

DURHAM COUNTY NC

RECOMMENDED BUDGET FY 2018-19

DURHAM COUNTY, NORTH CAROLINA
FY 2018-19 RECOMMENDED BUDGET

BOARD OF COUNTY COMMISSIONERS



Wendy Jacobs, Chair



James Hill, Vice-Chair



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Brenda Howerton



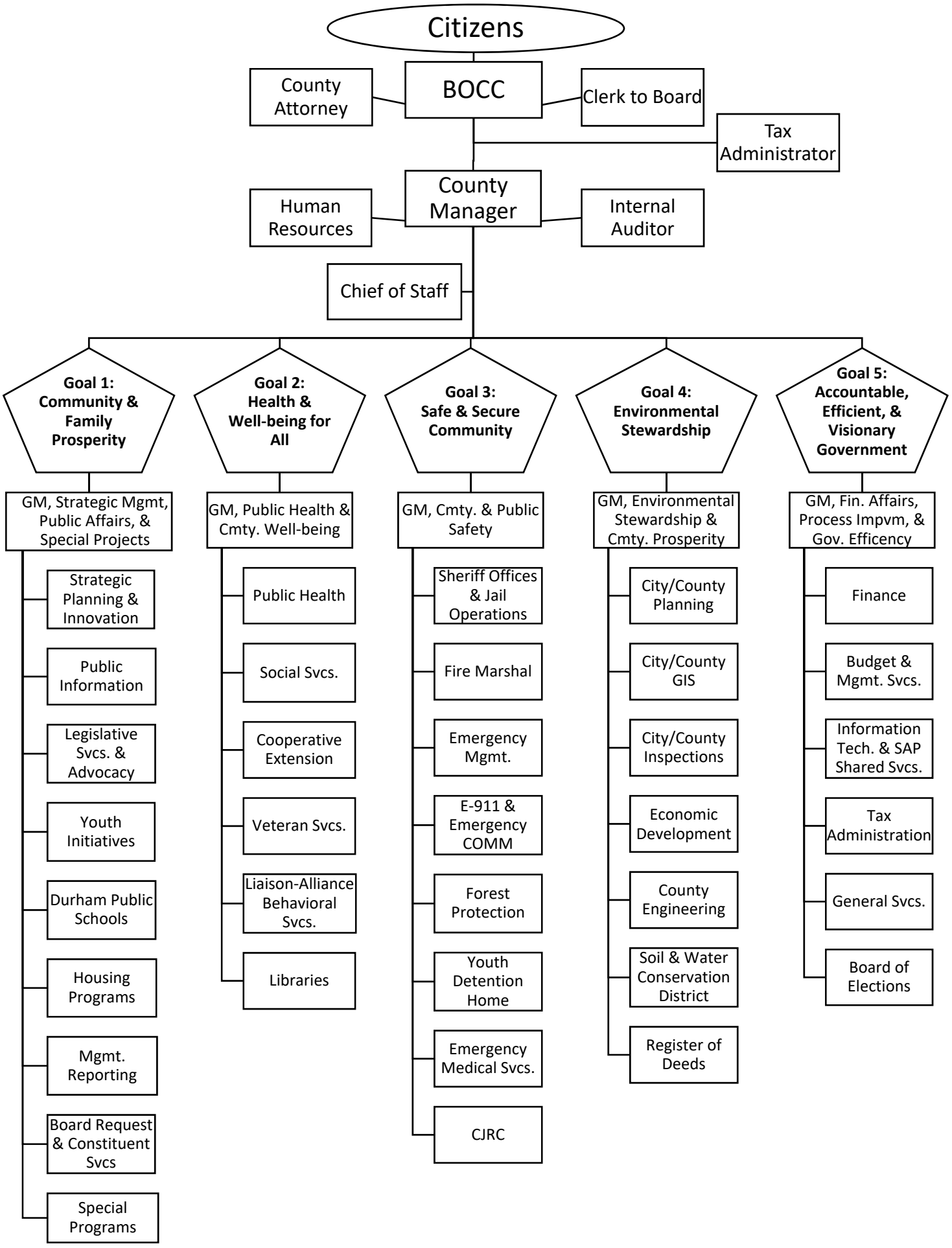
Ellen W. Reckhow

COUNTY OFFICIALS

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Claudia Hager, General Manager
Jay Gibson, General Manager
Jodi Miller, General Manager
Gayle Harris, General Manager
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BUDGET AND MANAGEMENT STAFF

S. Keith Lane, Budget Director
Kim Connally, Sr. Budget Analyst
Andy Miracle, Budget Analyst II
David Ades, Budget Analyst II
Josh Edwards, Budget Analyst
Bethany Shewmaker, Performance Analyst
Matt Schnars, Performance Analyst


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

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Durham County

North Carolina

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Durham County, North Carolina for its annual budget for the fiscal year beginning July I, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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, 2018 through June 30, 2019 fiscal year and shows how funds are allocated and how they will be spent.

FUND STRUCTURE

The Durham County operating budget is organized into funds with corresponding tabs in this document. The **General Fund** (Fund 1001010000) is the primary fund where the majority of County services are accounted. The General Fund is further divided into functional areas, which include General Government, Public Safety, Transportation, Environmental Protection, Economic/Physical Development, Human Services, Education, and Culture and Recreation.

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

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

- **Personnel Services**
  Personnel Services in this document refer to the costs associated with personnel, such as salaries and benefits.
- **Operating Expenses**
  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**
  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 County's Capital Improvement Plan (CIP).

The remaining budgeted funds are described below.

Other General Funds

Risk Management (Fund 1001020000): This fund focuses on minimizing operational risks and promoting workplace safety.

SWAP Fund (Fund 1001030000): This fund represents a complicated financial agreement based on outstanding debt (see page 256 of the document) that brings in over $2.75 million in revenue to the County each year. The revenue is used to offset yearly debt service payments.

Reappraisal Reserve (Fund 1001050000): 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 (Fund 1001250000): This fund accounts for financial resources to be used for the acquisition, construction, or improvement of major capital facilities. The capital projects fund also is used to accumulate funds to finance a CIP.

Benefits Plan Fund (Fund 1001500000): This fund represents the budget for the benefits offered to eligible County employees and retirees.

Debt Service Fund

The **Debt Service Fund (Fund 3003040000)** 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 20022280000), Bethesda Fire District (Fund 2002130000)**, **Lebanon Fire District (Fund 2002140000)**, **Redwood Fire District (Fund 2002160000)**, **New Hope Fire District (Fund 2002170000)**, **Eno Fire District (Fund 2002190000)**, **Bahama Fire District (Fund 2002210000)**, **Special Butner District (Fund 2002250000)**, **Special Park District (Fund 2002220000)**, **and Community Health Fund (Fund 7007080000).**

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

Enterprise Fund

The **Sewer Utility Fund (Fund 6006600000)** 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).

Trust Funds

George R. Linder Memorial Trust Fund (Fund 7007050000): This private-purpose trust fund is used to account for resources legally held in trust specifically for the Library.

Law Enforcement Officer's Retirement Trust Fund (Fund 7007700000): The pension trust fund accounts for the activities of the Public Safety Employees Retirement System, which accumulates resources for pension benefit payments to qualified Public Safety employees.

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, 2018. In addition, the section contains a summary of FTEs for all funds.

The **Appendix** contains supplemental information that includes the FY 2018-19 Budget Calendar, the **Glossary Terms**, which contains information to help the reader understand the terminology used in the budget document, the budget and amendment process; a statement of revenues, expenditures and changes in fund balance, Durham County fiscal policies, a multi-year budget forecast, the Capital Improvement Plan (CIP) overview which provides background and a description of the process, the 10 year CIP with project detail and the 10 year CIP finance plan model.

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

ADDITIONAL INFORMATION

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

The 2017-2021 Durham County Strategic Plan is provided in the front of this document, along the initial data collection and analysis of the 17 Strategic Plan Community Indicators.

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 2018-19 RECOMMENDED BUDGET

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COUNTY OF DURHAM

WENDELL M. DAVIS
COUNTY MANAGER

May 14, 2018

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

Dear County Commissioners,

I am honored to present a comprehensive spending plan for Durham County Government for fiscal year 2018-19. The document is in accordance with the North Carolina Local Government Budget and Fiscal Control Act and it fulfills my obligation to present a balanced fiscal plan by June 1, 2018. The FY 2018-19 Manager's recommended budget, guided by a refreshed Strategic Plan, provides continuation of vitally important County services while supporting data driven decision making through our Managing for Results model (MFR).

Rhetorically at the outset, let me simply say... what a difference a year makes. Changes at the national, state, and local levels remind us that the only constant…is change itself. A new federal tax reform bill, rising inflation, a heated economy, an urban building boom in downtown Durham, national policy changes that threaten local revenue coffers and state legislative changes that often result in unfunded mandates are ever present and create constant opportunities for rethinking the most effective ways to allocate our scarce resources. In addition to these factors, the County is experiencing significant population growth. The FY 2018-19 recommended budget reflects Durham County's response and adaptation to these environmental changes, as well as constant internal change in order to continue developing into a results-based organization.

Unfortunately, as we peer through this fog of uncertainty, there is no perfect policy response to the myriad of challenges we are faced with. The continued application and maturation of our Managing for Results (MFR) model, with guidance from the 2017 Strategic Plan, provides this administration, the Board of County Commissioners, and Durham citizens the tools necessary to assess and respond to the challenges we face with a focused methodology and strategic approach.

This spring the Board and County administration were fortunate to be joined by Professor Mike Walden of N. C. State University for our annual budget retreat. Professor Walden in his latest publication North Carolina Beyond the Connected Age; The Tar heel State in 2050 revisits Richard Florida's theory regarding innovation and/or societal advancements after economic downturns, commonly referred to "Resets".

Florida argues that societal "Resets" have followed periods of major economic stress, producing innovations as well as changes not only in how and where people work and live, but also importantly, in educational institutions and transportation methods. He goes on in the literature to explore the economic periods from 1873 –1879; the 1930's during the Great Depression, and of course the great Recession of 2007 –2009. Our most recent economic recession according to Florida is characterized as one where "[…] the fastest job growth was in the creative jobs that develop value through ingenuity, problem solving and the arts". One of the more salient points that he makes about this "Third Industrial Revolution" is that "the greatest challenge during this Third Reset is designing an educational system that can support timely and rapid reskilling of the labor force".

Though it is the view of the optimist, I remain convinced that resetting our educational framework is the single most important work that Durham can do in order to become a world class 21st Century community. As such this budget recommendation focuses on the beginning stages of a strategy for the much-needed development of our human capital through leverage funding for Universal Pre-K, the development of a cradle to career educational system and a host of support services provided through public health, mental health, social service and public safety.

The County's response to Durham Public Schools(DPS) and the department of Social Services in this recommendation includes an increase of 11 FTE at mid-year. Durham City's withdrawal from DPS's School Resource Officer (SRO) support necessitated the Sheriff's office to provide an additional 5 SRO officers to middle and high schools, while significant workload issues in the Social Services Child Protective Services division directed a FY 2017-18 mid-year increase in 6 Social Services FTEs. So, before making the first decision for FY 2018-19 the County must find ongoing financial support for 11 positions that were not part of the initial 2017-18 budget. Change.

As the County's population grows, and in response the call for County service needs, the need for County positions will grow. Each and every new County position has "downstream" costs that are sometimes hidden (or at least not necessarily considered upfront) that can and do quickly add up to major annual operating costs. Space for new positions, related insurance costs, increased support needed from internal service departments, and future salary growth, all put extreme pressure on the County to refine efficiency of current employee productivity in order to limit position growth and indirectly related cost.

Also, as part of the FY 2017-18 budget the County implemented a much-needed specialized mental health unit in the County jail for male inmates. This unit necessitated additional Detention Officer positions. The intention of County Commissioners was that the next step was to provide a similar specialized unit and staff support for female inmates in the detention center. This will result in the addition of 13 new Detention Officers to support staffing in this unit.

I bring up these issues to note that 24 new FTE positions have been or will be created based on decisions made before the FY 2018-19 budget process even began. Growth of this nature, while not unexpected, puts pressure on future year allocation of limited resources. How the County adapts to such growth and change in services provided and their ongoing cost is one of the many change challenges we currently face.

Other change agents affecting resource allocation for FY 2018-19 and beyond include rising interest rates, rising construction costs, and future capital projects, all of which can and do have significant fiscal impact over decades. Public Safety upgrades, expansion of cultural resources such as the Main Library renovations, potential support for affordable housing, and increased available parking for downtown all present significant future capital costs that can significantly monopolize available financial resources. We must not avoid necessary, even if expensive, capital costs that may be looming in the near future, but we must be prudent in how, when, and what we choose to build, and support financially.

Another change coming is an in-depth review and potential implementation of compensation recommendations to Durham County employees. County government is only as good as the human capital that support its services and we must recognize the changing environment in which that human capital works, the current and future regional economic environment, as well as recognizing and adapting to changes by competitors for our available pool of talent. Changes will reflect market pay and market conditions for existing positions and new hires as well as a recommendation to increase the "pay for performance" salary range from 2%-3% to 2%-4%. If the County expects employees to maximize productivity, support innovation, and provide exceptional customer service, those that do must be competitively compensated.

Change, at least during budget season, generally equates to a need for increased financial resources. A budget may reflect policy choices and environmental pressures, but the choices always translate into dollar allocation. With that overriding factor always present in nearly every decision the County makes, the outlook for supporting so much change presents unique challenges.

For FY 2018-19 slow growth in sales tax revenue and a decrease in annual Community Health Trust Fund financial support offset significant growth in property tax revenue, while fee revenue remains relatively flat. These revenue changes offer opportunity in some budget areas, but with equal costs in other areas. Growing service needs related to a growing overall population, as well as specific populations served, have almost all departments feeling, and requesting, the need for human capital support. These many factors and challenges have been comprehensively reviewed, questioned, measured where possible, and ultimately fit together in the form of this FY 2018-19 Recommended budget. A budget that reflects change, and our County's unique skill and character in the face of that change.

We received many valuable and important budget requests that were simply unable to be supported considering fiscal constraints. In fact, requests for funding totaled approximately $21.2 million more than the available revenue. These requests, as noted above, reflect growing service needs related to a growing population as well as expansion of services in specific strategic areas. Commissioner priorities along with Strategic Plan goals and objectives continue to focus where limited new funding should be supported.

I particularly want to thank all the departments and staff for the extraordinary amount of work they have invested in developing the Managing for Results model into a functioning performance tracking and analysis system. This has been no easy feat, and has been done while staff has been asked to continue carrying out their day-to-day work. We have a committed, dedicated workforce and to all Durham County employees I humbly say, thank you.

Going into the FY 2018-19 budget development process, the County was committed to an equivalent of 1 cent of property tax increase dedicated to support continued Pre-K expansion, towards universal Pre-K for all Durham students. This additional funding ($3.7 million) would be in addition to $1.5 million allotted by Durham County for Pre-K expansion for FY 2017-18. We are mindful that thoughtful expansion of services in this area may not warrant a full cent increase in funding in the upcoming fiscal year, so funding expansion will only be as large as the capacity to effectively spend the dollars for Pre-K services. By the same token, the County should position itself to leverage private philanthropic organizations to aid in making this heavy lift so every child can have access to Pre-K.

To that end, I directed staff as part of the FY 2018-19 budget process to look closely at historical spending trends within their departments using new tools like PowerBI and realign existing, already budgeted dollars to support inflationary increases and potentially any new requests.

Departments responded impressively, finding a total of $1.96 million dollars within their existing budgets to realign, supporting everything from inflationary contract increases to new position requests. In fact, 12.72 existing positions were realigned (8.0) or eliminated (4.72) for FY 2018-19 to limit requesting new positions or offsetting new positions requests. This process of continuously reviewing and analyzing spending patterns is another facet of the MFR model, where all aspects of performance are assessed, including financial performance.

Durham County continues to be in sound fiscal position with a 20+ year history of being rated as a Triple A community. We remain one of only 69 counties in the United States that Standard & Poor's has listed as AAA and one of only six of North Carolina's 100 counties that are AAA rated. Yet the realities of managing increased expenditure pressures and consistent declines in certain revenue streams, compounded by the threat of legislative actions regarding the redistribution of sales taxes, and other incremental policy changes continue to increase pressures on the local property tax base.

The Durham County Manager's recommended Fiscal Year (FY) 2018-19 budget totals $644,527,084, with a 1.9 cent property tax increase to support General Fund department operational growth, Durham Public Schools current expense growth, and potential employee compensation changes. A 1.9 cent tax increase for the General Fund generates $7,021,134 of new property tax revenue. Increased capital funding, supported by a tax increase in FY 2017-18, funds annual debt service related to long-term capital investments, including those projects already completed such as the new County Courthouse, the Human Services Building, as well as issuance of 2016 voter-approved General Obligation bonds for Durham Public Schools, Durham Technical Community College, and the NC Museum of Life & Science.

Expenditures

Fund SubCategory (sorted)	FY 2016-17 Actuals	FY 2017-18 Approved	FY 2018-19 Estimate	FY 2018-19 Department Req.	FY 2018-19 Manager Rec.	Manager Rec. v. FY 2017-18 Approved	% Manager Rec. v. FY 2017-18 Approved
General Funds	$572,047,627	$537,862,882	$571,610,235	$556,005,265	$545,882,601	$8,019,719	1.49%
Special Revenue Funds	$14,776,181	$15,355,576	$12,264,725	$12,760,498	$14,122,058	($1,233,518)	-8.03%
Debt Service Funds	$176,012,280	$68,669,065	$60,807,595	$72,777,809	$73,404,600	$4,735,535	6.90%
Enterprise Funds	$7,122,405	$10,618,880	$7,808,295	$10,380,080	$10,380,080	($238,800)	-2.25%
Trust Funds	$387,823	$637,323	$391,326	$737,745	$737,745	$100,422	15.76%
Total	**$770,346,317**	**$633,143,726**	**$652,882,175**	**$652,661,397**	**$644,527,084**	**$11,383,358**	**1.80%**

The total Durham County budget increase is $11,383,358 or 1.8% over the FY 2017-18 approved budget, while the General Fund budget increases $696,071 or 0.16% over the FY 2017-18 approved budget. The General Fund increase is exceptionally small this year largely due to a significant decrease in pass through dollars (revenues and expenditures) in the Social Services budget.

Expenditures

Functional Area Name	FY 2016-17 Actuals	FY 2017-18 Approved	FY 2018-19 Estimate	FY 2018-19 Department Req.	FY 2018-19 Manager Rec.	Manager Rec. v. FY 2017-18 Approved	% Manager Rec. v. FY 2017-18 Approved
General Government	$106,438,196	$109,584,024	$105,787,053	$119,231,803	$117,530,503	$7,946,479	7.25%
Public Safety	$59,661,791	$63,133,100	$63,230,291	$64,940,839	$61,848,748	($1,284,352)	-2.03%
Transportation	$353,001	$512,500	$12,500	$512,500	$512,500	$0	0.00%
Environmental Protection	$3,983,371	$4,458,542	$4,693,001	$4,903,485	$5,040,236	$581,694	13.05%
Econom. & Physical Devlp.	$4,936,608	$5,714,727	$4,485,379	$6,901,409	$6,990,500	$1,275,773	22.32%
Human Services	$160,310,824	$95,683,882	$135,465,414	$83,465,656	$80,715,300	($14,968,582)	-15.64%
Education	$134,879,723	$143,038,856	$142,938,856	$152,209,523	$149,869,007	$6,830,151	4.78%
Cultural & Recreational	$11,892,150	$12,637,795	$14,015,621	$13,115,116	$12,952,703	$314,908	2.49%
Total	**$482,455,664**	**$434,763,426**	**$470,628,115**	**$445,280,331**	**$435,459,497**	**$696,071**	**0.16%**

Outlook

Durham County's fiscal and economic outlook for FY 2018-19 is generally positive with significant growth in property valuation within the County (largely centered in the City of Durham). The adjacent tables highlight the running totals of residential building permits within the City of Durham and Durham County from 2013 until 2017. Almost 10,000 new apartments have been built in the last five years along with nearly 5,500 individual homes.

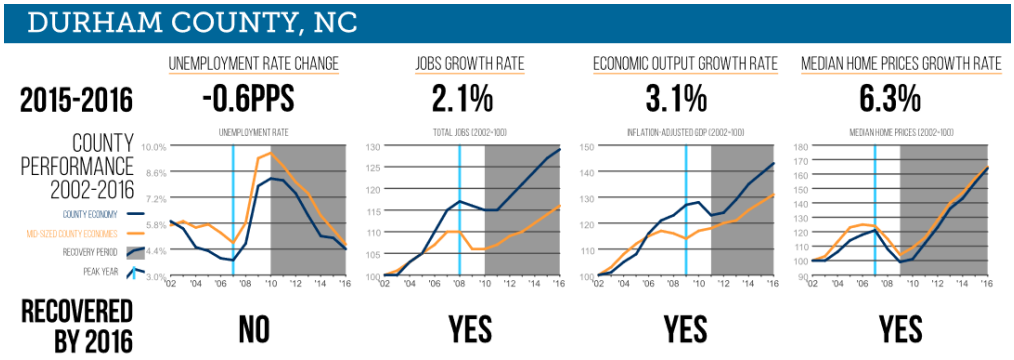
Outside the City limits the County has experienced a more modest growth trend.

City Year	Apartments	Duplex	Townhomes and Condos	Single Family Detached	Grand Total
2013	2,826	2	305	773	3,906
2014	3,184	4	564	1,668	5,420
2015	4,946	8	1,054	2,618	8,626
2016	7,245	18	1,565	3,813	12,641
2017	9,818	26	2,103	5,010	16,957

County Year	Apartments	Duplex	Townhomes and Condos	Single Family Detached	Grand Total
2013	0	0	3	72	75
2014	0	0	3	152	155
2015	0	0	32	270	302
2016	0	0	35	365	400
2017	0	0	60	476	536

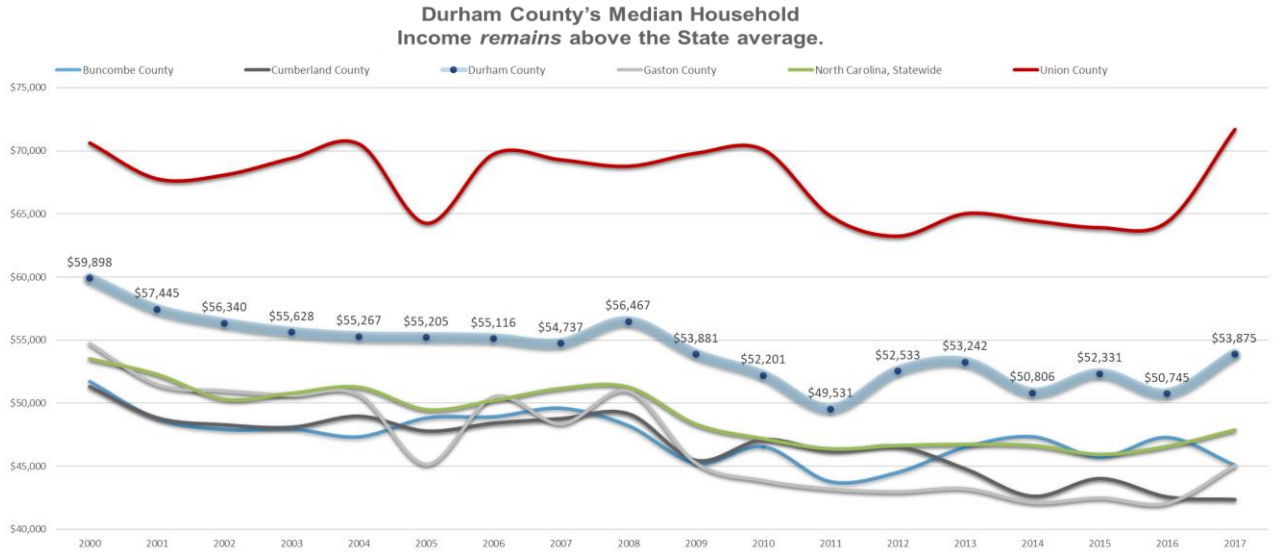
With almost 17,500 total new residential units built in the last five years, the County's (and City) property valuation growth has increased significantly. In FY 2018-19 property valuation growth for the County is estimated at 3.97% while City property valuation growth is estimated at 4.46%. Growth in property valuation equates to increased property tax revenue before any potential tax rate increase is considered, and the growth estimated for FY 2018-19 is significantly higher than past fiscal years.

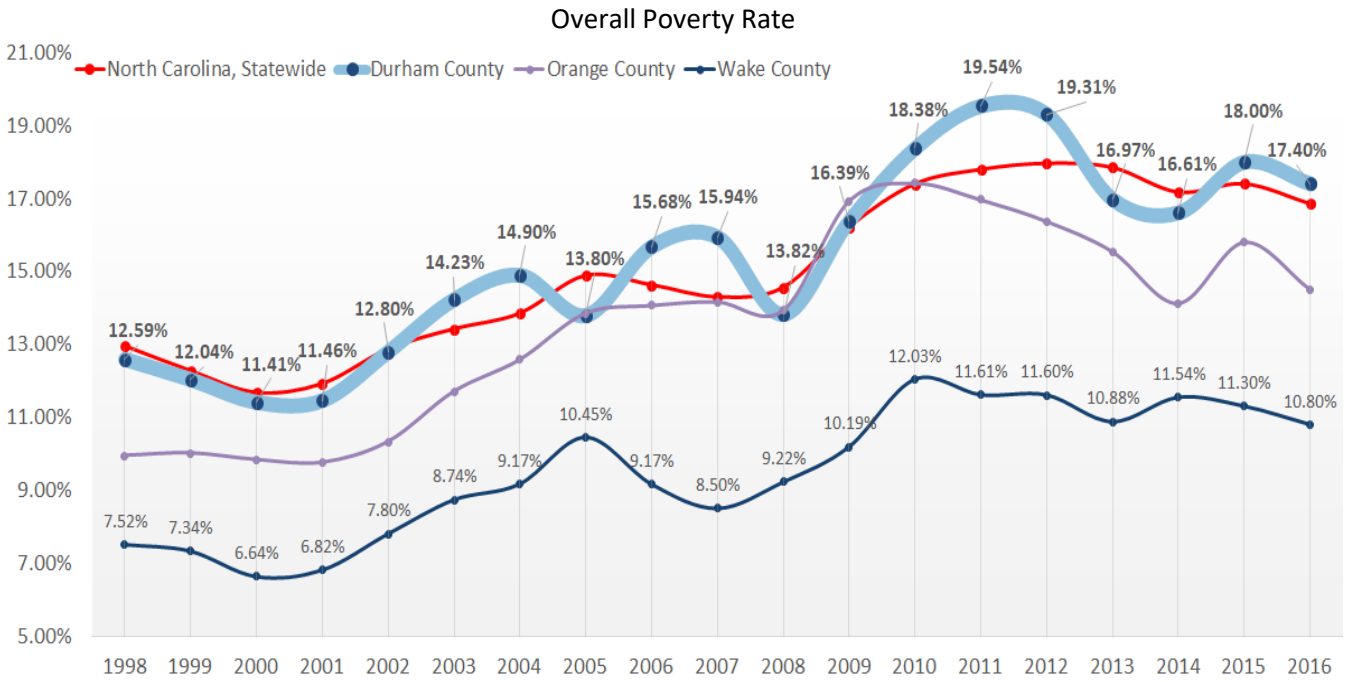
In 2017 alone Durham County had almost 4,500 new residential units come online. This level of growth comes with challenges, including the increased need for essential County services. The manner in which we adapt to such growth and how we manage the related costs will be an ongoing issue for future budget development.



While many County economic indicators continue their recovery from pre-recession levels there are still lagging areas that will need County support. A National Association of Counties (NACo) report, *"County Economies 2016"* shown below evaluated trends between 2002 and 2016 in four major categories including: annual changes in jobs, unemployment rates, economic output (GDP) and median home prices. Durham County performed well in three of the four areas. Overall, while Durham County's economic outlook remains positive; the growth factors are slower than the historical pre-recession period.

While the NACo report illustrates jobs growth, economic growth and median home price growth (all positives for many Durham County residents) it does not reflect some of our other realities. The County's child poverty rate was 26% in 2017, slightly below the state's average and an increase from previous years, while the overall poverty rate for the County hovers around 17.5%. Another concerning trend our community must be mindful of is the age stagnation and decline seen across Durham County, the region, and the state (Illustration below). While wages are increasing, they are still less than they were back in 2000.

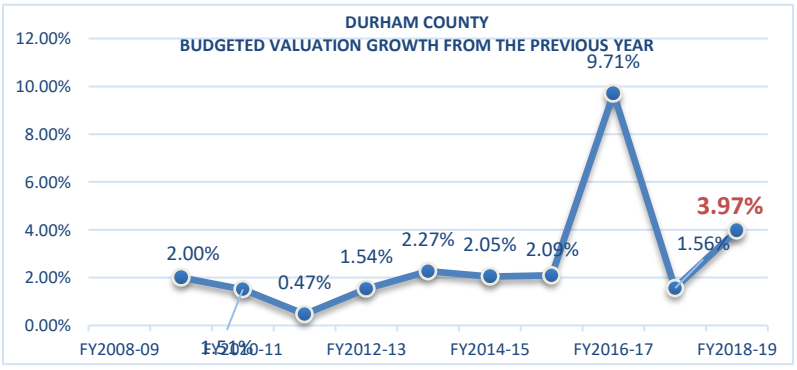




During this same period in the graph shown above Durham County's population grew 36%. Further, as we plan long-term to address operating and capital budget needs, the NC Office of State Budget and Management forecasts a 30% population growth in the Triangle region by 2030. These combined factors make it necessary to be more deliberate about planning for Durham County's needs for the short and long-term future.

As resources are stretched thin and the demands for services grow, our ability as an organization to recognize, respond, and plan for change is paramount. Using our Strategic Plan as a guide, our Managing for Results measures as progress markers, our human capital as an engine, and our innovation as a source of continuous renewal, Durham County Government will continue to provide the best services in the state. Our successful future is also inextricably linked to working in concert with the City of Durham, adjacent counties and municipalities, Durham Public Schools, the Chamber of Commerce, local universities, non-profit partners and many others to ensure we collectively leverage our talents and resources to ensure Durham's continued economic success.

Budget Overview



Property Tax Revenue

FY 2018-19 sees a significant increase in property valuation as noted earlier. This valuation increase is the highest seen in the last decade. Such an increase in valuation equates to significant growth in available property tax revenue before any potential tax rate increase (natural growth). However, the natural growth in available property, while significant, is offset by the natural growth in the budget necessary to sustain needed services. For FY 2018-19 the recommended property tax rate includes a 1.9 cent tax rate increase for the General Fund to support ongoing Durham Public School current expense, human capital investments, support for School Resource Officers and a female Mental Health unit at the detention center among other things. The tax rate needed to support capital financing stays flat for FY 2018-19.

Property Tax Rate	FY2017-18 Approved	FY2018-19 Recommended	FY2018-19 Change from FY 17-18
General Fund	67.08	68.98	1.90
Capital Financing Fund	9.71	9.71	0.00
Total	**76.79**	**78.69**	**1.90**

Sales Tax Revenues

The total amount of FY 2018-19 budgeted sales tax revenue for Durham County is $81.87 million, the equivalent of 22.16 cents of property tax. The estimated end of year FY 2017-18 sales tax collections is expected to grow 0.18% over budget which is much slower than in previous years. A sales tax growth factor for FY 2018-19 of around 4% translates to a 1.91% recommended budget increase for the upcoming fiscal year from the current fiscal year. Again, this is much slower growth than what was experienced last year at 6.99%. In actual new revenue the budget impact of 1.91% growth in sales tax revenue this year equates to $1.53 million, or 0.42 cents of property tax. Simply put, growth in sales tax revenue means less pressure on local property tax revenue. While this is an increase, it is $3.7 million less "growth" revenue than compared from FY 2016-17 to FY 2017-18. So, while natural property tax growth increases significantly, sales tax growth decreases dramatically, which are somewhat offsetting trends and ultimately mitigates the overall amount of "natural growth" revenue available FY 2018-19.

Sales Tax Article	FY 2017-18 Original Budget	FY 2017-18 12 Month Estimate	% from FY 2017-18 Budget	FY 2018-19 Manager Recommended	% from FY 2017-18 Budget
Article 39	$23,919,039	$23,359,740	-2.34%	$23,958,255	0.16%
Article 40	$13,382,478	$13,450,263	0.51%	$13,961,887	4.33%
Article 42	$16,327,164	$16,203,348	-0.76%	$16,467,326	0.86%
Article 44	$0	$441	#DIV/0!	$0	#DIV/0!
Article 46	$13,900,000	$14,129,771	1.65%	$14,100,000	1.44%
Inter-local	$12,807,106	$13,336,376	4.13%	$13,386,107	4.52%
Total	**$80,335,787**	**$80,479,939**	**0.18%**	**$81,873,575**	**1.91%**

Other Revenues

Overall General Fund service charges increase by only 0.58% or $125,834, such a small increase is due largely to reduced fees related to elections carried out in the current year that will not occur in FY 2018-19 as well as reductions of one-time fees in several other areas. Intergovernmental revenues, which are pass-through dollars from other governmental entities decreased by 25.7% or almost $15.5 million due to state funding once routed through Social Services now being distributed directly by the state.

Strategic Plan Update

As initially noted, change remains the constant in Durham County. Whether it is with the County's dynamic workforce or across a diverse community of residents or with regards to an ever-evolving landscape of buildings, organizations, businesses and institutions, Durham continues to change. Within our organization we've intentionally focused on creating positive organizational and service change, with continuous improvement as a guiding principle.

Since I arrived as the County Manager in 2014 County departments has been developing and implementing the Managing for Results (MFR) change management model. Combined, the refreshed Strategic Plan and MFR will define the changes and direction that the County expects to achieve. We are proud of these needed evolutions and advancements, and we eagerly look to the future.

A refreshed Durham County Strategic Plan is helping the organization plan for the future and successfully adapt to unforeseen changes. This time around performance measurement is better integrated into how the organization plans and provides services. Those performance measures will help us continually make

improvements and investments based on what the data tell us. This Strategic Plan does not shy away from the complexities of the organization's and the community's challenges and opportunities. This plan, which connects the work of multiple departments in a series of overarching objectives and strategies, embraces collaboration, between departments, with other local governments, and with other community organizations.

The 2017-2021 Durham County Strategic Plan is a dynamic and robust. It will be reviewed each year through the County's annual operating budget process, allowing for minor updates to keep the plan current. It will also serve as a framework for future conversations and decisions about ways that the County can continue to improve service delivery.

2018 Community Conversations - Word Cloud Common Themes



Discussions like three Community Conversations the City and County had with residents during the last half of FY 2017-18. These conversations serve to inform elected officials and City and County staff of resident thoughts and needs around specific areas of City and County services. They also served to help diverse groups of residents understand and communicate with other residents. Shown is a visualization tool the County developed to assess over 1,600 citizen comments during these conversations. The word cloud captures common themes gathered from citizen feedback. Understanding and communication are the beginning of real change and fundamental to implementation of strategies that can affect objectives and goals set within the refreshed Strategic Plan.

Durham County is a passionate, growing community of employees and residents, and we look forward to continuing to serve and work with the community and employees to address the challenges and opportunities ahead. The following sections of this message will highlight our budget by Strategic Plan goal area.

FY 2018-19 Budget Highlights

Goal 1: Community Empowerment and Enrichment

The community enrichment goal focuses on Durham County's efforts to uplift individuals, households and families regardless of their circumstance, composition or aspirations. One key area of this goal highlights the County's continued investments in and concern for the publicly funded institutions providing early childhood, K-12 and post-secondary education.

Durham County has begun significant new investments in high-quality preschool so that all Durham children and youth have a stronger chance to succeed. In addition to pushing greater coordination and emphasis on the birth-to-8 continuum, the County continues to prioritize high K-12 funding levels – funding Durham Public Schools at a level higher than all but a few districts across the state while also maintaining high expectations for performance. Graduation rates are near all-time highs, but academic proficiency and college-and-career readiness, especially when broken down by race and household income, continue to reflect stubborn achievement gaps.

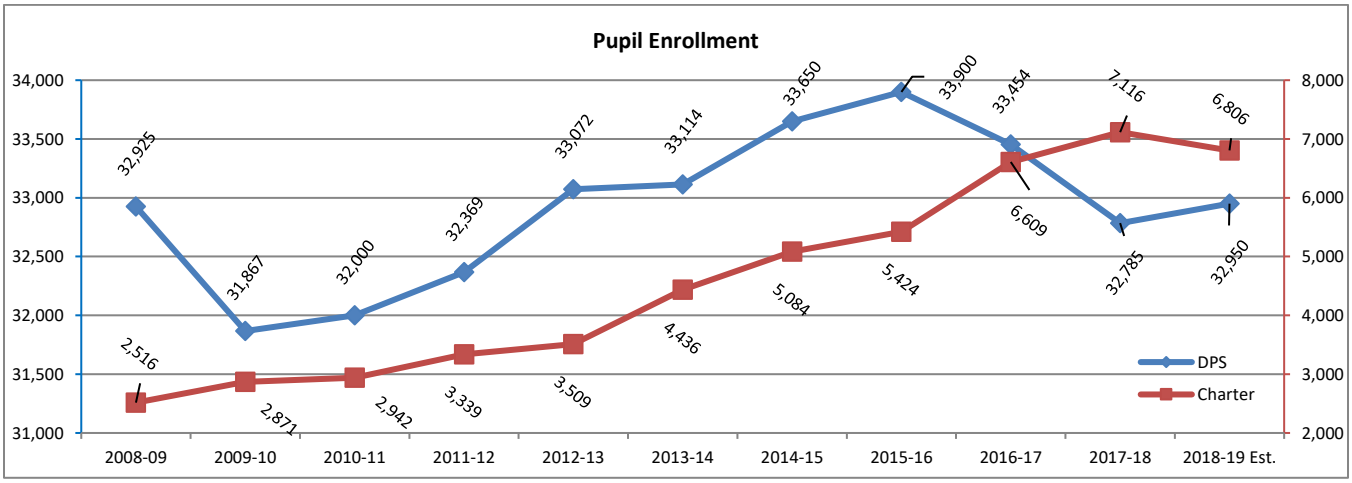
Durham Public Schools

Durham Public Schools continues to be the single largest source of expenditure for Durham County Government. For FY 2018-19, at the time of the writing of this message, the Durham Public Schools Superintendent's budget request has an increase of $4.98 million in additional county funding. The request supports local supplement

support for state teacher salary and benefits increases ($2.16 million), support for "in-house" janitorial staff ($1.2 million, additional teacher extracurricular pay support ($750,000), and other expansion requests ($850,000).

I am recommending a total DPS current expense increase of $3.0 million through a combination of property tax dollars and BOCC policy directed use of additional Article 46 sales tax. This funding increase supports state salary increases, automatic contracted services increases, and can support other DPS initiatives as chosen by the Durham Public Schools Board of Education.

We have consistently stayed among the top five county governments in local funding per student and with my recommendation Durham County will maintain that position with "per pupil" funding at $3,400, an increase of $88 per pupil from FY 2017-18 local current expense funding. It should be noted that while enrollment in Durham County charter schools continue to grow, the number of students in Durham Public Schools has decreased the last two years.



Durham County will also pay $33.2 million in debt service for school facilities during FY 2018-19. Per this recommended budget, the total annual funding for Durham Public Schools for FY 2018-19 is $136,806,961 or 31.43% of the entire General Fund budget. In addition to the direct operating expense and debt service payment for Durham Public Schools, an additional $5.5 million is allocated in County department budgets to support School Resource Officers (SROs) and Public Health related school nurses.

Pre-K Expansion

During FY 2017-18 budget development the community received several critically important reports related to the state of Durham County's children; the State of Durham County's Young Children Report and the findings of a blue-ribbon pre-school task force outlining a plan for the expansion of high quality Pre-K. From those reports we know that there are young children and young families in this community in desperate need of additional, high quality educational experiences to ensure that are ready to succeed as they enter kindergarten. In response the County has set a goal of universal Pre-K support for all Durham children. We are working many other community partners to identify additional, strategic investments along the birth-to-8 continuum, but we are moving forward with haste to make new investments in high quality pre-school opportunities.

To that end Durham County budgeted an initial $1.5 million in FY 2017-18 to support an additional 8 Pre-K classrooms (144 students) at Whitted School. Those annual operating costs of the Whitted School Pre-K program are again supported in this recommended budget and will be added to any additional Pre-K funding supported by the Board of County Commissioners.

To continue to close the gap towards universal Pre-K support for all Durham children I am recommending an additional $3.7 million be allotted by the County for expansion of Pre-K services, for a total FY 2018-19 funding amount of $5.2 million. This total is equivalent to a little more than 1.5 cents of property tax, or $30 on a $200,000 house, and while acknowledging that the financial burden of making high quality pre-school available to every four year old in Durham is heavy, the alternatives for our most vulnerable and underserved children are unacceptable.

As "universal" Pre-K has been a positive uplift for other states and cities, I believe this concept has the potential to greatly reduce the achievement gap in Durham, and to improve educational, workforce, and other outcomes in the long run. This is not just a County responsibility; this is not just schools' responsibility; this is a community responsibility, and universal Pre-K represents a community investment in our future which will benefit every individual, institution, and corporation in Durham. I am putting these resources forward as a challenge grant with the hope that they can be matched by re-investment of some public school funding as well as by private and philanthropic funding. I believe this model constitutes a shared investment that our business, education and government partners can get behind for the greater good of Durham.

I am proposing continued support for the Durham Children's Data Center at Duke University, an institution of increasing importance as we look to carefully evaluate pre-school and other key investments, educational and otherwise, over time.

The County also is committed to strengthening Durham through expanded and creative workforce development programs and supports, especially for historically difficult to employ populations. In addition to pursuing enlightened hiring and personnel policies internally, Durham County wishes to expand its work through both governmental and non-governmental institutions to help its residents see, train for and successfully move into rewarding, living wage careers. Ongoing partnerships with Durham Public Schools, Durham Technical Community College, the Durham Workforce Development Board, NC Works and Made in Durham are vital to community success in this area. Durham County further seeks to provide expanded opportunities for historically underutilized businesses by supporting greater recruitment, development and contracting with minority and women-owned businesses.

Durham Technical Community College

Durham Technical Community College (DTCC) requested funds to support campus salary market-adjustments, contracted services and rental space support. In addition, the requested funds would support additional security cameras around campus facilities. The Article 46 sales tax revenue allocated to support DTCC scholarships is projected to increase slightly by $12,871 in FY 2018-19, bringing the total projected funds to $1,335,946, and we have continued conversations with Durham Tech to make sure these scholarships have as great an impact as possible facilitating the future success of Durham students.

I am recommending funding increases of 5.24% or $375,654 for DTCC. The dollars will fund inflationary operating expenses, additional personnel cost, and additional rent cost related to new leased space.

Nonprofit Support

In FY 2017-18, the Nonprofit Funding Program incorporated MFR-related process improvements as part of ongoing program review. The program review compared our process to that of our North Carolina peers and incorporated policy direction from the Board of County Commissioners, with the most significant process improvements made to the solicitation and application review components of the application process. The solicitation process included tighter alignment to targeted needs identified within Strategic Plan goals 1 through 4. In FY 2018-19 the County will continue funding nonprofits that are currently funded pending a recertification process that reviews performance and financial information. Taking this approach allows agencies more time to

effectuate outcomes as well as more time for program staff to evaluate the investment that has been made. Additionally, the budget process was used as an opportunity to identify a single issue where the County could focus its resources with new nonprofit funding dollars. As a result, the County has issued a Request for Proposal for agencies that can alleviate food insecurity in the County by providing access to quality and nutritious food. In FY 2018-19, pending recertification, flat funding will be recommended for 39 nonprofit agencies at a total of $630,000. Additionally, funding recommendations will be made for Food Insecurity RFP applicants post review. A detailed list of funding recommendations can be found in the Appendix.

Goal 2: Health and Well Being for All

Your support for Health and Human Services continues to be demonstrated by the significant funding provided for County government programs and nonprofit organizations that support this strategic goal. The County continues to sharpen its focus on the cross-sector work that must be done to create a "Healthy Durham" – a Durham where all our residents have the opportunity to achieve optimal desired health outcomes. We understand that "[…] good health is a state of physical, mental and social well-being and not merely the absence of disease or infirmity." and we are working hard to address the disparate health and quality of life outcomes that exist in our community.

Social Services

In February, the Department of Social Services (DSS) requested and received approval to establish 6 new positions within Child Protective Services to move us closer to the required caseload standard of 1 worker per 10 cases. While the department funded these positions using lapsed salaries through June 30th, the FY 2018-199 budget includes new full year funding in the amount of $365,663.

In the current fiscal year, DSS and the Durham Center for Senior Life (DCSL) piloted a shared Social Worker position to ensure that Seniors are referred to community agencies in a timely and efficient manner. This shared position was designed to assess the needs of hundreds of Seniors at the DCSL and to refer these clients to services in the community, such healthcare, financial assistance, utility assistance, food security, prescription medications, educational opportunities, transportation, legal assistance, behavioral healthcare, spiritual connectedness, affordable housing, and social integration. I am recommending funding in the amount of $30,000 to continue this partnership.

An additional $30,000 is recommended in Adult Services to expand the contract with Lincoln Community Health Center for medication assistance. This expansion will allow Durham County citizens who are uninsured or underinsured to receive medically necessary prescription medication prescribed to them from Lincoln Community Health Center at no cost to the client.

Four new vehicles are recommended for DSS Adult Services and Aging staff whose responsibility is protecting the older citizens of Durham County. Staff frequently transport clients/wards and their property for routine trips and sometimes in emergencies. This recommendation is funded at $106,474.

Over the past year DSS has worked to reduce its average vacancy rate from 10% to 5%. Staff and HR team members implemented strategies such as continuous postings of high turnover positions, pooling multiple positions into a single post to maximize recruitment and over hiring when possible. It is anticipated that changes to work processes because of HB 630 and the state's federally imposed Performance Improvement Plan will result in the need for additional positions that were not included in this recommended budget. The department has been highly encouraged to reallocate vacant positions to fill critical positions and to keep me informed of decreasing vacancies, and upward trends in client numbers and resource consumption. Another mid-year request may be brought to you to support documented growing needs.

Public Health

The recommended budget reflects the efforts of Public Health staff to realign existing resources after evaluating program performance and external support. Staff examined spending trends and reduced operational expenses where trends dictated. Also, following a review of workload measures, the department decided to close the Healthy Futures Program. This program was designed and implemented over a 5-year period to provide "well-child" assessments in the school setting but closed as of March 31st because of extreme underutilization due to a shift in partner support. The three nurses were reassigned to the School Health Program which will further our efforts to reduce nurse-to-student ratio while retaining highly qualified public health nurses within the department. This change moves the overall nurse-to-student ratio from 1:1,595 to 1:1,367. Because of this realignment of $360,097, additional school nurses were not requested in the FY 2018-19 budget.

As part of the Managing for Results continuous change process Public Health has also eliminated the Dental Van Driver position (1 FTE) opting to contract out the service that will operate according to the DPS schedule.

The number of restaurants and food trucks continue to increase in our community, we're a "foodie" destination for a reason. Hence, our Environmental Health staff have an increased number of mandated inspections to conduct. They are required to monitor specialized food processes introduced in many of the restaurants and regulations that apply to shared-use kitchens. I am recommending the addition of 3 new full-time positions to the General Inspections/Food & Lodging Program. The Environmental Health Program Specialist, funded at $87,481, will focus on monitoring the specialized food processes and regulations that apply to shared-use kitchens. This change and the addition of two Environmental Health Specialists funded at $144,920 will increase staff productivity and move the percentage of mandated inspections completed from 68% closer to the department's 85% target.

During the current fiscal year, a part-time pharmacist was temporally increased from 52% to 60% with the division absorbing the increase by reallocating expenditures. The three additional hours per week allows for time to assist the other pharmacy staff with aspects of the increased work load and I am recommending permanently increasing the position by 0.08 FTE.

To ensure all Durham residents attain physical, social and financial well-being we must pay attention to the experiences of residents' lives by listening to them, actively working with them, as well as by using data. Neighborhoods have considerable disparities in respect to how environmental factors influence health; to that end I am recommending that we continue to commit resources to work with DataWorks NC, a nonprofit that houses the Neighborhood Compass. Through this partnership the County is supporting three key efforts to deliver actionable HIPAA-compliant health information to Durham and to better understand and serve its neighborhoods.

Along with continued progress on health indicators, Neighborhood Compass development, community workshops and support for County staff, the funding will foster development of DataWorks programming in Durham County libraries, continued work on internal data use projects for Durham County Public Health, and collaboration across other local data operations like the Durham Children's Data Center and the Open Data program. While Public Health staff members are actively engaged in this work, I am recommending an investment equal to that of the City of Durham in the amount of $92,700 to continue to support this transformative work.

In FY 2016-17, we renewed the contract with Correct Care Solutions to provide medical services for detainees in the Detention Facility after going through an updated request for proposals process. As in the past, this new contract is reviewed annually for renewal over a five-year period. To accommodate these annual growth terms an additional $87,981 is included in this recommended budget.

Library

Today, our Main Library is literally a library without walls, we can see it transforming every day. The building is scheduled to reopen to the public in January 2020. Last year, I told you that the cost of the opening day collection

would be $400,000 spread over two years. Funding is recommended for FY 2018-19 to finish purchasing the collection in preparation for an early FY 2019-20 opening.

While new positions for the Main Library are not included in my recommended budget, I am recommending that two existing positions be expanded. A vacant 0.06 FTE Librarian position is recommended to be reclassified to a full time Senior Librarian to be the Head of Adult Services at the East Regional branch library, an increase of 0.94 FTE. The second position is a vacant 0.48 FTE Library Page to be reclassified as a 0.52 FTE Office Assistant (an increase of 0.05 FTE) to help with Adult Services Desk Coverage at the newly refurbished Main library. Library staff realigned several other positions to provide greater point of service coverage at no additional costs.

Cooperative Extension

This year, I am recommending that funding be included to purchase cribs from Cribs for Kids® National Infant Safe Sleep Initiative. These will be given to program participants in need of cribs. Additional funding is recommended to purchase the curriculum, Birth and Beginning Years (B.A.B.Y) by Motheread, Inc., that "uses multicultural children's books to teach parenting and health information to expectant and new parents".

To support Durham County Access transportation services, an additional $100,000 is recommended to support increased customer rides. To take advantage of potential service efficiencies, staff has initiated conversations to transfer the program to the City. Staff from both the City and County will spend the next several months gathering data, researching similar models, developing a white paper, etc. A solid plan will be brought back to you for your consideration.

Veterans Services

Since 2013, Durham Veteran compensation and pension dollars captured by the department for County Veterans has increased 40%. The Durham County Veterans Services Officers has also provided key leadership on a community wide collaborative for Durham County to be recognized as achieving the goal of effectively ending chronic homelessness among Veterans The recommended budget includes 1 additional FTE Veterans Service Officer to meet increasing demand for services as well as continuing to capture and deliver the rightful benefits to our deserving Veterans.

Goal 3: Safe Community

Protecting residents and creating a safe community continues to be a top priority as identified in the County's strategic plan. In order to create that safe community we "[…] partner with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies and ensure accessible and fair justice." Providing effective and timely public safety services is fundamental to the County's efforts in supporting one of the five major goals of the strategic plan; a safe and secure community.

Not only must we be effective in-service delivery, but we must be efficient as well. Goal 3 departments collectively have found opportunities to reallocate existing resources resulting in a combined net County cost increase of only 4.43%; this includes natural salary increases as well as a modest list of new initiatives.

Increased investments in the Sheriff's Office, the Detention Center, Emergency Medical Services (EMS), and Emergency Management are the primary new investments for Goal 3. The proposed new or reallocated spending I am recommending will continue to address our critical public safety needs within available resources.

Emergency Medical Services

Well-trained Emergency Medical Technicians (EMTs) and paramedics are essential to providing high quality clinical care to residents in need. To maintain high quality care, I am recommending an EMS Training Division be created using four reallocated vacant EMS positions. The new training division will provide continuing EMS education to

the County's EMS System and will train EMTs to become paramedics using in-house resources. Having an in-house resource provides greater opportunity to transition EMTs into paramedics, supporting the goal of reducing the chronic difficulty in hiring new paramedics. In addition, I am recommending continued replacement and upgrading of EMS ambulances by replacing five ambulances ($1.168 million) using appropriated Community Health Trust Fund funding.

Building on the Board's support of the Community Paramedic model last year, I am recommending an additional Community Paramedic be added to this pilot program. This position will come from a reallocated FTE and will build on the work of the two current paramedics, allowing for increased contact with their patient-base to better assess the overall impact of this initiative.

As previously discussed with the Board, recruitment and retention of paramedic level staff continues to be a challenge in Durham, in the state and across the country. EMS struggles with a high annual vacancy rate averaging 20.5% in the current fiscal year. The new introductory pay and bonus program for paramedics implemented in spring 2016 has improved our efforts to attract high quality candidates. The formation of a dedicated EMS Training Division will assist in transitioning our current EMTs into paramedics in a timely manner. To continue our efforts to improve response times I also recommend that we maintain our "over-hire" of seven positions strategy to address the gap that occurs when new hires are in training.

Sheriff's Office and Detention Center

For the Sheriff's Office I am recommending investments in personnel resources and replacement vehicles. A total of 20 new positions and equipment ($1.05 million) to address critical safety and security needs is included in my recommended budget. Five new School Resource Officers (SROs) ($540,035) are included in response to the City of Durham choosing to no longer provide SROs in five city schools. With this investment the County will be funding 27 SROs in Durham Public School middle and high schools. I also am recommending funding for body worn cameras for all SROs bringing the County's total investment in SROs to $2.5 million. Two new law enforcement officer positions with vehicles and equipment are recommended to be funded to meet the workload demands required to serve domestic violence orders in an efficient manner. Lastly, 32 law enforcement replacement vehicles and vehicle equipment totaling $1.06 million have been included in the proposed budget.

In FY 2016-17 the Board approved funding to open a mental health pod for male inmates in the Detention Center. The mental health pod opened in fall 2017 and has proven to be a valuable resource in addressing the needs of male inmates with mental health issues. The Sheriff has requested funding to open a mental health pod for female inmates. I support his request and recommend that 13 new detention officer positions be created to staff this expanded service in the Detention Center. I also recommend an increase in the Detention's Center overtime budget to address overtime issues related to scheduling before and after shift briefings.

The Sheriff has requested funding to implement a law enforcement incentive pay program, and while I support the need to adequately compensate these, and all, employees, no individual funding is set aside for the Sheriff's office at this time. Rather, as I will talk about shortly, I am recommending we consider this important need in light of all employees once we have time to review the Class and Compensation study that has been undertaken.

Additional Public Safety Investments

Additional proposed public safety investments focus on the Fire Marshal's Office, City/County Emergency Management and the Fire and Rescue Division. A new vehicle for the Fire Marshal's Office to help separate contaminated equipment has been included in next year's budget completing the vehicle replacement process for this office.

As the Board is aware the County evenly splits the cost of Emergency Management services with the City. An Emergency Management Hazmat planner with required response equipment has been included in the proposed

budget to manage facility's hazardous materials plan submissions, and to assist Durham businesses with federal hazardous materials planning compliance. In turn I am also recommending a new Emergency Preparedness fee (related to the type of Hazardous Materials stored) be enacted to offset the cost of the new position, which is estimated to generate $40,000 in FY 2018-19. Other cost shared items such a replacement generator for the Emergency Operations Center and floor covers for emergency shelters have also been included the proposed budget.

As we move forward with the plan to consolidate the Durham County Fire and Rescue Service District with the City Fire Department, some important changes will occur. The 53 employees that were a part of Durham County will be moved to the City. This reduction in positions will reduce the overall total for the County, but it must be understood that the cost of these employees, and fire services provided, will still be the responsibility of the district through an interlocal agreement.

As part of developing an interlocal agreement with the City to consolidate fire protection and first responder services in the southern part of the County, an increase in the levy for the Durham County Fire & Rescue Service Tax District is required. A tax increase, which would have been necessary even without this merger, is needed to pay for the consolidated services which will maintain or improve Insurance Services Office ratings achieving lower insurance rates for residents and businesses in the district. The DCFR Service Tax District has not had a tax increase since it was created 3 years ago; after the combining of the former Parkwood and Bethesda districts. I recommend that the rate be increased by 2.0 cents to pay for these expenses included in the interlocal agreement. The County's three other volunteer fire departments, Redwood, Bahama and Lebanon, are not requesting tax increases in their respective districts.

The County is continuing to support our Judicial System through continued funding of the Assistant Attorney positions in both the Public Defender's and District Attorney's offices, whose roles are focused on efficiently moving individuals efficiently through the legal system. In addition, both the District Attorney and Public Defender have requested some minor office revisions that will help maximize their offices and provide appropriate spaces for the confidential nature of their work.

Other departments in Goal 3 which include the Criminal Justice Resource Center, the Youth Home and Emergency Communications have requested level funding or have reduced their budget requests due to grant awards or a reallocation of existing resources.

Goal 4: Environmental Stewardship & Community Prosperity

Environmental, Development, and Economic Programs

This fiscal year, the County will continue our focus on strategic environmental and infrastructure investments aligned with our Strategic Plan and community goals. This work will include improvements to our utility systems and treatment plant in the Research Triangle Park to support our reinvestment in Park Center as well as improvements to continue providing the foundational elements for economic growth in RTP. Additionally, as discussed in the BOCC Budget Retreat, we will also make investments in infrastructure for the Treyburn Business Park to facilitate more economic growth, as Treyburn is a significant asset in attracting manufacturing jobs that provide a gainful living for many who may not hold advanced educational credentials. These investments will also continue the high level of environmental protection desired by our community. In this area, the County continues to see uncertainties with respect to regulatory challenges and will remain vigilant to mitigate the effect of these regulatory uncertainties and associated potential cost impacts.

I am encouraged by the uptick in economic development inquiries fielded by County staff following the Legislature's repeal of HB2. This bill impeded the economic development efforts of our staff and our partners at the Chamber in continuing to recruit high-quality companies to our community to continue our work in providing

a diverse base of quality jobs. With the repeal of this bill we have experienced an increased level of interest from companies interested in our community and believe that, with these proposed strategic infrastructure investments, our prospects for economic recruitment – and revenue growth – will continue to improve. That said, current state legislative actions have introduced uncertainties into the various state incentive programs we have long partnered with as part of our recruiting efforts, so we will continue to monitor and assess the potential impacts.

Capital Improvement Program/Project Management

Implementation of the General Obligation bond program work approved by County residents in November 2016 is well underway. Work on the Judicial Building renovations have progressed well and occupancy is anticipated in late Summer/early Fall 2018. Construction is also well-underway on the Main Library renovations with completion currently anticipated in late 2019. Additionally, we continue providing project management work on the renovations/expansions at Lincoln Community Health Center to help our partners ensure healthcare services are available to as many in our community as possible. Our work also is ongoing with the University of North Carolina – Chapel Hill's School of Government Development Finance Initiative (DFI) team to provide the appropriate analysis of options to ensure our outcomes are aligned with the adopted Guiding Public Interests work at 300 and 500 blocks of East Main Street. Additionally, we are now at a point where key investments must be made in public safety facilities to ensure these critical community services can be provided in an effective and timely manner. Our work towards a more "green built" environment continues to pay dividends as evidenced by the at/above targeted levels of cost recovery from the High Performance Contracting program undertaken three years ago. Additionally, our renovated Judicial Building and Main Library facility will be LEED-eligible in accordance with Board's adopted policies.

Based on current and projected capital project workloads, coupled with the demand for additional special studies and initiatives, I am recommending two FTE project manager positions be added to the Project Management team.

Environmental Programs

The County's Open Space program continues to increase protected acreage that will provide community benefits both now and for future generations. Of note this year was protection of a "Century Farm" via this work, notable for both the family that has owned and stewarded this land for over 100 years and also our partnership with them to protect it for future generations.

Targeted investments in County Stormwater/Soil-Erosion programs made in FY 2016-17 are now paying dividends in enhanced responsiveness and environmental quality, all with the goal of sound environmental stewardship. I am pleased to share that these investments have resulted in our program being recognized by the NCDEMLR and the State Sedimentation Control Commission as the "2018 Program of the Year," a distinct honor and achievement resulting from our intentional efforts and targeted investments to ensure a high level of environmental protection even as we see development having returned to near pre-recession levels. The studies, initiated in the current fiscal year, on approaches to meet stormwater requirements in the coming years will also continue to be refined as we further this work with the regulatory agencies and regional partners on mass loading limits.

The County's Soil & Water Conservation District (SWCD) continues to be a leader in implementing practices designed to protect and enhance Durham's natural/agricultural resources. This was a year of note for the SWCD, with some staff being recognized for development of innovative efforts, and the SWCD Director receiving a prestigious award for his efforts to protect water quality in Durham County. We have many successes in our environmental stewardship programs, yet we also see increased challenges and uncertainties due to legislative changes at the State and Federal levels. Our SWCD also initiated a trial program in the current FY to provide small grants to aid local growers in obtaining – and maintaining – the necessary certification (GAP) to allow them to

access institutional markets for their produce and related products. I am recommending we continue this program with an increase in funding as we continue to work on refining metrics to measure outcomes from this initiative in accordance with our MFR principles. This small grant program is leveraged by the strengths in our Cooperative Extension program as well as by companion funding awarded to Farmer Foodshare, one of our non-profits, to provide grower subsidies to allow local growers to be more competitive in accessing larger-scale institutional sales. This has also allowed more local, fresh foods to be introduced into the Detention Center, part of our efforts to provide access to high quality foods to all.

I am also recommending funding an update of the 2008 Greenhouse Gas Plan, which will be jointly conducted and funded with our City partners as requested by the Board. Other notable work in our Sustainability efforts this year included our community receiving the prestigious Level 4 award from STARS communities, in recognition of the many approaches, services, and initiatives in our local governments and governmental partners towards creating a truly sustainable community for all.

Development Services Center One-Stop Shop

The City and County opened the Development Services Center One-Stop Shop in April 2017 and we now have a full operational year "under our belts." This initiative has been well-received and work is ongoing in refining processes and ensuring appropriate resourcing to allow this initiative to realize its full promise to the community. This is a customer-focused, multi-agency initiative center designed to assist in citizens completing the Development Review Process, while ensuring community-adopted planning and development standards are appropriately upheld. As part of this work, an "Express Review" program for certain forms of development is proposed for FY 2018-19 and will be based on a cost recovery model for the services rendered

Enterprise Fund

The Utility Division continues to expand in almost all aspects of provided utilities including the extension of reclaimed water services and interlocal agreements with surrounding municipalities and Research Triangle Foundation businesses. The County continues to see strong growth in its utility service area in both residential and commercial flow. As discussed with the Board at our recent Budget Retreat, we will be adjusting user rates to allow for a number of projects to be funded via the "Pay Go" model while others will be contemplated for funding via a potential Revenue Bond. These improvements will allow us to continue to meet these increasing services demands, to facilitate economic growth in RTP and adjacent areas, while maintaining our exceptionally high level of environmental protection. As part of this work, I am recommending a new Utility Technician position to provide support services in a number of areas from field work to the compliance lab. This new position, as are all costs related to running the Enterprise fund, is supported by fees charged to customers using the water and sewer services provided. We will also be implementing a new Capital Fee structure as a direct result of the requirement of HB436. This bill, passed by the Legislature in 2017 requires all utilities within local governments to conduct certain studies to form the basis for certain fees levied.

Goal 5: Accountable, Efficient and Visionary Government

Durham County Employees

Our County workforce continues to be our greatest asset, but one that is changing quickly and profoundly. Dealing effectively and proactively with these changes over the next five to ten years will be extremely important in recruiting, training, and retaining quality 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 17% of Durham County's active employee base eligible

to retire between 2017 and 2022 or less, continued focus must occur on retaining and recruiting a talented workforce to ensure we meet residents' service demands.

As part the FY 2017-18 Approved budget, funding was supplied for a County wide classification and compensation study. This study is currently wrapping up, at the time of the writing of this message, with significant pay change recommendations expected for FY 2018-19. This comprehensive study, once completed, will offer a multi-pronged approach to employee compensation that meets the changing face, age, and work of County employees in the coming decade. The objective is to implement a fair, consistent competitive classification and compensation system that allows the County to attract, reward and retain the most qualified individuals. The final study proposal will include other reward and recognition incentives that comprise a comprehensive compensation system. FY 2018-19 funding to begin adopting potential study recommendations is $3 million. It is expected that full implementation of study recommendations will have significantly higher costs, but I feel strongly that the multitude of services provided by Durham County government are only as beneficial as the employees that carry them out.

The recommended budget also expands the employee pay for performance compensation plan from the 2-3% range to 2%-4%, with the expectation of future growth in that split in future fiscal years. We must be able to adequately recognize and support our best employees as well as provide incentive for the best possible service to County residents by all employees. Additional funding has been set aside to implement this larger pay for performance split after development of performance definitions by our Human Resources department early in FY 2018-19.

Strategic changes in the County's chosen benefit provider from BCBS to Aetna's Accountable Care Organization for FY 2017-18 saved the County a multi-million dollar increase in health insurance costs for that fiscal year. However, due to County benefits plan enrollment increasing during the current fiscal year, as well as projected health care premium cost increases for the upcoming fiscal year of 8.65%, the total FY 2018-19 health benefits increase equates to approximately $3.2 million or 14.5%. I am personally having conversations with Aetna to find reasonable ways to limit the premium increase, and I will continue to keep the Board updated throughout the budget process in June.

General Services

With the new administration building, commonly known as Admin II, opening soon after the beginning of the new fiscal year, our General Services staff has been actively preparing to provide the support this new 168,000 square feet of space, including supporting additional staff as well as expanding our security contract. Through continued focus on budget reallocation and work efficiencies, the General Services administration has been able to absorb nearly half of $1.2 million estimated operational cost of Admin II.

There are three new positions I am supporting for General Services in this budget. One electrician and one HVAC specialist will provide dedicated support to not only Admin II, but also will allow coverage of other buildings to be timely. This supports our continued efforts to provide a comfortable and safe environment for our citizens and workforce. While industry standards call for 1 FTE per every 47,000 square feet, these two positions will bring our department closer to that mark with 1 FTE per 60,000 square feet. In addition to these two positions, we are also adding a dedicated security technician that will assist county-wide with locksmith and badge needs, which have become increasingly difficult to find outside contractors that are skilled and cost-prohibitive The new building is also setup to have security screening at the entrances; similar to what was just implemented in the HHS building. Funding is included in this budget to provide the contract services support to staff this key area.

In the current year's budget we supported a pilot program in General Services to provide in house Janitorial work; the effectiveness and efficiency of which are still being assessed. Whit that in mind those services are currently

being planned as contracted services for the new Admin II building with a planned reassessment prior to next year's budget.

Another pilot program undertaken by the Solid Waste division in General Services during FY2017-18 was the purchased of a truck that allows Durham County to haul containers directly from the collection sites; reducing dependence on contracted services. This program is underway as of early 2018 and will be analyzed for effectiveness over the next year or two. I am recommending no change to the Solid Waste sticker fee for County residents, which keeps it at the same level for three years in a row.

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 these growing demands, necessary upgrades to existing business processes, software, and internal knowledge bases must be a primary focus. However, these upgrades must also be integrated into new technologies whose primary purpose will be to support the increasing demand for data analytics. As Durham County continues its journey to become a truly data driven organization informed by our performance management system, Managing for Results (MFR), business process improvements and data analytics will need come to the forefront of IS&T services provided. To meet this increasing demand the IS&T budget supports increases in software licensing and maintenance for FY 2018-19.

The data security and data analytics landscape is changing at such a rapid rate that maintaining the status quo is no longer an option. The infrastructure to support the technological operation of a vibrant and growing community is paramount and resources must be available, both financial and physical, to meet that demand. The next several years will see a growing landscape of business intelligence software and employee knowledge base incorporated into the repertoire of expertise available to Durham County. Quite simply, in order to meet the ambitious goals and objectives of the Strategic Plan the County must collect, protect, analyze, and act on ever increasing amounts of data, and do all this more efficiently than ever.

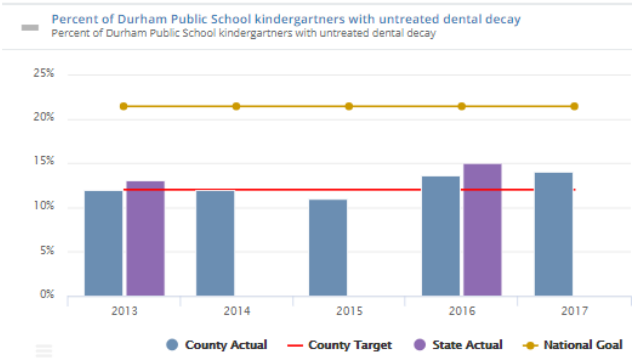
It is simply not enough to purchase software solutions to deal with certain technology issues, there must be the available expertise and support available to maximize the potential of new software. Such lessons have been long in learning, but we now better appreciate the need for a blend of human and technological support.

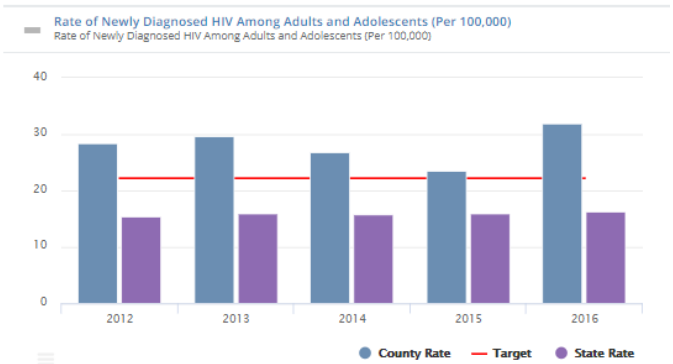
MFR: Building Capacity for Increased Performance Measure Review, Management Analysis and Reporting

With the Strategic Plan refresh linking long-term goals and policy guidelines to the maturing Managing for Results performance model, the increased need for analysis of these new and significant streams of data become crucial. The MFR model was never intended to provide clear answers to vexing issues, but rather designed to highlight issues for more detailed analysis. It is in that extremely important area of analysis that the County must dedicate specific resources. Although departments have gone through initial MFR training and will begin to report on public facing measures, continued investments must ensure operational efficiencies are gained through robust data analysis, performance measurement review and regular reporting to internal and external stakeholders.

The Budget and Management Services department took on the role of creating a working performance management system for use by all departments and has been developing ClearPoint and PowerBI software for that purpose. Each of these software tools services a specific role; ClearPoint collects MFR related measures from every department and allows departments to provide narrative analysis of the data collected whereas PowerBI shows large data sets (budget, financial, purchasing, HR, and community level indicator data) in ways that can allow the user to digest information and trends very quickly and intuitively.

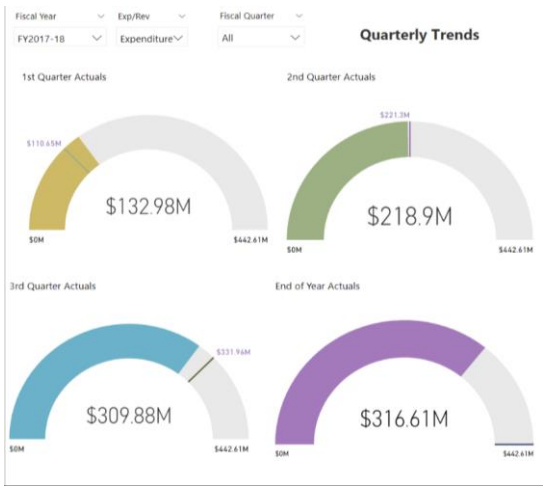
ClearPoint Examples

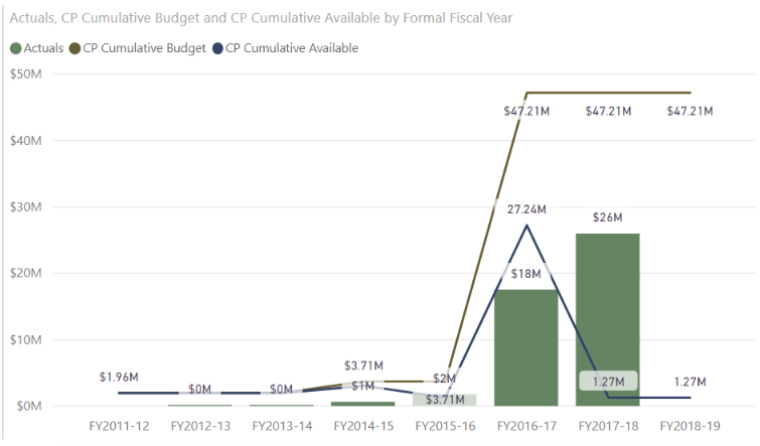




PowerBI







Since taking on performance measure collection and visualization development, the Budget Office has done an incredible job working with departments to develop measures, refine performance measure collection, collect data, and support department descriptions of the measures and what the data is "saying". The next important steps, currently in process by the department, are to push these visualization tools out to departments, and upwards towards County management, the BOCC, and ultimately citizens.

Creating transparency and providing useful and accessible data to many interested parties ensures the County is not only held accountable, but also that continuous discussion and refinement of strategies are part of the ongoing change process that is County government. My vision has always been that the County become "self aware" through the Managing for Results process and secondarily provide additional awareness to elected officials and the public who ultimately guide the County's direction.

Capital Improvement Plan Update

We are currently in the third year of our biennial 2017-26 Capital Improvement Plan. We initially received $1 billion of capital requests from county departments, Durham Public Schools, Durham Technical Community College and NC Museum of Life and Science in the initial stages of that CIP update process. While many desired that projects begin within the next five years or less, our debt capacity, within triple A standards, limited our ability to support projects at that level. The total requested amount was far greater than the debt range recommended over the next four years by the County's trusted Financial Advisor.

In order to stay within the recommended debt range, we scaled back project scopes and/or moved the timing for project implementation beyond the four-year 2016-2020 range. Project recommendations occurred based on historical spending patterns, project alignment with BOCC goals, Facilities Master Plan recommendations, and a measured approach on how increased debt affects the County's triple A bond rating and property tax increases.

Estimated project expenses over the four-year period of 2016-2020 total $295 million. This includes spending from an approved $170 million November 2016 GO Bond referendum as well as current and future spending on large projects such as the Courthouse renovation project. These numbers were derived based on historical spending patterns, timing for project implementation and planning and construction phases.

Our Engineering department is currently working with a consultant to update the 2016 Long Range Facility Master Plan that will in turn direct an FY 2018-19 refresh of the 10-year annual Capital Improvement Plan (CIP). This is necessary as the construction costs for almost all projects have increased significantly during the last couple of years. Also, focus on multi-use facilities, parking decks, and potential "affordable housing" will significantly change the scope of some existing projects as well as support the inclusion of entirely new capital projects within the 10-year plan. To that end, I have invited our trusted financial consultant, Doug Carter and Associates, to a BOCC budget work-session to update the Board on the potential ramifications of the fast changing long term borrowing environment, rating agency expectations, and sound County financial policy related to future capital project support.

As part of the FY 2017-18 annual budget a 1.75 cent property tax rate increase was approved to support 2016 General Obligation bond referendum future debt service needs. By instituting this increase in FY 2017-18 the County will be able to lessen the amount of future property tax increases for debt service and also help mitigate any major tax rate increase fluctuations. However, any major additions to future Capital Improvement Plans including higher interest rates, new and/or larger capital project costs, and future General Obligation bond referendums can alter future tax rates needed to support capital related debt service.

Conclusion

As we began this process last fiscal year, it was certainly unforeseeable that the County would enjoy modest revenue growth for FY 2018 –19. While we are most appreciative, I would caution that we must remain guardedly

optimistic about future revenue growth, particularly as we continue to wrestle with a host of vexing social challenges such as in-migration at the rate of 20 new residents per day, a growing child poverty rate, homelessness, income inequality, low educational achievement and increasing opioid addiction to name a few. I am also proceeding with cautious optimism as many national economist and deficits hawks are forecasting that the most recently approved Tax Reform legislation will increase the federal deficit, despite low unemployment and hence drive inflation up. This is the consensus of the International Monetary Fund (IMF), the Congressional Budget Office (CBO), Moody, Standard & Poor's rating agencies, Goldman Sachs and the Tax Foundation. This climate according to economist has all of the hallmarks of another recession.

As we move forward with cautious optimism, we can take some reassurance in knowing that we are one year further into building our systematic strategy for good government. A refreshed Strategic Plan, a strategy for organizational innovation, program budgets, metrics and data systems with reporting and analytic visualization capabilities, along with a host of talented staff has Durham County well poised to make better informed decisions. As we think about our progress in building our MFR strategy, the next big thing for our organization is transitioning our focus from outputs to outcomes.

Antony Bugg- Levine Co-Author of "What Matters: Investing in Results to Build Strong, Vibrant Communities " argues the following in his article titled "So, Why All This Fuss About Results and Outcomes...

"Despite our real progress on a range of social issues, over 45 million Americans still live in poverty, more than a half-a-million remain homeless according to the latest HUD point in time count, unemployment among young African American men stubbornly persists around 30 percent, an opioid abuse epidemic is sweeping across our country and while the United States has five percent of the of the world's people, we hold 25 percent of the world's prisoners in a system that tends to warehouse rather than rehabilitate." Levine is emphatic in his belief that orienting programs and funding around outcomes can fundamentally change such dynamics.

Durham County's systematic approach and its operational readiness is more prepared than any other time in modern history to become a results driven, outcomes centered organization. We have invested in technology systems, implemented a deep change management strategy, and now the next leap is moving away from silos which tends to yield outputs, towards a collective impact model which offers more intentional opportunities for results that we can all be proud of.

I am excited about our future! Staff and I look forward to working with each of you during these budget deliberations as we continuously aim to make Durham the place to work, play and thrive.

Sincerely,



Wendell M. Davis

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

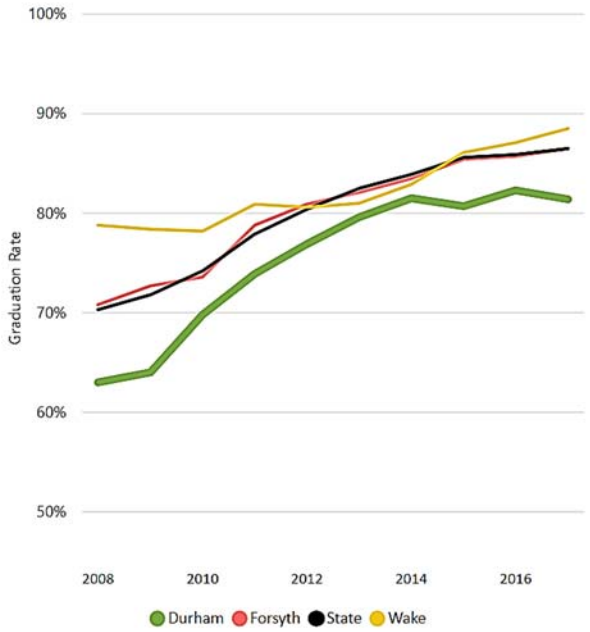
Within each of the five goal areas, the refreshed Strategic Plan included a series of global metrics that would serve as a means with which to gauge overall County progress toward achieving Strategic Plan Goals. The metrics (measures) include 17 "Community" Indicators, which are broad and high-level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

Goal 1: COMMUNITY EMPOWERMENT AND ENRICHMENT

Community Indicator 1: DPS high school four-year graduation rate

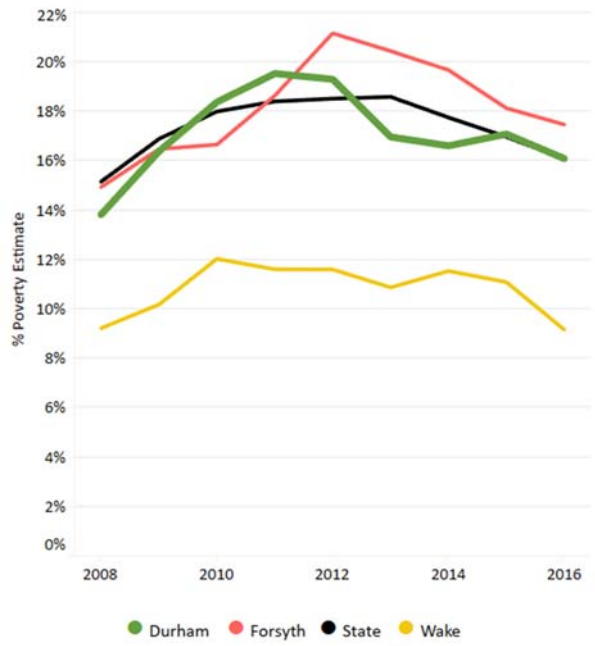


Desired Outcome: Increase in the annual four-year high school graduation rate

Description: The four-year High School Graduation Rate is determined by the number of students who graduated with a diploma by the end of the prior school year (Numerator) divided by the number of students who form the graduating class (Denominator).

Analysis: For the 2017-18 School Year, the Durham Public Schools (DPS) graduation rate was 81.4%. The DPS graduation rate has trended higher since 2008, similar to comparisons districts including the state average. However, the DPS rate for each year trends below the average for the state and some comparison counties.

Community Indicator 2: Percentage of population living in poverty *(also a Goal 2 Community Indicator)*

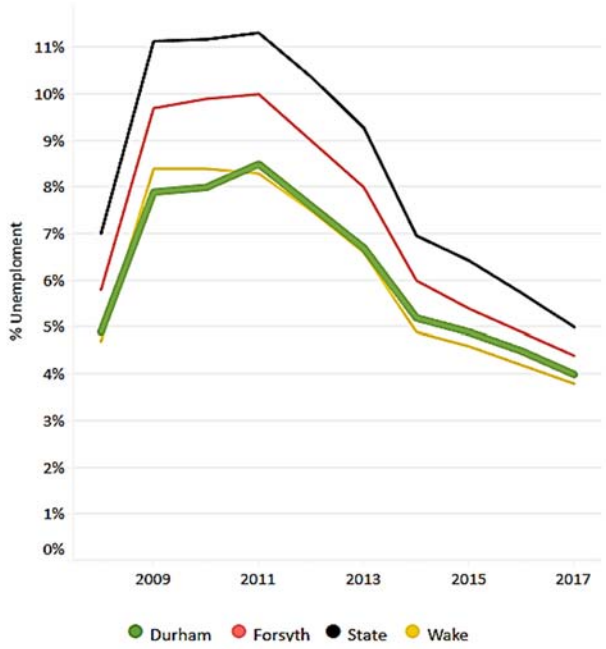


Desired Outcome: Reduction in the annual percentage of persons in poverty

Description: The Small Area Income & Poverty Estimates (SAIPE) are published by the US Census Bureau for each of five key income and poverty statistics at the state level and each of four key income and poverty statistics at the county level using sophisticated statistical techniques to create the estimates.

Analysis: The U.S. measure of poverty is an important social indicator that affects not only public perceptions of well-being in America, but also public policies and programs. The estimated poverty rate for Durham County was 16.1% as of 2016 which was in line with the North Carolina State average. Durham's poverty rate has trended consistent with the State average since 2008 and ticked slightly below the state in 2012-2013. In 2016, Durham's rate was slightly lower than Forsyth County (17.5%) and was higher than Wake County (9.2%).

Community Indicator 3: Local Unemployment Rate

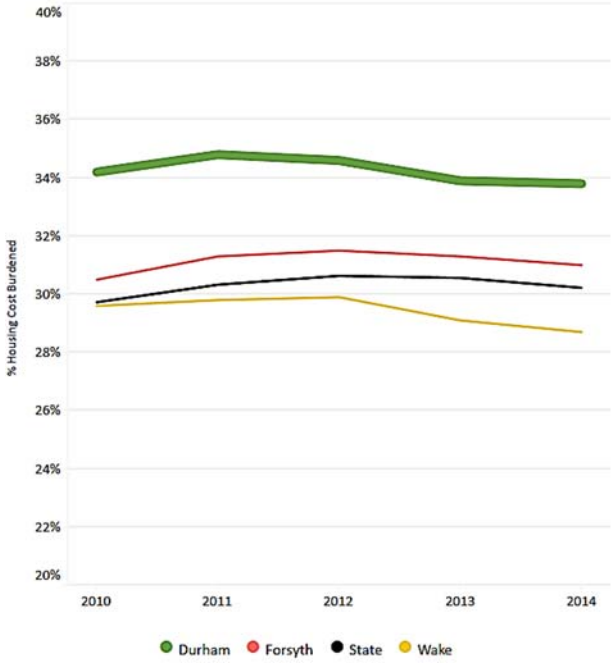


Desired Outcome: Reduction in the annual unemployment rate

Description: The average annual number of unemployed persons as a percentage of the average annual civilian labor force. County level data are revised both one and two years after the reference year ends.

Analysis: The average unemployment rate for Durham County in 2017 was 4.0% which was slightly better than the North Carolina State average of 5.0%. Since the recovery from the 2008 housing crisis, the unemployment rate has trended down for Durham as well as North Carolina overall. Durham's rate has trended slightly better Forsyth County *(4.4% in 2017)* and is nominally higher than the Wake County rate *(3.8% in 2017)*.

Community Indicator 4: Percentage of households spending more than 30% of income on housing



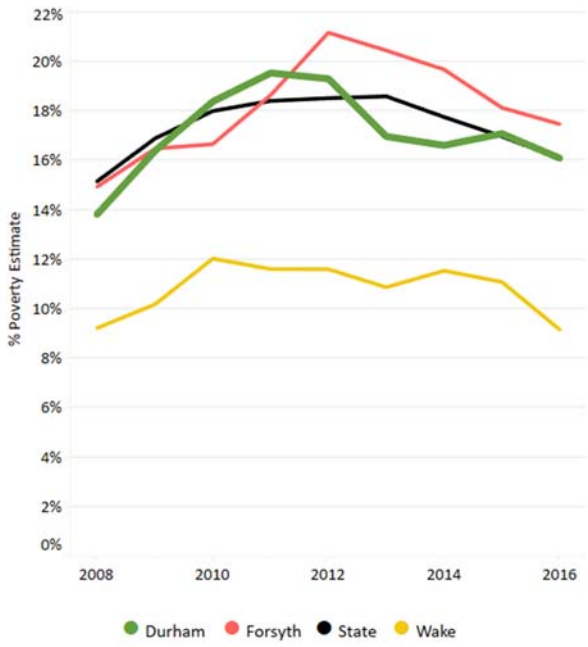
Desired Outcome: Reduction in the percentage of households paying greater than 30% of their income on housing

Description: Each year, the U.S. Department of Housing and Urban Development (HUD) receives custom data from the U.S. Census Bureau. This data, known as the "CHAS" data (Comprehensive Housing Affordability Strategy), demonstrates the extent of housing problems and housing needs, particularly for low income households.

Analysis: In the most recently completed estimate in 2014, approximately 34% of Durham County households are paying greater than 30% of their household income for housing costs. This is above the average for the State of North Carolina (30%) and comparison counties Forsyth (31%) and Wake (29%). Durham's trend has been consistently above the comparison averages for the most recent historical estimates.

Goal 2: HEALTH AND WELL-BEING FOR ALL

Community Indicator 1: Percentage of population living in poverty *(also a Goal 1 Community Indicator)*

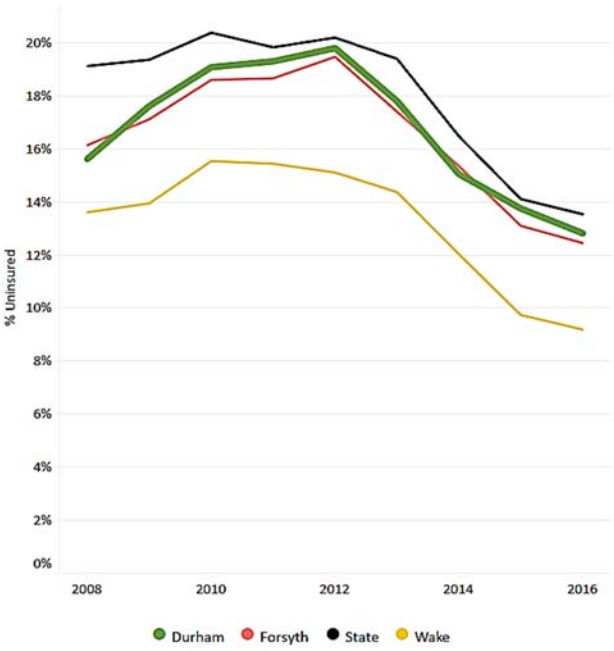


Desired Outcome: Reduction in the annual percentage of persons in poverty

Description: The Small Area Income & Poverty Estimates (SAIPE) are published by the US Census Bureau for each of five key income and poverty statistics at the state level and each of four key income and poverty statistics at the county level using sophisticated statistical techniques to create the estimates.

Analysis: The U.S. measure of poverty is an important social indicator that affects not only public perceptions of well-being in America, but also public policies and programs. The estimated poverty rate for Durham County was 16.1% as of 2016 which was in line with the North Carolina State average. Durham's poverty rate has trended consistent with the State average since 2008 and ticked slightly below the state in 2012-2013. In 2016, Durham's rate was slightly lower than Forsyth County (17.5%) and was higher than Wake County (9.2%).

Community Indicator 2: Percentage of uninsured children and adults

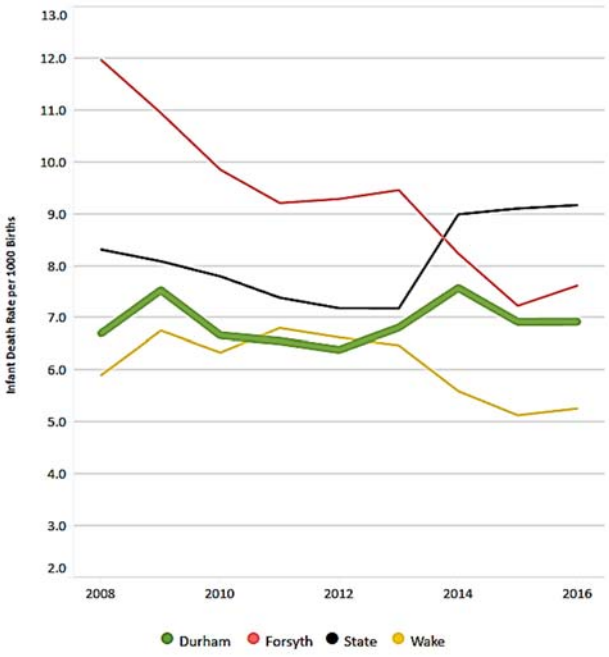


Desired Outcome: Decrease in the percentage of uninsured adults and children

Description: The SAHIE (Small Area Health Insurance Estimate) program produces model-based estimates of health insurance coverage for demographic groups within counties and states. For estimation, SAHIE uses statistical models that combine survey data from the American Community Survey (ACS) with administrative records data and Census 2010 data. The published estimates are based on aggregates of modeled data.

Analysis: The estimated percentage of uninsured children and adults in Durham County was 13% in 2016. The state average estimate was 14% while Forsyth County was 12% and Wake County was 9%. The estimates for the state, Durham, and comparison counties are all trending downward since 2012. This may likely be due to implementation of the Affordable Care Act implementation.

Community Indicator 3: Infant mortality rates by race/ethnicity

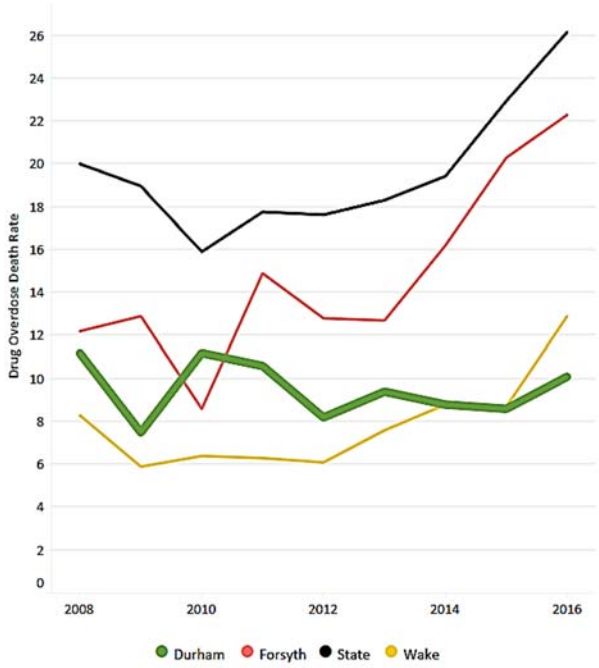


Desired Outcome: Decrease in the annual infant mortality rate

Description: Infant mortality is represented as the number of infant deaths per 1000 live births. Infant mortality is defined as the death of an infant before their first birthday.

Analysis: For the most recent reported year, the infant death rate for Durham County was 6.9 deaths per 1000 live births. The infant death rate has remained relatively flat in Durham since 2008. The Durham rate is consistently lower than the North Carolina State average. In 2016, the Wake and Forsyth County rates were 5.3 and 7.6 deaths per 1000 live births respectively. It is important to note that due to sparse numbers of deaths for specific ethnicity and race demographics, the rate cannot be reliably represented for Durham and many other counties and cities across the country and caution should be taken when using unreliable or sparse death rates to develop programs and policy.

Community Indicator 4: Drug overdose death rate



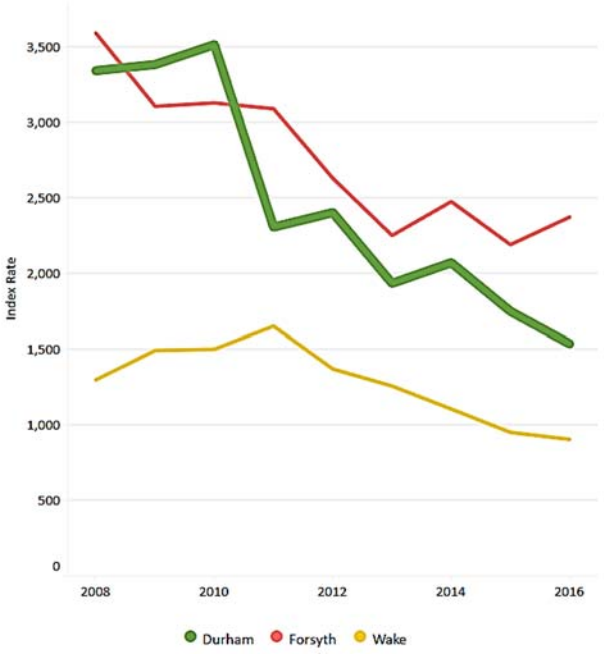
Desired Outcome: Decrease in the annual rate of drug poisoning deaths

Description: The Centers for Disease Control (CDC) reports drug poisoning deaths at the county level as age-adjusted death rates for drug poisoning per 100,000 population. Deaths are classified using the International Classification of Diseases. Drug-poisoning deaths are defined as having an underlying cause-of-death as unintentional, suicide, homicide, or undetermined intent.

Analysis: Drug poisoning deaths have turned sharply higher since 2014 across the state through the most recently reported year of 2016. The state average is trending higher than Durham's rate as well as the comparison counties of Wake and Forsyth Counties. While the Durham rate is rising, it is lower than the state average as well as the comparison counties.

Goal 3: SAFE COMMUNITY

Community Indicator 1: Part 1 Crime rate for unincorporated Durham County *(violent and property crime)*

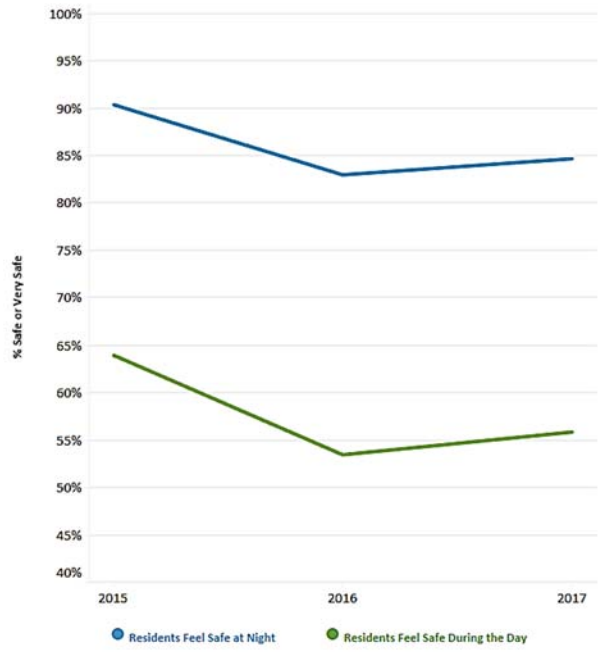


Desired Outcome: Reduction in the annual Part 1 Crime Rate

Description: Uniform Crime Reporting (UCR) standardizes how law enforcement agencies report crime. Part 1 offenses include the violent crimes of murder and nonnegligent manslaughter, negligent manslaughter, forcible rape, robbery and aggravated assault and the property crimes of burglary, larceny-theft, motor vehicle theft and arson. The Part 1 offenses, excluding negligent manslaughter and arson, are used to calculate the Crime Index and Crime Rate. Rates are represented as crimes per 100,000 population

Analysis: The overall trend in the Part 1 Crime Rate reported by the Durham County Sheriff's Department is trending downward (positive) since 2008. Durham's rate trends a little above the Wake County and below the Forsyth County as reported to the State Bureau of Investigation.

Community Indicator 2: Percentage of resident that report that they feel very safe or safe *(day/night in neighborhood)*, according to the Durham Resident Satisfaction Survey

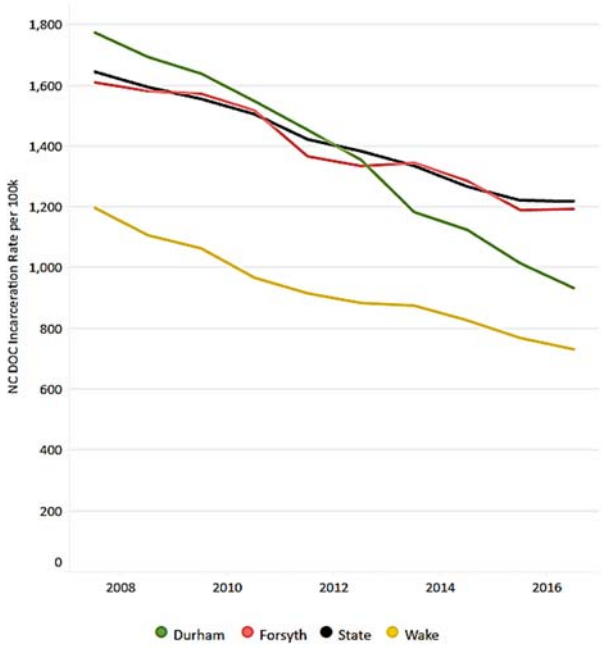


Desired Outcome: Increase in the annual percentage of residents that report feeling safe in their neighborhood

Description: ETC Institute has administered a survey to residents of Durham County annually each year. The purpose of the survey was to help Durham County strategically plan as they continue to grow and meet new challenges. The selected survey question represents the percentage of respondents that responded that they feel safe or very safe in Durham during the day and night.

Analysis: Overall, residents feel safer during the day compared to at night. There was a slightly lower percent of residents reporting that they felt safe from the 2015 to the 2016 survey, however this trend does not appear to have persisted as the 2017 survey results were recently completed and added to the analysis. In 2017, 55.9% of residents felt safe or very safe at night and 84.7% felt safe or very safe during the day in their neighborhood.

Community Indicator 3: Number of residents involved in the criminal justice system

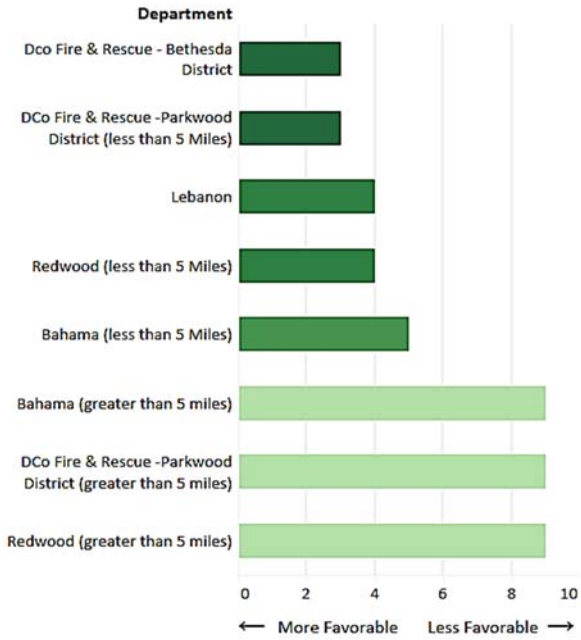


Desired Outcome: Reduction in the annual rate of residents incarcerated or on probation.

Description: The rate is determined by adding the annual number of residents under supervision by the North Carolina Department of Corrections (NCDOC) who are incarcerated in a NCDOC correctional facility plus the number of residents on probation. The result is represented numerically as a rate per 100,000 persons in the County population.

Analysis: There are fewer Durham residents under NCDOC supervision since 2008 and the trend is moving toward the desired outcome. In 2017, Durham's rate (934) was below the North Carolina State average rate (1,220) and Forsyth County (1,194), but Durham's rate was above Wake County (733).

Community Indicator 4: ISO Insurance Ratings for each fire department



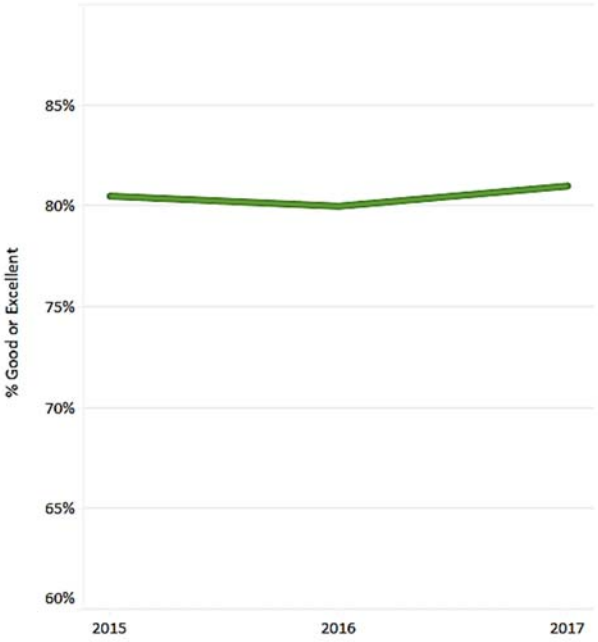
Desired Outcome: Improve ISO Ratings for Fire departments

Description: The National Insurance Services Office (ISO) collects information on municipal fire protection efforts in more than 44,000 fire response jurisdictions throughout the United States. In each community, ISO analyzes the relevant data using its Fire Suppression Rating Schedule (FSRS).

Analysis: Each Durham County Fire Department serving their respective district has functional areas they are graded on that they can improve upon to lower their ISO rating. As they make improvements, they receive a lower ISO rating (i.e. 4 is better than 6). Insurance companies consider lower ISO ratings as proof of better service and then charge less to the property owner for fire insurance. *Each Durham County Fire Department has successfully reduced their ISO rating by at least 1 point over the past two years.*

Goal 4: ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY

Community Indicator 1: Percent of residents who rated the community as good or excellent as a place to live, according to the Durham resident satisfaction survey

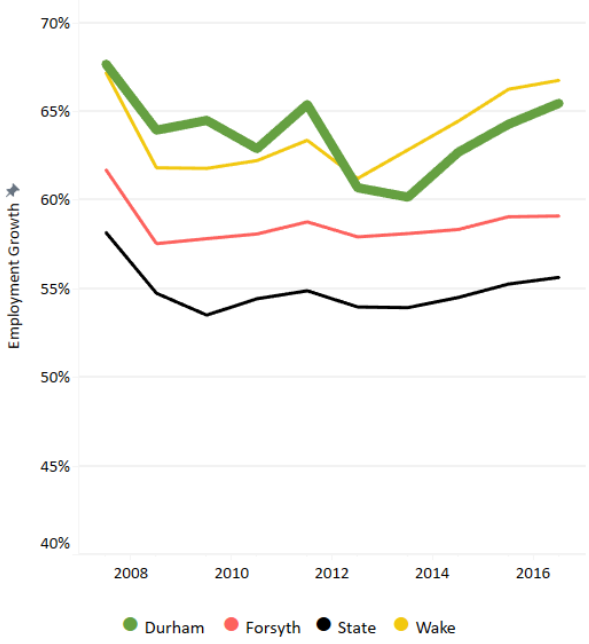


Desired Outcome: Increase in the annual percentage of residents who rate the community as good or excellent

Description: ETC Institute has administered a survey to residents of Durham County annually each year. The purpose of the survey was to help Durham County strategically plan as they continue to grow and meet new challenges. The selected survey question represents the percentage of respondents that rated the community as a good or excellent place to live.

Analysis: In the 2017 survey, 81% percent of residents rated the community as good or excellent as a place to live. Residents have consistently rated the community as good or excellent in 2015 (81%) and 2016 (80%) survey resulting in a stable trend over the past three years.

Community Indicator 2: Employment Growth



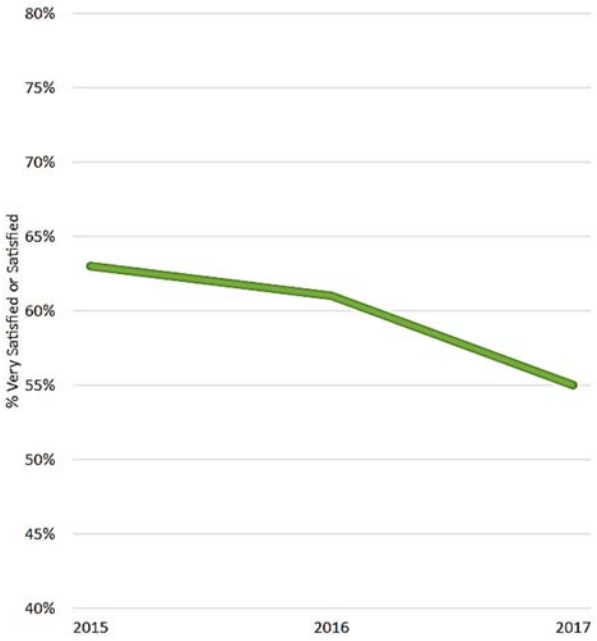
Desired Outcome: Increase in the annual percent of residents who are employed

Description: The number residents age 16 or older who have held full or part-time employment during the year divided by the total estimated population age 16 or older.

Analysis: As of 2017, 66% of Durham residents held full or part time employment. Durham's rate was above the average for the State of North Carolina (56%) and Forsyth County (60%), but slightly below Wake County (67%). Since 2014 Durham's rate is up from 61%. Durham's rate trends consistently above the State average and Forsyth County. Wake and Durham County are closely aligned in their historical employment growth rate trends.

Goal 5: ACCOUNTABLE, EFFICIENT, AND VISIONARY GOVERNMENT

Community Indicator 1: Percent of residents who were very satisfied or satisfied with the overall quality of services provided by the county, according to the Durham resident satisfaction survey

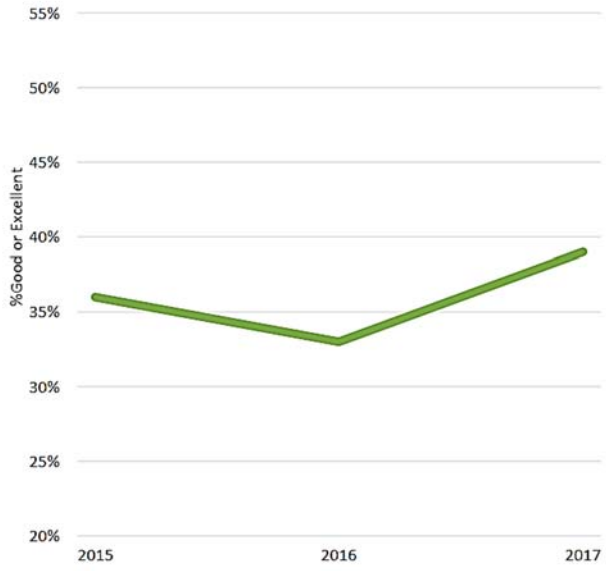


Desired Outcome: Increase in the annual percentage of residents who rate the community as good or excellent

Description: ETC Institute has administered a survey to residents of Durham County annually each year. The purpose of the survey was to help Durham County strategically plan as they continue to grow and meet new challenges. The selected survey question represents the percentage of respondents that were very satisfied or satisfied with the overall services provided by the county.

Analysis: In the 2017 survey, 55% percent of residents rated the community as good or excellent as a place to live. Residents ratings for this question on the 2015 survey was 63% and in 2016 the rating was 61%. There was a slight downtrend in resident responses to this community indicator over the past three years.

Community Indicator 2: Percent of residents who rated the value received for local taxes and fees as good or excellent, according to the Durham resident satisfaction survey

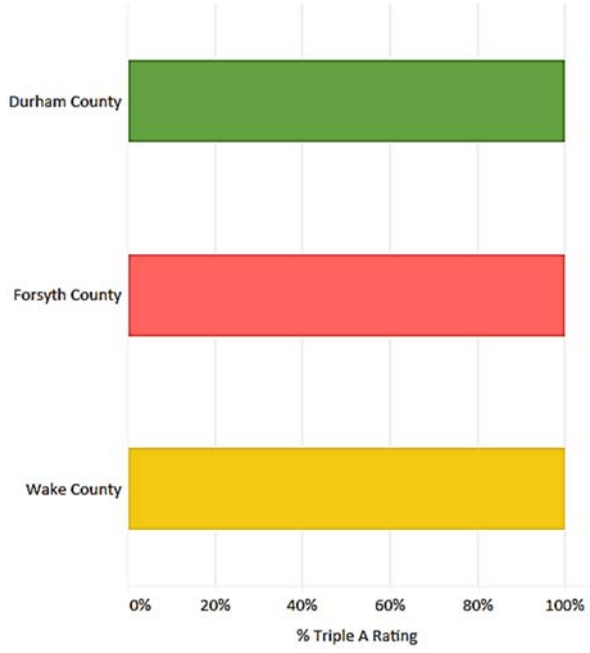


Desired Outcome: Increase in the annual percentage of residents who rate value as good or excellent

Description: ETC Institute has administered a survey to residents of Durham County annually each year. The purpose of the survey was to help Durham County strategically plan as they continue to grow and meet new challenges. The selected survey question represents the percentage of respondents that rate the value received for taxes and fees as good or excellent.

Analysis: In 2017, 39% of residents indicated that the value received for local taxes and fees was good or excellent. This was an increase from 2016 where 33% percent of residents rated the question favorably.

Community Indicator 3: Maintain Durham County Triple A bond rating



Desired Outcome: Maintain Triple A Bond Rating

Description: Issuers given a AAA rating from the bond agencies are judged to have the lowest credit risk. The lower the credit risk, the higher the rating. AAA is the highest rating that can be awarded to an entity. Upon completion of the assessment, the rating agency provides the County the awarded rating.

Analysis: Durham County continues to maintain its AAA Bond Rating from Standard & Poor's (S&P) and Moody's. To guarantee the AAA bond rating every time the County issues debt, the County would meet or exceed each formulated required criterion in the rating model for each rating agency. Other comparison counties in North Carolina have consistently sustained AAA ratings as well.

The outcome of such a rating is lower interest rates for large loans the County may take on to support capital projects that include Durham Public School buildings, County buildings and equipment, DTCC capital support, and NCMLS capital support.

Data Sources

Goal 1 Community Indicator 1: DPS high school four-year graduation rate

NC Department of Public Instruction, http://www.ncpublicschools.org/accountability/reporting/cohortgradrate

Goal 1 Community Indicator 2: Percentage of population living in poverty

U.S. Census Bureau, https://www.census.gov/programs-surveys/saipe/data/datasets.All.html

Goal 1 Community Indicator 3: Local Unemployment Rate

NC Department of Commerce, http://data.osbm.state.nc.us/pls/linc/dyn_linc_main.show

Goal 1 Community Indicator 4: Percentage of households spending more than 30% of income on housing

U.S. Dept. of Housing and Urban Development, https://www.huduser.gov/portal/datasets/cp/CHAS/bg_chas.html

Goal 2 Community Indicator 1: Percentage of population living in poverty

U.S. Census Bureau, https://www.census.gov/programs-surveys/saipe/data/datasets.All.html

Goal 2 Community Indicator 2: Percentage of uninsured children and adults

U.S. Census Bureau, https://www.census.gov/data/datasets/time-series/demo/sahie/estimates-acs.html

Goal 2 Community Indicator 3: Infant mortality rates by race/ethnicity

NC Department of Health and Human Services, http://data.osbm.state.nc.us/pls/linc/dyn_linc_main.show

Goal 2 Community Indicator 4: Drug overdose death rate

Centers for Disease Control and Prevention, https://wonder.cdc.gov/controller/saved/D77/D32F353

Goal 3 Community Indicator 1: Part 1 Crime rate for unincorporated Durham County

NC State Bureau of Investigation, http://crimereporting.ncsbi.gov/Reports.aspx

Goal 3 Community Indicator 2: Percentage of resident that report that they feel very safe or safe (day/night in neighborhood), according to the Resident Satisfaction Survey

Durham City and County Resident Survey, http://www.dconc.gov/government/departments-a-e/county-manager/city-county-resident-survey

Goal 3 Community Indicator 3: Number of residents involved in the criminal justice system

NC Department of Corrections, http://data.osbm.state.nc.us/pls/linc/dyn_linc_main.show

Goal 3 Community Indicator 4: ISO Insurance Ratings for each fire department

NC Office of State Fire Marshal, e-mail communication from Mr. Tony Bailey, State Fire Ratings Inspector

Goal 4 Community Indicator 1: Percent of residents who rated the community as good or excellent as a place to live, according to the resident satisfaction survey

Durham City and County Resident Survey, http://www.dconc.gov/government/departments-a-e/county-manager/city-county-resident-survey

Goal 4 Community Indicator 2: Employment Growth

NC Department of Commerce, http://data.osbm.state.nc.us/pls/linc/dyn_linc_main.show

Goal 5 Community Indicator 1: Percent of residents who were very satisfied or satisfied with the overall quality of services provided by the county, according to the resident satisfaction survey

Durham City and County Resident Survey, http://www.dconc.gov/government/departments-a-e/county-manager/city-county-resident-survey

Goal 5 Community Indicator 2: Percent of residents who rated the value received for local taxes and fees as good or excellent, according to the resident satisfaction survey

Durham City and County Resident Survey, http://www.dconc.gov/government/departments-a-e/county-manager/city-county-resident-survey

Goal 5 Community Indicator 3: Maintain Durham County Triple A bond rating

Durham County Finance Department & http://www.municipalbonds.com/bonds/moodys_reports/

FY 2018-19 BUDGET HIGHLIGHTS

- The tax rate will increase 1.90 cents, to 78.69 centers per $100 valuation for the General Fund to support department operational growth, Durham Public Schools current expense growth, and potential employee compensation changes
- Property tax collection percentage remains at 99.60%, with overall property valuation increasing 3.97% from last year's budgeted values.
- Sales taxes, including an inter-local agreement with the City of Durham, are estimated to increase 1.91% from the current year approved budget. *Note the projected growth for the primary Sales Tax categories is 3% and 4%, however this is related to half a year of actual collections lower than projected due to state legislative changes making prior projections higher than actuals*. See the Revenue Highlights page for more detail.
- Various fee adjustments in Public Health, EMS, Emergency Management, Elections, and the Enterprise Utility Fund.
- Durham County Fire & Rescue District Firefighters moved to the City (53 FTEs), 35.97 new FTEs, realigned 3.0 FTEs, 4.72 FTEs eliminated (Grant supported), a net General Fund decrease of (24.75 FTEs) for FY 2018-19, See FTE pages for more detail
- Increase in the participation rate for the County contribution to the Local Government Employees Retirement System (LGERS) from 7.55% to 7.80% for local LEO class and 8.25% to 8.50% for Local Law Enforcement Officers (LEO).
- Pay-for performance salary increase range, for employees for FY 2018-19, increased from 2%-3% to 2%-4%by 2% (meets expectations) or 4% (exceeds expectations)
- $4 million in Funds are reserved for implementation of the Class and Compensation study and proposed increases to the pay-for-performance range
- The total increase of the County Benefits Plan Fund for all insurance costs is 16% ($3.76 million) from $23,442,744 to $27,185,058. Health insurance costs increase for two different reasons: 1) Enrollment increase = an additional $1.12 million (6.3%), 2) Premium increase = $1.64 million (8.65%). The increase in the fund also includes other benefit area increases of approximately $500,000 and a $500,000 transfer to the General Fund to support dental benefits.
- The General Fund fund balance appropriation increased from $14.37 million to $16.48 million.
- $4.76 million in Community Health Fund annual lease revenues will be transferred to the General Fund to support citizen health-related expenditures.
- Ongoing current expense funding to Durham Public Schools increases $3 million or 2.26% to $136,665,201; with no increase in capital outlay funding. Article 46 sales tax revenue support of current expense funding for DPS is $9,996,510, and $508,140 for Pre-K programs.
    - Local expense per pupil funding increases to $3,400, up $88 from FY 2017-18.
- Durham Technical Community College funding increases by 5.24% or $375,654. Overall Durham Technical Community College will receive $1.34 million in dedicated Article 46 sales tax support.
- North Carolina Museum of Life and Science current expense funding increases by $75,004 or 4.24%.
- Purchase of 55 vehicles (new (17) and replacement (38) vehicles) for the General Services, Sheriff, Fire Marshal, EMS, Soil and Water, and Public Health and new equipment for Fire Marshal, Sheriff, Emergency Management, and EMS. Detailed on the Vehicle & Equipment page in the document.
- Departments realigned a total of $1.96 million dollars within their existing budgets to support inflationary contract increases, new initiatives and new position requests.
- 39 nonprofit agencies are recommended for funding in the nonprofit funding program in FY 2018-19 at a total of $630,000 pending a recertification process of performance and financial review. A detailed list of funding recommendations can be found in the Appendix. Additionally, a Request for Proposal has been issued for nonprofit agencies that alleviate food insecurity by providing access to sufficient and healthy food.
- Funding for Durham County's participation in the Durham Youth Works Internship Program totals $75,280.
- The Durham Fire and Rescue Service District budget is supported with a 2.0 cent tax rate increase. This is necessary due to decreased valuations in the district as well as to support the proposed Inter-Local with the City of Durham that will provide fire and first responder services through a contractual agreement
    - No changes to any other existing Special Fire or Service tax district tax rates for FY 2017-18.
- Debt Service increase $4.73 million to $73.4 million, with dedicated property tax staying flat at 9.71. Additional funding from lottery funds and dedicated Sales Tax also support debt service needs for FY2018-2019.



Summary

A brief account of all funds budgeted for the fiscal year beginning July 1, 2018.

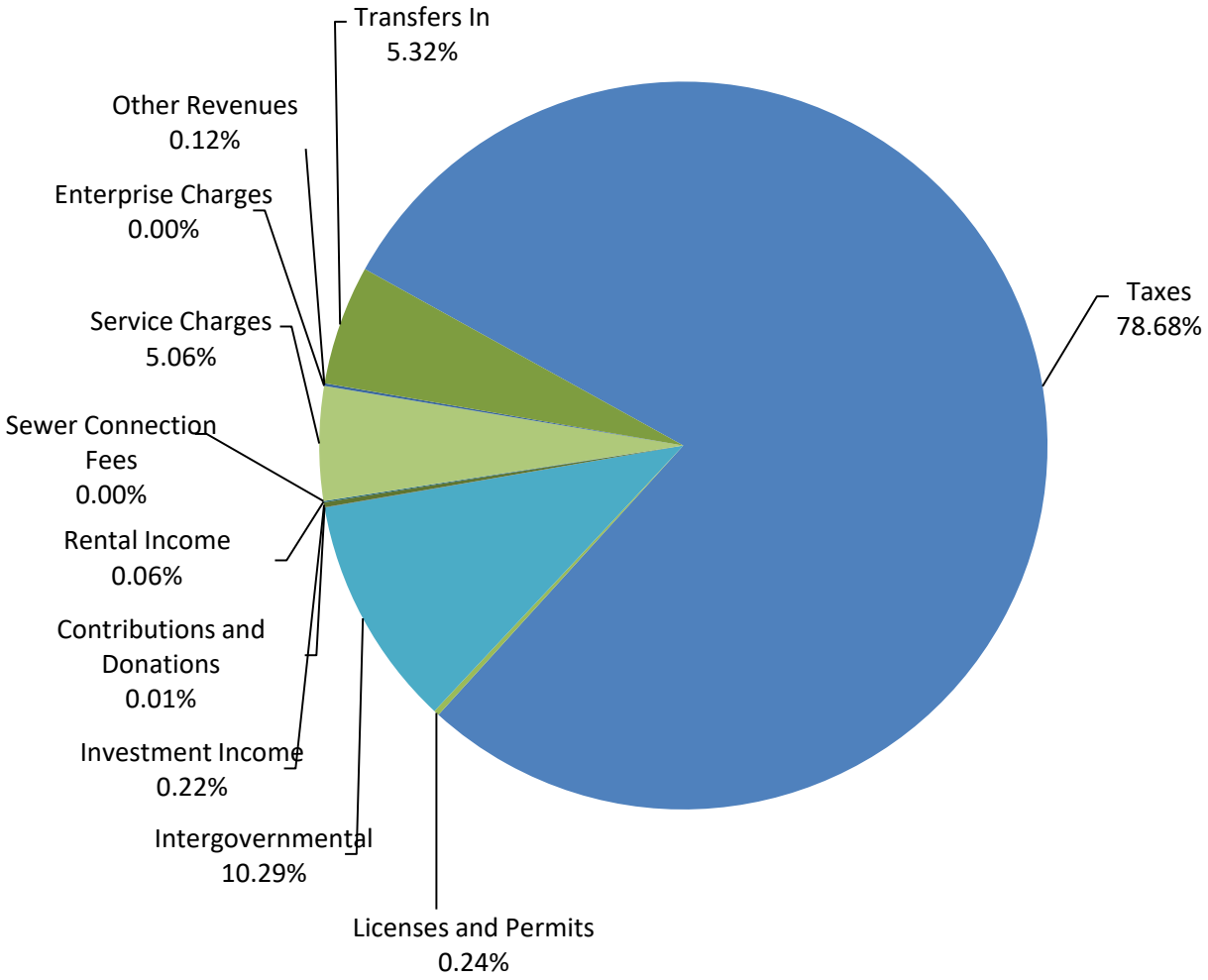


Fund summaries, tax rates, and graphs.

General Fund Revenues

FY2018-19 Recommended Budget

Total General Fund Revenues: $435,459,497



General Funds Revenues

Funds: 101, 102, 103, 125, 150

All General Funds Summary	FY2016-17 Actual Expenditures	FY2017-18 Original Budget	FY2017-18 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended	% Change 2019 Rec. v. 2018 Orig.
General Fund Revenues	$ 409,660,639	$ 434,763,426	$ 407,664,447	$ 424,033,629	$ 435,459,497	0.16%
Other General Fund Revenues	$ 100,417,928	$ 103,099,456	$ 106,364,508	$ 110,724,934	$ 110,423,104	7.10%
Transfer within General Funds	-$ 62,909,496	-$ 59,754,166	-$ 58,843,580	-$ 63,679,382	-$ 63,655,977	6.53%
Grand Total	**$ 447,169,070**	**$ 478,108,716**	**$ 455,185,375**	**$ 471,079,181**	**$ 482,226,624**	**0.86%**

General Fund Revenues	FY2016-17 Actual Expenditures	FY2017-18 Original Budget	FY2017-18 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended	% Change 2019 Rec. v. 2018 Orig.
Taxes (See Detail Table)	**$ 316,624,100**	**$ 324,720,170**	**$ 328,798,352**	**$ 334,590,778**	**$ 342,636,722**	**5.52%**
Finance	$ 77,195,715	$ 80,835,787	$ 81,472,514	$ 82,386,964	$ 82,373,575	1.90%
Tax Administration	$ 239,375,692	$ 243,840,383	$ 247,282,239	$ 252,159,814	$ 260,219,147	6.72%
General Services	$ 52,692	$ 44,000	$ 43,599	$ 44,000	$ 44,000	0.00%
Licenses and Permits	**$ 1,393,097**	**$ 1,172,500**	**$ 1,096,526**	**$ 1,092,000**	**$ 1,052,000**	**-10.28%**
Finance	$ 489,246	$ 490,000	$ 480,341	$ 490,000	$ 490,000	0.00%
Tax Administration	$ 20,298	$ 20,000	$ 20,000	$ 20,000	$ 20,000	0.00%
County Sheriff	$ 35,635	$ 30,000	$ 33,965	$ 35,000	$ 35,000	16.67%
Fire Marshal	$ 0	$ 0	$ 0	$ 40,000	$ 0	0.00%
Engineering & Environ Svcs	$ 847,918	$ 632,500	$ 562,220	$ 507,000	$ 507,000	-19.84%
Intergovernmental	**$ 58,895,992**	**$ 60,261,540**	**$ 42,604,915**	**$ 45,295,364**	**$ 44,797,940**	**-25.66%**
County Administration	$ 31,839	$ 34,228	$ 64,614	$ 33,968	$ 33,968	-0.76%
Finance	$ 5,123,036	$ 2,500,000	$ 4,672,778	$ 2,500,000	$ 2,500,000	0.00%
General Services	$ 47,856	$ 45,000	$ 37,806	$ 50,313	$ 50,313	11.81%
Veterans Services	$ 2,000	$ 1,525	$ 0	$ 2,000	$ 2,000	31.15%
County Sheriff	$ 1,386,601	$ 707,308	$ 470,380	$ 724,455	$ 724,455	2.42%
Fire Marshal	$ 317,072	$ 336,315	$ 336,431	$ 405,533	$ 405,533	20.58%
Criminal Justice Resource Center	$ 307,795	$ 396,396	$ 293,338	$ 289,164	$ 289,164	-27.05%
Youth Home	$ 14,492	$ 17,000	$ 15,000	$ 15,000	$ 15,000	-11.76%
Emergency Medical Services	$ 2,413,019	$ 2,447,042	$ 2,447,042	$ 2,500,000	$ 2,500,000	2.16%
Engineering & Environ Svcs	$ 74,244	$ 96,247	$ 96,247	$ 121,025	$ 121,025	25.74%
Cooperative Extension Service	$ 307,510	$ 252,768	$ 202,369	$ 273,868	$ 273,868	8.35%
Soil And Water Conservation	$ 26,730	$ 26,760	$ 26,760	$ 26,760	$ 26,760	0.00%
Economic Development	$ 0	$ 0	$ 0	$ 500,000	$ 500,000	0.00%
Public Health	$ 8,878,903	$ 6,758,209	$ 6,622,714	$ 6,422,727	$ 6,422,727	-4.96%
Social Services	$ 38,423,003	$ 45,309,630	$ 25,739,324	$ 29,823,524	$ 29,326,100	-35.28%
Other Human Services	$ 1,254,055	$ 1,090,172	$ 1,337,172	$ 1,364,087	$ 1,364,087	25.13%
Library	$ 287,836	$ 242,940	$ 242,940	$ 242,940	$ 242,940	0.00%
Contributions and Donations	**$ 72,179**	**$ 70,093**	**$ 69,530**	**$ 65,093**	**$ 65,093**	**-7.13%**
County Administration	$ 0	$ 0	$ 0	$ 0	$ 0	0.00%
Legal	$ 666	$ 0	$ 1,250	$ 0	$ 0	0.00%
County Sheriff	$ 59,915	$ 62,012	$ 62,012	$ 62,012	$ 62,012	0.00%
Cooperative Extension Service	$ 300	$ 2,250	$ 0	$ 250	$ 250	-88.89%
Public Health	$ 2,073	$ 3,000	$ 1,047	$ 0	$ 0	-100.00%
Social Services	**$ 10,553**	**$ 2,831**	**$ 5,221**	**$ 2,831**	**$ 2,831**	**0.00%**
Library	$ 4	$ 0	$ 0	$ 0	$ 0	0.00%
Investment Income	**$ 903,377**	**$ 400,000**	**$ 369,481**	**$ 950,000**	**$ 950,000**	**137.50%**
Finance	$ 893,397	$ 400,000	$ 365,192	$ 950,000	$ 950,000	137.50%
Tax Administration	$ 9,849	$ 0	$ 4,226	$ 0	$ 0	0.00%
County Sheriff	$ 131	$ 0	$ 63	$ 0	$ 0	0.00%

General Fund Revenues	FY2016-17 Actual Expenditures	FY2017-18 Original Budget	FY2017-18 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended	% Change 2019 Rec. v. 2018 Orig.
Rental Income	**$ 408,694**	**$ 364,207**	**$ 578,363**	**$ 490,970**	**$ 253,470**	**-30.40%**
Finance	$ 8,443	$ 8,100	$ 7,883	$ 9,300	$ 9,300	14.81%
General Services	$ 390,854	$ 348,187	$ 562,559	$ 473,750	$ 236,250	-32.15%
Criminal Justice Resource Center	$ 9,391	$ 7,920	$ 7,920	$ 7,920	$ 7,920	0.00%
Engineering & Environ Svcs	$ 6	$ 0	$ 1	$ 0	$ 0	0.00%
Sewer Connection Fees	**$ 57,285**	**$ 43,150**	**$ 29,463**	**$ 5,000**	**$ 5,000**	**-88.41%**
Engineering & Environ Svcs	$ 3,360	$ 3,150	$ 5,460	$ 5,000	$ 5,000	58.73%
Other Environmental Protection	$ 53,925	$ 40,000	$ 24,003	$ 0	$ 0	-100.00%
Service Charges	**$ 21,506,523**	**$ 21,811,080**	**$ 21,753,521**	**$ 21,736,914**	**$ 22,026,514**	**0.99%**
Tax Administration	$ 1,953,455	$ 1,862,935	$ 1,966,279	$ 1,862,000	$ 1,862,000	-0.05%
Legal	$ 0	$ 0	$ 0	$ 2,000	$ 2,000	0.00%
Elections	$ 125	$ 485,600	$ 400,020	$ 315	$ 315	-99.94%
Register Of Deeds	$ 4,783,369	$ 4,680,000	$ 4,920,000	$ 4,970,000	$ 5,170,000	10.47%
General Services	$ 2,649,470	$ 2,642,796	$ 2,597,945	$ 2,446,779	$ 2,496,379	-5.54%
County Sheriff	$ 1,154,983	$ 1,130,000	$ 980,333	$ 1,090,000	$ 1,090,000	-3.54%
Fire Marshal	$ 120,820	$ 125,000	$ 119,380	$ 135,000	$ 175,000	40.00%
Criminal Justice Resource Center	$ 103,499	$ 102,489	$ 98,917	$ 96,000	$ 96,000	-6.33%
Youth Home	$ 424,194	$ 400,000	$ 291,664	$ 400,000	$ 400,000	0.00%
Emergency Medical Services	$ 9,585,561	$ 9,704,050	$ 9,689,006	$ 10,035,000	$ 10,035,000	3.41%
Engineering & Environ Svcs	$ 637	$ 0	$ 1,216	$ 60	$ 60	0.00%
Cooperative Extension Service	$ 17,617	$ 24,160	$ 1,560	$ 30,260	$ 30,260	25.25%
Public Health	$ 444,086	$ 359,330	$ 361,418	$ 377,900	$ 377,900	5.17%
Social Services	$ 3,613	$ 6,600	$ 24,357	$ 6,600	$ 6,600	0.00%
Other Human Services	$ 0	$ 5,120	$ 5,120	$ 0	$ 0	-100.00%
Library	$ 265,094	$ 283,000	$ 296,306	$ 285,000	$ 285,000	0.71%
Enterprise Charges	**$ 9,274**	**$ 10,000**	**$ 10,048**	**$ 14,000**	**$ 14,000**	**$ 0**
Engineering & Environ Svcs	$ 9,274	$ 10,000	$ 10,048	$ 14,000	$ 14,000	40.00%
Other Revenues	**$ 1,090,502**	**$ 587,302**	**$ 906,729**	**$ 513,391**	**$ 513,391**	**-12.58%**
Finance	$ 158,108	$ 121,840	$ 145,078	$ 20,000	$ 20,000	-83.59%
Tax Administration	$ 88,343	$ 100,000	$ 79,125	$ 80,000	$ 80,000	-20.00%
Register Of Deeds	$ 3,388	$ 0	$ 1,486	$ 0	$ 0	0.00%
General Services	$ 209	$ 0	$ 49,415	$ 11,379	$ 11,379	0.00%
Human Resources	$ 37,257	$ 30,000	$ 17,165	$ 30,000	$ 30,000	0.00%
County Sheriff	$ 235,782	$ 146,000	$ 262,476	$ 200,000	$ 200,000	36.99%
Fire Marshal	$ 0	$ 0	$ 9	$ 0	$ 0	0.00%
Youth Home	$ 5,195	$ 0	$ 0	$ 0	$ 0	0.00%
Emergency Medical Services	$ 180,611	$ 0	$ 1,000	$ 0	$ 0	0.00%
Engineering & Environ Svcs	$ 11,275	$ 0	$ 915	$ 850	$ 850	0.00%
Cooperative Extension Service	$ 1,390	$ 0	$ 0	$ 0	$ 0	0.00%
Public Health	$ 177,388	$ 52,300	$ 93,428	$ 34,000	$ 34,000	-34.99%
Social Services	$ 191,521	$ 137,162	$ 256,619	$ 137,162	$ 137,162	0.00%
Library	$ 34	$ 0	$ 13	$ 0	$ 0	0.00%
Transfers In (See Detail Table)	**$ 8,699,617**	**$ 25,323,384**	**$ 11,447,519**	**$ 19,280,119**	**$ 23,145,367**	**-8.60%**
Finance	$ 0	$ 14,371,763	$ 0	$ 14,931,420	$ 16,479,637	14.67%
Nondepartmental	$ 8,699,617	$ 10,951,621	$ 11,447,519	$ 4,348,699	$ 6,665,730	-39.13%
Grand Total	**$ 409,660,639**	**$ 434,763,426**	**$ 407,664,447**	**$ 424,033,629**	**$ 435,459,497**	**0.16%**

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

General Fund Tax Revenue Detail	FY2016-17 Actual Expenditures	FY2017-18 Original Budget	FY2017-18 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended	% Change 2019 Rec. v. 2018 Orig.
Current Fiscal Year Taxes	$ 233,743,939	$ 238,410,383	$ 242,281,846	$ 246,844,814	$ 254,904,147	6.92%
Prior Fiscal Year Taxes	$ 655,799	$ 625,000	$ 141	$ 500,000	$ 500,000	-20.00%
1% Local Option Sales Tax (Article 39)	$ 22,149,707	$ 23,919,039	$ 23,951,634	$ 23,958,255	$ 23,958,255	0.16%
1/2% Local Option Sales (article 40)	$ 12,808,331	$ 13,382,478	$ 13,424,891	$ 13,961,887	$ 13,961,887	4.33%
1/2% Local Option Sales Tax (Article 42)	$ 15,477,603	$ 16,327,164	$ 16,403,856	$ 16,467,326	$ 16,467,326	0.86%
1/2% Local Option Sales Tax (Article 46)	$ 13,619,352	$ 13,900,000	$ 14,400,901	$ 14,113,389	$ 14,100,000	1.44%
City Sales Tax Distribution	$ 12,797,901	$ 12,807,106	$ 13,290,413	$ 13,386,107	$ 13,386,107	4.52%
Local Occupancy Tax (General Fund)	$ 3,461,343	$ 3,500,000	$ 3,597,866	$ 3,500,000	$ 3,500,000	0.00%
Local Occupancy Tax (NCMLS)	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	0.00%
Other Revenues	$ 1,410,125	$ 1,349,000	$ 946,804	$ 1,359,000	$ 1,359,000	0.74%
Grand Total	**$ 316,624,100**	**$ 324,720,170**	**$ 328,798,352**	**$ 334,590,778**	**$ 342,636,722**	**5.52%**

General Fund Transfer In Revenue Detail	FY2016-17 Actual Expenditures	FY2017-18 Original Budget	FY2017-18 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended	% Change 2019 Rec. v. 2018 Orig.
Transfer Fr Special Revenue Fd	$ 4,749,602	$ 5,373,455	$ 5,772,328	$ 748,699	$ 770,439	-85.66%
Trfr Frm Comm Hlt Trust Fund	$ 3,950,000	$ 5,578,166	$ 5,578,166	$ 3,600,000	$ 4,768,500	-14.51%
Trfr From Cafeteria Plan Fund	$ 0	$ 0	$ 0	$ 0	$ 500,000	0.00%
Transfer From Debt Service Fnd	$ 0	$ 0	$ 0	$ 0	$ 626,791	0.00%
Transfer From Water Services Fund	$ 15	$ 0	$ 0	$ 0	$ 0	0.00%
Transfer From Capital Projects	$ 0	$ 0	$ 97,025	$ 0	$ 0	0.00%
Fund Balance Appropriated -- 490081000	$ 0	$ 14,371,763	$ 0	$ 14,931,420	$ 16,479,637	14.67%
Grand Total	**$ 8,699,617**	**$ 25,323,384**	**$ 11,447,519**	**$ 19,280,119**	**$ 23,145,367**	**-8.60%**

Other General Funds Revenues	FY2016-17 Actual Expenditures	FY2017-18 Original Budget	FY2017-18 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended	% Change 2019 Rec. v. 2018 Orig.
Risk Management	$ 3,265,912	$ 3,423,808	$ 3,347,701	$ 3,936,261	$ 3,641,863	6.37%
Swap Agreement 05	$ 2,671,143	$ 2,225,000	$ 2,140,324	$ 3,313,079	$ 3,162,949	42.16%
Reappriasal Reserve Fund	$ 1,662,144	$ 1,327,492	$ 1,401,680	$ 1,483,438	$ 1,476,006	11.19%
Capital Improvement Plan	$ 70,007,463	$ 72,680,412	$ 74,556,648	$ 74,807,098	$ 74,957,228	3.13%
Benefits Plan	$ 22,811,265	$ 23,442,744	$ 24,918,155	$ 27,185,058	$ 27,185,058	15.96%
Grand Total	**$ 100,417,928**	**$ 103,099,456**	**$ 106,364,508**	**$ 110,724,934**	**$ 110,423,104**	**7.10%**

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

Transfers within all General Funds*	FY2016-17 Actual Expenditures	FY2017-18 Original Budget	FY2017-18 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended	% Change 2019 Rec. v. 2018 Orig.
General	$ 62,866,996	$ 59,704,241	$ 58,796,794	$ 63,613,484	$ 63,606,052	6.54%
Transfer To Health Benefits	-$ 18,484,896	-$ 19,140,793	-$ 19,140,793	-$ 21,916,208	-$ 21,916,208	14.50%
Transfer To Dental Benefits	-$ 979,753	-$ 1,066,200	-$ 1,066,200	-$ 1,172,820	-$ 1,172,820	10.00%
Transfer To Reappraisal Reserv	-$ 1,662,044	-$ 1,327,492	$ 0	-$ 1,483,438	-$ 1,476,006	11.19%
Transfer To Benefits Plan Fund	-$ 627,581	-$ 634,964	$ 0	-$ 698,460	-$ 698,460	10.00%
Trfr To Capital Finan Plan Fnd	-$ 41,112,723	-$ 37,534,792	-$ 38,589,801	-$ 38,342,558	-$ 38,342,558	2.15%
Risk Management	-$ 42,501	-$ 49,925	-$ 46,786	-$ 65,898	-$ 49,925	0.00%
Transfer To Health Benefits	-$ 39,672	-$ 46,035	-$ 44,687	-$ 60,768	-$ 46,035	0.00%
Transfer To Dental Benefits	-$ 1,801	-$ 2,610	-$ 2,099	-$ 3,444	-$ 2,610	0.00%
Transfer To Benefits Plan Fund	-$ 1,028	-$ 1,280	$ 0	-$ 1,686	-$ 1,280	0.00%
Grand Total	**-$ 62,909,496**	**-$ 59,754,166**	**-$ 58,843,580**	**-$ 63,679,382**	**-$ 63,655,977**	**6.53%**

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

REVENUE HIGHLIGHTS

Assessed Valuation/Property Taxes

Durham County's largest source of revenue to support operations is derived from the ad valorem property tax. For FY 2018-19, the County wide property tax rate is 78.69 cents per $100 of assessed valuation, a 1.9 cent tax rate increase from the FY 2017-18 rate of 76.79 cents.

The total County property tax rate is comprised of two rates, one for the General Fund, set at 68.98 cents per $100 valuation, and the other rate set by the Board for support of debt service related to capital financing which amounts to 9.71 cents per $100 valuation. For FY 2018-19 the General Fund rate is increasing 1.9 cents to provide increased support to Durham Public Schools, investments internal to the County such as expanded funding for the Detention Center, additional School Resource Officers, employee compensation changes, as well as placing the new Administration Building into operation. Additional property tax rates can be applied to property depending on whether a citizen lives in the City of Durham (city tax rate) or lives within a special fire district.

For reference, one additional cent of property tax will collect an additional $3.695 million of new property tax revenue for the County. For a Durham County home valued at $200,000 a 1.9 cent tax rate increase would mean an additional $38 in property taxes for that home. Total Durham County property tax (78.69 cent tax rate) on such a home would equal $1, 573.80.

Current year (FY 2017-18) collection of property tax is occurring at a similar pace as in the past years. A continued exceptional tax collection rate (99.7%) provides a reliable source of the larges revenue for the County. Current year property tax collection is anticipated to end the year approximately 1.5% or $3.8 million over the original budget. Additional property tax overcollection is the result of new construction during the year, fewer existing property valuations appeals with adverse results, and other prudent held back property valuation not reducing the levy as much as conservatively projected.

The collection of taxes from delinquent, or prior years', taxes also is budgeted and provides additional revenue for support of the General Fund. In FY 2017-18 the County is estimated to receive an amount of close to $0 in prior years' taxes out of a budgeted $500,000. There are multiple factors that have contributed to the lower than expected prior year collections during the current year. Primarily, the excellent overall collection rate in current years leaves very little remaining to collect for prior years, also when property value adjustments are made (based on property owner request) they have a larger impact on the net total prior year collection. These adjustments occur via refunds; some due to appeals, but largely related to Business Personal Property Compliance reviews (where audit firms meet with companies to confirm they are correctly categorizing assets and paying taxes accordingly).

Natural valuation growth is the growth experienced every year related to new buildings or houses being built, real property improvements and other issues that might create valuation change as estimated by the Tax department. In recent years, this annual natural growth amount has been anywhere between 1.5% and 2%. For FY 2018-19 natural valuation growth is estimated at 3.97%. Such natural growth allows for property tax revenue growth before any potential property tax rate increase is applied.

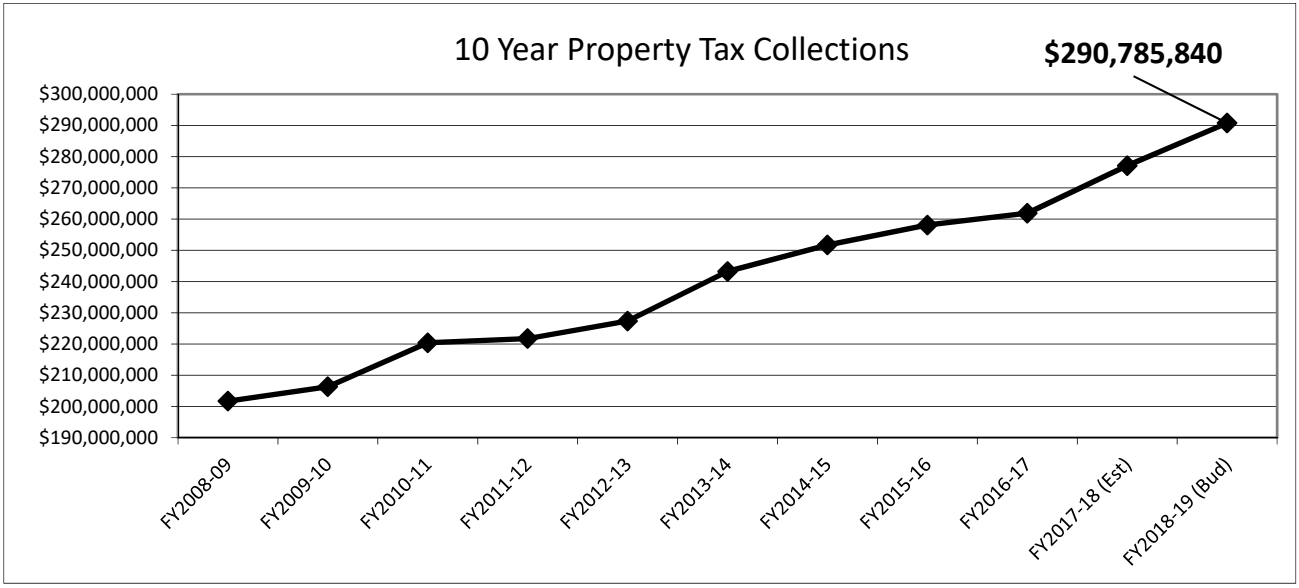
Category	FY 2017-18 Adopted Budget	FY 2018-19 Projected	% Change FY19 from FY18 Budget
Real Property	$29,398,185,706	$30,644,853,105	**4.24%**
Auto Value	$2,231,898,041	$2,285,270,926	**2.39%**
Personal Value	$3,488,484,093	$3,596,086,643	**3.08%**
Public Service	$565,369,921	$575,537,361	**1.80%**
Total	**$35,683,937,761**	**$37,101,748,035**	**3.97%**

Growth in real property tax valuation is due to new construction permits or construction permits that have reached 100% completion. Auto valuation increased for the sixth straight year, indicating the number of new cars being purchased is increasing, and the fifth year of a new state motor vehicle tax collection program is maximizing collection amounts. The County's property tax collection rate will stay at 99.60% in FY 2018-19; and continues to be an exceptionally high rate and a very strong performance indicator for the County's Tax Administration department. This overall 3.97% growth in valuation represents a growth of $10.89 million in new revenue without having to raise the property tax rate (The new revenue is related only to the natural real property valuation growth, not revaluation of real property growth).

For annual budget development purposes, the County forms a workgroup consisting of the Tax Administrator, Deputy Tax Administrator, Deputy Assessor, Finance Director, and Budget Director. Shortly after January 1, when values for real and personal property have been updated in the County's database, this workgroup convenes and discusses budget estimates for the upcoming

fiscal year. The workgroup meets at least twice over the spring to finalize tax valuation estimates for use in the upcoming budget. Public service estimates are provided by the state and auto values are reviewed and projected using trend analysis.

Property valuation trends for Durham County continue to increase annually, and despite recent trends showing that growth slowing, the growth this year is analogous to pre-2008 recessionary levels. While this is a positive one-year result, a continued cautious and conservative approach is still merited as the next few years progress. With another reappraisal occurring in fiscal year 2019-20 capturing new property valuation growth, as well as increased overall valuation of existing property, patience is the key phrase as FY 2018-19 progresses, and the longer-term trends must be considered, as opposed to last years' results alone. However, population growth for Durham County as well as the City of Durham, along with corresponding growth in available housing, signifies stronger annual property valuation growth in future years.



Sales Tax

Sales taxes represent the second-largest revenue source for Durham County, outside of property taxes, 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 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, 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 particular 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 any Article 44 sales tax.

Article 46 sales tax is a quarter cent tax on every retail dollar and is collected based on where the retail item is received ("point of delivery"), similar to Article 39 sales tax. This sales tax, unlike any of the others, had to be approved by Durham County voters, and was in 2011. It also will not be split with the City of Durham or any other municipality in Durham County; the entire amount

collected goes to Durham County. The Board of County Commissioners passed a resolution soon after approval of this sales tax committing 67.12% of the proceeds from Article 46 to Durham Public Schools, 8.97% to Durham Technical Community College for scholarships, 2.17% to pre-kindergarten programs, and 21.74% to support Durham Public Schools capital project debt service. The tax was applied to purchases made in Durham County starting April 1, 2012. FY 2018-19 is the seventh full year this tax has been collected.

Estimating sales tax revenue collection as part of a budget process is highly dependent on historical trending of sales tax growth and variability, as well as assessing the 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. The Budget and Management Services Department has generally used conservative growth estimates and will continue with that methodology for FY 2018-19. Conservative in this sense means future year growth. Total growth from one year to the next includes growth actually experienced in one year (FY 2017-18) and estimated growth for the upcoming fiscal year (FY 2018-19).

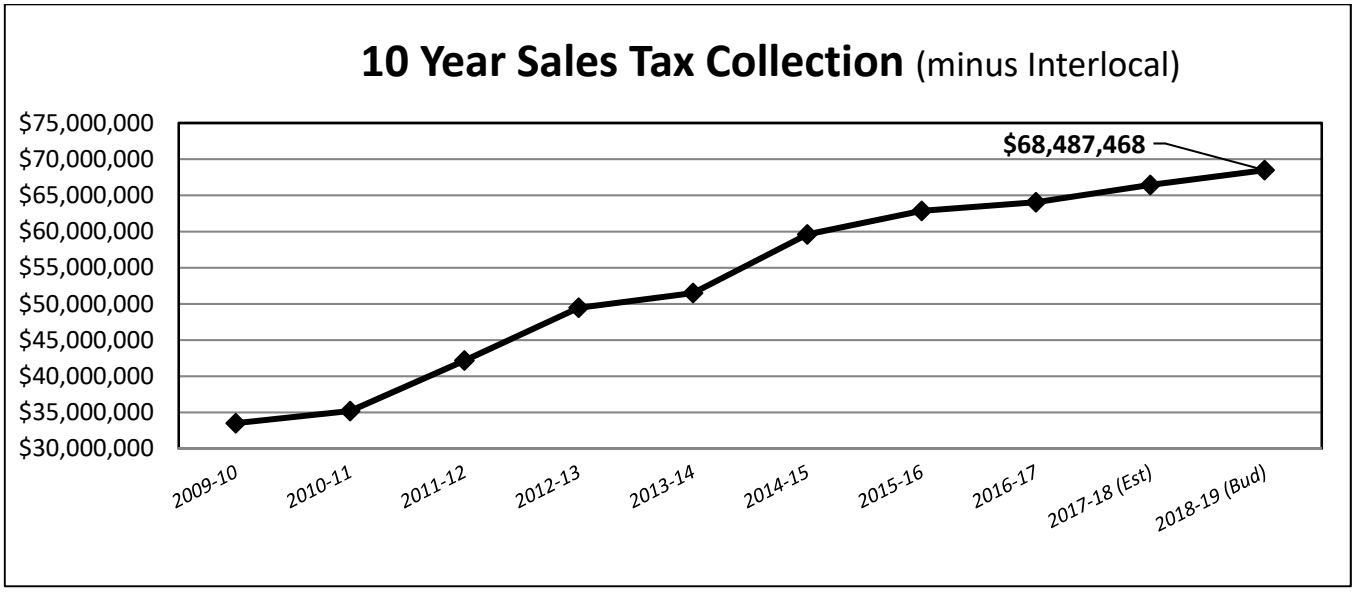
The County is estimating a slight increase in total sales tax collection for the upcoming year based on a better understanding of the impact of state legislative changes that affected the last two fiscal year projections. This state law resulted in redistributing a portion of overall sales tax collection to rural counties from urban counties; most large population counties were similarly affected by this redistribution. Now that the effects of this legislative change are better known, and maintaining a conservative budget estimate approach, it is anticipated that future sales tax projections will become more accurate.

Reimbursements, which affect Durham County more than any other county in the state, are sales taxes given back to nonprofits in Durham County that made purchases within the County. This reimbursement amount, which is significantly variable and not predictable (due to the wide time range allowed for reimbursements to be requested), had been decreasing over the past several years, thereby conversely helping drive annual increases in sales tax collection for the County, but reimbursements are now increasing significantly as (7.2% with six months of collections) County economic activity increases (nonprofits purchase more goods). These reimbursements to nonprofits will cut into future sales tax growth, but that is to be expected.

Budget staff believe Article 46 collections will behave similarly to Articles 39 and 42 in FY 2018-19, although nonprofit reimbursements may be more volatile for this particular sales tax and we have estimated the collection amount accordingly. Growth of 3% for Article 39, 42, and 46 sales taxes is estimated for FY 2018-19 from the FY 2017-18 end-of-year estimate, while growth of 4% is estimated for Article 40 sales tax.

Trending economic activity for FY 2017-18 is growing, but that increase reflected in sales tax collection growth may be limited by continued inflationary increases in non-sales tax related items such as food and gas, continued increases in state reimbursements to nonprofits, and most worrisome, changes in state law relating to sales tax distribution. Sales tax revenue is growing, but at a slower pace than recent years. Much like property tax revenue, slowing growth in such a large revenue source will limit future growth choices among various expenditure needs. The FY 2018-19 budget growth "budget to budget" is 1.91% however, it should be noted that this future year estimate is based on a current year projection that has half of the current fiscal year yet to have sales tax collections. This same reason is why the overall "budget to budget" growth does not correspond more accurately with the 3% and 4% growth estimates mentioned previously (the budgeted growth for FY 2018-19 factors in the lower than budgeted actual revenue for part of FY2017-18). Those unknown months (the summer months) are generally the largest collection months of the year, and therefore any future estimate assuming amounts for these months must be somewhat conservative in relation to their proportion of the total sales tax collected.

Durham County has estimated an overall 1.91% increase in all local sales taxes for FY 2018-19.					
Sales Tax Article	**FY 2017-18 Original Budget**	**FY 2017-18 12 Month Est.**	**% from FY 2017-18 Budget**	**FY 2018-19 Manager Recommended**	**% from FY 2017-18 Budget**
Article 39	$23,919,039	$23,359,740	-2.34%	$23,958,255	0.16%
Article 40	$13,382,478	$13,450,263	0.51%	$13,961,887	4.33%
Article 42	$16,327,164	$16,203,348	-0.76%	$16,467,326	0.86%
Article 44	$0	$441	NA	$0	NA
Article 46	$13,900,000	$14,129,771	1.65%	$14,100,000	1.44%
Inter-local	$12,807,106	$13,336,376	4.13%	$13,386,107	4.52%
Total	$80,335,787	$80,479,939	0.18%	$81,873,575	1.91%



Intergovernmental Revenues

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

Public Health has a total budget of $26,059,953 of which $19,225,326 is County dollars and $6,834,627 is received from other sources. Of the $6,834,627 in revenues from other sources, 93.97% comes from intergovernmental sources, mostly the state and federal governments, and currently is budgeted at $6,422,727 for FY 2018-19. The funds support departmental administrative and operational costs; health education; nutrition programs; dental services; lead poisoning prevention; public health emergency preparedness; refugee health; STD clinic services; immunizations; tuberculosis and other communicable disease control; family planning and maternal healthcare; breast and cervical cancer screenings; HIV education, counseling, and testing; child healthcare; and public school nurses.

The Department of Social Services has a total budget of $46,891,106 of which $17,418,413 is County dollars and $29,472,693 is received from other sources. Of the $29,472,693 in revenues from other sources, 99.5% comes from intergovernmental sources, mostly the state and federal governments, and currently is budgeted at $29,326,100 for FY 2018-19. The funds support programs that provide protection of abused and neglected children and adults; the provision of services to prevent unnecessary institutionalization of disabled and elderly residents; Work First support services; school and community social work services; child day care subsidy services; and nutrition assistance and health insurance to eligible families.

Other Key Revenues

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

Other Key Revenues	2016-2017 Actual Revenues	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Occupancy Tax	$3,961,344	$4,000,000	$3,797,866	$4,000,000	$4,000,000
ABC Profit Distribution	$2,100,001	$2,200,000	$2,203,352	$2,200,000	$2,200,000
Register of Deed Fee	$4,602,724	$4,500,000	$4,750,000	$4,800,000	$5,000,000
Investment Income	$903,380	$400,000	$504,481	$950,000	$950,000
EMS Patient Income	$8,079,261	$8,204,050	$8,257,963	$8,310,000	$8,310,000
Solid Waste Management Fee	$2,254,574	$2,181,031	$2,175,472	$2,096,079	$2,145,679

- ABC profit distributions are received quarterly from state-collected taxes on alcohol sold in the County and throughout the state.

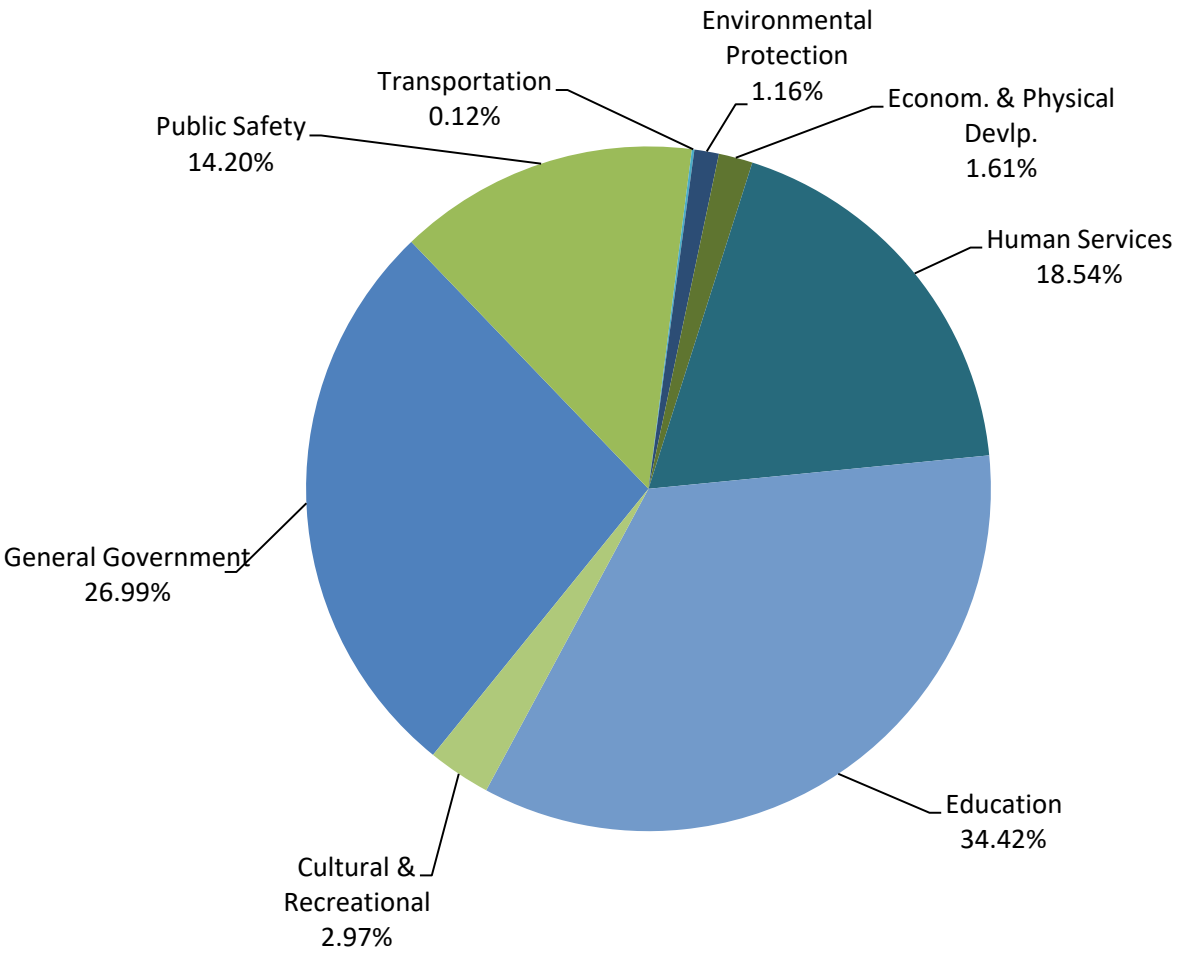
- Register of Deeds fees are charges made for new deeds of trust, changing of deeds of trust, marriage certificates, etc. State changes to these fees may affect the collection amount. The FY 2017-18 estimate is trending above budget and is the reason an increased projection is made for FY 2018-19.
- Investment income is interest earned on County cash deposited in banks.
- EMS patient income is derived from billing EMS responses to patient calls. The County strives to gather as much income as possible from patient insurance and or the patient themselves to ensure that those who use EMS support its operations.
- The solid waste management fee is a yearly fee for any citizen who chooses to use the service for the drop off of waste or recyclables at any County container site.

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General Fund Expenditures

FY2018-19 Recommended Budget

Total General Fund Expenditures: $435,459,497



General Funds Expenditures

Funds: 101, 102, 103, 125, 150

All General Funds Summary	FY2016-17 Actual Expenditures	FY2017-18 Original Budget	FY2017-18 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended	% Change 2019 Rec. v. 2018 Orig.
General Fund Expenses	$ 408,696,446	$ 434,763,426	$ 406,876,973	$ 445,280,331	$ 435,459,497	0.16%
Other General Fund Expenses	$ 89,591,963	$ 103,099,456	$ 103,679,809	$ 110,724,934	$ 110,423,104	7.10%
Transfer within General Funds	-$ 62,985,978	-$ 59,754,166	-$ 62,116,212	-$ 63,663,409	-$ 63,655,977	6.53%
Grand Total	**$ 435,302,431**	**$ 478,108,716**	**$ 448,440,570**	**$ 492,341,856**	**$ 482,226,624**	**0.86%**

General Fund Expenditures	FY2016-17 Actual Expenditures	FY2017-18 Original Budget	FY2017-18 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended	% Change 2019 Rec. v. 2018 Orig.
General Government	**$ 106,438,196**	**$ 109,584,024**	**$ 105,296,922**	**$ 119,231,803**	**$ 117,530,503**	**7.25%**
Board Of County Commissioners	$ 646,432	$ 648,936	$ 729,895	$ 675,024	$ 674,182	3.89%
County Administration	$ 2,347,092	$ 2,287,180	$ 2,053,512	$ 2,627,678	$ 2,547,535	11.38%
Finance	$ 3,060,417	$ 3,002,033	$ 3,131,183	$ 3,671,218	$ 3,199,121	6.57%
Tax Administration	$ 5,275,008	$ 5,925,787	$ 5,764,604	$ 6,008,079	$ 5,980,759	0.93%
Legal	$ 2,181,754	$ 2,194,061	$ 1,900,947	$ 2,539,601	$ 2,323,386	5.89%
Court Facilities	$ 416,361	$ 457,305	$ 443,888	$ 637,185	$ 687,545	50.35%
Elections	$ 1,816,293	$ 1,979,443	$ 1,780,195	$ 1,735,208	$ 1,730,854	-12.56%
Register Of Deeds	$ 1,515,574	$ 1,852,649	$ 1,839,680	$ 1,846,114	$ 1,841,715	-0.59%
General Services	$ 11,339,086	$ 13,132,908	$ 13,036,620	$ 13,940,046	$ 13,773,830	4.88%
Information Technology	$ 6,853,486	$ 8,447,272	$ 8,132,866	$ 9,238,797	$ 8,288,919	-1.87%
Human Resources	$ 2,059,146	$ 2,187,567	$ 2,359,340	$ 2,302,042	$ 2,301,142	5.19%
Budget & Management Services	$ 426,017	$ 952,877	$ 696,798	$ 1,039,705	$ 1,020,579	7.11%
Veterans Services	$ 232,124	$ 270,052	$ 261,080	$ 383,316	$ 330,967	22.56%
Geographic Information Systems	$ 438,833	$ 467,619	$ 405,271	$ 478,968	$ 477,968	2.21%
Nondepartmental	$ 67,830,571	$ 65,778,335	$ 62,761,066	$ 72,108,822	$ 72,352,001	9.99%
Public Safety	**$ 59,661,791**	**$ 63,133,100**	**$ 62,186,975**	**$ 64,940,839**	**$ 61,848,748**	**-2.03%**
County Sheriff	$ 33,878,088	$ 34,949,195	$ 34,825,286	$ 39,036,229	$ 36,605,966	4.74%
Emergency Communications	$ 1,221,819	$ 1,321,893	$ 1,321,893	$ 1,384,278	$ 1,384,278	4.72%
Fire Marshal	$ 5,101,088	$ 5,609,229	$ 6,571,949	$ 1,995,159	$ 1,972,762	-64.83%
Medical Examiner	$ 223,900	$ 250,000	$ 210,450	$ 225,000	$ 225,000	-10.00%
Criminal Justice Resource Center	$ 3,534,289	$ 4,115,291	$ 3,520,003	$ 3,989,514	$ 3,971,780	-3.49%
Youth Home	$ 1,187,628	$ 1,315,555	$ 1,203,557	$ 1,250,535	$ 1,242,400	-5.56%
Emergency Medical Services	$ 14,514,979	$ 15,571,937	$ 14,533,837	$ 17,060,124	$ 16,446,562	5.62%
Transportation	**$ 353,001**	**$ 512,500**	**$ 512,500**	**$ 512,500**	**$ 512,500**	**0.00%**
Other Transportation	$ 353,001	$ 512,500	$ 512,500	$ 512,500	$ 512,500	0.00%
Environmental Protection	**$ 3,983,371**	**$ 4,458,542**	**$ 4,616,924**	**$ 4,903,485**	**$ 5,040,236**	**13.05%**
General Services	$ 2,060,092	$ 2,102,681	$ 2,266,639	$ 2,154,413	$ 2,284,792	8.66%
Engineering & Environ Svcs	$ 1,873,086	$ 2,304,519	$ 2,298,943	$ 2,698,483	$ 2,704,855	17.37%
Other Environmental Protection	$ 50,193	$ 51,342	$ 51,342	$ 50,589	$ 50,589	-1.47%
Econom. & Physical Devlp.	**$ 4,936,608**	**$ 5,714,727**	**$ 4,211,026**	**$ 6,901,409**	**$ 6,990,500**	**22.32%**
Open Space Management	$ 61,993	$ 77,175	$ 75,484	$ 77,175	$ 77,175	0.00%
Planning	$ 870,250	$ 1,158,514	$ 1,158,514	$ 1,160,299	$ 1,160,133	0.14%
Cooperative Extension Service	$ 1,136,961	$ 1,178,816	$ 896,251	$ 1,231,102	$ 1,211,166	2.74%
Soil And Water Conservation	$ 522,681	$ 559,781	$ 539,755	$ 618,161	$ 581,778	3.93%
Economic Development	$ 2,344,722	$ 2,740,441	$ 1,541,021	$ 3,814,672	$ 3,960,248	44.51%

General Fund Expenditures	FY2016-17 Actual Expenditures	FY2017-18 Original Budget	FY2017-18 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended	% Change 2019 Rec. v. 2018 Orig.
Human Services	**$ 86,551,606**	**$ 95,683,882**	**$ 74,967,834**	**$ 83,465,656**	**$ 80,715,300**	**-15.64%**
Public Health	$ 22,713,030	$ 26,034,159	$ 25,870,409	$ 26,338,993	$ 26,059,953	0.10%
Mental Health	$ 6,217,381	$ 6,131,224	$ 6,131,224	$ 6,268,208	$ 6,171,224	0.65%
Social Services	$ 55,900,793	$ 62,347,767	$ 41,278,748	$ 48,829,127	$ 46,891,106	-24.79%
Other Human Services	$ 1,720,402	$ 1,170,732	$ 1,687,452	$ 2,029,328	$ 1,593,017	36.07%
Education	**$ 134,879,723**	**$ 143,038,856**	**$ 142,938,856**	**$ 152,209,523**	**$ 149,869,007**	**4.78%**
Durham Public Schools	$ 127,975,707	$ 134,035,201	$ 134,035,201	$ 139,020,717	$ 137,035,201	2.24%
Community Colleges	$ 6,904,016	$ 7,164,220	$ 7,164,220	$ 7,779,874	$ 7,539,874	5.24%
Other Education	$ 0	$ 1,839,435	$ 1,739,435	$ 5,408,932	$ 5,293,932	187.80%
Cultural & Recreational	**$ 11,892,150**	**$ 12,637,795**	**$ 12,145,937**	**$ 13,115,116**	**$ 12,952,703**	**2.49%**
Library	$ 9,773,023	$ 10,511,958	$ 10,020,100	$ 10,891,634	$ 10,779,221	2.54%
Other Cultural & Recreational	$ 2,119,127	$ 2,125,837	$ 2,125,837	$ 2,223,482	$ 2,173,482	2.24%
Grand Total	**$ 408,696,446**	**$ 434,763,426**	**$ 406,876,973**	**$ 445,280,331**	**$ 435,459,497**	**0.16%**

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

Other General Funds Expenditures	FY2016-17 Actual Expenditures	FY2017-18 Original Budget	FY2017-18 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended	% Change 2019 Rec. v. 2018 Orig.
Risk Management	$ 2,676,873	$ 3,423,808	$ 2,951,763	$ 3,936,261	$ 3,641,863	6.37%
Swap Agreement 05	$ 0	$ 2,225,000	$ 0	$ 3,313,079	$ 3,162,949	42.16%
Reappriasal Reserve Fund	$ 1,269,713	$ 1,327,492	$ 1,401,680	$ 1,483,438	$ 1,476,006	11.19%
Capital Improvement Plan	$ 63,327,181	$ 72,680,412	$ 73,489,436	$ 74,807,098	$ 74,957,228	3.13%
Benefits Plan	$ 22,318,196	$ 23,442,744	$ 25,836,930	$ 27,185,058	$ 27,185,058	15.96%
Grand Total	**$ 89,591,963**	**$ 103,099,456**	**$ 103,679,809**	**$ 110,724,934**	**$ 110,423,104**	**7.10%**

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

Transfers within All General Funds*	FY2016-17 Actual Expenditures	FY2017-18 Original Budget	FY2017-18 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended	% Change 2019 Rec. v. 2018 Orig.
Risk Management	**-$ 76,482**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**0.00%**
Transfer From General Fund	-$ 76,482	$ 0	$ 0	$ 0	$ 0	0.00%
Reappriasal Reserve Fund	**-$ 1,662,044**	**-$ 1,327,492**	**-$ 1,401,680**	**-$ 1,483,438**	**-$ 1,476,006**	**11.19%**
Transfer From General Fund	-$ 1,662,044	-$ 1,327,492	-$ 1,401,680	-$ 1,483,438	-$ 1,476,006	11.19%
Capital Improvement Plan	**-$ 41,112,723**	**-$ 37,534,792**	**-$ 38,589,801**	**-$ 38,342,558**	**-$ 38,342,558**	**2.15%**
Transfer From General Fund	-$ 41,112,723	-$ 37,534,792	-$ 38,589,801	-$ 38,342,558	-$ 38,342,558	2.15%
Benefits Plan	**-$ 20,134,730**	**-$ 20,891,882**	**-$ 22,124,731**	**-$ 23,837,413**	**-$ 23,837,413**	**14.10%**
Transfer From General Health Benefits	-$ 18,484,896	-$ 19,140,793	-$ 21,474,787	-$ 21,916,208	-$ 21,916,208	14.50%
Transfer From Risk Mgmt Health Benefits	-$ 39,672	-$ 46,035	-$ 21,803	-$ 46,035	-$ 46,035	0.00%
Transfer From General Dental Benefits	-$ 979,753	-$ 1,066,200	-$ 627,128	-$ 1,172,820	-$ 1,172,820	10.00%
Transfer From Risk Mgmt Dental Benefits	-$ 1,801	-$ 2,610	-$ 1,013	-$ 2,610	-$ 2,610	0.00%
Transfer From General Fund	-$ 627,581	-$ 634,964	$ 0	-$ 698,460	-$ 698,460	10.00%
Transfer From Risk Mgmt Fund	-$ 1,028	-$ 1,280	$ 0	-$ 1,280	-$ 1,280	0.00%
Grand Total	**-$ 62,985,978**	**-$ 59,754,166**	**-$ 62,116,212**	**-$ 63,663,409**	**-$ 63,655,977**	**6.53%**

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

All Funds Summary of Revenues

Fund	FY2016-17 Actual Expenditures	FY2017-18 Original Budget	FY2017-18 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended	% Change 2019 Rec. v. 2018 Orig.
General Funds	**$510,078,567**	**$537,862,882**	**$514,028,955**	**$534,758,563**	**$545,882,601**	**1.49%**
Taxes	$344,906,054	$359,280,677	$363,879,537	$370,322,341	$378,518,415	5.35%
Licenses and Permits	$1,393,097	$1,172,500	$1,096,526	$1,092,000	$1,052,000	-10.28%
Intergovernmental	$58,895,992	$60,261,540	$42,604,915	$45,295,364	$44,797,940	-25.66%
Contributions and Donations	$72,179	$70,093	$69,530	$65,093	$65,093	-7.13%
Investment Income	$1,058,719	$434,044	$380,948	$960,000	$985,838	127.13%
Rental Income	$972,562	$939,320	$1,153,476	$1,077,598	$840,098	-10.56%
Sewer Connection Fees	$57,285	$43,150	$29,463	$5,000	$5,000	-88.41%
Service Charges	$27,271,079	$27,711,706	$27,894,163	$28,520,640	$28,095,184	1.38%
Enterprise Charges	$9,274	$10,000	$10,048	$14,000	$14,000	40.00%
Other Revenues	$3,756,731	$2,812,302	$3,046,618	$1,763,571	$1,763,391	-37.30%
Transfers In	$71,685,595	$85,127,550	$73,863,731	$85,642,956	$89,745,642	5.42%
Special Revenue Funds	**$13,425,377**	**$15,355,576**	**$14,982,266**	**$12,760,498**	**$14,122,058**	**-8.03%**
Taxes	$9,089,859	$8,996,951	$9,141,149	$8,999,706	$9,282,822	3.18%
Intergovernmental	$4,291,217	$4,300,000	$4,152,401	$2,600,000	$2,600,000	-39.53%
Investment Income	$44,301	$0	$29,832	$0	$0	0.00%
Transfers In	$0	$2,058,625	$1,658,884	$1,160,792	$2,239,236	8.77%
Debt Service Funds	**$176,692,352**	**$68,669,065**	**$68,734,140**	**$72,777,809**	**$73,404,600**	**6.90%**
Investment Income	$574,195	$368,221	$368,222	$368,221	$368,221	0.00%
Service Charges	$567,610	$500,000	$500,000	$500,000	$500,000	0.00%
Transfers In	$175,550,547	$67,800,844	$67,865,918	$71,909,588	$72,536,379	6.98%
Enterprise Funds	**$12,438,028**	**$10,618,880**	**$10,269,579**	**$10,380,080**	**$10,380,080**	**-2.25%**
Licenses and Permits	$18,450	$10,000	$13,950	$10,000	$10,000	0.00%
Investment Income	$106,033	$35,000	$142,317	$35,000	$35,000	0.00%
Sewer Connection Fees	$2,614,675	$895,880	$981,598	$794,080	$794,080	-11.36%
Service Charges	$0	$0	$820	$0	$0	0.00%
Enterprise Charges	$9,698,870	$9,678,000	$9,130,894	$9,541,000	$9,541,000	-1.42%
Trust Funds	**$650,379**	**$637,323**	**$440,203**	**$737,495**	**$737,745**	**15.76%**
Contributions and Donations	$642,096	$637,323	$440,203	$737,495	$737,745	15.76%
Investment Income	$8,283	$0	$0	$0	$0	0.00%
Grand Total	**$713,284,703**	**$633,143,726**	**$608,455,143**	**$631,414,445**	**$644,527,084**	**1.80%**

All Funds Summary of Expenditures

Fund	FY2016-17 Actual Expenditures	FY2017-18 Original Budget	FY2017-18 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended	% Change 2019 Rec. v. 2018 Orig.
General Funds	**$498,288,409**	**$537,862,882**	**$510,556,782**	**$556,005,265**	**$545,882,601**	**1.49%**
General	$408,696,446	$434,763,426	$406,876,973	$445,280,331	$435,459,497	0.16%
Risk Management	$2,676,873	$3,423,808	$2,951,763	$3,936,261	$3,641,863	6.37%
Swap Agreement 05	$0	$2,225,000	$0	$3,313,079	$3,162,949	42.16%
Reappriasal Reserve Fund	$1,269,713	$1,327,492	$1,401,680	$1,483,438	$1,476,006	11.19%
Capital Improvement Plan	$63,327,181	$72,680,412	$73,489,436	$74,807,098	$74,957,228	3.13%
Benefits Plan	$22,318,196	$23,442,744	$25,836,930	$27,185,058	$27,185,058	15.96%
Special Revenue Funds	**$14,776,181**	**$15,355,576**	**$15,419,043**	**$12,760,498**	**$14,122,058**	**-8.03%**
Lebanon Fire District	$1,502,444	$1,302,370	$1,293,898	$1,408,145	$1,309,619	0.56%
Parkwood Fire District	$126,263	$0	$0	$0	$0	0.00%
Redwood Fire District	$962,220	$1,017,681	$1,013,648	$1,035,054	$1,055,054	3.67%
New Hope Fire District	$91,695	$98,715	$98,566	$102,328	$102,264	3.60%
Eno Fire District	$33,094	$36,037	$35,950	$37,133	$37,086	2.91%
Bahama Fire District	$1,745,641	$1,491,310	$1,490,548	$1,630,855	$1,584,250	6.23%
Special Park District	$1,211,792	$1,193,549	$1,136,903	$1,107,506	$1,091,656	-8.54%
Bethesda Service Tax District	$54,434	$253,617	$70,814	$0	$0	-100.00%
Durham Fire And Rescue Serv	$3,859,001	$4,384,131	$4,700,551	$3,839,477	$4,173,629	-4.80%
Community Health Trust	$5,189,596	$5,578,166	$5,578,166	$3,600,000	$4,768,500	-14.51%
Debt Service Funds	**$176,012,280**	**$68,669,065**	**$60,807,595**	**$72,777,809**	**$73,404,600**	**6.90%**
Debt Service	$176,012,280	$68,669,065	$60,807,595	$72,777,809	$73,404,600	6.90%
Enterprise Funds	**$7,122,405**	**$10,618,880**	**$7,808,295**	**$10,380,080**	**$10,380,080**	**-2.25%**
Sewer Utility	$7,122,405	$10,618,880	$7,808,295	$10,380,080	$10,380,080	-2.25%
Trust Funds	**$387,823**	**$637,323**	**$421,326**	**$737,745**	**$737,745**	**15.76%**
George R. Linder Memorial	$0	$250	$0	$250	$250	0.00%
L.E.O. Retirement Trust	$387,823	$637,073	$421,326	$737,495	$737,495	15.76%
Grand Total	**$ 696,587,099**	**$ 633,143,726**	**$ 595,013,040**	**$ 652,661,397**	**$ 644,527,084**	**1.80%**

All Funds FTEs (Full Time Equivalent Positions)

	2016-17 Actual FTEs	2017-18 Original Budget	2017-18 12 Month Estimate	2018-19 Department Requested	2018-19 Manager Recommended
General Fund					
Clerk to the Board	4.00	4.00	4.00	4.00	4.00
County Administration	16.00	17.00	18.00	18.00	18.00
Finance	25.00	26.00	27.00	29.00	27.00
Tax Administration	67.00	56.00	55.00	56.00	55.00
County Attorney	19.00	19.00	19.00	21.00	19.00
Elections	10.00	10.00	10.00	10.00	10.00
Register of Deeds	19.00	19.00	19.00	19.00	19.00
General Services	67.00	73.00	73.00	79.00	76.00
Information Technology	45.00	45.50	45.50	46.00	46.00
Human Resources	20.00	20.00	20.00	20.00	20.00
Budget & Management Services	6.00	8.00	8.00	8.00	8.00
Veterans Services	4.00	4.00	4.00	6.00	5.00
Function - General Government	**302.00**	**301.50**	**302.50**	**316.00**	**307.00**
County Sheriff	473.00	474.00	474.00	503.00	494.00
Fire Marshall	77.00	77.00	77.00	25.00	25.00
Criminal Justice Resource Center	45.42	46.42	46.42	46.10	46.10
Youth Home	21.12	21.12	21.12	21.12	21.12
Emergency Medical Services	176.00	179.00	179.00	185.00	179.00
Function - Public Safety	**792.54**	**797.54**	**797.54**	**780.22**	**765.22**

All Funds FTEs (Full Time Equivalent Positions)

	2016-17 Actual FTEs	2017-18 Original Budget	2017-18 12 Month Estimate	2018-19 Department Requested	2018-19 Manager Recommended
General Services - Solid Waste	17.00	17.00	17.00	17.00	17.00
County Engineering	18.00	19.00	19.00	21.00	21.00
Function - Environmental Protection	**35.00**	**36.00**	**36.00**	**38.00**	**38.00**
Cooperative Extension Service	16.34	16.94	16.94	17.21	16.94
Soil and Water Conservation	5.00	5.00	5.00	5.00	5.00
Economic Development	1.00	1.00	1.00	1.00	1.00
Function - Economic & Physical Development	**22.34**	**22.94**	**22.94**	**23.21**	**22.94**
Public Health	233.79	234.47	234.47	235.55	233.55
Social Services	504.00	503.00	509.00	525.00	509.00
Other Human Services	2.00	2.00	2.00	2.60	2.00
Function - Human Services	**739.79**	**739.47**	**745.47**	**763.15**	**744.55**
Library	136.92	135.92	135.92	143.94	136.91
Function - Culture & Recreation	**136.92**	**135.92**	**135.92**	**143.94**	**136.91**
General Fund Total	**2,028.59**	**2,033.37**	**2,040.37**	**2,064.52**	**2,014.62**
Risk Management Fund	5.00	5.00	5.00	6.00	5.00
Reappraisal Reserve Fund	0.00	11.00	11.00	11.00	11.00
Sewer Utility Fund	25.00	26.00	26.00	27.00	27.00
All Funds Total	**2058.59**	**2075.37**	**2082.37**	**2108.52**	**2057.62**

FY 2018-19 RECOMMENDED NEW FULL TIME EQUIVALENTS (FTEs)

Position	FTEs	Salary and Benefits	Starting Date
School Health Nurse (Public Health)	3.00	$ 360,097.00	07/01/18
Envirnomental Health Program Specialist (Public Health)	1.00	$ 80,782.00	07/01/18
Registered Environmental Health Specialist (Public Health)	1.00	$ 66,761.00	07/01/18
Registered Environmental Health Specialist (Public Health)	1.00	$ 66,761.00	07/01/18
Pharmacist (Public Health)	0.08	$ 8,302.00	07/01/18
Veteran Services Officer (Veteran Services)	1.00	$ 47,698.00	07/01/18
Office Assistant (Main Library)	0.05	$ 3,421.00	07/01/18
Senior Librarian (East Regional Library)	0.94	$ 52,468.00	07/01/18
Goal 2: Health and Well-being for All	**8.07**	**$ 686,290.00**	
School Resource Officers (Sheriff)	5.00	$ 229,915.00	07/01/18
Detention Officers- female mental health pod (Sheriff)	13.00	$ 297,453.00	01/01/19
Sheriff Deputy - Domestic Violence (Sheriff)	2.00	$ 91,966.00	07/01/18
HazMat Planner (Emergency Management)	1.00	$ 54,203.00	07/01/18
Employment Specialist (CJRC)	0.40	$ 17,822.00	07/01/18
Training Officers (EMS)	4.00	$ 317,716.00	07/01/18
Community Paramedic (EMS)	1.00	$ 88,399.00	07/01/18
Goal 3: Safe and Secure Community	**26.40**	**$ 1,097,474.00**	
Project Manager (Engineering)	1.00	$ 84,315.00	07/01/18
Project Manager (Engineering)	1.00	$ 84,315.00	07/01/18
Utility Technician (Enterprise Fund)	1.00	$ 43,279.00	07/01/18
Goal 4: Environmental Stewardship	**3.00**	**$ 211,909.00**	
Locksmith (General Services)	1.00	$ 66,248.00	07/01/18
Electrician (General Services)	1.00	$ 67,452.00	07/01/18
HVAC (General Services)	1.00	$ 69,861.00	07/01/18
Sr. Business Anlayst (IS&T)	0.50	$ 24,854.00	07/01/18
Goal 5: Accountable, Efficient and Visionary Government	**3.50**	**$ 44,896.00**	
Total	**40.97**	**$ 2,040,569.00**	

Light Blue highlighted area denotes realignment dollars supported positions

FY 2018-19 RECOMMENDED REALIGNED/ELIMINATED FULL TIME EQUIVALENTS (FTEs)

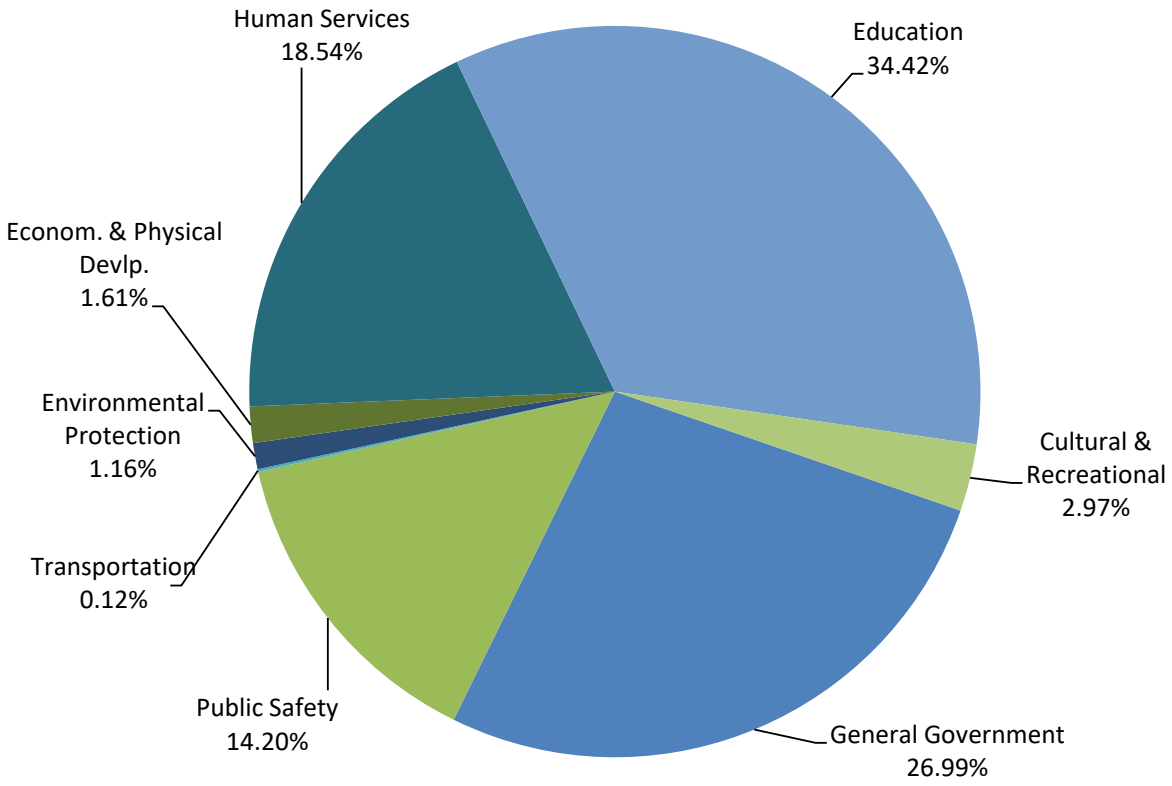
Position	FTEs	Salary and Benefits	Ending Date
Child Health Assessment & Prevention Program Nurse (Public Health)	(3.00)	$ (360,097.00)	06/30/18
Public Health Education Specialist (Public Health Diabetes Coalition Project - grant)	(2.00)	$ (116,484.00)	06/30/18
Nutrition Specialist (Public Health Diabetes Coalition Project - grant)	(1.00)	$ (71,472.00)	06/30/18
Dental van driver (Public Health - moved to a contracted service)	(1.00)	$ (36,792.00)	06/30/18
Admin. Support Assistant (CJRC -grant)	(0.72)	$ (15,972.00)	06/30/18
Firefighter (Durham Fire and Rescue - moved to the City of Durham)	(53.00)		06/30/18
EMS Officer I	(4.00)	$ (317,716.00)	06/30/18
EMS Officer II	(1.00)	$ (88,399.00)	06/30/18
Total	**(65.72)**	**$ (1,006,932.00)**	

Net County Funded Positions		
Realignment Dollars Supported Positions	**1.07**	**$64,191**
Realigned Positions	**8.00**	**$766,212**
Net County Funded FTE Change	**(24.75)**	**$1,033,637**

General Funds

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

General Fund Recommended Budget



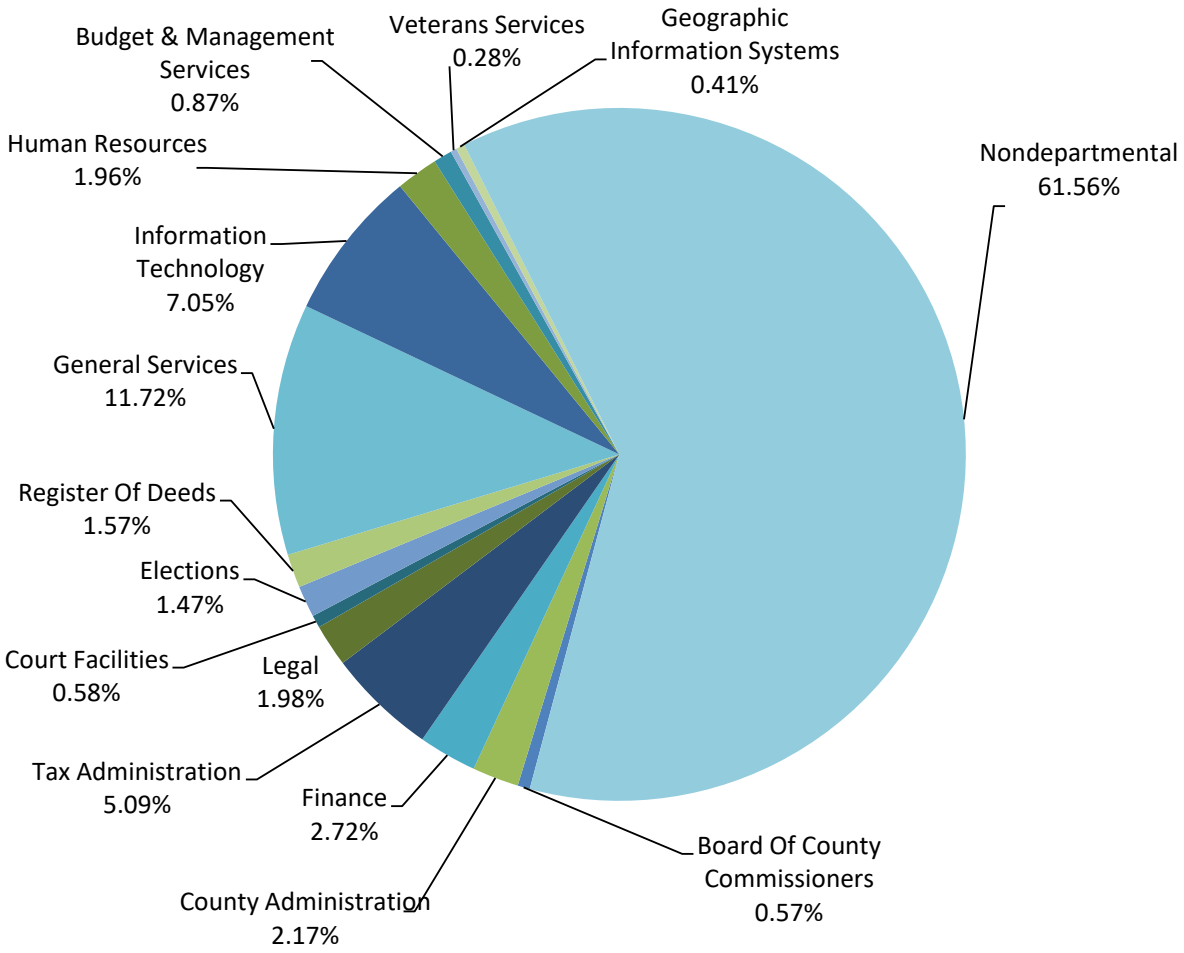
Functional Area	2016-2017 Actual Expenditures	2017-2018 Original Budget	2017-2018 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended
General Government	$106,438,196	$109,584,024	$105,296,922	$119,231,803	$117,530,503
Public Safety	$59,661,791	$63,133,100	$62,186,975	$64,940,839	$61,848,748
Transportation	$353,001	$512,500	$512,500	$512,500	$512,500
Environmental Protection	$3,983,371	$4,458,542	$4,616,924	$4,903,485	$5,040,236
Econom. & Physical Devlp.	$4,936,608	$5,714,727	$4,211,026	$6,901,409	$6,990,500
Human Services	$86,551,606	$95,683,882	$74,967,834	$83,465,656	$80,715,300
Education	$134,879,723	$143,038,856	$142,938,856	$152,209,523	$149,869,007
Cultural & Recreational	$11,892,150	$12,637,795	$12,145,937	$13,115,116	$12,952,703
Grand Total	**$408,696,446**	**$434,763,426**	**$406,876,973**	**$445,280,331**	**$435,459,497**

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General Government

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

General Government Recommended Budget



Business Area	2016-2017 Actual Expenditures	FY2017-18 Original Budget	FY2017 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended
Board Of County Commissioners	$646,432.24	$648,936.00	$729,894.52	$675,024.00	$674,182.00
County Administration	$2,347,091.85	$2,287,180.00	$2,053,511.53	$2,627,678.00	$2,547,535.00
Finance	$3,060,417.41	$3,002,033.00	$3,131,182.94	$3,671,218.00	$3,199,121.00
Tax Administration	$5,275,008.49	$5,925,787.00	$5,764,604.48	$6,008,079.00	$5,980,759.00
Legal	$2,181,754.37	$2,194,061.00	$1,900,947.34	$2,539,601.00	$2,323,386.00
Court Facilities	$416,360.99	$457,305.00	$443,887.81	$637,185.00	$687,545.00
Elections	$1,816,293.28	$1,979,443.00	$1,780,195.14	$1,735,208.00	$1,730,854.00
Register Of Deeds	$1,515,573.73	$1,852,649.00	$1,839,680.33	$1,846,114.00	$1,841,715.00
General Services	$11,339,086.18	$13,132,908.00	$13,036,619.60	$13,940,046.00	$13,773,830.00
Information Technology	$6,853,486.05	$8,447,272.00	$8,132,866.14	$9,238,797.00	$8,288,919.00
Human Resources	$2,059,146.34	$2,187,567.00	$2,359,340.20	$2,302,042.00	$2,301,142.00
Budget & Management Services	$426,017.40	$952,877.00	$696,798.46	$1,039,705.00	$1,020,579.00
Veterans Services	$232,123.53	$270,052.00	$261,079.88	$383,316.00	$330,967.00
Geographic Information Systems	$438,833.00	$467,619.00	$405,270.67	$478,968.00	$477,968.00
Nondepartmental	$67,830,571.06	$65,778,335.00	$62,761,066.00	$72,108,822.00	$72,352,001.00
Grand Total	**$106,438,196**	**$109,584,024**	**$105,296,945**	**$119,231,803**	**$117,530,503**

BOARD OF COUNTY COMMISSIONERS

MISSION

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

DEPARTMENT DESCRIPTION

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

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$165,087	$173,172	$162,571	$176,052	$176,052
Operating	$130,929	$112,477	$178,480	$112,177	$114,395
Total Expenditures	**$296,016**	**$285,649**	**$341,051**	**$288,229**	**$290,447**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$296,016***	***$285,649***	***$341,051***	***$288,229***	***$290,447***

2017-18 ACCOMPLISHMENTS

- The Board of County Commissioners joined the Durham City Council and Durham Public School Board in convening three first-ever community conversation sessions to solicit citizen input on public safety, affordable housing, human services, education, and economic development
- The Board of County Commissioners appointed Terri Lea Hugie as the new Clerk to the Board following the retirement of Michelle Parker-Evans
- Funded the $1.5 million needed to operate the 8 pre-k classrooms at the newly renovated Whitted School, which serves many low-income families and Title 1 elementary schools in the surrounding neighborhoods
- Provided an additional $6.06 million in local funding to Durham Public Schools, including a one-cent property tax increase to support the increase, for a total allocation of more than $134 million for Durham Public Schools
- Funded more than $4.3 million to support dental and health nurses, health education and school resource officers for our schools
- Adopted an amendment to the Unified Development Ordinance (UDO) to modify, clarify, and re-organize the Design District zoning regulations

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.

MISSION

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

DEPARTMENT DESCRIPTION

The County Clerk's Office provides support to the Board of County Commissioners (BOCC) by preparing, maintaining, researching, and transmitting agendas and minutes of official Board proceedings. The Clerk's Office also oversees the appointment process for 43 active volunteer Boards and Commissions appointed by the BOCC; and maintains a permanent record of all documents required by North Carolina General Statutes. The County Clerk oversees the operations of the Clerk's Office; maintains the official County seal; administers oaths; and attests legal documents on behalf of the County. The Clerk is responsible for providing proper meeting notice in keeping with the North Carolina Open Meetings Law. The Clerk's Office is open to the public during normal business hours (8:30 am to 5:00 pm). The office is located in the Durham County Government Administrative Complex. Internal and external customers may request and receive information from the office.

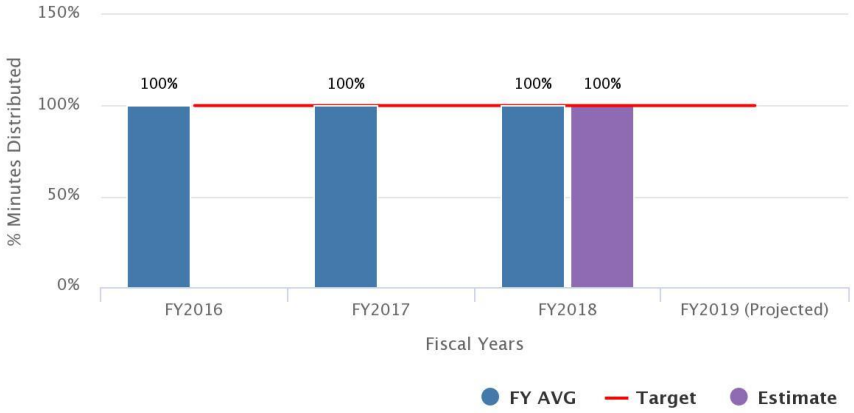
Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$278,633	$283,270	$269,868	$292,572	$292,572
Operating	$71,795	$80,017	$118,976	$94,223	$91,163
Total Expenditures	**$350,428**	**$363,287**	**$388,844**	**$386,795**	**$383,735**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$350,428***	***$363,287***	***$388,844***	***$386,795***	***$383,735***
FTEs	4.00	4.00	4.00	4.00	4.00

2018-19 BUDGET HIGHLIGHTS

- The FY 18-19 Recommended Budget maintains current levels of service.

PERFORMANCE MEASURES:

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

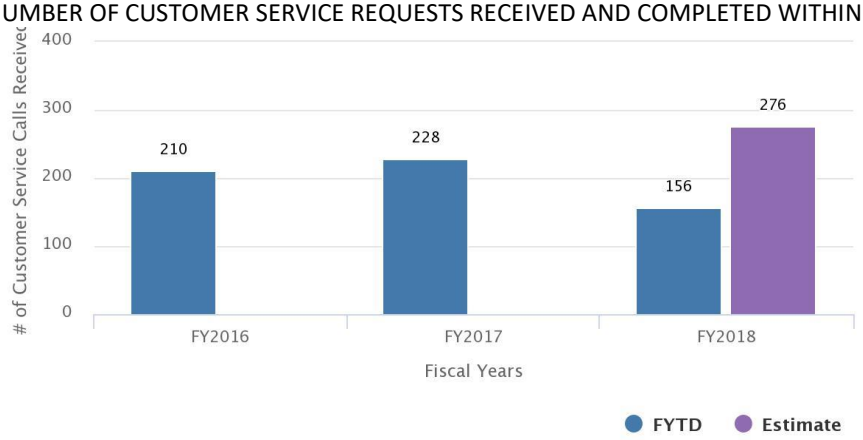


Measure description: This measures the rate at which minutes are distributed to the Board of County Commissioners for approval within 40 days of a meeting. Receiving the minutes in a timely manner helps the Commissioners follow up with directives given to staff. The measure aligns with Strategic Plan Goal 5 - Accountable, Efficient and Visionary Government.

Trend explanation: Longer meetings are requiring more time to turn around minutes, especially minutes for work sessions. This may be fixed by looking at outsourcing minutes or hiring additional staff.

FY2018-19 target projection: The target is set at 100% due to Commissioner request.

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

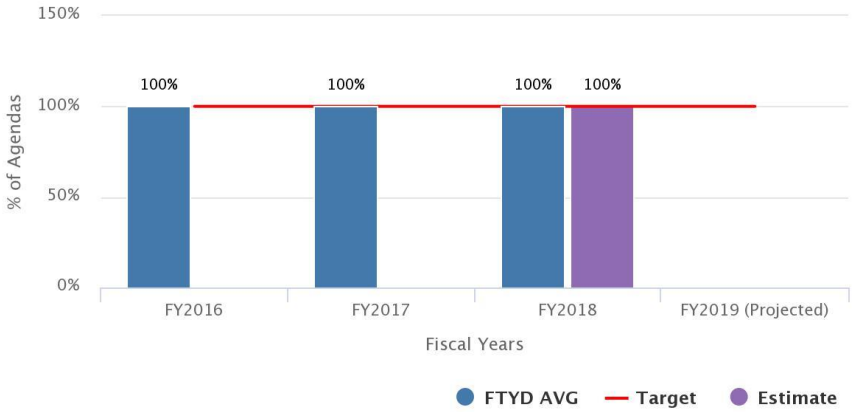


Measure description: This measures the number of customer service requests received and completed within 48 hours by the Clerk's Office. This is a workload measure. The measure aligns with Strategic Plan Goal 5 - Accountable, Efficient and Visionary Government.

Trend explanation: The spike in requests received was due to the Confederate Statue being toppled. Citizens called to have their voices heard by the Commissioners. Having one person to handle citizen requests, research, and follow-up would help the department improve customer service response time. Some requests can be completed promptly, while other requests require research and may take days to complete.

FY2018-19 target projection: There is no specific target for this measure. The goal of 48 hours gives staff time to research most requests that come to the office.

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



Measure description: This measures the percentage of agendas distributed to the Board of County Commissioners at least four business days prior to a meeting. Agendas allow the public and the Commissioners to know which topics will be discussed at meetings and which official actions may take place. The measure aligns with Strategic Plan Goal 5 - Accountable, Efficient and Visionary Government.

Trend explanation: The measure data has remained steadily around 100%. This is a measure of the Clerk's Office compliance with the Board of County Commissioners' request. For the Clerk's Office, receiving the information for the agenda in a timely manner helps to ensure the agenda goes out in a timely manner.

FY2018-19 target projection: The target is set at 100% to ensure citizens, the media, and the Commissioners have ample time to familiarize themselves with topics that will be discussed during the Board of County Commissioners meeting.

COUNTY MANAGER

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

MISSION

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

DEPARTMENT DESCRIPTION

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

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

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$1,773,523	$1,969,448	$1,697,992	$2,063,565	$2,063,565
Operating	$573,570	$317,732	$355,520	$489,113	$408,970
Transfers	$0	$0	$0	$75,000	$75,000
Total Expenditures	**$2,347,093**	**$2,287,180**	**$2,053,512**	**$2,627,678**	**$2,547,535**
Revenues					
Intergovernmental	$31,839	$34,228	$64,614	$33,968	$33,968
Total Revenues	**$31,839**	**$34,228**	**$64,614**	**$33,968**	**$33,968**
Net Expenditures	***$2,315,254***	***$2,252,952***	***$1,988,898***	***$2,593,710***	***$2,513,567***
FTEs	16.00	17.00	18.00	18.00	18.00

2018-19 BUDGET HIGHLIGHTS

- This budget funds the activities of the Count Manager, Internal Audit, Strategic Planning, and Public Information. Included in this budget is funding for the My Brother's Keeper program, peer-lead review (Internal Audit), and continued support for all public information releases.
- ICMA Fellow position was included in the 12 month estimate FTE count as an annually renewing position in the County Manager's Department.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
County Manager						
Community Engagement and Partnerships	$768,525	6.08	$965,935	5.08	$880,811	5.08
Executive Leadership and Management	$1,180,962	8.59	$1,292,232	9.59	$1,292,232	9.59
Internal Audit	$278,622	3.00	$304,874	3.00	$309,855	3.00
State and Legislative Affairs	$59,071	0.33	$64,637	0.33	$64,637	0.33
Grand Total	**$2,287,180**	**18.00**	**$2,627,678**	**18.00**	**$2,547,535**	**18.00**

Community Engagement and Partnerships

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

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

Executive Leadership and Management

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

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

Internal Audit

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

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

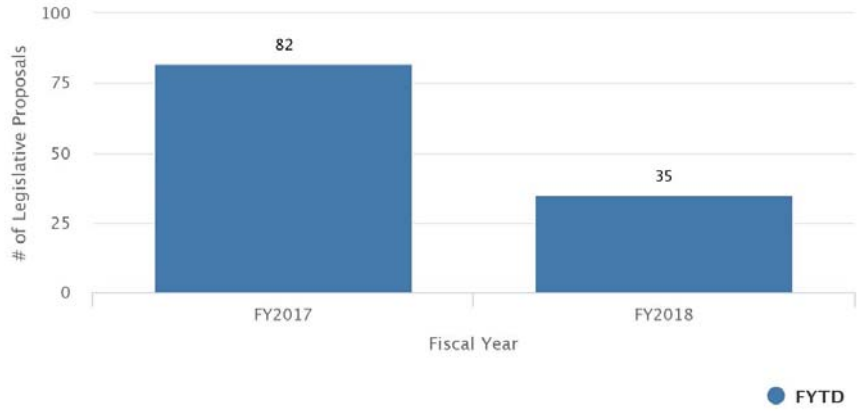
State and Legislative Affairs

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

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

PERFORMANCE MEASURES:

Measure: NUMBER OF LEGISLATIVE PROPOSALS RESPONDED TO BY DURHAM COUNTY STAFF

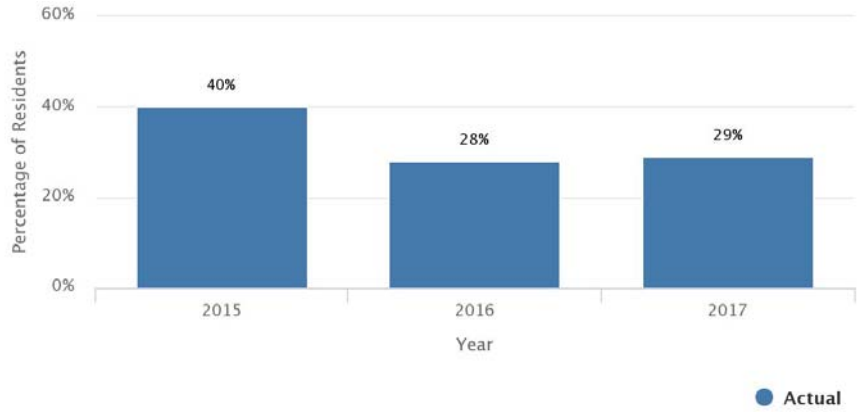


Measure description: Through an understanding of historical, political, economic, and social trends, Durham County staff evaluates how potential bills will positively or adversely affect the County's service delivery, daily operations, and financial condition. The measure of the number of legislative proposals responded to by staff identifies how comprehensively staff remain aware of State and Federal policies that will positively or adversely affect the County's interests.

Trend explanation: The measure does not have a target and does not have trend data. The number of proposals responded to is a direct result of the amount of State and Federal legislation. Legislative proposals are collected from department directors and County Commissioners to develop an annual legislative agenda that informs legislators of a set of philosophies and priorities relevant to Durham County operations. Staff works to maintain positive working relationships with State and Federal lawmakers to ensure that proposed legislative issues are thoroughly vetted and that any potential impacts on Durham County operations are shared, regardless of the outcome of the final legislation.

FY2018-19 target projection: There is no specific target for this measure; legislative proposals are responded to as they occur. State and Federal legislative data is only available for the period in which the General Assembly and Congress are in session.

Measure: PERCENTAGE OF RESIDENTS SATISFIED OR VERY SATISFIED WITH THE LEVEL OF PUBLIC INVOLVEMENT IN LOCAL DECISIONS

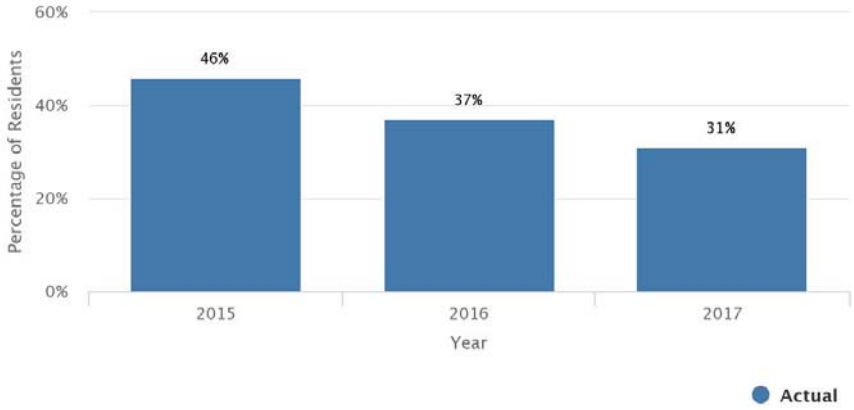


Measure description: Public participation is an essential component of the local decision-making process. Residents affected by local decisions have the right to be involved in the decision-making process. The measure of resident satisfaction with public involvement in local decision-making processes identifies the effectiveness of the County's communication strategy, facilitation and participation processes, and transparency in how the public's input affects decisions.

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

FY2018-19 target projection: 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.

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

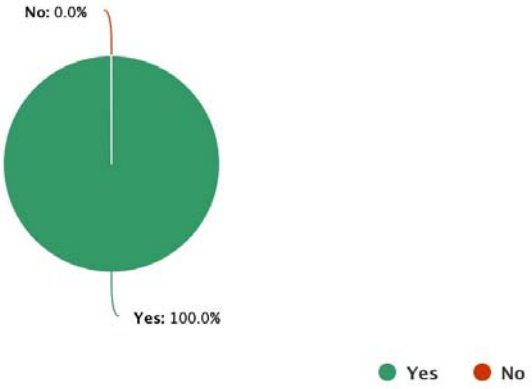


Measure description: The measure of overall satisfaction with County efforts to keep residents informed about local issues identifies the effectiveness of the County's communication mechanisms.

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

FY2018-19 target projection: 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.

Measure: MAINTAIN AAA BOND RATING

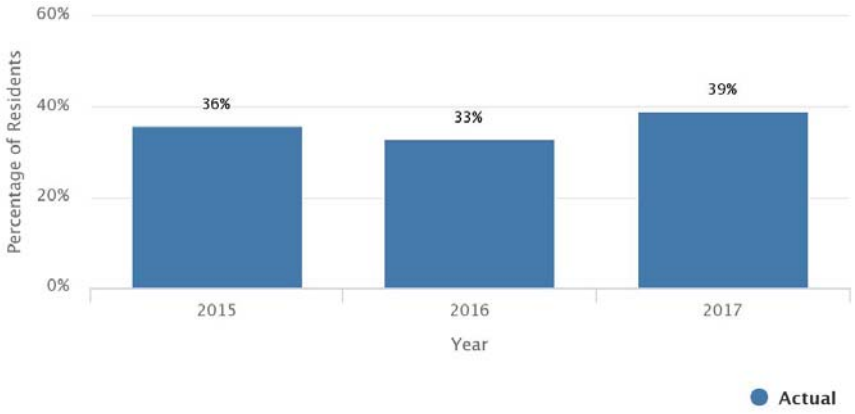


Measure description: Issuers given a AAA rating from the bond agencies are judged to have the lowest credit risk. AAA is the highest rating that can be awarded to an entity. The County's financial strength, fiscal management, economy, adherence to County policies and procedures, strength in the County's 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. Strategy 5.3A(1) stipulates that the County "Maintain the County's Triple AAA bond rating through prudent fiscal management, ongoing for each fiscal year for debt issuances, refundings, etc." The funds that are freed up by attaining a AAA rating allows the County the opportunity to provide increased services for any of the 5 Strategic Goal areas.

Trend explanation: This measure is trending favorably as the result of Durham County's continued financial strength, fiscal management, economy, adherence to federal laws, State statutes, County policies and procedures, strength in the County's internal controls, policies and procedures, etc. Durham County continues to maintain its AAA bond rating. According to Moody's Investors Service Inc., as of December 31, 2017, it is one of only 103 counties in the United States out of a total of 3,007 counties with a AAA bond rating, which represents 3.4% of counties nationwide. The County is also one of 7 counties out of 100 in North Carolina with a AAA bond rating.

FY2018-19 target projection: Entities rated at AAA are judged to be of the highest credit quality and thus subject to the lowest level of credit risk. Therefore, the County continues to set the target for this measure at AAA to receive the lowest interest rates on issued debt freeing up funds for use in funding other needs.

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

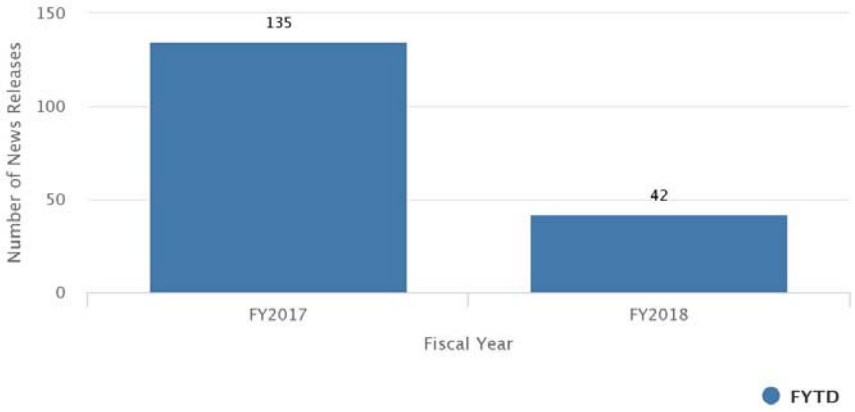


Measure description: The degree to which residents are satisfied with the return on investment of their tax dollars measures how they view their quality of life per the contributing County services. This quality of life measure identifies resident satisfaction with the County's fiscal responsibility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

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

FY2018-19 target projection: 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.

Measure: NUMBER OF NEWS RELEASES DISTRIBUTED



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

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

FY2018-19 target projection: There is no specific target for this measure. News releases are drafted and distributed as news occurs. The Public Affairs Office collects information from County departments. Staff keeps a constant pulse on departmental and related activities.

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FINANCE

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

MISSION

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.

DEPARTMENT DESCRIPTION

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.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$1,924,513	$2,196,566	$2,128,221	$2,397,594	$2,233,824
Operating	$663,909	$805,467	$867,647	$1,233,624	$925,297
Capital	$471,995	$0	$135,315	$40,000	$40,000
Total Expenditures	**$3,060,417**	**$3,002,033**	**$3,131,183**	**$3,671,218**	**$3,199,121**
Revenues					
Taxes	$77,195,717	$80,835,787	$79,526,496	$82,386,964	$82,373,575
Licenses & Permits	$489,246	$490,000	$480,341	$490,000	$490,000
Intergovernmental	$5,123,036	$2,500,000	$2,305,130	$2,500,000	$2,500,000
Investment Income	$893,398	$400,000	$500,192	$950,000	$950,000
Rental Income	$8,442	$8,100	$7,883	$9,300	$9,300
Other Revenues	$158,108	$121,840	$554,078	$20,000	$20,000
Other Fin. Sources	$0	$14,371,763	$0	$14,931,420	$16,479,637
Total Revenues	**$83,867,947**	**$98,727,490**	**$83,374,120**	**$101,287,684**	**$102,822,512**
Net Expenditures	***($80,807,530)***	***($95,725,457)***	***($80,242,937)***	***($97,616,466)***	***($99,623,391)***
FTEs	25.00	26.00	27.00	29.00	27.00

2018-19 BUDGET HIGHLIGHTS

- Recommended budget maintains current levels of service for the department

PROGRAM BUDGET	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY18-19 Department Requested Budget	FY18-19 Department Requested FTE	FY18-19 Manager Recommneded Budget	FY18-19 Manager Recommneded FTE
Finance						
Financial Reporting & Control	$ 1,684,199	16.30	$ 2,229,757	17.02	$ 1,877,553	15.85
Minority & Women Owned Businesses	$ 275,376	2.30	$ 375,129	2.70	$ 297,849	2.51
Purchasing	$ 319,596	5.85	$ 737,049	7.00	$ 772,202	6.52
Treasury & Debt Management	$ 722,862	2.55	$ 329,283	2.28	$ 251,517	2.12
Grand Total	**$ 3,002,033**	**27.00**	**$ 3,671,218**	**29.00**	**$ 3,199,121**	**27.00**

Financial Reporting & Control

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

Program Description: The Finance Department manages the County's financial activity through the financial systems. The department maintains accurate financial records by ensuring adherence to internal controls over the County's financial and accounting activity, allowing Finance to produce relevant and reliable reports for end-users. The Financial Reporting and Control Program ensures we have strong fiscal control and management, while ensuring adherence to Generally Accepted Accounting Principles (GAAP), Governmental Accounting Standards Board (GASB), State Statutes, and County Policy. Due to the strong fiscal control, management, and financial reporting, the County has continued to attain the Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR).

Minority & Women Owned Businesses

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

Program Description: The Minority and Women Owned Businesses (MWBE) Program ensures the County provides the opportunity for minority and women-owned businesses to 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

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

Program Description: 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.

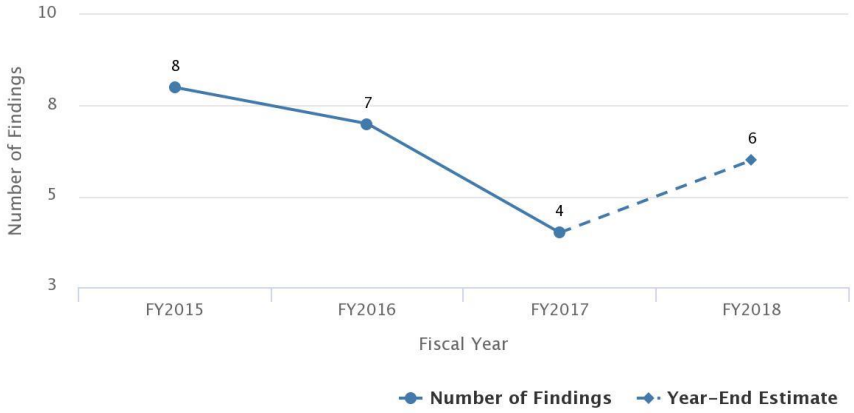
Treasury & Debt Management

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

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

PERFORMANCE MEASURES:

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

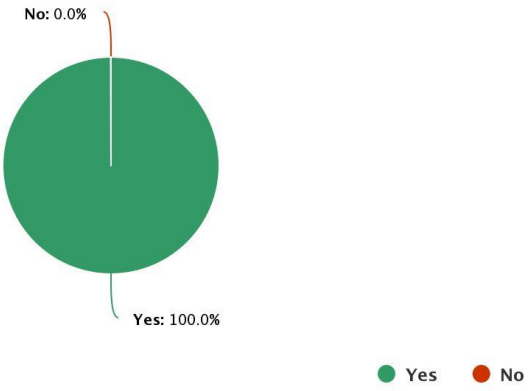


Measure description: This measures the number of findings received during the annual Single Audit related to grant and federal/state award programs. Strategy 5.3A(2) states the goal is to "Successfully complete the single audit with limited findings and no recurring findings for services funded with 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 funding and/or loss of funding) received, affecting the level of service the County is able to provide which, in addition, could have a negative impact on any of the 5 Strategic Goal areas.

Trend explanation: The trend in findings has been progressing toward 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 DSS Quality Assurance staff. As of FY2017, the County has attained the target.

FY2018-19 target projection: Over the last three fiscal years, the lowest number of findings the County has achieved is 4, which is excellent given the large volume of program funds flowing through the County. As a result, 4 is the target goal going forward.

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

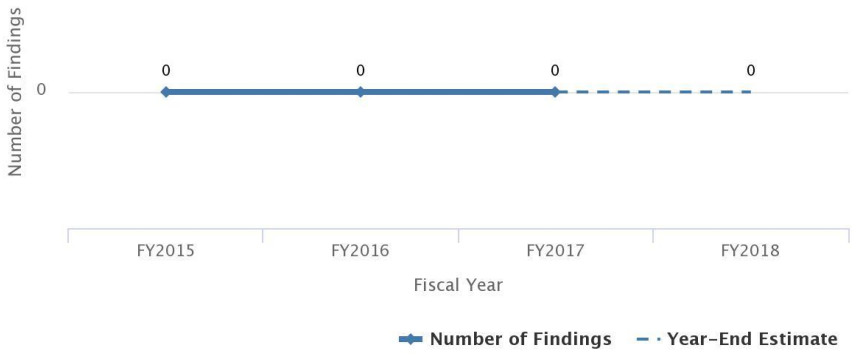


Measure description: This measures Durham County's adherence to the October 31st submission deadline for the County's Comprehensive Annual Financial Report (CAFR) to the Local Government Commission (LGC). Durham County's ability to submit an accurate CAFR and Compliance Report to the LGC on time highlights the County's dedication to excellence in the completion of both the annual financial audit and the annual single audit and the completion of the CAFR and Compliance Report, directly relating to Strategy 5.3A(2) and Strategy 5.3A(3).

Trend explanation: Per the LGC, for the FY2017 annual audit, 377 units submitted their CAFRs by the October 31st deadline out of 1,202 units, which represents approximately 31 percent. Durham County was one of those 377 units. For each of the years measured, the County has achieved the target goal of submitting the completed CAFR to the LGC by the October 31st deadline.

FY2018-19 target projection: This measure is set at this level to adhere to the October 31st submission deadline for the County's CAFR and Compliance Report to the LGC.

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

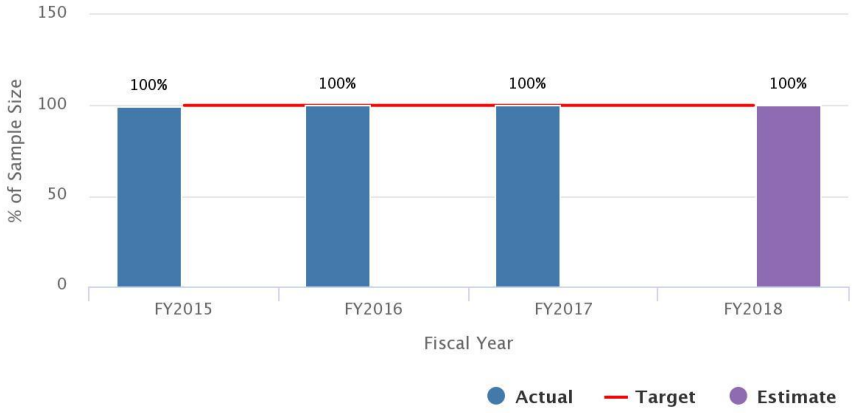


Measure description: This measure is based on the results of the financial audit conducted at the end of each fiscal year. The Finance Department is evaluated on the financial accounting, reporting and monitoring of the County's financial activity. Strategy 5.3A(2) for meeting Strategic Goal 5 states the goal is to "Successfully complete the required annual financial audit with the audit results receiving an unqualified (clean) audit opinion and successfully complete the Comprehensive Annual Financial Report (CAFR)." Having zero audit management letter findings attests to the County's strong fiscal management, sound financial control, and adherence to internal controls.

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

FY2018-19 target projection: The County's goal is to minimize audit management letter findings to the lowest possible level.

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

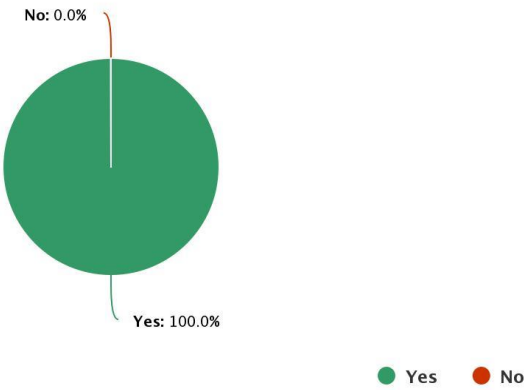


Measure description: Sample sizes for selected programs to be audited are determined by external auditors based on the level of risk for each program. The County is measuring the percentage of the sample size that did not produce material findings for the testing of grants and federal/state awards. Strategy 5.3A(2) states that the goal is to "Successfully complete the single audit with limited findings and no recurring findings for services funded with grants and/or federal and state awards and successfully complete the Compliance Report." Increased material findings could mean questioned costs that would have to be returned to the grantor or federal or state government, and if significant, a risk of the loss of program funding, potentially affecting the level of service the County is able to provide in the area(s) receiving the material finding(s) and/or questioned cost(s).

Trend explanation: The results of the testing of each fiscal year's sample has found a minimum number of material findings (e.g. in FY2015 there was only 1 material finding). There were no material findings for FY2016 or FY2017.

FY2018-19 target projection: A material finding indicates that a grant or award is materially non-compliant or lacks sufficient controls. A material weakness is a deficiency, or a combination of deficiencies, such that there is a reasonable possibility that a material misstatement will not be prevented or detected and corrected on a timely basis. The target is set at this level because the optimal outcome is for 100% of the sample of the audited grants and awards to be without material findings.

Measure: MAINTAIN AAA BOND RATING



Measure description: Issuers given a AAA rating from the bond agencies are judged to have the lowest credit risk. AAA 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. Strategy 5.3A(1) stipulates that the County "Maintain the County's Triple AAA bond rating through prudent fiscal management, ongoing for each fiscal year for debt issuances, refundings, etc." The funds that are freed up by attaining a AAA rating allows the County the opportunity to provide increased services for any of the 5 Strategic Goal areas.

Trend explanation: This measure is trending favorably as the result of Durham County's continued financial strength, fiscal management, economy, adherence to federal laws, State statutes, County policies and procedures, strength in the County's internal controls, policies and procedures, etc. Durham County continues to maintain its AAA bond rating. According to Moody's Investors Service Inc., as of December 31, 2017, it is one of only 103 counties in the United States out of a total of 3,007 counties with a AAA bond rating, which represents 3.4% of counties nationwide. The County is also one of 7 counties out of 100 in North Carolina with a AAA bond rating.

FY2018-19 target projection: Entities rated at AAA are judged to be of the highest credit quality and thus subject to the lowest level of credit risk. This allows AAA rated entities to issue debt at lower interest rates. Therefore, 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.

MISSION

Tax Administration has responsibility to create and maintain the cadastre (metes and bounds land recording), appraise, assess, and bill in a timely manner all real property, tangible personal property, and motor vehicles for purposes of ad valorem (according to value) taxation in accordance with North Carolina General Statute 105; furthermore, to develop land records/cadastral mapping, appraisal, assessment, and listing systems that provide the public easy access with accurate information.

DEPARTMENT DESCRIPTION

The Durham City/County Tax Collector has direct responsibility for collecting and recording the collection of all property taxes levied annually by the Durham County Commission, Durham City Council, Chapel Hill Town Council, and Raleigh City Council (Real Estate, Tangible Personal Property, and Motor Vehicles). Additionally, Tax Collector responsibilities include; collecting beer and wine license taxes, fire and special district taxes, special assessments for water, sewer and street improvements, gross receipts tax, and parking fees. North Carolina General Statutes provide the Tax Collector authority to collect delinquent taxes by powers of foreclosure on real estate, wage garnishment, personal property attachment, Sheriff's levy personal property seizure, debt setoff program (seizure of state income tax refunds), and advertising liens.

The Durham County Tax Assessor has direct responsibility for creation and maintenance of the Durham County cadastre (register and spatial), the appraisal of real, tangible personal property and motor vehicles per North Carolina General Statutes, including administering exemption programs set forth. Ad valorem real estate appraisal include annual cycle and general reappraisal.

Durham County has chosen to combine the offices of Tax Assessor and Tax Collector to operate under a joint appointment of Tax Administrator.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$3,553,895	$4,208,520	$3,941,760	$4,194,370	$4,122,100
Operating	$1,656,978	$1,717,267	$1,822,845	$1,780,209	$1,825,159
Capital	$64,141	$0	$0	$33,500	$33,500
Total Expenditures	**$5,275,014**	**$5,925,787**	**$5,764,604**	**$6,008,079**	**$5,980,759**
Revenues					
Taxes	$239,375,700	$243,840,383	$247,282,239	$252,159,814	$260,219,147
Licenses & Permits	$20,300	$20,000	$20,000	$20,000	$20,000
Investment Income	$9,849	$0	$4,226	$0	$0
Service Charges	$1,953,460	$1,862,935	$1,966,279	$1,862,000	$1,862,000
Other Revenues	$88,343	$100,000	$79,125	$80,000	$80,000
Total Revenues	**$241,447,652**	**$245,823,318**	**$249,351,869**	**$254,121,814**	**$262,181,147**
Net Expenditures	***($236,172,638)***	***($239,897,531)***	***($243,587,265)***	***($248,113,735)***	***($256,200,388)***
FTEs	67.00	56.00	55.00	56.00	55.00

2018-19 BUDGET HIGHLIGHTS

- This budget includes increases in operating accounts to provide the level of services needed to complete the Revaluation process, including:
  - Software and hardware upgrades to make the revaluation process efficient and effective
  - Funding for multiple accounts requiring one-time increases to provide for increased demand during revaluation

- The focus of the Tax office this fiscal year will be on completing the Reappraisal that will be complete January 1, 2019.
    - While the Revaluation Fund Center encumbers much of these expenses, the process affects all areas of the tax office.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
Tax Administration						
Citizen Support	$1,205,336	12.00	$1,537,890	14.00	$1,537,890	14.00
Revenue Collection	$904,001	9.00	$988,644	9.00	$988,644	9.00
Tax Base Assessment	$3,816,450	35.00	$3,481,545	33.00	$3,454,225	32.00
Grand Total	**$5,925,787**	**56.00**	**$6,008,079**	**56.00**	**$5,980,759**	**55.00**

Citizen Support

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

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

Revenue Collection

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

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

Tax Base Assessment

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

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

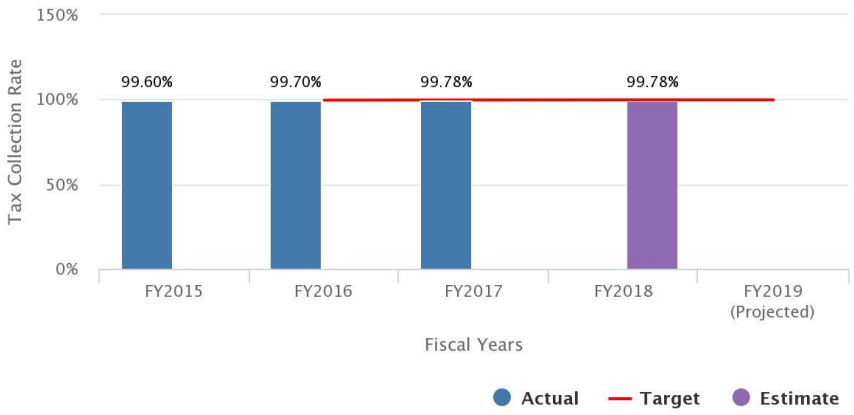
General Reappraisal

Program Purpose: 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.

Program Description: Each county is required to reappraise all real property in accordance with North Carolina General Statute 105-283. Durham County's most recent general reappraisal of over 110,000 was effective January 1, 2016. Durham County Board of County Commissioners has set January 01, 2019 as the date of the next general reappraisal and every four (4) year thereafter.

PERFORMANCE MEASURES:

Measure: DURHAM COUNTY TAX COLLECTION RATE

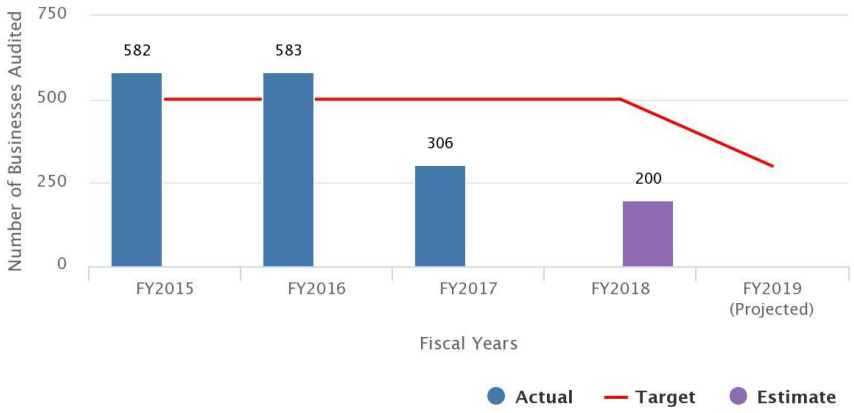


Measure description: This is a measure of the percentage of property taxes collected for budgetary purposes. This measure aligns with Strategy 5.3 - Sound Business Systems - Ensure sound fiscal, operational and technology systems. Revenues derived from property taxes are a primary source of funding for local governments. A high collection rate is an indication of taxpayers paying their fair share to help fund the services and programs used by the citizens of Durham County.

Trend explanation: The overall year-end collections rate has continued to increase over the past five years. This measure has experienced an upward trend due to taxpayers paying property taxes in a timely manner as well as retaining tax staff experienced in tax collections.

FY2018-19 target projection: The target for this measure is set based on revenue required to meet Durham County budgetary needs. The Local Government Budget & Fiscal Control Act requires that the collection percentage be used as a benchmark when budgeting for the next fiscal year.

Measure: NUMBER OF BUSINESSES REVIEWED FOR COMPLIANCE

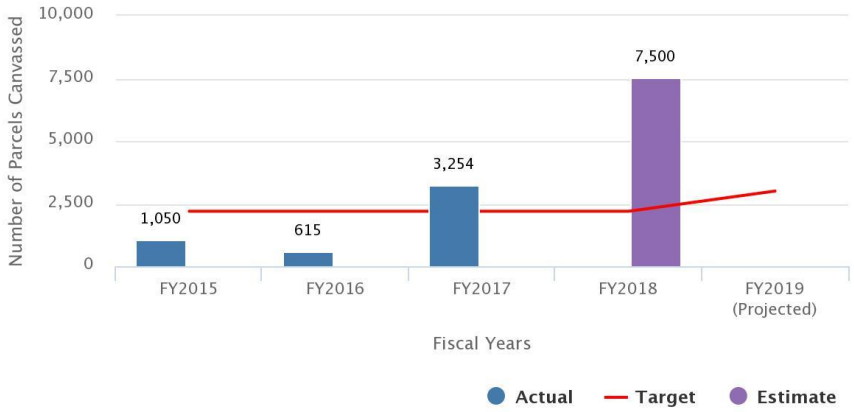


Measure description: This measures the number of businesses reviewed for compliance of listing personal property assets. Compliance reviews are used to ensure that personal property listings are accurately filed therefore fairly and equitably distributing the tax burden. According to NC General Statute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

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

FY2018-19 target projection: 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

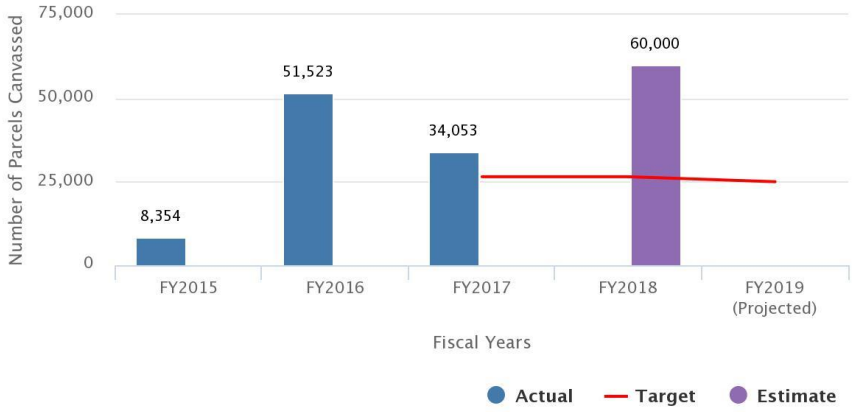


Measure description: This is a measure of the number of commercial parcels in Durham County that are visited on a yearly basis. Regular re-inspections of properties should occur every four years to be consistent with the guidelines outlined by the NCDOR as well as the Standards on Mass Appraisal published by the International Association of Assessing Officers. Correct valuations for the 2019 revaluation require complete and accurate data, therefore this measure is imperative to the success of that project. Complete and accurate data ensures not only best practice, but also fairness and equity to the citizens of Durham County.

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

FY2018-19 target projection: The target comes from guidelines outlined by the NCDOR as well as the Standards on Mass Appraisal published by the International Association of Assessing Officers. Durham County has 8,777 commercial parcels. This apportioned over the four-year standard equates to the target level for this measure.

Measure: NUMBER OF RESIDENTIAL PARCELS FIELD CANVASSED



Measure description: This is a measure of the number of residential parcels in Durham County that are visited on a yearly basis. Regular re-inspections of properties should occur every four years to be consistent with the guidelines outlined by the NCDOR as well as the Standards on Mass Appraisal published by the International Association of Assessing Officers. Correct valuations for the 2019 revaluation require complete and accurate data, therefore this measure is imperative to the success of that project. Complete and accurate data ensures not only best practice, but also fairness and equity to the citizens of Durham County.

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

FY2018-19 target projection: The target comes from guidelines outlined by the NCDOR as well as the Standards on Mass Appraisal published by the International Association of Assessing Officers. Durham County has 105,792 residential parcels. This apportioned over the four-year standard equates to the target level for this measure.

COUNTY ATTORNEY

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

MISSION

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

DEPARTMENT DESCRIPTION

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

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

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$1,866,745	$2,014,432	$1,788,777	$2,317,660	$2,143,007
Operating	$315,017	$179,629	$112,171	$221,941	$180,379
Total Expenditures	**$2,181,762**	**$2,194,061**	**$1,900,947**	**$2,539,601**	**$2,323,386**
Revenues					
Contrib. & Donations	($666)	$0	$1,250	$0	$0
Service Charges	$0	$0	$0	$2,000	$2,000
Total Revenues	**($666)**	**$0**	**$1,250**	**$2,000**	**$2,000**
Net Expenditures	***$2,182,428***	***$2,194,061***	***$1,899,697***	***$2,537,601***	***$2,321,386***
FTEs	19.00	19.00	19.00	21.00	19.00

2018-19 BUDGET HIGHLIGHTS

- This budget permits the County Attorney to provide the Board of County Commissioners and all other County Government departments with impeccable legal representation in defense of all legal challenges, as well as legal representation for Social Services related matters.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
County Attorney						
DSS Legal Services	$1,166,584	10.00	$1,380,224	11.00	$1,262,715	10.00
General Legal Services	$1,027,477	9.00	$1,159,377	10.00	$1,060,671	9.00
Grand Total	**$2,194,061**	**19.00**	**$2,539,601**	**21.00**	**$2,323,386**	**19.00**

DSS Legal Services

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

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

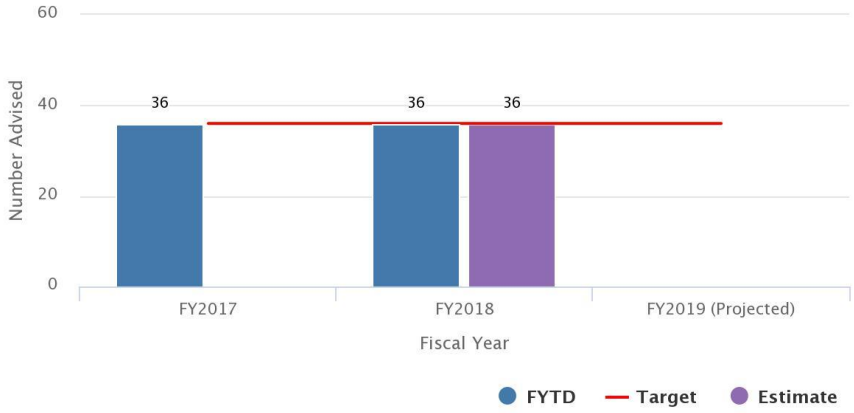
General Legal Services

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

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

PERFORMANCE MEASURES:

Measure: NUMBER OF DEPARTMENTS, BOARDS, AND COMMISSIONS ADVISED

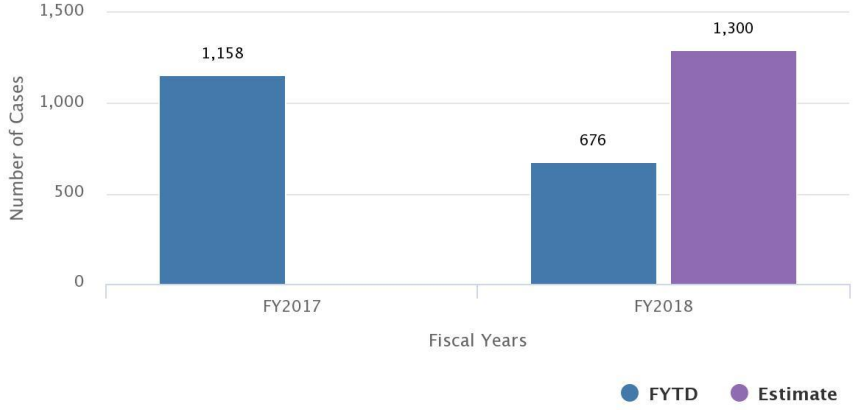


Measure description: Legal representation is provided to all departments, boards, and many commissions by the County Attorney's Office to ensure accountability and efficiency.

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

FY2018-19 target projection: The target for this measure should be to provide legal representation for cases/transactions produced by the applicable number of departments, boards, and commissions as needed. If there are any changes to the number of entities and/or the number of cases/transactions referred to Legal, the target will change accordingly.

Measure: NUMBER OF TOTAL AND CASES WITH COURT REPRESENTATION FROM DSS ATTORNEYS

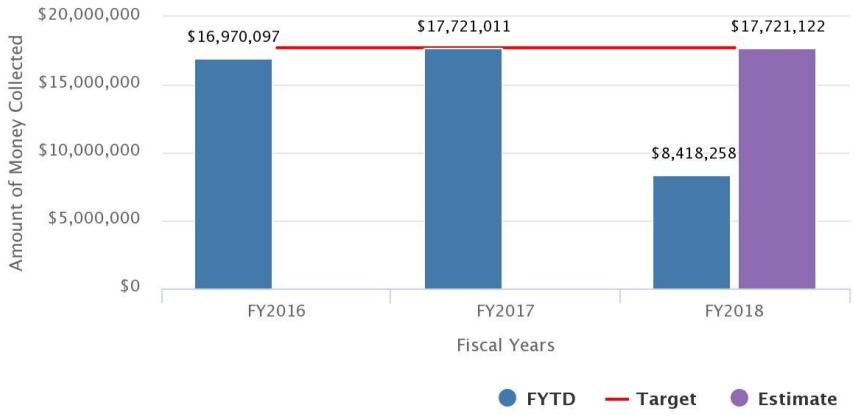


Measure description: This measures the legal representation provided by the County Attorney's Office to the Department of Social Services (DSS) and their clients in all Abuse, Neglect and Dependency (AND) matters. Child Protective Services is legally mandated to conduct assessments of reports of suspected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

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

FY2018-19 target projection: There is no target for this measure; the County Attorney's Office projects roughly 1,500 of these cases for FY19.

Measure: AMOUNT OF CHILD SUPPORT MONEY COLLECTED

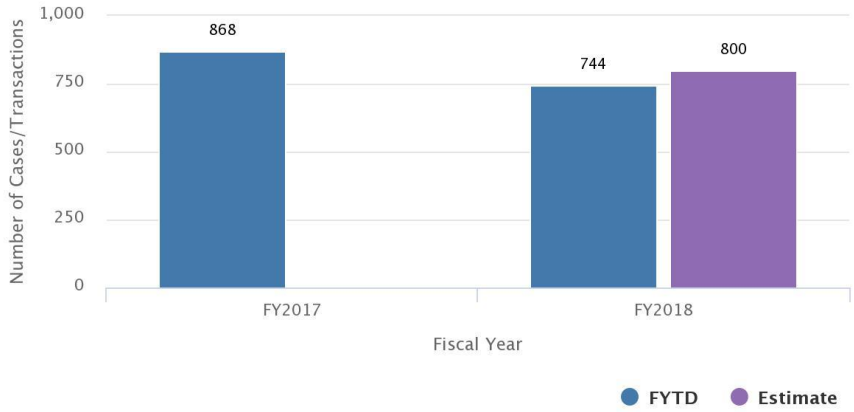


Measure description: This measures the legal representation provided by the County Attorney's Office to the Department of Social Services (DSS) and their clients in all Child Support Services matters. The Child Support Services division of DSS promotes parental responsibility by locating non-custodial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

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

FY2018-19 target projection: This target is set by the State of NC Department of Health and Human Services - Child Support Enforcement Division. For FY18, the target is $17,721,122. No target has been set yet for FY19.

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



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

Trend explanation: This measure generally trends around the same number. There were many cases/transactions that were not officially closed because the attorney(s) previously assigned to the matter did not close the case/transaction file prior to departure. However, there was a push in Q2 of FY18 to close any files that could be closed. This caused the number of open cases to decrease, giving a more accurate picture of workload. The department had vacancies in two attorney positions, which caused an increase in workloads for the remaining attorneys. Additionally, public records review requests have increased, causing the one paralegal to be dedicated solely to public records reviews many times throughout the year.

FY2018-19 target projection: A target is not necessary for this measure, as the department generally has little to no indicators about the number and/or types of matters upcoming in a fiscal year.

COURT SUPPORTIVE SERVICES

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

MISSION

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

PROGRAM DESCRIPTION

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

Since the early 1990s, Durham County has contracted with the Administrative Office of the Courts to provide one Assistant District Attorney. In FY2016-17 funding was reinstated (last funded in 2008) for one Assistant Public Defender to expedite first court appearances, particularly identifying those with low bond amounts.

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

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

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$416,360	$457,305	$443,888	$637,185	$687,545
Total Expenditures	**$416,360**	**$457,305**	**$443,888**	**$637,185**	**$687,545**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$416,360***	***$457,305***	***$443,888***	***$637,185***	***$687,545***

2018-19 BUDGET HIGHLIGHTS

- Continue funding for an Assistant District Attorney (ADA) for Jail Population Management
- Continue funding for an Assistant Public Defender (APD) for first appearances for inmates to expedite first court appearances, particularly identifying those with low bond amounts.
- Public Defender's office is receiving funding for:
  - Renovations to existing facility to create additional office space for future expansion in personnel
  - Hardware and software to facilitate the conversion from paper file storage to electronic file storage
- District Attorney's office is receiving funding for:
  - Renovations to existing offices
- District Court's office is receiving funding for:
  - 6 magistrate chairs
- Furniture budgets are still funded at FY2013 levels due to relocation to a new courthouse

District Attorney

Funds Center: 4160311000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$73,714	$75,615	$77,635	$94,876	$103,236
Total Expenditures	**$73,714**	**$75,615**	**$77,635**	**$94,876**	**$103,236**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$73,714***	***$75,615***	***$77,635***	***$94,876***	***$103,236***

Clerk of Superior Court

Funds Center: 4160312000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$2,665	$14,689	$3,721	$14,689	$14,689
Total Expenditures	**$2,665**	**$14,689**	**$3,721**	**$14,689**	**$14,689**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$2,665***	***$14,689***	***$3,721***	***$14,689***	***$14,689***

Adult Probation and Parole Facilities

Funds Center: 4160314000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$275,376	$282,565	$285,365	$296,980	$296,980
Total Expenditures	**$275,376**	**$282,565**	**$285,365**	**$296,980**	**$296,980**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$275,376***	***$282,565***	***$285,365***	***$296,980***	***$296,980***

Public Defender

Funds Center: 4160315000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$58,799	$76,007	$71,858	$220,011	$262,011
Total Expenditures	**$58,799**	**$76,007**	**$71,858**	**$220,011**	**$262,011**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$58,799***	***$76,007***	***$71,858***	***$220,011***	***$262,011***

Superior Court

Funds Center: 4160316000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$933	$1,000	$799	$1,000	$1,000
Total Expenditures	**$933**	**$1,000**	**$799**	**$1,000**	**$1,000**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$933***	***$1,000***	***$799***	***$1,000***	***$1,000***

Department of Juvenile Justice

Funds Center: 4160317000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$3,903	$6,429	$3,536	$6,429	$6,429
Total Expenditures	**$3,903**	**$6,429**	**$3,536**	**$6,429**	**$6,429**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$3,903***	***$6,429***	***$3,536***	***$6,429***	***$6,429***

District Court

Funds Center: 4160318000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$970	$1,000	$973	$3,200	$3,200
Total Expenditures	**$970**	**$1,000**	**$973**	**$3,200**	**$3,200**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$970***	***$1,000***	***$973***	***$3,200***	***$3,200***

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ELECTIONS

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

MISSION

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

DEPARTMENT DESCRIPTION

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

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

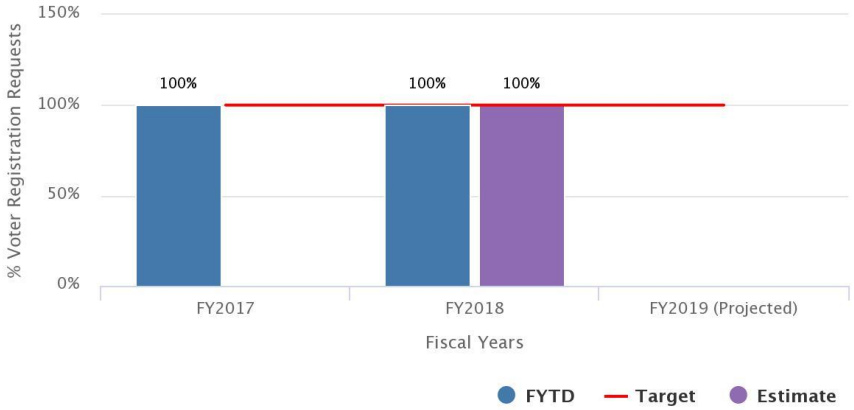
Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$1,242,316	$1,342,470	$1,173,253	$1,272,372	$1,272,372
Operating	$573,980	$636,973	$606,942	$450,956	$446,602
Capital	$0	$0	$0	$11,880	$11,880
Total Expenditures	**$1,816,296**	**$1,979,443**	**$1,780,195**	**$1,735,208**	**$1,730,854**
Revenues					
Service Charges	$125	$485,600	$400,020	$315	$315
Total Revenues	**$125**	**$485,600**	**$400,020**	**$315**	**$315**
Net Expenditures	***$1,816,171***	***$1,493,843***	***$1,380,175***	***$1,734,893***	***$1,730,539***
FTEs	10.00	10.00	10.00	10.00	10.00

2018-19 BUDGET HIGHLIGHTS

- Due to the cyclical nature of elections the expense and revenue from one fiscal year to another is often significantly variable.
    - This budget includes a reduction in the base budget due to a reduction from three elections to two elections.
    - The revenue is also decreased FY2018-19 due to there not being a municipal election whose expenses are reimbursed by the City of Durham
- State requirements have mandated an additional board member be added to the Board of Elections, this is included in FY2018-19 Budget.
- Additional funding is approved for Temporary and Part-Time Salaries to accommodate the increased use of one-stop and early voting sites, allowing the Elections Department the ability to provide the best possible services to residents.
- This budget also reflects significant reallocation of fund support services without substantial increases in overall funding.
- Fees for department of Elections have been adjusted to be more in-line with Benchmark counties and other County departments. See Fee Schedule for details.

PERFORMANCE MEASURES:

Measure: PERCENT OF VOTER REGISTRATION REQUESTS PROCESSED WITHIN 48 HOURS

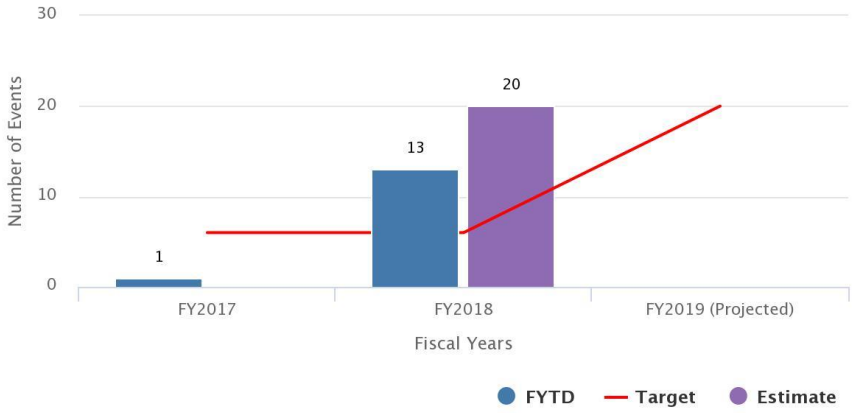


Measure description: For optimal efficiency and customer service, it is the mission of the Board of Elections to process all Voter Registration Applications received timely at our office within 2 business days of their receipt.

Trend explanation: Processing of voter registration applications is given the highest organizational priority and professional staff is dedicated to the task and assisted by temporary relief staff when volume demands. This task will continue to receive high levels of support and be prioritized at or near the top of the organization.

FY2018-19 target projection: Voter registration is fundamental to all activities undertaken at Board of Elections. Voters have a right to expect that this service be done with the utmost expediency. The target is currently set at 100%.

Measure: NUMBER OF PUBLIC OUTREACH EVENTS

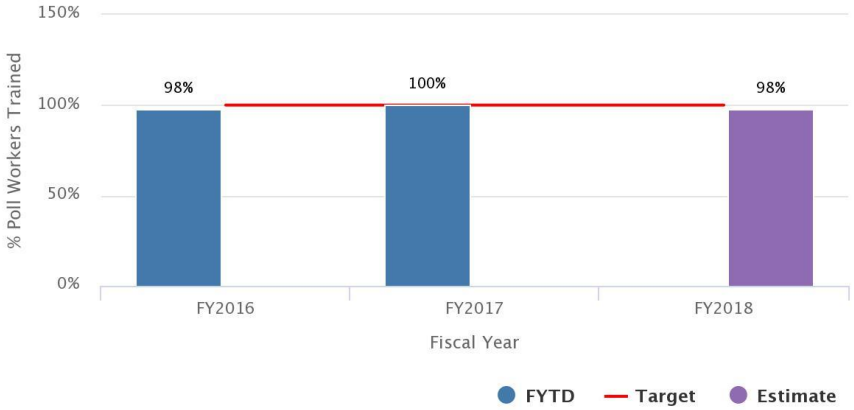


Measure description: This measure shows the number of events in Durham County in which the Board of Elections staff is able to participate. The continuous effort to bring the Board of Elections services to the citizens of Durham County is vital in ensuring community involvement.

Trend explanation: This demonstrates the commitment of the Board of Elections to engage with the community and ensure individuals are aware of the services provided by their Board of Elections as well as the seasonal nature of interest in elections. Greater community engagement and presence will lead to more invitations extended to Board of Elections staff.

FY2018-19 target projection: Continuous engagement with the community is the goal and seeing a growing presence from the Board of Elections is vital to public perception and confidence. The target has been increased for FY19 based on FY18 actuals.

Measure: PERCENT OF POLL WORKERS TRAINED FOR EACH ELECTION



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

Trend explanation: The trend reflects the commitment to ensuring that poll workers have all the resources necessary to provide excellent service to the community by (1) offering variable training resources, times, and accommodations to poll workers, (2) creating greater access to training times and courses, and (3) developing and innovating new interactive and engaging forms of training opportunities.

FY2018-19 target projection: This measure reflects a commitment to fully support not only the poll workers who conduct the election, but also the community who depends on their service to exercise their most fundamental liberty. The target is currently set at 100% of poll workers trained per election.

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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.

MISSION

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

DEPARTMENT DESCRIPTION

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

The Automation Enhancement and Preservation Fund account was established in 2002 by the North Carolina General Assembly. Ten percent (10%) of the fees collected pursuant to G.S. 161-10 and retained by the county, or three dollars and twenty cents ($3.20) in the case of fees collected pursuant to G.S. 161-10(a) (1a) for the first page of a deed of trust or mortgage, shall be set aside annually and placed in a non-reverting Automation Enhancement and Preservation Fund. The proceeds of this fund, at the direction of the Register of Deeds, shall be expended on computer or imaging technology and needs associated with the preservation and storage of public records in the office of the Register of Deeds. The statute further provides that "Nothing in this section shall be construed to affect the duty of the board of county commissioners to furnish supplies and equipment to the office of the Register of Deeds."

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$1,096,592	$1,153,782	$1,134,331	$1,164,116	$1,164,116
Operating	$418,982	$698,867	$705,349	$681,998	$677,599
Total Expenditures	**$1,515,574**	**$1,852,649**	**$1,839,680**	**$1,846,114**	**$1,841,715**
Revenues					
Service Charges	$4,783,369	$4,680,000	$4,920,000	$4,970,000	$5,170,000
Other Revenues	$3,388	$0	$1,486	$0	$0
Total Revenues	**$4,786,757**	**$4,680,000**	**$4,921,486**	**$4,970,000**	**$5,170,000**
Net Expenditures	***($3,271,183)***	***($2,827,351)***	***($3,081,806)***	***($3,123,886)***	***($3,328,285)***
FTEs	0.00	19.00	19.00	19.00	19.00

2018-19 BUDGET HIGHLIGHTS

- Conservation of original deed books will continue to be a focus for FY2018-19. The collection has been inventoried with a detailed list of the condition of each book. We will begin a multi-year project to preserve and minimize further physical deterioration of this historic collection. The funds for this endeavor will come from our Automation and Preservation Account. A total of $300,000 is included from this fund for the upcoming year.
- Our focus for the past few years has been to complete the conversion of our documents into an electronic format. This project has been divided into two different phases. Phase one involved the conversion of Deed Books for years 1881 – 1962. Phase two will cover our Deed of Trust Books, Corporation and Plat indexes and the import of the phase one indexes. These funds are reflected in our request under Miscellaneous Contracted Services.
- Our Public Service Initiative for the year in partnership with our Veteran Services Office, will be the implementation of the Thank-a-Vet Program. This program is a partnership with our local businesses to celebrate and honor the military service of veterans. The office of the Register of Deeds has always recorded Military Discharge Records (DD214) for service members. As an incentive to file the discharge records, we will provide ID cards which will enable our Veterans to receive discounts from the businesses. The funds for this project will come from reallocation of existing dollars.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
Register of Deeds						
Real Estate Intake	$1,388,832	14.00	$1,496,114	14.00	$1,491,715	14.00
Vital Records Intake	$463,817	5.00	$350,000	5.00	$350,000	5.00
Grand Total	**$1,852,649**	**19.00**	**$1,846,114**	**19.00**	**$1,841,715**	**19.00**

Real Estate Intake

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

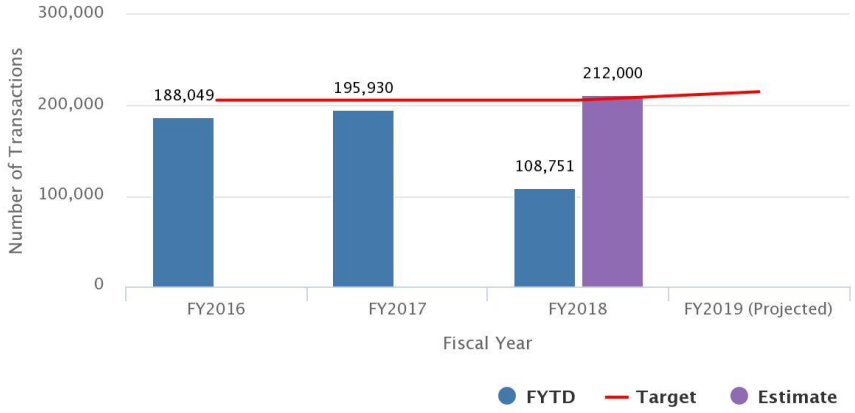
Vital Records Intake

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

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

PERFORMANCE MEASURES:

Measure: TOTAL NUMBER OF VITAL RECORDS TRANSACTIONS COMPLETED ANNUALLY

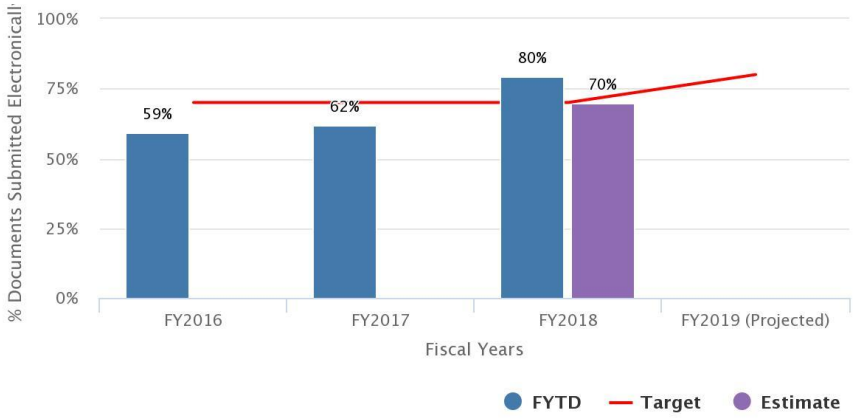


Measure description: The measure indicates the total number of vital record transactions in the Durham County Register of Deeds office. The significance of this number is that it helps create a statement of utilization of the office by citizens and ensures effective resource management within the office. The tracking of the number and some of its components also helps provide information on certain demographic points such as births and deaths within Durham County. This measure aligns with County Strategic Plan Objective 4.3: Development and Community Services – Provide responsive and efficient services to promote community prosperity, smart growth, and quality development; Strategy 4.3B: Vital Records – Maintain vital records to provide accurate and expedient documentation for Durham County community.

Trend explanation: This measure is a function of several external factors including births, deaths, and military discharges, which are conducted in Durham County.

FY2018-19 target projection: This target is based on historical trends. The Register of Deeds is projecting to reach 212,000 total vital records transactions in FY19, based both on historical trends as well as increases in migration to Durham County.

Measure: PERCENTAGE OF REAL ESTATE DOCUMENTS SUBMITTED ELECTRONICALLY

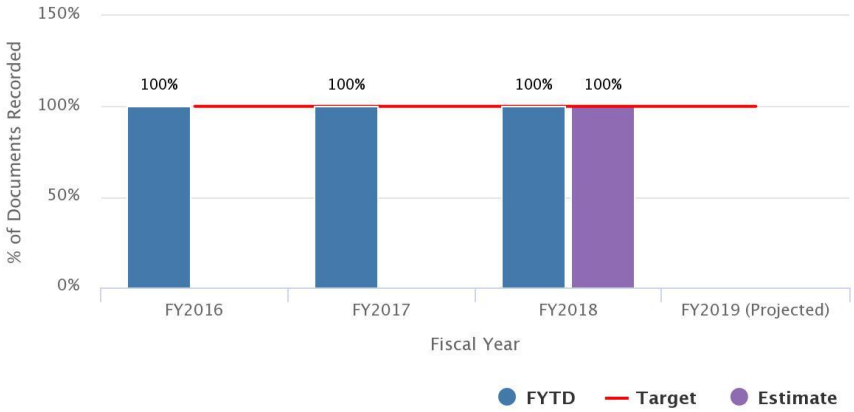


Measure description: This is a measure of the number of real estate documents filed electronically through the department. This is important because it indicates the effectiveness and overall utility of the technological services available to customers in the office. These services reduce wait times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

Trend explanation: The upward trend in the measure is due largely to the quality and ease with which the electronically-submitted documents can be processed. As awareness of the technology continues to spread, more regular customers have begun to utilize the service. By continuing to provide a high level of service and raising awareness, the Register of Deeds can continue to improve the trend.

FY2018-19 target projection: The target is set at 70% based on continuing increases in electronic recording due to growing awareness and availability of the technology to customers.

Measure: PERCENTAGE OF REAL ESTATE DOCUMENTS COMPLETELY AND ACCURATELY RECORDED WITHIN 10 DAYS OF PRESENTATION

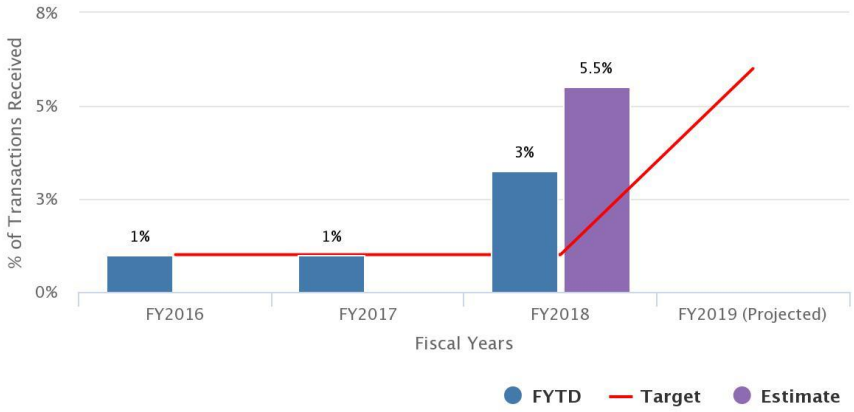


Measure description: The Register of Deeds is the legal custodian of all land records filed in Durham County, and this measure is a demonstration of total accuracy in the filing of documents in the office. When issues arise in either the efficiency or accuracy of filings, completion of personal and commercial transactions can be impeded due to recordkeeping deficiencies.

Trend explanation: This level of accuracy is required from the office because of both the need to complete previous work before new work can be completely processed and State statute that requires fulfilling within a specified time.

FY2018-19 target projection: NC General Statute 161-14 requires that each filed document be set to a permanent index within 30 days of filing. This permanent index is the legal public notice for all records filed in Durham County and as a result must be 100% accurate. The FY19 target of 100% of documents to be completely and accurately recorded within 10 days of presentation is based on the continued commitment to exceed what is currently mandated by State statute.

Measure: PERCENTAGE OF VITAL RECORDS TRANSACTIONS RECEIVED ELECTRONICALLY



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

Trend explanation: As new technologies have been implemented within the office, this number has increased. Initiatives such as creating new ways for customers to interface with the office electronically, encouraging citizens to explore the use of the office's automated features, and community outreach campaigns have been factors in the development of the most recent trends for this measure. By continuing to provide a high level of service as well as continuing to raise awareness of new services, the Register of Deeds can elevate the trend.

FY2018-19 target projection: This number is set based on historical averages in the office. The FY19 target of 6% of vital records transactions being received electronically is based on technology and process upgrades in the office which will allow for a higher volume of these types of transactions to be processed electronically.

GENERAL SERVICES DEPARTMENT

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

MISSION

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

DEPARTMENT DESCRIPTION:

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

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$3,675,609	$4,172,790	$3,781,492	$4,652,325	$4,533,309
Operating	$7,533,679	$8,960,118	$8,836,279	$9,287,721	$9,240,521
Capital	$129,812	$0	$418,848	$0	$0
Total Expenditures	**$11,339,100**	**$13,132,908**	**$13,036,620**	**$13,940,046**	**$13,773,830**
Revenues					
Intergovernmental	$47,857	$45,000	$37,806	$45,000	$45,000
Rental Income	$390,857	$348,187	$562,559	$473,750	$236,250
Service Charges	$361,237	$427,665	$305,952	$318,500	$318,500
Other Revenues	$209	$0	$49,415	$11,379	$11,379
Total Revenues	**$800,160**	**$820,852**	**$955,732**	**$848,629**	**$611,129**
Net Expenditures	***$10,538,940***	***$12,312,056***	***$12,080,888***	***$13,091,417***	***$13,162,701***
FTEs	67.00	73.00	73.00	79.00	76.00

2018-19 BUDGET HIGHLIGHTS

Business Services

- The main focus of efforts to prepare FY2018-19 budget for General Services revolved around preparing to bring the new Administration Building (Admin II) on line.
    - Through General Services continued efforts to reallocate existing budget funds through efficiencies and refined expense tracking the impact of Admin II's cost is reduced due this diligence.
    - The projected cost of placing Admin II online is $1.25 million.

Building and Grounds Maintenance

- Two additional staff are being recommended for the General Services department to support the additional square feet with Admin II, as well as in recognition of increased contracted services costs for these specialties.
    - A new HVAC technician and a new Electrician will be primarily dedicated to the new building, but will also support the other County buildings as needed to ensure the safety and comfort of citizens and employees.
    - The addition of these two positions is in line with industry standards that recommend 1 FTE per 47,000 square feet.
        - With these positions the ratio for Durham County will be: 1 FTE per 60,838

Janitorial

- A pilot project was funded and started in FY2017-18 to provide Janitorial services for the Durham County Courthouse, with Durham County employees.
    - This program is still being assessed for efficiency, improved services, and sustainability with County staff
        - For FY2018-19 janitorial services in Admin II will be covered through contracted services with a plan to reassess during the year.

Security

- With the continued growth of Durham County's employee base and buildings an additional security position is being recommended to provide locksmith and badge access services for all County personnel.
    - Finding contracted services at a responsible cost to cover locksmith needs has become increasingly challenging and led to the support of this increases FTE.

Solid Waste

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

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
General Services						
Building & Grounds Operation	$6,918,632	54.00	$5,742,813	51.00	$5,686,667	50.00
Business Services	$3,660,659	12.00	$3,819,536	12.00	$3,819,536	12.00
Janitorial	$0	0.00	$1,198,855	7.00	$1,138,785	6.00
Security	$2,034,148	2.00	$2,553,384	3.00	$2,553,384	3.00
Stadium	$227,682	1.00	$280,753	2.00	$230,753	1.00
Warehouse / Fleet	$291,787	4.00	$344,705	4.00	$344,705	4.00
Grand Total	**$13,132,908**	**73.00**	**$13,940,046**	**79.00**	**$13,773,830**	**76.00**

Building & Grounds Operation

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

Business Services

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

Security

Program Purpose: The purpose of the Security program is to provide safe and secure facilities for County citizens, employees, and visitors to enjoy a safe environment to conduct business and utilize County services.
Program Description: The Security program provides uniformed contract security officers, access control, and camera systems surveillance to all County facilities. These services provide for the safety and security of County employees, property, and the citizens.

Stadium

Program Purpose: To facilitate the safe operation of quality sporting, athletic and entertainment events that enhance the quality of life and contributes to economic benefit of the local community.
Program Description: Durham County Memorial stadium leases the facility for football, soccer, lacrosse, track and field sporting and entertainment venues.

Warehouse / Fleet

Program Purpose: The purpose of the Vehicle program is to provide a fair and equitable methodology for the acquisition, fueling, replacement and disposal of County owned vehicles and equipment.
Program Description: The Warehouse program facilitates the movement and storage of goods from departments, sale,

disposal and reuse of inventory stock (i.e. furniture, furnishing, vehicles etc.). Fleet Services supports the acquisition and disposal County owned vehicles and equipment, purchase and manage the 3 fueling station that supply regular and diesel fuel for County vehicle consumption.

Solid Waste

Program Purpose: The purpose of the Solid Waste Management Program is to provide residents living in the unincorporated areas of Durham County with an efficient and cost-effective means of properly disposing municipal solid waste (MSW), recyclable materials and special wastes.

Program Description: The County's Solid Waste Management Program consists of the maintenance and operation of the County's four residential solid waste and recycling convenience sites (Bahama, Parkwood, Redwood and Rougemont); roadside recycling collection services; litter control cleanup and investigation program; maintenance and monitoring of the closed landfills formerly operated by the County; education and outreach about proper disposal and diversion opportunities; and the enforcement of the Solid Waste and Junked and Abandoned Vehicles ordinances. Additional services provided by the Division include County Government building recycling collection. Staff consists of a total of 17 FTEs.

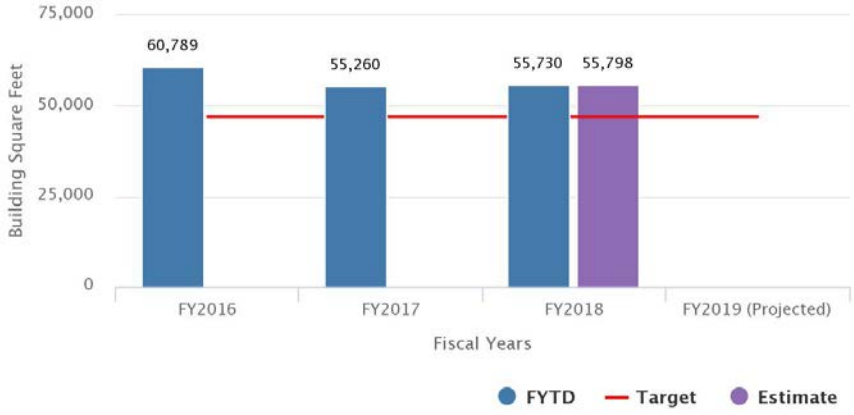
Janitorial Services

Program Purpose: There are two programs for janitorial services. The first being Contracted Janitorial services where we extend opportunities to companies that can perform commercial cleaning services that qualify for LEED buildings. These services are competitively bid with the potential for offering services for a total of five years based on performance.
The second program is an in-service janitorial program which is presently being conducted at the Durham County Courthouse to determine if providing a living wage, county benefits to staff members, and using Orbital system if we can compete with contractual services and save taxpayer funding.

Program Description: Janitorial services are performed in 17 county owned facilities to maintain the health and well-being of the staff and customers that use these government facilities.

PERFORMANCE MEASURES:

Measure: DURHAM COUNTY BUILDING SQUARE FEET MAINTAINED PER FTE

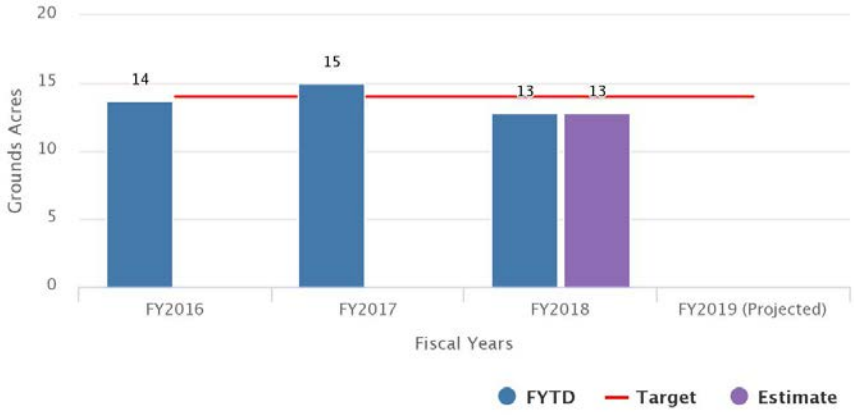


Measure description: This measurement defines the correlation between the total facility square footage maintained and the number of full time employees (FTE) for building maintenance. It is important to ascertain if the division is properly staffed to adequately and appropriately maintain the facilities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

Trend explanation: The explanation of how this measure is trending directly correlates by dividing the total square feet of facilities maintained by the number of building maintenance FTEs. Improvements for trending this measure could be made through coordination within various County departments to share related info as facilities are added to the inventory or taken away. Also, by keeping the staffing levels current in reports and continuously filled.

FY2018-19 target projection: 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 shows 1 Maintenance FTE per 47,000 Sq. Ft.

Measure: DURHAM COUNTY GROUNDS ACRES MAINTAINED PER FTE



Measure description: This measurement defines the correlation between the total property acreage maintained and the number of full time employees (FTE) for grounds maintenance. It is important to ascertain if the division is properly staffed to adequately and appropriately maintain the properties owned/leased by Durham County Government and those agencies with interlocal agreements.

Trend explanation: The explanation of how this measure is trending directly correlates by dividing the total acreage of properties maintained by the number of grounds maintenance FTEs. Improvements for trending this measure could be made through coordination within various County departments to share related info as properties are added to the inventory or taken away. Also, by keeping the staffing levels current in reports and continuously filled.

FY2018-19 target projection: The target for this measure is set in accordance with APPA Operational Guidelines for Grounds Standards, which states 1 FTE per 14 acres maintained.

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.

MISSION

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

DEPARTMENT DESCRIPTION

Department Purpose

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

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

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$4,144,602	$4,687,066	$4,135,364	$5,172,043	$4,937,165
Operating	$2,659,542	$3,163,365	$3,205,376	$3,766,754	$3,351,754
Capital	$49,345	$596,841	$792,126	$300,000	$0
Total Expenditures	**$6,853,489**	**$8,447,272**	**$8,132,866**	**$9,238,797**	**$8,288,919**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$6,853,489***	***$8,447,272***	***$8,132,866***	***$9,238,797***	***$8,288,919***
FTEs	45.00	45.50	47.00	48.00	46.00

2018-19 BUDGET HIGHLIGHTS

- Made $48,579.00 in various operational cuts and realigned those dollars for other operational purposes.
- Capital Budget is reduced by $296,841.00 as ongoing maintenance of countywide software cost are transferred to IS&Ts Departmental budget. New dollars increase of $206,920.00.
- Included in the FY 18-19 Recommended Budget are funds for a 0.5 FTE Senior Business Analyst (bringing this position to a full FTE) to support both Laserfiche and Open Text by performing the configuration of SAP and Open Text to support the Vendor Invoice Management function as well any new functionality required and implemented by Finance.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
IS&T						
Business Application Development and Support	$1,880,429	11.11	$2,056,629	12.61	$1,845,178	11.61
Data Management and Information Security	$932,874	4.68	$1,020,286	5.68	$915,386	4.68
End User (Client) Productivity and Support Services	$2,213,510	9.10	$2,420,920	9.10	$2,172,015	9.10
Leadership and Executive Management	$1,156,156	8.97	$1,264,490	8.97	$1,134,483	8.97
Technology Communications and Infrastructure	$2,264,303	11.64	$2,476,472	11.64	$2,221,856	11.64
Grand Total	**$8,447,272**	**45.50**	**$9,238,797**	**48.00**	**$8,288,919**	**46.00**

Business Application Development and Support

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

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

Data Management and Information Security

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

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

End User (Client) Productivity and Support Services

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

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

Project and Business Management

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

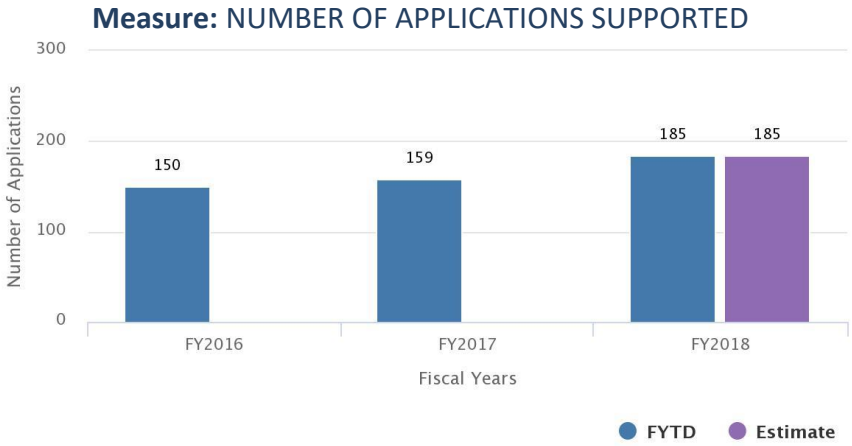
Program Description: The Leadership and Executive Management Program provides guidance and support for all of Information Services & Technology (IS&T) including strategic planning initiatives and governance. This program includes; Budget and Financial Management for IS&T, Project Management, Marketing,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

Technology Communications and Infrastructure

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

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

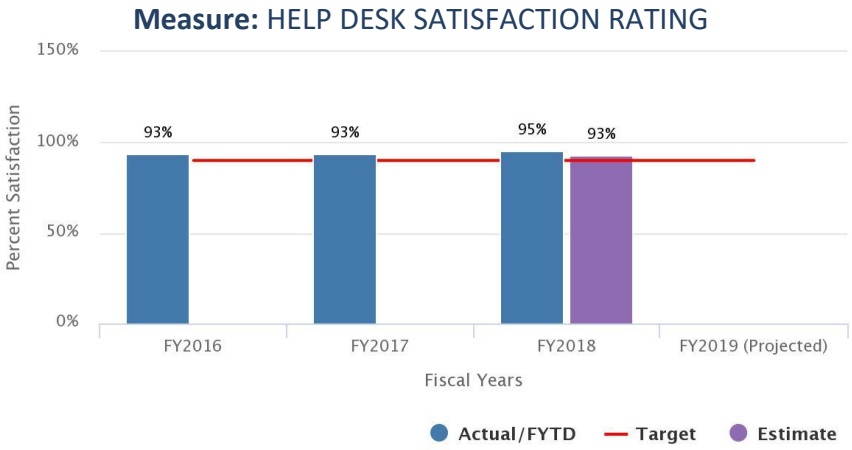
PERFORMANCE MEASURES:



Measure description: This measure shows the number of software applications directly supported by the IS&T Department. This data matters because it helps determine what, where, and how IS&T resources should be allocated. This helps show that as more applications are being supported, more resources will be needed. This measure aligns with being a visionary government through innovative applications which can lead to fiscal responsibility and transparency.

Trend explanation: This measure recently rose by 35 new applications the development team is responsible for supporting without a change in staffing level. Implementing more cloud-based software as service applications will slow the growth of onsite applications that require County resources to support.

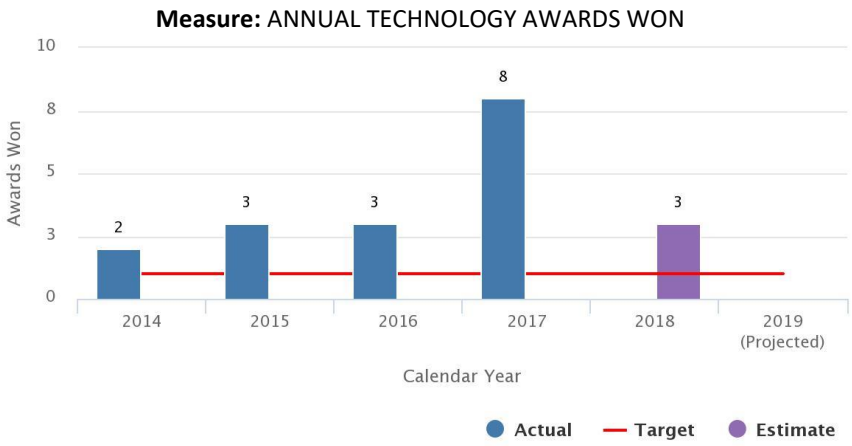
FY2018-19 target projection: This measure currently does not have a target, but the applications need support regardless of the number. The development team is working to create a capacity target of what can be efficiently and effectively supported. This target has a high level of complexity involved as each application will need rating against the level of support required. Ultimately the target will show the number of applications able to be supported at current staffing levels.



Measure description: This measures the rating of overall customer satisfaction of the IS&T Service Desk. This is important because it shows how effective and efficient the IS&T support staff is at completing problem incidents and service requests and aligns with County Strategic Plan Goal 5; Strategy 5.1A: Customer Service – Provide prompt response to internal and external customers.

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

FY2018-19 target projection: The target is set at 90% customer satisfaction which IS&T believes to be a reasonably high expectation of satisfaction for Durham County.



Measure description: This measure shows the recognition Durham County has received for technology initiatives implemented to improve the quality of life for Durham County citizens and for the overall technology advancement of the County. This measure matters because it shows how Durham County ranks in technology innovation locally and nationwide. This aligns with the strategic goal of being a visionary government, specifically encouraging innovation.

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

FY2018-19 target projection: IS&T believes winning one technology award per year is a reasonable expectation in showing Durham County is innovative with technology.

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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.

MISSION

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

DEPARTMENT DESCRIPTION

The Human Resources Department maximizes the County's human capital investment by removing barriers to productivity. This goal is achieved through: (A) Recruitment and Selection – attracting and hiring the best available candidates; (B) Classification and Compensation – maintaining internal equity and external competitiveness; (C) Employee Relations – maintaining an organizational climate conducive to positive and effective communication; (D) Policy Development – ensuring clear, fair and consistent application of processes and procedures; (E) Training and Development – improving and expanding workforce capability and professional development; (F) Benefits Management – ensuring a comprehensive, competitive and cost effective benefit plan; (G) Records Management – maintaining an efficient and legal records system; and (H) Performance Review – providing specific feedback to motivate employees, improve performance and reward results.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$1,665,318	$1,792,036	$1,748,103	$1,899,069	$1,899,069
Operating	$393,834	$395,531	$661,821	$402,973	$402,073
Total Expenditures	**$2,059,152**	**$2,187,567**	**$2,409,924**	**$2,302,042**	**$2,301,142**
Revenues					
Other Revenues	$37,258	$30,000	$17,165	$30,000	$30,000
Total Revenues	**$37,258**	**$30,000**	**$17,165**	**$30,000**	**$30,000**
Net Expenditures	***$2,021,894***	***$2,157,567***	***$2,392,759***	***$2,272,042***	***$2,271,142***
FTEs	20.00	20.00	20.00	20.00	20.00

2018-19 BUDGET HIGHLIGHTS

- The FY2019 budget allows Human Resources to provide exceptional customer service in pursuit its role as a strategic partner to the Durham County Community and to Durham County Government's Internal Services departments.
- The County will be adopting a Universal Anniversary Date to streamline the process for performance appraisal.
- The budget includes the implementation of a Classification and Compensation study to ensure Durham County is competitive and equitable in the recruitment of new talent and the retention of existing personnel.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
Human Resources						
Benefits	$436,178	3.75	$459,003	3.75	$459,003	3.75
Employee Relations	$537,585	4.75	$565,717	4.75	$565,717	4.75
Employee Services (Recruitment)	$561,950	4.75	$591,357	4.75	$591,357	4.75
Human Resources Classification, Compensation and Information Management Program	$651,854	6.75	$685,965	6.75	$685,065	6.75
Grand Total	**$2,187,567**	**20.00**	**$2,302,042**	**20.00**	**$2,301,142**	**20.00**

Employee Relations

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

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

Employee Services (Recruitment)

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

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

Human Resources Classification, Compensation and Information Management Program

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

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

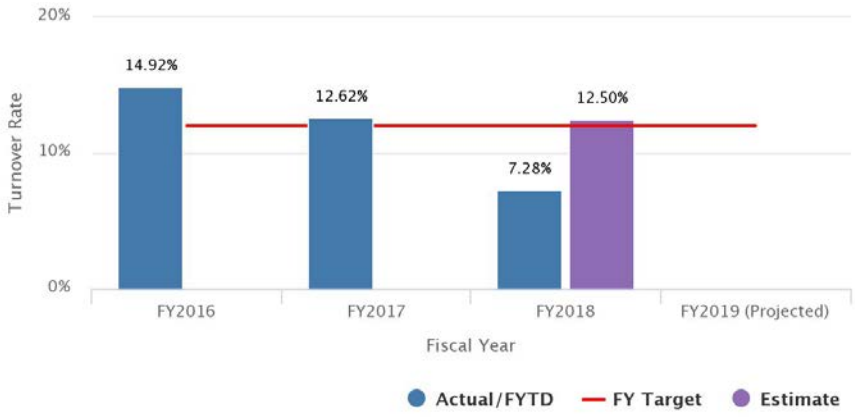
Benefits

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

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

PERFORMANCE MEASURES:

Measure: TURNOVER RATE



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. This measure aligns with County Strategic Plan Goal 5: Accountable, Efficient and Visionary Government; Objective 5.2: Talented Workforce – Attract, recruit and retain talented workforce.

Trend explanation: There has been a slight reduction in the number of separations in the Deputy Sheriff, EMS Officer, and Income Maintenance Caseworker classifications for FY18 Q2. In addition, there has been a notable reduction in the number of separations in the Detention Officer classification. This decrease is likely attributed to the implementation of the Public Safety study and the increase in the living wage minimum wage to $15 per hour.

FY2018-19 target projection: Research revealed that the average annual turnover rate ranges from 10% - 15% depending on the industry. The County's target level for this measure is 3% per quarter. This equates to an annual 12% percentage 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.

MISSION

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

DEPARTMENT DESCRIPTION

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

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$384,685	$759,323	$516,263	$807,800	$807,800
Operating	$41,329	$193,554	$180,536	$231,905	$212,779
Total Expenditures	**$426,014**	**$952,877**	**$696,798**	**$1,039,705**	**$1,020,579**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$426,014***	***$952,877***	***$696,798***	***$1,039,705***	***$1,020,579***
FTEs	6.00	8.00	8.00	8.00	8.00

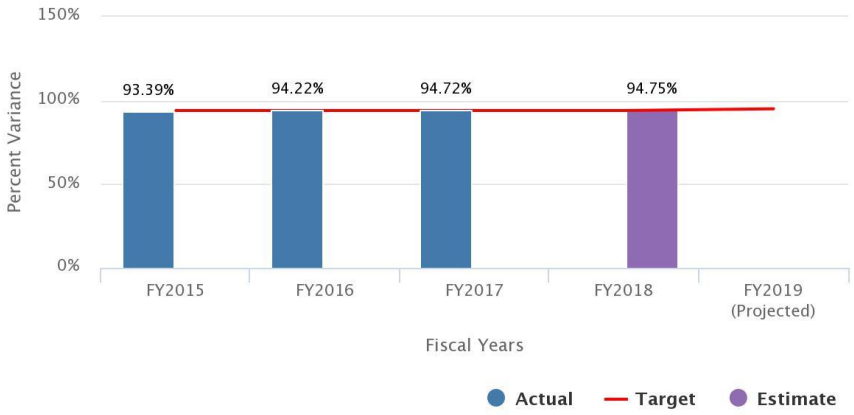
2018-19 BUDGET HIGHLIGHTS

- This budget includes annual software costs related to the "Managing For Results" (MFR) program and Strategic Plan refresh.
    - OpenGov software - $99,000
    - ClearPoint software - $65,000

- This budget allows for the continued support of the "Managing For Results" (MFR) program and associated analysis of performance metrics. The approved FY2017-2018 staff are supporting the department directors and liaisons while the performance software ClearPoint is implemented and providing support to the General Managers in the analysis of department budget submissions.
- There is continued and expanding interest in the use of data analytics software and the Budget and Management Services Department is moving forward with a variety of analytics tools to fill this need.

PERFORMANCE MEASURES:

Measure: VARIANCE BETWEEN ACTUAL AND PROJECTED EXPENDITURES

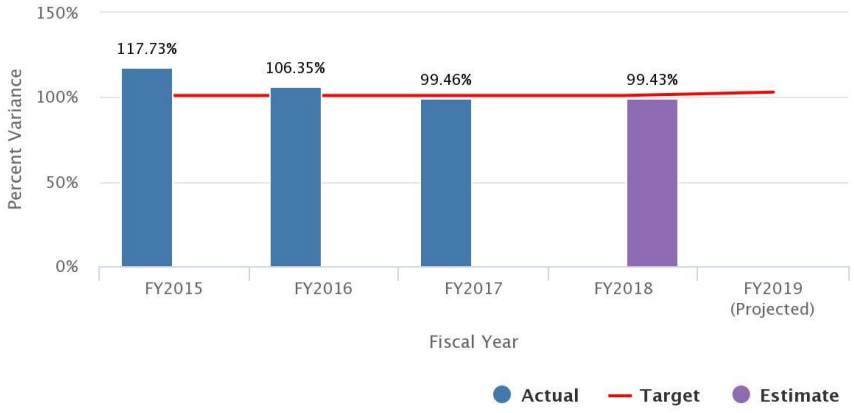


Measure description: Measuring how close actual expenditures are to budgeted expenditures for a fiscal year, this measure is a key insight into how well the Budget Office forecasts planned expenditures versus how much is actually spent. The budgeting process begins 18 months in advance of the end of the fiscal year and such a lead time means that expenditure estimates can vary from actual expenditures. A positive outcome ensures that budgets accurately reflect services and products produced by the County. This measure aligns with Countywide Strategic Plan Goal 5; Strategy 5.3A: Financial Stability and Stewardship.

Trend explanation: Actual expenditures as a percentage of budgeted expenditures are consistently around 94%, largely due to unspent salaries of vacant positions. Other reasons for a lower than 100% actual expenditure amount are savings in operating costs, process improvements, and some planned purchases not happening in the current fiscal year.

FY2018-19 target projection: The 94% target allows the County to continue to operate in a financially conservative, yet functional range. The target for FY2018-19 is set at 95% due to continuing emphasis during the budget development process to reallocate budgeted dollars to ensure actual and appropriate spending.

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

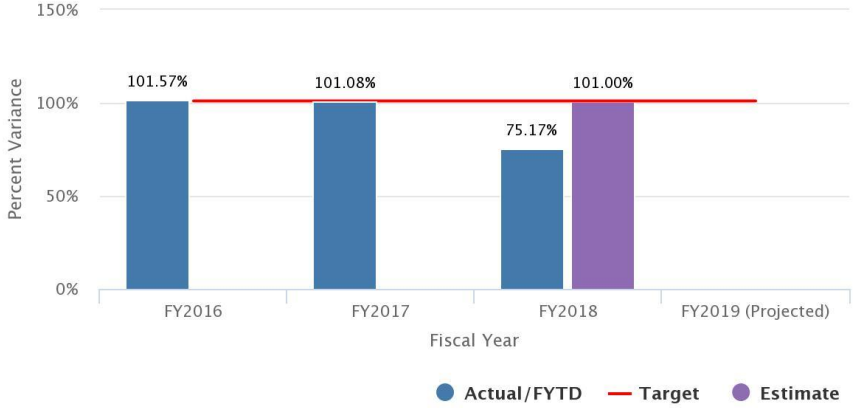


Measure description: Sales tax is the second largest revenue source collected by the County. It is also the most variable as it is directly related to current economic conditions. The Budget Office/County must develop estimates that are representative of previous trends and a future economic outlook. This revenue is budgeted at least 14 months before the last month of actual collection. This measure aligns with Countywide Strategic Plan Goal 5; Strategy 5.3A: Financial Stability and Stewardship.

Trend explanation: FY2016-17 shows lower collections than targeted because of legislation passed at the State level that redistributed some sales tax collections from urban counties to rural counties. FY2017-18 will likely also be affected by this legislation due to the timing of budget adoption. These changes have been accounted for in the FY2018-19 budget and should provide the opportunity to meet or exceed the target again.

FY2018-19 target projection: The target is set at 103% for FY2018-19, reflecting a desire to collect sales tax at a slight margin over the budgeted amount. This will continue the policy of budgeting in a slightly conservative fashion to best handle unknown economic and legislative changes that can potentially negatively affect collections.

Measure: VARIANCE BETWEEN PROJECTED CURRENT YEAR PROPERTY TAX REVENUES AND ACTUAL PROPERTY TAX REVENUES



Measure description: Property tax is the single largest revenue source for Durham County government. This measure shows the predictive capability of the Budget Office/County to collect at least the budgeted amount of property tax by showing the actual amount collected as a percentage of budgeted property tax revenue. 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, if not above 100%. This measure aligns with Countywide Strategic Plan Goal 5; Strategy 5.3A: Financial Stability and Stewardship.

Trend explanation: Most property tax revenue is collected in the second and early third quarter of each fiscal year. There are two main reasons for a collection percentage of 100%: (1) conservative estimates by the Budget Office/County and (2) a budgeted collection rate of 99.6% for the last two fiscal years due to collection trends.

FY2018-19 target projection: The target is set at 101% to reflect the desire to collect property tax above the budgeted amount. This will continue the County policy of budgeting in a slightly conservative fashion to best handle inter-year economic changes.

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VETERANS SERVICES

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

MISSION

The mission of Durham County Department of Veteran Services is to make a positive difference in the lives of our veterans and their families. This mission is achieved by honoring, enriching, educating, and advocating to improve their lives long-term through professional quality services, advising and counseling our military veterans and their dependents of their rights and entitlement to federal benefits under the laws and regulations administered by the U. S. Department of Veterans Affairs and other various federal, state and local agencies. We also actively assist them with the application preparation and presentation of their claims for benefits before the U. S. Department of Veterans Affairs and other agencies.

DEPARTMENT DESCRIPTION

Program Purpose: The purpose of Veterans Services is to provide area veterans, active military members, and their families with services that help them maximize eligible federal, state, and local benefits.
Program Description: Durham County Veteran Services helps veterans, members of the active duty military, and their families. Services include, but are not limited to: benefits counseling, claims preparation and submission, processing of appeals, healthcare, employment, and efforts to prevent and end veteran homelessness. Helping our military, our veterans and their families shows respect and honor to those men and women who serve(d) our country, it also brings financial resources into Durham County via the monetary benefits veterans receive through VA disability and pension payments. Veteran Services Officers are Nationally Accredited Authorized Representatives who take power of attorney to legally represent veterans seeking benefits.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$186,663	$250,869	$211,657	$356,648	$308,950
Operating	$45,460	$19,183	$49,423	$26,668	$22,017
Total Expenditures	**$232,123**	**$270,052**	**$261,080**	**$383,316**	**$330,967**
Revenues					
Intergovernmental	$2,000	$1,525	$0	$2,000	$2,000
Total Revenues	**$2,000**	**$1,525**	**$0**	**$2,000**	**$2,000**
Net Expenditures	***$230,123***	***$268,527***	***$261,080***	***$381,316***	***$328,967***
FTEs	4.00	4.00	4.00	6.00	5.00

2017-18 ACCOMPLISHMENTS

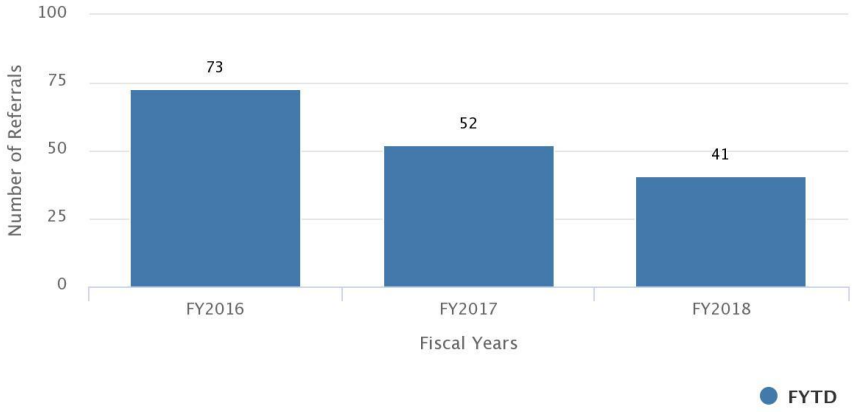
- Sponsored a USDVA Claim Clinic resulting in the awarding of $426,224 of available funds to some 125 Veterans
- Assisted Veterans in Durham County in obtaining an increase of $5.46M in Compensation and Pension cash benefits totaling $77.84M; and an increase of $6.42M in total VA cash benefits for a grand total of 84.26M
- New Outreach Veterans Service Officer accredited to prepare and present benefit claims
- Extended hours one Saturday out of each month from 8:30 a.m. to 12:00 p.m. to help reach more Veterans
- Community Outreach- provided outreach services to in-home, nursing home, Assisted Living Facilities (ALF), Senior Living community event, and homeless Veteran outreach events
- Provided key leadership on a community wide collaborative for Durham County to be recognized as achieve the goal effectively ending chronic homelessness among Veterans

2018-19 BUDGET HIGHLIGHTS

- Recommended budget adds one additional Veteran Services Officer (1 FTE) to assist with unmet need for benefits claims processing

PERFORMANCE MEASURES:

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

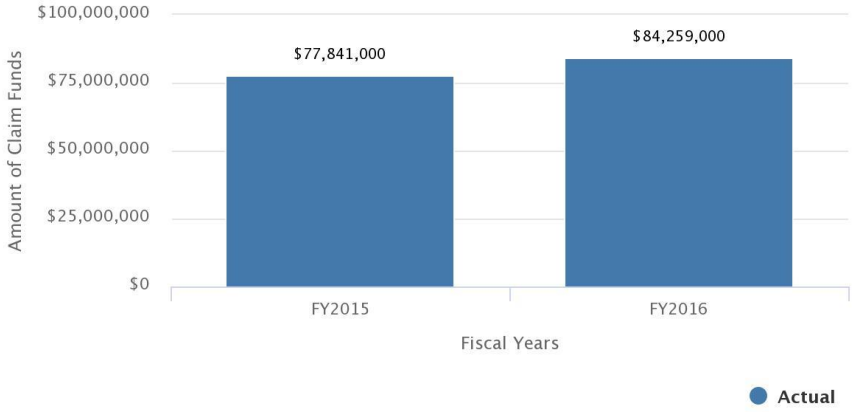


Measure description: This measure shows the number of homeless and at-risk Veterans who have been counseled, advised, and referred to community partners. The department is tracking this measure because the data, among other things: (1) enables identification of homeless Veterans, (2) measures progress and performance of service delivery and the need for additional staff, (3) enables staff to understand some of the issues and causes 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. This measure aligns with County Goals 1, 2, and 5.

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

FY2018-19 target projection: 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

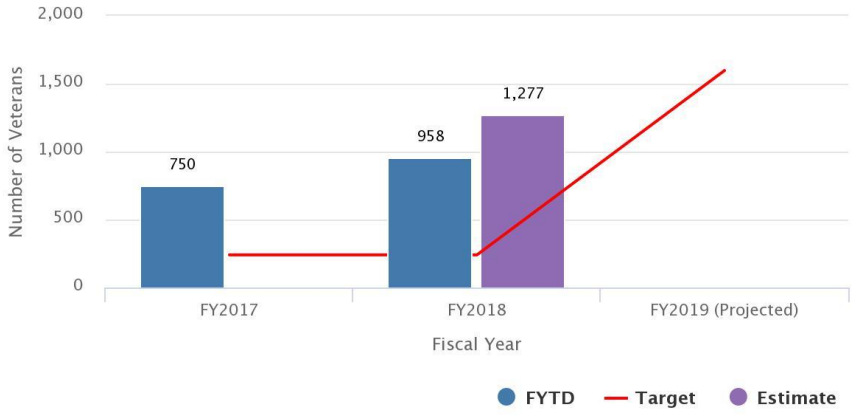


Measure description: This measures the annual amount of claim funds coming into Durham County. This data is important because it shows the economic impact Veterans have on the community. It is important to note that while the department has not had a direct impact on every Veteran listed, staff do have the potential to encounter every veteran and/or their family member(s) reflected. In FY16, claim funds for Durham County Veterans, their dependents, and survivors resulted in the receipt of $84,259,000 from the US Department of Veterans Affairs for compensation, pension, education, and death benefits. This is an increase of $6,418,000 over FY15. The FY17 report is still pending and should be available mid-May of 2018. This measure aligns with Strategic Goals 1, 2, and 5.

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

FY2018-19 target projection: There is no target for this measure. Data is collected from the US Department of Veterans Affairs Geographical Data Expenditures. FY17 and FY18 data are not complete; FY17 data should be available mid-May of 2018.

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



Measure description: This measures the number of underserved aged and disabled Veterans reached by the department. Roughly 6,371 Veterans in Durham 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 aligns with County Strategic Goals 1, 2, and 5.

Trend explanation: Efforts to conduct outreach have historically been hampered by limited/unaccredited staffing. The department anticipates an upward trend in this measure due to the recent accreditation of the Outreach Coordinator and additional staff. Efforts are already underway to conduct outreach in Northern Durham and public housing. A recent successful outreach was conducted at Carolina Arbors with 100 plus Veterans in attendance.

FY2018-19 target projection: Prior to the start of the new Outreach Coordinator in March 2017, the target was set at 240 Veterans reached based on one VSO being able to conduct outreach in addition to other primary VSOs duties. With the new Outreach Coordinator, the department has been able to increase focus on the underserved aged and disabled Veteran population. The figures for FY18 are reflective of this work. The Outreach Coordinator has been able to quickly obtain certification, which has contributed to the ability of the department to exceed expectations for FY18. As a result, the FY19 target has been increased to 1,597 Veterans reached based on a better understanding of new staff capacity.

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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.

MISSION

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

DEPARTMENT DESCRIPTION

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

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$438,830	$467,619	$405,271	$478,968	$477,968
Total Expenditures	**$438,830**	**$467,619**	**$405,271**	**$478,968**	**$477,968**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$438,830***	***$467,619***	***$405,271***	***$478,968***	***$477,968***

PERFORMANCE MEASURES:

Measure: GIS AVERAGE DAYS TO CLOSE GENERAL REQUEST TICKETS

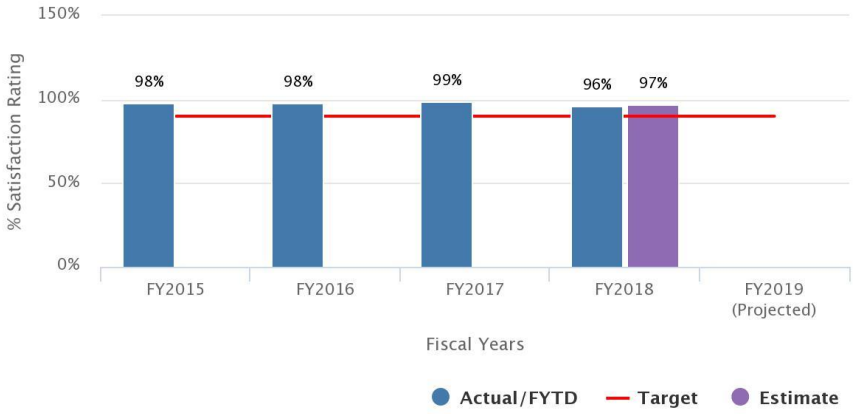


Measure description: This measures the number of days it takes the GIS Division to close a 'general request' ticket. Currently the tickets are broken down into three categories: (1) Keep the Lights On (KTLO), (2) General Request, (3) and Incidents/Issues. These are service requests that come directly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

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

FY2018-19 target projection: The target of five days is not specific to the division alone. The City's Technology Solutions Department, in which the City/County GIS program is housed, has a five-day target for all tickets.

Measure: HELP DESK SATISFACTION RATING



Measure description: This measure shows how satisfied customers are with the service they are receiving. The goals are to make sure that the department is meeting the needs of customers, letting them know that their input is valued, and identifying areas is which the department can improve.

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

FY2018-19 target projection: The target is not specific to the GIS division alone. The City's Technology Solutions Department, in which the City/County GIS program is housed, has set the service level satisfaction rating target to 90% for all divisions.

Measure: GIS AVERAGE DAYS TO CLOSE INCIDENT/ISSUE TICKETS



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

Trend explanation: Closure times for these types of tickets can vary. These issues often necessitate support from partner vendors. Factors that affected this measure include a major system upgrade and two retirements in the past year. While the FY18 number is higher than FY17, it is in line with the FY16 data, and well below the target of five days.

FY2018-19 target projection: The target of five days is not specific to the division alone. The City's Technology Solutions Department, in which the City/County GIS program is housed, has a five-day target for all tickets.

NONDEPARTMENTAL

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

PROGRAM DESCRIPTION

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

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$0	$1,567,921	$0	$3,000,000	$4,000,000
Operating	$1,242,823	$1,402,306	$1,265,856	$1,064,012	$1,020,218
Transfers	$0	$200,000	$0	$450,000	$631,217
Total Expenditures	**$1,242,823**	**$3,170,227**	**$1,265,856**	**$4,514,012**	**$5,651,435**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$1,242,823***	***$3,170,227***	***$1,265,856***	***$4,514,012***	***$5,651,435***

2018-19 BUDGET HIGHLIGHTS

- Comprehensive Pay Study and potential related adjustments $4,000,000
- Triangle J Council of Governments (TJCOG) dues $73,555
- Highway 147 Gateways initiative $20,000
- Urban Ministries annual contribution $321,863, increase of 5% for shelter operations
- Exceptional Service Initiative $35,000
- Programs that serve to connect community life and government programs with data (DataWorks) $92,700
- Library Services $127,600
- Satisfaction surveys $24,500
- Made in Durham Initiative $125,000
- Funding for non-profit agencies that alleviate food insecurity by providing access to sufficient and healthy food $200,000
- Non-Profit funding for housing $130,000. Agencies are listed in the Appendix under Goal 1.
- Youth Opportunity Initiative $70,000
- Reserve for future purchases $281,217
- Board of County Commissioners Contingency Fund $150,000.

TRANSFERS

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

PROGRAM DESCRIPTION

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

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

Transfers from General Fund	
Capital Finance Fund	$38,342,558
Benefits Plan Fund	$23,787,488
Reappraisal Reserve Fund	$1,476,006
TOTAL TRANSFERS OUT	**$63,606,052**

Beginning in FY 2004-05, 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)	$33,451,073
County Occupancy Taxes	$3,400,000
NCMLS Designated Occupancy Tax for related debt service	$500,000
Restricted Fund Balance - NC Museum of Life & Science Debt Service	$350,000
Restricted Fund Balance - Education: Art 46	$215,985
Other General Fund Transfers	$425,500
Total	**$38,342,558**

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

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

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

Transfers to General Fund	
Community Health Trust Fund	$4,768,500
Volunteer Fire District Funds	$770,439
Benefits Plan Fund	$500,000
Debt Service Fund	$626,791
TOTAL TRANSFERS IN	**$6,665,730**

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Transfers	$63,360,672	$59,704,241	$58,796,794	$63,613,484	$63,606,052
Total Expenditures	**$63,360,672**	**$59,704,241**	**$58,796,794**	**$63,613,484**	**$63,606,052**
Revenues					
Other Fin. Sources	$8,699,617	$10,951,621	$11,447,519	$4,348,699	$6,665,730
Total Revenues	**$8,699,617**	**$10,951,621**	**$11,447,519**	**$4,348,699**	**$6,665,730**
Net Expenditures	***$54,661,055***	***$48,752,620***	***$47,349,275***	***$59,264,785***	***$56,940,322***

Revenues in this fund center are transfers in to the General Fund from other funds. The transfer from the Community Health Trust Fund supports health-related needs paid for out of the General Fund. The transfer from the 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. And finally, the transfer from the Benefits Plan Fund supports dental benefits.

VEHICLES AND EQUIPMENT

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

PROGRAM DESCRIPTION

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

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

2018-19 BUDGET HIGHLIGHTS

The FY 2018-19 vehicle and equipment needs total $3,094,514 and include 55 vehicles and various equipment. The majority of these purchases will replace older vehicles and equipment according to our regular replacement cycles.

Vehicles

Department	New / Replacement	Type	Quant.	Cost
General Services	New	Ford Transit 150 Van	1	$23,000
		Ford F-150	1	$40,000
	Replacement	Ford F-550	1	$54,000
Sheriff	New	Dodge Charger	7	$245,000
		Chevy 2500 Van	1	$22,872
		Chevy 3500 Van	1	$26,727
	Replacement	Dodge Charger - Unmarked	6	$201,000
		Dodge Truck SSV	1	$32,000
		Dodge Charger	15	$522,225
		Dodge Truck 2500	1	$34,099
		Dodge Durango	5	$175,000
		Motorcycle	1	$22,750
		Clandestine Vehicles	1	$29,000
Fire Marshal	New	SUV for EM Staff	1	$39,000
	Replacement	Ford F-150	1	$42,445
EMS	New	Large SUV	1	$50,000
	Replacement	DEMERS MX-152 Ambulances	5	$1,100,000
Soil and Water	Replacement	Ford F-150 4x4 truck	1	$37,120
Social Services	New	Nissan Pathfinder	4	$106,476
		Total	**55**	**$2,802,714**

Equipment

Department	Equipment	Cost
Fire Marshal	Vehicle Equipment	$13,000
Sheriff	Vehicle Equipment	$87,500
Emergency Management	Generator	$60,000
EMS	Vehicle Equipment	$18,300
	Radios	$51,000
	Cardiac Monitor	$38,000
	Medical Equipment	$24,000
	Total	**$291,800**

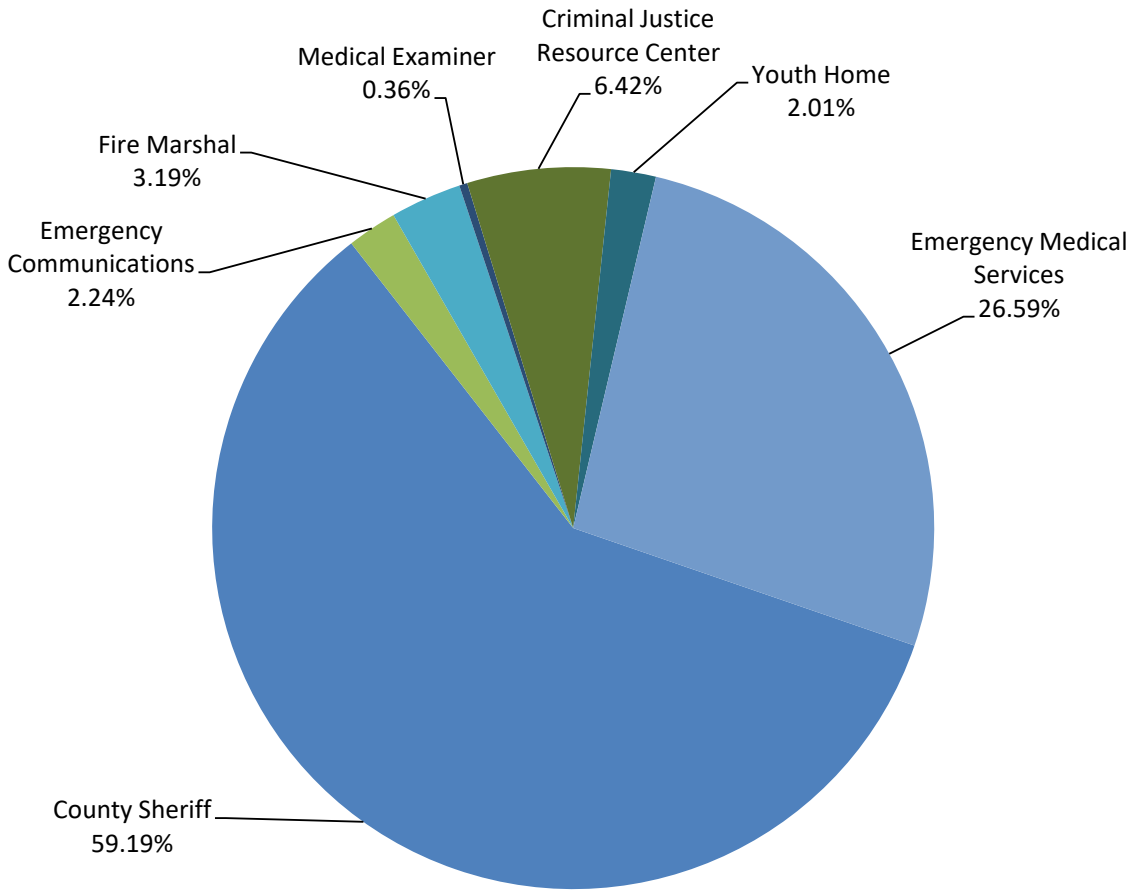
Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$326,853	$271,217	$219,144	$326,517	$55,300
Capital	$2,900,226	$2,632,650	$2,479,272	$3,654,809	$3,039,214
Total Expenditures	**$3,227,079**	**$2,903,867**	**$2,698,416**	**$3,981,326**	**$3,094,514**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$3,227,079***	***$2,903,867***	***$2,698,416***	***$3,981,326***	***$3,094,514***

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Public Safety

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

Public Safety Recommended Budget



Business Area	2016-2017 Actual Expenditures	FY2017-18 Original Budget	FY2017 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended
County Sheriff	$33,878,088	$34,949,195	$34,825,286	$39,036,229	$36,605,966
Emergency Communications	$1,221,819	$1,321,893	$1,321,893	$1,384,278	$1,384,278
Fire Marshal	$5,101,088	$5,609,229	$6,571,949	$1,995,159	$1,972,762
Medical Examiner	$223,900	$250,000	$210,450	$225,000	$225,000
Criminal Justice Resource Center	$3,534,289	$4,115,291	$3,520,003	$3,989,514	$3,971,780
Youth Home	$1,187,628	$1,315,555	$1,203,557	$1,250,535	$1,242,400
Emergency Medical Services	$14,514,979	$15,571,937	$14,533,837	$17,060,124	$16,446,562
Grand Total	**$59,661,791**	**$63,133,100**	**$62,186,975**	**$64,940,839**	**$61,848,748**

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.

MISSION

The mission of the Sheriff's Office is to enforce the laws established under the Statutes of North Carolina 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. Furthermore, the Sheriff's Office is a nationally accredited agency by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The Sheriff's Office is also committed to fulfilling these duties by providing education, eradication, and treatment where needed to reduce crime in Durham County.

DEPARTMENT DESCRIPTION

The Office of the Sheriff is a constitutional office in North Carolina with the Sheriff, the chief law enforcement officer for the County. The Sheriff provides services throughout the County, including both the incorporated and the unincorporated areas. Services include not only primary law enforcement for the unincorporated areas of the County, but also serve all civil paperwork throughout the county, provide court security, and in FY 2018-19 will be the only law enforcement agency to provide School Resource Officers. Additionally, the Sheriff's Office provides Animal Control services throughout the County.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$28,288,920	$28,589,860	$28,765,949	$32,700,150	$30,360,631
Operating	$5,496,797	$6,019,337	$5,540,703	$6,336,079	$6,245,335
Capital	$92,378	$339,998	$518,634	$0	$0
Total Expenditures	**$33,878,095**	**$34,949,195**	**$34,825,286**	**$39,036,229**	**$36,605,966**
Revenues					
Licenses & Permits	$35,635	$30,000	$33,965	$35,000	$35,000
Intergovernmental	$1,386,601	$707,308	$470,380	$724,455	$724,455
Contrib. & Donations	$59,915	$62,012	$62,012	$62,012	$62,012
Investment Income	$133	$0	$63	$0	$0
Service Charges	$1,154,986	$1,130,000	$980,333	$1,090,000	$1,090,000
Other Revenues	$235,785	$146,000	$262,476	$200,000	$200,000
Total Revenues	**$2,873,055**	**$2,075,320**	**$1,809,229**	**$2,111,467**	**$2,111,467**
Net Expenditures	***$31,005,040***	***$32,873,875***	***$33,016,057***	***$36,924,762***	***$34,494,499***
FTEs	473.00	474.00	474.00	503.00	494.00

2018-19 BUDGET HIGHLIGHTS

- Twenty new positions are being recommended for FY2018-19 to address identified needs in our Detention services, to maintain School Resource Officers (SRO) at the same level as last year, and to provide additional support to victims of Domestic Violence.
    - Thirteen new FTEs will be trained and hired to expand mental health services by creating a Female Mental Health unit in the detention facility. Existing employees will be trained to provide this coverage, and new employees will be used to replace their former positions.
        - *Note: only half a year of salaries are included as it will take approximately six months to provide the necessary training and planning to open the new unit*
    - Five new School Resource Officers will be hired to replace the five that the City of Durham is no longer able to fund. These will bring the total number of SROs to 27, providing coverage for Durham's middle and high schools.

- Two new officers are recommended to meet workload demands and provide better support for victims of Domestic Violence, and ensure court orders are issued in a timely manner
- The overtime budget in Detention has also been increased to better meet the realities of these services. This increase will better allow the Sheriff's office to manage shift transition and account for increased paid time off available to employees.
- This budget includes funding to provide Body worn cameras for all SROs
- Thirty-two Replacement vehicles (see vehicle and equipment page for detail)

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
Sheriff						
Animal Services	$1,625,325	20.00	$2,052,573	24.00	$1,810,545	20.00
Civil	$1,625,449	20.00	$1,731,386	20.00	$1,685,347	20.00
Courts	$2,472,736	33.00	$2,633,895	33.00	$2,404,870	33.00
Detention	$14,518,437	232.00	$17,233,327	248.00	$15,955,466	245.00
Grants	$482,252	1.00	$232,948	1.00	$232,948	1.00
Investigations	$1,232,032	16.00	$1,312,329	20.00	$1,158,328	18.00
Office of the Sheriff	$1,246,300	9.00	$1,327,527	9.00	$1,327,527	9.00
Patrol/Traffic	$3,559,897	45.00	$3,791,911	45.00	$3,425,466	45.00
School Resource Officers	$2,021,582	25.00	$2,153,337	30.00	$2,153,337	30.00
Sheriff's Anti-Crime/Narcotics	$864,224	10.00	$920,549	10.00	$805,685	10.00
Support Services	$5,300,961	63.00	$5,646,447	63.00	$5,646,447	63.00
Grand Total	**$34,949,195**	**474.00**	**$39,036,229**	**503.00**	**$36,605,966**	**494.00**

Animal Services

Program Purpose: The animal services program enforces laws related to animal welfare and responds to concerns regarding animals for Durham's City and County residents.

Program Description: 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 reports of dog bites, among a host of other concerns. Deputies and civilian staff strive to proactively promote the safety of animals and citizens through proactive endeavors, such as the division's rabies clinic.

Civil

Program Purpose: The Sheriff's civil division provides civil process for Durham's residents, visitors, and business owners in order to advance civil justice efforts.

Program Description: The Sheriff has the legal responsibility to serve documents related to civil actions. Deputies assigned to this division contact residents and business owners to provide them with notice of legal proceedings.

Courts

Program Purpose: The purpose of the court security division is to provide security at the Justice Center for visitors and employees.

Program Description: Deputies promote a safe environment for Justice Center employees and visitors by ensuring that visitors do not enter the courthouse with weapons. Deputies also provide security in each courtroom and patrol the building's ten floors to safeguard the public.

Detention

Program Purpose: The purpose of detention services is to provide care, supervision and a safe environment for inmates in custody.

Program Description: Over 200 detention officers supervise approximately 500 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 partners to provide educational opportunities, faith-based services, and substance abuse treatment.

Investigations

Program Purpose: The purpose of the criminal investigations division is to investigate reported crimes in the unincorporated areas of Durham in order to resolve criminal complaints and advance public safety efforts.

Program Description: Criminal activity in the unincorporated area within Durham County is tracked and reported monthly to the North Carolina State Bureau of Investigation (SBI) according to the Uniform Crime Reporting (UCR) standards. UCR Part I crime data is divided into two primary areas – violent crime and property crime. Violent crimes include murder, nonnegligent manslaughter, rape, robbery, and aggravated assault. Property crimes include burglary, larceny, motor vehicle theft, and arson. Investigators are assigned over 700 cases each year and strive to recover stolen property, apprehend suspects, and conduct complex forensic analysis of evidence to identify criminals.

Office of the Sheriff

Program Purpose: The Office of the Sheriff provides organizational, technological, financial, and legal support for the detention and law enforcement functions of the agency.

Program Description: Critical administrative assistance supports the work of deputies and detention officers to promote efficiencies and advance community safety efforts.

Patrol/Traffic

Program Purpose: The Patrol Division enforces laws and responds to calls for service by Durham's residents and visitors in order to promote public safety.

Program Description: 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 is comprised of four 10-deputy squads and responds to over 30,000 calls for service per year.

School Resource Officers

Program Purpose: School resource officers are assigned in Durham's public schools and are there to enforce laws and promote school safety.

Program Description: To promote school safety, 17 deputies work in 14 schools throughout the City and County of Durham. Deputies respond to school incidents and work to develop positive relationships with youth.

Sheriff's Anti-Crime/Narcotics

Program Purpose: The Sheriff's narcotics unit aims to reduce the use and distribution of illegal drugs in Durham County.

Program Description: The use of illegal drugs creates substantial burdens for drug users, their families and friends. In addition to health risks, an array of collateral consequences related to illegal drug use negatively impacts community well-being. In response to these concerns, the narcotics unit targets the illegal drug industry to promote the safety and health of Durham's residents.

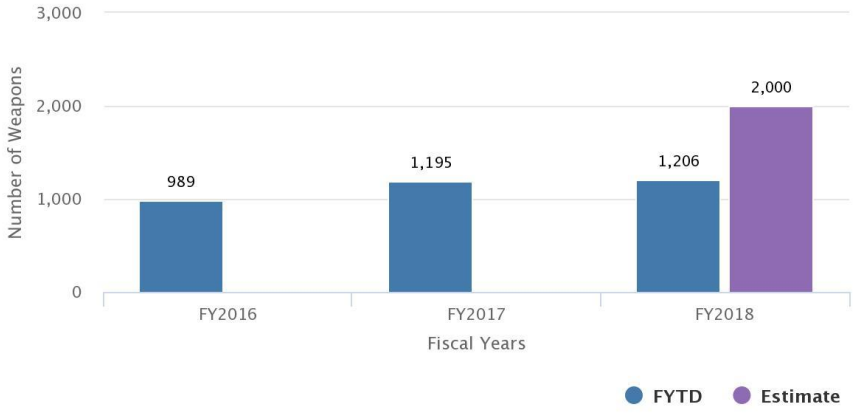
Support Services

Program Purpose: The support services program aids and supports the law enforcement, investigative, and detention functions of the agency to assist with the agency-wide public safety mission.

Program Description: The Support Services Division includes Investigations, SAC/NARC (vice unit), Gangs, Domestic Violence, Crime Scene Investigation, Property and Evidence, Crime Analysis, Records/Permits, Sex Offender Management, Civil Process, Court & Building Security, Transportation (inmates, prisoners, juveniles), Training, Administrative Information Desk, Pistol Team, Honor Guard and Negotiations Response Team.

PERFORMANCE MEASURES:

Measure: NUMBER OF WEAPONS SEIZED BY COURT SECURITY DEPUTIES

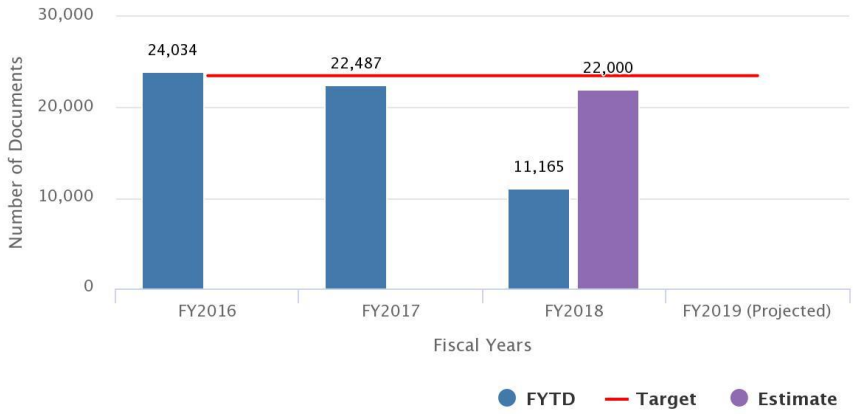


Measure description: This metric measures the number of weapons seized within the courthouse on an annual basis. This measure indicates the ability of the Sheriff's Office to provide adequate security to visitors and staff within the facility.

Trend explanation: Over the past two fiscal years, the number of weapons seized has been relatively stable. The Sheriff's Office has no indication that there will be a future increase or decrease in the number of weapons or attempts to bring weapons into the courthouse. As a result, the Sheriff's Office will continue to provide multiple layers of security in and around the courthouse. Staff are constantly working to educate visitors on what items are allowed and not allowed within the facility. Court Deputies work at various stations to prevent contraband from entering the facility.

FY2018-19 target projection: There is not a true target for this measure. The Sheriff's Office strives to prevent weapons from being brought into the facility. The Sheriff's Office projects around 2,000 weapons will be seized in FY19, on par with FY18.

Measure: NUMBER OF CIVIL DOCUMENTS SERVED

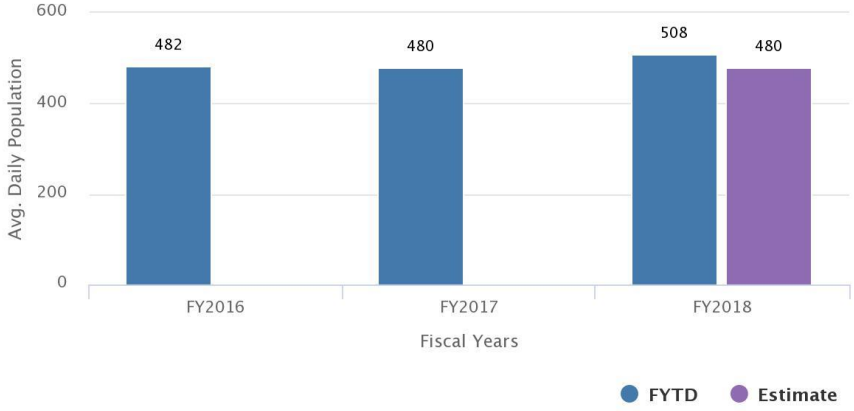


Measure description: This measure is an indicator of one of the largest workload drivers within the Civil Division of the Sheriff's Office. By North Carolina law, the Sheriff's Office is responsible for the processing and serving of all civil documents within Durham County. This work includes civil summonses,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

Trend explanation: The overall annual demand has remained relatively stable over the past few years. The Sheriff's Office does not directly or indirectly control this measure. The office is required to serve all civil papers that are filed within Durham County.

FY2018-19 target projection: The Sheriff's Office is required by statute to provide this service and is responsive to workload drivers but does not determine what actual workloads will be. This projection reflects current workload demands experienced over the past few years, and a service rate that has been stable during the first months of this year.

Measure: AVERAGE DAILY POPULATION OF DETAINEES IN DURHAM DETENTION CENTER

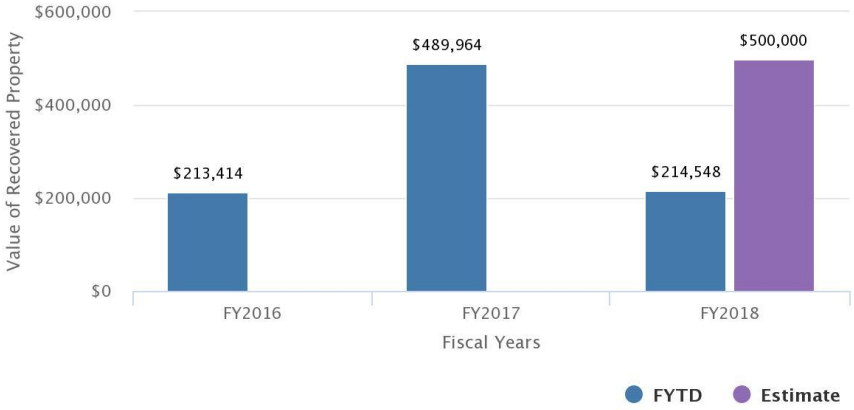


Measure description: This metric measures the daily population of the detention facility (jail), which influences not only costs, but is also an indicator of the crime rate. This metric also highlights the flexibility that is required to manage an ever-changing population with special needs.

Trend explanation: There are several factors that impact the average daily population of the detention facility including the crime rate, speed of trials, use of pretrial services and other various factors.

FY2018-19 target projection: There is not a specific target for the number of detainees that are housed within the detention facility on a daily basis. The Sheriff's Office is responsible for safely housing detainees, however, has no formal authority on the speed that individuals are tried or released from the facility.

Measure: VALUE OF RECOVERED PROPERTY

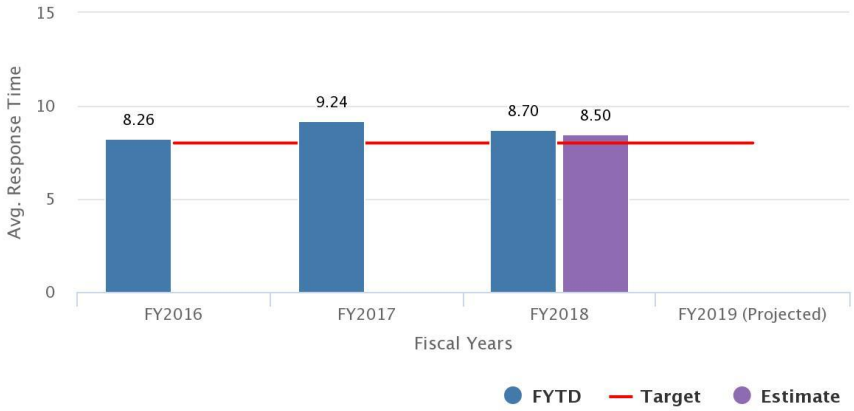


Measure description: This measure places a value on the property recovered for victims of property crime on an annual basis. It illustrates the benefit of investigations for the victims of property crimes and for the community.

Trend explanation: The property crime rate, clearance rate, and available investigative resources all contribute to the trend. Over the past two years, the Sheriff's Office has seen an increase in the amount of property recovered, which is directly influenced by all the above factors.

FY2018-19 target projection: There is no specific goal for this measure. It is the goal to reduce the amount of property stolen and reduce the recovered amount as a result. The Sheriff's Office projects roughly $500,000 in recovered property for FY19, similar to FY18.

Measure: AVERAGE RESPONSE TIME FOR PRIORITY 1 CALLS IN MINUTES



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

Trend explanation: After an increase in Q1 of 2017, this measure is trending back toward the desired level. Geographic dispersion of calls and limited available resources influence this trend.

FY2018-19 target projection: An eight-minute response time has been a long-standing goal for the Patrol Division of the Sheriff's Office and is based on available resources, the County size, and call volume.

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.

MISSION

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 (PDF), the center helps to ensure that Durham is a safe and secure community by providing around-the-clock 911 access and services to the residents and user agencies in and around Durham County.

DEPARTMENT DESCRIPTION

To affirmatively promote, preserve and protect the safety and security of all citizens of the community. It is our commitment to provide citizens with the fastest and most efficient response to emergency calls possible while ensuring the safety of Police, Fire and Emergency Medical Services (EMS) personnel. It is our goal to contribute to the quality of life of our community by giving efficient, reliable, courteous, responsive and professional 911 communications services. We will constantly seek ways to improve the quality of assistance we provide to the community by acknowledging that service is our one and only product and our goal is to provide it at the most superior level possible thereby saving lives, protecting property and helping to stop crimes, thus making Durham a safer community to live, work and visit.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$1,221,818	$1,321,893	$1,321,893	$1,384,278	$1,384,278
Total Expenditures	**$1,221,818**	**$1,321,893**	**$1,321,893**	**$1,384,278**	**$1,384,278**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$1,221,818***	***$1,321,893***	***$1,321,893***	***$1,384,278***	***$1,384,278***

PROGAM DESCRIPTIONS

Emergency Response

This program operates under an interlocal agreement between the City and County governments for receipt of public safety calls including law enforcement, EMS and fire service dispatch. The program focuses on answering calls for the City of Durham, Durham County residents and visitors.

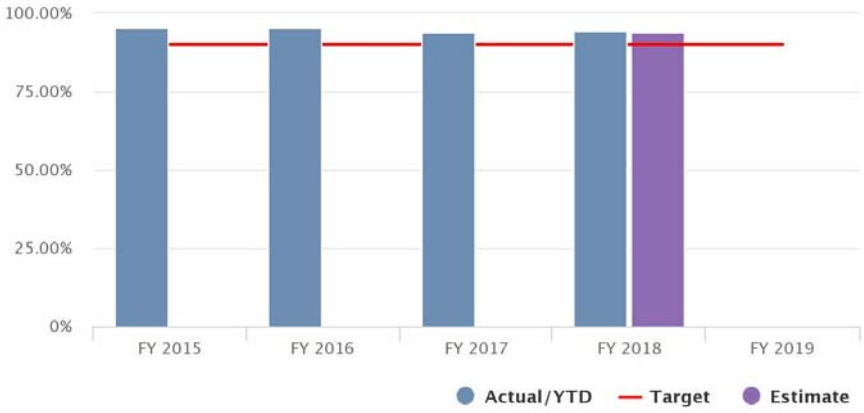
The focal point of this program is to ensure calls for emergency service are answered and dispatched to the appropriate public protection unit for disposition. The program provides service to all individuals dialing 911 and the following departments: Police, Fire, EMS, Durham County Emergency Management, and Volunteer Fire Departments. The Durham County Sheriff's Department provides its own answering and dispatching service. The 911 Surcharge fund supports technology and implemental functions such as addressing, database provisioning, and GIS associated with the processing of 9-1-1 calls.

Communications Maintenance

The division maintains and manages the operation of the 800 MHz radio system which includes 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. Typical radio equipment includes portable, mobile, and base radios. In addition, this division installs and maintains the emergency lighting systems, sirens, cameras, video recorders and mobile data modems in the fleet of public safetyvehicles.

PERFORMANCE MEASURES:

Measure: PERCENTAGE OF 911 CALLS ANSWERED IN 10 SECONDS OR LESS

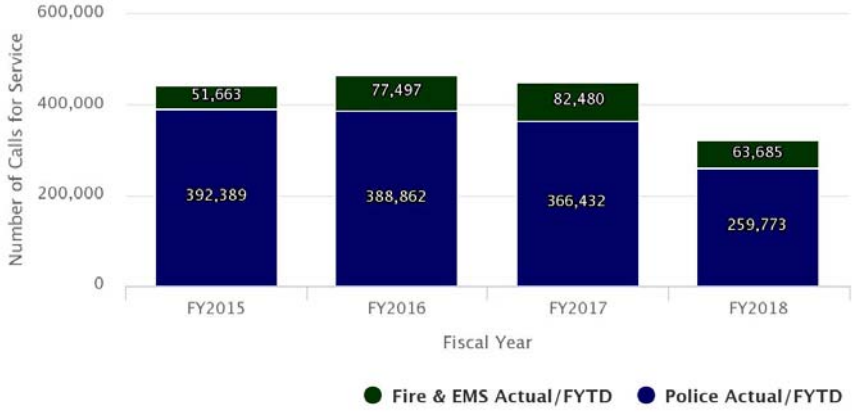


Measure description: This measure demonstrates the ability of staff to respond to 911 calls in a timely manner. Call answering performance is measured through the NC State 911 Board ECaTS monitoring system.

Trend explanation: The Durham Emergency Communications Center has consistently met/exceeded the target of 90% of 911 calls answered in 10 seconds or less since FY15.

FY2018-19 target projection: The target is set at 90% of calls answered in 10 seconds or less for FY2018-19, unchanged from previous fiscal years.

Measure: TOTAL CALLS FOR EMERGENCY SERVICE BY CATEGORY



Measure description: This measure shows total calls for emergency service by category (Fire & EMS and Police). This data is necessary for determining allocation and training of 911 staff.

Trend explanation: There has been little change in overall total calls for service, which has consistently hovered around 450,000 calls per fiscal year since FY15. However, calls for service for Fire & EMS have been trending up while calls for Police have been trending down. Calls for Fire & EMS should reach approximately 82,500 at FY18 year-end (a 60% increase from FY15), while calls for Police are estimated to be 346,000 at FY18 year-end (a 12% decrease from FY15).

FY2018-19 target projection: This measure is used for data reporting and forecasting purposes and therefore has no target.

FIRE MARSHAL AND EMERGENCY MANAGEMENT

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

MISSION

The mission of the Fire Marshal and Emergency Management Department is to: develop resilient government operations and community capabilities that enhance public safety, property conservation and protection of the environment, to implement innovative and effective emergency response to all hazards in order to protect the health and well-being of the community; and to provide effective fire safety education, fire code enforcement, and fire investigations to reduce the loss of life, property, and damage to the environment.

DEPARTMENT DESCRIPTION

The Durham County Fire Marshal and Emergency Management Department is comprised of two Divisions that are supported by an administrative team comprised of the Department Director, a Senior Administrative Assistant, an Office Assistant, and an Emergency Services Data Analyst. The three program areas are: Division of Emergency Management, Division of Fire Prevention and Education (Fire Marshal). Each Division is led by a Division Chief and their respective subordinate staff.
The purpose of the Fire Marshal and Emergency Management Department is to coordinate these three Divisions to mitigate, protect, prevent, prepare, respond, and recover from any hazard or purposeful act so that the workers, residents, students, and visitors of Durham County have a safe and resilient community to live, work, and thrive in.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$3,571,988	$3,807,917	$3,709,668	$1,000,355	$1,000,355
Operating	$800,357	$1,182,225	$779,140	$291,601	$247,464
Capital	$116,237	$0	$1,475,648	$86,000	$86,000
Total Expenditures	**$4,488,582**	**$4,990,142**	**$5,964,456**	**$1,377,956**	**$1,333,819**
Revenues					
Licenses & Permits	$0	$0	$0	$40,000	$0
Intergovernmental	$317,073	$336,315	$336,431	$405,533	$405,533
Service Charges	$120,820	$125,000	$119,380	$135,000	$175,000
Other Revenues	$0	$0	$9	$0	$0
Total Revenues	**$437,893**	**$461,315**	**$455,820**	**$580,533**	**$580,533**
Net Expenditures	***$4,050,689***	***$4,528,827***	***$5,508,636***	***$797,423***	***$753,286***
FTEs	65.00	65.00	65.00	13.00	13.00

Note: Significant reduction in expenditures and FTEs is related to Durham Fire and Rescue Services moving to a contract agreement with the City of Durham; and being paid directly through the District's Fund.

2018-19 BUDGET HIGHLIGHTS

Division of Fire Prevention and Education

- Continuing the replacement plan started in FY2016-17 a final of 4 new 4WD pick-up truck will be purchased this year to complete the initiative of keeping contaminated clothing, gear and evidence separate from the cab so the employee is not exposed to potential carcinogens. The truck will have covers that will include side access for small tool retrieval, a secure evidence locker, a resource section for lights and heavier tools/equipment, and a separate gear storage area.

Division of Emergency Management

Note: All of the items below are being cost-shared with the City of Durham through an existing Inter-local agreement.

- A Hazardous Materials Planner position is being created this year to support the County's preparedness in identifying Extremely Hazardous Substances and working with businesses and industry to develop, review, and implement their off-site response plan for hazardous materials releases.
    - This cost of this new position will be partially offset by new fee collections (related to the type of hazardous materials stored) as detailed in Fee Schedule Section.

- A new generator is being recommended for the Emergency Operations Center. The current equipment is too cumbersome to service and is not as reliable as necessary.
- Three floor coverings for Emergency Shelters are included that will provide important protection to reduce damage to gym floors when these spaces are used. Investing funds towards this today will help avoid substantially higher costs if damage was to occur and significant renovation work were necessary.

Division of Fire Operation

- The Durham County Fire and Rescue (DCFR) service is being transitioned to contracted services through an interlocal agreement with the City of Durham.
- Existing DCFR employees, and much of the equipment will be utilized by the City of Durham to provide more comprehensive, and sustainable into the future, fire and first responder protection for the citizens of this service district.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
Fire Marshal						
Durham County Fire & Rescue District	$3,513,444	53.00	$0	0.00	$0	0.00
Emergency Management Division	$800,829	5.00	$665,934	6.00	$657,839	6.00
Fire Marshal – Fire Prevention and Education Divi	$675,869	7.00	$712,022	7.00	$675,980	7.00
Grand Total	**$4,990,142**	**65.00**	**$1,377,956**	**13.00**	**$1,333,819**	**13.00**

Durham County Fire & Rescue Service District

See note above.

Emergency Management Division

Program Purpose: The Emergency Management Division develops whole community prevention, protection, mitigation, response, and recovery capabilities for all-hazards to develop a more resilient Durham County.

Program Description: The Emergency Management Division provides leadership in prevention, protection, response, recovery, and mitigation activities through partnerships with local, state, federal, and private stakeholders. The division focuses on developing resilient government operations, and enhancing public safety, conserving property and protecting the environment. Emergency Management is also responsible for Continuity of Operations and Continuity of Government in the event of disruptions to normal business.

Fire Marshal – Fire Prevention and Education Division

Program Purpose: The Fire Prevention and Education Division makes Durham County a safe place for residents to live, work and conduct business.

Program Description: The Fire Prevention and Education Division provides effective fire prevention inspections in accordance with the North Carolina Fire Code, teaches and facilitates fire safety education in schools and businesses, enforces the North Carolina Fire Code in every phase of new building construction and assists Durham County fire departments with fire investigations. These efforts work to provide a safe and secure community by reducing threats to life, property and thehe purpose of the Fire Prevention and Education Division is to make Durham County a safe place for residents to live, work and conduct business.

PERFORMANCE MEASURES:

Measure: INITIAL RESPONSE TIMES BY DCFR FIRST RESPONDERS TO EMERGENCY CALLS (IN SECONDS)

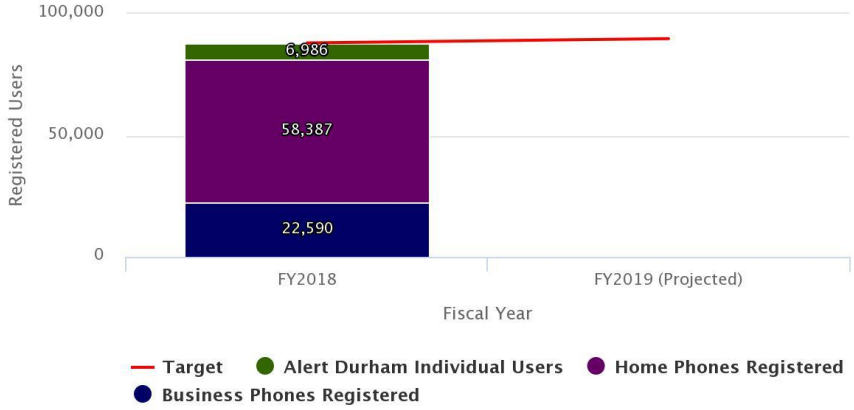


Measure description: This measure indicates how quickly Durham County Fire Rescue (DCFR) first responders and emergency vehicles begin responding to emergency calls (typically referred to as chute times) in seconds. The measure is influenced by training, preparedness for events, and efficiency of fire 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. This measure aligns to County Strategy 3.1 Emergency Response Services and Strategy 3.4 Emergency Management Services.

Trend explanation: There is meaningful improvement across all shifts and all individual stations due to a focus on training and preparedness in the current fiscal year.

FY2018-19 target projection: The target for FY19 is a 60 second response based on the NFPA standards and the ongoing training of personnel.

Measure: TOTAL NUMBER OF REGISTERED ALERT DURHAM USERS



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

Trend explanation: This is the first year tracking the measurement. The number of citizens signed up for Alert Durham is driven by public outreach and emergency events.

FY2018-19 target projection: For FY18, the total number of citizens signed up for Alert Durham is approximately 88,000. This number includes web and manual registrations as well as the purchase of White Pages and Yellow Pages telephone numbers. As Emergency Management continues to grow its contacts within the community and utilizes the system more frequently for alerts and warnings, it is projected that the number of registered users will increase by 2% to 89,760 for FY19.

Measure: NUMBER OF DURHAM PUBLIC SCHOOL FIRE INSPECTIONS PERFORMED ANNUALLY

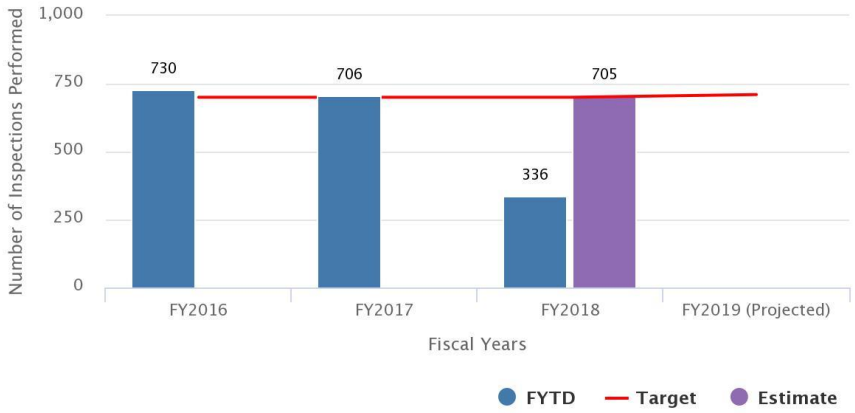


Measure description: This measure indicates the number of fire inspections performed annually in Durham Public Schools (DPS) by the Fire Marshal Division. Each DPS school is inspected twice a year totaling 110 annual inspections. Re-inspections may occur if fire code issues are identified which cause the inspection number to rise above the target. Continued education and relationship-building with the public schools will aid in fire code compliance. This measure aligns with Goal 3 Strategy 3.5B.

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

FY2018-19 target projection: For FY18, the school inspection process has concluded resulting in the completion of 138 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 135 per fiscal year. For FY19, the target for school inspections performed annually is 135-140.

Measure: NUMBER OF COMMERICAL FIRE INSPECTIONS PERFORMED ANNUALLY



Measure description: This measure indicates the number of commercial fire inspections performed annually throughout Durham County. Fire inspections allow for unsafe conditions to be identified and fixed, creating safer places for citizens to work, shop and visit. This aligns with the County Strategic Plan Strategy 3.3A - Coordinated Intervention and Strategy and Strategy 3.3B - Coordinated Prevention.

Trend explanation: The downward trend can be attributed to annual annexations into the City of Durham. Although residential properties make up the majority of annexed properties, commercial properties are annexed as well.

FY2018-19 target projection: The FY18 total inspections will be between 700-705 due to inspections scheduled to be performed and with possible new/renovative inspections anticipated. The FY19 target of 710 is calculated from historical data based on the County's general inspection policy which requires that each building in the County operated in a commercial district will be inspected once per three years.

LEBANON FIRE DEPARTMENT

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

MISSION

The Lebanon Fire Department is responsible for responding to all fires, medical emergencies and rescue situations in the Lebanon Fire District.

PROGRAM DESCRIPTION

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

The Lebanon Fire District is one of five volunteer districts that provide fire protection to the residents, visitors, and workers of Durham County. Fire district tax revenues support expenditures for this fire district. See Section: Special Revenue Funds – Pages: Fire Districts, for tax rate information for all districts.

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.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$598,891	$602,724	$582,707	$605,264	$627,004
Operating	$13,604	$16,363	$24,787	$11,939	$11,939
Total Expenditures	**$612,495**	**$619,087**	**$607,493**	**$617,203**	**$638,943**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$612,495***	***$619,087***	***$607,493***	***$617,203***	***$638,943***
FTEs	12.00	12.00	12.00	12.00	12.00

- A total transfer of $770,439 is planned from the Lebanon Fire District Fund to the General Fund, $131,496 to support benefit costs for 12 County firefighter positions and $638,943 to support personnel and operational support costs for those 12 positions

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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.

MISSION

The mission of the Criminal Justice Resource Center is to promote public safety through support for the local criminal justice system and to supervise and rehabilitate justice involved individuals through a wide array of supportive services allowing them to achieve their full potential as contributing members of the community.

DEPARTMENT DESCRIPTION

The Criminal Justice Resource Center's vision is to inspire every court involved individual to become a productive and responsible citizen in the community. The work is accomplished through efforts of continuous improvement driven by the integrity, teamwork and innovation of CJRC Staff. Service delivery builds upon and is provided in collaboration with various agencies within Durham County such as Alliance Behavioral Healthcare, the judicial system, the adult detention center, the NC Department of Public Safety, as well as community and faith-based organizations.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$2,793,369	$3,177,652	$2,758,372	$3,197,540	$3,197,540
Operating	$740,931	$921,052	$761,631	$791,974	$774,240
Transfers	$0	$16,587	$0	$0	$0
Total Expenditures	**$3,534,300**	**$4,115,291**	**$3,520,003**	**$3,989,514**	**$3,971,780**
Revenues					
Intergovernmental	$307,797	$396,396	$293,338	$289,164	$289,164
Rental Income	$9,391	$7,920	$7,920	$7,920	$7,920
Service Charges	$103,499	$102,489	$98,917	$96,000	$96,000
Total Revenues	**$420,687**	**$506,805**	**$400,175**	**$393,084**	**$393,084**
Net Expenditures	***$3,113,613***	***$3,608,486***	***$3,119,828***	***$3,596,430***	***$3,578,696***
FTEs	41.90	46.42	46.42	46.10	46.10

2018-19 BUDGET HIGHLIGHTS

- CJRC will continue the Court Date Notification Service that was implemented with an Innovation Fund grant from the MacArthur Foundation / Urban Institute with the goal of reducing the number of Durham County residents that are placed in detention for Failure to Appear.
- The Misdemeanor Diversion Program is continuing to prove effective in its mission and is fully supported in FY2018-19
- Renovations to CJRC's Transition House will include upgraded bathrooms, flooring, and paint. These improvements will address needs in a well-used building, and provide a healthy environment for the clients.
- Two changes will reduce net FTEs by 0.32
    - The Employment Specialist in the Local Reentry Council is recommended as a full-time position going forward, as opposed to 0.6 initially. This is funded by reallocating existing grant funds to cover this expense.
    - A grant funded 0.72 position ends in May 2018.
- $37,000 of non-profit program funds. Funded agencies are listed in the Appendix under Goal 3.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
CJRC						
Criminal Justice System Support	$264,640	2.35	$222,133	2.30	$204,399	2.30
Mental Health Services	$875,238	9.00	$787,544	9.30	$787,544	9.30
Misdemeanor Diversion Program (MDP)	$172,815	1.50	$127,800	1.50	$127,800	1.50
Pretrial Services	$675,323	7.30	$618,065	7.50	$618,065	7.50
Reentry Services	$1,141,313	11.54	$1,177,750	11.00	$1,177,750	11.00
Substance Use Disorder Services	$985,962	14.73	$1,056,222	14.50	$1,056,222	14.50
Grand Total	**$4,115,291**	**46.42**	**$3,989,514**	**46.10**	**$3,971,780**	**46.10**

Criminal Justice System Support

Program Purpose: The Criminal Justice (CJ) System Support provides assistance to sections of the local criminal justice system through the facilitation of community-wide efforts that reduce and prevent juvenile crime and gang activity in Durham.
Program Description: 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 needs and corresponding resources for 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.

Mental Health Services

Program Purpose: This program aims to improve the mental health of criminal justice involved persons by addressing symptoms and functional abilities and assists with access to appropriate treatment services.
Program Description: Mental Health Services are provided in the Durham County Detention Facility, through the Mental Health Court Diversion Program and by the Court Psychologist. The Jail Mental Health Team works with inmates who are diagnosed with Severe and Persistent Mental Illness (SPMI) or Severe Mental Illness (SMI) on medication issues, including discharge planning and connection to services. The new 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. The Court Psychologist provides evaluation services to individuals engaged in juvenile or adult criminal court, and some civil court matters.

Misdemeanor Diversion Program (MDP)

Program Purpose: The Misdemeanor Diversion Program keeps youth between the ages of 16-21 out of the adult criminal justice system avoiding the long-term consequences of an adult criminal record.
Program Description: Young persons with no prior adult criminal justice involvement are referred by law enforcement in lieu of formal court processing to MDP. The 90-day diversion program gives young people an immediate consequence for their actions, while still allowing them to avoid an adult criminal record. The program also provides assistance to access support services.

Pretrial Services

Program Purpose: Pretrial Services works with the Courts and the Detention Facility in managing the jail population and related cost to the community. The program enables defendants who do not pose a safety risk to return to the community while they await trial.
Program Description: Pretrial Services provides complete and accurate information to the Courts to improve release and detention decisions and supervises released defendants as an alternative to incarceration. Pretrial Services helps reduce the jail population and cost to the community, while allowing defendants to return to the community as they await case disposition. An evidence-based risk assessment determines supervision levels and individual requirements are established by the Courts.

Reentry Services

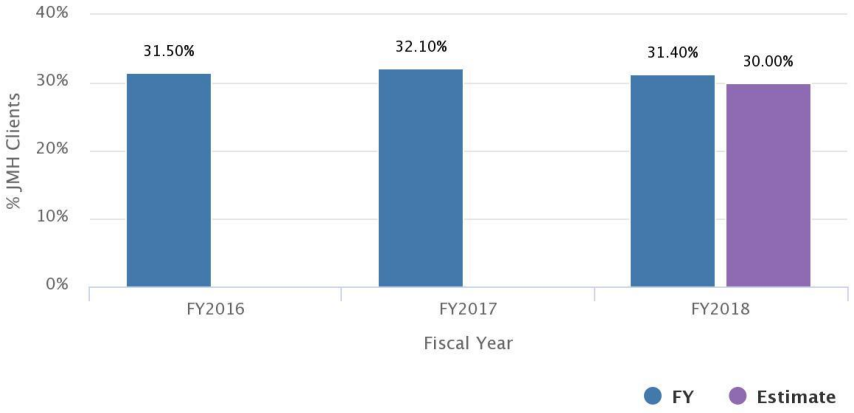
Program Purpose: Reentry Services provide supportive and rehabilitative services for criminal justice involved individuals allowing them to improve the quality of their lives and become contributing members to the community.
Program Description: Reentry Services provide supportive and rehabilitative services to persons on probation or post-release supervision. Clients receive assistance to address basic needs and wrap around support including case management, housing and employment assistance. Programs include Drug Treatment Court, Prison Reentry and Recidivism Reduction Services.

Substance Use Disorder Services

Program Purpose: Substance Use Disorder (SUD) Services engages criminal justice involved individuals and assist them in maintaining a drug-free lifestyle and becoming responsible members of their community.
Program Description: 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 and wrap around support services.

PERFORMANCE MEASURES:

Measure: PERCENT OF JAIL POPULATION RECEIVING MENTAL HEALTH SERVICES

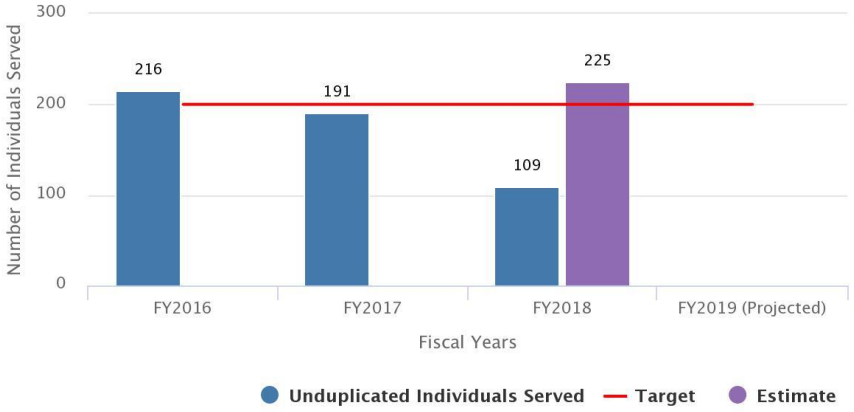


Measure description: This measure shows the percentage of inmates in the Durham County Detention Facility that are clients of the Jail Mental Health Team as compared to the overall jail population. This information is tracked to determine the level of mental health services needed in the jail and to 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. This measure aligns with County Strategic Plan Strategy 2.1E.

Trend explanation: The percent of Jail Mental Health (JMH) clients compared to the overall jail population has been fairly consistent over the past two years. Since FY16, inmates with severe and persistent mental illness or severely mentally ill requiring medication have made up around 31% of the total jail population.

FY2018-19 target projection: There is no target for this measure; the percent of jail population receiving mental health services is anticipated to remain around 30% for FY18 and FY19. CJRC and the Sheriff's Office are reviewing best practices for screening of mentally ill individuals in the jail, as well as developing transition protocols to ensure continuity of services upon release.

Measure: NUMBER OF YOUNG PEOPLE SERVED BY MISDEMEANOR DIVERSION PROGRAM

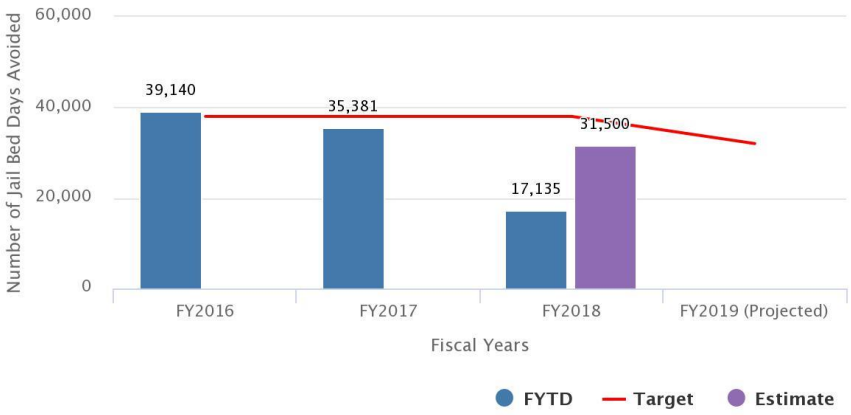


Measure description: This measure shows the number of young people who are referred to the Misdemeanor Diversion Program. Individuals ages 16 to 21 who commit a misdemeanor offense and have no prior criminal arrest history are eligible to participate in the program. Completion of the program allows young people avoid the stigma and collateral consequences of having an adult criminal record which could have long-lasting effects on their lives. This program provides an immediate, short-term consequence while keeping individuals out of the criminal justice system and aligns with Strategy 3.2B Diversion and Reentry in the County's Strategic Plan.

Trend explanation: Referrals come from local law enforcement agencies. Referrals vary by quarter, with third and fourth quarter typically trending higher than the first part of the fiscal year. By Q2 in FY18, total referrals (58 referrals) are higher than at the same time last year (46 referrals).

FY2018-19 target projection: The department expects to serve roughly the same number of young people (200) in FY19.

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

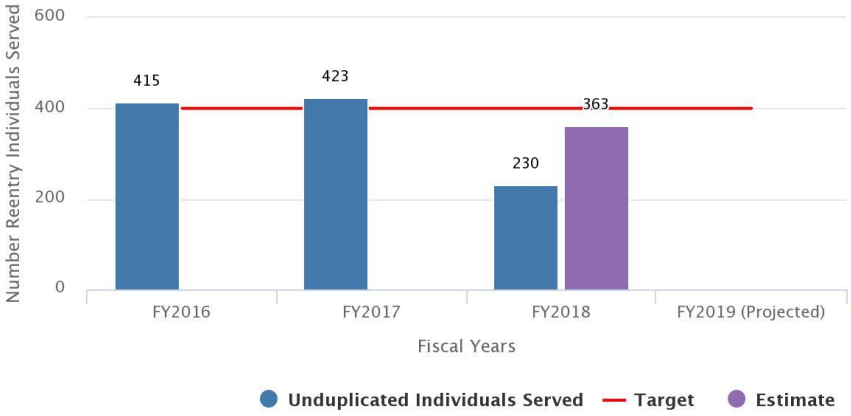


Measure description: This measures the number of days defendants were supervised by Pretrial Services instead of remaining in jail awaiting case disposition. Research has shown that persons released pre-trial are able to contribute to their defense, continue to support themselves and their families, 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. This measure is aligned with Strategy 3.2A of the County Strategic Plan.

Trend explanation: In FY16, the eligibility criteria expanded for referrals to Pretrial Services, which resulted in a dramatic increase in referrals for Q3 and Q4. Pretrial Services experienced significant staff turnover and staff absences in 2017. This resulted in fewer employees available to perform the day-to-day functions. Additionally, changes on the district court bench have resulted in fewer referrals to Pretrial Services. While overall data for FY17 and year-to-date FY18 is trending below FY16 data, the numbers are significantly higher than data in the years prior to FY16.

FY2018-19 target projection: Based on the historical trend, the estimate for FY18 is 31,500 days avoided and the department estimates 32,000 days avoided for FY19 based on an average of 31,864 avoided days for FY12 through FY17.

Measure: NUMBER OF REENTRY INDIVIDUALS SERVED

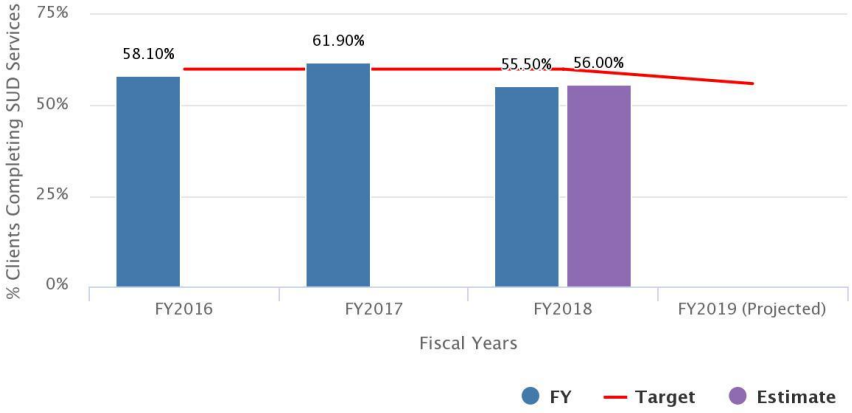


Measure description: This measure details the number of individuals served by CJRC's MFR Reentry Program which includes Drug Treatment Court, Recidivism Reduction Services and Prison Reentry (not to be confused with the Local Reentry Council). The measure is important because there is a need for wrap-around and supportive services for justice involved residents in Durham County in order to prevent further involvement in the criminal justice system. CJRC strives to provide an array of services to this population based on evidence-based practices and needs in the community. The department monitors utilization of services in order to adjust outreach and programming as needs change. This measure aligns with Strategy 3.2B of the County Strategic Plan.

Trend explanation: The number of clients served in FY18 is lower compared to previous years because of fewer referrals in all Reentry programs, including under-utilization of services by Probation and fewer individuals accepting reentry services prior to release from prison.

FY2018-19 target projection: The FY18 and FY19 target of 400 is based on CJRC's historical data, current funding level, and expected needs of justice involved individuals seeking services.

Measure: PERCENTAGE OF CLIENTS COMPLETING OUTPATIENT AND JAIL SUBSTANCE ABUSE SERVICES



Measure description: This measure shows completion rates in CJRC's outpatient and jail substance use disorder treatment programs. Completion indicates individuals attended a minimum number of hours on drug education, skills training to resist use and recovery maintenance, and have been drug free for 60 or more days (outpatient treatment program only). Treatment success, as well as prolonged exposure to treatment, increases the likelihood of ongoing recovery and reduction in criminal activity. CJRC is committed to assisting justice involved individuals with attaining and maintaining sobriety as many persons in the community struggle with the disease of addiction. This measure aligns with Strategy 2.1B and Strategy 3.2B of the County Strategic Plan.

Trend explanation: Completion rates in the jail focused program have been trending down primarily due to an increase in voluntary participants which means they can withdraw or be released from jail before the end of the program. In the Outpatient Substance Use Treatment Program, the Justice Reinvestment Act of 2012 has caused probation to emphasize compliance with Cognitive Behavior Intervention programming requirements resulting in less of a focus on substance use treatment compliance. Treatment compliance in mandated programs is difficult due to high levels of resistance by clients.

FY2018-19 target projection: The FY19 target is set at 56% based on current fiscal year trends.

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.

PROGRAM DESCRIPTION

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

Medical Examiner fees were changed by the state legislature, effective October 1, 2015, and are set at $200 per examination and $1,750 per autopsy. Despite these set fees, the number of autopsies per year is variable. Trends over the past few fiscal years indicate the need to decrease the budget for this agency, as reflected in the budget for FY2018-19.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$223,900	$250,000	$210,450	$225,000	$225,000
Total Expenditures	**$223,900**	**$250,000**	**$210,450**	**$225,000**	**$225,000**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$223,900***	***$250,000***	***$210,450***	***$225,000***	***$225,000***

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.

MISSION

The mission of the Youth Home is to provide secure custody (detention services) to juveniles awaiting disposition of their cases in the courts. Detention services are for the protection of juveniles and the safety of the community. One of the Youth Home's primary objectives is to provide an environment that fosters good physical and emotional care of juveniles detained at the facility.

PROGRAM DESCRIPTION

The Durham County Youth Home is a secure 14 bed detention facility that provides care for children between the ages of six (6) and seventeen (17) who have been detained by the courts. Services are provided to individuals that are 16 and 17 years old if the committed offense occurred prior to their 16th birthday. Durham's Youth Home is one of eight juvenile detention facilities in North Carolina, designated to detain children needing secure custody supervision determined by the courts. The Youth Home has the capacity to provide juveniles with custodial care including meals, clothing, bedding, routine medical attention, educational resources, structured programs, and counseling in an emotionally safe environment while being detained at the facility. The residents are monitored and supervised twenty (24) hours a day, seven (7) days a week by both male and female counseling staff, thus insuring that the juveniles being detained are kept in safe custody pending future disposition by the courts.

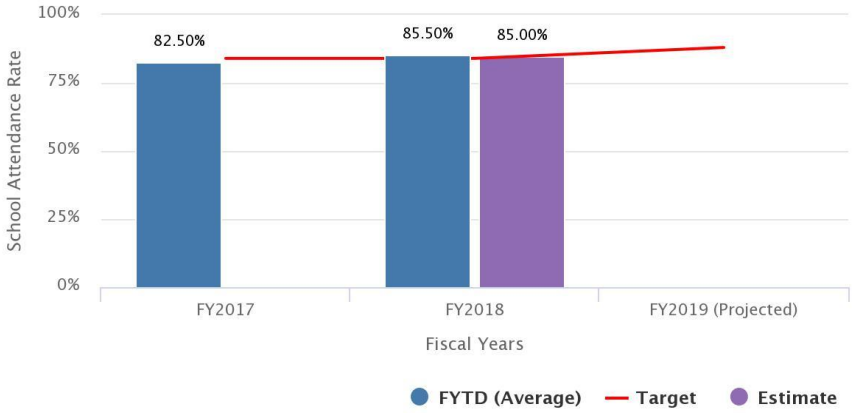
Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$1,000,339	$1,088,051	$1,010,776	$1,103,496	$1,103,496
Operating	$82,017	$227,504	$192,781	$147,039	$138,904
Capital	$105,273	$0	$0	$0	$0
Total Expenditures	**$1,187,629**	**$1,315,555**	**$1,203,557**	**$1,250,535**	**$1,242,400**
Revenues					
Intergovernmental	$14,491	$17,000	$15,000	$15,000	$15,000
Service Charges	$424,194	$400,000	$291,664	$400,000	$400,000
Other Revenues	$5,195	$0	$0	$0	$0
Total Revenues	**$443,880**	**$417,000**	**$306,664**	**$415,000**	**$415,000**
Net Expenditures	***$743,749***	***$898,555***	***$896,893***	***$835,535***	***$827,400***
FTEs	0.00	21.12	21.12	21.12	21.12

2018-19 BUDGET HIGHLIGHTS

- FY 2018-19 Recommended Budget maintains the Youth Home at current service levels with a small reduction in expenditures from the prior year due to the completion of the one-time Facility Master Plan contract.

PERFORMANCE MEASURES:

Measure: SCHOOL ATTENDANCE RATE FOR YOUTH HOME RESIDENTS

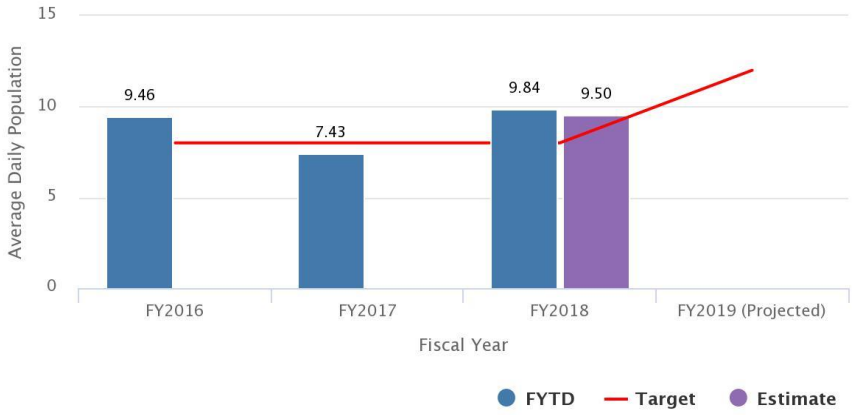


Measure description: This measure shows the percent of school days that residents attend class provided by Durham Public Schools while detained at the Youth Home. When residents return to their assigned school they receive credit for attendance and grades earned while at the Youth Home.

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

FY2018-19 target projection: Trends indicate an average school attendance rate of 84%. Based on current performance, the target attendance rate has been increased to 88% for FY19.

Measure: YOUTH HOME AVERAGE DAILY POPULATION

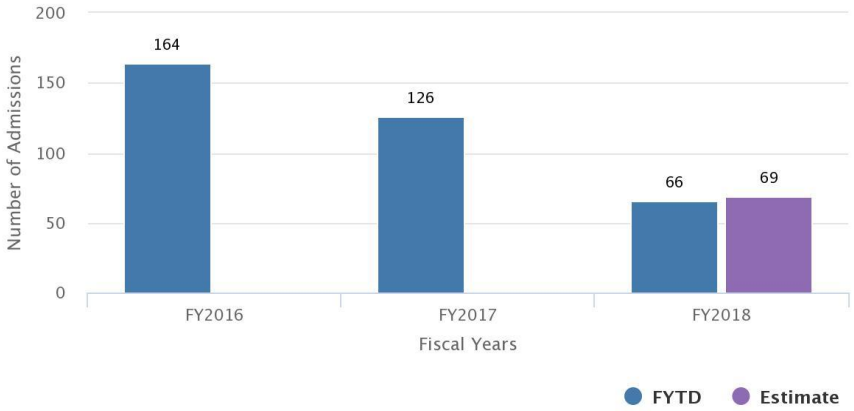


Measure description: This measure shows the average daily number of residents detained at the Youth Home. Juveniles are placed in the Youth Home through a Secure Custody Order from the Juvenile Court. A custody order is issued when a judge finds there is reasonable factual basis to believe that a juvenile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

Trend explanation: The juvenile admission rate has risen over the last quarter. The Youth Home does not control the variables related to residents being detained which is determined by the court system.

FY2018-19 target projection: The target for FY18 is eight residents based on trend data. For FY19, the target has been increased to 12 residents because of the recently adopted "Raise the Age" legislation effective December 2019. The new legislation allows 16 and 17 years olds to be charged as juveniles for certain offenses, excluding motor vehicle offenses.

Measure: NUMBER OF ADMISSIONS TO THE YOUTH HOME



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

Trend explanation: There has been a nominal increase in juvenile admissions for the first two quarters of FY18 (66) compared to the same time in FY17 (57). Juvenile complaints have declined since 2012 in Durham (District 14). The decline is due to the development and implementation of a Detention Assessment Tool (DAT) by the Department of Public Safety and Juvenile Justice, and the ongoing training of community stakeholders and law enforcement on best practices and diversion option.

FY2018-19 target projection: A target for this measure is challenging due to the pending "Raise the Age" legislation effective December 2019. The Youth Home is projecting roughly 150 admissions in FY19 due to the new legislation.

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EMERGENCY MEDICAL SERVICES

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

MISSION

As the principal provider of emergency medical services for Durham County, we are committed to providing excellent emergency medical and related care, in a safe, compassionate, and timely manner to all of those that we serve.

DEPARTMENT DESCRIPTION

The Department of Emergency Medical Services (EMS) serves the entire population of Durham County estimated to be approximately 306,184 as of July 1, 2017 with a service area of 299 square miles. The department is divided in four divisions – Operations, Clinical Affairs, Finance and Administration, and Support Services.

911 ambulance service is provided at the following EMS stations located at:

- EMS Station #1: 402 Stadium Drive (on the Durham Regional Hospital campus)
- EMS Station #2 615 Old Fayetteville Street
- EMS Station #3: 2400 Pratt Street, Duke Parking Garage III (no longer useable due to inadequate clearance)
- EMS Station #4: 2725 Holloway Street
- EMS Station #5: 2212 Chapel Hill Road (City of Durham Fire Station #5)
- EMS Station #6: 226 Milton Road
- EMS Station #10: Bahama Volunteer Fire Department, 1814 Bahama Road
- EMS Station #11: Redwood Volunteer Fire Department, 4901 Cheek Road
- EMS Station #12: Durham County Fire Rescue (formerly Bethesda VFD), 1724 South Miami Boulevard
- EMS Station #13: Parkwood Volunteer Fire Department Station #1, 1409 Seaton Road
- EMS Station #14: Parkwood Volunteer Fire Department Station #2, 4200 Farrington Road
- EMS Station #15: Parkwood Volunteer Fire Department Station #3, 4716 Old Page Road

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$10,098,007	$10,645,389	$10,175,061	$11,997,425	$11,548,626
Operating	$4,128,097	$4,792,763	$4,222,369	$5,062,699	$4,897,936
Capital	$288,879	$133,785	$136,407	$0	$0
Total Expenditures	**$14,514,983**	**$15,571,937**	**$14,533,837**	**$17,060,124**	**$16,446,562**
Revenues					
Intergovernmental	$2,413,019	$2,447,042	$2,447,042	$2,500,000	$2,500,000
Service Charges	$9,585,561	$9,704,050	$9,689,006	$10,035,000	$10,035,000
Other Revenues	$180,611	$0	$1,000	$0	$0
Total Revenues	**$12,179,191**	**$12,151,092**	**$12,137,048**	**$12,535,000**	**$12,535,000**
Net Expenditures	***$2,335,792***	***$3,420,845***	***$2,396,789***	***$4,525,124***	***$3,911,562***
FTEs	176.00	179.00	179.00	185.00	179.00

2018-19 BUDGET HIGHLIGHTS

- Five positions within EMS are being reallocated to better support a couple new initiatives that will increase quality of training and continue to support the Community Paramedic Program as the impact is analyzed.
    - Four new positions are being created (through utilizing existing positions) to create an EMS Training Division. The Division will provide continuing EMS education to DCo EMS System, as well as develop an in-house

program for EMTs to be trained as paramedics. This latter goal is an important step that is being taken to address longstanding difficulties in recruiting paramedics
    - One new Community Paramedic position will be created (through utilizing existing positions) to continue the pilot program that began last year. This added staff will allow a more comprehensive coverage by the program while continuing to be monitored for the impact on the community and EMS system overall
- Five new Ambulance will be purchase during FY2018-19 (see vehicle and equipment page for detail)
    - This will continue the replacement plan of the older body style, leaving only five of the older units.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
EMS						
EMS Operations	$12,916,565	156.00	$13,980,772	158.00	$13,750,124	156.00
EMS SYSTEM Administration	$100,000	1.00	$109,185	1.00	$109,185	1.00
Professional Development	$1,121,508	6.00	$1,228,329	10.00	$910,613	6.00
Special EMS Operations	$1,120,079	8.00	$1,397,224	8.00	$1,332,026	8.00
Support Services	$313,785	8.00	$344,615	8.00	$344,615	8.00
Grand Total	**$15,571,937**	**179.00**	**$17,060,124**	**185.00**	**$16,446,562**	**179.00**

EMS Operations

Program Purpose: EMS operations responds to requests for emergency medical assistance and provides the appropriate level of clinical care and transportation in a safe, compassionate and timely manner.

Program Description: EMS caretakers provide prehospital emergency medical care and ambulance transportation, as well as other specialized services.

EMS SYSTEM Administration

Program Purpose: EMS System Administration ensures the systematic response and coordination of resources among participants in the Durham County EMS system and ensure compliance with state statute administrative rules.

Program Description: Enforcing the Durham County Ambulance Franchise Ordinance, providing medical direction and oversight to the franchised non-emergency ambulance providers in the county.

Professional Development

Program Purpose: EMS Professional Development program assures professional competency of EMS medics and first responders who participate in service delivery.

Program Description: EMS provides continuing medical education and oversight for all EMS and fire departments within Durham County. Education is accomplished through lecture, didactical, and simulations training for employees.

Special EMS Operations

Program Purpose: EMS Special Operations program provides medical support to incidents and events that are not determined by calls placed to 911. This includes providing medical coverage to community mass gatherings, collegiate special events, and high-risk law enforcement and fire protection operations. This program also includes the department's public education efforts.

Program Description: Special Operations includes: Providing emergency medical support for special events in the county (collegiate athletic events, marathons, festivals, etc.). Providing specialist medical support to the Durham Police Department Selective Enforcement Team (SET), the Durham County Sheriff's Office Special Response Team (SERT), the Durham County Sheriff's Office Dive Rescue-Recovery Team, Durham Police Department Biological-Chemical Emergency Response Team (B-CERT) and the Durham County Sheriff's Office Hazardous Devices Unit.

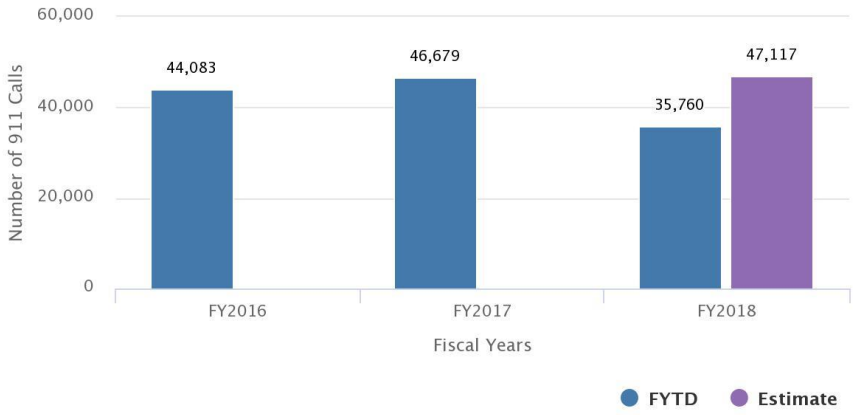
Support Services

Program Purpose: EMS Support Services program provides administrative, logistical, fleet maintenance, and information technology services such that the department can deliver operational services effectively and efficiently.

Program Description: EMS provides fleet services for EMS and Fire Marshal with two mechanics and a fleet facility. EMS Logistics is supported by two FTEs ordering, receiving, and delivering pharmaceutical, durable medical goods, uniforms, and general supplies. EMS has an internal IT position to support the technology needs of the department along with administration support staff.

PERFORMANCE MEASURES:

Measure: NUMBER OF 911 CALLS RESPONDED TO BY EMS

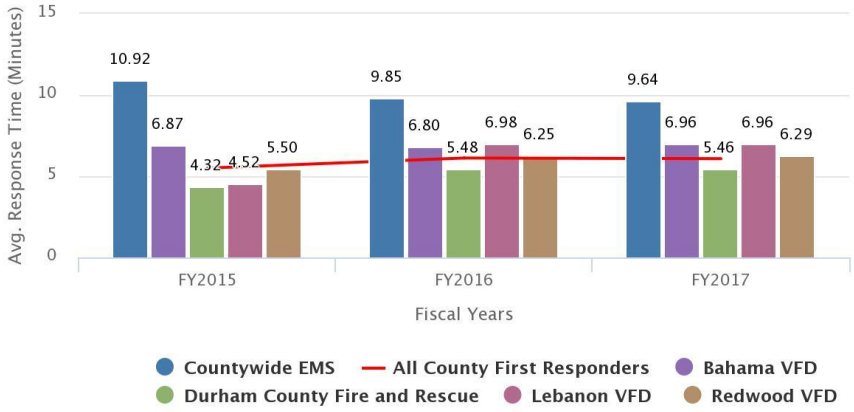


Measure description: This measures the number of 911 calls for help EMS responds to annually. This information assists with developing ambulance deployment and staffing models for the County. This measure aligns with County Strategic Plan Goal 3, Strategy 3.1A: Timely Service and Strategy 3.1B: Infrastructure.

Trend explanation: EMS continues to experience a 5% increase in call volume for service. This trend will continue as Durham's population increases in the future.

FY2018-19 target projection: Durham County EMS expects to receive just under 50,000 calls for FY19 if the current call volume trend continues. As the population continues to increase, so do the number of 911 EMS calls. The projected call volume in 2035 will be roughly 87,000 per year based on data included in the County's 2015 EMS Facilities Study.

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

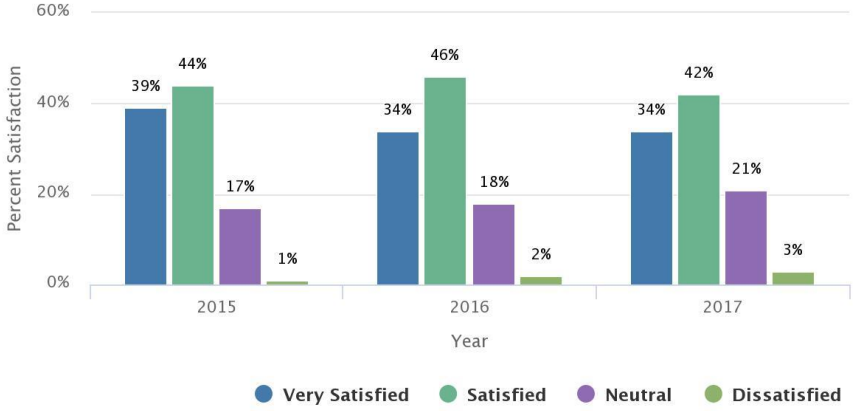


Measure description: The Durham County EMS System includes Durham County Emergency Medical Services (DCEMS) that provide advanced life support and ambulance transport and first responders from career and volunteer fire departments. Durham County first responders are dispatched along with DCEMS to 911 calls to initiate emergency care upon DCEMS arrival. EMT and Advanced EMT first responders from Durham Fire-Rescue, 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 DCEMS and first responders to medical and trauma emergencies in minutes. This measure aligns with County Strategic Plan Strategy 3.1A: Timely Service, Strategy 3.1C: Agency Collaboration and Strategy 5.1A: Customer Service.

Trend explanation: The data shows a decrease in average response times by DCEMS for emergent 911 calls. Each agency's overall average response time to emergent 911 calls for help are closely monitored to evaluate current deployment plans and staging locations.

FY2018-19 target projection: There is no target for this measure. DCEMS and first responders continue to focus on decreasing response times with available resources.

Measure: OVERALL SATISFACTION WITH DURHAM COUNTY EMS SERVICES

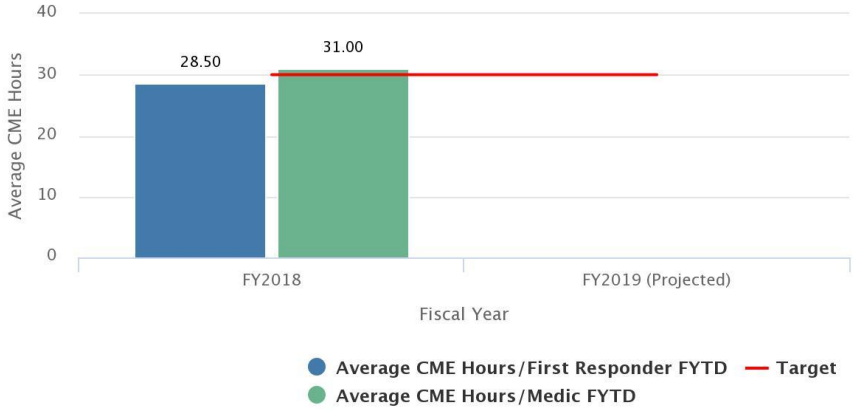


Measure description: This measure is from the City/County Resident Satisfaction Survey (RSS) and measures satisfaction with EMS services by percentage of respondents who rated the item on a 5-point scale (excluding N/A). This survey includes responses from residents that may have previously used EMS services and residents that have not used EMS services. Although some respondents may not have used 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 EMS services, programs, clinical care and patient satisfaction. This measure aligns with several County Strategic Plan Strategies under Goals 2, 3, and 5.

Trend explanation: The scores for overall satisfaction with EMS are trending down. Increases in calls for service may be influencing this trend. It is important to monitor this data and find opportunities to improve services and resident engagement.

FY2018-19 target projection: The target is to reverse the current trend. Efforts to improve how this measure is trending include increasing EMS visibility in the community, greater participation in community events and implementation of additional EMS public education opportunities. EMS will continue to monitor ambulance deployment models and patient outcomes to ensure patients receive the highest level of clinical care in a timely manner.

Measure: AVERAGE NUMBER OF CONTINUING MEDICAL EDUCATION (CME) HOURS PER CAREGIVER



Measure description: The average number of continuing medical education (CME) hours is measured to ensure Durham County EMS System Caregivers (first responders and medics) meet or exceed the minimum number of training hours required by the North Carolina Office of EMS (NCOEMS) Continuing Education Guidelines. Requiring caregivers to meet or exceed minimum CME hours ensures that a high level of care is provided to patients and that all state requirements are met. The Durham EMS System offers 120 hours of continuing medical education over a four-year period to meet or exceed the NCOEMS requirements. This measure aligns with several County Strategic Plan Strategies under Goals 1, 2, 3, and 5.

Trend explanation: Durham County EMS System Caregivers exceed the minimum number of CME hours required by the NCOEMS Continuing Education Guideline due to the number of internal and external opportunities for continuing medical education. EMS encourages and supports the personal and professional development of employees.

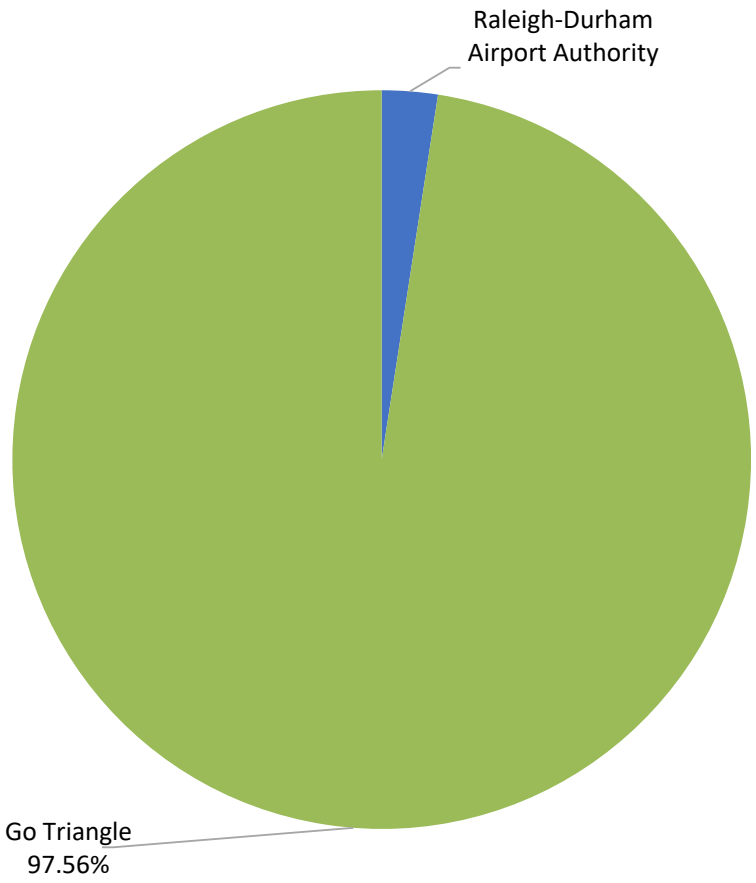
FY2018-19 target projection: EMS credentials are renewed by NCOEMS every four years. To re-credential, the Durham County EMS System caregivers must meet or exceed 120 hours with a target of 30 hours every year of approved continuing medical education in the four-year period.

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Transportation

A function of local government which promotes safe and economical transportation.

Transportation Recommended Budget



Fund Center	2016-2017 Actual Expenditures	2017-2018 Original Budget	2017-2018 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended
Raleigh-Durham Airport Authority	$12,500	$12,500	$12,500	$12,500	$12,500
Go Triangle	$340,501	$500,000	$500,000	$500,000	$500,000
Grand Total	**$353,001**	**$512,500**	**$512,500**	**$512,500**	**$512,500**

RALEIGH-DURHAM AIRPORT AUTHORITY

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

PROGRAM DESCRIPTION

This includes the County's share of funding for the Raleigh-Durham Airport Authority. The Raleigh-Durham Airport Authority is governed by a board appointed to plan and conduct the operations of the Raleigh-Durham International Airport. The eight-member governing body is jointly appointed by the City of Durham, the City of Raleigh, Durham County, and Wake County, with each member government appointing two members to the Airport Authority Board. Durham County and the other participating governments each appropriate $12,500 annually to cover administration expenses incurred by the Airport Authority.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$12,500	$12,500	$12,500	$12,500	$12,500
Total Expenditures	**$12,500**	**$12,500**	**$12,500**	**$12,500**	**$12,500**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$12,500***	***$12,500***	***$12,500***	***$12,500***	***$12,500***

GO-TRIANGLE

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

PROGRAM DESCRIPTION

This fund center reflects the estimated County's share of the 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 $500,000 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.

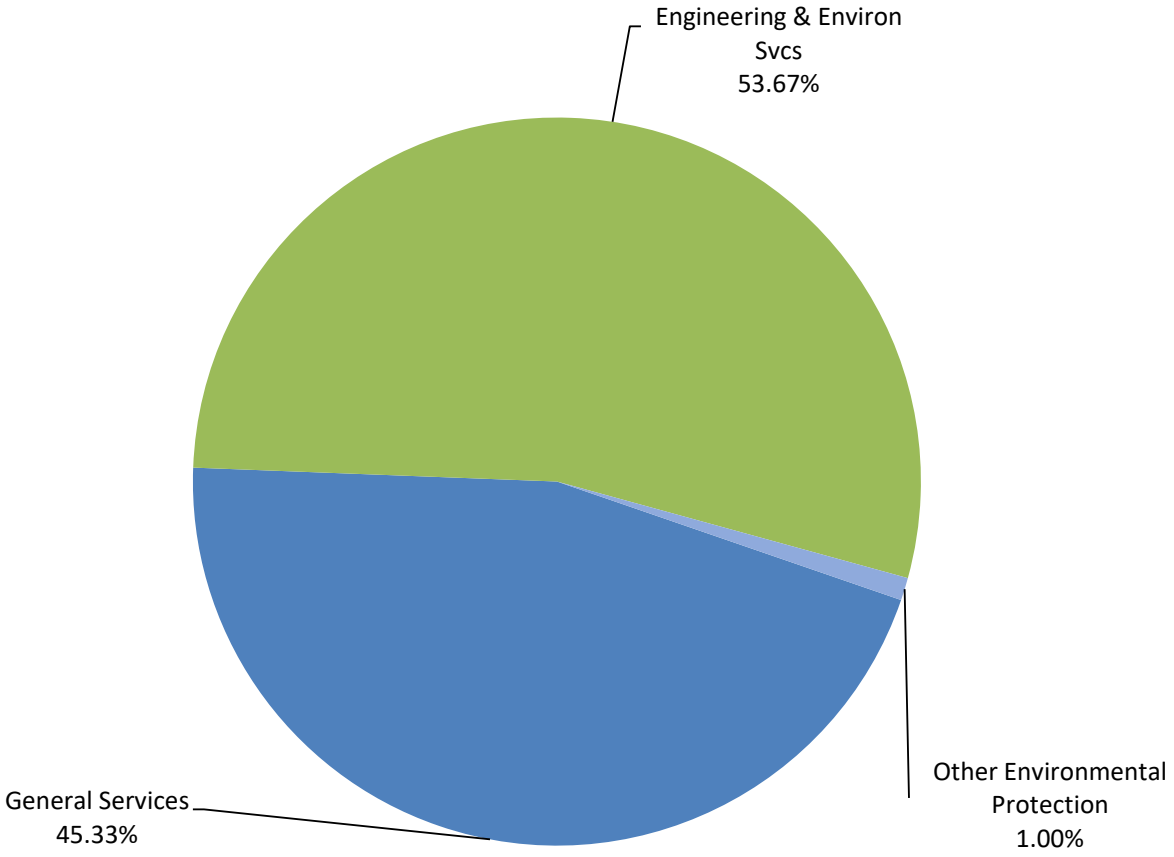
Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$340,501	$500,000	$0	$500,000	$500,000
Total Expenditures	**$340,501**	**$500,000**	**$0**	**$500,000**	**$500,000**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$340,501***	***$500,000***	***$0***	***$500,000***	***$500,000***

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Environmental Protection

A function of government which includes conservation and development of natural resources.

Environmental Protection Recommended Budget



Business area	2016-2017 Actual Expenditures	FY2017-18 Original Budget	FY2017 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended
General Services	$2,060,092	$2,102,681	$2,266,639	$2,154,413	$2,284,792
Engineering & Environ Svcs	$1,873,086	$2,304,519	$2,298,943	$2,698,483	$2,704,855
Other Environmental Protection	$50,193	$51,342	$51,342	$50,589	$50,589
Grand Total	**$3,983,371**	**$4,458,542**	**$4,616,924**	**$4,903,485**	**$5,040,236**

GENERAL SERVICES - SOLID WASTE

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

MISSION

The mission of the General Services' Solid Waste Management Division is to provide safe, efficient and effective waste collection, disposal, litter control and waste reduction outreach and educational services to the citizens of Durham County that protect and maintain the natural environment while supporting Goal 4 – Environmental Stewardship of the Strategic Plan.

GENERAL SERVICES – SOLID WASTE

Program Purpose: The purpose of the Solid Waste Management Program is to provide residents living in the unincorporated areas of Durham County with an efficient and cost-effective means of properly disposing municipal solid waste (MSW), recyclable materials and special wastes.

Program Description: Solid Waste Management Program provides residents living in the unincorporated areas of Durham County means of properly disposing solid waste, recyclable materials and special wastes such as white goods and used motor oil at 4 local convenience sites, contracted roadside recycling collection, litter control investigations and educational waste reduction outreach efforts to all Durham County residents.

The County's Solid Waste Management Program is administered by the Department of General Services' Solid Waste Management Division whose office is located at 4527 Hillsborough Road. The program consists of the maintenance and operation of the County's four residential solid waste and recycling convenience sites (Bahama, Parkwood, Redwood and Rougemont); roadside recycling collection services; litter control cleanup and investigation program; maintenance and monitoring of the closed landfills formerly operated by the County; and the enforcement of the Solid Waste and Junked and Abandoned Vehicles ordinances. Additional services provided by the Division include County Government building recycling collection. Staff consists of a total of 17 FTEs.

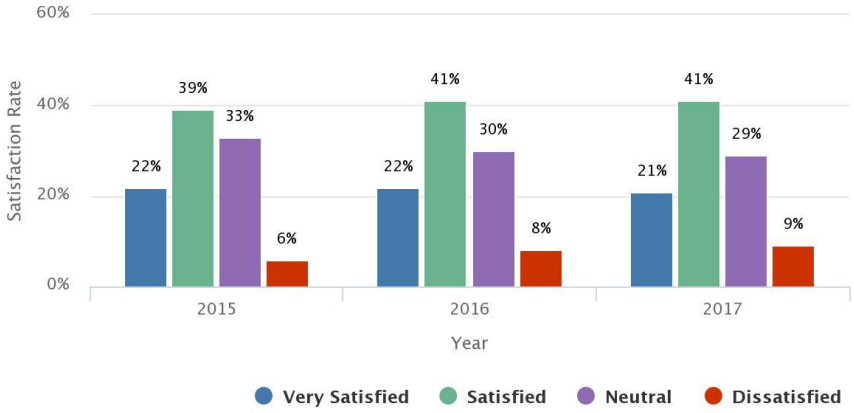
Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$669,471	$723,292	$689,489	$749,389	$749,389
Operating	$1,390,621	$1,379,389	$1,421,984	$1,386,024	$1,416,403
Capital	$0	$0	$155,166	$19,000	$119,000
Total Expenditures	**$2,060,092**	**$2,102,681**	**$2,266,639**	**$2,154,413**	**$2,284,792**
Revenues					
Taxes	$52,691	$44,000	$43,599	$44,000	$44,000
Intergovernmental	$0	$0	$0	$5,313	$5,313
Service Charges	$2,288,237	$2,215,131	$2,291,993	$2,128,279	$2,177,879
Total Revenues	**$2,340,928**	**$2,259,131**	**$2,335,592**	**$2,177,592**	**$2,227,192**
Net Expenditures	***($280,836)***	***($156,450)***	***($68,953)***	***($23,179)***	***$57,600***
FTEs	17.00	17.00	17.00	17.00	17.00

2018-19 BUDGET HIGHLIGHTS

- The sticker fee will remain at $158.81, which is the same level as the prior 2 fiscal years
- The Pilot Program for Durham County hauling its own containers will continue during FY2018-19, with the analysis driving future recommendations about adding to the Roll-off container truck purchased in early 2018

PERFORMANCE MEASURES:

Measure: OVERALL SATISFACTION WITH DURHAM COUNTY SOLID WASTE CONVENIENCE CENTERS

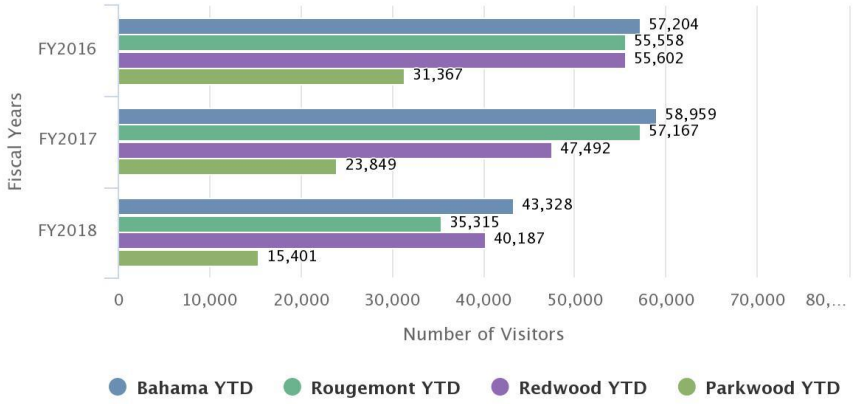


Measure description: This measure shows overall customer satisfaction with Durham County Solid Waste Convenience Centers. Durham County currently has four Solid Waste Convenience Centers: Bahama, Parkwood, Redwood, and Rougemont.

Trend explanation: Data for this measure is collected annually via the City/County Resident Satisfaction Survey. The "Very Satisfied" number went down 1% and the "Dissatisfied" went up 1% in 2017; the department installed safety rails at all of the Convenience Centers to conform with OSHA safety regulations, but they were not well received due to added inconvenience.

FY2018-19 target projection: This measure does not have a target other than to improve performance over previous years.

Measure: NUMBER OF DURHAM COUNTY SOLID WASTE CONVENIENCE CENTER VISITORS

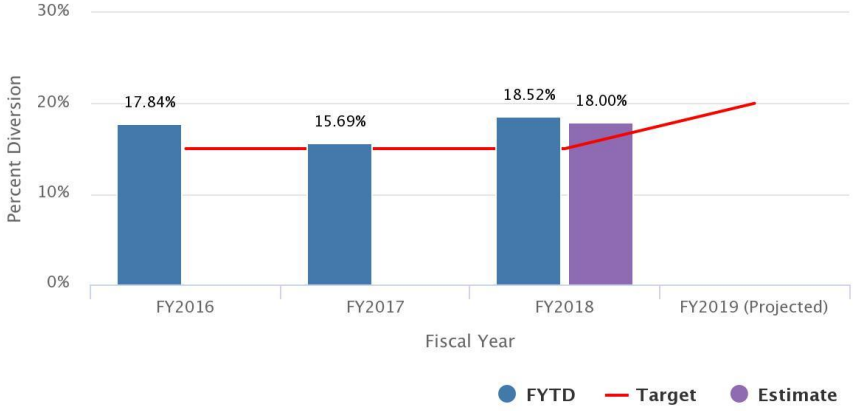


Measure description: This measure shows the total number of visitors at the four Solid Waste Convenience Centers: Bahama, Rougemont, Redwood, and Parkwood. This measure helps the department know how well used the Convenience Centers are.

Trend explanation: The number of visitors is trending down in FY18, probably due to a number of days that the Convenience Centers were closed due to winter storms. Also, Durham County residents have told attendants that they are visiting less due to the increased capacity in their recycling carts.

FY2018-19 target projection: There is no true target for this measure. Without substantial weather closings, the department projects around 180,000 visitors for FY19. The department will also be adding fluorescent tube recycling, so there may be an increase in visits with that program

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 it 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 the single stream recycling program at the Convenience Centers. It does not include special programs such as scrap metal and textiles.

Trend explanation: The waste diversion percentage increased in FY18 Q2 (15.14%) from the previous quarter (13.65%). Continued staff training in what is recyclable as well as updated signage in the recycling area could improve the diversion rate.

FY2018-19 target projection: The FY19 target of 20% is a stretch goal from previous performance (the FY18 target was 15%).

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.

PROGRAM 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 and is stationed at the Cooperative Extension Building, 721 Foster Street. 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, Water Quality Forester, 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.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$50,194	$51,342	$51,342	$50,589	$50,589
Total Expenditures	**$50,194**	**$51,342**	**$51,342**	**$50,589**	**$50,589**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$50,194***	***$51,342***	***$51,342***	***$50,589***	***$50,589***

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.

MISSION

The mission of the Durham County Engineering and Environmental Services Department is to protect regional water quality through the administration of the sewer use, stormwater and erosion control ordinances; to improve County facilities through the management of capital projects consistent with the High-Performance Building policy; and to preserve natural and scenic lands, farms, and forests.

DEPARTMENT DESCRIPTION

The Engineering and Environmental Services Department includes the Stormwater and Erosion Control, Sustainability, Project Management, Open Space/Real Estate Management, and Utility divisions. The Sustainability division is funded by both Durham County and the City of Durham based on an inter-local agreement between the two governments. Budget information for the Utility Division can be found under the Enterprise Fund tab in the recommended budget document.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$1,506,930	$1,790,602	$1,602,759	$2,043,836	$2,043,836
Operating	$366,160	$513,917	$528,070	$654,647	$661,019
Capital	$0	$0	$168,114	$0	$0
Total Expenditures	**$1,873,090**	**$2,304,519**	**$2,298,943**	**$2,698,483**	**$2,704,855**
Revenues					
Licenses & Permits	$847,917	$632,500	$562,220	$507,000	$507,000
Intergovernmental	$74,244	$96,247	$96,247	$121,025	$121,025
Rental Income	$6	$0	$1	$0	$0
Service Charges	$637	$0	$1,216	$60	$60
Enterprise Charges	$9,274	$10,000	$10,048	$14,000	$14,000
Sewer Connect. Fees	$3,360	$3,150	$5,460	$5,000	$5,000
Other Revenues	$11,276	$0	$915	$850	$850
Total Revenues	**$946,714**	**$741,897**	**$676,107**	**$647,935**	**$647,935**
Net Expenditures	***$926,376***	***$1,562,622***	***$1,622,836***	***$2,050,548***	***$2,056,920***
FTEs	18.00	19.00	19.00	21.00	21.00

2018-19 BUDGET HIGHLIGHTS

- 2 Project Managers recommended to support current and projected Capital Project workloads, coupled with the demand for additional special studies and initiatives at $168,630.
- Upper Neuse River Basin Association (UNRBA) dues in the amount of $100,329 have been moved to the Engineering budget from Nondepartmental.
- $20,000 in funding to support an update of the 2008 Greenhouse Gas Plan, which will be jointly conducted and funded with our City partners.
- $10,000 in non-profit program funds to the Ellerbe Creek Watershed Association for the Smart Program to restore water quality in our streams, rivers and drinking water supplies. Listed in the Appendix under Goal 4.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
Engineering						
Capital Project Development and Management	$902,612	7.00	$1,095,004	9.00	$1,101,376	9.00
Erosion control	$306,929	3.00	$297,769	3.00	$297,769	3.00
Open Space Preservation	$231,510	1.50	$368,025	2.50	$368,025	2.50
Real Estate	$231,511	2.50	$214,144	1.50	$214,144	1.50
Rougemont Community Water System	$90,000	0.00	$90,000	0.00	$90,000	0.00
Stormwater Management	$316,928	3.00	$417,166	3.00	$417,166	3.00
Sustainability	$225,029	2.00	$216,375	2.00	$216,375	2.00
Grand Total	**$2,304,519**	**19.00**	**$2,698,483**	**21.00**	**$2,704,855**	**21.00**

Capital Project Development and Management

Program Purpose: The purpose of the Capital Improvement Development and Management program is to improve County facilities through the management of capital projects for functional operation for staff and the citizens of Durham County.

Program Description: The Capital Improvement Development and Management 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 Gold level certification and renovation projects to be LEED Certified.

Erosion control

Program Purpose: As a state delegated local program, the purpose of the Erosion Control program is to perform plan reviews and enforce compliance for development activity throughout the County.

Program Description: 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.

Open Space Preservation

Program Purpose: The purpose of the Open Space Preservation Program is to protect and improve Durham's environment and quality of life by preserving environmentally significant open space and important farmlands. and by providing recreational opportunities when feasible.

Program Description: The Open Space Preservation Program works with landowners, non-profit agencies, public agencies and other stakeholders in the protection of identified lands, natural resources, farms, and waterways to improve the quality of life for all Durham County citizens. The Program develops public recreation areas on County-owned open space properties that include major parks, natural areas, and nature trails.

Real Estate

Program Purpose: 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.

Program Description: 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.

Stormwater Management

Program Purpose: The purpose of the Stormwater Management program is to protect water quality through implementation and compliance with the Neuse Rules, Jordan Lake Rules and Falls Lake Rules.

Program Description: The Stormwater Program is responsible for administering the Durham County Stormwater Ordinance, which applies to all unincorporated areas of Durham County. The Program is responsible for enforcing the Neuse River, Falls Lake, and Jordan Lake nutrient management rules through development reviews including flood control, water quantity, and water quality control measures. It is also responsible for maintaining the County's compliance with the rules through stormwater retrofit identification, illicit discharge detection and elimination, and education and outreach activities.

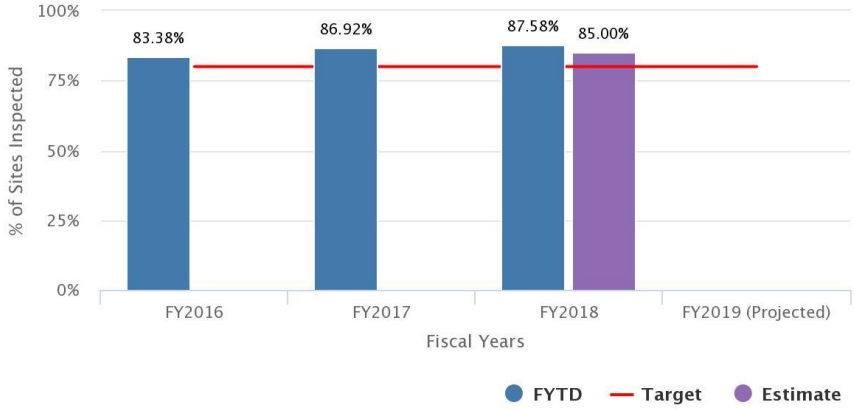
Sustainability

Program Purpose: The purpose of the City/County Sustainability Office is to help protect and improve Durham's environment through wise use of natural resources by providing guidance and resources to city and county employees, businesses & residents.

Program Description: The City-County Sustainability Office implements Durham's Greenhouse Gas Emissions Reduction Plan. Adopted in 2007, the plan sets ambitious goals for reducing greenhouse gas emissions by government and the community by 2030. The Sustainability Office strives to help protect and improve Durham's environment through wise use of natural resources by providing guidance and resources to City and County employees, businesses, and citizens.

PERFORMANCE MEASURES:

Measure: AVERAGE PERCENTAGE OF SITES INSPECTED MONTHLY

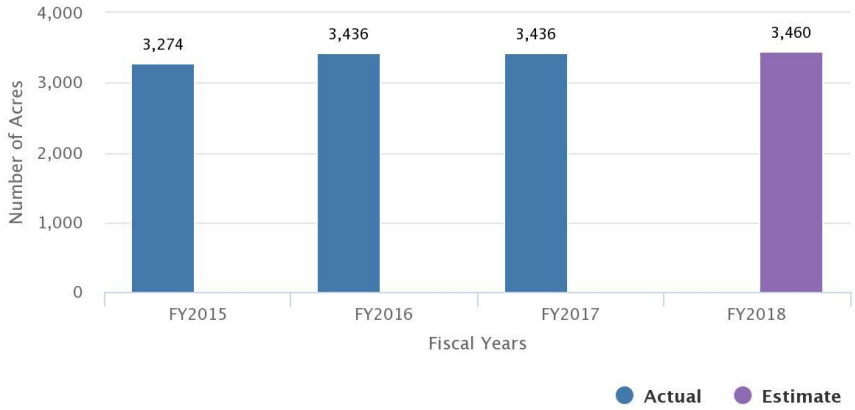


Measure description: This measure shows the percent of permitted sites that are inspected monthly. Monthly inspections are critical in maintaining compliance with land disturbance permits and erosion control plans. Maintaining compliance is the best way to keep sediment out of Durham County streams and rivers, thus protecting the environment and aligning with Goal 4.

Trend explanation: This measure has been consistently above the target since Q3-FY16. This trend is due to staff's dedication to inspections as the most important part of maintaining compliance. Readily available access to the "Uninspected Summary" in the internal erosion control database also allows staff to determine which sites need inspection.

FY2018-19 target projection: 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 target for FY19 will remain at 85%.

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

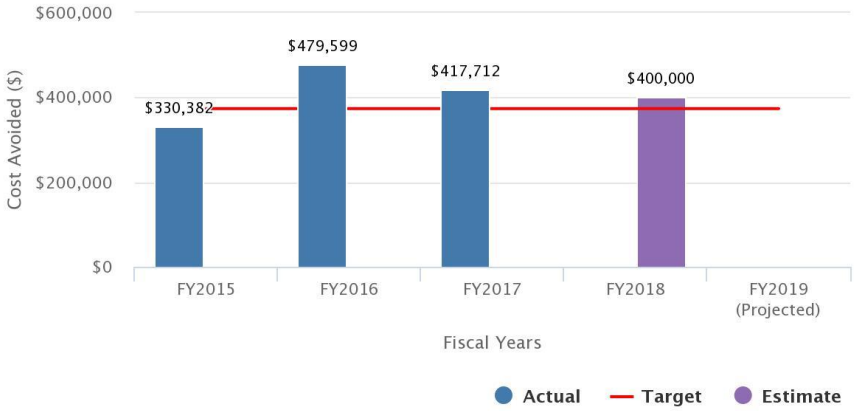


Measure description: Acres protected means the total acreage protected by Durham County, either through acquisition, or through other permanent means such as conservation easements. This is important because the amount of open space protected in a community helps with environmental protection, water 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. This measure directly aligns with Strategic Plan Strategy 4.1.C Open Space Preservation – Protect open space and preserve rural character.

Trend explanation: Conservation easements on important farmlands have been a core part of the program for over a decade. The average size of participating farms has dropped significantly, and the work to complete a farm easement is roughly the same regardless of size. So, the number of farms may be staying consistent while the total acreage protected each year is going down.

FY2018-19 target projection: There is no target for this measure due to the inability to project availability of land donated or for purchase.

Measure: COST AVOIDED THROUGH SUSTAINABILITY ENERGY SAVINGS PERFORMANCE CONTRACTING

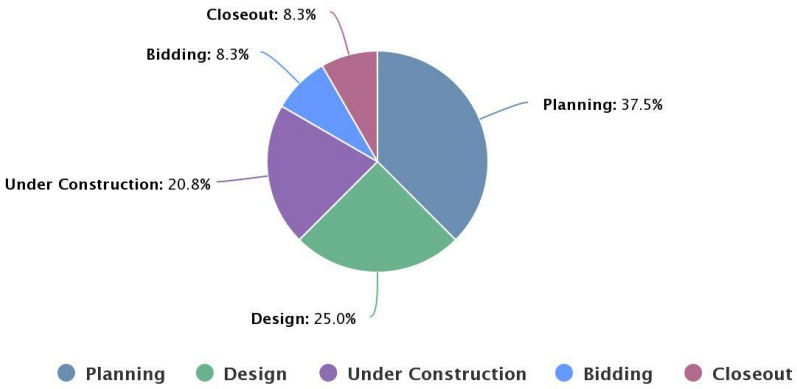


Measure description: This measure quantifies the amount of money saved by conserving energy and water in Durham County facilities through the Performance Contracting program. Performance Contracting is a way of implementing energy and water saving measures quickly and paying off the cost through guaranteed utility savings over time. This is important because Durham County is saving taxpayer dollars that can be used for other important County functions rather than sending those dollars to utility companies. In addition, staff is reducing Durham County's greenhouse gas emissions and conserving natural resources through energy and water savings. This aligns with Goal 5 as it relates to fiscal responsibility and Goal 4 as it relates to environmental stewardship. Data for this measure is collected through a third party verified process to calculate how much energy, water, and money Durham County is saving due to the retrofits completed on Durham County buildings. Some of the savings are calculated while others are based on the actual utility bills.

Trend explanation: This measure is trending in a positive direction (more costs avoided) because Durham County continues to save energy and water in facilities and because energy costs are increasing. As energy costs increase over time, the amount of money saved also goes up. To improve this measure, staff can continue to improve the way Durham County facilities function, so they are not wasting energy and water. Staff can also continue to work with employees to improve conservation habits and practices.

FY2018-19 target projection: This target is the amount of savings the contractor has guaranteed Durham County would see per the Energy Savings Performance Contract ($373,586).

Measure: CAPITAL PROJECTS ACTIVE PROJECT PORTFOLIO: PERCENT OF TOTAL PROJECT PORTFOLIO IN EACH PHASE, DECEMBER 2017



Measure description: This is a measure of the activity level of projects throughout the CIP process. This measure provides insight into staffing requirements for the division. Alignment with Goal 5 – Accountable, Efficient and Visionary Government.

Trend explanation: Trending for CIP projects is determined by economic forces and the County's CIP planning process. County Management will fund projects based on these factors, and the Project Management division is tasked with managing the projects within the allocated funding.

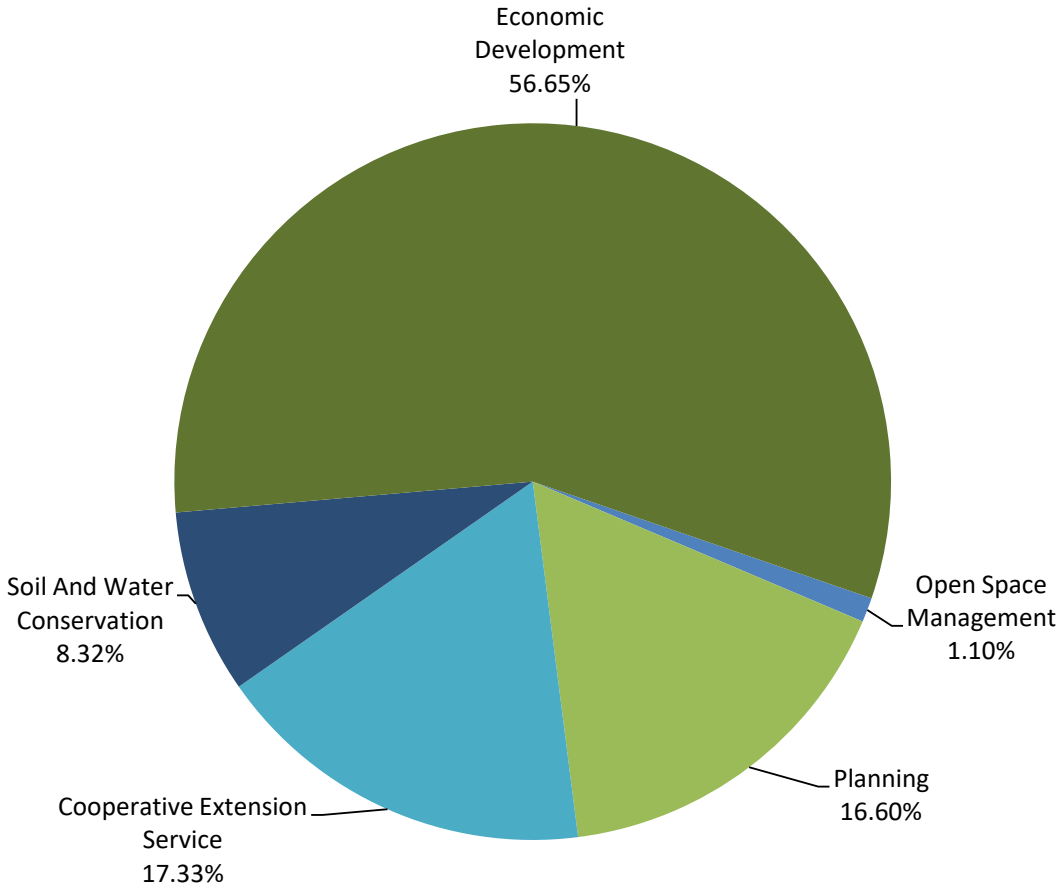
FY2018-19 target projection: The number of projects undertaken is based on decisions made by County Management and are beyond the division's control.

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Economic/Physical Development

A function of local government providing assistance and opportunity for economically disadvantaged persons and businesses.

Economic/Physical Development Recommended Budget



Business Area	2016-2017 Actual Expenditures	2017-2018 Original Budget	2017-2018 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended
Open Space Management	$61,993	$77,175	$75,484	$77,175	$77,175
Planning	$870,250	$1,158,514	$1,158,514	$1,160,299	$1,160,133
Cooperative Extension Service	$1,136,961	$1,178,816	$896,251	$1,231,102	$1,211,166
Soil And Water Conservation	$522,681	$559,781	$539,755	$618,161	$581,778
Economic Development	$2,344,722	$2,740,441	$1,541,021	$3,814,672	$3,960,248
Grand Total	**$4,936,608**	**$5,714,727**	**$4,211,026**	**$6,901,409**	**$6,990,500**

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.

MISSION

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.

PROGRAM DESCRIPTION

The Durham Open Space and Trails Commission (DOST), established by the Durham County Board of County Commissioners, utilized the assistance of the Durham City/County Planning Department to appoint the Matching Grants Committee and form the Matching Grants Program. The Open Space Coordinator from the Durham County Engineering and Environmental Services Department serves as Matching Grants Administrator, coordinating meetings, applications, and overseeing administrative aspects of the program.

Grants are awarded competitively on a yearly cycle beginning in September, with advertisements and announcements in newspapers, newsletters, and water bill enclosures. Completed applications are due to the Matching Grants Administrator at close of business on a specified date in the fall of each year. Applicants must provide at least one half of the project's cost and manage all aspects of the project to accommodate public accessibility. Grant awards are made to new permanent programs and expansions of existing programs that meet a wide range of service provision criteria.

Recommendations for funding are developed by the Matching Grants Committee of DOST for action by the Durham County Board of County Commissioners. The county enters into contracts with successful applicant organizations and the project work begins in the spring, with a maximum of 24 months for completion. The completed project is managed and maintained for public use as agreed to by the contracted organization and may be inspected or visited on a yearly basis by a representative of the County.

The grant process consists of five steps:

- Qualifying as an applicant and project
- Preparing an application
- Receiving a grant award and contract
- Implementing the project
- Performing continued responsibilities for maintenance of the grant project

Five new Matching Grant projects were approved in FY 2017-18 for the following organizations:

- Scrap Exchange
- Triangle Greenways Council
- Friends of Lakewood Elementary PTA
- Eno River Association
- Ellerbe Creek Watershed Association

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$61,994	$77,175	$75,484	$77,175	$77,175
Total Expenditures	**$61,994**	**$77,175**	**$75,484**	**$77,175**	**$77,175**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$61,994***	***$77,175***	***$75,484***	***$77,175***	***$77,175***

2018-19 BUDGET HIGHLIGHTS

- The Open Space Matching Grants budget will remain consistent with previous fiscal years

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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.

MISSION

To guide the orderly growth and enhancement of the Durham community while preserving its cultural heritage and natural resources.

DEPARTMENT DESCRIPTION

The Durham City-County Planning Department was established in accordance with NCGS § 153A-321 and NCGS § 160a-361, through an Interlocal agreement between Durham County and the City of Durham. The Planning Department serves as the professional planning agency for both the City and County. The Department performs complex land use evaluations and provides plans, reports, information, and recommendations to elected boards, City and County Managers, seven appointed boards and commissions, and the general public. The Department is also the lead department in implementing and enforcing regulatory controls on development applications. The Department works collaboratively with City, County, state, and federal agencies on land use issues. An annual work program is presented for adoption to the City Council and Durham Board of County Commissioners in accordance with the Interlocal agreement.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$870,251	$1,158,514	$1,158,514	$1,160,299	$1,160,133
Total Expenditures	**$870,251**	**$1,158,514**	**$1,158,514**	**$1,160,299**	**$1,160,133**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$870,251***	***$1,158,514***	***$1,158,514***	***$1,160,299***	***$1,160,133***

PROGRAM DESCRIPTIONS:

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.

PERFORMANCE MEASURES:

Measure: PERCENT COMBINED DEVELOPMENT REVIEW AND LAND USE REVIEWS TASKS COMPLETED WITHIN DEADLINES (AVERAGE) (BASED ON ACTUAL FINISH DATE)

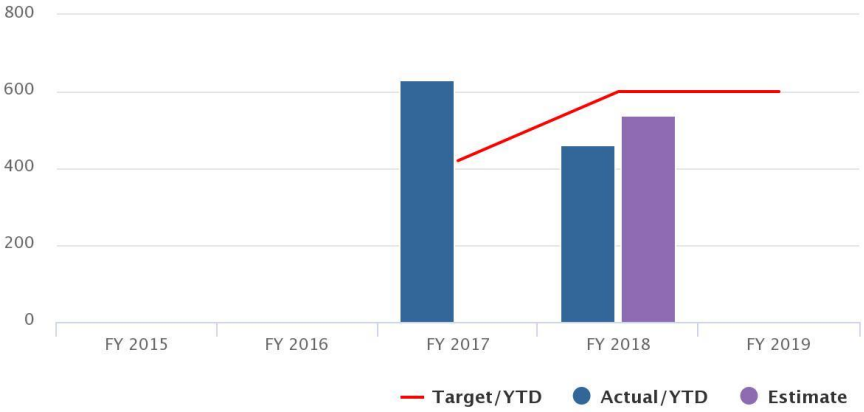


Measure description: This measures a greater reliability in development review processes to enable a business-friendly environment. It supports an emphasis on providing an efficient and customer-friendly development review process. Supports County Strategic Plan Goal 4: Environmental Stewardship and Community Prosperity; more specifically, Strategy 4.3A: Development Review - Provide an efficient and customer friendly development review process.

Trend explanation: The Development Review team has seen a lot of turnover during the last few years, which contributed to issues in meeting deadlines during the recent economic growth and concurrent increase in applications.

FY2018-19 target projection: As of December 2017, the team is fully staffed and anticipates meeting their deadlines at least 90% of the time.

Measure: NUMBER OF SIGN PERMITS PROCESSED SINCE JULY 1, 2016



Measure description: The Planning Department assumed the role of reviewing Signage Plans in July 2016 to improve efficiency and quality of signage plan reviews. Sign permits are required for a variety of sign types and ensure that signs comply with established regulations. The process includes application intake, issuance of permit, inspection upon installation, and maintaining public records. This measure supports County Strategic Plan Goal 5: Accountable, Efficient and Visionary Government.

Trend explanation: The annual number of sign permit submittals has been steady since the Planning Department took over their review, but the number of staff available to assist with those reviews has been greatly impacted by two vacancies early in FY18. Seasonal fluctuations in the workload caused staff to fall behind in the reviews. To resolve this issue, the department hired temporary staff and reassigned some other case types to get the sign permit reviews back on track.

FY2018-19 target projection: The current FY18 target is 50 sign permits processed per month, which would equate to 600 per year. The department expects to hit 540 at FY18 year-end, so the target will remain unchanged for FY19.

Measure: PERCENT OF POLICY DEVELOPMENT WORK PRODUCTS COMPLETED OR MILESTONES REACHED WITHIN ESTABLISHED DEADLINES (AVERAGE)

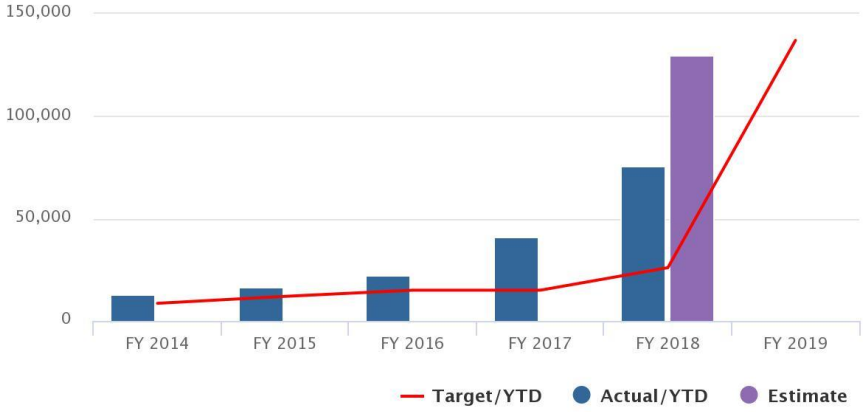


Measure description: The Policy Development team prepares project management plans for each policy project that is a priority for the elected boards. Many Policy Development projects span multiple fiscal years. Tracking their progress assures weekly oversight and allows for adjustments of the timelines in response to shifting priorities and unanticipated delays. This measure supports Goal 1 of the County Strategic Plan: Community Empowerment and Enrichment, Strategy 1.3D: Affordable Housing and Goal 4: Environmental Stewardship and Community Prosperity, Strategy 4.2C: Regional Planning.

Trend explanation: The Policy Development team develops detailed project plans for long-term projects in accordance with our approved Work Program, but the team must also respond to changing priorities from the governing boards. The Policy Development team had several unanticipated delays and changes in priorities in the past few months which impacted their progress on the programmed work products.

FY2018-19 target projection: The target was historically set at 95% but was dropped to 90% in FY17. The department is anticipated to hit 70.70% by FY18 year-end, so will keep the target at 90% for FY19.

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

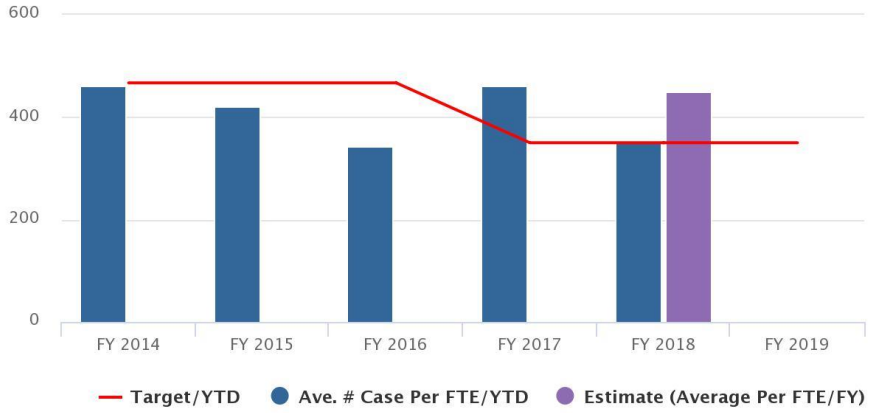


Measure description: The Development Services Center (DSC) provides a one-stop shop for development services, including application intake, in-person customer service, and quick turnaround for minor building projects and planning approvals. The mission of the DSC is to improve the coordination, predictability, timeliness, and quality of customer service delivery and the development review process. This measure supports County Strategic Plan Goal 5, Objective 5.1: Customer Engagement and Responsiveness - Bolster engagement and responsiveness to both internal and external customers.

Trend explanation: Along with the steady increase in the number of contacts since the economic turnaround after the recession in 2008, the Planning Department and now the Development Services Center has also improved the accuracy of tracking. Thus, if the economy continues to be strong, the number of customers will continue to increase steadily over the year, with fairly predictable peaks and valleys on a monthly basis.

FY2018-19 target projection: The FY18 target is 26,000 contacts by DSC staff; however, the year-end estimate is 129,500. Thus, the FY19 target has been increased to 137,000 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 the County Strategic Plan Goal 5, Objective 5.1: Customer Engagement and Responsiveness - Bolster engagement and responsiveness to both internal and external customers.

Trend explanation: The department has had some staffing/vacancy issues that curtailed proactive patrols starting in August 2017. As vacant positions are filled, the capacity for proactive patrols will increase, thus maintaining a similar ratio of cases to FTEs.

FY2018-19 target projection: The target was set at 466.99 cases per FTE prior to FY17. In FY17, the target was dropped to 350. At FY18 year-end, the department estimates to be around 450 cases per FTE, so the FY19 target will remain at 350.

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CITY/COUNTY INSPECTIONS

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

MISSION

To provide a cost-effective level of service designed to assure the adequate protection of the health and safety of the citizens of the City and County of Durham through assertive enforcement of the various State Building, Electrical, Plumbing and Mechanical Codes and local Zoning Ordinances.

DEPARTMENT 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).

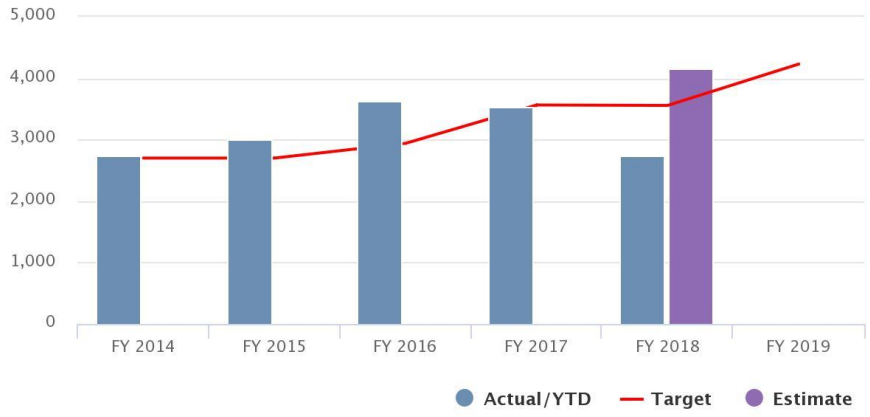
The City-County Inspections Department receives permit applications for all construction trades (building, electrical, plumbing, mechanical and fire), reviews plans and specifications (including Fire Prevention plan reviews), issues permits for all construction activity, and follows up with field inspections 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.

The current level of service supports economic development activities that increase citizen access to high quality jobs while increasing the City's tax base. This level of service leads to a strong and diverse economy by providing assistance to encourage new and existing development and providing prompt, efficient, and professional plan review and inspection services. In addition, the current level of service provides assistance with efforts to improve the livability of the city, encouraging thriving, livable neighborhoods by managing the City's growth, protecting and preserving the environment, and maximizing the use of public infrastructure by providing plans review and inspections for all renovation/remodeling and new construction activities. This service helps ensure that all residential and commercial construction meets the NC State Building Codes for safety and health, as well as complying with the UDO requirements, which are structured to preserve and protect the environment.
The Inspections Department also provides electrical, plumbing, and mechanical inspections for Neighborhood Improvement Services' projects, in order to assist them in their efforts to eliminate substandard housing (leading to safe and secure communities).

The FY2018-2019 budget for the Inspections Department is entirely fee supported with $5,151,948 in revenues and is balanced with $5,151,948 in proposed expenditures.

PERFORMANCE MEASURES:

Measure: NUMBER OF RESIDENTIAL PLANS REVIEWED

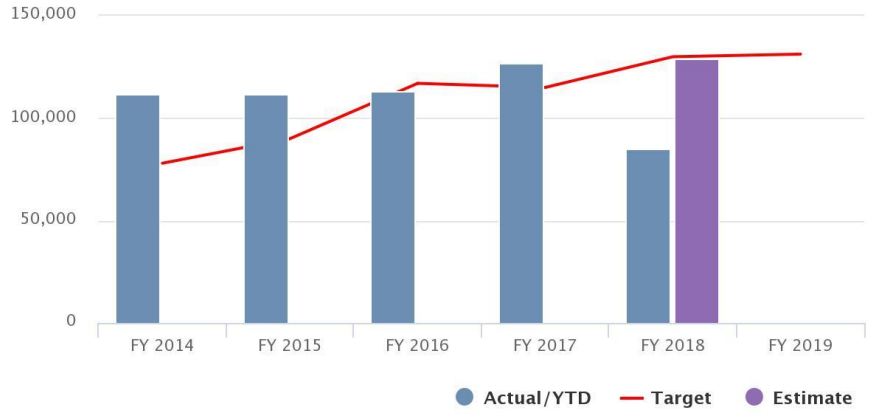


Measure description: The Inspections Department measures the number of residential plans reviewed to assist with workload distribution. This information helps the department redistribute workloads to meet the department's customer service goals.

Trend explanation: This metric is currently on track to meet the FY18 target.

FY2018-19 target projection: The projected number of residential plans review for FY19 is 4230, which is slightly higher than the current fiscal year projection.

Measure: NUMBER OF INSPECTIONS PERFORMED



Measure description: The Inspections Department measures the number of inspections performed to assist with workload distribution. This information helps the department redistribute workloads to meet the department's customer service goals.

Trend explanation: This metric is currently on track to meet the FY18 target.

FY2018-19 target projection: The projected number of inspections performed for FY19 is 131,274, which is slightly higher than the current fiscal year projection.

Measure: PERCENT RESPONSES TO REQUESTED INSPECTIONS WITHIN 24 HOURS

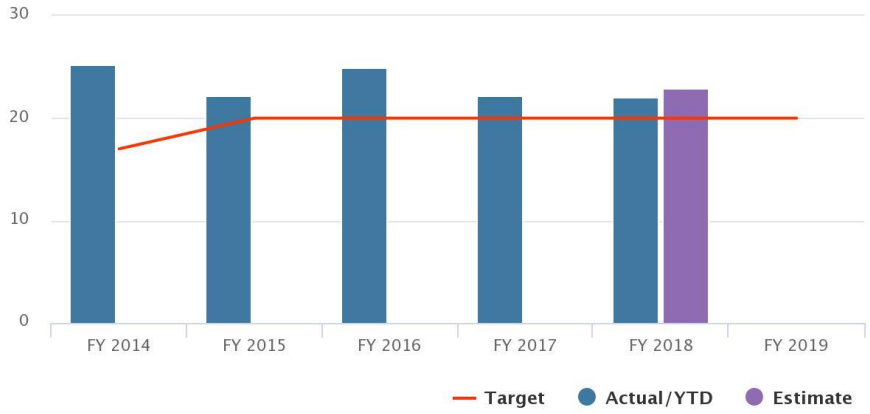


Measure description: The Inspections Department measures the percent of inspections performed within 24 hours in order to assist with maintaining the department's customer service goals.

Trend explanation: This metric is currently on track to meet the FY18 target.

FY2018-19 target projection: The projected 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: The Inspections Department measures the number of inspections per inspector per day to assist with workload distribution. This information helps the department redistribute workloads in order to meet the department's customer service goals.

Trend explanation: This metric is currently on track to meet the FY18 target.

FY2018-19 target projection: The projected number of inspections per inspector per day is 20. This target level has been benchmarked throughout the region (UNC School of Government) and is above the state average, as determined by the Department of Insurance.

Measure: PERCENT OF RESIDENTIAL PLANS REVIEWED WITHIN FIVE BUSINESS DAYS



Measure description: The Inspections Department measures the number of plans reviewed within five business days to assist with workload distribution. This information helps the department redistribute workloads in order to meet the department's customer service goals.

Trend explanation: This measure is currently below target. The department had an over 17% increase in the number of single family plans submitted as compared to last fiscal year; it took an excessive amount of time to fill a vacant position in Plan Review due to lack of qualified applicants and lack of ability to attract qualified applicants due to the thriving economy; absences in the Plan Review Division due to family sicknesses/deaths; previous new hire was with the department for only three weeks, then went to work with another jurisdiction offering higher pay. To try and bring this measure on track to meet the FY19 target, the department is advertising for vacant positions, offering overtime to employees, and hiring part-time employees to help with the workloads.

FY2018-19 target projection: The projected 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 SERVICE

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.

MISSION

The Durham County Center of North Carolina Cooperative Extension helps individuals, families, and communities use research-based information and county resources to improve the quality of their lives.

DEPARTMENT DESCRIPTION

In Durham County, Cooperative Extension connects residents with essential resources 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 the federal government. Local issues are addressed through educational programs delivered at the county center as well as in the community.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$853,942	$919,525	$710,757	$948,985	$932,765
Operating	$283,015	$259,291	$185,494	$282,117	$278,401
Total Expenditures	**$1,136,957**	**$1,178,816**	**$896,251**	**$1,231,102**	**$1,211,166**
Revenues					
Intergovernmental	$307,511	$252,768	$202,369	$273,868	$273,868
Contrib. & Donations	$300	$2,250	$0	$250	$250
Service Charges	$17,617	$24,160	$1,560	$30,260	$30,260
Other Revenues	$1,390	$0	$0	$0	$0
Total Revenues	**$326,818**	**$279,178**	**$203,929**	**$304,378**	**$304,378**
Net Expenditures	***$810,139***	***$899,638***	***$692,322***	***$926,724***	***$906,788***
FTEs	21.01	16.94	16.94	17.21	16.94

2018-19 BUDGET HIGHLIGHTS

- Cribs for Kids® National Infant Safe Sleep Initiative $7,300
- Motheread B.A.B.Y. (Birth and Beginning Years) $4,930

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
CES						
Agriculture and Natural Resource Management	$97,692	0.84	$159,529	2.40	$158,785	2.40
Community Engagement and Capacity Building	$253,964	2.96	$227,723	2.80	$210,760	2.53
Nutrition and Food Safety	$94,195	1.16	$161,351	2.23	$160,608	2.23
Welcome Baby	$554,058	8.82	$589,244	8.88	$588,501	8.88
Youth Development: 4H	$178,907	2.83	$93,255	0.90	$92,512	0.90
Grand Total	**$1,178,816**	**16.61**	**$1,231,102**	**17.21**	**$1,211,166**	**16.94**

Agriculture and Natural Resource Management

Program Purpose: Provide research based training in best management practices as it relates to agriculture and natural resource management to consumers and green industry professionals.

Program Description: The Agriculture and Natural Resource Management program provides research-based agricultural and gardening information to the public— both consumers and agriculture professionals—such as educational workshops, soil testing, pest identification, professional pesticide certification, support and consultation for farmers, and more. Extension Master Gardener Volunteer and Extension Gardener programs educate consumers on plant care, landscaping, and other concerns though the Master Gardener office, workshops, classes and community events. Volunteers receive training in horticulture and complete volunteer service and continuing education requirements.

Community Engagement and Capacity Building

Program Purpose: The Community Engagement and Capacity Building Program expands opportunities for individuals, families, organizations, and the Durham community to build skills, gain knowledge, and resolve issues to help improve quality of life, increase student and family success, and develop active and informed citizens.

Program Description: Community Engagement and Capacity Building develops the ability of youth and adults, groups, and the community to build skills and to address and resolve issues. 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; and Customized Training and Family Services in Caregiving, Financial Resource Management, Team Building, Leadership Development, Strategic planning and other topics.

Nutrition and Food Safety

Program Purpose: Nutrition and food safety education provides research-based education and information that give the public the knowledge and skills needed to practice safe food handling standards and make nutritious, healthful, and affordable food choices that improve and prevent dietary related illnesses.

Program Description: Extension nutrition education programs promote optimal health by teaching participants lifestyle strategies for healthy eating and increasing physical activity, reducing the occurrence of chronic diseases and generating an increased quality of life for participants. Food safety training for food service providers ensures compliance with the Durham County Health Department 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 among the public consuming food in local food establishments and institutions and stimulates the local economy through job creation and added revenue.

Welcome Baby (WB)

Program Purpose: 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 safely rear children and increase children's success in school.

Program Description: The Welcome Baby Family Resource Center offers emotional and practical support, child development education, and prevention services designed to strengthen families and caregivers with young children ages 0 to 5 years. All services and programs increase families' capacity to nurture and prepare their children for success in school and are offered in English and Spanish. Programming includes individual consultation, supportive classes and workshops such as Incredible Years, Motheread, Triple P, Very Important Parents (VIP) Teen Parenting, and Positive Discipline along with services like the Giving Closet, Cribs for Kids, and the Car Seat Safety program. Welcome Baby has been part of the Durham community for nearly 30 years.

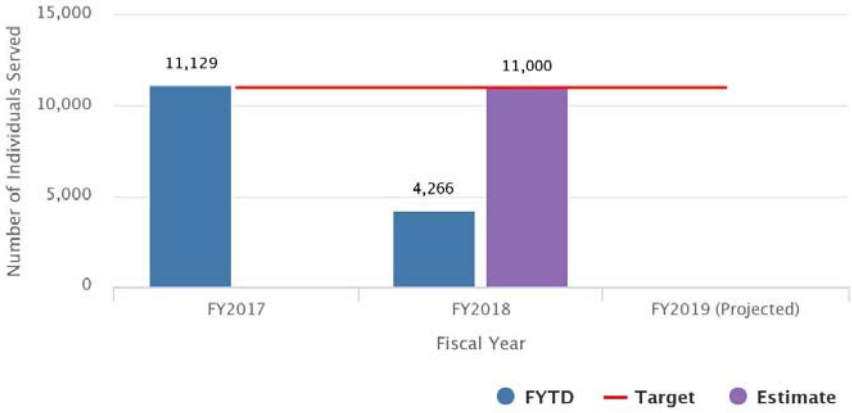
Youth Development: 4H

Program Purpose: The purpose of 4-H Youth Development is providing enrichment, learning and leadership development activities for youth ages 5 to 19 to become socially conscious, engaged citizens.

Program Description: 4-H Youth development offers young people a variety of camps, workshops and school enrichment opportunities. Through partnerships with DPS and Durham Parks and Recreation among others, 4-H teaches life skills and career readiness as well as leadership and STEM education in the community. Through our community clubs we engage and train volunteers to work with youth in high need neighborhoods.

PERFORMANCE MEASURES:

Measure: **NUMBER OF INDIVIDUALS SERVED BY A CERTIFIED EXTENSION MASTER GARDENER VOLUNTEER**

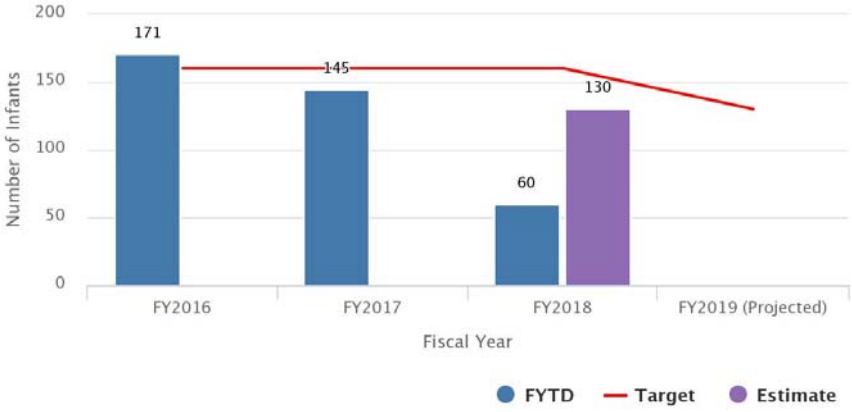


Measure description: The Extension Master Gardener Volunteer (EMGV) program serves residents of Durham County. Highly trained and supported volunteers provide research-based gardening solutions customized to the needs of residents, which result in best management practices for landscapes. These practices result in more productive gardens, healthy foods, and more environmentally appropriate landscapes. Extension Master Gardener volunteers serve the community at libraries, local gardens, garden centers, community events, and through the Master Gardner office and hotline. This measure aligns with Strategic Plan Goal 4.

Trend explanation: This number is trending down in Q1 and Q2 of FY18, since fall-winter transition has plants going into dormancy. Additionally, it is the end of the outdoor event season so higher numbers cannot be obtained from large events. The trend should rebound in the spring/summer growing season when more participation is expected based on previous years.

FY2018-19 target projection: This number is on target based on the number of volunteers and events scheduled in the program. The FY19 target is set at 11,000 individuals served.

Measure: NUMBER OF INFANTS RECEIVING A SAFE SLEEP ENVIRONMENT (WELCOME BABY/CRIBS FOR KIDS PROGRAM)

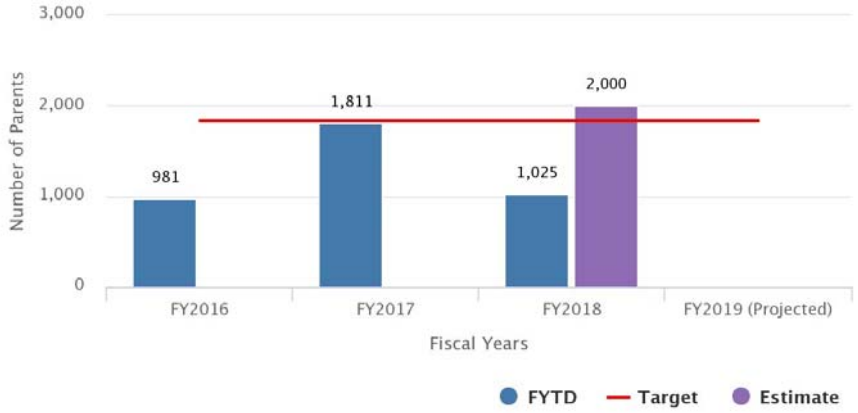


Measure description: This measure shows the number of cribs distributed to parents with infants. The cribs are safe, and parents are taught how to assemble and use the cribs to create a safe sleep environment. The proper use of the crib helps prevent SIDS (Sudden Infant Death Syndrome). SIDS is one of the most common causes of infant death. Safe sleep programs, such as the national Back to Sleep Campaign, have demonstrated a documented decrease in SIDS of over 50%. The Cribs for Kids program is a public-private partnership where the department raises funds through the Agricultural Foundation and is expanding fundraising efforts to ensure more infants receive a safe sleep environment. This measure aligns with Strategic Plan Goal 2.

Trend explanation: The measure is progressing as expected. Performance may be enhanced by improving how clients are referred to the program. This is a need-based referral based on information obtained through home visits by referring partners.

FY2018-19 target projection: The changed target of 130 is based on historical data of the number of cribs distributed and the funds anticipated in FY2018-19.

Measure: **NUMBER OF PARENTS USING THE WELCOME BABY GIVING CLOSET (WELCOME BABY PROGRAM)**

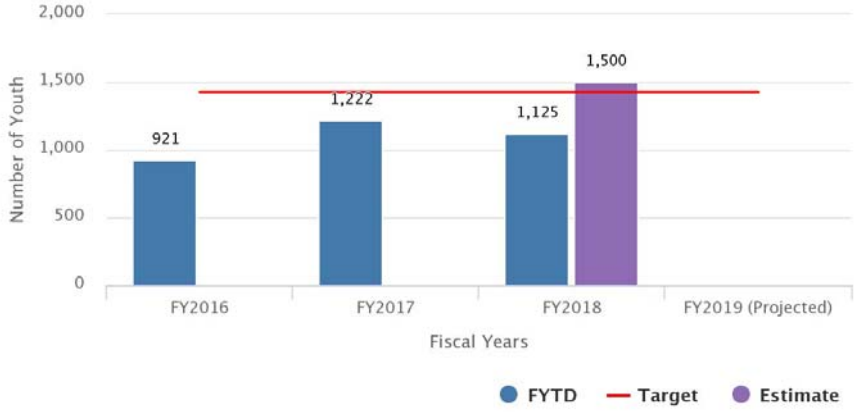


Measure description: This measure shows families utilizing the Welcome Baby Giving Closet, which provides clothing and supplies to pregnant mothers and families with young children ages 0-5. The program accepts community donations and relies on staff and volunteers to sort the donations, ensuring that the items are of good quality. Each family may come to the Giving Closet six times each fiscal year and receive seasonally appropriate clothing, including coats in winter months. The Giving Closet is Welcome Baby's primary face-to-face recruitment tool for its evidence- and research-based parenting classes, increasing positive parenting practices. This measure aligns with Strategic Plan Goal 1.

Trend explanation: The trend fluctuates based on demand. Weather also affects Giving Closet visits. Attendance is limited by capacity in a given Giving Closet session. Performance can be improved by continuing to promote Giving Closet to Durham families in need.

FY2018-19 target projection: The target of 1,835 is based on historical data--number of Giving Closet sessions multiplied by the maximum number of participants per session.

Measure: TOTAL NUMBER OF YOUTH SERVED THROUGH ALL YOUTH DEVELOPMENT 4-H ACTIVITIES

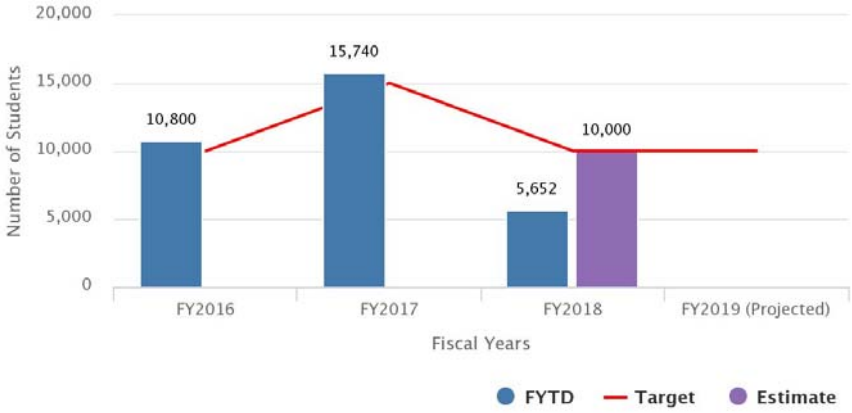


Measure description: This measure shows the number of youth who participate in a program, event, camp or partnership. 4-H is Cooperative Extension's Youth Development Program, serving young people from ages 5 to 19, providing programming in STEM (Science, Technology, Engineering, and Math), Healthy Living, Civic Education, and Leadership. This measure aligns with Strategic Plan Goal 1.

Trend explanation: The number is higher than usual due to expanded services through STEM Days program in the fall in partnership with the Museum of Life and Science. The target is on track to be exceeded based on spring activities and school partnership along with early summer camp registrations.

FY2018-19 target projection: The target of 1,425 is based on historical data for the program's services and may be adjusted as planning for FY2018-19 develops.

Measure: NUMBER OF STUDENTS PARTICIPATING IN KIDS VOTING DURHAM



Measure description: The measure represents the number of students participating in Kids Voting Durham (KVD) through Kids Voting elections, classroom activities, and other civic education efforts. Kids Voting is a year-round civic education program, which offers civic education in classrooms and the community, during election times and throughout the year. Thousands of students participate in Kids Voting elections and civic education activities annually. This aligns with Strategic Plan Goal 1.

Trend explanation: This level of participation by students and volunteers is typical in local-only elections, as opposed to Presidential election years and years featuring statewide and other high-profile races. Kids Voting is an effective, popular, and high-demand program staffed only by a part-time (20-hour) staff person. KVD continually incorporates teacher training, training of after school programs, and other delivery avenues to expand its reach. As election cycles take more than 20 hours a week, the staff member utilizes the County's compensatory time policy. This means that the KVD staff must take that time off during non-election time, which limits the civic education outreach that can be accomplished with youth and families at other times of the year. Due to these constraints and those of a community partner, KVD did not hold is annual Family Voting celebration that typically attracts between 300-400 individuals. KVD will continue this event in future elections.

FY2018-19 target projection: Local election year targets (10,000) and Presidential election year targets (15,000) are set at different levels. Interest and participation are always greater in Presidential election years with greater in-school participation.

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SOIL AND WATER CONSERVATION

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

MISSION

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.

DEPARTMENT DESCRIPTION

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 resource conservation work, and coordinate the conservation efforts of Federal and State agencies within the district.

Leading this effort are almost 500 District Supervisors, elected or appointed men and women who voluntarily lead local conservation programs. Each District has both elected and appointed supervisors who serve four years in office. They serve without pay but can be reimbursed for official expenses. 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. The District Board recommends local citizens to the State Soil and Water Conservation Commission as candidates for the appointed positions for their approval. The Chairman of the Soil & Water Commission is appointed by the Governor.

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). Both Federal and State agencies provide financial, technical, and administrative support to the Districts. The financial support comes by means of Cost Share Programs. These monies reimburse landowners for installing Best Management Practices (BMP).

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$425,465	$434,376	$407,308	$445,080	$445,080
Operating	$97,222	$125,405	$132,447	$173,081	$136,698
Total Expenditures	**$522,687**	**$559,781**	**$539,755**	**$618,161**	**$581,778**
Revenues					
Intergovernmental	$26,730	$26,760	$26,760	$26,760	$26,760
Total Revenues	**$26,730**	**$26,760**	**$26,760**	**$26,760**	**$26,760**
Net Expenditures	***$495,957***	***$533,021***	***$512,995***	***$591,401***	***$555,018***
FTEs	4.00	5.00	5.00	5.00	5.00

2018-19 BUDGET HIGHLIGHTS

- Building off the trial program initiated in the current fiscal year to provide small grants to aid local growers in obtaining and maintaining the necessary certification (GAP) to allow them to access institutional markets for their produce and related products, a recommended increase in funding of $12,500, representing an increase of 50% over current year funding, to accommodate interest in the program. To date, 5 farmers have received grant funding and are projected to be GAP certified in the coming fiscal year.
- Funding is recommended to replace the department's heavy-duty truck at $37,120 to ensure continuity of operations.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
Soil & Water Conservation						
Agriculture Development	$58,478	0.50	$82,601	0.50	$70,101	0.50
Community Outreach	$116,956	1.00	$128,061	1.00	$128,061	1.00
Environmental and Regulatory Compliance	$58,478	0.50	$67,601	0.50	$67,601	0.50
Natural Resource Protection Projects	$325,869	3.00	$339,898	3.00	$316,015	3.00
Grand Total	**$559,781**	**5.00**	**$618,161**	**5.00**	**$581,778**	**5.00**

Agriculture Development

Program Purpose: The purpose of the Agriculture Development and Farmland Preservation Program is to protect and preserve the farmland and Durham County's agricultural history, to create new markets and marketing opportunities for Durham farmers, to expand agriculture education and to promote and support local food systems.

Community Outreach

Program Purpose: The purpose of the Community Outreach and Environmental Education Program is to engage the community in environmental stewardship and to meet the state and federal requirements of community engagement and participation as outlined in the three Nutrient Reduction Strategies passed by the state.

Environmental and Regulatory Compliance

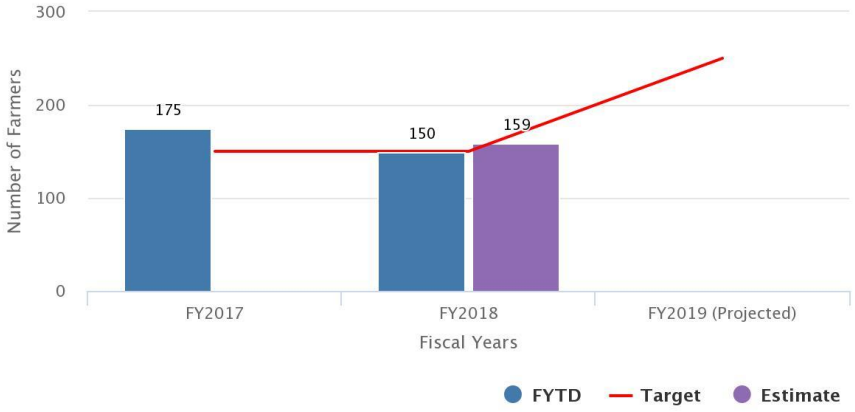
Program Purpose: The purpose of the monitoring and reporting program is to adhere to state and federal regulations requiring the inspection of BMPs and easements to make sure they are in compliance with rules, regulations and policies of the various governmental entities and cost share agreements.

Natural Resource Protection Projects

Program Purpose: The Natural Resource Protection Projects are designed to protect & conserve Durham County's resources and to improve water quality by installing best management practices (BMPs) to help meet state-mandated nutrient reduction requirements.

PERFORMANCE MEASURES:

Measure: NUMBER OF FARMERS ASSISTED WITH AGRICULTURAL ECONOMIC DEVELOPMENT

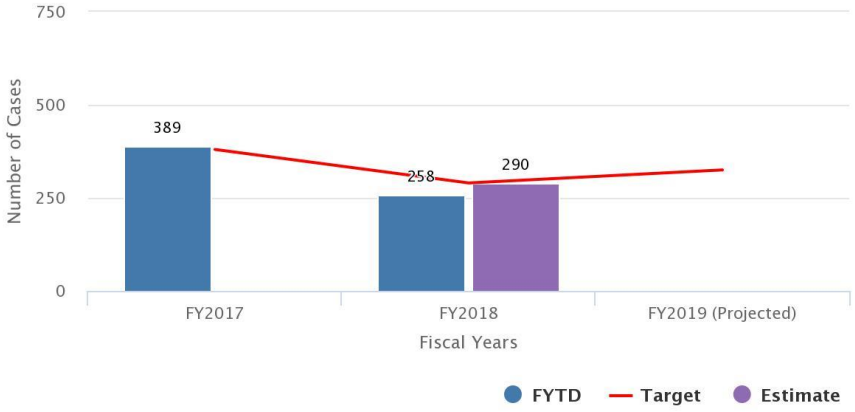


Measure description: To date, the County has preserved 15 farms totaling 2,132 acres. Agricultural Economic Development (AED) is needed to make Durham County farms "working farms." There has been demand for an increase of AED activities to expand market opportunities for Durham products and agriculture 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 aligns with County Strategic Plan Goal 1.

Trend explanation: This measure is trending up as Durham citizens are demanding local foods, food security, environmental justice, and the elimination of food deserts. The County has experienced an increase in niche farms, which has driven up the demand for AED assistance and conservation. Currently, AED assistance is on the rise.

FY2018-19 target projection: An agreement was made with a partnering agency to work collaboratively to meet consumer demand. This will lead to a division of labor to meet demand without additional resources. This trend will likely change as the request for new services increases. The target is increased to 250 due to additional workshops and farm tours planned in FY19.

Measure: TOTAL NUMBER OF TECHNICAL ASSISTANCE SITE VISITS PROVIDED BY DEPARTMENT STAFF

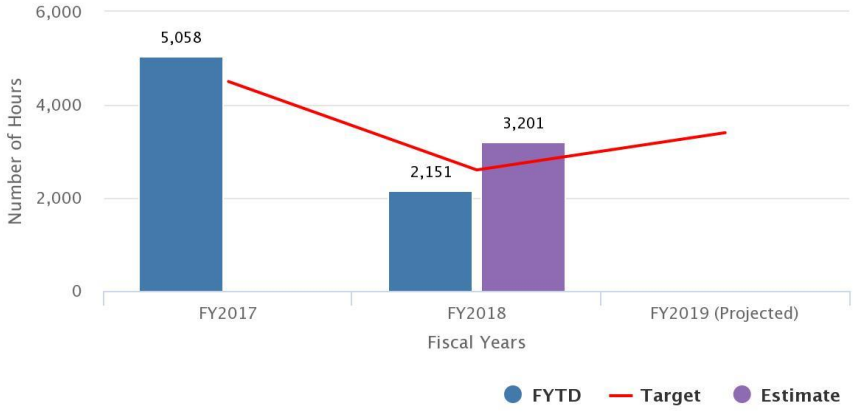


Measure description: The department offers citizens a variety of technical service site visit and evaluation options. Initial site visits allow staff to develop professional relationships necessary to pursue cost-share agreements and subsequent installation of water quality Best Management Practices (BMPs). Follow-up technical assistance may be necessary to complete field surveys, project designs, BMP construction oversight, and more. Each site visit provides landowners personalized attention and assistance with their natural resource concerns, increasing the partnership potential and community investment in voluntary water quality improvement and protection efforts. This measure aligns with County Strategic Plan Goals 1 and 4.

Trend explanation: Numbers may increase during certain months when (1) staff focus outreach, resulting in more requests for assistance; (2) funding levels are high; (3) vegetation has died off in winter causing obvious erosion; (4) periods of heavy rain enhance landowner drainage concerns; or (5) BMP installation seasons are particularly busy.

FY2018-19 target projection: The target is based on the high level of customer service staff resources have been able to provide through technical assistance services.

Measure: NUMBER OF GREEN JOB TRAINING AND WORK HOURS

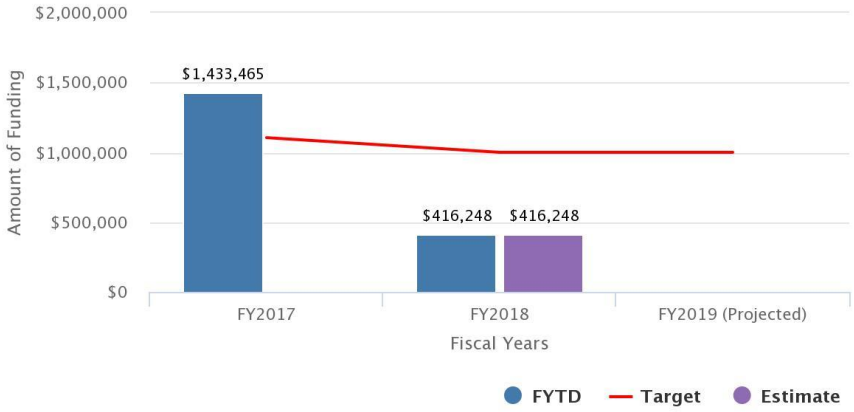


Measure description: The department has been engaged in the promotion of the Bionomic Educational Training Center (BETC) program as a method to enhance community participation in conservation measures, improve student achievement in math and science, and train at-risk youth for jobs in the Green Industry. This measure aligns with Strategic Plan Goals 1, 2, and 4.

Trend explanation: This program has two components: (1) in-classroom training during the school year (Q1 to Q3) and (2) the summer program at the end of Q4/beginning of Q1. The numbers for the first three quarters of FY18 are down because there were no grant funds to pay contractors to implement the program. The numbers in Q4 will be based on the funding levels of the YouthWork Internship Program and the number of students available to participate. The numbers of student job training and work hours will be approximately half of the number reported in the past three years due to funding.

FY2018-19 target projection: The target is set at this level because the current level of YouthWork Internship Program funding is decreasing and there is no funding available for contract services to implement the classroom instruction and curriculum. The target number has increased to 3,400 for FY19 due to the increase in interested students and school administration.

Measure: FEDERAL, STATE AND OTHER ENTITY FUNDING APPLIED FOR AND RECEIVED TO PROVIDE DURHAM TAX PAYERS NATURAL RESOURCE SERVICES/BENEFITS

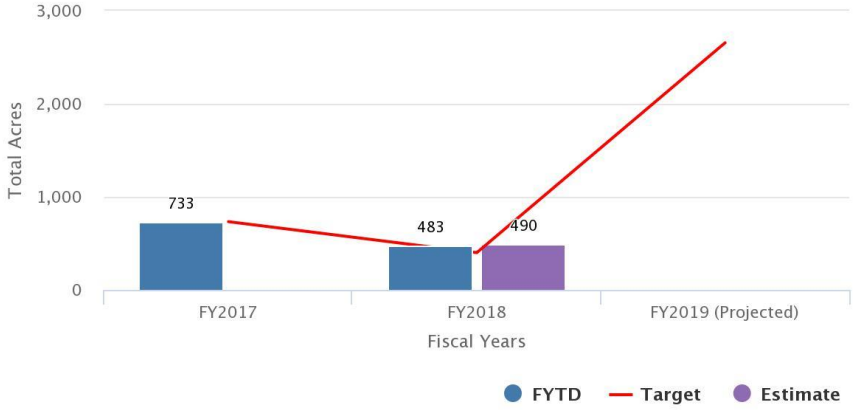


Measure description: This measures the amount of outside funding being received to support programs. The department manages numerous programs that utilize outside funding for program implementation. This outside funding is essential for the successful completion of the department's mission to meet the 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. This measure aligns with County Strategic Plan Goals 1, 2, and 4.

Trend explanation: Outside funding from grants can cover multiple years of project and program implementation. Different grant sources may have application timeframes at varying intervals during the year. Trends depend on the amount of outside grants available and awarded and the staff resources available to utilize these funds over the short and long-term.

FY2018-19 target projection: This level of funding is necessary to keep pace with the consumer demand for multiple programs. This level of funding matches the staffing level and the ability for the department to maintain a high level of customer satisfaction.

Measure: TOTAL ACRES TREATED WITH "NEW" CONSERVATION BEST MANAGEMENT PRACTICES



Measure description: This measure tracks the land drainage area that is treated by the installation of conservation Best Management Practices (BMPs). BMPs are methods that have been determined to be the most effective and practical means of preventing or reducing non-point source pollution to help achieve water quality goals. BMPS include both measures to prevent pollution and measures to mitigate pollution. BMPs "treat" stormwater that flows from drainage areas by capturing and removing pollutants, such as excess nutrients and/or sediment from the stormwater. Reducing pollutants in stormwater that flows to drinking water supply sources supports the sustainability of the local community. Preserving high quality soil on-site and capturing nutrient-rich stormwater in BMPs also helps to preserve the County's natural resource base (air, water, plant, soil and water) and assists the County in meeting its nutrient reduction mandates to improve the health of waterways. This measure aligns with County Strategic Plan Goal 4.

Trend explanation: This measure is trending higher in FY18 Q2 than in Q1. Quarterly fluctuations in BMP installation may be the result of numerous factors. Vegetated practices are more successful when vegetation is installed during appropriate planting seasons. Therefore, project completion may be delayed to a later quarter that supports the survival of plant material. Installation may also vary due to type of BMP, landowner preference, contract process timeframe, weather (rainfall and soil moisture levels are a concern when earth moving/grading are required for installation), and funding availability/awards from outside sources such as state agencies and private foundations/companies.

FY2018-19 target projection: The target for this measure is based upon the dollars currently available for cost-share agreements and the trends relating to installation of practices that have been completed at this level of funding. Again, many variables may affect this target. The FY19 target is set at a higher level due to two stream restoration/stormwater projects that are treating large watershed acres.

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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.

MISSION

The mission of Durham County's Economic Development Program is to develop and implement initiatives that promote the economic well-being of Durham County. This mission is achieved by working closely with local economic development organizations to aid and encourage new capital investment and the creation and retention of quality jobs for Durham residents.

PROGRAM DESCRIPTION

Durham County's Economic Development Program is managed and staffed through the County Manager's office as part of the Goal 4 area. Contracts with the Greater Durham Chamber of Commerce and Downtown Durham, Inc. (DDI) provide for assistance in coordinating economic development initiatives and activities throughout the county. The Chamber's contract is budgeted at $265,000 and DDI is budgeted at $160,000. Additionally, funding is included to support the Research Triangle Regional Partnership (RTRP) $43,829, the History Museum $51,000, Economic Development Festivals Request for Proposals (RFP) $100,000 and the Sports Commission $100,000. Additionally, $500,000 of One North Carolina Fund grant dollars are new to this year's budget as well as $250,000 in funds for an infrastructure study at the Treyburn Industrial Park.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$63,613	$95,224	$0	$102,290	$102,376
Operating	$477,910	$976,395	$1,303,127	$1,535,105	$1,430,595
Transfers	$0	$0	$0	$0	$250,000
Other	$1,803,198	$1,668,822	$237,857	$2,177,277	$2,177,277
Total Expenditures	**$2,344,721**	**$2,740,441**	**$1,541,021**	**$3,814,672**	**$3,960,248**
Revenues					
Intergovernmental	$0	$0	$0	$500,000	$500,000
Total Revenues	**$0**	**$0**	**$0**	**$500,000**	**$500,000**
Net Expenditures	***$2,344,721***	***$2,740,441***	***$1,541,021***	***$3,314,672***	***$3,460,248***
FTEs	1.00	1.00	1.00	1.00	1.00

2018-19 BUDGET HIGHLIGHTS

The County continues to maintain its Economic Development Investment Program to attract and retain new business and industry. While incentives payments are projected for the upcoming year, they are not guaranteed. As such, half of the budgeted incentive payments are funded through fund balance rather than through projected revenue as to minimize the impact of tying up dollars better used for other County initiatives. For the companies that are scheduled to receive payments through their contractual agreements, the following have been budgeted in FY2018-2019 that are likely to meet those milestones:

Projected Incentive Payments

21c Museum Hotel	$200,000
Aurobindo	$100,000
Austin Lawrence Partners East	$264,873
BioMeriuex	$80,000
Braeburn	$50,000
Corning	$385,714
Gentian Group	$75,000
Longfellow	$500,000
Premier Research International	$5,500
Purdue Pharma	$142,857
Sentinel Data Center	$133,335
Wexford Science & Technology	$240,000
Total	$2,177,277

The County also funds festivals, events and organizations that have a strong and demonstrable economic development impact on the Durham community. The following have been funded for FY2018-2019:

Durham Chamber of Commerce	$265,000
Downtown Durham, Inc.	$160,000
Economic Development Festivals RFP	$100,000
History Museum	$51,000
Nonprofit Funding	$170,000
Research Triangle Regional Partnership	$43,829
Sports Commission	$100,000
Total	$889,829

New to the Economic Development budget this year are $500,000 in revenue related to One North Carolina Fund grant dollars to support infrastructure investments pertaining to competitive job-creation programs that act as pass-through dollars. Additionally, $250,000 is being set aside for an infrastructure study at the Treyburn Business Park to facilitate maximization of Treyburn's economic growth and job creation potential, as it is a significant asset in attracting manufacturing jobs that provide a gainful living for many who do not hold advanced education credentials.

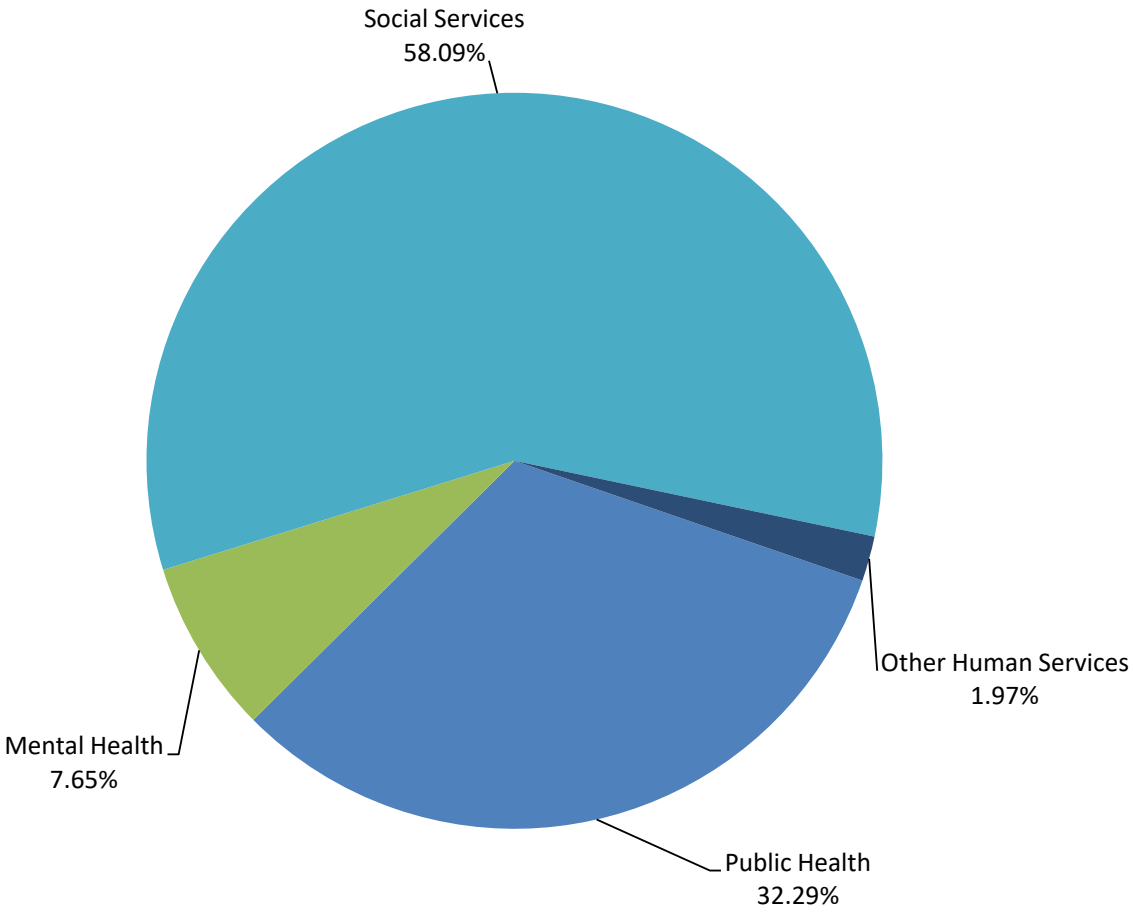
One North Carolina Fund Grant	$500,000
Treyburn Infrastructure Study	$250,000
Total	$750,000

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Human Services

A function of local government which is charged with expenditures for the public welfare including public health, mental health, hospitals, and social services.

Human Services Recommended Budget



Business Area	2016-2017 Actual Expenditures	FY2017-18 Original Budget	FY2017 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended
Public Health	$22,713,030	$26,034,159	$25,870,409	$26,338,993	$26,059,953
Mental Health	$6,217,381	$6,131,224	$6,131,224	$6,268,208	$6,171,224
Social Services	$55,900,793	$62,347,767	$41,278,748	$48,829,127	$46,891,106
Other Human Services	$1,720,402	$1,170,732	$1,687,452	$2,029,328	$1,593,017
Grand Total	**$86,551,606**	**$95,683,882**	**$74,967,834**	**$83,465,656**	**$80,715,300**

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.

MISSION

The Durham County Health Department's mission is to work with our community to prevent disease, promote health, and protect the environment.

DEPARTMENT DESCRIPTION

The department is comprised of 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 focusing on: workforce development; communication and marketing; technology; access to medical and dental care; obesity and chronic illness; and education.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$13,664,530	$16,034,043	$15,731,520	$16,630,708	$16,480,366
Operating	$8,742,629	$10,000,116	$10,126,866	$9,708,285	$9,579,587
Capital	$305,874	$0	$12,023	$0	$0
Total Expenditures	**$22,713,033**	**$26,034,159**	**$25,870,409**	**$26,338,993**	**$26,059,953**
Revenues					
Intergovernmental	$8,878,907	$6,758,209	$6,622,714	$6,422,727	$6,422,727
Contrib. & Donations	$2,073	$3,000	$1,047	$0	$0
Service Charges	$444,089	$359,330	$361,418	$377,900	$377,900
Other Revenues	$177,388	$52,300	$93,428	$34,000	$34,000
Total Revenues	**$9,502,457**	**$7,172,839**	**$7,078,607**	**$6,834,627**	**$6,834,627**
Net Expenditures	***$13,210,576***	***$18,861,320***	***$18,791,802***	***$19,504,366***	***$19,225,326***
FTEs	212.46	234.47	234.47	235.55	233.55

2018-19 BUDGET HIGHLIGHTS

- Moved funds from Child Health Assessment and Prevention Program, including 3 FTEs to School Health to create 3 new School Health Nurse FTEs.
- Eliminated 3 FTEs in the Diabetes Coalition Project to offset revenue decline
- Environmental Health Specialist (General Inspections/Food & Lodging Program) 1 FTE
- Registered Environmental Health Specialist 2 FTES
- Increase Pharmacist hours from .52 to .60 FTE = .08 FTE
- Reduced agency-wide contracted services and realigned dollars
- Eliminated 1 FTE for the Dental van driver and contracted the service.
- $205,500 of non-profit funds, agencies are listed in the Appendix under Goal 2.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
Public Health						
Allied Health	$1,955,696	12.52	$1,801,629	12.60	$1,801,629	12.60
Dental	$1,092,549	10.00	$1,171,318	9.00	$1,171,318	9.00
Environmental Health	$1,723,300	24.00	$1,936,359	27.00	$1,936,359	27.00
Health Education & Community Transformation	$3,339,861	30.00	$3,229,802	30.00	$3,239,802	30.00
Leadership and Business Management	$4,365,036	43.60	$4,644,437	45.60	$4,355,397	43.60
Medical Services	$11,506,014	81.85	$11,598,875	83.85	$11,598,875	83.85
Nutrition	$2,051,703	32.50	$1,956,573	27.50	$1,956,573	27.50
Grand Total	**$26,034,159**	**234.47**	**$26,338,993**	**235.55**	**$26,059,953**	**233.55**

Allied Health

Program Purpose: The purpose of the Allied Health program is to support the department by providing laboratory and pharmacy services. The laboratory provides testing and results that aid in the diagnosis, treatment, and prevention of disease. The pharmacy dispenses medication used in the treatment and prevention of disease.

Program Description: Allied Health is comprised of the laboratory and pharmacy operated within the department. The Laboratory provides phlebotomy and specimen procurement services for the department's Clinics, Lincoln Community Health Center, and Community Outreach Events. Laboratory tests are performed by trained Laboratory Technicians who have demonstrated competency. The Pharmacy provides medication services for Clinics, DCo Wellness Clinic, and DCo Detention Center. Medications are filled and dispensed by licensed Pharmacists and a Pharmacy Technician who interpret clinician orders, monitor for possible drug interactions, and provide medication counseling to patients. The Pharmacy maintains a comprehensive formulary enabling treatment and prevention options for a variety of diseases and conditions.

Dental

Program Purpose: The Dental Division provides access to comprehensive dental care for uninsured and underinsured children and youth through 20 years of age and pregnant women.

Program Description: The Dental Program provides oral health services to address unmet needs. Services are provided onsite in a state of the art dental clinic and in a mobile dental unit, the Tooth Ferry, that visits specific DPS elementary schools. Staff members also provide dental screenings and oral health education sessions.

Environmental Health

Program Purpose: The Environmental Health Division enforces laws & regulations that pertain to food & lodging, institutions, child cares, onsite waste treatment, water, and many other health-related services and industries. Team members educate and regulate operators. They inform, educate and empower Durham County residents and visitors about issues that affect their health. Information provided by Environmental Health and Local Public Health Emergency Preparedness allows people to make informed decisions that impacts their personal health as well as the health of their families.

Program Description: Environmental Health enforces North Carolina Administrative Codes to ensure that a variety of establishments, waste treatment systems, and drinking water wells are operated and maintained in a manner that protects public health and the environment. Almost all Environmental Health regulatory activities are State mandated via North Carolina General Statutes (State Law). Environmental Health staff issue establishment and system operational permits. Staff also train and educate operators on proper sanitary and environmentally correct practice.

Health Education Community Transformation

Program Purpose: The Health Education Community Transformation Division educates, mobilizes, assesses, and creates policy, system and environmental change to positively influence the health of Durham County residents.

Program Description: The Division of Health Education Community Transformation addresses health by influencing the decisions and actions that individuals, groups and communities make that ultimately promote health and prevent violence, injury, disease and disability. Health Education also aims to influence policies, systems and the environment to promote health. Staff members provide in-person and virtual education, screenings, and evidence-based programs to individuals, neighborhoods, faith-based organizations, and workplaces.

Leadership and Business Management

Program Purpose: The Leadership and Business Management program provides direction and sound business management

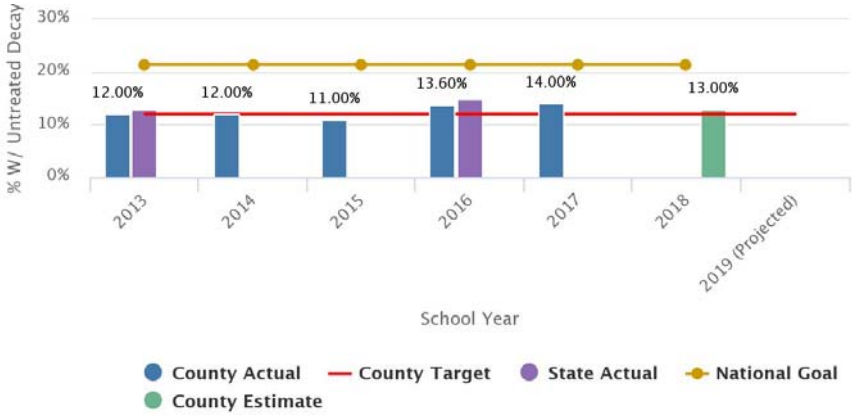
services in order to achieve effective, efficient, high quality services and fulfill the department's mission.
Program Description: The Leadership and Business Management Division provides support to all divisions and programs in the department. These functions include administrative oversight of all public health domains including finance, purchasing, patient registration and billing, IT, registering of vital records, contracts services, and facilities services.

Medical Services
Program Purpose: The Medical Services Division investigates, screens, educates and provides treatment and other clinical care to those who either seek care or are referred for care.
Program Description: Medical Services Division comprises the largest component of the department's budget providing mandated and other services that address unmet needs of our community. The division's staff is a multidisciplinary staff 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
Program Purpose: The Nutrition Division provides population-based and individual clinical services, so Durham County residents can learn and put into practice eating and exercise behaviors that lead to disease prevention and optimal health.
Program Description: The Nutrition Division and the Durham Diabetes Coalition/Chronic Care Initiative (DDC/CCI) conduct individual and population-based services. Clinical services are safety net services for Durham residents who are uninsured or underinsured. These services include individual counseling and/or guidance to clients for whom guidance can prevent, treat or stabilize a diagnosed condition, such as diabetes, hypertension, heart disease, and obesity. The Durham's Innovative Nutrition Education (DINE) program teaches students in qualifying schools about nutrition and physical activity to move towards healthier behaviors. DINE and DDC/CCI community programs conducts education at community sites and works on policy, systems, and environmental changes that impact the nutrition and physical environment in eligible childcare facilities, food retail markets, faith-based organizations, and community sites.

PERFORMANCE MEASURES:

Measure: PERCENT OF DURHAM PUBLIC SCHOOL KINDERGARTNERS WITH UNTREATED DENTAL DECAY

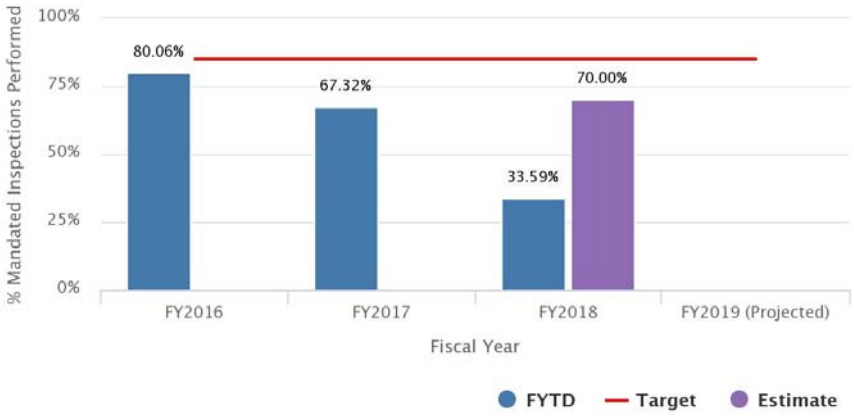


Measure description: Dental decay is one of the most common chronic infectious diseases among children that if left untreated can result in problems with speaking, playing, and learning. Children from low income households experience higher untreated tooth decay. Dental decay is measured by visual examination 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. This measure aligns with County Strategic Plan Goal 2, Objective 2 - Healthy Children and Youth - support the optimal growth and development of children and youth.

Trend explanation: The dental decay percentage for Durham County typically varies from 12-14% annually. Variations are a result of the percentage of children being screened in the school according to parental consent and that all 30 schools agree to participate. Durham County and North Carolina perform significantly better than National data.

FY2018-19 target projection: Public Health attempts to screen Kindergarten in all of Durham's Public Elementary schools to identify as many children that have a high risk for cavities. The department is aiming to reduce the percentage of Durham Public School kindergartners with untreated dental decay and reach our goal of 12% or less during the 2018-19 school year. The current Healthy People 2020 national goal for children ages 3 to 5 is 21.4%.

Measure: PERCENT OF TOTAL MANDATED INSPECTIONS PERFORMED

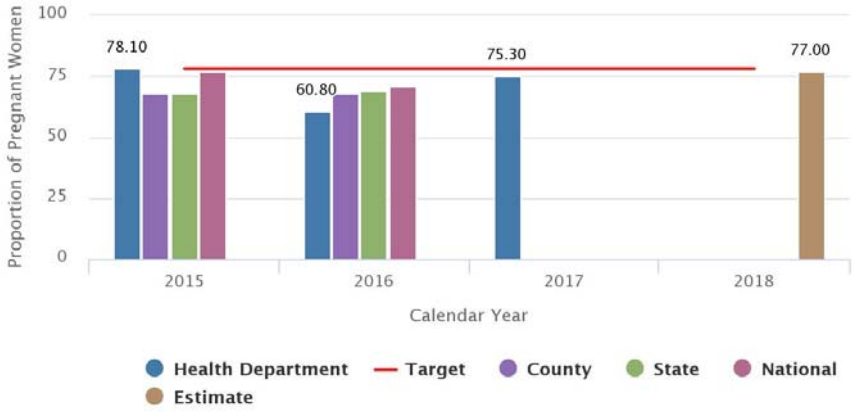


Measure description: This measure shows the percentage of State mandated inspections completed. The majority of these inspections are for food service establishments. Inspections provide education and regulation toward the goal of food safety.

Trend explanation: The trend varies based on staffing levels and growth in the number of establishments permitted. From FY08-FY17, Durham County experienced a 115% increase in the number of required mandated inspections to be completed. This increase does not take into account the complex nature of Durham's food service community. Per capita, Durham has more Mobile Food Units than any other North Carolina county and has a much higher than average number of establishments that conduct specialized food processes, which require additional oversight and time commitment by staff.

FY2018-19 target projection: The State mandated inspections are the most frequent and have the largest direct impact to most of the public. Although eventually the goal is to reach 100%, the current goal is 85%. Due to the restaurant growth in Durham over the last several years, public health has made a request for additional positions to be able to meet this benchmark.

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. Beginning prenatal care in the first semester is crucial because it decreases the risks of delivering a low birth weight infant and reduces the risk of newborn death. The NC DHHS Maternal Health Services has provided a wide range of maternal health services to encourage low-income pregnant women to begin early prenatal care and follow recommended perinatal care guidelines before and after giving birth. This measure aligns with County Strategic Plan Goal 2, Objective 2.3 - Healthy Children and Youth - support the optimal growth and development of children and youth.

Trend explanation: Durham County Public Health data increased from 2016 to 2017 because of education around initiation of early prenatal care and that the health department was a safe space to seek care. Community education was paramount to this increase.

FY2018-19 target projection: The target reflects the Healthy People 2020 target of 77.9%.

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MENTAL HEALTH (ALLIANCE BEHAVIORAL HEALTHCARE LME/MCO)

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

MISSION

Alliance Behavioral Healthcare is committed to improving the health and well-being of the people we service by ensuring highly effective, community-based support and care. Our vision is to be a leader in transforming the delivery of whole person care in the public sector.

PROGRAM DESCRIPTION

Alliance Behavioral Healthcare is the Local Management Entity (LME)/Manage Care Organization (MCO) for mental health, developmental disabilities, and substance abuse for a catchment area that includes Cumberland, Durham, Johnston and Wake counties.

Alliance is responsible for ensuring that citizens who seek help receive the services and supports for which they are eligible to achieve their goals and to live as independently as possible. Alliance is also responsible for making sure the citizens receive quality services and that their individual rights are protected.

Alliance is responsible for managing finances, service authorizations, contracts with direct service providers, service quality, and regulatory standards, developing the service array and ensuring appropriate customer choice.

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

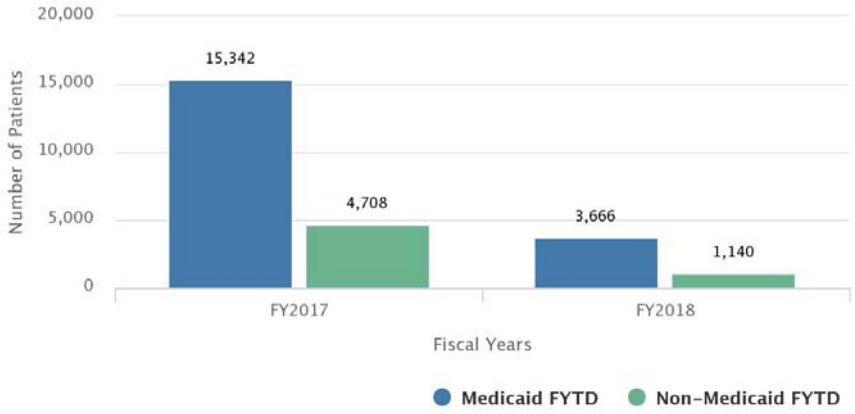
Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$6,217,380	$6,131,224	$6,131,224	$6,268,208	$6,171,224
Total Expenditures	**$6,217,380**	**$6,131,224**	**$6,131,224**	**$6,268,208**	**$6,171,224**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$6,217,380***	***$6,131,224***	***$6,131,224***	***$6,268,208***	***$6,171,224***
FTEs	0.00	0.00	0.00	0.00	0.00

2018-19 BUDGET HIGHLIGHTS

- Alliance will continue a lease agreement with Durham County to lease space in the Human Services Complex until December of 2018.
- Added $40,000 to El Futuro, the primary provider of mental health services to the Latino population in Durham, to be able to expand and enhance their services in the face of growing demand in Durham.

PERFORMANCE MEASURES:

Measure: AVERAGE NUMBER OF DURHAM COUNTY PATIENTS SERVED

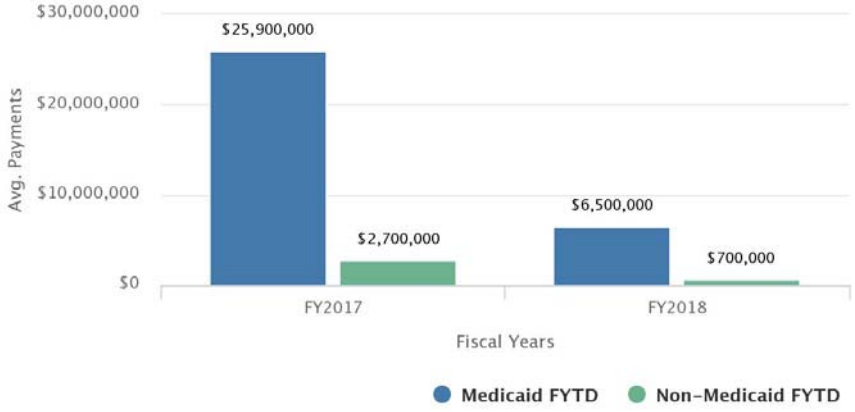


Measure description: This measures the average number of Durham County patients served. This number represents the monthly average number of unique individuals that received services from an Alliance provider during the quarter. This measure shows service utilization in both Medicaid and non-Medicaid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

Trend explanation: Alliance tracks any significant changes and trends related to service access, utilization and spending over time. Any significant changes and trends that are noted receive more detailed data analysis to determine cause, effect on the service system and to individuals served, and to determine if additional interventions are needed to mitigate negative trends.

FY2018-19 target projection: 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 PAYMENTS IN DURHAM COUNTY

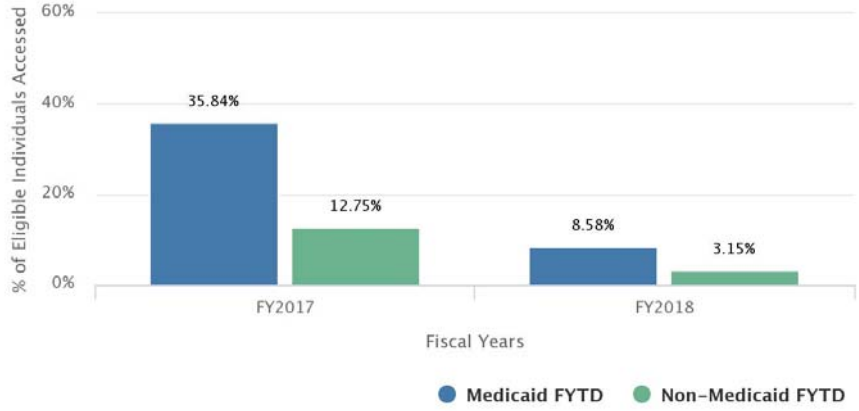


Measure description: This measure shows spending in both Medicaid and non-Medicaid individuals for Durham County.

Trend explanation: Alliance tracks any significant changes and trends related to service access, utilization and spending over time. Any significant changes and trends that are noted receive more detailed data analysis to determine cause, effect on the service system and to individuals served, and to determine if additional interventions are needed to mitigate negative trends.

FY2018-19 target projection: 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: PERCENT OF ELIGIBLE INDIVIDUALS ACCESSED (PENETRATION RATE)



Measure description: This measures the penetration rate, or the portion of individuals eligible for services in Durham County who accessed them during a quarter. The average penetration rate for non-Medicaid funded individuals is calculated by comparing the numbers of individuals who accessed services compared to the total number of individuals who are identified as indigent in Durham County.

Trend explanation: Alliance tracks any significant changes and trends related to service access, utilization and spending over time. Any significant changes and trends that are noted receive more detailed data analysis to determine cause, effect on the service system and to individuals served, and to determine if additional interventions are needed to mitigate negative trends.

FY2018-19 target projection: 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.

MISSION

Created by the North Carolina General Assembly and sustained with public funds, the Durham County Department of Social Services' vision is a community where families achieve well-being. The department's mission is "Partnering with families and communities in achieving well-being through prosperity, permanence, safety and support."

The department operates with a Core Values Statement:

The staff members of the Durham County Department of Social Services make this commitment to individuals, families, our community and ourselves:

- We will show **RESPECT** by recognizing the importance of each individual, treating everyone with kindness, dignity and compassion.
- We will demonstrate **INTEGRITY** by being honest, dependable, trustworthy, responsible and accountable for performance and results.
- We will cultivate **PARTNERSHIP** as the best way to help individuals and families develop their strengths and meet their needs, while working together to achieve more.

DEPARTMENT DESCRIPTION

The agency's services programs provide for the protection of abused and neglected children and adults, the provision of services to prevent unnecessary institutionalization of disabled and elderly residents, Work First support services, school and community social work services, and child day care subsidy.

Our public assistance programs provide entitlement benefits for health access and nutrition services, foster care and adoption payments as well as cash assistance through Work First. Programs include Food and Nutrition Assistance; Medicaid and North Carolina Health Choice for Children; and Work First Family Assistance.

The Child Support Enforcement program ensures that non-custodial parents provide financial and medical support for their children. This includes the location of non-custodial parents and their assets, establishing support orders, and establishing paternity. As necessary, this service is also responsible for collection and distribution of payments and enforcement for non-payment of legal child support obligations.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$26,571,049	$28,102,147	$25,916,949	$29,905,276	$29,176,084
Operating	$29,329,754	$34,245,620	$15,361,799	$18,923,851	$17,715,022
Total Expenditures	**$55,900,803**	**$62,347,767**	**$41,278,748**	**$48,829,127**	**$46,891,106**
Revenues					
Intergovernmental	$38,423,009	$45,309,630	$25,739,324	$29,823,524	$29,326,100
Contrib. & Donations	$10,553	$2,831	$5,221	$2,831	$2,831
Service Charges	$3,613	$6,600	$24,357	$6,600	$6,600
Other Revenues	$191,522	$137,162	$256,619	$137,162	$137,162
Total Revenues	**$38,628,697**	**$45,456,223**	**$26,025,521**	**$29,970,117**	**$29,472,693**
Net Expenditures	***$17,272,106***	***$16,891,544***	***$15,253,227***	***$18,859,010***	***$17,418,413***
FTEs	504.00	503.00	509.00	525.00	509.00

2018-19 BUDGET HIGHLIGHTS

- Durham County has now been fully integrated into the State NC FAST system for childcare payments. Moving forward Durham County will no longer make childcare payments and thus will not receive this reimbursement revenue from the State for childcare services. As a result, the DSS budget has an **expenditure and revenue reduction of $16.3 million dollars**.
- 6 new FTEs were funded mid-year FY 2017-18 in Child Protective Services – Full year funding for FY 2018-19 for those positions is $365,663
- Funding for ½ of a Social Worker position at the Center for Senior Life $**30,000**- Department of Social Services (DSS) and the Durham Center for Senior Life (DCSL) have piloted a shared Social Worker position to ensure that Senior are referred to community agencies in a timely and efficient manner.
- Expansion of Lincoln Community Health Center Contract for medication assistance $30,000. This expansion will allow uninsured or underinsured citizens to receive medically necessary prescription medication from Lincoln Community Health Center at no cost.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
Social Services						
Administration and Management	$1,207,907	9.00	$1,562,823	9.00	$1,407,879	9.00
Adult Services	$5,980,437	65.00	$6,458,545	68.00	$6,152,217	65.00
Business Office	$1,278,609	16.00	$1,302,661	16.00	$1,302,661	16.00
Child Support	$3,054,361	40.00	$3,110,012	40.00	$3,110,012	40.00
Child Welfare	$13,096,708	112.00	$14,674,865	120.00	$13,794,362	118.00
Crisis Services	$1,064,817	8.00	$1,226,811	8.00	$1,081,049	8.00
Customer Accountability and Talent Development	$3,788,185	57.00	$3,913,102	58.00	$3,875,869	57.00
Public Assistance	$14,289,483	180.00	$13,968,996	190.00	$13,555,745	180.00
Work First Employment and Child Care Services	$18,587,260	16.00	$2,611,312	16.00	$2,611,312	16.00
Grand Total	**$62,347,767**	**503.00**	**$48,829,127**	**525.00**	**$46,891,106**	**509.00**

Administration and Management
Program Purpose: Provide business operations support to internal and external agency partners while ensuring efficient and effective use of public funds
Program Description: Provide leadership and support to internal and external stakeholders to support the agency in fulfilling its mission and vision while providing timely and effective services to our clients.

Adult Services
Program Purpose: To protect vulnerable adults and keep them safe wherever they live through providing adult protective services, guardianship, In-Home Aide, Home Delivered Meals, Adult Care Monitoring and the Community Alternative Program for Adults.

Business Office
Program Purpose: Provide business operations support to internal and external agency partners while ensuring efficient and effective use of public funds.

Child Support
Program Purpose: Locate non-custodial parents, establish, distribute and enforce court ordered child support payments for children and families to ensure that parents help pay for their children's support costs

Child Welfare
Program Purpose: To protect children, keep them safe, maintain and obtain safe stable/permanent homes. This is done through receiving, screening and investigating reports of suspected abuse, neglect and dependency of children; providing intensive in- home services to families at risk of or with a history of above; and providing child placement and permanency services for youth placed in the custody of DSS

Crisis Services
Program Purpose: To advocate, refer and provide services to adults and families with children who are in crisis related to health, housing, and energy problems to keep them from becoming homeless and/or to elevate lack of access to a medication

Customer Accountability and Talent Development
Program Purpose: Provide staff training and development, Reception, Call Center and Quality Assurance operations for the department

Public Assistance
Program Purpose: Provide benefits to promote health access, nutritional services, and short-term cash assistance to eligible families.
Program Description: Provide entitlement benefits for health access (Medicaid, Healthchoice, Medicaid Transportation), nutrition services (FNS), cash assistance (Work First) and energy program Emergency Assistance. Ensure timely and accurate assistance to individuals in need.

Work First Employment and Child Care Services
Program Purpose: Provide supportive services to gain and maintain employment.
Program Description: Provide service benefits for Cash Assistance (Work First) and Child Care Subsidy program to help citizens gain employment and become self-sufficient.

PERFORMANCE MEASURES:

Measure: STATE REPORT CARD RESULTS FOR MEDICAID APPLICATION PROCESSING

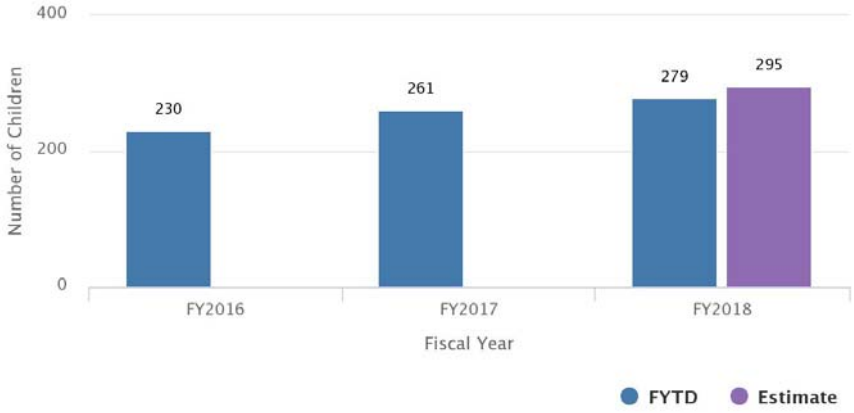


Measure description: The number of Medicaid applications processed timely is being measured to ensure families are receiving medical services in a suitable timeframe. This is a State requirement and failure to timely process and dispose of applications can result in a corrective action and/or financial liability to the County. This measure is critical for the department to assess and determine allocated resources needed to timely and effectively process Medicaid applications. This measure is in alignment with Strategic Plan Goals 2 and 5.

Trend explanation: DSS has authorized overtime to process applications. The department is also assessing current workflows and structure to maintain passing the Medicaid Report Card. Factors that can impact this trend include: the economy, child poverty rate, federal policy, the number of applications being received/processed, and staff recruitment and retention.

FY2018-19 target projection: The target is set to pass the State Medicaid Report Card which means receiving a Report Card result of 90% or greater in timeliness for Medicaid application processing. DSS is projecting to continue to pass the State Medicaid Report Card in FY19. Note: The report card was restarted effective April 2017.

Measure: NUMBER OF CHILDREN IN FOSTER CARE

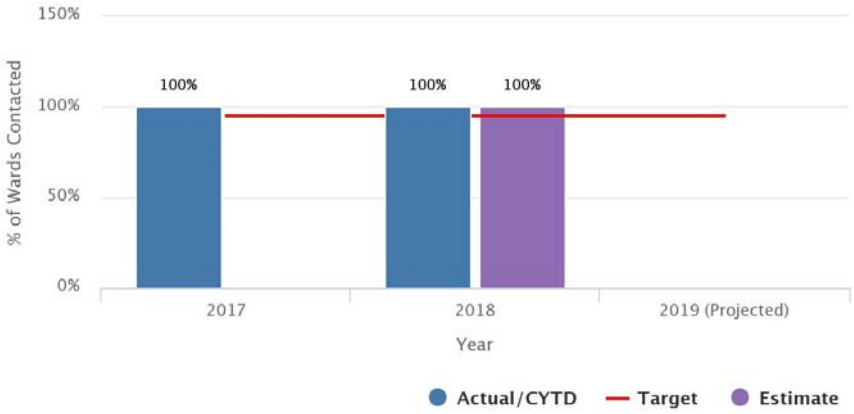


Measure description: DSS monitors, evaluates, and plans for the number of youth in custody. Critical services include education, physical/mental health, safety/well-being, and establishment of a permanent care plan. In addition, the Federal Children's Bureau and the NC Division of Social Services track this data to evaluate outcomes for youth such as safety, repeat maltreatment while in foster care, recidivism, and timeliness to permanence. This measure aligns with Strategic Plan Goals 2 and 3 and is key to allocating resources to effectively serve children in care and meet State targets for permanence and safety.

Trend explanation: DSS continues to see a growth in the number of children in foster care. DSS experienced a 5% increase between Q4 FY17 and Q2 FY18. This trend is statewide as several counties have experienced growth of 50% and higher. There are numerous factors leading to placement of children in DSS, including substance misuse, mental health, domestic violence, improper parenting skills, and developmental needs of families/children.

FY2018-19 target projection: There is not a target for the number of children in foster care; however, the department projects to have roughly 310 children in custody in FY19. This is due to the increased growth in foster care over the last four years.

Measure: PERCENTAGE OF ADULT WARDS (A PERSON DEEMED INCOMPETENT AND UNABLE TO MAKE INDEPENDENT DECISIONS) CONTACTED EVERY 90 DAYS

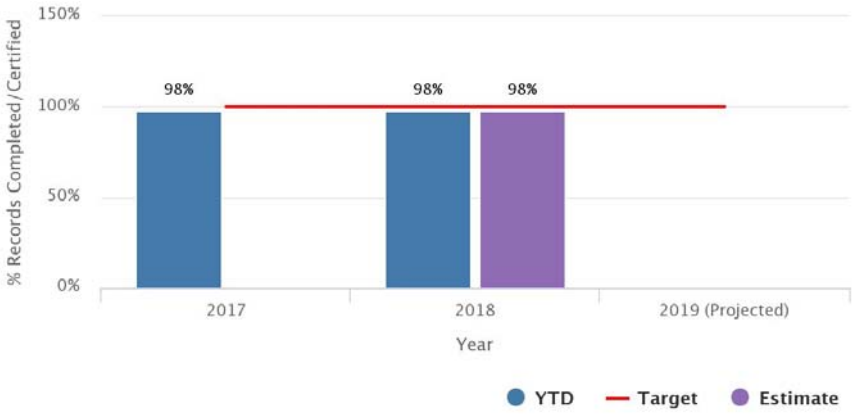


Measure description: DSS serves as a public guardian to protect adults (18 and older) deemed incompetent by the court. In this role, DSS is responsible for the safety and well-being of these adults and makes routine decisions regarding care, placement, and daily life decisions on behalf of the adult ward. State policy requires DSS to assess the health and well-being of adult wards with an in-person meeting to assess their needs at least once every 90 days. This is done to ensure their safety and living conditions are appropriate and suitable. This measures the percent of adult wards who are contacted every 90 days. This measure aligns with Strategic Plan Goals 2 and 3.

Trend explanation: This measure is monitoring the quality of life and the effectiveness of the plan of care. The demographics of the adult wards have been changing with younger clients having more mental health issues and higher vulnerability. This meant that quarterly visits were no longer sufficient, so a plan was put in place to have monthly visits. This means by default DSS is meeting the State mandate.

FY2018-19 target projection: The target is set at 95% of adult wards contacted every 90 days. This target is a State mandated performance measure per policy 10A NCAC 71B.0101 (b)(2), *North Carolina Office of Administrative Hearings – Chapter 71*.

Measure: PERCENTAGE OF RECORDS FOR REIMBURSEMENT COMPLETED AND CERTIFIED WITHIN REQUIRED TIMEFRAMES



Measure description: Each NC county must submit timekeeping records to the State to receive reimbursement. These are known as "Daysheet Records." Each record shows the amount of time a worker spends on a case, which is reflective of what a DSS worker does each day. This measure looks at the percentage of Daysheet Records that are completed and certified within the timeframe required by the State. Failure to have 100% of time reported leads to incorrect reimbursement by the State. This measure aligns with Strategic Plan Goal 5.

Trend explanation: This measure has been fluctuating over the past 7 months. DSS staff drafted new policy and protocols to improve the measure, which were implemented March 2018. The compliance rate for this measure should increase.

FY2018-19 target projection: The target is set at 100% to receive the maximum amount of revenue from the State. Because this record keeping is required for reimbursement and incorrect reimbursement significantly impacts the agency, it is important to keep this target high.

Measure: PERCENTAGE OF INCOMING CALLS ANSWERED BY DSS CALL CENTER



Measure description: The percentage of calls answered by the DSS Call Center is being measured to ensure exceptional customer service. Customers may call the Call Center for a broad range of reasons including to obtain information about applying for benefits or services, to check on the status of an application, to speak to a case or social worker, or to report child or adult abuse and neglect. Due to the high volume of calls it is critical that calls are answered so that Durham County citizens have access to the benefits and services they seek. This measure aligns with Strategic Plan Goal 5.

Trend explanation: During the year, the volume of calls reflects the level of demand for services. During this quarter, there were some technology changes that slightly impacted the ability to answer calls.

FY2018-19 target projection: The call handling percentage is set at 95% per internal policy. This number has been lower than usual but still above target due to technology system changes. This measure is estimated to end the year at approximately 96%, so the target for FY19 will remain at 95%.

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.

MISSION

The Durham County Center of North Carolina Cooperative Extension helps individuals, families, and communities use research-based information and county resources to improve the quality of their lives.

PROGRAM DESCRIPTION

Program Purpose: The purpose of Durham County ACCESS is to seek funding and administer a grant, financial management and customer service program to deliver excellent coordinated demand response transportation to meet the mobility needs of seniors, disabled, transportation disadvantaged, rural general public and employment trips for Durham County residents.

Program Description: Transportation through Durham County ACCESS improves the quality of life of Durham County residents by providing safe and accessible transportation to seniors, individuals with disabilities, residents going to work, and the general public in rural Durham County. Durham County ACCESS is a proud 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 initiate service. Durham County ACCESS receives funding from federal, state, and local grants to support this broad level of transportation services and is supported by a 7-member transportation Advisory Board appointed by the County Commissioners.

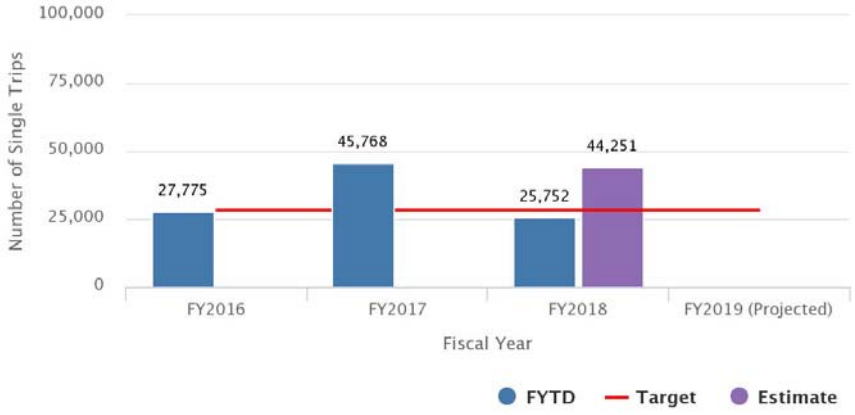
Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$130,533	$133,116	$137,191	$212,350	$178,624
Operating	$998,982	$605,450	$1,118,095	$990,312	$667,727
Capital	$53,860	$0	$0	$390,000	$310,000
Total Expenditures	**$1,183,375**	**$738,566**	**$1,255,286**	**$1,592,662**	**$1,156,351**
Revenues					
Intergovernmental	$714,424	$658,006	$905,006	$927,421	$927,421
Service Charges	$0	$5,120	$5,120	$0	$0
Total Revenues	**$714,424**	**$663,126**	**$910,126**	**$927,421**	**$927,421**
Net Expenditures	***$468,951***	***$75,440***	***$345,160***	***$665,241***	***$228,930***
FTEs	2.00	2.00	2.00	2.60	2.00

2018-19 BUDGET HIGHLIGHTS

- This budget allows Durham County Access to maintain target levels of service.

PERFORMANCE MEASURE:

Measure: NUMBER OF DURHAM COUNTY ACCESS SINGLE TRIPS PROVIDED TO DURHAM COUNTY RESIDENTS



Measure description: This measure shows the number of single trips provided to Durham County residents each fiscal year. This measure justifies the ACCESS expenditure that helps meet the mobility needs of the community. A "trip" is an on-demand ride that the consumer takes on an ACCESS van when requested. The system serves citizen transportation needs for the more rural areas of the County, the elderly, and disabled citizens. It also provides rides for residents for work or healthcare purposes. This measure aligns with Strategic Plan Goal 1.

Trend explanation: The increase in the first two quarters exceeds the target due to funding increases and increased efficiencies in program delivery.

FY2018-19 target projection: The target is currently set at 28,176 trips per fiscal year; this target may be increased if the current trend continues.

JUVENILE CRIME PREVENTION COUNCIL (JCPC)

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.

PROGRAM DESCRIPTION

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

These funds are allocated to Durham County by the North Carolina Department of Juvenile Justice and Delinquency Prevention (DJJDP) from their Intervention/Prevention Funding. This money is available only for programs serving delinquent, undisciplined, and youth at-risk of court involvement, and is restricted to services providing intermediate and community sanctions to juvenile court for delinquent and at-risk youth. Programs are required to offer treatment, rehabilitation, and/or educational enrichment as prioritized in the publicly advertised "Request for Proposals" (RFP) attached.

The Durham JCPC conducted the funding allocation process in accordance with the relevant N.C. General Statues, and the N.C. Department of Juvenile Justice and Delinquency Prevention (DJJDP) procedures and guidelines. Once the applications were received, the Durham County Juvenile Crime Prevention Council (JCPC) voted to adopt the Durham Annual Funding Plan.

The administrative oversight of this program is managed by the Criminal Justice Resource Center (CJRC).

The following programs are recommended for funding contingent to inclusion in the State of North Carolina budget:

- Durham County Teen Court and Restitution $148,000
- Durham County Clinical Family Counseling (El Futuro) $30,000
- Parenting of Adolescents (Home Family Counseling) $139,372
- The P.R.O.U.D (Personal Responsibility to Overcome with Understanding and Determination) Program $76,294
- Rebound Alternatives for Youth (Interpersonal Skill Building) $31,000
- Juvenile Literacy Center (Tutoring/Academic Enhancement) $12,000

Also, these programs and administrative functions are recommended for funding contingent to inclusion in the State of North Carolina budget but are located within other County agencies:

- Project BUILD - Building Uplifting and Impacting Lives Daily (Cooperative Extension) $88,000
- Juvenile Crime Prevention Council Administrative Costs (Criminal Justice Resource Center) $12,000

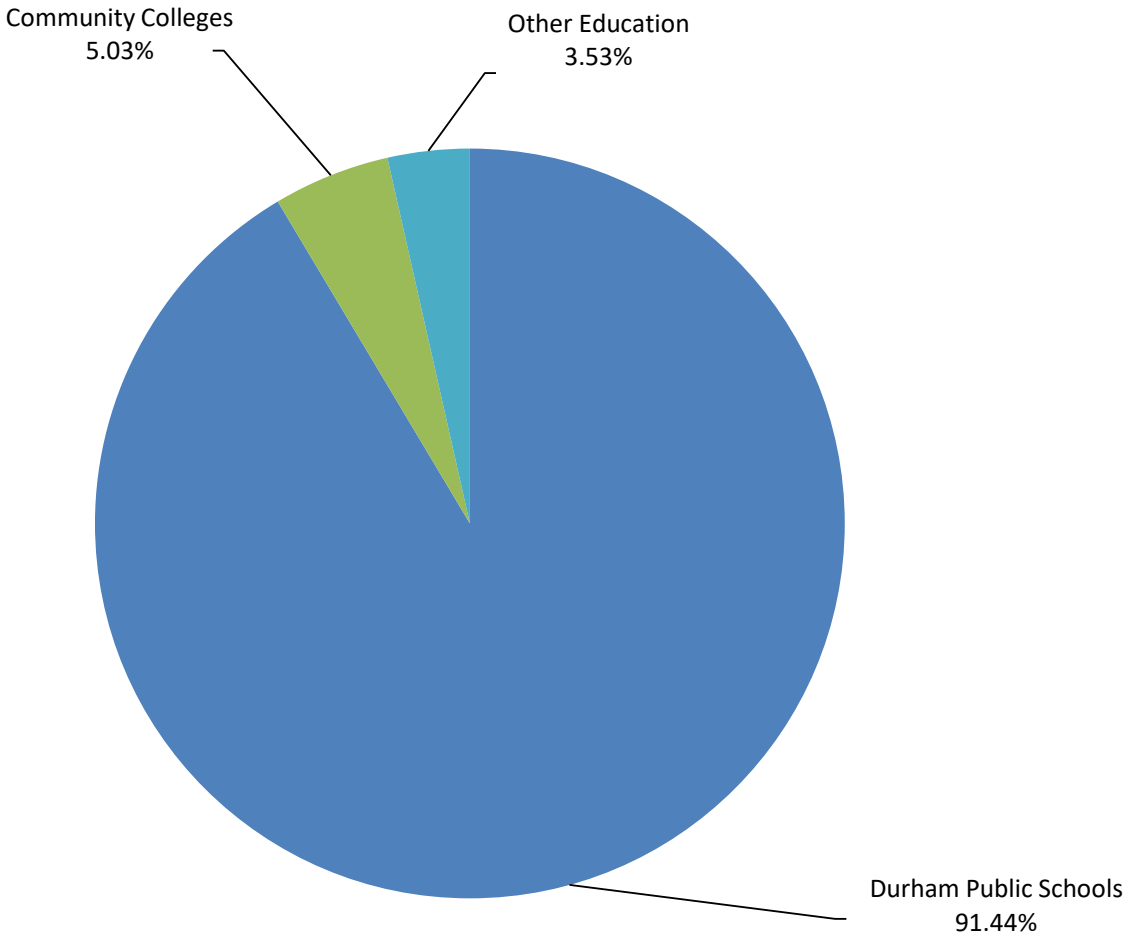
Funds Center: 5800273000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$537,025	$432,166	$432,166	$436,666	$436,666
Total Expenditures	**$537,025**	**$432,166**	**$432,166**	**$436,666**	**$436,666**
Revenues					
Intergovernmental	$539,630	$432,166	$432,166	$436,666	$436,666
Total Revenues	**$539,630**	**$432,166**	**$432,166**	**$436,666**	**$436,666**
Net Expenditures	***($2,605)***	***$0***	***$0***	***$0***	***$0***

Education

A function of local government which provides direct financial support to public school systems within the County.

Education Recommended Budget



Business area	2016-2017 Actual Expenditures	FY2017-18 Original Budget	FY2017 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended
Durham Public Schools	$127,975,707	$134,035,201	$134,035,201	$139,020,717	$137,035,201
Community Colleges	$6,904,016	$7,164,220	$7,164,220	$7,779,874	$7,539,874
Other Education	$0	$1,839,435	$1,739,435	$5,408,932	$5,293,932
Grand Total	**$134,879,723**	**$143,038,856**	**$142,938,856**	**$152,209,523**	**$149,869,007**

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.

PROGRAM 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 2017-18 ADM	32,950
Minimum funding for FY 2017-18	$64,582,000

In addition, if the ADM for charter schools was factored in (an additional 6,806 pupils, for a total of 39,756 pupils), the calculation would equate to $77,921,760 minimum funding for FY 2018-19. Durham County funding significantly exceeds these thresholds.

	FY 2016-17 Actual	FY 2017-18 Approved	FY 2018-19 Requested	FY 2018-19 Recommended
Current Expense	$126,605,707	$132,665,201	$137,650,717	$135,665,201
Capital Outlay	$1,370,000	$1,370,000	$1,370,000	$1,370,000
Total	**$127,975,707**	**$134,035,201**	**$139,020,717**	**$137,035,201**
School Debt Service	$27,509,713	$29,586,088	$33,235,677	$33,235,677
TOTAL FUNDING	**$155,485,420**	**$163,621,289**	**$172,256,394**	**$170,270,878**

In addition to this funding, Durham County funds a number of positions and programs that provide services within Durham Public Schools. These positions/programs and their County-only funding for FY 2018-19 are shown below.

Program or Position (County Department)	FY 2018-19 Durham County Funding
27 School Resource Officers (Sheriff)	$2,519,853
Public Health Services (School Nurses, Dental, Health Ed.)	$2,918,579
TOTAL FUNDING	**$5,438,432**

Educational Non-Profit Support	FY 2018-19 Durham County Funding
Child Care Services Association	$30,000
Rebound, Alternatives for Youth	$7,500
Big Brothers Big Sisters of the Triangle	$10,000
Book Harvest	$5,000
Voices Together	$5,000
Durham's Partnership for Children	$15,000
Walltown Children's Theatre	$5,000
	$77,500

Durham Public Schools

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$126,605,711	$132,665,201	$132,665,201	$137,650,717	$135,665,201
Capital	$1,370,003	$1,370,000	$1,370,000	$1,370,000	$1,370,000
Total Expenditures	**$127,975,714**	**$134,035,201**	**$134,035,201**	**$139,020,717**	**$137,035,201**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$127,975,714***	***$134,035,201***	***$134,035,201***	***$139,020,717***	***$137,035,201***

2018-19 BUDGET HIGHLIGHTS

The Durham Public Schools Superintendent's FY 2018-19 budget request is a $4,985,516 increase in current expense funding over its FY 2017-18 current budget. Requests from DPS included salary and benefits cost increases, fixed costs increases (applying inflation), and several new initiatives including temporary support of School Resource Officer (SRO) positions during a transition from Durham Police department support to County Sheriff support, funding for "in house" custodial services, and deferred teacher needs. The County Manager's recommended budget supports a general Current Expense increase of $3 million for Durham Public Schools, leaving application of those new funds to the Board of Education.

Manager Recommended changes to Durham Public School's Requested funding are shown below.

Requested Increase	DPS Request	Manager's Recommended Budget
Salary, supplement and benefit increases related to State raises	$2,165,000	
Contracted services inflation increases	$337,000	
Reduction of 145 pupils (DPS + Charter Schools)	$233,516	
Temporary support for 5 SRO positions (during transition)	$300,000	**$3,000,000**
Deferred Teacher Needs	$750,000	
"In House" Custodial Services	$1,200,000	
Total additional funding for DPS	**$4,985,516**	

With the completion of the Whitted School renovation capital project during the previous 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 was budgeted at $1.5 million for FY 2017-18, but that funding was housed outside of the Durham Public School budget as details about who will oversee the program are clarified.

For a number of years Durham County has supported 15 School Resource Officers (SRO) officers, and in FY 2017-18 took over supporting an additional 8 SRO positions in Durham Public Schools. During the FY 2017-18 year, the Durham city Police department decided to no longer support 5 SRO positions, with the County deciding to add those positions to its ongoing support of DPS. At the beginning of FY 2018-19 the Durham County Sheriff's department will have 28 dedicated SRO positions throughout DPS middle and high schools.

Durham County provides funding for DPS from two revenue sources: local property taxes and Article 46 sales taxes. Since Article 46 funding passes through the County, total County Manager recommended current expense funding for DPS will increase by $3.0 million, for a total allocation of $135,665,201 in FY 2018-19. The County estimates total Article 46 sales tax collection for DPS at $9,996,510 and for Pre-K programs at $508,140, for a total Article 46 funding support of DPS current expense of $10,504,650. This is a net increase of $96,310 from the previous year's Article 46 funding because of continued growth on overall sales tax collection. Capital outlay funding will remain flat at $1,370,000. The County will also pay an estimated $33.2 million in debt service for DPS.

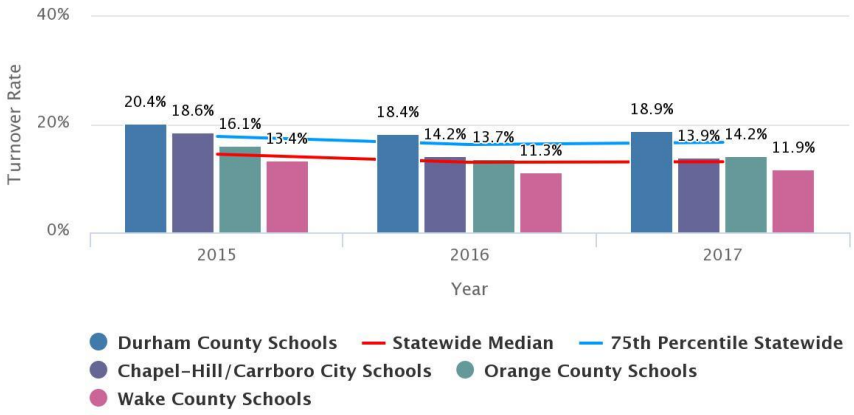
DPS's and Durham County Charter School student projection for FY 2018-19 is 39,756, a net reduction of 145 students from the FY 2017-18 budgeted estimate. To clearly identify local per pupil current expense funding support for DPS and Charter School students some funding folded up in the current expense allocation of $135,436,961 needs to be subtracted out.

	FY 2017-18	FY 2018-19	Difference
Current Expense Funding	$132,665,201	$135,665,201	$3,000,000
Annual Pre-K support (Article 46 Sales Tax)	($508,140)	($508,140)	$ 0
Net Current Expense funding	**$132,157,061**	**$135,157,061**	**$3,000,000**
DPS and Charter School pupil estimate	39,901	39,756	(145)
Local Per Pupil funding	**$3,312**	**$3,400**	**$ 88**

Therefore, the County Manager Recommended current expense funding per pupil is $3,400 per pupil, an increase of $88 per pupil from FY 2017-18. Including capital outlay and debt service funding, Durham County supports public education at $4,270 per pupil, a $182 per pupil increase from FY 2017-18, due largely to increasing General Obligation debt service support for schools as approved by Durham County voters in 2016.

PERFORMANCE MEASURES:

Measure: TEACHER TURNOVER RATE DPS & DISTRICT DATA

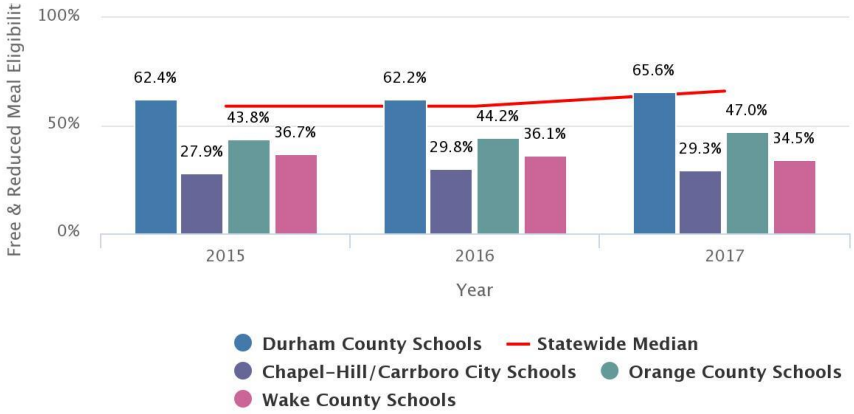


Measure description: This measures the percentage of teachers employed by Durham Public Schools (DPS) in March of the previous school year who are no longer employed by the district in March of the current academic year. Teacher turnover is disruptive to school culture, student achievement, and very costly for school districts. The cost to recruit, hire, and train a replacement teacher often exceeds $10,000. It is in the best interest of districts to identify teachers with a positive impact on student achievement and find ways to encourage them to remain in the district.

Trend explanation: Starting in the 2015-16 academic year, the state validated self-reported turnover data against payroll records. Given the change in reporting, prior results cannot be compared to data from 2015-2016 and beyond. Looking at the most recent two years, teacher turnover increased slightly in DPS from 2015-16 to 2016-17; Wake and Orange experienced similar increases, and all three counties experienced a greater increase than the statewide average. The forthcoming DPS strategic plan should outline several strategies to increase teacher retention rates, especially among highly effective educators.

FY2018-19 target projection: At 18.9%, teacher turnover in DPS is among the highest of all 115 districts in the state. A potential 1-2 year target is 16.7% (the 75th percentile statewide); a 3-5 year target is 13.1% (the statewide median).

Measure: STUDENT FREE & REDUCED MEAL ELIGIBILITY DPS & DISTRICT DATA



Measure description: This measures the percentage of students in DPS who reside in households at or below 185% of the Federal Poverty Level ($45,510 for a family of four). Economically disadvantaged students face significant barriers to academic success and often require additional supports and resources to overcome opportunity gaps.

Trend explanation: DPS is roughly holding steady with approximately two-thirds of students eligible for free or reduced meals. In the near term, economic development and anti-poverty measures led by the City and County governments are critical to improving this measure. As major employers in the County, DPS, along with City and County government are helping to lower the proportion of economically disadvantaged students by paying employees a living wage and encouraging private sector employers to pay living wages. Furthermore, DPS could encourage more affluent families to opt-in to their local public school.

FY2018-19 target projection: A potential target is 66%, the statewide median. Attaining this target will likely require an active campaign encouraging families to opt-in to DPS.

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.

PROGRAM 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.

	FY 2016-17 Actual	FY 2017-18 Approved	FY 2018-19 Requested	FY 2018-19 Recommended
Current expense	$6,601,516	$6,816,720	$7,242,347	$7,192,374
Capital outlay	$302,497	$347,500	$537,500	$347,500
TOTAL	**$6,904,013**	**$7,164,220**	**$7,779,847**	**$7,293,720**
Debt service	$1,106,224	$1,181,443	$2,782,193	$2,782,193
TOTAL FUNDING	**$8,010,237**	**$8,345,663**	**$10,562,040**	**$10,075,913**

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

2018-19 HIGHLIGHTS

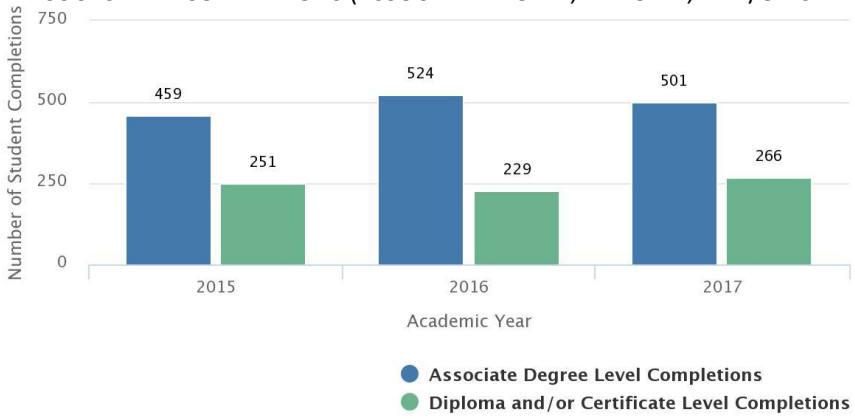
- As the County continues to collect revenue from the Article 46 quarter cent sales tax, by Board of County Commissioners' resolution, Durham Technical Community College will receive $1,335,946 for student scholarship support and other educational opportunities.
- Durham Technical Community College's County funding increases $129,500 or 1.81% from the FY 2017-18 Original Budget.
    - Article 46 Sales Tax revenue decreases by $12,871.
    - Annual operating expenses increased by $116,629.
        - Includes support for salary increases, contracted services increases, facility repair costs, and supplies
    - 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

Durham Technical Community College

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$6,601,513	$6,816,720	$6,816,720	$7,242,374	$7,192,374
Capital	$302,497	$347,500	$347,500	$537,500	$347,500
Total Expenditures	**$6,904,010**	**$7,164,220**	**$7,164,220**	**$7,779,874**	**$7,539,874**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$6,904,010***	***$7,164,220***	***$7,164,220***	***$7,779,874***	***$7,539,874***

PERFORMANCE MEASURES:

Measure: DTCC STUDENT COMPLETIONS (ASSOCIATE DEGREE, DIPLOMA, AND/OR CERTIFICATE)

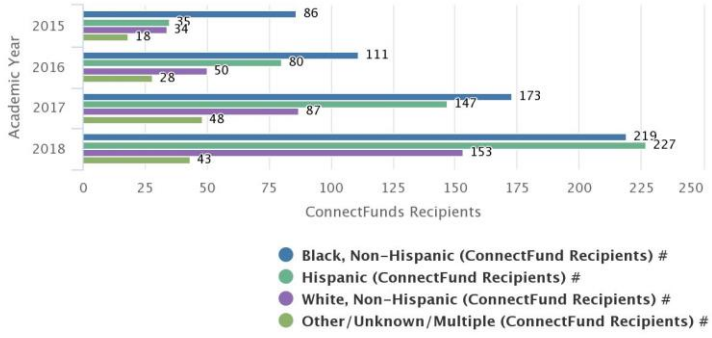


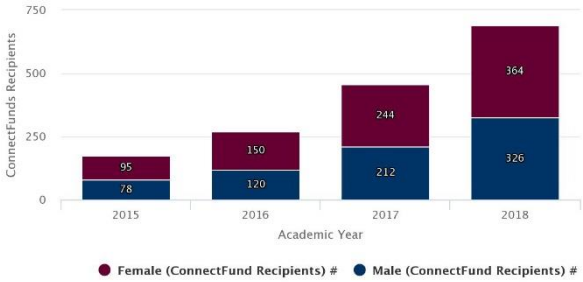
Measure description: Durham Technical Community College (DTCC) provides high-quality, affordable, and convenient technical and career education. DTCC wants all students to achieve their goal of attaining a post-secondary credential. These data represent the number of individuals who complete an associate 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 2017 information above represents data from academic year 2016-2017.

Trend explanation: These data show that completions at DTCC have increased since the 2014-2015 academic year. There are three specific 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.

FY2018-19 target projection: This measure does not have a target because it is not cohort-based. The completion numbers provided are based on a count of how many students graduated in an academic year, without regard for when the students started at DTCC or how long their program should take to complete.

Measure: DTCC CONNECTFUNDS RECIPIENTS DEMOGRAPHIC DATA





Measure description: DTCC expanded its financial aid offerings for recent Durham Public School high school graduates and Durham County residents who demonstrate financial need. ConnectFunds are financial awards designed to assist individuals who need further education, career training, or retraining. This measure reflects the demographic data (gender and ethnicity) of ConnectFunds recipient students. Durham ConnectFunds recipients represent graduates from 19 high schools, with the largest groups coming from Jordan, Riverside, Northern, and Durham School of the Arts.

Trend explanation: These data show that recipients of Durham ConnectFunds at DTCC have increased since the 2014-2015 academic year (represented as 2015 above). There are two specific reasons for this positive trend: (1) With the funds from Durham County, as more students have become aware of ConnectFunds, more students have taken advantage of the opportunity and (2) DTCC added more College Liaisons in Durham County high schools who help students make academic and career plans while in high school, including providing information on scholarships like Durham ConnectFunds.

FY2018-19 target projection: The DTCC 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.

MISSION

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

PROGRAM DESCRIPTION

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 FY 2017-18 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, but also as part of the FY 2017-18 budget process, the County Manager recommended an expansion in FY 2018-19 of Pre-K support by an amount equivalent to one cent of property tax or $3,679,873.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$0	$1,839,435	$1,739,435	$5,408,932	$5,293,932
Total Expenditures	**$0**	**$1,839,435**	**$1,739,435**	**$5,408,932**	**$5,293,932**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$0***	***$1,839,435***	***$1,739,435***	***$5,408,932***	***$5,293,932***

2018-19 BUDGET HIGHLIGHTS

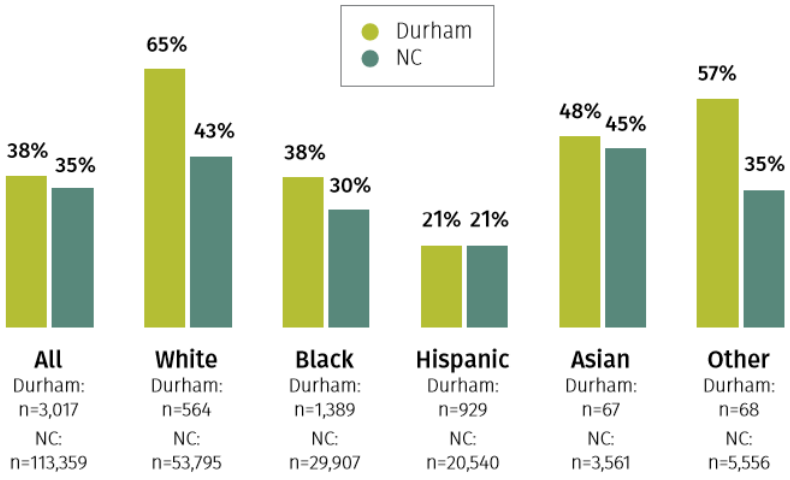
Funding for annual operating support of $1,500,000 of the Whitted School Pre-K program is located here supporting a 144 seat Pre-K expansion program started in FY 2017-18. This is a collaborative effort between DPS and several Pre-K centric non-profit programs. This Pre-K expansion of service is in the second year of an ongoing effort for universal Pre-K for all 4-year olds in Durham County and in this second year is adding an additional $3.68 million to expand available Pre-K seats and support for additional Durham children.

Additional Pre-K support from Article 46 Sales Tax (per changes in BOCC policy related to this sales tax) is added here in the amount of $21,559. This source of funding should grow steadily in future years. While finally, a total of $77,500 is budgeted to support specific local education nonprofit agencies, and $15,000 is budgeted to support contract management of those nonprofits.

Educational Non-Profit Support	FY 2018-19 Funding
Child Care Services Association	$30,000
Rebound, Alternatives for Youth	$7,500
Big Brothers Big Sisters of the Triangle	$10,000
Book Harvest	$5,000
Voices Together	$5,000
Durham's Partnership for Children	$15,000
Walltown Children's Theatre	$5,000
	$77,500

KINDERGARTEN ENTRY READING PROFICIENCY, CHARTER AND PUBLIC SCHOOLS

% at grade level proficiency at the beginning of kindergarten, 2014-15

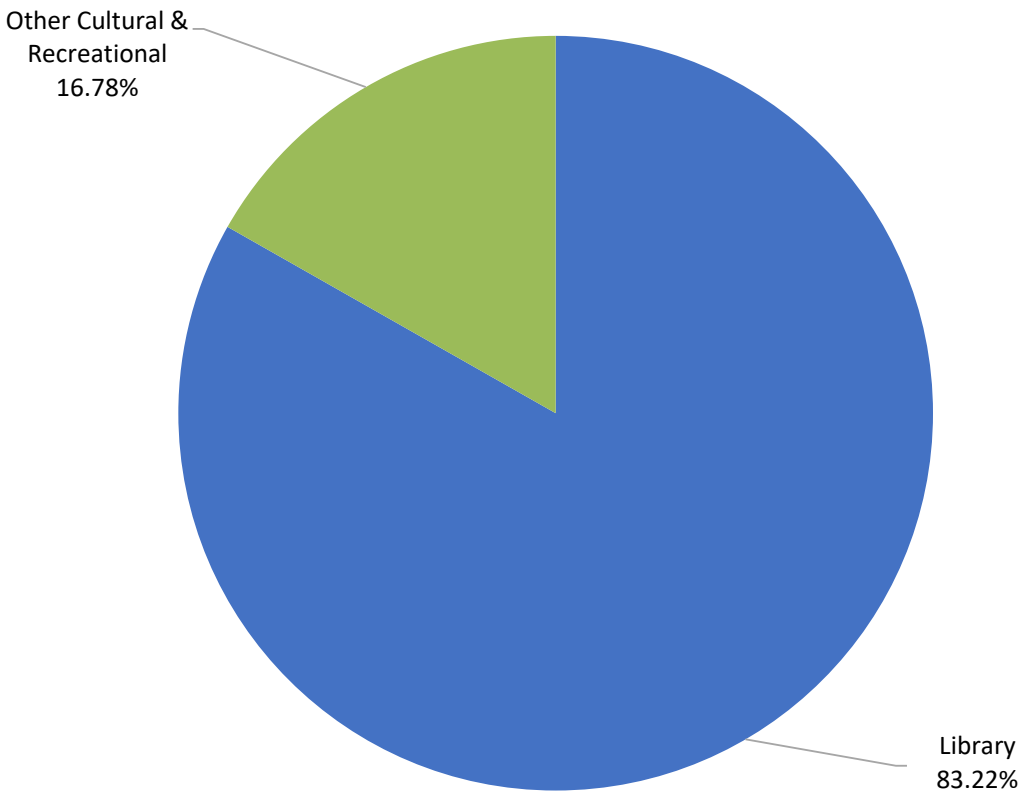


https://childandfamilypolicy.duke.edu/wp-content/uploads/2017/04/DurhamChildrensReport.FINAL_singlepages.pdf

Culture/Recreation

A function of local government comprised of cultural and recreational activities maintained for the benefit of residents and visitors.

Culture/Recreation Recommended Budget



Business Area	2016-2017 Actual Expenditures	2017-2018 Original Budget	2017-2018 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended
Library	$9,773,023	$10,511,958	$10,020,100	$10,891,634	$10,779,221
Other Cultural & Recreational	$2,119,127	$2,125,837	$2,125,837	$2,223,482	$2,173,482
Grand Total	**$11,892,150**	**$12,637,795**	**$12,145,937**	**$13,115,116**	**$12,952,703**

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.

MISSION

The mission of Durham County Library is to encourage discovery, connect the community, and lead in literacy.

DEPARTMENT DESCRIPTION

Durham County Library is a department of Durham County. The Library Board of Trustees is appointed by the Board of County Commissioners and reviews policies. Library Director Tammy K. Baggett, who is an ex officio member of the Board of Trustees, reports to the General Manger. There are seven library locations: The Main Library, four full-service regional libraries (East, North, South, and Southwest), one branch (Stanford L. Warren), one community library (Bragtown Family Literacy Center), and two mobile units (Bookmobile and OASIS). The Main Library is closed for major renovations and scheduled to reopen in 2019. During this period, library services continue through increased outreach services, the relocation of the MakerLab and the North Carolina Collections to Northgate Mall and the opening of Library Administration Building on Morgan Street.

Durham County Library is supported in part by two nonprofit organizations: Durham Library Foundation, Inc. and Friends of the Durham Library, Inc. We also have the Friends of Stanford L. Warren, which falls under the umbrella of the Friends of the Durham Library, Inc.

Libraries build community, an essential part of life for Durham County residents. Durham County Library contributes significantly to each of the goals in the County's new strategic plan. All library materials, services, classes, and programs are free and available to every Durham County resident. With its physical, mobile, and virtual units, the library is uniquely positioned to reach residents throughout the County.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$6,846,267	$7,381,852	$6,614,313	$7,757,983	$7,619,947
Operating	$2,819,470	$3,130,106	$3,038,731	$3,024,071	$3,049,694
Capital	$107,312	$0	$367,055	$109,580	$109,580
Total Expenditures	**$9,773,049**	**$10,511,958**	**$10,020,100**	**$10,891,634**	**$10,779,221**
Revenues					
Intergovernmental	$287,836	$242,940	$242,940	$242,940	$242,940
Contrib. & Donations	$6	$0	$0	$0	$0
Service Charges	$265,093	$283,000	$296,306	$285,000	$285,000
Other Revenues	$34	$0	$13	$0	$0
Total Revenues	**$552,969**	**$525,940**	**$539,259**	**$527,940**	**$527,940**
Net Expenditures	***$9,220,080***	***$9,986,018***	***$9,480,841***	***$10,363,694***	***$10,251,281***
FTEs	136.92	135.92	135.92	143.94	136.91

2018–19 BUDGET HIGHLIGHTS

The library reallocated funding by finding greater efficiencies within in the existing budget to fund these initiatives:

- The cost of the Opening Day Collection at Main is spread across two years. In FY18 $272,300 was approved. The same amount was carried forward in the FY19 budget. The amount needed for FY19 is $162,720. The remaining **$109,580 from FY18** will be reallocated to Library IT Capital maintenance and equipment to help pay for replacing the self-check

machines, security gates at the Main location and to replace 60 Netbooks at ALL locations. The remaining **$162,720 from FY19** can be reallocated in future years or reduced to offset other needs.

- Reclassify one vacant 6% Librarian to a Full Time Senior Librarian to be the Head of Adult Services at East Regional
- Reclassify one vacant Library Page 48% to an Office Assistant 52% to Help with Adult Services Desk Coverage at the New Main
- Several Other Positions Realigned to Provide Greater Service Point Coverage

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
Library						
Community Outreach & Engagement	$1,071,474	9.00	$1,056,752	10.50	$1,032,704	9.00
General Collection	$2,752,832	13.00	$2,679,724	10.00	$2,724,527	10.00
Library Services	$6,140,812	108.92	$6,573,421	118.44	$6,440,253	112.91
Technology Access	$546,840	5.00	$581,737	5.00	$581,737	5.00
Grand Total	**$10,511,958**	**135.92**	**$10,891,634**	**143.94**	**$10,779,221**	**136.91**

Community Outreach & Engagement

Program Purpose: The purpose of Community Outreach and Engagement is to make library services available to those who can't come into the library, or are unaware of the library, and provide quality programming to all.

Program Description: Community Outreach and Engagement consists of the Destination Literacy bookmobile, Hispanic Services, Youth and Family Literacy, Humanities, OASIS (Older Adult and Shut-in Service), Library Marketing, and the budget for all library programs to the public.

General Collection

Program Purpose: The collection purpose is to offer resources and materials in multiple formats that support the library's mission.

Program Description: This consists of the Library's physical collection, and online circulating collection. It includes the special collections of the North Carolina Collection, and Selena Warren Wheeler Collection. The staff that choose, purchase, process, and catalog the collection are contained in this program as well.

Library Services

Program Purpose: The purpose of the Library Services program is to make qualified, courteous staff available that provide direct service to the public, and ascertain that day to day functions are completed in a professional manner.

Program Description: This program area is made up of the staff who work directly with the public, Library Human Resources, Facilities, and Library Administration. This includes the leases and other expenses for the temporary locations at the Digital Access Center at CJRC, and the North Carolina Collection and Maker Lab at Northgate Mall.

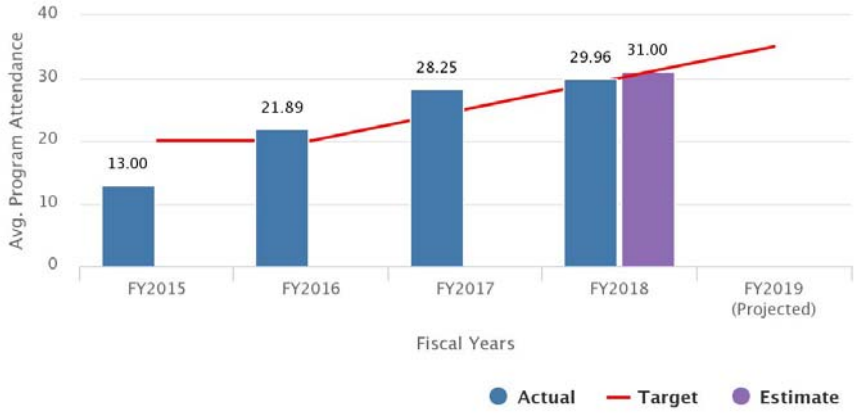
Technology Access

Program Purpose: To provide the public with equitable access to existing and emerging technologies, as well as the skilled staff necessary to operate and maintain that technology.

Program Description: Technology access includes the website, online catalog, electronic resources that are not individually checked out, public Internet access, Library purchased hardware, and the staff of Library IT.

PERFORMANCE MEASURES:

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

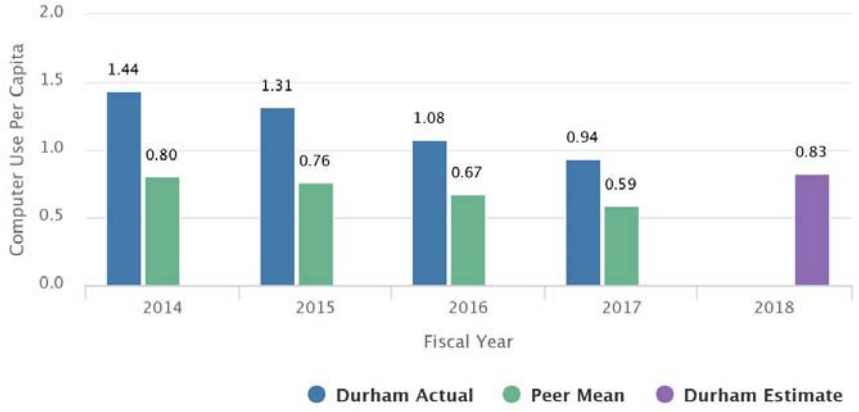


Measure description: This measure shows the average number of attendees at programs conducted in the community by library staff. Programs are provided for customers of all ages. This shows the progress the library has made reaching those who cannot physically come into buildings, and the library's increased efforts to better integrate into the community. Providing programming/services within the community allows for greater exposure and the library to meet customers' expectations. This measure ties to several strategies and objectives in County Strategic Plan Goal 1: Community Empowerment and Enrichment.

Trend explanation: This measure is trending up due to the closure of Main Library, and greater expectations from customers for the library to be present in the community.

FY2018-19 target projection: The department estimates to continue increasing at the same 13.85% growth rate, which is the three-year annual growth rate for attendance. Assuming the library will reach its goal of 31 attendees per program by the end of this fiscal year, 13.85% as a four-year growth rate would make the FY19 average attendance roughly 35.

Measure: COMPUTER USE PER CAPITA COMPARED TO PEERS

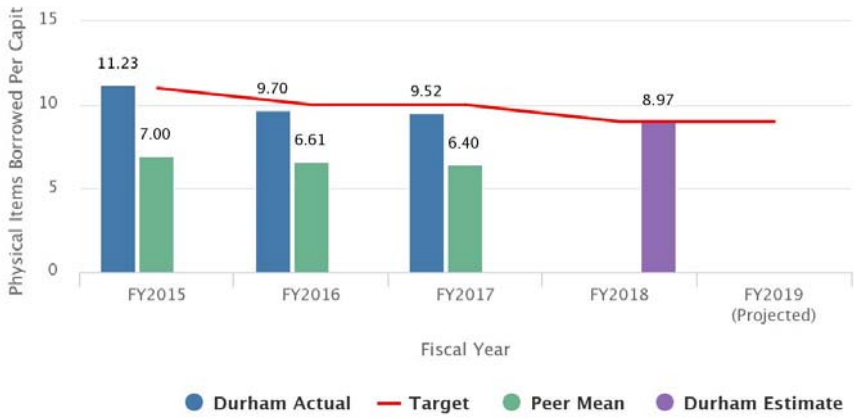


Measure description: This measure shows how many times the library public computers are used per capita in comparison to a chosen peer group. The current set of data do not include wireless sessions. Because the users of the library's public terminals are frequently customers who possess neither the connectivity nor devices to connect to the internet, it is a potential indicator of how home internet access for Durham residents compares to access for residents in peer communities. This supports County Strategic Plan Objective 1.1 Education, Objective 1.2 Workforce Development, and Objective 1.3 Family Success.

Trend explanation: 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 computer, and how the library should allocate resources for computers and internet access.

FY2018-19 target projection: There is no target for this measure; it is an indicator of need in the community for computers with an office suite and internet connection. 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 Durham County have adequate access at home. Assuming the current pattern continues, computer use per capita rate should be about 0.72 in FY19.

Measure: CIRCULATION PER CAPITA



Measure description: This measure shows how many physical items have been borrowed per capita compared to a chosen peer group. Using a per capita measure makes it easier to compare peers with significantly different population sizes. This measure is an indicator of whether the library's collection of books, DVD's, and CD's is meeting the needs of the community. Numerous measures such as access and education levels can be an indicator of the number of items borrowed. A high level of community engagement displayed by a high level of borrowing indicates the library consistently has the items the community wants. This supports County Strategic Plan Objective 1.1 Education, Objective 1.2 Workforce Development, and Objective 1.3 Family Success.

Trend explanation: Circulation of physical items has gone down in libraries across the country. There are many things competing for users' attention, and access to on-line content is one of the greatest competitors to physical items. Even though this decline follows the national trend, Durham County's materials are being used by the community at a higher rate than North Carolina peers. The library will continue its outreach and marketing.

FY2018-19 target projection: Assuming the three-year average remains the same, and the library's average is 8.97 at the end of FY18, then FY19 should be around 8.51.

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.

MISSION

The North Carolina Museum of Life and Science's mission is to create a place of lifelong learning where people, from young children to senior citizens, embrace science as a way of knowing about themselves, their community, and their world.

PROGRAM DESCRIPTION

The North Carolina Museum of Life and Science cultivates discovery of the natural and physical sciences by 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.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$1,627,738	$1,692,837	$1,692,837	$1,767,841	$1,767,841
Total Expenditures	**$1,627,738**	**$1,692,837**	**$1,692,837**	**$1,767,841**	**$1,767,841**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$1,627,738***	***$1,692,837***	***$1,692,837***	***$1,767,841***	***$1,767,841***

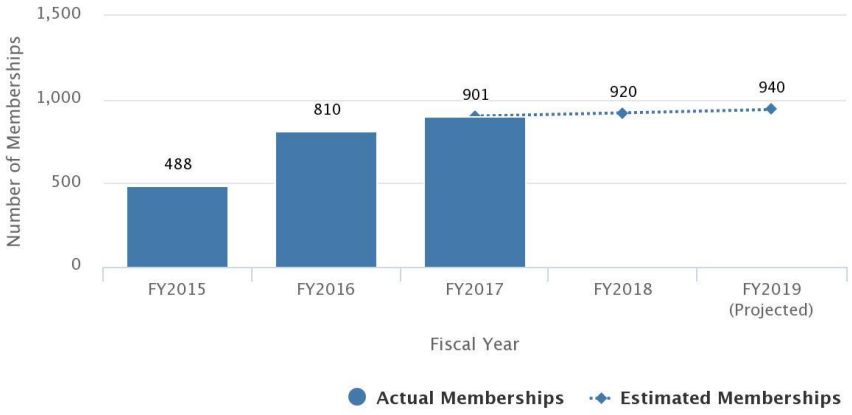
2018-19 BUDGET HIGHLIGHTS

- County funding for NCMLS increases by $75,004 over the FY 2017-18 original budget, and will help support:
  - A 2% staff salary increase mid-year and increases in medical and dental premiums
  - Increase in part-time staffing by 4.67 FTE's to support expansion of summer camp programming and service needs in Guest Relations, Retail, and Exhibit Maintenance.
  - Increase in full-time staffing by 1.44 FTE's to support Program Facilitation, Landscape Maintenance, Butterfly House and Human Resources.

Museum of Life and Science Debt Service			
FY 2016-17 Actual	**FY 2017-18 Estimated**	**FY 2018-19 Requested**	**FY 2018-19 Recommended**
$1,926,430	$2,055,456	$2,207,576	$2,207,576

PERFORMANCE MEASURES:

Measure: IGNITE LEARNING MEMBERSHIPS

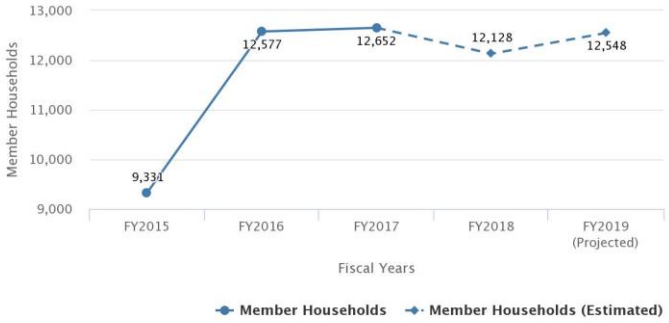


Measure description: This measures the number of Ignite Learning subsidized memberships awarded through partner agencies. These memberships receive full Museum membership benefits for just $5. The Museum tracks the overall membership number to grow the program to what staff believes is an appropriate scope compared to total membership size.

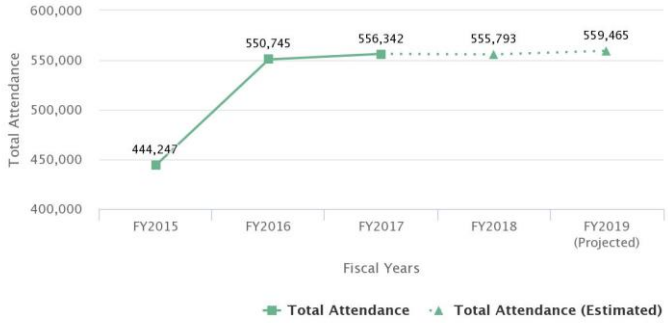
Trend explanation: After "organic" growth to a few hundred members, Museum staff chose a target of 500 members to grow the number of families benefitting from Ignite Learning. Through experience, the Museum believes that having staff engage the social services agency partners is the most effective way of identifying and engaging underserved families with this program.

FY2018-19 target projection: While this is a sizeable range, Museum staff believes that Ignite Learning would be best at a level of at least 5% of paid membership but not more than 10%. To serve less than 5% of members from underserved audiences feels too small; however, 10% could stretch Museum capacity to serve paying members well.

Measure: MEMBER HOUSEHOLDS



Measure: TOTAL ATTENDANCE

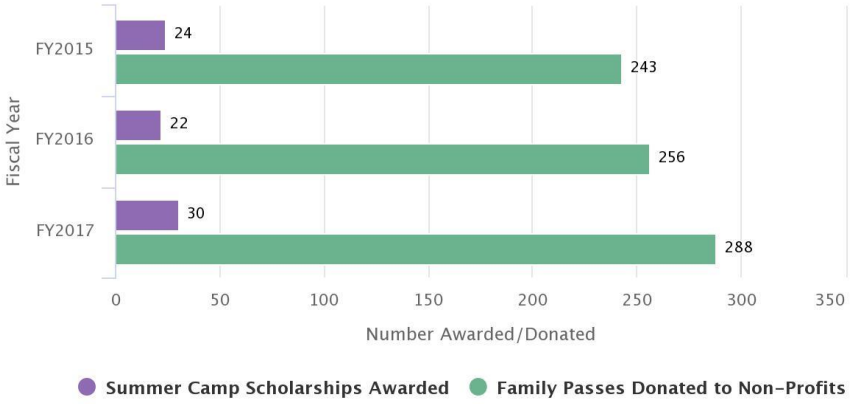


Measure description: The number of member households is a proxy for the achievement of the Museum's mission. The Museum's membership strategy is intended to encourage repeat visitation for deeper learning. Total attendance represents the Museum's reach and impact for the region. By laying member household numbers beside total attendance, staff can visualize the impact of a member relationship with the Museum as well as the casual visitor. By tracking both measures, Museum staff gain a greater understanding of the depth of relationship and repeat visitation from members and the attractiveness of the Museum for first-time or casual visitors from across our region.

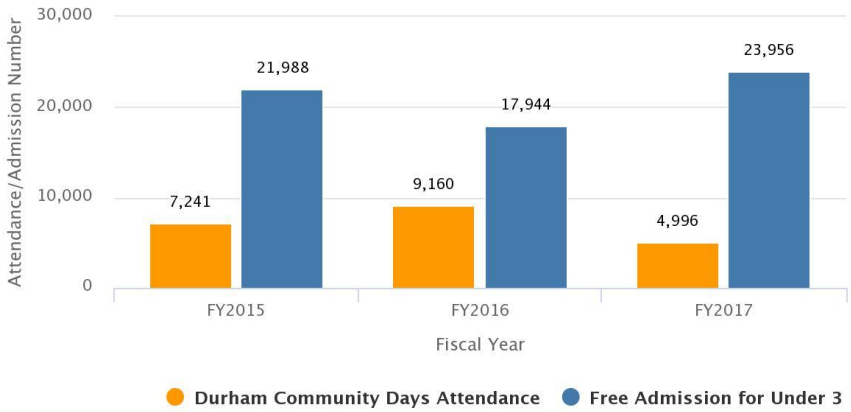
Trend explanation: The tremendous growth in member households suggests that many in the community place value on their Museum experience that goes beyond a single visit. The significant growth in total attendance reflects the investment in Museum experiences and facilities. Most significant growth in membership and attendance occurs following the opening of a major exhibition. Investment in quality programming, in new experiences and in the renewal of older experiences support continued growth.

FY2018-19 target projection: With continued growth in the region, the Museum will be stretched to keep up with population growth. For this reason, staff are considering options for service both on-campus and off-campus or digitally.

Measure: COMMUNITY SCHOLARSHIPS AND DONATIONS



Measure: COMMUNITY PROGRAMS



Measure description: Summer Camp Scholarships Awarded represent the number of children receiving scholarships through fundraising and meets an important community need for learning and for quality and affordable childcare. The Museum donates passes to other nonprofits for their fundraising or award events as part of its community engagement. Durham Community Days represents the number of free visitors on selected days when the Museum has capacity to offer free admission to Durham County residents (with ID). Tracking free admission for children 2 and under benefits a wide range of constituents by keeping the Museum more affordable.

Trend explanation: Collectively, these programs represent the Museum's portfolio approach to underserved outreach and community engagement that supplements the Museum's flagship program, Ignite Learning. Changes in Durham Community Days numbers relate to changing from "free Wednesday" afternoons to a schedule of full days, including Sundays, in 2016. Free days were not offered in summers of 2016 and 2017 due to lack of parking. Both factors reduced the number of attendees. Anecdotal evidence is that more individual people are benefitting – free Wednesdays had many repeat visitors. Summer camp scholarship awards are stable and growing, the number of requests continues to grow annually. Scholarship awards rely upon the Museum's specific fundraising results to continue. Providing requested family passes to nonprofits in the region for their fundraising and events is a popular way the Museum supports the community, and demand is steady since Museum staff streamlined this request process several years ago. Staff are seeing growth in free admission for young children and believe this decision supports families with young children across the region.

FY2018-19 target projection: Durham Community Days - no specific target – free days are a positive but untargeted adjunct to core programs to serve underserved audiences more directly. Additionally, Durham Community Days celebrate the partnership and can help invite new residents to try out the Museum. Summer camp scholarships – the goal is to fund around 50 scholarships annually with fundraising results of $15K to $20K annually to meet the need of direct applicants and the Museum's Ignite Learning partners. Admission passes for nonprofits – steady at around 300 packages per year with 4 admit one passes each. This represents a value of 1,200 admission passes x $18 adult admission or $21,600 to other nonprofits. Free 2 and under – broadly supports families with young children and provides data about the Museum's family visitation.

CONVENTION CENTER

GOAL 1 COMMUNITY EMPOWERMENT AND ENRICHMENT: Provide access to educational, vocational, economic and cultural opportunities while empowering citizens to choose pathways for their own success.

PROGRAM DESCRIPTION

The Durham Convention Center, jointly built by the City and County in 1987, is a meeting destination within the Downtown Business District and complements functions held at the Arts Council, the Carolina Theatre and the Armory while promoting and complementing a wide variety of economic and other activities in the downtown area. The facility includes two large ballrooms (that can be divided into various sizes), six breakout rooms and two executive boardrooms. The downtown Durham tourism infrastructure has grown over recent years and, consequently, events hosted at the Durham Convention Center have become larger. This has resulted in an increase in convention business which is expected to continue to grow along with additional growth in the downtown core.

Spectra, a subsidiary of Comcast Spectacor, has been successfully managing the Durham Convention Center since January 2011. Spectra has a wealth of experience managing such facilities and improving their bottom-line financial condition, and they have proven this reputation at the Durham Convention Center as well. Since Spectra has been managing the venue, the operating deficit has continued to decline and the current management agreement incentivizes Global Spectrum to increase gross revenues and improve facility utilization.

In FY2018-19, the County's owner contribution has been reduced to $50,000.00. Reduced funding reflects the continued success of the Convention Center, management, increasing business trends, and capital planning process.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$158,395	$100,000	$100,000	$100,000	$50,000
Total Expenditures	**$158,395**	**$100,000**	**$100,000**	**$100,000**	**$50,000**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$158,395***	***$100,000***	***$100,000***	***$100,000***	***$50,000***

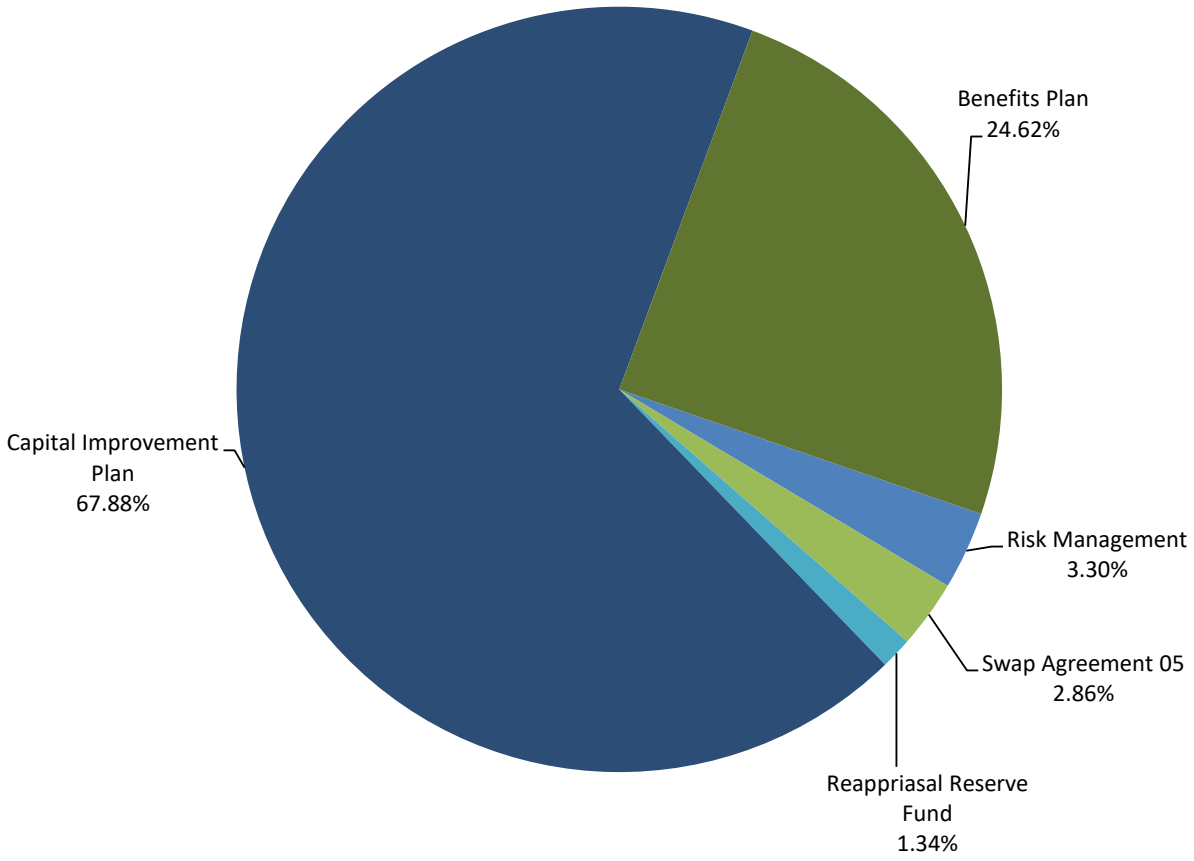
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Other General Funds

These are funds that for accounting purposes are grouped with the general funds. They include the Risk Management Fund, Swap Fund, Capital Financing Fund, and the Benefits Plan Fund.

Other General Funds Recommended Budget



Fund	2016-2017 Actual Expenditures	FY2017-18 Original Budget	FY2017 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended
Risk Management	$2,676,873	$3,423,808	$2,951,763	$3,936,261	$3,641,863
Swap Agreement 05	$0	$2,225,000	$0	$3,313,079	$3,162,949
Reappriasal Reserve Fund	$1,269,713	$1,327,492	$1,401,680	$1,483,438	$1,476,006
Capital Improvement Plan	$63,327,181	$72,680,412	$73,489,436	$74,807,098	$74,957,228
Benefits Plan	$22,318,196	$23,442,744	$25,836,930	$27,185,058	$27,185,058
Grand Total	**$89,591,963**	**$103,099,456**	**$103,679,809**	**$110,724,934**	**$110,423,104**

RISK MANAGEMENT FUND

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

Program Purpose: Durham County's Risk Management function is a coordinated and ongoing effort to assess and respond to risks which affect the achievement of the County' Strategic Plan. This is achieved through risk identification, assessment, and mitigation strategies to protect the 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.

Program Description: 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.

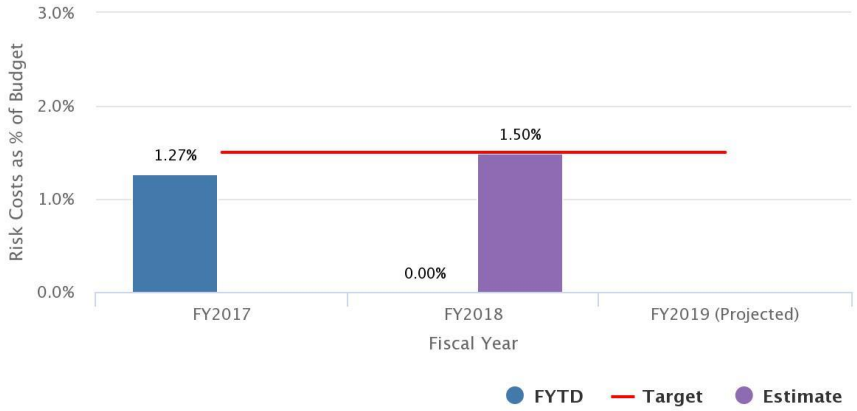
Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$301,566	$461,563	$288,151	$509,379	$466,017
Operating	$2,304,239	$2,862,320	$2,616,826	$3,330,984	$3,095,921
Capital	$28,570	$0	$0	$30,000	$30,000
Transfers	$42,506	$99,925	$46,786	$65,898	$49,925
Total Expenditures	**$2,676,881**	**$3,423,808**	**$2,951,763**	**$3,936,261**	**$3,641,863**
Revenues					
Investment Income	$59,295	$24,044	$0	$0	$25,838
Service Charges	$3,130,135	$3,349,764	$3,347,701	$3,936,081	$3,221,025
Other Revenues	$0	$0	$0	$180	$0
Other Fin. Sources	$76,482	$50,000	$0	$0	$395,000
Total Revenues	**$3,265,912**	**$3,423,808**	**$3,347,701**	**$3,936,261**	**$3,641,863**
Net Expenditures	***($589,031)***	***$0***	***($395,938)***	***$0***	***$0***
FTEs	5.00	5.00	5.00	6.00	5.00

2018-19 BUDGET HIGHLIGHTS

- Risk Management Safety Division - establish a safety line for safety related items that are required by OSHA, Federal and State Law
- Replacement vehicle for Safety Division

PERFORMANCE MEASURES:

Measure: TOTAL COST OF RISK AS A PERCENTAGE OF DURHAM COUNTY BUDGET

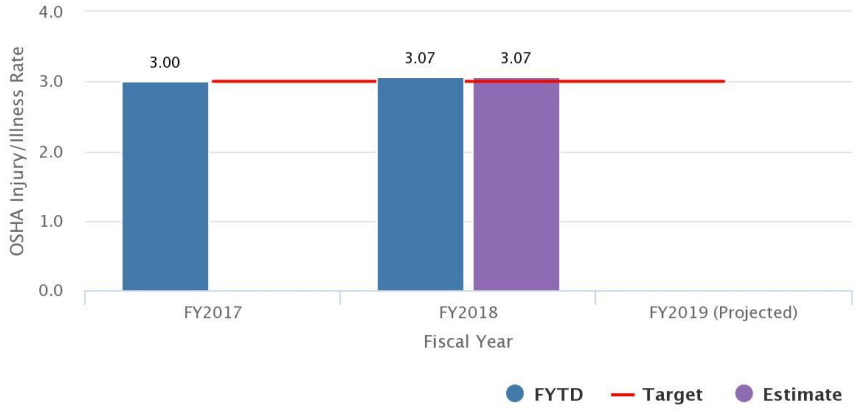


Measure description: This measure shows the cost of managing risks and incurring losses for Durham County. The Total Cost of Risk is the sum of all aspects of the County's operations that relate to risk, including retained losses and related loss adjustment expenses, risk control costs, transfer costs, and administrative costs. The Total Cost of Risk (TCoR) is the total cost of insurance premiums, retained losses which is the amount of money that the County spends "out of pocket" for losses incurred (deductible/uninsured losses) and internal/external risk control costs.

Trend explanation: With the implementation of Durham County's Safety Program and continued successful Claims Management, the County has seen a decrease in Risk expenditures, which has translated to an improvement in overall claim loss. This has led to less money being spent and this measure trending down.

FY2018-19 target projection: The goal for this measure is 2% or less. To achieve this, the County can continue being proactive in safety and claims management, thereby keeping costs down.

Measure: DURHAM COUNTY OSHA RECORDABLE INJURY/ILLNESS RATE



Measure description: This measures the number of injuries within the organization compared to the national average of public sector entities. Keeping this measure down also keeps Durham County's insurance premiums down as well as overall costs. This measure is the value to evaluate and quantify a company safety performance, which allows OSHA to compare Durham County's injury rate to other, similar entities.

Trend explanation: Implementation of the Durham County Safety Program has helped to reduce organizational injuries, which have assisted this measure in downward trending.

FY2018-19 target projection: This target is set by the national average of OSHA Recordable Injury/Illness Rate. Continuing to be proactive with Durham County's Safety Program and Claims Management to keep costs down is the key to maintaining success with this measure.

SWAP FUND

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

PROGRAM 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 $28,169,733 has been received to date, of these funds, $15,152,520 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 2018-19 (September 2018 and March 2019), and a conservative estimate is the County will receive $1,250,000. These budgeted funds are normally transferred to the Debt Service Fund to support debt service payments on the loans earning this revenue, however for FY 2018-19 the funds will accrue to support debt service payments in future years, helping keep the amount of property tax revenue needed for debt service to a minimum.

Additional fund balance from the SWAP fund of $1,912,949 (out of an available $15.1 million) will be transferred to the Debt Service Fund to support increasing planned debt service.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Transfers	$0	$2,225,000	$0	$3,313,079	$3,162,949
Total Expenditures	**$0**	**$2,225,000**	**$0**	**$3,313,079**	**$3,162,949**
Revenues					
Investment Income	$4,915	$0	$918	$0	$0
Other Revenues	$2,666,229	$2,225,000	$2,139,406	$1,250,000	$1,250,000
Other Fin. Sources	$0	$0	$0	$2,063,079	$1,912,949
Total Revenues	**$2,671,144**	**$2,225,000**	**$2,140,324**	**$3,313,079**	**$3,162,949**
Net Expenditures	***($2,671,144)***	***$0***	***($2,140,324)***	***$0***	***$0***

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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.

PROGRAM 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 18.84% for FY 2018-19 in an effort to fund capital facility improvements. The long-range Capital Financing Plan can be found in the FY 2017-26 Capital Improvement Plan. Durham County's Capital Financing Policy follows.

Revenues	FY 2018-19
Property Taxes (9.96 cents)	$35,881,693
Prior Year Taxes	$0
One-half Cent Sales Taxes (Art. 40, 42, & 46)	$34,662,558
Occupancy Taxes	$3,680,000
Interest Earnings	$10,000
Miscellaneous Revenue (American Tobacco)	$586,628
Fund Balance	$136,349
TOTAL RESOURCES	**$74,957,228**

Expenditures	FY 2018-19
Motor Vehicle Tax Collection Fees (State)	$50,001
Transfer to Debt Service	$67,746,639
County Contribution*	$7,160,588
Reserve for Future Purchases	$0
TOTAL EXPENDITURES	**$74,957,228**

**Projects funded with county contribution. These projects include:*

Ongoing HVAC Replacement: $53,861
Ongoing Roof Replacement: $262,411
Ongoing Parking Resurfacing: $268,550
IT Equip. Replace (Scheduled): $2,893,000
County Building Envelope Upgrades: $500,000
IT Telecommunications System: $428,000
Bethesda VFD Building Support: $614,631
Security Improvements: $392,510
EMS Duke West Station: $300,000
Open Space & Farmland Acquisition: $500,000
Bragtown Branch Library Upgrade: $55,125
Stanford L. Warren Library Upgrade: $892,500

For FY 2018-19, the portion of the county-wide tax rate dedicated to the Capital Financing Plan is 9.71 cents, no increase from FY 2017-18. As part of a 2016 General Obligation Bond referendum (approved) citizens were told that an overall increase of up to 2.5 cents would be needed to support GO Bond debt as well as other forms of oncoming new debt. That planned debt related increase, although slightly lower at 1.75 cents, was included in the FY 2017-18 budget. The slightly lower tax increase needed is due to several refinancings of existing County debt at better rates along with changes to project timelines and changes to future debt cost estimates.

Capital Financing Plan Fund

Fund: 1001250000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$46,811	$50,000	$46,768	$50,001	$50,001
Transfers	$63,280,369	$72,630,412	$73,442,668	$74,757,097	$74,907,227
Total Expenditures	**$63,327,180**	**$72,680,412**	**$73,489,436**	**$74,807,098**	**$74,957,228**
Revenues					
Taxes	$28,281,955	$34,560,507	$35,081,185	$35,731,563	$35,881,693
Investment Income	$48,917	$10,000	$10,549	$10,000	$10,000
Rental Income	$563,868	$575,113	$575,113	$586,628	$586,628
Other Fin. Sources	$41,112,723	$37,534,792	$38,889,801	$38,478,907	$38,478,907
Total Revenues	**$70,007,463**	**$72,680,412**	**$74,556,648**	**$74,807,098**	**$74,957,228**
Net Expenditures	***($6,680,283)***	***$0***	***($1,067,212)***	***$0***	***$0***

Continued growth in revenue such as sales tax and occupancy tax revenue along with a portion of the new Article 46 sales tax (as defined in a Board of County Commissioners resolution) are also helping offset the need for higher property tax support of debt service in FY 2018-19. 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 2017-26 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 16.37% for the FY 2017-18 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:

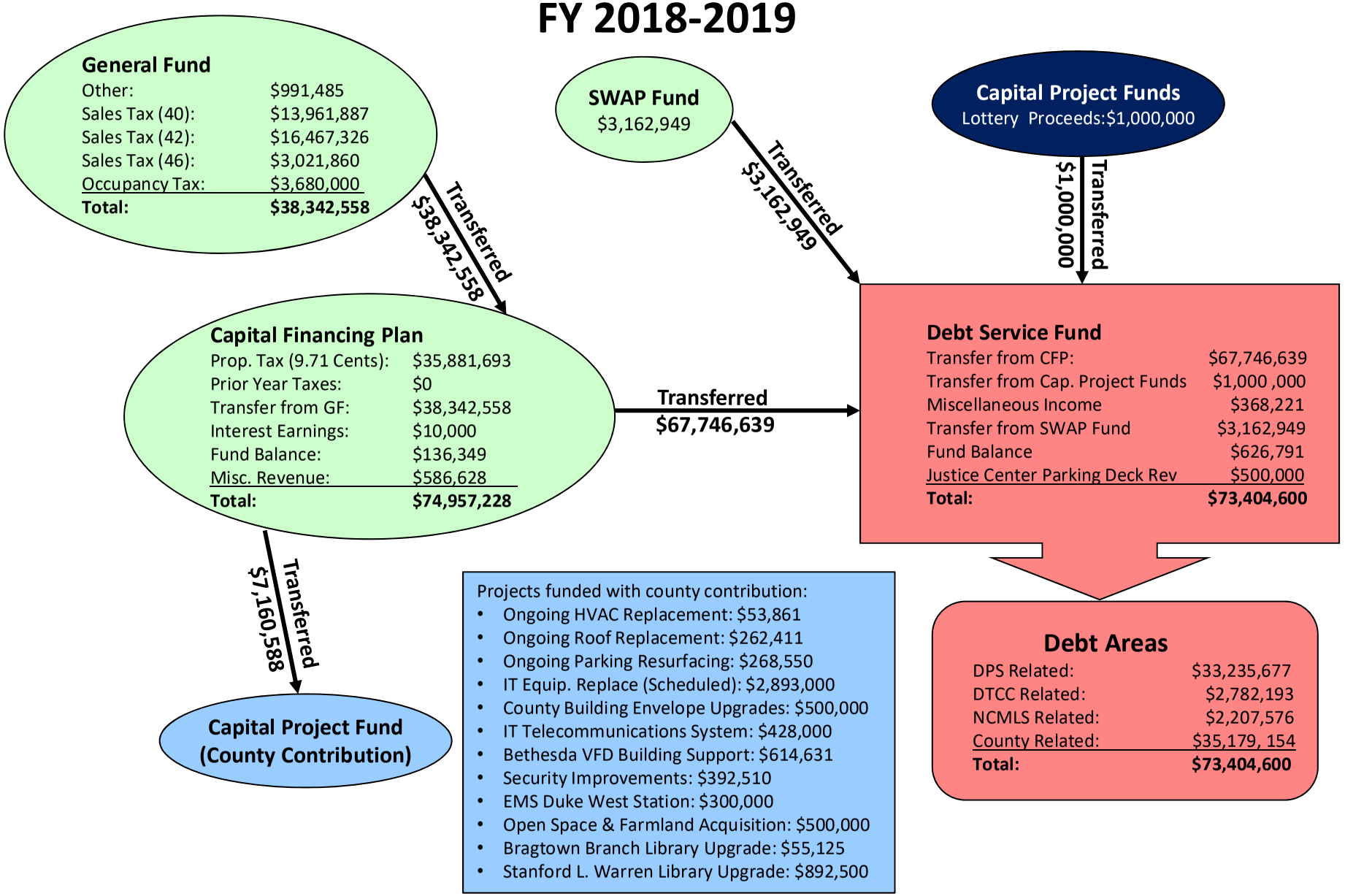
NOW, THEREFORE BE IT RESOLVED that the Board of Commissioners of Durham County hereby amends its policy of financing capital projects and capital project debt revised and approved on June 26, 2006 as follows:

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
FY 2018-2019



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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.

PROGRAM DESCRIPTION

Durham County has a benefit plan that is partially self-funded. This plan allows for more effective and efficient management of health care costs for both the County and its employees. By retaining profits that would normally accrue to the administrator of a fully-insured plan, the county is able to provide a core plan for all employees that includes health, dental, vision and one-time salary life insurance coverage for all employees and offers dependent coverage that more employees can afford.

The Fund Balance Policy was also revised so that unspent funds for the self-insured benefits (i.e. 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.

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

For FY 2018-19, the plan will be funded as follows: Funds will be transferred to the Benefits Plan Fund to cover the cost of the plan: $23,787,488 will be transferred from the General Fund; $249,625 charge for service from the Sewer Utility Enterprise Fund for employees that reside in that fund; $49,925 will be transferred from the Risk Management Fund for employees that reside in that fund; $2,598,020 funding source for employee contributions booked directly to the Benefits Plan Fund and $500,000 in committed for dental fund balance appropriation.

FY 2018-19 Benefits Plan Fund Budget

Health	$23,638,215
Dental	$1,901,787
Vision	$368,727
Life Insurance	$186,523
Wellness Clinic HealthSTAT	$502,412
Plan Administration Fees	$87,394
Transfer to GF - Dental	$500,000
Total Expenditures:	$27,185,058
Less Employee/Retiree Contribution Health	$1,696,100
Less Employee/Retiree Contribution Dental	$901,920
Utility Fund Charge for Service	$249,625
Total County Funding	$24,337,413

Benefits Plan Fund

Fund: 1001500000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$21,712,347	$22,852,938	$25,244,262	$26,095,252	$26,095,252
Operating	$606,017	$589,806	$592,668	$589,806	$589,806
Transfers	$0	$0	$0	$500,000	$500,000
Total Expenditures	**$22,318,364**	**$23,442,744**	**$25,836,930**	**$27,185,058**	**$27,185,058**
Revenues					
Investment Income	$42,113	$0	$0	$0	$0
Service Charges	$2,634,564	$2,550,862	$2,792,941	$2,847,645	$2,847,645
Other Revenues	$0	$0	$483	$0	$0
Other Fin. Sources	$20,134,735	$20,891,882	$22,124,731	$24,337,413	$24,337,413
Total Revenues	**$22,811,412**	**$23,442,744**	**$24,918,155**	**$27,185,058**	**$27,185,058**
Net Expenditures	***($493,048)***	***$0***	***$918,775***	***$0***	***$0***

2018-19 BUDGET HIGHLIGHTS

- The County will continue with Aetna's Accountable Care Organization.
- The total increase of the County Benefits Plan Fund for all insurance costs is 16% ($3.76 million) from $23,442,744 to $27,185,058. Health insurance costs increase for two different reasons: 1) Enrollment increase = an additional $1.12 million (6.3%), 2) Premium increase = $1.64 million (8.65%). The increase in the fund also includes other benefit area increases of approximately $500,000 and a $500,000 transfer to the General Fund to support the employer contribution for dental benefits.

TAX ADMINISTRATION - REVALUATION

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

MISSION

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.

DEPARTMENT DESCRIPTION

Program Purpose: 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, which means market value at least once every eight years or within the cycle set forth by a resolution adopted by the County Commissioners.
Program Description: Each county is required to reappraise all real property in accordance with North Carolina General Statute 105-283 and 105-317. Durham County's most recent general reappraisal of over 114,000 parcels was effective 01/01/2016. Durham County Board of County Commissioners has set 01/01/2019 as the date of the next general reappraisal and every four years thereafter.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$264,765	$263,736	$255,008	$256,568	$256,550
Operating	$1,004,949	$1,063,756	$1,146,672	$1,192,870	$1,185,456
Capital	$0			$34,000	$34,000
Total Expenditures	**$1,269,714**	**$1,327,492**	**$1,401,680**	**$1,483,438**	**$1,476,006**
Revenues					
Total Revenues	**$1,662,044**	**$1,327,492**	**$1,401,680**	**$1,483,438**	**$1,476,006**
Net Expenditures	***($392,330)***	***$0***	***($0)***	***$0***	***$0***
FTEs	0.00	11.00	11.00	11.00	11.00

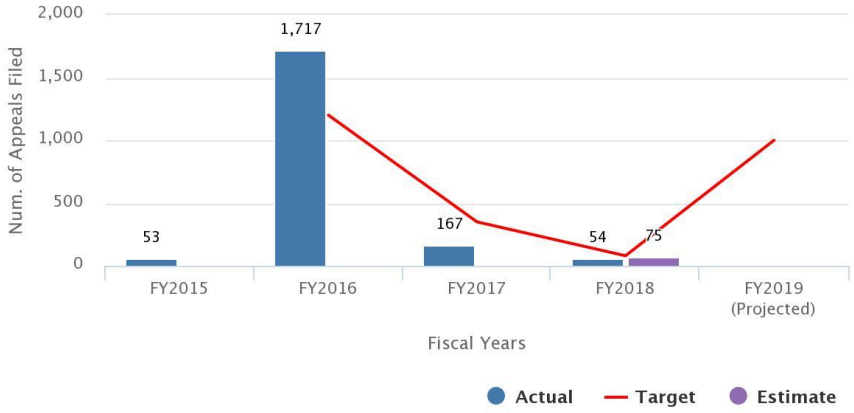
*Note: In FY2017-18 the Revaluation Fund Center was moved to the Reappraisal Reserve Fund (see corresponding page for General Fund Tax Department information)

2018-19 BUDGET HIGHLIGHTS

- Per Durham County Board of Commissioner approval of a revised County Fund Balance Policy in FY2016-17, the Revaluation Fund Center that has historically been a part of the General Fund will now be placed into a "Committed for Reappraisal Reserve Fund" per Government Accounting and Standards Board (GASB) best practice.
    - This will follow state statute mandating that the County annually estimate the cost of the next reappraisal and provide a budget that will cover those expenditures.
- With the date for the next general reappraisal of property values in Durham County approaching on January 1, 2019, much of the data collection and appraisal work needed to meet this deadline must be completed in the final quarters of the 2017-2018 fiscal year.
    - New reappraisal standards implemented by the NC Department of Revenue on July 28, 2016 will require additional resources by the county to remain in compliance. These standards will require a full measure and list to ensure that each property is visited and all improvements are re-measured and checked for data accuracy.

PERFORMANCE MEASURES:

Measure: NUMBER OF COMMERCIAL/INDUSTRIAL REAL PROPERTY APPEALS FILED WITH BOARD OF EQUALIZATION & REVIEW

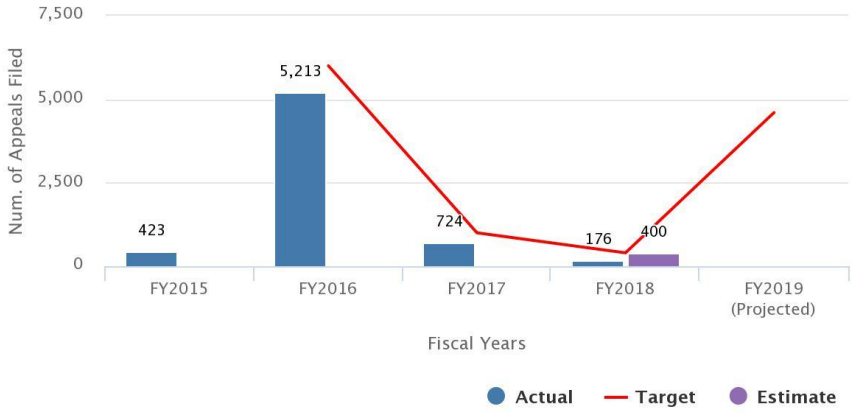


Measure description: According to N.C.G.S. 105-322(2), any taxpayer who owns or controls property taxable in the County has the right to appeal the listing or appraised value of the property. Often this indicates owners believe the value of their property exceeds true market value. During the years in which the County conducts a general reappraisal, the number of filed appeals increases. The goal of a general reappraisal is to reappraise all properties (8,700+/- commercial) at 100% market value. Durham County's most recent general reappraisal was effective January 1, 2016 with the next effective January 1, 2019.

Trend explanation: Typically, this number decreases the further away from a general reappraisal year. The expected trend is that the percentage of appeals filed will decline as the County conducts reappraisals on a regular basis.

FY2018-19 target projection: Mass appraisal industry standard for commercial/industrial appeals range 15-20% of the County's parcel count. If the number of filed appeals is lower than this standard, that generally indicates property owners agree with the values set by the assessor's office. FY19 is a general reappraisal year which accounts for the increase in the target number.

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 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 (106,000+/- residential) at 100% market value. Durham County's most recent general reappraisal was effective January 1, 2016 with the next effective January 1, 2019.

Trend explanation: Historically, the number of residential appeals increases significantly during a general reappraisal year. This is attributable to new property values being placed on every parcel within the County.

FY2018-19 target projection: 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 next general reappraisal is January 1, 2019 which accounts for the large increase in appeals projected for FY19. Mass appraisal industry standard for residential appeals filed is 10% of the total parcel count. The number of appeals filed that is lower than this standard is an indication that most property owners agree with the value set by the assessor's office.

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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 purposes. The Special Revenue Funds include fire districts, special park district, emergency services telephone and the Community Health Fund.

Summary: Special Revenue Funds

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$4,836,983	$4,403,955	$4,340,220	$8,411,799	$8,249,486
Transfers	$9,939,200	$10,951,621	$11,078,823	$4,348,699	$5,872,572
Total Expenditures	**$14,776,183**	**$15,355,576**	**$15,419,043**	**$12,760,498**	**$14,122,058**
Revenues					
Taxes	$9,089,860	$8,996,951	$9,141,149	$8,999,706	$9,282,822
Intergovernmental	$4,291,218	$4,300,000	$4,152,401	$2,600,000	$2,600,000
Investment Income	$44,298	$0	$29,832	$0	$0
Other Fin. Sources	$0	$2,058,625	$1,658,884	$1,160,792	$2,239,236
Total Revenues	**$13,425,376**	**$15,355,576**	**$14,982,266**	**$12,760,498**	**$14,122,058**
Net Expenditures	***$1,350,807***	***$0***	***$436,777***	***$0***	***$0***

FIRE DISTRICTS

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

PROGRAM DESCRIPTION

Fire protection in Durham County is provided within six fire districts, which are tax supported by residents of each respective district. Services are provided by incorporated volunteer fire departments. In addition to fire protection, Durham County fire departments provide emergency medical services within their districts. All departments respond to requests for assistance to surrounding departments and counties under mutual aid agreements. Coordination of these fire and rescue services is provided by the Fire Marshal's Office and Emergency Medical Services.

The following rates are proposed for FY 2018-19:

District	FY 2017-18 Adopted Tax Rate	FY 2018-19 Requested Tax Rate	FY 2018-19 Recommended Tax Rate	Change from FY 2017-18 to FY 2018-19
Lebanon	0.1156	0.1156	0.1156	-
Redwood	0.1344	0.1344	0.1344	-
New Hope*	0.0874	0.0874	0.0874	-
Eno*	0.0778	0.0778	0.0778	-
Bahama	0.0987	0.0987	0.0987	-
Durham County Fire & Rescue Service	0.1251	0.1251	0.1451	0.0200
RTP Special Park District	0.0629	0.0629	0.0629	-

*The New Hope and Eno fire district rates are established by neighboring Orange County through an inter-local agreement.

The Durham County Fire and Rescue Service District was created in June of FY 2014-15. This combined district covers both the former Bethesda and Parkwood Fire Districts and allows better distribution of services across both districts. Starting in FY2018-19 the fire protection and first response services for this district will be provided through an Inter-local agreement with the City of Durham. This consolidation will provide an economically sustainable method to provide these life safety services to the citizens of this district.

The Operating Expenditures seen in the accompanying tables refers to Fire District taxes that are budgeted to be spent on 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 ranging from $83 to $4,161) along with funds dispersed directly to the corresponding Fire Department for their annual operating expenses as approved by the Durham County Fire Marshal.

Where applicable the Other Financing Sources seen in the accompanying tables refers to a Board of Commissioner's approved 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.

The variances seen in the District tables between Department Requested and Manager Recommended reflect updated property valuations provided by the Tax Department in between budget stages.

Lebanon Fire District Fund

Fund: 2002140000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$789,338	$563,463	$563,006	$659,446	$539,180
Transfers	$713,110	$738,907	$730,892	$748,699	$770,439
Total Expenditures	**$1,502,448**	**$1,302,370**	**$1,293,898**	**$1,408,145**	**$1,309,619**
Revenues					
Taxes	$1,210,975	$1,302,370	$1,306,925	$1,408,145	$1,309,619
Investment Income	$3,510	$0	$34	$0	$0
Total Revenues	**$1,214,485**	**$1,302,370**	**$1,306,959**	**$1,408,145**	**$1,309,619**
Net Expenditures	***$287,963***	***$0***	***($13,061)***	***$0***	***$0***

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

Redwood Fire District Fund

Fund: 2002160000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$962,219	$1,017,681	$1,013,648	$1,035,054	$1,055,054
Total Expenditures	**$962,219**	**$1,017,681**	**$1,013,648**	**$1,035,054**	**$1,055,054**
Revenues					
Taxes	$995,257	$969,681	$982,905	$1,035,054	$984,318
Investment Income	$2,930	$0	$25	$0	$0
Other Fin. Sources	$0	$48,000	$30,718	$0	$70,736
Total Revenues	**$998,187**	**$1,017,681**	**$1,013,648**	**$1,035,054**	**$1,055,054**
Net Expenditures	***($35,968)***	***$0***	***($0)***	***$0***	***$0***

New Hope Fire District Fund

Fund: 2002170000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$91,695	$98,715	$98,566	$102,328	$102,264
Total Expenditures	**$91,695**	**$98,715**	**$98,566**	**$102,328**	**$102,264**
Revenues					
Taxes	$99,989	$98,715	$103,800	$102,328	$102,264
Investment Income	$407	$0	$0	$0	$0
Total Revenues	**$100,396**	**$98,715**	**$103,800**	**$102,328**	**$102,264**
Net Expenditures	***($8,701)***	***$0***	***($5,234)***	***$0***	***$0***

Eno Fire District Fund

Fund: 2002190000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$33,094	$36,037	$35,950	$37,133	$37,086
Total Expenditures	**$33,094**	**$36,037**	**$35,950**	**$37,133**	**$37,086**
Revenues					
Taxes	$38,530	$36,037	$37,524	$37,133	$37,086
Investment Income	$408	$0	$0	$0	$0
Total Revenues	**$38,938**	**$36,037**	**$37,524**	**$37,133**	**$37,086**
Net Expenditures	***($5,844)***	***$0***	***($1,574)***	***$0***	***$0***

Bahama Fire District Fund

Fund: 2002210000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$1,745,641	$1,491,310	$1,490,548	$1,630,855	$1,584,250
Total Expenditures	**$1,745,641**	**$1,491,310**	**$1,490,548**	**$1,630,855**	**$1,584,250**
Revenues					
Taxes	$1,545,849	$1,491,310	$1,571,677	$1,630,855	$1,584,250
Investment Income	$4,451	$0	$13	$0	$0
Total Revenues	**$1,550,300**	**$1,491,310**	**$1,571,690**	**$1,630,855**	**$1,584,250**
Net Expenditures	***$195,341***	***$0***	***($81,142)***	***$0***	***$0***

Durham County Fire and Rescue Service District

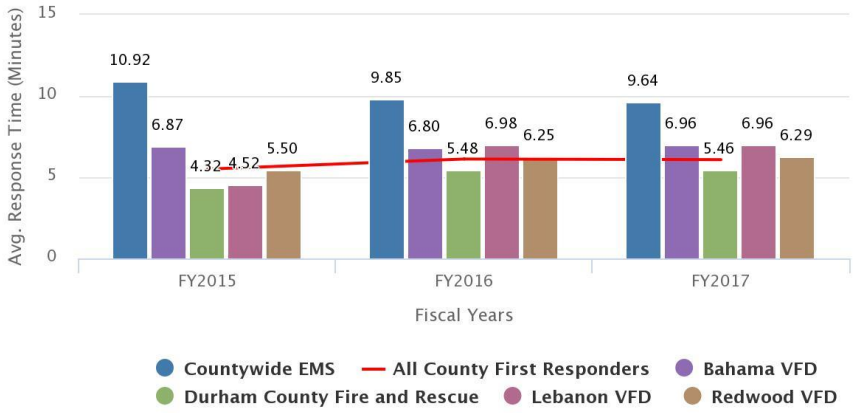
Fund: 2002260000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$3,205	$3,200	$1,600	$3,839,477	$3,839,996
Transfers	$4,036,494	$4,634,548	$4,769,765	$0	$333,633
Total Expenditures	**$4,039,699**	**$4,637,748**	**$4,771,364**	**$3,839,477**	**$4,173,629**
Revenues					
Taxes	$3,979,563	$3,905,289	$3,990,360	$3,678,685	$4,173,629
Intergovernmental	$341,218	$350,000	$202,401	$0	$0
Investment Income	$9,707	$0	$32	$0	$0
Other Fin. Sources	$0	$382,459	$0	$160,792	$0
Total Revenues	**$4,330,488**	**$4,637,748**	**$4,192,793**	**$3,839,477**	**$4,173,629**
Net Expenditures	***($290,789)***	***$0***	***$578,571***	***$0***	***$0***

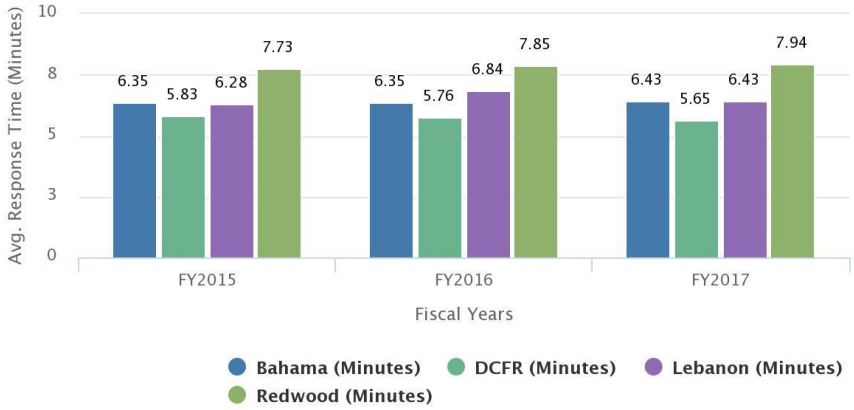
* Table above includes Fund Balance Appropriations for the former Bethesda and Parkwood tax districts when appropriate
* Starting in FY2018-19 Durham County Fire and Rescue Service District is contracting with the City of Durham to provide Fire and First Response services to this district.

PERFORMANCE MEASURES:

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



Measure: AVERAGE FIRE RESPONSE TIMES (IN MINUTES)



SPECIAL PARK DISTRICT FUND

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

PROGRAM DESCRIPTION

In 1986, the Board of County Commissioners established a research and production service district coterminous with the portion of the Research Triangle Park (RTP) located within Durham County. The purpose of the district is to provide and maintain certain services and facilities in addition to services and facilities currently provided by the County.

The Durham-Wake Counties Research and Production Service District Advisory Committee, met on May 7, 2018 and approved their budget with no tax increase requested.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$1,211,791	$1,193,549	$1,136,903	$1,107,506	$1,091,656
Total Expenditures	**$1,211,791**	**$1,193,549**	**$1,136,903**	**$1,107,506**	**$1,091,656**
Revenues					
Taxes	$1,219,697	$1,193,549	$1,147,958	$1,107,506	$1,091,656
Investment Income	$3,726	$0	$0	$0	$0
Total Revenues	**$1,223,423**	**$1,193,549**	**$1,147,958**	**$1,107,506**	**$1,091,656**
Net Expenditures	***($11,632)***	***$0***	***($11,055)***	***$0***	***$0***

COMMUNITY HEALTH FUND

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

PROGRAM 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 $2,600,000 for FY2018-2019 and will be reduced to $1,250,000 annually beginning FY2019-2020 through the conclusion of the agreement in FY2030-31. It is projected that this fund will have an estimated balance of $3,590,810 on June 30, 2018. The exact figure will be reconciled and reported in the County's Comprehensive Annual Financial Report (CAFR).

For FY 2018-19, Community Health Fund (CHF) dollars are being used to support Emergency Medical Services (EMS) net expenditures and employee health benefits. The EMS operating budget is funded through EMS patient transport fees, Medicaid Cost Settlement Funds and revenue from the Duke – County Agreement in which Duke pays the County for Emergency Medical Services and is also funded by this transfer from the CHTF.

Department	Item	FY2017-18 Approved	FY2018-19 Recommended
EMS	EMS Services and employee benefits (179 FTEs)	$3,950,000	$3,600,000
EMS	5 Replacement EMS ambulances	$1,415,166	$1,168,500
EMS	2 – Istat machines for the Community Paramedic pilot	$20,000	$0
Non-Departmental	Pre-K Expansion needs study	$193,000	$0
TOTAL		**$3,950,000**	**$4,768,500**
Funds from Duke University Health System (transferred to General Fund)		$3,950,000	$2,600,000
Fund Balance Appropriation (transferred to General Fund$_1$)		$1,628,166	$2,168,500
TOTAL		**$3,950,000**	**$4,768,500**

Fund: 7007080000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Transfers	$5,189,596	$5,578,166	$5,578,166	$3,600,000	$4,768,500
Total Expenditures	**$5,189,596**	**$5,578,166**	**$5,578,166**	**$3,600,000**	**$4,768,500**
Revenues					
Intergovernmental	$3,950,000	$3,950,000	$3,950,000	$2,600,000	$2,600,000
Investment Income	$19,159	$0	$29,728	$0	$0
Other Fin. Sources	$0	$1,628,166	$1,628,166	$1,000,000	$2,168,500
Total Revenues	**$3,969,159**	**$5,578,166**	**$5,607,894**	**$3,600,000**	**$4,768,500**
Net Expenditures	***$1,220,437***	***$0***	***($29,728)***	***$0***	***$0***

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Debt Service Fund

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

DEBT SERVICE FUND

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

FUND DESCRIPTION

The Debt Service Fund was established in 1987 to provide for the annual repayment of bonded debt principal and interest, lease-purchase principal and interest, and bond agency fees. Long-term debt, with the exception of the Enterprise Fund's debt service, is accounted for in this fund. Prior to 1987, this appropriation was included in the General Fund.

- A bond referendum held in November 2003 was approved by voters, giving the county the authority to issue general obligation bonds in an aggregate principal amount not to exceed $123.66 million to finance the construction of selected capital projects. A summary of this referendum is shown in the table to the right.

2003 Bond Authorization	
Durham Public Schools Facilities	$105,315,000
Library Facilities	$4,637,262
North Carolina Museum of Life and Science	$5,184,513
Durham Technical Community College	$8,200,000
Issuance Costs	$328,225
TOTAL	**$123,665,000**

- In April 2004, the County issued $40.6 million of the total 2003 authorization and the final $6 million of the total 2001 authorization in general obligation debt. These bond funds are supporting $26.13 million in school projects, $5.18 million for the North Carolina Museum of Life and Science, $4.64 million for libraries, and $4.2 million for Durham Technical Community College. Bond issuance costs make up the remaining funds.
- Also in April 2004, the County issued $10.6 million in two-thirds general obligation debt to support three ongoing capital projects: $7.63 million for a new Justice Center, $2.48 million for a new Human Services Complex, and $381,000 for renovations to the Head Start/YMCA Building. Bond issuance costs make up the remaining funds.
- In May 2006, the County issued another $49.2 million of general obligation bonds authorized in the 2003 bond referendum. These funds support $45 million in Durham Public Schools projects and $4 million for Durham Technical Community College projects. Also in May 2006, the County issued $12.2 million in two-thirds general obligation debt to support the following projects: Animal Control Facility, open space, Southwest Branch Library, Durham Public Schools' Holton project, Stanford L. Warren Library project, Emergency Medical Services Station #2, Human Services project, Senior Center project, and Board of County Commissioners' boardroom project, as well as issuance costs.
- A bond referendum held in November 2007 was approved by voters, giving the County the authority to issue general obligation bonds in an aggregate principal amount not to exceed $207.1 million to finance the construction of selected capital projects.
- In April 2007, the County issued the final $34.09 million of general obligation bonds authorized in the 2003 bond referendum. All funds were allotted to Durham Public Schools projects. Also in April 2007, the County issued $12.1 million in two-thirds general obligation debt to support six capital projects: $3.8 million for Criminal Justice Resource Center renovations, $500,000 for Main Library renovations, $700,000 for Administration Building renovations, $350,000 for Emergency Medical Services Station #1 renovations, $2.7 million for Holton School (CIS Academy), and $3.95 million for Durham Public Schools' future land purchases.

2007 Bond Authorization	
Durham Public Schools Facilities	$193,448,205
NC Museum of Life and Science	$4,170,812
Durham Technical Community College	$8,680,000
Issuance Costs	$800,983
TOTAL	**$207,100,000**

- $60 million of voter-approved 2007 GO bond funds were issued in 2010 for Durham Public Schools, Durham Technical Community College (DTCC), and the NC Museum of Life & Science (NCMLS). Another $60 million was issued in 2012 for Durham Public Schools. A third issuance of $51 million was carried out in 2014 for Durham Public Schools. $39.9 million of unissued 2007 GO bonds is expected to be spent over the next three years for Durham Public Schools and Durham Technical Community College.
- Durham County issued $125 million in non-general obligation bond funds during 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

Debt Service Fund

Fund: Debt 3003040000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Transfers	$4,291,000	$6,382,564	$0	$0	$626,791
Other	$171,721,280	$62,286,501	$60,807,595	$72,777,809	$72,777,809
Total Expenditures	**$176,012,280**	**$68,669,065**	**$60,807,595**	**$72,777,809**	**$73,404,600**
Revenues					
Investment Income	$574,198	$368,221	$368,222	$368,221	$368,221
Service Charges	$567,610	$500,000	$500,000	$500,000	$500,000
Other Fin. Sources	$175,550,547	$67,800,844	$67,865,918	$71,909,588	$72,536,379
Total Revenues	**$176,692,355**	**$68,669,065**	**$68,734,140**	**$72,777,809**	**$73,404,600**
Net Expenditures	***($680,075)***	***$0***	***($7,926,545)***	***$0***	***$0***

- During the 2016 General Obligation Bond referendum, voters were told that up to 2.5 cents of additional property tax would be needed to support the additional GO Bond debt along with other debt issuances the County planned to make over the 10-year view of the 2017-26 Capital Improvement Plan (CIP). After several recent refinancings of existing debt, along with revised future debt costs and slower than expected debt issuance the property tax increase needed to support ongoing debt service resulted in a 1.75 cents property tax increase in FY 2017-18.

2016 Bond Authorization	
Durham Public Schools Facilities	$90,000,000
NC Museum of Life and Science	$14,067,705
Durham Technical Community College	$20,000,000
Main Library Renovations	$44,297,262
Issuance Costs	$1,635,033
TOTAL	**$170,000,000**

- For FY 2018-19, the portion of the County tax rate dedicated to fund the Capital Financing Plan, which helps support debt service payments stays flat at 9.96 cents. $626,791 of Debt Service Fund fund balance is appropriated and transferred to the General Fund to support one time purchases of vehicles and equipment for various departments.
- North Carolina law limits local government net debt to 8% of assessed value. Based on current valuations, the County could issue $2.56 billion in debt. At this writing, the county has $288 million in outstanding general obligation debt. An additional $206.9 million in Limited Obligation Bond debt and $22.2 million of installment purchases (short term debt) is not included in this legal limit.

The following table shows bond payments for the Debt Service Fund. Note: Information on Enterprise Fund debt service may be found in the Enterprise Fund section of this document.

	2016-17 Actual Expenditures		2017-18 Original Budget	2017-18 12 Month Estimate	2018-19 Department Requested	2018-19 Manager Recommended
BOND PRINCIPAL	$23,937,658		$25,815,000	$25,815,000	$28,780,158	$28,780,158
BOND INTEREST	$9,930,448		$10,896,794	$10,896,794	$13,283,689	$13,283,689
OTHER*	$142,144,174		$31,957,271	$24,095,801	$30,713,962	$31,340,753
TOTAL	**$176,012,280**		**$68,669,065**	**$60,807,595**	**$72,777,809**	**$73,404,600**
	**Includes other debt service, bond agency fees, and debt sale expenditures.*					

Enterprise Fund

A fund established to account for operations
that are financed and operated in a manner
similar to private business in that the services provided are
financed through user charges.
Water and sewer operations are included in the Enterprise
Fund.

ENTERPRISE FUND

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

MISSION

The mission of the Durham County Engineering and Environmental Services Department is to protect regional water quality through the administration of the sewer use, storm water and erosion control ordinances; to improve County facilities through the management of capital projects; to improve the County's environmental management particularly related to greenhouse gas emissions; and to preserve natural and scenic lands, farms, and forests.

UTILIES PROGRAM

Program Purpose: 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.
Program Description: The Utility Division is responsible for operation of the County Owned Triangle Wastewater Treatment Plant (TWWTP), associated collection system and reclaim water system, the operation of the Wexford subdivision collection system, and the Rougemont Water 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: 919-560-9035; Fax: 919-544-8590.

2018-19 BUDGET HIGHLIGHTS

- Sewer consumption rates will be increased by 4.94% 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).
- 1 new FTE – Utility Technician position will learn how to perform several duties as to be a backup during times of vacation, sickness, and during periods of vacancies as well as assist project management and the deputy director on special tasks and succession planning at $43,279.
- Replace 1 vehicle that will allow for greater reliability when driving on rougher terrain during inspections of construction sites.
- Work Order and Inventory Software system to be upgraded so information can be easily tracked, and reports printed for the Triangle WWTP, collection system pump stations, and Rougemont Water System; This will help with efficiency and reduce redundant spending at $20,000.

Sewer Utility Fund

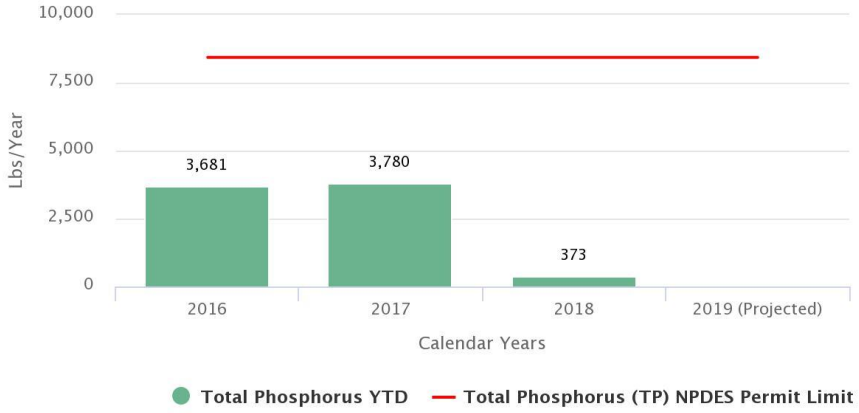
Fund: 6006600000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$1,659,102	$2,055,305	$1,682,174	$2,147,698	$2,147,698
Operating	$2,824,642	$4,043,880	$4,788,290	$3,785,552	$3,785,552
Capital	$219,789	$762,000	$455,700	$450,000	$450,000
Transfers	$650,000	$1,918,929	$500,000	$2,171,016	$2,171,016
Other	$1,881,279	$1,838,766	$382,131	$1,825,814	$1,825,814
Total Expenditures	**$7,234,812**	**$10,618,880**	**$7,808,295**	**$10,380,080**	**$10,380,080**
Revenues					
Licenses & Permits	$18,450	$10,000	$13,950	$10,000	$10,000
Investment Income	$106,034	$35,000	$142,317	$35,000	$35,000
Service Charges	$0	$0	$820	$0	$0
Enterprise Charges	$9,698,868	$9,678,000	$9,130,894	$9,541,000	$9,541,000
Sewer Connect. Fees	$2,614,676	$895,880	$981,598	$794,080	$794,080
Total Revenues	**$12,438,028**	**$10,618,880**	**$10,269,579**	**$10,380,080**	**$10,380,080**
Net Expenditures	***($5,203,216)***	***$0***	***($2,461,284)***	***$0***	***$0***
FTEs	25.00	26.00	26.00	27.00	27.00

Payments for Enterprise Fund Debt Service			
	2017-2018 Approved	**2018-2019 Requested**	**2018-2019 Recommended**
PRINCIPAL	$1,396,146	$1,416,146	$1,416,146
INTEREST	$437,620	$404,688	$404,688
Bond Agency Fees	$5,000	$5,000	$5,000
TOTAL	**$1,838,766**	**$1,825,814**	**$1,825,814**

PERFORMANCE MEASURES:

Measure: ANNUAL POUNDS OF TOTAL PHOSPHORUS (TP) DISCHARGED FROM TRIANGLE WWTP

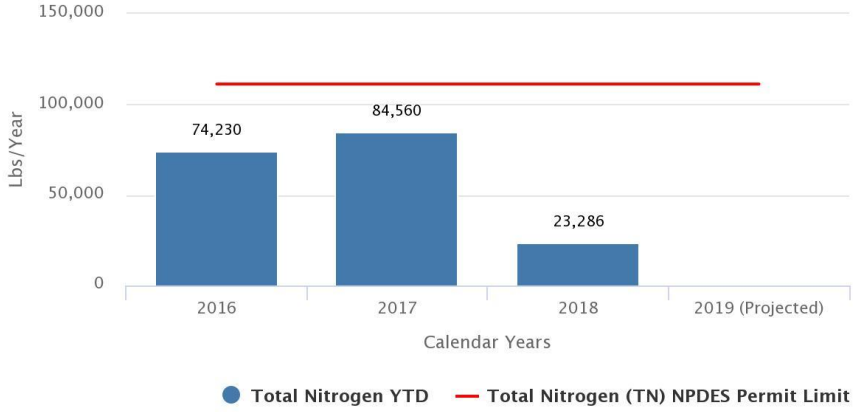


Measure description: This measure shows the amount of total phosphorus being discharged into Northeast Creek from the Triangle Wastewater Treatment Plant (WWTP). Per NPDES permit, the WWTP can discharge a certain quantity of phosphorus per year. The limits are strict and were incorporated into the NPDES 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. The goal is to protect the valuable resource – water. This measure aligns with Objective 4.1 Natural Resource Stewardship and Protection; Strategy 4.1A: Water Quality – Maintain, protect, and improve water quality.

Trend explanation: Levels fluctuate based on concentrations discharged by users, concentrations discharged by the POTW from chemical use in the system to reduce odor complaints, types and population of microorganisms at that time, and temperature changes. Total phosphorus removal occurs through some biological treatment, but the biggest reduction is through chemical treatment. A larger reduction can occur for total phosphorus but the WWTP must account for the higher chemical cost.

FY2018-19 target projection: 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 amount of total nitrogen being discharged into Northeast Creek from the Triangle Wastewater Treatment Plant (WWTP). 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. The goal is to protect the valuable resource – water. This measure aligns with Objective 4.1 Natural Resource Stewardship and Protection; Strategy 4.1A: Water Quality – Maintain, protect, and improve water quality.

Trend explanation: Levels fluctuate based on concentrations discharged by users, concentrations discharged by the POTW from chemical use in the system to reduce odor complaints, types and population of microorganisms at that time, and temperature changes. Total nitrogen removal occurs through biological treatment.

FY2018-19 target projection: The target is to be below 111,207 lbs./year, which is the current NPDES permit limit.

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Trust Funds

Funds established to account for assets held in a trustee capacity. The George R. Linder Memorial Fund and the Law Enforcement Officers' Retirement Fund are included as Trust Funds.

Summary: Trust Funds

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$387,822	$637,073	$421,326	$737,495	$737,495
Operating	$0	$250	$0	$250	$250
Total Expenditures	**$387,822**	**$637,323**	**$421,326**	**$737,745**	**$737,745**
Revenues					
Contrib. & Donations	$642,097	$637,323	$440,203	$737,745	$737,745
Investment Income	$8,284	$0	$0	$0	$0
Total Revenues	**$650,381**	**$637,323**	**$440,203**	**$737,745**	**$737,745**
Net Expenditures	***($262,559)***	***$0***	***($18,877)***	***$0***	***$0***

GEORGE R. LINDER MEMORIAL FUND

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.

PROGRAM DESCRIPTION

The George R. Linder Memorial Fund, a trust fund, was established during FY 1993-94 to receive donations in memory of the former Library Director. The private-purpose trust fund is used to account for resources legally held in trust to fund public speakers/lecturers for the Durham County Library and functions sponsored by the library. The fund also receives gift donations to purchase books in the honor of individuals. These funds shall carry forward each fiscal year until the funds are depleted.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	$0	$250	$0	$250	$250
Total Expenditures	**$0**	**$250**	**$0**	**$250**	**$250**
Revenues					
Contrib. & Donations	$0	$250	$0	$250	$250
Investment Income	$32	$0	$0	$0	$0
Total Revenues	**$32**	**$250**	**$0**	**$250**	**$250**
Net Expenditures	***($32)***	***$0***	***$0***	***$0***	***$0***

LAW ENFORCEMENT OFFICERS' TRUST 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.

PROGRAM DESCRIPTION

The Law Enforcement Officers' 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. 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.

Fund: 7007700000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	$387,822	$637,073	$421,326	$737,495	$737,495
Total Expenditures	**$387,822**	**$637,073**	**$421,326**	**$737,495**	**$737,495**
Revenues					
Contrib. & Donations	$642,097	$637,073	$440,203	$737,495	$737,495
Investment Income	$8,252	$0	$0	$0	$0
Total Revenues	**$650,349**	**$637,073**	**$440,203**	**$737,495**	**$737,495**
Net Expenditures	***($262,527)***	***$0***	***($18,877)***	***$0***	***$0***

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Appendix

Additional supplementary material.

DURHAM COUNTY STRATEGIC PLAN

2017 UPDATE









A Refreshed Plan for the Future

Change remains the constant in Durham County. Whether it is with the County's dynamic workforce or across a diverse community of residents or with regards to an ever-evolving landscape of buildings, organizations, businesses and institutions, Durham continues to change. Within our organization, we've intentionally focused on creating positive organizational and service change, with continuous improvement as a guiding principle.

Since our first Strategic Plan was adopted in Spring 2012, County leadership has implemented the Managing for Results (MFR) change management model. Combined, the Strategic Plan and MFR define the changes that the County hopes to achieve. We are proud of these needed evolutions and advancements, and we eagerly look to the future.

The Durham County Strategic Plan will help the organization plan for the future, whatever it brings. This time around, County leadership and staff have been more intentional about developing a document that truly connects the work of our 27 departments to overarching goals, objectives and strategies. This time around, with Managing for Results as the County's change management model, performance measurement is better integrated into how the organization plans and provides services. Those performance measures will help us continually make improvements and investments based on what the data tell us. This Strategic Plan does not shy away from the complexities of the organization's and the community's challenges and opportunities. This plan, which connects the work of multiple departments in a series of overarching strategies, embraces collaboration.

This 2017-2021 Durham County Strategic Plan, like the first document from 2012, is a dynamic guiding vehicle for the organization. It will be updated each year through the County's annual operating budget process. And it will serve as a framework for future conversations and decisions about ways that the County can continue to improve service delivery to prepare for whatever the future brings. Durham County is a passionate, growing community of employees and residents. We look forward to continuing to serve you, the community, and to working with you as residents to help us address the challenges and opportunities ahead.

Wendell M. Davis, County Manager

Wendy Jacobs, Chair; James Hill, Vice Chair; Heidi Carter, Brenda Howerton and Ellen Reckhow
Durham Board of County Commissioners



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MISSION, VISION AND CORE VALUES

In a few words, Durham County's mission, vision and core values distill the organization's purpose and aspirations. All of these elements support the County's commitment to provide excellent services to residents as they strive to have safe, healthy and prosperous lives.

OUR MISSION

Durham County provides high-quality, fiscally responsible services vital to a safe, healthy and vibrant community.

OUR VISION

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

OUR CORE VALUES

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

WE ARE "DEE-CO": ABOUT DURHAM COUNTY GOVERNMENT

Durham County Government (or DCo, pronounced "dee-co") is a dynamic organization, roughly 2,000 people strong. The County spans 27 different departments and almost 100 program service areas that impact and support the lives of residents. From economic development to human services to enrichment and education to public safety and law enforcement, there is little in local public life that Durham County does not touch.

County Departments:

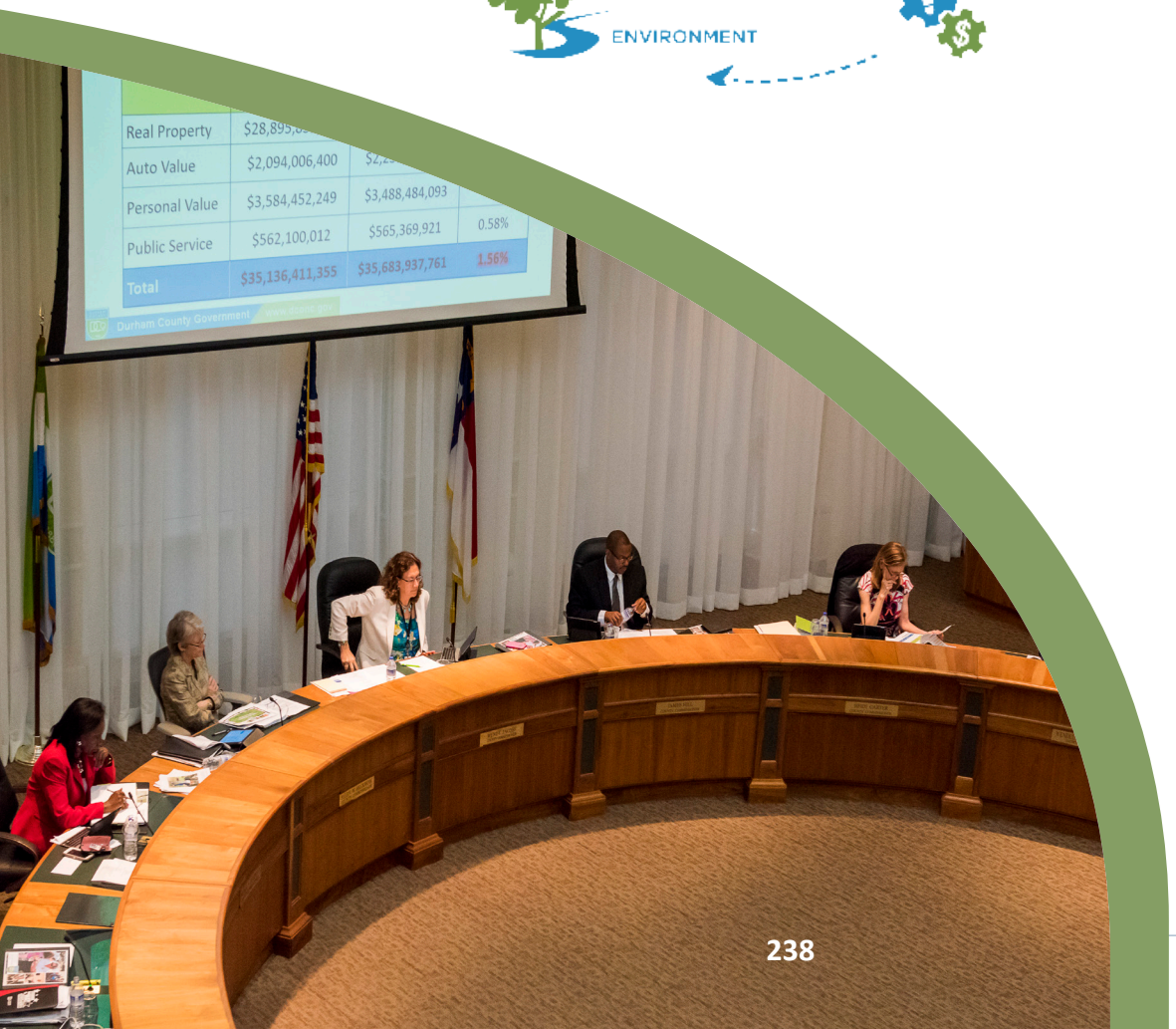
- Board of Commissioners
- Board of Elections
- Budget and Management Services
- City-County Geographic Information Systems
- City-County Inspections
- City-County Planning
- Clerk to the Board
- Cooperative Extension
- County Attorney
- County Manager
- Criminal Justice Resource Center
- Emergency Medical Services
- Engineering and Environmental Services
- Finance
- Fire Marshal and Emergency Management
- General Services
- Human Resources
- Information Services & Technology
- Internal Audit
- Library
- Public Health
- Register of Deeds
- Sheriff's Office
- Social Services
- Soil and Water Conservation District
- Tax Administration
- Veteran Services
- Youth Home

In 2016, Durham County reorganized its management structure to align responsibility and accountability to implement the Strategic Plan and achieve its objectives. Now, five General Managers oversee departmental portfolios that align closely with the five Strategic Plan goals. Structurally, this is an opportunity for Durham County to operationalize the Strategic Plan.

MANAGING FOR RESULTS: DURHAM COUNTY'S CHANGE MANAGEMENT MODEL

When Durham County approved its first Strategic Plan in 2012, the document – while creating a strong framework of goals and objectives – lacked a system of support behind it. In 2014, the County adopted a full change management model called Managing for Results (MFR). MFR is a systems approach to governmental performance, change and accountability that helps the organization plan strategically and operationally, budget for the outcomes it desires, manage service delivery to achieve those outcomes and evaluate continuously in order to learn, tweak and improve. Four elements support MFR with a foundation of exceptional customer service: effective communications and stakeholder engagement, effective partnerships and collaboration, results-focused leadership and governance, and core values and a high-performance culture. Managing for Results and the Strategic Plan are truly linked: Durham County sees MFR as the "engine" under the hood moving the organization forward, and the Strategic Plan is the "road map" crafted by leadership to move the County in the right direction.





AT A GLANCE:

550 Employees

Inclusion and outreach were top priorities in this process: County leaders and goal teams reached about 550 employees through targeted efforts to listen and learn more about what is working within the organization, what can be improved and how that can be achieved.



COMMUNITY AND EMPLOYEE ENGAGEMENT

Intentional resident and employee engagement was an overriding value for the 2016-2017 Strategic Plan refresh process. County leadership began the process with a different guiding principle: to take the conversation to the community, rather than having the community come to County government. There was an intentional focus on bringing discussions to population groups that may have been under-engaged in the past. Some examples included millennials, citizens 55 years of age and older, the Hispanic community and residents outside the city limits. Productive meetings were held with 17 groups throughout the community, including El Centro Hispano, Bahama Ruritan Club and Friends of Durham. The County also worked to develop a new model of community engagement aimed specifically at millennials. Nearly 400 members of this age group were engaged via social media, one-on-one encounters and several small and large events. The County also sought public feedback through online community forums. In general, these efforts were well received and have yielded improved relationships with the larger community. Additionally, Durham County worked with the City of Durham to conduct its second annual Resident Satisfaction Survey. This collaborative effort will continue to provide scientifically valid resident opinion data to County leadership, enabling the County to track public opinion year to year.

The County also bolstered employee engagement for this refresh process. For the first Strategic Plan in 2012, a single cross-departmental staff team of about 15 employees served as the primary authors of the document. This time around, County executives led five staff teams – one for each strategic goal – which pulled in more departments and more perspectives. County leaders and goal teams also reached employees through surveys, staff forums and conversations in offices.

All this input – from residents and employees alike – was compiled and shared with strategic planning teams as they shaped and molded the document.

STRATEGIC PLAN IMPLEMENTATION AND CONTINUOUS IMPROVEMENT

This 2017-2021 Strategic Plan is a four-year living document for the organization. Leadership and staff will remain focused on the measurable objectives and strategies that drive each strategic goal. Those measures will be tracked and reported online for any resident, visitor or employee to see through a public-facing dashboard. Additionally, each County department will complete an operational plan that will link to the Strategic Plan. Meanwhile, each budget year, the Strategic Plan will be reviewed and initiatives will be identified to help make impacts in targeted strategies. By tracking performance metrics, studying those measures to improve service delivery and annually revisiting the Strategic Plan, the County will remain focused on continuous improvement, with the end goal of providing the highest possible value to residents.

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.

The Community Empowerment and Enrichment goal focuses on Durham County's efforts to uplift individuals, households and families regardless of their circumstance, composition or aspirations. The County pursues this goal by helping residents find opportunities to achieve success for themselves and their families. This goal relies heavily on collaborative efforts and clear, trusting communication between Durham County, its partners and its residents. One key area of this goal highlights the County's continued investments in and concern for the publicly-funded institutions providing early childhood, K-12 and post-secondary education. Durham County plans significant new investments in high-quality preschool so that all Durham children and youth have a stronger chance to succeed. In addition to pushing greater coordination and emphasis on the birth-to-8 continuum, Durham County continues to prioritize high K-12 funding levels for students receiving a public education. For decades, Durham County has stayed among the top five county governments in local funding per student in K-12 public education. These investments occur with an ultimate goal of achieving successful educational outcomes for all students receiving a publicly funded K-12 education.

The County also is committed to strengthening Durham through expanded and creative workforce development programs and supports, especially for historically difficult-to-employ populations. In addition to pursuing enlightened hiring and personnel policies internally, Durham County wishes to expand its work through both governmental and non-governmental institutions to help its residents see, train for and successfully move into rewarding, living-wage careers. Ongoing partnerships with Durham Public Schools, Durham Technical Community College, the Durham Workforce Development Board, NC Works and Made in Durham are vital to community success in this area. Durham County further seeks to provide expanded opportunities for historically underutilized businesses by supporting greater recruitment, development and contracting with Minority and Women-Owned Businesses.

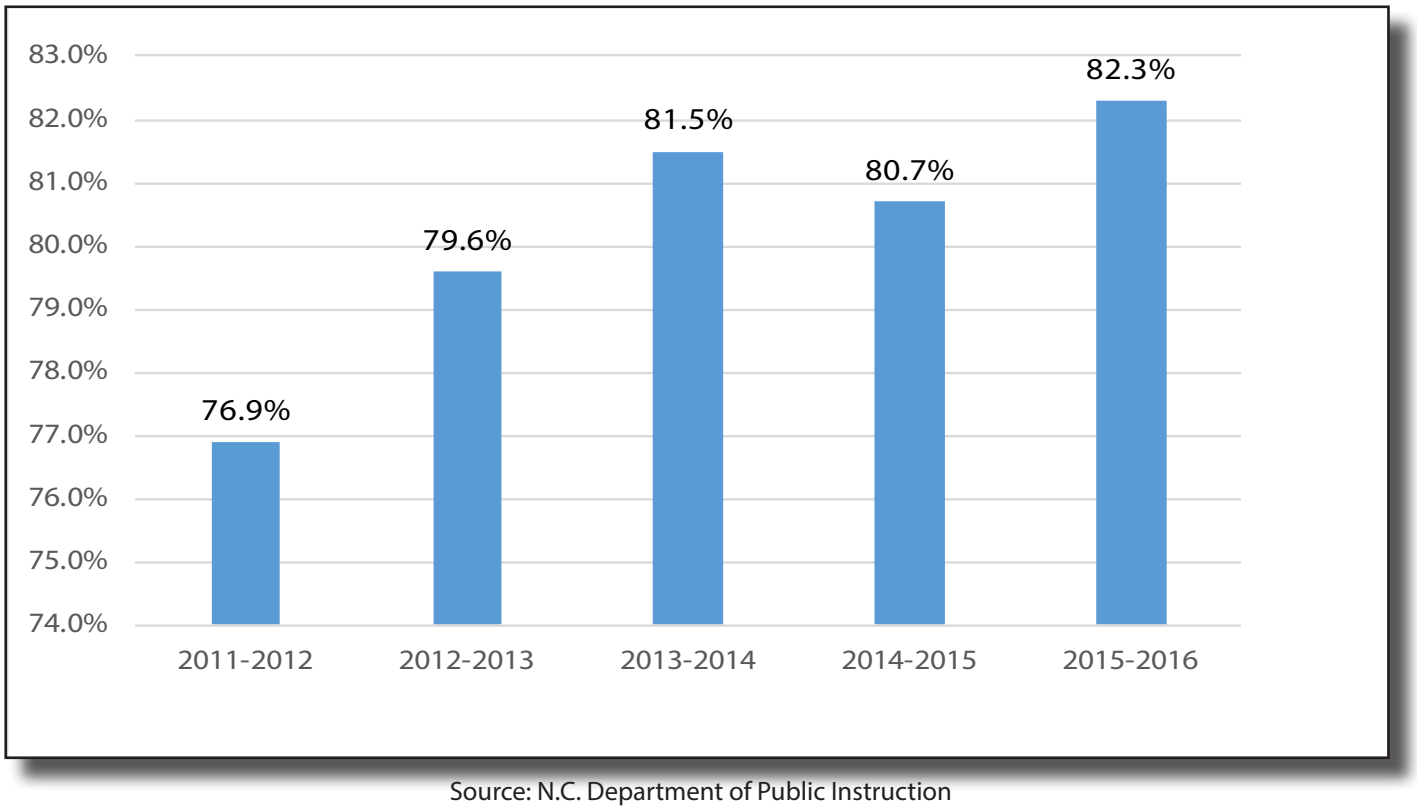
Durham County supports a growing population of senior citizens and at-risk groups through departments such as Social Services, Veterans Services and the Criminal Justice Resource Center. Such services work with individuals and families to prevent and address the wide range of forces disrupting their lives and to help them quickly get back on their feet after a destabilizing event. Community partnerships with strong local institutions such as Urban Ministries of Durham and the Durham Center for Senior Life further help Durham County serve other vulnerable populations. Other nonprofits bolster efforts to strengthen literacy, promote affordable housing and enhance public transit. Durham County recognizes that a vibrant and diverse cultural environment is critical to making Durham a great place to live. By supporting the arts, appearance and other place-making endeavors, Durham can maintain and build upon the richness that has made it a desired destination for residents and visitors alike.

<u>Goal 1 Community Indicators:</u>

- DPS high school / four-year graduation rate
- Percentage of population living in poverty (also a Goal 2 community indicator)
- Local unemployment rate
- Percentage of households spending more than 30 percent of household income on housing

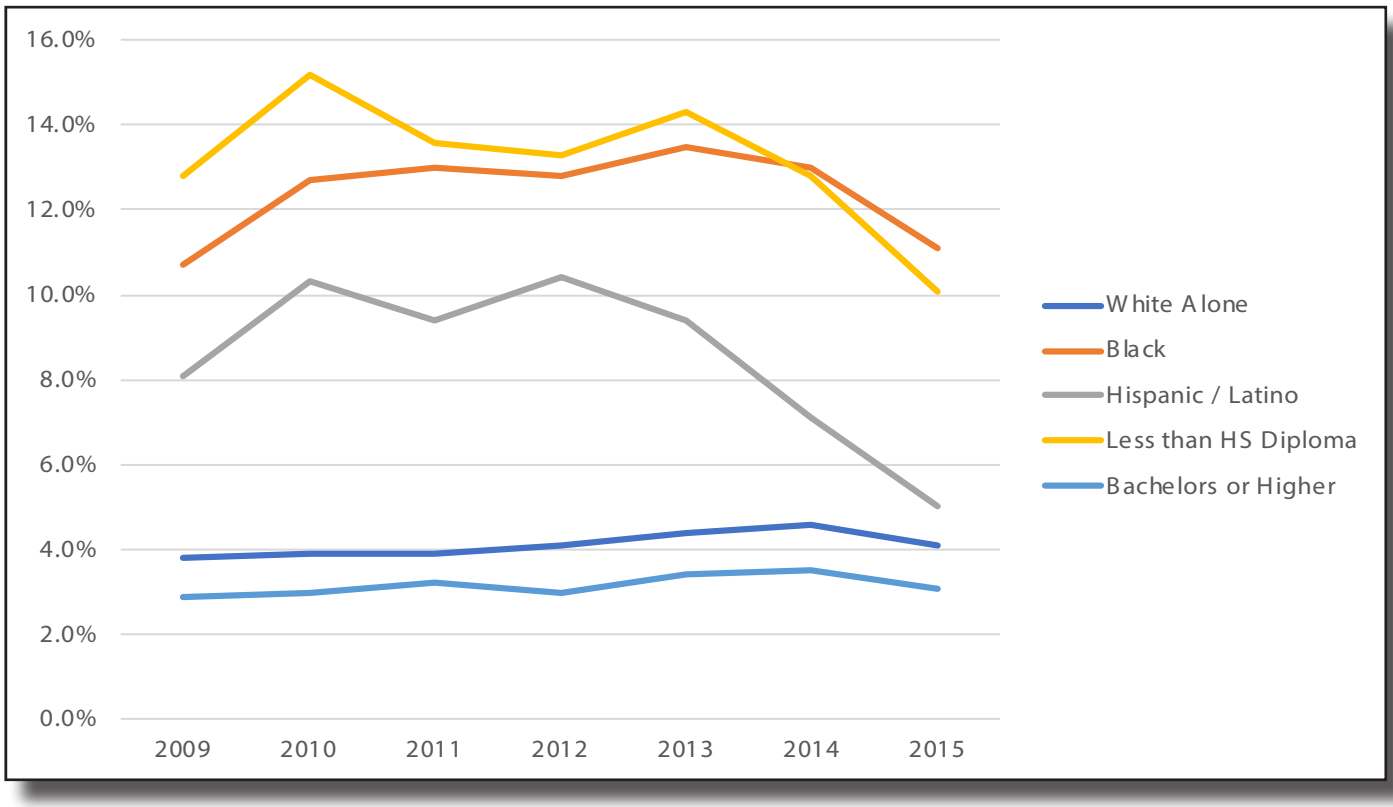
COMMUNITY EMPOWERMENT AND ENRICHMENT

High School Graduation Rate



Source: N.C. Department of Public Instruction

Unemployment Rates for Durham County



Source: N.C. Department of Commerce



COMMUNITY EMPOWERMENT AND ENRICHMENT

Objective 1.1: Education – Provide and support learning and enrichment opportunities that support educational achievement and life success

Durham County has valued and capitalized on the education of its residents from its inception. The County has historically supported its institutions of public education more generously than most of its peers. Education-related bond referenda receive strong support, and local survey results show public education as an area of substantial concern and the area deserving most emphasis over the next two years. The County continues to build on these commitments through a wide range of learning and enrichment strategies.

Measure: Percentage of high school students who are college and career ready

- Strategy 1.1A: Early Childhood Education – Provide support for children from birth–5 with early childhood educational outreach programming and services
  - Measure: Percentage of low-income birth–5 year-olds in publicly subsidized high-quality child care or pre-K
  - Measure: Percentage of students showing age-appropriate readiness when entering kindergarten
- Strategy 1.1B: K-12 Education – Support Durham Public Schools (DPS) and the Board of Education to ensure a successful K-12 educational system through local public and charter schools
  - Measure: Percentage of DPS elementary and middle school students proficient on end-of-grade testing in Reading, Math and Science
  - Measure: Percentage of DPS 3rd graders scoring proficient on end-of-grade reading test
- Strategy 1.1C: Youth Enrichment – Provide youth and adolescent enrichment programs
  - Measure: Total youth served by non-DPS enrichment programs (at or supported by the County)
  - Measure: Total Durham County dollars spent on non-DPS youth enrichment programs (at or supported by the County)



COMMUNITY EMPOWERMENT AND ENRICHMENT

Objective 1.2: Workforce Development – Strengthen the workforce by supporting the provision of effective education, training and workforce supports, particularly for hard-to-employ groups

Durham County, like any progressive community, must consider the strength of its workforce and how its residents are prepared to succeed in a rapidly changing economy. The County supports educational efforts for the very young all the way up to Durham's senior citizens with a wide range of learning opportunities, extending beyond traditional classroom settings to vocational, experiential and service learning. The County works directly and through community partnerships to support diverse workforce development programs, from youth entrepreneurship to green jobs preparation to adult retraining. The County also prioritizes skills training for people who historically have had difficulty finding and keeping living wage jobs. By seeking to identify and break down barriers, including access to transportation and criminal history, the County is focused on ensuring that the community's resurgence is realized equitably.

Measure: Percentage of DSS Work First and Criminal Justice Resource Center work program participants that secure employment upon program completion
Measure: Percentage of Durham Workforce Development Board-supported training program participants who gain employment in that field within six months of completing training

- Strategy 1.2A: Lifelong Learning – Provide and support lifelong learning opportunities for adults
  - Measure: Total number of individuals completing an associate's degree, diploma and/or certificate at Durham Technical Community College
  - Measure: Number of individuals that participate in adult education programs run or funded by the County
- Strategy 1.2B: Jobs and Career Support – Provide support and resources for residents seeking job opportunities
  - Measure: Number of DSS Work First program participants
- Strategy 1.2C: Workforce Development Opportunities Within Government – Support in-house training and job opportunities
  - Measure: Number of internships and other temporary, training-style positions at the County (by type, including those targeted at the hard to employ)
  - Measure: Percentage of County contracts that are with Minority and Women-Owned Businesses



COMMUNITY EMPOWERMENT AND ENRICHMENT

Objective 1.3: Family Success – Support and provide programs, services and systems which improve life skills and increase family success and prosperity

Durham County wants to help everyone find opportunities to achieve their full potential while recognizing that success looks different to every individual and household. The County has placed special emphasis on supporting at-risk populations such as the homeless and those who first need help meeting basic needs like stable housing and food. The County administers direct assistance, outreach and enrichment programs designed to inform and equip residents with tools to achieve family success.

Measure: Annual number of Durham County residents experiencing homelessness
Measure: Median family income in Durham County

- Strategy 1.3A: Resources and Training – Support family success by increasing awareness, access to resources and training
  - Measure: Total number of individuals/families served by Cooperative Extension resource and training programs
  - Measure: Total number of individuals/families served by Library resource and training programs
- Strategy 1.3B: Case Management and Benefits – Support household prosperity by providing case management and access to benefits
  - Measure: Number of residents accessing DSS services and resources for the first time
  - Measure: Percentage of DSS emergency services clients who utilized services more than once in the previous fiscal year
  - Measure: Percentage of eligible applicants served through DSS child care subsidy
- Strategy 1.3C: Care and Protection – Protect vulnerable adults and children
  - Measure: Number of unduplicated overnight users of Urban Ministries of Durham shelter
  - Measure: Percentage of adults served by Adult Protective Services with no further maltreatment within 12 months
  - Measure: Percentage of children removed from family placed back with family members that face no further incidents within 12 months
- Strategy 1.3D: Affordable Housing – Facilitate workforce housing efforts along Durham's light rail corridor
  - Measure: Number of workforce housing partnerships supported or facilitated by the County
  - Measure: Percentage of light rail station areas with at least 15 percent of units affordable to households earning below 80 percent of median family income for Durham County



COMMUNITY EMPOWERMENT AND ENRICHMENT

Objective 1.4: Cultural Opportunities – Foster a strong, diverse, artistic and cultural environment

Durham County understands that cultural opportunities not only lead to an increased sense of community and a better understanding of the world, but they also are powerful economic drivers that spur local growth and make the community a more attractive place to live, visit and do business. The Durham Convention and Visitors Bureau estimates that up to 12 percent of Durham's economic activity is connected to cultural enrichment assets like museums and historic sites. Durham County Library is the primary cultural enrichment institution within County government, providing resources such as the North Carolina Collection as well as a wide range of programs for all ages. Durham County also supports cultural opportunities through partnerships with a broad range of community organizations.

Measure: Number of unique Library visitors per year

- Strategy 1.4A: Library Services – Provide for cultural enrichment and diversity through library services, programming and collections
  - Measure: Number of attendees of Library cultural events
  - Measure: Total number of participants in Hispanic outreach programs hosted by the Library
- Strategy 1.4B: Cultural Nonprofits – Fund direct provision of diverse arts and culture programming through nonprofits in the community
  - Measure: Total number of attendees at cultural events held across Durham annually

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.

The Health and Well-being for All goal takes a comprehensive view of health, in keeping with the World Health Organization's definition of health as a "state of complete physical, mental, and social wellbeing, and not merely the absence of disease or infirmity." Durham County recognizes the significance of health and well-being not only in the resources it allocates and cross-sector collaboration it encourages, but also in a publicly displayed statement on the votive wall of the Durham County Human Services Building: "Durham's vitality is built upon the health of our residents and the capacity of our community to foster and enhance the well-being of every citizen." The County acknowledges that individual behaviors, disease and injury contribute to health and well-being, but also understands that social, political, cultural and historical factors such as education, poverty, housing and inequities must be addressed to improve health. The County and its partners must commit to understanding the root causes of these differences – factors like history, institutional power and discriminatory policies – without penalizing, judging or blaming those who are adversely impacted. Durham County historically provides significant funding for health and human services – comprising 22 percent of the FY16-17 annual budget – through County government programs and nonprofit organizations that support this strategic goal.

Average life expectancy is a key health indicator, and in Durham it can vary considerably depending on race and geographic location. In the most recently reported trend data from 2013 to 2015, total average life expectancy for Durham County residents was 79.8 years, but the racial breakdown showed life expectancy for whites as 82.0 while for African Americans it was 76.7. While Durham County's average life expectancy is 1.6 years higher than the state average, the County's average life expectancy by zip code can differ by as many as 11 years, from 75 years in 27701 to 86 years in 27517. Meanwhile, key metrics at the beginning and toward the end of the lifespan tell important stories about Durham County's health and opportunities to find improvements. For example, infant mortality is generally viewed as a window to the health of a community. In 2015, Durham County's infant mortality rate was nearly three times higher for African Americans than for whites. Durham County also is challenged to care for and be responsive to its growing aging population. From 2010 to 2015, U.S. Census estimates show the percentage of the total population in Durham County that is 65 and older grew from 9.8 percent to 11.5 percent of the population. By 2035, it is estimated that 19 percent of Durham's population will be over 65 years old.

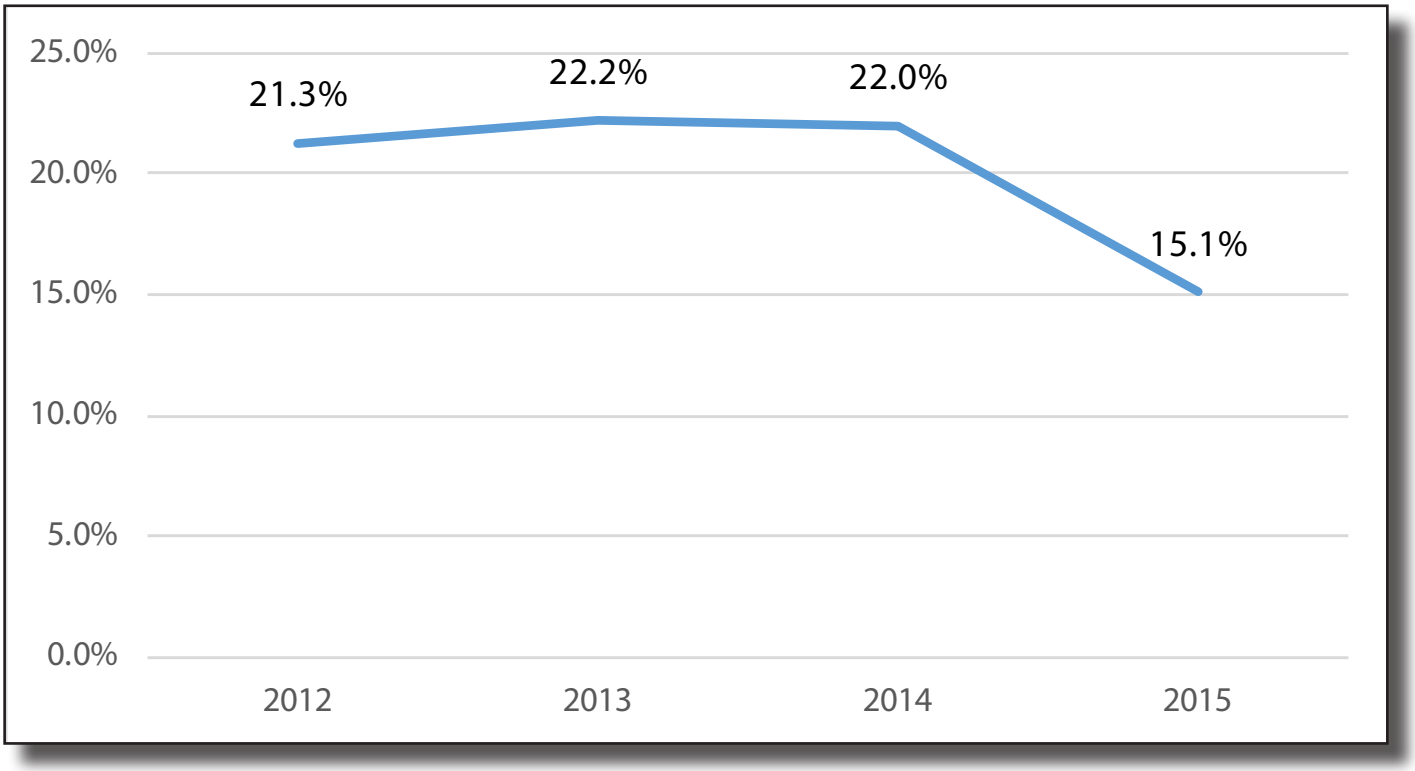
In pursuing this goal, the County will have to consider and plan for many other current and emerging issues of considerable community concern. These issues include the opioid abuse epidemic, toxic stress, adverse childhood experiences and mental health issues. Meanwhile, the County must examine factors that are outside of its control but will nonetheless impact the future of this strategic goal. Those factors include the future of the Affordable Care Act, Medicare and Medicaid reform, other health and health-related laws and policies and the economy. These County departments are actively engaged in the work of health and well-being for all: Public Health, Social Services, Cooperative Extension, the Sheriff's Office and the Criminal Justice Resource Center. Critical community partners include the City of Durham, Duke Health, Lincoln Community Health Center, community health care providers, Alliance Behavioral Healthcare, Durham Public Schools, faith-based organizations, employers and nonprofit organizations such as United Way of the Greater Triangle.

<u>Goal 2 Community Indicators:</u>

- Percentage of population living in poverty (also a Goal 1 community indicator)
- Percentage of uninsured adults and children
- Infant mortality rates by race/ethnicity
- Drug overdose death rate

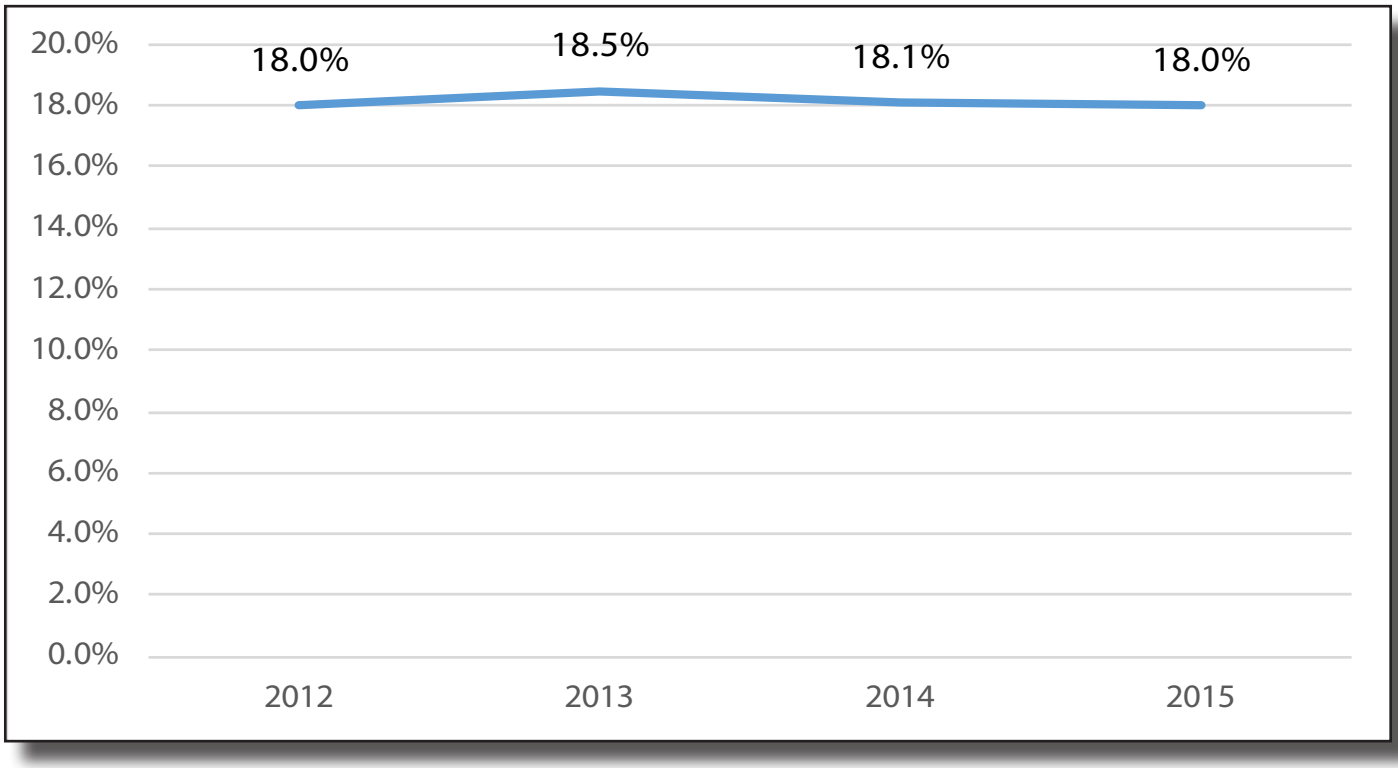
HEALTH AND WELL-BEING FOR ALL

Percentage of Uninsured Adults and Children



Source: U.S. Census

Percentage of Population Living in Poverty



Source: U.S. Census



HEALTH AND WELL-BEING FOR ALL

Objective 2.1: Healthy Lives – Increase the number of healthy years that residents live

Durham County wants to ensure all of its residents reach their maximum lifespan. Social determinants of health like income, education, ethnicity and race all impact health status and number of years lived. The County invests in programs, policies and initiatives aimed at reducing violence, providing health care, managing chronic illness and creating access to a network of services that help people out of crisis and into stable lives. This objective provides health education, addresses the leading causes of poor health and premature death, implements policies and interventions to reduce health disparities, increases access to affordable and quality health services and supports a more seamless system of services for people in crisis or in jail to help them return to healthy lives more quickly. Healthy workforces also are critical, which is why the County invests in a robust employee wellness plan.

Measure: Average number of years lived by race/ethnicity and income

- Strategy 2.1A: Healthy Lives Programming – Initiate, implement and coordinate programs that prevent the leading causes of poor health and premature death, including injuries and violence
  - Measure: Morbidity/mortality rates for the top causes of injury/death (cancer, diseases of the heart, cerebrovascular disease, chronic lower respiratory disease, Alzheimer's disease and homicide)
- Strategy 2.1B: Access to Care – Ensure access to affordable, appropriate and quality physical and behavioral health services
  - Measure: Percentage of people with a problem getting the health care needed personally or for someone in their household within the past 12 months
- Strategy 2.1C: Health Education – Provide education that promotes individual health across the life cycle
  - Measure: Number of individuals reached through evidence-based educational programs
  - Measure: Percentage of women receiving prenatal care in first trimester
- Strategy 2.1D: Health Disparities – Implement policies and interventions to reduce health disparities
  - Measure: Percentage of adults with diabetes in Durham County
- Strategy 2.1E: Interfaces with Mental Health, EMS and Criminal Justice – Work toward a more seamless system of services that touch people in crisis or in jail to help them gain stability, recover and return to healthy lives more quickly
  - Measure: Percentage of detainees released from jail that keep their first scheduled mental health appointment
- Strategy 2.1F: Employee Health – Promote employee wellness and health
  - Measure: Percentage of employees who reduce or maintain their number of health risk factors from the previous year



HEALTH AND WELL-BEING FOR ALL

Objective 2.2: Healthy Community – Increase the quality of life in Durham County

Durham County should be a place in which all communities enable residents from birth to seniors to have a good quality of life with access to healthy food, clean water and environments that encourage physical activity. Fifty percent of an individual's health can be attributed to social and economic factors and physical environment. Therefore, neighborhoods with features such as public transportation, bike lanes and sidewalks, affordable housing and grocery stores with fresh produce within a mile radius all make it easier for residents of all ages to lead healthier lives. This objective promotes healthy choices being easy choices by ensuring the safety of food and water for County residents and making policy, system and built environment changes such as eliminating food deserts. Age-friendly communities allow older residents to maintain active lives and age in place.

Measure: AARP Livability Index rating

- Strategy 2.2A: Environmental Health – Ensure the safety of food and water
  - Measure: Number of food and lodging reinspections performed annually
- Strategy 2.2B: Healthy Choices – Impact social determinants of health by making healthy choices easy choices through policy, system and built environment changes such as safe, affordable housing, safe places to exercise and the elimination of food deserts
  - Measure: Robert Wood Johnson Foundation food environment index
- Strategy 2.2C: Age-Friendly Communities – Ensure an age-friendly community so everyone from birth to seniors can live well in Durham
  - Measure: Health score in AARP Livability Index rating



HEALTH AND WELL-BEING FOR ALL

Objective 2.3: Healthy Children and Youth – Support the optimal growth and development of children and youth

Durham County recognizes that children thrive when they have access to health care, high-quality education programs and a supportive family environment. When children have safe, stable homes free from abuse and neglect, they are able to focus on learning. Healthy children are not just developed at home but also at school. Enhancing school wellness programs that promote healthy behaviors and ensure the availability of school nurses help lay the groundwork for a successful future. Research shows that healthy children perform better in school. This objective focuses on prevention and intervention programs for children most at risk for poor health outcomes by providing behavioral health and human services. Collaborating across sectors and building partnerships help leverage resources and reach larger segments of the population.

Measure: Number of children living below the federal poverty level

- Strategy 2.3A: Prevention and Intervention – Support prevention and early intervention programs for children and youth most at risk by providing or contracting for behavioral health and human services
  - Measure: Percentage of age appropriately vaccinated 2-year-olds
  - Measure: Percentage of children screened for adverse childhood experiences
- Strategy 2.3B: Education Partnerships – Build partnerships with local education systems to enhance their health and wellness programs
  - Measure: Number of established memoranda of understanding with education partners




Durham Open
SMOKING
I do mass quantities of code.




City of




American
Tobacco
Trail
North
South

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.

The Safe Community goal seeks to ensure that essential criminal justice and public safety services are provided to residents in a collaborative and coordinated approach. Operationally, Durham County fulfills these safety and security services through law enforcement, emergency medical services, fire prevention and suppression, detention services, criminal justice services, emergency management services and child and adult protective services. This refreshed plan emphasizes the role a fair and accessible criminal justice system plays in creating a safe community.

Durham is a caring and compassionate community that seeks to provide a safe environment while also improving life outcomes for those who have been involved in the criminal justice system. Well-trained first responder professionals are vital to the County's success, and collaborative and supportive relationships with the City of Durham, other governmental agencies, nonprofits, faith communities, education and health care partners also play a critical role. The County's services and programs in this goal area range from planning and responding to emergency events to supporting individuals involved in the criminal justice system. This holistic, forward-thinking approach sets Durham apart from many other communities in North Carolina.

As Durham plans for the future, several key trends need to be highlighted and addressed in order to ensure a safe community. For example, the County must continue to maintain service levels even as population continues to grow at a rate of 1.6 percent annually, according to the City-County Planning Department. The County also has had to combat the opioid epidemic, recording 337 calls between July 2015 and December 2016 in which EMS responders had to administer the antidote Narcan, according to EMS data. In 2014 alone, the County responded to 15 cases that involved opiate-related deaths. Meanwhile, the County continues to work steadfastly to reduce the average daily jail population, seeing that figure drop 17 percent between 2011 and 2016, according to the Durham County Sheriff's Office.

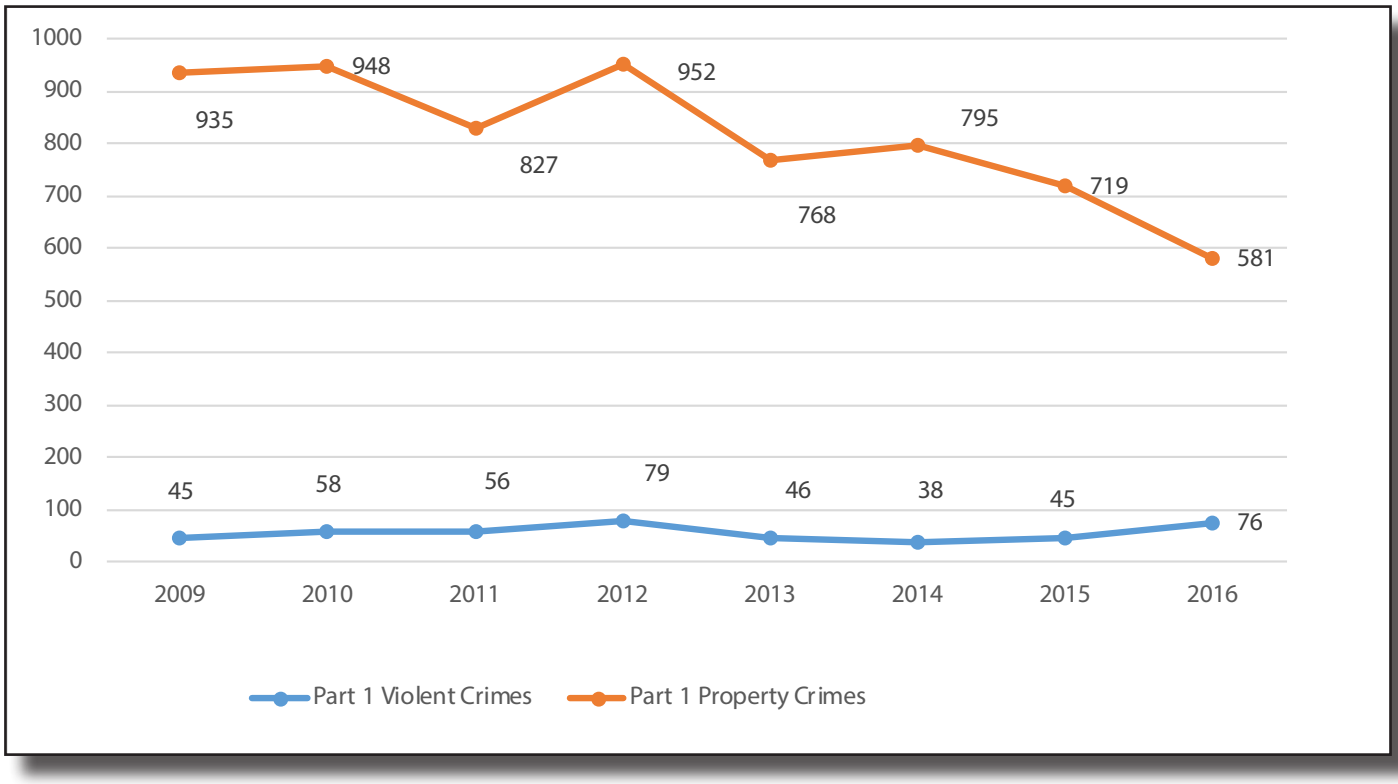
<u>Goal 3 Community Indicators:</u>

- Part 1 Crime rate for unincorporated Durham County (violent and property crime)
- Percentage of residents that reported that they feel very safe or safe (day/night in neighborhood), according to the Resident Satisfaction Survey
- Number of residents involved in the criminal justice system
- ISO Insurance Ratings for each fire department



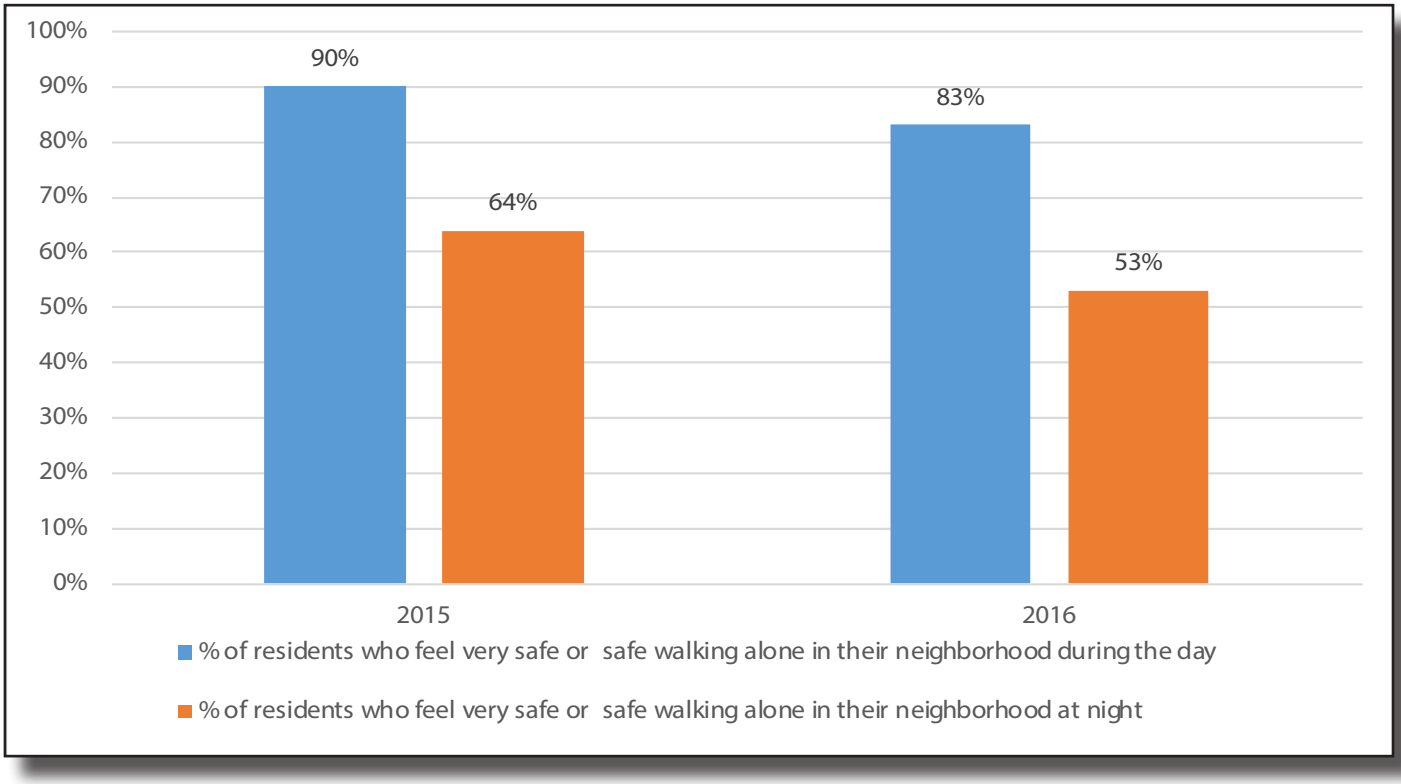
SAFE COMMUNITY

Unincorporated Durham County Part 1 Crimes



Source: Durham County Sheriff's Office

Resident Perception of Safety in Their Neighborhood



Source: City-County Resident Satisfaction Survey



SAFE COMMUNITY

Objective 3.1: Emergency Response Services – Increase safety and security throughout the community by responding to emergency crisis situations

Durham County's core public safety services – the Sheriff's Office, EMS, Social Services and Fire & Rescue – respond to emergency crisis situations. Durham currently has some of the higher violent crime and property crime rates in the state. Despite those figures, in a recent Resident Satisfaction Survey 83 percent of residents reported feeling safe or very safe in their neighborhood during the day. This objective focuses on coordinating services, ensuring necessary infrastructure to provide timely responses and building strong relationships with the Durham community.

Measure: Percentage of residents who feel safe or very safe in Durham overall, according to the Resident Satisfaction Survey

- Strategy 3.1A: Timely Service – Provide timely emergency response services in collaboration with public safety partners
  - Measure: Percentage of emergency responses meeting the established response time standards
- Strategy 3.1B: Infrastructure – Develop and implement a more rigorous and concentrated strategy for providing and maintaining essential public safety infrastructure
  - Measure: Percentage of projects delivered on time and within budget
- Strategy 3.1C: Agency Collaboration – Strengthen collaborative planning and preparation with public safety stakeholders to promote coordinated and efficient emergency services
  - Measure: Percentage of Durham County public safety personnel who have completed National Incident Management System (NIMS) training
- Strategy 3.1D: Community Relationships – Build stronger relationships with the Durham community
  - Measure: Percentage of residents who are satisfied or very satisfied with EMS services, Sheriff protection, Animal Control and Fire protection, according to the Resident Satisfaction Survey



SAFE COMMUNITY

Objective 3.2: Criminal Justice Services – Improve life outcomes for people involved in the criminal justice system

Durham County's criminal justice services provide pretrial and reentry services and support local court services to improve life outcomes for people currently involved in the criminal justice system. As many peer counties struggle with increasing jail populations, innovations and strategic investments such as the youth misdemeanor diversion and pretrial services programs have resulted in Durham County's average daily jail population (per 100,000 residents) decreasing 17 percent between 2011 and 2016, according to the Durham County Sheriff's Office.

Measure: Percentage of Criminal Justice Resource Center participants with successful program completion

- Strategy 3.2A: Court Services Partners – Enhance Durham's ability to work with court services partners in order to provide fair and equitable criminal justice services
  - Measure: Average daily jail population by year
  - Measure: Average daily jail population per 100,000 residents
- Strategy 3.2B: Diversion and Reentry – Increase Durham's ability to provide effective diversion and reentry services
  - Measure: Number of persons served by diversion and reentry services annually
  - Measure: Percentage of Reentry Substance Use Disorder Services graduates not rearrested within 12 months of program completion



SAFE COMMUNITY

Objective 3.3: Prevention Services – Reduce the number of people entering and involved with the criminal justice system

Durham County, in an effort to reduce crime and improve community outcomes, works with key partners to make strategic investments in programs like youth misdemeanor diversion and Bull City United, an anti-violence initiative, in order to help prevent individuals from entering the criminal justice system. Additionally, Durham County continues to work with stakeholders to ensure appropriate trainings and interventions are used to prevent those who are involved in the criminal justice system from getting further involved with the system.

Measure: Number of justice-involved youth (ages 11-24) per 100,000 population served by Durham County-funded services

- Strategy 3.3A: Coordinated Intervention – Increase Durham County's capacity to offer effective and coordinated intervention services
  - Measure: Percentage of youth who do not have a new adjudication in the 12 months following program completion
  - Measure: Number of persons (ages 11-24) booked at Youth Home and Durham County Detention Facility
  - Measure: Percentage of Part 1 Violent Crimes where either the suspect or victim was a validated gang member and where a firearm was used
- Strategy 3.3B: Coordinated Prevention – Increase Durham County's capacity to offer effective and coordinated prevention services
  - Measure: Percentage of child protective services clients with no further maltreatment within 12 months
  - Measure: Percentage of adult protective services clients with no further maltreatment within 12 months



SAFE COMMUNITY

Objective 3.4: Emergency Management Services – Enhance Durham's ability to decrease harmful impacts of emergency events on people and property

Durham County emergency management services is a shared function with the City of Durham to prevent, protect from, respond to, recover from and mitigate emergency events and their impact on people and property. Investment in this area has increased by 46 percent between FY15-16 and FY16-17. Meanwhile, the County reorganized the department to provide more effective and efficient emergency management services, thus providing better coordinated planning and training with stakeholders.

Measure: Percentage of emergency management accreditation requirements completed

- Strategy 3.4A: Emergency Prevention, Mitigation and Recovery – Improve Durham's ability to prevent, mitigate and recover from emergency events in collaboration with community partners
  - Measure: Dollar value of property damage from emergency events
- Strategy 3.4B: Emergency Communication – Increase Durham's ability to communicate timely emergency information to the community
  - Measure: Percentage of households that are signed up to receive emergency Alert Durham notifications



SAFE COMMUNITY

Objective 3.5: Community Services – Increase residents' ability to help themselves and others be safe and secure

Durham County encourages all stakeholders to work together collectively and to communicate together openly. A safe community requires participation and engagement by all Durham residents in partnership with public safety agencies. Key focus areas include increased positive engagement between public safety agencies and residents and greater community safety education, including fire prevention efforts.

Measure: Percentage of cardiac arrest calls where bystander CPR is performed prior to first responder arrival
Measure: Percentage of Community Emergency Response Team (CERT) members meeting training growth target

- Strategy 3.5A: Public Safety Awareness – Improve and increase community and employee awareness of existing public safety services
  - Measure: Number of unique visitors to Durham County Public Safety agency websites
- Strategy 3.5B: Public Safety Engagement – Expand public safety community engagement
  - Measure: Number of community events attended
  - Measure: Number of Durham County fire inspections performed annually
- Strategy 3.5C: Community Response – Increase the community's capacity to respond to individual crisis events through public education
  - Measure: Number of Community Emergency Response Teams
  - Measure: Number of Community Emergency Response Team members trained in CPR


EMS




EMS
EMS


1426



GOAL 4: ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY

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

The Environmental Stewardship and Community Prosperity goal is dedicated to fostering a high quality of life for the community through a clean environment and diversified economic opportunities. The County provides progressive utility, stormwater, open space and sustainability programs to protect and enhance its natural resources. Additionally, the County offers a range of environmental education programs to increase community awareness, knowledge and participation in efforts to maintain, protect and improve natural resources and open space. Economically, Durham County continues to be home to a strong talent pool of knowledge-based workers, as evident by 45.8 percent of the County's population holding a bachelor's degree or higher in 2015. According to U.S. News & World Report, Durham and neighboring communities are recognized as one of the best places to live in the United States. Additionally, Durham is home to the Research Triangle Park, one of the most prominent high-tech research areas in the country, and a thriving startup culture, as evidenced by the American Underground, which CNBC dubbed the "Startup Capital of the South." These accolades and qualities will help the County in its efforts to increase the percentage of residents who rate the community as a good or excellent place to live.

Key strengths in this goal area include the County's efforts to promote smart growth by providing high-quality public infrastructure, such as utility systems, Soil & Water Conservation, energy conservation and Open Space programs. Another notable example of the County's commitment to smart growth principles is evidenced in the recent advancement of the Durham-Orange Light Rail project. The County also continues to demonstrate its commitment to a high-quality built environment by creating strong policy standards such as Greenhouse Gas Emissions reduction targets and a High Performance Buildings policy with LEED certification requirements. With projected population growth of more than 30 percent from 2010 to 2020 in the Triangle region, according to the North Carolina Office of State Budget and Management, Durham County will need to continue participating in regional planning efforts for transportation and other regional growth coordination initiatives in order to maintain a high quality of life for both existing and new residents. The County also will continue its practice of engaging in key relationships with strategic partners to advance this goal area.

Durham County is cognizant of several key external factors and trends that may impact efforts to address the goal of environmental stewardship and community prosperity. These factors include the slowing growth of Durham's local revenue base combined with significant external uncertainties such as the legislative/regulatory landscape at the federal and state levels. Additionally, significant population growth in the County and region continue to place increasing demands on the County's services portfolio. Other key factors that will impact the County include workforce/educational preparedness, challenges related to public education system outcomes and climate change implications.

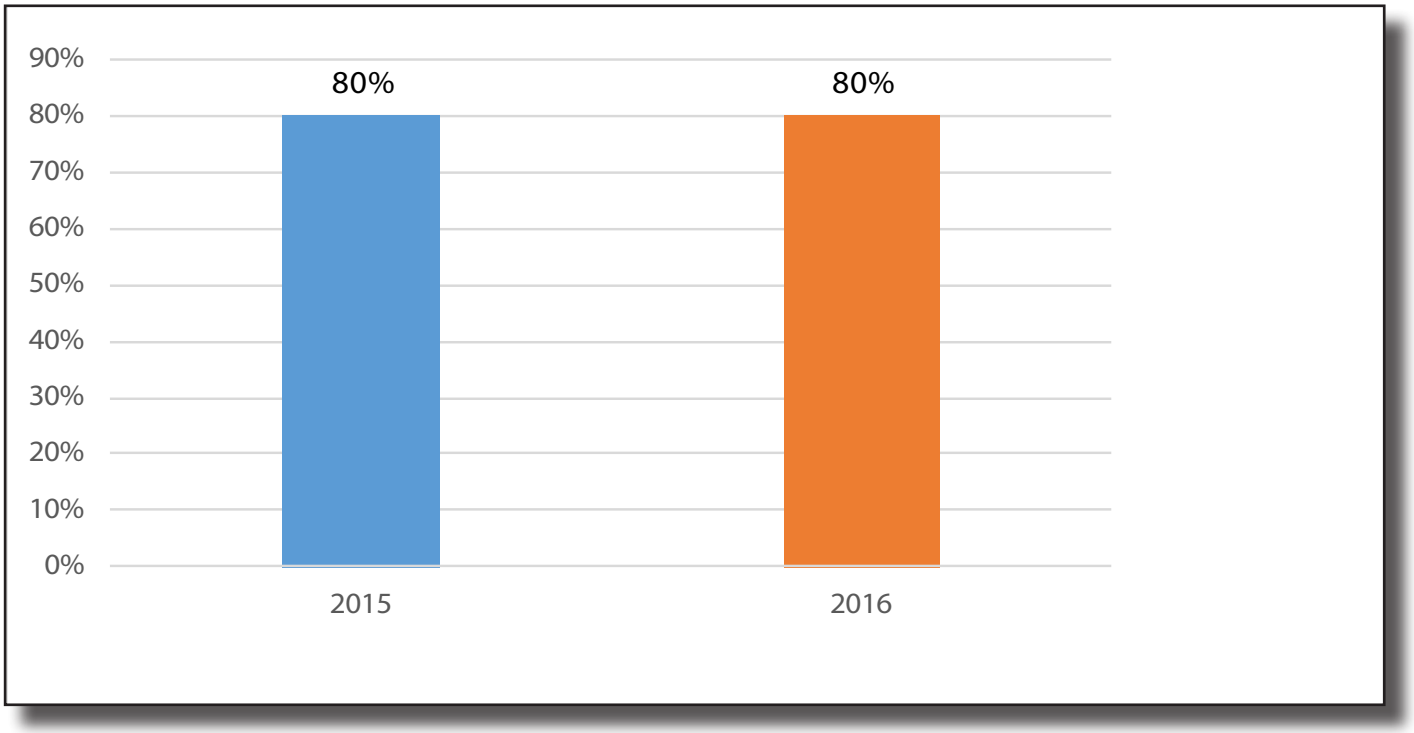
<u>Goal 4 Community Indicators:</u>

- Percentage of residents who rated the community as good or excellent as a place to live, according to the Resident Satisfaction Survey
- Employment growth



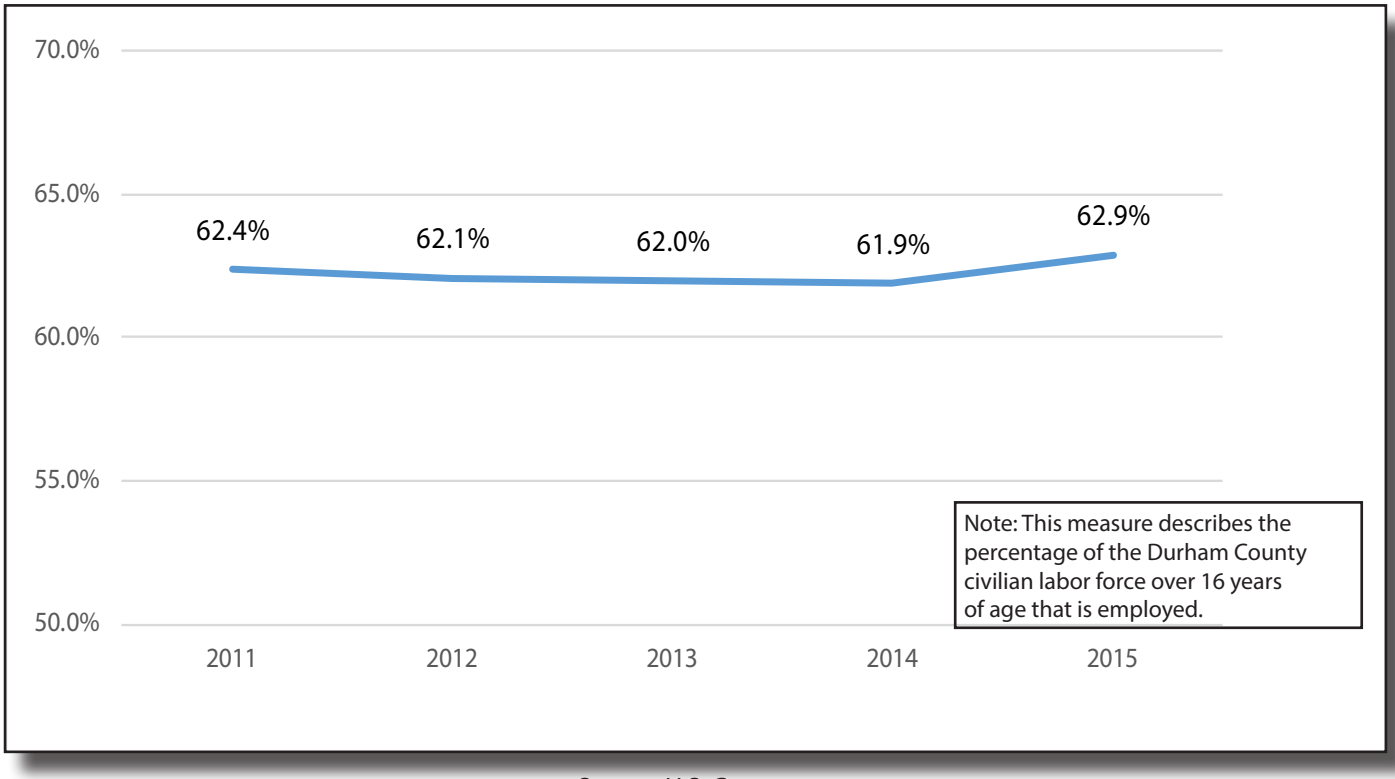
ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY

Percentage of Residents Who Rated the Community as a Good or Excellent Place to Live



Source: City-County Resident Satisfaction Survey

Employment Growth



Source: U.S. Census



ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY

Objective 4.1: Natural Resource Stewardship and Protection – Protect and steward natural resources through comprehensive compliance and educational programs

Durham County is dedicated to setting and meeting strict environmental standards for natural resources like water, air, land and open space. The County protects water resources by providing high-quality water/sewer/reclaimed water utilities, watershed protection, floodplain administration, soil and water conservation programs and enforcement of local erosion and stormwater ordinances. While the County does not have a large impact on the region's overall air quality, it does model environmental stewardship by setting strong internal policy standards through Greenhouse Gas Emissions reduction targets and a High Performance Buildings policy with LEED certification requirements. Lastly, this objective aims to protect and preserve Durham County's open spaces and rural character by implementing County Open Space Corridor Plans to protect identified lands, natural resources and waterways.

Measure: Percentage of County environmental indicators showing positive response

- Strategy 4.1A: Water Quality – Maintain, protect and improve water quality
  - Measure: Net number of Durham streams removed from EPA Impaired Waters 303(d) list
- Strategy 4.1B: Air and Land Quality – Maintain, protect and improve natural resources such as air and recreational lands
  - Measure: Number of Air Quality Action Days
- Strategy 4.1C: Open Space Preservation – Protect open space and preserve rural character
  - Measure: Number of total acres of open space and farmland that have been protected/influenced by Durham County



ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY

Objective 4.2: Community Prosperity – Promote and support the community and economic vitality for all residents of Durham County

Durham County, as part of its efforts to support community vitality, promotes local economic development by actively recruiting and incentivizing employers to locate and remain in the community. This promotes job creation, creates key community investments and increases economic activity within the County. With expected population growth continuing in the Triangle, the County will continue to participate in regional planning partnerships to encourage smart growth. The County also continues to support the community's long-standing history of agricultural economic development by providing programmatic assistance to Durham County farmers.

Measure: Annual percentage increase in overall tax base
Measure: Net job growth

- Strategy 4.2A: Economic Development Support – Actively recruit and incentivize employers consistent with the Durham County economic development plan
  - Measure: Total number of announced and retained jobs tied to Durham County incentives
- Strategy 4.2B: Support agricultural economic development in Durham
  - Measure: Total acres enrolled in the Durham farmland Voluntary Agricultural District (VAD) program
- Strategy 4.2C: Regional Planning – Participate in smart growth practices and support regional planning partnerships to promote high quality of life for all
  - Measure: Percentage of residents who are satisfied or very satisfied with the quality of life in Durham, according to the Resident Satisfaction Survey



ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY

Objective 4.3: Development and Community Services – Provide responsive and efficient services to promote community prosperity, smart growth and quality development for all residents of Durham County

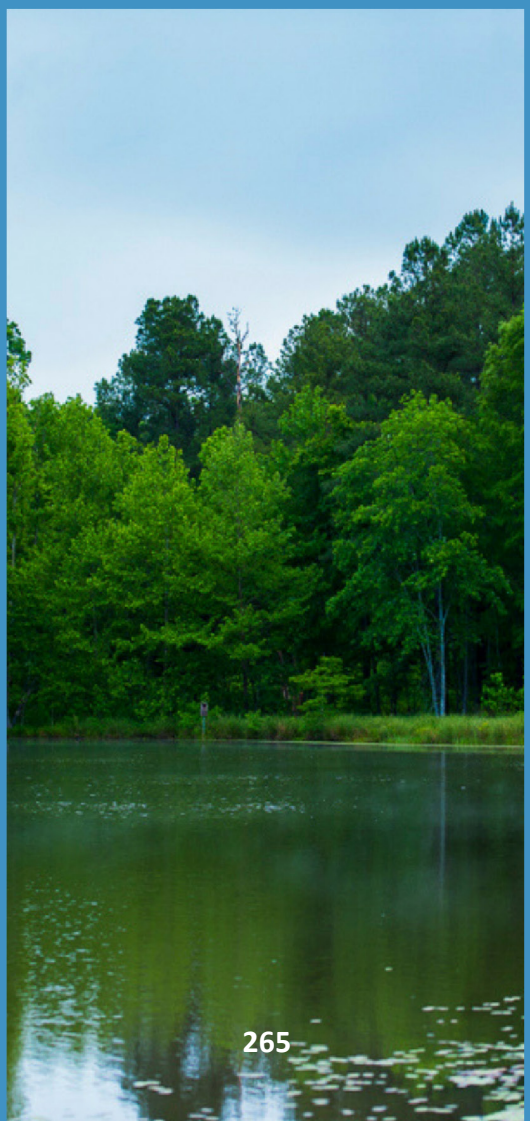
Durham County provides responsive and efficient development and community services through the joint City-County Planning and Inspections departments, the County's Register of Deeds department, the County's Engineering and Environmental Services department and the City-County Geographic Information Systems (GIS) department. The joint City-County Planning and Inspections departments provide efficient and customer-service friendly development review processes. The joint City-County Development Services Center provides a centralized point of contact for residents seeking development-related information and support. The Durham County Register of Deeds maintains all vital records and provides expedient documentation for the community. The Durham County Engineering and Environmental Services department provides high-quality public infrastructure through the provision of advanced water/sewer/reclaimed water utilities, management of capital improvement projects, real estate services, Sustainability programs and Open Space preservation, while the City-County GIS department provides technical support via provision of data analysis and visualization services.

Measure: Percentage of residents satisfied or very satisfied with the overall management of development and growth of Durham, according to the Resident Satisfaction Survey

- Strategy 4.3A: Development Review – Provide an efficient and customer-friendly development review process
  - Measure: Percentage of development review applications successfully completed within scheduled period
- Strategy 4.3B: Vital Records – Maintain vital records to provide accurate and expedient documentation for Durham County community
  - Measure: Total number of vital records transactions
- Strategy 4.3C: Public Infrastructure – Provide high-quality public infrastructure to facilitate and support provision of outstanding County services
  - Measure: Percentage of Capital Improvement Plan (CIP) projects delivered within budget


HUB FARM
DURHAM PUBLIC SCHOOLS
HUB FARM
TRAIL MAP
HUB FARM
PRELIMINARY SCHEMATIC PLAN: a ten year plan










A gift of the
Master Gardener
Class of 2015

GOAL 5: ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT



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

The Accountable, Efficient and Visionary Government goal is about maximizing the County's performance, transparency and fiscal stewardship. For more than 20 years, Durham County has developed and refined the financial goals necessary to be awarded a Triple A bond rating, a designation attained by only 69 counties in the United States and only six of North Carolina's 100 counties. Such long-term recognition shows an ongoing commitment by Durham County to be an accountable and efficient government. Yet, the realities of managing increased expenditure pressures, declines in certain revenue streams, potential legislative actions that decrease revenues available to local governments and other incremental policy changes continue to increase stress on Durham County's financial course. These factors prompt the need for visionary government.

More than 70 percent of Durham County's budget relies on property and sales taxes. For decades, Durham County's natural property tax base has grown annually, yet in recent years, the growth has been at a slower pace. For example, in FY07-08, the natural property tax base growth rate was 5 percent, but the projected FY17-18 growth is estimated at only 1.56 percent. Sales taxes have suffered similar declines due to legislative changes in how tax dollars are distributed to counties, increased online sales and impacts from overall state and regional economic factors. For the last 13 fiscal years, overall sales tax growth totaled 4 percent. For FY17-18, sales tax revenues grew 2.53 percent. Slower economic growth patterns are the new fiscal norm facing not only Durham County, but many communities across the nation. Although the County faces slower growth in key revenues, the population continues to grow at the rate of 1.6 percent annually, according to the City-County Planning Department. This trend is projected to continue for the foreseeable future, making it imperative to take a strategic approach to managing both finances and services and also making it more challenging to maintain the Triple A bond rating. Meanwhile, 60 percent of residents are satisfied with County services, according to 2016 survey data. This rating is significantly higher than the national benchmark of 45 percent. Although this rating is high, Durham County aspires to continually improve and attain even higher levels of satisfaction.

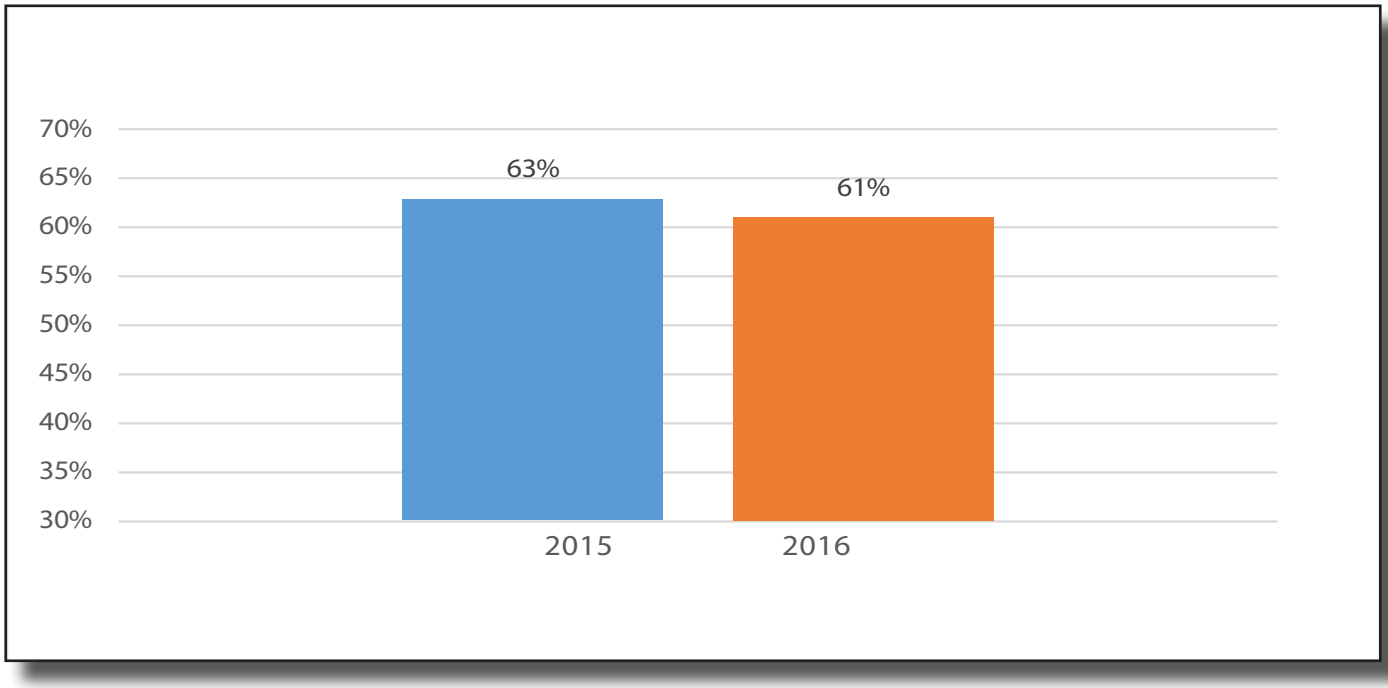
The North Carolina Office of State Budget and Management projects overall growth in the Research Triangle area to exceed 30 percent between 2010 and 2020. Such pressures are forcing Durham County to evaluate operational approaches to providing internal and external services on an ongoing basis so that the goal of a continually accountable, efficient and visionary government is an expectation as much as an aspiration. Durham County's long-term viability rests on the strategic and measured resource allocations made to support the community. Amid constrained budgets, an influx of new residents and demands for increased services and accountability, Durham County must make every effort to bolster responsiveness, engagement and communication with external and internal customers. Durham County will focus efforts to attract, recruit and retain a talented and diverse workforce and continue to promote and enhance sound fiscal, operational and technology systems. In addition, Durham County will foster an organizational culture that promotes continuous innovation, operational effectiveness, process improvement and accountability – key principles anchoring the County's Managing for Results change management model, in which data and performance indicators provide organizational accountability and efficiency guidance to support a clear vision for current and future resource allocation.

<u>Goal 5 Community Indicators:</u>

- Percentage of residents who were very satisfied or satisfied with the overall quality of services provided by the County, according to the Resident Satisfaction Survey
- Percentage of residents who rated the value received for local taxes and fees as good or excellent, according to the Resident Satisfaction Survey
- Maintain Durham County Triple A bond rating

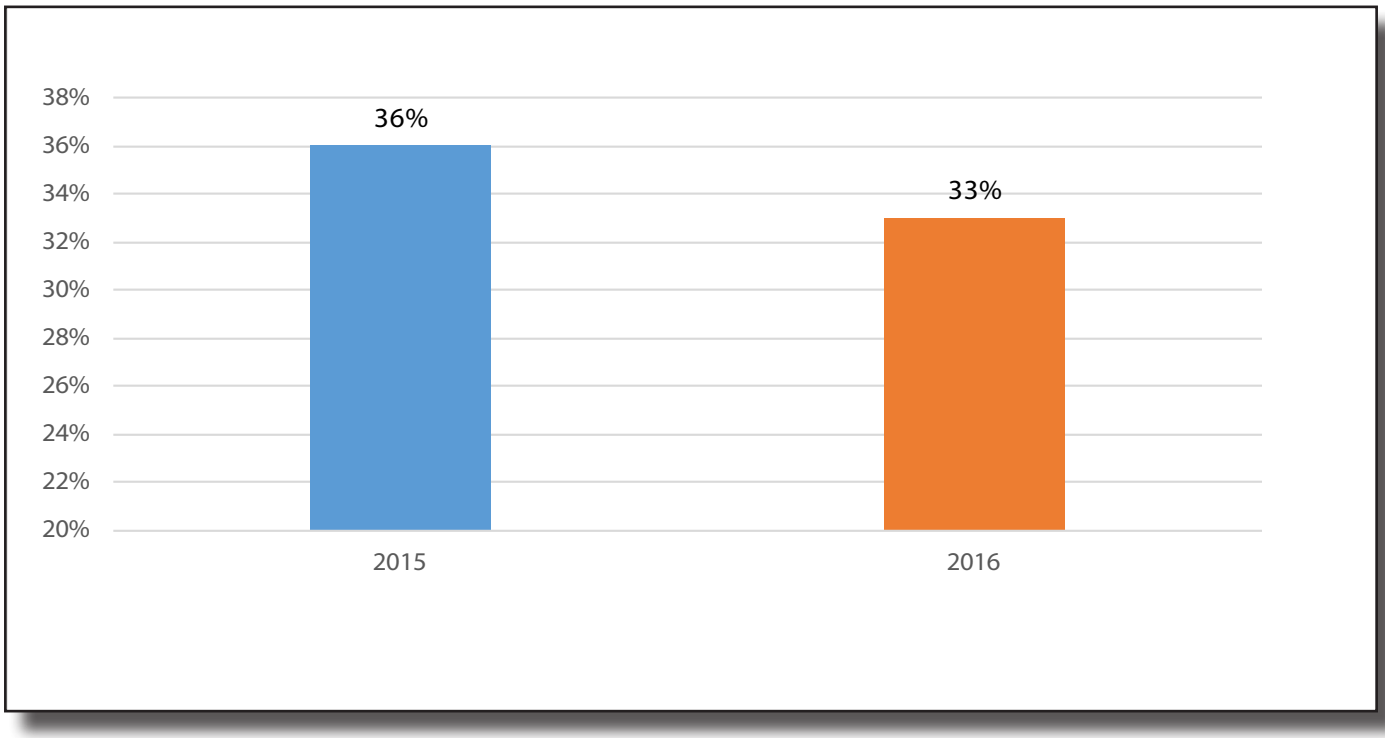
ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT

Percentage of Residents Who Were Very Satisfied or Satisfied with the Overall Quality of Services Provided by the County



Source: City-County Resident Satisfaction Survey

Percentage of Residents Who Rated the Value Received for Local Taxes and Fees as Good or Excellent



Source: City-County Resident Satisfaction Survey



ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT

Objective 5.1: Customer Engagement and Responsiveness – Bolster engagement and responsiveness to both internal and external customers

Durham County knows excellent customer engagement is paramount to effective service delivery. Supporting more than 300,000 residents and almost 2,000 employees, Durham County commits to creating a culture that fosters a responsive, courteous and helpful environment for external and internal customers. County government employees provide critical work across a spectrum of important services. Whether responding to more than 42,000 annual 911 requests for EMS service, assisting more than 200,000 registered voters during an election period or serving more than 113,000 residents each month with vital Public Health and Social Services, exceptional customer service is critical. With a customer-centered focus, Durham County strives to meet three standards: respond to the customer in a prompt manner with an understanding of the customer's needs, offer opportunities for community participation through various avenues and provide customers with diverse and engaged boards and commissions.

Measure: Percentage of residents who rated the courtesy of County government employees as good or excellent, according to the Resident Satisfaction Survey

- Strategy 5.1A: Customer Service – Provide prompt response to internal and external customers
  - Measure: Percentage of residents who contacted the County and who were satisfied or very satisfied with how easy the County government was to contact, according to the Resident Satisfaction Survey
  - Measure: Percentage of County-related Durham One requests using mobile app completed within 72 hours
  - Measure: Percentage of employees who say Durham County seeks feedback/input from customers
- Strategy 5.1B: Community Participation – Increase the percentage of community participation and awareness in County government-related activities
  - Measure: Percentage of direct service departments that participate in face-to-face community engagement
  - Measure: Percentage of direct service departments that participate in web-based community engagement
  - Measure: Percentage of voting precincts represented on County-appointed boards and commissions



ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT

Objective 5.2: Talented Workforce – Attract, recruit and retain talented workforce

Durham County's most vital asset is its employees. Attracting and retaining a talented workforce is critical to serving the public at the highest level. High performing organizations value professional development, compensation competitiveness and progressive and robust training at all levels of the organization. Such investments help ensure organizational stability despite attrition, retirements or other unforeseen events. More than 17 percent of Durham County's active employee base is eligible to retire between 2017 and 2022. Due to many employees nearing retirement, workforce planning must consider future skills gaps that emerge from lost leadership as well as the needed infrastructure to attract and retain future talent. Continuous evaluation must occur to ensure Durham County is an appealing place to work and to ensure the organization attracts and retains the best talent for generations to come.

Measure: Percentage of employees that would recommend Durham County Government as an excellent or good place to work
Measure: Percentage of employees who are very satisfied or satisfied with their job

- Strategy 5.2A: Training and Professional Development – Develop a Countywide training and professional development strategy to promote continuity of government services
  - Measure: Percentage of managers and supervisors who have gone through leadership development training
  - Measure: Percentage of employees who report that County-sponsored training was effective six months after completion
  - Measure: Number of employees that received internal or external training
- Strategy 5.2B: Business and Technology System Education – Establish recurring employee training courses in critical office productivity tools and business systems used throughout the enterprise leveraging the County's Learning Management System
  - Measure: Total number of employees trained (facilitated by Human Resources, Information Services & Technology, Finance and Budget)
  - Measure: Percentage of employees who receive business system trainings
- Strategy 5.2C: Recruitment and Hiring – Streamline the hiring process to reduce the time it takes to fill positions
  - Measure: Average number of days to fill vacant positions
  - Measure: Percentage of employees that voluntarily leave the organization within two years of starting employment



ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT

Objective 5.3: Sound Business Systems – Ensure sound fiscal, operational and technology systems

Durham County has maintained financial stability and its Triple A bond rating for more than three decades. As the County continues to grow, the organization continues to enhance its comprehensive business plans by implementing best practices. The County is improving existing technology and implementing new and advanced business solutions to strengthen management of the County's massively growing data. Ensuring proper upkeep of over 1.8 million square feet of building space and 160 acres of grounds requires systematic evaluation of best practices to implement eco-friendly approaches to building and ground maintenance. Furthermore, as the County plans for outlying years and projected increased service demands due to population growth, continued updates of the County's Capital Improvement Plan (CIP) will ensure major construction and infrastructure improvements align with the financing required to support future building projects, major maintenance systems and vehicle and technology life-cycle replacements.

Measure: Percentage of revenue budgeted for long-term business infrastructure and capital improvement needs

- Strategy 5.3A: Financial Stability and Stewardship – Maintain fiscal accountability and bond ratings, maximize earnings on County investments and increase multi-year fiscal forecasting
  - Measure: Moody's and Standard & Poor's bond ratings
  - Measure: Contingency reserve as a percentage of operating budget
  - Measure: Tax collection rate
- Strategy 5.3B: Business Continuity – Develop comprehensive business continuity plans and training strategies to ensure organizational stability
  - Measure: Percentage of departments with updated business continuity plans
  - Measure: Percentage of departments with current Standard Operating Procedure documentation
- Strategy 5.3C: Capital Assets – Enhance plans to address long-term capital needs and recurring maintenance, improvements or replacement of building, grounds and infrastructure
  - Measure: Percentage of County facilities with condition ratings ranging from good to excellent
  - Measure: Percentage of capital project and repair and renovation projects on time and on budget
  - Measure: Percentage of building maintenance and grounds staffing ratios that align with national industry standards
  - Measure: Percentage of new construction projects that meet LEED-certified standards



ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT

Objective 5.3 Continued.....

- Strategy 5.3D: Technology Solutions – Develop technology business solutions that drive automation in business processes, enable efficient data management across the enterprise and improve the delivery of services to citizens
  - Measure: Percentage of key Information Services & Technology projects successfully completed within project budget, scope and timeframe
- Strategy 5.3E: Paperless Services – Achieve paperless environment when possible within County services
  - Measure: Percentage of services for internal and external customers that are paperless





ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT

Objective 5.4: Performance Management and Accountability – Improve the strategic use of data to promote ongoing process improvement, innovation and accountability

Durham County's recent undertaking of Managing for Results (MFR) and corresponding work to link budget requests and funding with programs that are critical and desired by citizens and customers have created significant avenues for realignment. The change management business model ensures quality and progress toward organizational goals by driving departmental effectiveness, performance and accountability through the use of data. As an innovative organization, Durham County will continue to strive to make meaningful changes that will streamline processes, create easy access and provide factual information to the general public. Further, the County will continue to implement and expand platforms and analytical tools for data-driven decision making, assessing outcomes and continuously improving services and business operations.

Measure: Percentage of departments with a recurring, rigorous process in place to review and improve performance as defined by County standards

- Strategy 5.4A: Program Budget Alignment and Review – Train departments on Managing for Results (MFR) model and evaluate base budget alignment
  - Measure: Percentage of departments that have participated in MFR training
- Strategy 5.4B: Performance Management – Implement viable performance management system to inform departments and the public about County performance
  - Measure: Percentage of departments reporting quarterly performance data
- Strategy 5.4C: Process Improvement and Innovation – Develop effective and efficient business processes and procedures for optimization of resources and results and to ensure positive outcomes
  - Measure: Percentage of departments that have implemented process improvement recommendations
  - Measure: Percentage of departments that have implemented innovative business solutions


DURHAM COUNTY COURT HOUSE


NATIONAL
COUNTY
MONTH
APRIL 2017
EXIT
CLASSIC


All Funds Summary



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FY 2018-19 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 17-18 Approved Funding**	**FY 18-19 Requested Funding**	**FY 18-19 Manager's Rec. Funding**
Durham Collaborative to End Family Homelessness - Comprising the efforts of four area non-profit agencies [Families Moving Forward (FMF), Urban Ministries of Durham (UMD), Housing for New Hope (HNH), and Durham's Partnership for Children (DPfC)] to provide a multi-generational, seamless system that helps homeless and unstably housed families: secure and maintain housing; improve economic, mental, and physical well-being in order to build the capacity needed to become self-sufficient and break the cycle of poverty.	$70,000	$70,000	$70,000
Durham Home Repair Collaborative - The Collaborative Pilot will test a trial program that will complete essential repairs for low-income homeowners to make the homes ready for weatherization. The Home Repair Collaborative Pilot will help set up an operational system to increase the efficiency of existing home repair programs by 1) sharing waiting lists, 2) providing centralized housing intake and administration for homeowners in the pilot, and 3) coordinating repair assessments and repair strategies.	$40,000	$40,000	$40,000
LIFE Skills Foundation - LIFE Skills operates a small housing program, primarily consisting of six two-bedroom apartments located in central Durham. LIFE Skills housing provides a safe and secure, hands-on opportunity for young adults to learn and practice independent living skills, and to eventually transition into their own stable housing. Youth in the transitional housing program are either in an educational program or employed at least 30 hours per week. Additionally, mental health and	$20,000	$20,000	$20,000
Outcome 1-b: Youth and adults seeking workforce opportunities are provided support and resources	**FY 17-18 Approved Funding**	**FY 18-19 Requested Funding**	**FY 18-19 Manager's Rec. Funding**
Durham Literacy Center - The DLC provides tuition-free literacy instruction to adults and out-of-school youth. Our four core programs include: 1) Adult Literacy - one-on-one literacy tutoring, small group pre-GED classes, and one-one-one GED tutoring for adults; 2) English for Speakers of Other Languages (ESOL) - English classes for adults (10-25 students per class); 3) Youth Education Program (YEP) - one-on-one GED tutoring for out-of-school youth; and 4) Computer Literacy - small-group and one-on-one instruction for DLC students and community members on topics such as typing, completing	$30,000	$30,000	$30,000

Outcome 1-b: Youth and adults seeking workforce opportunities are provided support and resources	**FY 17-18 Approved Funding**	**FY 18-19 Requested Funding**	**FY 18-19 Manager's Rec. Funding**
TROSA - TROSA is the largest licensed residential substance abuse treatment center in NC. Through a multi-year program, TROSA gives people the tools they need to overcome addiction; enjoy sober, productive, law-abiding lives; and reconnect with their families and communities. TROSA provides 24/7 care and treatment–housing, food, clothing, and personal care items–at no charge. We focus on treating the whole person through our comprehensive services–counseling, health care, vocational training, and educational opportunities.	$30,000	$30,000	$30,000
Durham Economic Resource Center - DERC responds to and empowers Durham's most vulnerable population who function with major barriers to employment, citizens living in poverty, homelessness, and/ or citizens under functioning due to lack of basic literacy skills. Through intensive job training, case management, and career counseling DERC provides "hard-to-employ" individuals with the skills, efficacy, and connections needed to enter the workforce. The core programs that supports the mission of DERC are: Workforce Development and Training, The Resource Program, and Community Resource and Action.*	$20,000	$0	$0
El Centro Hispano, Inc. - ECH serves Hispanic/Latino community members, particularly those from low-income communities, in the areas of Education, Economic Development, and Health and Well-being Initiatives. This is accomplished through with interventions for community members that include information and referral services, one-on-one counseling & case management, legal assistance, workshop, forums, job skills/worksite safety training, leadership training, basic literacy and vocational ESL classes, and access to our network of employers and organizations for additional support.	$20,000	$20,000	$20,000
Partners for Youth Opportunity - PYO enrolls students who meet at least one criteria: 1) qualify for the free and reduced lunch program 2) have an immediate family member who is incarcerated or 3) be a first-generation immigrant. Many of our youth meet at least two of these qualifications. Participants that qualify for our longitudinal, strengths-based and innovative program, which includes mentoring, academic support from 8th grade through the second year of college, workforce training/internships paired with financial literacy and savings, as well as leadership opportunities.	$20,000	$20,000	$20,000

Outcome 1-b: Youth and adults seeking workforce opportunities are provided support and resources	**FY 17-18 Approved Funding**	**FY 18-19 Requested Funding**	**FY 18-19 Manager's Rec. Funding**
Achievement Academy of Durham - Achievement Academy of Durham successfully reconnects our students to the life opportunities accessible through attainment of a quality education. We offer a rolling admission, year-round program in a school-like setting. Based on reading level, students are placed in either our Starting Points literacy program or our GED Prep program. In Starting Points, students receive one-on-one, reading tutoring from trained, volunteer tutors. Starting Points is supported by our teachers and monitored by our Americorps member.	$20,0 00	$20,000	$20,000
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	$10,000	$10,000
Community Empowerment Fund - CEF assists Durham residents who are unemployed or experiencing financial insecurity to gain and maintain employment, interweaving financial capability building services with flexible one-on-one support. Primary services include Incentivized Savings as a Tool for Financial Stability (Account-holders have limited access to withdrawals until they reach their goals, and once savers achieve their goal, CEF matches their accomplishments at 10%), No-Hassle Checking/Savings Accounts, Financial Coaching and Person-Centered Support.	$10,000	$10,000	$10,000
Dress for Success Triangle NC - DFST provides job acquisition skills, workforce development tools, career counseling, resume building, interview skills, financial literacy and financial management skills and professional attire with an ongoing network of support. The coaching, clothing, counseling and services are offered free of charge to women who are referred by over one hundred partnering nonprofits, community colleges and faith-based agencies.	$10,000	$10,000	$10,000
Reinvestment Partners - Reinvestment partners operate the Taxpayer Assistance Center (TAC) that serves low- and moderate-income families in Durham that earn less than $54,000 annually. In addition, the TAC operates as a workforce development program, offering financial education and training, not only to the workforce staffing the site, but to the general public which receives services through it. RP will provide tax assistance for Durham County taxpayers throughout the year.	$10,000	$10,000	$10,000
Triangle Literacy Council - Bull City YouthBuild serves East Durham young adults, aged 16 to 24, who are from zip codes 27701 and 27703. Participants must also meet one of the following criteria: member of a low-income family, in foster care, are offenders, have disabilities, have an incarcerated parent, are homeless and/or migrant, or are school dropouts or a re-enrolled dropout. BCYB offers three integrated components: high school equivalency preparation, occupational training through the Home Builder's Institute Pre-Apprenticeship Certificate Training and construction experience.	$10,000	$10,000	$10,000

Outcome 1- c: Children and youth are provided learning and enrichment opportunities that support educational achievement	**FY 17-18 Approved Funding**	**FY 18-19 Requested Funding**	**FY 18-19 Manager's Rec. Funding**
Child Care Services Association - CCSA's Family Support Program provides child care consumer education and referral services for families in Durham County in order to inform families about high quality child care and facilitate their selection of high quality programs that foster children's development and support their school readiness. Through phone-based and in-person counseling, families receive information about North Carolina's star-rated child care license system; information about research-based indicators of child care quality; counseling on how to select a child care setting; and customized lists of child care programs that match the child's and family's needs.	$30,000	$30,000	$30,000
Durham's Partnership for Children - Durham's Partnership for Children will launch TS Gold, the acclaimed observation-based assessment system that allows teachers and administrators in pre-k classrooms to focus on each individual child's development. TS Gold is an evidence-based education observational assessment mechanism that tracks progress and identifies a young child's strengths and weaknesses. The TS Gold system is tied to curriculum that is already in use. TS Gold's online portal is designed to support teachers in the process of individual child-level assessment.	$15,000	$15,000	$15,000
Big Brothers Big Sisters of the Triangle - Community-Based mentoring provides children from single parent homes or other children in need of adult role models with a one-to-one mentor relationship with a volunteer from the community. The Community-Based "Bigs" routinely provide 8-10 hours a month of quality one-to-one time for each child. These "Bigs" play an integral role of the lives of their "Littles" by providing a stable adult role model to help guide these children in the right direction. These matches last at least 12 months, though many continue on until the Little graduates from HS.	$10,000	$10,000	$10,000
Rebound, Alternatives for Youth - Rebound serves high school students who are short-term suspended in Durham. During a student's suspension, Rebound provides strengths and resiliency based supervision, assessment, crisis intervention, referrals, skill building, academic help and advocacy to students. Rebound supports students' return to school by improving each student's connection to his or her parents or guardians, schools and caring adults. Rebound increases protective factors and fosters reengagement with all systems: individual, family, school, and community.	$7,500	$7,500	$7,500
Book Harvest - Book Harvest's Community Book Bank provides ready access to free books so that families can build book-rich environments in their homes. We target our outreach to communities that have historically lacked books for their children, driven by research that demonstrates that transforming book deserts will enrich and even transform children's lives. Community Book Bank is a vast network of shelves of free books that we maintain at more than 60 locations in Durham County that are frequent destinations for children and families, including health clinics, social service agencies, after school and tutoring programs, and community centers.	$5,000	$5,000	$5,000

Outcome 1- c: Children and youth are provided learning and enrichment opportunities that support educational achievement	**FY 17-18 Approved Funding**	**FY 18-19 Requested Funding**	**FY 18-19 Manager's Rec. Funding**
Voices Together - The program is a weekly motivational program for individuals with developmental disabilities targeted to unlock language and social/emotional learning. Because of its engaging and spontaneous elements, students with developmental disabilities are able to unlock language, problem-solve, socially connect with others and communicate their most basic needs while increasing their ability to advocate and learn. With these skills, other areas in their lives begin to improve; they become more active participants in their classroom, their family and their community.	$5,000	$5,000	$5,000
Walltown Children's Theatre - As part of our mission, youth will gain a sense of the commitment, dedication, training, and professionalism that are requirements of any career path chosen. Along with exemplary arts programming, youth receive educational tutoring and mentoring services in health and welfare. We inspire positive social change to under-served youth in partnership with Self-Help Credit Union and the Walltown Neighborhood Ministries. WCT inspires positive social change by developing and reconnecting under-served youth in Walltown and the surrounding communities.	$5,000	$5,000	$5,000
Goal 2 Target Area: Increase the number of healthy years lived			
Outcome 2-a: Individuals and families have increased access to health care	**FY 17-18 Approved Funding**	**FY 18-19 Requested Funding**	**FY 18-19 Manager's Rec. Funding**
Planned Parenthood South Atlantic - Our program strives to make information and effective methods of contraception available to women who want them, but cannot otherwise afford to use them consistently and correctly. Our Durham health center—through prescription and on-site insertion, administration, and dispensing—offers a broad range of effective, FDA-approved family planning methods. In addition, we provide basic preventive health services such as cervical cancer screening, clinical breast exams and screening and treatment for sexually transmitted infections.	$17,750	$17,750	$17,750
El Futuro, Inc. - El Futuro provides proven, outpatient mental health and substance use treatments in a culturally welcoming environment of healing and hope. We offer individual, family, and group treatment approaches that are trauma-informed and geared toward low-income, immigrant families. Our approach is holistic, providing the treatments that are needed to help children and adults feel better and function better in their lives, regardless of insurance status or ability to pay.	$6,000	$6,000	$6,000

Goal 2 Target Area: Increase the number of healthy years lived			
Outcome 2-b: Individuals and families decrease incidence of preventable disease	**FY 17-18 Approved Funding**	**FY 18-19 Requested Funding**	**FY 18-19 Manager's Rec. Funding**
Farmer Foodshare - Farmer Foodshare, Bull City Cool food hub, Durham County Soil and Water, and the Durham County Detention Facility are partnering to supply detainees and staff at the detention facility with additional fresh fruits and vegetables. Increasing the amount and quality of fresh produce served will increase consumption and help improve nutritional outcomes at the facility. This program will cover the cost of local suppliers, supplement current meals with fruits and vegetables and **fund safety compliance upgrades.**	$20,000	$20,000	$20,000
Inter-Faith Food Shuttle - We Feed, Teach and Grow. Programs pertinent to this application include: BackPack Buddies—whereby elementary school children who are determined by school administrators to be at particular risk of hunger in the home, are provided with a weekend's worth of nonperishable food for 38 weeks each school year; School Pantries—designed to serve middle- and high-school age children and their families by making wholesome food easily accessible to them at the schools where they already spend their days; and finally and Nutrition Education**.**	$10,000	$10,000	$10,000
Outcome 2-b: Individuals and families decrease incidence of preventable disease	**FY 17-18 Approved Funding**	**FY 18-19 Requested Funding**	**FY 18-19 Manager's Rec. Funding**
Triangle Champions Track Club - Our program educates youth and families in order to decrease incidents of preventable disease, by increasing physical activity and providing knowledge for healthier food options. Our program also provides weekly nutrition and wellness education to participants and their families throughout the year. We visit our local farmers market to increase access to healthy foods. Our program provides group exercise activities with proper training as well as opportunities to compete and gain national exposure.	$6,500	$6,500	$6,500
African American Dance Ensemble - Healthy eating classes - many low income people cannot afford organic foods, quality lessons on how to not only purchase good foods, but prepare the foods in a manner consistent with sustaining, promoting and increasing longevity. To know what oils not to use when cooking, what vegetables or fruits may or may not be good the type of medication they are on. How to prepare such foods that will cause energy for healthy movement which is pivotal for healthy lifestyle changes.	$5,000	$5,000	$5,000

Outcome 2-c: Individuals and families reduce causes of poor physical and mental health	**FY 17-18 Approved Funding**	**FY 18-19 Requested Funding**	**FY 18-19 Manager's Rec. Funding**
Durham Crisis Response Center - DCRC provides a comprehensive range of services to victims of domestic and sexual violence including: crisis intervention, such as 24 hour crisis line, hospital response, safety planning and crisis counseling; legal advocacy, such as assistance with reporting to law enforcement, assistance in filing protective orders, court accompaniment, legal representation in partnership with Legal Aid, assistance and support throughout the criminal justice process; residential services including emergency shelter, case management and support with basic needs.	$37,250	$37,250	$37,250
A Helping Hand - A Helping Hand provides essential services to low income seniors that include: 1) Escorted Medical Transportation - AHH's escorted "door-through-door" transportation is critical to ensuring physically-disabled or cognitively-impaired seniors are able to travel safely. 2) In-Home Assistance - The natural aging process often brings about physical and cognitive limitations that require assistance in the home. 3) Socialization - Social isolation among the elderly is an often overlooked threat to the health and quality of life of our community's older adults.	$25,000	$25,000	$25,000
Durham Striders Youth Association - The Durham Striders Program has three major priorities: Improving and Enhancing the Health status of children to support healthy lifestyles and creating healthy outcomes from which academic, social, and vocational goals can be achieved. These are integrated into a program of physical fitness, dietary education and habits, ("adjustments"), and development of healthy attitudes toward overall fitness and part of their over development, thus enhancing self-image and self-confidence.	$15,000	$15,000	$15,000
Center for Child & Family - Healthy Families Durham utilizes two core evidence-based services (provided in both English and Spanish) designed to address the needs of the proposed target population: the traditional Healthy Families service (using the Parents as Teachers curriculum) and the Child Parent Psychotherapy (CPP) service. For traditional Healthy Families, weekly or bi-weekly home visits begin during pregnancy or in the first three months of life and continue up to three years. The curriculum addresses attachment, child development, early literacy, health, and safety.	$12,000	$12,000	$12,000
Playworks Education Energized - The Playworks Junior Coach Corps program provides a part-time AmeriCorps member to low-income elementary schools to create an inclusive environment where all students are physically active, feel safe and engaged. These objectives are achieved through supported play at recess and through the Junior Coach Leadership program for 4th and 5th grade students. Playworks is the leading national organization delivering and teaching play in elementary schools. We use play - to establish new norms for respectful social behavior and increased activity.	$10,000	$10,000	$10,000

Outcome 2-c: Individuals and families reduce causes of poor physical and mental health	**FY 17-18 Approved Funding**	**FY 18-19 Requested Funding**	**FY 18-19 Manager's Rec. Funding**
Reality Ministries - Reality Ministries is requesting funding from Durham County for our two primary programs, "Daytime" and "The Gathering." Both create opportunities for friendship, meaningful activities, and build community between people with and without development disabilities. Daytime is our weekday program with activities centered on community and personal growth, including meals, exercise, field trips, crafts, and life skills projects. The Gathering is an evening program featuring shared meals, fellowship, singing, and games.	$10,000	$10,000	$10,000
Diaper Bank of North Carolina - Diaper Bank of North Carolina (DBNC) distributes diapers to families in need through established partnerships with Durham-based community organizations, including: Urban Ministries Durham, Healthy Families Durham, Durham Connects, Duke Family Care Program, Duke Outpatient Clinic, Durham County Department of Public Health, Durham Early Head Start, Durham First in Families, East Durham Children's Initiative, REAL Durham - End Poverty Durham, Families Moving Forward, Church World Service, and Welcome Baby.	$10,000	$10,000	$10,000
Food Bank of Central & Eastern North Carolina - Working through our Durham branch distribution center, FBCENC distributes nourishing food to 110 community-based nonprofit partners, such as food pantries, soup kitchens, shelters, meal programs for seniors, and low income child care centers. Using our relationships with local, state, and national farmers, food distributors, and retail grocers to obtain donated food, last year FBCENC distributed over 3.8 million pounds of nutritious food—equivalent to 3.2 million meals—reaching individuals and families struggling with food insecurity in Durham County.	$10,000	$10,000	$10,000
Bridge II Sports - Adapted sports is an opportunity to establish the mental and physical strength of individuals with disabilities in an accessible, safe environment. This population is oftentimes missed, leading to a lack of physical and mental development. Through organized sport and recreation, athletes of all ages learn life skills such as independence, teamwork, accountability and responsibility. By competing in BIIS programs and engaging with peers on an equal playing field, athletes' confidence and self-esteem increases, helping them to understand their purpose and worth.	$6,000	$6,000	$6,000
Believers United for Progress - Community members will be served nutritious meals at least once a day through a community kitchen setting. While there, they will have the opportunity to engage with at least one social service organization which can introduce and enroll them in services that address the reason(s) they are food insecure (i.e. physical and mental health issues, access to jobs and/or employable skills, and lack of stable housing) . Recipients of the daily community kitchen will be recruited as volunteers and encouraged to develop employable skills.	$5,000	$5,000	$5,000

Goal 3 Target Area: Improve life outcomes for people involved in the criminal justice system			
Outcome 3-b: Individuals are provided effective diversion services	**FY 17-18 Approved Funding**	**FY 18-19 Requested Funding**	**FY 18-19 Manager's Rec. Funding**
Durham County Teen Court & Restitution Program - Teen Court is an alternative court for youth who commit first time misdemeanor offenses. This court allows youth to take responsibility for their actions by admitting guilt and literally being judged by a jury of their peers. Youth who participate have the privilege of keeping a conviction off of their record, youth 16 and up are getting a charge dismissed from their permanent record. Youth who are ordered to complete Teen Court are exposed to several different sentencing requirements, which provide skills they can utilize throughout their lives.	$22,000	$22,000	$22,000
Outcome 3-b: Individuals are provided effective diversion services	**FY 17-18 Approved Funding**	**FY 18-19 Requested Funding**	**FY 18-19 Manager's Rec. Funding**
Elna B. Spaulding Conflict Resolution Center - The In School Truancy Court Program is a collaboration between the Elna B. Spaulding Conflict Resolution Center and Durham Public Schools (DPS). Using a restorative justice model of conferencing, the Program is designed to identify the underlying cause of truancy and put a plan in place to correct the problem. The Program targets DPS students with six or more days of absence and is now used throughout the district—elementary, middle and high school.	$15,000	$15,000	$15,000
Goal 4 Target Area: Protect natural resources through comprehensive compliance and educational programs			
Outcome 4-a: Protect and improve water quality	**FY 17-18 Approved Funding**	**FY 18-19 Requested Funding**	**FY 18-19 Manager's Rec. Funding**
Ellerbe Creek Watershed Association - ECWA's Creek Smart® Program has engaged hundreds of community volunteers in one of the community's most critical environmental management challenges—to restore water quality in our streams, rivers, and drinking water supplies. In addition to our traditional work of restoring stream buffers on 150 acres of public nature preserves and removing tons and tons of trash from Ellerbe Creek, Creek Smart® has taken the battle of water quality to the neighborhood level.	$10,000	$10,000	$10,000
Totals:	**$650,000**	**$630,000**	**$630,000**

*DERC was approved Funding in FY2017-2018, but the contract was never executed and therefore will not be funded moving into FY2018-2019.

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DURHAM COUNTY FISCAL POLICIES

The County's long-term financial goal is to maintain its AAA bond rating. Some factors required for a AAA bond rating (e.g., a stabilized rate of population growth and diversification of the County's tax base) can be influenced, but not controlled by county government. However, the county government should ensure that factors under its control – the quality of its financial and overall management – meet the standards required of highly-rated communities. Characteristics of the County's financial operation should not stand in the way of the County maintaining its AAA bond rating. Durham County operates on a sound financial basis, as indicated by its AAA bond rating with Moody's Investors Service, Standard & Poor's, and the Carolinas Municipal Advisory Council. The bond rating serves as a shorthand statement of a locality's economic, financial, and managerial condition.

Municipal bond ratings represent the business community's assessment of the investment quality of a local government. The most obvious advantage of a AAA bond rating is Durham County's ability to successfully market its bonds when required and to borrow money at lower, more favorable interest rates than communities with lower ratings. Since bond ratings are based on demonstrated managerial competence and financial health, high bond ratings also relate to economic development activities and provide citizens with an indication of the quality of their local government. The following financial policies are consistent with the standards associated with the highest bond ratings available. For the complete list of financial policies, contact the Finance Department at (919) 560-0035.

Policy I: Fund Balance

1.01 Durham County's Unassigned General Fund Balance will be maintained to provide the County with sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing.

1.02 The Unassigned General Fund Balance should not be used to support recurring operating expenditures outside of the current budget year. Use of the Unassigned General Fund Balance shall be done only to cover a shortfall in revenues. When a revenue shortfall requiring the use of the Unassigned General Fund Balance occurs, the County will increase its General Fund revenues through appropriation of unassigned fund balance or decrease its expenditures. The latter method will be used when preventing the use of Unassigned General Fund Balance two consecutive fiscal years in a row to subsidize General Fund operations.

The Unassigned General Fund Balance will be provided as follows:

1.03 An Unassigned General Fund Balance will be maintained at a level sufficient to provide for temporary financing of unforeseen needs of an emergency nature and to permit orderly adjustment to changes resulting from a termination of or a decline in revenue sources.

1.04 The Unassigned General Fund Balance goal will be sixteen per cent (16.00%) of total actual prior fiscal year expenditures. These funds can only be appropriated by a resolution of the BOCC.

1.05 In the event the Unassigned General Fund Balance is used to provide for temporary funding of unforeseen emergency needs, the County shall restore the Unassigned General Fund Balance to the prior year's balance within two (2) fiscal years following the fiscal year in which the event occurred. To the extent additional funds are necessary to restore the Unassigned General Fund Balance to that level, such funds will be provided in at least two approximately equal contributions to be provided during each fiscal year but no later than June 30. This process would begin the first fiscal year following the fiscal year in which the event occurred.

1.06 Funds in excess of the annual requirements of Policy No. I.1.05 above may be considered to supplement "pay as you go" capital outlay expenditures or as additions to unassigned fund balance to be utilized at a future date.

1.07 A Total Fund Balance ratio of 35% (LGC requires 8%) of fund balance available as a percentage of expenditures shall be the County's goal.

1.08 Once the 35% level has been achieved, the amount over 35% shall be used to fund the annual Other Post Employment Benefits (OPEB) contribution to meet the OPEB obligation, pay-as-you-go capital projects or other non-reoccurring expenditures. This funding shall take place only after meeting requirements set out in Policy I.1.04 above. In addition, the OPEB portion of the Total Fund Balance for the General Fund shall not exceed 25% of the Total Fund Balance to ensure that the Committed for OPEB portion of fund balance remains reasonably proportionate to the Total Fund Balance for the General Fund as a whole to include unassigned fund balance.

Policy II: Fiscal Planning

2.01 The County Manager shall submit to the BOCC a proposed annual budget with his recommendations and shall execute the budget as finally adopted.

2.02 The County Manager will budget revenues and expenditures on the basis of a fiscal year, which begins July 1 and ends on the following June 30, and in conformity with the Local Budget and Fiscal Control Act.

2.03 The County Manager will prepare a budget, which is consistent within the guidelines established by the Government Finance Officers Association in its Distinguished Budget Presentation Awards Program.

2.04 The County Manager shall provide annually a budget preparation schedule outlining the preparation timelines for the proposed budget.

2.05 Budget packages for the preparation of the budget, including forms and instructions, shall be distributed to County departments to complete. Department heads and elected officials shall prepare and return their budget proposals to the Budget Officer as required in the budget preparation schedule.

2.06 The proposed budget will contain the following:

a) Revenue estimates by major category
b) Expenditure estimates by department and functional levels
c) Debt service summarized by issues detailing principal and interest amounts by fund
d) Reappraisal reserve funding as per G.S. 153A-150.

2.07 The proposed budget also will contain information regarding:

a) Proposed personnel staffing levels
b) A detailed schedule of additional capital needs
c) A summary schedule of capital projects
d) Any additional information, data, or analysis requested of management by the BOCC

2.08 The proposed budget will be balanced (e.g., estimated revenues plus appropriated fund balance equaling estimated expenditures).

2.09 The BOCC will adopt the budget for the subsequent fiscal year no later than June 30.

2.10 Three quarterly reports on the status of the General Fund budget (budget to actual) and trends will be prepared by the Budget Officer and presented to the BOCC within 45 days of the end of the first, second, and third quarters. The report will provide the BOCC with projections through the end of the current fiscal year.

2.11 Budgeting procedures will conform to the Local Government Budget and Fiscal Control Act.

2.12 Alternatives for improving the efficiency and effectiveness of the County's functions and programs and the productivity of its employees will be considered during the budget process.

2. 13 Duplication of services and inefficiencies in the delivery of these services should be eliminated wherever they are identified. The County will continue to examine alternative service delivery options for all County functions.

2.14 Performance measurement and productivity indicators will be integrated into the budget process where appropriate.

2.15 The County will fund current expenditures with current revenues and other recurring funding revenue sources.

2.16 The County will not balance the current budget at the expense of meeting future years' expenditures, such as accruing future years' revenues or rolling over short-term debt, to avoid planned retirement.

2.17 If a deficit is projected during any fiscal year, the County will take steps to reduce expenditures, increase revenues, or consider using the Undesignated General Fund Balance to the extent necessary to ensure continued compliance with the Local Budget and Fiscal Control Act.

2.18 The County will annually appropriate a contingency amount within the budget to provide for increases in costs of providing services and unanticipated needs that may arise throughout the fiscal year.

2.19 The contingency amount will be established at a minimum of 0.075% and not more than 0.25% of the estimated General Fund revenues (net of pass-through dollars) for the fiscal year in which the contingency amount is dedicated. The contingency amount budgeted can only be allocated to other functions (activities) within the budget by the BOCC.

2.21 Department heads and elected officials are required to monitor revenues and expenditures in relation to their department's (agency's) budgeted amount. This is to ensure that the actual revenue sources are as projected for funding resources and to prevent exceeding their total departmental expenditure budget.

2.22 The County will maintain the assets identified in the Capital Plant and Equipment Replacement Schedule at a level adequate to protect the County's capital investment and to minimize future maintenance and replacement costs by:

a) Developing and maintaining a five-year plan for fleet and capital equipment with a value greater than $5,000 and will consider the approval of capital equipment in concert with this adopted plan

b) Providing for adequate maintenance in the annual operating budget of such capital plant and equipment through the use of an adopted Capital Improvement Plan and Capital Plant and Equipment Replacement Schedule
c) Providing for adequate maintenance of capital plant and equipment replacement under $5,000 in the annual operating budget through the use of a Capital Plant and Equipment Replacement Schedule.

2.23 The County will not establish a trend of using the Undesignated General Fund Balance to finance current operations.

2.24 The County shall establish Memoranda of Understanding with its component unit(s) regarding the amount of annual General Fund support received each fiscal year.

Policy III: Revenues and Collections

3.01 The County's goal is a revenue system balanced between ad valorem taxes, other local taxes, licenses and permits, intergovernmental grants and transfers, investment and rental, charges for services, and other revenue sources.

3.02 Major revenue sources should provide for the following principles:
a) Vertical Equity: Revenue sources should provide appropriate treatment of taxpayers at different levels of economic well-being
b) Horizontal Equity: Revenue sources should treat taxpayers with the same income or wealth equally
c) Neutrality: Revenue sources should not unduly influence economic decisions by consumers or businesses
d) Administrative and Compliance Costs: Revenue administration and enforcement should not absorb an undue percentage of total revenues

3.03 The County will monitor all taxes to ensure they are equitably administered and collections are timely and accurate.

3.04 Fees and charges should be based on benefits and/or privileges received from the County or based on costs of a particular service.

3.05 Periodically, the County will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other attendant costs. It is recognized that occasionally competing policy objectives may result in user fee levels that recover only a portion of service costs.

3.06 The County will revaluate all property at least every eight years, with a goal of every four years, to be effective as of January 1 of the tax year. Real property revaluations shall be based on market value and follow standards established by the International Association of Assessing Officers. On October 24, 2016 by resolution, the BOCC advanced the general reappraisal to conduct a three year reappraisal effective for tax year January 1, 2019 and then a four year reappraisal cycle thereafter. The North Carolina (NC) Department of Revenue provided new reappraisal standards and guidelines in 2016 and recommended that all counties in NC move to a four year reappraisal cycle.

3.07 Personal property assessments are set on an annual basis, as of January 1, based on the market value of the property. Nationally recognized valuation guides, North Carolina Department of Revenue Trending Schedules, and market based appraisals are used to establish market value.

3.08 The County will provide, as appropriate, funding or tax exemptions to churches and governmental entities pursuant to the state and local guidelines. Other charitable or beneficial activities may be subsidized through direct grants irrespective of whether or how much property they own. Such grants should be part of the annual appropriation process and based on such consideration as benefits to the County as well as fiscal capacity of the County.

3.09 The County's goal is to achieve an annual assessment to sales ratio of 100% under current real estate market conditions when the January 1 assessment is compared to sales in the succeeding calendar year.

3.10 The County will maintain a diversified and stable revenue system to shelter it from short-term fluctuations in any one revenue source by doing the following:
a) Establishing new charges and fees as needed and as permitted by law at reasonable levels
b) Pursuing legislative change, when necessary, to permit changes or establishment of user charges and fees
c) Aggressively collecting ad-valorem tax revenues, late penalties, and related interest as authorized

3.11 The County should pursue intergovernmental revenue sources (grants) for those programs and activities that address a recognized need and are consistent with the County's long-range objectives. Any decision to pursue intergovernmental revenue sources (grants) should include the consideration of the following:
a) Present and future funding requirements
b) Cost of administering the funds
c) Costs associated with special conditions or regulations attached to the grant award

3.12 The County will attempt to recover all allowable costs, both direct and indirect, associated with the administration and implementation of programs funded through intergovernmental revenue sources (grants). In the case of state and

federally mandated programs, the County will attempt to obtain full funding for the services from the governmental entity requiring the service be provided.

Policy IV: Capital Improvement Plan and Fixed Assets

4.01 The County's policy on the financing of capital projects states that the County will dedicate the following revenues to the payment of debt and pay-as-you-go (County contribution) capital projects: Articles 40 and 42 one-half cent sales taxes, the County's share of the Occupancy Tax, county-wide property taxes, and enterprise revenues. The County reserves up to 20% of these annually dedicated revenues for pay-as-you-go projects. In addition, the pay-as-you-go policy restricts dedicated property tax revenue up to 20% of a maximum of five cents, or one cent, in county-wide property taxes.

4.02 The County Manager will submit a 10-year Capital Improvement Plan for review by the BOCC pursuant to established timeline. This plan will be updated every two years and presented to the BOCC. The Capital Improvement Plan should include capital improvements for all agencies for which the County sets tax rates and assesses levies and/or establishes user fees/charges and/or approves budgets or programs. The Capital Improvement Plan shall include the following elements:

a) An implementation plan for each of the capital project
b) An estimate of the cost and of the anticipated sources of revenue for financing the capital improvements and an estimate of the impact of each capital improvement on County revenues and the capital and operating budget

4.03 The County will maintain a schedule of fixed assets that includes completed County projects and construction in process funded through the Capital Improvement Plan in its fixed asset accounting system.

4.04 The County will match programs and activities identified in the Capital Improvement Plan with associated revenue sources.

4.05 In an effort to efficiently allocate resources, the County shall establish Memoranda of Understanding with the School Board regarding the development and coordination of the County's Capital Improvement Plan. The Memorandum of Understanding will address the following areas:

a) Plan for required capital improvements.
b) Debt issuance schedules.

4.06 Consistent with the intent of the Capital Improvement Plan stated in Policy No. 4.02 above, the Capital Improvement Plan should:

a) Present a plan for required capital improvements
b) Systematically improve and maintain the capital structure of the County
c) Meet the debt ratio targets as defined in Policy Nos. 5.05 and 5.06
d) Provide a schedule of proposed debt issuance

Policy V: Debt Management

5.01 The County will not use long-term debt to fund current operations and will continue to emphasize pay-as-you-go capital financing.

5.02 The County will not use tax revenue anticipation notes (TRANs) to fund current operations.

5.03 The County does not intend to issue bond anticipation notes (BANs) for a period longer than three years. If the BAN is issued for a capital project, the BAN will be converted to a long-term bond or redeemed at its maturity.

5.04 The issuance of variable rate debt by the County will be subject to the most careful review and will be issued only in a prudent and fiscally responsible manner.

5.05 Whenever the County finds it necessary to issue General Obligation (GO) Bonds, the following policy will be adhered to:

a) GO Bonds are bonds that are supported by the promise of the borrowing government to levy whatever amount of tax is necessary to pay principal and interest and can be enforced by legal action of any bondholder.
b) Total bonded debt will not exceed 3% of the net assessed valuation of taxable property in the County (Local Government Commission sets limit of 8%).
c) Designated funds, when required, will be provided to adequately meet debt service requirements in subsequent years.
d) Interest earnings on the designated fund balances will only be used to pay debt service on the bonds.
e) The term of any bond issue will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.

f) Total debt service shall not exceed 15% of total current expenditures net of pass-through including current debt service.

5.06 Whenever the County finds it necessary to issue revenue bonds, the following guidelines will be adhered to:

a) Revenue Bonds are defined as bonds on which the debt service is payable solely from the revenue generated from the operation of the project being financed or a category of facilities or from other non-tax sources of the County.

b) Revenue Bonds/Special Obligation (SO) Bonds of the County and any of its agencies will be analyzed carefully by the Finance Department for fiscal soundness. The issuance of County Revenue Bonds/SO Bonds will be subject to the most careful and critical review and must be secured by covenants sufficient to protect the bondholders and the name of the County.

c) Revenue Bonds/SO Bonds should be structured to allow an approximately equal annual debt service amount over the life of the issue.

d) Designated funds, when required, will be provided to adequately meet debt service requirements in subsequent years.

e) Interest earnings on the designated fund balances only will be used to pay debt service on the bonds.

f) The term of any debt issued will not exceed the useful life of the capital project/facility of equipment for which the borrowing is intended.

5.07 The County shall comply with all Internal Revenue Service arbitrage rebate requirements for bonded indebtedness.

5.08 The County shall comply with all legal requirements regarding the issuance of bonds and certificates of the County and its debt issuing authorities.

5.09 The County shall establish Memoranda of Understanding with the School Board and any other agency prior to the issuance of debt establishing guidelines regarding the issuance of debt which would be included in Policy No. 5.05(e) above.

5.10 Whenever the County finds it necessary to issue Certificates of Participation (COPs) or Installment Purchase Contracts, the following guidelines will be adhered to:

a) When COPs are issued, the County should attempt to deal with only one financial institution.

b) The terms of the debt issued should not exceed the life of the asset.

c) The terms should not exceed 25 years.

d) An escrow account may be used.

Department	Fee and Other Charge Type	FY 2017-18 Approved Fees and Other Charges	FY 2018-19 Approved Fees and Other Charges
All Departments			
	8.5 x 11 paper copies	$0.05/page (unless otherwise stated)	$0.05/page (unless otherwise stated)
Animal Services			
	Impoundment		
	1st offense + boarding fee + civil penalty	$25	$25
	2nd offense + boarding fee + civil penalty	$60	$60
	3rd offense + boarding fee + civil penalty	$95	$95
	4th offense and subsequent offenses	$150	$150
	Boarding		
	Dogs	$12/day	$12/day
	Cats	$8/day	$8/day
	Civil penalties		
	1st offense	$50	$50
	2nd offense	$100	$100
	3rd offense and subsequent offenses	$150	$150
	Failure to vaccinate dog/cat	$250	$250
	Animal Rabies vaccination (at shelter or animal control office)	$10	$10
	Animal Rabies vaccination (field vaccinations)	$20	$20
	Euthanasia at the shelter	$50	$50
	Surrendered animals picked up in the field	$20	$20
Board of Elections			
	Reports - 8.5 x 11 paper	$0.05/page	$0.05/page
	Diskettes and CDs - processing fee	$5	$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
	8.5 x 11 paper	$0.05/page	$0.05/page
	34 x 42 paper	$10	$10
Fire Marshal			
	See attached detail		
General Services			
	Solid Waste Management fee (County)	$158.81/year	$158.81/year
	Solid Waste Management fee (City)	$158.81/year	$158.81/year
	Solid Waste Management fee (out of County users)	$250/year	$250/year
Library			
	Overdue fines on all materials (books, DVDs, CDs, etc.)	Fee structure is the same for all materials: 3-day grace period, $1 on 4th day, $0.25/day, maximum fines allowed for checkout - $10	Fee structure is the same for all materials: 3-day grace period, $1 on 4th day, $0.25/day, maximum fines allowed for checkout - $10
	Technology Lending	$5/day/overdue item, no maximum	$5/day/overdue item, no maximum
	Duplicating	$0.10 per black and white 8 ½ x 11 page single-sided, $.20 per black and white 8 ½ x 14 page single-sided, $.25 per color 8 ½ x 11 page single-sided, $.50 per color 8 ½ x 14 page single-sided	$0.10 per black and white 8 ½ x 11 page single-sided, $.20 per black and white 8 ½ x 14 page single-sided, $.25 per color 8 ½ x 11 page single-sided, $.50 per color 8 ½ x 14 page single-sided
	Out-of-County users	$45	$45
	Uncollected Interlibrary Loan	$11 per uncollected out of County Interlibrary Loan	$11 per uncollected out of County Interlibrary Loan
	Makerspace Fees	$.25 per gram of 3-D printed PLA Card Stock – 8 ½" x 11" = $0.50 per sheet Vinyl, Magnets, Sticker Paper, etc. = $2.00 per sheet 2 Foot Poster – 24" x 24" = $5.00 3 Foot Poster – 24" x 36" = $10.00 6 Foot Poster – 24" x 72" = $15.00 8 Foot Poster – 24" x 96" = $20.00	$.25 per gram of 3-D printed PLA Card Stock – 8 ½" x 11" = $0.50 per sheet Vinyl, Magnets, Sticker Paper, etc. = $2.00 per sheet 2 Foot Poster – 24" x 24" = $5.00 3 Foot Poster – 24" x 36" = $10.00 6 Foot Poster – 24" x 72" = $15.00 8 Foot Poster – 24" x 96" = $20.00
	Returned Check Fee	$15 per returned check	$15 per returned check

Department	Fee and Other Charge Type	FY 2017-18 Approved Fees and Other Charges	FY 2018-19 Approved Fees and Other Charges
Library continued			
	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
	Meeting room rental fee	Nonprofits: no refreshments - free; refreshments - $25 Commercial/For-profit: meetings up to 4 hours - $100; meetings more than 4 hours - $200, Partners: free	Nonprofits: no refreshments - free; refreshments - $25 Commercial/For-profit: meetings up to 4 hours - $100; meetings more than 4 hours - $200, Partners: free
Environmental Engineering			
	Land Disturbance Plan Review Fees		
	Land Disturbance Plan Review, per acre charge	$80	$80
	Land Disturbance Fees		
	Permits for 12,000 sq. ft. to 1 acre (per job charge)	$250	$250
	Permits for 1 acre to 10 acres (per acre charge)	$515	$515
	Permits for more than 10 acres (per acre charge)	$775	$775
	Reinspection fee	$210	$210
	Second reinspection fee	$420	$420
	Unauthorized Land Disturbance Activities		
	Permits for 12,000 sq. ft. to 1 acre (per job charge)	$500	$500
	Permits for 1 acre to 10 acres (per acre charge)	$1,030	$1,030
	Permits for more than 10 acres (per acre charge)	$1,550	$1,550
	Stormwater Plan Review		
	Stormwater Plan Review 21,780 sq. ft. to 1 acre (per job charge)	$210	$210
	Stormwater Plan Review more than 1 acre (per acre charge)	$315	$315
	Stream Delineation Cape Fear River Basin	$600 base fee plus $25 per acre	$600 base fee plus $25 per acre
	Stormwater Permit Renewal Fee		
	Permits for 21,780 sq. ft. to 1 acre	$105	$105
	Permits for more than 1 acre	$160/disturbed acre	$160/disturbed acre
	Reissuance of Revoked Permits		
	Permits for more than 10 acres (per acre charge)	$775	$775
	Permits for 1 acre to 10 acres (per acre charge)	$515	$515
	Permits for 12,000 sq. ft. to 1 acre (per job charge)	$250	$250
	Extensions		
	Permits for more than 10 acres (per acre charge)	$193.75	$193.75
	Permits for 1 acre to 10 acres (per acre charge)	$128.75	$128.75
	Permits 12,000 sq. ft. to 1 acre (per job charge)	$62.50	$62.50
Utilities			
	Monthly service fees (County customers with City water)	$4.25/hundred cubic feet	$4.46/hundred cubic feet
	Monthly service fees (County customers without City water)		
	1 or 2 bedrooms	$23.03	$24.18
	3 bedrooms	$51.79	$54.38
	4 or more bedrooms	$83.20	$87.36
	Plan review fee (per submittal)	$300 for first submittal; $150 for each resubmittal	$300 for first submittal; $150 for each resubmittal
	Pollutant Headworks Analysis Fee	At cost	At cost

Department	Fee and Other Charge Type	FY 2017-18 Approved Fees and Other Charges	FY 2018-19 Approved Fees and Other Charges
Utilities continued			
	Inspection/Management fee	$2/linear foot	$2/linear foot
	Reinspection fee (per inspection)	$200	$1.00 per linear foot/$200.00 minimum
	Lateral fee (per service)	At cost	At cost
	Lateral inspection fee	$300	$300
	Capital Recovery Charges		
	Single family (min. 2 bedrooms)	$696 each	$1242 each
	Single family (each bedroom above 2)	$347/bedroom	$619/bedroom
	Multi-family units (apartments, duplexes, condominiums; min. 2 bedrooms)	$696 each	$1242 each
	Multi-family units (apartments, duplexes, condominiums; each bedroom above 2)	$347/bedroom	$619/bedroom
	Multi-family (motels, hotels)	$347/room	$619/bedroom
	Multi-family (motels, hotels with cooking facilities in room)	$509/room	$908/room
	Nursing/Rest home	$174/bed	$310/bed
	Nursing/Rest home with laundry	$348/bed	$621/bed
	Office - per shift	$73/person	$130/person
	Factory - per shift	$73/person	$130/person
	Factory with showers - per shift	$102/person	$182/person
	Store/Shopping Center/Mall	$290/1,000 sq. ft.	$517/1,000 sq. ft.
	Store/Shopping Center/Mall with food service (ADD)	$87/person	$155/person
	Restaurant (greater of per seat or per 15 sq. ft. of dining area)	$117	$209
	Restaurant - 24-hour service	$149/seat	$266/seat
	Restaurant - single service (exclusive of fast food)	$59/seat	$105/seat
	School - day with cafeteria, gym, showers	$45/student	$80/student
	School - day with cafeteria only	$37/student	$66/student
	School - day with neither cafeteria nor showers	$29/student	$52/student
	School - boarding	$174/person	$310/person
	Church (not including food service, day care, camps)	$8/seat	$14/seat
	Miscellaneous (based on daily average flow of facilities not described above)	$2.92*/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"	$4.10	$4.31
	1"	$5.51	$5.79
	1.5"	$7.51	$7.89
	2"	$8.12	$8.53
	3"	$19.75	$20.74
	4"	$44.53	$46.76
	6"	$56.67	$59.50
	8"	$68.52	$71.95
	Over 8"	$68.18	$71.95
	Surcharge Fees		
	BOD (Biochemical Oxygen Demand) *Surcharge is applied for discharge concentrations greater than 250 mg/L*	$349.18/1,000 lbs.	$349.18/1,000 lbs.
	TSS (Total Suspended Solids) *Surcharge is applied for discharge concentrations greater than 180 mg/L*	$60.44/1,000 lbs.	$60.44/1,000 lbs.
	TKN (Total Kjeldahl Nitrogen) *Surcharge is applied for discharge concentrations greater than 40 mg/L*	$0.75/lb.	$0.75/lb.

Department	Fee and Other Charge Type	FY 2017-18 Approved Fees and Other Charges	FY 2018-19 Approved Fees and Other Charges
Utilities continued			
	TP (Total Phosphorous) *Surcharge is applied for discharge concentrations greater than 5 mg/L*	$6.87/lb.	$6.87/lb.
	Permit Applications		
	Initial application fee for all applicants	$300	$300
	Permit modification fee	$200	$200
	Authorization to Construct review	$300	$300
	Monitoring Charges		
	Sampling	$95	$95
	Aluminum	$10.50	$10.50
	Ammonia	$11	$11
	Antimony	$10.50	$10.50
	Arsenic	$10.50	$10.50
	BOD5	$19	$19
	Cadmium	$10.50	$10.50
	CBOD5	$20	$20
	Chloride	$10	$10
	Chromium	$10.50	$10.50
	COD	$19	$19
	Copper	$10.50	$10.50
	Cyanide	$22	$25
	Ethanol	$95	$95
	Fluoride	$19	$19
	Gallium	$18	$20
	Indium	$18	$20
	Lead	$10.50	$10.50
	Mercury (Method 1631)	$120	$120
	Molybdenum	$10.50	$10.50
	Nickel	$10.50	$10.50
	NO2 + NO3	$14	$14
	Oil and grease	$50	$50
	Oil and grease (nonpolar)	$50	$50
	pH	$5	$5
	Selenium	$10.50	$10.50
	Silver	$10.50	$10.50
	SVOC (EPA 624)	$275	$275
	Tin	$10.50	$10.50
	TKN	$19	$19
	Total Phosphorous	$15	$15
	TSS	$10	$10
	Total Toxic Organics	$610	$610
	Volatile Organic Chemicals	$120	$120
	Zinc	$10.50	$10.50
	Acetone	$120 for complete Pharma test group	$120 for complete Pharma test group
	Ethyl Acetate		
	Isopropyl Acetate		
	Methylene Chloride		
	n-Amyl Acetate		
Rougemont Community Water System Fees: (Usage Charge plus Base Charge plus Billing Service charge)			
Water Fees:	Usage charge	$ 5.45 per 1,000 gallons (up to 10,000 gallons per month)	$ 5.72 per 1,000 gallons (up to 10,000 gallons per month)
	Usage charge	$ 8.18 per 1,000 gallons (10,000 to 20,000 gallons per month)	$ 8.59 per 1,000 gallons (10,000 to 20,000 gallons per month)
		$10.90 per 1,000 gallons (greater than 20,000 gallons per month)	$11.45 per 1,000 gallons (greater than 20,000 gallons per month)
	Basic Facility Charge (water meter <1")	Monthly Base Charge = $18.00	Monthly Base Charge = $18.00
	Billing Service Charge	$2.00 per month	$2.00 per month
Other Water Fees: *This charge is waived once for initial project participants	*Water Connections	At Cost	At Cost
	*Meter Installation Fee	$75.00	$75.00
	Disconnection Fee	$75.00	$75.00
	Reconnection Fee	$100 must be paid prior to service reconnection	$100 must be paid prior to service reconnection
	Backflow preventer inspection	$50 per inspection	$50 per inspection

Department	Fee and Other Charge Type	FY 2017-18 Approved Fees and Other Charges	FY 2018-19 Approved Fees and Other Charges
Rougemont Community Water System Fees: (Usage Charge plus Base Charge plus Billing Service charge) Cont.			
Water Fees:	*New Account Deposit	$100	$100
	Inspection Service Charge	$50 per inspection	$50 per inspection
	*Service Initiation Fee	$20	$20
Emergency Medical Services (EMS)			
	Basic Life Support (BLS) service fee + mileage	$610 + $12/mile	$610 + $12/mile
	Advanced Life Support #1 (ALS #1) service fee + mileage	$700 + $12/mile	$700 + $12/mile
	Advanced Life Support #2 (ALS #2) service fee + mileage	$800 + $12/mile	$800 + $12/mile
	Extra attendant	$100/transport	$100/transport
	Special event coverage (3-hour minimum)	$250/hour	$250/hour
	Special event quick response vehicle	$150	$150
	Treatment (without transport)	$250	$250
	QRV transport	$125/hour	$125/hour
	Foot medic/supervisor	$150/hour	$150/hour
	Bike Team (2 medics)	$150/hour	$150/hour
Sheriff			
	Gun Permits (Issued)	$5	$5
	Driver/Criminal History Fees	$10	$10
	Fingerprinting Fees (2 cards)	$15	$15
	Fingerprinting Fees (Concealed Weapon)	$10	$10
	Fingerprinting Fees (thumbprint)	$5	$5
	Concealed Weapon Permits	$90	$90
	Concealed Weapon Permits - Renewal	$75	$75
	Concealed Weapon Permits - Duplicate	$15	$15
	Concealed Weapons Permit - Lamination	$3	$3
	Report Copies	$3	$3
	Civil Process (in state)	$30	$30
	Civil Process (out of state)	$100	$100
	Security Card	$10	$10
	State Prisoner Reimbursement	$18	$18
	State Inmate Backlog	$40	$40
	Inmate Mail Returns	$0.50	$0.50
	DVD/CD copy	$5	$5
	SMCP Per Diem Housing	$40	$40
	SMCP Transports Fee (Hourly)	$25	$25
Public Health			
Nutrition	MNT, initial visit, 15 minute unit	$34.00	$34.00
	MNT, subsequent visit, 15 minute unit	$30.00	$30.00
	MNT group visit, 30 minute unit	$16.00	$16.00
	DSMT individual visit, 30 minute unit	$53.00	$53.00
	DSMT group session of 2 or more, 30 minute unit	$15.00	$15.00
	Diabetic management program, dietitian visit	$43.13	$43.13
	Patient Education group visit	$5.00	$5.00
Public Health			
Community Health	Insert Drug Implant Device	$229.21	$229.21
	Removal non-biodegradable drug delivery implant	$146.76	$146.76
	Removal with reinsertion, non-biodegradable drug delivery implant	$228.40	$228.40
	Destruction of Genital Warts Male	$123.55	$123.55
	TCA Vulva	$125.42	$125.42
	Diaphragm fitting	$104.87	$104.87
	Colpo W/O biopsy	$125.68	$125.68
	Colpo W/Biopsy	$181.18	$181.18
	IUD Insert	$108.02	$108.02
	IUD Removal	$115.60	$115.60
	Fetal Non-Stress Test (FNST)	$15.27	$15.27
	Maternal Health package 4-6 vs	$425.25	$425.25

Department	Fee and Other Charge Type	FY 2017-18 Approved Fees and Other Charges	FY 2018-19 Approved Fees and Other Charges
Public Health Continued			
Community Health	Maternal Health package 7+ vs	$760.78	$760.78
	Postpartum Exam	$136.50	$136.50
	Pregnancy Test (urine)	$10.07	$10.07
	TB PPD	$20.00	$25.00
	Rabies Titer	$45.00	$45.00
	IG-Immune Globulin	$0.00	$0.00
	IM Admin	$17.25	$17.25
	IM Admin (additional vaccine)	$17.25	$17.25
	Oral Nasal Admin only Vaccine given on DOS	$17.25	$17.25
	Oral Nasal Admin any other vaccine on the DOS	$17.25	$17.25
	Hepatitis A (Adult)	$56.86	$56.86
	Hepatitis A (ped)	$19.30	$19.30
	Twinrix	$115.23	$115.23
	HIB (pedvax)	$24.60	$24.60
	HIB (ActHIB)	$26.25	$26.25
	Gardasil-HPV Females/males 9-26 payor 6	$180.99	$195.66
	Trivalent Influenza Vaccine	$20.93	$20.93
	Flu Vaccine, 3 yrs & >, IM	$17.25	$38.00
	Prevnar 13	$166.40	$166.40
	Seasonal FluMist	$19.98	$19.98
	Pre-Exposure Rabies	$184.00	$184.00
	Rotovirus	$91.00	$91.00
	Flu (6-35 months)	$29.00	$29.00
	Seasonal Flu (quad)	$20.93	$20.93
	Kinrix (DTaP-IPV)	$43.27	$43.27
	Pentacel (DTaP-IPV Hib)	$80.43	$80.43
	DTaP	$18.65	$18.65
	DT Pediatric	$35.41	$35.41
	MMR, Live	$80.66	$80.66
	IPV	$31.92	$31.92
	Td(Tetnus and diptheria)	$39.87	$39.87
	Tdap	$53.52	$53.52
	Varivax	$108.00	$108.00
	Pediarix (DTaP-HepB-Polio)	$90.78	$90.78
	Pneumoonia Vaccine (PneumoVax)	$95.99	$95.99
	Meningococcal Polysaccharide Vaccine	$113.12	$113.12
	Meningococcal	$133.60	$133.60
	Herpes Zoster (Shingles) vaccine	$201.00	$201.00
	Hepatitis B (ped)	$15.93	$15.93
	Hepatitis B (Adult)	$71.07	$71.07
	Medication Administration	$0.00	$0.00
	DSV Referral	$0.00	$0.00
	BH Referral	$0.00	$0.00
	Health Ed. Child/parenting Class	$8.71	$8.71
	I-693 Form Completetion	$20.00	$40.00
	OV, New, Minimal	$50.00	$50.00
	OV, New, Limited	$116.44	$116.44
	OV, Comprehensive	$165.60	$165.60
	OV, New, Detailed	$243.23	$243.23
	OV, New, Comprehensive	$305.33	$305.33
	OV, Est, Minimal	$42.70	$42.70
	OV, Est, Limited	$71.16	$71.16
	OV Est Expanded	$98.33	$98.33
	OV, Est, Detailed	$152.66	$152.66
	OV, Est, Comprehensive	$227.20	$227.20
	New FP Preventive Age 5-11	$192.50	$192.50
	New Preventive age 12-17	$211.25	$211.25
	New Preventive age 18-39	$208.75	$208.75
	New Preventive age 40-64	$248.75	$248.75
	New Preventive age 65>years	$268.75	$268.75
	Est Preventive age 12-17	$182.50	$182.50

Department	Fee and Other Charge Type	FY 2017-18 Approved Fees and Other Charges	FY 2018-19 Approved Fees and Other Charges
Public Health Continued			
Community Health	Est Preventive age 18-39	$197.50	$197.50
	Est Preventive age 40-64	$197.50	$197.50
	Indiv Counseling 15 min.	$0.00	$0.00
	Indiv Counseling 30 min.	$0.00	$0.00
	Indiv Counseling 45 min.	$0.00	$0.00
	Indiv Counseling 60 min.	$114.36	$114.36
	Smoking Cessation Couns 3-10 minutes	$13.32	$13.32
	Smoking Cessation Counseling >10minutes	$27.62	$27.62
	Substance Abuse Counseling >30 mins.	$0.00	$0.00
	Substance Abuse Counseling 15-30 mins.	$0.00	$0.00
	#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
	Est Preventive age 5-11 years	$157.50	$157.50
	Est Preventive age 65>years	$218.75	$218.75
	Prev. Counseling/Centering Pregnancy	$20.08	$20.08
	AV/Unplanned Pregnancy	$0.00	$0.00
	Depo-Provera IM	$24.00	$26.29
	Depo-SubQ Injection	$6.24	$1.04
	Rhogam	$112.14	$75.13
	Liletta IUD	$46.47	$47.16
	Mirena IUD	$46.47	$285.93
	IUD Device (Paragard)	$234.22	$238.80
	Etonogestrel Implant system (Nexplanon)	$351.00	$385.87
	Risk Screen - PMH	$50.00	$50.00
	Postpartum-PMH	$150.00	$150.00
	Childbirth Education Class	$10.86	$10.86
	DSV Counseling	$0.00	$0.00
	FP Pregnancy Test Counseling	$0.00	$0.00
	Postpartum Visit	$0.00	$0.00
	Behavioral health Counseling	$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
	Inmate CoPay/DC Detention Center	$20.00	$20.00
Public Health			
Dental	Periodic Oral Exam	$41.00	$41.00
	Interim caries arresting medicament application - per tooth	not offered	$24.18
	Limited Oral Exam (Pallative (emergency) treatment of dental pain-minor procedure	$63.00	$63.00
	Oral Exam, under 3 yrs	$58.00	$58.00
	Comp Exam, new/existing pt.	$73.00	$73.00
	Detailed, extensive oral exam	$136.00	$136.00
	Limited Oral Reevaluation	$58.00	$58.00
	Intraoral, incl. bitewings	$105.00	$105.00
	Intraoral, periapical, firts	$23.00	$23.00
	Intraoral, periapical, addl.	$20.00	$20.00
	Intraoral, occlusal film	$36.00	$36.00
	Bitewing, single	$23.00	$23.00
	Bitewing, two	$38.00	$38.00
	Bitewing 3	$46.00	$46.00
	Bitewing, four	$53.00	$53.00
	Panoramic film	$90.00	$90.00
	Prophylaxis Adult	$76.00	$76.00
	Prophylaxis Child	$55.00	$55.00
	Fluoride Child, without Prophy	$31.00	$31.00
	Fluoride Adult, without Prophy	$31.00	$31.00
	Prophy w/Fluoride Adult	$51.69	$51.69
	Topical Fluoride varnish < 21	$40.00	$40.00
	Oral Hygiene Instruction	$0.00	$0.00

Department	Fee and Other Charge Type	FY 2017-18 Approved Fees and Other Charges	FY 2018-19 Approved Fees and Other Charges
Public Health Continued			
Dental	Sealant – per tooth	$45.00	$45.00
	Space Maintainer - unilateral	$263.00	$263.00
	Space Maintainer - bilateral	$357.00	$357.00
	Amalgam: One Surface Primary or Permanent	$113.00	$113.00
	Amalgam: 2 Surfaces	$144.00	$144.00
	Amalgam: 3 Surfaces	$174.00	$174.00
	Amalgam: 4 Surfaces	$203.00	$203.00
	Resin-based Composite: 1 Surface	$133.00	$133.00
	Resin-based Composite: 2 Surfaces	$165.00	$165.00
	Resin-based Composite: 3 Surfaces	$201.00	$201.00
	Resin-based Composite: 4 or More Surfaces	$252.00	$252.00
	Resin-based Composite: Crown Anterior	$369.00	$369.00
	Resin-based Composite: 1 Surface Posterior	$144.00	$144.00
	Resin-based Composite: 2 Surface Posterior	$188.00	$188.00
	Resin-based Composite: 3 Surface Posterior	$236.00	$236.00
	Resin-based Composite: 4 Surface Posterior	$281.00	$281.00
	Prefab Crown Stainless steel Primary	$226.00	$226.00
	Prefab Crown	$268.00	$268.00
	Resin-based Crown	$295.00	$295.00
	Prefab esthetic coated	$295.00	$295.00
	Sedative Filling	$94.00	$94.00
	Core Buildup, including pins	$230.00	$230.00
	Restoration	$62.00	$62.00
	Temp Crown (fractured tooth)	$240.00	$240.00
	Pulp Caps	$20.00	$20.00
	Therapeutic pulpotomy	$165.00	$165.00
	Endodontic Therapy	$236.00	$236.00
	Ginevectomy	$563.00	$563.00
	Periodontal Scaling/Root planing; 1-3 Teeth	$151.00	$151.00
	Teeth	$206.00	$206.00
	Full mouth debridement	$154.00	$154.00
	Periodontal Maintenance	$62.00	$62.00
	Extraction, coronal remnants - deciduous	$60.00	$60.00
	Extraction – Erupted Tooth	$138.00	$138.00
	Surgical Extract. Erupted Tooth	$228.00	$228.00
	Removal Impacted Tooth Soft Tissue	$263.00	$263.00
	Removal Impacted Tooth: Partially Bony	$199.00	$199.00
	Removal Impacted Tooth: Completely Bony	$199.00	$199.00
	Removal Impacted Tooth: Completely Bony Unusual Surgical	$230.00	$230.00
	Surgical Removal of residual tooth roots	$192.00	$192.00
	Incision and drainage of abscess	$192.00	$192.00
	Nitrous Oxide (Analgesia)	$64.00	$64.00
Public Health			
Pharmacy	Prenavite	$2.48	$2.48
	Nitrofurantoin	$1.08	$1.08
	Cipro 250mg	$0.09	$0.09
	Cipro 500mg	$0.09	$0.09
	Metrogel	$0.85	$0.85
	Septra DS	$0.04	$0.04
	Lo/ovral	$5.13	$5.13
	Sronyx	$3.17	$3.17
	Desogen	$3.81	$3.81
	Micronor	$3.70	$3.70
	Miconazole 7	$0.04	$0.04

Department	Fee and Other Charge Type	FY 2017-18 Approved Fees and Other Charges	FY 2018-19 Approved Fees and Other Charges
Public Health Continued			
Pharmacy	Diflucan	$2.00	$2.00
	Antifungal Cream	$0.21	$0.21
	Chewable vitamins	$1.86	$1.86
	Ferrous Sulfate	$0.01	$0.01
	Colace	$0.01	$0.01
	Phenergan	$0.03	$0.03
	Ranitidine	$0.19	$0.19
	Zofran	$0.15	$0.15
	Ortho Tri-cyclen	$2.89	$2.89
	Ortho Cyclen	$3.22	$3.22
	Ortho Tri-cyclen lo	$0.27	$0.27
	Levora	$3.73	$3.73
	Plan B	$6.30	$6.30
	Ferrous Gluconate	$2.51	$2.51
	Terconazole	$3.07	$3.07
	Yasmin	$3.07	$3.07
	Depo	$3.01	$3.01
	Nuvaring	$14.53	$14.53
Public Health			
Environmental Health	Well Permit	$425.00	$425.00
	Bacteriological Sample (Total Coliform/E-coli)	$65.00	$65.00
	Inorganic Water Sample (includes Nitrate/Nitrite)	$135.00	$135.00
	Pesticide or Petroleum Water Sample	$135.00	$135.00
	Nitrates/Nitrites	$80.00	$80.00
	Application for Improvement Permit (0-2 acres)	$200.00	$200.00
	Application for Improvement Permit (2-5 acres)	$225.00	$225.00
	Improvement Permit Site Revisit Fee	$50.00	$50.00
	Application for Improvement Permit (5 + acres)	$250.00 + $10.00 per acre or fraction thereof	$250.00 + $10.00 per acre or fraction thereof
	Conventional System Septic Permit	$160.00	$160.00
	Pumped Conventional Permit ≤ 600 gpd	$300.00	$300.00
	Low Pressure Pipe/Drip Irrigation	$525.00	$525.00
	Pumped Conventional Permit > 600 gpd	$300.00 + $100.00 per 500gpd or fraction thereo	$300.00 + $100.00 per 500gpd or fraction thereof
Public Health			
Environmental Health	Low Pressure Pipe/Drip Irrigation Permit > 600 gpd	$525.00 + $100.00 per 500gpd or fraction thereo	$525.00 + $100.00 per 500gpd or fraction thereof
	Appeal Charge (0-2 acres) within 1 year of orig. eval.	$100.00	$100.00
	Appeal Charge (2-5 acres) within 1 year of orig. eval.	$125.00	$125.00
	Appeal Charge (5 + acres) within 1 year of orig. eval.	$150.00 + $10.00 per acre or fraction thereof	$150.00 + $10.00 per acre or fraction thereof
	Appeal of Permit Condition	$100.00	$100.00
	Wastewater System Reconnection Permit	$150.00	$150.00
	Application for Structural Alterations/Additions	$100.00 **(**no design flow increase**)**	$100.00 (no design flow increase)
	Type V System (Plan Review)	$15.00 per 500 gpd design flow or fraction there	$15.00 per 500 gpd design flow or fraction thereof
	Type V System (Monitoring)	$10.00 per 500 gpd design flow or fraction there	$10.00 per 500 gpd design flow or fraction thereof
	Each Additional Pool per Complex	$250.00	$250.00
	Wading Pool or Spa Permit	$250 each	$250 each
	Pool Plan Review	$250.00	$250.00
	Wading Pool Operation Permit	$250.00	$250.00
	Spa Operation Permit	$250.00	$250.00
	Pool Permit Inspection Revisit	$50.00	$50.00
	Tattoo Artist Permit	$200.00	$200.00
	Food Service Plan Review	$250.00	$250.00
	Construction Plan Review	$125.00	$125.00
	Catering Food Establishment Plan Review	$100.00	$100.00

Department	Fee and Other Charge Type	FY 2017-18 Approved Fees and Other Charges	FY 2018-19 Approved Fees and Other Charges
Public Health Continued			
Environmental Health	Existing Food Establishment Plan Review	$100.00	$100.00
	Temp. Food Stand Permit	$75.00	$75.00
Public Health			
Lab	Venipuncture	$3.75	$3.75
	Finger Stick	$0.00	$0.00
	Basic Metabolic Panel	$12.48	$12.48
	Comprehensive Metabolic Panel	$13.16	$13.16
	Lipid Panel	$20.87	$20.87
	Hepatic Function Panel	$12.48	$12.48
	Urinalysis	$3.50	$3.50
	Urine Micro	$4.73	$4.73
	Pregnancy Test, Urine - Result Positive+	$10.07	$10.07
	Pregnancy Test, Urine - Result Negative -	$10.07	$10.07
	Albumin	$7.71	$7.71
	Bilirubin, Total	$7.82	$7.82
	Bilirubin, Direct	$7.82	$7.82
	Calcium	$8.02	$8.02
	Carbon Dioxide	$7.62	$7.62
	Chloride	$7.15	$7.15
	Cholesterol, Total	$6.77	$6.77
	Creatinine (blood)	$7.99	$7.99
	Glucose	$6.11	$6.11
	Blood Glucose - Finger Stick	$5.03	$5.03
	Glucose Challenge (GCT)	$7.55	$7.55
	GTT - 3 hour	$20.46	$20.46
	GTT - 3 hour	$20.46	$20.46
	Iron	$10.10	$10.10
	HDL	$13.01	$13.01
	Alkaline Phosphatase	$8.06	$8.06
	Potassium	$7.15	$7.15
	Total Protein	$5.71	$5.71
	Sodium	$7.50	$7.50
	Aspartate Amino Transferase (AST)	$8.05	$8.05
	Alanine Amino Transferase (ALT)	$8.25	$8.25
	Triglycerides	$8.96	$8.96
	BUN (Blood Urea Nitrogen)	$6.14	$6.14
	Uric Acid	$7.04	$7.04
	CBC	$10.08	$10.08
	Hematocrit	$3.69	$3.69
Public Health Continued			
Lab	Hemoglobin (Hgb)	$3.69	$3.69
	CBC with automated diff. & platlets	$12.35	$12.35
	Blood Count/w Platelet Count	$10.00	$10.00
	RPR	$6.64	$6.64
	RPT Titer	$6.88	$6.88
	Dark Field	$9.86	$9.86
	Gram Stain	$6.63	$6.63
	Wet Prep	$5.98	$5.98
	Chlamydia	$38.20	$38.20
	Gonorrhea	$38.20	$38.20
	Specimen Handling	$0.00	$0.00
	Trichomonas Detection	$6.00	$6.00
Register of Deeds			
	Copy fees - uncertified copies	$.25/page from copier; $.10/page from computer	$.25/page from copier; $.10/page from computer
	Copy fee - map	18 x 24 $2, 11 x 17 $3 (Kodak printer)	18 x 24 $2, 11 x 17 $3 (Kodak printer)
	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	$56 for first 15 pages, $4 for each additional page	$56 for first 15 pages, $4 for each additional page
	Non-standard document	$25, plus recording fee	$25, plus recording fee
	Probate	Free	Free
	Plats	$21 each sheet	$21 each sheet

Department	Fee and Other Charge Type	FY 2017-18 Approved Fees and Other Charges	FY 2018-19 Approved Fees and Other Charges
Register of Deeds Continued			
	Right of way plans	$21, $5 each additional page	$21, $5 each additional page
	Certified copies	$5 for first page, $2 each additional page	$5 for first page, $2 each additional page
	Comparison of copy for certification	$5	$5
	Notary public qualification	$10	$10
	Marriage licenses:		
	Issuing a license	$60	$60
	Issuing a delayed certificate with 1 certified copy	$30	$30
	Proceeding for correction with 1 certified copy	$20	$20
	Certified Copies of birth, death and marriages	$10	$10

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Durham County Fire Prevention and Protection Code

Recommended Fee Schedule for Inspections, Permit Services and Violations

Penalties and Fees		
Ordinance Code #	**Violation Description**	**Penalty Amount**
105.3.5	Permit not posted or kept on premises	$65.00
307.1	Unpermitted open burning (Immediate)	$750.00
308.3	Unauthorized Use of Open Flame in Place of Assembly (Immediate)	$750.00
603	Use of non-approved heating appliance	$65.00
703.1	Breach in fire wall/fire stops	$65.00
703.2	Fire or exit door inoperative	$200.00
310.3	"No Smoking" signs not posted where appropriate	$65.00
310.2	Smoking in prohibited areas (Immediate)	$750.00
901.4	Sprinkler or fire alarm inoperable	$200.00
Appendix C	Fire hydrants not complying with code	$65.00
903.1	Sprinkler system not complying with code	$65.00
904.1	Alternative Automatic Suppression System not complying with code	$65.00
905.1	Standpipe system not complying with code	$65.00
315.2.1	Sprinkler head(s) blocked/covered (Immediate)	$750.00
505.1	Street address numbers not posted or not visible	$65.00
901	Sprinkler/standpipe needs testing	$65.00
901	Fire alarm system needs testing	$65.00
315.2.2	Storage in or on fire escape (Immediate)	$750.00
1008	Blocked egress (Immediate)	$750.00
1008	Locked exit doors (Immediate)	$750.00
107.6	Overcrowding (Immediate)	$750.00
1008	Fire exit or aisle blocked (Immediate)	$750.00
1008	Exit or egress door needs repair	$65.00
1006	Exit illumination and marking	$65.00
1011	Inoperable, Missing or Obstructed Exit Signs	$65.00
404	Approved fire evacuation plan required	$65.00
405	Fire drill performance not acceptable	$65.00
405.5	No monthly fire drill reported	$65.00
3405.3	Improper use of flammable liquids indoors (Immediate)	$750.00
3404	Flammable liquid not stored according to code	$65.00
3405.3	Improper dispensing of flammable liquid (Immediate)	$750.00
2703.2.4	Tank installation not according to code	$65.00
3404	Tank storage not according to code	$65.00
1504	Spray painting in non-approved area	$65.00
1504	Spray booth not complying to code	$65.00
3003.5	Compressed gas cylinders not secured	$65.00
105.1.1	Failure to obtain required hazardous materials permit	$65.00
2704	Chemical storage is not according to code	$65.00
1004.3	Occupancy Cerificate (Maximum) not posted	$65.00
308.1	Improper use of open flames	$65.00
105.1.1	Failure to obtain tank work permit prior to work	$500.00
105.1	Failure to obtain permits required by code	$500.00
109	All other violations of the code	$65.00

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

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Durham County Fire Prevention and Protection Code

Recommended Fee Schedule for Inspections, Permit Services and Violations

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		
Technical Code #	**Activities Requiring Permits**	**Fee**
105.6.1	Aerosol Products	$65.00
105.6.2	Amusement Buildings	$65.00
105.7.1	Automatic Fire Extinguishing Systems	$65.00
105.6.3	Aviation Facilities	$65.00
105.6.4	Carnivals and Fairs	$65.00
105.7.2	Battery Systems	$65.00
105.6.5	Cellulose Nitrate Film	$65.00
105.6.6	Combustible Dust-Producing Operations	$65.00
105.6.7	Combustible Fibers	$65.00
105.6.8; 105.7.3	Compressed Gases	$65.00
105.6.9	Covered Malls, Buildings	$65.00
105.6.10; 105.7.4	Cryogenic Fluids	$65.00
105.6.11	Cutting and Welding	$65.00
105.6.12	Dry Cleaning Plants	$65.00
105.6.13	Exhibits and Trade Shows	$65.00
105.6.14	**Blasting, Explosives: Manufacturing, Storage, Handling, & Sale or use of explosives, fireworks, explosive material (6*0-day permit*)**	$150.00
105.6.15	Fire Hydrants and Valves	$65.00
105.7.5	Fire Alarm & Detection Systems & Related Equipment	$50.00
105.7.6	Fire Pumps & Related Equipment	$65.00
105.6.16; 105.7.7	Flammable and Combustible Liquids (per site or service station)	$65.00
105.6.17	Floor Finishing	$65.00
105.6.18	Fruit and Crop Ripening	$65.00
105.6.19	Fumigation & Thermal Insecticide Fogging	$65.00
105.6.20; 105.7.8	Hazardous Materials	$65.00
105.6.21	HPM Facilities	$200.00
105.6.22	High-Piled Storage	$65.00
105.6.23	Hot Work Operations	$65.00
105.6.24; 105.7.9	Industrial Ovens	$65.00
105.6.25	Lumber Yards and Woodworking Plants	$65.00
105.6.26	Liquid- or Gas-fueled Vehicles in Assembly Buildings	$65.00
105.6.27	Liquefied Petroleum Gas	$65.00
105.6.28	Magnesium	$65.00
105.6.29	Miscellaneous Combustible Storage	$65.00
105.6.30	Open Burning (exc. Recreational Fires)	$65.00
105.6.31	Open Flames and Torches	$65.00
105.6.32	Open Flames and Candles	$65.00
105.6.33	Organic Coatings	$65.00
105.6.34	Places of Assembly (More than 50)	$65.00
105.6.35; 105.7.11	Private Fire Hydrants	$65.00
105.6.36	Pyrotechnic Special Effects Material	$65.00
105.6.37	Pryroxylin Plastics	$65.00
105.6.38	Refrigeration Equipment	$65.00
105.6.39	Repair Garages, Service Stations	$65.00
105.6.40	Rooftop Heliports	$65.00
105.6.41; 105.7.12	Spraying or Dipping	$65.00
105.7.13	Stand Pipe Systems	$65.00
105.6.42	Storage of Scrap Tires & Tire Byproducts	$65.00
105.6.43; 105.7.14	Temporary Membrane Structures and Tents	$65.00
105.6.44	Tire-Rebuilding Plants	$65.00
105.6.45	Waste Handling	$65.00
105.6.46	Wood Products	$65.00
105.7.7	Installation, abandonment, removal, or retrofitting of any AGST, UGST, Pipeline (per	$150.00
All other permit fees required by the Technical Code and not listed shall be $65.00		

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Durham County Fire Prevention and Protection Code

Recommended Fee Schedule for Inspections, Permit Services and Violations

User Fees		
Description		**Fee**
Plans Review for all Life Safety Permits:		
	Subdivision (plus $20 per fire hydrant required)	$30.00
Building - New and Renovations:		
	Building less than 5,000 sq. ft.	$75.00
	Building 5,000 - 10,000 sq. ft.	$125.00
	Building 10,000 sq. ft. or more (plus $25 per 5,000 sq. ft. over 10,000 sq. ft.	$125.00
Hazardous Chemicals:		
	Class A - 55 gals. or 500 lbs.	$50.00
	Class B - 55 to 550 gals. or 550 to 5,000 lbs.	$200.00
	Class C - 550 to 5,500 gals. or 5,000 to 50,000 lbs.	$300.00
	Class D - 5,500 gals. or 50,000 lbs.	$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		
Inspection Activities		**Fee**
	Periodic Inspection	None
	First inspection pursuant to permit application	None
	First re-inspection for non-compliance if code requirements are met	None
	First re-inspection for non-compliance if code requirements are not met	$200.00
	Second and subsequent re-inspections for non-compliance	$400.00

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Durham County Emergency Management

Recommended Fee Schedule for Preparedness Fees

Preparedness Fee		
	Description	**Fee Per Instance**
	Non Extremenly Hazardous Substances Above Reporting Threshold	$65.00
	Extremely Hazardous Substances Above Reporting Threshold	$125.00
	Clean Air Act 112 Risk Management Plan (RMP) Regulated Facility	$500.00
	Maximum Preparedness Fee Per Facility	$7,500.00

Durham City-County Planning Department Fee Schedule

Fee Type	FY 2017-18 Adopted Fee	FY 2018-19 Recommended Fee
Zoning Map Change (Rezoning) Per-acre fees shall be calculated on the entire project and shall not be calculated on a prorata share. Cases with multiple zones, are charged the highest base fee applicable according to the zone or use categories proposed, plus the per-acre fee according to the acres in each of the categories proposed		
All Residential (Not Listed Below), 5 acres or less	$1,000 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$1,000 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Non-Substantial Modification to Existing Design Guidelines (Only)	$1,500 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$1,500 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
All Residential (Not Listed Below), More than 5 a	$3,000, plus $65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$3,000, plus $65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
PDR, Mixed Use, Office, Residential Multi-Family, Commercial, Industrial or Research with Development Plan with Development Plan	$4,500, plus $65 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$4,500, plus $65 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Design District or Residential Multi-Family, Commercial, Industrial or Research without Development Plan	$3,500.00, plus $65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$3,500.00, plus $65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Re-Review Fees (applicable to all development a	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review
Development Plan as Site Plan/Preliminary Plat	Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus technology surcharge of 4%	Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus technology surcharge of 4%
Consolidated Annexation		
All except Single Family and/or Duplex, with zoning map change	$800 per case, plus $47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$800 per case, plus $47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Single Family and/or Duplex, with zoning map change	$800 per case, plus $47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$800 per case, plus $47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
All consolidated annexation cases that are a direct translation from County zoning	$400 base fee, plus $47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs. Please note that if requested zoning is a direct translation from County zoning, the notification surcharge for newspaper advertising is reduced by $272	$400 base fee, plus $47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs. Please note that if requested zoning is a direct translation from County zoning, the notification surcharge for newspaper advertising is reduced by $272
Re-Review Fees (applicable to all development applications)`	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review
Comprehensive Plan Amendment		
Future Land Use Map Plan Amendment	$2,100 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$2,100 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Comprehensive Plan Text Amendment	$3,000 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$3,000 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Re-Review Fees (applicable to all development applications)	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review

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Durham City-County Planning Department Fee Schedule

Fee Type	FY 2017-18 Adopted Fee	FY 2018-19 Recommended Fee
Board of Adjustment Applications		
Non-revenue generating single-family use permit (fences, etc.) and Reasonable Accommodations requests	$475, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$475, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Wireless communication facilities use permit	$3,165, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus $5,000 for independent professional consultant review	$3,165, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus $5,000 for independent professional consultant review
Appeal	$300, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$300, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
All other Board of Adjustment applications (any other use permit, variance, etc.)	$1,300, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$1,300, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Major Special Use Permit Applications		
Wireless communication facilities use permit	$3,165, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus $5,000 for independent professional consultant review	$3,165, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus $5,000 for independent professional consultant review
Traffic impact analysis (TIA) use permit	$2,025, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$2,025, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
All other major special use permit applications	$2,025, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$2,025, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Site Plans		
Administrative Site Plan – Level 1 (defined as a site plan requiring only Planning Department review	$210, plus technology surcharge of 4%	$210, plus technology surcharge of 4%
Administrative Site Plan – Level 2 (defined as a site plan with a maximum of 200 square feet of new impervious surfaces added, no required or proposed changes in stormwater management, no more than 200 square feet of new building area and less than 12,000 square feet of land disturbance)	$500, plus technology surcharge of 4%	$650, plus technology surcharge of 4%
Administrative Site Plan – Level 3 (defined as a site plan with a maximum of 200 square feet of new impervious surfaces added, no required or proposed changes in stormwater management, no more than 1,000 square feet of new building area and less than 12,000 square feet of land disturbance)	$1,000, plus technology surcharge of 4%	$1,700, plus technology surcharge of 4%
Administrative Site Plan – Level 4 (defined as a site plan that does not meet the definitions of a Level 1, Level 2, Level 3 or Major Site Plan)	$3,500 base fee, plus $25.00 per 1,000 square feet of gross building area [rounded up], and/or $25.00 per lot, and/or $25.00 per attached dwelling unit, plus technology surcharge of 4%	$4,200 base fee, plus $25.00 per 1,000 square feet of gross building area [rounded up], and/or $25.00 per lot, and/or $25.00 per attached dwelling unit, plus technology surcharge of 4%
Major site plan	$4,000 base fee, plus $25.00 per 1,000 square feet of gross building area [rounded up], and/or $25.00 per lot, and/or $25.00 per attached dwelling unit, plus technology surcharge of 4% Site Plans which do not require an initial re-review will be reimbursed 33% of the original review fee	$4,700 base fee, plus $25.00 per 1,000 square feet of gross building area [rounded up], and/or $25.00 per lot, and/or $40.00 per attached dwelling unit, plus technology surcharge of 4% Site Plans which do not require an initial re-review will be reimbursed 33% of the original review fee
Re-Review Fees (applicable to all development applications)	Half of filing fee plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review	Half of filing fee plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review

Durham City-County Planning Department Fee Schedule

Fee Type	FY 2017-18 Adopted Fee	FY 2018-19 Recommended Fee
Site Plans continued		
Landscape extensions	Major non-residential, defined as greater than 25,000 square feet in gross floor area: $300; minor non-residential, defined as less than or equal to 25,000 square feet in gross floor area: $150; residential $75 per lot. Plus technology surcharge of 4%	Major non-residential, defined as greater than 25,000 square feet in gross floor area: $300; minor non-residential, defined as less than or equal to 25,000 square feet in gross floor area: $150; residential $75 per lot. Plus technology surcharge of 4%
Floodplain Development Permit (Small)	Floodplain Development Permit initiated through the Planning Department that does not require review of a flood study or approval by an elected body - $150 plus technology surcharge of 4%	Floodplain Development Permit initiated through the Planning Department that does not require review of a flood study or approval by an elected body - $150 plus technology surcharge of 4%
Floodplain Development Permit (Large)	Floodplain Development Permit initiated through the Planning Department that requires review of a flood study or approval by an elected body - $500.00 plus technology surcharge of 4%	Floodplain Development Permit initiated through the Planning Department that requires review of a flood study or approval by an elected body - $500.00 plus technology surcharge of 4%
Development Plan as Site Plan/Preliminary Plat	Half of zoning base fee, plus half of the site plan or preliminary base fee, plus technology surcharge of 4%	Half of zoning base fee, plus half of the site plan or preliminary base fee, plus technology surcharge of 4%
Subdivision Plats		
Preliminary plat	$3,500 base charge, plus $25 per lot, plus technology surcharge of 4%, plus surcharge for letter notice on those projects requiring governing body approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	$3,500 base charge, plus $40 per lot, plus technology surcharge of 4%, plus surcharge for letter notice on those projects requiring governing body approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee
Preliminary Plat Amendments	$1,000 plus technology surcharge of 4%	$1,000 plus technology surcharge of 4%
Final plats	$700, plus $25 per lot, plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	$750, plus $40 per lot, plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee
Exempt final plats	$75, plus technology surcharge of 4%	$125, plus technology surcharge of 4%
Re-Review Fees (applicable to all development applications):	Half of filing fee, plus technology surcharge of 4%, applicable following initial and first re-review and charged for each subsequent review	Half of filing fee, plus technology surcharge of 4%, applicable following initial and first re-review and charged for each subsequent review
Minor Plat (defined as subdivision of land into six lots or less that does not require right-of-way dedication, does not require new utilities or the extension of utilities, does not require stormwater management, and is not associated with an approved preliminary plat):	$250 plus 4% technology surcharge	$250 plus 4% technology surcharge
Landscape extensions	Major non-residential, defined as greater than 25,000 square feet in gross floor area: $300; minor non-residential, defined as less than or equal to 25,000 square feet in gross floor area: $150; residential $75 per lot; plus technology surcharge of 4%.	Major non-residential, defined as greater than 25,000 square feet in gross floor area: $300; minor non-residential, defined as less than or equal to 25,000 square feet in gross floor area: $150; residential $75 per lot; plus technology surcharge of 4%.
Development Plan as Site Plan/Preliminary Plat	Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus technology surcharge of 4%	Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus technology surcharge of 4%
Historic Preservation Fees		
Historic Landmark Designation	$800, plus technology surcharge of 4%, plus surcharges for advertising and letter notice, plus $26 recordation fee	$800, plus technology surcharge of 4%, plus surcharges for advertising and letter notice, plus $26 recordation fee
Historic District Designation	$20,000 per application, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting	$20,000 per application, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting

Durham City-County Planning Department Fee Schedule

Fee Type	FY 2017-18 Adopted Fee	FY 2018-19 Recommended Fee
Historic Preservation Fees continued		
Major Works Certificate of Appropriateness - Historic Preservation Commission Review	$150 base fee per application, plus $100 additional charge if demolition or new construction, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting. Applications associated with projects begun and/or completed without required approval pay double the application base fee	$150 base fee per application, plus $100 additional charge if demolition or new construction, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Master Certificate of Appropriateness, Historic Preservation Commission Review	$300 base fee per application, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting. Applications associated with projects begun and/or completed without required approval pay double the application base fee	$300 base fee per application, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Minor Works Certificate of Appropriateness, Staff Review	$75 base fee per application, plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee	$75 base fee per application, plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Historic Signs	$150, plus technology surcharge of 4%, plus surcharges for advertising and letter notice. Applications associated with projects begun and/or completed without required approval pay double the application base fee	$150, plus technology surcharge of 4%, plus surcharges for advertising and letter notice. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Signage		
Common signage plan review	$175, plus technology surcharge of 4%	$175, plus technology surcharge of 4%
Banner plan review (only)	$75, plus technology surcharge of 4%	$75, plus technology surcharge of 4%
Permanent Signs Requiring Permits (as defined by the Durham UDO)	$75 application fee plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee	$75 application fee plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Temporary Signs Requiring Permits (as defined by the Durham UDO)	$50 application fee plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee	$50 application fee plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Sign Compliance Inspection Fee	$50 for each re-inspection	$50 for each re-inspection
Other Fees		
Landscape Inspection fees	$100, plus technology surcharge of 4% for first re-inspection	$100, plus technology surcharge of 4% for first re-inspection
Landscape re-inspection fees	$100, plus technology surcharge of 4% for first re-inspection. For each subsequent re- inspection, the total fee under this subsection, including the technology surcharge, will increase by $104. For example, the total fee for the first re-inspection will be $104; the total fee for the second re-inspection will be $208; and the total fee for the third re-inspection will be $312	$100, plus technology surcharge of 4% for first re-inspection. For each subsequent re- inspection, the total fee under this subsection, including the technology surcharge, will increase by $104. For example, the total fee for the first re-inspection will be $104; the total fee for the second re-inspection will be $208; and the total fee for the third re-inspection will be $312
Street/Alley closing	$800, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus $47.00 recordation fee	$800, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus $47.00 recordation fee
Street/Alley renaming	$600, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs; plus reimbursement for all street sign replacement costs, plus $47.00 recordation fee	$600, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs; plus reimbursement for all street sign replacement costs, plus $47.00 recordation fee
UDO ordinance text amendment	$3,000, plus technology surcharge of 4%, plus surcharge for advertising and letter notice	$3,000, plus technology surcharge of 4%, plus surcharge for advertising and letter notice
Home occupation permit	$25, plus technology surcharge of 4%	$25, plus technology surcharge of 4%
Formal letter of interpretation	$40, plus technology surcharge of 4%	$40, plus technology surcharge of 4%
Vested rights determination	$5,000 application fee, plus technology surcharge of 4%, plus surcharge for advertising and signs	$5,000 application fee, plus technology surcharge of 4%, plus surcharge for advertising and signs
Watershed Determination	$2,500 application fee, plus technology surcharge of 4%.	$2,500 application fee, plus technology surcharge of 4%.

Durham City-County Planning Department Fee Schedule

Fee Type	FY 2017-18 Adopted Fee	FY 2018-19 Recommended Fee
Other Fees continued		
Costs for departmental publications	Copies of publications on hand on June 16, 2008: $5.00. Reproductions or new publications will be priced according to costs	Copies of publications on hand on June 16, 2008: $5.00. Reproductions or new publications will be priced according to costs
Large format copies	$1 per square foot (for example: a 3 foot by 6 foot map equals 18 square feet for a copying charge of $18).	$1 per square foot (for example: a 3 foot by 6 foot map equals 18 square feet for a copying charge of $18).
Limited Agricultural Permit	$25, plus technology surcharge of 4%.	$25, plus technology surcharge of 4%.
Architectural Review (per Section 3.24 of the Durham Unified Development Ordinance)	$150 plus Technology surcharge of 4%.	$150 plus Technology surcharge of 4%.
Outdoor Seating Permit	Application for initial annual permit: $250; Application to renew annual permit: $100	Application for initial annual permit: $250; Application to renew annual permit: $100
Temporary Use Permit	$100, plus technology surcharge of 4	$100, plus technology surcharge of 4
Mobile Vendor Registration and Annual Renewals	$10. Note: The fees in (X) are pursuant to city code section 54-91(n)	$10. Note: The fees in (X) are pursuant to city code section 54-91(n)
Surcharges		
Newspaper advertising for zoning map change, land use plan amendment and street closings	Newspaper advertising for zoning Map Change, Future Land Use Map / Plan Amendment, Historic District Designation, Historic Landmark Designation or Street Closing: $460; if case has to be heard by both governing bodies, $920	Newspaper advertising for zoning Map Change, Future Land Use Map / Plan Amendment, Historic District Designation, Historic Landmark Designation or Street Closing: $460; if case has to be heard by both governing bodies, $920
Newspaper advertising for Board of Adjustment, major special use permit, street renaming, vested rights determination, certificates of appropriateness and historic landmark designations	$230	$230
Newspaper advertising for UDO text amendment	$690	$690
Letter notice for zoning map change, land use plan amendment, major site plan, preliminary plat	$95	$95
Letter notice for Board of Adjustment, major special use permit, street renaming or street closing, Certificates of Appropriateness and historic landmark designations	$53	$53
Signs	For Zoning Map Change, BOA, Major Special Use Permit, Vested Rights Determination, Street Renaming, Major Works Certificate of Appropriateness or Street Closing: $100. If multiple signs are necessary to adequately notify neighbors, multiple signs will be charged for at the case intake	For Zoning Map Change, BOA, Major Special Use Permit, Vested Rights Determination, Street Renaming, Major Works Certificate of Appropriateness or Street Closing: $100. If multiple signs are necessary to adequately notify neighbors, multiple signs will be charged for at the case intake
Administrative Reductions		
Administrative reductions of the fees in this Part for review of a submitted development application may be made in writing by the Planning Director or designee when the Director determines that the time, effort, and processing by staff will be substantially reduced compared to what is required for a typical review that it would be inequitable to charge the standard fee for such review. The fee charged shall be roughly proportionate to the cost of staff time and other required measures, as determined at the absolute discretion of the Planning Director. Part 6-102 (Traffic Impact Analyses and Transportation Special Use Permits) The fees to be charged by the City-County Planning Department for development review undertaken by the City of Durham Department of Transportation shall be as follows:		
	Traffic Impact Analysis, fewer than 1,000 peak hour trips: $4,000, plus technology surcharge of 4%, plus surcharges for Advertising, Letter Notice and Sign	Traffic Impact Analysis, fewer than 1,000 peak hour trips: $4,000, plus technology surcharge of 4%, plus surcharges for Advertising, Letter Notice and Sign
	Traffic Impact Analysis, equal to or greater than 1,000 peak hour trips: $6,000, plus technology surcharge of 4%, plus surcharges for Advertising, Letter Notice and Sign	Traffic Impact Analysis, equal to or greater than 1,000 peak hour trips: $6,000, plus technology surcharge of 4%, plus surcharges for Advertising, Letter Notice and Sign
	Transportation Special Use Permit: $1,800, plus technology surcharge of 4%, plus surcharges for Advertising, Letter, Notice and Sign	Transportation Special Use Permit: $1,800, plus technology surcharge of 4%, plus surcharges for Advertising, Letter, Notice and Sign
	Traffic Impact Phasing Analysis, fewer than 1,000 peak hour trips: $2,000, plus technology surcharge of 4%	Traffic Impact Phasing Analysis, fewer than 1,000 peak hour trips: $2,000, plus technology surcharge of 4%

Durham City-County Planning Department Fee Schedule

Fee Type	FY 2017-18 Adopted Fee	FY 2018-19 Recommended Fee
	Traffic Impact Phasing Analysis, equal to or greater than 1,000 peak hour trips: $3,000, plus technology surcharge of 4%	Traffic Impact Phasing Analysis, equal to or greater than 1,000 peak hour trips: $3,000, plus technology surcharge of 4%
Development Services Center		
Floodplain Development - Building Permit		$90
Floodplain Development - Development Approval		$140
Temporary Right-of-Way Closure		$125 per week per closure
Due Diligence Property Information	$15	$20
Use Determination Information Product		$40
Zoning and Property Analysis Information Product		$80
Zoning Permit		$30
Customer Letters, Maps, and Reports		$100
Multi-department Pre-submittal Meeting		$265

Fee Type	FY 2017-18 Adopted Fee	FY 2018-19 Recommended 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.	$325	$146
1,801 to 2,400 sq. ft.	$400	$146
2,401 to 3,000 sq. ft.	$456	$146
3,001 to 3,600 sq. ft.	$537	$146
3,601 to 4,200 sq. ft.	$650	$146
4,201 to 5,000 sq. ft.	$740	$146
5,001 sq. ft. and over	$810	$146
Schedule B		
New multi-family residential buildings (apartments, condominiums, triplex and fourplex)		
1st unit	$300	$450
Each additional unit, per building	$150	$0
Schedule C		
Accessory buildings		
No footing	$50	$50
Footing	$100	$50
Schedule D		
Residential renovations and additions		
Additions		
$0 to $10,000 - no footing	$125	$125
(add $50 if footing required)		
$10,000 and over - no footing	$250	$125
(add $50 if footing required)		
Interior renovations		
$0 to $10,000	$125	$125
$10,000 and over	$250	$125
Schedule E		
Nonresidential Buildings (Cost will be based on construction contracts unless a reason is identified to base cost on other information):		
$0 to $5,000	$104	$104
$5,001 to $50,000	$104	$104
(plus $7.80 per 1,000 or fraction thereof over $5,000)		
$50,001 to $100,000	$456	$230
(plus $6.60 per 1,000 or fraction thereof over $50,000)		
$100,001 to $500,000	$786	$400
(plus $4.32 per 1,000 or fraction thereof over $100,000)		
Over $500,000	$2,513	$1,300
(plus $1.25 per 1,000 or fraction thereof over $500,000)		
Schedule F		
Miscellaneous:		
Mobile home (unit installation and foundation)	$150	$150
Modular unit (unit installation and foundation)	$200	$200
Moving permit (including new foundation)	$125	$125
Demolition permit		
Up to 5,000 sq. ft.	$75	$75
Over 5,000 sq. ft. (no additional cost per 1,000)	$150	$150
Demolition associated with forthcoming permit	$75	$75

Fee Type	FY 2017-18 Adopted Fee	FY 2018-19 Recommended Fee
Residential reroofing (addition)	$75	$75
Commercial roofing/reroofing		
$0 to $20,000	$100	$100
Over $20,000	$150	$150
Residential decks (1 and 2 family)	$100	$100
Change of occupancy permit (if no building permit is otherwise required/no construction necessary)	$50	$50
Reinspection fees		
Not ready for inspection	$100	$100
8 or more code violations found	$100	$100
2nd reinspection	$100	$100
3rd reinspection	$200	$200
4th reinspection	$300	$300
Re-Stamp Plans or replacement copy of Digital Plans		$20 per plan
Change of address, PIN, or PID on permitsv(building, electrical, plumbing, mechanical, and/or fire)		$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
Each re-review thereafter	$300	$300
Floodplain Development Permit (Small): Floodplain Development Permit initiated through the Inspections Department that does not require review of a flood study or approval by an elected body.	$150	$150
Floodplain Development Permit (Large): Floodplain Development Permit initiated through the Inspections Department that requires review of a flood study or approval by an elected body.	$500	$500
Schedule G		
Fire Prevention Construction Permits and Plan Review Fees:		
Emergency Responder Radio Coverage (ERRC) Systems Permit		$65.00
Gate and Barricade Permit		$65.00
Smoke Control or Smoke Exhaust System Fees		
Smoke Control /Smoke Exhaust System Permit		$65.00
Smoke Control /Smoke Exhaust System Review Fee		$70.00
Solar Photovoltaic Power Systems Fees		
Solar Photovoltaic Power Systems Permit		$65.00
Solar Photovoltaic Power Systems Review Fee		$70.00
Building plans review	$53.00	$53.00
Sprinkler plan review	$60.00	$60.00
Fire alarm plans review	$70.00	$70.00
Other plans review	$53.00	$53.00
Fire protection construction permits	$65.00	$65.00
Schedule H		

Fee Type	FY 2017-18 Adopted Fee	FY 2018-19 Recommended Fee
Enhanced Plan Review – This is a face to face meeting in our office whereby the owner's design/construction team and the Inspections Department staff meet over the construction drawings and work collectively to make the drawings code compliant. This is an optional plan review service that helps construction projects needing to meet financing deadlines and other timetables:		
An Enhanced Plan Review fee of $600.00 is required for reserving an appointment (will be applied to the total cost of the review).		
Cancellations must be made at least 3 business days prior to the scheduled appointment. The Enhanced Plan Review fee can be refunded (minus 15% handling) or applied toward future scheduled appointments.		
Cancelling the review after the deadline (3 business days), the Enhanced Plan Review fee of $600.00 will not be refunded or applied to future Enhanced Plan Reviews.		
All Enhanced Plan Review fees, based on the calculated time taken to complete the review, must be paid at the conclusion of the review.		
Enhanced Plan Review fees do not contribute towards permit fees.		
$600.00 per hour (minimum 1 hour)		$600.00
$150.00 per 15 minute increments		$150.00
Schedule I		
After Hours Inspections - Scheduling after hours inspections requires 24 hour notice to the Chief Inspector/Supervisor of the applicable trade. After hours inspections are scheduled based solely on the availability of an inspector. The fee must be paid at the time the inspection is scheduled.		
$125.00 per hour - Minimum of two hours directly following work hours.		$125.00
$125.00 per hour - Minimum of three hours if the inspector has to leave their home to perform the inspection.		$125.00
Part 4-102 Omitted and reserved for future use.		
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		
Outlets for lights, receptacles and switches, which are installed on general-purpose branch circuits having 2 or more outlets, except for main service switches and feeder distribution switches, small appliances of less than 500 watts or motor drivers of one-eighth horsepower or less as kitchen or hood fans, bell ringing transformers, etc.:		
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

Fee Type	FY 2017-18 Adopted Fee	FY 2018-19 Recommended Fee
Schedule E		
Branch circuits supplying appliances, devices or equipment		
Disposal under 1 hp	$10.90	$10.90
Dryers and dishwashers	$10.90	$10.90
Electric water heaters or boilers	$10.90	$10.90
Electric signs and outline lighting		
1st circuit	$10.90	$10.90
Each additional circuit for same sign	$3.22	$3.22
Electric heat		
Wall or baseboard heaters, 1st unit	$10.90	$10.90
Each additional unit	$3.95	$3.95
Electric unit heaters		
1st kW	$10.90	$10.90
Each additional kW	$1.56	$1.56
Electric furnaces, duct heating units, supplementary or auxiliary units installed in ducts or plenums		
1st kW	$10.90	$10.90
Each additional kW	$1.56	$1.56
All other devices, appliances or equipment which are installed on individual branch circuits and not covered in other schedules, each	$10.90	$10.90
Schedule F		
Miscellaneous wiring not covered in Schedules A, B, C, D, E		
Lampholders for marquise and/or festoon lighting	$55	$55
Service equipment as determined by ampacity of buses in equipment		
Up to 100 amperes	$34	$34
Each additional 100 amperes or fraction thereof	$6.97	$6.97
Transformers, dry or liquid type, each		
Up to 45 kVA	$33	$33
46 to 150 kVA	$43	$43
Over 150 kVA	$55	$55
Feeders of all types		
Each feeder up to 100 amps	$10.90	$10.90
Additional charge per 100 amps or fraction thereof applied against total ampacity after deducting 100 amps per feeder	$1.56	$1.56
Schedule G		
Miscellaneous:		
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

Fee Type	FY 2017-18 Adopted Fee	FY 2018-19 Recommended Fee
2nd reinspection	$100	$100
3rd reinspection	$200	$200
4th reinspection	$300	$300
HVAC replacement - one inspection	$65	$65
HVAC replacement - additional inspections, each (instead of 2nd, 3rd, and 4th reinspection fees listed below in this Schedule G)	$50	$50
Work begun without a permit	Double fee	Double fee
Voiding of permits (no maximum)	15% of permit cost	15% of permit cost
Minimum fee for any permit requiring a rough-in inspection:		
Commercial	$150	$150
Residential	$100	$100
Schedule H		
After Hours Inspections - Scheduling after hours inspections requires 24 hour notice to the Chief Inspector/Supervisor of the applicable trade. After hours inspections are scheduled based solely on the availability of an inspector. The fee must be paid at the time the inspection is scheduled.		
$125.00 per hour - Minimum of two hours directly following work hours.		$125
$125.00 per hour - Minimum of three hours if the inspector has to leave their home to perform the inspection.		$125
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)	$65	$65
Installation of fireplace stoves, factory-built fireplaces, floor furnaces and wall furnaces	$52	$52
Gas piping	$65	$65
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

Fee Type	FY 2017-18 Adopted Fee	FY 2018-19 Recommended Fee
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		
Miscellaneous:		
Reinspection fees		
4 or more code violations	$100	$100
Not ready for inspection	$100	$100
2nd reinspection	$100	$100
3rd reinspection	$200	$200
4th reinspection	$300	$300
Work begun without a permit	Double fee	Double fee
Voiding of permits (no maximum)	15% of permit cost	15% of permit cost
Schedule H		
After Hours Inspections - Scheduling after hours inspections requires 24 hour notice to the Chief Inspector/Supervisor of the applicable trade. After hours inspections are scheduled based solely on the availability of an inspector. The fee must be paid at the time the inspection is scheduled		
$125.00 per hour - Minimum of two hours directly following work hours.		$125
$125.00 per hour - Minimum of three hours if the inspector has to leave their home to perform the inspection.		$125
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

Fee Type	FY 2017-18 Adopted Fee	FY 2018-19 Recommended Fee
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		
Building sewer and water	$65.00	$65.00
1 to 7 fixtures	$65	$94
8 to 15 fixtures	$119	$119
Over 15 fixtures (per fixture)	$7.90	$7.90
See Note 1.		
Schedule E		
Fixture replacement; no change to rough-in		
1 to 4 fixtures	$65	$65
5 fixtures and over		
Per fixture	$6.86	$6.86
Electric water heater (permit required)	$65	$65
See Note 1.		
Schedule F		
Miscellaneous:		
Residential sprinkler permit	$170	$170
Gas piping	$65	$65
Mobile home	$65	$65
Modular unit	$78	$78
Not listed above but has water or sewer connection	$65	$65
Reinspection fees		
4 or more code items	$100	$100
Not ready for inspection	$100	$100
1st reinspection	$100	$100
2nd reinspection	$200	$200
3rd reinspection	$300	$300
Work begun without a permit	Double fee	Double fee
Voiding of permits (no maximum)	15% of permit cost	15% of permit cost
See Note 1.		
Schedule G		
After Hours Inspections - Scheduling after hours inspections requires 24 hour notice to the Chief Inspector/Supervisor of the applicable trade. After hours inspections are scheduled based solely on the availability of an inspector. The fee must be paid at the time the inspection is scheduled.		
$125.00 per hour - Minimum of two hours directly following work hours.		$125
$125.00 per hour - Minimum of three hours if the inspector has to leave their home to perform the inspection.		$125
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

BUDGET AND AMENDMENT PROCESS

OVERVIEW

The budget process is designed to ensure that taxpayer dollars are efficiently and effectively utilized to fairly deliver essential government services. The Budget and Management Services Department serves as a coordinating resource to the Board of County Commissioners, County Manager, departments, nonprofit agencies, and citizens, each playing a pivotal role in the budget creation and review process. Through the budget, Durham County fulfills its mission to enhance the quality of life for its citizens by providing education, safety and security, health and human services, economic development, and cultural and recreational resources.

GOVERNING STATUTES

The North Carolina Local Government Budget and Fiscal Control Act provides the legal framework in which all cities and counties in the state conduct their budgetary processes. The legislation is found in Chapter 159 of the General Statutes and establishes several important dates and provisions including:

- By April 30 – Departments must submit requests to the Budget Officer (N.C. Gen. Stat. § 159-10)
- By June 1 – Recommended budget must be submitted to the Board of County Commissioners (N.C. Gen. Stat. § 159-11(b))
- Before adoption – A public hearing must be held (N.C. Gen. Stat. § 159-12(b))
- By July 1 – From 10 days after submitted to the Board of County Commissioners, but by July 1, a balanced budget must be adopted (N.C. Gen. Stat. § 159-13(a))

BUDGET PROCESS

All Durham County departments are required to submit requests for appropriation to the County Manager on or before March 15 of each year. This is done through a customized version of SAP Software that compiles requested revenues, expenditures, and new positions from each department. The Budget and Management Services Department is responsible for advising and supporting county departments throughout the entire budget process; performing budget software maintenance and training; publishing recommended and approved budget documents; analyzing and assisting in the County Manager's recommendation of requests; and updating and distributing a budget manual, among other important duties.

The Budget and Management Services Department, under the direction of the County Manager, uses the departmental requests as the starting point for developing a recommended budget. Departments are asked to provide a continuation budget and identify expansion items through a priority ranking system. This information is ultimately reviewed and adjusted in order to create a balanced recommended budget that the County Manager presents to the Board of County Commissioners for review prior to May 31 of each year. The Board is required to hold public hearings on the recommended budget and to adopt a final budget no later than June 30, the close of Durham County's fiscal year. The Board typically holds multiple budget work sessions to address issues in the recommended budget. As required by North Carolina law, the Board adopts a budget ordinance setting a tax rate and spending authority for the fiscal year.

AMENDMENT PROCESS

The adopted budget is prepared by fund, function (e.g., Public Safety) and department/agency (e.g., Sheriff); however, the appropriations are formally budgeted and approved on a functional basis. The County Manager is authorized to transfer budget amounts within a function up to 15% cumulatively without reporting to the Board of County Commissioners. The County Manager is authorized to transfer budget amounts between functions of the same fund up to $20,000 with an official report of such transfer being made at the next regular meeting of the Board. Departments routinely submit budget amendments as agenda items to the Board after review by the Budget and Management Services Department. The amendments are typically placed on the consent agenda but can be pulled for discussion. Upon approval by the Board, the Budget and Management Services Department updates the financial system to reflect the amendment.

FY 2018-19 BUDGET CALENDAR

December		
Wednesday	December 13	FY 2018-19 Budget Kick-off at December Department Heads Meeting
Friday	December 15	Departments submit Replacement vehicle, Building Renovation and General Maintenance forms to General Services
January		
Tuesday - Friday	January 2 -19	Pre-Budget Meetings with General Managers
Friday	January 5	Departments submit Information Services &Technology Request Form (new requests only, not replacements) to Kim Cook in Information Services and Technology
Monday	January 22	Distribution of budget materials to departments through intranet
Monday	**January 22**	**SAP Budget System (BIP) opens for entry of departmental budget requests**
	January	Budget System SAP Individual Training – Schedule with your Budget Analyst
February		
Friday	February 16	**DEPARTMENTAL BUDGET REQUESTS DUE TO BUDGET AND MANAGEMENT SERVICES – Requests entered into SAP Budget System (BIP) and supporting documents placed in MyDCo**
Tuesday-Wednesday	February 20-21	BOCC Annual Budget Retreat
March		
Monday	March 12	Advance public comments at Board of County Commissioners meeting
Monday-Thursday	March 12 – April 5	Departmental budget presentations with County Manager, General Manager and Budget and Management Services
April		
Monday-Thursday	March 12 – April 5	Departmental budget presentations with County Manager, General Manager and Budget and Management Services
May		
Monday	May 14	County Manager delivers Recommended Budget to Board of County Commissioners – 7 pm
Tuesday-Thursday	May 22-June 14	Board of County Commissioners budget worksessions
Friday	May 25	Notice of Public Hearing published for June 11 public hearing
June		
Tuesday-Thursday	May 22-June 14	Board of County Commissioners budget worksessions
Monday	June 11	Board of County Commissioners holds public hearing on Recommended Budget
Monday	June 25	Board of County Commissioners adoption of FY 2018-19 Annual Budget Ordinance
July		
Sunday	July 1	FY 2018-19 budget available in SAP Budget System

GLOSSARY TERMS

Account: The detailed record of a particular asset, liability, owners' equity, revenue, or expense.

Accrual basis: Where revenue and expenses are recorded in the period in which they are earned or incurred regardless of whether cash is received or disbursed in that period.

Ad valorem tax: Commonly referred to as property tax; levied on both real and personal property according to the property's valuation and the tax rate.

Appropriated fund balance: The estimated fund balance appropriated into the annual budget.

Appropriation: A legal authorization to incur obligations and make expenditures for specific purposes.

Approved budget: The final budget the Board of County Commissioners adopts by July 1.

Assessed valuation: The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

Asset: Anything owned by an individual or a business which has commercial or exchange value.

Balanced budget: Where revenues and expenditures are budgeted at equal amounts.

Base budget: Cost if continuing the existing levels of service.

Basis of accounting: Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting.

Basis of budgeting: The annual budget is prepared on the modified accrual basis of accounting as required by North Carolina law.

Board of County Commissioners (BOCC): The governing body of Durham County consisting of five commissioners elected at-large and serving for four-year terms.

Bond: A written promise to repay debt on a specific date in the future along with payment of a specified amount of interest at predetermined intervals while the debt is outstanding.

Bond agency fees: Fees charged by bond agencies for services related to debt issuance.

Bond covenant: Provision in a bond or debt contract which require the debt issuer to meet certain standards or do certain things.

Bond rating: Grade indicating a unit's investment qualities; ratings range from AAA (highest) to D (lowest).

Budget: Plan of financial activity for a specific period of time indicating all planned revenues and expenses for the budget period.

Budget amendment: A means for the Board of County Commissioners to recognize new revenues or expenditures and amend the operating budget.

Business area: Group of related activities performed by one or more organizational units (fund centers) for the purpose of accomplishing a function for which the government is responsible.

Capital expenditure (or outlay): Fixed asset which has a value of $5,000 or more and has a useful economic lifetime of more than one year.

Capital Improvement Plan (CIP): Long-range plan which outlines major capital needs and the means of financing proposed acquisitions.

Certificates of participation (COPs): Shares in a debt obligation created by a capital lease that are sold to or placed with investors. The certificates are secured by the property financed with the debt.

Code: System of numbering accounts and transactions in order to produce desired information; see *commitment item*.

Commitment item: Accounting code used to classify an expenditure or a revenue; examples: 5100011000 – Salary, 5200110200 – Telephone.

Constant dollars: Actual dollar amounts adjusted for inflation.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Debt: Money or other property lent or borrowed and that must be repaid or returned. Debt may be outstanding for a short term (one year or less) of for a long term (one year or more).

Debt service: Cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Department: The organizational unit of county government providing a specific service.

Designated fund balance: Designations of fund balance represent tentative management plans that are subject to change.

Elected officials: Positions decided upon by voters and include the Board of County Commissioners, Sheriff, and Register of Deeds.

Employee benefits: Benefits beyond salary compensation, including health care, retirement, disability, life insurance, etc.

Encumbrances: A reservation of budget authority for a particular purpose. An encumbrance typically occurs when a purchase order or contract is approved.

Enterprise fund: A separate fund that accounts for a government-owned enterprise, such as solid waste or water-sewer systems.

Expenditure: Payment of cash on the transfer of property or services for the purpose of acquiring an asset or service, or settling a loss.

Federal and state revenues: Funds received from federal, state, or other local government sources.

Fire district: Special district taxes are levied for fire protection in seven districts: Bahama, Bethesda, Eno, Lebanon, New Hope, Parkwood and Redwood.

Fiscal year: A declared accounting year, not necessarily a calendar year. The fiscal year for Durham County is July 1 to June 30.

Fixed asset: Assets of long-term character that are intended to continue to be held or used such as land, buildings, furniture and other equipment.

Full-time equivalent (FTE): A position count that calculates workforce by number of hours worked relative to a standard working schedule. For instance, a part-time worker may be considered 0.5 FTE.

Function: Grouping of agencies that provide similar services. For example the “Public Safety” function includes the Sheriff, Emergency Medical Services, Criminal Justice Resource Center, Fire Marshal, and Emergency Communications, among others.

Fund: Fiscal entity with revenues and expenses that are segregated for the purpose of carrying out a specific purpose or activity.

Fund balance: Funds accumulated through the under expenditure of appropriations and/or the act of exceeding anticipated revenues.

Funds center: One organizational unit within a department or business area that has a specific purpose in accomplishing a function for which the agency is responsible.

General Fund: The main operating fund accounting for governmental functions supported by general taxes and revenues as well as financial resources that legal requirements do not require to be accounted for in another fund.

General obligation bond: Bond that is backed by the full faith, credit, and taxing power of the government.

Generally Accepted Accounting Principles (GAAP): Accounting rules used to prepare, present and report financial statements. For local and state governments, GAAP is determined by the Governmental Accounting Standards Board (GASB).

Goal: A broad statement of desired conditions to be maintained or achieved through the efforts of an organization; standard against which progress is measured.

Governmental Accounting Standards Board (GASB): A private, nongovernmental organization that establishes and improves standards of local and state governmental accounting and financial reporting; see *www.gasb.org*.

Grant: Gift of money from one organization to another.

Intergovernmental revenues: Funds received from federal, state and other local government sources.

Internal service fund: A fund that may be used to account for any activity that provides goods or services to other departments or funds within the same government.

Lease: A contract where a party being the owner of an asset provides the asset for use at a consideration (rental), for a certain period with an understanding that at the end of such period the asset either will be returned to the lessor or disposed of as per the lessor's instructions.

Liability: A loan, expense, or any other form of claim on the assets of an entity that must be paid or otherwise honored by that entity.

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

Modified accrual basis: Under this accounting basis, revenues are considered available when collectible, either during the current period or after the end of the current period, but in time to pay year-end liabilities. Expenditures are recognized when a transaction or event is expected to draw upon current spendable resources rather than future resources.

Net assets: The difference between total assets and current liabilities including non-capitalized, long-term liabilities.

Object of expenditure: An expenditure classification related to the type of goods or services purchased, such as office supplies.

Objective: A specific statement of desired results which represents a single step in the achievement of a goal. Objectives are measurable and can be accomplished within a specific time interval.

Operating expense: Cost for personnel, materials, and equipment required for a department to function.

Ordinance: A legal document adopted by the governing body setting policy and procedures.

Other financing sources: A revenue category containing appropriated fund balance and transfers from other funds.

Pass-through funds: Funds from other jurisdictions, such as the federal government, which are used often for a specific purpose or activity administered by the county.

Performance budget: A budget in which expenditures are based primarily upon measurable performance of activities and work programs.

Performance indicator: Specific quantitative and qualitative measures of work performed.

Personal property: Classified within two divisions: 1) Tangible property includes items that are visible and movable; 2) Intangible property includes stocks, bonds, bank deposits, etc.

Personnel services: Expenditures for salaries, wages, and fringe benefits.

Property taxes: Levied on real and personal property and set at a rate of cents on each dollar of value of the property.

Real property: Land, buildings, and items permanently affixed to land or buildings.

Reappraisal (or revaluation): The process of revaluing a jurisdiction's real property in order to adjust the tax value to the market value.

Reclassification: A change in the classification and corresponding job title of an existing position, which results from a major change in assigned responsibilities.

Recommended budget: The County Manager presents a recommended budget to the Board of County Commissioners based on requests for funding from departments. By North Carolina law, the recommended budget must be provided to the Board by June 1.

Reserved fund balance: Amounts that are not appropriable or legally segregated for a specific purpose.

Revenue: Any type of funds that can be used to pay for expenses. Types of revenue include property taxes, sales taxes, state funds, federal funds, grant funds, fees, interest earnings, loans, etc.

Revenue bond: Bond secured by and repaid from specific and limited revenues. The pledged revenues are most often net revenues, or earnings, from a self-supporting utility or enterprise.

Service level: The amount of service provided during a fiscal year as indicated by one or more performance indicators.

Special assessments: Charges to property owners which finance public improvements or services deemed to benefit specific properties.

Special revenue fund: A fund used to account for the proceeds of special revenue sources (other than for capital projects) that are legally restricted to expenditures for a specific purpose.

Statute: A law enacted by the North Carolina General Assembly.

Tax levy: Revenue produced by applying a given tax rate to a property's assessed, or tax, value.

Transfers in/out: Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Trend: A continuing direction of movement of a chronological series of data charted on a graph.

Trust fund: Used to account for assets the county holds on behalf of others.

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.

GLOSSARY 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.).

DURHAM COUNTY - BACKGROUND

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 Davis 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, 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 hiring the heads of the various departments. Board members serve four-year terms. The chairman and the vice-chairman of the board are voted on by the board in its first meeting 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 located at the pinnacle of 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 a new Merck manufacturing location, representing an investment of approximately $300 million and the creation of 200 jobs.

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 February 2018, *U.S. News & World Report* ranked the Raleigh-Durham-Chapel Hill area #13 out of 125 U.S. Metro Areas for best places to live. In April 2018, *Growella* ranked Durham, NC #1 as Best Cities for Millenials in the U.S. And, in April 2018, Forbes ranked the Research Triangle Area #1 on its List of the Best Places to Rent.

DURHAM COUNTY – COMMUNITY INFORMATION

Date of incorporation: 1881
Form of government: Commission-Manager

Land Area: 286 square miles
Elevation: 332 feet

Climate:
Mean temperature: 59° F
Mean annual rainfall: 48 inches

Medical facilities (Durham County only):
Number of hospitals: 5
Number of beds: 1,625 *(General 1,374; 251 Durham VA)*

Education:
Higher education:
Universities and colleges: 10
Public education:
Elementary schools: 30
Middle schools: 9
K-8 Schools: 1
Secondary schools: 2
High schools: 11
Specialty Schools: 3
Hospital Schools: 1

Police protection (City):
Number of stations: 7 *(6 Substations + 1 HQ)*
Number of personnel: 672 *(548 sworn; 124 non-sworn)*

Sheriff protection (County):
Number of stations: 5
Number of officers: 392 *(181 sworn; 211 detention)*

Fire protection
City:
Number of stations: 16
Number of personnel: 348
Durham County Fire and Rescue (County):
Number of stations: 5
Number of personnel: 53
Volunteer fire protection (County):
Number of stations: 8
Number of personnel: 163 *(49 Volunteer)*

Recreation and culture:
Number of parks: 68
Miles of trails: 29
Number of recreation centers: 9
Number of aquatic centers & Outdoor Pools: 8
Number of tennis courts: 14
Number of parks with fishing and/or boating access: 8
Number of public libraries: 8

General statistics:

Year	Population[1]	Unemployment Rate[1]	School Enrollment[1,2]
2012	280,921	7.6%	35,711
2013	286,053	6.7%	36,711
2014	292,191	5.2%	37,951
2015	297,219	4.9%	38,596
2016	301,520	4.5%	39,124
2017	306,184	4.0%	39,308

[1] Log In North Carolina (LINC)
[2]Average Daily Membership

Major Employers (1000+ Employees)[3]

Duke University & Health System
International Business Machines (IBM)
Durham Public Schools
GlaxoSmithKline
Blue Cross & Blue Shield of North Carolina
Durham City Government
Fidelity Investments
IQVIA (*Formerly Quintiles Transnational Corp.)*
Research Triangle Institute (RTI)
Veterans Affairs (VA) Medical Center
Cree, Inc.
AW North Carolina, Inc.
U.S. Environmental Protection Agency
Durham County Government
North Carolina Central University
Biogen Idec Inc.
Network Appliance Inc.

[3]NC Department of Commerce

Top ten taxpayers[4]

Organization	Enterprise type	% total assessed valuation
AW North Carolina Inc.	Manufacturer	1.00%
Cree, Inc.	Manufacturer	.94%
IBM Corporation[5]	Manufacturer	.69%
Duke Energy	Manufacturer	.66%
GlaxoSmithKline	Manufacturer	.65%
EMC Corporation	Manufacturer	.57%
Southpointe Mall LLC	Retail	.52%
Int. Business Machines[5]	Manufacturer	.51%
Merck Sharp & Dohme	Manufacturer	.50%
Biomeriux Inc.	Manufacturer	.39%

[4]Durham County Tax Department
[5]IBM registered under two separate entity names

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DURHAM COUNTY GOVERNMENT

www.durhamcountync.gov

919-560-0000

Agency	Director	Telephone
Animal Services	Michael D. Andrews	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	Michelle Parker-Evans	919-560-0025
Cooperative Extension Service	Morris White III	919-560-0525
County Attorney	Lowell Siler	919-560-0705
County Engineering	Jay Gibson	919-560-0735
County Manager	Wendell Davis	919-560-0000
Criminal Justice Resource Center	Gudrun Parmer	919-560-0500
Emergency Management	Jim Groves	919-560-0660
Emergency Medical Services	Kevin Underhill - interim	919-560-8285
Finance	Susan Tezai	919-560-0035
Fire Marshal	Jim Groves	919-560-0660
General Services	Motiryo Keambiroiro	919-560-0430
Human Resources	Kathy Everett-Perry	919-560-7900
Information Technology	Greg Marrow	919-560-7000
Internal Audit	Darlana Moore	919-560-0042
Library	Tammy Baggett	919-560-0100
Public Health	Gayle Harris	919-560-7600
Register of Deeds	Sharon Davis	919-560-0480
Sheriff	Michael D. Andrews	919-560-0897
Social Services	Ben Rose	919-560-8000
Soil and Water Conservation	Eddie Culberson	919-560-0558
Tax Administration	Kim Simpson	919-560-0300
Veteran Services	Lois Harvin-Ravin	919-560-8387
Youth Home	Angela Nunn	919-560-0840