



DURHAM COUNTY NC

APPROVED BUDGET

FY 2020-21

**DURHAM COUNTY, NORTH CAROLINA
FY 2020-21 APPROVED BUDGET
BOARD OF COUNTY COMMISSIONERS**



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Heidi Carter



Brenda Howerton



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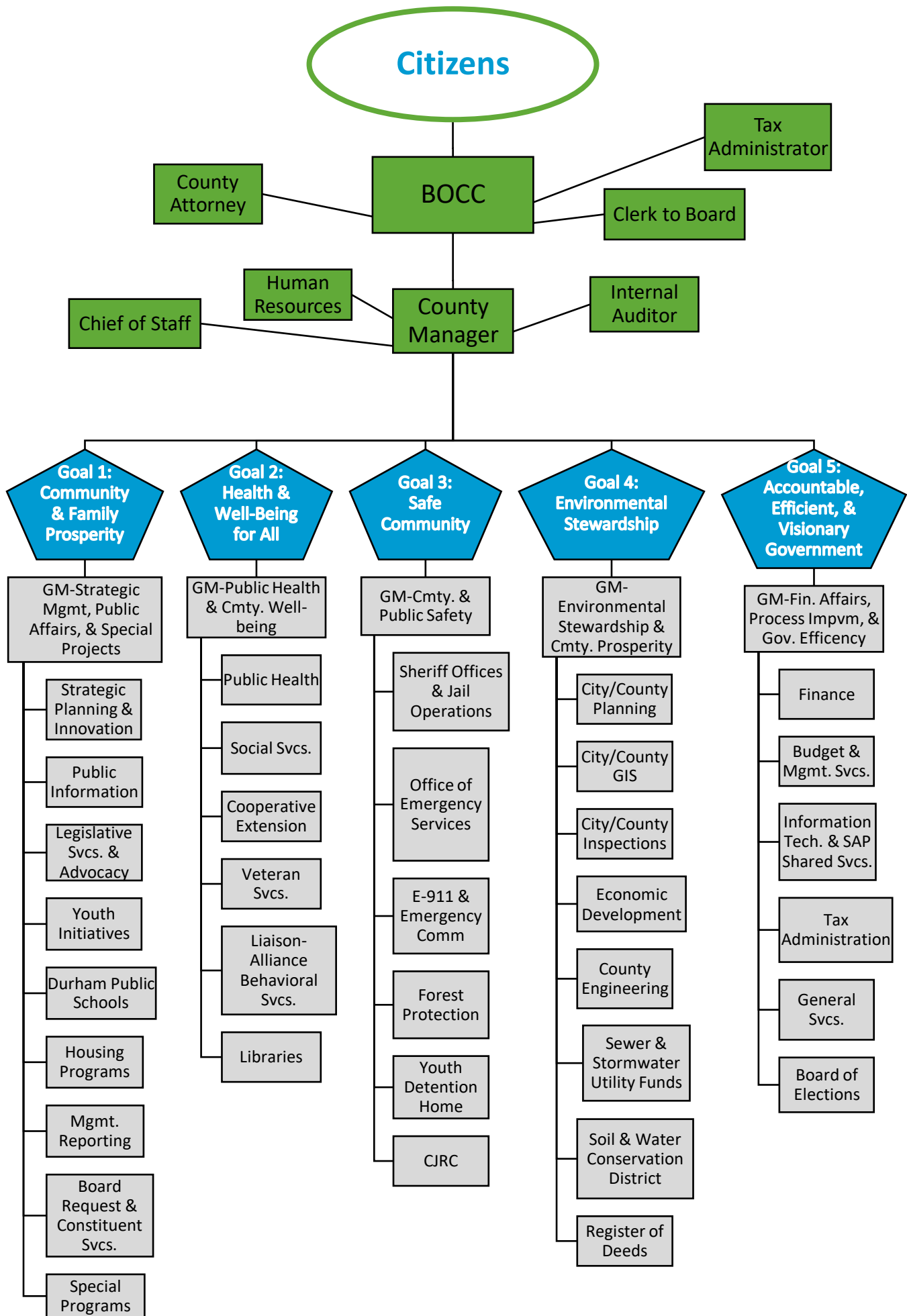
COUNTY OFFICIALS

Wendell M. Davis, County Manager
Claudia Hager, General Manager
Jay Gibson, General Manager
Jodi Miller, General Manager
Joanne Pierce, General Manager
Deborah Craig-Ray, General Manager

Drew Cummings, Chief of Staff
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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
Jonathan Yeomans, Budget Analyst
Matt Hunt, Budget Analyst
Shannon Wright, Budget Analyst
Anna Hawksworth, Budget Analyst
Bethany Shewmaker, Performance Analyst



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 Millennials in the U.S. And, in April 2018, Forbes ranked the Research Triangle Area #1 on its List of the Best Places to Rent.

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: www.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

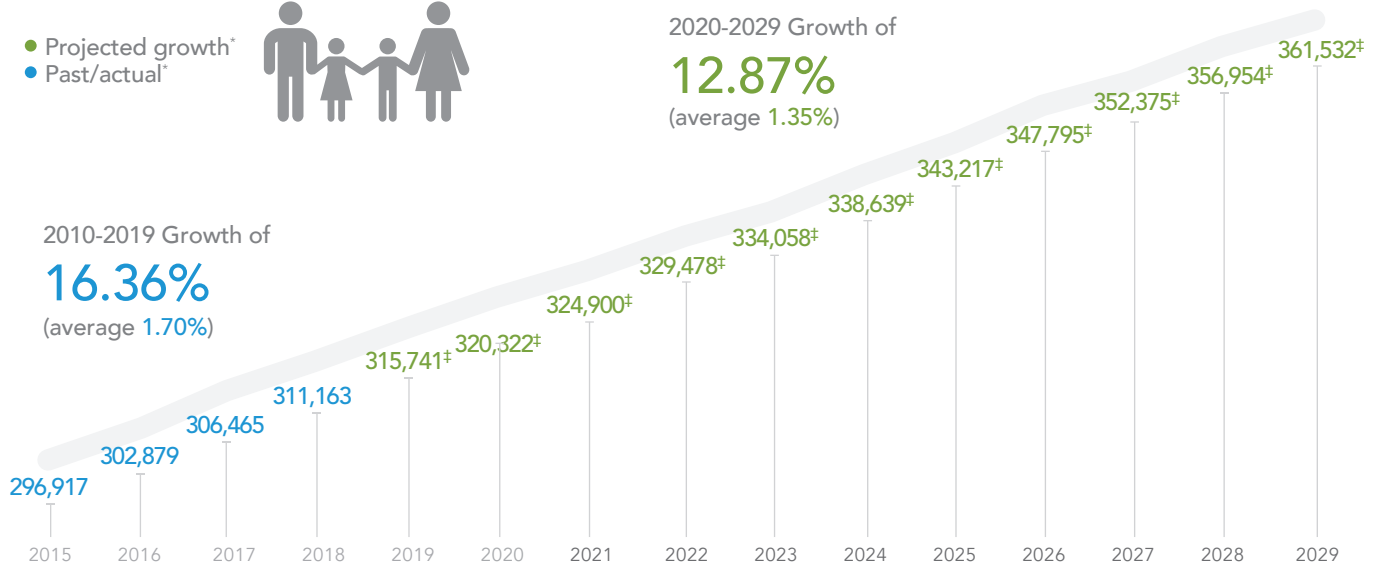
Population

● Projected growth*
● Past/actual†



2020-2029 Growth of
12.87%
(average 1.35%)

2010-2019 Growth of
16.36%
(average 1.70%)



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

Education

Higher

11 Universities
and Colleges



Public

29 Elementary
Schools **9** Middle
Schools

11 High Schools **7** Other



Libraries

7 Locations

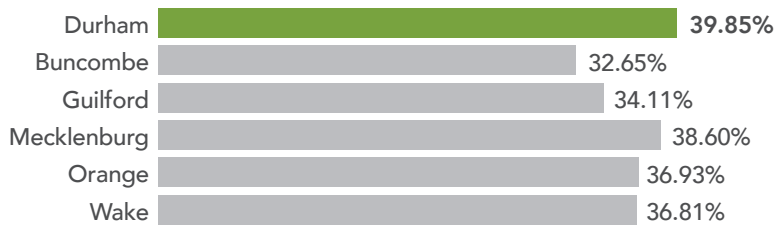
3 Vehicle Programs:

Technology Vehicle, Bookmobile Vehicle, and Older
Adult Service Vehicle



Age Breakdown

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



* Source: Fact Finder, United States Bureau of Census

Registered
Voters**

231,260



** 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

5 Stations



417 Officers

186 Law Enforcement

231 Detention



Fire Protection

3 County Volunteer Fire
Departments Operating
out of 8 stations



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, 2020 through June 30, 2021 fiscal year and shows how funds are allocated and how they will be spent.

Important Information for the FY 2020-21 Approved Budget Document

Due to extended periods of system and data unavailability related to the County's March 2020 cyberattack and additional demands and constraints on departments stemming from the County's COVID-19 response, there are some aspects of this document that have changed. Some of these changes include:

- For the first time, the document was developed this year with the intent to be viewed electronically (on a screen); therefore, the resolution of some of the tables may be less clear when printed.
- Data for FY 2019-20 department year-end estimates are being finalized and have been removed from this document. An end-of-year (EoY) summary document will be produced in the fall of 2020.

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 and/or budget highlights where applicable, 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 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, and/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 Government Accounting and Standards Board (GASB) 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 Funds

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).

The **Stormwater Utility Fund** is used to account for the revenues and expenses related to the provision of stormwater service as well as the debt service for the fund.

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, 2020. In addition, the section contains a summary of FTEs for all funds.

The **Appendix** contains supplemental information that includes the FY 2020-21 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, and a detailed chart of non-profits funded through the Durham County Non-Profit Funding Program.

Capital projects, funded primarily by general obligation bonds, are presented in a separate document, the **Durham County Capital Improvement Plan**. This document is a 10-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 is 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 FY 2019-20 if measures are fiscal-year-to-date and through the end of FY 2018-19 if measures are fiscal year.



- A Resident Satisfaction Survey icon next to a measure means that measure and data come 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.

Data for 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 2020-21 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, 2019

Christopher P. Morill

Executive Director



COUNTY OF DURHAM

WENDELL M. DAVIS
COUNTY MANAGER

July 1, 2020

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 the Durham Board of County Commissioners approved comprehensive spending plan for Durham County Government for fiscal year 2020-21. The document is in accordance with the North Carolina Local Government Budget and Fiscal Control Act and fulfills my obligation to present a balanced fiscal plan by June 1, 2020. The FY 2020-21 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.

The framework for developing and approving this fiscal year's budget shifted significantly between the Board of County Commissioners budget retreat in February, the recommended budget development process, and Board

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

budget discussion. This change is resultant from the impact of the novel coronavirus (COVID-19). Governments, organizations, and individuals across the globe have reacted quickly to abrupt changes in the health standards required to protect people's lives and health. The measures needed to maintain such standards have resulted in extraordinary, unpredictable economic fluctuations and increased pressures on local government human services and public safety functions to help protect citizen health, wellness, and safety. Preparing a budget in such a climate presented many challenges. While unprecedented, the economic landscape required strategic approaches to ensure adequate resources are available to address critical life and safety issues while funding statutory mandates and requirements by county governments. The approved budget was developed to shield the organization against many unknowns in the foreseeable future.

PRE COVID-19

Pre COVID-19, the February budget outlook started with a potential \$12 - \$15 million "natural" increase in available revenues to address budget priorities. With over \$40 million in new budget requests for critical needs, the projected natural revenue growth would have made a difference in key Board priorities. Although there were insufficient funds to address all of the individual

needs submitted, there was some financial capacity to address some of the community's pressing issues. BOCC members identified areas of interest during the budget retreat for the FY 2020-21 budget development. The list included potential funding to address DSS Medicaid compliance, public safety budget shortfalls, building maintenance, library operations, and the information technology infrastructure. Further, the Board supported the Durham Public Schools operating and capital budgets and a desire for continued investments in Pre-K initiatives. Guidance also occurred to reevaluate base budget funding to create additional capacity for priorities.

POST COVID-19

Post impact of COVID-19, in late April, the forecast for projected new dollars in FY 2020-21 had decreased to \$216,468, a loss of nearly \$12- \$15 million in new funds. This quickly changing economic landscape resulting from the impact of COVID-19 caused a revenue challenge and placed pressures on the expenditure budget. The health issues associated with COVID-19 increased service demands for the Public Health Department, Department of Social Services, Emergency Management, EMS, and Sheriff's Department operations. Further, funding was needed to purchase personal protective equipment, support temporary housing for the unsheltered at Urban Ministries, and address increased cleaning standards outlined by the Center for Disease Control. With this outlook and fiscal crisis brewing, a shift occurred with the overall budget development to limit budget expansion and develop cost control strategies to manage operations.

In April, the County implemented strategies to help shield the organization against potential revenue unknowns by freezing positions, controlling budget spending levels for the current year, and limiting expansion for FY 2020-21. We will not get any significant sales tax trending information until January of 2021, and during that same period, we will have a better sense of property tax collection levels. Over the next six months, we will manage the organization through increased spending controls, while also preparing for the potential worst-case scenario if revenues and COVID-19 related expenditures are worse than expected. At the beginning of the next fiscal year, 120 frozen positions will be temporarily transferred into a reserve to offset potential budget shortfalls. This amount translates to \$4.3 million.

Several approaches were engaged to ensure the highest priorities were met with the budget development to include the realignment of existing funds, freezing vacant positions, limiting fund balance use to the FY 2019-20 level, and making permanent budget reductions to county operations. Further, the FY 2020-21 budget does not have a tax increase recommendation. To achieve a balanced budget, an operational reduction of \$3.1 million occurred. This reduction, coupled with \$2 million in cuts last year, continues to prove the organization's ability to respond to new realities. These budget funds Board and community priorities to include additional support for Durham Public Schools operating and capital budget, resources to support the new library facility, investments to address technology improvements, and additional dollars to address DSS Medicaid compliance issues. This budget also recognizes our most valued asset, Durham County government's human capital by shielding permanent employees from layoffs during a period of many fiscal unknowns. In FY 2020-21, continued planning will occur to ensure the county is prepared for best and worse-case scenarios with budget operations.

This budget funds the continuation of Board and community priorities. Yet, there are limited dollars to address priority new initiatives or expand existing efforts. The approved budget totals \$675,607,696, which translates to a 2.64% increase for all funds. Of this amount, the General Fund budget increase totals \$467,034,886, a 2.24% increase.

The following section highlights budget priorities achieved to address one-time and recurring expenses:

- | | |
|--|---------------|
| 1. Additional funding support for Durham Public Schools: | \$5.2 million |
| 2. Planning for Unknown COVID-19 Budget Expenses: | \$3.5 million |
| 3. Employee health insurance cost increases: | \$2.7 million |
| 4. DSS Medicaid Compliance issues: | \$0.9 million |
| 5. Technology infrastructure | \$1.8 million |
| 6. Small Business COVID-19 support | \$1.0 million |

The charts below reflect summary budget information for the total budget and General fund operations.

All Funds Summary	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	\$ Change Appr. v. Orig.	% Change Appr. v. Orig.
General Funds	\$537,258,449	\$571,768,756	\$613,864,523	\$583,185,830	\$11,417,074	2.00%
Special Revenue Funds	\$14,434,243	\$12,566,084	\$11,407,754	\$11,379,983	(\$1,186,101)	-9.44%
Debt Service Funds	\$151,707,662	\$63,974,554	\$71,632,435	\$68,135,847	\$4,161,293	6.50%
Enterprise Funds	\$12,269,154	\$9,911,600	\$11,492,100	\$12,906,036	\$2,994,436	30.21%
Trust Funds	\$493,911					
Total	\$716,163,419	\$658,220,994	\$708,396,812	\$675,607,696	\$17,386,702	2.64%

General Funds Expenditure Summary	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	\$ Change Appr. v. Orig.	% Change Appr. v. Orig.
General Government	\$109,218,698	\$124,755,964	\$126,201,177	\$122,695,304	(\$2,060,660)	-1.65%
Public Safety	\$60,989,927	\$65,703,543	\$69,674,643	\$64,575,944	(\$1,127,599)	-1.72%
Transportation	\$244,338	\$412,500	\$412,500	\$412,500	\$0	0.00%
Environmental Protection	\$4,536,698	\$5,035,563	\$6,913,013	\$4,588,506	(\$447,057)	-8.88%
Econom. & Physical Devlp.	\$4,307,908	\$6,616,072	\$7,617,941	\$6,964,832	\$348,760	5.27%
Human Services	\$77,287,870	\$81,859,393	\$91,089,454	\$87,669,716	\$5,810,323	7.10%
Education	\$149,371,483	\$159,419,265	\$180,475,869	\$166,565,598	\$7,146,333	4.48%
Cultural & Recreational	\$13,124,123	\$12,985,559	\$15,019,646	\$13,562,486	\$576,927	4.44%
Total	\$419,081,045	\$456,787,859	\$497,404,243	\$467,034,886	\$10,247,027	2.24%

Budget Outlook

Property Taxes

Economic uncertainty affects the County's largest revenue source, property tax, by slowing estimated property valuation growth, particularly vehicle valuation, and the estimated property tax collection rate. Natural growth on property value

year to year is 1.90% higher (\$819.5 million) from FY 2019-20 to FY 2020-21. Natural property tax

Durham County Property Valuation

Property Category	FY2019-20 Original	FY2020-21 Projected	% Change FY to FY
Real Property	\$36,679,717,847	\$37,237,748,596	1.52%
Personal Value/Service	\$3,568,011,796	\$3,802,807,778	6.58%
Public Service	\$580,268,564	\$607,015,073	4.61%
Motor Vehicle	\$2,392,736,986	\$2,392,736,986	0.00%
Total	\$43,220,735,193	\$44,040,308,433	1.90%

valuation growth is estimated to bring in an additional \$4.2 million for General Fund and Capital Finance Fund without a property tax rate increase.

This budget maintains the current property tax at the current rate. The County is taking a relatively conservative approach to property valuation and decreasing the property tax collection rate by 0.5%

to 99.1%. For the last several years, the tax collection rate has been at 99.6%. But we assume that the collection rate will be lower as citizens continue to experience economic and potential financial hardship until there is sufficient testing and tracing of the virus and, ultimately, the development of a vaccine.

That assessment is also part of the reason this budget does not include a property tax rate increase for the General Fund. Given this approach, the County still expects to see \$4.2 million in new property tax revenue in the upcoming fiscal year compared to the current year. However, that growth is significantly lower than in recent years and limits the County's ability to support additional expansion needs.

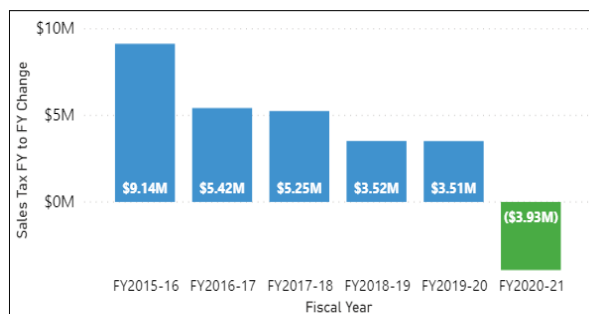
Sales Taxes

The total amount of budgeted sales tax revenue for next the fiscal year is \$83.4 million. For perspective, this amount translates to 19.4 cents of property tax revenue. Sales tax revenue is the second- largest revenue source for Durham County government and is entirely related to economic activity. The estimated current-year collections are expected to come in below budget due to the current economic slowdown. But that decrease is softened somewhat by better than expected collections for the first seven months of the current fiscal year. The base FY 2019-20 sales tax budget was lower than historic trends due to higher than normal sales tax refunds in FY 2018-19.

FY 2020-21 sales tax estimates will be difficult to project, given the current fiscal volatility resultant from COVID-19's impact on communities. With such high variability, the County has chosen to take a conservative path with an estimated 4.5% decrease in total sales tax collection. This equates to a loss of \$3.9 million or nearly equivalent to one cent of property tax. But to understand the loss the County may experience, it is worth noting that just three months ago, the FY 2020-21 sales tax estimate was expected to grow by \$6.4 million rather than drop by \$3.9 million. That is a swing of over \$10 million. The projected ten million dollars could have funded many critical strategic areas.

Fund Name	FY 2019-20 Approved	FY 2020-21 Approved	FY 2020-21 Projected Revenue
General Fund	62.61	62.61	\$273,254,743.76
Capital Finance Plan Fund	8.61	8.61	\$37,577,437.21
Total	71.22	71.22	\$310,832,180.97

Historical & Projected Sales Tax
Year over Year Change



Summary Sales Tax Budget

Key Revenues	FY2018-19 Actuals	FY2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	\$ Change Appr. v. Orig.	% Change Appr. v. Orig.
Article 39 (1 Cent)	\$23,430,000	\$25,460,000	\$27,046,914	\$25,061,015	(\$398,985)	-1.57%
Article 42 (1/2 Cent)	\$16,907,182	\$17,585,000	\$17,512,941	\$17,328,568	(\$256,432)	-1.46%
Article 46 (1/4 Cent)	\$14,795,987	\$15,100,000	\$15,300,000	\$15,200,000	\$100,000	0.66%
Article 40 (1/2 Cent)	\$14,520,150	\$14,744,000	\$14,186,468	\$14,028,246	(\$715,754)	-4.85%
City Sales Tax ILA	\$14,867,204	\$14,482,000	\$10,257,879	\$11,821,383	(\$2,660,617)	-18.37%
Article 44 (1/2 Cent)	\$1,345					
Total	\$84,521,869	\$87,371,000	\$84,304,202	\$83,439,212	(\$3,931,788)	-4.50%

Other Revenues

With many other existing County revenue sources tied to specific programs or remaining flat, the County had to find additional revenue from other nontraditional sources. Occupancy tax will see a significant decline due to public health social distancing concerns. Interest rates have improved investment income revenue for the current year, but lower rates are holding down next year's projections.

Key Revenues	FY2018-19 Actuals	FY2019-20 Original	FY 2020-21 Recommended	Commissioner Approved	% Change Appr. v. Orig.
ABC Net Profit Distribution	\$2,300,000	\$2,400,000	\$2,400,000	\$2,400,000	0.00%
Deed Registratration and Transfer Fees	\$5,124,433	\$5,400,000	\$5,400,000	\$5,400,000	0.00%
EMS Patient Fees	\$8,452,030	\$9,020,000	\$9,030,000	\$9,030,000	0.11%
Investment Revenue	\$3,328,627	\$2,000,000	\$2,000,000	\$2,000,000	0.00%
Local Occupancy Tax (General Fund)	\$3,810,529	\$3,950,000	\$2,823,264	\$2,823,264	-28.52%
Local Occupancy Tax (NCMLS)	\$500,000	\$500,000	\$500,000	\$500,000	0.00%
Solid Waste Management Fee Co	\$2,243,611	\$2,176,490	\$2,194,109	\$2,371,725	8.97%
Total	\$25,759,230	\$25,446,490	\$24,347,373	\$24,524,989	-3.62%

For this budget, the County transferred available funds from the Capital Financing Plan equivalent to one cent of property tax revenue or \$4.3 million. After careful review of existing and new capital projects, the Board approved realigning County funding (PAYGO funds) from several projects and transferring those funds to the General Fund. These projects will be suspended for future review and consideration. Over \$10 million is being made available for General Fund use in the approved budget. It is important to note that a portion of these funds are available only for FY 2020-21, and therefore, will support only one-time costs incurred during the year. Such spending restrictions support the continued sound fiscal standing of the County. EMS Fees and other revenues are estimated to remain flat.

Expenditure Highlights

Goal 1: Community Empowerment and Enrichment

Durham Public Schools

The Board of County Commissioners' commitment to quality public education remains a high priority. This budget reflects that priority with Durham Public Schools remaining the largest expenditure for Durham County Government at \$153.2 million, or 33% of the entire General Fund budget. The FY 2020-21 Board of Education requested an \$18.88 million increase to address K12

funding issues. Of the total request, \$14.2 million would support a projected growth of 761 students to enroll at DPS and charter schools. In addition, the dollars would fund salary increases for certified and classified employees, teacher salary supplements, and resources to address the exceptional children's compliance needs. Further dollars were requested to raise the minimum wage for classified employees to \$15 per hour. The remaining \$4.2 million was requested to support the capital outlay budget for repairs and renovations.

Due to limited new funds resulting from the impact of COVID-19, the approved budget includes a \$5.2 million increase to address \$5.2 million in current expense costs and \$2 million for DPS capital projects budget. This amount represents a 4.9% increase to the Durham Public Schools budget. These funds were derived through budget realignments within the county government, fund transfers, and the decision not to support other expansion request priorities. Of the new funds made available, over 70% were used to support the Durham Public Schools budget request. The per-pupil funding increases with the current year funding level. In FY 2019-20, the per-pupil funding totaled \$3,647 per student. The FY 2020-21 per-pupil funding totals \$3,708, a \$61 increase.

Durham Public School Local Per Pupil Funding

Category	FY 2019-20	FY 2020-21	Difference
Current Expense Funding	\$144,600,717	\$149,807,778	\$5,207,061
Annual Pre-K support (Article 46 Sales Tax)	(\$508,140)	(\$508,140)	\$ 0
Net Current Expense funding	\$144,092,577	\$149,299,638	\$5,207,061
DPS and Charter School pupil estimate	39,507	40,268	761
Local Per Pupil funding	\$3,647	\$3,708	\$ 61

In addition to Durham Public Schools operating budget recommendation, this budget supports the debt service commitment needed to address the Capital Improvement Plan (CIP) jointly endorsed by the Board of County Commissioners and Board of Education during the Joint BOE-BOCC meeting in February 2020. The Board will adopt the Capital Improvement Plan (CIP) in June during FY 2020-21. More specifically, the debt service budget and capacity are available to support limited obligation bond projects included in the capital improvement plan for Durham Public Schools for FY 2020-21.

Nonprofit Process

In FY 2017-18, the Nonprofit Funding Program incorporated MFR-related process improvements as part of an ongoing program review. The program review compared our process to that of our North Carolina peers and included policy direction from the Board of County Commissioners, with the most significant process improvements made to the application process's solicitation and application review components. The solicitation process included tighter alignment to targeted needs identified within Strategic Plan Goals 1 through 4. In FY 2019-20, nonprofits received continuation funding after a recertification process.

Currently funded nonprofits are allocated in the budget through December 31, 2020. In September 2020, a Request for Proposal (RFP) will occur to solicit proposals that address strategic priorities that align with targeted needs identified by the County from January 1, 2021, to December 31, 2021. This approach aligns with the Managing for Results strategy and resultant

from an operational assessment of the overall nonprofit application process. A detailed listing of funding recommendations can be found in the appendix.

Goal 2: Health and Well Being for All

Reserve for Durham County Government COVID-19 Expenses

On March 14, 2020, Durham County Board of Commissioners declared a State of Emergency in Durham County. The declaration was made following the President of the United States' declaration of a national emergency and Governor Roy Cooper's Executive Order, and the North Carolina State of Emergency Management issued in response to the pandemic state of Coronavirus (COVID-19). Since that period, Durham County staff have worked in concert with the City of Durham, Durham Public Schools, and other community partners to address health and safety needs during this unprecedented global health pandemic. The national and state declarations will ultimately allow jurisdictions to seek reimbursement through filings with FEMA for certain expenses incurred to address prevention and preparedness response to COVID-19.

In April, the Board approved a budget amendment to support unforeseen costs associated with COVID-19. The amendment included \$3.8 million to support temporary housing for homeless individuals and families currently served by Urban Ministries, additional funds for Personal Protective Equipment (PPE) for employees, and increased funds to address expanded security and janitorial services. Further, the dollars funded critical services for DSS, including Aging and Adult Services, Foster Care Services, Family Economic Independence (FEI), Child Protective Services, and Foster Care.

Although the COVID-19 resulted in unexpected expenses in the current fiscal year, \$4.6 million is budgeted to address potential county-related COVID-19 expenditures in FY 2020-21. While we are hopeful the pandemic will soon end, one-time strategic realignments are in place to address the county government's potential costs.

Department of Social Services

In 2017, the North Carolina General Assembly passed and implemented the Medicaid Report Card. This report card was a way to monitor county Social Service agencies to ensure counties were meeting the timeliness standards for processing all Medicaid applications. This step was taken because counties failed to meet the standards at the required federal level of 90% timeliness. Official measurements for counties began in July 2017. Any county not meeting the required standard for passing 7 of 12 months within the fiscal year or failing three consecutive months must submit a corrective action plan to remedy the issues and come back into compliance with the report card.

Durham County has consistently met the report card standards since the implementation of the program in July of 2017. However, in 2019, the agency started to have failures within the Adult Medicaid section due to high staff turnover. The Department took proactive measures to address concerns attributed to the turnover issues, including reallocating resources to the area, examining contracting with other counties, and developing an internal corrective action plan to address the challenges of timely application production. Unfortunately, the Department continued to struggle and failed three months in a row (October through December) and was informed by the state in January of 2020 that the agency must go into corrective action. The

Department passed the January 2020 report card. However, additional investments must happen to improve compliance levels.

Funds are being added to the Social Services budget to support up to 39 new FTEs in support of a Medicaid corrective action plan presented to the Board in February. The state Department of Health and Human Services is now using a report card system to monitor county compliance each month and determine those counties that need a corrective action plan or other assistance and support. Corrective action plans will be required for any county that fails to meet standards for three consecutive months or five months out of twelve consecutive months. The County's program will support its goals of meeting and maintaining 90% AND ABOVE on the Medicaid state report card for six successive months continuing to pass after that, and processing 95% of Medicaid recertifications on-time. The total cost to support this effort is \$2.6 million, of which \$934,298 is from County dollars.

Library

Durham County Libraries will be eliminating overdue fines for books and audiovisuals. "Fine Free" removes barriers to library access for low income families and individuals. Residents will still be charged a fee for lost and damaged items.

Goal 3: Safe Community

Sheriff's Office

In FY 2018-19, the Board of County Commissioners approved 13 new detention positions to implement a mental health pod for female detainees similar to the male mental health pod opened in FY16-17. The female mental health pod's implementation was delayed due to life safety capital projects underway in the Detention Center.

Since October 2019, the County's Criminal Justice Resource Center (CJRC) has been providing life skill activities for all females in the Detention Center and specialized mental health services. CRJC will continue to provide this level of service to female detainees next fiscal year. To meet other critical staffing, the Board approved the reclassification of 4 of the existing 12 detention positions once needed for the female mental health pod. Eight positions were reduced from the Sheriff budget to support funding needs in other General Fund areas.

The approved budget also includes funding for the regular replacement of 17 Sheriff vehicles, totaling \$770,000.

Office of Emergency Services

The approved budget includes funding for the Office of Emergency Services for an Emergency Operations Center facility assessment. The assessment will evaluate the current and future needs of the Emergency Operations Center and inform future planning for county and city emergency operations. The assessment cost, \$50,000, will be split with the City of Durham.

Criminal Justice Resource Center

This budget provides funding for consultant services to assist in conducting an updated Gang Assessment, which will provide essential data surrounding gang prevention, intervention, and suppression efforts in Durham. The evaluation will serve as a guide for the community's gang

reduction efforts. The City of Durham will share half of the \$100,000 assessment cost. CJRC expects to receive increased state funding for expanded JCPC programming to serve an increase in eligible individuals due to the passage of Raise the Age legislation.

Goal 4: Environmental Stewardship & Community Prosperity

Environmental, Development, and Economic Programs

This fiscal year the County will continue focusing 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 our utility systems' capabilities to best support our reinvestment in Park Center and provides the foundational elements for strengthening economic growth in RTP.

Trending and future economic assumptions have allowed the County to lower estimated payments for companies scheduled to receive payments through their contractual agreements in the upcoming fiscal year. The FY 2020-21 budget includes \$1.1 million for IEP payments. If additional funds are needed as companies meet contract goals, the County will use available funding or General Fund balance to support those costs.

Environmental Programs

The recommendation to move Stormwater and Erosion Control to a dedicated Enterprise Fund was approved as part of the FY 2020-21 budget. Two new positions were approved to begin working towards compliance with this federal mandate. The estimated cost is \$1.4 million to support this effort, with an equal amount of revenue, offsetting these costs, coming from dedicated fees.

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 within the next five years, the continued focus must occur on retaining and recruiting a talented workforce to ensure we meet residents' service demands. It has been an arduous budget season, and the inability to fund merit-based performance increases was a difficult decision to make, yet we needed to evaluate all options to help mitigate against furloughs. With that said, this budget will support increases in employee health insurance of \$2.7 million, an increase of approximately 9%, while also supporting other employee benefits. While the upcoming year may put stress on our government and our services, I am confident that our employees will respond just as they have done in the past.

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. To meet this increasing demand, the IS&T budget supports \$1.03 million in increases in software licensing and maintenance for FY 2020-21. Microsoft Office365 Application and Service agreement increases a total of \$844,905. Also, \$191,000 is allocated to address increased security controls. The Board also authorized realignments of existing positions to support four Cyber Security positions.

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. The additional investment will bolster security operations.

Capital Improvement Plan Update

The Board adopted the 2020-2029 10-year Capital Improvement Plan (CIP) in June 2020. This budget includes project changes since that period, which were reviewed by the Board of County Commissioners in February 2020. This budget supports the Capital Improvement Plan projects endorsed by the Board of Commissioners and the Board of Education during a Joint meeting held February 4, 2020. The Board formally approved these changes during budget adoption in June. The approved CIP is used as a guiding document for expected capital projects for the next several years.

Conclusion

Twenty years into the 21st century, we all began the year 2020 as always, with much hope and optimism. Few could have imagined our community confronted with a Malware Cyber-attack that crippled City and County Government operations - let alone a global pandemic. Today, through patience, diligence, hard work, and considerable perseverance, we have turned the corner on restoring our technology. I remain hopeful that as we continue our battle with COVID-19, the annals of history will tell a similar story of Durham's resilience.

Our public servants are at the forefront of this battle, and I'm proud to stand shoulder to shoulder with each of them and other community partners to see us through. The FY 2020-21 Board of County Commissioners approved budget is positioned to help guide the County and its citizens through these tumultuous times.

Sincerely,



Wendell M. Davis



Tax Rate for FY 2020-21:

No Increase
over FY 2019-20 tax rate

71.22¢ per

\$100 valuation



Property tax collection percentage decreased in response to economic conditions from 99.60% to **99.10%**



Sales Taxes revenue are projected to decrease **4.50%** from the current year approved budget

Total # of Durham County Employees (Full-Time Equivalents)

2,130.14



37.60

net increase

(39 partially grant funded)
(8 positions eliminated)
(5 funded by other revenue)

State mandated increase in County contribution to the Local Government Employees Retirement System (LGERS) from **9.00%** to **10.20%**



and **9.70%** to **10.90%** for Local Law Enforcement Officers (LEO)

Freezing hiring for most vacant positions for a projected cost savings of

\$4.3 million



Pay for Performance salary increase for employees in FY 2020-21 reduced to


0% due to economic constraints and to prevent layoffs

DCo is continuing contract with Cigna as the administrator of our Health Insurance process



\$2.7

million increase in Benefits Plan Expenses

Ongoing current expense funding to Durham Public Schools increases **\$7.21** million or **4.9%**  to **\$153,177,778**



Local Expense per Pupil Funding increases to

\$3,708, up **\$61** from FY 2019-20



The General Fund balance appropriation increased minimally from

\$17.37 million to **\$17.40** million

\$3.5 million is being reserved for DCo's ongoing COVID response

*Additional \$1 million for Durham Small Business Recovery Fund



\$4.3 million is reserved for continual uncertainties related to the economic downturn



26

Replacement Vehicles for Durham Co Departments

\$1.04 million



40 existing nonprofit agencies are being funded from July-December in the nonprofit funding program in FY 2020-21 at a total of **\$352,000**



5 Target Areas



Goal 1 Target Area

Increase Family Success and Prosperity **\$183,750**

Goal 2 Target Area

Increase the Number of Healthy Years Lived **\$99,750**

Goal 2 Target Area (added FY2018-19)

Provide Access to Sufficient and Health Food **\$45,000**

Goal 3 Target Area

Improve Life Outcomes for Those involved in the Criminal Justice System **\$18,500**

Goal 4 Target Area

Protect Natural Resources **\$5,000**

A new nonprofits program is projected to begin in January of 2021 with \$352,000 to fund this new RFP

Debt Service increase **\$4.16** million to **\$68.14** million

with dedicated property tax staying at

8.61¢



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

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).

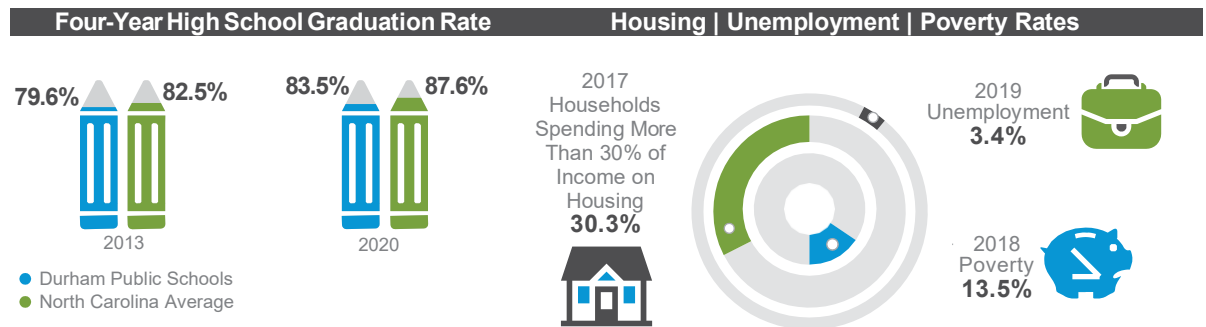
Community Indicators

Strategic Plan



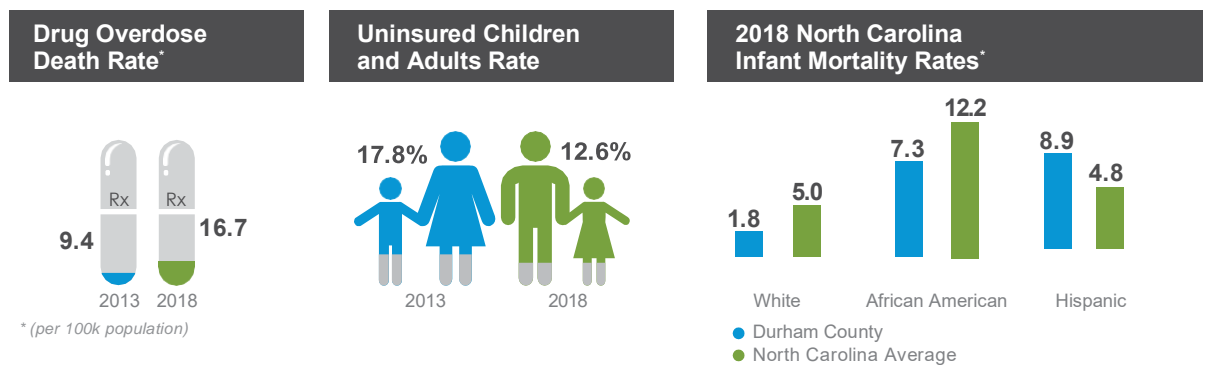
GOAL 1

Community Empowerment and Enrichment



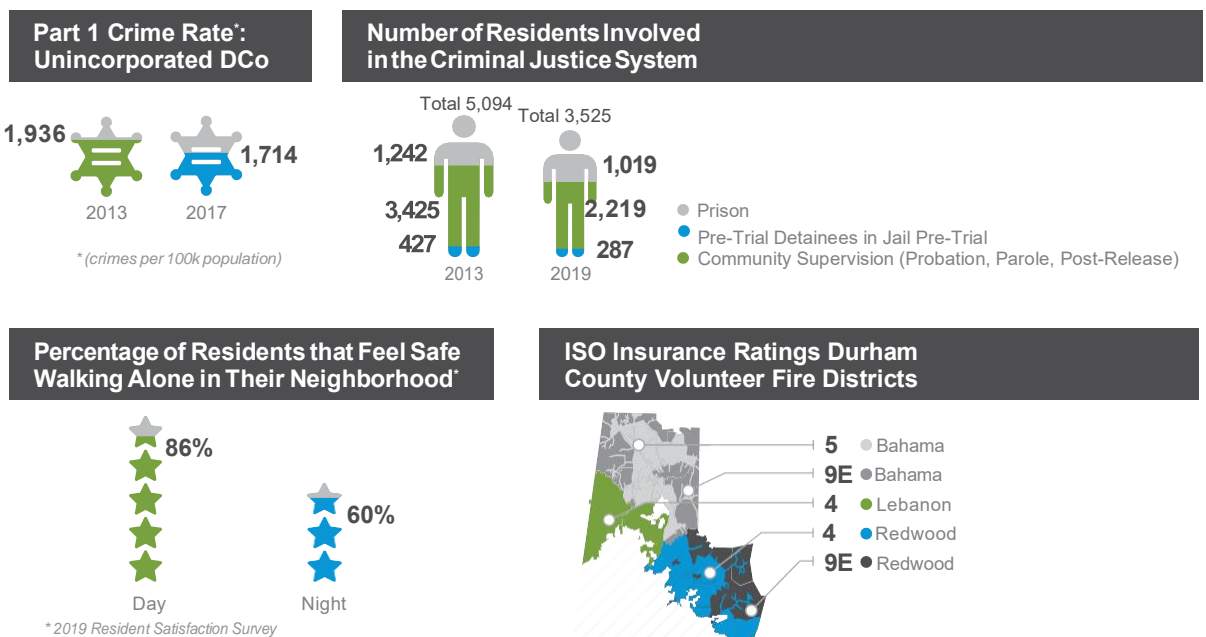
GOAL 2

Health and Well-Being for All



GOAL 3

Safe Community



Community Indicators

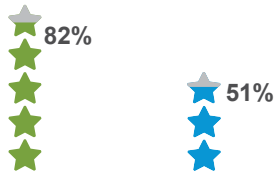
Strategic Plan



GOAL 4

Environmental Stewardship and Community Prosperity

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



Durham County National Benchmark
* 2019 Resident Satisfaction Survey

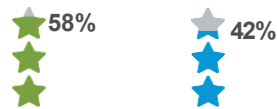
Percent Employment



GOAL 5

Accountable, Efficient, and Visionary Government

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



Durham County National Benchmark
* 2019 Resident Satisfaction Survey

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



Durham County National Benchmark
* 2019 Resident Satisfaction Survey

Bond Rating



Maintain Durham County Triple A Bond Rating



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 a Fiscal Year for Durham County.



ANNUAL BUDGET ORDINANCE

Durham County

North Carolina

FY2020-21

WHEREAS, the proposed budget for Fiscal Year 2020-21 (FY 2020-21) was submitted to the Board of Commissioners on May 11, 2020 by the Durham County Manager and filed with the Clerk to the Board on that date pursuant to G.S. 159-11;

WHEREAS, on May 26, 2020, the Durham County Board of Commissioners held a public hearing on the budget pursuant to G.S. 159-12;

WHEREAS, on June 8, 2020, 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, 2020 and ending June 30, 2021, there are hereby appropriated from taxes and other revenues the following by function and fund.

Section 1: Summary of Appropriations by Fund and Function - Fiscal Year 2020-21

Fund and Function	General Fund	Swap Fund	Capital Financing Fund	Reappraisal Reserve Fund	LEO Separation Allowance Fund	Special Revenue Funds	Debt Service Fund	Enterprise Fund	Total
General Government	\$122,695,304	\$1,500,000	\$76,951,796	\$840,700	\$525,000	\$2,384,571	\$68,135,847	\$750,000	\$273,783,218
Public Safety	\$64,575,944					\$7,706,688			\$72,282,632
Transportation	\$412,500								\$412,500
Environmental Protection	\$4,588,506							\$1,413,936	\$6,002,442
Econom. & Physical Devlp.	\$6,964,832					\$1,288,724			\$8,253,556
Human Services	\$87,669,716								\$87,669,716
Education	\$166,565,598								\$166,565,598
Cultural & Recreational	\$13,562,486								\$13,562,486
Utilities								\$10,742,100	\$10,742,100
Total	\$467,034,886	\$1,500,000	\$76,951,796	\$840,700	\$525,000	\$11,379,983	\$68,135,847	\$12,906,036	\$639,274,248

Section 2: Summary of Revenues by Fund and Revenue Category - Fiscal Year 2020-21

Fund and Revenue Category	General Fund	Swap Fund	Capital Financing Fund	Reappraisal Reserve Fund	LEO Separation Allowance Fund	Special Revenue Funds	Debt Service Fund	Enterprise Fund	Total
Taxes	\$361,599,220		\$37,577,441			\$9,881,174			\$409,057,835
Licenses and Permits	\$517,500							\$1,418,436	\$1,935,936
Intergovernmental	\$48,443,617					\$1,250,000			\$49,693,617
Contributions and Donations	\$273,452								\$273,452
Investment Income	\$2,010,000		\$10,000				\$308,416	\$300,000	\$2,628,416
Rental Income	\$136,836		\$598,280						\$735,116
Sewer Connection Fees	\$0							\$798,500	\$798,500
Service Charges	\$23,582,195						\$500,000		\$24,082,195
Enterprise Charges								\$10,388,600	\$10,388,600
Other Revenues	\$535,250	\$1,500,000						\$500	\$2,035,750
Transfers In	\$29,936,816		\$38,766,075	\$840,700	\$525,000	\$248,809	\$67,327,431		\$137,644,831
Total	\$467,034,886	\$1,500,000	\$76,951,796	\$840,700	\$525,000	\$11,379,983	\$68,135,847	\$12,906,036	\$639,274,248

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, 2020 at an anticipated collection rate of 99.10 percent. Rates are per \$100.00 of assessed valuation of taxable property.

District	Rate
Durham County-countywide	\$0.7122

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, 2020 at the anticipated collection rates noted below. Rates are per \$100.00 of assessed valuation of taxable property.

District	Rate	Collection Rate		Rate	Collection Rate
Bahama Fire District	\$0.0987	98.7%	Redwood Fire District	\$0.1225	98.3%
Eno Fire District	\$0.0786	98.3%	Durham Fire & Rescue		
Lebanon Fire District	\$0.1176	98.7%	Service District	\$0.1449	98.7%
New Hope District	\$0.0756	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, 2020, 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	\$0.0780	\$1,288,724

There is hereby appropriated to the Durham-Wake Counties Research and Production Service District from the net proceeds of this tax the amount of \$1,275,537 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	\$7,525,299
<u>Capital Outlay</u>	<u>\$347,500</u>
Total Appropriation	\$7,872,799

- 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 \$1,389,902 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 2020-21 is as below:

Current Expense*	\$149,807,778	*Includes Article 46 Sales Tax Revenue:	<u>DPS</u>	<u>Pre-K</u>
Capital Outlay	\$3,370,000	<i>FY 2018-19 Over-collection</i>	\$332,244	\$0
Total Appropriation	\$153,177,778	<i>FY 2020-21 Estimated Revenue</i>	<u>\$10,268,000</u>	\$0
		<u><i>Board Policy Pre-K amount</i></u>		<u>\$508,140</u>
		FY 2019-20 Article 46 Total	\$10,600,244	\$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.
- f) 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 \$1,907,453 in support a phased in \$15 an hour living wage for DPS classified employees.
- g) 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 \$60,000 in support a Spanish interpreter position.

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

Section 10. The 2020-21 local teacher salary supplement schedule starts at \$5,425 in the first two years for a teacher with a Bachelor's degree and subsequently increases by \$155 per year up to \$10,075 for teacher with a Bachelor's degree and 31+ 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 \$3,849,805

Expense \$3,849,805

BENEFITS PLAN FUND

Revenue \$32,483,643

Expense \$32,483,643

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 2020-21, the County Contribution is designated at 8.37%.

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 8th day of June 2020.



Wendy Jacobs, Chair



Monica Toomer, Clerk to the Board

FY 2020-21
Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2019-20 Approved Fees and Other Charges	FY 2020-21 Approved Fees and Other Charges
Lines highlighted in Yellow in this table are new fees for FY 2020-21			
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	\$5
	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	See attached detail	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: No Fines on Overdue Items	Fee structure is the same for all materials: No Fines on Overdue Items
	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

FY 2020-21
Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2019-20 Approved Fees and Other Charges	FY 2020-21 Approved Fees and Other Charges
	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
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
	Franchise Fee		\$2,500
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	\$1
	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	\$36.38	\$36.38
	MNT, subsequent visit, 15 minute unit	\$31.48	\$31.48
	DSMT individual visit, 30 minute unit	\$54.24	\$54.24
	DSMT group session of 2 or more, 30 minute unit	\$14.96	\$14.96
	Patient Education group visit	\$5.00	\$5.00
Community Health			
	Insert Drug Implant Device	\$270.16	\$270.16
	Removal non-biodegradable drug delivery implant	\$306.82	\$306.82
	Removal with reinsertion, non-biodegradable drug delivery implant	\$426.24	\$426.24
	Diaphragm fitting	\$104.87	\$104.87
	Colpo W/O biopsy	\$209.75	\$209.75
	Colpo W/Biopsy	\$293.92	\$293.92
	IUD Insert	\$139.83	\$139.83
	IUD Removal	\$181.92	\$181.92
	Fetal Non-Stress Test (FNST)	\$93.68	\$93.68
	Maternal Health package 4-6 vs	\$885.83	\$885.83
	Maternal Health package 7+ vs	\$1,583.62	\$1,583.62
	Postpartum Exam	\$359.08	\$359.08
	Pregnancy Test (urine)	\$16.29	\$16.29
	Tdap	\$52.95	\$52.95
	Varivax	\$141.60	\$141.60
	Pediarix (DTaP-HepB-Polio)	\$20.45	\$20.45
	Pneumonia Vaccine (PneumoVax)	\$113.07	\$113.07

FY 2020-21
Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2019-20 Approved Fees and Other Charges	FY 2020-21 Approved Fees and Other Charges
	Meningococcal	\$127.44	\$127.44
	Herpes Zoster (Shingles) vaccine	\$229.93	\$229.93
	Hepatitis B (ped)	\$20.45	\$20.45
	Hepatitis B (Adult)	\$63.25	\$63.25
	Medication Administration	\$17.04	\$17.04
	I-693 Form Completion	\$42.70	\$42.70
	Health Ed. Child/parenting Class	\$8.71	\$8.71
	OV, New, Minimal	\$83.49	\$83.49
Public Health Continued			
Community Health continued	OV, Est, Comprehensive	\$276.27	\$276.27
	OV, New, Limited	\$142.55	\$142.55
	OV, Comprehensive	\$206.36	\$206.36
	OV, New, Detailed	\$314.86	\$314.86
	OV, New, Comprehensive	\$424.47	\$424.47
	OV, Est, Minimal	\$42.70	\$42.70
	OV, Est, Limited	\$82.81	\$82.81
	OV Est Expanded	\$139.15	\$139.15
	OV, Est, Detailed	\$204.99	\$204.99
	New FP Preventive Age 5-11	\$229.43	\$229.43
	New Preventive age 12-17	\$259.30	\$259.30
	New Preventive age 18-39	\$250.48	\$250.48
	New Preventive age 40-64	\$291.20	\$291.20
	New Preventive age 65>years	\$291.20	\$291.20
	Est Preventive age 12-17	\$227.29	\$227.29
	Est Preventive age 18-39	\$226.04	\$226.04
	Est Preventive age 40-64	\$240.97	\$240.97
	Smoking Cessation Couns 3-10 minutes	\$27.15	\$27.15
	Smoking Cessation Counseling >10minutes	\$54.30	\$54.30
	Est Preventive age 5-11 years	\$201.60	\$201.60
	Est Preventive age 65>years	\$240.97	\$240.97
	Prev. Counseling/Centering Pregnancy	\$40.73	\$40.73
	AV/Unplanned Pregnancy	\$0.00	\$0.00
	Depo-Provera IM	\$23.60	\$23.60
	Depo-SubQ Injection	\$1.04	\$1.04
	Rhogam	\$154.09	\$154.09
	Liletta IUD	\$47.04	\$47.04
	Mirena IUD	\$316.24	\$316.24
	IUD Device (Paragard)	\$229.22	\$229.22
	Etonogestrel Implant system (Nexplanon)	\$408.82	\$408.82
	Risk Screen - PMH	\$50.00	\$50.00
	Postpartum-PMH	\$150.00	\$150.00
	Childbirth Education Class	\$10.86	\$10.86
	DSV Counseling	\$87.09	\$87.09
	FP Pregnancy Test Counseling	\$87.09	\$87.09
	Postpartum Visit	\$87.09	\$87.09
	Behavioral health Counseling	\$87.09	\$87.09
	Inmate CoPay/DC Detention Center	\$20.00	\$20.00
	Destruction of Genital Warts Male	\$254.55	\$254.55
	TCA Vulva	\$251.50	\$251.50
	TB PPD	\$25.00	\$25.00
	Rabies Titer	\$45.00	\$45.00
	IM Admin	\$20.45	\$20.45
	IM Admin (additional vaccine)	\$20.45	\$20.45
	Oral Nasal Admin only Vaccine given on DOS	\$20.45	\$20.45
	Oral Nasal Admin any other vaccine on the DOS	\$20.45	\$20.45
	Hepatitis A (Adult)	\$59.85	\$59.85
	Hepatitis A (ped)	\$20.45	\$20.45
	Twinrix	\$97.25	\$97.25
	HIB (pedvax)	\$20.45	\$20.45
	HIB (ActHIB)	\$20.45	\$20.45
	Gardasil-HPV Females/males 9-26 payor 6	\$216.40	\$216.40
	Prevnam 13	\$20.45	\$20.45
	Pre-Exposure Rabies	\$304.45	\$304.45

FY 2020-21
Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2019-20 Approved Fees and Other Charges	FY 2020-21 Approved Fees and Other Charges
	Rotovirus	\$20.45	\$20.45
	Flu (6-35 months)	\$37.27	\$37.27
	Kinrix (DTaP-IPV)	\$20.45	\$20.45
	Pentacel (DTaP-IPV Hib)	\$20.45	\$20.45
	DTaP	\$20.45	\$20.45
	MMR, Live	\$89.05	\$89.05
	IPV	\$20.45	\$20.45
	Td(Tetnus and diptheria)	\$48.24	\$48.24
	Indiv Counseling 15 min.	\$53.28	\$53.28
	Indiv Counseling 30 min.	\$106.57	\$106.57
	Indiv Counseling 45 min.	\$159.85	\$159.85
	Indiv Counseling 60 min.	\$213.14	\$213.14
Public Health Continued			
Community Health continued	Flu Vaccine, 3 yrs & >, IM	\$38.08	\$38.08
	#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
Dental	Periodic Oral Exam	\$45.22	\$45.22
	Limited Oral Exam (Pallative (emergency) treatment of dental pain-minor procedure	\$75.97	\$75.97
	Oral Exam, under 3 yrs	\$69.64	\$69.64
	Comp Exam, new/existing pt.	\$80.50	\$80.50
	Detailed, extensive oral exam	\$136.00	\$136.00
	Limited Oral Reevaluation	\$53.36	\$53.36
	Intraoral, incl. bitewings	\$105.00	\$105.00
	Intraoral, periapical, firts	\$26.23	\$26.23
	Intraoral, periapical, addl.	\$23.52	\$23.52
	Intraoral, occlusal film	\$41.61	\$41.61
	Bitewing, single	\$26.23	\$26.23
	Bitewing, two	\$42.51	\$42.51
	Bitewing 3	\$46.00	\$46.00
	Bitewing, four	\$59.69	\$59.69
	Panoramic film	\$123.01	\$123.01
	Prophylaxis Adult	\$94.97	\$94.97
	Prophylaxis Child	\$66.03	\$66.03
	Topical Fluoride varnish < 21	\$60.60	\$60.60
	Topical application of fluoride – excluding varnish	\$60.60	\$60.60
	Oral Hygiene Instruction	\$0.00	\$0.00
	Sealant – per tooth	\$51.55	\$51.55
	Interim caries arresting medicament application - per tooth	\$31.00	\$31.00
	Space Maintainer - unilateral	\$333.75	\$333.75
	Space Maintainer - bilateral	\$466.70	\$466.70
	Amalgam: One Surface Primary or Permanent	\$112.15	\$112.15
	Amalgam: 2 Surfaces	\$146.52	\$146.52
	Amalgam: 3 Surfaces	\$178.18	\$178.18
	Amalgam: 4 Surfaces	\$216.17	\$216.17
	Resin-based Composite: 1 Surface	\$140.19	\$140.19
	Resin-based Composite: 2 Surfaces	\$179.08	\$179.08
	Resin-based Composite: 3 Surfaces	\$218.88	\$218.88
	Resin-based Composite: 4 or More Surfaces	\$258.68	\$258.68
	Resin-based Composite: Crown Anterior	\$369.00	\$369.00
	Resin-based Composite: 1 Surface Posterior	\$163.71	\$163.71
	Resin-based Composite: 2 Surface Posterior	\$214.36	\$214.36
	Resin-based Composite: 3 Surface Posterior	\$265.91	\$265.91

FY 2020-21
Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2019-20 Approved Fees and Other Charges	FY 2020-21 Approved Fees and Other Charges
	Resin-based Composite: 4 Surface Posterior	\$326.51	\$326.51
	Prefab Crown	\$300.28	\$300.28
	Resin-based Crown	\$320.18	\$320.18
	Prefab esthetic coated	\$295.00	\$295.00
	Sedative Filling	\$101.30	\$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	\$75.88	\$75.88
	Therapeutic pulpotomy	\$165.00	\$165.00
	Endodontic Therapy	\$648.06	\$648.06
	Ginevectomy	\$563.00	\$563.00
	Periodontal Scaling/Root planing; 1-3 Teeth	\$151.00	\$151.00
	Periodontal Scaling/Root planing; 4+ Teeth	\$206.00	\$206.00
	Full mouth debridement	\$173.66	\$173.66
	Periodontal Maintenance	\$62.00	\$62.00
	Extraction, coronal remnants - deciduous	\$109.44	\$109.44
	Extraction – Erupted Tooth	\$145.62	\$145.62
	Surgical Extract. Erupted Tooth	\$256.87	\$256.87
	Removal Impacted Tooth Soft Tissue	\$263.00	\$263.00

FY 2020-21
Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2019-20 Approved Fees and Other Charges	FY 2020-21 Approved Fees and Other Charges
Public Health continued			
Dental continued	Prefab Crown Stainless steel Primary	\$265.66	\$265.66
	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	\$232.02	\$232.02
	Surgical Removal of residual tooth roots	\$272.24	\$272.24
	Incision and drainage of abscess	\$287.62	\$287.62
	Nitrous Oxide (Analgesia)	\$64.22	\$64.22
Pharmacy	Prenavite	\$2.16	\$2.16
	Nitrofurantoin	\$0.58	\$0.58
	Cipro 250mg	\$0.06	\$0.06
	Cipro 500mg	\$0.11	\$0.11
	Metrogel	\$1.67	\$1.67
	Septra DS	\$0.04	\$0.04
	Lo/ovral	\$3.62	\$3.62
	Sronyx	\$2.25	\$2.25
	Desogen	\$1.89	\$1.89
	Micronor	\$2.16	\$2.16
	Miconazole 7	\$3.51	\$3.51
	Diflucan	\$0.73	\$0.73
	Antifungal Cream	\$1.50	\$1.50
	Chewable vitamins	\$2.53	\$2.53
	Ferrous Sulfate	\$0.01	\$0.01
	Colace	\$0.01	\$0.01
	Phenergan	\$0.02	\$0.02
	Ranitidine	\$0.05	\$0.05
	Zofran	\$0.12	\$0.12
	Ortho Tri-cyclen	\$2.79	\$2.79
	Ortho Cyclen	\$1.44	\$1.44
	Ortho Tri-cyclen lo	\$0.27	\$0.27
	Levora	\$3.90	\$3.90
	Plan B	\$3.69	\$3.69
	Ferrous Gluconate	\$0.05	\$0.05
	Terconazole	\$3.07	\$3.07
	Yasmin	\$3.64	\$3.64
	Depo	\$24.38	\$24.38
	Nuvaring	\$8.34	\$8.34
Environmental Health	Well Permit	\$425.00	\$425.00
	Bacteriological Sample (Total Coliform/E-coli)	\$135.00	\$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)	\$250.00	\$250.00
	Improvement Permit Site Revisit Fee	\$100.00	\$100.00
	Pumped Conventional Permit ≤ 600 gpd	\$350.00	\$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.	\$200.00	\$200.00
	Appeal Charge (2-5 acres) within 1 year of orig. eval.	\$200.00	\$200.00
	Appeal Charge (5 + acres) within 1 year of orig. eval.	\$200.00	\$200.00
	Appeal of Permit Condition	\$200.00	\$200.00
	Wastewater System Reconnection Permit	\$200.00	\$200.00
	Application for Structural Alterations/Additions	\$100.00 (no design flow increase)	\$100.00 (no design flow increase)
	Each Additional Pool per Complex	\$350.00	\$350.00
	Pool Plan Review	\$350.00	\$350.00
	Pool Permit Inspection Revisit	\$100.00	\$100.00
	Tattoo Artist Permit	\$300.00	\$300.00

FY 2020-21
Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2019-20 Approved Fees and Other Charges	FY 2020-21 Approved Fees and Other Charges
	Temporary/Apprentice Tattoo Artist Permit	\$150.00	\$150.00
	Food Service Plan Review	\$250.00	\$250.00
	Existing Food Establishment Plan Review	\$150.00	\$150.00
	Temp. Food Event Permit	\$75.00	\$75.00
Public Health Continued			
Environmental Health continued	Type V/VI Operational Permit Renewal Fee (every 5 years)	\$50.00	\$50.00
	Limited Food Service Establishment	\$75.00	\$75.00
	Mobile Food Unit/Push Cart/ Caterer Plan Review	\$200.00	\$200.00
	Engineered Option Permit (aka EOP)	\$150.00	\$150.00
	Well Repair Permit	\$0.00	\$0.00
Lab	Venipuncture	\$5.71	\$5.71
	Conventional System Septic Permit	\$200.00	\$200.00
	Basic Metabolic Panel	\$13.70	\$13.70
	Comprehensive Metabolic Panel	\$14.39	\$14.39
	Lipid Panel	\$20.87	\$20.87
	Hepatic Function Panel	\$13.18	\$13.18
	Urinalysis	\$4.62	\$4.62
	Urine Micro	\$4.77	\$4.77
	Pregnancy Test, Urine - Result Positive+	\$10.07	\$10.07
	Pregnancy Test, Urine - Result Negative -	\$10.07	\$10.07
	Albumin	\$12.20	\$12.20
	Bilirubin, Total	\$12.22	\$12.22
	Bilirubin, Direct	\$12.20	\$12.20
	Calcium	\$12.19	\$12.19
	Carbon Dioxide	\$12.22	\$12.22
	Chloride	\$12.37	\$12.37
	Cholesterol, Total	\$12.35	\$12.35
	Creatinine (blood)	\$12.16	\$12.16
	Glucose	\$12.20	\$12.20
	Glucose Challenge (GCT)	\$12.20	\$12.20
	GTT - 3 hour	\$29.07	\$29.07
	GTT - 3 hour	\$29.07	\$29.07
	HDL	\$13.39	\$13.39
	Alkaline Phosphatase	\$12.24	\$12.24
	Potassium	\$12.37	\$12.37
	Total Protein	\$12.18	\$12.18
	Sodium	\$12.37	\$12.37
	Aspartate Amino Transferase (AST)	\$12.20	\$12.20
	Alanine Amino Transferase (ALT)	\$12.22	\$12.22
	Triglycerides	\$12.42	\$12.42
	BUN (Blood Urea Nitrogen)	\$12.21	\$12.21
	Uric Acid	\$12.22	\$12.22
	Hemoglobin (Hgb)	\$8.48	\$8.48
	CBC with automated diff. & platelets	\$8.48	\$8.48
	RPR	\$8.56	\$8.56
	RPT Titer	\$11.23	\$11.23
	SARS-CoV-2		\$100
	Dark Field	\$16.40	\$16.40
	Gram Stain	\$7.10	\$7.10
	Wet Prep	\$5.78	\$5.78
	Chlamydia	\$32.80	\$32.80
	Gonorrhea	\$32.80	\$32.80
	Trichomonas Detection	\$20.80	\$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	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
	Deeds of Trust and Mortgages	\$64 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

FY 2020-21
Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2019-20 Approved Fees and Other Charges	FY 2020-21 Approved Fees and Other Charges
	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
Register of Deeds Continued			
	Notary public qualification	\$10	10
	Marriage licenses:		0
	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

FY 2020-21
Approved Utilities and Rougemont Fees

Fee Category	Fee and Other Charge Type	FY 2019-20 Approved Fees and Other Charges	FY 2020-21 Approved Fees and Other Charges
Lines Highlighted in Green in this Table were approved by the Board of County Commissioners in March of 2020			
Lines Highlighted in Yellow in this Table are proposed new and updated fees for FY 2020-21			
Utilities			
Monthly service fees (County customers with City water)	Consumption Rate Charge	\$4.68/hundred cubic feet	\$5.00/hundred cubic feet
Monthly service fees (County customers without City water)	1 or 2 bedrooms	\$25.39	\$27.17
Monthly service fees (County customers without City water)	3 bedrooms	\$57.10	\$61.10
Monthly service fees (County customers without City water)	4 or more bedrooms	\$91.73	\$98.15
Industrial User Fees	Pollutant Headworks Analysis Fee	At cost	At Cost + 10%
Construction Inspection Fees	Sewer Main / Outfall Inspection	\$2.00 per linear foot	\$2.00 per linear foot
Construction Inspection Fees	Reinspection fee+B75	\$1.00 per linear foot/\$200.00 minimum	\$1.00 per linear foot/\$200.00 minimum
Construction Inspection Fees	Sewer Lateral Inspection fee	\$300 per lateral	\$300 per lateral
Construction Inspection Fees	Right-of-Way Single Family Inspection fee		\$25 per lot
Construction Inspection Fees	Right-of-Way - All other development		\$100 per lateral
Construction Inspection Fees	Water/Reclaimed Water Inspection		\$2.00 per linear foot
Construction Inspection Fees	Water/Reclaimed Water Tap		\$50 per tap
Development Review Fees	Technology Fee		4% of the review fee
Development Review Fees	Construction Review - Single Family House		Base - \$400; Re-Review - \$200
Development Review Fees	Construction Review - Single Family / Townhome Development		Base - \$1200 + \$10/lateral; Re-Review - \$500
Development Review Fees	Construction Review - Multi-Family Development		Base - \$1200 + \$50/building; Re-Review - \$500
Development Review Fees	Construction Review - Commercial / Industrial Development		Base - \$1200 + \$0.50/LF of main; Re-Review - \$500
Development Review Fees	Construction Review - Building Plumbing Plans - Restaurant		Base - \$400; Re-Review - \$200
Development Review Fees	Construction Review - Building Plumbing Plans - Other		Base - \$800; Re-Review - \$500
Development Review Fees	Construction Review - Grease Trap / Sediment Trap		Base - \$250; Re-Review - \$50
Development Review Fees	Construction Review - Revision - Single-Family House		\$50 each review
Development Review Fees	Construction Review - Revision - All other development		\$400 each review
Development Review Fees	As-Built for Single Family House Review		\$50
Development Review Fees	As-Built for All Other Development Review		\$200
Development Review Fees	Sewer Video Inspection - Preliminary Review		\$3.00 per linear foot
Development Review Fees	Sewer Video Inspection - 1st Review		\$1.00 per linear foot
Development Review Fees	Sewer Video Inspection - Additional Reviews		\$500 (500 linear feet or less) + \$1.00 per linear foot over 500 linear feet
Development Review Fees	Re-Inspection Fee		\$1.00 per linear foot (\$200 minimum)
Development Review Fees	Site Plan Submittal Fee: Administrative Site Plan - Level 1		\$50 Initial Review/\$25 Re-Review
Development Review Fees	Site Plan Submittal Fee: Administrative Site Plan - Level 2		\$100 Initial Review/\$50 Re-Review
Development Review Fees	Site Plan Submittal Fee: Administrative Site Plan - Level 3		\$300 Initial Review/\$150 Re-Review
Development Review Fees	Site Plan Submittal Fee: Administrative Site Plan - Level 4		\$500 Initial Review/\$250 Re-Review
Development Review Fees	Subdivision or Plat Submittal - Exempt		\$50
Development Review Fees	Subdivision or Plat Submittal - Minor Plat		\$75
Development Review Fees	Subdivision or Plat Submittal - Major Plat		\$250
Development Review Fees	Subdivision or Plat Submittal - Preliminary Plat		\$500
Development Review Fees	Subdivision or Plat Submittal - Preliminary Plat Amendment		\$300

FY 2020-21
Approved Utilities and Rougemont Fees

Fee Category	Fee and Other Charge Type	FY 2019-20 Approved Fees and Other Charges	FY 2020-21 Approved Fees and Other Charges
Utilities Continued			
System Development Fees	Single family (min. 2 bedrooms)	\$1242 each	\$1242 each
System Development Fees	Single family (each bedroom above 2)	\$619/bedroom	\$619/bedroom
System Development Fees	Multi-family units (apartments, duplexes, condominiums; min. 2 bedrooms)	\$1242 each	\$1242 each
System Development Fees	Multi-family units (apartments, duplexes, condominiums; each bedroom above 2)	\$619/bedroom	\$619/bedroom
System Development Fees	Multi-family (motels, hotels)	\$619/bedroom	\$619/bedroom
System Development Fees	Multi-family (motels, hotels with cooking facilities in room)	\$908/room	\$908/room
System Development Fees	Nursing/Rest home	\$310/bed	\$310/bed
System Development Fees	Nursing/Rest home with laundry	\$621/bed	\$621/bed
System Development Fees	Office - per shift	\$130/person	\$130/person
System Development Fees	Factory - per shift	\$130/person	\$130/person
System Development Fees	Factory with showers - per shift	\$182/person	\$182/person
System Development Fees	Store/Shopping Center/Mall	\$517/1,000 sq. ft.	\$517/1,000 sq. ft.
System Development Fees	Store/Shopping Center/Mall with food service (ADD)	\$155/1,000 sq. ft.	\$155/1,000 sq. ft.
System Development Fees	Restaurant (greater of per seat or per 15 sq. ft. of dining area)	\$209	209
System Development Fees	Restaurant - 24-hour service	\$266/seat	\$266/seat
System Development Fees	Restaurant - single service (exclusive of fast food)	\$105/seat	\$105/seat
System Development Fees	School - day with cafeteria, gym, showers	\$80/student	\$80/student
System Development Fees	School - day with cafeteria only	\$66/student	\$66/student
System Development Fees	School - day with neither cafeteria nor showers	\$52/student	\$52/student
System Development Fees	School - boarding	\$310/person	\$310/person
System Development Fees	Church (not including food service, day care, camps)	\$14/seat	\$14/seat
System Development Fees	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"	\$4.53	4.53
Monthly Sewer Service Charge - Water Meter Size	1"	\$6.08	6.08
Monthly Sewer Service Charge - Water Meter Size	1.5"	\$8.28	8.28
Monthly Sewer Service Charge - Water Meter Size	2"	\$8.96	8.96
Monthly Sewer Service Charge - Water Meter Size	3"	\$21.78	21.78
Monthly Sewer Service Charge - Water Meter Size	4"	\$49.10	49.1
Monthly Sewer Service Charge - Water Meter Size	6"	\$62.48	\$62.48
Monthly Sewer Service Charge - Water Meter Size	8"	\$75.55	\$75.55
Monthly Sewer Service Charge - Water Meter Size	Over 8"	\$75.55	\$75.55
Surcharge Fees	BOD (Biochemical Oxygen Demand) <i>Surcharge is applied for discharge concentrations greater than 250 mg/L</i>	\$349.18/1,000 lbs.	\$349.18/1,000 lbs.
Surcharge Fees	TSS (Total Suspended Solids) <i>Surcharge is applied for discharge concentrations greater than 180 mg/L</i>	\$60.44/1,000 lbs.	\$60.44/1,000 lbs.

FY 2020-21
Approved Utilities and Rougemont Fees

Fee Category	Fee and Other Charge Type	FY 2019-20 Approved Fees and Other Charges	FY 2020-21 Approved Fees and Other Charges
Utilities Continued			
Surcharge Fees	TKN (Total Kjeldahl Nitrogen) <i>Surcharge is applied for discharge concentrations greater than 40 mg/L</i>	\$0.75/lb.	\$0.75/lb.
Surcharge Fees	TP (Total Phosphorous) <i>Surcharge is applied for discharge concentrations greater than 5 mg/L</i>	\$6.87/lb.	\$6.87/lb.
Industrial User Fees	Permit Application Fee	\$300	\$500 per each point of discharge
Industrial User Fees	Permit modification fee	\$200	\$300 per each point of discharge
Industrial User Fees	Authorization to Construct review fee	\$300	\$300
Industrial User Fees	Annual BSL Permit Maintenance Fee		\$500
Industrial User Fees	Annual Permit Maintenance Fee		\$1,000
Industrial User Fees	Industrial User Re-Inspection Fee		\$200
Industrial User Fees	Supplemental Document Review Fee		\$75 per document
Industrial User Fees	Annual FOG Inspection Fee		\$200
Industrial User Fees	Annual FOG Re-Inspection Fee		\$500
Monitoring Fees	Monitoring Administrative Fee		\$75
Monitoring Fees	Sampling	\$95	\$104.50
Monitoring Fees	Aluminum	\$10	\$11
Monitoring Fees	Ammonia	\$14	\$15.50
Monitoring Fees	Antimony	\$10	\$11
Monitoring Fees	Arsenic	\$10	\$11
Monitoring Fees	Beryllium	\$10	\$11
Monitoring Fees	Bismuth	\$25	\$27.50
Monitoring Fees	BOD5	\$20	\$22
Monitoring Fees	Cadmium	\$10	\$11
Monitoring Fees	Chloride	\$10	\$11
Monitoring Fees	Chromium	\$10	\$11
Monitoring Fees	COD	\$19	\$21
Monitoring Fees	Copper	\$10	\$11
Monitoring Fees	Cyanide	\$25	\$27.50
Monitoring Fees	Fluoride	\$17	\$19
Monitoring Fees	Gallium	\$25	\$27.50
Monitoring Fees	Indium	\$25	\$27.50
Monitoring Fees	Lead	\$10	\$11
Monitoring Fees	Mercury (Method 1631)	\$120	\$132
Monitoring Fees	Molybdenum	\$10	\$11
Monitoring Fees	Nickel	\$10	\$11
Monitoring Fees	NO2 + NO3	\$14	\$15.50
Monitoring Fees	Oil and grease (total)	\$35	\$38.50
Monitoring Fees	Oil and grease (nonpolar)	\$50	\$55
Monitoring Fees	Oil and grease (polar)	\$50	\$55
Monitoring Fees	Organic Compounds (EPA 624 & 625)	\$335	\$368.50
Monitoring Fees	Pesticides (EPA 608 & 614)	\$140	\$154
Monitoring Fees	Selenium	\$10	\$11
Monitoring Fees	Silver	\$10	\$11
Monitoring Fees	Tellurium	\$25	\$27.50
Monitoring Fees	Tin	\$10	\$11
Monitoring Fees	TKN	\$19	\$21
Monitoring Fees	Total Petroleum Hydrocarbons (TPH)	\$110	\$121
Monitoring Fees	Total Phosphorous	\$15	\$16.50
Monitoring Fees	Total Residual Chlorine (TRC)	\$15	\$16.50
Monitoring Fees	TSS	\$10	\$11
Monitoring Fees	Total Toxic Organics	\$495	\$544.50
Monitoring Fees	Volatile Organic Chemicals	\$110	\$121
Monitoring Fees	Zinc	\$10	\$11
Monitoring Fees	Acetone	\$95 for complete Pharma test group	\$104.50 for complete Pharma test group
Monitoring Fees	Ethyl Acetate	\$95 for complete Pharma test group	\$104.50 for complete Pharma test group
Monitoring Fees	Isopropyl Acetate	\$95 for complete Pharma test group	\$104.50 for complete Pharma test group
Monitoring Fees	Methylene Chloride	\$95 for complete Pharma test group	\$104.50 for complete Pharma test group
Monitoring Fees	n-Amyl Acetate	\$95 for complete Pharma test group	\$104.50 for complete Pharma test group

FY 2020-21
Approved Utilities and Rougemont Fees

Fee Category	Fee and Other Charge Type	FY 2019-20 Approved Fees and Other Charges	FY 2020-21 Approved Fees and Other Charges
Rougemont			
Water Fees:	Usage charge	\$ 5.86 per 1,000 gallons (up to 10,000 gallons per month)	\$ 6.01 per 1,000 gallons (up to 10,000 gallons per month)
Water Fees:	Usage charge	\$ 8.80 per 1,000 gallons (10,000 to 20,000 gallons per month)	\$ 9.02 per 1,000 gallons (10,000 to 20,000 gallons per month)
Water Fees:	Usage charge	\$11.74 per 1,000 gallons (greater than 20,000 gallons per month)	\$12.04 per 1,000 gallons (greater than 20,000 gallons per month)
Water Fees:	Base Facility Charge (water meter <1")	Monthly Base Charge = \$18.00	Monthly Base Charge = \$18.00
Water Fees:	Administrative Fee	\$2.00 per month	\$2.00 per month
Other Water Fees: *This charge is waived once for initial project participants	*Water Connections Fee	At Cost	At Cost
Other Water Fees: *This charge is waived once for initial project participants	*Meter Installation Fee	\$75.00	75
Water Fees:	Disconnection Fee	\$75.00	75
Water Fees:	Reconnection Fee	\$100 must be paid prior to service reconnection	\$100 must be paid prior to service reconnection
Water Fees:	Backflow Preventer Inspection Fee	\$50 per inspection	\$50 per inspection
Water Fees:	*New Account Deposit	\$100	100
Water Fees:	Inspection Service Charge	\$50 per inspection	\$50 per inspection
Water Fees:	*Service Initiation Fee	\$20	20
Water Fees:	Security Deposit	\$50.00	50
Water Fees:	After-Hour Service Charge	\$40.00	40
Water Fees:	Late Fee	\$5.00	5
Water Fees:	Meter Extraction Fee	\$75.00	75
Water Fees:	Meter Yoke Extraction Fee	\$150.00	150
Water Fees:	Vacancy Service Charge	\$25.00	25

FY 2020-21
Stormwater and Erosion Control Fee Schedule

Fee Category	Fee and Other Charge Type	FY 2019-20 Approved Fees and Other Charges	FY 2020-21 Approved Fees and Other Charges
Lines Highlighted in Yellow in this Table are proposed new and updated fees for FY 2020-21			
Stormwater Utility Fee - Residential - Tier 0	\$0/yr, Impervious 0-400 sq ft		\$0/yr
Stormwater Utility Fee - Residential - Tier 1	\$12/yr, Impervious 401-2700 sq ft		\$12/yr
Stormwater Utility Fee - Residential - Tier 2	\$24/yr, Impervious 2701-6000 sq ft		\$24/yr
Stormwater Utility Fee - Residential - Tier 3	\$48/yr, Impervious >6000 sq ft		\$48/yr
Stormwater Utility Fee - Non-Residential	\$24/ERU/yr, ERU = 4,300 sq ft of Impervious		\$24/ERU/yr
Stormwater Plan Review - Less than 1 acre	\$225.00	\$225.00	\$225.00
Stormwater Plan Review - Greater than 1 acre	\$325 per disturbed acre	\$325 per disturbed acre	\$325 per disturbed acre
Stormwater Permit	\$2,500 per Stormwater Control Measure	\$2,500 per Stormwater Control Measure	\$2,500 per Stormwater Control Measure
Stormwater Permit Renewal - Permit Issued 2018 and prior	\$250 per Stormwater Control Measure	\$250 per Stormwater Control Measure	\$250 per Stormwater Control Measure
Stormwater Permit Renewal - Permit Issued January 2019 and after	None	None	None
Stormwater Control Measure Annual Inspection	\$100 per Stormwater Control Measure	\$100 per Stormwater Control Measure	\$100 per Stormwater Control Measure
Stream Delineation (Cape Fear River Basin) - Base Fee	\$750	\$750	\$750.00
Stream Delineation (Cape Fear River Basin) - Acreage Fee	\$100 per acre	\$100 per acre	\$100 per acre
Land Disturbance Plan Review - Greater than 20,000 sq ft to 1 acre	\$100	\$100	\$100.00
Land Disturbance Plan Review - Greater than 1 acre	\$125 per acre	\$125 per acre	\$125 per acre
Land Disturbance Permit - 12,000 sq ft to 1 acre	\$275	\$275	\$275.00
Land Disturbance Permit - Greater than 1 acre to 10 acres	\$525 per acre	\$525 per acre	\$525 per acre
Land Disturbance Permit - Greater than 10 acres	\$800 per acre	\$800 per acre	\$800 per acre
Land Disturbance Permit Extension	25% of the original permit fee	25% of the original permit fee	25% of the original permit fee
Re-Inspection Fee for Notice of Violation without Civil Penalty - First Re-Inspection Fee	\$1,000	\$1,000	\$1,000.00
Re-Inspection Fee for Notice of Violation without Civil Penalty - Subsequent Re-Inspection Fee(s)	\$500	\$500	\$500.00
Re-Inspection Fee for Notice of Violation with Minor Civil Penalty - First Re-Inspection Fee	\$1,000	\$1,000	\$1,000.00
Re-Inspection Fee for Notice of Violation with Minor Civil Penalty - Subsequent Re-Inspection Fee(s)	\$500	\$500	\$500.00
Re-Inspection Fee for Notice of Violation with Major Civil Penalty - First Re-Inspection Fee	\$5,000	\$5,000	\$5,000.00
Re-Inspection Fee for Notice of Violation with Major Civil Penalty - Subsequent Re-Inspection Fee(s)	\$500	\$500	\$500.00
Unauthorized Land Disturbance Activity	200% the required permit fee	200% the required permit fee	200% the required permit fee
Performance Security - 5 acres or greater	\$4000 per disturbed acre	\$4000 per disturbed acre	\$4000 per disturbed acre

FY 2020-21
Durham County Fire Prevention and Protection Code
Approved Fee Schedule for Inspection, Permit Services, and Violations

Penalties and Fees			
Fire Code Reference	Violation Description	FY 2019-20 Approved Penalty Amount	FY 2020-21 Approved Penalty Amount
105.3.5	Permit not posted or kept on premises	\$75.00	\$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	\$75.00	\$75.00
703.1	Breach in fire wall/fire stops	\$75.00	\$75.00
703.2	Fire or exit door inoperative	\$200.00	\$200.00
310.3	"No Smoking" signs not posted where appropriate	\$75.00	\$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	\$75.00	\$75.00
901.6	Sprinkler system not complying with code	\$75.00	\$75.00
901.6	Alternative Automatic Suppression System not complying with code	\$75.00	\$75.00
901.6	Standpipe system not complying with code	\$75.00	\$75.00
315.3.1	Sprinkler head(s) blocked/covered (Immediate)	\$200.00	\$200.00
505.1	Street address numbers not posted or not visible	\$75.00	\$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	\$75.00	\$75.00
10,081,013	Egress illumination and exit signs	\$75.00	\$75.00
1013	Inoperable, Missing or Obstructed Exit Signs	\$75.00	\$75.00
403	Approved fire evacuation plan required	\$75.00	\$75.00
405	Fire drill performance not acceptable	\$75.00	\$75.00
405.5	No monthly fire drill reported	\$75.00	\$75.00
5707	Improper use of flammable liquids indoors (Immediate)	\$750.00	\$750.00
5704	Flammable liquid not stored according to code	\$75.00	\$75.00
5707	Improper dispensing of flammable liquid (Immediate)	\$750.00	\$750.00
5004	Tank installation not according to code	\$75.00	\$75.00
5704	Tank storage not according to code	\$75.00	\$75.00
2404	Spray painting in non-approved area	\$75.00	\$75.00
2404	Spray booth not complying to code	\$75.00	\$75.00
5303.5	Compressed gas cylinders not secured	\$75.00	\$75.00
5704	Chemical storage is not according to code	\$75.00	\$75.00
1004.3	Occupancy Certificate (Maximum) not posted (NCAC 204.11.2)	\$75.00	\$75.00
308.1	Improper use of open flames	\$75.00	\$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
<i>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.</i>			
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 stated otherwise on the face of the permit, shall be valid for a period of one year from the date of issue, subject to revocation for failure to comply with the Fire Prevention Code. Renewal of permits shall be subject to fees in effect for the period of renewal.			
Fire Code Reference	Activities Requiring Permits	FY 2019-20 Approved Fee	FY 2020-21 Approved Fee
105.6.1	Aerosol Products	\$75.00	\$75.00
105.6.2	Amusement Buildings	\$75.00	\$75.00
105.7.1	Automatic Fire Extinguishing Systems	\$75.00	\$75.00
105.6.3	Aviation Facilities	\$75.00	\$75.00
105.6.5	Carnivals and Fairs	\$250.00	\$250.00
105.7.2	Battery Systems	\$75.00	\$75.00
105.6.6	Cellulose Nitrate Film	\$150.00	\$150.00
105.6.7	Combustible Dust-Producing Operations	\$75.00	\$75.00
105.6.8	Combustible Fibers	\$75.00	\$75.00
105.6.8; 105.7.3	Compressed Gases	\$75.00	\$75.00
105.6.10	Covered Malls, Buildings	\$150.00	\$150.00
105.6.11; 105.7.4	Cryogenic Fluids	\$75.00	\$75.00
105.6.12	Cutting and Welding	\$75.00	\$75.00
105.6.13	Dry Cleaning Plants	\$150.00	\$150.00
105.6.13	Exhibits and Trade Shows	\$150.00	\$150.00

FY 2020-21
Durham County Fire Prevention and Protection Code
Approved Fee Schedule for Inspection, Permit Services, and Violations

Fire Prevention Permit Fees Continued			
Fire Code Reference	Activities Requiring Permits	FY 2019-20 Approved Fee	FY 2020-21 Approved Fee
105.6.15	Blasting, Explosives: Manufacturing, Storage, Handling, & Sale or use of explosives, fireworks, explosive material (60-day permit)	\$300.00	\$300.00
105.6.16	Fire Hydrants and Valves	\$75.00	\$75.00
105.7.5	Emergency Responder Radio Coverage System	\$75.00	\$75.00
105.7.6	Fire Alarm & Detection Systems & Related Equipment	\$75.00	\$75.00
105.7.7	Fire Pumps & Related Equipment	\$75.00	\$75.00
105.6.17; 105.7.8	Flammable and Combustible Liquids (per site or service station)	\$150.00	\$150.00
105.6.18	Floor Finishing	\$75.00	\$75.00
105.6.19	Fruit and Crop Ripening	\$75.00	\$75.00
105.6.20	Fumigation & Thermal Insecticide Fogging	\$150.00	\$150.00
105.7.9	Gates and Barricades Across Fire Access Roads	\$75.00	\$75.00
105.6.21; 105.7.10 a	Hazardous Materials (Up to 500gals/lbs.)(Table 105.6.21)	\$150.00	\$150.00
105.6.21; 105.7.10 b	Hazardous Materials (> to 500gals/lbs.)(Table 105.6.21)	\$350.00	\$350.00
105.6.22	HPM Facilities	\$200.00	\$200.00
105.6.23	High-Piled Storage	\$75.00	\$75.00
105.6.24	Hot Work Operations	\$75.00	\$75.00
105.6.25; 105.7.11	Industrial Ovens (As regulated by Capter 30)	\$150.00	\$150.00
105.6.26	Lumber Yards and Woodworking Plants (>100K Board Ft.)	\$150.00	\$150.00
105.6.27	Liquid- or Gas-fueled Vehicles in Assembly Buildings	\$150.00	\$150.00
105.6.28; 105.7.12	Liquefied Petroleum Gas	\$75.00	\$75.00
105.6.29	Magnesium (>10 lbs)	\$150.00	\$150.00
105.6.30	Miscellaneous Combustible Storage	\$75.00	\$75.00
105.6.31	Motor Fuel-Dispensing Facilities	\$250.00	\$250.00
105.6.32	Open Burning (exc. Recreational Fires)	\$75.00	\$75.00
105.6.33	Open Flames and Torches	\$75.00	\$75.00
105.6.34	Open Flames and Candles	\$75.00	\$75.00
105.6.35	Organic Coatings	\$75.00	\$75.00
105.6.36	Places of Assembly (More than 50)	\$75.00	\$75.00
105.6.37; 105.7.13	Private Fire Hydrants	\$75.00	\$75.00
105.6.38	Pyrotechnic Special Effects Material (Indoor Only. Other uses see 105.6.15)	\$75.00	\$75.00
105.6.39	Pryoxilin Plastics	\$75.00	\$75.00
105.6.40	Refrigeration Equipment	\$75.00	\$75.00
105.6.41	Repair Garages, Service Stations	\$150.00	\$150.00
105.6.42	Rooftop Heliports	\$150.00	\$150.00
105.7.14	Smoke Control or Smoke Exhaust Systems	\$75.00	\$75.00
105.7.15	Solar Photovoltaic Power System	\$75.00	\$75.00
105.6.43; 105.7.16	Spraying or Dipping	\$75.00	\$75.00
105.7.17	Stand Pipe Systems	\$75.00	\$75.00
105.6.42	Storage of Scrap Tires & Tire Byproducts	\$75.00	\$75.00
105.6.45; 105.7.18	Temporary Membrane Structures and Tents (>800 sqft closed; >1800 sqft open)	\$150 per tent	\$150 per tent
105.6.46	Tire-Rebuilding Plants	\$150.00	\$150.00
105.6.47	Waste Handling, Junk Yard, Wreckling Yard	\$150.00	\$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
<i>All other permit fees required by the Technical Code and not listed shall be \$65.00</i>			

FY 2020-21
Durham County Fire Prevention and Protection Code
Approved Fee Schedule for Inspection, Permit Services, and Violations

User Fees			
Fire Code Reference	Description	FY 2019-20 Approved Fee	FY 2020-21 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
	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 subject to the following inspection fee schedule:			
Fire Code Reference	Inspection Activities	FY 2019-20 Approved Fee	FY 2020-21 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	FY 2019-20 Approved Fee	FY 2020-21 Approved Fee
	Non Extremely 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

FY 2020-21
Durham City-County Planning Department Schedule

Fee Type	FY2019-2020 Approved Fee	FY2020-2021 Approved 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	Half of filing fee, plus technology surcharge, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review.
A. Zoning Map Change (Rezoning)		
Base fees shall be calculated on the entire project and shall not be calculated on a pro rata share. Cases with multiple zones are charged the highest base fee applicable according to the		
A.1. All Residential, Not Listed Below, 5 Acres or Less	\$1,000.00 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$1,000.00 per case, plus technology surcharge, plus surcharges for advertising, letter notice, and signs. Add \$500.00, plus technology surcharge, if the application includes a text-commitment-only development plan. Add \$1,000.00, plus technology surcharge, if the request is not consistent with the Future Land Use Map.
A.2. Modification to Text Commitments on Existing Development Plans (this can only be used for changing text; changing or adding graphics is charged at the applicable Development Plan rate listed below)	\$1,500.00 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs	\$1,500.00 per case, plus technology surcharge, plus surcharges for advertising, letter notice, and signs.
A.3. All Residential, Not Listed Below, More than 5 Acres	\$3,000, plus \$65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs.	\$3,000.00, plus \$65.00 per acre, rounded up, plus technology surcharge, plus surcharges for advertising, letter notice, and signs. Add \$500.00, plus technology surcharge, if the application includes a text- commitment-only development plan. Add \$1,000.00, plus technology surcharge, if the request is not consistent with the Future Land Use Map.
A.4. Planned Districts, Design Districts, Mixed Use, University and College, Office, Residential Multifamily, Commercial, Industrial, or Science Research Park with Development Plan	\$4,500.00, plus \$65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs	\$4,500.00, plus \$65.00 per acre, rounded up, plus technology surcharge, plus surcharges for advertising, letter notice, and signs. Add \$1,000.00, plus technology surcharge, if the request is not consistent with the Future Land Use Map.
A. Zoning Map Change (Rezoning)		
A.5. Design Districts, University and College, or Residential Multifamily, Commercial, Industrial, Office, or Science Research Park 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, plus surcharges for advertising, letter notice and signs. Add \$500.00 plus technology surcharge if the application includes a text- commitment-only development plan. Add \$1,000.00, plus technology surcharge, if the request is not consistent with the Future Land Use Map.
A.6. Development Plan as Site Plan or Preliminary Plat	Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus \$100.00 Public Works Zoning Review, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs.	Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus \$100.00 Public Works Zoning Review, plus technology surcharge, plus surcharges for advertising, letter notice, and signs. Add \$1,000.00, plus technology surcharge, if the request is not consistent with the Future Land Use Map.
A.7. Public Works Zoning Review	\$100.00 in addition to the applicable zoning map change base fee, plus technology surcharge of 4%.	\$100.00, in addition to the applicable zoning map change base fee, plus technology surcharge.
B. Consolidated Annexation		
B.1. All Consolidated Annexation, Except as in Section 1, Paragraph B.2, Below	\$800.00 per case, plus \$47.00 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs.	\$800.00 per case, plus \$47.00 recordation fee, plus technology surcharge, plus surcharges for advertising, letter notice, and signs.
B.2. Consolidated Annexation of One Single- Family or Two-Family Residential Lot	\$400.00 base fee, plus \$47.00 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs. Please note that the notification	\$400.00 base fee, plus \$47.00 recordation fee, plus technology surcharge, plus surcharges for advertising, letter notice, and signs.
C. Comprehensive Plan Amendment		
C.1. Future Land Use Map Plan Amendment	\$2,100 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$2,100.00 per case, plus technology surcharge, plus surcharges for advertising, letter notice, and signs, as applicable.
C.2. Comprehensive Plan Text Amendment	\$3,000 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$3,000.00 per case, plus technology surcharge, plus surcharges for advertising, letter notice, and signs, as applicable.
D. Board of Adjustment Applications		
D.1. Appeal of an Administrative Decision	\$300.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs	\$300.00, plus technology surcharge plus surcharges for advertising, letter notice, and signs, as applicable.
D.2. Single-Family and Two-Family Projects (variances, minor special use permits, etc.) and Reasonable Accommodations Requests	\$475.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs	\$475.00, plus technology surcharge, plus surcharges for advertising, letter notice, and signs, as applicable.
D.3. Wireless Communication Facilities Use Permit	\$3,165.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus \$5,000 for independent professional consultant review	\$3,165.00, plus technology surcharge, plus surcharges for advertising, letter notice, and signs, plus \$5,000.00 for independent professional consultant review

FY 2020-21
Durham City-County Planning Department Schedule

Fee Type	FY2019-2020 Approved Fee	FY2020-2021 Approved Fee
D. Board of Adjustment Applications Continued		
D.4. All Other BOA Applications, not Listed Elsewhere in this Section	\$1,300.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs.	\$1,300.00, plus technology surcharge, plus surcharges for advertising, letter notice, and signs.
E. Major Special Use Permit Applications		
E.1. Transportation Special Use Permit	\$2,025.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs.	\$2,025.00, plus technology surcharge, plus surcharges for advertising, letter notice and signs.
E.2. Wireless Communication Facilities Use Permit	\$3,165.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs, plus \$5,000.00 for independent professional consultant review.	\$3,165.00, plus technology surcharge, plus surcharges for advertising, letter notice, and signs, plus \$5,000.00 for independent professional consultant review.
E.3. All Other Major Special Use Permit Applications	\$2,025.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice. and signs	\$2,025.00, plus technology surcharge, plus surcharges for advertising, letter notice. and signs
F. Site Plans		
F.1. Administrative Site Plan – Level 1 , defined as a site plan requiring only Planning Department and Inspections Department review	\$210.00, plus technology surcharge of 4%	\$210.00, plus technology surcharge.
F. Site Plans		
F.2. Administrative Site Plan – Level 2 , defined as a site plan with a maximum of 500 square feet of new impervious surfaces added, no changes in stormwater management, no more than 1,000 square feet of new, habitable building area, and less than 12,000 square feet of land disturbance	\$650.00, plus technology surcharge of 4%	\$650.00, plus technology surcharge.
F.3. Administrative Site Plan – Level 3 , defined as a site plan with a maximum of 500 square feet of new impervious surfaces added, no changes in stormwater management, greater than 1,000 square feet of new, habitable building area, and less than 12,000 square feet of land disturbance	\$1,700.00, plus technology surcharge of 4%	\$1,800.00, plus technology surcharge.
F.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	\$4,200.00 base fee, plus \$40.00 per 1,000 square feet of gross building area [rounded up], and/or \$40.00 per lot, plus technology surcharge of 4%	\$4,300.00 base fee, plus \$45.00 per 1,000 square feet of new gross building area (rounded up), or \$45.00 per new lot, whichever is the higher fee, plus technology surcharge.
F.5. Major Site Plan	\$4,700.00 base fee, plus \$40.00 per 1,000 square feet of gross building area [rounded up], and/or \$40.00 per lot, plus technology surcharge of 4%.	\$5,000.00 base fee, plus \$45.00 per 1,000 square feet of new gross building area (rounded up), or \$45.00 per new lot, whichever is the higher fee, plus technology surcharge, plus letter notification surcharges.
F.6. Site Plans which do not require an initial re-review will be reimbursed 33% of the original review fee, not including the technology surcharge.		
F.7. Development Plan as Site Plan or Preliminary Plat	Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus \$100.00 Public Works Zoning Review, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs.	Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus \$100.00 Public Works Zoning Review, plus technology surcharge, plus surcharges for advertising, letter notice, and signs. Add \$1,000.00, plus technology surcharge, if the request is
G. Floodplain Reviews		
G.1. Floodplain As-Built Review: Review of floodplain permit as-built documentation when construction is complete, and prior to a Certificate of Completion or final approval	\$100.00 base fee, plus technology surcharge of 4%.	\$100.00 base fee, plus technology surcharge.
G.2. Floodplain Building Permit Review: Review of a building permit application on a parcel with floodplain to confirm whether a floodplain development permit is required or not	\$90.00, plus technology surcharge of 4%.	\$90.00, plus technology surcharge.
G.3. Floodplain Development Permit (Large): A Floodplain Development Permit, initiated through the Planning Department, that requires review of Approved development in the floodplain, and that requires review of a flood study, no rise certification, CLOMR, or LOMR, etc.	\$500.00 plus technology surcharge of 4%	\$500.00 plus technology surcharge.

FY 2020-21
Durham City-County Planning Department Schedule

Fee Type	FY2019-2020 Approved Fee	FY2020-2021 Approved Fee
G. Floodplain Reviews Continued		
G.4. Floodplain Development Permit (Medium): A Floodplain Development Permit, initiated through the Planning Department, that requires review of Approved development that obstructs or modifies the floodplain without increasing the dimensions of the floodway and non- encroachment areas, and that requires review and approval of flood hazard calculations or an engineer's certification	\$240.00, plus technology surcharge of 4%.	\$240.00, plus technology surcharge.
G.5. Floodplain Development Permit (Small): A Floodplain Development Permit, initiated through the Planning Department, that requires review of Approved development in the floodplain, and that does not modify or obstruct floodway or non- encroachment areas	\$150.00 plus technology surcharge of 4%	\$150.00 plus technology surcharge.
H. Subdivision Plats		
H.1. Exempt Plat or Right-of-Way Withdrawal Plat	\$125.00, plus technology surcharge of 4%	\$125.00, plus technology surcharge.
H.2. Major Final Plat	\$750.00, plus \$40.00 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.	\$850.00, plus \$45.00 per new lot, plus technology surcharge; plans which do not require an initial re- review will be reimbursed 33% of the original review fee, not including the technology surcharge.
H.3. Minor Plat, defined as the 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 does not require a preliminary plat	\$250.00 plus 4% technology surcharge.	\$250.00 plus technology surcharge.
H.4. Preliminary Plat	\$3,500.00 base fee, plus \$40.00 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.	\$4,300.00 base fee, plus \$45.00 per new lot, plus technology surcharge, 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, not including the technology surcharge.
H.5. Preliminary Plat Amendments	\$1,000.00 plus technology surcharge of 4%	\$1,000.00 plus technology surcharge.
H.6. Development Plan as Site Plan or Preliminary Plat	Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus \$100.00 Public Works Zoning Review, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs.	Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus \$100.00 Public Works Zoning Review, plus technology surcharge, plus surcharges for advertising, letter notice, and signs. Add \$1,000.00, plus technology surcharge, if the request is
I. Landscape Extensions		
I.1. Major Nonresidential or Multifamily on One Lot, defined as greater than 25,000 square feet in gross floor area	Major nonresidential or multifamily on one lot, defined as greater than 25,000 square feet in gross floor area: \$300.00; minor nonresidential or multifamily on one lot, defined as less than or equal to 25,000 square feet in gross floor area: \$150.00; residential \$75.00 per lot; plus technology surcharge of 4%	\$300.00 plus technology surcharge.
I.2. Minor Nonresidential or Multifamily on One Lot, defined as less than or equal to 25,000 square feet in gross floor area	N/A (Previously all included in one paragraph)	\$150.00 plus technology surcharge.
I.3. Residential	N/A (Previously all included in one paragraph)	\$75.00 per lot plus technology surcharge.
J. Site Compliance		
J.1. Site Compliance Inspection Fees	\$100.00, plus technology surcharge of 4% for first inspection.	
J.1.a. First Site Compliance Inspection for All Building Permits, Except Attached Units on Individual Lots	\$100.00, plus technology surcharge of 4% for first inspection.	\$100.00 per building permit, plus technology surcharge for first inspection.
J.1.b. First Site Compliance Inspection of Attached Units on Individual Lots (Applies to Duplexes, Triplexes, and Townhouses)	N/A	\$25.00 per building permit, plus technology surcharge for first inspection.

FY 2020-21
Durham City-County Planning Department Schedule

Fee Type	FY2019-2020 Approved Fee	FY2020-2021 Approved Fee
J. Site Compliance, Continued		
J.2. Site Compliance Re-Inspection Fees	\$100.00, 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 \$104.00. (For example, the total fee for the first re-inspection will be \$104.00; the total fee for the second re-inspection will be \$208.00; and the total fee for the third re-inspection will be \$312.00.)	
J.2.a. Site Compliance Re-Inspection for All Building Permits, Except Attached Units on Individual Lots	N/A (Previously all included in one paragraph)	i. First Re-Inspection: \$100.00 per building permit, plus technology surcharge. ii. For each subsequent re-inspection, the total fee per building
J.2.b. Site Compliance Re-Inspection for Attached Units on Individual Lots	N/A	i. First Re-Inspection: \$25.00 per building permit, plus technology surcharge.
K. Historic Preservation Fees		
K.1. Historic District Designation	\$20,000 per application, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting.	\$20,000.00 per application, plus technology surcharge, plus surcharges for letter notice and sign posting.
K.2. Historic Landmark Designation	\$800.00, plus technology surcharge of 4%, plus surcharges for advertising and letter notice, plus \$26.00 recordation fee.	\$800.00, plus technology surcharge, plus surcharges for advertising and letter notice, plus \$26.00 recordation fee.
K.3. Historic Signs	\$150.00, plus technology surcharge of 4%, plus surcharges for advertising and letter notice. Applications associated with projects begun or completed without required approval pay double the application base fee.	\$150.00, plus technology surcharge, plus surcharges for advertising and letter notice. Applications associated with projects begun or completed without required approval pay double the application base fee plus technology surcharge.
K.4. Major Works Certificate of Appropriateness - Historic Preservation Commission Review	\$150.00 base fee per application, plus \$100.00 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 or completed without required approval pay double the application base fee.	\$150.00 base fee per application, plus \$100.00 additional charge if demolition or new construction is Approved (\$200.00 if both are Approved for the same project), plus technology surcharge, plus surcharges for letter notice and sign posting. Applications associated with projects begun or completed without required approval pay double the application base fee plus technology surcharge.
K.5. Master Certificate of Appropriateness, Historic Preservation Commission Review	\$300.00 base fee per application, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting. Applications associated with projects begun or completed without required approval pay double the application base fee.	\$300.00 base fee per application, plus technology surcharge, plus surcharges for letter notice and sign posting. Applications associated with projects begun or completed without required approval pay double the application base fee plus technology surcharge.
K.6. Minor Works Certificate of Appropriateness, Staff Review	\$75.00 base fee per application, plus technology surcharge of 4%. Applications associated with projects begun or completed without required approval pay double the application base fee.	\$75.00 base fee per application, plus technology surcharge. Applications associated with projects begun or completed without required approval pay double the application base fee plus technology surcharge.
L. Signage		
L.1. Banner Plan Review Only	\$75.00, plus technology surcharge of 4%.	\$75.00, plus technology surcharge.
L.2. Common Signage Plan Review	\$175.00, plus technology surcharge of 4%.	\$175.00, plus technology surcharge.
L.3. Permanent Signs Requiring Permits (as defined by the Durham UDO)	\$75.00 application fee plus technology surcharge of 4%. Applications associated with projects begun or completed without required approval pay double the application base fee.	\$75.00 application fee plus technology surcharge. Applications associated with projects begun or completed without required approval pay double the application base fee plus technology surcharge.
L.4. Temporary Signs Requiring Permits (as defined by the Durham UDO)	\$50.00 application fee plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee.	\$50.00 application fee plus technology surcharge. Applications associated with projects begun or completed without required approval pay double the application base fee plus technology surcharge.
L.5. Sign Compliance Inspection Fee	\$50.00 for each inspection and re-inspection, plus 4% technology surcharge.	\$50.00 for each inspection and re-inspection, plus technology surcharge.
M. Street or Alley Closing	\$800.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus \$47.00 recordation fee.	\$800.00, plus technology surcharge, plus surcharges for advertising, letter notice and signs, plus \$47.00 recordation fee.
N. Street or Alley Renaming	\$600.00, 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.	\$600.00, plus technology surcharge, plus surcharges for advertising, letter notice and signs; plus reimbursement for all street sign replacement costs, plus \$47.00 recordation fee.
O. Unified Development Ordinance Text Amendment	\$3,000.00, plus technology surcharge of 4%, plus surcharge for advertising and letter notice	\$3,000.00, plus technology surcharge, plus surcharge for advertising and letter notice
P. Development Services Center Products		
P.1. Copies - Large Format	\$1.00 per square foot (for example: a 3 foot by 6 foot map equals 18 square feet for a copying charge of \$18.00).	\$1.00 per square foot (for example: a 3 foot by 6 foot map equals 18 square feet for a copying charge of \$18.00).
P.2. Custom Letters, Maps, and Reports	\$100.00	\$100.00, plus technology surcharge.
P.3. Departmental Publications	Copies of publications on hand: \$5.00. Reproductions or new publications will be priced according to costs.	Copies of publications on hand: \$5.00. Reproductions or new publications will be priced according to costs.
P.4. Due Diligence Property Information	\$20.00, plus technology surcharge of 4%.	\$20.00, plus technology surcharge.

FY 2020-21
Durham City-County Planning Department Schedule

Fee Type	FY2019-2020 Approved Fee	FY2020-2021 Approved Fee
P. Development Services Center Products Continued		
P.5. Formal Letter of Interpretation	\$40.00, plus technology surcharge of 4%	\$40.00, plus technology surcharge.
P.6. Home Occupation Permit	\$25.00, plus technology surcharge of 4%	\$25.00, plus technology surcharge.
P.7. Multi-Departmental Pre-Submittal Meetings	\$265.00 per hour, with a one-hour minimum charge.	\$265.00 per hour, with a one-hour minimum charge.
P.8. Off-Site File Retrieval Fee	N/A	20.00 per hard-copy file, when plan is available on-site in digital
P.9. Outdoor Seating Permit	Application for initial annual permit, changes to initial permit, or to re-apply if permit is not renewed each year: \$250.00, plus technology surcharge of 4%; Renewal of annual permit: \$100.00, plus technology surcharge of 4%.	Application for initial annual permit, changes to initial permit, or to re-apply if permit is not renewed each year: \$250.00, plus technology surcharge; Renewal of annual permit: \$100.00, plus technology surcharge.
P.10. Planning Review of Building Permit	\$30.00, plus technology surcharge of 4%.	\$30.00, plus technology surcharge.
P.11. Property Report for One Single-Family or Two-Family Residential Lot	\$40.00, plus technology surcharge of 4%.	\$40.00, plus technology surcharge.
P.12. Property Report for Nonresidential or Multifamily Property	\$80.00, plus technology surcharge of 4%.	\$80.00, plus technology surcharge.
P.13. Street Vendor Registration and Annual Renewals	\$10.00 per cart or truck, plus technology surcharge of 4%.	\$10.00 per cart or truck, plus technology surcharge.
P.14. Temporary Use Permit	\$100.00, plus technology surcharge of 4%.	\$100.00, plus technology surcharge of 4%.
Q. Vested Rights Determination	\$5,000.00 application fee, plus technology surcharge of 4%, plus surcharge for advertising and signs.	\$5,000.00 application fee, plus technology surcharge, plus surcharge for advertising and signs.
R. Watershed Determination	\$2,500.00 application fee, plus technology surcharge of 4%.	\$2,500.00 application fee, plus technology surcharge.
S. Temporary Right-of-Way Closure	\$125.00 base fee, plus technology surcharge of 4%, plus additional fees as follows.	\$125.00 base fee, plus applicable additional fees as follows, plus the technology surcharge applied to the
S.1. Roadway Closure	Major Thoroughfare - \$70.00 per day per lane; All Other City Streets - \$20.00 per day per lane.	Major Thoroughfare - \$70.00 per day per lane; All Other City Streets - \$20.00 per day per lane.
S.2. Sidewalks, Parking Spaces, and Loading Zones or Loading Spaces in Design Districts	Sidewalks - \$10.00 per day; Unmetered on- street parking space or loading zone or loading space - \$5.00 per day per space; Metered on- street parking spaces - equivalent to the cost of the metered parking per space per day.	Sidewalks - \$10.00 per day; Unmetered, on-street parking space, or loading zone, or loading space - \$5.00 per day per space; Metered, on-street parking spaces - equivalent to the cost of the metered parking, per space, per day.
S.3. Sidewalks, Parking Spaces, and Loading Zones or Loading Spaces in All Other Districts	Sidewalks - \$2.00 per day; Unmetered on-street parking space or loading zone or loading space - \$2.00 per day per space; Metered on-street parking spaces - equivalent to the cost of the metered parking per space per day.	Sidewalks - \$2.00 per day; Unmetered, on-street parking space, or loading zone, or loading space - \$2.00 per day per space; Metered, on-street parking spaces - equivalent to the cost of the metered parking, per space, per day.
T. Surcharges		
T.1.a. Newspaper Advertising for: Board of Adjustment, Major Special Use Permit (All), Street or Alley Renaming, Vested Rights Determination, and Landmark Sign Designation	\$230.00	\$230.00
T.1.b. Newspaper Advertising for: Consolidated Annexation, Except One Single-Family or Two-Family Residential Lot, Zoning Map Change, Comprehensive Plan Map Amendment, Historic District Designation, Historic Landmark Designation, or Street or Alley Closing	\$460.00; if case has to be heard by both governing bodies, \$920.00.	\$460.00; if case has to be heard by both governing bodies, \$920.00.
T.1.c. Newspaper Advertising for: Unified Development Ordinance Text Amendment or Comprehensive Plan Text Amendment	\$690.00	\$690.00
T.2.a. Letter Notice for: Consolidated Annexation (All), Zoning Map Change, Historic District Designation, Historic Landmark Designation, or Comprehensive Plan Map Amendment	\$95.00	\$95.00
T.2.b. Letter Notice for: Vested Rights Determination, Major Works Certificate of Appropriateness, Board of Adjustment, Major Site Plan or Major Preliminary Plat, Landmark Sign Designation, Major Special Use Permit, Street or Alley Renaming, or Street or Alley Closing	\$53.00	\$53.00
T.3. Signs for: Consolidated Annexation (All), Zoning Map Change, Comprehensive Plan Map Amendment proposing a change in the Tier boundary, Board of Adjustment, Major Special Use Permit (All), Vested Rights Determination, Street or Alley Renaming, Major Works Certificate of Appropriateness, or Street or Alley Closing	For Zoning Map Change, Comprehensive Plan Map Amendment proposing a change in the Tier boundary, BOA, Major Special Use Permit, Vested Rights Determination, Street Renaming, Major Works Certificate of Appropriateness or Street Closing: \$100.00. If multiple signs are necessary to adequately notify neighbors, multiple signs will be charged for at the case intake.	\$100.00. If multiple signs are necessary to adequately notify neighbors, multiple signs will be charged for at the time of case intake.
T.4. Technology Surcharge on All Fees Listed with the Notation, "Plus Technology Surcharge"	N/A – not listed separately	Addition of 4% of the Listed Fee. Technology surcharges are not refundable.
U. Architectural Review (per Section 3.24 of the Durham Unified Development Ordinance)	\$210.00 plus Technology surcharge of 4%.	\$210.00 plus Technology surcharge.

Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY 2019-20 Approved Fee	FY 2020-21 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)		
1 st 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 (add \$40 if footing required)	\$125	\$125
\$10,000 and over - no footing (add \$40 if footing required)	\$125	\$125
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 (plus \$7.80 per 1,000 or fraction thereof over \$5,000)	\$104	\$104
\$50,001 to \$100,000 (plus \$6.60 per 1,000 or fraction thereof over \$50,000)	\$230	\$230
\$100,001 to \$500,000 (plus \$4.32 per 1,000 or fraction thereof over \$100,000)	\$400	\$400
Over \$500,000 (plus \$1.25 per 1,000 or fraction thereof over \$500,000)	\$1,300	\$1,300
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
Schedule F Continued		
Demolition associated with forthcoming permit	\$75	\$75

Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY 2019-20 Approved Fee	FY 2020-21 Approved Fee
Part 4-101 (Building Fees) Continued		
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
2 nd reinspection	\$100	\$100
3 rd reinspection	\$200	\$200
4 th 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)		
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:		
2 nd reinspection	\$50	\$50
3 rd reinspection	\$75	\$75
4 th reinspection	\$100	\$100
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

Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY 2019-20 Approved Fee	FY 2020-21 Approved Fee
Part 4-103 (Temporary Electrical Service)		
Application for permit for temporary electrical service	\$100	\$100
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		
1 st circuit	\$10.90	\$10.90
Each additional circuit for same sign	\$3.22	\$3.22
Electric heat		
Wall or baseboard heaters, 1 st unit	\$10.90	\$10.90
Each additional unit	\$3.95	\$3.95
Electric unit heaters		
1 st 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		
1 st 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 marquee 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

Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY 2019-20 Approved Fee	FY 2020-21 Approved Fee
Part 4-104 (Electric Wiring and Equipment) Continued		
Additional charge per 100 amps or fraction thereof applied against total ampacity after deducting 100 amps per feeder	\$1.56	\$1.56
Schedule G		
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
2 nd reinspection	\$100	\$100
3 rd reinspection	\$200	\$200
4 th 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

Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY 2019-20 Approved Fee	FY 2020-21 Approved Fee
Part 4-105 (Mechanical (Heating and Air) Code-related) continued		
Fuel Lines	\$65	\$65
Schedule B		
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
2 nd reinspection	\$100	\$100
3 rd reinspection	\$200	\$200
4 th 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

Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY 2019-20 Approved Fee	FY 2020-21 Approved Fee
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
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
1 st reinspection	\$100	\$100
2 nd reinspection	\$200	\$200
3 rd 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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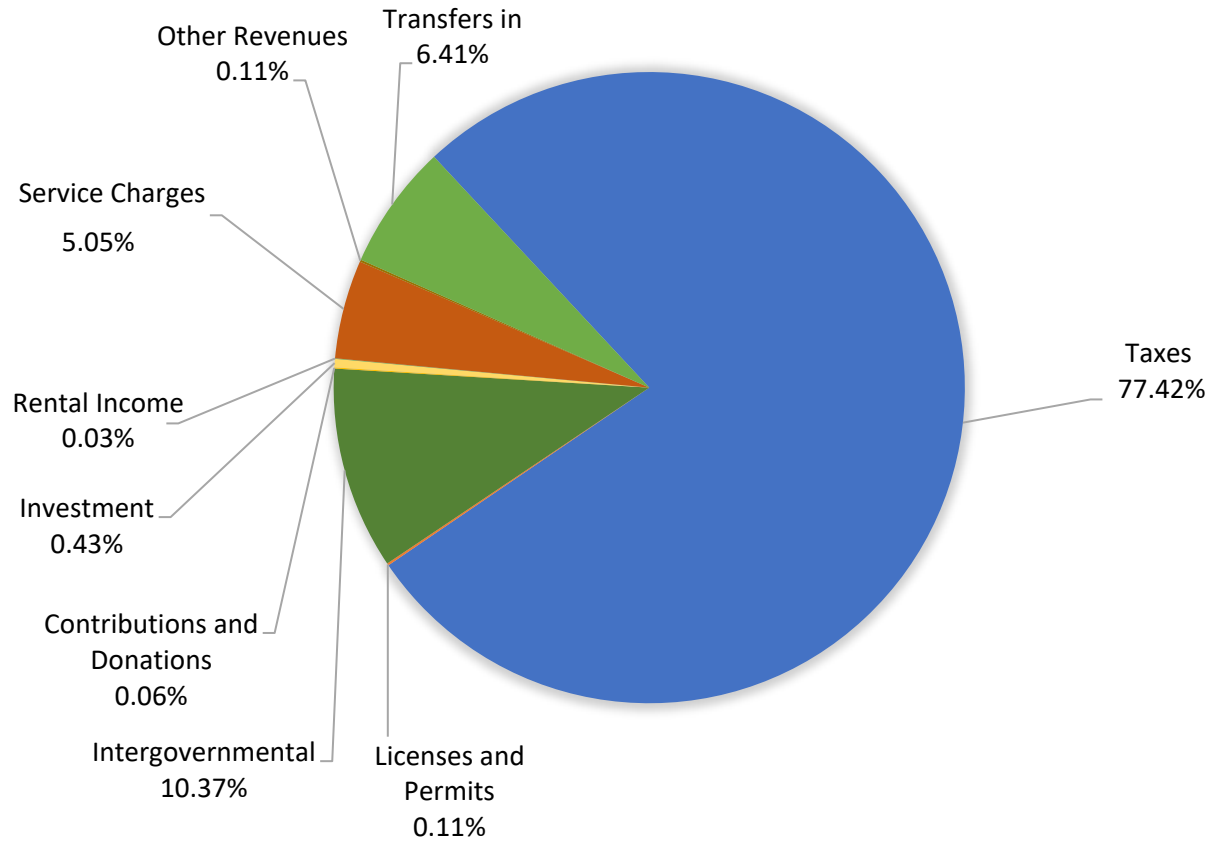


Summary

A brief account of all funds budgeted for the fiscal year beginning.

General Fund Revenues

FY 2020-21 Approved Budget
Total General Fund Revenues: \$467,034,886



GENERAL FUNDS REVENUES

Funds: General, Risk Management, Swap, Reappraisal Reserve, Capital Finance Plan, Benefits, LEO Separation Allowance

All General Funds Summary	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
General Fund	\$429,436,539	\$456,787,859	\$460,256,270	\$467,034,886	2.24%
Other General Funds	\$111,349,518	\$114,980,897	\$116,406,057	\$116,150,944	1.02%
Total	\$540,786,057	\$571,768,756	\$576,662,327	\$583,185,830	2.00%
Transfers within General Funds	- \$66,026,832	- \$69,928,841	- \$69,519,636	- \$76,696,005	9.68%
Total	\$474,759,225	\$501,839,915	\$507,142,691	\$506,489,825	0.93%

General Fund Revenues	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Taxes	\$345,145,681	\$362,977,603	\$362,464,210	\$361,599,220	-0.38%
Finance	\$84,753,707	\$87,771,000	\$84,604,202	\$83,739,212	-4.59%
Tax Administration	\$260,343,273	\$275,162,603	\$277,818,008	\$277,818,008	0.97%
General Services	\$48,701	\$44,000	\$42,000	\$42,000	-4.55%
Licenses and Permits	\$1,466,817	\$1,124,500	\$1,112,000	\$517,500	-53.98%
Finance	\$451,004	\$490,000	\$475,000	\$475,000	-3.06%
Tax Administration	\$21,250	\$20,000	\$20,000	\$20,000	0.00%
County Sheriff	\$28,885	\$20,000	\$20,000	\$20,000	0.00%
Emergency Services			\$2,500	\$2,500	
Engineering & Environ Svcs	\$965,678	\$594,500	\$594,500		-100.00%
Intergovernmental	\$48,678,060	\$43,908,719	\$50,895,945	\$48,443,617	10.33%
County Administration	\$21,053	\$35,632	\$51,694	\$51,694	45.08%
Finance	\$5,693,966	\$2,700,000	\$3,590,000	\$2,590,000	-4.07%
General Services	\$44,529	\$35,000	\$30,000	\$30,000	-14.29%
Veterans Services	\$2,216	\$2,000	\$2,000	\$2,000	0.00%
County Sheriff	\$911,079	\$603,500	\$1,394,746	\$1,762,746	192.09%
Emergency Services			\$3,369,471	\$3,368,025	
Fire Marshal	\$556,194	\$431,450			-100.00%
Criminal Justice Resource Center	\$811,619	\$936,954	\$1,316,101	\$1,316,101	40.47%
Youth Home	\$17,674	\$20,000	\$20,000	\$20,000	0.00%
Emergency Medical Services	\$2,499,124	\$2,560,167			-100.00%
Engineering & Environ Svcs	\$97,797	\$26,149	\$150,000	\$150,000	473.64%
Cooperative Extension Service	\$272,766	\$285,140	\$277,525	\$277,525	-2.67%
Soil And Water Conservation	\$26,820	\$26,760	\$26,760	\$26,760	0.00%
Economic Development	\$600,000	\$445,000	\$445,000	\$50,000	-88.76%
Public Health	\$7,680,368	\$6,320,447	\$8,066,840	\$8,066,840	27.63%
Social Services	\$28,561,014	\$28,123,371	\$31,331,843	\$29,907,961	6.35%
Other Human Services	\$521,064	\$919,059	\$581,025	\$581,025	-36.78%
Library	\$360,777	\$288,090	\$242,940	\$242,940	-15.67%
Nondepartmental		\$150,000			-100.00%
Contributions and Donations	\$283,102	\$191,678	\$273,452	\$273,452	42.66%
County Administration	\$50,000				
County Sheriff	\$64,182	\$65,000	\$70,000	\$70,000	7.69%
Cooperative Extension Service	\$100	\$250			-100.00%
Public Health	\$2,000				
Social Services	\$11,591	\$1,428	\$3,452	\$3,452	141.74%
Library	\$155,229	\$125,000	\$200,000	\$200,000	60.00%
Investment Income	\$3,351,040	\$2,010,000	\$2,010,000	\$2,010,000	0.00%
Finance	\$3,329,612	\$2,000,000	\$2,000,000	\$2,000,000	0.00%
Tax Administration	\$21,367	\$10,000	\$10,000	\$10,000	0.00%
County Sheriff	\$61				

GENERAL FUNDS REVENUES

Funds: General, Risk Management, Swap, Reappraisal Reserve, Capital Finance Plan, Benefits, LEO Separation Allowance

General Fund Revenues	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Rental Income	\$315,900	\$297,937	\$136,836	\$136,836	-54.07%
Finance	\$13,139	\$9,300	\$11,200	\$11,200	20.43%
General Services	\$288,301	\$273,000	\$110,000	\$110,000	-59.71%
Criminal Justice Resource Center	\$14,459	\$15,636	\$15,636	\$15,636	0.00%
Engineering & Environ Svcs	\$1	\$1			-100.00%
Sewer Connection Fees	\$16,753	\$5,000	\$5,000		-100.00%
Engineering & Environ Svcs	\$7,640	\$5,000	\$5,000		-100.00%
Other Environmental Protection	\$9,113				
Service Charges	\$22,889,558	\$24,139,175	\$23,721,673	\$23,582,195	-2.31%
Tax Administration	\$1,935,676	\$1,890,000	\$1,889,925	\$1,889,925	-0.00%
Legal		\$2,000			-100.00%
Elections	\$55	\$662,800	\$175	\$175	-99.97%
Register Of Deeds	\$5,297,205	\$5,580,000	\$5,600,000	\$5,600,000	0.36%
General Services	\$2,610,456	\$2,526,690	\$2,802,303	\$2,662,825	5.39%
County Sheriff	\$1,091,698	\$985,000	\$976,000	\$976,000	-0.91%
Emergency Services			\$11,106,165	\$11,106,165	
Fire Marshal	\$192,785	\$191,165			-100.00%
Criminal Justice Resource Center	\$115,103	\$96,000	\$120,500	\$120,500	25.52%
Youth Home	\$488,732	\$550,000	\$550,000	\$550,000	0.00%
Emergency Medical Services	\$10,348,836	\$10,855,000			-100.00%
Engineering & Environ Svcs	\$13,761	\$2,255			-100.00%
Cooperative Extension Service	\$17,465	\$22,015	\$7,675	\$7,675	-65.14%
Public Health	\$482,925	\$484,150	\$461,380	\$461,380	-4.70%
Social Services	\$4,518	\$6,600	\$7,050	\$7,050	6.82%
Library	\$289,473	\$285,500	\$200,500	\$200,500	-29.77%
Nondepartmental	\$870				
Enterprise Charges	\$15,251	\$14,000			-100.00%
Engineering & Environ Svcs	\$15,251	\$14,000			-100.00%
Other Revenues	\$969,709	\$466,257	\$2,017,750	\$535,250	14.80%
Finance	\$156,310				
Tax Administration	\$66,265	\$50,000	\$50,000	\$50,000	0.00%
Register Of Deeds	\$264				
General Services	(\$5,537)	\$5,000			-100.00%
Human Resources	\$43,507	\$30,000	\$35,000	\$35,000	16.67%
County Sheriff	\$235,720	\$171,300	\$206,200	\$206,200	20.37%
Fire Marshal	\$152,235				
Engineering & Environ Svcs	\$38,492	\$850	\$1,482,850	\$350	-58.82%
Public Health	\$21,520	\$17,000	\$8,700	\$8,700	-48.82%
Social Services	\$260,858	\$192,107	\$235,000	\$235,000	22.33%
Library	\$76				
Transfers In	\$6,304,669	\$21,652,990	\$17,619,404	\$29,936,816	38.26%
Finance		\$17,367,456	\$15,411,077	\$17,404,363	0.21%
Nondepartmental	\$6,304,669	\$4,285,534	\$2,208,327	\$12,532,453	192.44%
Total	\$429,436,539	\$456,787,859	\$460,256,270	\$467,034,886	2.24%

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

GENERAL FUNDS REVENUES

Funds: General, Risk Management, Swap, Reappraisal Reserve, Capital Finance Plan, Benefits, LEO Separation Allowance

General Fund Tax Revenue Detail	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
▼					
Property Taxes (all Except Vehicle)	\$238,257,196	\$254,901,600	\$258,708,646	\$258,708,646	1.49%
Property Tax (Vehicles Only)	\$16,616,941	\$14,921,003	\$14,846,098	\$14,846,098	-0.50%
Other General Funds Revenues	\$1,439,146	\$1,334,000	\$1,282,000	\$1,282,000	-3.90%
Local Occupancy Tax (NCMLS)	\$500,000	\$500,000	\$500,000	\$500,000	0.00%
Local Occupancy Tax (General Fund)	\$3,810,529	\$3,950,000	\$2,823,264	\$2,823,264	-28.52%
City Sales Tax ILA	\$14,867,204	\$14,482,000	\$10,257,879	\$11,821,383	-18.37%
Article 46 (1/4 Cent)	\$14,795,987	\$15,100,000	\$15,300,000	\$15,200,000	0.66%
Article 44 (1/2 Cent)	\$1,345				
Article 42 (1/2 Cent)	\$16,907,182	\$17,585,000	\$17,512,941	\$17,328,568	-1.46%
Article 40 (1/2 Cent)	\$14,520,150	\$14,744,000	\$14,186,468	\$14,028,246	-4.85%
Article 39 (1 Cent)	\$23,430,000	\$25,460,000	\$27,046,914	\$25,061,015	-1.57%
Total	\$345,145,681	\$362,977,603	\$362,464,210	\$361,599,220	-0.38%

General Fund Transfers Revenue Detail	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
▲					
Transfer Fr Special Revenue Fd	\$909,378	\$921,395	\$958,327	\$950,971	3.21%
Trfr Frm Comm Hlt Trust Fund	\$4,768,500	\$2,650,000	\$1,250,000	\$1,250,000	-52.83%
Transfer from Capital Finance Plan Fund		\$714,139		\$7,431,482	940.62%
Transfer From Debt Service Fnd	\$626,791				
Transfer From Capital Projects				\$2,900,000	
Fund Balance Appropriated -- 4900810000		\$17,367,456	\$15,411,077	\$17,404,363	0.21%
Total	\$6,304,669	\$21,652,990	\$17,619,404	\$29,936,816	38.26%

Other General Funds Revenues	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
▲					
Risk Management	\$3,436,647	\$3,646,478	\$3,849,805	\$3,849,805	5.58%
Swap Agreement 05	\$1,689,612	\$1,000,000	\$1,500,000	\$1,500,000	50.00%
Reappraisal Reserve Fund	\$1,473,137	\$874,981	\$786,480	\$840,700	-3.92%
Capital Improvement Plan	\$76,958,121	\$79,256,388	\$77,261,129	\$76,951,796	-2.91%
Benefits Plan	\$27,792,001	\$29,783,050	\$32,483,643	\$32,483,643	9.07%
LEO Special Separation Allowance		\$420,000	\$525,000	\$525,000	25.00%
Total	\$111,349,518	\$114,980,897	\$116,406,057	\$116,150,944	1.02%

Transfers within All General Funds	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
▲					
General		\$714,139		\$7,431,482	940.62%
Transfer from Capital Finance Plan Fund		\$714,139		\$7,431,482	940.62%
Reappraisal Reserve Fund	\$1,476,006	\$874,981	\$786,480	\$840,700	-3.92%
Transfer From General Fund	\$1,476,006	\$874,981	\$786,480	\$840,700	-3.92%
Capital Improvement Plan	\$39,714,860	\$40,769,770	\$38,543,580	\$38,234,247	-6.22%
Transfer From General Fund	\$39,714,860	\$40,769,770	\$38,543,580	\$38,234,247	-6.22%
Benefits Plan	\$24,835,966	\$27,149,951	\$29,664,576	\$29,664,576	9.26%
Transfer From General Health Benefits	\$23,025,384	\$25,237,159	\$27,467,832	\$27,467,832	8.84%
Transfer From Risk Mgmt Health Benefits	\$37,808	\$61,185	\$76,200	\$76,200	24.54%
Transfer From Reappraisal Reserve Health Benefits	\$14,062		\$50,800	\$50,800	
Transfer From General Dental Benefits	\$1,054,982	\$1,111,362	\$1,256,699	\$1,256,699	13.08%
Transfer From Risk Mgmt Dental Benefits	\$2,075	\$2,680	\$3,444	\$3,444	28.51%
Transfer From Reappraisal Reserve Dental Benefits	\$790		\$2,296	\$2,296	
Transfer From General Fund	\$698,460	\$736,115	\$804,495	\$804,495	9.29%
Transfer From Risk Mgmt Fund	\$1,280	\$1,450	\$1,686	\$1,686	16.28%
Transfer From Reappraisal Reserve Fund	\$1,124		\$1,124	\$1,124	
LEO Special Separation Allowance		\$420,000	\$525,000	\$525,000	25.00%
Transfer From General Fund		\$420,000	\$525,000	\$525,000	25.00%
Total	\$66,026,832	\$69,928,841	\$69,519,636	\$76,696,005	9.68%

REVENUE HIGHLIGHTS

COVID-19 Pandemic Impact

The foundation of estimating revenue for an upcoming fiscal year is relatively steady historical trending, hopefully upward, of various revenue sources, and a relatively non-turbulent economic assessment for the upcoming fiscal year. Neither of those two key elements are present for the FY 2020-21 fiscal year.

To present a comprehensive review of revenue for the FY 2020-21 budget, it is important to consider the economic forecasts and trending of the County's most significant revenue sources before the COVID-19 pandemic occurred, and the projected impacts to and trending of revenue after. This section of the revenue highlights will provide that larger overview, while the subsequent sections will provide the more traditional discussion of the budgeted projections for FY 2020-21.

The table below highlights the main County revenue sources that have been adjusted in reaction to the currently occurring and probable ongoing economic changes the County is facing and will face over the next 12 to 24 months. **Since February 2020, an estimated \$14.9 million has been reduced from FY 2020-21 key revenue budget estimates.** These changes are based on budget office experience, review, and hours of analysis, but in the end are, at best, estimates developed without the comfort of historical trending and future economic clarity. The true impact of this likely recession will not initially be seen until the middle of Summer 2020, and the true effect on Durham County will not be evident until after the start of 2021, when the majority of property tax collections will have been received.

The table below shows the largest lost revenue sources the County could have used to support expansion of important programs and services without having to raise the property tax rate. **Instead of having \$14.95 million of new revenue based on a February economy, the County ended up developing an FY 2020-21 budget with only \$51,843 of new revenue from these key sources.** Lower revenues and increasing expenditure needs made for tough, but important budget decisions.

Revenue Category	FY 2019-20 Original	March Projection	% March v. FY 2019-20	Final Projection	FY 2020-21 v. FY 2019-20	\$ Change March v. Final	% Change March v. Final
Property Tax	\$306,586,804	\$313,596,741	2.29%	\$310,832,181	1.38%	(\$2,764,560)	-0.88%
Sales Tax	\$87,371,000	\$93,798,182	7.36%	\$83,439,212	-4.50%	(\$10,358,970)	-11.04%
Occupancy Tax	\$3,950,000	\$4,250,000	7.59%	\$2,823,264	-28.52%	(\$1,426,736)	-33.57%
Register of Deeds Fees	\$5,400,000	\$5,800,000	7.41%	\$5,400,000	0.00%	(\$400,000)	-6.90%
Total	\$403,307,804	\$417,444,923	3.51%	\$402,494,657	-0.20%	(\$14,950,266)	-3.58%

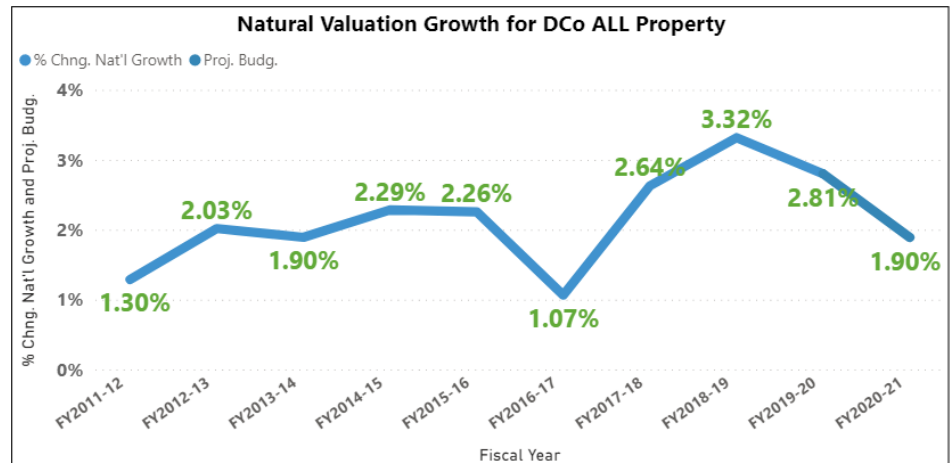
Assessed Valuation/Property Taxes

Property tax is the largest source of revenue supporting operations in Durham County. For the FY 2020-21 approved budget, the County-wide property tax will stay flat at 71.22 cents per \$100 valuation. Estimated revenue collected from this tax rate is projected to be just over \$311.1 million, an increase of \$4.2 million (1.38%) when compared to FY2019-20. It is important to note that while County valuation growth is actually 1.9% for the fiscal year, the effect of reducing the tax collection rate (discussed later) reduces the net revenue from this valuation growth down to 1.38% (a projected loss of \$1.6 million). As a reminder, property tax valuation divided by 100, then multiplied by property tax rate, and then multiplied by the collection rate derives the estimated property tax revenue collection amount for a fiscal year.

Property Category	FY2019-20 Original	FY2020-21 Projected	% Change FY to FY
Real Property	\$36,679,717,847	\$37,237,748,596	1.52%
Personal Value/Service	\$3,568,011,796	\$3,802,807,778	6.58%
Public Service	\$580,268,564	\$607,015,073	4.61%
Motor Vehicle	\$2,392,736,986	\$2,392,736,986	0.00%
Total	\$43,220,735,193	\$44,040,308,433	1.90%

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 estimated FY 2020-21 property tax revenue, it is important to assess how FY 2019-20 collection of property tax is progressing. As of March 2020, when the budget was being developed, overall revenue was on pace with prior years, due in large part to a continued exceptional tax collection percentage. The effect of the March malware attack delaying financial entries in the County's tracking system and the impact of COVID-19 on fourth quarter fiscal year collections were significant unknown



factors at the end of FY 2019-20. Projections that were available during budget preparation had Durham County collecting the current year budgeted amount, but perhaps not the targeted amount of 101%. However, as of June 2020 the property tax collection versus budgeted amount appears to be close to ending FY 2019-20 at a 102% collection rate. While this information may not have changed the budgeted projections for FY 2020-21 it does provide some potential "room" for errant projections due to the economic uncertainty in FY 2020-21. Actual property tax revenue collection can occur over budget amounts due to conservative budget estimates and/or more actual property valuation growth than estimated, or better than expected collection rates.

Normally, 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 taxpayers meet their fiscal responsibility. Included in this total amount is the collection of taxes from delinquent, or prior years', taxes which are also budgeted and provide additional revenue for support of the General Fund. As of June 2020, for FY 2019-20 the County is estimated to receive close to \$400,000 in prior years' taxes, which is slightly above the amount budgeted.

Valuation growth from all four property tax categories combined for FY 2020-21 is projected to be \$819.6 million, which provides an additional \$4.2 Million in revenue for the County (both General Fund and Capital Financing Plan Fund), a growth rate of just over 1.38%.

While valuation for Real property is reset only during a general reappraisal (the last one was completed in 2019 and in effect for the FY 2019-20 fiscal year), 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 over 3%, the more recent years being the highest. Valuation growth equates to revenue growth; without a tax rate increase (natural growth), and the higher the valuation growth the more "natural" revenue growth. The last two fiscal years have seen lower natural growth than previous years, which, can create strain in finding available revenue to support annual growth in expenditures. Note: The chart above is not affected by revaluation years, as State Statute provides for a formula to be used for Natural Growth in those years.

The total County property tax rate of 71.22 cents per \$100 of property valuation is comprised of two rates, the General Fund, where most day-to-day operations occur, will be supported by 62.61 cents of the total tax rate, while the Capital Financing Plan Fund will have 8.61 cents dedicated for capital and 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 projected property tax collection rate is budgeted with a decrease from 99.60% to 99.10% in FY 2020-21, a direct response to the economic conditions that are impacting Durham County citizens and businesses, and quite possibly for the next year or two. While valuations do not change for Real Property outside of a reappraisal, the collection of taxes can be impacted due to unemployment increases and other direct impacts on homeowners and business owners. The property tax collection rate is the percentage of revenue collected versus the amount billed. It is a reference number as to how well the Tax department does at collecting on bills issued and on citizens ability to pay their annual property tax bill. This decrease of 0.5% is based off and analysis of historical trends, particularly what was seen in the last recession of 2008-2009, where there was a

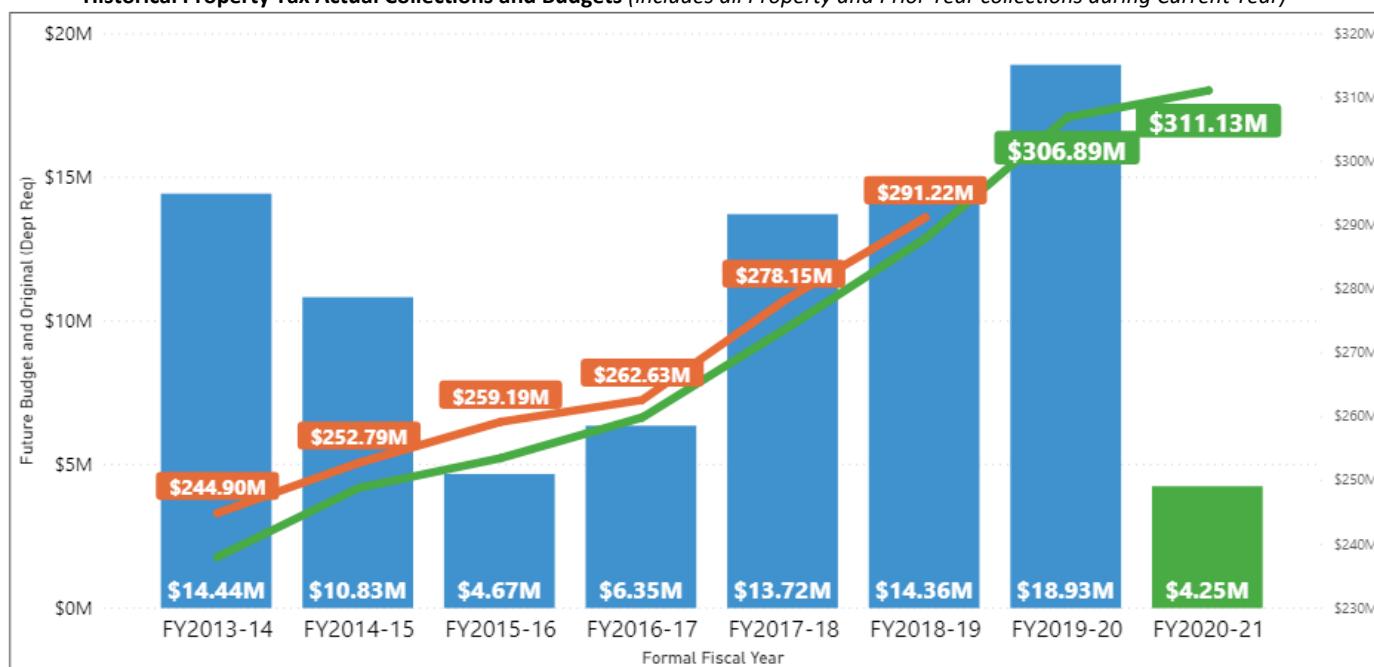
one year drop of 0.5% and then a few years to recover back to the prior rate. It must be reiterated that Durham County's collection rate over the past five or more years has been an exceptionally high rate (99.6%) and a very strong performance indicator for the County's Tax Administration department.

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 FY 2020-21 the budget for property tax revenue is \$311.13 million (This includes prior year collections), an increase of \$4.25 million from FY2019-20 budget).

What it is striking is the low amount of available new property tax revenue recommended for the FY 2020-21 fiscal year. A confluence of two events are occurring to cause this lower growth (versus recent trends). First is slowing valuation growth. Even in a "good to great" economy property valuation can increase only so fast for so long. Second, and more directly important, is the effects a global pandemic is having on the local economy right now, and how that may play out over the next several years.

With such economic pressures occurring and affecting large swaths of Durham County residents, another consideration is limiting additional economic hardship by not implementing a property tax rate increase. While each additional cent of a property tax rate increase is relatively nominal, it does add to the burden of residents, especially during the next fiscal year.

Historical Property Tax Actual Collections and Budgets (includes all Property and Prior Year collections during Current Year)



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 2020-21 is the ninth 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 projections, as opposed to the preferred method of basing future year 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 or changes to the overall economy that were unforeseen.

So, the challenge to realistically estimate sales tax revenue is high in a normal year, but during a global pandemic with massive economic ramifications, it is nearly impossible.

FY 2019-20 will be a forever unique year regarding actual sales tax collection. While the first eight months of sales tax collection were significantly higher than budget estimates (a good thing), the last several months (which have yet to be collected by the County, at the time of this writing) will be significantly below budget estimates due to the near halt of the national economy. This type of collection variability within a fiscal year is unprecedented and was not anticipated. The Budget Office is continuing to research potential losses for the last months of the fiscal year that have yet to be collected, but the approved budget estimates reflect the Office's best assessment of what the next 16 months will bring.

The table below shows sales tax revenue as losing an estimated \$10.36 million between the Budget Office FY 2020-21 estimate made in February, and the FY 2020-21 estimate done in late April. That is a massive swing in potential revenue available to support Durham Public Schools, new positions, salary raises, and a whole host of County services. Remember, such a change in "fortunes" occurred over the span of two and a half months. As noted in several other places, this is unprecedented.

FY 2019-20 Budget	\$87,371,000	% Diff. From FY 2019-20 Budget	\$ Difference From FY 2019- 20 Budget	% Diff. From FY 2020-21 Pre-COVID Budget Estimate	\$ Diff. From FY 2020-21 Pre-COVID Budget Estimate
FY 2020-21 Pre-Covid Budget Estimate	\$93,798,182	7.36%	\$6,427,182		
FY 2020-21 Post Covid Budget Estimate	\$83,439,212	-4.50%	(\$3,931,788)	-11.04%	(\$10,358,970)

For FY 2020-21 there is a net decrease in sales tax collections of 4.5% for all major articles of sales taxes from the FY 2019-20 original budget. In fact, the drop is so severe that the estimated sales tax collection for the upcoming year is lower than actual collections from two years ago. This is the damage that can be wrought on revenue estimates when the economy sours. Digging out of this hole will depend on how fast the economy

responds to the current crisis, when it starts growing and how quickly it grows from year to year. Until then annual available growth in sales tax revenue will be limited which will continue to limit expenditure expansion in future County budgets.

Key Revenues	FY2018-19 Actuals	FY2019-20 Original	FY 2020-21 Approved	% Change Orig. v. Appr.
Article 39 (1 Cent)	\$23,430,000	\$25,460,000	\$25,061,015	-1.57%
Article 42 (1/2 Cent)	\$16,907,182	\$17,585,000	\$17,328,568	-1.46%
Article 46 (1/4 Cent)	\$14,795,987	\$15,100,000	\$15,200,000	0.66%
Article 40 (1/2 Cent)	\$14,520,150	\$14,744,000	\$14,028,246	-4.85%
City Sales Tax ILA	\$14,867,204	\$14,482,000	\$11,821,383	-18.37%
Total	\$84,520,524	\$87,371,000	\$83,439,212	-4.50%

Intergovernmental Revenues

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

Public Health has a total budget of \$27.7 million, \$19.2 million is County dollars and \$8.5 million is received from other sources. There is a projected increase of \$1.7 million in intergovernmental funds for FY 2020-21 compared to FY 2019-20. Of this \$8.5 million in revenues, 94.5% comes from intergovernmental sources, mostly state and federal government funds. These 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 \$52.4 million of which \$22.2 million is County dollars and \$30.2 million is received from other sources. Of the revenues from other sources, 99.2% comes from intergovernmental sources, mostly the state and federal governments. For FY 2020-21 DSS related intergovernmental revenue increased approximately \$1.83 million. Most of this increase is related to offsetting revenue projected for the 39 positions that will support the County's Medicaid compliance efforts. Intergovernmental funds in Social Services support various 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/or key County services. Below are a few of those key revenues that the County takes note of every year when developing its annual budget.

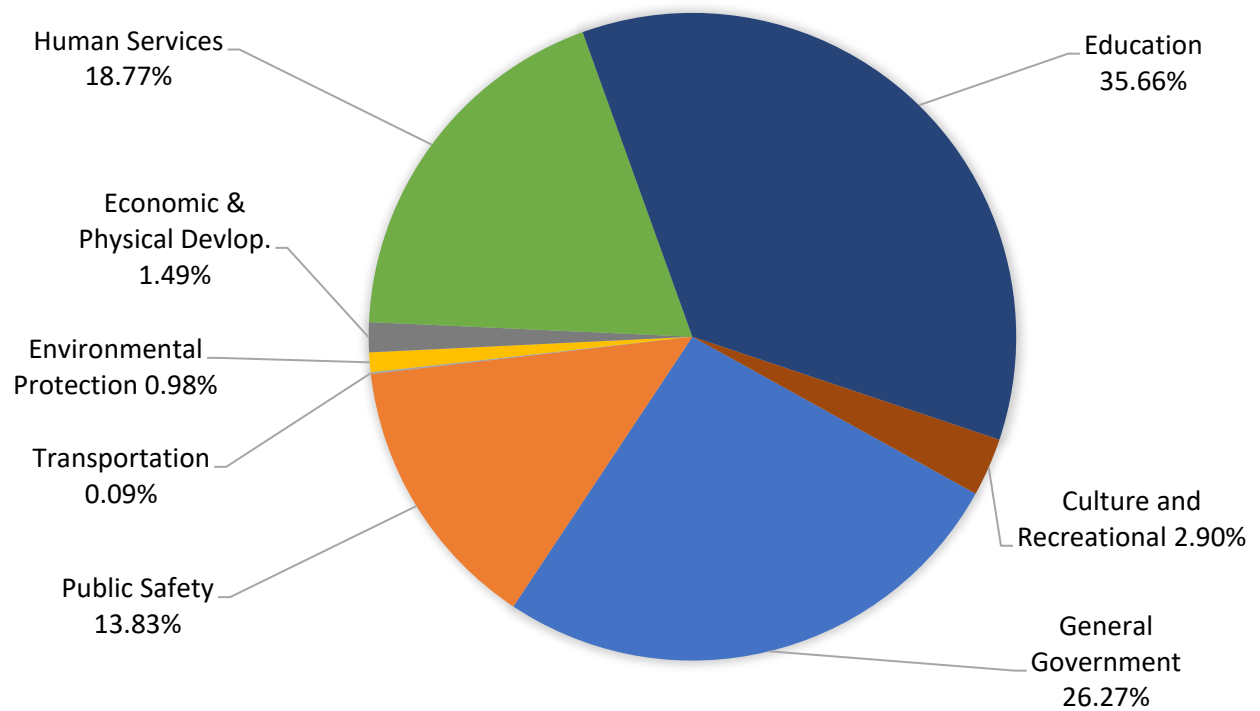
Key Revenues	FY2018-19 Actuals	FY2019-20 Original	FY 2020-21 Approved	% Change Orig. v. Appr.
ABC Net Profit Distribution	\$2,300,000	\$2,400,000	\$2,400,000	0.00%
Deed Registratration and Transfer Fees	\$5,124,433	\$5,400,000	\$5,400,000	0.00%
EMS Patient Fees	\$8,452,030	\$9,020,000	\$9,030,000	0.11%
Investment Revenue	\$3,328,627	\$2,000,000	\$2,000,000	0.00%
Local Occupancy Tax (General Fund)	\$3,810,529	\$3,950,000	\$2,823,264	-28.52%
Local Occupancy Tax (NCMLS)	\$500,000	\$500,000	\$500,000	0.00%
Solid Waste Management Fee Co	\$2,243,611	\$2,176,490	\$2,371,725	8.97%
Total	\$25,759,230	\$25,446,490	\$24,524,989	-3.62%

- 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 significant decrease from FY 2019-20 to FY 2020-21 reflects the current economic forecast for the next year. The Budget Office worked closely with Discover Durham staff in developing this forecast which considers the daunting impact of the looming recession on tourism dollars.

- 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. While these have been growing steadily over the past few years, due to the current economic climate they are being held flat with the prior fiscal year.
- Investment income is interest earned on County cash deposited in banks. Originally for FY 2020-21 there was a plan to increase this revenue based off trending estimates, however due to current signs that interest rates will move and stay lower in response to the economic shift, they are being held flat.
- 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. There was a significant increase in FY 2019-20's budget projection due to increased call volume as well as more focused attention to historical trends. This fee amount is being maintained relatively flat for FY 2020-21.
- 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. There is a modest increase in the fee this year (after four years of no change) to offset increased recycling expenses and continue services at the levels previously provided.

General Fund Expenditures

FY 2020-21 Approved Budget
Total General Fund Revenues: \$467,034,886



GENERAL FUNDS EXPENDITURES

Funds: General, Risk Management, Swap, Reappraisal Reserve, Capital Finance Plan, Benefits, LEO Separation Allowance

All General Funds Summary	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
General Fund	\$419,081,045	\$456,787,859	\$497,404,243	\$467,034,886	2.24%
Other General Funds	\$118,177,404	\$114,980,897	\$116,460,280	\$116,150,944	1.02%
Total	\$537,258,449	\$571,768,756	\$613,864,523	\$583,185,830	2.00%
Transfers within General Funds	\$66,026,832	\$69,928,841	\$69,519,636	\$76,696,005	9.68%
Total	\$471,231,618	\$501,839,915	\$544,344,887	\$506,489,825	0.93%

General Fund Expenditures	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
General Government	\$109,218,698	\$124,755,964	\$126,201,177	\$122,695,304	-1.65%
Board Of County Commissioners	\$662,090	\$688,998	\$760,732	\$639,548	-7.18%
County Administration	\$2,371,512	\$2,811,317	\$3,104,314	\$2,708,272	-3.67%
Finance	\$2,884,535	\$3,312,080	\$4,011,234	\$3,230,695	-2.46%
Tax Administration	\$4,832,438	\$5,860,226	\$6,348,111	\$6,173,714	5.35%
Legal	\$2,290,775	\$2,566,942	\$2,628,997	\$2,562,529	-0.17%
Court Facilities	\$396,115	\$677,087	\$381,977	\$342,977	-49.35%
Elections	\$1,417,855	\$2,683,771	\$2,378,370	\$2,374,482	-11.52%
Register Of Deeds	\$1,620,165	\$1,815,573	\$1,993,722	\$1,954,097	7.63%
General Services	\$12,420,126	\$13,315,115	\$15,087,578	\$12,929,433	-2.90%
Information Technology	\$7,965,257	\$10,369,494	\$11,800,299	\$10,996,099	6.04%
Human Resources	\$2,047,390	\$2,317,663	\$2,674,334	\$2,375,161	2.48%
Budget & Management Services	\$834,987	\$969,125	\$914,712	\$914,171	-5.67%
Veterans Services	\$286,423	\$339,313	\$372,039	\$365,431	7.70%
Geographic Information Systems	\$477,968	\$498,843	\$519,091	\$519,091	4.06%
Nondepartmental	\$68,711,062	\$76,530,417	\$73,225,667	\$74,609,604	-2.51%
Public Safety	\$60,989,927	\$65,703,543	\$69,674,643	\$64,575,944	-1.72%
County Sheriff	\$37,472,703	\$38,785,475	\$41,480,041	\$37,380,582	-3.62%
Emergency Communications	\$1,099,615	\$1,384,907	\$1,535,937	\$1,514,937	9.39%
Emergency Services			\$19,518,570	\$18,642,648	
Fire Marshal	\$2,368,816	\$2,240,953			-100.00%
Medical Examiner	\$237,550	\$250,000	\$250,000	\$250,000	0.00%
Criminal Justice Resource Center	\$4,044,025	\$4,847,251	\$5,545,653	\$5,470,397	12.86%
Youth Home	\$1,229,820	\$1,275,858	\$1,344,442	\$1,317,380	3.25%
Emergency Medical Services	\$14,537,398	\$16,919,099			-100.00%
Transportation	\$244,338	\$412,500	\$412,500	\$412,500	0.00%
Other Transportation	\$244,338	\$412,500	\$412,500	\$412,500	0.00%
Environmental Protection	\$4,536,698	\$5,035,563	\$6,913,013	\$4,588,506	-8.88%
General Services	\$2,136,781	\$2,302,690	\$2,584,803	\$2,510,325	9.02%
Engineering & Environ Svcs	\$2,349,902	\$2,682,367	\$4,270,682	\$2,020,653	-24.67%
Other Environmental Protection	\$50,015	\$50,506	\$57,528	\$57,528	13.90%
Econom. & Physical Devlp.	\$4,307,908	\$6,616,072	\$7,617,941	\$6,964,832	5.27%
Open Space Management	\$21,724	\$77,175	\$77,175	\$77,175	0.00%
Planning	\$995,860	\$1,248,462	\$1,504,885	\$1,461,777	17.09%
Cooperative Extension Service	\$1,205,849	\$1,410,225	\$1,570,683	\$1,661,440	17.81%
Soil And Water Conservation	\$572,120	\$593,947	\$705,740	\$615,848	3.69%
Economic Development	\$1,512,355	\$3,286,263	\$3,759,458	\$3,148,592	-4.19%

GENERAL FUNDS EXPENDITURES

Funds: General, Risk Management, Swap, Reappraisal Reserve, Capital Finance Plan, Benefits, LEO Separation Allowance

General Fund Expenditures	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Human Services	\$77,287,870	\$81,859,393	\$91,089,454	\$87,669,716	7.10%
Public Health	\$24,919,233	\$26,522,073	\$28,122,232	\$27,698,841	4.44%
Mental Health	\$6,245,859	\$6,336,751	\$6,498,174	\$6,336,751	0.00%
Social Services	\$45,472,867	\$47,954,015	\$55,100,841	\$52,375,917	9.22%
Other Human Services	\$649,911	\$1,046,554	\$1,368,207	\$1,258,207	20.22%
Education	\$149,371,483	\$159,419,265	\$180,475,869	\$166,565,598	4.48%
Durham Public Schools	\$138,720,717	\$145,970,717	\$164,655,008	\$153,177,778	4.94%
Community Colleges	\$7,558,203	\$7,900,158	\$8,621,090	\$7,872,799	-0.35%
Other Education	\$3,092,563	\$5,548,390	\$7,199,771	\$5,515,021	-0.60%
Cultural & Recreational	\$13,124,123	\$12,985,559	\$15,019,646	\$13,562,486	4.44%
Library	\$10,950,641	\$11,167,718	\$12,969,646	\$11,744,645	5.17%
Other Cultural & Recreational	\$2,173,482	\$1,817,841	\$2,050,000	\$1,817,841	0.00%
Total	\$419,081,045	\$456,787,859	\$497,404,243	\$467,034,886	2.24%

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

Other General Funds Expenditures	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Risk Management	\$3,775,189	\$3,646,478	\$3,849,805	\$3,849,805	5.58%
Swap Agreement 05	\$3,162,949	\$1,000,000	\$1,500,000	\$1,500,000	50.00%
Reappraisal Reserve Fund	\$1,556,161	\$874,981	\$840,700	\$840,700	-3.92%
Capital Improvement Plan	\$81,786,945	\$79,256,388	\$77,261,129	\$76,951,796	-2.91%
Benefits Plan	\$27,896,160	\$29,783,050	\$32,483,646	\$32,483,643	9.07%
LEO Special Separation Allowance		\$420,000	\$525,000	\$525,000	25.00%
Total	\$118,177,404	\$114,980,897	\$116,460,280	\$116,150,944	1.02%

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

Transfers within All General Funds	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
General	\$65,969,692	\$69,149,387	\$69,384,086	\$69,128,973	-0.03%
Transfer To Health Benefits	\$23,025,384	\$25,237,159	\$27,467,832	\$27,467,832	8.84%
Transfer To Dental Benefits	\$1,054,982	\$1,111,362	\$1,256,699	\$1,256,699	13.08%
Transfer To Reappraisal Reserv	\$1,476,006	\$874,981	\$786,480	\$840,700	-3.92%
Transfer To Benefits Plan Fund	\$698,460	\$736,115	\$804,495	\$804,495	9.29%
Trfr To Capital Finan Plan Fnd	\$39,714,860	\$40,769,770	\$38,543,580	\$38,234,247	-6.22%
Transfer To Leo Special Separation Allowance		\$420,000	\$525,000	\$525,000	25.00%
Risk Management	\$41,163	\$65,315	\$81,330	\$81,330	24.52%
Transfer To Health Benefits	\$37,808	\$61,185	\$76,200	\$76,200	24.54%
Transfer To Dental Benefits	\$2,075	\$2,680	\$3,444	\$3,444	28.51%
Transfer To Benefits Plan Fund	\$1,280	\$1,450	\$1,686	\$1,686	16.28%
Reappraisal Reserve Fund	\$15,976		\$54,220	\$54,220	
Transfer To Health Benefits	\$14,062		\$50,800	\$50,800	
Transfer To Dental Benefits	\$790		\$2,296	\$2,296	
Transfer To Benefits Plan Fund	\$1,124		\$1,124	\$1,124	
Capital Improvement Plan		\$714,139		\$7,431,482	940.62%
Transfer To General Fund		\$714,139		\$7,431,482	940.62%
Total	\$66,026,832	\$69,928,841	\$69,519,636	\$76,696,005	9.68%

*These transfers are between General Funds. They are removed to capture actual All General Funds Expenditures (so they are not duplicate

ALL FUNDS SUMMARY OF REVENUES

Fund, Revenue Category	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
General Funds	\$540,786,057	\$571,768,756	\$576,662,327	\$583,185,830	2.00%
Taxes	\$381,563,690	\$400,041,802	\$400,041,651	\$399,176,661	-0.22%
Licenses and Permits	\$1,466,817	\$1,124,500	\$1,112,000	\$517,500	-53.98%
Intergovernmental	\$48,678,060	\$43,908,719	\$50,895,945	\$48,443,617	10.33%
Contributions and Donations	\$283,102	\$191,678	\$273,452	\$273,452	42.66%
Investment Income	\$3,964,559	\$2,164,743	\$2,020,000	\$2,020,000	-6.69%
Rental Income	\$902,529	\$896,217	\$735,116	\$735,116	-17.98%
Sewer Connection Fees	\$16,753	\$5,000	\$5,000		-100.00%
Service Charges	\$28,893,159	\$30,374,009	\$30,390,545	\$30,251,067	-0.40%
Enterprise Charges	\$15,251	\$14,000			-100.00%
Other Revenues	\$2,670,590	\$1,466,257	\$3,517,750	\$2,035,250	38.81%
Transfers In	\$72,331,548	\$91,581,831	\$87,670,868	\$99,733,167	8.90%
Special Revenue Funds	\$12,102,146	\$12,566,084	\$11,407,754	\$11,379,983	-9.44%
Taxes	\$9,358,746	\$9,716,084	\$9,678,360	\$9,881,174	1.70%
Intergovernmental	\$2,603,963	\$1,250,000	\$1,250,000	\$1,250,000	0.00%
Investment Income	\$139,437				
Transfers In		\$1,600,000	\$479,394	\$248,809	-84.45%
Debt Service Funds	\$168,497,093	\$63,974,554	\$71,632,435	\$68,135,847	6.50%
Investment Income	\$1,048,501	\$348,409	\$308,416	\$308,416	-11.48%
Service Charges	\$650,641	\$500,000	\$500,000	\$500,000	0.00%
Other Revenues	\$8,398				
Transfers In	\$166,789,553	\$63,126,145	\$70,824,019	\$67,327,431	6.66%
Enterprise Funds	\$13,228,127	\$9,911,600	\$11,492,100	\$12,906,036	30.21%
Licenses and Permits	\$15,300	\$5,000	\$10,000	\$604,500	11990.00%
Investment Income	\$568,358	\$300,000	\$300,000	\$300,000	0.00%
Sewer Connection Fees	\$3,368,601	\$794,000	\$793,500	\$798,500	0.57%
Service Charges	\$1,096				
Enterprise Charges	\$9,274,772	\$8,812,600	\$10,388,600	\$11,202,536	27.12%
Other Revenues				\$500	
Trust Funds	\$493,731				
Contributions and Donations	\$458,888				
Investment Income	\$34,842				
Total	\$735,107,154	\$658,220,994	\$671,194,616	\$675,607,696	2.64%

ALL FUNDS SUMMARY OF EXPENDITURES

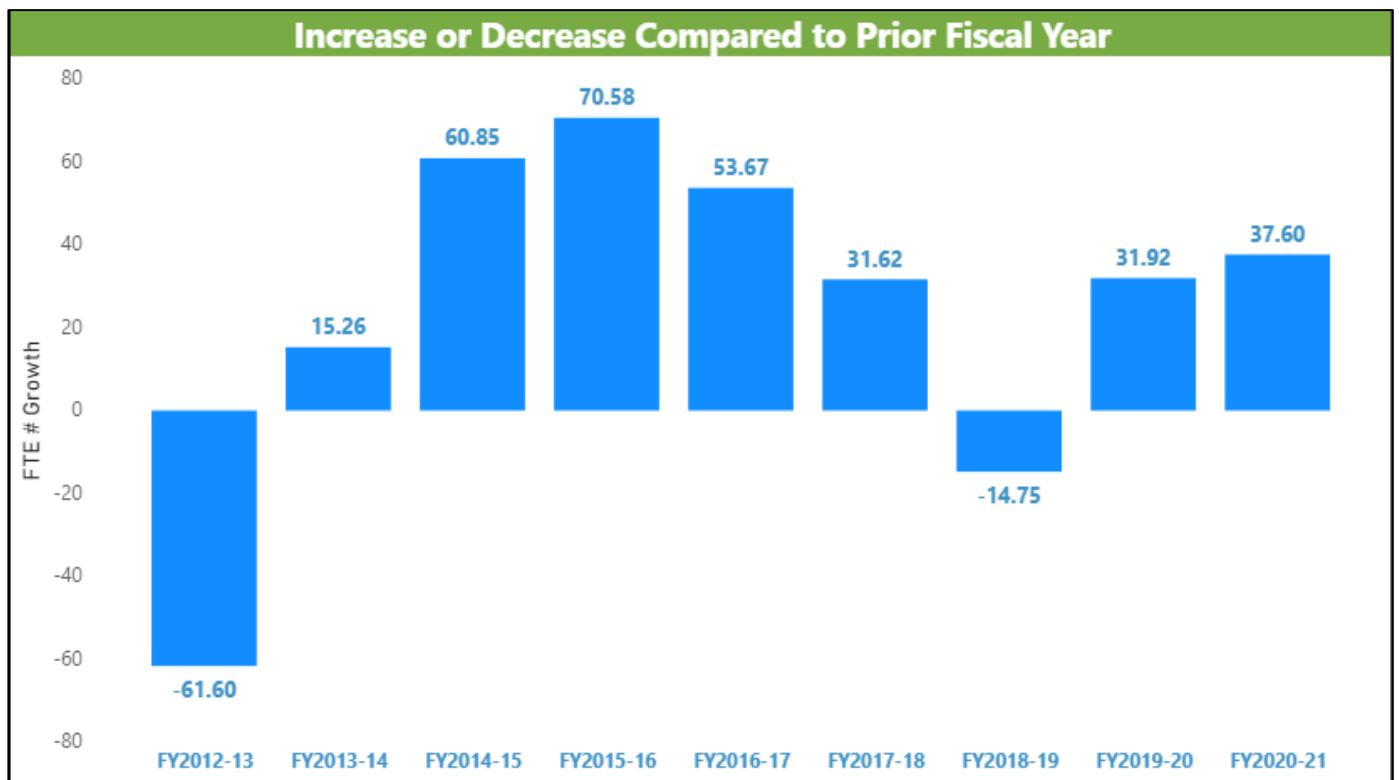
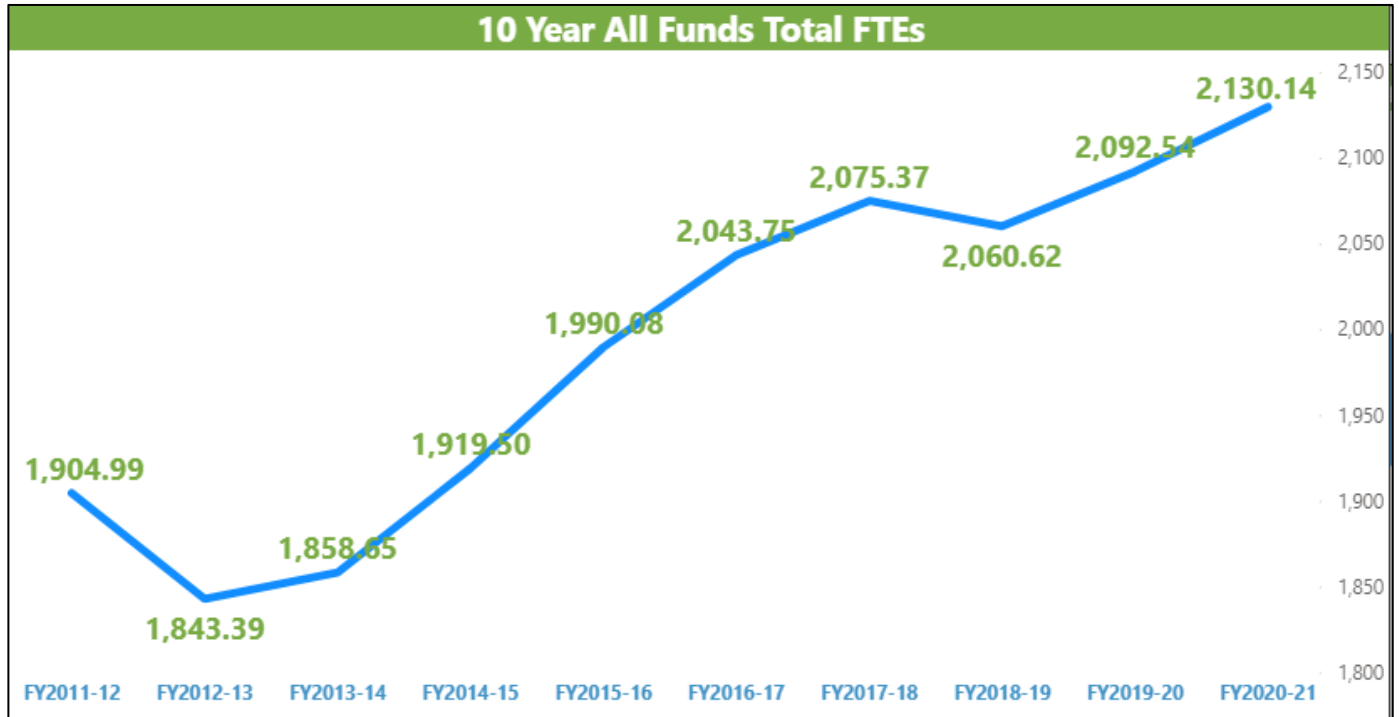
Fund Groups, Fund	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
General Funds	\$537,258,449	\$571,768,756	\$613,864,523	\$583,185,830	2.00%
General	\$419,081,045	\$456,787,859	\$497,404,243	\$467,034,886	2.24%
Risk Management	\$3,775,189	\$3,646,478	\$3,849,805	\$3,849,805	5.58%
Swap Agreement 05	\$3,162,949	\$1,000,000	\$1,500,000	\$1,500,000	50.00%
Reappraisal Reserve Fund	\$1,556,161	\$874,981	\$840,700	\$840,700	-3.92%
Capital Improvement Plan	\$81,786,945	\$79,256,388	\$77,261,129	\$76,951,796	-2.91%
Benefits Plan	\$27,896,160	\$29,783,050	\$32,483,646	\$32,483,643	9.07%
LEO Special Separation Allowance		\$420,000	\$525,000	\$525,000	25.00%
Special Revenue Funds	\$14,434,243	\$12,566,084	\$11,407,754	\$11,379,983	-9.44%
Lebanon Fire District	\$1,443,734	\$1,503,881	\$1,536,746	\$1,536,746	2.19%
Parkwood Fire District	\$156				
Redwood Fire District	\$1,054,976	\$1,193,126	\$1,121,729	\$1,093,958	-8.31%
New Hope Fire District	\$142,246	\$101,029	\$97,383	\$97,383	-3.61%
Eno Fire District	\$37,080	\$36,568	\$36,256	\$36,256	-0.85%
Bahama Fire District	\$1,522,630	\$1,576,301	\$1,557,933	\$1,557,933	-1.17%
Special Park District	\$1,067,062	\$1,156,496	\$1,288,724	\$1,288,724	11.43%
Durham Fire And Rescue Serv Tax District	\$4,397,860	\$4,348,683	\$4,518,983	\$4,518,983	3.92%
Community Health Trust	\$4,768,500	\$2,650,000	\$1,250,000	\$1,250,000	-52.83%
Debt Service Funds	\$151,707,662	\$63,974,554	\$71,632,435	\$68,135,847	6.50%
Debt Service	\$151,707,662	\$63,974,554	\$71,632,435	\$68,135,847	6.50%
Enterprise Funds	\$12,269,154	\$9,911,600	\$11,492,100	\$12,906,036	30.21%
Stormwater				\$1,413,936	
Sewer Utility	\$12,269,154	\$9,911,600	\$11,492,100	\$11,492,100	15.95%
Trust Funds	\$493,911				
L.E.O. Retirement Trust	\$493,911				
Total	\$716,163,419	\$658,220,994	\$708,396,812	\$675,607,696	2.64%

ALL FUNDS FTEs (Full Time Equivalent Positions)

Fund, Department	FY 2018-19 Actual FTEs	FY 2019-20 Original FTEs	FY 2019-20 Estimated FTEs	FY 2020-21 Requested FTEs	FY 2020-21 Approved FTEs	Appr. vs. Orig.
General	2,029.12	2,056.54	2,056.54	2,159.39	2,083.14	26.60
Board Of County Commissioner:	4.00	4.00	4.00	4.00	4.00	0.00
Budget & Management Services	8.00	8.00	8.00	8.00	7.00	-1.00
Cooperative Extension Service	16.94	18.16	18.16	20.01	18.76	0.60
County Administration	18.00	20.00	19.00	20.00	20.00	0.00
County Sheriff	494.00	493.00	493.00	517.00	485.00	-8.00
Criminal Justice Resource Center	47.10	51.80	51.80	51.80	51.80	0.00
Economic Development	1.00	1.00	1.00	2.00	1.00	0.00
Elections	11.00	11.00	11.00	11.00	11.00	0.00
Emergency Medical Services	179.00	179.00				-179.00
Emergency Services			204.00	204.00	204.00	204.00
Engineering & Environ Svcs	21.00	21.00	22.00	25.00	16.00	-5.00
Finance	27.00	27.00	27.00	31.00	26.00	-1.00
Fire Marshal	25.00	25.00				-25.00
General Services	93.00	94.00	94.00	99.00	94.00	0.00
Human Resources	20.00	20.00	20.00	21.00	20.00	0.00
Information Technology	46.00	46.00	46.00	50.00	50.00	4.00
Legal	20.00	20.00	20.00	20.00	20.00	0.00
Library	136.91	147.91	147.91	147.91	147.91	0.00
Other Human Services	2.00					
Public Health	233.55	238.55	238.55	238.55	238.55	0.00
Register Of Deeds	19.00	19.00	19.00	19.00	19.00	0.00
Social Services	513.50	519.00	519.00	576.00	558.00	39.00
Soil And Water Conservation	5.00	5.00	5.00	6.00	5.00	0.00
Tax Administration	62.00	62.00	62.00	62.00	62.00	0.00
Veterans Services	5.00	5.00	5.00	5.00	5.00	0.00
Youth Home	21.12	21.12	21.12	21.12	21.12	0.00
To Be Identified					-2.00	-2.00
Reappraisal Reserve Fund	4.00	4.00	4.00	4.00	4.00	0.00
Tax Administration	4.00	4.00	4.00	4.00	4.00	0.00
Risk Management	5.00	5.00	5.00	6.00	6.00	1.00
Risk Management Administrative	5.00	5.00	5.00	6.00	6.00	1.00
Sewer Utility	27.00	27.00	27.00	29.00	29.00	2.00
Water And Sewer	27.00	27.00	27.00	29.00	29.00	2.00
Stormwater					8.00	8.00
Engineering & Environ Svcs					8.00	8.00
Grand Total	2,065.12	2,092.54	2,092.54	2,198.39	2,130.14	37.60

Historical Full – Time Equivalent Position Comparisons

These charts display the fiscal year FTE count for all Funds in Durham County. Some years have a negative growth number which is often attributed to moving of departments or positions to different entities. For example, in FY 2018-19 Durham Fire and Rescue FTEs moved to the City of Durham as part of the consolidation efforts and in FY 2012-13 when Mental Health services moved to contracted services with Alliance Behavioral Health LME/MCO.



FY2020-21 APPROVED NEW FULL TIME EQUIVALENTS (FTEs)

Position	FTEs	Salary and Benefits	Starting Date
State Mandated Medicaid Income Maintenance Caseworker Positions (Total County Cost for 39 FTE's = \$1,230,365, Revenue draw down = \$2,830,276)	39.00	\$4,060,641	Staggered
Agriculture Extension Agent (Full-Time FTE, with 0.4 funded by State)	0.60	\$42,714	07.01.2020
Goal 2: Health and Well-being for All	39.60	\$4,103,355	
Detention Mental Health Sergeant - Sheriff	1.00	\$65,721	07.01.2020
Administrative Support Assistant - Sheriff	1.00	\$51,534	07.01.2020
Records Assistant - Sheriff	2.00	\$103,068	07.01.2020
Goal 3: Safe Community	4.00	\$220,323	
Plant Maintenance Technician - Waste Water Treatment Plant	1.00	\$55,283	07.01.2020
GIS Analyst - Waste Water Treatment Plant	1.00	\$73,710	07.01.2020
Erosion Control Supervisor - Stormwater	1.00	\$46,069	07.01.2020
GIS Analyst - Erosion and Stormwater - Stormwater	1.00	\$36,855	07.01.2020
Goal 4: Environmental Stewardship	4.00	\$211,917	
Internal Auditor	1.00	\$76,167	07.01.2020
Positions to Support Cyber Security needs across the County (these positions are being funded through realignment of existing positions) - Information Services & Technology	4.00		07.01.2020
Risk Management Administrator	1.00	\$56,511	07.01.2020
Goal 5: Accountable, Efficient and Visionary Government	6.00	\$132,678	
Total	53.60	\$4,668,273	

FY2020-21 APPROVED REALIGNED/ELIMINATED FTEs

Position	FTEs	Salary and Benefits	Ending Date
Performance Management Analyst (Budget) - Realigned to support IST positions	(1.00)		06.30.2020
Finance - Realigned to support IST positions	(1.00)		06.30.2020
To Be Identified - Realigned to support IST positions	(2.00)		06.30.2020
Detention Officers - Positions established for Female Mental Health Pod (Sheriff)	(8.00)	(\$376,386)	06.30.2020
Detention Officers - Reclassified to positions noted above	(4.00)	(\$234,900)	06.30.2020
Total	-16.00	(\$376,386)	

NET COUNTY POSITIONS AND EXPENSES

Position	FTEs	Salary and Benefits
Grant Dollars Supported Positions (County expense alone)	39.00	\$1,230,365
Enterprise Fund or Risk Management Supported Positions	5.00	\$268,428
Realigned Positions	0.00	(\$14,577.00)
General Fund Supported Positions	-6.40	(\$257,505.00)
Net General Fund Expense	37.60	\$1,226,711



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 reason of administrative control.



Fund summaries, tax rates, and graphs

General Fund Revenues

Revenue Category	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Taxes	\$345,145,681	\$362,977,603	\$362,464,210	\$361,599,220	-0.38%
Licenses and Permits	\$1,466,817	\$1,124,500	\$1,112,000	\$517,500	-53.98%
Intergovernmental	\$48,678,060	\$43,908,719	\$50,895,945	\$48,443,617	10.33%
Contributions and Donations	\$283,102	\$191,678	\$273,452	\$273,452	42.66%
Investment Income	\$3,351,040	\$2,010,000	\$2,010,000	\$2,010,000	0.00%
Rental Income	\$315,900	\$297,937	\$136,836	\$136,836	-54.07%
Sewer Connection Fees	\$16,753	\$5,000	\$5,000		-100.00%
Service Charges	\$22,889,558	\$24,139,175	\$23,721,673	\$23,582,195	-2.31%
Enterprise Charges	\$15,251	\$14,000			-100.00%
Other Revenues	\$969,709	\$466,257	\$2,017,750	\$535,250	14.80%
Transfers In	\$6,304,669	\$21,652,990	\$17,619,404	\$29,936,816	38.26%
Total	\$429,436,539	\$456,787,859	\$460,256,270	\$467,034,886	2.24%

General Fund Expenditures

Functional Area	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
General Government	\$109,218,698	\$124,755,964	\$126,201,177	\$122,695,304	-1.65%
Public Safety	\$60,989,927	\$65,703,543	\$69,674,643	\$64,575,944	-1.72%
Transportation	\$244,338	\$412,500	\$412,500	\$412,500	0.00%
Environmental Protection	\$4,536,698	\$5,035,563	\$6,913,013	\$4,588,506	-8.88%
Econom. & Physical Devlp.	\$4,307,908	\$6,616,072	\$7,617,941	\$6,964,832	5.27%
Human Services	\$77,287,870	\$81,859,393	\$91,089,454	\$87,669,716	7.10%
Education	\$149,371,483	\$159,419,265	\$180,475,869	\$166,565,598	4.48%
Cultural & Recreational	\$13,124,123	\$12,985,559	\$15,019,646	\$13,562,486	4.44%
Total	\$419,081,045	\$456,787,859	\$497,404,243	\$467,034,886	2.24%

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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.

Business Area Name	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.	Dept. % of Funct. Area
Board Of County Commissioners	\$662,090	\$688,998	\$760,732	\$639,548	-7.18%	0.52%
County Administration	\$2,371,512	\$2,811,317	\$3,104,314	\$2,708,272	-3.67%	2.21%
Finance	\$2,884,535	\$3,312,080	\$4,011,234	\$3,230,695	-2.46%	2.63%
Tax Administration	\$4,832,438	\$5,860,226	\$6,348,111	\$6,173,714	5.35%	5.03%
Legal	\$2,290,775	\$2,566,942	\$2,628,997	\$2,562,529	-0.17%	2.09%
Court Facilities	\$396,115	\$677,087	\$381,977	\$342,977	-49.35%	0.28%
Elections	\$1,417,855	\$2,683,771	\$2,378,370	\$2,374,482	-11.52%	1.94%
Register Of Deeds	\$1,620,165	\$1,815,573	\$1,993,722	\$1,954,097	7.63%	1.59%
General Services	\$12,420,126	\$13,315,115	\$15,087,578	\$12,929,433	-2.90%	10.54%
Information Technology	\$7,965,257	\$10,369,494	\$11,800,299	\$10,996,099	6.04%	8.96%
Human Resources	\$2,047,390	\$2,317,663	\$2,674,334	\$2,375,161	2.48%	1.94%
Budget & Management Services	\$834,987	\$969,125	\$914,712	\$914,171	-5.67%	0.75%
Veterans Services	\$286,423	\$339,313	\$372,039	\$365,431	7.70%	0.30%
Geographic Information Systems	\$477,968	\$498,843	\$519,091	\$519,091	4.06%	0.42%
Nondepartmental	\$68,711,062	\$76,530,417	\$73,225,667	\$74,609,604	-2.51%	60.81%
Total	\$109,218,698	\$124,755,964	\$126,201,177	\$122,695,304	-1.65%	100.00%

BOARD OF COUNTY COMMISSIONERS

Description

Durham County Government's 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 the 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 the authority to call bond referendums.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
▲ Expenditure	\$662,090	\$688,998	\$760,732	\$639,548	-7.18%
Personnel	\$426,455	\$481,886	\$453,144	\$449,460	-6.73%
Operating	\$235,635	\$207,112	\$207,588	\$190,088	-8.22%
Transfers Out			\$100,000		
Net County Cost	\$662,090	\$688,998	\$760,732	\$639,548	-7.18%

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. It maintains a permanent record of all documents required by North Carolina General Statutes. The County Clerk oversees the operations of the Clerk's Office; manages 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

Citizen Boards and Commissions allow for citizen participation and involvement in County Government through the appointment process, with over 40 active Boards and Commissions of appointed volunteers. 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. 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 General Government Records Management program controls 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

Open Meetings Law (§ 143-318.12), which dictates that public notice of official sessions of public bodies, must take place at least 48 hours before the start of a meeting. The Open Meeting Laws Compliance program is used to ensure the County publicizes official meetings that must be open to the public in accordance with the 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 Documents/Ordinances & Minutes program provides 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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
▲					
Expenditure	\$375,707	\$388,666	\$368,110	\$357,426	-8.04%
Personnel	\$251,964	\$295,892	\$274,992	\$271,308	-8.31%
Operating	\$123,743	\$92,774	\$93,118	\$86,118	-7.17%
Net County Cost	\$375,707	\$388,666	\$368,110	\$357,426	-8.04%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
▲				
4.00	4.00	4.00	4.00	4.00

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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.

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 state and federal legislation being introduced and ultimately enacted. The County works intentionally with the advocates from NCACC and other urban communities on similar areas of interest.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$2,371,512	\$2,811,317	\$3,104,314	\$2,708,272	-3.67%
Personnel	\$1,852,751	\$2,235,111	\$2,502,207	\$2,337,515	4.58%
Operating	\$518,761	\$526,206	\$542,107	\$370,757	-29.54%
Capital					
Transfers Out		\$50,000	\$60,000		-100.00%
Revenue	\$71,053	\$35,632	\$51,694	\$51,694	45.08%
Intergovernmental	\$21,053	\$35,632	\$51,694	\$51,694	45.08%
Contributions and Donations	\$50,000				
Net County Cost	\$2,300,459	\$2,775,685	\$3,052,620	\$2,656,578	-4.29%

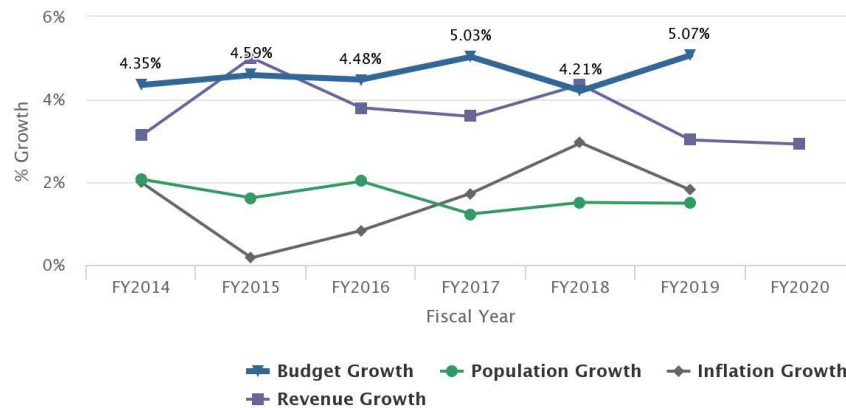
FY 2018-19 Actual FTE ▲	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
18.00	20.00	19.00	20.00	20.00

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.

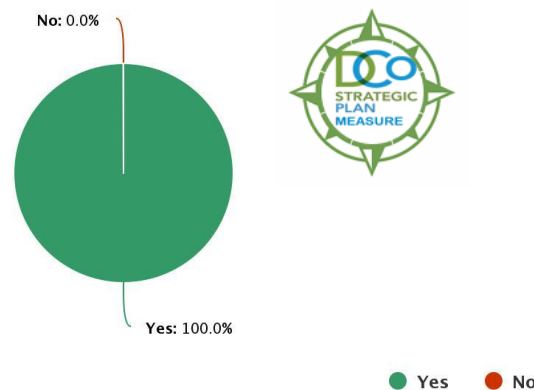
Performance Measures

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



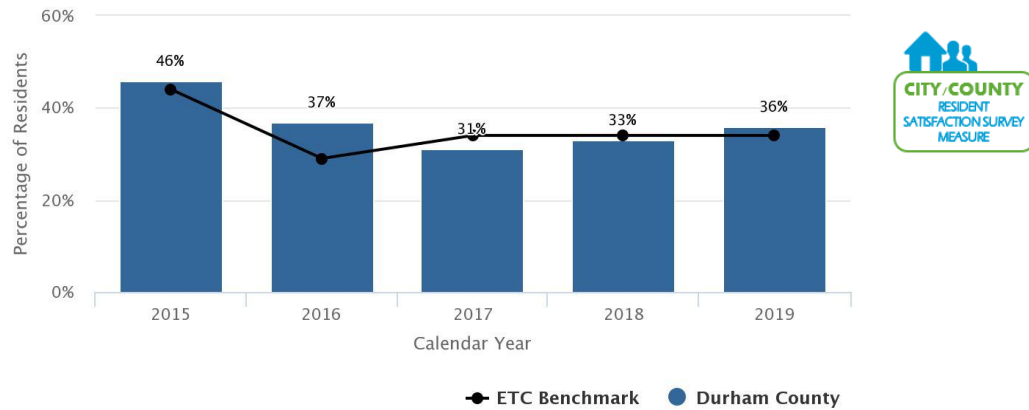
Measure description: This measure is intended to be a broad guide for comparing annual growth of the General Fund budget to other potential “growth in cost” drivers each year: inflation growth, population growth of Durham County, and natural growth of primary revenue sources. While the Durham County General Fund budget may not be directly responsive with these other variables, this measure is intended to provide high-level comparative insight. 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. There is not a specified target for this measure. In an ideal environment, the growth of General Fund expenses would mirror inflation and population growth; however, the demands, expectations, and requests of the current local environment make this simplified target difficult to achieve. *Note: budget, revenue, and population growth are fiscal year and inflation growth is calendar year.*

Measure: MAINTAIN TRIPLE A BOND RATING



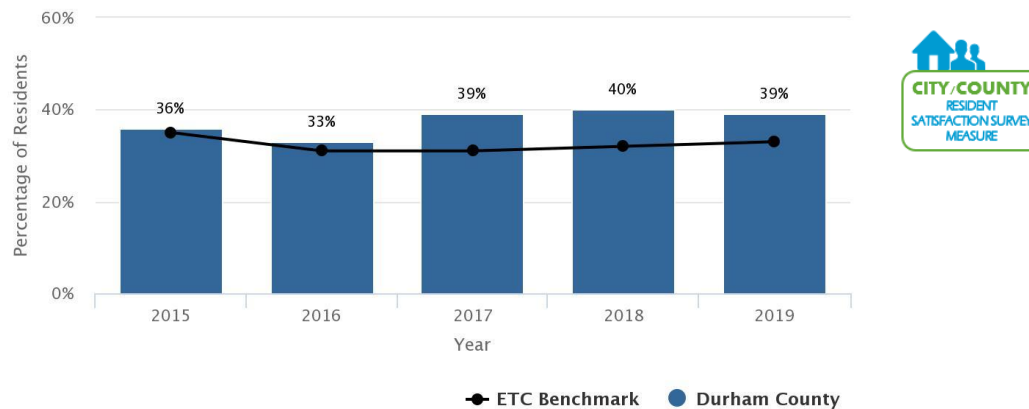
Measure description: Issuers given a Triple A rating from the bond agencies are judged to have the lowest credit risk (the Moody’s designation is Aaa; the S&P designation is AAA). Triple A is the highest rating that can be awarded to an entity. The County’s financial strength, fiscal management, economy, 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. This measure is trending favorably. According to Moody’s Investors Service Inc., as of December 18, 2019, Durham County will maintain its Aaa rating for outstanding general obligation debt. Durham County is one of 9 counties out of 100 in North Carolina with a Aaa bond rating. According to S&P Global Ratings, as of December 18, 2019, Durham County is also one of 10 counties out of 100 in North Carolina with a AAA bond rating. To be in such a small pool of counties that achieve the top bond ratings for Moody’s and S&P is excellent. The AAA rating is the highest possible bond rating attainable. The County is committed to maintaining the AAA bond rating in future years. Entities rated at AAA are judged to be of the highest credit quality. This allows AAA rated entities to issue debt at lower interest rates. Durham County continues to set the target for this measure at AAA in order to continue to receive the lowest interest rates on issued debt freeing up funds for use in funding other County needs.

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. 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. 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. Data for this measure has been trending positively for the past few years.

Measure: PERCENTAGE OF RESIDENTS WHO STATE THEY ARE VERY SATISFIED OR SATISFIED IN OVERALL VALUE RECEIVED FOR LOCAL PROPERTY TAXES



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. 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. 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. Resident satisfaction with the overall value they received for local property taxes has remained relatively consistent and above the national average.

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 accounts for and reports 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

The Minority and Women-Owned Businesses (MWBE) Program promotes development of 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 purchases goods and services at the best price, value, and timeline to meet the needs of County departments while also ensuring 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 monitors and manages 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 strives to 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 a refund occurs, the savings become additional resources for funding of County services.

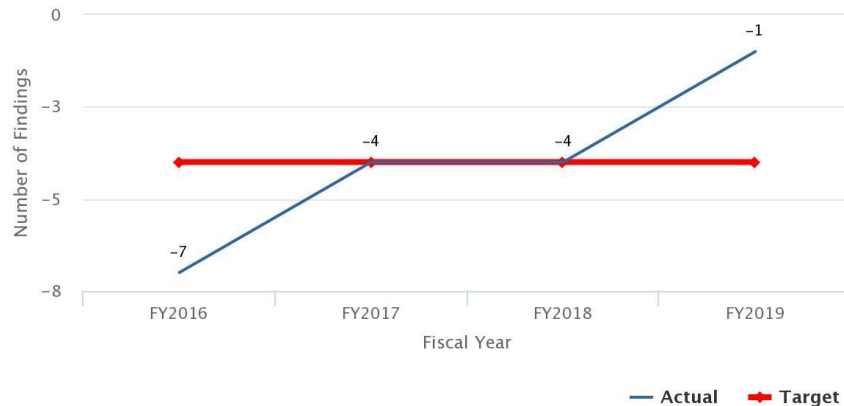
Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$2,884,535	\$3,312,080	\$4,011,234	\$3,230,695	-2.46%
Personnel	\$2,103,694	\$2,353,728	\$2,861,809	\$2,415,120	2.61%
Operating	\$769,696	\$958,352	\$1,087,174	\$815,575	-14.90%
Capital	\$11,145		\$62,251		
Revenue	\$94,397,739	\$110,337,756	\$106,091,479	\$106,219,775	-3.73%
Taxes	\$84,753,707	\$87,771,000	\$84,604,202	\$83,739,212	-4.59%
Licenses and Permits	\$451,004	\$490,000	\$475,000	\$475,000	-3.06%
Intergovernmental	\$5,693,966	\$2,700,000	\$3,590,000	\$2,590,000	-4.07%
Investment Income	\$3,329,612	\$2,000,000	\$2,000,000	\$2,000,000	0.00%
Rental Income	\$13,139	\$9,300	\$11,200	\$11,200	20.43%
Other Revenues	\$156,310				
Transfers In		\$17,367,456	\$15,411,077	\$17,404,363	0.21%
Net County Cost	(\$91,513,204)	(\$107,025,676)	(\$102,080,245)	(\$102,989,080)	-3.77%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
27.00	27.00	27.00	31.00	26.00

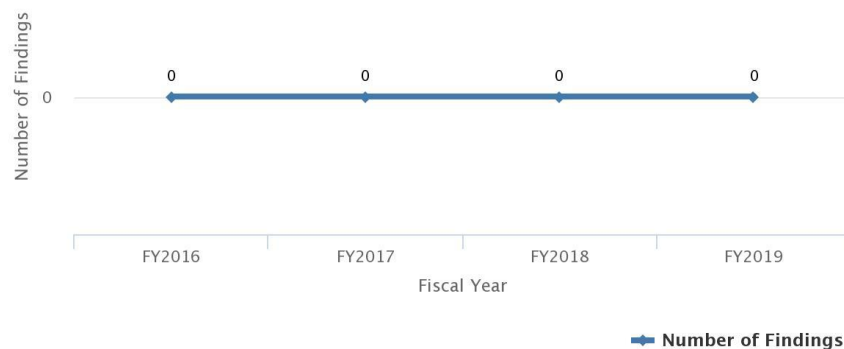
Performance Measures

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



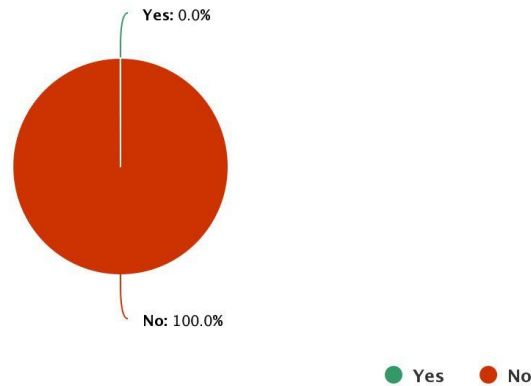
Measure description: This measures the number of findings received during the annual Single Audit related to grant and federal/state award programs. The goal is to "successfully complete the single audit with limited findings and no recurring findings for services funded with grants and/or federal and 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. The trend in findings has been progressing toward our target due to enacting testing and monitoring during the fiscal year of both the programs and the corrective action plans by the Finance Compliance Manager and the DSS Quality Assurance staff. This measure is trending favorably. Given the large volume of program funds flowing through the County, achieving or exceeding the target of only four findings is excellent. Having a target of zero Single Audit findings would be unrealistic primarily due to the large volume of program funding flowing through the County per fiscal year. Having exceeded the target for fiscal year 2019, the County is committed to continuing to try to achieve this target in future fiscal years. Data for updating this measure will be available for fiscal year 2020 after October 31, 2020.

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



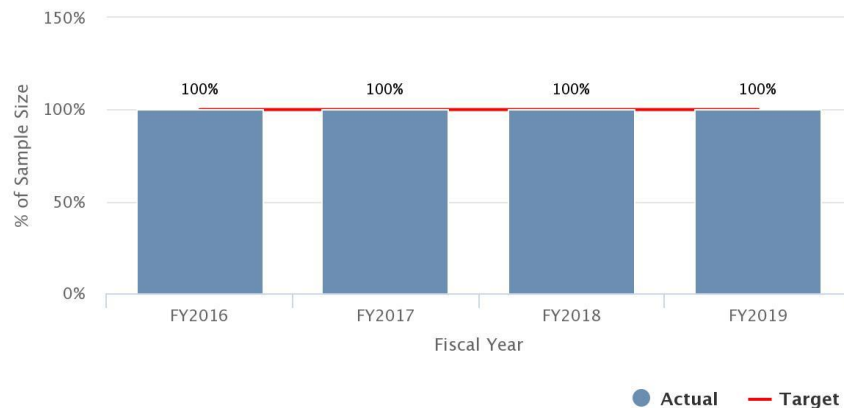
Measure description: This measure is based on the results of the financial audit conducted at the end of each fiscal year. The Finance Department is evaluated on the financial accounting, reporting, and monitoring of the County's financial activity. The goal is to "successfully complete the required 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. The ideal result upon completion of the annual audit is to have zero management letter findings. To achieve zero management letter 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 County had no findings that would warrant an audit management letter in the past five fiscal years. Data for updating this measure will be available for fiscal year 2020 after October 31, 2020.

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



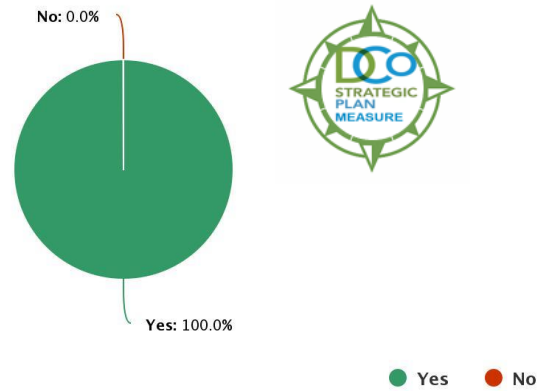
Measure description: This measures Durham County's adherence to the October 31st submission deadline for the County's Comprehensive Annual Financial Report (CAFR) to the Local Government Commission (LGC). Durham County's ability to submit an accurate CAFR and Compliance Report to the LGC on time highlights 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. For the fiscal year 2019 annual audit (the most recent fiscal year for which data is available), Durham County did not meet the October 31st target date for filing the audit with the Local Government Commission (LGC), a Division of the State Treasurer's Office, but did file the annual audit on November 22nd, which is well within the 30-day grace period allowed by the LGC. The target date was not met due to the moving of office locations by Finance, accounting system down time, and personnel considerations. Per the LGC, 420 units submitted their CAFRs by the end of the 30-day grace period after the October 31st deadline out of 652 expected submissions. For each of the years being measured, the County has achieved the target goal of submitting the completed CAFR to the LGC by the October 31st deadline with the exception of fiscal year 2019. Finance will continue striving to achieve the target goal for future fiscal years. Data for updating this measure will be available for fiscal year 2020 after October 31, 2020.

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). Since there were no material findings for any of the previous fiscal years, this measure is trending favorably. Given the sample size tested for Durham County, having only one Single Audit finding, which was not material, is excellent. Data for updating this measure will be available for fiscal year 2020 after October 31, 2020.

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. This measure is trending favorably. According to Moody's Investors Service Inc., as of December 18, 2019, Durham County will maintain its Aaa rating for outstanding general obligation debt. Durham County is one of 9 counties out of 100 in North Carolina with a Aaa bond rating. According to S&P Global Ratings, as of December 18, 2019, Durham County is also one of 10 counties out of 100 in North Carolina with a AAA bond rating. To be in such a small pool of counties that achieve the top bond ratings for Moody's and S&P is excellent. The AAA rating is the highest possible bond rating attainable. The County is committed to maintaining the AAA bond rating in future years. Entities rated at AAA are judged to be of the highest credit quality. This allows AAA rated entities to issue debt at lower interest rates. Durham County continues to set the target for this measure at AAA 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.

Revenue Collection

The Revenue Collection program ensures 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

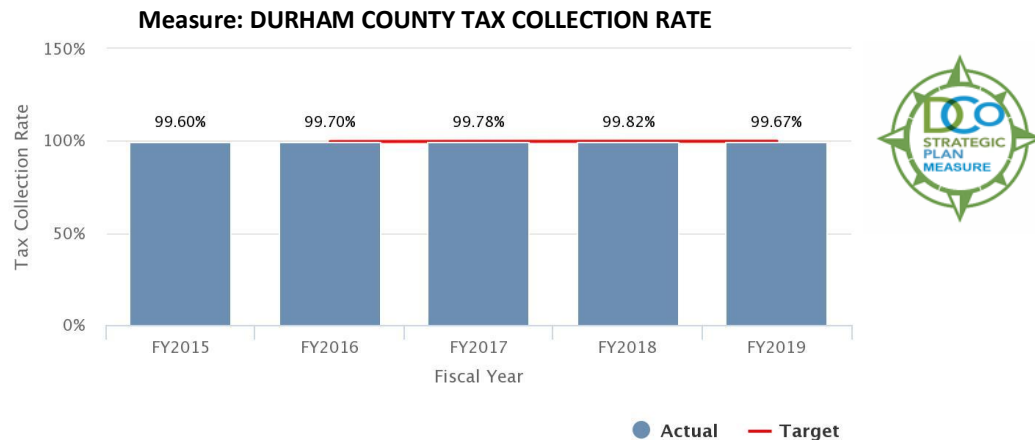
North Carolina General Statute 105-296 mandates the assessor shall have general charge of the listing, appraisal and assessment of all property in the county and that all taxable property is listed and assessed uniformly and accurately. All property subject to ad valorem taxation shall be listed annually 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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
▲					
Expenditure	\$4,832,438	\$5,860,226	\$6,348,111	\$6,173,714	5.35%
Personnel	\$3,524,489	\$4,162,508	\$4,662,625	\$4,570,418	9.80%
Operating	\$1,307,949	\$1,697,718	\$1,685,486	\$1,603,296	-5.56%
Revenue	\$262,387,830	\$277,132,603	\$279,787,933	\$279,787,933	0.96%
Taxes	\$260,343,273	\$275,162,603	\$277,818,008	\$277,818,008	0.97%
Licenses and Permits	\$21,250	\$20,000	\$20,000	\$20,000	0.00%
Investment Income	\$21,367	\$10,000	\$10,000	\$10,000	0.00%
Service Charges	\$1,935,676	\$1,890,000	\$1,889,925	\$1,889,925	-0.00%
Other Revenues	\$66,265	\$50,000	\$50,000	\$50,000	0.00%
Net County Cost	(\$257,555,392)	(\$271,272,377)	(\$273,439,822)	(\$273,614,219)	0.86%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
▲				
62.00	62.00	62.00	62.00	62.00

Performance Measures



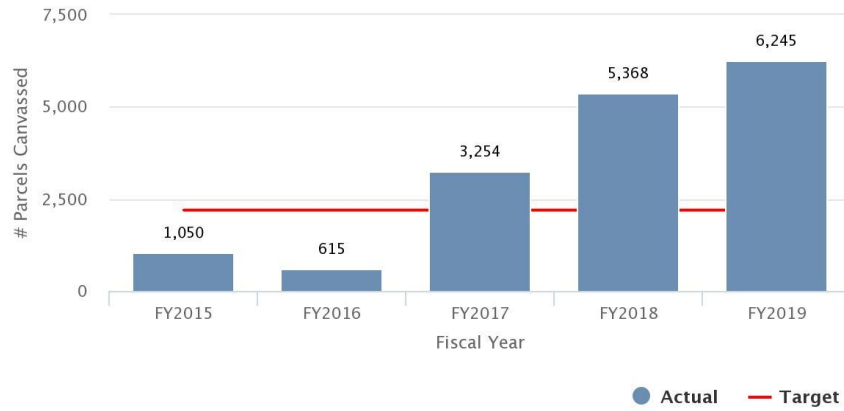
Measure description: This is a measure of the percentage of property taxes collected for budgetary purposes. Revenues derived from property taxes are a primary source of funding for local governments. A high collection rate is an indication of taxpayers paying their fair share to help fund the services and programs used by the citizens of Durham County. In February 2018 Tax Administration began monthly assessment and billing of GAP bills. GAP billing of property taxes occurs when there are one or more months (a gap) in billed property taxes between the expiration of a vehicle's registration and the renewal of that registration or the issuance of a new registration. The first year of GAP bills were due September 1, 2018 with a delinquent date of January 6, 2019. The collection rate for this category is very low affecting the overall collection rate. Removal of this class of property increases the collection rate to 99.76%. The target for this measure (99.75%) 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. 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. Canvassing rates each year will vary dependent upon the additional projects also associated with the reappraisal. 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.

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

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.

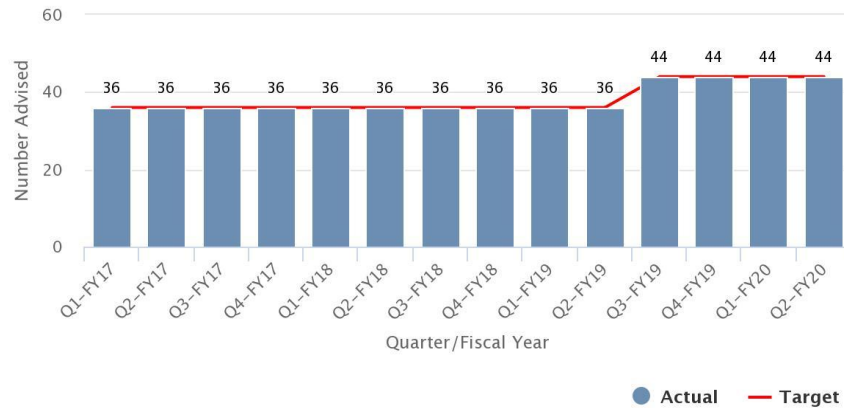
Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
▲					
Expenditure	\$2,290,775	\$2,566,942	\$2,628,997	\$2,562,529	-0.17%
Personnel	\$2,098,601	\$2,371,571	\$2,440,224	\$2,393,456	0.92%
Operating	\$192,175	\$195,371	\$188,773	\$169,073	-13.46%
Revenue	\$0	\$2,000			-100.00%
Contributions and Donations					
Service Charges		\$2,000			-100.00%
Net County Cost	\$2,290,775	\$2,564,942	\$2,628,997	\$2,562,529	-0.09%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
▲				
20.00	20.00	20.00	20.00	20.00

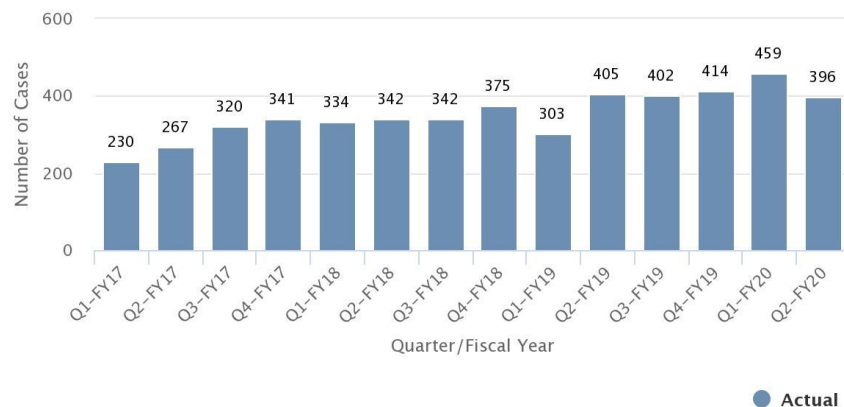
Performance Measures

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. This measure remains consistent unless the County adds or removes departments, boards and/or commissions. The target for this measure should be to cover the applicable number of departments, boards and commissions as needed. If there are any changes to the number of entities the County Attorney's Office is required or requested to counsel, 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. 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 increases in caseloads due to increased number of petitions, but staff have also been able to close several cases over the last few months.

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. As of the third quarter of FY 2017-18, 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.

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 North Carolina judicial system is administered under a uniform court system — the General Court of Justice — which is comprised 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.

Budget

Fund Center Name	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
District Attorney	\$37,142	\$108,022	\$108,022	\$108,022	0.00%
Clerk Of Superior Court	\$3,606	\$14,689	\$14,689	\$14,689	0.00%
Court Facilities	\$262,180	\$305,396	\$134,164	\$134,164	-56.07%
Public Defender	\$85,604	\$238,351	\$75,473	\$75,473	-68.34%
Superior Court	\$1,037	\$1,000	\$40,000	\$1,000	0.00%
Dept Of Juvenile Justice	\$3,328	\$6,429	\$6,429	\$6,429	0.00%
District Court	\$3,218	\$3,200	\$3,200	\$3,200	0.00%
Total	\$396,115	\$677,087	\$381,977	\$342,977	-49.35%
Net County Cost	\$396,115	\$677,087	\$381,977	\$342,977	-49.35%

Budget Highlights

- Continued funding for an Assistant Public Defender (APD) and Assistant District Attorney (ADA)

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.

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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$1,417,855	\$2,683,771	\$2,378,370	\$2,374,482	-11.52%
Personnel	\$1,019,317	\$1,925,607	\$1,629,329	\$1,625,441	-15.59%
Operating	\$398,538	\$758,164	\$749,041	\$749,041	-1.20%
Capital					
Revenue	\$55	\$662,800	\$175	\$175	-99.97%
Service Charges	\$55	\$662,800	\$175	\$175	-99.97%
Net County Cost	\$1,417,800	\$2,020,971	\$2,378,195	\$2,374,307	17.48%

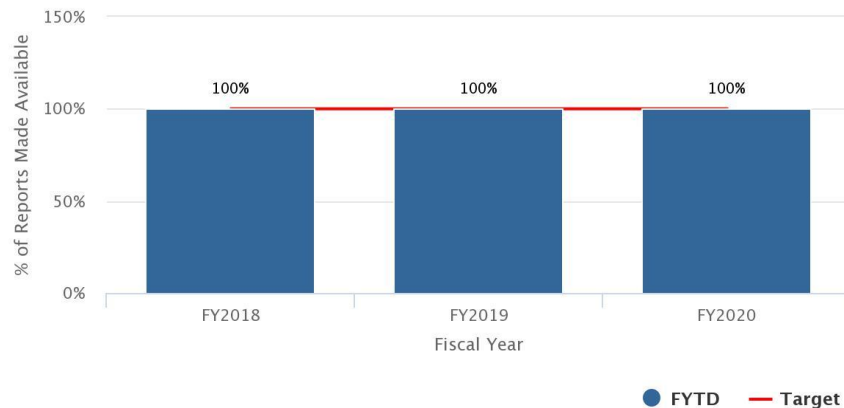
FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
11.00	11.00	11.00	11.00	11.00

Budget Highlights

- Election's budget is reduced from the prior fiscal year due to fewer elections occurring during FY 2020-21. Although the Presidential Election is significant, there are no additional Municipal or County-wide elections.

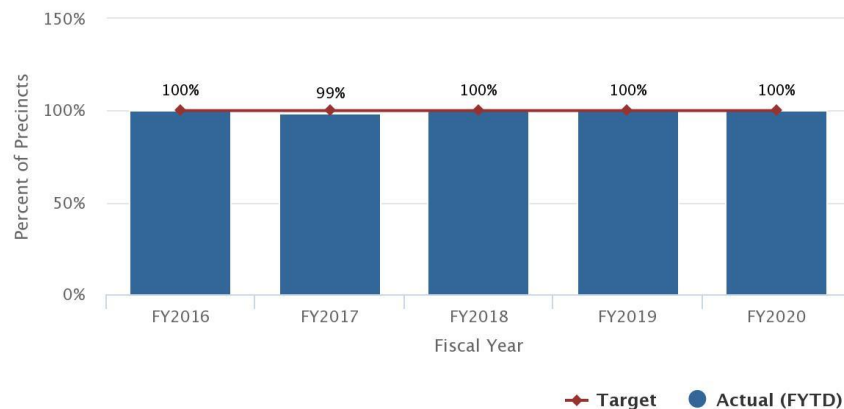
Performance Measures

Measure: AVERAGE PERCENTAGE OF CAMPAIGN FINANCE REPORTS MADE PUBLICLY AVAILABLE



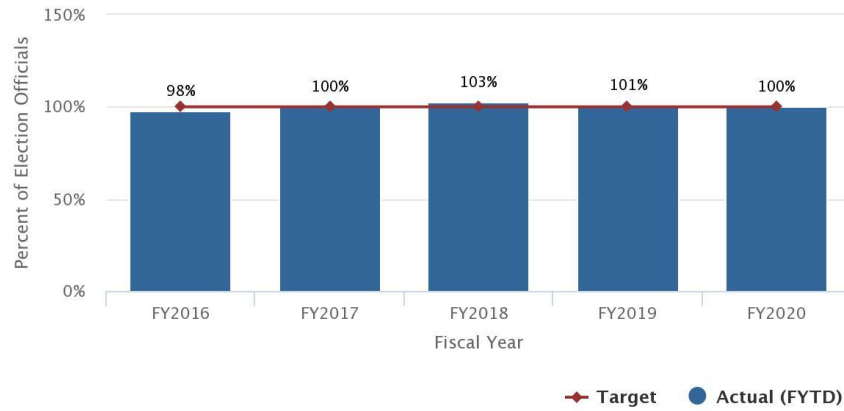
Measure description: This measure shows the percentage of reports made by registered committees that file campaign finance reports on the County level that are made publicly available via the department's website. This is information that ensures transparent elections, by making public candidate activity publicly available at the earliest possible opportunity. 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: AVERAGE 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. 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. 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: AVERAGE 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. 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. By law, all precinct officials assigned to work early voting or election day must be trained on relevant election material. 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%). 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

The 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. 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

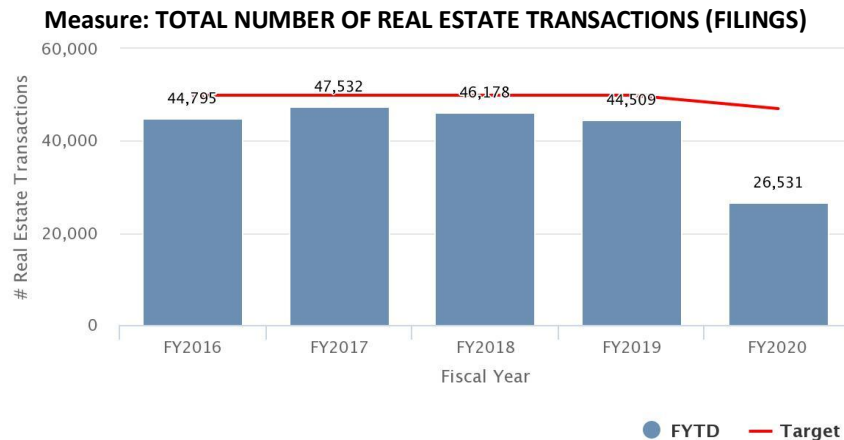
Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$1,620,165	\$1,815,573	\$1,993,722	\$1,954,097	7.63%
Personnel	\$1,166,590	\$1,208,288	\$1,282,136	\$1,270,364	5.14%
Operating	\$451,287	\$607,285	\$711,586	\$683,733	12.59%
Capital	\$2,287				
Revenue	\$5,297,469	\$5,580,000	\$5,600,000	\$5,600,000	0.36%
Service Charges	\$5,297,205	\$5,580,000	\$5,600,000	\$5,600,000	0.36%
Other Revenues	\$264				
Net County Cost	(\$3,677,305)	(\$3,764,427)	(\$3,606,278)	(\$3,645,903)	-3.15%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
19.00	19.00	19.00	19.00	19.00

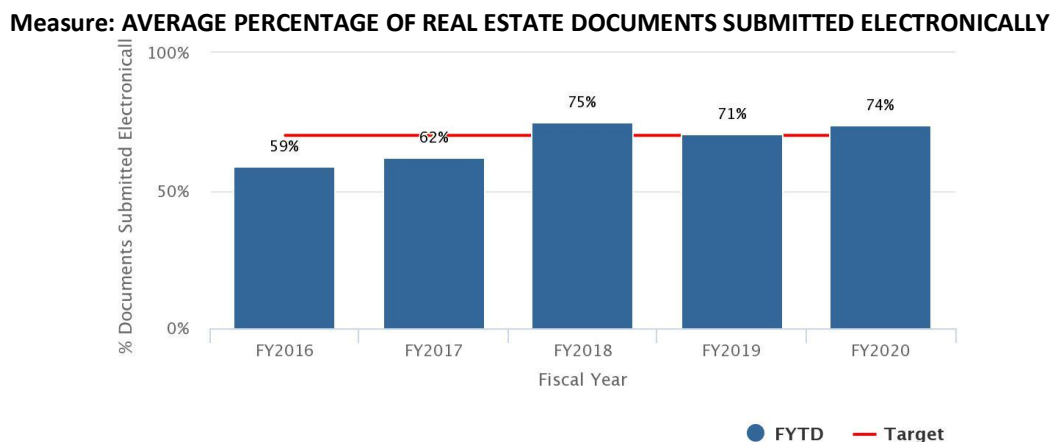
Budget Highlights

- 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
- 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).
- Opening passport office and providing passport services within the Office of Register of Deeds

Performance Measures



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. While there are a number of documents filed in the real estate division, this measure continues to be largely driven by real estate transactions. As a function of Durham's growth and low interest rates, these numbers have remained consistently high, even across quarters that tend to slow down historically at certain times of the year. The target number for this measure is based on historical data, which again is a function of external factors. A revision of the target will likely occur in the near future.



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. As individuals gain access to more sophisticated technology, options such as electronically recording documents becomes easier to do. Users who conduct business regularly with the Register of Deeds Office have found that using this method of filing can save time and money by reducing transportation and filing times, which in turn allows them to operate their business more efficiently. This measure will likely remain static since the entities most likely to benefit from this service have already been contacted and integrated. While the electronic submission of documents continues to rise, the office has and will continue to allow for documents to be filed either in person or through the mail. By continuing to allow multiple avenues for customers to utilize the office, the goal is to present options in which customers can choose the filing method which works best for their situation. The purpose of setting this target is that since electronic submission is the most efficient method of document filing for space saving (through the reduction of paper use) and time saving, the more of it that can be done, the more resources the office can conserve. Therefore, the office would like this number to continue to rise, while still allowing citizens to use the previously mentioned methods as well. The target is set at 70% of documents submitted electronically - this is based on continuing increases in electronic recording due to growing awareness and availability of the technology to customers.

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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 ensures 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-perform 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.

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 are not limited to: minor renovations, landscaping services, 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, 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 use and enjoy. 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 facilitates 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. The 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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$12,255,746	\$13,315,115	\$15,087,578	\$12,929,433	-2.90%
Personnel	\$4,219,197	\$4,688,920	\$5,284,634	\$4,985,438	6.32%
Operating	\$7,722,798	\$8,626,195	\$9,770,764	\$7,943,995	-7.91%
Capital	\$313,751		\$32,180		
Revenue	\$647,673	\$636,000	\$399,500	\$399,500	-37.19%
Intergovernmental	\$42,758	\$35,000	\$30,000	\$30,000	-14.29%
Rental Income	\$288,301	\$273,000	\$110,000	\$110,000	-59.71%
Service Charges	\$316,614	\$323,000	\$259,500	\$259,500	-19.66%
Other Revenues	\$0	\$5,000			-100.00%
Net County Cost	\$11,608,074	\$12,679,115	\$14,688,078	\$12,529,933	-1.18%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
73.00	76.00	76.00	81.00	76.00

Budget Highlights

- The primary driver of the decrease in revenue for General Services reflects (Alliance Mental Health Services) moving out of the Health and Human Services Building, and the related rental income has decreased.

Performance Measures

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



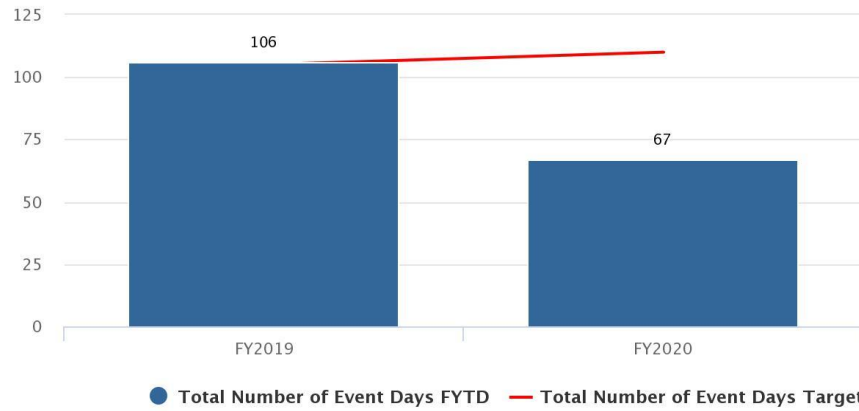
Measure description: This measure is depicting the total square feet of facilities that General Services is responsible for maintaining. It is important to keep track in order to know how many staff are needed to employ to keep facilities running at an optimum level for the citizens and clients of Durham County to conduct their business. This measure trends up or down depending on facilities being renovated, new facilities coming on line, or spaces rented by the County. The recent increase is due to facilities being renovated coming back on line.

Measure: AVERAGE 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. 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.

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. The department has had some additional openings to the stadium schedule in the fall season. With the loss of Shaw University, the department lost 5-10 event days due to their games and associated events in conjunction with their football season. Due to the timing of these events being withdrawn, staff were unable to recover these events into the schedule. In the long term, that presents additional opportunities to book the facility on Saturday dates from September - November. Otherwise, the fall season was at the usual level. Northern High School had a successful season with the varsity team hosting a playoff game at the stadium, North Carolina Senior Games hosted their annual track meet, and Durham Firebirds hosted their youth football season at the stadium.

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.

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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
▲					
Expenditure	\$6,509,580	\$10,369,494	\$11,800,299	\$10,996,099	6.04%
Personnel	\$3,633,114	\$5,128,469	\$5,260,190	\$5,212,490	1.64%
Operating	\$2,656,790	\$5,241,025	\$6,540,109	\$5,783,609	10.35%
Capital	\$219,676				
Net County Cost	\$6,509,580	\$10,369,494	\$11,800,299	\$10,996,099	6.04%

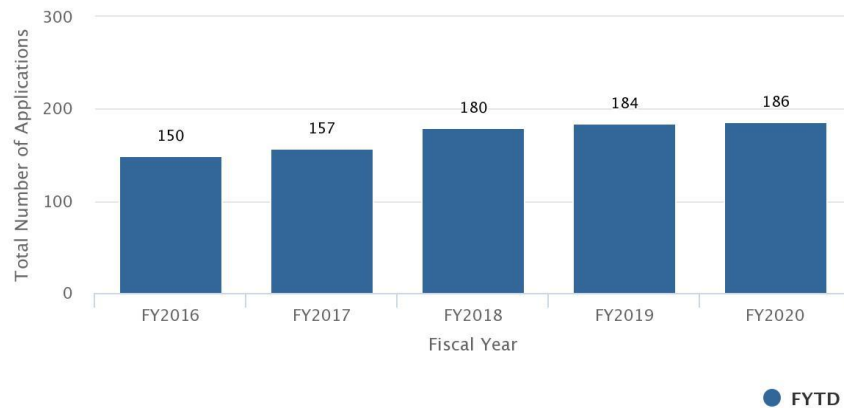
FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
▲				
38.00	46.00	46.00	50.00	50.00

Budget Highlights

- Four new FTEs to address the cyber security needs for the county. These positions and the funding will be identified from the current vacant positions in the General Fund
 - Two vacant positions have been identified and reallocated to IST budget. The other two positions are still pending.
- 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
- 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.

Performance Measures

Measure: AVERAGE TOTAL NUMBER OF APPLICATIONS DIRECTLY SUPPORTED



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. 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.

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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.

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

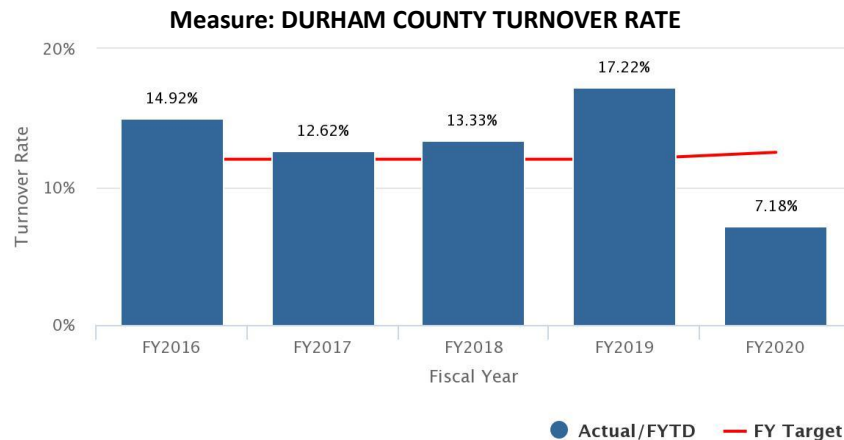
genetic information or for having complained about and/or having participated in an employment discrimination investigation or lawsuit.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
▲					
Expenditure	\$2,047,390	\$2,317,663	\$2,674,334	\$2,375,161	2.48%
Personnel	\$1,729,768	\$1,928,720	\$2,161,397	\$2,066,724	7.16%
Operating	\$317,622	\$388,943	\$512,937	\$308,437	-20.70%
Revenue	\$43,507	\$30,000	\$35,000	\$35,000	16.67%
Other Revenues	\$43,507	\$30,000	\$35,000	\$35,000	16.67%
Net County Cost	\$2,004,060	\$2,287,663	\$2,639,334	\$2,340,161	2.29%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
▲				
20.00	20.00	20.00	21.00	20.00

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. The overall turnover rate for Q2 of FY 2020 was 3.41%. This is a slight decrease from Q1, which was 3.77%. During this quarter sixty-five (65) employees separated from the County. This represents 0.097% less than Q1, in which seventy-two (72) employees separated from the County. In addition, there was an increase in the number of employees retiring in Q2. In this quarter, eighteen (18) employees left for retirement purposes verses eleven (11) employees in Q1. This equates to an approximately 3.89% increase in the number of employees leaving the County for retirement. 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 has increased slightly from 12% to 12.5%. According to Eliza Jacobs, Strategic Research Analyst for the Society for Human Resources Management (SHRM), the average annual turnover rate of employees across industries in the United States is 15%. The County would like to set a level that is at or slightly lower than the average turnover rate.

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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 the 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.

Management Analysis and Special Review

Per requests by County management and the Board of County Commissioners, the Budget Office provides an 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 one 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 40 nonprofit contracts with Budget and Management staff acting as the contract administrators. The RFP process has ended on June 30, 2020, and the County is creating a new revised Community Outcomes Funding Process for nonprofits to begin on Jan. 1, 2021.

Technology Innovation and Data Analysis

The Budget department supports constant innovation through the maximization 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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
▲ Expenditure	\$834,987	\$969,125	\$914,712	\$914,171	-5.67%
Personnel	\$669,059	\$809,607	\$804,737	\$820,696	1.37%
Operating	\$165,929	\$159,518	\$109,975	\$93,475	-41.40%
Net County Cost	\$834,987	\$969,125	\$914,712	\$914,171	-5.67%

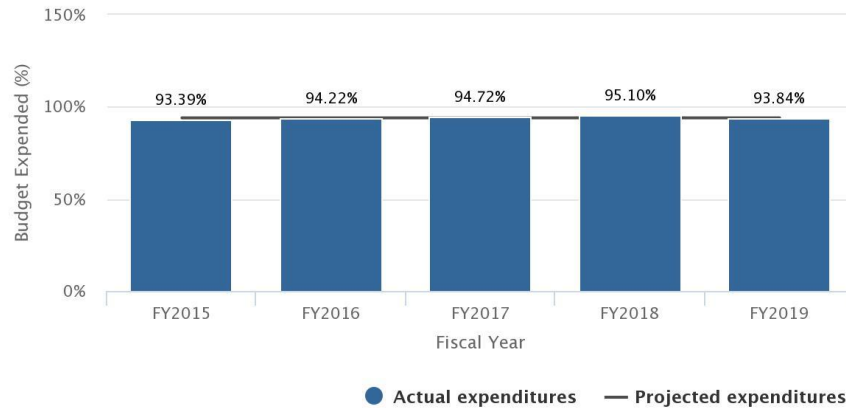
FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
▲ 8.00	8.00	8.00	8.00	7.00

Budget Highlights:

- Reduced one FTE: One vacant Performance Analyst position was reallocated from Budget and Management Services to Information Technology Services to support cyber security needs and provide additional support to IST staff

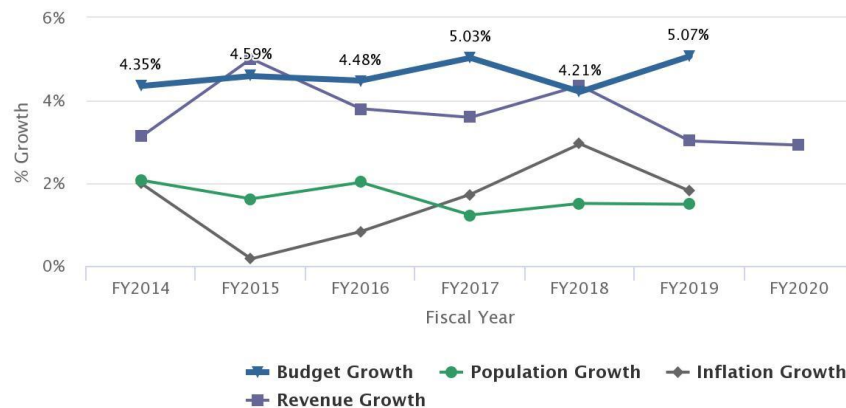
Performance Measures

Measure: VARIANCE BETWEEN ACTUAL AND PROJECTED DURHAM COUNTY EXPENDITURES



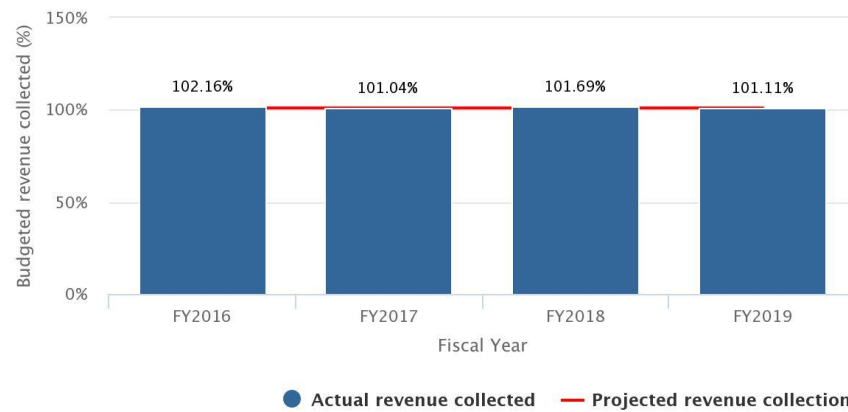
Measure description: This is a measure of how close actual expenditures are to budgeted expenditures for a fiscal year. This measure is a key insight into how well the Budget Office, and by extension, the County does in comparing how much is planned to be spent versus how much is actually spent. The 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. 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. This measure is trending in accordance with prior years and remains under target. The historical 94% target allows Durham County to operate in a financially conservative, yet functional range. The target has been increased to 95% due to continuing emphasis during the budget development process on reallocating budgeted dollars to ensure actual and appropriate spending.

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



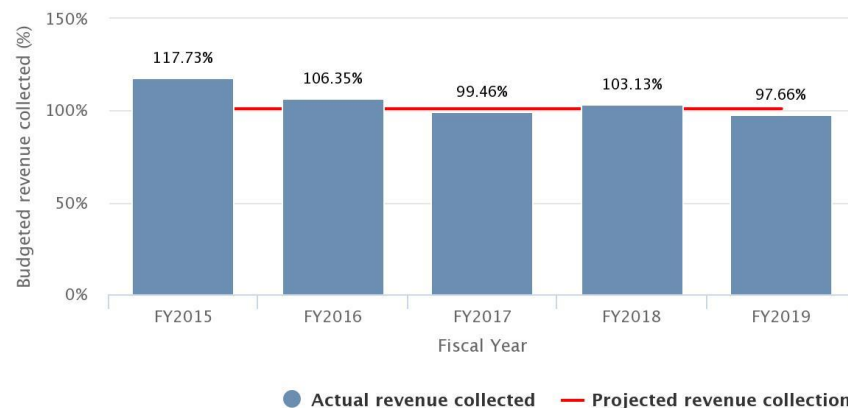
Measure description: This measure is intended to be a broad guide for comparing annual growth of the General Fund budget to other potential “growth in cost” drivers each year: inflation growth, population growth of Durham County, and natural growth of primary revenue sources. While the Durham County General Fund budget may not be directly responsive with these other variables, this measure is intended to provide high-level comparative insight. 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. There is not a specified target for this measure. In an ideal environment, the growth of General Fund expenses would mirror inflation and population growth; however, the demands, expectations, and requests of the current local environment make this simplified target difficult to achieve. *Note: budget, revenue, and population growth are fiscal year and inflation growth is calendar year.*

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. 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. 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 property tax collection rate of nearly 100% (99.6%). Property tax collection through the second quarter of FY 2020 continues to be very strong. The current percent collected to date is the greatest in the past four years. All indications through the second quarter are that Durham County should meet the FY 2020 target of 101%.

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. This measure fell well under the targeted amount for FY 2018-19. While gross collections for Durham County sales tax were on pace with prior years (consistent growth of 5-7%), the amount of refunds (sales tax reimbursed to non-profit agencies) increased by 75%, which caused the under-performance. The anticipated budget for FY 2019-20 was built in a conservative fashion, as a reaction to this refund issue, while the analysis does show this was more likely a one-time occurrence. Close monitoring will continue throughout the current fiscal year. The target 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.

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. 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 provide free professional expert benefit counseling advice on eligibility criteria for all VA benefits, empowering veterans to improve their well-being.

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 to ensure 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 makes 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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
▲					
Expenditure	\$286,423	\$339,313	\$372,039	\$365,431	7.70%
Personnel	\$263,704	\$316,020	\$347,808	\$346,200	9.55%
Operating	\$22,718	\$23,293	\$24,231	\$19,231	-17.44%
Capital					
Revenue	\$2,216	\$2,000	\$2,000	\$2,000	0.00%
Intergovernmental	\$2,216	\$2,000	\$2,000	\$2,000	0.00%
Net County Cost	\$284,206	\$337,313	\$370,039	\$363,431	7.74%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
▲				
5.00	5.00	5.00	5.00	5.00

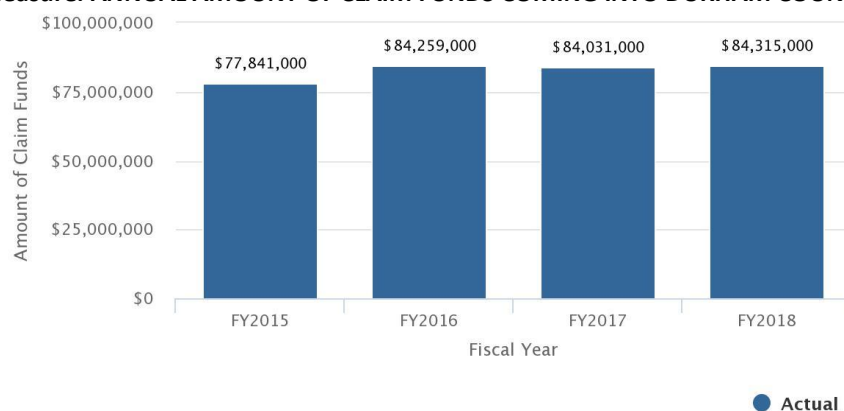
Performance Measures

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



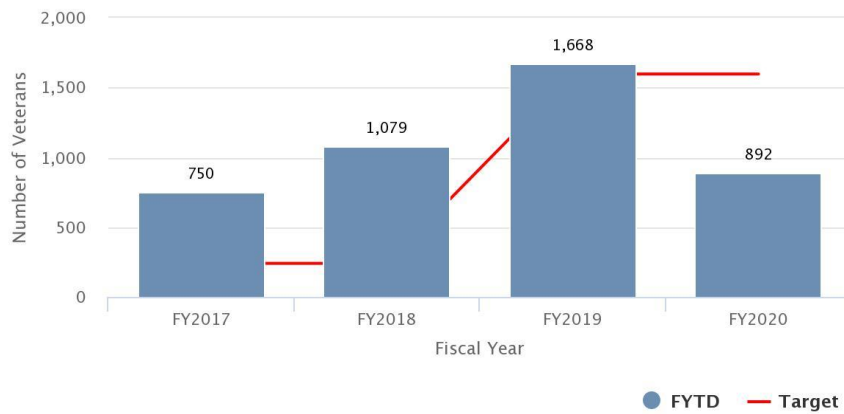
Measure description: This measure shows the number of homeless and at-risk Veterans who have been counseled, advised, and referred to community partners. The department is tracking this measure because the data, among other things: (1) enables identification of homeless Veterans, (2) measures progress 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. Since the US Department of Veterans Affairs launched its initiative to end Veteran homelessness by 2015, the primary measure of progress has been the Point-in-Time (PIT) Count. The trend is stabilizing. While it may still be too early to gauge, Durham County's effort to create a single portal/universal coordinated entry intake process may have a positive impact on how this measure is trending. Part of the effort behind this coordinated entry is to divert those facing homelessness toward resources that can prevent them entering homelessness. 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. 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. Data for FY2018-19 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 annually. 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. This measure tends to trend up and down, which staff believes is the nature of outreach and part of the process. The department had a vacancy that will be filled soon. This vacancy affected outreach efforts and the ability to serve Veterans and their families once they came into the office. Department staff continues to make presentations throughout the community and is in the process of acquiring a Mobile Unit that will allow staff to take services on the road and into the neighborhoods and communities where Veterans and their families are less likely to come into the office.

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, geospatial 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

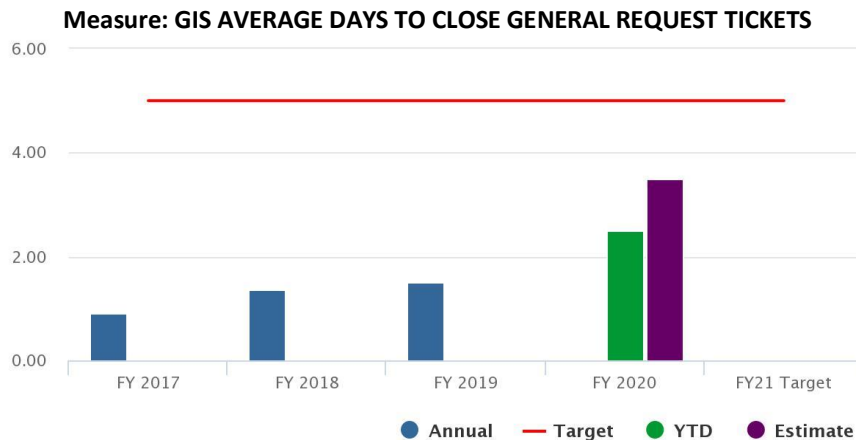
Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
▲					
Expenditure	\$477,968	\$498,843	\$519,091	\$519,091	4.06%
Operating	\$477,968	\$498,843	\$519,091	\$519,091	4.06%
Net County Cost	\$477,968	\$498,843	\$519,091	\$519,091	4.06%

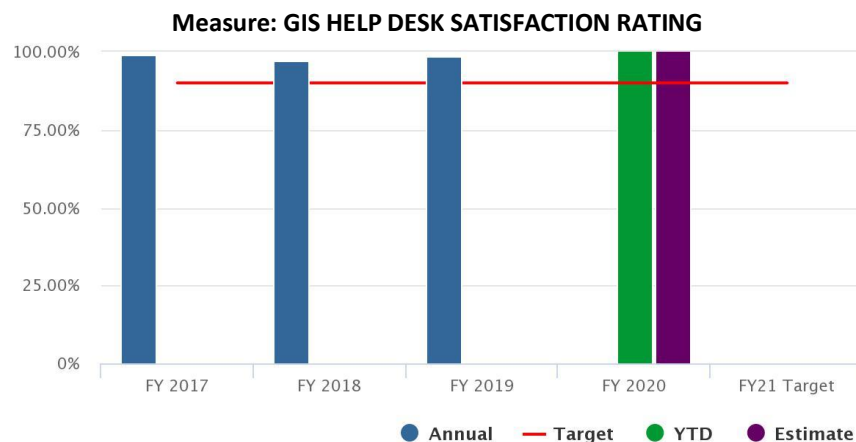
Budget Highlights

- This budget maintains current level of service.

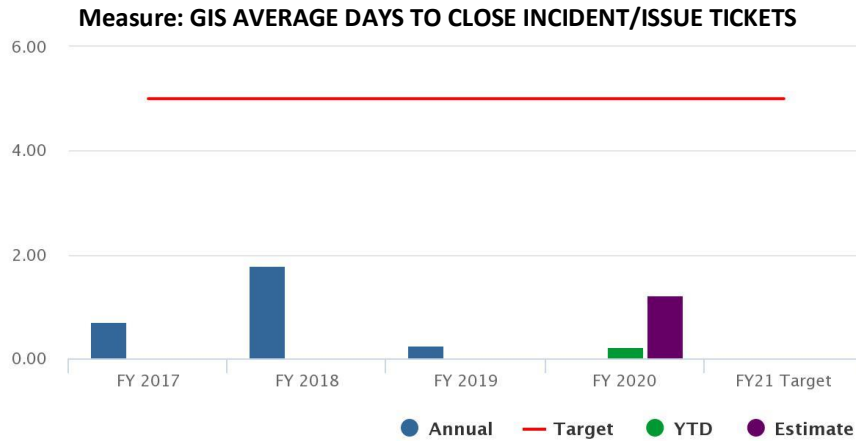
Performance Measures



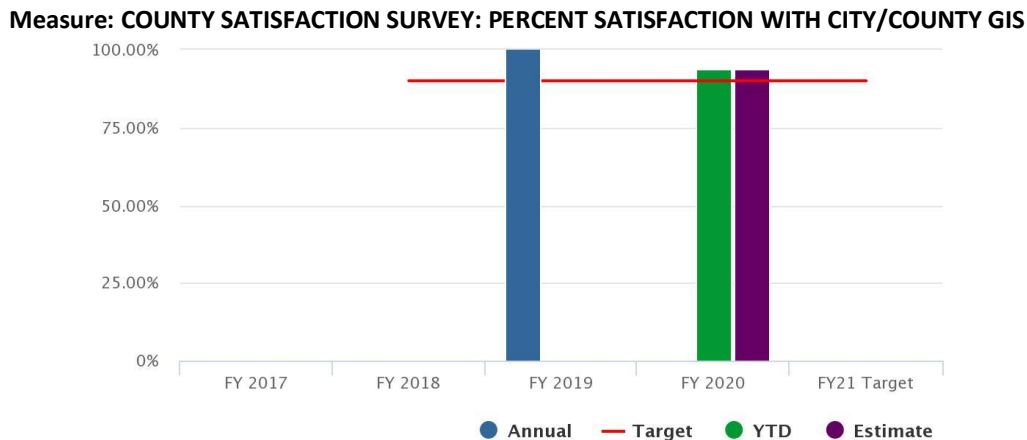
Measure description: This measures the number of days it takes the GIS division to close a ‘general request’ ticket. Currently the tickets are broken down into three categories: (1) Keep the Lights On (KTLO), (2) General Request, (3) and Incidents/Issues. These are service requests that come directly 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. 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 retirements from the GIS division in the last year. There is an uptick in ticket closure times so far this year; the department would need more data to consider this a trend. The GIS division is performing well within the target for this measure. 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 GIS 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 in which the department can improve. The rating is virtually unchanged and falls within the normal margin of error (3%-5%) and still exceeds the 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 at 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. Closure times for these types of tickets can vary. These issues often necessitate support from partner vendors. FY 2020 data are lower than the previous three fiscal years. The measure is well below the target of five days. 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 FY 2018-19; it measures customer satisfaction. There was a slight decrease in score while it still currently exceeds the target of 90%. 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.

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NONDEPARTMENTAL



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

Description

The Nondepartmental Business Area is comprised of three distinct Fund Centers that help track items that are not related to a specific department. These Fund Centers are: Nondepartmental, Transfers, and Vehicles and Equipment. The first table below reflects the Expenditures and Revenues for the entire Business Area, while the following sections display and highlight the more specific intention of each Fund Center.

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$68,711,062	\$76,530,417	\$73,225,667	\$74,609,604	-2.51%
Personnel		\$3,579,228	\$500,000		-100.00%
Operating	\$1,367,372	\$1,105,737	\$470,000	\$624,000	-43.57%
Capital	\$1,373,998	\$2,416,065	\$2,871,581	\$1,043,583	-56.81%
Transfers Out	\$65,969,692	\$69,429,387	\$69,384,086	\$72,942,021	5.06%
Revenue	\$6,305,539	\$4,435,534	\$2,208,327	\$12,532,453	182.55%
Intergovernmental		\$150,000			-100.00%
Service Charges	\$870				
Transfers In	\$6,304,669	\$4,285,534	\$2,208,327	\$12,532,453	192.44%
Net County Cost	\$62,405,523	\$72,094,883	\$71,017,340	\$62,077,151	-13.90%

NONDEPARTMENTAL Fund Center

Description

This budget reflects expenditures that are made on a non-departmental, or county-wide basis, or expenditures that will be distributed to specific departments at a later time.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$1,100,669	\$4,964,965	\$970,000	\$4,437,048	-10.63%
Personnel		\$3,579,228	\$500,000		-100.00%
Operating	\$1,100,669	\$1,105,737	\$470,000	\$624,000	-43.57%
Transfers Out		\$280,000		\$3,813,048	1261.80%
Revenue	\$870	\$150,000			-100.00%
Intergovernmental		\$150,000			-100.00%
Service Charges	\$870				
Net County Cost	\$1,099,799	\$4,814,965	\$970,000	\$4,437,048	-7.85%

Budget Highlights

Items Included:

- Reserved for Future – Recognizing the dynamic nature of the ongoing response to COVID-19 the County is reserving **\$3.5 million** in funds to address related expenses that arise in the next fiscal year. These funds will be moved as necessary to ensure seamless operations of departments to best serve our community
- Reserved for Future – Acknowledging the unique economic climate and the difficulty in projecting accurate revenue for the upcoming fiscal year, a reserve balance of expense funds will be held here from vacant positions being frozen

for the full fiscal year. Up to **\$4.6 million** will be transferred to this fund center from identified vacant positions across the General Fund as a “back stop” for potential revenue shortfalls or other economic related issues.

- Operating – City-County jointly funded Youth Initiatives Manager \$70,000
- Operating – Made in Durham Initiative \$200,000
- Operating – Half a year of Nonprofit RFP funding is stored here, pending the new RFP process which will redistribute these funds accordingly once decisions are made \$352,000
- Operating – Funding to replenish Register of Deeds Escrow Account - \$2,000
- *Personnel – In the Manager’s Recommended Budget the 57 FTEs for Social Services Medicaid compliance were temporarily located here allowing time for final information to be received. In the final budget the 39 positions approved for this and the funding has been moved to the Department’s budget.*

Significant Changes from Prior Year:

- Personnel – Comprehensive leave annual payout is traditionally budgeted here and moved to departments once that amount needed is known. Due to the economic constraints of FY 2020-21 the decision has been made to minimize employees earning Compensatory Time by providing compensation as time off work for the upcoming fiscal year.
- Operating – Triangle J Council of Governments (TJCOG) dues have been moved to Economic Development
- Operating – The nonprofit agencies that were previously housed here have been moved to related departments. See nonprofit tables for specific agencies.
- Personnel and Operating – Funding for 1 FTE and related operating costs supporting the County’s proactive role in future transit planning has moved to the Engineering Department
- Personnel and Operating – Funding to support Early Childhood Innovation and Implementation Initiatives has been moved to Cooperative Extension
- Personnel and Operating – Funding to support Durham ACEs (Adverse Childhood Experiences) Resilience Taskforce (DART) Innovation and Implementation Initiative has been moved to Public Health
- Transfers - Board of County Commissioners contingency funds (as well as County Manager’s) have been reduced to \$0 for FY 2020-21 as part of overall departmental reductions. As necessary General Fund fund balance can be used to ensure responsiveness to Commissioner needs if necessary.

TRANSFERS Fund Center

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	\$38,234,247
Benefits Plan Fund	\$29,623,911
Reappraisal Reserve Fund	\$840,700
LEO Special Separation Allowance Fund	\$525,000
TOTAL TRANSFERS OUT	\$69,223,858

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)	\$34,617,814
County Occupancy Taxes (after Sports Commission Amount)	\$2,578,263
NCMLS Designated Occupancy Tax for related debt service	\$500,000
Restricted Fund Balance - Education: Art 46	\$107,613
Other General Fund Transfers	\$430,557
Total	\$38,234,247

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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$65,969,692	\$69,149,387	\$69,384,086	\$69,128,973	-0.03%
Transfers Out	\$65,969,692	\$69,149,387	\$69,384,086	\$69,128,973	-0.03%
Revenue	\$6,304,669	\$4,285,534	\$2,208,327	\$12,532,453	192.44%
Transfers In	\$6,304,669	\$4,285,534	\$2,208,327	\$12,532,453	192.44%
Net County Cost	\$59,665,023	\$64,863,853	\$67,175,759	\$56,596,520	-12.75%

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	\$1,250,000
Volunteer Fire District Funds	\$950,971
Capital Financing Plan Fund	\$7,431,482
Capital Projects PAYG Fund	\$2,900,000
TOTAL TRANSFERS IN	\$12,532,453

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. The transfer from Capital Projects PAYGO fund reflects the recent availability of County cash being freed up from a capital project after the estimated cost came in significantly under budget. These one-time funds will support potential one-time potential costs in the General Fund

VEHICLES Fund Center

Description

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

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

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$1,640,700	\$2,416,065	\$2,871,581	\$1,043,583	-56.81%
Operating	\$266,703				
Capital	\$1,373,998	\$2,416,065	\$2,871,581	\$1,043,583	-56.81%

Budget Highlights

The FY 2020-21 budget includes only replacement vehicles and there required upfit for use across Durham County Government. As part of the efforts to limit new expenditures in FY 2019-20 only Public Safety replacement vehicles were being funded that fiscal year. For FY 2020-21 a few essential replacement vehicles across government are being funded. One additional issue keeping this budget under the prior fiscal years is that EMS has not requested any new ambulance for FY 2020-21 but is anticipating continuing their replacement schedule in future fiscal years.

Department	New / Replacement	Type	Quantity	Vehicle Cost	Equipment Cost	Revenue Offset	Total DCo Expense
Sheriff	Replacement	Ford Explore (Hybrids)	7	\$258,181	\$74,319		\$332,500
		Ford Explore (Eco Boost)	7	\$258,181	\$74,319		\$332,500
		Ford F-150 Truck	3	\$89,004	\$15,996		\$105,000
General Services	Replacement	Ford Escape 4x4 (Security Staff)	1	\$23,878			\$23,878
Office of Emergency Services	Replacement	SUV for Emergency Management (Cost share w/ City of Durham)	1	\$39,167		\$19,584	\$19,584
		SUV for EMS Supervisors	2	\$78,334			\$78,334
Social Services	Replacement	Toyota Camry (State and County are splitting cost 50%)	4	\$105,604		\$52,802	\$52,802
Library	Replacement	Ford Transit Van	1	\$26,600			\$26,600
Total			26	\$878,949	\$164,634	\$72,386	\$971,198

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Public Safety

Departments and services supporting the protection of persons and property.

Business Area Name	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.	Dept. % of Funct. Area
County Sheriff	\$37,472,703	\$38,785,475	\$41,480,041	\$37,380,582	-3.62%	57.89%
Emergency Communications	\$1,099,615	\$1,384,907	\$1,535,937	\$1,514,937	9.39%	2.35%
Emergency Services			\$19,518,570	\$18,642,648		28.87%
Fire Marshal	\$2,368,816	\$2,240,953			-100.00%	
Medical Examiner	\$237,550	\$250,000	\$250,000	\$250,000	0.00%	0.39%
Criminal Justice Resource Center	\$4,044,025	\$4,847,251	\$5,545,653	\$5,470,397	12.86%	8.47%
Youth Home	\$1,229,820	\$1,275,858	\$1,344,442	\$1,317,380	3.25%	2.04%
Emergency Medical Services	\$14,537,398	\$16,919,099			-100.00%	
Total	\$60,989,927	\$65,703,543	\$69,674,643	\$64,575,944	-1.72%	100.00%

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.

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. 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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$37,472,703	\$38,785,475	\$41,480,041	\$37,380,582	-3.62%
Personnel	\$31,373,690	\$31,380,624	\$33,350,502	\$31,405,420	0.08%
Operating	\$5,818,088	\$6,328,991	\$7,362,539	\$5,975,162	-5.59%
Capital	\$280,925	\$1,075,860	\$767,000		-100.00%
Revenue	\$2,331,625	\$1,844,800	\$2,666,946	\$3,034,946	64.51%
Licenses and Permits	\$28,885	\$20,000	\$20,000	\$20,000	0.00%
Intergovernmental	\$911,079	\$603,500	\$1,394,746	\$1,762,746	192.09%
Contributions and Donations	\$64,182	\$65,000	\$70,000	\$70,000	7.69%
Investment Income	\$61				
Service Charges	\$1,091,698	\$985,000	\$976,000	\$976,000	-0.91%
Other Revenues	\$235,720	\$171,300	\$206,200	\$206,200	20.37%
Net County Cost	\$35,141,077	\$36,940,675	\$38,813,095	\$34,345,636	-7.02%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
494.00	493.00	493.00	517.00	485.00

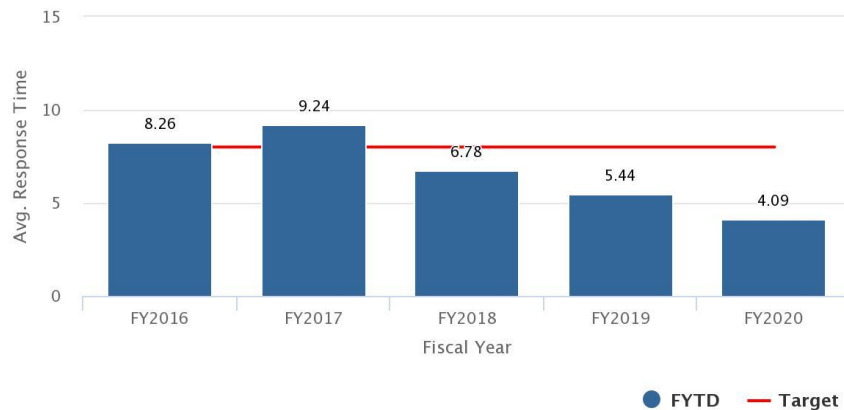
Budget Highlights

- The FY 2020-21 budget includes a reduction of 8 Detention Center positions and a reclassification of 4 Detention Center positions to meet critical staffing needs within the department. The positions were originally appropriated in FY 2018-19 to implement a Female Mental Health Pod in the county Detention Center. The implementation of the female mental health pod was delayed due to life safety capital projects underway in the Detention Center; and since October 2019, the county's Criminal Justice Resource Center (CJRC) has provided life skill activities, as well as specialized mental health services, for all females in the Detention Center. CJRC will continue providing this level of service to female detainees next fiscal year.
- The budget also includes an additional \$770K to fund 17 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)

Additional County Support for Detention Center		
Department	Program / Position / Grant	Amount
Public Health	Medical Health Contract	\$3,230,244
	Medication Contract with Pharmacy	\$456,000
Total Funding		\$3,686,244

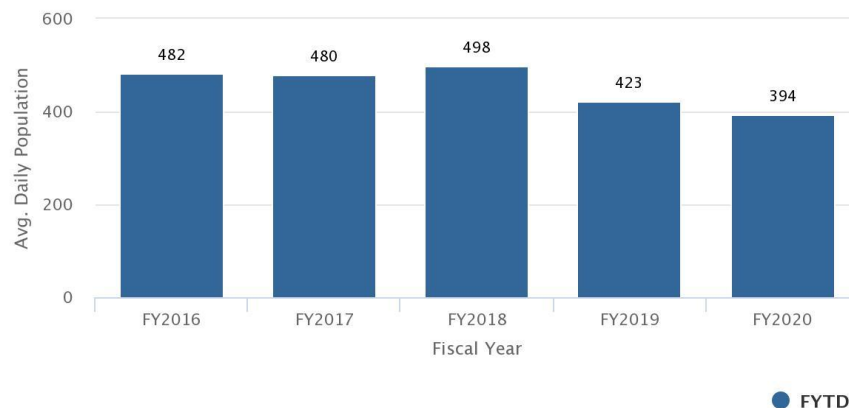
Performance Measures

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

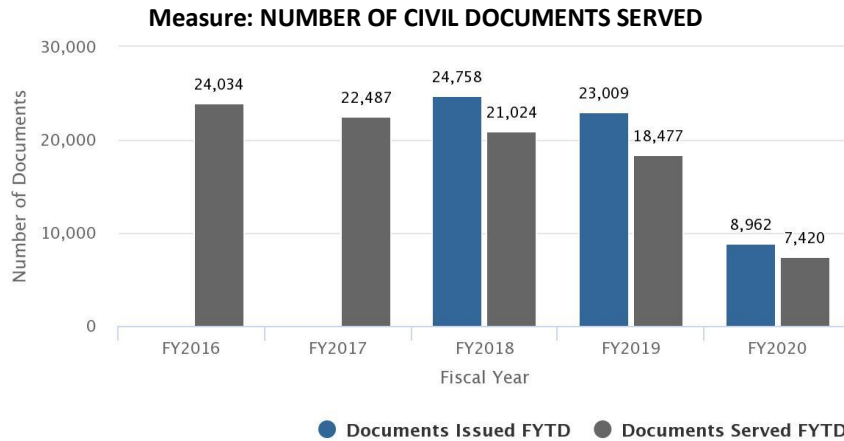


Measure description: This metric is tracking the time that it takes the first deputy to arrive on scene at Priority 1 calls. Priority 1 calls are calls that are determined to be immediately life threatening by emergency dispatchers. The ability of the Sheriff's Office to quickly and adequately respond to these incidents helps keep residents safe and secure. The first quarter of the fiscal year usually results in quicker response times. The favorable trend over the past three fiscal years stems from a renewed focus within the department to respond to these calls in a timely manner, regardless of the division responding. 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.

Measure: AVERAGE DAILY POPULATION OF DETAINEES IN DURHAM DETENTION CENTER



Measure description: This 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. 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. 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.



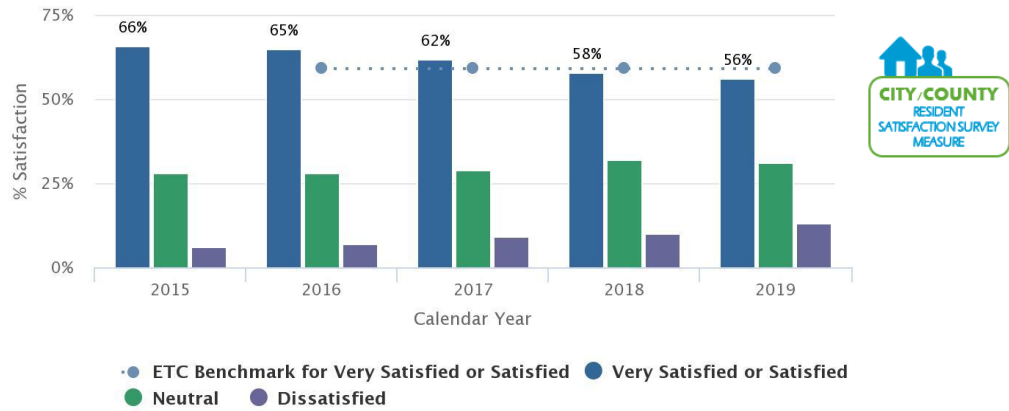
Measure description: This measure is an indicator of one of the largest workload drivers within the Civil Division of the Sheriff's Office. By North Carolina law, the Sheriff's Office is responsible for the processing and serving of all civil documents within Durham County. This work includes civil summonses, magistrate summonses, and child support papers, among others. 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. Identifying trends for this measure is difficult for several reasons and the total number of papers issued varies each quarter. Ultimately, the number of papers issued depends on external factors and is in some cases related to the economy.

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. 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 have been a huge success to increasing these numbers. Animal Services is in the process of conducting an analysis to determine their ability to reunite animals with their owners in the field.

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. Over the last several 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.

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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 safety vehicles.

Budget

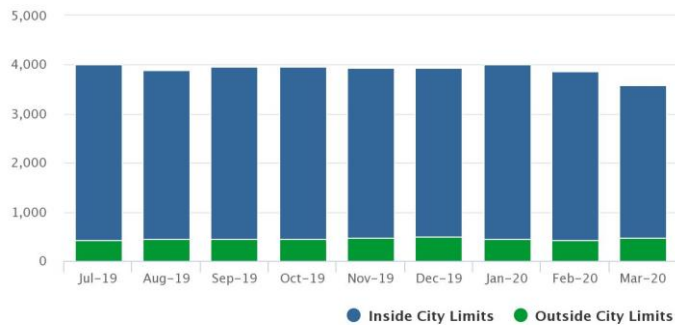
Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$1,099,615	\$1,384,907	\$1,535,937	\$1,514,937	9.39%
Operating	\$1,099,615	\$1,384,907	\$1,535,937	\$1,514,937	9.39%
Net County Cost	\$1,099,615	\$1,384,907	\$1,535,937	\$1,514,937	9.39%

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

- The County's portion of Emergency Communications services increased due to natural salary growth from existing positions in the city's E-911 General Fund, a Durham City compensation and classification study that increased personnel costs for positions in the E-911 Fund, and salary and benefits of existing positions that were moved into the city's E-911 Fund due to a state mandate.

Performance Measures

Measure: DURHAM COUNTY EMS CALLS FOR SERVICE



Measure: FIRE CALLS FOR SERVICE



Measure: FIRE FIRST RESPONDER CALLS FOR SERVICE

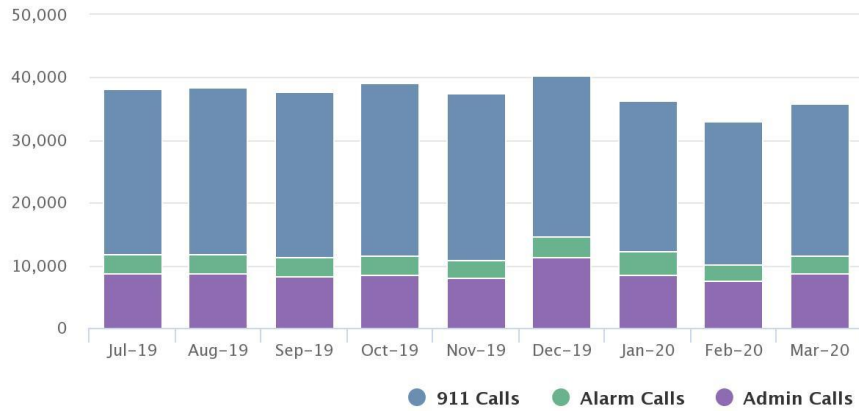


Measure: LAW ENFORCEMENT CALLS FOR SERVICE



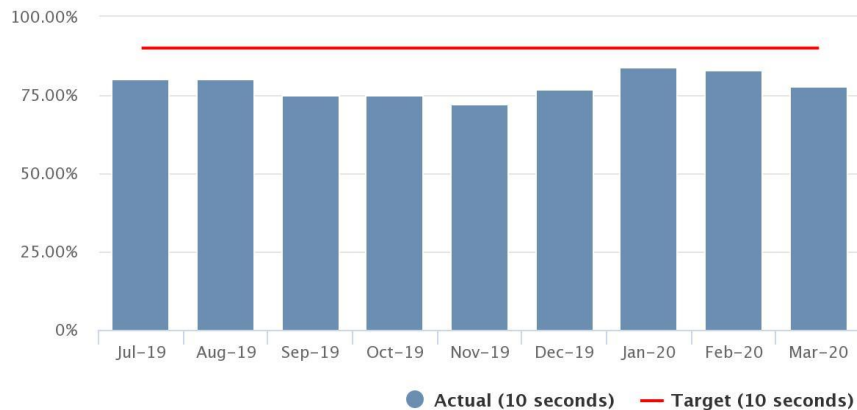
Measure description: The City/County Durham Emergency Communications Center (DECC) is responsible for processing all calls received through dispatch of emergency responders or the transfer of calls or information provided by callers to the appropriate dispatch or resolution authority. All calls received 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." 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.

Measure: DECC MONTHLY TOTAL CALLS BY SOURCE (911, ALARM, ADMINISTRATIVE)



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. 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.

Measure: PERCENT OF 911 CALLS ANSWERED WITHIN 10 SECONDS



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. DECC staff monitor this data for compliance to determine any adjustments that may be required to ensure that DECC maintains required compliance levels.

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THE OFFICE OF EMERGENCY 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 Office of Emergency Services is a new combined department in FY 2020-21. It reflects the consolidation of the Fire Marshal/Emergency Management and Emergency Medical Services areas. The first table below reflects the Expenditures and Revenues for the entire Business Area. Due to the unique nature of Lebanon Fire Department the following sections display the separated budget for the rest of Office of Emergency Services to highlight Durham County funding separately from Fire District responsibility.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$16,906,214	\$19,160,052	\$19,518,570	\$18,642,648	-2.70%
Personnel	\$12,847,954	\$14,063,573	\$14,162,100	\$13,762,978	-2.14%
Operating	\$3,939,141	\$5,010,479	\$5,356,470	\$4,879,670	-2.61%
Capital	\$119,120	\$86,000			-100.00%
Revenue	\$13,749,174	\$14,037,782	\$14,478,136	\$14,476,690	3.13%
Licenses and Permits			\$2,500	\$2,500	
Intergovernmental	\$3,055,318	\$2,991,617	\$3,369,471	\$3,368,025	12.58%
Service Charges	\$10,541,621	\$11,046,165	\$11,106,165	\$11,106,165	0.54%
Other Revenues	\$152,235				
Net County Cost	\$3,157,041	\$5,122,270	\$5,040,434	\$4,165,958	-18.67%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
204.00	204.00	204.00	204.00	204.00

**In FY 2020-21 the prior Business Areas of Fire Marshal and Emergency Medical Services were combined into the current Office of Emergency Services. The table above combines these multiple business areas into one table.*

OFFICE of EMERGENCY SERVICES (without Lebanon Fire Department)

Description

The primary goals of the Office of Emergency Services (OES) include: 1) Delivering emergency medical and related care in a safe, compassionate, and timely manner; 2) Providing leadership in prevention, preparedness, response, recovery, and mitigation activities through partnerships; 3) Developing resilient government operations and enhance public safety, property conservation and protection of the environment; and 4) Providing effective fire safety education, fire code enforcement, and fire origin and cause investigations.

The Office of Emergency Services brings together Emergency Medical Services (EMS), Emergency Management, and Fire Marshal emergency services under a single streamlined operational structure supported by a Business Services Division. Implemented in March 2020, OES provides essential emergency services using the County's Managing for Results performance management system and predictive analytics modeling.

Divisions

BUSINESS SERVICES

The Business Services Division includes logistics, administration, finance, public information, information technology, and human resources support for OES. Through these functions, Business Services provides customer service and support to internal and external customers. As a primary function this division is responsible for the preparation and maintenance of the annual operating and capital budgets, and billing functions. The Division also provides professional administration support to OES and coordinates logistical support to all divisions.

EMERGENCY MEDICAL SERVICES

The EMS Division serves the entire population of Durham County in a service area of 299 square miles. The division has four primary program units — Operations and Special Teams, Research and Clinical Affairs, Mobile Integrated Health, and Professional Development -- that provide full-service, advanced life support care to residents and visitors. The division operates 911 ambulance service from twelve (12) stations throughout the County and has a fleet of thirty-seven (37) ambulances and two (2) special operations service vehicles.

Programs

Operations and Special Teams

EMS 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 unit scheduling. Operations participates in community events, provides medical coverage for special events, and serves with law enforcement specialty teams.

Research and Clinical Affairs

The Research and Clinical Affairs unit ensures that staff follow the latest evidence-based practices, participates in clinical research with community partners, and provides quality management for the entire EMS system.

Mobile Integrated Health

Durham County's Community Paramedics provide specialized care for opioid use disorder intervention along with other to ensure consistent service provision throughout Durham County. The Professional Development unit also provides community education on topics such as bystander CPR and Stop-the-Bleed.

EMERGENCY high-volume users of the 911 emergency system. Community Paramedics work with community partners to provide care to the County's most vulnerable populations.

Professional Development

Professional Development provides clinical education services and professional development opportunities to EMS providers, special teams, and system first responders. This unit is responsible for recertifying system providers per local criteria and state regulations of North Carolina Office of EMS (NCOEMS) and manages an internal training academy

MANAGEMENT

The Emergency Management Division 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. 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 MARSHAL

The Fire Marshal 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 enforces the County's fire protection code and collects and analyzes response metrics for fire departments covering Durham County. Fire inspections for Durham Public Schools are performed annually by the Fire Marshal Division.

Budget (OES minus Lebanon)

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$16,156,355	\$18,398,930	\$18,722,903	\$17,854,337	-2.96%
Personnel	\$12,110,034	\$13,310,379	\$13,374,619	\$12,982,853	-2.46%
Operating	\$3,927,202	\$5,002,551	\$5,348,284	\$4,871,484	-2.62%
Capital	\$119,120	\$86,000			-100.00%
Revenue	\$13,749,174	\$14,037,782	\$14,478,136	\$14,476,690	3.13%
Licenses and Permits			\$2,500	\$2,500	
Intergovernmental	\$3,055,318	\$2,991,617	\$3,369,471	\$3,368,025	12.58%
Service Charges	\$10,541,621	\$11,046,165	\$11,106,165	\$11,106,165	0.54%
Other Revenues	\$152,235				
Net County Cost	\$2,407,182	\$4,361,148	\$4,244,767	\$3,377,647	-22.55%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
192.00	192.00	192.00	192.00	192.00

**In FY 2020-21 the prior Business Areas of Fire Marshal and Emergency Medical Services were combined into the current Office of Emergency Services. The table above combines these multiple business areas into one table.*

Budget Highlights

- The FY 2020-21 budget includes funding for an Emergency Operations Center facility assessment. The assessment will provide an evaluation of the current and future needs of the Emergency Operations Center and inform the purchase of a future location for county emergency operations. The assessment cost, \$50K, will be split with the City of Durham.
- The budget also includes an additional \$97,918 to fund 3 replacement vehicles — two supervisory vehicles for EMS and one for Emergency Management. The cost of the EM vehicle is split with Durham City. This expansion will enable the department to continue providing an efficient and effective response to county emergencies.
 - Actual vehicle expense is in the non-departmental fund center (see equipment page for details)

LEBANON FIRE DEPARTMENT Fund Center

Description

The residents within the Lebanon Fire District are protected by full-time firefighters employed by the County and working at Lebanon Volunteer Fire Department. The full-time County employees report to the Lebanon Fire Chief for daily operations and to the Office of Emergency Services 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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$725,908	\$761,122	\$795,667	\$788,311	3.57%
Personnel	\$713,969	\$753,194	\$787,481	\$780,125	3.58%
Operating	\$11,939	\$7,928	\$8,186	\$8,186	3.25%

* There is no Net County Cost for Lebanon Fire Department. All costs are the responsibility of the Fire District.

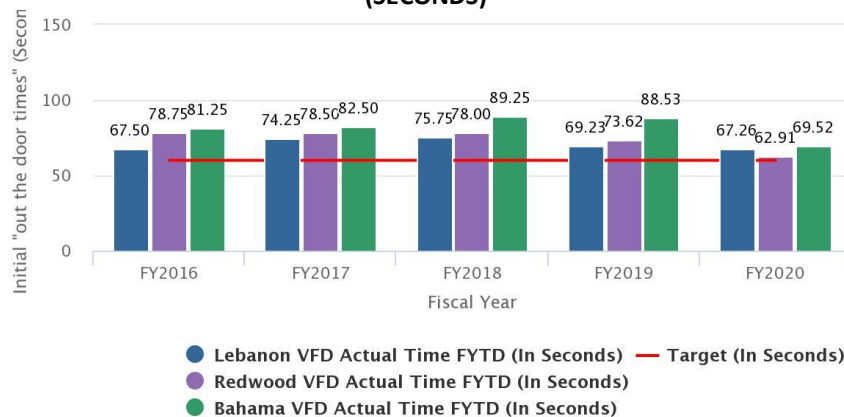
FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
12.00	12.00	12.00	12.00	12.00

Budget Highlights

- A total transfer of \$950,970 is planned from the Lebanon Fire District Fund to the General Fund, \$162,659 to support benefit costs for 12 County firefighter positions and \$788,311 to support personnel and operational support costs for those 12 positions

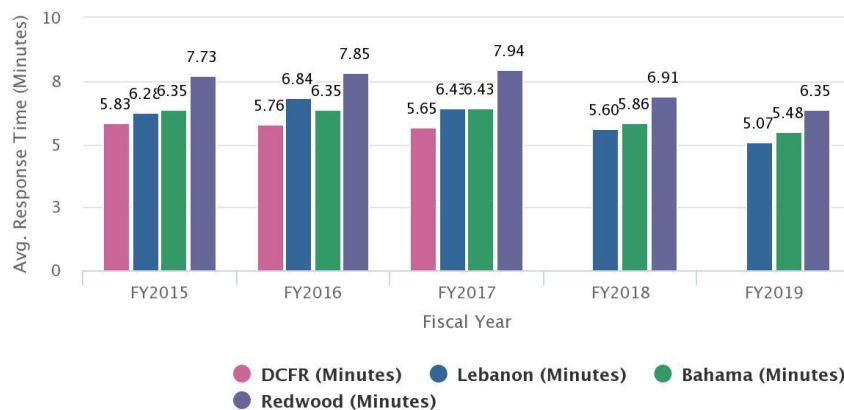
Performance Measures

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

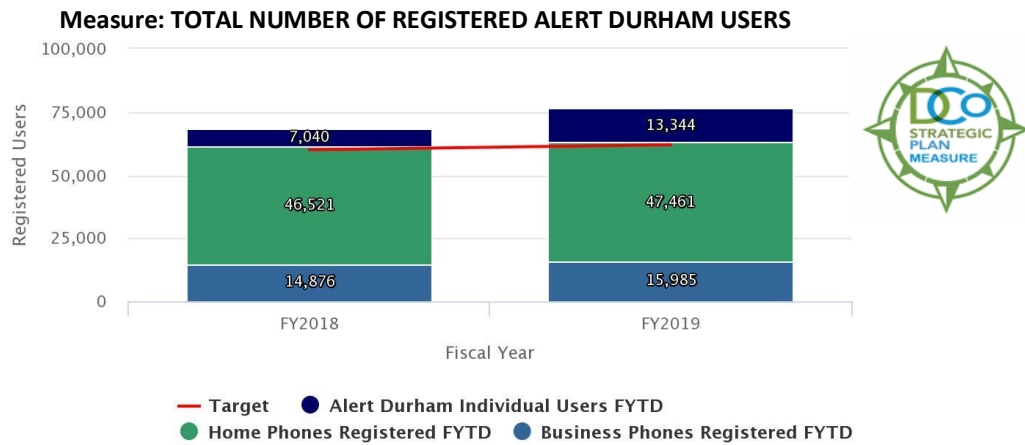


Measure description: This measure indicates how quickly Durham County Volunteer Fire Department first responders and emergency vehicles begin responding to emergency calls (typically referred to as chute times) in seconds. The measure is influenced by training, preparedness for events, and efficiency 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. This measure is trending well and is lower on aggregate than the previous fiscal year. This is due in part to the increased monitoring of calls and out the door times by the chiefs, as well as continued preparation and training.

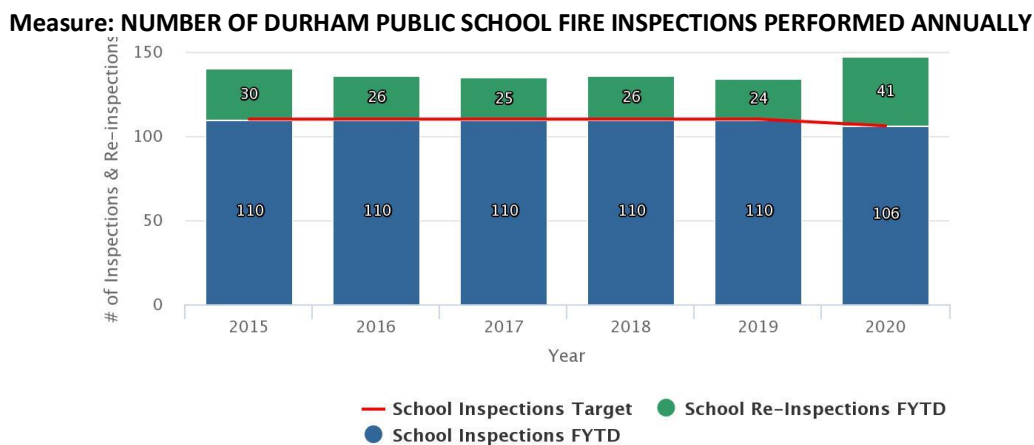
Measure: DURHAM COUNTY VOLUNTEER FIRE DEPARTMENT AVERAGE FIRE RESPONSE TIMES (MINUTES)



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 FY 2018-19) 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 station and fire department operations. This measure is trending positively, which can be explained by the response protocols that have been put in place to help optimize dispatch. Durham County Fire Rescue has been removed from the data after FY 2017 due to the merger with the City of Durham Fire Department.

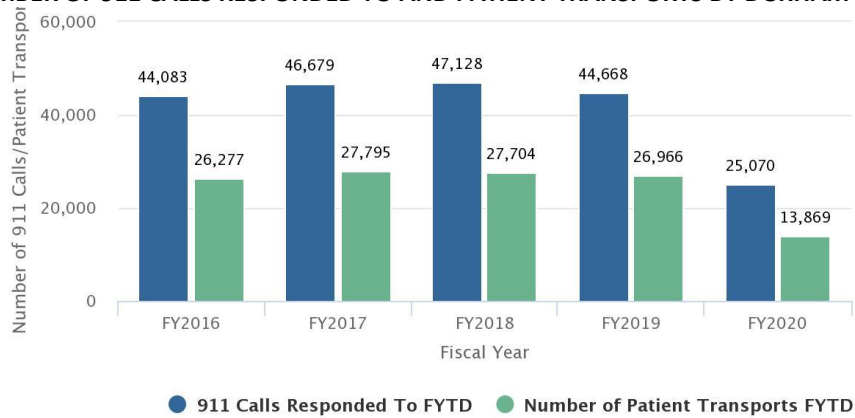


Measure description: Emergency Management is responsible for warning the public of any impending threats or hazards and alerting the public with protective actions in the event of an emergency. Durham County purchased software to accomplish this mission, referred to as "Alert Durham." Tracking the number 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. The number of citizens signed up for Alert Durham is driven by public outreach and emergency events. Continued community engagement opportunities, including planned targeted social media campaigns, will grow the Alert Durham users.



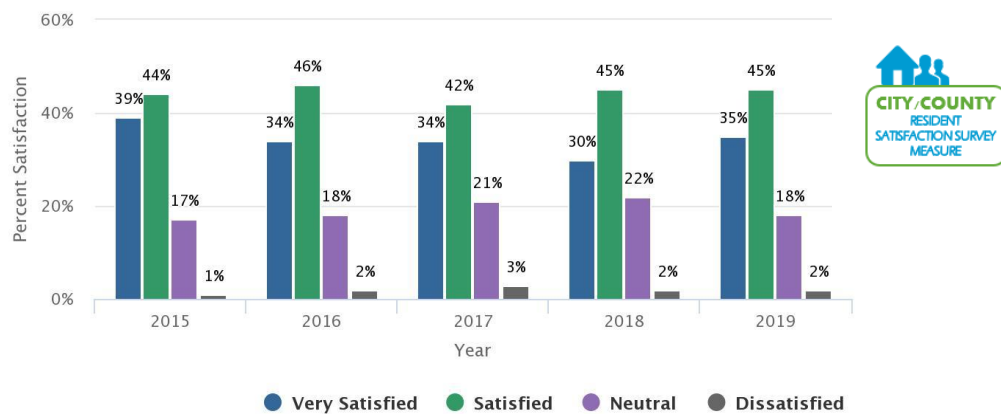
Measure description: This measure indicates the number of fire inspections (and re-inspections) performed annually in Durham Public Schools (DPS) by the Fire Marshal Division. Each DPS school is inspected twice a year. Re-inspections may occur if fire code issues are identified, which results in inspection numbers rising above the target. 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. Currently there are 53 schools with two inspections per fiscal year, so the target is set at 106 (there were 55 schools with a target of 110 prior to FY 2020). For FY 2019-20, the school inspection process has concluded resulting in the completion of 147 inspections. With the bi-annual inspection cycle, as well as the reinspection process, the number of school inspections/re-inspections will level out to around 140 per fiscal year. Continued education and relationship-building with public schools will aid in fire code compliance.

Measure: NUMBER OF 911 CALLS RESPONDED TO AND PATIENT TRANSPORTS BY DURHAM COUNTY EMS



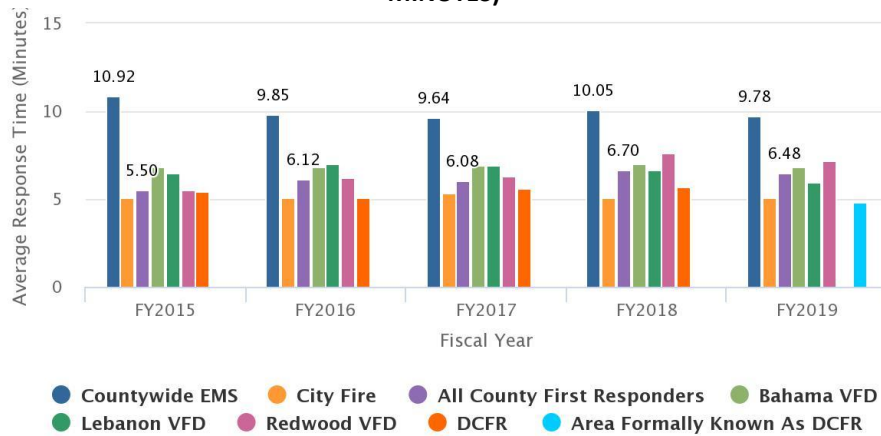
Measure description: This measures the number of 911 calls for help Durham County EMS responds to and the number of Durham County EMS patients transported annually. This information assists with developing ambulance deployment and staffing models for the County. Call volume has remained relatively stable; however, there are generally increased call volumes in the spring and summer months. 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.

Measure: OVERALL SATISFACTION WITH DURHAM COUNTY EMS SERVICES



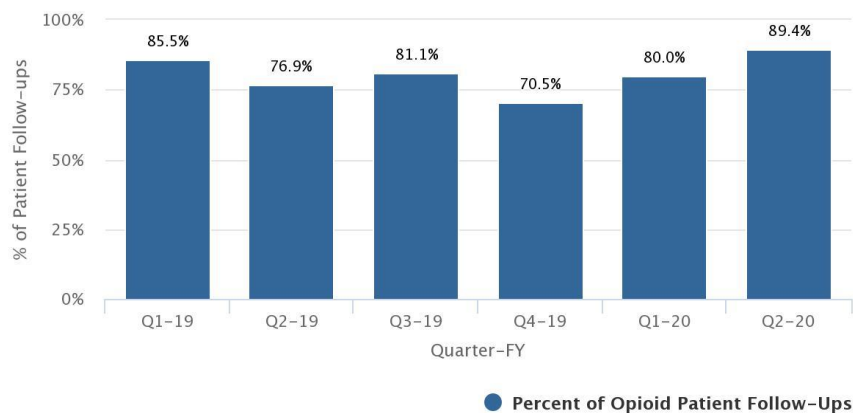
Measure description: This measure is from the City/County Resident Satisfaction Survey and measures satisfaction with Durham County EMS services by percentage of respondents who rated the item on a 5-point scale (excluding N/A). This survey includes responses from residents that may have previously used 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. Durham County EMS satisfaction rates, those listed as very satisfied or satisfied, have remained relatively stable over the prior few years with a significant increase noted in 2019, up 5% from 2018. Durham County EMS has also 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. It is important to monitor this data and find opportunities to improve services and resident engagement.

Measure: AVERAGE CALL RESPONSE TIMES FOR EMERGENT, HIGH PRIORITY MEDICAL AND TRAUMATIC INJURIES (IN MINUTES)



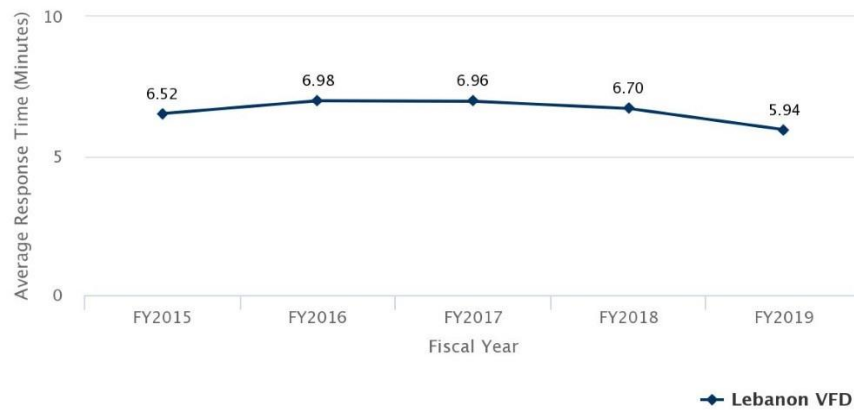
Measure description: The Durham County EMS System includes Durham County Emergency Medical Services (DCEMS) that provide advanced life support and ambulance transport, and first responders from career and volunteer fire departments. Durham County first responders are dispatched along with DCEMS to 911 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. Each agency's overall average response times are closely monitored to evaluate current deployment plans and staging locations. 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.

Measure: PERCENT OF OPIOID PATIENT FOLLOW-UPS



Measure description: This measures the percent of opioid patient follow-ups that are made by staff of the Community Paramedic Program. Follow-up with these patients is incredibly important for intervention methods as well as providing them with alternative sources of assistance. The high percentage shows that the current methodology for identifying and communicating with opioid patients is working effectively.

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. 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. The goal is to continue improving response times.

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. The number of autopsies and examinations per year is variable which makes accurate budget projections more challenging than a typical department. Recent changes at the State (NC General Statute 130A-481) now require that the County provide Medical Examiners a space for the medical examination and storage of bodies when residents die within the County. This recent change requires Durham County to enter into an agreement with a local mortuary to provide this service thereby slightly increasing the funding needed for this area. Due to revised projections it is anticipated the existing funding in FY 2019-20 should suffice for FY 2020-21 even with this increase.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$237,550	\$250,000	\$250,000	\$250,000	0.00%
Operating	\$237,550	\$250,000	\$250,000	\$250,000	0.00%
Net County Cost	\$237,550	\$250,000	\$250,000	\$250,000	0.00%

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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 Criminal Justice Resource Center (CJRC) promotes 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. CJRC'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.

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 access to 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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$4,044,025	\$4,847,251	\$5,545,653	\$5,470,397	12.86%
Personnel	\$2,902,092	\$3,417,999	\$3,807,348	\$3,779,592	10.58%
Operating	\$1,141,933	\$1,429,252	\$1,738,305	\$1,690,805	18.30%
Revenue	\$941,182	\$1,048,590	\$1,452,237	\$1,452,237	38.49%
Intergovernmental	\$811,619	\$936,954	\$1,316,101	\$1,316,101	40.47%
Rental Income	\$14,459	\$15,636	\$15,636	\$15,636	0.00%
Service Charges	\$115,103	\$96,000	\$120,500	\$120,500	25.52%
Net County Cost	\$3,102,843	\$3,798,661	\$4,093,416	\$4,018,160	5.78%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
47.10	51.80	51.80	51.80	51.80

Budget Highlights

- Includes funding for consultant services to assist the Gang Reduction Strategy Manager with conducting an updated Gang Assessment, which will provide a significant amount of data surrounding gang prevention, intervention and suppression efforts in Durham County. The assessment will serve as a guide for the community's gang reduction efforts will into the 2020s. The cost for the consultant services - \$100K - will be split with the City of Durham.
- CJRC expects to receive increased state funding for expanded JCPC programming to serve an increase in eligible individuals due to the passage of Raise the Age legislation.
- The department also budgeted increased revenue for the Misdemeanor Diversion Program to contract with additional community providers, as well as annualize Telehealth Services.
- CJRC received a three-year grant from the state Department of Public Safety to fund a Case Manager for the Local Reentry Council.

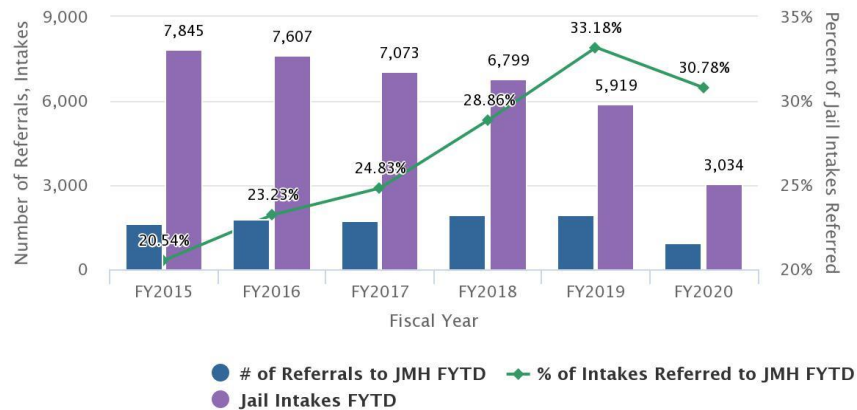
CJRC Non-Profit Support	FY 2020-21 ^{1/2} year funding
Durham County Teen Court & Restitution Program	\$11,000.00
Elna B. Spaulding Conflict Resolution Center	\$7,500.00
	\$18,500.00

The N.C. Department of Public Safety partners with the **Juvenile Crime Prevention Councils (JCPC)** in each county to reduce and prevent juvenile crime. JCPC board members are appointed by the county Board of Commissioners and meet monthly in each county. The meetings are open to the public, and all business is considered public information. The state Division of Adult Correction and Juvenile Justice allocates approximately \$22 million to these councils annually. Funding is used to subsidize local programs and services. Durham's allocation increased to \$701,101 in FY 2020-21. The following programs are funded contingent to inclusion in the State of North Carolina budget:

Agency Name	Program Type	Original FY 2019-20	Approved FY 2020-21
Durham Proud Program	Interpersonal Skill Building	\$108,000	\$128,000
Durham County Teen Court & Restitution	Teen Court/ Restitution/ Community Service	\$148,000	\$148,000
El Futuro	Individual Counseling	\$15,000	\$26,000
Triangle Literacy Center	Tutoring /Academic Enhancement	\$20,000	\$87,101
Exchange Club -Funding Grid Parenting of Adolescents	Home-based Family Counseling	\$139,000	\$149,000
DCo Public Health -Project BUILD	Interpersonal Skill Building	\$94,666	\$117,000
Elna B. Spaulding Conflict Resolution Ctr	Mediation/Conflict Resolution		\$34,000
JCPC Administration	JCPC Certification	\$12,000	\$12,000
Total		\$536,666	\$701,101

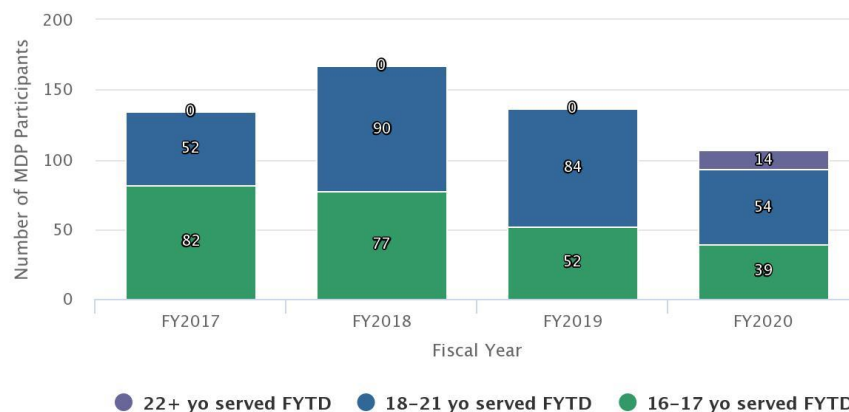
Performance Measures

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. Despite a decline in overall admissions to the Durham County Detention Center in the last two years, the number of individuals referred to Jail Mental Health has remained unchanged, which means there has been an increase in the percent of persons booked into the detention center that are referred to Jail Mental Health. This trend can be attributed to a combination of several factors, including an improved screening and referral process and an increase in the percent of admissions flagged for mental health concerns during the detention intake process. The number of referrals counts each jail admission and referral to mental health services; therefore, this measure is not a unique count of individuals.

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 (MDP). Individuals ages 16 and older, who commit a misdemeanor offense and have no prior criminal arrest history, are eligible for the diversion option. The program provides an immediate, short-term consequence while keeping individuals out of the criminal justice system. Completion of the program allows young people with low level, first time offenses to avoid the stigma and collateral consequences of having an adult criminal record which could have long-lasting effects on their lives. MDP, which started in March 2014 for 16- and 17- year olds, has expanded twice: in October 2015 to include 18- to 21- year olds, and again in March 2019 to age 26, with the option of referring individuals over age 26 at law enforcement's discretion. With Durham leaders' approval to serve 18- to 26- year olds, and older adults at officer discretion, the department hopes to help a broader age range of participants remain out of the criminal justice system.

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



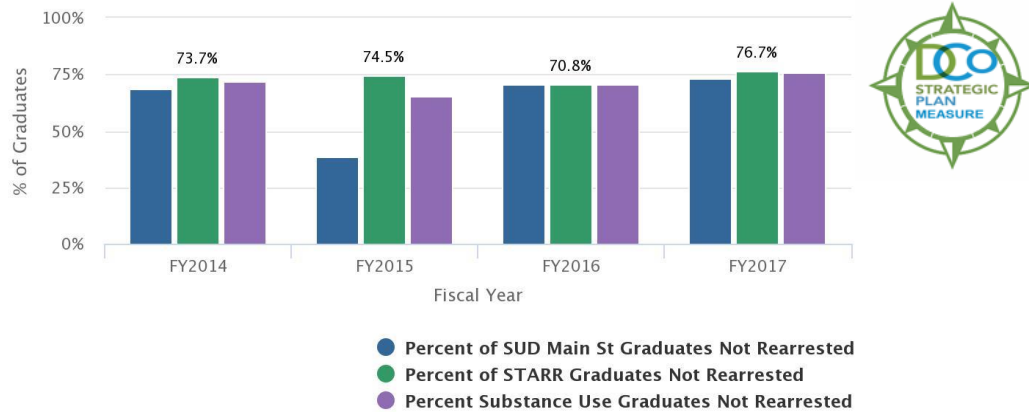
Measure description: This measures the number of days defendants were supervised by Pretrial Services instead of remaining in jail awaiting case disposition. Research has shown that persons released pre-trial are able to contribute to their defense, continue to support themselves and their families, 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. The number of jail bed days avoided has increased and exceeded the number of days in prior fiscal years because the number of persons released to Pretrial Services has increased for regular supervision and supervision with electronic monitoring. The increased number of Pretrial clients can be attributed to several initiatives that have been underway: regular low bond review meetings, expanded work hours for Pretrial Services to include evening and weekend hours, as well as the willingness by court officials to review and reconsider detention decisions.

Measure: NUMBER OF REENTRY INDIVIDUALS SERVED



Measure description: This measure details the number of individuals served by CJRC's Managing For Results (MFR) Reentry Program, which includes Drug Treatment Court, Recidivism Reduction Services, and Prison Reentry Services for persons with serious felonies and lengthy incarceration periods (not to be confused with the Local Reentry Council). This 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 number of cases served by CJRC follows a larger trend in an overall reduction in crime, arrests, and persons involved in the local criminal justice system. Additionally, the startup of the Local Reentry Council in Durham has offered additional programming for jail and prison reentry services.

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 have completed CJRC's outpatient or jail-based substance use treatment programs and were not charged with a new crime in the 12 months following program completion. CJRC's goal is to help clients break the cycle of drug use and resulting criminal behaviors. CJRC monitors this number to ensure that the treatment modality and levels of service are appropriate for clients, and to assess their ability to lead successful lives. The recidivism rate is measured for individuals by the fiscal year they began treatment. Recidivism for cohort FY 2018 is not yet available due to extended periods of system and data unavailability related to the County's FY 2020 Malware Attack and the timing of the release for the next 5-year data extract from NC AOC (data will be added once available). After a significant dip in recidivism outcomes for outpatient SUD Services in FY 2015, the percentage of clients with no arrests in the year following program completion has rebounded. Both jail and community-based treatment recorded their highest success rates to date for cohort FY 2017. Clients completing STARR, the jail-based substance use treatment program, had slightly better outcomes compared to those completing the community-based treatment. CJRC continues to modify curriculum, treatment delivery, and improved connection to services at discharge to help clients sustain recovery and live their best lives after graduation.

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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 Durham County Youth Home provides 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 eleven state juvenile detention facilities — one of four that are county-run — 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.

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 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.

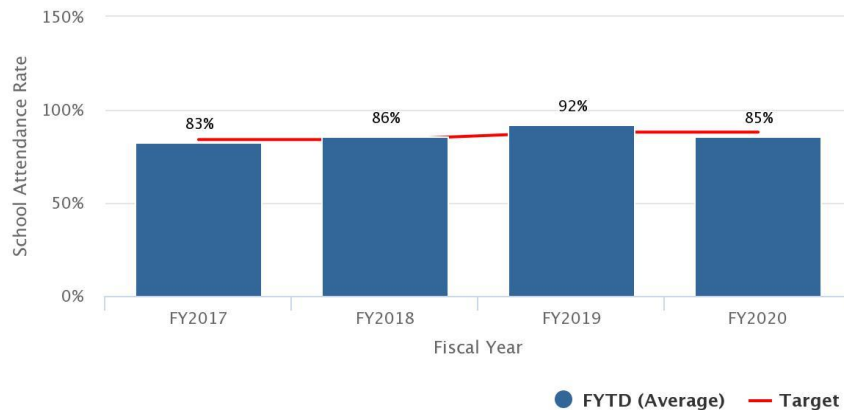
Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$1,229,820	\$1,275,858	\$1,344,442	\$1,317,380	3.25%
Personnel	\$1,146,827	\$1,165,532	\$1,210,604	\$1,202,192	3.15%
Operating	\$82,993	\$110,326	\$133,838	\$115,188	4.41%
Revenue	\$506,406	\$570,000	\$570,000	\$570,000	0.00%
Intergovernmental	\$17,674	\$20,000	\$20,000	\$20,000	0.00%
Service Charges	\$488,732	\$550,000	\$550,000	\$550,000	0.00%
Net County Cost	\$723,414	\$705,858	\$774,442	\$747,380	5.88%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
21.12	21.12	21.12	21.12	21.12

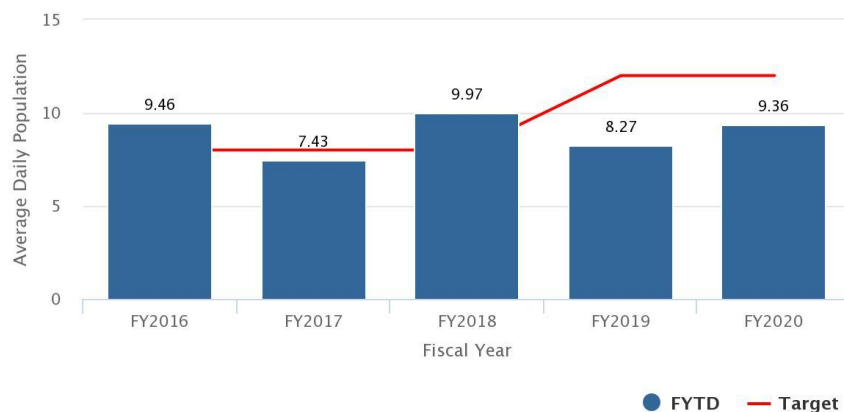
Performance Measures

Measure: SCHOOL ATTENDANCE RATE FOR YOUTH HOME RESIDENTS

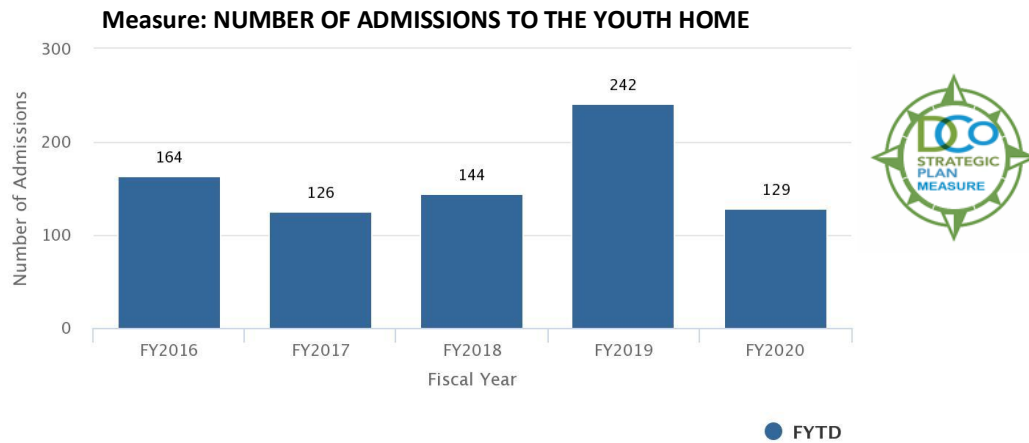


Measure description: This measure shows the percent of school days that Youth Home residents attend class provided by Durham Public Schools while detained at the Youth Home. When residents return to their assigned school, they receive credit for attendance and grades earned while at the Youth Home. Attendance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

Measure: YOUTH HOME AVERAGE DAILY POPULATION

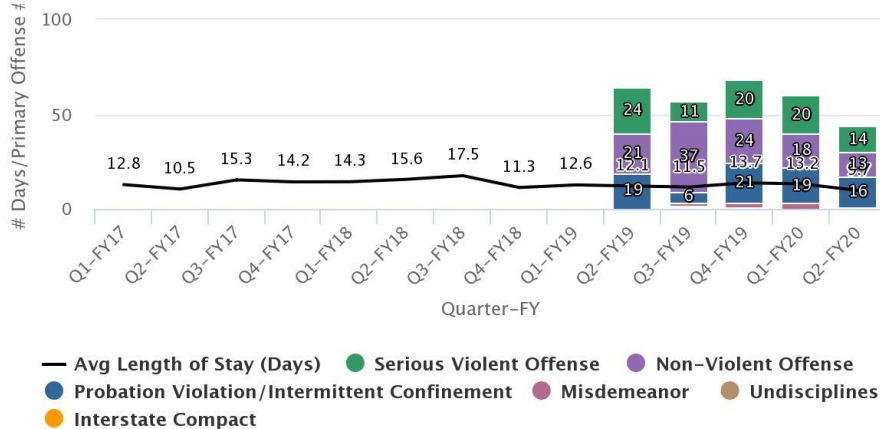


Measure description: This measure shows the average daily number of residents detained at the Youth Home. Juveniles are placed in the Youth Home through a Secure Custody Order from the Juvenile Court. A custody order is issued when a judge finds there is reasonable factual basis to believe that a juvenile committed an alleged offense and meets the criteria under GS. FA 574. The Youth Home does not control or have any input in court ordered detention by the juvenile justice system and courts. The court's decision to place a juvenile in detention involves many variables such as the alleged offense, the juvenile's criminal history, and the safety of the community. With the "Raise the Age" legislation implemented December 1, 2019, the Youth Home expects an increase in the average daily population in Q3 and Q4 of FY 2020. This new legislation allows teenagers 16 and 17 years of age to be charged as juveniles for certain offenses, excluding motor vehicle offenses.



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. The Youth Home provides a safe and secure environment for juveniles who are placed in detention. There may be several variables considered by the juvenile court prior to placing a juvenile in detention, one of which may be the need to protect the juvenile and/or the community. The Youth Home has no authority in the decision-making process as it relates to placing a juvenile in detention. The Youth Home also accepts juveniles for admission from surrounding counties when bed space is available. The “Raise the Age” (RTA) legislation which went into effect on December 1, 2019 may contribute to recent increases in admissions.

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, undisciplines, and interstate compact.



Transportation

Promotion of safe and economical transportation.

Business Area Name	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.	Dept. % of Funct. Area
▲ Other Transportation	\$244,338	\$412,500	\$412,500	\$412,500	0.00%	100.00%
Total	\$244,338	\$412,500	\$412,500	\$412,500	0.00%	100.00%

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

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.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$12,500	\$12,500	\$12,500	\$12,500	0.00%
Operating	\$12,500	\$12,500	\$12,500	\$12,500	0.00%
Net County Cost	\$12,500	\$12,500	\$12,500	\$12,500	0.00%

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.

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$231,838	\$400,000	\$400,000	\$400,000	0.00%
Operating	\$231,838	\$400,000	\$400,000	\$400,000	0.00%
Net County Cost	\$231,838	\$400,000	\$400,000	\$400,000	0.00%

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Environmental Protection

Departments and services supporting the conservation and development of natural resources.

Business Area Name	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.	Dept. % of Funct. Area
General Services	\$2,136,781	\$2,302,690	\$2,584,803	\$2,510,325	9.02%	54.71%
Engineering & Environ Svcs	\$2,349,902	\$2,682,367	\$4,270,682	\$2,020,653	-24.67%	44.04%
Other Environmental Protection	\$50,015	\$50,506	\$57,528	\$57,528	13.90%	1.25%
Total	\$4,536,698	\$5,035,563	\$6,913,013	\$4,588,506	-8.88%	100.00%

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

General Services' Solid Waste Management Division provides safe, efficient and effective waste collection, disposal, litter control and waste reduction outreach and educational services to County residents in order to protect and maintain the natural environment while supporting Goal 4 – Environmental Stewardship of the Strategic Plan.

The Solid Waste Management program provides residents living in the unincorporated areas of Durham County means to properly disposing solid waste, recyclable materials, and special wastes such as white goods and used motor oil at four local convenience. The County's four residential solid waste and recycling convenience sites are in the areas of Bahama, Parkwood, Redwood and Rougemont. Solid Waste management is also charged with contracting roadside recycling collection, litter control investigations and educational waste reduction outreach efforts. 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 is also a duty of Solid Waste. Additional services provided by the Division include County Government include building recycling collection.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$2,136,781	\$2,302,690	\$2,584,803	\$2,510,325	9.02%
Personnel	\$746,795	\$822,592	\$893,164	\$885,268	7.62%
Operating	\$1,330,094	\$1,480,098	\$1,687,959	\$1,625,057	9.79%
Capital	\$59,892		\$3,680		
Revenue	\$2,344,315	\$2,247,690	\$2,584,803	\$2,445,325	8.79%
Taxes	\$48,701	\$44,000	\$42,000	\$42,000	-4.55%
Intergovernmental	\$1,771				
Service Charges	\$2,293,842	\$2,203,690	\$2,542,803	\$2,403,325	9.06%
Net County Cost	(\$207,534)	\$55,000	\$0	\$65,000	18.18%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
17.00	18.00	18.00	18.00	18.00

Budget Highlights

- The Sticker Fee has been flat for the previous four fiscal years, but increased in FY 2020-21 to \$178 from \$158.81. The sticker fee was increased to maintain current service levels, without it the Solid Waste Management Division was facing a multitude of service delivery cuts such as decrease the frequency of collection. In addition, recycling tipping fees have increased for the county due to increased recycling import charges. This is not unique to Durham County, the United States is experiencing increases to the recycling import charges. County residents will continue to experience the same, high-quality, service in the coming fiscal year due to the Sticker Fee increase.
- 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.
- \$65,000 of the expenditure in this Fund Center reflects costs that the Solid Waste department provides to service County-wide buildings.

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. In FY 2019, the department received a large boost in visitors after adding fluorescent bulb recycling to services. This year, visits are leveling out a little after that initial increase. *Note: The above chart shows data through Q2 (December) FY 2020.*

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. We have worked closely with our staff to monitor our recycling in an effort to reduce contamination. We have also increased the enforcement of our "one bulky load per week" policy. Bulky loads cause our trash weight to be disproportionately higher than our recycling, which causes the diversion rate to be lower. The goal for this year was 15% based on previous performance.

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 Engineering and Environmental Services Department protects regional water quality through the administration of the sewer use, stormwater and erosion control ordinances; improves County facilities through the management of capital projects consistent with the High-Performance Building policy; protects and improves Durham's environment through wise use of natural resources; and preserves 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, Stormwater and Erosion Control, and Economic Development can be found under the Enterprise Fund, Stormwater and Erosion Control Enterprise Fund, 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.

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 the government and the community by 2030.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$1,719,781	\$1,912,750	\$2,188,682	\$2,020,653	5.64%
Personnel	\$1,385,337	\$1,434,314	\$1,799,261	\$1,682,260	17.29%
Operating	\$334,444	\$478,436	\$389,421	\$338,393	-29.27%
Revenue	\$164,868	\$42,755	\$150,350	\$150,350	251.65%
Intergovernmental	\$97,797	\$26,149	\$150,000	\$150,000	473.64%
Rental Income	\$1	\$1			-100.00%
Service Charges	\$13,761	\$2,255			-100.00%
Enterprise Charges	\$15,251	\$14,000			-100.00%
Other Revenues	\$38,058	\$350	\$350	\$350	0.00%
Net County Cost	\$1,554,913	\$1,869,995	\$2,038,332	\$1,870,303	0.02%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
15.00	15.00	16.00	17.00	16.00

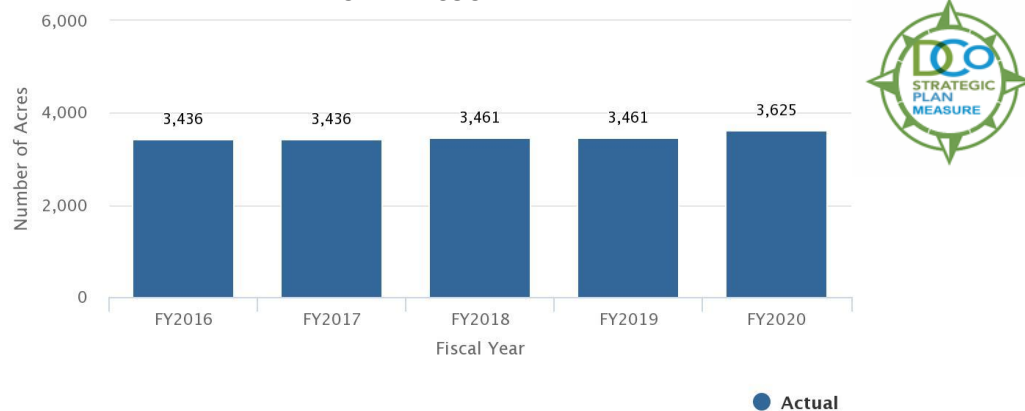
Budget Highlights

- One Transportation position moved from Non-Departmental to Project Management under Engineering. This position caused personnel line to go up %17.29.
- 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. \$5,000 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	FY 2020-21 Funding
Ellerbe Creek Watershed Association	\$5,000.00
	\$5,000.00

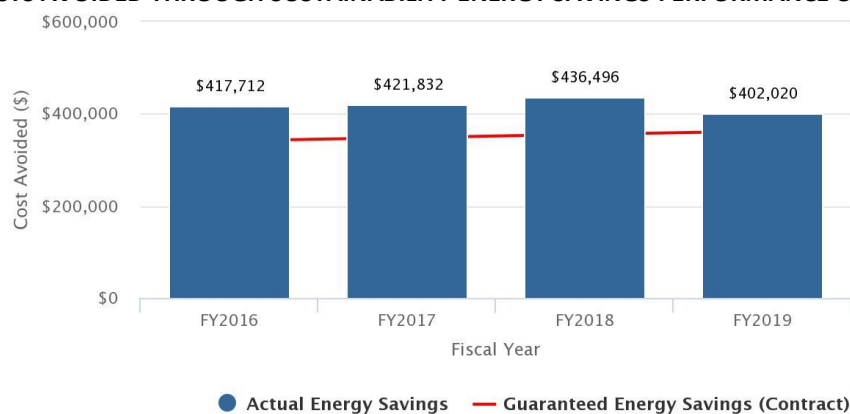
Performance Measures

Measure: NUMBER OF TOTAL ACRES OF OPEN SPACE AND FARMLAND THAT HAVE BEEN PROTECTED/INFLUENCED BY DURHAM COUNTY



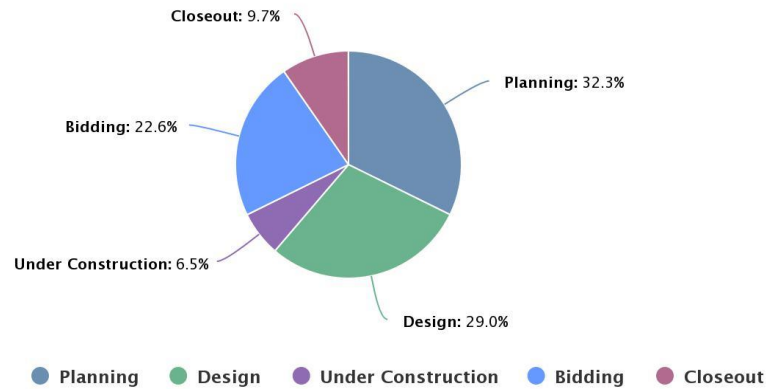
Measure description: Acres protected means the total acreage protected by Durham County, either through acquisition, or through other permanent means such as conservation easements. This is important because the amount of open space protected in a community helps with environmental protection, water 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. In FY 2020, the department closed on five new easements totaling 164 acres of open space and farmland to be protected. Additional staff support could increase the County's ability to take on more open space projects.

Measure: COSTS 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. FY 2019 savings were down significantly from the prior year, but still higher than the guaranteed savings; staff is working with the contractor to understand the cause of the drop in savings. The target is the amount of savings the contractor has guaranteed Durham County would see per the Energy Savings Performance Contract. For FY 2020, this amount is \$380,560.

Measure: CAPITAL PROJECTS ACTIVE PROJECT PORTFOLIO: PERCENT OF TOTAL PROJECT PORTFOLIO IN EACH PHASE
36 TOTAL PROJECTS



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. Trends are based on implementation of the CIP and other management-directed initiatives. The projects progress through the project management process based on the funding timing as approved within the CIP or availability of external funding for non-CIP projects.

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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$50,015	\$50,506	\$57,528	\$57,528	13.90%
Operating	\$50,015	\$50,506	\$57,528	\$57,528	13.90%
Net County Cost	\$50,015	\$50,506	\$57,528	\$57,528	13.90%

Budget Highlights

- Budget increase due to natural salary and benefits growth; no increase to operating budget.



Economic/Physical Development

Departments and services supporting a vibrant local economy for citizens, and local businesses, including rural and agriculture interests.

Business Area Name	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.	Dept. % of Funct. Area
Open Space Management	\$21,724	\$77,175	\$77,175	\$77,175	0.00%	1.11%
Planning	\$995,860	\$1,248,462	\$1,504,885	\$1,461,777	17.09%	20.99%
Cooperative Extension Service	\$1,205,849	\$1,410,225	\$1,570,683	\$1,661,440	17.81%	23.85%
Soil And Water Conservation	\$572,120	\$593,947	\$705,740	\$615,848	3.69%	8.84%
Economic Development	\$1,512,355	\$3,286,263	\$3,759,458	\$3,148,592	-4.19%	45.21%
Total	\$4,307,908	\$6,616,072	\$7,617,941	\$6,964,832	5.27%	100.00%

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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 a 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

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$21,724	\$77,175	\$77,175	\$77,175	0.00%
Operating	\$21,724	\$77,175	\$77,175	\$77,175	0.00%
Net County Cost	\$21,724	\$77,175	\$77,175	\$77,175	0.00%

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 governments. 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.

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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$995,860	\$1,248,462	\$1,504,885	\$1,461,777	17.09%
Operating	\$995,860	\$1,248,462	\$1,504,885	\$1,461,777	17.09%
Net County Cost	\$995,860	\$1,248,462	\$1,504,885	\$1,461,777	17.09%

Budget Highlights:

- Operating cost increase of 17% is due to pay for performance increase and the implementation of the pay study by the City of Durham. Additionally, Planning Department is fully staffed which contributed to the cost increase in FY 2020-21

Performance Measures

Measure: TOTAL NUMBER OF ALL PLANNING DEVELOPMENT (MAJOR, MINOR, & LAND USE) CASE OR PERMIT REVIEWS



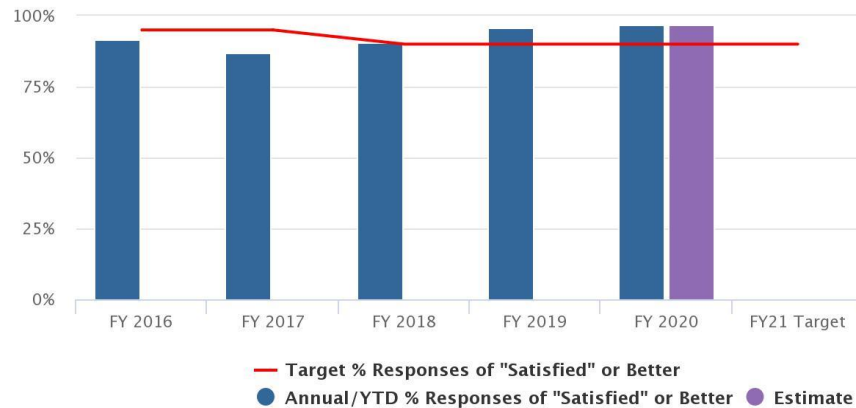
Measure description: This measures the total number of Planning development (major, minor, & land use) case or permit reviews annually. This measure supports an emphasis on (1) providing an efficient and customer friendly development review process and (2) fostering a business-friendly environment and leveraging local and regional economic development resources. 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, including sign permits in FY 2017, floodplain, small cell wireless permits and temporary right-of-way closure reviews in FY 2018, and Planning and floodplain reviews of building permits in FY 2019. The proposed total number of Planning staff reviews of all types in FY 2021 is anticipated to be close to the estimated total FY 2020 development caseload. This target is based on recent trends in the number of cases, related case types, and macroeconomic projections.

Measure: PERCENTAGE OF PLANNING DEVELOPMENT REVIEWS COMPLETED ON TIME FOR ALL CASE OR PERMIT TYPES



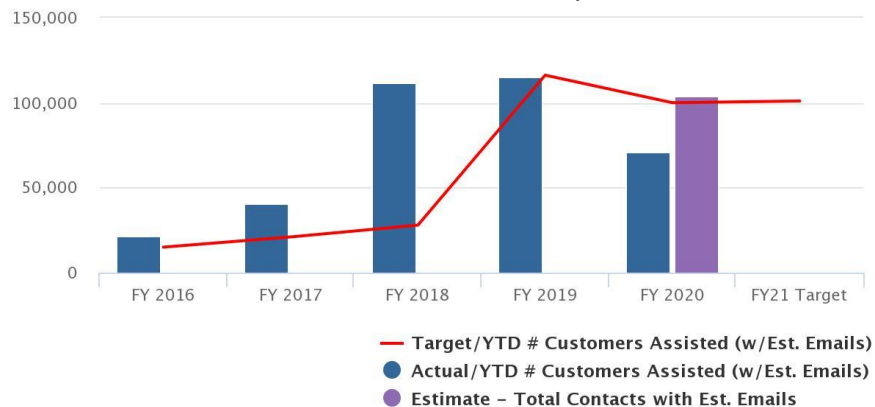
Measure description: This measures the timeliness of Planning development (major, minor, & land use) case or permit reviews annually. This measure supports an emphasis on (1) providing an efficient and customer friendly development review process, and (2) contributes to an accountable, efficient, and visionary government. Combining the various types of cases and permits that the Planning department and the Development Services Center (DSC) Planning staff review shows the effect of numerous staff vacancies, especially in FY 2018, while the workload continued to be steady. In FY 2019, timeliness of reviews increased due to the increased efficiency of existing staff, temporary staff to assist where needed, and successful filling of many vacancies and training of new employees. Timeliness for FY 2020 has improved, partially due to the activated position in the DSC and filling of all remaining vacancies. The department's target is 90% on-time, which exceeds the industry benchmark of 85%.

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. The Planning department estimates to finish FY 2020 at 97% satisfaction, up from 96% last year and 91% 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. Customers that responded to surveys are generally satisfied or better with overall Planning reviews of development proposals. The department's target is 90% satisfaction, which exceeds the industry benchmark of 85%.

Measure: TOTAL NUMBER OF CUSTOMER CONTACTS BY DSC STAFF (INCLUDES INSPECTIONS & PW > 4/1/2017)



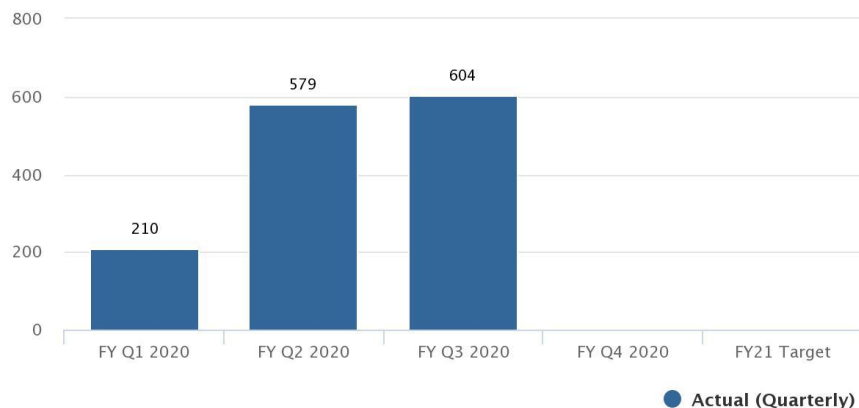
Measure description: The Development Services Center (DSC) provides a one-stop shop for development services, including application intake, in-person customer service, and quick turnaround for minor building projects and planning approvals. The mission of the DSC is to improve the coordination, predictability, timeliness, and quality of customer service delivery and the development review process. The volume of DSC customer contacts for all three departments (Planning, Inspections, Public Works) continues to be high, but not as high as in 2018. The numbers since February 2018 represent contacts reported via MojoHelpDesk (Mojo) and the Cisco telephone system. The total DSC contact target number was increased considerably for FY 2018-19 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 that property and zoning emails/phone calls sent directly to staff (i.e. outside the tracking database) are incorporated into customer service workload tracking. The FY 2021 target was increased slightly from FY 2020 and is consistent with recent trends. Please note that the low FY 2015 - FY 2018 targets only included Planning contacts.

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. During the last three years, the Zoning Compliance and Enforcement team saw 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 FY 2018, 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 enabled hiring new staff and all positions were filled by the end of 2018. Staff capacity for site compliance and zoning enforcement actions historically has remained about the same per staff. Thus, the increase in staff has also translated into an increase in the overall number of investigations and compliance cases for the department. Please note that during the first part of FY 2019, there were some extended absences and that temporarily reduced the total number of FTE's. However, since mid-August 2019, the team is fully staffed again. The target will remain at 350 cases per FTE for the next fiscal year.

Measure: NUMBER OF PEOPLE WHO PARTICIPATE IN DEVELOPMENT OF THE COMPREHENSIVE PLAN



Measure description: The development of the new *Durham Comprehensive Plan* is intentionally designed to engage as many people from the diverse communities within Durham as possible. Work on the new *Durham Comprehensive Plan* began in mid-June of 2019, starting with the public engagement portion. Five "Listening and Learning" sessions were held during November 2019, with 375 people participating in the in-person meetings. Approximately 220 people have participated in the online survey in the last 6 months. In December 2019, two sessions were held to train engagement ambassadors from the community. These ambassadors each held additional mini-Listening and Learning sessions within their communities through January 2020, reaching 588 participants from under-represented communities. The next public engagement phase will kick off in April 2020, sharing what we heard from the community, solidifying plan goals from what we heard, and sharing additional information and context about the plan itself. The public engagement portion of the new *Comprehensive Plan* is different and has involved more people, with more diversity, to date than any previous public Comp Plan engagement in the County and City of Durham. Thus, it is difficult to set a target for FY 2021 and beyond, although the goal is to continue to engage more people, especially the diversity of the Durham population, in the coming months.

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

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.

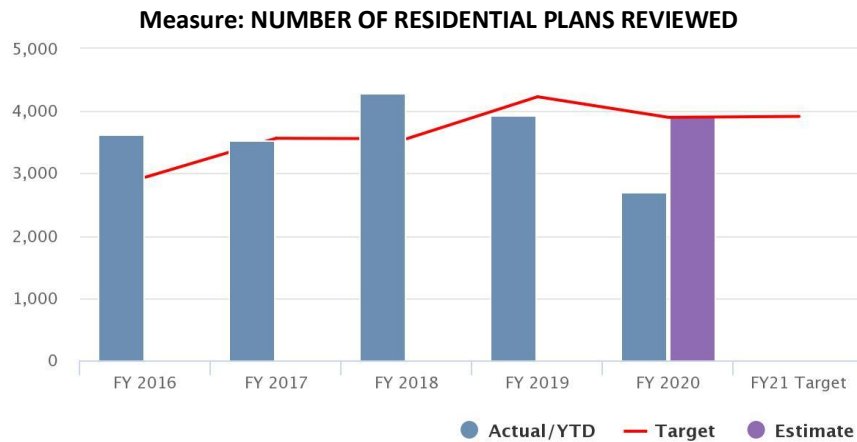
This service helps ensure that all residential and commercial construction meets the NC State Building Codes for safety and health, as well as complying with the UDO requirements, which are structured to preserve and protect the environment. The Inspections Department also provides electrical, plumbing, and mechanical inspections for Neighborhood Improvement Services' projects, to assist them in their efforts to eliminate substandard housing (leading to safe and secure communities).

The City-County Inspections budget is funded through fees for services; the County does not contribute County dollars. The budget below is provided by the City of Durham Budget and Management Services and it was provided here to give the reader information about the joint City/County budget. For more information, please visit City of Durham Budget and Management Services, FY 2020-21 operating budget.

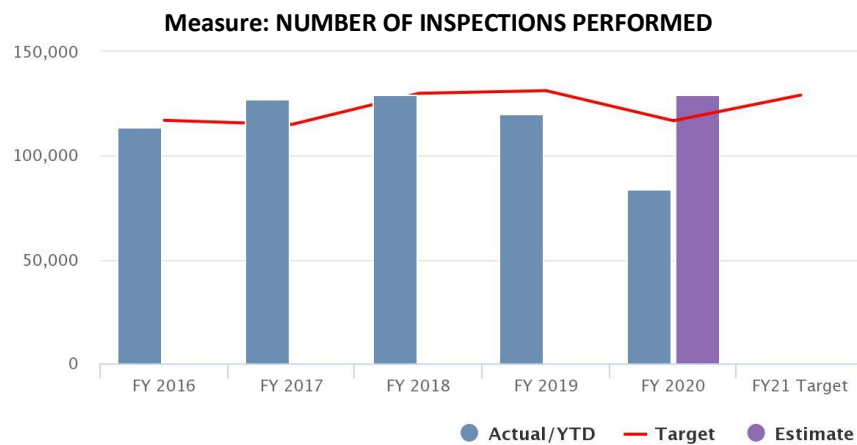
Budget:

RESOURCE ALLOCATION					
	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	\$ 4,516,444	\$ 5,044,513	\$ 4,929,906	\$ 5,344,639	5.9%
Operating	243,986	274,317	250,847	243,464	-11.2%
Capital and Other	-	-	23,382	-	0.0%
Total Appropriations	\$ 4,760,430	\$ 5,318,830	\$ 5,204,135	\$ 5,588,103	5.1%
 Full Time Employees	 50	 57	 57	 57	 -
Part Time	3	4	4	4	-
 Revenues					
Discretionary	\$ -	\$ -	\$ -	\$ -	0.0%
Program	(8,764)	-	-	-	0.0%
General Fund Total Revenue	\$ (8,764)	\$ -	\$ -	\$ -	0.0%
Special Revenue Fund	\$ 4,760,430	\$ 5,318,830	\$ 5,204,135	\$ 5,588,103	5.1%
Total Revenues	\$ 4,751,666	\$ 5,318,830	\$ 5,204,135	\$ 5,588,103	5.1%

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. This metric is currently on track to meet the FY 2019-20 target. The target number of plans reviewed for FY 2020-21 is 3,915 (based on local economists' forecasts), which is around the same number as the current fiscal year projection.



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. This metric is currently on track to exceed the FY 2019-20 target, due to the current robust economy. The target number of inspections performed for FY 2020-21 is 129,126 (based on local economists' forecasts), which is around the same number as the current fiscal year projection.

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. This metric is currently on track to exceed the FY 2019-20 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 to meet the department’s aggressive customer service goals. This metric is currently on track to exceed the FY 2019-20 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: City/County Inspections measures the number of residential plans reviewed within five business days to assist with maintaining the department's aggressive customer service goals. This metric is currently on track to exceed the FY 2019-20 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 through 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.

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, Motherread, 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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$1,205,849	\$1,410,225	\$1,570,683	\$1,661,440	17.81%
Personnel	\$927,220	\$1,094,311	\$1,189,918	\$1,120,530	2.40%
Operating	\$278,629	\$315,914	\$250,765	\$310,910	-1.58%
Transfers Out			\$130,000	\$230,000	
Revenue	\$290,331	\$307,405	\$285,200	\$285,200	-7.22%
Intergovernmental	\$272,766	\$285,140	\$277,525	\$277,525	-2.67%
Contributions and Donations	\$100	\$250			-100.00%
Service Charges	\$17,465	\$22,015	\$7,675	\$7,675	-65.14%
Net County Cost	\$915,519	\$1,102,820	\$1,285,483	\$1,376,240	24.79%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
16.94	18.16	18.16	20.01	18.76

Budget Highlights

- The Durham County Board of Commissioners approved a .6 FTE Small Farms and Local Food Agriculture Extension Agent position. Durham County will fund 60% and the state Cooperative Extension will fund 40% of the position. The position will support local Durham County farmers, develop Durham's local food economy, and promote environmentally sustainable practices. (County Share \$42,714)
- Cooperative Extension's operating budget is reduced due to GoDurham Access, an ADA paratransit service, being moved from the Cooperative Extension budget.

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 Agriculture Development program protects and preserves 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.

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

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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$572,120	\$593,947	\$705,740	\$615,848	3.69%
Personnel	\$432,704	\$442,248	\$522,042	\$467,700	5.76%
Operating	\$139,415	\$151,699	\$183,698	\$148,148	-2.34%
Revenue	\$26,820	\$26,760	\$26,760	\$26,760	0.00%
Intergovernmental	\$26,820	\$26,760	\$26,760	\$26,760	0.00%
Net County Cost	\$545,300	\$567,187	\$678,980	\$589,088	3.86%

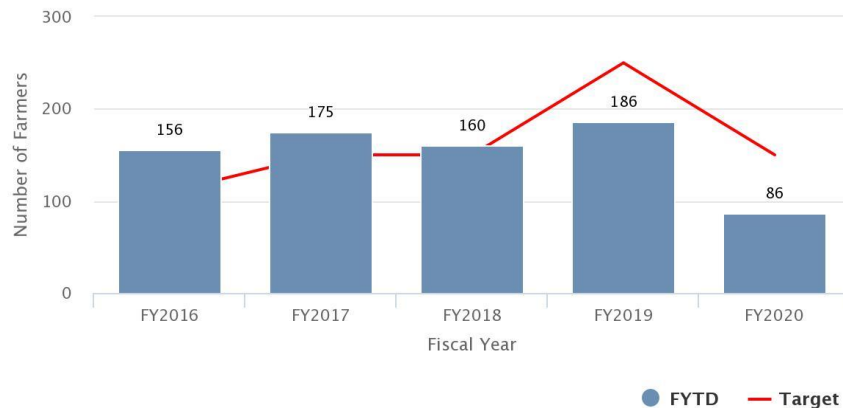
FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
5.00	5.00	5.00	6.00	5.00

Budget Highlights

- This budget maintains current level of service.

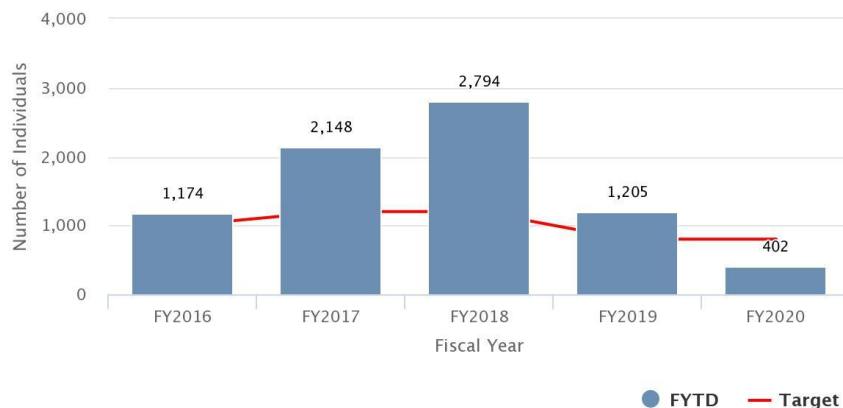
Performance Measures

Measure: NUMBER OF FARMERS ASSISTED WITH AGRICULTURAL ECONOMIC DEVELOPMENT

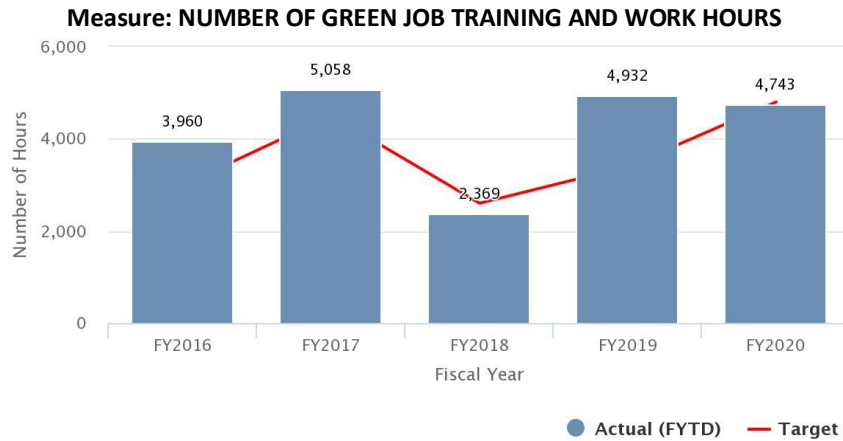


Measure description: Agricultural Economic Development (AED) is needed to make Durham County farms "working farms." There has been demand for an increase in AED activities to expand market opportunities for Durham products and agriculture education in public schools. This surge in interest in the local 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. This measure is trending upward due to increased interest in farming. The agricultural community feels that Durham County is showing support through its AED program. The target amount was set at this level due to the increase in AED grant funds 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. This measure is currently on track for FY 2020; the current 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.



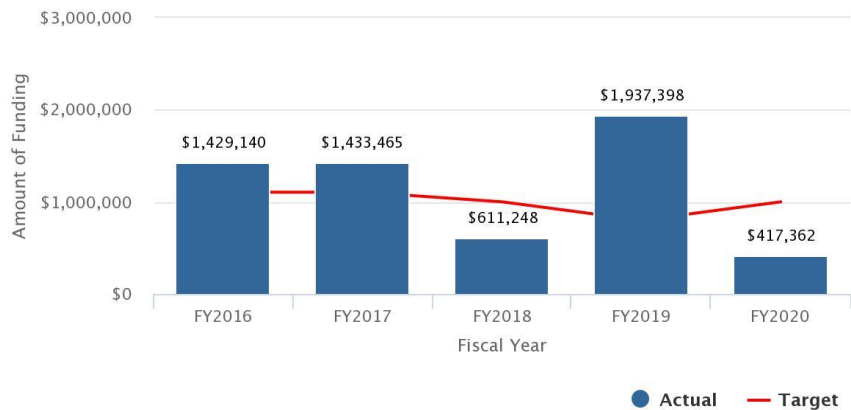
Measure description: The department has had success working with youth during the school year as well as the summer. Staff has participated in the Durham YouthWork Internship Program for the past several years. This program offers Durham youth ages 14-24 the opportunity to gain work experience and develop 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. In FY 2020, department staff had an increase in grant funding and partnerships and saw an increase in the number of youth that we were able to provide skill sets and resources needed to excel in the community. The target is set at this level because the current number of YouthWork Internship Program participants requested by departments 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.

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. The decline in student participation is due to the loss of an Environmental Education Coordinator. The target was adjusted after the Environmental Education Coordinator left and due to the present staff workload.

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. 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. This level of funding is necessary to keep pace with the consumer demand for multiple programs and matches the staffing level and the ability for the department to maintain a high level of customer satisfaction. The 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 resource 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 Office of Economic Development (OED) develops and implements initiatives informed by emerging and best practices 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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$1,512,355	\$3,286,263	\$3,759,458	\$3,148,592	-4.19%
Personnel	\$102,463	\$105,948	\$211,276	\$110,868	4.64%
Operating	\$987,035	\$1,080,315	\$950,437	\$937,724	-13.20%
Other Expenditure	\$422,857	\$2,100,000	\$2,597,745	\$1,100,000	-47.62%
Transfers Out				\$1,000,000	
Revenue	\$600,000	\$445,000	\$445,000	\$50,000	-88.76%
Intergovernmental	\$600,000	\$445,000	\$445,000	\$50,000	-88.76%
Net County Cost	\$912,355	\$2,841,263	\$3,314,458	\$3,098,592	9.06%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
1.00	1.00	1.00	2.00	1.00

Budget Highlights

- 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. It is anticipated the following companies will meet their scheduled performance criteria for FY2020-2021. Upon verification of referenced performance criteria, companies will be eligible for payment in the following amounts:

Projected Incentive Payments

21c Museum Hotel	\$200,000
AveXis	\$150,000
Gentian Group, LLC	\$62,500
Longfellow	\$500,000
Merck	\$428,572
Parexel	\$17,215
Policygenius	\$26,929
Premier Research Intl	\$6,100
Sensus USA	\$50,000
Wexford Science & Technology	\$240,000
Total	\$1,681,316

The County also funds organizations that have a strong and demonstrable economic development impact on the Durham community. The following have been approved for FY2020-2021:

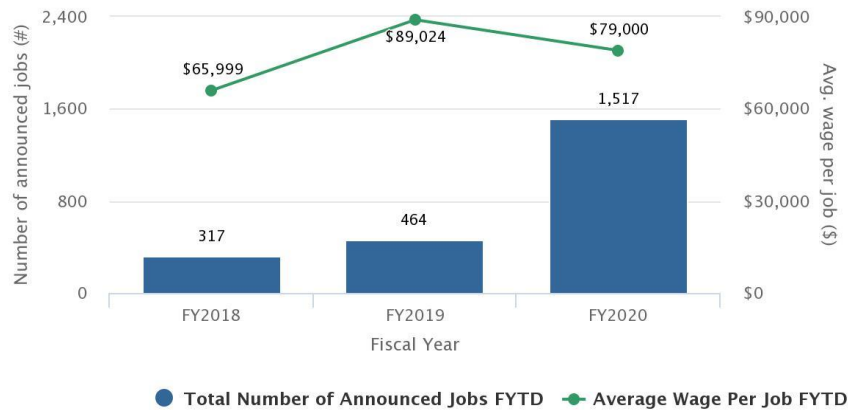
Durham Chamber of Commerce	\$265,000
Downtown Durham, Inc.	\$160,000
History Museum	\$51,000
Research Triangle Regional Partnership	\$43,829
Sports Commission	\$161,330
Total	\$681,159

*The County also funds a select group of community-based non-profit organizations that support, directly or indirectly, various County department services. 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	FY2020-21 Funding
Community Empowerment Fund	\$5,000
Durham Literacy Center	\$25,000
El Centro Hispano, Inc.	\$10,000
Partners for Youth Opportunity	\$10,000
Reinvestment Partners	\$5,000
StepUp Ministry	\$5,000
Triangle Literacy Council	\$5,000
TROSA	\$15,000
	\$80,000

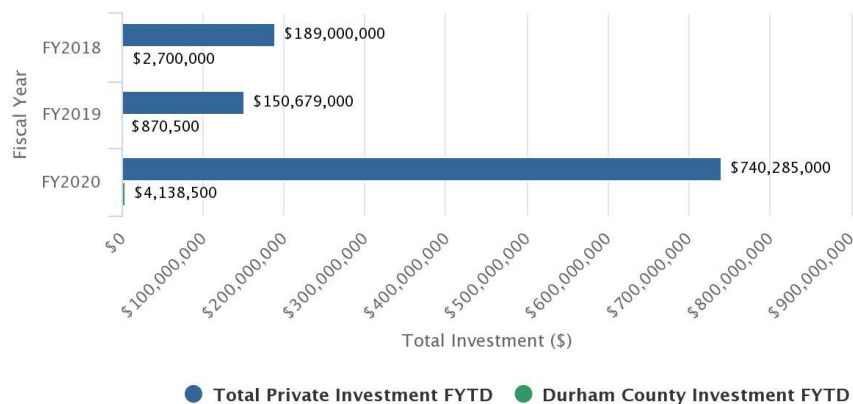
Performance Measures

Measure: TOTAL NUMBER OF ANNOUNCED JOBS TIED TO DURHAM COUNTY INCENTIVES



Measure description: This measure captures all announced jobs as a result of Economic Development projects that were successfully recruited by Durham County. The significance of this measure is that these jobs would not be created in Durham County but for Durham County incentive awards. FY 2019-20 saw an increase over the previous year in the number of jobs that were recruited. The three recruited projects through Q2 of FY 2019-20 include Merck with 391 new jobs, Policygenius with 377 new jobs, and Q2 Solutions with 749 new jobs. Many of these new jobs will likely not require an advanced degree and all project positions meet the Durham County Living Wage.

Measure: TOTAL PRIVATE AND DURHAM COUNTY INVESTMENTS TIED TO DURHAM COUNTY INCENTIVES



Measure description: This measure looks at announced Economic Development projects by fiscal year and compares the amount of Durham County dollars to the amount of dollars invested by the recruited companies. The goal of this comparative measure is to gain an understanding of how Durham County funds are leveraging invested dollars from recruited projects. FY 2019-20 saw an increase in both the number of projects that the County successfully recruited, as well as an increase in the amount that companies will be investing as part of their recruited projects.



Human Services

Departments and services charged with expenditures for the public welfare including public health, mental health, hospitals, and social services.

Business Area Name	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.	Dept. % of Funct. Area
Legal						
Public Health	\$24,919,233	\$26,522,073	\$28,122,232	\$27,698,841	4.44%	31.59%
Mental Health	\$6,245,859	\$6,336,751	\$6,498,174	\$6,336,751	0.00%	7.23%
Social Services	\$45,472,867	\$47,954,015	\$55,100,841	\$52,375,917	9.22%	59.74%
Other Human Services	\$649,911	\$1,046,554	\$1,368,207	\$1,258,207	20.22%	1.44%
Total	\$77,287,870	\$81,859,393	\$91,089,454	\$87,669,716	7.10%	100.00%

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 Durham County Department of Public Health works with the Durham community to prevent disease, promote health, and protect the environment. It 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. The pharmacy maintains a comprehensive formulary enabling treatment and prevention options for a variety of diseases and conditions.

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.

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. 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

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. 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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$24,919,233	\$26,522,073	\$28,122,232	\$27,698,841	4.44%
Personnel	\$15,513,454	\$17,196,059	\$19,026,422	\$18,888,050	9.84%
Operating	\$9,356,894	\$9,326,014	\$9,095,810	\$8,810,791	-5.52%
Capital	\$48,885				
Revenue	\$8,186,812	\$6,821,597	\$8,536,920	\$8,536,920	25.15%
Intergovernmental	\$7,680,368	\$6,320,447	\$8,066,840	\$8,066,840	27.63%
Contributions and Donations	\$2,000				
Service Charges	\$482,925	\$484,150	\$461,380	\$461,380	-4.70%
Other Revenues	\$21,520	\$17,000	\$8,700	\$8,700	-48.82%
Net County Cost	\$16,732,420	\$19,700,476	\$19,585,312	\$19,161,921	-2.73%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
233.55	238.55	238.55	238.55	238.55

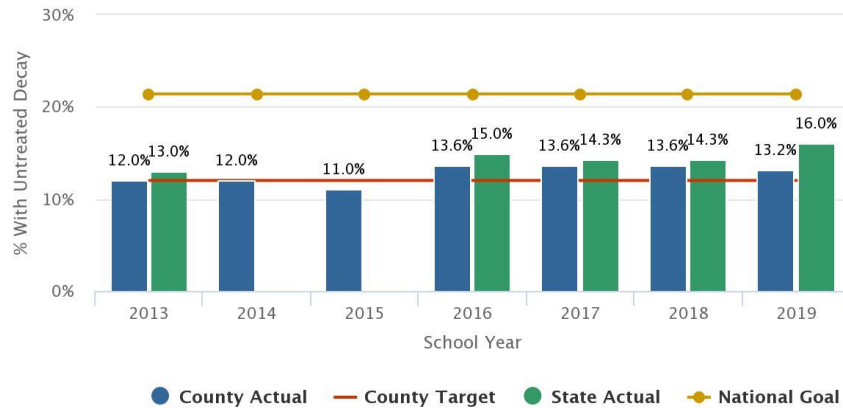
Budget Highlights

- Public Health funding has been reallocated to combat Covid-19 within the community. Additionally, Public Health has added a fee for SARS-CoV-2 detection by nucleic acid amplification testing (\$100).
- 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 (see table on next page).

Public Health Non-Profit Support	FY2020-21 1/2 Year Funding
Helping Hand	\$12,500.00
African-American Dance Ensemble	\$2,500.00
Bridge II Sports	\$3,000.00
Believers United for Progress	\$2,500.00
Center for Child and Family Health	\$6,000.00
Diaper Bank	\$5,000.00
Durham Crisis Response Center	\$18,625.00
Durham Striders	\$7,500.00
Farmer Foodshare	\$10,000.00
Food Bank of Central and Eastern NC	\$5,000.00
Inter-Faith Food Shuttle	\$5,000.00
Planned Parenthood South Atlantic	\$8,875.00
Playworks Education Energized	\$5,000.00
Reality Ministries	\$5,000.00
Triangle Champions Track Club	\$3,250.00
TOTAL	\$99,750.00

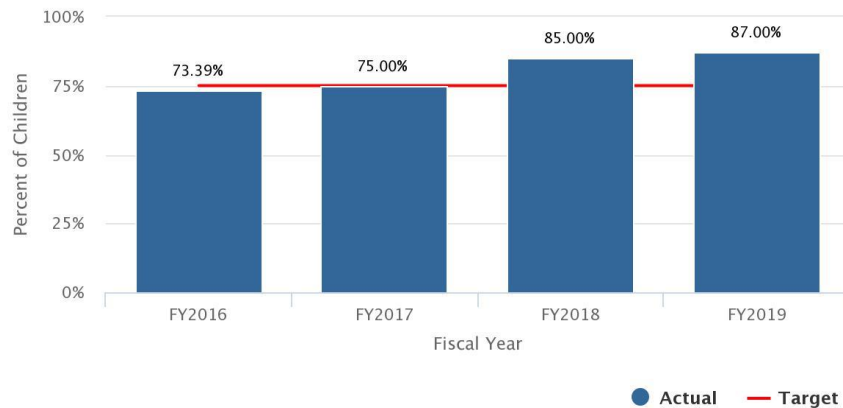
Performance Measures

Measure: PERCENT OF DPS KINDERGARTNERS SCREENED BY THE HEALTH DEPARTMENT WITH UNTREATED DENTAL DECAY



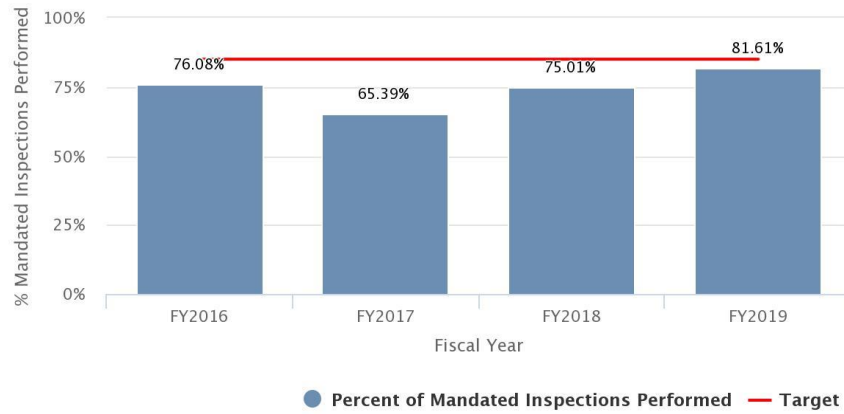
Measure description: Dental decay is one of the most common chronic infectious diseases among children that, if left untreated, can result in problems with speaking, playing, and learning. Children from low income households experience higher untreated tooth decay. Dental decay is measured by visual 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. 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%). Public Health attempts to screen kindergarten students in all of Durham's public elementary schools in an effort to identify as many children as possible who have a high risk for cavities. A 12% goal is appropriate for Durham. The current national goal for children ages 3 to 5 is 21.4%.

Measure: PERCENT OF CHILDREN WILLING TO EAT HEALTHIER FOODS BY END OF SCHOOL YEAR



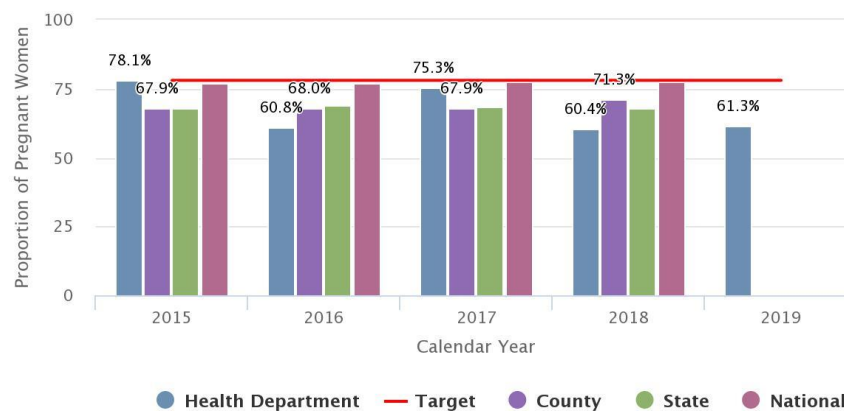
Measure description: This measures the percent of parents (via an end-of-year survey) who indicate their student made a positive nutrition behavior change as evidenced by their willingness to eat healthier foods. The DINE School Program teaches students about nutrition and physical activity to move them toward healthier behaviors. Increased willingness to eat healthier foods is considered a marker of positive behavior change. 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. 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. Improving children's eating habits is challenging. Knowing this, and based on several years of data collection, 75% is an ambitious but achievable target. It indicates that the majority of students in DINE classes whose parents have completed the survey are willing to eat healthier foods.

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. This measure continues trending higher. While the department is still struggling to recruit and retain seasoned staff, it brought on a new staff member this year that already possessed a Food & Lodging authorization. Time not spent training this individual along with their contributions to inspection activities have been positive performance factors. Another new hire had engaged in a large amount of pre-hire preparation that has allowed them to excel in the training and authorization process. This too has contributed to less time spent on training by experienced staff and thus more time spent performing inspections. Coordinated efforts between Plan Review and Shared-Use-Kitchen specialists continues to result in increased overall efficiency. Continued training regarding Food Code application and interpretation has increased competencies and confidence which have resulted in more inspections performed at a higher level of quality.

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 birthweight infant and reduces the risk of newborn death. 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. The percentage of Durham County patients who start care in the first trimester has fluctuated over the past four years. Overall, trends in Durham County and nationally have improved, while trends in North Carolina have held steady. All data have fallen short of the Healthy People 2020 target of 77.9%. A number of systemic and organizational issues likely contribute to this shortfall. Nationally and locally, many women may delay prenatal care due to concerns regarding immigration status, insurance status, and accessible pregnancy termination services. Within Durham County Public Health, there have been significant program and staffing changes over the past four years. The process for starting prenatal care was not always as clear and easily accessible as possible.

MENTAL HEALTH: ALLIANCE BEHAVIORAL HEALTHCARE



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 behavioral 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 support for which they are eligible to achieve their goals and to live as independently as possible. Alliance is also responsible for making sure 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.

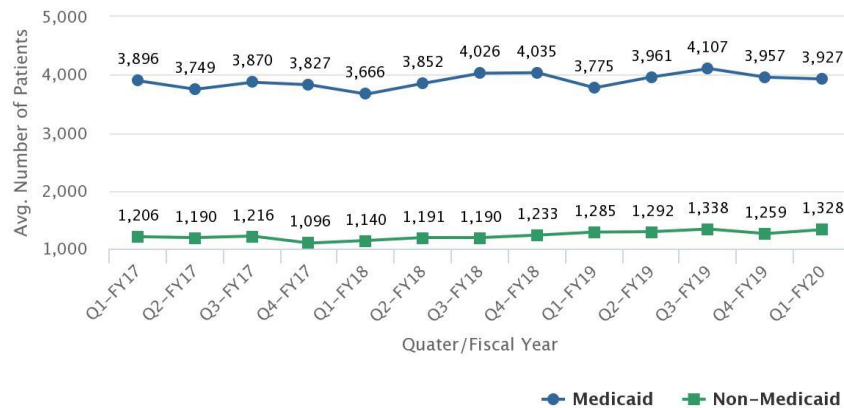
Alliance contracts with more than 2,000 service providers to provide behavioral health, developmental disabilities and substance abuse services to children and adults in the entire catchment area. For those clients who do not speak English, a list of providers who speak other languages can be provided.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
▲ Expenditure	\$6,245,859	\$6,336,751	\$6,498,174	\$6,336,751	0.00%
Operating	\$6,245,859	\$6,336,751	\$6,498,174	\$6,336,751	0.00%
Net County Cost	\$6,245,859	\$6,336,751	\$6,498,174	\$6,336,751	0.00%

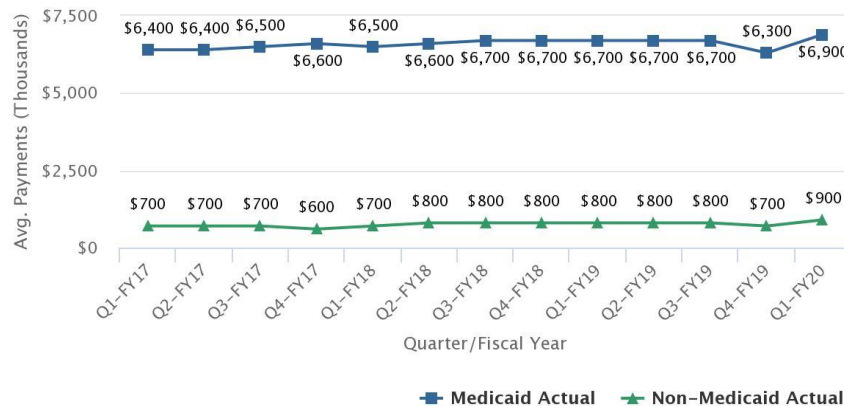
Performance Measures

Measure: AVERAGE NUMBER OF DURHAM COUNTY PATIENTS SERVED PER MONTH



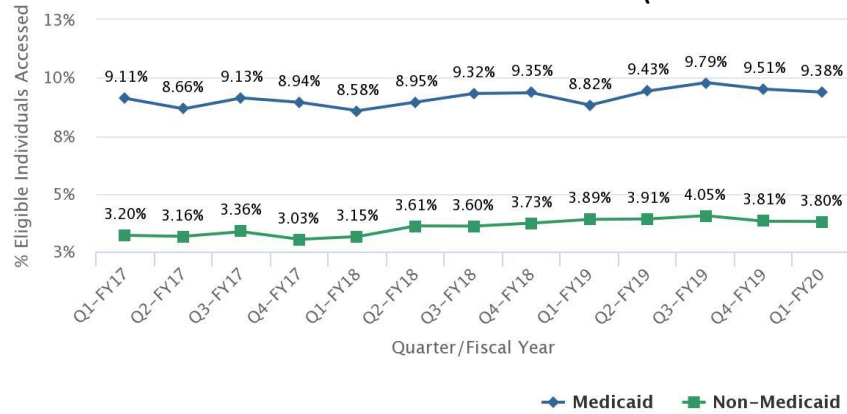
Measure description: This measures the average number of Durham County patients served per month. This number represents the monthly average number of unique individuals that received services from an Alliance provider during the quarter. This measure shows service utilization in both Medicaid and non-Medicaid individuals for Durham County specifically. 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. 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 (IN THOUSANDS)



Measure description: This measure shows spending in both Medicaid and non-Medicaid individuals for Durham County. 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. 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. 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. 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

Social 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. 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.

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

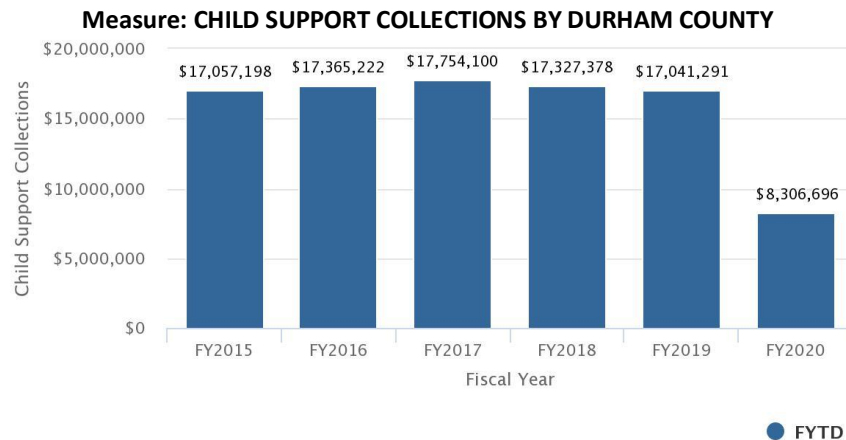
Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$45,472,867	\$47,954,015	\$55,100,841	\$52,375,917	9.22%
Personnel	\$29,195,803	\$30,622,027	\$37,175,988	\$35,104,647	14.64%
Operating	\$16,277,064	\$17,331,988	\$17,924,853	\$17,271,270	-0.35%
Capital					
Revenue	\$28,837,981	\$28,323,506	\$31,577,345	\$30,153,463	6.46%
Intergovernmental	\$28,561,014	\$28,123,371	\$31,331,843	\$29,907,961	6.35%
Contributions and Donations	\$11,591	\$1,428	\$3,452	\$3,452	141.74%
Service Charges	\$4,518	\$6,600	\$7,050	\$7,050	6.82%
Other Revenues	\$260,858	\$192,107	\$235,000	\$235,000	22.33%
Net County Cost	\$16,634,886	\$19,630,509	\$23,523,496	\$22,222,454	13.20%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
513.50	519.00	519.00	576.00	558.00

Budget Highlights

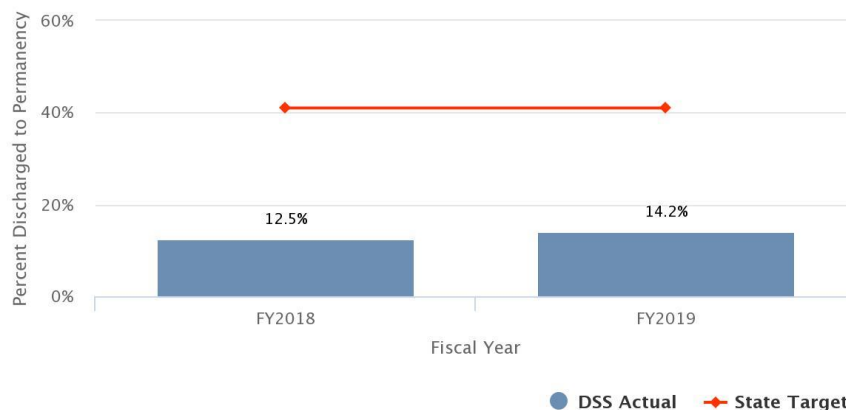
- 39 FTEs were added to the Social Services department to support a State Mandated Correction Plan for the Family Economic Independence Unit. (County Share \$830,949)
- Social Services received 4 Toyota Camry LE vehicles (\$184,807)

Performance Measures



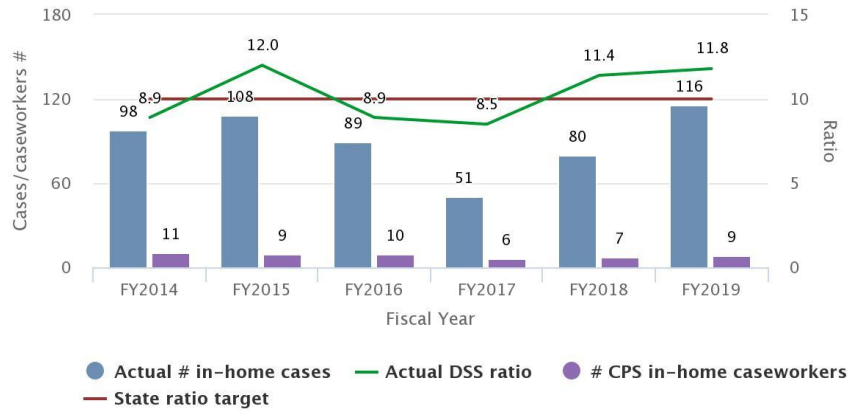
Measure description: This measures the amount of current child support collections in addition to arrears (past due child support) collected by the Durham County Department of Social Services (DSS). Regular and consistent child support payments support family self-sufficiency. Research shows that the payment of child support leads to increased involvement and influence of noncustodial parents in their children's lives. The target is set each year by the State based on several pieces of legislation and is calculated based on the amount collected the previous year. Durham County's total collections target for FY 2020 is \$17,028,736.64.

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 41% 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. 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), (4) case complexities (such as severe mental health, substance abuse, behavioral management, and interpersonal violence) which can't be addressed in 12 months, and (5) increase in caseloads (caseloads not being with the State Standard Caseload to Worker Ratio 15:1). The target (41%) 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

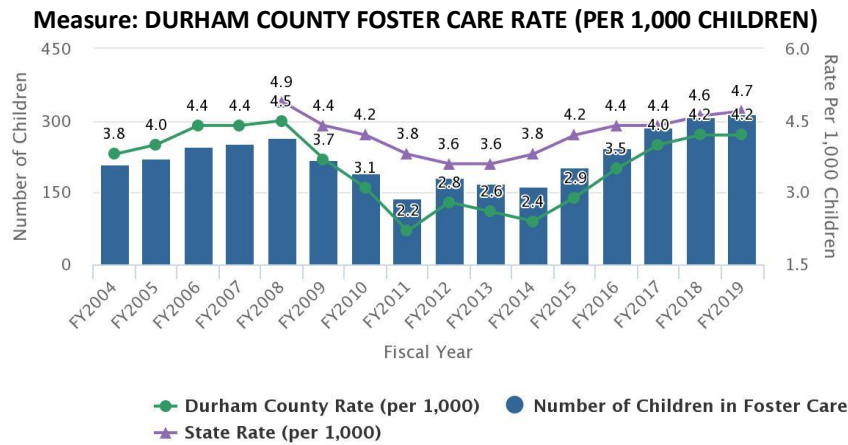


Measure description: This measures the number of open Child Protective Services (CPS) in-home cases for CPS In-Home and Prevention Services divided by the number of CPS in-home caseworkers or Full-Time Equivalent (FTE) employees. Having efficient caseload ratios ensures that workers are responding to clients and providing needed services in a timely manner. Furthermore, appropriate caseloads also help with caseworker retention and prevent workers from being overwhelmed. 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 roughly 12 cases per caseworker. 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. The State has set the standard for this measure to be one FTE caseworker for every 10 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. DSS has been consistently below the State threshold of 9.1% (a positive finding), meeting the department's goal for reporting repeat maltreatment. This threshold (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 in foster care to monitor, evaluate, and plan for services. 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. The Durham County rate of children in foster care is increasing and following a similar trend as the State rate. 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; (5) continued substance abuse (e.g. heroin, cocaine, crack) and domestic violence; and (6) young adults taking advantage of the Expanded Foster Care Program (18 -21). There is not a target for the number of children in foster care, as this is an uncontrollable measure based on the needs of Durham County families. The goal is to have only the necessary children in foster care and to establish a plan for permanency as quickly as possible. The State is assessing strategies to prevent placement of children in foster care that may help reduce the number over time.

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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. GoDurham ACCESS is the name of the ADA paratransit service for the City of Durham. Only riders who meet the criteria specified by the ADA and who have been certified as eligible can use GoDurham ACCESS. Persons do not qualify automatically just because they have a disability or on the basis of age. Eligibility is based on a person's functional limitations. GoDurham ACCESS provides curb-to-curb (or door-to-door upon request) transportation service for eligible riders. GoDurham ACCESS operates service to all locations within the City of Durham and to any location outside the City that is three-quarters of a mile of any fixed-route service operated by GoDurham.

For more information about Durham ACCESS, please follow this link:

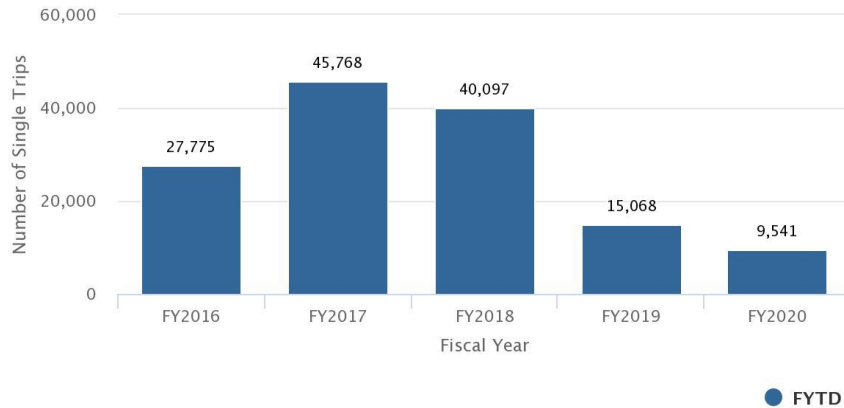
https://godurhamtransit.org/sites/default/files/gdaccessmobilitybooklet_logansmall.pdf

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$559,911	\$956,554	\$581,025	\$581,025	-39.26%
Personnel	\$159,618	\$36,495			-100.00%
Operating	\$400,293	\$570,059	\$581,025	\$581,025	1.92%
Capital		\$350,000			-100.00%
Revenue	\$521,064	\$919,059	\$581,025	\$581,025	-36.78%
Intergovernmental	\$521,064	\$919,059	\$581,025	\$581,025	-36.78%
Net County Cost	\$38,847	\$37,495	\$0	\$0	-100.00%

Performance Measures

Measure: NUMBER OF SINGLE DURHAM COUNTY FUNDED ACCESS TRIPS PROVIDED



Measure description: This measure shows the number of single Durham County funded ACCESS trips provided 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 Durham County, the elderly, and disabled citizens. It also provides rides for residents for work or healthcare purposes. In FY 2019-20, Durham County ACCESS became part of an improved, merged system between the County and the City of Durham’s Transportation department. Per the City/County interlocal agreement, the City (through GoTriangle) now has reporting responsibility for Durham County funded trips.

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

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 FY20-21 is in this fund center. A detailed description of funding recommendations for FY2020-21, as well as information about the new nonprofit funding process the county will begin in January 2021 is in the Appendix.

Food Insecurity Non-Profit Support	FY2020-21 Approved 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.	\$10,000
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.	\$5,000
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.	\$12,500
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, 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.	\$10,000
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	\$3,750

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.	
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.	\$3,750
\$45,000	

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Education

Provision of direct financial support to public educational systems within the County.

Business Area Name	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.	Dept. % of Funct. Area
Durham Public Schools	\$138,720,717	\$145,970,717	\$164,655,008	\$153,177,778	4.94%	91.96%
Community Colleges	\$7,558,203	\$7,900,158	\$8,621,090	\$7,872,799	-0.35%	4.73%
Other Education	\$3,092,563	\$5,548,390	\$7,199,771	\$5,515,021	-0.60%	3.31%
Total	\$149,371,483	\$159,419,265	\$180,475,869	\$166,565,598	4.48%	100.00%

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 2020-21 ADM	32,844
Minimum funding for FY 2020-21	\$64,374,240

In addition, if the ADM for charter schools was factored in (an additional 7,424 pupils, for a total of 40,268 pupils), the calculation would equate to \$78,925,280 minimum funding for FY 2020-21. Durham County funding significantly exceeds these thresholds.

	FY 2018-19 Actual	FY 2019-20 Approved	FY 2020-21 Requested	FY 2020-21 Approved
Current Expense	\$137,350,717	\$144,600,717	\$158,655,008	\$149,807,778
Capital Outlay	\$1,370,000	\$1,370,000	\$6,000,000	\$3,370,000
Total	\$138,720,717	\$145,970,717	\$164,655,008	\$153,177,778
School Debt Service	\$33,235,677	\$25,974,171	\$25,968,214	\$25,968,214
TOTAL FUNDING	\$171,956,394	\$171,944,888	\$190,623,222	\$179,145,992

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 FY 2020-21 are shown below, but the actual funding is within related departments.

Program or Position (County Department)	FY 2020-21 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)	FY 2020-21 Durham County Funding
Whitted School Pre-K Support	\$1,500,000
Pre-K Expansion Support	\$3,780,271
TOTAL FUNDING	\$5,280,271

Educational Non-Profit Support	FY2020-21 Funding ½ Year
Reach out and Read Program (Full Year)	\$50,000
Bull City Community Schools Initiative (Full Year)	\$146,000
Big Brothers Big Sisters of the Triangle	\$5,000
Child Care Services Association	\$15,000
Rebound, Alternatives for Youth	\$3,750
Book Harvest	\$2,500
Voices Together	\$2,500
Durham's Partnership for Children	\$7,500
Walltown Children's Theatre	\$2,500
TOTAL FUNDING	\$234,750

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$138,720,717	\$145,970,717	\$164,655,008	\$153,177,778	4.94%
Operating	\$137,350,717	\$144,600,717	\$158,655,008	\$149,807,778	3.60%
Capital	\$1,370,000	\$1,370,000	\$6,000,000	\$3,370,000	145.99%

Budget Highlights

The Durham Board of Education's FY 2020-21 budget request is a \$14,054,291 increase in current expense funding over its FY 2019-20 current budget, and a \$4,630,000 increase in current capital funding. The total requested budget increase from the Board of Education is \$18,684,291 (12.8%) 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, hourly employees wages moving to \$15 an hour, increased support for English proficiency and Exceptional Children needs. The DPS request also includes additional funding for growth in both DPS students and Charter School students.

The Board approved budget supports a Current Expense increase of \$5,207,061 for Durham Public Schools, leaving application of \$3,239,608 of those new funds to the Board of Education, and specifying \$1,907,453 be designated for moving hourly employees closer to a \$15 an hour living wage, and finally \$60,000 for an additional Spanish interpreter position.. Funding support for DPS capital needs was met through an additional \$2 million in available annual capital support for DPS, for a total of \$3.37 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 FY 2016-17 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 FY 2020-21, but that funding is housed outside of the Durham Public School budget as is the additional County Pre-K expansion funding support of \$3,780,271. More information about County Pre-K support can be found on the Education Nonprofit Agencies pages of the document.

Article 46 Sales Tax

Durham County provides funding for DPS from two revenue sources: local property taxes and Article 46 sales taxes. The County estimates total Article 46 sales tax collection for DPS at \$10,400,244 and for Pre-K programs at \$508,140, for a total Article 46 funding support of DPS current expense of \$10,908,384. This is a small decrease of \$137,596 from the previous year's Article 46 funding because of declining sales tax growth estimates due to public health related factors.

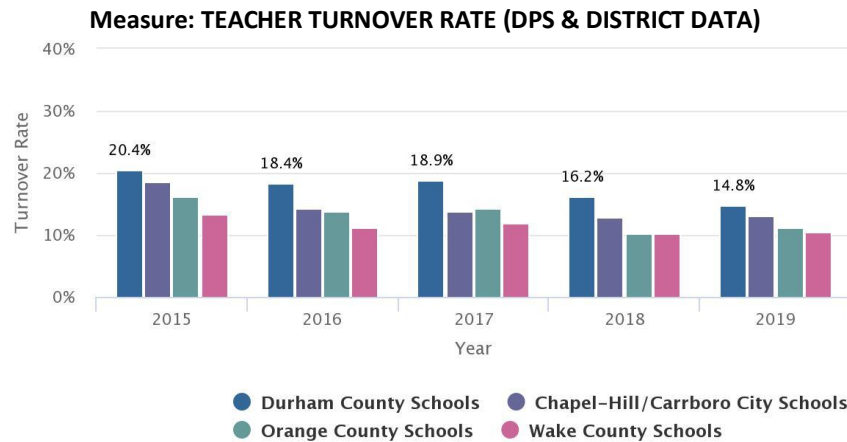
The County will also pay an estimated \$25.9 million in debt service for DPS.

DPS's and Durham County Charter School student projection for FY 2020-21 is 40,268, an increase of 761 students from the FY 2019-20 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 \$149,807,778 needs to be subtracted out.

	FY 2019-20	FY 2020-21	Difference
Current Expense Funding	\$144,600,717	\$149,807,778	\$5,207,061
Annual Pre-K support (Article 46 Sales Tax)	(\$508,140)	(\$508,140)	\$ 0
Net Current Expense funding	\$144,092,577	\$149,299,638	\$5,207,061
DPS and Charter School pupil estimate	39,507	40,268	761
Local Per Pupil funding	\$3,647	\$3,708	\$ 61

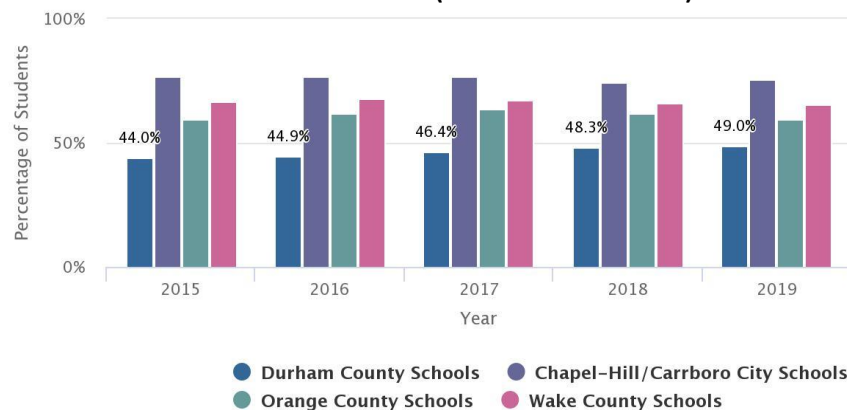
Therefore, County supported current expense funding per pupil is \$3,708 per pupil, an increase of \$61 per pupil from FY 2019-20. Including capital outlay and debt service funding, Durham County supports public education at \$4,436 per pupil, a \$97 per pupil increase from FY 2019-20, due largely to increasing overall County support for schools.

Performance Measures



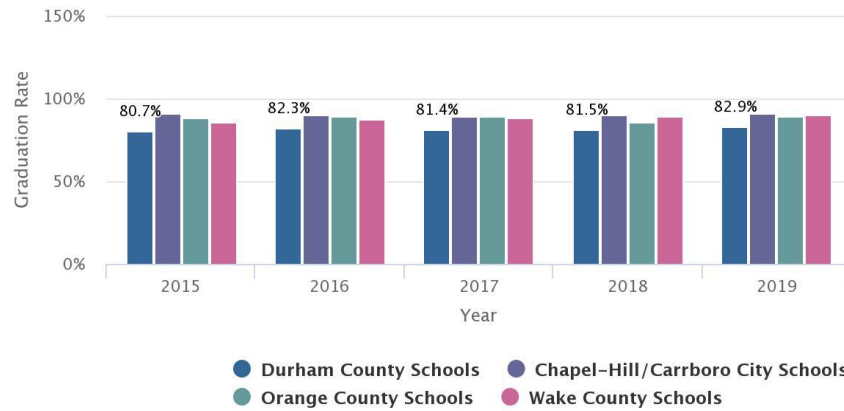
Measure description: This measures the percentage of teachers employed by Durham Public Schools (DPS) in March of the previous school year who are no longer employed by the district in March of the current academic year. Excessive teacher turnover is disruptive to school culture and student achievement and is 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. 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. In 2018-19 teacher turnover decreased significantly again in Durham Public Schools, from 16.2 percent to 14.8 percent, while turnover remained steady from 2016-17 to 2017-18 in Wake County Schools, Orange County Schools, and Chapel Hill-Carrboro City Schools. DPS is well on track to maintain or lower the current turnover rate of 14.8 percent in 2020, well below the Strategic Plan target of 16.3 percent.

Measure: PERCENTAGE OF STUDENTS SCORING AT OR ABOVE GRADE LEVEL PROFICIENCY ON STATE END-OF-GRADE AND END-OF-COURSE EXAMS (DPS & DISTRICT DATA)



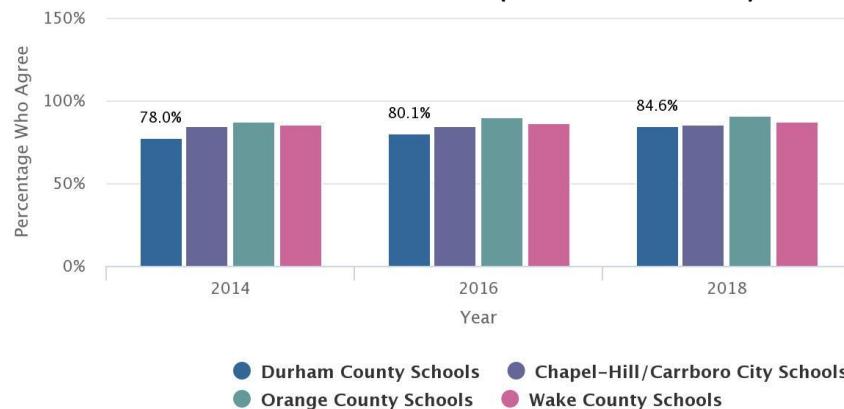
Measure description: This measures the percentage of students scoring at or above grade level proficiency on State End-of-Grade and End-of-Course exams (3rd-8th grade math and English Language Arts; 5th and 8th grade science; high school Biology, English II, and Math I or Math III). Priority 1 of the DPS Strategic Plan is to increase academic achievement, with a goal of attaining 60 percent grade level proficiency by 2023. Grade level proficiency in DPS steadily increased from 44 percent in 2014-15 to 49 percent in 2018-19. Proficiency rates in Orange County Schools, Chapel-Hill Carrboro City Schools, and Wake County are higher but have stagnated or decreased slightly over the past five years. 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. The district is working with unwavering focus to exceed the 51 percent grade level proficiency target set for 2020 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. The DPS graduation rate increased from 80.7 percent in 2014-15 to 82.9 percent in 2018-19. In the same time period, four-year cohort graduation rates increased from 86.1 to 89.9 percent in Wake County, held steady between 90 and 91 percent in Chapel Hill-Carrboro City Schools, and increased from 88 to 89 percent in Orange County Schools. The district is working to exceed the 84.4 percent target set for 2020 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. The percentage of DPS teachers who agree that their school is a good place to teach and learn increased steadily from 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. DPS will continue its positive momentum in increasing teacher working conditions, with a particular focus on schools that are below the district average. **Note:** This Teacher Working Conditions Survey is issued statewide on a bi-annual basis. Survey results for 2020 should be available in the summer.

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.

	FY2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved
Current expense	\$7,210,703	\$7,552,658	\$8,273,590	\$7,525,299
Capital outlay	\$347,500	\$347,500	\$347,500	\$347,500
TOTAL	\$7,558,203	\$7,900,158	\$8,621,090	\$7,872,799
Debt service	\$2,756,783	\$2,431,033	\$2,487,248	\$2,487,248
TOTAL FUNDING	\$10,314,986	\$10,331,191	\$11,108,338	\$10,360,047

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

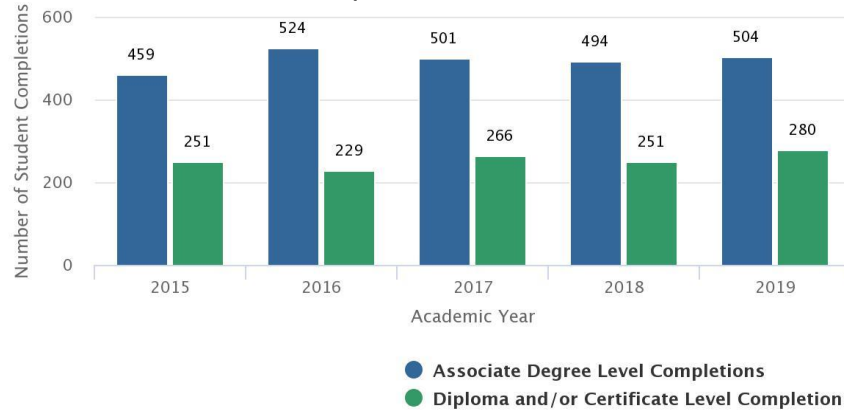
Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$7,558,203	\$7,900,158	\$8,621,090	\$7,872,799	-0.35%
Operating	\$7,210,703	\$7,552,658	\$8,273,590	\$7,525,299	-0.36%
Capital	\$347,500	\$347,500	\$347,500	\$347,500	0.00%

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 \$1,389,902 for student scholarship support and other educational opportunities.
- Durham Technical Community College's County funding decreases \$27,359 or -0.36% from the FY 2019-20 Original Budget.
 - Article 46 Sales Tax revenue decreases by \$36,329.
 - Annual operating expenses decreased by \$27,359.
 - 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

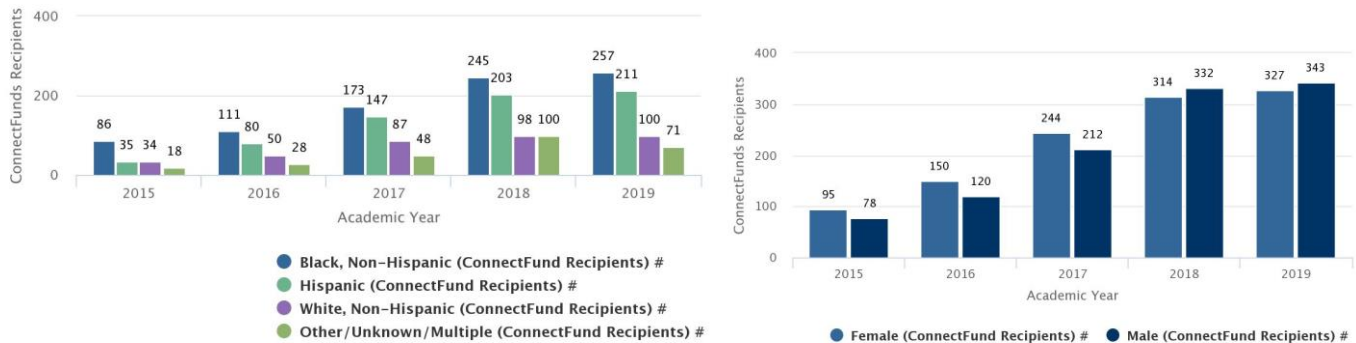
Performance Measures

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 2019 information above represents data from academic year 2018-2019. 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. 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. 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. The target for ConnectFunds recipients is to provide this scholarship to any student eligible to receive it.

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 FY2020-21.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$3,092,563	\$5,548,390	\$7,199,771	\$5,515,021	-0.60%
Operating	\$3,092,563	\$5,548,390	\$7,199,771	\$5,515,021	-0.60%

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 funded 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	Annual Base and Whitted Pre-k Budget
FY 2017-18	\$1,500,000	\$1,500,000
FY 2018-19	\$2,150,000	\$3,650,000
FY 2019-20	\$1,600,000	\$5,250,000
FY 2020-21	\$0	\$5,250,000

FY 2020-21 Pre-K Funding	
Whitted School	\$1,500,000
Base Pre-K Funding	\$3,750,000
Article 46 Support	\$30,271
Total Pre-K Funding	\$5,280,271

This FY 2019-20 expansion funded 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 supported 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.

Due to major fiscal constraints in FY 2020-21 no additional funding was approved for Pre-K support. This will hopefully be a short-term break and expansion can again be supported in future fiscal years.

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 \$30,271. This source of funding should grow steadily in future years. While finally, a total of \$234,750 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	FY2020-21 Funding ½ Year
Child Care Services Association	\$15,000
Rebound, Alternatives for Youth	\$3,750
Big Brothers Big Sisters of the Triangle	\$5,000
Reach out and Read Program (Full Year)	\$50,000
Bull City Community Schools Initiative (Full Year)	\$146,000
Book Harvest	\$2,500
Voices Together	\$2,500
Durham's Partnership for Children	\$7,500
Walltown Children's Theatre	\$2,500
	\$234,750

Funding for existing nonprofits shown above (except for two noted) is only for a half year as the nonprofit process will be revised and restarted in January 2021.

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Culture/Recreation

Departments and services supporting cultural and recreational activities for the benefit of residents and visitors.

Business Area Name	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.	Dept. % of Funct. Area
Library	\$10,950,641	\$11,167,718	\$12,969,646	\$11,744,645	5.17%	86.60%
Other Cultural & Recreational	\$2,173,482	\$1,817,841	\$2,050,000	\$1,817,841	0.00%	13.40%
Total	\$13,124,123	\$12,985,559	\$15,019,646	\$13,562,486	4.44%	100.00%

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.

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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$10,950,641	\$11,167,718	\$12,969,646	\$11,744,645	5.17%
Personnel	\$7,164,579	\$8,037,828	\$9,093,968	\$8,830,400	9.86%
Operating	\$3,518,402	\$3,004,890	\$3,675,678	\$2,714,245	-9.67%
Capital	\$267,660				
Transfers Out		\$125,000	\$200,000	\$200,000	60.00%
Revenue	\$805,553	\$698,590	\$643,440	\$643,440	-7.89%
Intergovernmental	\$360,777	\$288,090	\$242,940	\$242,940	-15.67%
Contributions and Donations	\$155,229	\$125,000	\$200,000	\$200,000	60.00%
Service Charges	\$289,473	\$285,500	\$200,500	\$200,500	-29.77%
Other Revenues	\$76				
Net County Cost	\$10,145,088	\$10,469,128	\$12,326,206	\$11,101,205	6.04%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
136.91	147.91	147.91	147.91	147.91

Budget Highlights

- The downtown Main Library's grand reopening, after a complete renovation, was set for April of 2020 but was delayed due to the impact of COVID-19. The official reopening date is still pending. 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.
- The Braggstown Family Literacy Center will reopen in FY 2020-21 after undergoing renovation. The facility will offer expanded hours to serve the Durham Community.
- New this fiscal year, Durham County Libraries have eliminated overdue fines for books and audiovisuals. "Fine Free" removes barriers to library access for low income families and individuals. Residents will still be charged a fee for lost and damaged items.
- Library will receive one Ford Transit van for FY 2020-21. This items expenditure is seen in the Non-Departmental Business Area (\$26,500)

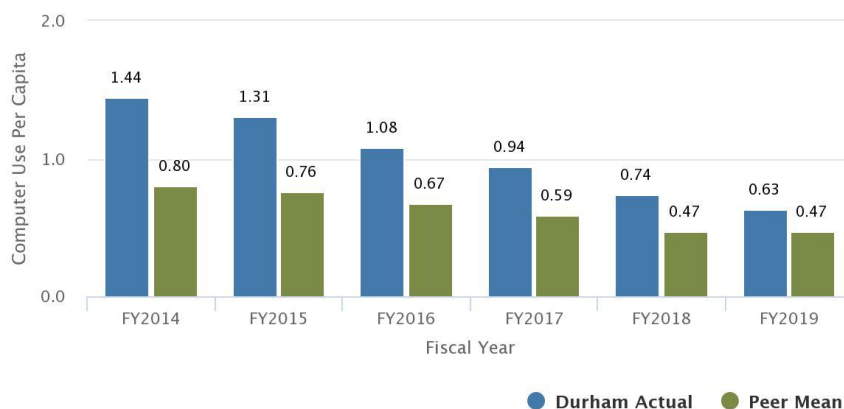
Performance Measures

Measure: AVERAGE PER PROGRAM ATTENDANCE FOR ALL OFF-SITE PROGRAMS

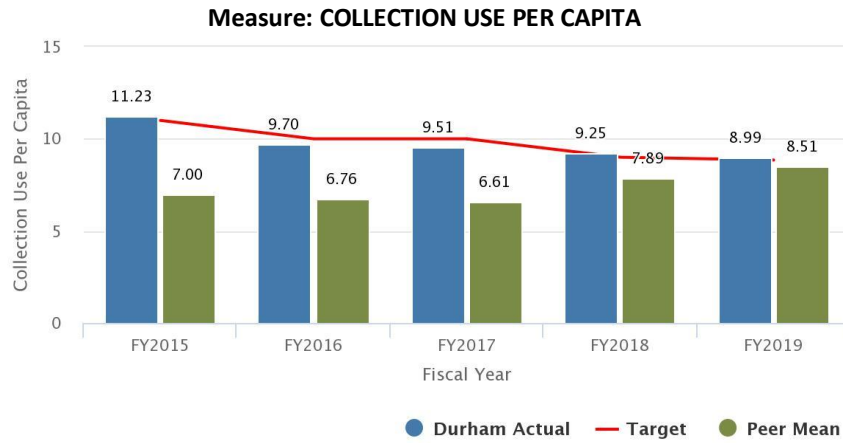


Measure description: This measure shows the average number of attendees at programs conducted in the community by library staff. Programs are provided for customers of all ages. This shows the progress the library has made reaching those who cannot physically come into buildings, and the library's increased efforts to better integrate into the community. Providing programming/services within the community allows for greater exposure and the library to meet customers' expectations. The demand for outreach programming continues to increase after closure of the Main Library for renovation. Per program attendance has almost doubled for programs held out in the community since closure.

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 (Buncombe, Charlotte, Forsyth, New Hanover, Orange, Union, and Wake). 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. This measure does not indicate trends within the library, but within the community. Changes in the availability of internet access for residents dictates the usage of the library's public computers, 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. This measure is an indicator of need in the community for computers with an office suite and internet connection. An increase indicates that the demand has grown. A decrease may indicate that the public has greater access to devices that use the library's wireless connectivity and/or more people in the community have adequate access at home.



Measure description: This measure shows how many times the library collection has been used per capita compared to our chosen peer group (Buncombe, Charlotte, Forsyth, New Hanover, Union, and Wake). Using a per capita measure makes it easier to compare peers with significantly different population sizes. This measure is an indicator of whether the library's entire collection of physical and digital materials 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. This measure has shown how many times any of the library collection (digital and physical) has been used compared to our chosen peer group. The peer average jumped for FY 2018 because the Forsyth Main Library reopened, causing a spike. This measure has shown how many physical items were borrowed per capita in prior reports. Because our main data source for peer information has changed, it made sense to change this measure to total library collection use (physical and digital). The reopening of the Main Library in the last quarter of the fiscal year should raise overall collection use.

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.

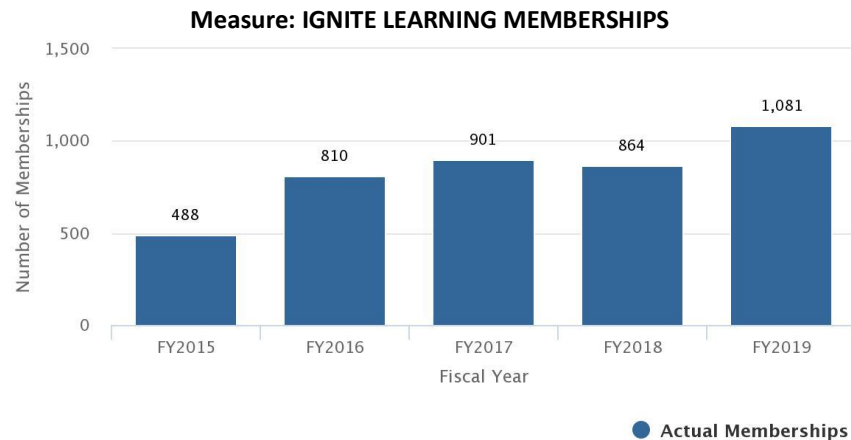
Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$1,767,841	\$1,767,841	\$2,000,000	\$1,767,841	0.00%
Net County Cost	\$1,767,841	\$1,767,841	\$2,000,000	\$1,767,841	0.00%

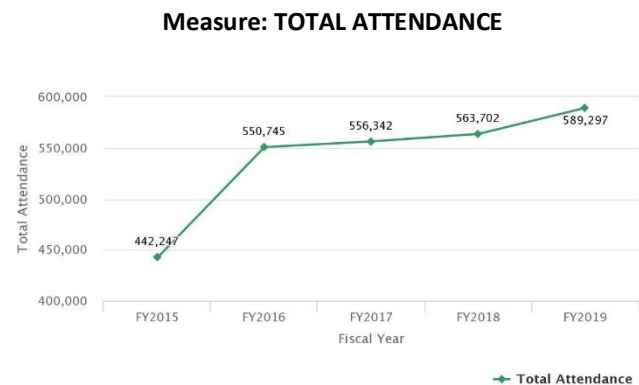
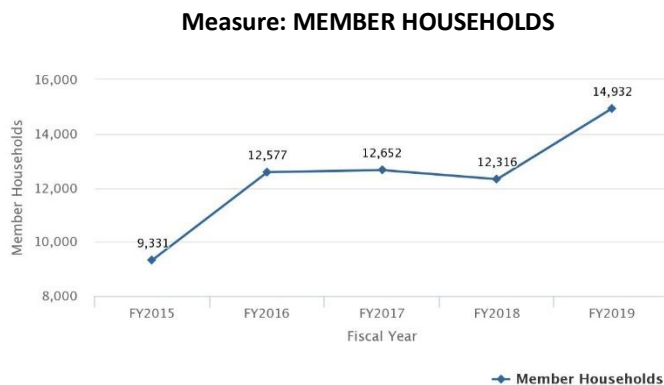
Budget Highlights

- County funding for NCMLS stays flat at the same level as the previous two fiscal year's original budget. This is due to minimal available additional County dollars to appropriate among a large number of needs.

Performance Measures

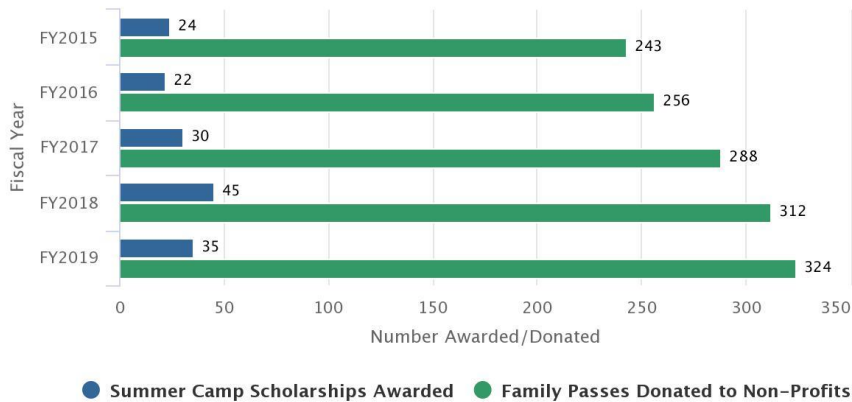


Measure description: Unique in the museum world, Ignite Learning is a family membership program that develops and leverages deep, long-term relationships with community partners. Local social service agencies, many of whom have participated in the program for over a decade, help to inform the nature, content, and cultural context of the programming that is offered. More expensive and labor intensive than typical museum access programs, Ignite Learning embodies a holistic, whole community approach that places the unique needs of Durham County's most vulnerable populations at its core. Now in its twelfth year, this program provides community members living below the poverty level with year-round Museum access and full member benefits. The Museum currently partners with 25 social service agencies (e.g. Durham Partnership for Children, East Durham Children's Initiative, Durham Early Head Start, Families Moving Forward) that refer families they serve. Families sign up for a deeply discounted, renewable family membership (\$5 as opposed to \$205 for a household of 6). Through this program, the Museum provides a safe, welcoming learning environment to families with limited financial means, a nature-filled 84-acre campus for healthy, outdoor activities and quality family time, and year-round science learning opportunities to at-risk children who would otherwise be unable to afford them.

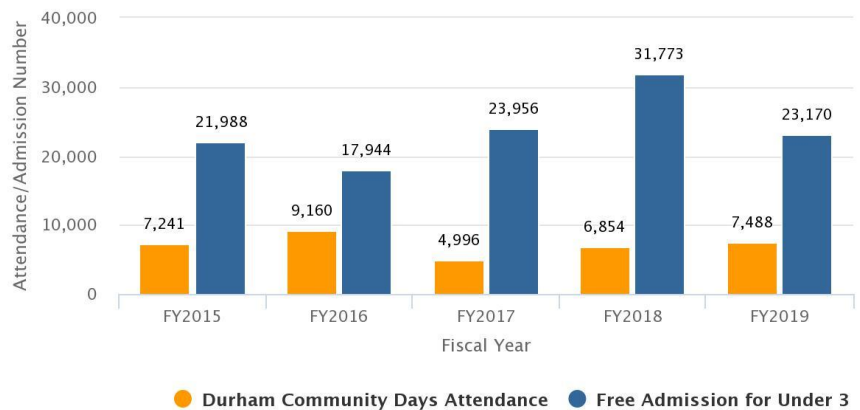


Measure description: The number of member households is a proxy for the achievement of the Museum's mission. The Museum's membership strategy is intended to encourage repeat visitation for deeper learning. Total attendance represents the Museum's reach and impact for the region. By laying member household 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. 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. Annual visitation and membership remained strong in FY 2019. These numbers are one of many indications of the ways in which the Museum serves Durham County by welcoming residents and providing access to a wide range of audiences.

Measure: COMMUNITY SCHOLARSHIPS AND DONATIONS



Measure: COMMUNITY PROGRAMS



Measure description: Summer Camp Scholarships Awarded represents 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. 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. In FY 2021, the Museum will continue to offer its Free under Three program and offer 20 Durham Community Days on Sundays and weekdays throughout the year to ensure that its exhibits, nature spaces, and activities are accessible to Durham residents. Each year, the Museum's available funding fails to meet demand for summer science camp scholarships for families with demonstrated financial need. For FY 2021, the Museum will set and strive to meet an annual goal of awarding a minimum of 50 summer camp scholarships (25 based on applications from the general public and 25 to Ignite Learning power partners for allocation to their clients). This goal requires annual fundraising of approximately \$25,000. Plans are already underway to promote this opportunity through social media, event-based fundraising, and the Museum's other fundraising efforts.

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 Spectator, 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.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$50,000	\$50,000	\$50,000	\$50,000	0.00%
Operating	\$50,000	\$50,000	\$50,000	\$50,000	0.00%
Net County Cost	\$50,000	\$50,000	\$50,000	\$50,000	0.00%

Budget Highlights

- The Convention Center bookings and events have been severely impacted by the COVID-19 pandemic. The staff there is working diligently to curtail costs in the short-term and develop strategies for returning to a new baseline over the coming year(s). The economic needs of the Convention Center that may be requested of the City and County (as joint owners) will be considered as the fiscal year progresses and the economic impact is more fully understood.

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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.

Fund Name	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.	Fund % of Incl. Funds
Risk Management	\$3,436,647	\$3,646,478	\$3,849,805	\$3,849,805	5.58%	3.31%
Swap Agreement 05	\$1,689,612	\$1,000,000	\$1,500,000	\$1,500,000	50.00%	1.29%
Reappraisal Reserve Fund	\$1,473,137	\$874,981	\$786,480	\$840,700	-3.92%	0.72%
Capital Improvement Plan	\$76,958,121	\$79,256,388	\$77,261,129	\$76,951,796	-2.91%	66.25%
Benefits Plan	\$27,792,001	\$29,783,050	\$32,483,643	\$32,483,643	9.07%	27.97%
LEO Special Separation Allowance		\$420,000	\$525,000	\$525,000	25.00%	0.45%
L.E.O. Retirement Trust	\$493,651					
Total	\$111,843,169	\$114,980,897	\$116,406,057	\$116,150,944	1.02%	100.00%

*LEO Separation Allowance Fund was combined in FY 2019-20 to the General Funds

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's 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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$3,775,189	\$3,646,478	\$3,849,805	\$3,849,805	5.58%
Personnel	\$343,994	\$474,476	\$562,383	\$562,383	18.53%
Operating	\$3,390,031	\$3,106,687	\$3,150,453	\$3,150,453	1.41%
Capital			\$1,700	\$1,700	
Transfers Out	\$41,163	\$65,315	\$135,269	\$135,269	107.10%
Revenue	\$3,436,647	\$3,646,478	\$3,849,805	\$3,849,805	5.58%
Investment Income	\$213,622	\$44,743			-100.00%
Service Charges	\$3,223,025	\$3,601,735	\$3,849,805	\$3,849,805	6.89%

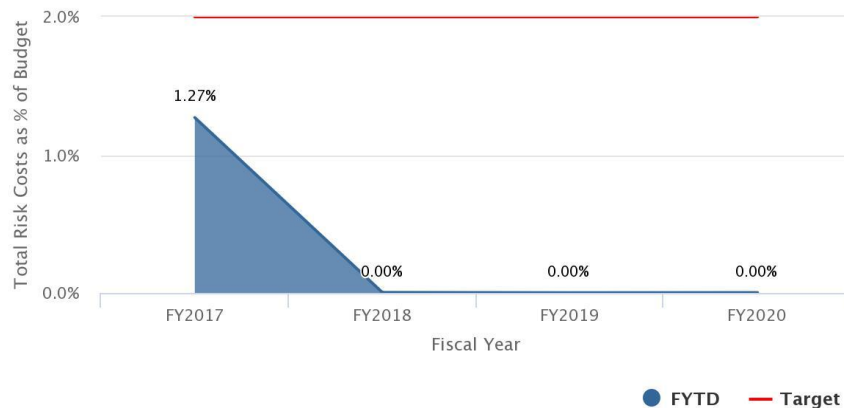
FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
5.00	5.00	5.00	6.00	6.00

Budget Highlights

- Risk Management is receiving a new position to assist with logging OSHA injury/illness rate and OSHA DART rate on a quarterly basis and Corvel Data via the annual risk report. In addition, this position will assist with all claims in the County as the total number and complexity is ever increasing.
- Risk Management's budget is balanced by internal service charges to other funds that are tracked through the Commitment Item Insurance and Bonds. This category reflects the attempt to accurately capture by Department their approximate cost for Worker's Compensation coverage.

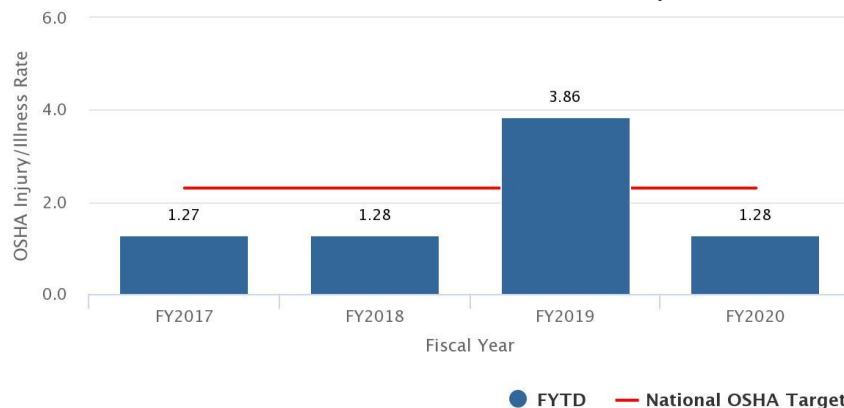
Performance Measures

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. 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. The goal for this measure is 2% or less (based on industry standards). 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. Implementation of the Durham County Safety Program has helped to reduce organizational injuries, which has assisted this measure in downward trending. The ultimate target is zero injuries and illness; however, the 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. The NC Department of Labor has established incidence rates by industry. The DART rate includes days away from work, job transfer, or restriction. The DART rate established for our status as County government is 1.2. Our goal is to stay at or below that number. Our current DART rate is 0.48.

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 \$31,526,917 has been received to date, of these funds, \$16,625,930 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 FY 2020-21 (September 2020 and March 2021), and a conservative estimate is the County will receive \$1,500,000. \$766,041 of the estimated total collection will be transferred to the Debt Service Fund to support annual debt service payments, and help keep the property tax rate dedicated for debt service support flat for FY 2020-21.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$3,162,949	\$1,000,000	\$1,500,000	\$1,500,000	50.00%
Transfers Out	\$3,162,949	\$1,000,000	\$1,500,000	\$1,500,000	50.00%
Revenue	\$1,689,612	\$1,000,000	\$1,500,000	\$1,500,000	50.00%
Investment Income	(\$11,270)				
Other Revenues	\$1,700,882	\$1,000,000	\$1,500,000	\$1,500,000	50.00%

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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 of revaluation process 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.

Durham County is currently on a four-year revaluation cycle and this annual funding supports personnel expenses and data collection necessary to meet statutory obligations.

Budget

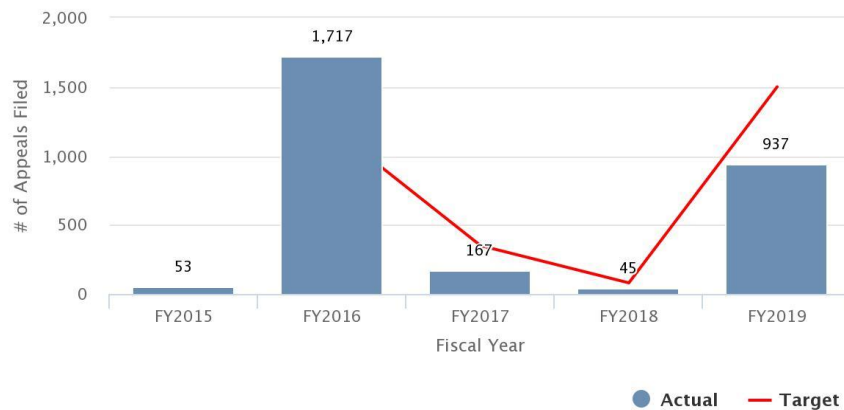
Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$1,556,161	\$874,981	\$840,700	\$840,700	-3.92%
Personnel	\$490,092	\$273,948	\$295,146	\$295,146	7.74%
Operating	\$1,050,093	\$601,033	\$491,334	\$491,334	-18.25%
Capital					
Transfers Out	\$15,976		\$54,220	\$54,220	
Revenue	\$1,473,137	\$874,981	\$786,480	\$840,700	-3.92%
Investment Income	(\$2,869)				
Transfers In	\$1,476,006	\$874,981	\$786,480	\$840,700	-3.92%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Recommended FTE
4.00	4.00	4.00	4.00	4.00

*Note: In FY 2017-18 the Revaluation Fund Center was moved to the Reappraisal Reserve Fund (see corresponding page for General Fund Tax Department information)

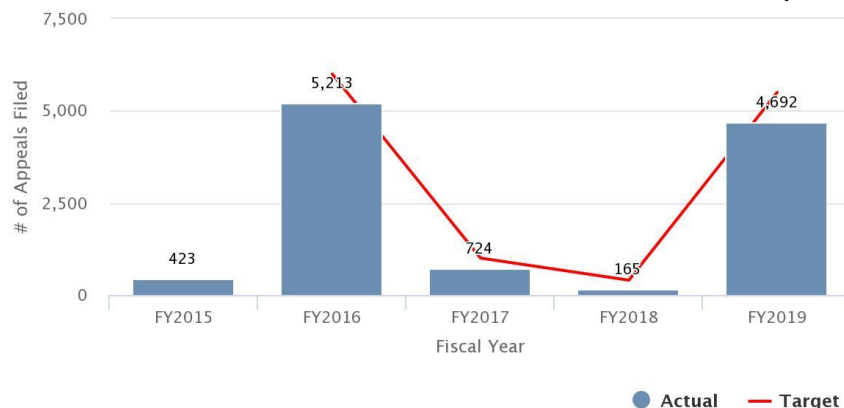
Performance Measures

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. General reappraisal updates all taxable parcels to reflect current market value. Written notice of the updated value is mailed to the property owner which includes instructions for appealing that new value. It is typical in a reappraisal year to see an increase in the volume of appeals filed. The number of appeals filed will be significantly lower following the general reappraisal year. The number of appeals filed will peak during a general reappraisal year and typically begin a steady decline in the following years until the next reappraisal. Mass appraisal industry standard for commercial/industrial appeals range fifteen to twenty percent (15-20%) of the county's parcel count. If the number of filed appeals is lower than the mass appraisal industry standard that is generally an indication that many of those property owners agree with the values set by the assessor's office.

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. General reappraisal updates all taxable parcels to reflect current market value. Written notice of the updated value is mailed to the property owner which includes instructions for appealing that new value. It is typical in a reappraisal year to see an increase in the volume of appeals filed. The number of appeals filed will be significantly lower following the general reappraisal year. Under normal economic conditions the years prior to the effective date of general reappraisal show a decline in appeals filed. The effective date of Durham County's most recent general reappraisal was January 1, 2019 which accounts for the large increase in appeals for FY 2019. In the years following a general reappraisal, appeals will continue to decrease until the next reappraisal provided the housing market does not decline.

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 6.54% for FY 2020-21 in an effort to fund capital facility improvements. The long-range Capital Financing Plan can be found in the FY 2020-29 Capital Improvement Plan. Durham County's Capital Financing Policy follows.

Revenues	FY2020-21
Property Taxes (8.61 cents-Revenue Neutral)	\$37,577,441
One-half Cent Sales Taxes (Art. 40, 42, & 46)	\$34,725,427
Occupancy Taxes	\$3,078,263
Interest Earnings	\$10,000
Miscellaneous Revenue	\$1,028,837
Fund Balance	\$531,828
TOTAL RESOURCES	\$76,951,796

Expenditures	FY2020-21
Motor Vehicle Tax Collection Fees (State)	\$90,001
Transfer to Debt Service	\$64,722,158
County Contribution*	\$4,708,155
Transfer to General Fund	\$7,431,482
TOTAL EXPENDITURES	\$76,951,796

<i>*Projects funded with County contribution. These projects include:</i>	
Ongoing HVAC Replacement	\$387,205
Security Improvements	\$474,809
EMS Equipment Replacement	\$1,650,000
Stanford L. Warren Water Intrusion	\$500,000
Detention Center Windows Replacement	\$1,696,141
TOTAL EXPENDITURES	\$4,708,155

For FY 2020-21, the portion of the County-wide tax rate dedicated to the Capital Financing Plan is 8.61 cents, no increase from FY 2019-20.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$81,786,945	\$79,256,388	\$77,261,129	\$76,951,796	-2.91%
Operating	\$61,081	\$90,001	\$90,001	\$90,001	0.00%
Transfers Out	\$81,725,864	\$79,166,387	\$77,171,128	\$76,861,795	-2.91%
Revenue	\$76,958,121	\$79,256,388	\$77,261,129	\$76,951,796	-2.91%
Taxes	\$36,418,009	\$37,064,199	\$37,577,441	\$37,577,441	1.38%
Investment Income	\$238,623	\$110,000	\$10,000	\$10,000	-90.91%
Rental Income	\$586,628	\$598,280	\$598,280	\$598,280	0.00%
Transfers In	\$39,714,860	\$41,483,909	\$39,075,408	\$38,766,075	-6.55%

Despite economic constraints that developed in the early spring of 2020 that significantly reduced revenue collection projections for sales tax and occupancy tax, the County was able to maintain a flat tax rate for the Capital Financing Plan Fund. This was accomplished through projects developing at a slower than planned pace and realigning some PAYGO funds from certain in FY 2020-21. In fact, a significant amount of funding normally allotted for support of capital projects and debt service has been redirected to the General Fund (\$7.4 million) with no setback to planned projects as defined in the Capital Improvement Plan (CIP).

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 FY 2020-29 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 6.54% for the FY 2020-21 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:

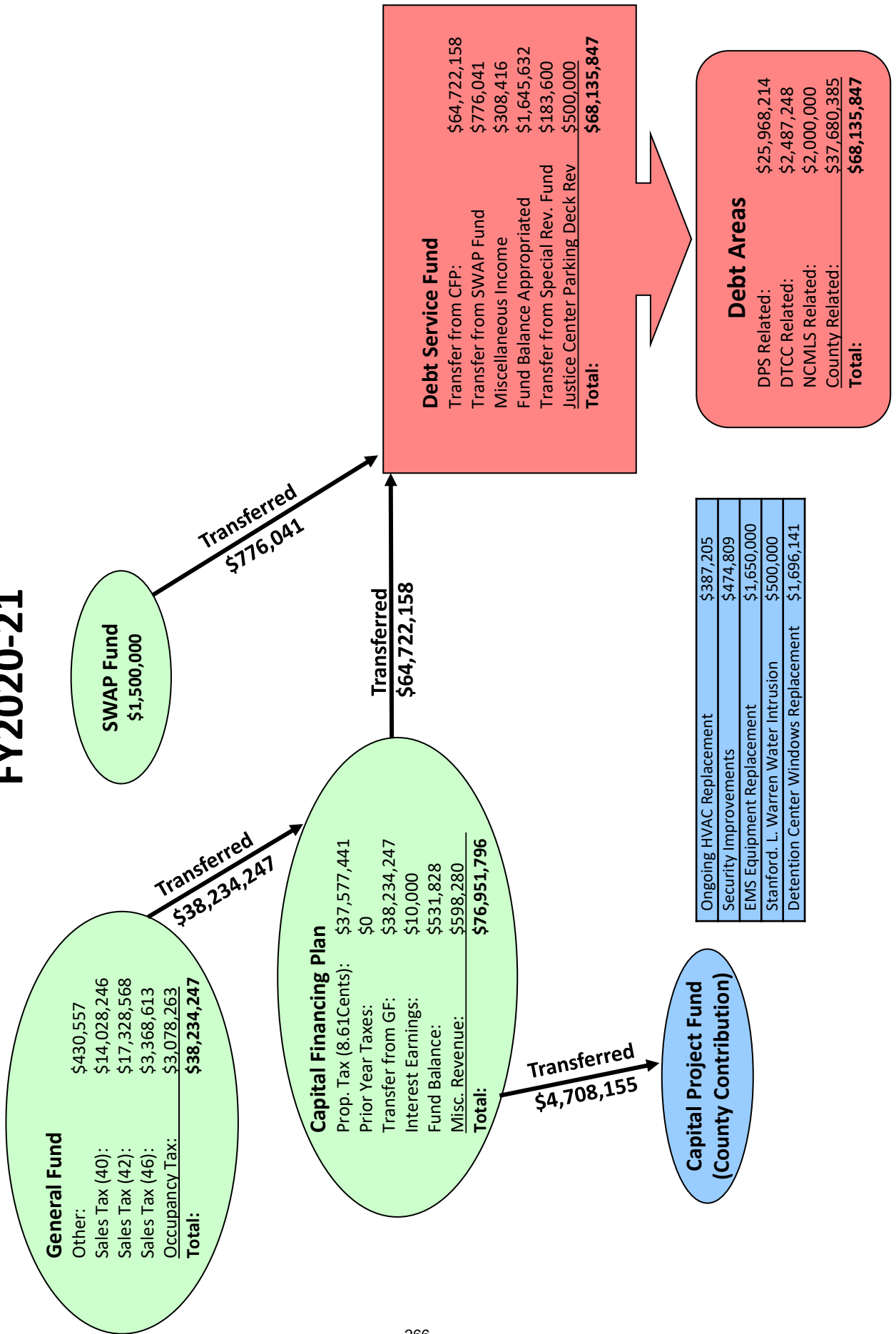
The county will annually designate:

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

FY2020-21



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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 fully self-funded with a specific stop-loss insurance policy that reimburses the County and prevents it from having to pay for catastrophic or unusually high overall claim costs. This plan allows for more effective and efficient management of health care costs for both the County and its employees. By retaining potential 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 life insurance coverage at one times each employee's salary. The County also offers dependent coverage that more employees can afford. The County's benefit plan with its supplemental specific stop-loss policy is structured to protect the county from costs that could become a liability, while ensuring our employees continue to receive the care they need.

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 FY2020-21, the plan will be funded through transfers from other funds to the Benefits Plan Fund to cover the cost of the plan:

- \$29,623,911 will be transferred from the General Fund
- \$379,540 charge for service from the Sewer Utility Enterprise Fund for employees that reside in that fund
- \$81,330 will be transferred from the Risk Management Fund for employees that reside in that fund
- \$54,220 will be transferred from the Reappraisal Reserve Fund for employees that reside in that fund
- \$2,344,642 funding source for employee contributions booked directly to the Benefits Plan Fund

FY2020-21 Benefits Plan Fund Budget

	FY 2019-20	FY2020-21	\$ Change FY to FY	% Change FY to FY
Health Insurance	\$26,470,111	\$28,859,764	\$2,389,653	9.03%
Dental Insurance	\$2,020,996	\$2,238,397	\$217,401	10.76%
Life Insurance	\$271,774	\$322,903	\$51,129	18.81%
Vision Insurance	\$381,412	\$340,842	(\$40,570)	-10.64%
Wellness Clinic HealthSTAT	\$546,548	\$568,342	\$21,794	3.99%
Plan Administration Fees	\$92,209	\$153,395	\$61,186	66.36%
TOTAL	\$29,783,050	\$32,483,643	\$2,700,593	9.07%

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$27,896,160	\$29,783,050	\$32,483,646	\$32,483,643	9.07%
Personnel	\$27,248,093	\$29,144,293	\$31,761,909	\$31,761,906	8.98%
Operating	\$648,067	\$638,757	\$721,737	\$721,737	12.99%
Revenue	\$27,792,001	\$29,783,050	\$32,483,643	\$32,483,643	9.07%
Investment Income	\$175,412				
Service Charges	\$2,780,576	\$2,633,099	\$2,819,067	\$2,819,067	7.06%
Transfers In	\$24,836,013	\$27,149,951	\$29,664,576	\$29,664,576	9.26%

Budget Highlights

- The health insurance coverage will continue to contract with 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.

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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$493,911	\$420,000	\$525,000	\$525,000	25.00%
Personnel	\$493,911	\$420,000	\$525,000	\$525,000	25.00%
Revenue	\$493,651	\$420,000	\$525,000	\$525,000	25.00%
Contributions and Donations	\$458,888				
Investment Income	\$34,763				
Transfers In		\$420,000	\$525,000	\$525,000	25.00%



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.

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Special Revenue Funds

Funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purpose. The Special Revenue Funds include Fire Districts, Special Park District, and the Community Health Fund

Fund Name	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.	Fund % of Incl. Funds
Lebanon Fire District	\$1,340,104	\$1,503,881	\$1,536,746	\$1,536,746	2.19%	13.50%
Redwood Fire District	\$1,067,158	\$1,193,126	\$1,121,729	\$1,093,958	-8.31%	9.61%
New Hope Fire District	\$103,742	\$101,029	\$97,383	\$97,383	-3.61%	0.86%
Eno Fire District	\$38,025	\$36,568	\$36,256	\$36,256	-0.85%	0.32%
Bahama Fire District	\$1,546,295	\$1,576,301	\$1,557,933	\$1,557,933	-1.17%	13.69%
Special Park District	\$1,082,520	\$1,156,496	\$1,288,724	\$1,288,724	11.43%	11.32%
Durham Fire And Rescue Serv Tax District	\$4,263,700	\$4,348,683	\$4,518,983	\$4,518,983	3.92%	39.71%
Community Health Trust	\$2,655,491	\$2,650,000	\$1,250,000	\$1,250,000	-52.83%	10.98%
Total	\$12,097,034	\$12,566,084	\$11,407,754	\$11,379,983	-9.44%	100.00%

FIRE AND SPECIAL TAXING 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 property tax supported by residents of each respective district. Fire protection services are provided by incorporated volunteer fire departments, and in addition 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 recommended for FY2020-21:

District	FY2019-20 Adopted Tax Rate	FY2020-21 Requested Tax Rate	FY2020-21 Approved Tax Rate	Tax Rate Change Approved v. Adopted
Lebanon	11.76	11.76	11.76	
Redwood	12.25	12.55	12.25	
New Hope*	7.56	7.56	7.56	
Eno*	7.86	7.86	7.86	
Bahama	9.87	9.44	9.87	
Durham County Fire & Rescue	13.49	14.49	14.49	1.00
RTP Special Park District**	6.29	7.80	7.80	1.51

*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 FY2020-21 the total rate for RTP is 22.29 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 FY 2018-19 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 most often comprise two different expenses:

- Fire District funds dispersed directly to the corresponding fire department for their annual operating expenses as approved by the Fire Marshal
- State fees for vehicle tax collection under the North Carolina Vehicle Tax System (NCVTS) (these amounts are relatively small depending on the district and valuation of vehicles).

Where applicable the "Transfers In" 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.

For each District, the revenues and expenditures are directly offsetting reflecting a balanced budget for each. In prior year actuals:

- Where there is an over-collection of revenue in relation to expenditure, those funds are maintained in fund balance and dedicated to future use, only for expenses related directly to those districts.
- Where the table below shows an over-expenditure versus revenue, there is actually a fund balance appropriation that was done in the background to ensure the revenue is equal to the expense (these amounts can be found in the year-end Comprehensive Annual Financial Reports (commonly referred to as CAFR)).

FIRE DISTRICTS

Fund Name	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Lebanon Fire District					
Expenditure	\$1,443,734	\$1,503,881	\$1,536,746	\$1,536,746	2.19%
Operating	\$591,048	\$599,107	\$585,775	\$585,775	-2.23%
Transfers Out	\$852,685	\$904,774	\$950,971	\$950,971	5.11%
Revenue	\$1,340,104	\$1,503,881	\$1,536,746	\$1,536,746	2.19%
Taxes	\$1,329,927	\$1,503,881	\$1,501,210	\$1,501,210	-0.18%
Investment Income	\$10,177				
Transfers In			\$35,536	\$35,536	
Redwood Fire District					
Expenditure	\$1,054,976	\$1,193,126	\$1,121,729	\$1,093,958	-8.31%
Operating	\$1,054,976	\$1,193,126	\$1,121,729	\$1,093,958	-8.31%
Revenue	\$1,067,158	\$1,193,126	\$1,121,729	\$1,093,958	-8.31%
Taxes	\$1,056,384	\$1,093,126	\$1,120,749	\$1,093,958	0.08%
Investment Income	\$10,774				
Transfers In		\$100,000	\$980		-100.00%
New Hope Fire District					
Expenditure	\$142,246	\$101,029	\$97,383	\$97,383	-3.61%
Operating	\$142,246	\$101,029	\$97,383	\$97,383	-3.61%
Revenue	\$103,742	\$101,029	\$97,383	\$97,383	-3.61%
Taxes	\$102,886	\$101,029	\$97,383	\$97,383	-3.61%
Investment Income	\$855				
Eno Fire District					
Expenditure	\$37,080	\$36,568	\$36,256	\$36,256	-0.85%
Operating	\$37,080	\$36,568	\$36,256	\$36,256	-0.85%
Revenue	\$38,025	\$36,568	\$36,256	\$36,256	-0.85%
Taxes	\$37,049	\$36,568	\$36,256	\$36,256	-0.85%
Investment Income	\$976				
Bahama Fire District					
Expenditure	\$1,522,630	\$1,576,301	\$1,557,933	\$1,557,933	-1.17%
Operating	\$1,522,630	\$1,576,301	\$1,557,933	\$1,557,933	-1.17%
Revenue	\$1,546,295	\$1,576,301	\$1,557,933	\$1,557,933	-1.17%
Taxes	\$1,529,523	\$1,576,301	\$1,557,933	\$1,557,933	-1.17%
Investment Income	\$16,772				
Durham Fire And Rescue Serv Tax District					
Expenditure	\$4,397,860	\$4,348,683	\$4,518,983	\$4,518,983	3.92%
Operating	\$4,306,312	\$4,119,781	\$4,335,383	\$4,335,383	5.23%
Transfers Out	\$91,548	\$228,902	\$183,600	\$183,600	-19.79%
Revenue	\$4,263,700	\$4,348,683	\$4,518,983	\$4,518,983	3.92%
Taxes	\$4,232,058	\$4,248,683	\$4,076,105	\$4,305,710	1.34%
Intergovernmental	\$3,963				
Investment Income	\$27,679				
Transfers In		\$100,000	\$442,878	\$213,273	113.27%

Budget Highlights

Lebanon District

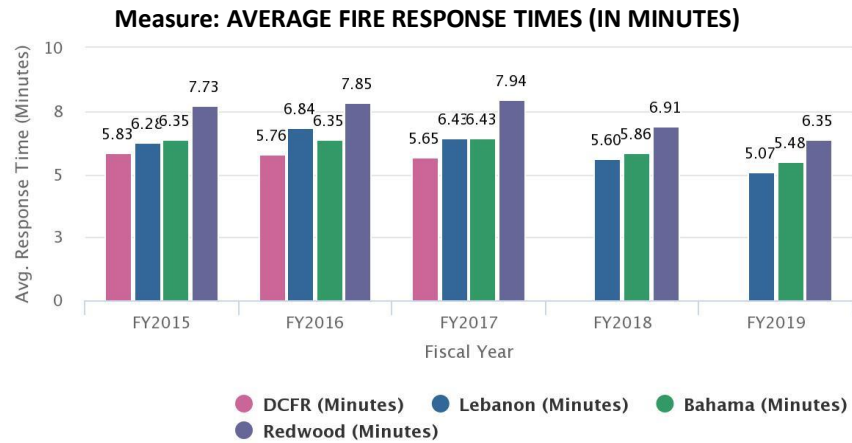
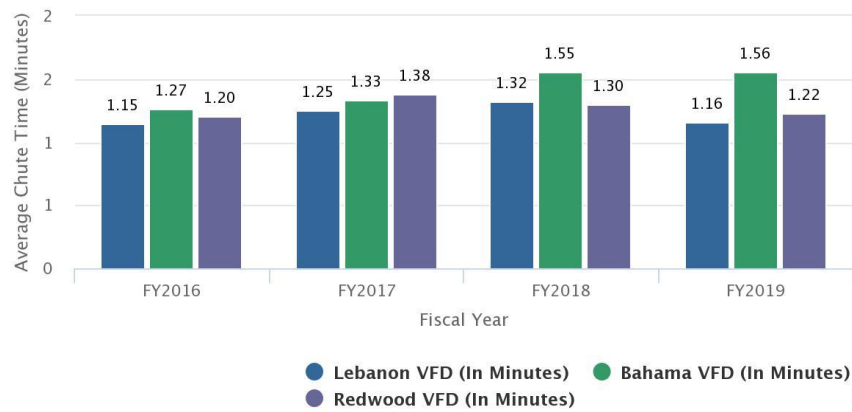
- Transfers are made to the General Fund for the personnel and benefit expenditures of County positions.

Durham County Fire and Rescue District

- When the consolidation was being put into place, there were staggered tax rate increases that were projected in order to maintain adequate funding to support the DCFR District long term. The one cent increase in tax rate for the DCFR District supports ongoing costs (not only for this coming fiscal year but also to better prepare the District for some anticipated expense increases in future years) of consolidating with the City of Durham. This rate also recognizes the volatility of the property valuations in that district (a part of which is affected by the RTP District as well).

Performance Measures

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

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 22.29 for \$100 valuation).

The revenues and expenditures for this district are directly offsetting reflecting a balanced budget for each. In prior year actuals:

- Where there is an over-collection of revenue in relation to expenditure, those funds are maintained in fund balance and dedicated to future use, only for expenses related directly to this District.
- Where the table below shows an over-expenditure versus revenue, there is actually a fund balance appropriation that was done in the background to ensure the revenue is equal to the expense (these amounts can be found in the year-end Comprehensive Annual Financial Reports (commonly referred to as CAFR)).

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$1,067,062	\$1,156,496	\$1,288,724	\$1,288,724	11.43%
Operating	\$1,067,062	\$1,156,496	\$1,288,724	\$1,288,724	11.43%
Revenue	\$1,082,520	\$1,156,496	\$1,288,724	\$1,288,724	11.43%
Taxes	\$1,070,883	\$1,156,496	\$1,288,724	\$1,288,724	11.43%
Investment Income	\$11,637				

Budget Highlights

The fiscal year 2020-21 proposed tax rate increase is primarily to fund the first year of a long range RTP trail improvements project that emerged from a trail study completed in fiscal year 2019-20. The trails were constructed approximately 20 years ago, and the items being addressed in the first year are deferred maintenance items relating to safety concerns. The other portion of the increase is to offset the decrease in year over year valuation of taxable RTP property located in Durham County. \$118,000 (equivalent to a 0.72 cent tax rate increase) is necessary to bring in equal revenue with the prior FY and offset the decreased valuation. The remaining \$130,000 (0.79 cents tax rate increase) is to support the new initiative. This organization realizes a tax rate increase, in light of current economic conditions, can bring hardship to some companies in RTP, but the routine maintenance of RTP right of ways and recreational facilities and the safety of pedestrians utilizing the trail systems are important.

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 FY 1998-99 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 FY 2009-10 Duke University Health System began paying Durham County \$3,950,000 annually for health-related costs. This amount was reduced to \$1,250,000 for FY 2019-20 and will continue at this amount annually through the conclusion of the agreement in FY 2030-31.

For FY 2020-21, Community Health Fund funds are being used to support Emergency Medical Services (EMS) net expenditures, EMS employee health benefits and replacement ambulances. FY 2019-20 was the final year that there was significant fund balance available in this fund to provide additional support for EMS related expenditures. The exact figure of remaining fund balance will be reconciled and reported in the County's Comprehensive Annual Financial Report (CAFR), and is anticipated to be less than \$100,000, which can be allocated at a future time.

Department	Item	FY2019-20 Approved	FY2020-21 Approved
Expenditures (Transferred to General Fund to support health-related programs)			
EMS	EMS Services and employee benefits (179 FTEs)	\$1,466,250	\$1,250,000
EMS	5 Replacement EMS ambulances	\$1,183,750	
TOTAL		\$2,650,000	\$1,250,000
Revenues (Received in Community Health Fund)			
Funds from FY2019-20 Duke University Health System contribution		\$1,250,000	\$1,250,000
Fund Balance Appropriation		\$1,400,000	
TOTAL		\$2,650,000	\$1,250,000

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$4,768,500	\$2,650,000	\$1,250,000	\$1,250,000	-52.83%
Transfers Out	\$4,768,500	\$2,650,000	\$1,250,000	\$1,250,000	-52.83%
Revenue	\$2,655,491	\$2,650,000	\$1,250,000	\$1,250,000	-52.83%
Intergovernmental	\$2,600,000	\$1,250,000	\$1,250,000	\$1,250,000	0.00%
Investment Income	\$55,491				
Transfers In		\$1,400,000			-100.00%

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 \$2,606,506 to directly support the EMS Departmental operations.

The funding for the Oakleigh building that was provided by Duke had a 10-year term that expired in FY2017-18. No funds have been budgeted in subsequent fiscal years.

Funding for the Lincoln Community Health Center goes directly to Lincoln and is not recorded in the County's Budget.



Debt Service Fund

A fund established to account for the repayment of debt principal and interest

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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.
- 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.
- \$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 FY 2012-13 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

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

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

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$151,707,662	\$63,974,554	\$71,632,435	\$68,135,847	6.50%
Other Expenditure	\$150,454,684	\$63,974,554	\$71,632,432	\$68,135,844	6.50%
Transfers Out	\$1,252,978		\$3	\$3	
Revenue	\$168,497,093	\$63,974,554	\$71,632,435	\$68,135,847	6.50%
Investment Income	\$1,048,501	\$348,409	\$308,416	\$308,416	-11.48%
Service Charges	\$650,641	\$500,000	\$500,000	\$500,000	0.00%
Other Revenues	\$8,398				
Transfers In	\$166,789,553	\$63,126,145	\$70,824,019	\$67,327,431	6.66%

- 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 FY 2017-18.
- For FY 2020-21, the portion of the County tax rate dedicated to fund the Capital Financing Plan, which helps support debt service payments stays flat at 8.61 cents.
- North Carolina law limits local government net debt to 8% of assessed value. Based on current valuations, the County could issue \$2.98 billion in debt. At this writing, the county has \$280.7 million in outstanding general obligation debt. An additional \$244.5 million in Limited Obligation Bond debt and \$27.1 million of installment purchases (short term debt) is not included in this legal limit.

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

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.

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 12 Month Estimate	2020-21 Department Requested	2020-21 Commissioner Approved
BOND PRINCIPAL	\$25,205,000	\$27,425,000	\$27,425,000	\$27,680,000	\$27,680,000
BOND INTEREST	\$10,190,518	\$10,507,751	\$10,507,751	\$9,261,364	\$9,261,364
OTHER*	\$116,312,144	\$26,041,803	\$26,041,803	\$34,691,071	\$31,194,483
TOTAL	\$151,707,662	\$63,974,554	\$63,974,554	\$71,632,435	\$68,135,847

*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 where the services provided are funded directly through user charges.

Water and sewer operations are included in the Enterprise Fund.

SEWER UTILITY 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 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. Support for these services are provided through utility charges to users of the system. 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

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$8,518,674	\$9,161,600	\$10,742,100	\$10,742,100	17.25%
Personnel	\$1,931,397	\$2,228,017	\$2,355,740	\$2,355,740	5.73%
Operating	\$4,462,460	\$3,686,733	\$4,067,843	\$4,067,843	10.34%
Capital	\$301,639	\$651,000	\$600,000	\$600,000	-7.83%
Other Expenditure	\$1,823,179	\$1,812,364	\$1,798,416	\$1,798,416	-0.77%
Transfers Out		\$783,486	\$1,920,101	\$1,920,101	145.07%
Revenue	\$12,659,769	\$9,611,600	\$11,192,100	\$11,192,100	16.44%
Licenses and Permits	\$15,300	\$5,000	\$10,000	\$10,000	100.00%
Sewer Connection Fees	\$3,368,601	\$794,000	\$793,500	\$793,500	-0.06%
Service Charges	\$1,096				
Enterprise Charges	\$9,274,772	\$8,812,600	\$10,388,600	\$10,388,600	17.88%
Net County Cost	(\$4,141,095)	(\$450,000)	(\$450,000)	(\$450,000)	0.00%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
27.00	27.00	27.00	29.00	29.00

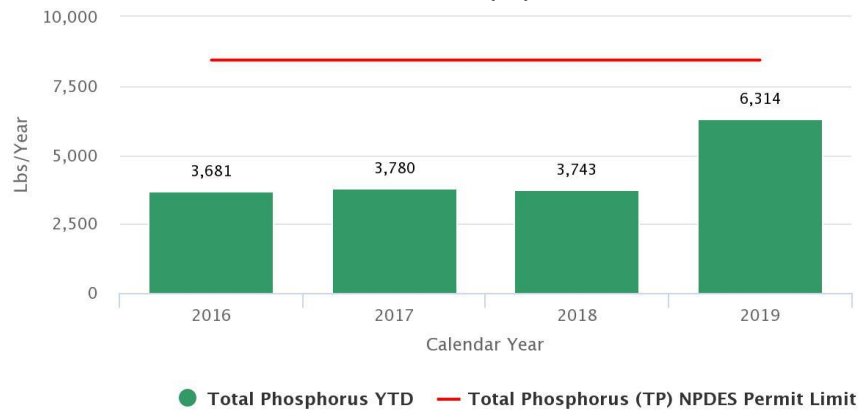
Payments for Sewer Utility Debt Service		
	FY 2019-20	FY 2020-21
PRINCIPAL	\$1,436,146	\$1,456,146
INTEREST	\$371,218	\$337,270
Bond Agency Fees	\$5,000	\$5,000
TOTAL	\$1,812,364	\$1,798,416

Budget Highlights

- Sewer consumption rates will be increased by 6.8% 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).
- Two new FTEs:
 - Plant Maintenance Technician: This position would provide additional support to the current Collection System and Maintenance crew. The technician will perform all maintenance activities, preventative and reactive, on the equipment at the wastewater plant, water plant, and the thirteen pump stations; the technician will assist in handling inspections, CCTV and jetting tasks, and work sewer spills as needed
 - GIS Analyst: The Analyst will be part of the Project Management and Compliance teams assisting in tracking the capacity and reliability of County sanitary sewer infrastructure and required to track industrial permits and ensure County sewer mapping is as updated as possible.

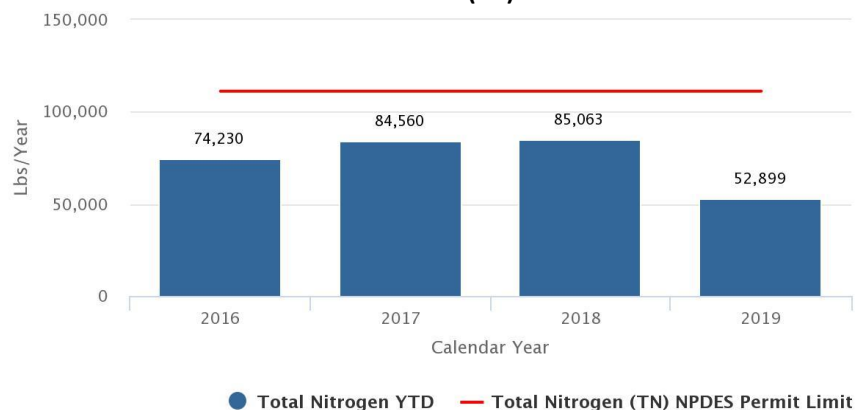
Performance Measures

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 freshwater 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. 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. 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 freshwater 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. 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. The target is to be below 111,207 lbs./year, which is the current NPDES permit limit.

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STORMWATER 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 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 Stormwater Enterprise Fund consists of revenues from plans review and permitting fees as well as the Durham County Stormwater Utility Fee.

The Durham County Stormwater and Erosion Control Division is tasked with finding ways to manage the ongoing challenge of stormwater impacts to the unincorporated areas of the County and meet state requirements (Jordan Lake and Falls Lake Rules) to reduce pollutants, especially nutrients like phosphorous and nitrogen, in our waterways. As the County continues to grow, the need to address increasing stormwater runoff and the pollutants it carries is a necessity. Nutrient management for both existing and new development is mandated by the North Carolina Department of Environmental Quality.

In order to pay for the projects that will be needed to address nutrient loading from existing development and meet state stormwater requirements, Durham County has implemented a Stormwater Utility Fee, to go into effect in FY2021. It is a fair, equitable, and stable way for Durham County to collect revenue to help fund the activities required to meet the nutrient rules. It is estimated that it may cost Durham County more than \$70 million dollars over the next 20 years to reduce pollutants in our waterways to meet the state requirements.

Previously, the Stormwater and Erosion Control Division were included as part of the General Fund in the Engineering and Environmental Services. However, with the adoption of the Durham County Stormwater Utility Fee, the entirety of the Division was moved to its own Enterprise Fund. Revenues for existing activities including stormwater and erosion control plans reviews, land disturbance permits, stormwater permits and annual inspection fees, and reinspection fees associated with enforcement actions, will be combined with revenues from the Stormwater Fee to fund water quality protection programs throughout the County.

Programs

Erosion Control

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.

Stormwater

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 new development 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.

Stormwater Utility

The Stormwater Utility Fee is charged to all properties in the unincorporated areas of Durham County with development. The fee is based on the amount of impervious surface area on a property. It is divided into residential and non-residential charges, with residential properties paying one of three flat rate tiers. Non-residential properties pay per the total amount of impervious area with no maximum charge. Revenues from the Stormwater Utility Fee fund compliance actions required by the Neuse River, Falls Lake, and Jordan Lake nutrient management strategies.

Budget

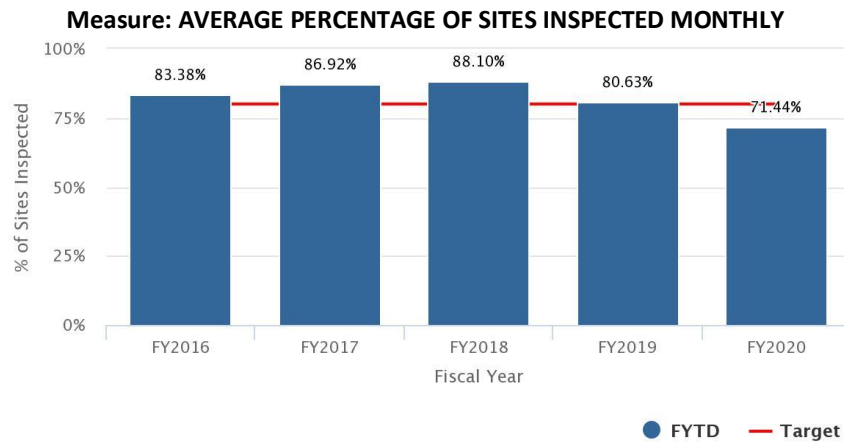
Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
▲					
Expenditure				\$1,413,936	
Personnel				\$692,396	
Operating				\$487,540	
Capital				\$4,000	
Transfers Out				\$230,000	
Revenue				\$1,413,936	
Licenses and Permits				\$594,500	
Sewer Connection Fees				\$5,000	
Enterprise Charges				\$813,936	
Other Revenues				\$500	

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
▲				8.00

Budget Highlights

- Stormwater and Erosion Control has completely moved to a new self-funded enterprise fund. The enterprise fund will be fully supported through fees for service to appropriate land parcels.
- Six positions have been moved from The General Fund to Stormwater enterprise fund in support of this program.
- Two new FTEs:
 - Erosion Control Supervisor: The Supervisor will assist the Division in managing land disturbance fees, perform inspections, plans review, and complaint response. Adding the supervisor to the Division will add another inspector to the Division and provide additional guidance to the current technicians lightening their workload particularly with regards to plans review and enforcement.
 - GIS Analyst: The Analyst will assist the Division in maintaining the GIS data, particularly for Stormwater Utility Fee. They will also provide additional assistance in developing how the Utility funds are spent with regards to compliance with the Jordan and Falls Lake Rules such as watershed mapping, GIS layer development and maintenance, map generation, and other projects. Additionally, the position will support already existing programs, including land disturbance permitting and inspection and stormwater permitting.

Performance Measures



Measure description: This measure shows the average percentage of permitted sites 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. Most sites require a monthly inspection, but some do not. Smaller sites and those with long histories of compliance may be inspected closer to every six weeks. The second quarter is typically a difficult quarter for inspections due to weather and holidays; that was certainly the case in FY 2020 when there were a number of rain events in the fall of 2019 that kept sites wet and inaccessible. Additionally, the department continues to be at a higher number of permitted projects than ever before and is down a staff member as hiring has been difficult. Filling the vacant position will be a significant step in getting more “boots on the ground” for inspections. Additional staff would also spread the workload across more people and allow for more inspections.



Appendix

Additional supplementary material.

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FY2020-21 BUDGET CALENDAR

October 2019		
Tuesday	Oct. 15	Departments submit Information Services & Technology Request Form (new requests only, not replacements) to Kim Cook in Information Services and Technology
November 2019		
Friday	Nov. 1	Distribution of budget materials to departments through Office 365. (Budget manual and New Spending Form)
Wednesday	Nov. 13	Joint City and County Budget meeting
Friday	Nov. 15	Departments submit Replacement vehicle, Building Renovation and General Maintenance forms to General Services.
Wednesday	Nov. 20	Budget presentation at Nov. Department Head Meeting
Friday	Nov. 22	BOCC Planning Retreat
December 2019		
Wednesday	December 11	FY 2020-21 Budget Kick-off at Department Head Meeting
Monday	December 16	New Spending Forms Due to Budget
		Budget Analyst meetings with Departments to review request.
January 2020		
Monday - Friday	January 6 -10	Pre-Budget Meetings with General Managers – Goal Area Team Meeting
Monday	January 13	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 2020		
Friday	February 7	Deadline for budget staff to review NI forms and provide feedback to departments
Friday	February 14	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) 5 weeks
Monday	February 25?	BOCC Annual Budget Retreat – 9-3pm
March 2020		
Monday-Tuesday	March 9 – 31	Departmental budget presentations with County Manager, General Manager and Budget and Management Services
Monday	March 23	Advance public comments at Board of County Commissioners meeting
April 2020		
Wednesday-Friday	April 1 -3	Continue Departmental budget presentations with County Manager, General Manager and Budget and Management Services
May 2020		
Friday	May 1	Complete Budget Book pages
Friday	May 8	Departments will be notified of the County Manager's recommendation
Monday	May 11	County Manager delivers Recommended Budget to Board of County Commissioners – 7p
Tuesday	May 12	Notice of Public Hearing published for May 26 public hearing
Tuesday	May 19	Board of County Commissioners budget worksession 1-5pm
Tuesday	May 26	Board of County Commissioners holds public hearing on Recommended Budget 7pm
Wednesday	May 27	Board of County Commissioners budget worksession 9-12pm
Thursday	May 28	Board of County Commissioners budget worksession 9-4:30pm
June 2020		
Monday	June 1	Board of County Commissioners budget worksession 1:30-5pm
Tuesday	June 2	Board of County Commissioners budget worksession 9-2:30pm
Monday	June 8	Board of County Commissioners adoption of FY 2020-21 Annual Budget Ordinance
July 2020		
Wednesday	July 1	FY 2020-21 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) or 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.

LINE ITEM CODES

Personnel Services

- 5100011000 SALARIES AND WAGES - REGULAR: Salaries and wages paid to full-time employees.
- 5100012000 SALARIES AND WAGES - PART TIME: Salaries and wages paid to part-time employees.
- 5100020500 PHONE ALLOWANCE: Compensation to employees and elected officials for county-business use of personal phone devices.
- 5100020600 TRAVEL ALLOWANCE: Compensation to employees and elected officials for expenses incurred while travelling on county business.
- 5100051000 BOARD MEMBER FEES: Regular compensation paid to boards and commissions.
- 5100050200 CONSULTING FEES: Fees paid directly to individuals and firms providing contracted personnel services to the county. These services replace or augment those provided by program personnel.

Employee Benefits

- 5100061000 FICA EXPENSES: Social security expenses incurred by the county for all employees.
- 5100061300 RETIREMENT: The county's cost for retirement benefits under the Local Government Employees' Retirement System.
- 5100063300 SUPPLEMENTAL RETIREMENT: The county's contribution to deferred compensation accounts for employees eligible for the Local Government Employees' Retirement System.

Operating Expenses

- 5200110200 TELEPHONE: The cost of local and long distance telephone service and installation charges.
- 5200110300 POSTAGE: Expenditures for mailing and shipping.
- 5200110400 PRINTING: Expenditures for printing and duplicating.
- 5200114300 OFFICE SUPPLIES AND MATERIALS: Expenditures for all consumable office supplies, small fixtures, or furniture valued under \$1,000.
- 5200114400 NON-CAPITAL OFFICE FURNITURE AND EQUIPMENT: The purchase of tangible, individual office furniture and equipment items costing less than \$1,000.
- 5200120100 BUILDING RENT: Payments for space rented by the county.
- 5200120200 EQUIPMENT RENTAL: Charges for lease and rental of equipment.
- 5200120300 UTILITIES: Charges for electricity, water, fuel oil, and natural gas.
- 5200120500 VEHICLE LEASE: Lease payments for vehicles leased or lease-purchased by the county.
- 5200120600 EQUIPMENT LEASE: Lease payments for equipment leased or lease-purchased by the county.
- 5200130100 TRAINING-RELATED TRAVEL: The cost incurred for travel, fees, subsistence and registrations in connection with employee development.
- 5200130300 DUES AND SUBSCRIPTIONS: The cost of memberships, dues, and subscriptions to periodicals and journals.
- 5200140300 M & R EQUIPMENT: The cost incurred in maintaining and repairing county-owned equipment, including service contracts.
- 5200140400 M & R VEHICLES: The cost incurred in maintaining and repairing county-owned vehicles.
- 5200150100 OPERATIONAL TRAVEL: The cost of travel associated with department and program operations.
- 5200150200 VEHICLE SUPPLIES: The cost of operating and maintaining county-owned vehicles.

5200151000 SOFTWARE: Expenditures for computer software valued under \$1,000.

5200159500 OTHER SUPPLIES AND MATERIALS, also called MISCELLANEOUS SUPPLIES: The cost of operating supplies and materials not otherwise classified.

5200160100 MISCELLANEOUS CONTRACTED SERVICES: Expenditures for services contracted out by the county, including consultant or personnel services contracts (security, janitorial, audit, etc.).

5200180100 ADVERTISING: The cost incurred for advertising including legal notices, recruitment, etc.

5200180300 UNIFORMS: The cost of providing uniforms to employees.

5200184000 INSURANCE AND BONDS: The cost of insuring county property, such as buildings and equipment and employee fidelity bonds.

5200190300 INDIRECT COSTS: The administrative, or overhead, costs associated with a department or program.

5200191000 MISCELLANEOUS EXPENSE: Items not categorized in other expense lines.

5200200000 NON-CAPITAL COMPUTER: The cost of non-capital, computer-related, individual hardware purchases less than \$750 (laser printer).

Capital Outlay

5300230000 BUILDINGS: Refurbishing.

5300240000 OFFICE FURNITURE AND EQUIPMENT: Expenditures for office and equipment (except computer hardware) with a unit cost of \$1,000 or more and a useful life exceeding one year (desks, chairs, calculators, fax machines, etc.).

5300250000 MISCELLANEOUS MACHINERY & EQUIPMENT: Expenditures for machinery and major equipment with a unit cost of \$1,000 or more and a useful life exceeding one year (mowers, lab equipment, etc.).

5300250100 VEHICLES: Expenditures for automobiles, vans, trucks, etc.

5300253500 SOFTWARE: Expenditures for all individual computer software purchases with a unit cost of \$1,000 or more.

5300254000 COMPUTER HARDWARE: Expenditures for computer hardware and related equipment with a unit cost of \$1,000 or more and a useful life exceeding one year (computers, monitors, printers, modems, mainframe processors, etc.).

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 ERP 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 reevaluate 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

For the past three fiscal years — FY 2017-18, 18-19, and 19-20 — the County has piloted a Request for Proposal (RFP) process to distribute funding to a select group of nonprofits.

The current process funds 40 nonprofits at a total county cost of \$704K per year. Nonprofits receive between \$5,000 and \$70,000 per quarter. More than half – 22 – receive between \$5,000 and \$10,000 per quarter.

While the process has been successful in directing funding to a variety of agencies that address county needs, the county Board of Commissioners, county management and county staff have identified improvements that could streamline the process and strengthen the impact of the county's contribution to nonprofit agencies. The RFP process has ended on June 30, 2020, and the county is creating a new revised Community Outcomes Funding Process for nonprofits to begin on Jan. 1, 2021.

The new process will work similarly to the previous iteration with several key improvements. Dedicated county staff and subject matter experts will oversee these community partnerships, and fewer nonprofits will be funded with larger contracts. Subject matter experts will be more involved in developing valuable performance measures for both outcome areas and individual agencies, so the County can better track the return on its investment. This new process will allow the county to maximize its investment of local dollars, and better align that investment with chosen outcomes.

In order to allow time to establish the new process, the current RFP process will be removed from the annual budget cycle and moved to a calendar year cycle. During the interim of six months — July 1, 2020 to Dec. 31, 2020 — the current RFP nonprofits will be funded at their normal quarterly allotment. Approximately \$352K will be distributed to the currently funded nonprofits so they can execute the closeout of the existing RFP in the first two quarters of FY 2020-21. The remaining \$352K will be set aside in a non-departmental fund center and will be distributed once the new Community Outcomes Funding process has been executed. The chart below details last fiscal year's allotment, as well as the projected amount each nonprofit will receive in the first half of FY 2020-21.

Food Insecurity Non-Profit Support		
Goal 2 Target Area: Increase the number of healthy years lived		
	FY 19-20 Approved	FY 2020-21 Approved
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	\$10,000
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	\$5,000

Goal 2 Target Area: Increase the number of healthy years lived		
	FY 19-20 Approved	FY 2020-21 Approved
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	\$12,500
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, 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.	\$20,000	\$10,000
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	\$3,750
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	\$3,750
Totals:	\$90,000	\$45,000

FY 2020-21 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	FY 19-20 Approved	FY 2020-21 Approved
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	\$35,000
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	\$20,000
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 wraparound supports are provided as well as group meetings.	\$20,000	\$10,000
Outcome 1-b: Youth and adults seeking workforce opportunities are provided support and resources	FY 19-20 Approved	FY 20-21 Approved
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-on-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 online job applications and using MS Office.	\$50,000	\$25,000
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	\$15,000
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/worksites safety training, leadership training, basic literacy and vocational ESL classes, and access to our network of employers and organizations for additional support.	\$20,000	\$10,000

Outcome 1-b: Youth and adults seeking workforce opportunities are provided support and resources	FY 19-20 Approved	FY 20-21 Approved
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	\$10,000
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	\$5,000
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	\$5,000
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	\$5,000
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	\$5,000
Outcome 1- c: Children and youth are provided learning and enrichment opportunities that support educational achievement	FY 19-20 Approved	FY 20-21 Approved
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	\$15,000

Outcome 1- c: Children and youth are provided learning and enrichment opportunities that support educational achievement	FY 19-20 Approved	FY 20-21 Approved
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	\$7,500
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	\$5,000
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	\$3,750
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	\$2,500
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	\$2,500
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	\$2,500

Goal 2 Target Area: Increase the number of healthy years lived		
Outcome 2-a: Individuals and families have increased access to health care	FY 19-20 Approved	FY 20-21 Approved
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	\$8,875
Goal 2 Target Area: Increase the number of healthy years lived		
Outcome 2-b: Individuals and families decrease incidence of preventable disease	FY 19-20 Approved	FY 20-21 Approved
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	\$10,000
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	\$5,000
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	\$3,250
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	\$2,500
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	\$18,625

Outcome 2-c: Individuals and families reduce causes of poor physical and mental health	FY 19-20 Approved	FY 20-21 Approved
<p>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.</p>	\$25,000	\$12,500
<p>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.</p>	\$15,000	\$7,500
<p>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.</p>	\$12,000	\$6,000
<p>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.</p>	\$10,000	\$5,000
<p>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.</p>	\$10,000	\$5,000
<p>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.</p>	\$10,000	\$5,000
<p>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.</p>	\$10,000	\$5,000

Outcome 2-c: Individuals and families reduce causes of poor physical and mental health	FY 19-20 Approved	FY 20-21 Approved
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 BIIIS 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	\$3,000
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	\$2,500
*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.		
Goal 3 Target Area: Improve life outcomes for people involved in the criminal justice system		
Outcome 3-b: Individuals are provided effective diversion services	FY 19-20 Approved	FY 20-21 Approved
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	\$11,000
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	\$7,500
Goal 4 Target Area: Protect natural resources through comprehensive compliance and educational programs		
Outcome 4-a: Protect and improve water quality	FY 19-20 Approved	FY 20-21 Approved
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	\$5,000
Totals:	\$614,000	\$307,000

Statement of Revenues, Expenditures, and Changes in Fund Balance

General Funds

	FY 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Budget
Revenues			
Taxes	\$ 381,563,690	\$ 379,498,721	\$ 399,176,661
Licenses and permits	1,679,317	1,608,375	517,500
Intergovernmental revenues	48,961,162	45,918,736	48,717,069
Investments	5,710,161	1,916,030	2,020,000
Rent	902,528	722,334	735,116
Charges for Services	28,925,163	29,763,101	30,251,067
Other revenues	969,707	2,354,059	2,035,250
Total revenues	468,711,728	461,781,356	483,452,663
Expenditures			
General government	58,179,079	65,783,212	77,352,793
Public safety	68,163,927	76,681,143	71,282,390
Transportation	244,338	228,549	412,500
Environmental protection	5,240,836	5,774,816	5,002,227
Economic and physical development	4,749,710	7,205,982	7,120,477
Human services	86,525,498	92,302,029	93,778,591
Education	149,371,483	158,578,678	166,565,598
Cultural and recreational	13,902,945	13,795,525	14,546,951
Utilities	-	364,536	221,944
Total expenditures	386,377,816	420,714,470	436,283,471
Excess (deficiency) of revenues over (under) expenditures	82,333,912	41,066,886	47,169,192
Other financing sources (uses)			
Transfers in	6,304,716	3,870,991	5,100,971
Transfers out	(84,888,813)	(62,739,452)	(70,206,354)
Fund balance appropriated	-	-	17,936,191
Total other financing sources (uses)	(78,584,097)	(58,868,461)	(47,169,192)
Net change in fund balances	3,749,815	(17,801,575)	-
Fund Balance - beginning	207,403,461	211,153,276	193,351,701
Fund Balance - ending	\$ 211,153,276	\$ 193,351,701	\$ 193,351,701

*The Intergovernmental revenues and Human Services function excludes direct funding to individual recipients by the state from federal and state monies.

The 2019-20 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 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Budget
Revenues			
Taxes	\$ 9,358,746	\$ 9,897,941	\$ 9,881,174
Intergovernmental revenues	3,963		-
Investments	83,947	32,532	-
Total revenues	<u>9,446,656</u>	<u>9,930,473</u>	<u>9,881,174</u>
Expenditures			
Public safety	7,654,292	7,640,129	7,706,688
Economic and physical development	1,067,062	1,111,868	1,288,724
Total expenditures	<u>8,721,354</u>	<u>8,751,997</u>	<u>8,995,412</u>
Excess (deficiency) of revenues over (under) expenditures	725,302	1,178,476	885,762
Other financing sources (uses)			
Transfers out	(944,389)	(864,966)	(1,134,571)
Fund balance appropriated	-	-	248,809
Total other financing sources (uses)	<u>(944,389)</u>	<u>(864,966)</u>	<u>(885,762)</u>
Net change in fund balances	(219,087)	313,510	-
Fund Balance - beginning	<u>2,817,975</u>	<u>2,598,888</u>	<u>2,912,398</u>
Fund Balance - ending	<u>\$ 2,598,888</u>	<u>\$ 2,912,398</u>	<u>\$ 2,912,398</u>

The 2019-20 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 2018-2019 Actual	FY 2019-2020 Estimate	FY 2020-2021 Budget
Revenues			
Investments	\$ 561,384	\$ 348,409	\$ -
Charges for services	650,641	500,000	500,000
Intergovernmental revenues	487,117	487,117	348,409
Other revenues	8,398	8,397	-
Total revenues	1,707,540	1,343,923	848,409
Expenditures			
Principal retirement	36,131,116	36,131,116	40,370,728
Interest and fiscal charges	20,122,333	20,122,333	22,903,826
Debt issuance costs	701,235	701,235	700,000
Total expenditures	56,954,684	56,954,684	63,974,554
Excess (deficiency) of revenues over (under) expenditures	(55,247,144)	(55,610,761)	(63,126,145)
Other financing sources (uses)			
Transfers in	72,959,931	72,959,931	61,901,596
Transfers out	(1,252,978)	(1,252,978)	-
Premium on issuance of refinancing	6,109,622	6,109,622	-
Issuance of refunding bonds	87,720,000	87,720,000	-
Payment to refunded debt escrow agent	(93,500,000)	(93,500,000)	-
Fund balance appropriated	-	-	1,224,549
Total other financing sources (uses)	72,036,575	72,036,575	63,126,145
Net change in fund balances	16,789,431	16,425,814	-
Fund Balance - beginning	20,299,814	37,089,245	53,515,059
Fund Balance - ending	\$ 37,089,245	\$ 53,515,059	\$ 53,515,059

The 2019-20 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 2020-21 adopted budget with estimated revenues and expenditures for FY2021-22 to FY 2025-26. 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 2020-21 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 2026 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

- Revenue assumptions for FY 2020-21 and future years are more precarious than normal due to the unknown and yet to end effects of the global Coronavirus pandemic. The local (and national) economic effects of virus mitigation is currently being felt, but the effects on economically derived local government revenue will lag for three to six months. After the pandemic has retreated, it is unclear how long it will take the local economy to recover to pre-pandemic levels.
- Property valuation - A conservative approach is being maintained in these projections for future year estimates.
- Overall taxes, including property and sales taxes, grow 9.2% for FY 2021-22 due to slower overall economic growth (property tax support), then in out years start growing consistent with historical years while outlying years are projected at a conservative rate between 3.9% and 3.2%%
- Intergovernmental Revenues: State and federal collected revenues project slight growth, in FY 2020-21, but decrease slightly in out years 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 estimates for FY 2020-21 decreased from the previous year, with slower growth anticipated in out years. Subsequent years are maintained at conservative levels averaging 2% annually over the multi-year period.
- Projected expenditures are expected to outpace normal revenue growth for several of the out years seen below, largely due to slowing revenue growth estimated by the current pandemic. Either property tax increases as a revenue source will be used to make up the difference, or expenditure cuts will be necessary to make up trended differences.
- 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 2020-21 budget is 2.24% compared to FY 2019-20
- 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, but pandemic related costs may create unanticipated expense growth. 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	FY2019-20 Adopted Revenues	FY2020-21 Adopted Revenues	FY2021-22 Forecasted Revenues	FY2022-23 Forecasted Revenues	FY2023-24 Forecasted Revenues	FY2024-25 Forecasted Revenues	FY2025-26 Forecasted Revenues
Taxes	\$362,977,603	\$361,599,220	\$386,802,360	\$400,412,626	\$415,543,419	\$429,871,778	\$444,650,197
Licenses and Permits	\$1,124,500	\$517,500	\$517,500	\$538,008	\$559,374	\$577,672	\$596,476
Intergovernmental	\$43,908,719	\$48,443,617	\$47,716,963	\$47,716,963	\$47,716,963	\$47,716,963	\$47,716,963
Contributions and Donations	\$191,678	\$273,452	\$273,452	\$278,921	\$284,499	\$290,189	\$295,993
Investment Income	\$2,010,000	\$2,010,000	\$2,050,200	\$2,070,702	\$2,091,409	\$2,112,323	\$2,133,446
Rental Income	\$297,937	\$136,836	\$138,204	\$140,968	\$143,788	\$146,664	\$149,597
Sewer Connection Fees	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0
Service Charges	\$24,139,175	\$23,582,195	\$23,818,017	\$23,818,017	\$23,818,017	\$23,818,017	\$23,818,017
Enterprise Charges	\$14,000	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues	\$466,257	\$535,250	\$535,250	\$535,250	\$535,250	\$535,250	\$535,250
Transfers In	\$8,667,431	\$12,532,453	\$2,200,971	\$2,200,971	\$2,200,971	\$2,200,971	\$2,200,971
Fund Balance Appropriated	\$17,367,456	\$17,404,363	\$17,578,407	\$17,754,191	\$18,109,275	\$18,471,460	\$18,840,889
General Fund Total	\$456,787,859	\$467,034,886	\$481,631,323	\$495,466,617	\$511,002,964	\$525,741,288	\$540,937,799

Other General Fund Revenues	FY2019-20 Adopted Revenues	FY2020-21 Adopted Revenues	FY2021-22 Forecasted Revenues	FY2022-23 Forecasted Revenues	FY2023-24 Forecasted Revenues	FY2024-25 Forecasted Revenues	FY2025-26 Forecasted Revenues
Risk Management	\$3,646,478	\$3,849,805	\$3,888,303	\$3,927,186	\$3,966,458	\$4,006,123	\$4,046,184
Swap Agreement 05	\$1,000,000	\$1,500,000	\$1,515,000	\$1,530,150	\$1,545,452	\$1,560,906	\$1,576,515
Reappraisal Reserve Fund	\$874,981	\$840,700	\$849,107	\$857,598	\$866,174	\$874,836	\$883,584
Capital Improvement Plan	\$79,256,388	\$76,951,796	\$77,721,314	\$78,498,527	\$79,283,512	\$80,076,347	\$80,877,111
Benefits Plan	\$29,783,050	\$32,483,643	\$32,808,479	\$33,136,564	\$33,467,930	\$33,802,609	\$34,140,635
LEO Special Separation Allowance	\$420,000	\$525,000	\$530,250	\$535,553	\$540,908	\$546,317	\$551,780
Other General Funds Total	\$114,980,897	\$116,150,944	\$117,312,453	\$118,485,578	\$119,670,434	\$120,867,138	\$122,075,809
Total General Funds Revenue	\$571,768,756	\$583,185,830	\$598,943,777	\$613,952,195	\$630,673,398	\$646,608,426	\$663,013,609
Transfers (b/tw General Funds)*	(\$69,928,841)	(\$76,696,005)	(\$70,701,918)	(\$71,403,687)	(\$72,112,474)	(\$72,828,349)	(\$73,551,383)
General Funds Revenue	\$501,839,915	\$506,489,825	\$528,241,858	\$542,548,507	\$558,560,923	\$573,780,077	\$589,462,226

General Fund Expenditures	FY2019-20 Adopted Expenditures	FY2020-21 Adopted Expenditures	FY2021-22 Forecasted Expenditures	FY2022-23 Forecasted Expenditures	FY2023-24 Forecasted Expenditures	FY2024-25 Forecasted Expenditures	FY2025-26 Forecasted Expenditures
General Government	\$124,755,964	\$122,695,304	\$125,910,804	\$129,115,256	\$132,516,717	\$135,907,241	\$139,393,856
Public Safety	\$65,703,543	\$64,575,944	\$67,014,724	\$69,472,435	\$72,099,033	\$74,747,690	\$77,496,412
Transportation	\$412,500	\$412,500	\$424,875	\$435,497	\$448,562	\$459,776	\$471,270
Environmental Protection	\$5,035,563	\$4,588,506	\$4,751,836	\$4,910,686	\$5,085,777	\$5,256,243	\$5,432,704
Econom. & Physical Devlp.	\$6,616,072	\$6,964,832	\$7,145,468	\$7,316,838	\$7,508,923	\$7,691,289	\$7,879,230
Human Services	\$81,859,393	\$87,669,716	\$90,839,734	\$93,953,014	\$97,355,589	\$100,700,496	\$104,165,465
Education	\$159,419,265	\$166,565,598	\$171,488,216	\$175,719,101	\$180,914,830	\$185,380,248	\$189,956,728
Cultural & Recreational	\$12,985,559	\$13,562,486	\$14,055,665	\$14,543,790	\$15,073,533	\$15,598,305	\$16,142,135
General Fund Total	\$456,787,859	\$467,034,886	\$481,631,323	\$495,466,617	\$511,002,964	\$525,741,287	\$540,937,799

Other General Fund Expenditures	FY2019-20 Adopted Expenditures	FY2020-21 Adopted Expenditures	FY2021-22 Forecasted Expenditures	FY2022-23 Forecasted Expenditures	FY2023-24 Forecasted Expenditures	FY2024-25 Forecasted Expenditures	FY2025-26 Forecasted Expenditures
Risk Management	\$3,646,478	\$3,849,805	\$3,888,303	\$3,927,186	\$3,966,458	\$4,006,123	\$4,046,184
Swap Agreement 05	\$1,000,000	\$1,500,000	\$1,515,000	\$1,530,150	\$1,545,452	\$1,560,906	\$1,576,515
Reappraisal Reserve Fund	\$874,981	\$840,700	\$849,107	\$857,598	\$866,174	\$874,836	\$883,584
Capital Improvement Plan	\$79,256,388	\$76,951,796	\$77,721,314	\$78,498,527	\$79,283,512	\$80,076,347	\$80,877,111
Benefits Plan	\$29,783,050	\$32,483,643	\$32,808,479	\$33,136,564	\$33,467,930	\$33,802,609	\$34,140,635
LEO Special Separation Allowance	\$420,000	\$525,000	\$530,250	\$535,553	\$540,908	\$546,317	\$551,780
Other General Funds Total	\$114,980,897	\$116,150,944	\$117,312,453	\$118,485,578	\$119,670,434	\$120,867,138	\$122,075,809
Total General Funds Expenditures	\$571,768,756	\$583,185,830	\$598,943,776	\$613,952,195	\$630,673,397	\$646,608,426	\$663,013,609
Transfers (b/tw General Funds)*	(\$69,928,841)	(\$76,696,005)	(\$70,701,918)	(\$71,403,687)	(\$72,112,474)	(\$72,828,349)	(\$73,551,383)
General Funds Expenditures	\$501,839,915	\$506,489,825	\$528,241,858	\$542,548,507	\$558,560,923	\$573,780,077	\$589,462,226

DEBT SERVICE FUND MULTI-YEAR FORECAST

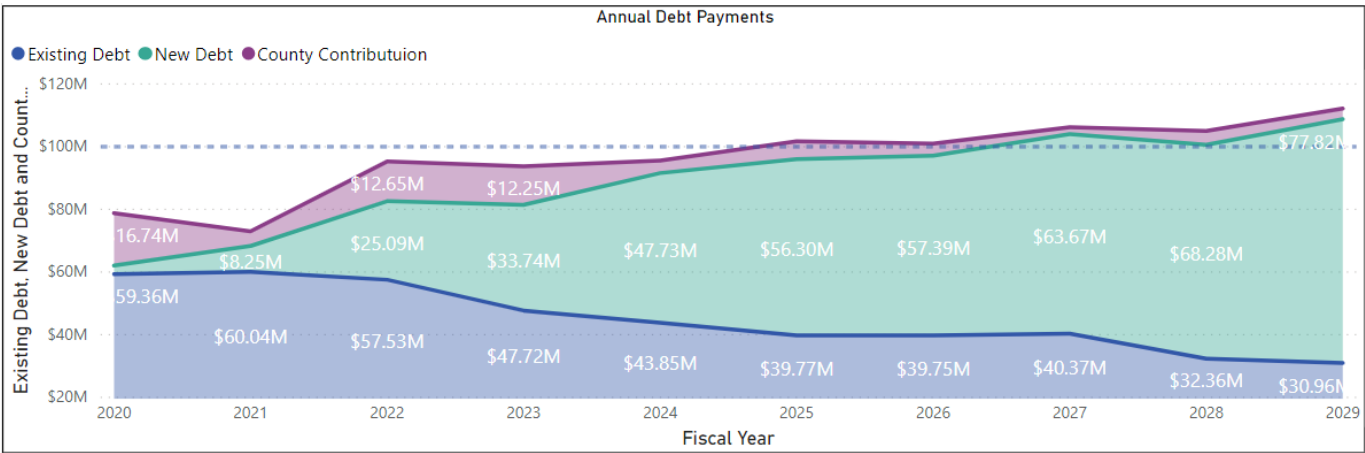
Revenue Assumptions

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. But discussions with the Durham Public Schools (DPS) Board of Education during FY 2019-20 culminated in additional funding being planned for DPS related projects as well as a GO Bond referendum moved from 2028 to 2026, which in turn created a tax rate increase estimated for FY 2022-23.
- 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*

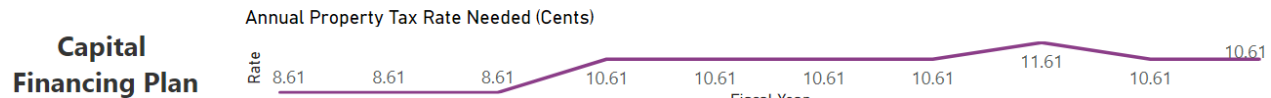
- Existing debt expense payments stay relatively flat through the ten years of this plan, with the exception of an increase seen related to a projected General Obligation Bond referendum in 2022, as well as a GO Bond referendum planned for 2026. Estimated new debt growth is significant, largely driven by Durham Public School capital needs. Overall growth in the updated 10-year CIP is always predicated on minimizing tax rate variability in support of annual debt payments.
- Other issues that may cause concern in out years include the use of sales tax as a revenue source supporting annual debt service payments as those dollars are based on steady economic growth, and that growth for the next several years could be highly variable.
- 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	\$58,430,279	\$59,942,235	\$57,524,895	\$47,707,529	\$43,852,323	\$39,765,203	\$39,750,757	\$40,366,858	\$32,363,260	\$30,961,608	\$450,664,946
New Debt	\$2,695,926	\$8,246,783	\$25,086,335	\$33,739,382	\$47,725,222	\$56,303,213	\$57,392,038	\$63,669,750	\$68,284,930	\$77,818,470	\$440,962,049
New PAYGO	\$16,739,452	\$4,708,155	\$12,647,325	\$12,245,075	\$4,018,535	\$5,641,023	\$3,830,897	\$2,194,236	\$4,386,086	\$3,398,965	\$69,809,751
Other Known Costs	\$924,958	\$99,959	\$9,958	\$7,648	\$0	\$0	\$0	\$0	\$0	\$0	\$1,042,525
Total	\$78,790,616	\$72,997,132	\$95,268,514	\$93,699,634	\$95,596,081	\$101,709,439	\$100,973,692	\$106,230,844	\$105,034,277	\$112,179,043	\$962,479,271

Additional Capacity	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Reserve for Future Purchases	\$0	\$7,431,481	\$3,639,155	\$0	\$148,557	\$0	\$0	\$751,683	\$3,427,381	\$0

CFP Revenue Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Fund Balance Appropriated	\$1,206,349	\$2,953,501	\$19,784,927	\$3,886,178	\$0	\$3,981,529	\$1,231,877	\$0	\$0	\$1,545,507	\$34,589,868
Non Property Tax Revenue	\$2,173,545	\$2,030,853	\$1,993,816	\$1,965,162	\$1,936,486	\$1,907,661	\$1,860,911	\$1,819,272	\$1,776,731	\$1,668,472	\$19,132,910
Occupancy Tax	\$4,556,053	\$3,141,391	\$3,220,633	\$3,302,252	\$3,386,319	\$3,472,909	\$3,562,096	\$3,653,959	\$3,748,578	\$3,846,035	\$35,890,224
Property Tax Revenue	\$35,069,008	\$37,577,441	\$38,141,103	\$47,705,837	\$52,476,420	\$53,263,567	\$54,062,521	\$60,045,320	\$60,360,803	\$61,266,217	\$499,968,236
Sales Tax Revenue	\$35,785,660	\$34,725,427	\$35,767,190	\$36,840,206	\$37,945,412	\$39,083,774	\$40,256,288	\$41,463,976	\$42,575,545	\$43,852,811	\$388,296,289
Total	\$78,790,616	\$80,428,613	\$98,907,669	\$93,699,634	\$95,744,638	\$101,709,439	\$100,973,692	\$106,982,527	\$108,461,658	\$112,179,043	\$977,877,528



*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

CAPITAL IMPROVEMENT PLAN (CIP) OVERVIEW

Note: The following is presented as supplementary information to the FY 2020–21 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 2020-21

The County generally updates the 10-year CIP biannually, however, during late FY 2019-20 the County worked with the Durham Board of Education to upwardly revise estimated school construction support. This updated CIP considers future General Obligation bond referendums as well as major project updates on the horizon. Other 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 increased 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	\$32,991,080	\$22,703,255	\$64,775,894	\$135,014,266	\$104,199,921	\$53,952,840	\$52,534,322	\$31,322,675	\$94,300,361	\$56,467,915	\$27,310,782	\$675,573,311
Durham Public Schools	\$30,706,203	\$14,028,255	\$54,385,771	\$132,364,266	\$98,755,921	\$43,583,040	\$45,249,782	\$26,132,875	\$53,525,511	\$46,467,915	\$27,310,782	\$572,510,321
Durham Technical CC	\$2,284,877	\$8,675,000	\$10,390,123	\$2,650,000	\$5,000,000	\$8,350,000	\$5,900,000	\$2,750,000	\$10,000,000	\$10,000,000		\$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	\$10,519,851	\$26,803,209	\$7,231,606	\$2,438,971	\$3,308,603	\$5,581,041	\$370,175	\$30,750,592	\$26,617,906	\$7,235,964	\$128,896,416
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	\$3,330,530	\$0									\$5,029,029
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
New Youth Home		\$2,094,953	\$18,888,477	\$1,163,694								\$22,147,124
Public Safety & Service Complex		\$684,180	\$0	\$0	\$0	\$0	\$0	\$0	\$12,660,573	\$24,810,224	\$7,235,964	\$45,390,942
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
Goal 4	\$15,835,079	\$39,545,072	\$22,374,080	\$32,644,200	\$27,527,397	\$3,463,200	\$1,120,000	\$1,120,000	\$3,120,000	\$1,280,800	\$16,420,100	\$164,449,927
Alliance Behavioral Backfill	\$150,000	\$1,417,400										\$1,567,400
County Admin. Bldg. I Refurb.	\$1,131,744	\$10,029,049										\$11,160,793
DCI Affordable Housing				\$4,370,000	\$5,110,000							\$9,480,000
Downtown Parking Decks	\$250,000	\$3,699,920	\$21,264,080	\$20,451,200	\$10,341,200							\$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
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
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	\$8,300,000
Snow Hill Rd Pump Station	\$35,000	\$19,200,500								\$85,800	\$320,100	\$19,641,400
Timberlake Rail Trail									\$2,000,000	\$75,000	\$480,000	\$2,555,000
Goal 5	\$20,933,004	\$7,156,848	\$9,162,771	\$19,614,054	\$13,778,924	\$10,551,076	\$10,033,693	\$7,752,722	\$7,017,552	\$6,774,260	\$6,452,530	\$119,227,434
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		\$10,949,694								\$11,199,694
GS-County Bldg HVAC Replacement	\$1,916,215	\$541,775	\$387,205	\$721,860	\$332,774	\$401,125	\$662,434	\$20,225	\$103,933	\$367,417	\$353,934	\$5,808,898
GS-County Bldg Roof Replacement	\$3,157,049	\$774,223	\$0	\$13,653	\$78,398	\$159,954	\$174,199	\$211,033	\$271,028	\$312,237	\$0	\$5,151,774
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	\$4,862,726
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		\$4,259,342
GS-Detention Center Windows	\$1,400,000		\$1,696,141									\$3,096,141
GS-Leased Convenience Sites	\$168,330	\$423,050	\$3,624,510									\$4,215,890
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		\$182,691	\$409,554	\$80,721	\$80,267	\$0	\$39,780	\$0	\$53,555	\$2,658,931
GS-Parkwood Buildings Support	\$0	\$337,643										\$337,643
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				\$450,000	\$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	\$78,795,286	\$80,425,026	\$123,615,955	\$194,504,127	\$148,845,212	\$71,275,719	\$69,269,055	\$40,565,572	\$137,188,504	\$91,140,881	\$57,419,376	\$1,093,044,713

CFP Debt Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Known Debt	\$58,430,279	\$59,942,235	\$57,524,895	\$47,707,529	\$43,852,323	\$39,765,203	\$39,750,757	\$40,366,858	\$32,363,260	\$30,961,608	\$450,664,946
New Debt	\$2,695,926	\$8,246,783	\$25,086,335	\$33,739,382	\$47,725,222	\$56,303,213	\$57,392,038	\$63,669,750	\$68,284,930	\$77,818,470	\$440,962,049
New PAYGO	\$16,739,452	\$4,708,155	\$12,647,325	\$12,245,075	\$4,018,535	\$5,641,023	\$3,830,897	\$2,194,236	\$4,386,086	\$3,398,965	\$69,809,751
Other Known Costs	\$924,958	\$99,959	\$9,958	\$7,648	\$0	\$0	\$0	\$0	\$0	\$0	\$1,042,525
Total	\$78,790,616	\$72,997,132	\$95,268,514	\$93,699,634	\$95,596,081	\$101,709,439	\$100,973,692	\$106,230,844	\$105,034,277	\$112,179,043	\$962,479,271

Additional Capacity	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Reserve for Future Purchases	\$0	\$7,431,481	\$3,639,155	\$0	\$148,557	\$0	\$0	\$751,683	\$3,427,381	\$0

CFP Revenue Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Fund Balance Appropriated	\$1,206,349	\$2,953,501	\$19,784,927	\$3,886,178	\$0	\$3,981,529	\$1,231,877	\$0	\$0	\$1,545,507	\$34,589,868
Non Property Tax Revenue	\$2,173,545	\$2,030,853	\$1,993,816	\$1,965,162	\$1,936,486	\$1,907,661	\$1,860,911	\$1,819,272	\$1,776,731	\$1,668,472	\$19,132,910
Occupancy Tax	\$4,556,053	\$3,141,391	\$3,220,633	\$3,302,252	\$3,386,319	\$3,472,909	\$3,562,096	\$3,653,959	\$3,748,578	\$3,846,035	\$35,890,224
Property Tax Revenue	\$35,069,008	\$37,577,441	\$38,141,103	\$47,705,837	\$52,476,420	\$53,263,567	\$54,062,521	\$60,045,320	\$60,360,803	\$61,266,217	\$499,968,236
Sales Tax Revenue	\$35,785,660	\$34,725,427	\$35,767,190	\$36,840,206	\$37,945,412	\$39,083,774	\$40,256,288	\$41,463,976	\$42,575,545	\$43,852,811	\$388,296,289
Total	\$78,790,616	\$80,428,613	\$98,907,669	\$93,699,634	\$95,744,638	\$101,709,439	\$100,973,692	\$106,982,527	\$108,461,658	\$112,179,043	\$977,877,528

Annual Property Tax Rate Needed (Cents)



Capital Financing Plan

Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
103 (SWAP Fund) Cash Flow	\$11,337,051	\$12,061,010	\$11,013,741	\$11,513,741	\$11,763,741	\$11,763,741	\$11,763,741	\$11,763,741	\$11,763,741	\$11,028,560
125 (Capital Financing Fund) Cash Flow	\$10,900,000	\$10,868,172	\$8,644,103	\$9,144,103	\$9,644,103	\$9,676,283	\$10,176,283	\$10,676,283	\$11,176,283	\$11,676,283
304 (Debt Service Fund) Cash Flow	\$33,268,651	\$31,623,019	\$16,109,430	\$12,223,252	\$12,371,809	\$8,858,100	\$7,626,223	\$8,377,906	\$11,805,287	\$10,994,961
Total	\$55,505,702	\$54,552,201	\$35,767,274	\$32,881,096	\$33,779,653	\$30,298,124	\$29,566,247	\$30,817,930	\$34,745,311	\$33,699,804

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 2020-21, several projects coming to completion will have additional operational costs. Normally these additional operational costs are included in departmental budgets and are highlighted in this section.

Operating costs of increased security improvements and oversight management will become a part of annual costs. This includes a central command area and personnel to oversee the center.

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.

Other projects with projected operational costs are around new enterprise wide software support and technical support of Sheriff equipment needs.

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

Estimated Operating Expenditures												
Goal Area	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	FY2026-27	FY2027-28	FY2028-29	Total	
<input checked="" type="checkbox"/> Goal 2												
Bragtown Branch Upgrade				\$285,000	\$294,975	\$305,299	\$315,985	\$327,044	\$338,491	\$350,338	\$2,217,131	
				\$285,000	\$294,975	\$305,299	\$315,985	\$327,044	\$338,491	\$350,338	\$2,217,131	
<input checked="" type="checkbox"/> Goal 3	\$9,600	\$22,520	\$244,285	\$254,539	\$279,263	\$299,178	\$330,148	\$337,836	\$352,815	\$368,494	\$2,498,678	
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	\$9,923	\$10,419	\$38,791	
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	
<input checked="" type="checkbox"/> 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												
Enterprise-New Admin. Bldg.			(\$118,500)	\$183,750	\$192,938	\$202,584	\$212,714	\$223,349	\$234,517	\$246,243	\$1,377,594	
<input checked="" type="checkbox"/> 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	\$5,513,293	\$6,239,743	\$7,255,192	\$7,113,053	\$7,259,015	\$7,411,709	\$50,447,318	

DURHAM COUNTY GOVERNMENT

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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 Services	Jim Groves	919-560-0660
Finance	Susan Tezai	919-560-0035
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	Rodney Jenkins	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

