An updated review of future expected capital financing projections is done annually, as part of the budget process, in order to explain debt service amounts that have to be paid in the developing budget fiscal year as well as showing expected costs in future years.

Expenditure Assumptions*

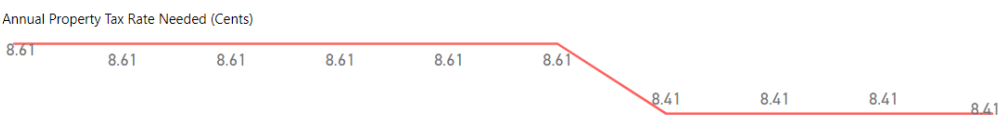
- Existing debt expense payments stay relatively flat through the ten years of this plan, with the exception of a slight increase seen related to a projected General Obligation Bond referendum in 2022. This approach allows for future growth and expansion to be more readily encumbered with minimal effect on the overall tax rate.
- The Debt Service fund establishes an account that will reserve dollars collected related to the General Obligation bond referendum to support future debt service payments. This approach mitigates outlying year tax increases and ensures a dedicated revenue stream is in place to support referendum debt.



CFP Debt Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Known Debt	$60,443,671	$58,365,808	$55,987,770	$46,341,921	$42,654,647	$41,108,198	$39,825,561	$36,432,762	$31,671,300	$30,311,850	**$443,143,486**
New Debt	$2,695,926	$11,109,546	$32,553,837	$34,534,860	$40,814,940	$46,099,503	$49,664,465	$54,582,111	$57,000,672	$58,996,428	**$388,052,287**
New PAYGO	$16,739,452	$8,348,396	$10,587,835	$10,157,549	$3,177,284	$5,283,337	$3,688,849	$2,400,385	$5,145,011	$2,770,597	**$68,298,694**
Other Known Costs	$924,958	$9,958	$9,958	$7,648	$0	$0	$0	$0	$0	$0	**$952,524**
Total	**$80,804,006**	**$77,833,708**	**$99,139,400**	**$91,041,978**	**$86,646,871**	**$92,491,037**	**$93,178,875**	**$93,415,258**	**$93,816,983**	**$92,078,876**	**$900,446,991**

Additional Capacity	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Reserve for Future Purchases	$0	$3,035,626	$0	$0	$2,932,384	$0	$0	$1,531,118	$6,450,025	$10,397,076

CFP Revenue Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Fund Balance Appropriated	$1,224,549	$0	$16,516,880	$6,611,211	$0	$973,565	$694,277	$438,779	$259,302	$358,994	**$27,077,557**
Non Property Tax Revenue	$2,173,545	$2,066,582	$2,034,988	$2,013,376	$1,991,336	$1,956,411	$1,921,036	$1,885,647	$1,849,356	$1,747,347	**$19,639,625**
Occupancy Tax	$4,556,053	$4,323,360	$4,438,061	$4,556,203	$4,677,889	$4,803,225	$4,932,322	$5,065,292	$5,202,251	$5,343,318	**$47,897,973**
Property Tax Revenue	$37,064,199	$37,620,162	$38,184,464	$38,757,231	$42,632,954	$43,272,448	$42,901,290	$43,544,810	$47,899,291	$48,617,780	**$420,494,631**
Sales Tax Revenue	$35,785,660	$36,859,230	$37,965,007	$39,103,957	$40,277,076	$41,485,388	$42,729,950	$44,011,848	$45,056,808	$46,408,512	**$409,683,434**
Total	**$80,804,006**	**$80,869,334**	**$99,139,400**	**$91,041,978**	**$89,579,255**	**$92,491,037**	**$93,178,875**	**$94,946,376**	**$100,267,008**	**$102,475,952**	**$924,793,220**



*See "Durham County Capital Finance Plan Model FY2020-2029" (under Appendix – Capital Improvement Plan (CIP) Overview) for detailed projection tables for Debt Service and overall Durham County Capital Finance Plan

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CAPITAL IMPROVEMENT PLAN (CIP) OVERVIEW

Note: The following is presented as supplementary information to the FY 2019–20 annual operating budget as a convenience to the reader. A separate CIP and financial plan is published every two years and is available at www.dconc.gov or by contacting the Budget Office at (919) 560-0017.

Background
The County maintains a 10-year Capital Improvement plan (CIP) which is fully updated every two years (see special note below). The last major update of the plan was approved in June 2019 for fiscal years 2020-29. The plan itself provides a blueprint which the County uses to meet the growing facility needs of the schools, libraries, museum, court system, public safety, human service agencies, and open space. The CIP also provides a financial overview of the financing options for the existing capital projects as well as those not yet implemented capital projects projected in the 10-year plan.

Description of Process
While it presents a 10-year plan, the projects and estimated costs are subject to change. Financing options are reviewed, as well as the projects and their estimated costs by an internal CIP committee composed of representatives from the County Manager's Office, Budget, Finance, Information Technology, General Services, Fire Marshall and Engineering departments. The Board of County Commissioners approves the CIP separately from the Annual Operating Budget. Projects in the CIP are linked to the Annual Operating Budget through annual debt service appropriations and County contribution funding (pay-as-you-go). These annual appropriations are detailed each budget year in the Capital Financing Plan Fund and Debt Service Fund sections of the budget document.

Impact of CIP on Operating Budget
When capital projects come online, they have potential new costs which can include: new personnel and operating expenses such as utilities, technology, security, and maintenance. The CIP does not fund related operational costs, rather, they are considered in the annual budget request for the department managing the capital project. In years where capital improvement projects are completed or become operational, special attention is given to the potential impacts on the budget process. This is assessed on a per project basis with the potential impact planned by the lead agency on the project and other relevant departments such as Information Technology and General Services who respectively support the technology and maintenance needs of buildings and staff. For instance, the opening of phase II of the Administration II building in the FY 2018-19 budget translated into additional staff and operating support in the General Services annual operating budgets. Other affected departments plan their budget requests in line to ensure they can provide services to any new or expansion items realized through completion of CIP projects.

Project Listing
The summary table on the following page includes projects and projected annual costs from the CIP. Greater detail on all projects, timelines, and costs is available in the separate publication "Durham County Capital Improvement Plan Fiscal Years 2020–2029". For more information about the Durham County CIP, email budget@dconc.gov or visit the Durham County website at www.dconc.gov.

Special Note for FY 2019-20
The County generally updates the 10 year CIP biannually, however, during early FY 2018-19 the County was completing an update of its Facility Master Plan which delayed any CIP update process until later in the fiscal year, pushing out the 10 year look to FY 2020-2029 (three years between CIP updates). With that in mind the County began a CIP update during the fall of FY 2018-19. This updated CIP considers future General Obligation bond referendums as well as major project updates on the horizon. Several major projects such as the Main Library renovations and Administration II building renovations will have been completed or be near completion. New and significant projects on the horizon will include additional downtown parking decks, possible affordable housing expansion, significant renovations to existing County buildings, EMS station expansion throughout the County, and continued support of Durham Public Schools capital needs. A significantly more expensive construction environment as well current and future County debt capacity (and its effect on annual budgets) will apply considerable restraints on future capital project inclusion in the updated CIP.

FY 2020-29 Capital Improvement Plan Project Expenditures

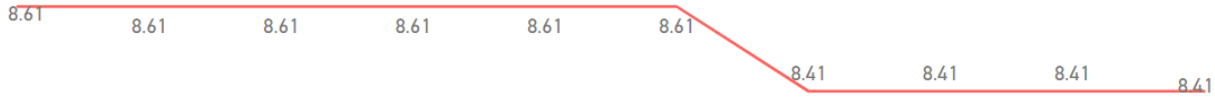
Goal Area	FY (Prior)	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	FY2026-27	FY2027-28	FY2028-29	Total
Goal 1	**$91,618,845**	**$41,553,655**	**$28,177,500**	**$2,650,000**	**$20,444,000**	**$45,369,800**	**$42,284,540**	**$40,189,800**	**$711,860**		**$200,062,990**	**$513,062,990**
Durham Public Schools	$79,118,845	$34,253,655	$26,627,500		$15,000,000	$35,000,000	$35,000,000	$35,000,000			$150,000,000	**$410,000,000**
Durham Technical CC	$12,500,000	$7,300,000	$1,550,000	$2,650,000	$5,000,000	$8,350,000	$5,900,000	$2,750,000			$20,000,000	**$66,000,000**
NCMLS-Audacity Labs											$1,288,801	**$1,288,801**
NCMLS-Auditorium & Amphitheater											$951,898	**$951,898**
NCMLS-Create, Reinvent, Renew E											$16,695,121	**$16,695,121**
NCMLS-Exhibition Renovations					$444,000	$2,019,800	$1,384,540	$2,439,800	$711,860			**$7,000,000**
NCMLS-Infrastructure											$1,444,873	**$1,444,873**
NCMLS-Operations, Landscape											$2,123,021	**$2,123,021**
NCMLS-Visitor Amenities											$5,356,689	**$5,356,689**
NCMLS-Woodland & Classroom Upfi											$2,202,587	**$2,202,587**
Goal 2	**$997,625**	**$500,000**	**$500,000**		**$900,000**						**$2,000,000**	**$4,897,625**
Bragtown Branch Upgrade	$55,125				$900,000							**$955,125**
Southwest Parking	$0										$2,000,000	**$2,000,000**
Stanford L W. Water Intrusion R	$942,500	$500,000	$500,000									**$1,942,500**
Goal 3	**$8,038,499**	**$9,289,710**	**$37,734,212**	**$15,917,183**	**$6,517,309**	**$27,146,773**	**$9,972,749**	**$17,653,743**	**$20,538,840**	**$1,816,974**		**$154,625,993**
Sheriff Firing Range Upgrade		$757,608	$6,264,732	$922,145								**$7,944,486**
Sheriff-Detention Center Annex	$0		$0						$4,000,000			**$4,000,000**
Public Safety & Service Complex		$684,180	$7,460,469	$14,619,868	$4,263,921	$23,873,483	$4,685,980	$17,257,548	$2,154,550			**$75,000,000**
New Youth Home		$1,770,833	$17,001,161	$375,170								**$19,147,164**
EMS-Duke West (2 Bay)	$0		$337,080			$285,701	$2,380,842	$75,182				**$3,078,805**
EMS-Equipment Replacement	$0	$2,700,000	$1,650,000				$2,835,000			$1,732,500		**$8,917,500**
EMS-Far East County (2 Bay)					$151,497			$321,014	$2,675,115	$84,474		**$3,232,100**
EMS-MLK Blvd (4 Bay)	$240,000	$18,000			$334,423	$2,786,855	$70,926					**$3,450,203**
EMS-Station 1 Renovation	$1,698,499	$2,424,509	$26,500									**$4,149,508**
EMS-Station 18 Co-location			$1,674,270									**$1,674,270**
EMS-Station 19 Co-location		$734,580			$1,767,468	$200,734						**$2,702,782**
Multi-Dept. Radios & Towers	$6,100,000	$200,000	$3,320,000						$11,709,176			**$21,329,176**
Goal 4	**$14,703,335**	**$22,511,723**	**$17,874,080**	**$32,874,200**	**$31,317,397**	**$3,463,200**	**$1,120,000**	**$1,120,000**	**$3,120,000**	**$1,280,800**	**$16,420,100**	**$145,804,834**
Alliance Behavioral Backfill	$150,000	$917,400										**$1,067,400**
DCI Affordable Housing				$4,600,000	$3,900,000							**$8,500,000**
Downtown Parking Decks	$250,000	$3,699,920	$16,264,080	$20,451,200	$15,341,200							**$56,006,400**
DSS Main Renovation	$0	$800,003		$200,000	$8,699,997	$300,000						**$10,000,000**
Engineering-Stormwater Retrofit	$200,000	$1,000,000	$250,000	$250,000								**$1,700,000**
Open Space Land Acquisition	$3,800,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	**$8,800,000**
Timberlake Rail Trail									$2,000,000	$75,000	$480,000	**$2,555,000**
Snow Hill Rd Pump Station	$35,000	$12,696,200								$85,800	$320,100	**$13,137,100**
Enterprise-Bio Nutrient Removal	$2,103,200	$2,316,200		$213,000	$2,316,200	$2,103,200						**$9,051,800**
Enterprise-Coll. Sys Rehab.	$2,965,135	$560,000	$560,000	$560,000	$560,000	$560,000	$620,000	$620,000	$620,000	$620,000	$620,000	**$8,865,135**
Enterprise-New Admin. Bldg.		$22,000	$300,000	$6,100,000								**$6,422,000**
Enterprise-Sludge Energy	$5,200,000										$14,500,000	**$19,700,000**
Goal 5	**$20,933,004**	**$7,156,848**	**$11,789,431**	**$19,688,856**	**$13,086,981**	**$9,745,138**	**$9,676,006**	**$7,584,654**	**$7,223,701**	**$7,523,892**	**$5,824,162**	**$120,232,672**
GS-County Bldg HVAC Replacement	$1,916,215	$541,775	$387,205	$909,619	$790,829	$401,125	$421,280	$20,225	$103,933	$367,417	$353,934	**$6,213,558**
GS-County Bldg Roof Replacement	$2,957,049	$774,223	$0	$13,653	$78,398	$159,954	$174,199	$211,033	$271,028	$312,237	$0	**$4,951,774**
GS-County Building Envelope	$1,500,000	$403,744	$470,670	$442,257	$146,619	$154,336	$176,384	$135,595	$341,744	$1,091,376	$463,008	**$5,325,734**
GS-County Security Improvements	$838,876	$334,162	$474,809	$441,116	$58,800	$58,574		$527,800	$543,900	$296,207		**$3,574,244**
GS-County Stadium Upgrades	$1,471,403	$338,456	$1,285,729	$648,071	$122,544	$265,860	$127,280	$0	$0	$0		**$4,259,342**
GS-Detention Center Windows	$1,400,000		$1,541,947									**$2,941,947**
GS-Leased Convenience Sites	$368,330	$423,050	$3,474,510									**$4,265,890**
GS-Owned Convenience Sites	$214,947	$439,671	$100,000	$876,250	$876,250							**$2,507,118**
GS-Parking Lot Replacement	$1,515,183	$297,179	$624,456	$409,554	$80,721	$0	$80,267	$0	$39,780	$0	$53,555	**$3,100,696**
GS-Parkwood Buildings Support	$0	$337,643										**$337,643**
DCo-SAP Ariba							$4,299,766					**$4,299,766**
DCo-SAP Budget and Planning						$2,679,358						**$2,679,358**
DCo-SAP Cloud Analytics								$1,000,000	$600,000	$600,000	$600,000	**$2,800,000**
DCo-SAP S4 Emp. Cent & Payroll					$5,083,137							**$5,083,137**
DCo-SAP S4 HANA		$250,000	$250,000	$10,699,694								**$11,199,694**
IT-Disaster Recovery Site					$250,000	$851,000	$898,000	$898,000				**$2,897,000**
IT-Hardware Replacement Sched.	$8,751,000	$3,016,944	$1,283,765	$3,740,452	$3,438,454	$3,975,469	$2,000,015	$3,502,620	$3,157,903	$3,507,465	$3,034,311	**$39,408,397**
IT-Project Portfolio Manager			$200,000	$250,000	$200,000							**$650,000**
IT-Sheriff Body & Car Cameras			$922,000	$600,000	$600,000	$600,000	$887,500	$600,000	$600,000	$600,000	$600,000	**$6,009,500**
IT-Sheriff Life Cycle			$774,341	$658,190	$1,361,229	$599,462	$611,314	$689,381	$1,565,413	$749,190	$719,354	**$7,727,874**
Total	**$136,291,307**	**$81,011,936**	**$96,075,224**	**$71,130,239**	**$72,265,687**	**$85,724,911**	**$63,053,295**	**$66,548,197**	**$31,594,401**	**$10,621,666**	**$224,307,252**	**$938,624,114**

CFP Debt Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Known Debt	$60,443,671	$58,365,808	$55,987,770	$46,341,921	$42,654,647	$41,108,198	$39,825,561	$36,432,762	$31,671,300	$30,311,850	**$443,143,486**
New Debt	$2,695,926	$11,109,546	$32,553,837	$34,534,860	$40,814,940	$46,099,503	$49,664,465	$54,582,111	$57,000,672	$58,996,428	**$388,052,287**
New PAYGO	$16,739,452	$8,348,396	$10,587,835	$10,157,549	$3,177,284	$5,283,337	$3,688,849	$2,400,385	$5,145,011	$2,770,597	**$68,298,694**
Other Known Costs	$924,958	$9,958	$9,958	$7,648	$0	$0	$0	$0	$0	$0	**$952,524**
Total	**$80,804,006**	**$77,833,708**	**$99,139,400**	**$91,041,978**	**$86,646,871**	**$92,491,037**	**$93,178,875**	**$93,415,258**	**$93,816,983**	**$92,078,876**	$900,446,991

Additional Capacity	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Reserve for Future Purchases	$0	$3,035,626	$0	$0	$2,932,384	$0	$0	$1,531,118	$6,450,025	$10,397,076

CFP Revenue Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Fund Balance Appropriated	$1,224,549	$0	$16,516,880	$6,611,211	$0	$973,565	$694,277	$438,779	$259,302	$358,994	**$27,077,557**
Non Property Tax Revenue	$2,173,545	$2,066,582	$2,034,988	$2,013,376	$1,991,336	$1,956,411	$1,921,036	$1,885,647	$1,849,356	$1,747,347	**$19,639,625**
Occupancy Tax	$4,556,053	$4,323,360	$4,438,061	$4,556,203	$4,677,889	$4,803,225	$4,932,322	$5,065,292	$5,202,251	$5,343,318	**$47,897,973**
Property Tax Revenue	$37,064,199	$37,620,162	$38,184,464	$38,757,231	$42,632,954	$43,272,448	$42,901,290	$43,544,810	$47,899,291	$48,617,780	**$420,494,631**
Sales Tax Revenue	$35,785,660	$36,859,230	$37,965,007	$39,103,957	$40,277,076	$41,485,388	$42,729,950	$44,011,848	$45,056,808	$46,408,512	**$409,683,434**
Total	**$80,804,006**	**$80,869,334**	**$99,139,400**	**$91,041,978**	**$89,579,255**	**$92,491,037**	**$93,178,875**	**$94,946,376**	**$100,267,008**	**$102,475,952**	$924,793,220

Annual Property Tax Rate Needed (Cents)



Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
103 (SWAP Fund) Cash Flow	$14,400,051	$15,150,051	$12,314,127	$11,688,772	$11,938,772	$11,938,772	$11,938,772	$11,938,772	$11,938,772	$11,938,772
125 (Captial Financing Fund) Cash Flow	$11,848,265	$12,348,265	$12,848,265	$11,781,588	$12,281,588	$12,781,588	$13,281,588	$13,781,588	$14,281,588	$14,781,588
304 (Debt Service Fund) Cash Flow	$20,035,831	$23,071,457	$9,890,501	$5,971,322	$8,903,706	$7,930,141	$7,235,864	$8,328,203	$14,518,926	$24,557,008
Total	**$46,284,147**	**$50,569,773**	**$35,052,893**	**$29,441,682**	**$33,124,066**	**$32,650,501**	**$32,456,224**	**$34,048,563**	**$40,739,286**	**$51,277,368**

Capital Financing Plan

OPERATING IMPACT OF CURRENT CAPITAL PROJECTS

DESCRIPTION

As part of the County's Capital Improvement Plan, operational impacts of non-recurring capital projects are estimated as part of the Capital Improvement Planning process. Once a project has been completed these operational costs are made part of the budget planning process discussion. For this measure of operating impact of current capital projects, additional operating costs are included only for the first year the cost is incurred.

For FY 2019-20, a single project, renovations of the Administration II building, coming to completion will have additional operational costs. Normally these additional operational costs are included in departmental budgets and are highlighted in this section.

Durham County opened its newest, nearly $50 million, renovation of the Administration II building in FY 2018-19 and additional operating costs were built into the General Services department. Before renovations, and before completion of the newest County Courthouse, this building used to be the County Courthouse. It will now be used to consolidate County service departments currently spread throughout various downtown and County locations.

New operating costs related to this project largely fall under the General Services departmental operating budget. General Services oversees maintenance, upkeep, and general operation of all County buildings including security. Several new positions have been created and supported along with contracted security services to provide operational support for the newly renovated Administration II building. Costs for estimated utilities have also been included within the General Services department for this building's operation.

Several upcoming projects that will have related operating costs are the Main Library renovation with expected completion in FY 2019-20 and additional EMS station projects with expected completion times within the next several fiscal years. The FY 2019-20 approved budget saw the creation of 11 new Library positions in preparation for the opening of the newly renovated and expanded Main Library.

As part of the 10-year Capital Improvement Plan refresh, departments were required to estimate additional operating costs related to capital projects in future years. The table on the next page shows those estimated operating costs per project. These operating costs include additional personnel needs as well other costs including utility, equipment, and potential revenue offsets.

Ten Year Estimated Operating Costs Related to Future Capital Projects

Goal Area	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	FY2026-27	FY2027-28	FY2028-29	Total
Goal 1					**$165,000**	**$171,650**	**$163,562**	**$170,343**	**$177,422**	**$184,811**	**$1,032,787**
Durham Technical CC					$165,000	$171,650	$178,585	$185,816	$193,359	$201,226	**$1,095,635**
NCMLS-Visitor Amenities							($15,022)	($15,473)	($15,937)	($16,415)	**($62,848)**
Goal 2				**$285,000**	**$294,975**	**$305,299**	**$315,985**	**$327,044**	**$338,491**	**$350,338**	**$2,217,131**
Bragtown Branch Upgrade				$285,000	$294,975	$305,299	$315,985	$327,044	$338,491	$350,338	**$2,217,131**
Goal 3	**$9,600**	**$22,520**	**$244,285**	**$254,539**	**$279,263**	**$299,178**	**$321,148**	**$328,386**	**$351,893**	**$367,525**	**$2,478,337**
New Youth Home			$221,165	$230,789	$240,851	$251,372	$262,374	$273,878	$285,909	$298,492	**$2,064,831**
EMS-Duke West (2 Bay)							$8,000	$8,400	$8,820	$9,261	**$34,481**
EMS-Equipment Replacement	$4,600	$5,520	$5,520	$5,520	$5,520	$5,520	$6,624				**$38,824**
EMS-Far East County (2 Bay)									$9,000	$9,450	**$18,450**
EMS-MLK Blvd (4 Bay)						$8,000	$8,400	$8,820	$9,261	$9,724	**$44,205**
EMS-Station 18 Co-location		$12,000	$12,600	$13,230	$13,892	$14,586	$15,315	$16,081	$16,885	$17,729	**$132,319**
EMS-Station 19 Co-location					$14,000	$14,700	$15,435	$16,207	$17,017	$17,868	**$95,227**
Multi-Dept. Radios & Towers	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	**$50,000**
Goal 4	**($28,000)**	**$40,475**	**($76,001)**	**$200,374**	**$211,792**	**$251,782**	**$264,371**	**$277,590**	**$291,469**	**$306,043**	**$1,739,894**
Open Space Land Acquisition	$0	$40,475	$42,499	$44,624	$46,855	$49,198	$51,657	$54,240	$56,952	$59,800	**$446,300**
Enterprise-Bio Nutrient Removal	($28,000)			($28,000)	($28,000)						**($84,000)**
Enterprise-New Admin. Bldg.			($118,500)	$183,750	$192,938	$202,584	$212,714	$223,349	$234,517	$246,243	**$1,377,594**
Goal 5	**$506,502**	**$1,333,771**	**$2,695,286**	**$4,166,962**	**$4,727,263**	**$5,383,484**	**$6,344,688**	**$6,170,584**	**$6,276,240**	**$6,386,835**	**$43,991,614**
GS-County Bldg HVAC Replacement	$0	$0	$0	$0	$0	$0	$0				**$0**
GS-County Security Improvements	$466,502	$480,497	$494,912	$509,759	$525,052	$540,804	$557,028	$573,739	$590,951	$608,679	**$5,347,923**
GS-Leased Convenience Sites	$40,000	$43,274	$45,374	$47,579	$49,894	$52,325	$54,878	$57,558	$60,372	$63,327	**$514,582**
DCo-SAP Ariba						$689,520	$1,163,440	$1,199,112	$1,236,568	$1,275,896	**$5,564,536**
DCo-SAP Budget and Planning					$390,000	$543,604	$549,324	$555,330	$561,636	$568,258	**$3,168,152**
DCo-SAP Cloud Analytics							$390,000	$114,400	$120,120	$126,126	**$750,646**
DCo-SAP S4 Emp. Cent & Payroll				$880,880	$554,510	$567,718	$581,586	$596,148	$611,438	$627,493	**$4,419,773**
DCo-SAP S4 HANA			$1,586,000	$2,149,394	$2,166,554	$2,184,572	$2,203,491	$2,223,356	$2,244,214	$2,266,115	**$17,023,695**
IT-Disaster Recovery Site					$450,000	$200,000	$200,000	$200,000	$200,000	$200,000	**$1,450,000**
IT-Project Portfolio Manager		$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	**$4,500,000**
IT-Sheriff Body & Car Cameras		$60,000	$69,000	$79,350	$91,253	$104,941	$104,941	$104,941	$104,941	$104,941	**$824,307**
IT-Sheriff Life Cycle		$250,000	$0	$0	$0	$0	$40,000	$46,000	$46,000	$46,000	**$428,000**
Total	**$488,102**	**$1,396,766**	**$2,863,570**	**$4,906,875**	**$5,678,293**	**$6,411,393**	**$7,409,754**	**$7,273,947**	**$7,435,514**	**$7,595,550**	**$51,459,764**

DURHAM COUNTY GOVERNMENT

www.durhamcountync.gov

919-560-0000

Agency	Director	Telephone
Animal Services	Clarence Birkhead	919-560-0897
Board of County Commissioners	Wendy Jacobs	919-560-0027
Board of Elections	Derek Bowens	919-560-0691
Budget and Management Services	Keith Lane	919-560-0012
City/County Inspections	William Bradham	919-560-4144
City/County Planning	Patrick Young	919-560-4137
Clerk to the Board of County Commissioners	Monica Toomer	919-560-0025
Cooperative Extension Service	Donna Rewalt	919-560-0525
County Attorney	Lowell Siler	919-560-0705
County Engineering	Jay Gibson	919-560-0735
County Manager	Wendell Davis	919-560-0000
Criminal Justice Resource Center	Gudrun Parmer	919-560-0500
Emergency Management	Jim Groves	919-560-0660
Emergency Medical Services	Kevin Underhill	919-560-8285
Finance	Susan Tezai	919-560-0035
Fire Marshal	Jim Groves	919-560-0660
General Services	Motiryo Keambiroiro	919-560-0430
Human Resources	Kathy Everett-Perry	919-560-7900
Information Technology	Greg Marrow	919-560-7000
Internal Audit	Darlana Moore	919-560-0042
Library	Tammy Baggett	919-560-0100
Public Health	Gayle Harris	919-560-7600
Register of Deeds	Sharon Davis	919-560-0480
Sheriff	Clarence Birkhead	919-560-0897
Social Services	Ben Rose	919-560-8000
Soil and Water Conservation	Eddie Culberson	919-560-0558
Tax Administration	Dwane Brinson	919-560-0300
Veteran Services	Lois Harvin-Ravin	919-560-8387
Youth Home	Angela Nunn	919-560-0840