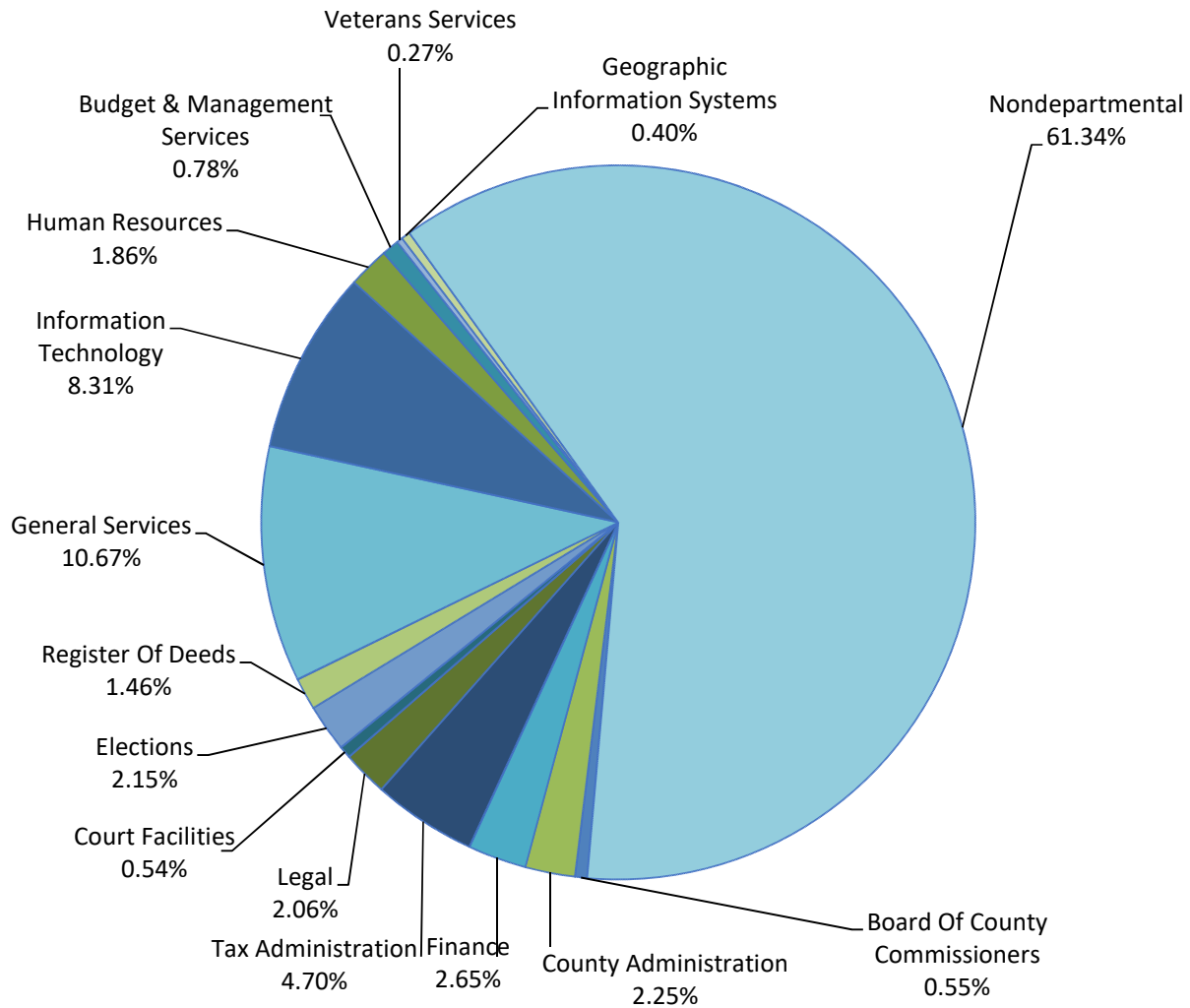




General Government

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

General Government Approved Budget



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

BOARD OF COUNTY COMMISSIONERS

Description

Durham County Government goals are to provide fiscally responsible, quality services necessary to promote a healthy, safe, and vibrant community. The Durham County Board of Commissioners is the County's legislative and policy-making body, consisting of five members serving four-year terms. Elected at-large by a countywide election in November every four years concurrent, the major duties include adoption of the annual budget, establishment of the annual tax rate, appointment of various officials, enactment of policies concerning the operation of the county, and enactment of local ordinances. The Board also has authority to call bond referendums.

Budget

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

FY2018-19 ACCOMPLISHMENTS

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

CLERK TO THE BOARD



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

Description

The Durham County Clerk's Office provides support to the Board of County Commissioners (BOCC) by preparing, maintaining, researching, and transmitting agendas and minutes of official Board proceedings. The Clerk's Office oversees the appointment process for 43 active volunteer Boards and Commissions appointed by the BOCC and maintain permanent record of all documents required by North Carolina General Statutes. The County Clerk oversees the operations of the Clerk's Office; maintains the official County seal; administers oaths; and attests legal documents on behalf of the County. The Clerk is also responsible for providing proper meeting notice in keeping with the North Carolina Open Meetings Law

Programs

Agenda Management Process

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

Citizen Boards & Appointments

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

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

*Grand Total includes BoCC/Clerk to the

Citizen Boards & Appointments

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

General Government Records Management

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

Open Meeting Laws Compliance

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

Public Documents/Ordinances & Minutes

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

Budget

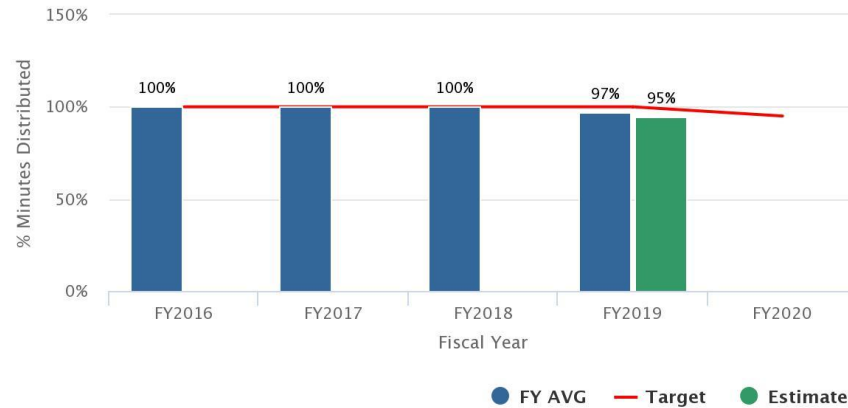
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	\$297,921	\$292,572	\$288,724	\$295,892	\$295,892
Operating	\$68,588	\$91,163	\$130,492	\$93,074	\$92,774
Expenditure Total	\$366,509	\$383,735	\$419,216	\$388,966	\$388,666
Grand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

Budget Highlights

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

Performance Measures

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

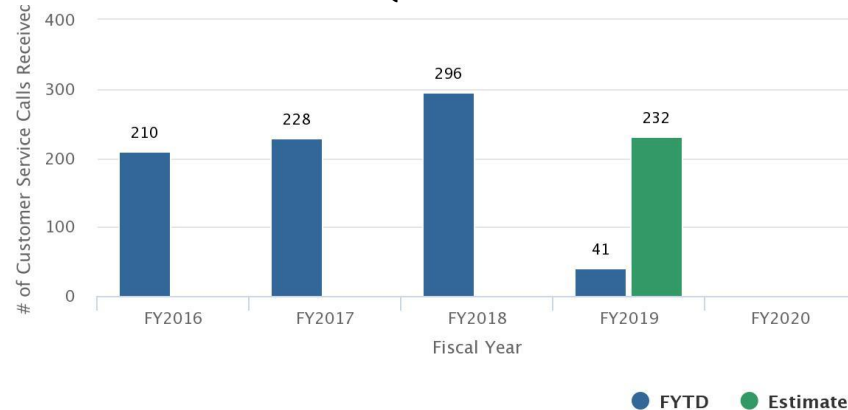


Measure description: This measures the rate at which minutes are distributed to the Board of County Commissioners for approval within 40 days of a meeting. Receiving the minutes in a timely manner helps the Commissioners follow up with directives given to staff.

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

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

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

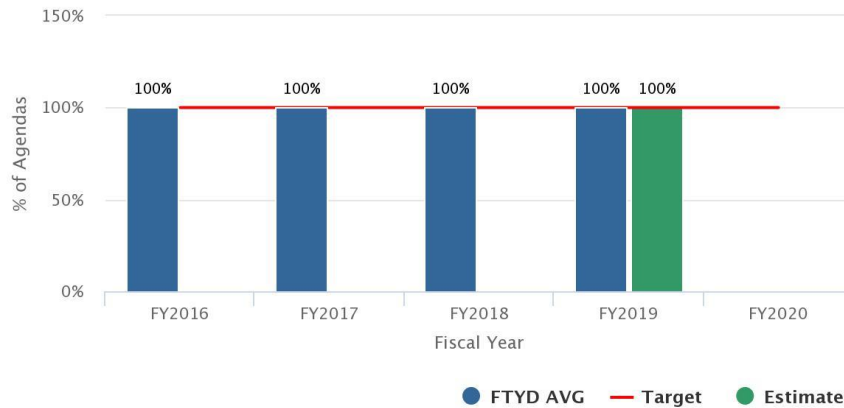


Measure description: This measures the number of customer service requests received and completed within 48 hours by the Clerk's Office. This is a workload measure.

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

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

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

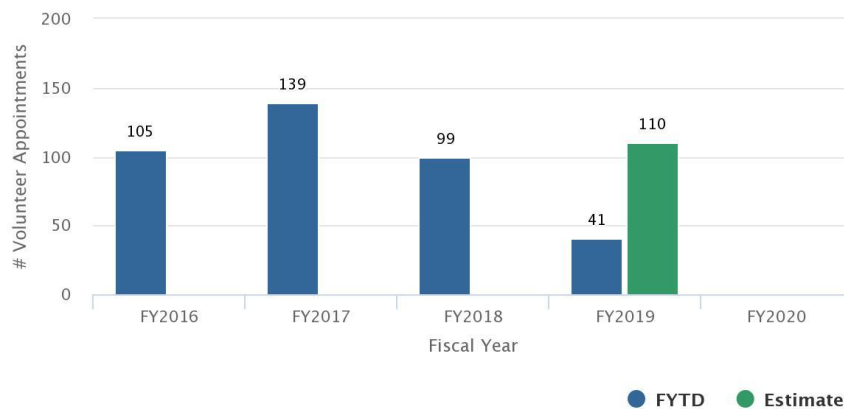


Measure description: This measures the percentage of agendas distributed to the Board of County Commissioners at least four business days prior to a meeting. Agendas allow the public and the Commissioners to know which topics will be discussed at meetings and which official actions may take place.

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

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

Measure: NUMBER OF VOLUNTEER APPOINTMENTS MADE



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

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

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

COUNTY ADMINISTRATION



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

Description

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

County Administration identifies, recommends and monitors financial, capital, human and strategic resources to meet current and future needs of Durham County. This office ensures that budgeted service levels are provided to Durham County residents in a satisfactory and timely manner. As chief executive officer, the County Manager is mandated by the laws of North Carolina to direct and supervise all county offices, departments, boards, commissions and agencies under the general control and direction of the Board of County Commissioners.

Programs

Community Engagement and Partnerships

Community Engagement and Partnerships creates a two-way process that drives effective decision making to enhance the quality of life for our community members. The approach provides information and education about programs and services provided by Durham County Government. We use a variety of communications techniques including social media, printed materials, broadcast videos, blogs, online forums and regular meetings across the community to ensure that residents receive timely communication about the operations of Durham County.

Executive Leadership and Management

Executive Leadership and Management provides internal oversight of County policies, practices, procedures and service delivery. The structure helps ensure effective leadership in the community and in the organization by facilitating the work of the Board, supporting strategic planning and departmental operations, creating a culture of innovation, and encouraging leadership development within the organization.

Program	Budget
Community Engagement and Partnerships	\$562,263
Executive Leadership and Management	\$1,546,224
Internal Audit	\$281,132
State and Legislative Affairs	\$421,698
Grand Total	\$2,811,317

Internal Audit

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

State and Legislative Affairs

The State and Legislative Affairs program exists to protect, advocate, serve, remain lawful, support policy making, work collaboratively, guard against unfunded mandates, support legislation that benefits our community members and operations, and seek legislative funding for residents to enhance their quality of life. Legislative Affairs provides advocacy between Durham County Commissioners, administration and state and federal lawmakers to ensure that Durham County's perspectives are included as a part of major legislation being introduced and ultimately enacted. We work intentionally with the advocates from NCACC and other urban communities on similar areas of interest.

Budget

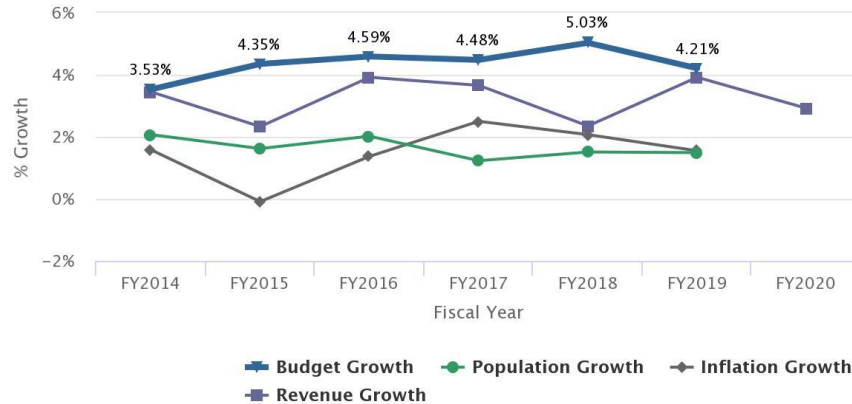
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	\$1,729,349	\$2,063,565	\$1,924,439	\$2,137,791	\$2,235,111
Operating	\$316,677	\$423,970	\$562,673	\$408,206	\$526,206
Capital	\$0	\$0	\$24,422	\$0	\$0
Transfers Out	\$0	\$75,000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

Budget Highlights

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

Performance Measures

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

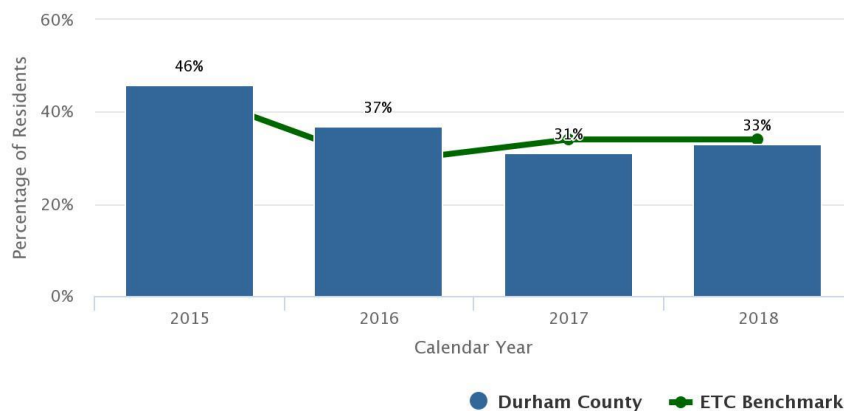


Measure description: This measure is intended to be a broad guide for comparing annual growth of the General Fund budget to other potential “growth in cost” drivers each year: inflation growth, population growth of Durham County, and natural growth of primary revenue sources. While the Durham County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

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

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

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

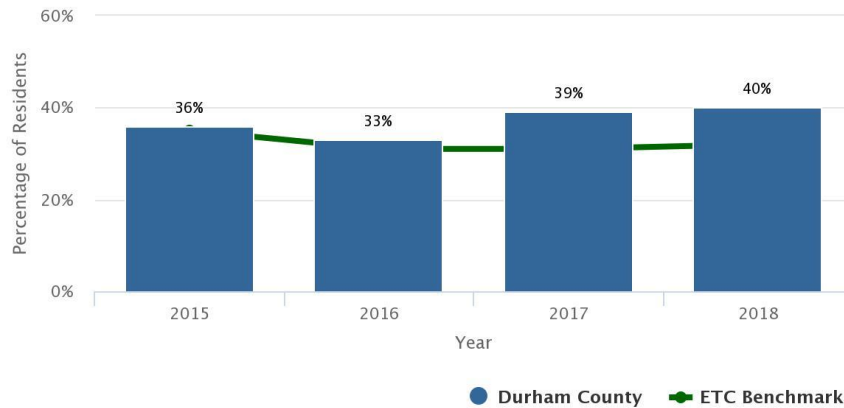


Measure description: The measure of overall satisfaction with Durham County efforts to keep residents informed about local issues identifies the effectiveness of the County’s communication mechanisms. This data comes from the annual City/County Resident Satisfaction Survey.

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

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

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

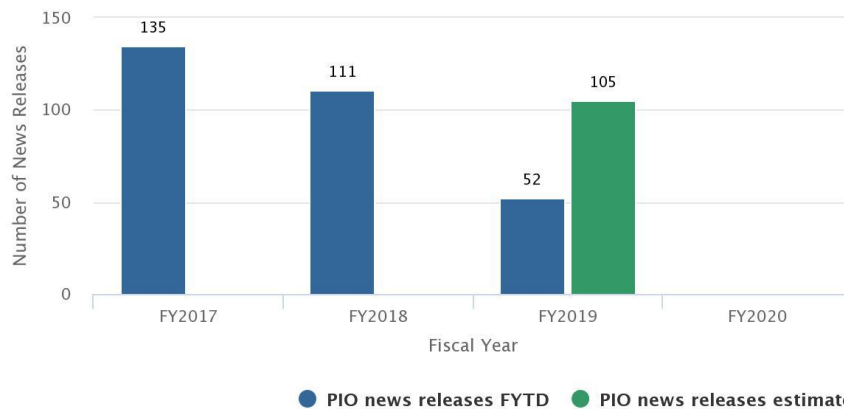


Measure description: The degree to which residents are satisfied with the return on investment of their tax dollars measures how they view their quality of life per the contributing County services. This quality of life measure identifies resident satisfaction with Durham County’s fiscal responsibility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

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

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

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

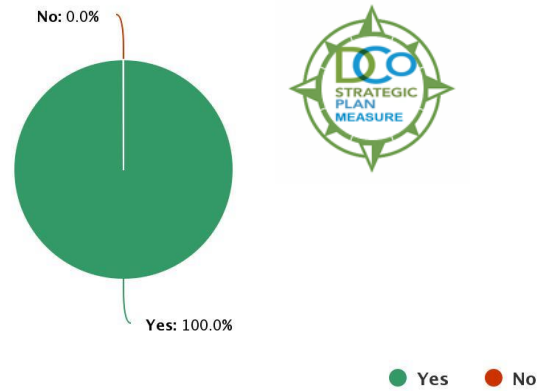


Measure description: News releases help to publicize important information in a balanced and objective manner to inform the public of services, policies, crises, events, key staff, and awards. The measure of distributed news releases identifies the amount of information consistently shared with the public.

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

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

Measure: MAINTAIN TRIPLE A BOND RATING



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

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

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

FINANCE



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

Description

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

Programs

Financial Reporting & Control

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

Minority & Women Owned Businesses

The Minority and Women Owned Businesses (MWBE) Program is to develop a diverse and thriving business community by recruiting and attracting MWBEs for increased participation with the County, to review bid proposals for compliance with County MWBE requirements and to track participation to the County's goals. The Minority and Women Owned Businesses (MWBE) Program ensures the County provides the opportunity for minority and women-owned businesses to provide goods and services and to participate in County projects whenever possible. The program is designed to assist MWBE firms in participating in all aspects of the County's procurement and contracting activities.

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

Procurement

The Procurement Program is to purchase goods and services at the best price and value and timely to meet the needs of County departments and to ensure strong financial control by monitoring the purchases, contracts and contract process of the County for compliance with laws and policies. The Procurement Program ensures the efficient acquisition of goods and services through monitoring County departments' purchases of goods and services and contracts and contract processes ensuring they are in compliance with State laws and statutes and County policies.

Treasury & Debt Management

The Treasury and Debt Management Program is to monitor and manage the County's funds and debt in accordance with laws, policies and principles of sound financial management to safely maximize earnings and minimize interest costs to increase resources available to fund County services and projects. The Treasury and Debt Management Program will maximize earnings while safeguarding that funds are invested per State statutes. Maintaining the AAA rating under this program ensures that debt is issued at the lowest interest rate possible. In addition, through this program debt is constantly monitored as to when it is advantageous for a refunding of County debt to occur, which is when a lower interest rate or savings can be acquired. When refundings occur, the savings become additional resources for funding of County services.

Budget

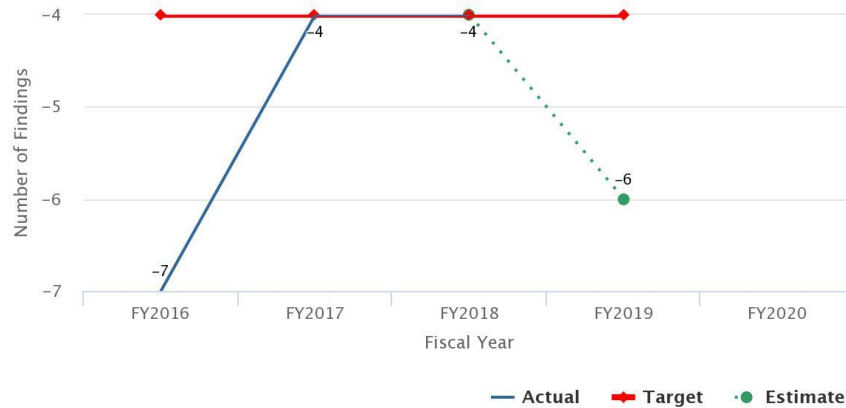
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	\$2,132,089	\$2,233,824	\$2,229,625	\$2,586,036	\$2,353,728
Operating	\$833,518	\$925,297	\$866,891	\$1,021,602	\$958,352
Capital	\$64,335	\$40,000	\$73,396	\$800	\$0
Expenditure Total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

Budget Highlights

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

Performance Measures

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

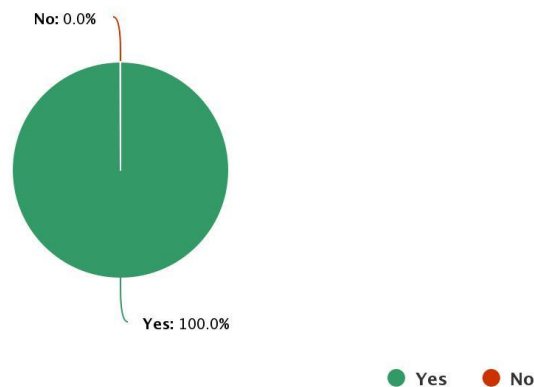


Measure description: This measures the number of findings received during the annual Single Audit related to grant and federal/state award programs. The goal is to "successfully complete the single audit with limited findings and no recurring findings for services funded with grants and/or federal and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

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

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

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

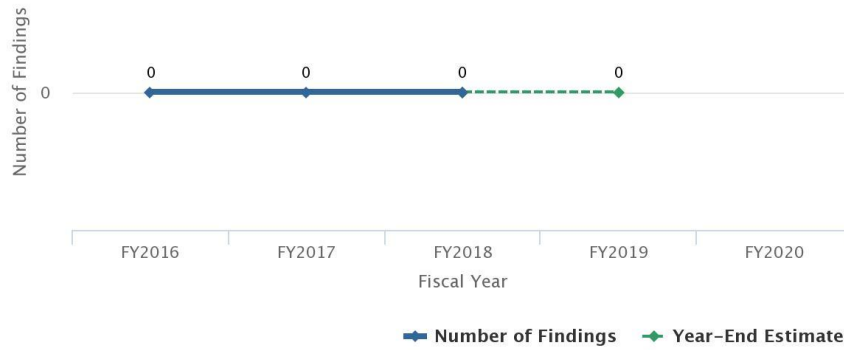


Measure description: This measures Durham County's adherence to the October 31st submission deadline for the County's Comprehensive Annual Financial Report (CAFR) to the Local Government Commission (LGC). Durham County's ability to submit an accurate CAFR and Compliance Report to the LGC on time highlights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

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

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

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

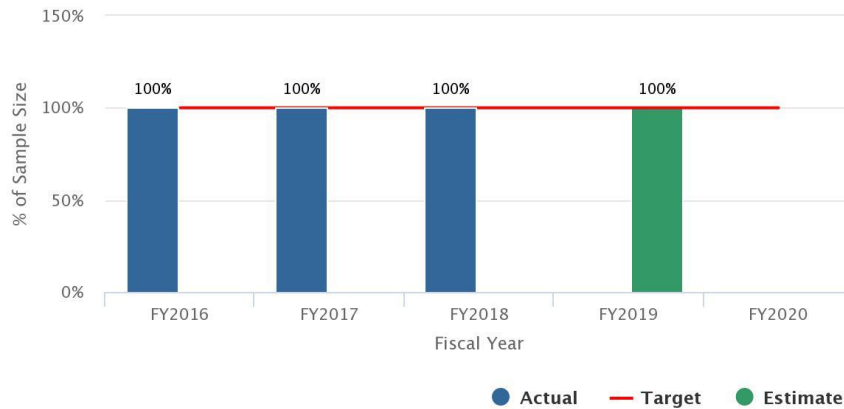


Measure description: This measure is based on the results of the financial audit conducted at the end of each fiscal year. The Finance Department is evaluated on the financial accounting, reporting, and monitoring of the County's financial activity. The goal is to "successfully complete the required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

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

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

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

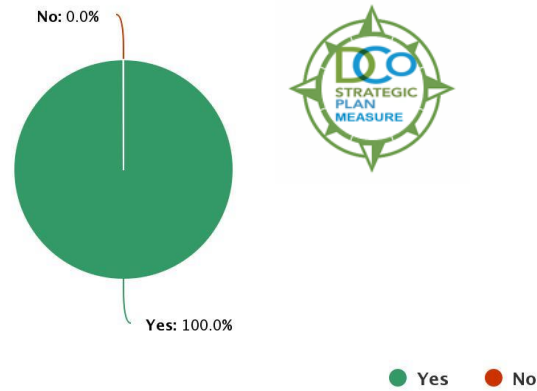


Measure description: Sample sizes for selected programs to be audited are determined by external auditors based on the level of risk for each program. The County is measuring the percentage of the sample size that did not produce material findings for the testing of grants and federal/state awards. The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

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

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

Measure: MAINTAIN TRIPLE A BOND RATING



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

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

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

TAX ADMINISTRATION



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

Description

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

Programs

Citizen Support

Citizen Support provides service and assistance to internal & external stakeholders whether walk-in or over the telephone. Also extends administrative assistance to departmental divisions in any capacity needed to ensure program objectives are completed timely and within budget. The goal is to strive to satisfy all outside inquiries thus avoiding redirection to technical staff in other areas of the department. Also aids other workgroups as necessary in completing special projects.

General Reappraisal

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

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

Revenue Collection

The Revenue Collection program is to ensure the highest possible tax revenue collection rate in a timely and transparent manner for the operation of the county, city and fire districts. In addition to collection of ad valorem taxes on real property, personal property, registered motor vehicles and public service included is beer and wine license tax, animal civil penalties, occupancy tax and gross receipts. North Carolina General Statutes provide the Tax Collector authority to collect delinquent taxes by powers of foreclosure on real estate, wage garnishment, personal property attachment, Sheriff's levy personal property seizure, debt setoff program (seizure of state income tax refunds or lottery winnings), and advertising liens.

Tax Base Assessment

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

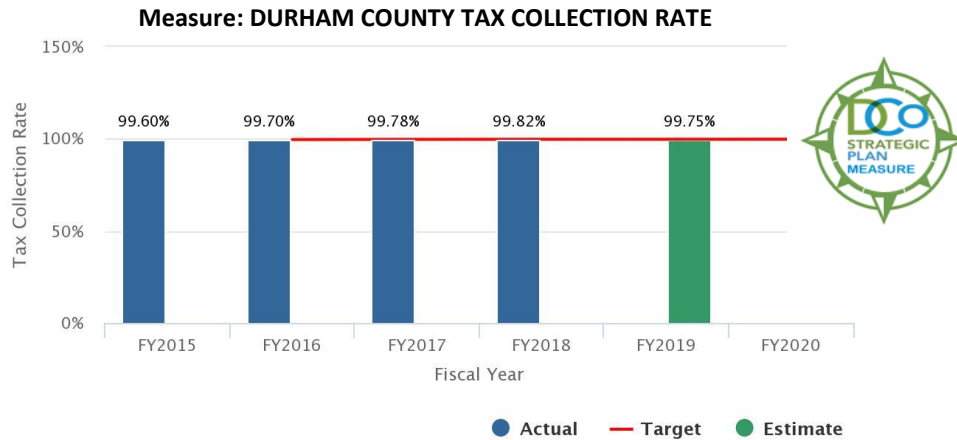
Budget

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

Budget Highlights

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

Performance Measures

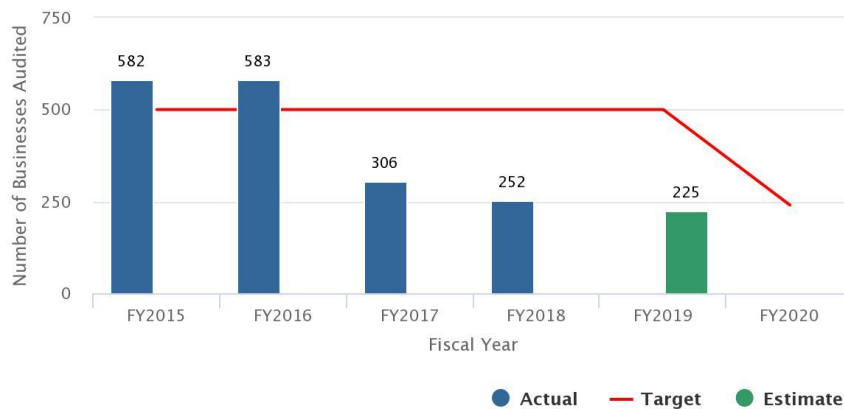


Measure description: This is a measure of the percentage of property taxes collected for budgetary purposes. Revenues derived from property taxes are a primary source of funding for local governments. A high collection rate is an indication of taxpayers paying their fair share to help fund the services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

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

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

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

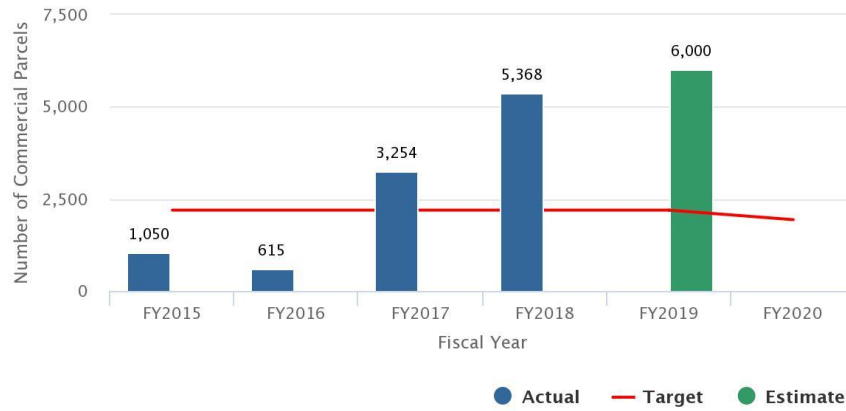


Measure description: This measures the number of businesses reviewed for compliance of listing personal property assets. Compliance reviews are used to ensure that personal property listings are accurately filed, therefore fairly and equitably distributing the tax burden. According to North Carolina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

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

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

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

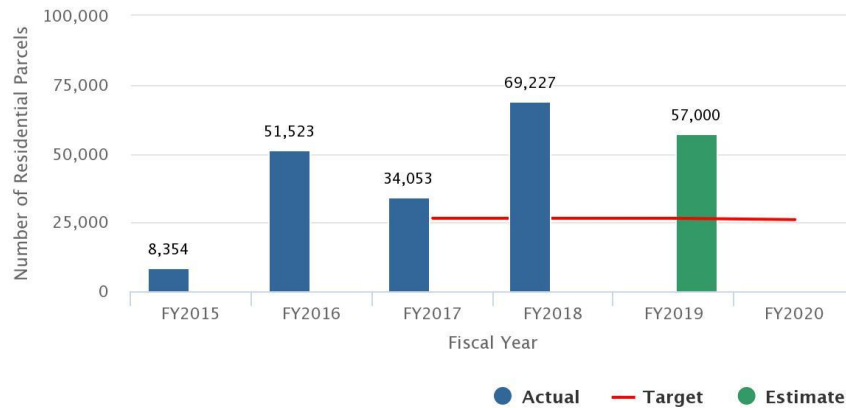


Measure description: This is a measure of the number of commercial parcels visited annually. Regular re-inspections of properties should occur during the general reappraisal cycle to be consistent with the guidelines outlined by the NCDOR as well as the Standards on Mass Appraisal. Effective after the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

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

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

Measure: NUMBER OF RESIDENTIAL PARCELS FIELD CANVASSED



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

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

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

COUNTY ATTORNEY



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

Description

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

Programs

DSS Legal Services

DSS Legal Services is a division of the Office of the County Attorney which provides legal advice and court representation to the Department of Social Services so that the Department can minimize liability and maximize effectiveness while addressing the needs of its target population.

General Legal Services

General Legal Services is a division of the Office of the County Attorney which provides legal advice/representation to the Board of Durham County Commissioners, the departments of Durham County Government, as well as various Boards and Commissions, in order to comply with laws and mitigate liability.

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

Budget

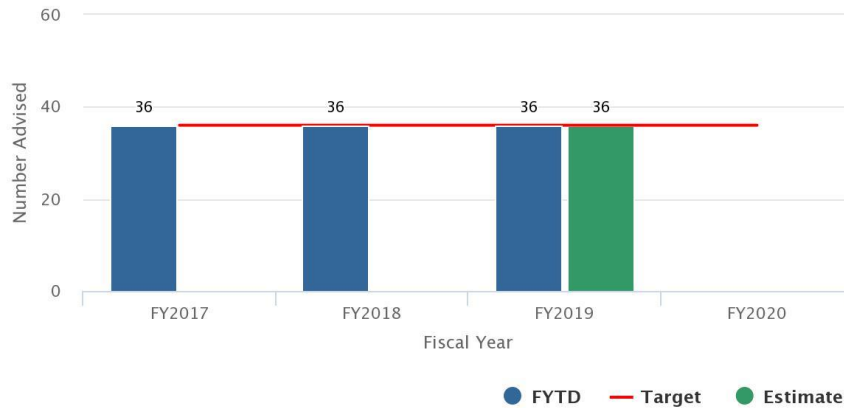
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	\$1,824,149	\$2,143,007	\$1,913,431	\$2,371,571	\$2,371,571
Operating	\$150,131	\$180,379	\$249,234	\$195,371	\$195,371
Expenditure Total	\$1,974,280	\$2,323,386	\$2,162,665	\$2,566,942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

Budget Highlights

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

Performance Measures

Measure: NUMBER OF DEPARTMENTS, BOARDS, AND COMMISSIONS ADVISED

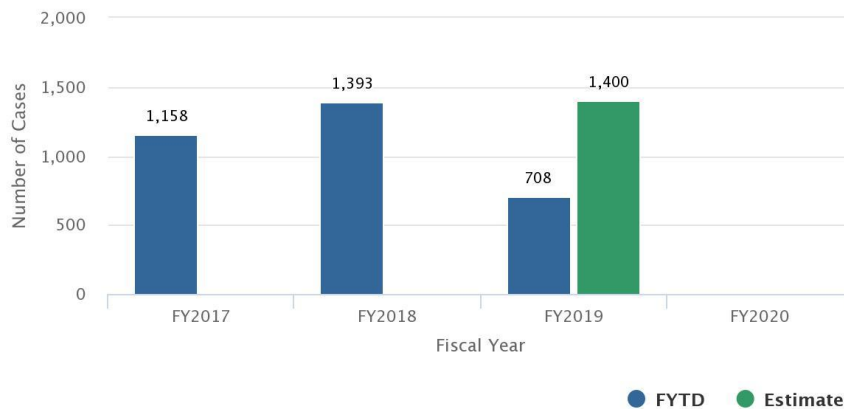


Measure description: Legal representation is provided to all departments, boards, and many commissions by the County Attorney’s Office to ensure accountability and efficiency.

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

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

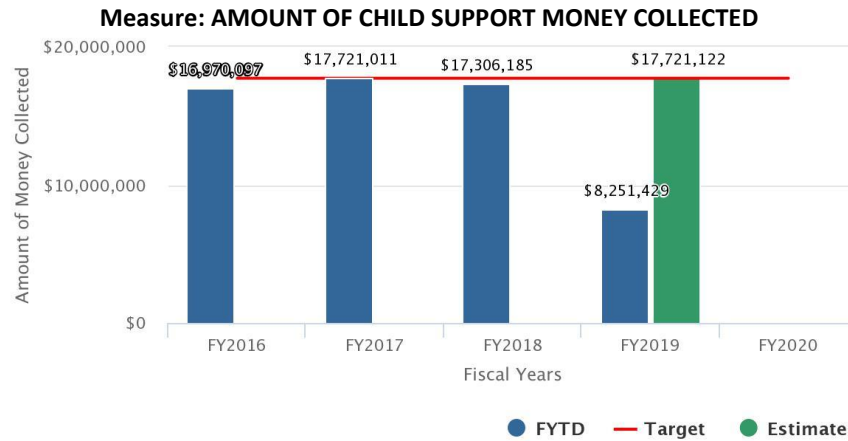
Measure: NUMBER OF TOTAL ABUSE, NEGLECT, AND DEPENDENCY (AND) CASES WITH COURT REPRESENTATION FROM DSS ATTORNEYS



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

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

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

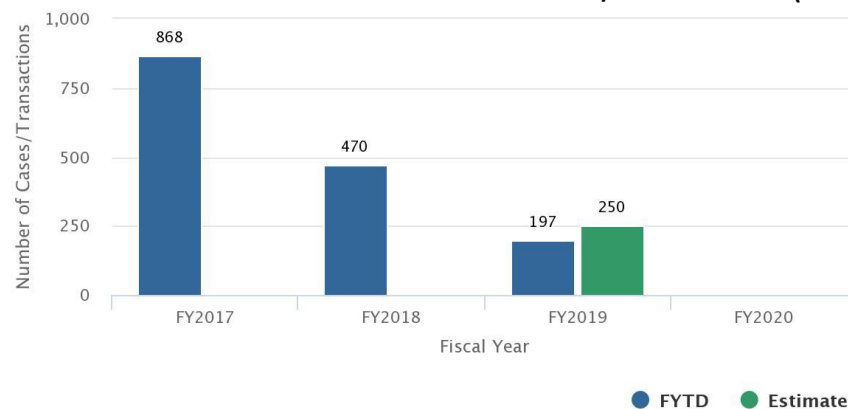


Measure description: This measures the legal representation provided by the County Attorney's Office to the Department of Social Services (DSS) and their clients in all Child Support Services matters. The Child Support Services division of DSS promotes parental responsibility by locating non-custodial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

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

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

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



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

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

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

COURT SUPPORTIVE SERVICES



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

Description

The goal of this program is to serve the citizens of Durham County as efficiently as possible within the resources available to provide courtrooms and judicial facilities.

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

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

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

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

Budget

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

Budget Highlights

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

ELECTIONS



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

Description

The Durham County Board of Elections is charged with providing free, open, honest and professionally-managed election services to the Durham County community. The Board of Elections is unique among government agencies providing goods and services to citizens. The office has the responsibility for protecting the will of the people; protecting democracy as a concept and form of government; and for establishing fairness and equity for all in the process of self-governance. In executing this charge, the Board of Elections is responsible for conducting all elections within Durham County in accordance with all applicable federal and state laws. This office also establishes and maintains election precincts; appoints election officials; registers, removes and updates voter records; and examines voter petitions. The duties also include maintaining voting equipment and election records; conducting jurisdictional auditing and assignments; administering absentee voting; canvassing election returns; issuing certificates of election; providing statistical, demographic and geographical information to citizens and candidates; auditing and publishing campaign finance reports; hearing appeals; conducting investigations of alleged voting irregularities; and maintaining voter registration records. The Board of Elections also advises the public and media on all aspects of elections and elections services.

Programs

Campaign Finance

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

Community Outreach and Engagement

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

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

Elections Management

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

Precinct Official Recruitment and Retention

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

Budget

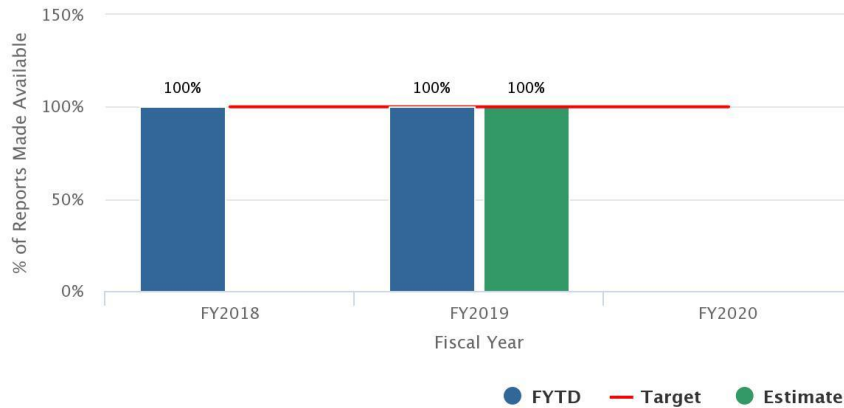
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	\$1,186,498	\$1,272,372	\$1,100,567	\$2,015,226	\$1,925,607
Operating	\$381,578	\$446,602	\$429,402	\$764,547	\$758,164
Capital	\$0	\$11,880	\$7,000	\$47,885	\$0
Expenditure Total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

Budget Highlights

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

Performance Measures

Measure: PERCENTAGE OF CAMPAIGN FINANCE REPORTS MADE PUBLICLY AVAILABLE

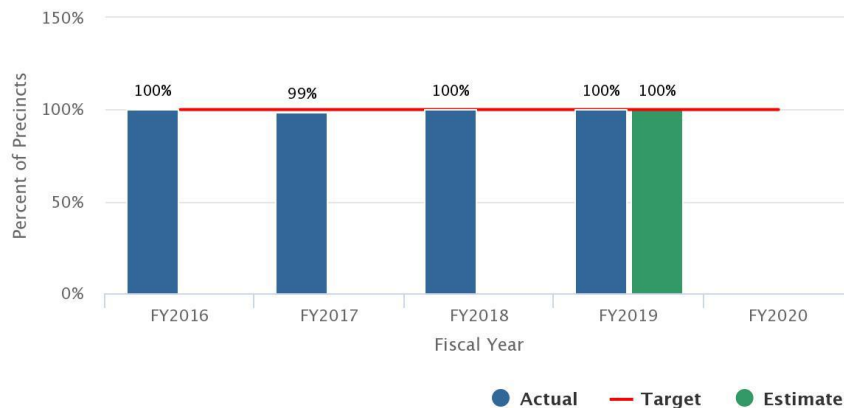


Measure description: This measure shows the percentage of reports made by registered committees that file campaign finance reports on the County level that are made publicly available via the department’s website.

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

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

Measure: PERCENTAGE OF PRECINCTS WITH BI-PARTISAN REPRESENTATION

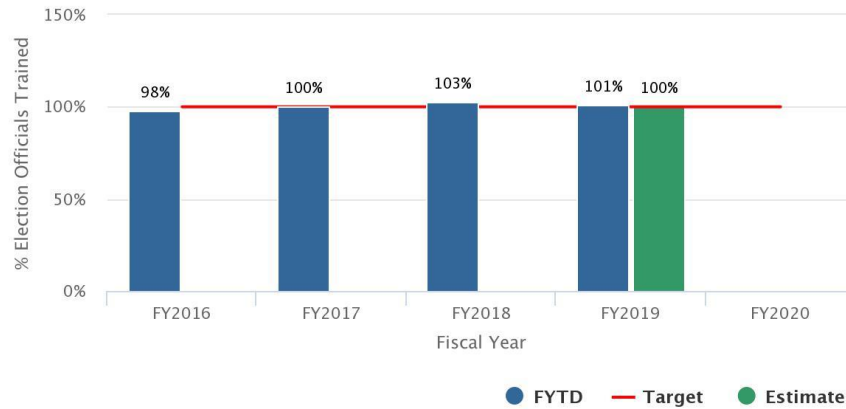


Measure description: This measure shows the percentage of polling places where Democrats and Republicans (the State’s two largest parties by number of registered voters) are represented by election workers in precincts.

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

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

Measure: PERCENTAGE OF ELECTION OFFICIALS TRAINED FOR EACH ELECTION



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

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

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

REGISTER OF DEEDS



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

Description

The mission of the Office of Register of Deeds is to act as the legal custodian of all land title and land transaction documents, as well as vital records documents for marriages, births and deaths that occur in Durham County. Additionally, the Office files military discharge records, certain business name registration and administers the oath to notaries public. The Office is committed to providing exemplary state-of-the art services to the citizens, legal professionals and other Office users. In carrying out this mission, the Durham County Office of Register of Deeds adheres to guidelines set forth by North Carolina General Statutes, North Carolina state law and the principles of the professional organizations for Registers of Deeds.

Of additional significance to the Office is that in 2002, pursuant to G.S. 161-10, the North Carolina General Assembly created The Automation Enhancement and Preservation Fund. The proceeds of this fund, at the direction of the Register of Deeds, shall be expended on computer or imaging technology and needs associated with the preservation and storage of public records in the Office of the Register of Deeds. The statute further provides that “Nothing in this section shall be construed to affect the duty of the board of county commissioners to furnish supplies and equipment to the Office of the Register of Deeds.”

Programs

Administration

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

Real Estate Intake

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

The Real Estate Department of the Register of Deeds Office

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

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

Vital Records Intake

The purpose of the Vital Records Intake Program is to record, maintain and preserve vital record documents for retrieval and issuance in perpetuity. The Vital Records Department is also responsible for maintenance and issuance of birth, death and marriage certificates, as well as military discharge records (DD-214's) and oaths of office for notaries that take place in Durham County. The maintenance, conservation and preservation of these documents in perpetuity is a statutory requirement for this division of the Office.

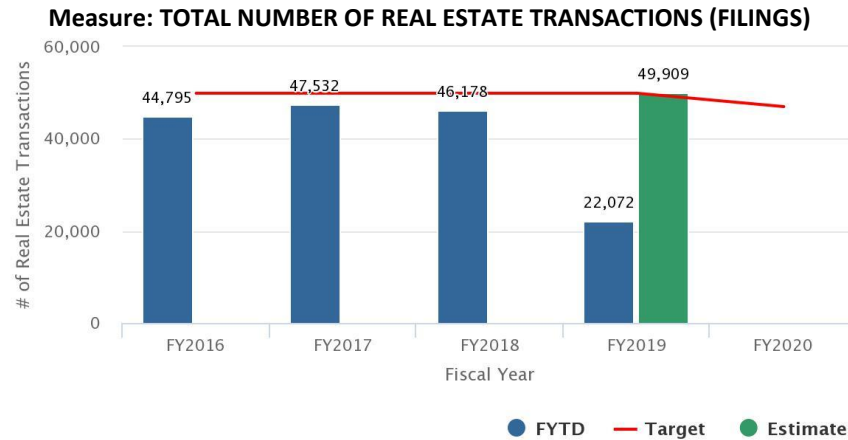
Budget

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

Budget Highlights

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

Performance Measures

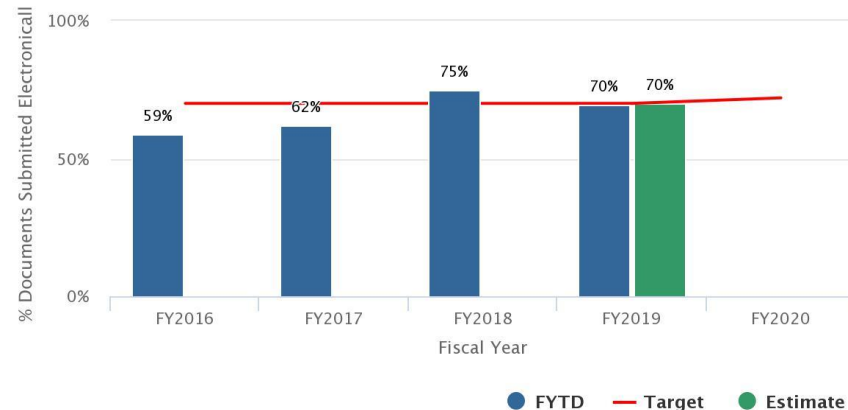


Measure description: This measure is for a full accounting of all the documents filed in the real estate division of the Register of Deeds. The value of this measure is that it provides a number for the total volume of documents recorded and can also be broken down into document type. This number can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

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

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

Measure: PERCENTAGE OF REAL ESTATE DOCUMENTS SUBMITTED ELECTRONICALLY

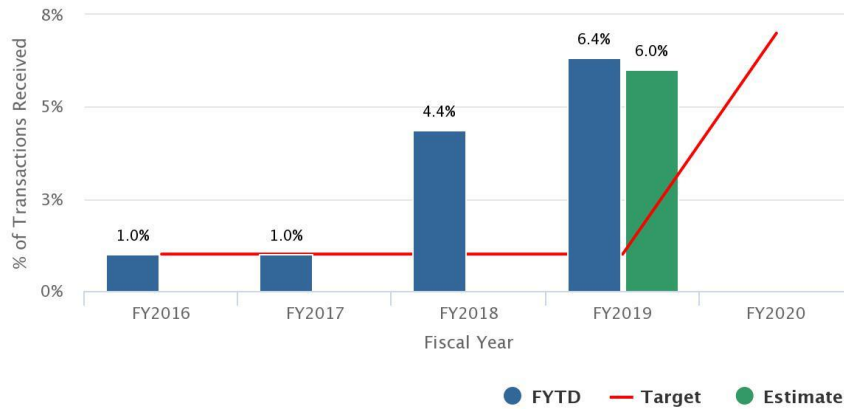


Measure description: This measures the real estate documents filed electronically and is important because it indicates the effectiveness and overall utility of the technological services available to customers. These services reduce wait times, increase the speed at which services can be delivered,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

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

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

Measure: PERCENTAGE OF VITAL RECORDS TRANSACTIONS RECEIVED ELECTRONICALLY



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

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

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

GENERAL SERVICES DEPARTMENT



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

Description

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

Programs

Buildings Operation

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

Business Services

The General Services Business Services Division is responsible for the planning, organization, control management and staffing of the General Services Department. The Administration Division is made up of the Director, Deputy Director, Quality Control and Contract Compliance Officers, Administrative Assistance, Ambassador, Accounts Receivable/Payable, County Facility Rental, Fleet Coordination, Mail Services, Janitorial and Sign Shop which will be limited to only creating street signs. Twenty-four (24)

County facilities are serviced by contractual Janitorial services. In 2017 General Service began to self-perform Janitorial services for Durham County Courthouse. Additionally, the mailroom provides the pick-up and delivery of interdepartmental mail, and the metering and processing of out-going US Mail, Federal Express and UPS request. The Division meters and charge-backs postal charges to each County Department it services for bulk purchase and provides courier services weekly or as needed. Business Services includes 19FTE's and operates on multiple shifts from 7:30 a.m. to 11 p.m.

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

Grounds Operation

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

Security

The purpose of the Security program is to provide safe and secure facilities for County citizens, employees, and visitors to enjoy a safe environment to conduct business and utilize County services. The Security program provides uniformed contract security officers, access control, camera systems surveillance, lock and keys to all County facilities. Staffing is Security Manager and two locksmiths.

Stadium

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

Warehouse/Fleet

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

Budget

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

Budget Highlights

Business Services

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

Building and Ground Maintenance

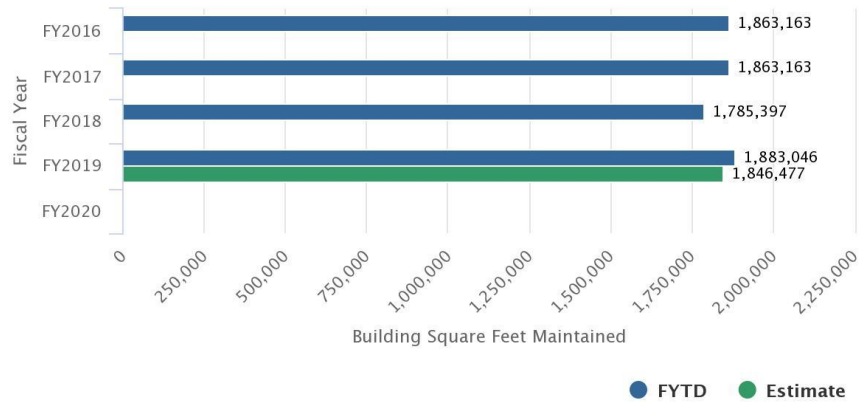
- Two additional staff are being reallocated from other programs to support the additional square footage associated with the Main Library.
 - To assist in closing a sizable budget gap General Services made the decision to eliminate two internal service programs operating funds and reallocate the personnel.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

Janitorial

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

Performance Measures

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

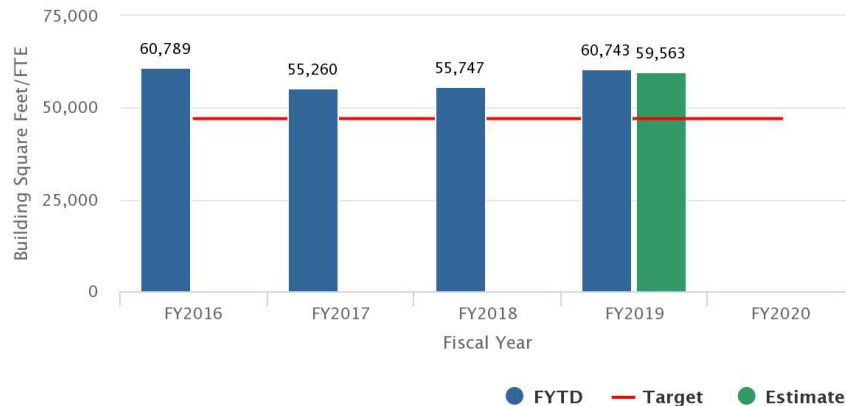


Measure description: This measure is depicting the total square feet of facilities that General Services is responsible for maintaining. It is important to keep track in order to know how many staff are needed to employ to keep facilities running at an optimum level for the citizens and clients of Durham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

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

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

Measure: DURHAM COUNTY BUILDING SQUARE FEET MAINTAINED PER FTE

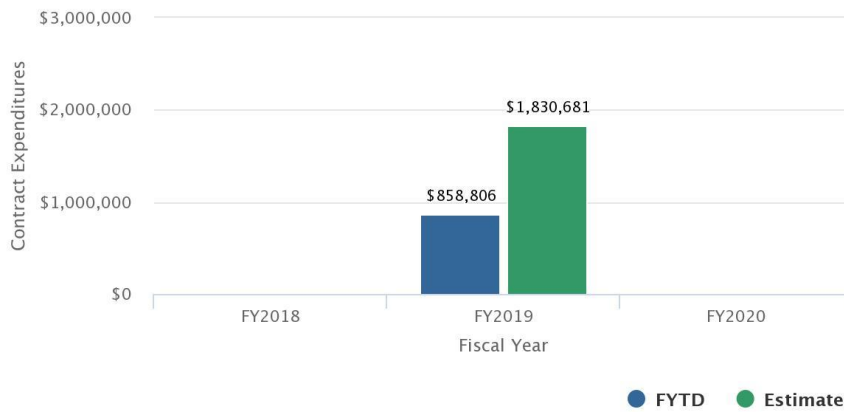


Measure description: This measure shows the relationship between total facility square footage maintained and number of full-time employees (FTE) for building maintenance. It is important to ascertain if the division is properly staffed to adequately maintain the facilities owned/leased by Durham County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

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

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

Measure: UNIFORMED SECURITY SERVICES CONTRACT EXPENDITURES

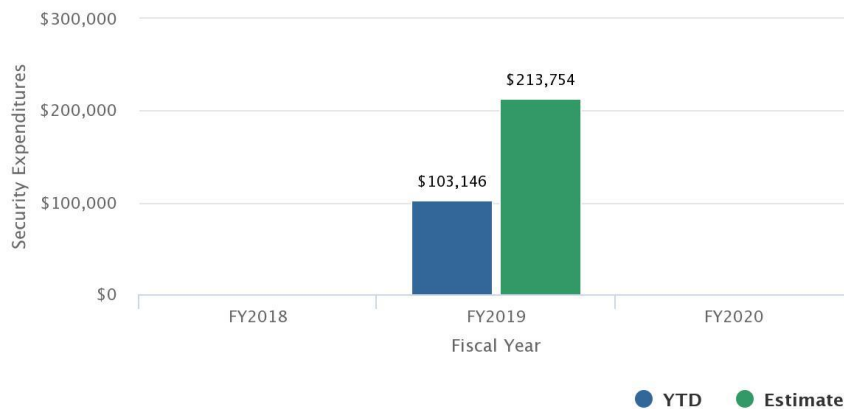


Measure description: This measures the cost of security services utilized by Durham County. Uniformed security officers are necessary to ensure the safe operation of critical Durham County functions and facilities.

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

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

Measure: DURHAM COUNTY HEALTH AND HUMAN SERVICES SECURITY SCREENING EXPENDITURES

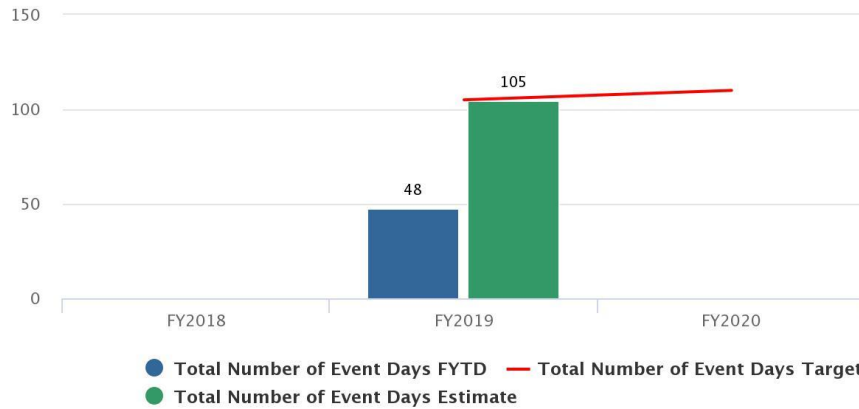


Measure description: This measure shows the costs associated with contract uniformed security services providing security screening at the County Health and Human Services building.

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

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

Measure: NUMBER OF EVENT DAYS FOR DURHAM COUNTY MEMORIAL STADIUM



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

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

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

INFORMATION SERVICES AND TECHNOLOGY



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

Description

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

IS&T:

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

Programs

Business Application Development and Support

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

Data Management and Information Security

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

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

End User (Client) Productivity and Support Service

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

Leadership and Executive Management

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

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

Technology Communications and Infrastructure

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

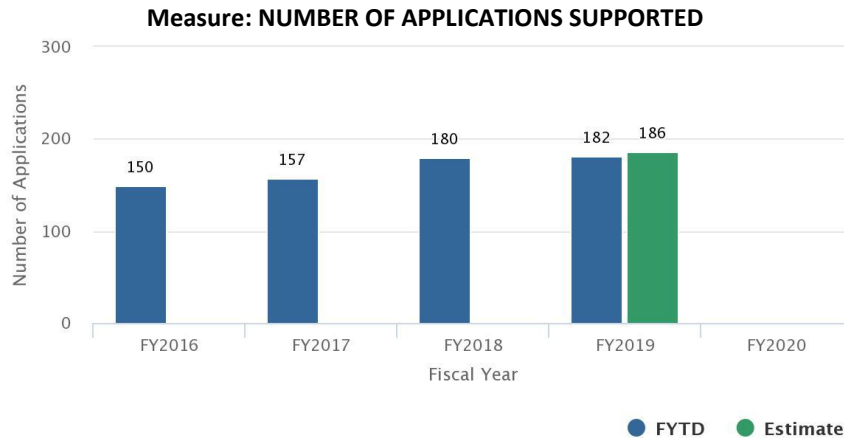
Budget

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

Budget Highlights

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

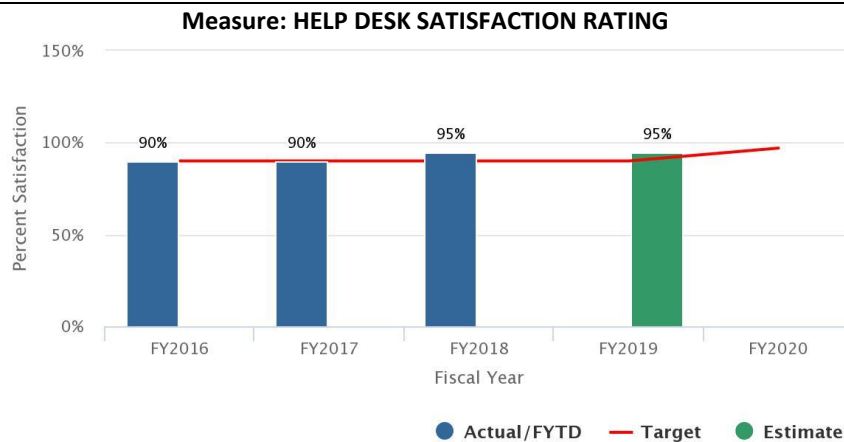
Performance Measures



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

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

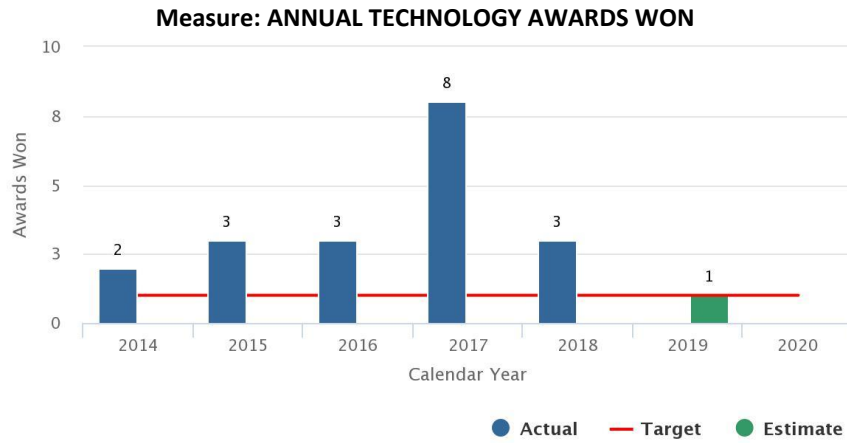
FY2019-20 target: This measure currently does not have a target, but the applications need support regardless of the number. The development team is working to create a capacity target of what can be efficiently and effectively supported. This target has a high level of complexity involved as each application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



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

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

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



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

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

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

HUMAN RESOURCES



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

Description

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

Programs

Benefits

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

Classification and Compensation

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

Employee Relations

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

Human Resources Information Systems (HRIS) & Training

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

Talent Acquisition

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

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

Equal Employment Opportunity

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

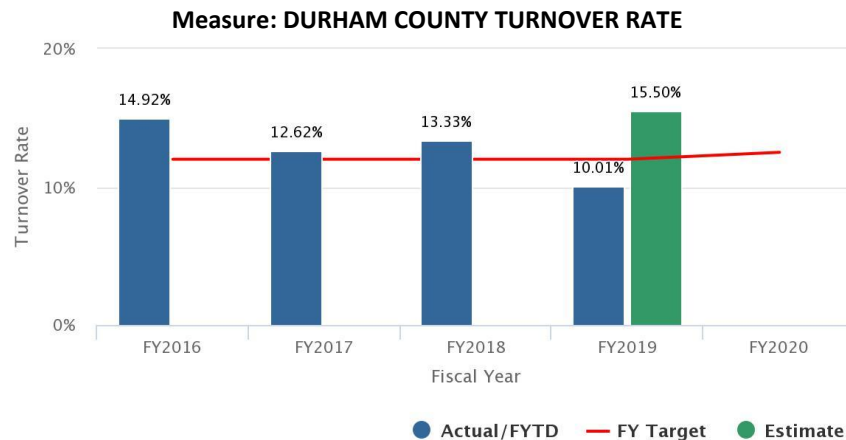
Budget

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

Budget Highlights

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

Performance Measures



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

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

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

BUDGET AND MANAGEMENT SERVICES



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

Description

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

Programs

Budget Development and Implementation

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

Capital Improvement Plan Development and Implementation

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

Management Analysis and Special Review

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

Managing For Results Implementation

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

Nonprofit Grant Management

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

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

Technology Innovation and Data Analysis

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

Budget

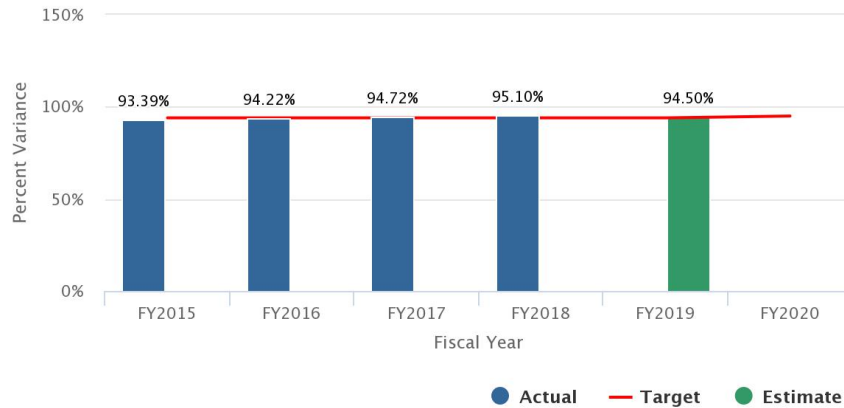
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	\$502,566	\$807,800	\$673,276	\$821,772	\$809,607
Operating	\$55,412	\$212,779	\$204,135	\$159,518	\$159,518
Expenditure Total	\$557,977	\$1,020,579	\$877,410	\$981,290	\$969,125
Grand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

Budget Highlights

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

Performance Measures

Measure: VARIANCE BETWEEN ACTUAL AND PROJECTED DURHAM COUNTY EXPENDITURES

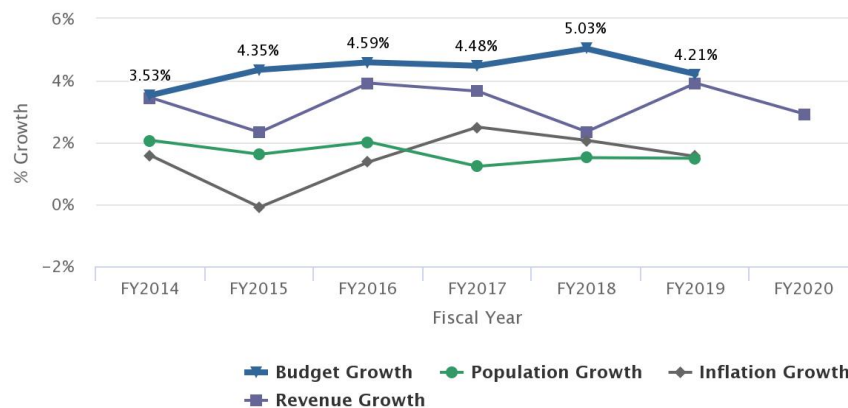


Measure description: This measure is a key insight into how well the Budget Office forecasts planned expenditures versus how much is actually spent in a fiscal year. The budget development process begins 18 months in advance of the end of the fiscal year and such a lead time means that expenditure estimates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

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

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

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

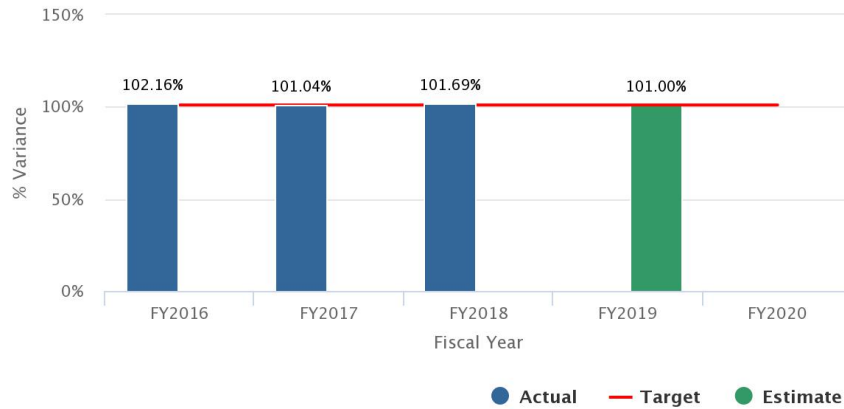


Measure description: This measure is intended to be a broad guide for comparing annual growth of the General Fund budget to other potential “growth in cost” drivers each year: inflation growth, population growth of Durham County, and natural growth of primary revenue sources. While the Durham County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

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

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

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

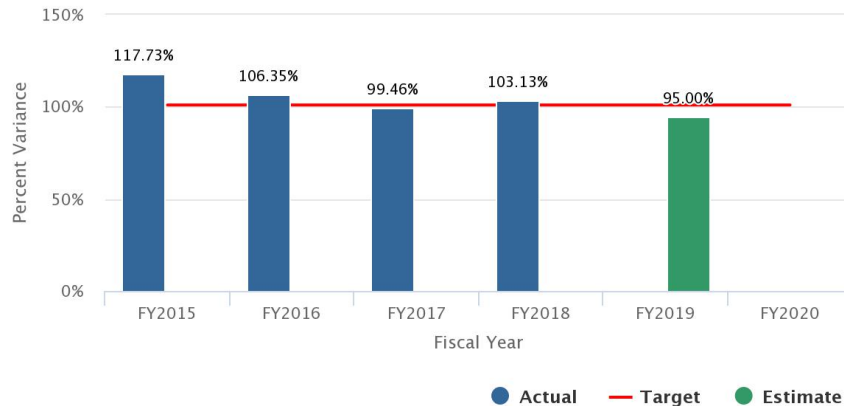


Measure description: Property tax is the single largest revenue source for Durham County. This measure shows the predictive capability of the Budget Office/County to collect at least the budgeted amount of property tax by showing the actual amount collected as a percentage of budgeted property tax revenue.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

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

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

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

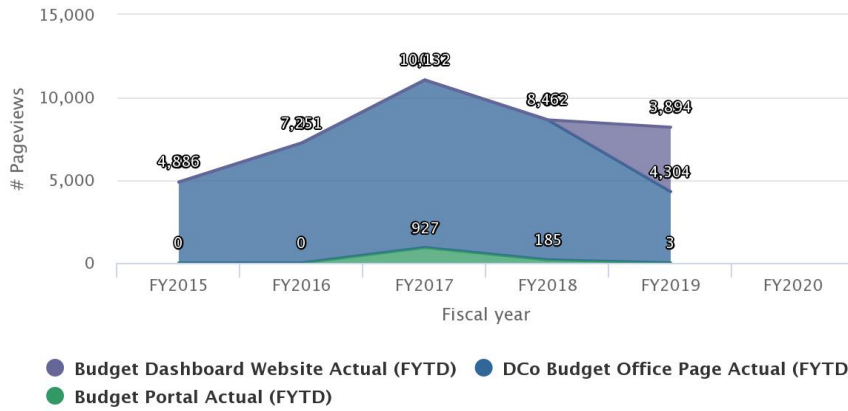


Measure description: Sales tax is the second largest revenue source collected by Durham County. It is also the most variable as it is directly related to current economic conditions. The Budget Office/County must develop estimates that are representative of previous trends as well as a future economic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

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

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

Measure: DURHAM COUNTY BUDGET OFFICE CITIZEN ENGAGEMENT



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

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

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

VETERANS SERVICES



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

Description

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

Programs

Benefits Counseling

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

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

Claims Preparation

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

Community Outreach to Aged and Disabled

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

Homeless Services for Veterans

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

Budget

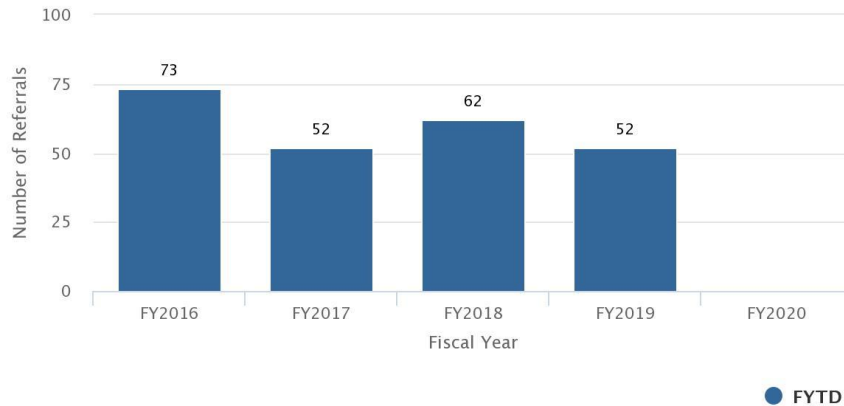
	FY2017-18 Actual	FY2018-19 Original	FY2018-19 Estimate	FY2019-20 Requested	FY2019-20 Approved
Expenditure					
Personnel	\$225,823	\$308,950	\$251,977	\$316,020	\$316,020
Operating	\$51,104	\$22,017	\$15,398	\$29,801	\$23,293
Capital	\$0	\$0	\$0	\$31,155	\$0
Expenditure Total	\$276,927	\$330,967	\$267,375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

Budget Highlights

- This budget maintains current level of service

Performance Measures

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

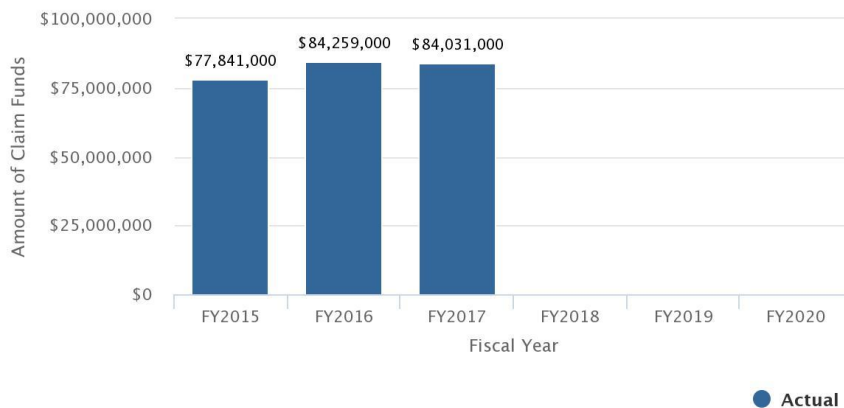


Measure description: This measure shows the number of homeless and at-risk Veterans who have been counseled, advised, and referred to community partners. The department is tracking this measure because the data, among other things: (1) enables identification of homeless Veterans, (2) measures progress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

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

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

Measure: ANNUAL AMOUNT OF CLAIM FUNDS COMING INTO DURHAM COUNTY

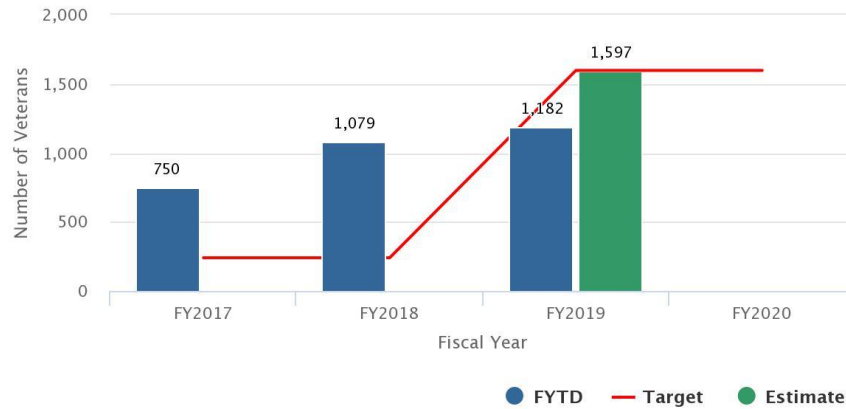


Measure description: This measures the claim funds coming into Durham County and is important because it shows the economic impact Veterans have on the community. It is important to note that while the department has not had a direct impact on every Veteran listed, staff do have the potential to encounter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

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

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

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



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

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

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

GEOGRAPHIC INFORMATION SYSTEMS



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

Description

To provide a quality service that improves our customers' productivity and decision-making process through the use of technology; efficient system configuration; network and database management; customized and acquired applications; and training. The Geographic Information Systems (GIS) program evaluates and deploys new innovative technology that provides optimal business value to our customers. This program operates under an inter-local agreement between the City and County governments to manage the enterprise Geographic Information System and provide related services to internal and external customers. GIS provides and supports critical spatial analytic services that support decision makers in the City and County of Durham. The GIS program provides mapping services, web application development services, address creation, geo-spatial modeling and analytics, and citizen/business data request. The program maintains the county-wide 911 address database, public safety data layers, the enterprise spatial database, and GIS applications and platforms

Budget

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

Budget Highlights

- This budget maintains current level of service.

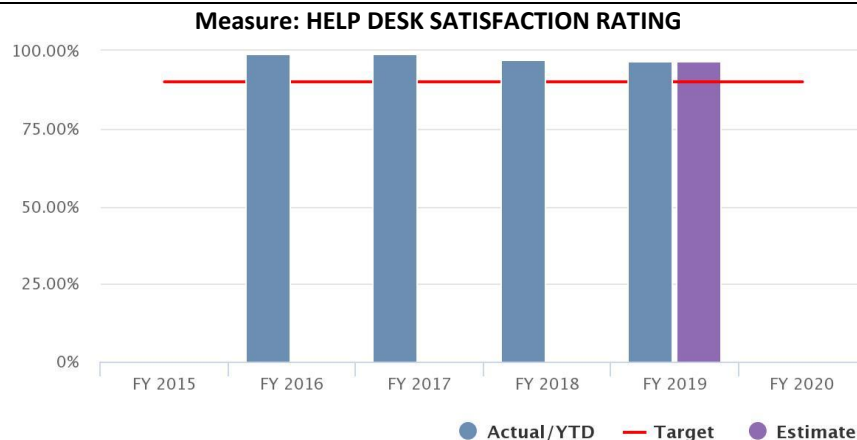
Performance Measures



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

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

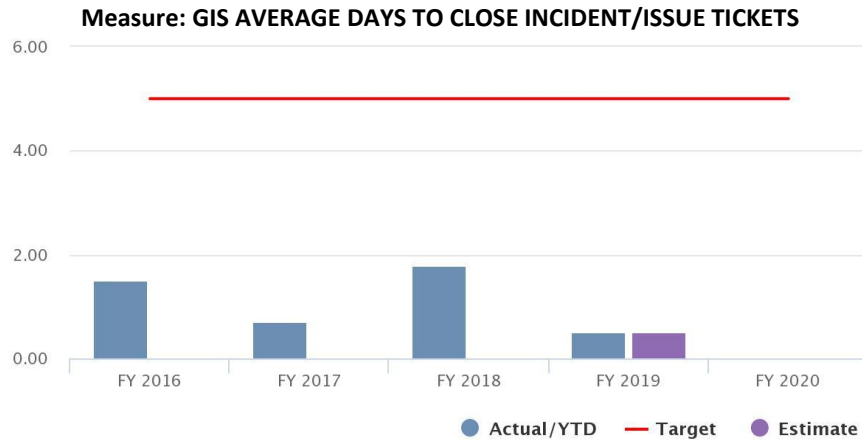
FY2019-20 target: The target of five days is not specific to the division alone. The City Technology Solutions department, in which the City/County GIS division is housed, has a five-day target for all tickets.



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

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

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

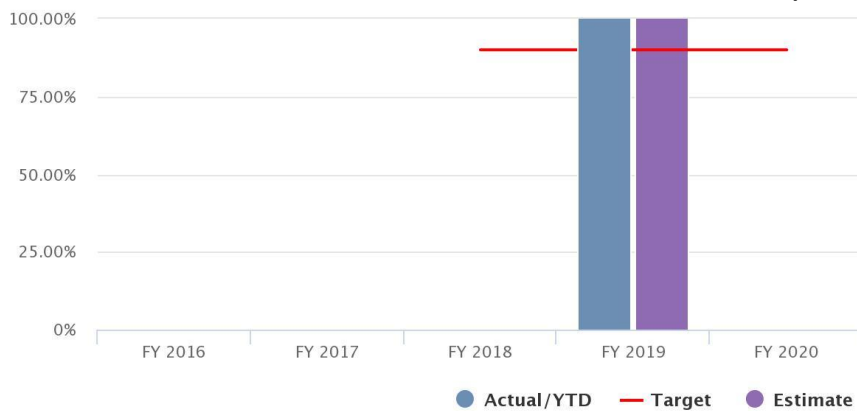


Measure description: This measures the number of days it takes the GIS division to close an ‘incident/issue’ ticket. Currently the tickets are broken down into three categories: (1) Keep the Lights On (KTLO), (2) General Request, (3) and Incidents/Issues. Incident/issue tickets are those reporting a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

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

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

Measure: COUNTY SATISFACTION SURVEY: PERCENT SATISFACTION WITH CITY/COUNTY GIS



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

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

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

NONDEPARTMENTAL



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

Description

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

Budget

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

Budget Highlights

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

TRANSFERS



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

Description

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

Transfers from the General Fund will be made to the Capital Finance Fund, Benefits Plan Fund, Reappraisal Reserve Fund, and Leo Special Separation Allowance Fund as follows:

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

Beginning in FY2004-05, certain dedicated revenues were budgeted for Capital Finance Fund support (largely annual debt service payments for County and DPS capital projects). Those revenue sources are the two one-half cent sales taxes (Article 40 and Article 42) and the county's portion of the occupancy tax. In 2011 Durham County voters approved a new quarter cent sales tax (Article 46) of which a portion is allocated to support Durham Public School debt service. This portion is collected in the General Fund and is transferred to the Capital Finance Fund similar to Article 40 and Article 42 sales tax. The total amount of the transfer represents the budgeted amount of each of the four individual revenues (see Capital Finance Fund pages). Other General Fund transfers includes support for an Energy Modification project carried out by the County's Sustainability program and support for Bethesda Fire District debt taken on by the General Fund

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

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

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

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

Budget

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

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

Transfers to General Fund	
Community Health Trust Fund	\$2,650,000
Volunteer Fire District Funds	\$814,974
Debt Service Fund	\$714,139
TOTAL TRANSFERS IN	\$4,179,113

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

VEHICLES AND EQUIPMENT



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

Description

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

Effective in FY2005-06, the Internal Service Fund used for capital purchases was discontinued and this fund center was created for all vehicle and equipment purchases. As the size of the county's vehicle fleet grew and the number of vehicle replacements, vehicle additions and equipment requests increased, the ability of the Internal Service Fund to support these needs diminished. In order to implement a more consistent replacement schedule as well as fund new purchases, the county continues to use the General Fund or bank financing to support requested needs.

Budget

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

Budget Highlights

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

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

Vehicles

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

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