



General Government

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

Business Area Name	FY 2019-20 Actuals	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.	Dept. % of Funct. Area
Board Of County Commissioners	\$628,391	\$639,548	\$630,061	\$770,827	\$770,827	20.53%	0.56%
County Administration	\$2,488,790	\$2,708,272	\$2,968,766	\$3,647,490	\$3,717,490	37.26%	2.71%
Finance	\$3,302,126	\$3,230,695	\$3,147,061	\$3,184,682	\$3,343,013	3.48%	2.44%
Tax Administration	\$5,562,259	\$6,173,714	\$6,427,498	\$6,372,838	\$6,372,838	3.23%	4.65%
Legal	\$2,549,361	\$2,562,529	\$2,531,034	\$2,608,504	\$2,608,504	1.79%	1.90%
Court Facilities	\$472,493	\$342,977	\$386,811	\$377,955	\$383,805	11.90%	0.28%
Elections	\$2,351,135	\$2,374,482	\$4,673,691	\$3,095,065	\$3,095,065	30.35%	2.26%
Register Of Deeds	\$1,737,498	\$1,954,097	\$2,084,070	\$1,923,208	\$1,973,208	0.98%	1.44%
General Services	\$12,819,045	\$12,929,433	\$14,981,111	\$15,845,422	\$15,475,206	19.69%	11.29%
Information Technology	\$10,119,950	\$10,996,099	\$12,443,041	\$12,215,048	\$12,275,193	11.63%	8.96%
Human Resources	\$2,103,569	\$2,375,161	\$2,697,932	\$2,934,972	\$2,934,972	23.57%	2.14%
Budget & Management Services	\$803,398	\$914,171	\$847,795	\$882,521	\$882,521	-3.46%	0.64%
Veterans Services	\$314,015	\$365,431	\$391,285	\$367,529	\$367,529	0.57%	0.27%
Geographic Information Systems	\$498,843	\$519,091	\$519,091	\$529,072	\$468,927	-9.66%	0.34%
Nondepartmental	\$71,591,994	\$74,609,604	\$72,137,055	\$75,297,393	\$82,402,564	10.44%	60.12%
Total	\$117,342,868	\$122,695,304	\$126,866,302	\$130,052,526	\$137,071,662	11.72%	100.00%

BOARD OF COUNTY COMMISSIONERS

Description

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

Budget

Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Expenditure	\$281,194	\$282,122	\$278,002	\$395,002	\$395,002	40.01%
Personnel	\$178,467	\$178,152	\$179,190	\$188,292	\$188,292	5.69%
Operating	\$102,727	\$103,970	\$98,812	\$106,710	\$106,710	2.64%
Transfers Out				\$100,000	\$100,000	
Net County Cost	\$281,194	\$282,122	\$278,002	\$395,002	\$395,002	40.01%

Budget Highlights:

- The FY 2021-22 budget includes a BoCC Contingency Plan budgeted at \$100,000. The Contingency Plan was temporarily removed from FY 2020-21 as a budget reduction due to the economic uncertainties during the Covid-19 pandemic. The Contingency Plan was reinstated in FY 2021-22 budget.

CLERK TO THE BOARD



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

Description

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

Programs

Agenda Management Process

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

Citizen Boards & Appointments

Citizen Boards and Commissions allow for citizen participation and involvement in County Government through the appointment process, with over 40 active Boards and Commissions of appointed volunteers. Not only do the Boards and Commissions serve to advise the BOCC on a wide range of policy issues, they also provide accurate, transparent and current information to all County citizens. Some of these boards are designated by statute for a specific purpose. The Clerk to the Board strives to meet the needs and expectations of every customer in a timely manner. Providing a positive customer experience to individuals who contact our office is critical to improving County interactions and aligns with the Strategic Plan Goal 5 - Accountable, Efficient and Visionary Government.

General Government Records Management

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

Open Meeting Laws Compliance

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

Public Documents/Ordinances & Minutes

The Documents/Ordinances & Minutes program provides vital support to the elected Board of County Commissioners (BOCC) and citizens by preparing, maintaining, researching, and transmitting accurate public documents— documents such as Ordinances and Minutes which are not considered confidential and pertain to the conduct of Durham County

government and the BOCC. Minutes serve as an official and legal record of meeting decisions and can be used to track progress and detail future plans. An ordinance is a law passed by a municipal government. Accurate public documents provide official, transparent, historical, and current information to County citizens and ensure accountability is maintained.

Budget

Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Expenditure	\$347,196	\$357,426	\$352,059	\$375,825	\$375,825	5.15%
Personnel	\$246,877	\$271,308	\$265,080	\$275,316	\$275,316	1.48%
Operating	\$100,319	\$86,118	\$86,979	\$100,509	\$100,509	16.71%
Net County Cost	\$347,196	\$357,426	\$352,059	\$375,825	\$375,825	5.15%

FY 2019-20 Actual FTE	FY 2020-21 Original FTE	FY 2020-21 Estimated FTE	FY 2021-22 Requested FTE	FY 2021-22 Approved FTE
4.00	4.00	4.00	4.00	4.00

Performance Measures

Measure: PERCENTAGE OF AGENDAS DISTRIBUTED TO THE BOCC AT LEAST FOUR BUSINESS DAYS PRIOR TO MEETING



Measure description: This measures the percent of agendas distributed to the Board of County Commissioners (BOCC) at least four (4) business days prior to a meeting. Agendas allow the public and the Board to know which topics will be discussed at meetings and which official actions may take place. Despite the pandemic, the Clerk managed to continue distributing the agenda to the BOCC in a timely manner which ensures the advancement of County business. The Clerk has worked to create a seamless virtual environment in which County staff and the Board are connected enough to prevent any significant mishaps that could delay agenda distribution. Clerk staff also strives to quickly respond to County staff when questions arise or Legistar troubleshooting help is needed. The Clerk will continue to provide the necessary resources to County staff which promotes the submission of agenda items (and the distribution of the agenda) in a timely fashion. One such resource is the Agenda Processing Schedule, which is distributed at the beginning of every calendar year and available on the County’s MyDCo system.

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



Measure description: This essentially measures the rate at which meeting minutes are completed and distributed to the Board for approval within 40 days of the meeting. Receiving the minutes in a timely manner allows the Commissioners and staff to follow up with directives given during meetings. Due to the March 2020 malware attack and the immediately following pandemic, staff struggled to complete and submit minutes within the given deadline. Staff was without access to computers for some time and was unable to work on anything that required them. Once the IS&T Department was able to restore computer and network access, staff prioritized the completion of minutes and was able to slowly catch up and maintain the expected rate. Clerk staff is currently operating within the given deadline and will continue to prioritize completion of accurate and precise minutes. Not only does the public rely on minutes as a record of Board actions, but staff also collects information for Board directives—which have their own completion deadlines. Clerk staff will continue to prioritize the completion of accurate and precise minutes. Assuming there are no future malware attacks or system failures of any kind, staff will continue to be able to meet the set deadline.

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 communication techniques including social media, printed materials, broadcast videos, blogs, online forums, and regular meetings across the community to ensure that residents receive timely communication about the operations of Durham County.

Executive Leadership and Management

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

Internal Audit

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

State and Legislative Affairs

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

Budget

Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Expenditure	\$2,488,790	\$2,708,272	\$2,968,766	\$3,647,490	\$3,717,490	37.26%
Personnel	\$2,086,291	\$2,337,515	\$2,352,898	\$2,802,732	\$2,802,732	19.90%
Operating	\$402,499	\$370,757	\$615,868	\$737,918	\$807,918	117.91%
Capital				\$6,840	\$6,840	
Transfers Out				\$100,000	\$100,000	
Revenue	\$0	\$51,694	\$130,559			-100.00%
Intergovernmental		\$51,694	\$30,559			-100.00%
Other Revenues			\$100,000			
Net County Cost	\$2,488,790	\$2,656,578	\$2,838,207	\$3,647,490	\$3,717,490	39.94%

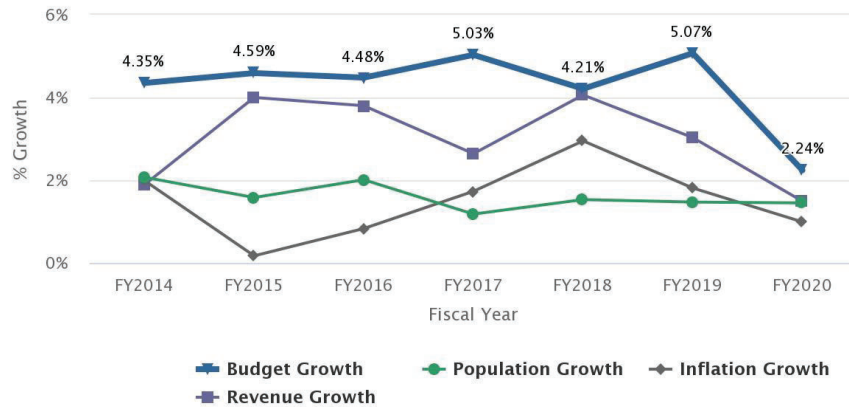
FY 2019-20 Actual FTE	FY 2020-21 Original FTE	FY 2020-21 Estimated FTE	FY 2021-22 Requested FTE	FY 2021-22 Approved FTE
18.00	19.00	20.00	22.00	22.00

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.
- The County Manager’s contingency fund was removed from the budget in FY 2020-21 due to the economic downturn related to the COVID-19 pandemic. In the FY 2021-22 budget the manager’s contingency fund was reinstated in the budget (\$100,000).
- Two new FTEs, a Racial Equity Specialist and Community Analyst. The budget also includes two paid graduate student internships to support racial equity efforts.
- An internal reorganization moved a full-time employee (1 FTE) from Public Health to the County Administration office.
- Bull City United, a violence interruption program was significantly expanded for FY 2021-22 due to an interlocal agreement with the City of Durham. Due to this expansion and the similarity of their programmatic missions, My Brother’s Keeper in the County Administration business area and Bull City United and Project Build in the Public Health business area have been consolidated into their own business area
- The Nonprofit Funding program was altered to provide grants to Durham County nonprofits that are focused on equity and COVID-19 relief. Part of the new Nonprofit funding program expenses now located in the County Administration department (\$284,700). Previously, nonprofit funding expenses were housed in non-departmental. Per Board of County Commissioner direction, expenses housed in non-departmental have been moved to relevant departments. The appendix of this document has more detail about all Durham County non-profit funding.
- The Decrease in intergovernmental revenue is due to ending the ICMA Fellow Program which was previously jointly funded with the City of Durham. Both organizations have moved to individual fellowships.

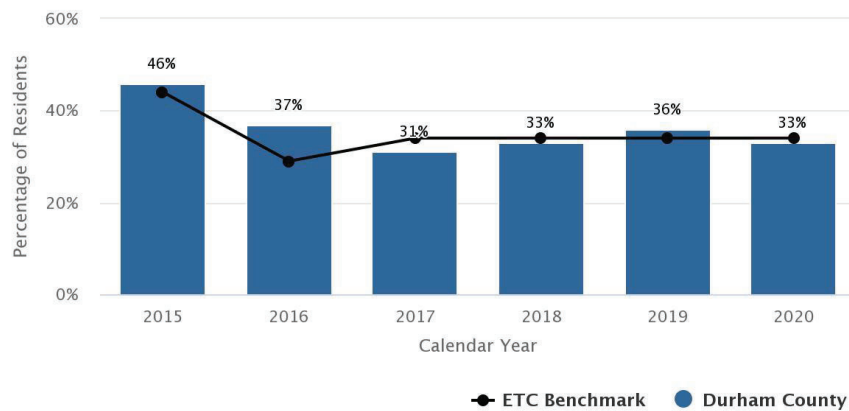
Performance Measures

DURHAM COUNTY BUDGET GROWTH COMPARED TO POPULATION AND INFLATION GROWTH



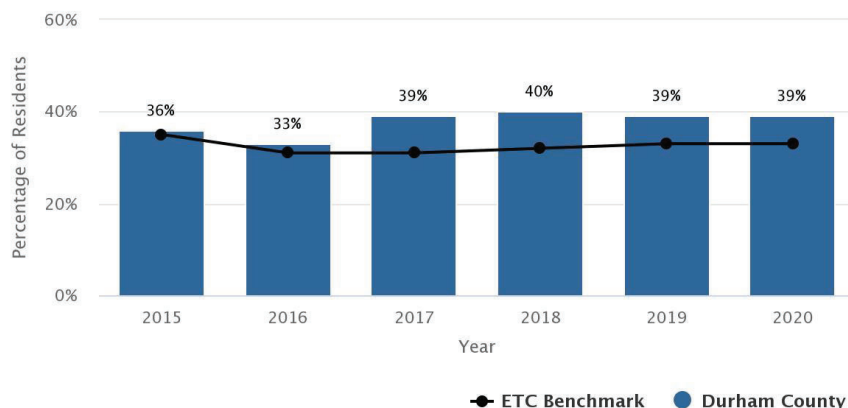
Measure description: This measure is intended to be a broad guide for comparing annual growth of the General Fund budget to other potential “growth in cost” drivers each year: inflation growth, population growth of Durham County, and natural growth of primary revenue sources. While the General Fund budget may not be directly responsive with these other variables, this measure is intended to provide high-level comparative insight. Historically, growth of the General Fund budget has tracked similarly to the other three variables. Recent data points reflect the emerging realities of the potential economic impact of the pandemic. While the COVID-19 crisis only “impacted” the last three to four months of FY 2019-20, the effect is seen in the three measures that are directly economic related. The CPI alone appears to have been on pace to grow as in recent years, if not greater, and since April has instead showed marked drops. The County revenue growth has also shown a similar decline as expected with curtailed Sales Tax revenue and potential decreased Property Tax collection. These led to the obvious slowing of budget growth as seen in the percentage being half of the past five or six years. *Note: Budget, revenue, and population growth are fiscal year and inflation growth is calendar year. It is important to note that all data points in this measure come from growth percentages calculated from July of the year indicated to July of the prior year.*

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 County efforts to keep residents informed about local issues aligns with the effectiveness of the County’s communication and engagement strategy, which is in the early stages of development. The communication and engagement strategy, which is in the early stages of collaborative development, will be built on a foundation of racial equity and is for the purpose of equitably and inclusively coproducing public goods. Within this strategy development process, we will identify how to measure success. The measure averaged 34% between 2016 and 2020 which is on target with the ETC benchmark. During COVID-19, departments have adapted to maintain consistency in their connections to community. We are in the early years of administering the City/County Resident Satisfaction Survey and determining the interdependent influences that affect the responses to the chosen measures. The ETC benchmark is the average for US communities with 250,000 or more residents.

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



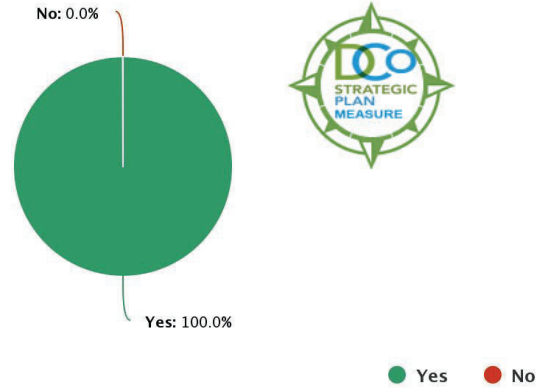
Measure description: The degree to which residents are satisfied with the return on investment of their tax dollars measures how they view their quality of life per the contributing County services. This quality-of-life measure identifies resident satisfaction with Durham County’s fiscal responsibility and the conversion of local capital into well-being for residents. Data for this measure is collected annually via the City/County Resident Satisfaction Survey. The rating for this measure may increase with more information sharing to include how the County is fiscally responsible and how the County converts tax dollars into quality-of-life services. The measure has remained at about 39% between 2017 and 2020 and above the ETC benchmark. The target is the established ETC benchmark. We are 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 average for US communities with 250,000 or more residents.

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



Measure description. The measure of resident satisfaction with public involvement in local decisions aligns with the effectiveness of the County’s communication and engagement strategy, which is in the early stages of development. Public participation is an essential component of the local decision-making process. Residents affected by local decisions have the right to be involved in the decision-making process. The communication and engagement strategy, which is in the early stages of collaborative development, will be built on a foundation of racial equity and is for the purpose of equitably and inclusively coproducing public goods. Within this strategy development process, we will identify how to measure success. The measure trended at about 30% between 2016 and 2019 but decreased in 2020 to 24%. Traditional engagement has been challenging during COVID-19; however, departments have adapted during this time and maintained consistency in their connections to community. The target is the established ETC benchmark. We are 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 average for US communities with 250,000 or more residents.

Measure: MAINTAIN TRIPLE A BOND RATING



Measure description: Issuers given a triple A rating from the bond agencies are judged to have the lowest credit risk (the Moody’s designation is Aaa; the S&P designation is AAA). Triple A is the highest rating that can be awarded to an entity. The County’s financial strength, fiscal management, economy, adherence to County policies and procedures, strength in the County’s internal controls, policies, and procedures, etc. are assessed by the bond rating agency. Upon completion of the assessment, the rating agency provides the County the awarded rating. This measure is trending favorably. According to Moody’s Investors Service Inc., Durham County maintains its Aaa rating for outstanding general obligation debt. Per the most recent data available as of December 2019 from the rating agencies, Durham County is one of 9 counties out of 100 in North Carolina with a Aaa bond rating, per Moody’s Investors Service, and Durham County is one of 10 counties out of 100 in North Carolina with a AAA bond rating, per S&P Global Ratings. Our credit strengths include a large tax base and diverse economy, strong reserves and liquidity supported by formal policies, and proactive management and manageable long-term liabilities and fixed costs. To be in such a small pool of counties that achieve the top bond ratings for both agencies is excellent. The County is committed to maintaining the triple A bond rating in future years. Entities rated at triple A are judged to be of the highest credit quality. This allows triple A rated entities to issue debt at lower interest rates. Durham County continues to set the target for this measure at triple A to continue to receive the lowest interest rates on issued debt, freeing up funds for other 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 the County has 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.

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 and 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 refunding occur, the savings become additional resources for funding of County services.

Budget

Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Expenditure	\$3,302,126	\$3,230,695	\$3,147,061	\$3,184,682	\$3,343,013	3.48%
Personnel	\$2,067,973	\$2,415,120	\$2,253,172	\$2,370,660	\$2,469,289	2.24%
Operating	\$723,241	\$815,575	\$804,059	\$814,022	\$873,724	7.13%
Capital	\$510,912		\$89,830			
Revenue	\$98,434,522	\$106,219,775	\$104,332,719	\$115,212,174	\$130,837,057	23.18%
Taxes	\$87,721,355	\$83,739,212	\$91,166,939	\$88,497,344	\$94,855,673	13.28%
Licenses and Permits	\$414,726	\$475,000	\$450,000	\$475,000	\$475,000	0.00%
Intergovernmental	\$7,787,588	\$2,590,000	\$12,017,438	\$6,590,000	\$11,137,419	330.02%
Investment Income	\$2,325,704	\$2,000,000	\$600,055	\$1,500,000	\$1,000,000	-50.00%
Rental Income	\$27,471	\$11,200	\$6,200	\$6,200	\$6,200	-44.64%
Other Revenues	\$157,679		\$92,087			
Transfers In		\$17,404,363		\$18,143,630	\$23,362,765	34.24%
Net County Cost	(\$95,132,396)	(\$102,989,080)	(\$101,185,658)	(\$112,027,492)	(\$127,494,044)	23.79%

FY 2019-20 Actual FTE	FY 2020-21 Original FTE	FY 2020-21 Estimated FTE	FY 2021-22 Requested FTE	FY 2021-22 Approved FTE
27.00	26.00	26.00	27.00	27.00

Budget Highlights

- The slight increase in Finance’s personnel line it due to the reinstatement of an Accountant position (1 FTE). Due to a malware attack in Spring 2020 vacant positions across the County were re-organized to strengthen the Information Services Technology, IS&T, department’s cyber security. Finance was one of the departments that provided a position to IS&T in the previous fiscal year but received a reinstatement of the position in the FY 2021-22 budget.
- The FY 2021-22 budget includes \$40,000 in expanded contracted services with The Institute to bolster MWBE utilization at Durham Public Schools. This effort is an expansion of services rendered by The Institute to Durham County Government to support MWBE efforts.
- The American Rescue Plan Act is providing Durham County up to \$62 million over the next year. It is projected that \$31 million of that will be received in FY 2020-21 and be placed in Restricted Fund Balance (meaning it can only be spent on specific items / issues). As a part of the FY 2021-22 budget \$4,447,419 of these funds are planned to directly offset the cost of items that are already known to qualify for reimbursement related to the pandemic. Final reimbursement will only occur once all compliance and audit reviews are complete. For the Board of Commissioner’s Adopted Budget these funds are being recorded as a revenue in the Finance Department:
 - Court Facility Fees are decreased as a direct result of the pandemic and are anticipated to return to normal in the coming years: \$258,918 – Sheriff’s Office
 - The Durham Convention Center has been particularly impacted by the pandemic, creating a need for the county to increase its contribution in the short term: \$408,000 – Convention Center
 - The County is experiencing and increased need and cost for security due to the pandemic: \$528,772 – General Services
 - Increased janitorial expenses are projected as a continue proactive response to the COVID 19 virus: \$1,200,851 – General Services
 - Additional screening of employees and visitors is anticipated as County buildings return to normal status: \$514,878 – Human Resources
 - The County is offsetting 6 months of funding for Duplex Housing for Covid 19 positive families: \$36,000 – Emergency Management
 - The County is offsetting 6 months of funding for Non-Congregate Housing for Covid 19 positive families: \$900,000 – Emergency Management
 - The County is offsetting funding used to support the Black Chamber of Commerce: \$50,000 – County Management
 - The County is offsetting funding for 10 School Nurse FTE’s and 2 School Nurse Supervisor FTE’s: \$550,000 – Public Health

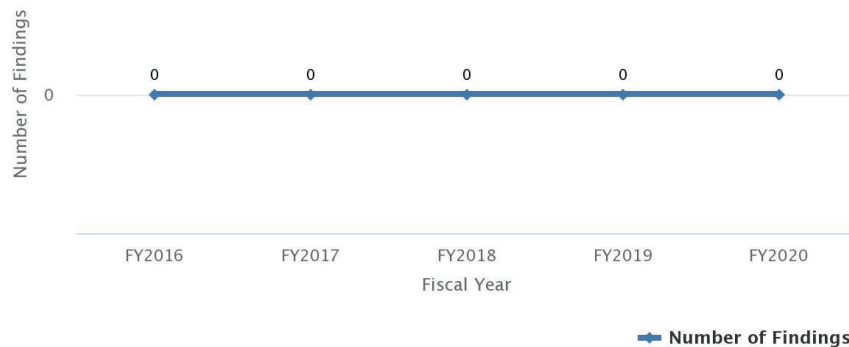
Performance Measures

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



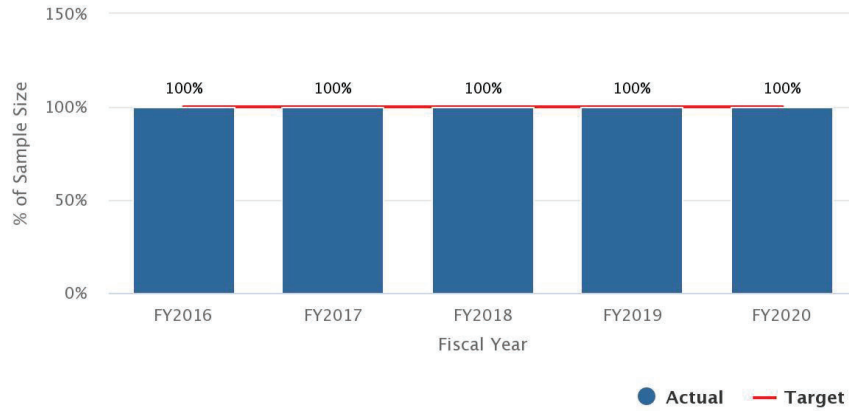
Measure description: This measures the number of findings received during the annual Single Audit related to grant and federal/state award programs. The goal is to "successfully complete the single audit with limited findings and no recurring findings for services funded with grants and/or federal and state awards and successfully complete the Compliance Report." Therefore, the goal is to reduce the number of new and recurring findings. A lack of sufficient monitoring of Durham County's funded programs to ensure compliance could result in a negative impact in the amount of federal, state, and/or grant funding (e.g., reduced and/or loss of funding) received, affecting the level of service the County is able to provide. The trend in findings has been positive compared to our target metric due to enacting testing and monitoring during the past several fiscal years of both the programs and the corrective action plans by the Finance Compliance Manager and the DSS Quality Assurance staff. This measure is trending favorably. Given the large volume of program funds flowing through the County, achieving, or exceeding the target of only four findings is excellent. Having a target of zero Single Audit findings would be unrealistic primarily due to the large volume of program funding flowing through the County per fiscal year. Having exceeded the target for the past two fiscal years, the County is committed to continuing to try to achieve this target in future fiscal years. Data for updating this measure will be available for fiscal year 2021 after October 31, 2021.

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



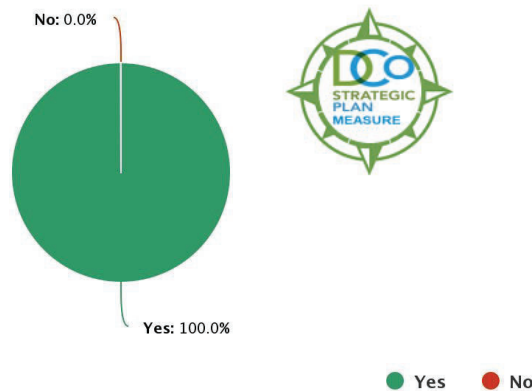
Measure description: This measure is based on the results of the financial audit conducted at the end of each fiscal year. The Finance Department is evaluated on the financial accounting, reporting, and monitoring of the County's financial activity. The goal is to "successfully complete the required annual financial audit with the audit results receiving an unqualified (clean) audit opinion and successfully complete the Comprehensive Annual Financial Report (CAFR)." Having zero audit management letter findings attests to the County's strong fiscal management, sound financial control, and adherence to internal controls. The ideal result upon completion of the annual audit is to have zero management letter findings. To achieve zero management letter findings is an excellent outcome for any governmental entity, especially for a county the size of Durham County. As such, it is Durham County's goal to achieve zero management letter findings for each annual audit. The County had no findings that would warrant an audit management letter in the past six fiscal years (five presented). Data for updating this measure will be available for fiscal year 2021 after October 31, 2021.

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



Measure description: Sample sizes for selected programs to be audited are determined by external auditors based on the level of risk for each program. The County is measuring the percentage of the sample size that did not produce material findings for the testing of grants and federal/state awards. The goal is to "successfully complete the single audit with limited findings and no recurring findings for services funded with grants and/or federal and state awards and successfully complete the Compliance Report." Increased material findings could mean questioned costs that would have to be returned to the grantor or federal or state government, and if significant, a risk of the loss of program funding, potentially affecting the level of service the County is able to provide in the area(s) receiving the material finding(s) and/or questioned cost(s). Since there were no material findings for any of the previous fiscal years, this measure is trending favorably. Given the sample size tested for Durham County, having only two Single Audit findings, which were not material, is excellent. Data for updating this measure will be available for fiscal year 2021 after October 31, 2021.

Measure: MAINTAIN TRIPLE A BOND RATING



Measure description: Issuers given a triple A rating from the bond agencies are judged to have the lowest credit risk (the Moody's designation is Aaa; the S&P designation is AAA). Triple A is the highest rating that can be awarded to an entity. The County's financial strength, fiscal management, economy, adherence to County policies and procedures, strength in the County's internal controls, policies, and procedures, etc. are assessed by the bond rating agency. Upon completion of the assessment, the rating agency provides the County the awarded rating. This measure is trending favorably. According to Moody's Investors Service Inc., Durham County maintains its Aaa rating for outstanding general obligation debt. Per the most recent data available as of December 2019 from the rating agencies, Durham County is one of 9 counties out of 100 in North Carolina with a Aaa bond rating, per Moody's Investors Service, and Durham County is one of 10 counties out of 100 in North Carolina with a AAA bond rating, per S&P Global Ratings. Our credit strengths include a large tax base and diverse economy, strong reserves and liquidity supported by formal policies, and proactive management and manageable long-term liabilities and fixed costs. To be in such a small pool of counties that achieve the top bond ratings for both agencies is excellent. The County is committed to maintaining the triple A bond rating in future years. Entities rated at triple A are judged to be of the highest credit quality. This allows triple A rated entities to issue debt at lower interest rates. Durham County continues to set the target for this measure at triple A to continue to receive the lowest interest rates on issued debt, freeing up funds for other 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 eight (8) years going forward as determined by Durham County Board of County Commissioners. The goal of reappraisal is to help ensure the county's tax burden is distributed equitably based on current property values.

Revenue Collection

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

Tax Base Assessment

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

Budget

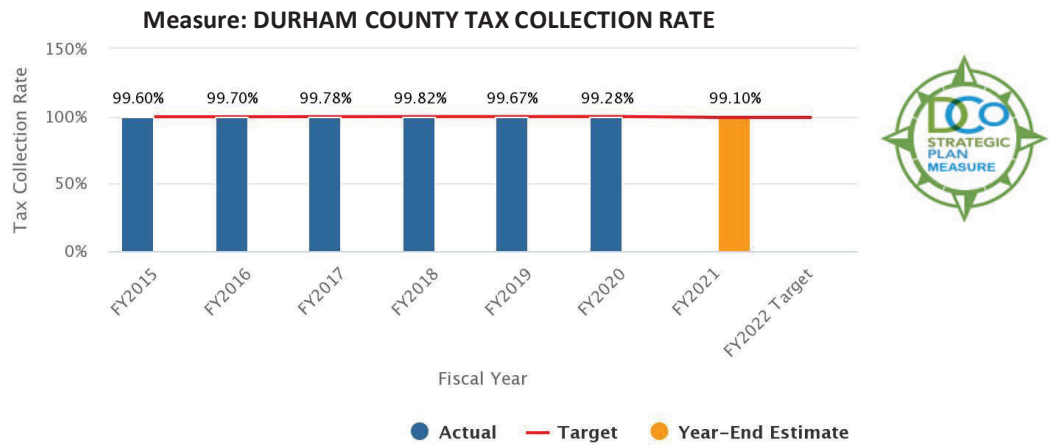
Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Expenditure	\$5,562,259	\$6,173,714	\$6,427,498	\$6,372,838	\$6,372,838	3.23%
Personnel	\$4,271,209	\$4,570,418	\$4,356,210	\$4,699,840	\$4,699,840	2.83%
Operating	\$1,291,050	\$1,603,296	\$2,071,288	\$1,672,998	\$1,672,998	4.35%
Revenue	\$283,563,448	\$279,787,933	\$288,643,952	\$287,091,961	\$297,313,660	6.26%
Taxes	\$281,334,676	\$277,818,008	\$286,523,755	\$284,997,861	\$295,219,560	6.26%
Licenses and Permits	\$16,330	\$20,000	\$15,657	\$20,000	\$20,000	0.00%
Investment Income	\$20,581	\$10,000	\$10,000	\$10,000	\$10,000	0.00%
Service Charges	\$2,144,915	\$1,889,925	\$2,087,300	\$2,039,100	\$2,039,100	7.89%
Other Revenues	\$46,946	\$50,000	\$7,240	\$25,000	\$25,000	-50.00%
Net County Cost	(\$278,001,189)	(\$273,614,219)	(\$282,216,454)	(\$280,719,123)	(\$290,940,822)	6.33%

FY 2019-20 Actual FTE	FY 2020-21 Original FTE	FY 2020-21 Estimated FTE	FY 2021-22 Requested FTE	FY 2021-22 Approved FTE
62.00	62.00	65.00	65.00	65.00

Budget Highlights

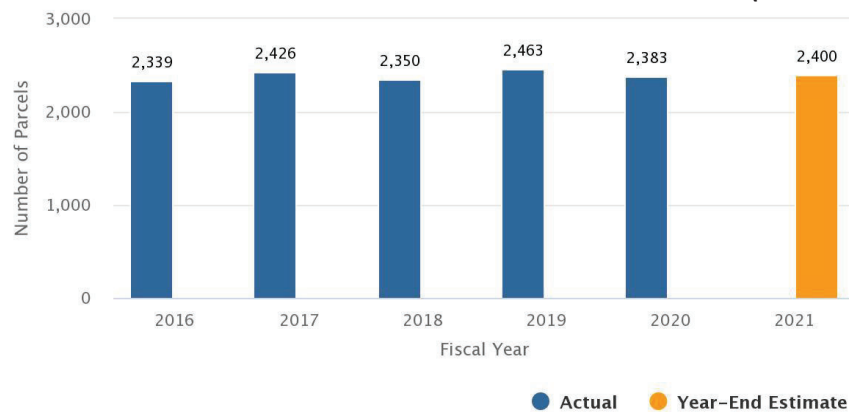
- In August 2020 the Board of County Commissioners created a Long-Time Homeowner Tax Deferment Program. Durham County property owners who have a household income of 30% or less of AMI may file an agreement with Durham County Tax Administration and Durham County Social Services for a perpetual payment plan. Once a qualifying household income is brought forth and verified, Durham County Tax will work with Durham County Social Services to establish a payment agreement with the qualifying owner that limits the amount of property taxes paid to 4% of annual household income. To support this program, three full-time employees (3 FTEs) were added to the Tax Administration department.
- Funding is allocated to support a Durham County Long-Time Homeowner grant program for residents at or below 30% of the area median income. The initiative modeled after the Mecklenburg County Homeowners with Economic Support (HOMES) program. The budget includes \$750,000 for grant allocations, with an additional \$192,119 to support administrative cost with the addition of 3 FTE's. Operating supplies and other costs will be allocated from realigned dollars. Although an initial \$750,000 is allocated for the grant program, a mid-year analysis will occur to determine if additional funds are needed for program implementation. (\$942,119)

Performance Measures



Measure description: This is a measure of the percentage of property taxes collected for budgetary purposes. Revenues derived from property taxes are a primary source of funding for local governments. A high collection rate is an indication of taxpayers paying their fair share to help fund the services and programs used by the citizens of Durham County. In past years, the property tax collection rate has remained steady. Due to impacts of COVID-19, many property owners have struggled to timely pay property taxes which impacts the overall collection rate. As citizens continue to experience economic hardships, tax revenue will most likely be slower than usual. Due to the pandemic, use of enforced collections has temporarily been suspended. It is anticipated that a large portion of the uncollected taxes for FY 2020-21 will be captured in FY 2021-22.

Measure: NUMBER OF PARCELS PARTICIPATING IN PROPERTY TAX RELIEF PROGRAMS (HOMESTEAD EXEMPTIONS)



Measure description: This measures the number of qualified parcels participating in one of three property tax relief programs: specifically, the Elderly or Disabled Exclusion, Disabled Veteran's Exclusion, or the Circuit Breaker Program. All three programs are mandated by the State of North Carolina and administered by the County. Durham's growing popularity is evidence of a healthy housing market. For most neighborhoods, this has translated to higher property values and increasing property taxes. This has spiked an interest in the existing three State property tax relief programs. Property owners qualifying for one of the three programs receive a defined exclusion off the appraised value of their property. Revitalization of certain areas has caused housing costs to rise in response to demand. Increased property taxes can lead to the displacement of long-time residents and these programs can offer 'relief' to a property owner who may not otherwise be able to afford rising property taxes. Increased property taxes due to area revitalization combined with economic uncertainty caused by the coronavirus has encouraged citizens to seek property tax assistance, which is why the year-end estimate is a bit higher at 2,400 parcels. Staff are projecting roughly 2,500 participating parcels in FY 2021-22 due to increased public awareness of tax relief programs.

COUNTY ATTORNEY



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

Description

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

Programs

DSS Legal Services

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

General Legal Services

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

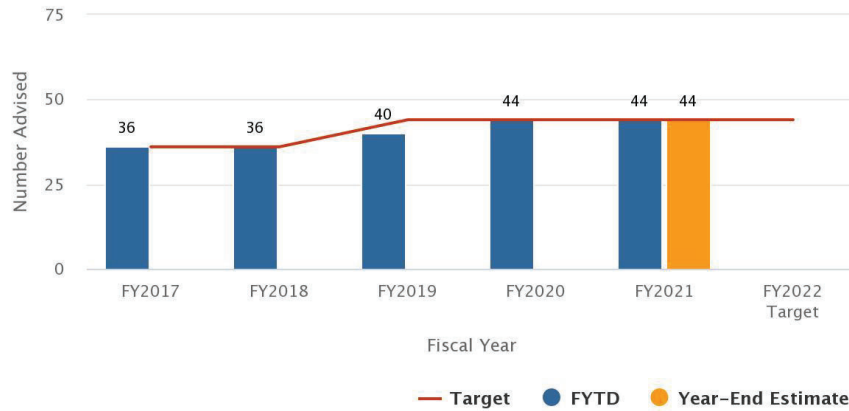
Budget

Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Expenditure	\$2,549,361	\$2,562,529	\$2,531,034	\$2,608,504	\$2,608,504	1.79%
Personnel	\$2,360,756	\$2,393,456	\$2,378,640	\$2,436,144	\$2,436,144	1.78%
Operating	\$188,605	\$169,073	\$152,394	\$172,360	\$172,360	1.94%
Revenue	\$9,463					
Contributions and Donations	\$2,300					
Service Charges	\$7,163					
Net County Cost	\$2,539,899	\$2,562,529	\$2,531,034	\$2,608,504	\$2,608,504	1.79%

FY 2019-20 Actual FTE	FY 2020-21 Original FTE	FY 2020-21 Estimated FTE	FY 2021-22 Requested FTE	FY 2021-22 Approved FTE
20.00	20.00	20.00	20.00	20.00

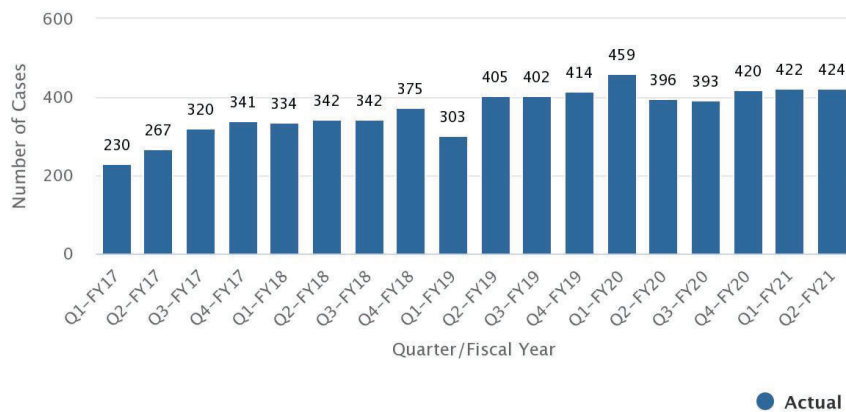
Performance Measures

Measure: AVERAGE NUMBER OF DEPARTMENTS, BOARDS, AND COMMISSIONS ADVISED



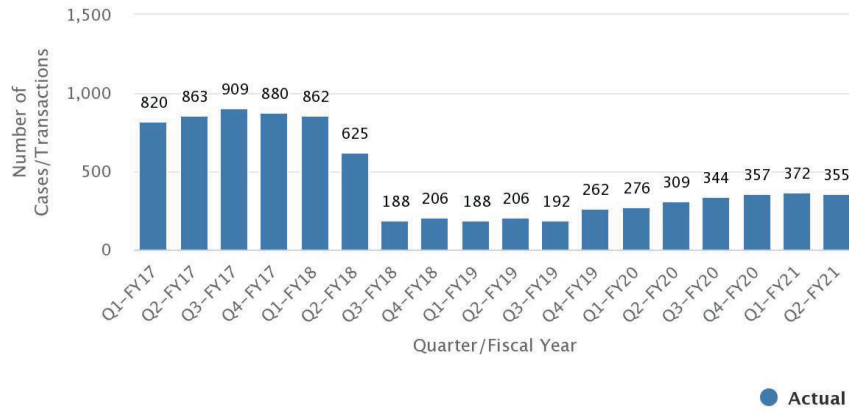
Measure description: Legal representation is provided to all departments, boards, and many commissions by the County Attorney’s Office to ensure accountability and efficiency. This measure remains consistent unless the County adds or removes departments, boards, and/or commissions. The target for this measure should be to cover the applicable number of departments, boards, and commissions as needed. If there are any changes to the number of entities the County Attorney’s Office is required or requested to counsel, the target will change accordingly. The target for FY 2021-22 remains the same at 44 because there is no expectation that the current number of departments, boards, or commissions will change.

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



Measure description: This measures the legal representation provided by the County Attorney’s Office to the Department of Social Services (DSS) and their clients in all Abuse, Neglect, and Dependency (“AND”) matters. Child Protective Services is legally mandated to conduct assessments of reports of suspected abuse and neglect as defined in Chapter 7B of the North Carolina General Statutes. Without legal representation in the Court on these matters, DSS would be at a disadvantage to intercede and protect children living in homes with reports of abuse and neglect. These cases fluctuate depending on various factors, including newly enacted laws, changing policies, and population changes. These laws and/or policies can affect the number of incoming cases staff will handle. The County Attorney’s Office has seen increases in caseloads due to increased number of petitions, but staff have also been able to close several cases over the last few months. Staff anticipates roughly 430 cases at the end of the current fiscal year. There is no target for this measure; although the ultimate goal is to get this number as low as possible, there are various factors that determine this metric that are outside the control and/or purview of this office (i.e., economy, pandemic, etc.) making it impossible to predict future numbers.

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



Measure description: This measures the total number of cases the County Attorney’s Office has open on the internal case list going back 10 years. Any items that have not been marked "closed" are considered active/open and are counted in this measure. This data encompasses all case types, except for non-personnel DSS matters, including but not limited to civil litigation, contracts, property tax appeals, public records review, personnel matters, real estate closings, etc. These case types, particularly those that are related to litigation, are very complex and are generally active/open over several years. As of the third quarter of FY 2017-18, staff closed many old files that were simply not marked as closed. Therefore, the overall number of active cases/transactions is a much more accurate number. The process to close case files has now been given a higher priority to make certain that this measure is accurate. This metric has almost doubled since the file purge of 2018. Please note that these numbers fluctuate depending on the number of issues clients (other County departments, boards, and commissions) that require legal assistance have during a given quarter. The office has received notice of additional matters that will require legal involvement, many of which may take months or years to resolve, although it is our goal to have matters resolved/dissolved before incurring additional costs and resources where possible. Thus, the year-end estimate is roughly 375 cases/transactions. A target is not necessary for this measure, as we generally have little to no indicators about the number and/or types of matters we will have 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 North Carolina judicial system is administered under a uniform court system — the General Court of Justice — which is comprised of the North Carolina Supreme Court, the Court of Appeals, Superior Courts and District Courts. An amendment to North Carolina’s Constitution, passed in November 1962, placed all courts under the jurisdiction of the state, which now pays all operating expenses of the system, including salaries.

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

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

Fund centers for each of the primary areas have been set up and are as follows: District Attorney, Clerk of Superior Court, Public Defender, Superior Court, District Court, Office of Juvenile Justice and Adult Probation and Parole Facilities. The Adult Probation and Parole Facilities cost center provides funding for office space for the Adult Probation and Parole Program.

Budget

Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Court Facilities	\$472,493	\$342,977	\$386,811	\$377,955	\$383,805	11.90%
District Attorney	\$57,133	\$108,022	\$101,547	\$110,646	\$110,646	2.43%
Clerk Of Superior Court	\$6,501	\$14,689	\$13,585	\$14,689	\$14,689	0.00%
Court Facilities	\$244,849	\$134,164	\$134,164	\$136,833	\$142,683	6.35%
Public Defender	\$158,008	\$75,473	\$127,307	\$105,158	\$105,158	39.33%
Superior Court	\$1,025	\$1,000	\$971	\$1,000	\$1,000	0.00%
Dept Of Juvenile Justice	\$4,199	\$6,429	\$6,234	\$6,429	\$6,429	0.00%
District Court	\$778	\$3,200	\$3,003	\$3,200	\$3,200	0.00%
Net County Cost	\$472,493	\$342,977	\$386,811	\$377,955	\$383,805	11.90%

Budget Highlights

- Continued funding for an Assistant Public Defender (APD) and Assistant District Attorney (ADA)
- The budget also contains \$48,000 for a Justice Center Parking Deck parking validation process for both District Attorney and Public Defender clients. Currently, any person involved in a court case at the Durham County Courthouse must pay for parking. This can be a financial burden on low-income residents and an impediment to a swift and fair trial.
 - County Courthouse staff parking is not covered in this funding amount.

ELECTIONS



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

Description

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

Programs

Campaign Finance

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

Community Outreach and Engagement

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

Elections Management

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

Precinct Official Recruitment and Retention

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

Budget

Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Expenditure	\$2,351,135	\$2,374,482	\$4,673,691	\$3,095,065	\$3,095,065	30.35%
Personnel	\$1,538,555	\$1,625,441	\$2,402,323	\$1,892,637	\$1,892,637	16.44%
Operating	\$760,256	\$749,041	\$2,210,083	\$1,202,428	\$1,202,428	60.53%
Capital	\$52,324		\$61,285			
Revenue	\$603,504	\$175	\$2,000,783	\$659,300	\$659,300	376642.86%
Intergovernmental			\$2,000,783			
Service Charges	\$603,504	\$175		\$659,300	\$659,300	376642.86%
Net County Cost	\$1,747,631	\$2,374,307	\$2,672,908	\$2,435,765	\$2,435,765	2.59%

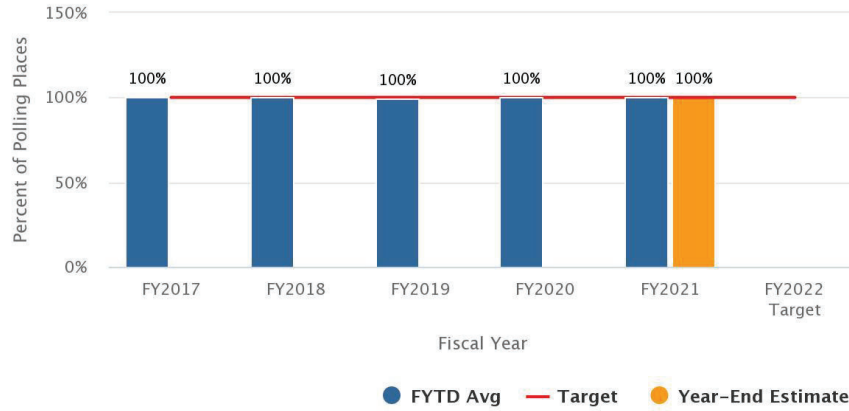
FY 2019-20 Actual FTE	FY 2020-21 Original FTE	FY 2020-21 Estimated FTE	FY 2021-22 Requested FTE	FY 2021-22 Approved FTE
11.00	11.00	11.00	11.00	11.00

Budget Highlights

- The significant increase in service charge revenue is due to the City of Durham's two municipal elections. The County Board of Elections will run both municipal elections, and the City of Durham will reimburse the County for those expenses. Other increases to the operating budget are related to increased janitorial services, mail-in ballots (postage), and security costs for the Spring 2022 Primary Election.

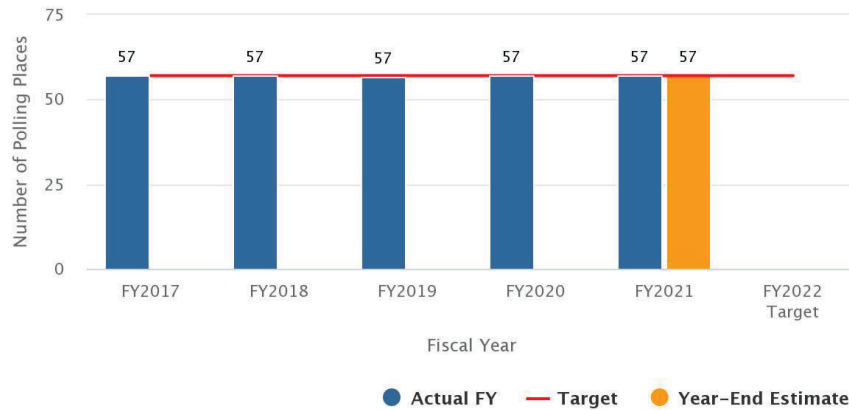
Performance Measures

Measure: AVERAGE PERCENT OF POLLING PLACES REACHING ADA COMPLIANCE



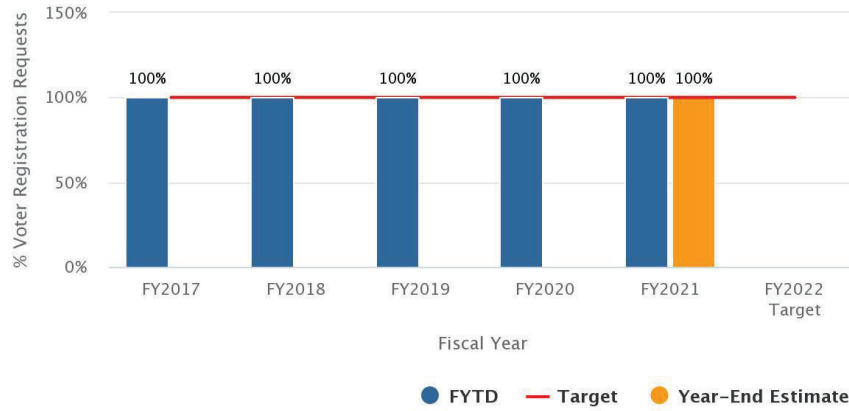
Measure description: This measure shows the average percent of polling places in Durham County with accessibility meeting the compliance standards set forth in the Americans with Disabilities Act (ADA) of 1990. The current average percent of polling places meeting ADA compliance is consistent with previous reporting periods at 100%. In the event that staff finds a polling place that is not ADA compliant, an alternative facility will need to be used if ADA measures cannot be remedied.

Measure: NUMBER OF POLLING PLACES IN PRECINCT OR IN AN ADJACENT PRECINCT



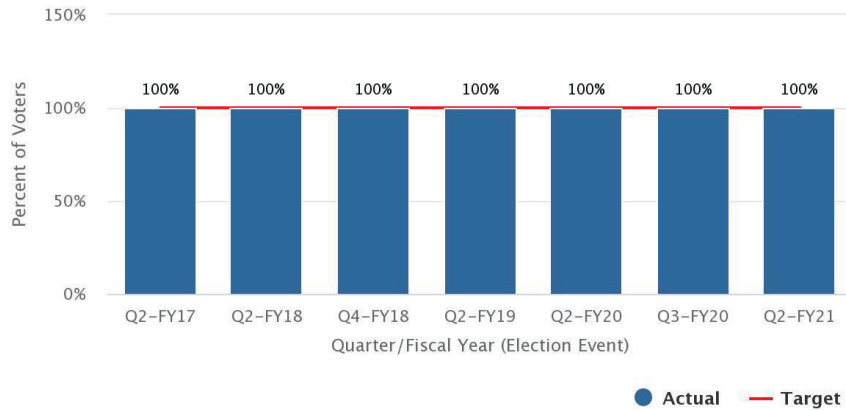
Measure description: This measure shows the number of polling places located within or adjacent to the 57 precincts in Durham County. Providing every citizen in Durham County access to a polling place within close proximity of their home ensures access to elections. The current number of polling places in precinct or in an adjacent precinct is consistent with data that were entered for previous quarters and this number should remain unchanged for FY 2021-22.

Measure: PERCENT OF VOTER REGISTRATION REQUESTS PROCESSED WITHIN 48 HOURS



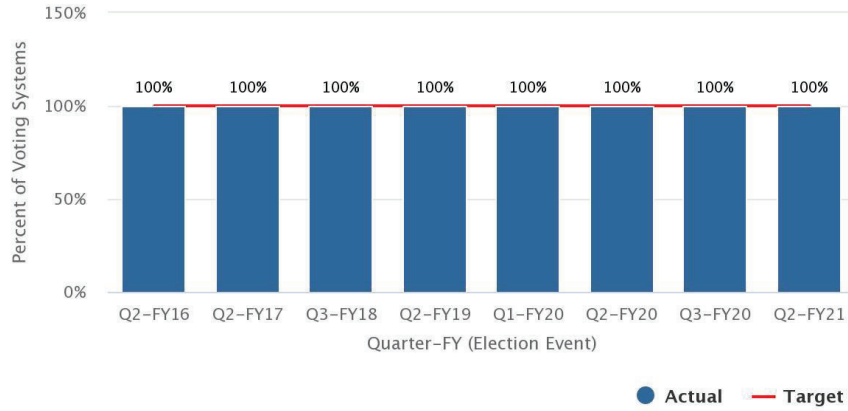
Measure description: The measure shows the percent of voter registration requests processed within 48 hours. For optimal efficiency and customer service, it is the mission of the Board of Elections to process all voter registration applications received timely at our office within 2 business days of receipt. The current percent of voter registration requests processed within 48 hours is consistent with data entered previously. All voter registration requests are currently processed the same day received or no later than 24 hours. No changes are anticipated for FY 2021-22.

Measure: PERCENT OF VOTERS CASTING BALLOTS IN APPROPRIATE JURISDICTIONS



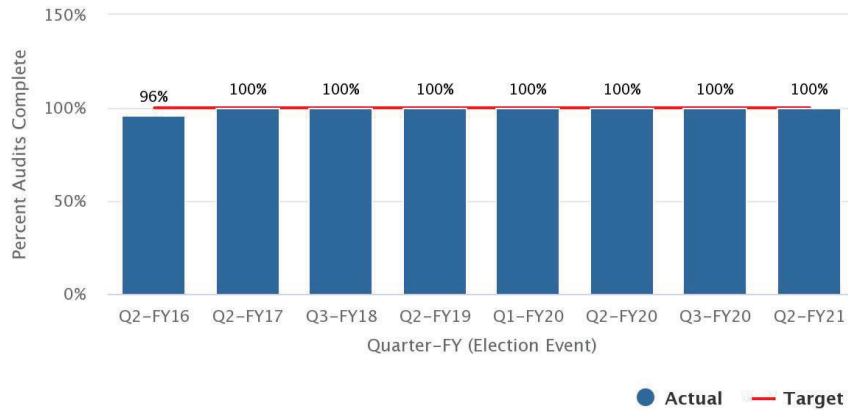
Measure description: The measure shows the percent of voters in Durham County who are able to cast a ballot appropriate for the political jurisdiction in which they reside, which is essential to the conduct of a free, fair, and valid election. Our goal is to ensure that every ballot in Durham County is properly cast. The percent of voters casting ballots in appropriate jurisdictions is trending consistently to previous quarters where elections were present. There was one election (2020 General) during FY 2020-21 Q2, and it was completed with successful canvass results.

Measure: PERCENT OF VOTING SYSTEMS RECEIVING LOGIC AND ACCURACY TESTING



Measure description: This measures the percent of voting systems receiving logic and accuracy testing. Testing of voting equipment and electronic pollbooks for logic and accuracy ensures no widespread system failures occur, which may negatively impact voting. The percent of voting systems receiving logic and accuracy testing is trending favorably this quarter, as in previously entered quarters. Logic and accuracy testing is performed on all voting equipment and electronic pollbooks to ensure proper coding and election information is in place for election day events.

Measure: PERCENT OF POST-ELECTION AUDITS COMPLETED



Measure description: On Election Night, poll workers return election supplies and ballots to the Board of Election's office. Fully accounting for all necessary supplies and ballots ensures the legitimacy of the voting that occurred in Durham County's 57 precincts. The percent of post-election audits completed are trending consistently and favorably. All precincts completed successful post-election audits with the 2020 General Election during this quarter (FY 2020-21 Q2).

REGISTER OF DEEDS



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

Description

The mission of the Office of Register of Deeds is to act as the legal custodian of all land title and land transaction documents, as well as vital records documents for marriages, births, and deaths that occur in Durham County. Additionally, the Office files military discharge records, certain business name registration, and administers the oath to notaries public. The Office is committed to providing exemplary state-of-the-art services to the citizens, legal professionals, and other Office users. In carrying out this mission, the Durham County Office of Register of Deeds adheres to guidelines set forth by North Carolina General Statutes, North Carolina state law and the principles of the professional organizations for Registers of Deeds. Of additional significance to the Office is that in 2002, pursuant to G.S. 161-10, the North Carolina General Assembly created The Automation Enhancement and Preservation Fund. The proceeds of this fund, at the direction of the Register of Deeds, shall be expended on computer or imaging technology and needs associated with the preservation and storage of public records in the Office of the Register of Deeds. The statute further provides that “Nothing in this section shall be construed to affect the duty of the board of county commissioners to furnish supplies and equipment to the Office of the Register of Deeds.”

Programs

Administration

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

Real Estate Intake

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

Vital Records Intake

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

Budget

Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Expenditure	\$1,737,498	\$1,954,097	\$2,084,070	\$1,923,208	\$1,973,208	0.98%
Personnel	\$1,296,519	\$1,270,364	\$1,270,364	\$1,305,356	\$1,305,356	2.75%
Operating	\$425,111	\$683,733	\$813,706	\$617,852	\$667,852	-2.32%
Capital	\$15,868					
Revenue	\$6,444,746	\$5,600,000	\$6,400,304	\$6,120,520	\$6,520,520	16.44%
Service Charges	\$6,440,808	\$5,600,000	\$6,400,000	\$6,120,000	\$6,520,000	16.43%
Other Revenues	\$3,938		\$304	\$520	\$520	
Net County Cost	(\$4,707,248)	(\$3,645,903)	(\$4,316,234)	(\$4,197,312)	(\$4,547,312)	24.72%

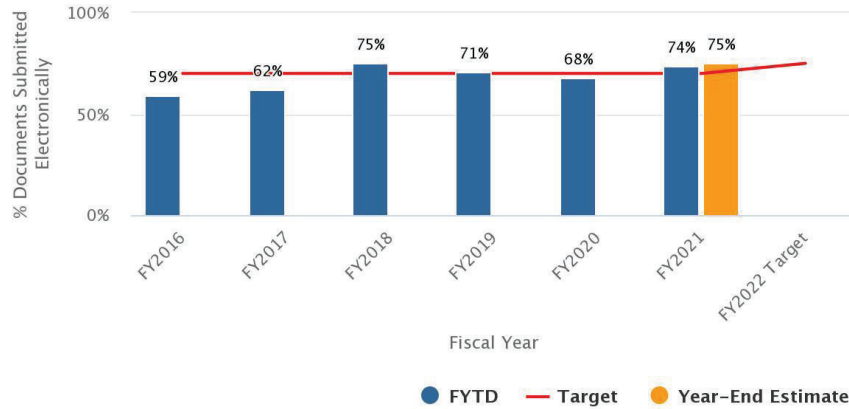
FY 2019-20 Actual FTE	FY 2020-21 Original FTE	FY 2020-21 Estimated FTE	FY 2021-22 Requested FTE	FY 2021-22 Approved FTE
19.00	19.00	19.00	19.00	19.00

Budget Highlights

- Automation Account funds will be used for professional consulting services to assist with the installation of the new recording software.
- The conservation, preservation, and digitalization of the original deed books also will be funded by the Automation Account (multi-year project)
- Passport services will resume under the guidance of the US Passport Office.

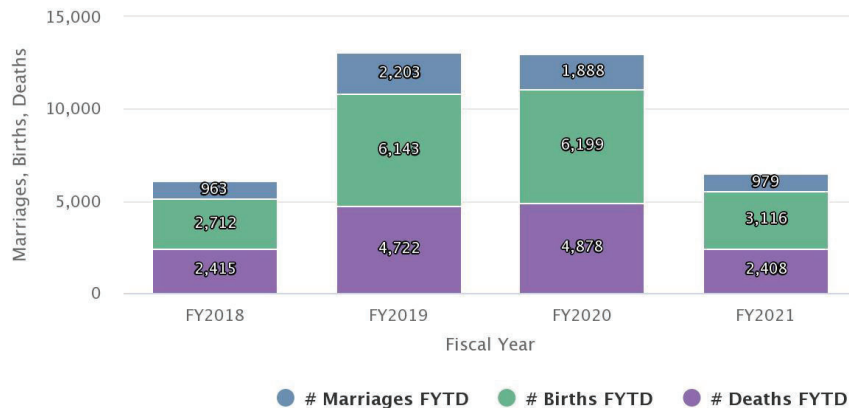
Performance Measures

Measure: AVERAGE PERCENTAGE OF REAL ESTATE DOCUMENTS SUBMITTED ELECTRONICALLY

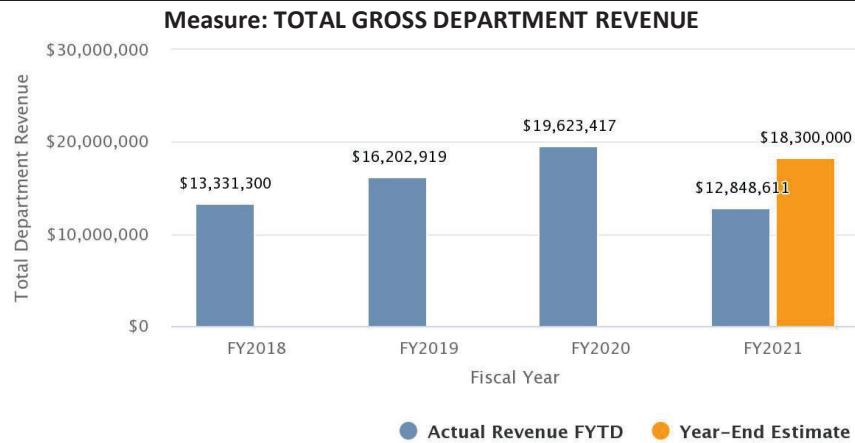


Measure description: This is a measure of the percentage of real estate documents filed electronically through the department. This is important because it indicates the effectiveness and overall utility of the technological services available to customers in the office. These services reduce wait times for filing, increase the speed at which services can be delivered, and provide a platform for customers to interact with the office remotely. As individuals gain access to more sophisticated technology, options such as electronically recording documents become easier to do. Users who conduct business regularly with the Register of Deeds Office have found that using this method of filing can save time and money by reducing transportation and filing times, which in turn allows them to operate their business more efficiently. This measure will likely remain static since the entities most likely to benefit from this service have already been contacted and integrated. The remaining 25% will be comprised mainly of individuals who cannot use the service or have chosen not to. This number is projected to remain relatively consistent for the rest of FY 2020 and for FY 2021 because even though more documents will likely be filed in the office, the rate of submission will be the same for each method of filing.

Measure: DURHAM COUNTY MARRIAGES, BIRTHS, AND DEATHS



Measure description: Three pieces of Durham County demographic data are being collected with this measure: marriages, births, and deaths. These indicators are high level measures of how the population of Durham may be trending. These indicators have elements connected to all five of Durham County's strategic goals. This measure gives a very high-level view of some of the life cycles of Durham residents. Immigration to the area, access to healthcare, quality of life, and area desirability are all some of the aspects that can have an impact on the variability of these numbers. As stated, the trends for this measure are based on the confluence of several different aspects, both locally and nationally. The impact of COVID-19 appears to be present in each category; most notably, a slightly higher number of deaths. Staff estimates ending the year at around 2,000 marriages, 6,000 births, and 5,000 deaths based on current trends.



Measure description: The total gross department revenue is being captured with this measure. Since the amount of revenue generated in the Register of Deeds Office can speak to the general strength of certain community sectors, this number and its benchmarks can help to paint a picture associated with that general strength. Gross department revenue includes escrows and money that is distributed to other state accounts, which is different from net department revenue, which the County keeps. As more data is collected, this trend will largely rise and fall based on the sale and development of real estate in Durham. It might be useful to note that there may not be a direct correlation between the Total Document Intake for the Register of Deeds Office and Total Department Revenue because different economic conditions often drive what types of documents are filed in the office. There may be years where a similar number of documents are filed overall; however, they have different total revenues since certain document filings can generate more money than others (e.g. - documents with excise stamps). As stated, the trend for this measure is based on the confluence of several different aspects, both locally and nationally. At the local level, the promotion of strong communities through initiatives, policy, and engagement can help support improving trends in this area. Durham has seen large increases in migration to the area which means more land transactions are occurring. With the number of individuals moving to the area continuing to rise, land acquisition, new construction, and home sales rates should also increase. This should result in rising revenue. Staff is projecting to collect roughly \$18.6 million in total revenue in FY 2021-22.

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 program maintains, repairs, and ensures proper operations of facilities owned 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 Public Buildings program supports include the Courthouse (318,533 SF), the Human Services building (293,507 SF), and the 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. The Public Building program falls within the Building Division, which includes the Assistant Director of Operations, 2 Building Supervisors, Project Facilitator, and 33 Technicians FTE's.

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 Services 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 multiple shifts from 7:30 a.m. to 11 p.m.

Grounds Operation

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

Security

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

Stadium

The Stadium division facilitates the safe operation of quality sporting and entertainment events that enhance 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. The Stadium division is supported by the Stadium Manager, who reports to a 5-member Stadium Authority.

Warehouse/Fleet

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

Budget

Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Expenditure	\$12,819,045	\$12,929,433	\$14,981,111	\$15,847,922	\$15,475,206	19.69%
Personnel	\$4,707,395	\$4,985,438	\$4,897,540	\$5,397,673	\$5,078,419	1.87%
Operating	\$7,747,607	\$7,943,995	\$9,966,427	\$10,413,249	\$10,396,787	30.88%
Capital	\$364,044		\$117,144	\$37,000	\$0	
Revenue	\$390,596	\$399,500	\$223,123	\$373,500	\$373,500	-6.51%
Intergovernmental	\$39,148	\$30,000	\$30,000	\$30,000	\$30,000	0.00%
Rental Income	\$87,585	\$110,000	\$42,199	\$106,000	\$106,000	-3.64%
Service Charges	\$251,987	\$259,500	\$151,450	\$227,500	\$227,500	-12.33%
Other Revenues	\$11,876		(\$526)	\$10,000	\$10,000	
Net County Cost	\$12,428,449	\$12,529,933	\$14,757,988	\$15,474,422	\$15,101,706	20.53%

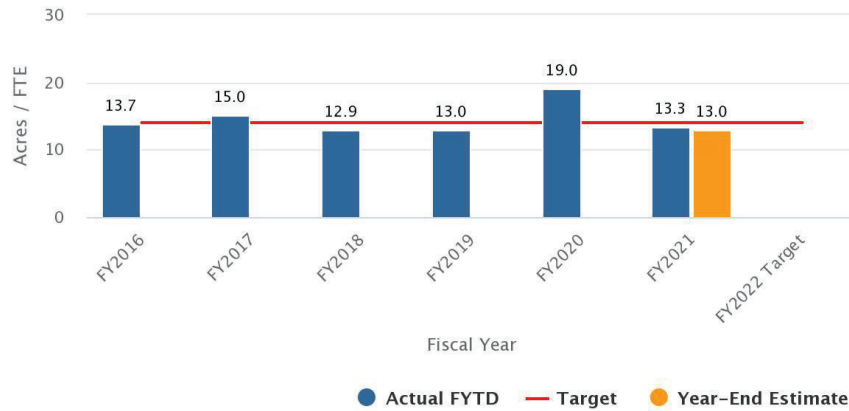
FY 2019-20 Actual FTE	FY 2020-21 Original FTE	FY 2020-21 Estimated FTE	FY 2021-22 Requested FTE	FY 2021-22 Approved FTE
76.00	74.00	74.00	80.00	76.00

Budget Highlights

- Due to the COVID-19 pandemic the County has seen a substantial increase to its janitorial services contracts. The janitorial contracts have also increased in cost due to increased vendor amounts (\$1,430,077). All the COVID-19 related expenses are eligible for the American Rescue Plan Act, ARPA, reimbursement (\$1,200,851). Similarly, the security contract for Durham County facilities has seen increases due to the COVID-19 pandemic and due to an increased hourly security contractor rate, as set by the vendor (\$694,421). All relevant expenses will be eligible for ARPA reimbursement (\$528,772).
- Additional operating funds (\$224,602) for increased security services at the Braggtown, East, and Southwest libraries are included in General Service's budget, though the security increases will be exclusively related to the Library. Security programs and security contracts are an integral part of General Services' operations, so this placement of funds makes the most sense to be managed and housed in General Services.
- In response to last year's County wide cyber-attack, the Information Services & Technology department had a plan to increase cyber security through an additional four new FTEs. As part of the FY 2020-21 budget, in order to limit the financial burden of four new positions, two vacant General Service positions were moved to IS&T. Those two positions are re-funded in FY 2021-22.

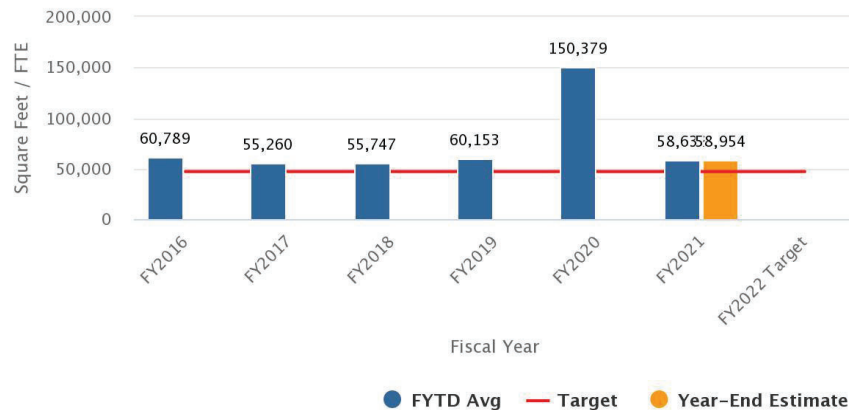
Performance Measures

Measure: AVERAGE DURHAM COUNTY GROUNDS ACRES MAINTAINED PER FTE



Measure description: This measures the correlation between the total property acreage maintained and the number of full-time employees (FTE) for grounds maintenance. It is important to ascertain if the division is properly staffed to adequately and appropriately maintain the properties owned/leased by Durham County Government and those agencies with interlocal agreements. This measure stays fairly consistent due to the fact that when facilities are added into General Services inventory for maintaining, the property is already maintained by the landlord. The biggest fluctuations occur when General Services has to maintain abandoned properties that the County takes ownership of. There are no substantial additions forecasted to be taken over by General Services by the end of the current fiscal year. General Services gave up one position within this division in the beginning of FY 2020-21 to help another department within Durham County Government. We are expecting to regain that position in FY 2021-22.

Measure: AVERAGE DURHAM COUNTY BUILDING SQUARE FEET MAINTAINED PER FTE



Measure description: This measure shows the correlation between the total facility square footage maintained and the number of full-time employees (FTE) for building maintenance. It is important to ascertain if the division is properly staffed to adequately and appropriately maintain the facilities owned/leased by Durham County Government and those agencies with interlocal agreements. This trend has had slight fluctuations up and down due to Durham County Engineering renovating various County owned facilities. There has also been additional square footage added from other departments leasing new space, that General Services is responsible for maintaining. FY 2020-21 will end on a negative trend due to some of the above-mentioned renovations being complete. This will roll those facilities back under General Services responsibility. The target for FY 2021-22 is anticipated to be a positive trend. General Services has requested 1 new FTE within the Building Maintenance division. If received, this will help our department get closer to the industry standard goal of 1 FTE:47,000 sq ft.

INFORMATION SERVICES AND TECHNOLOGY



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

Description

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

IS&T:

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

Programs

Business Application Development and Support

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

Data Management and Information Security

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

End User (Client) Productivity and Support Service

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

Leadership and Executive Management

The Leadership and Executive Management Program provides leadership, guidance and support for all Information Services & Technology to ensure deployment of business solutions that incorporate strategic planning initiatives and governance effectively. This includes Budget and Financial Management for IS&T, Project Management, End-user communications and training, Managing for Results, Human Resource Representation, Strategic Consulting and Planning.

Technology Communications and Infrastructure

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

Budget

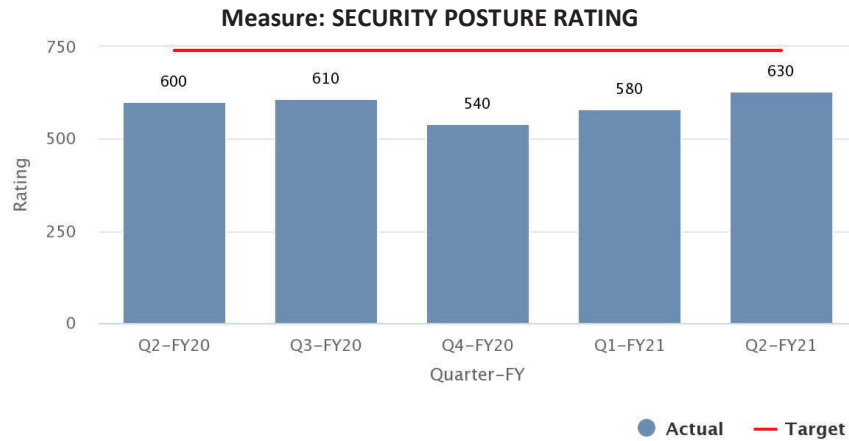
Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Expenditure	\$10,063,545	\$10,996,099	\$12,443,041	\$12,215,048	\$12,275,193	11.63%
Personnel	\$4,918,803	\$5,212,490	\$5,260,491	\$5,724,265	\$5,724,265	9.82%
Operating	\$5,095,064	\$5,783,609	\$7,182,550	\$6,490,783	\$6,550,928	13.27%
Capital	\$49,677					
Net County Cost	\$10,063,545	\$10,996,099	\$12,443,041	\$12,215,048	\$12,275,193	11.63%

FY 2019-20 Actual FTE	FY 2020-21 Original FTE	FY 2020-21 Estimated FTE	FY 2021-22 Requested FTE	FY 2021-22 Approved FTE
46.00	50.00	50.00	50.00	50.00

Budget Highlights

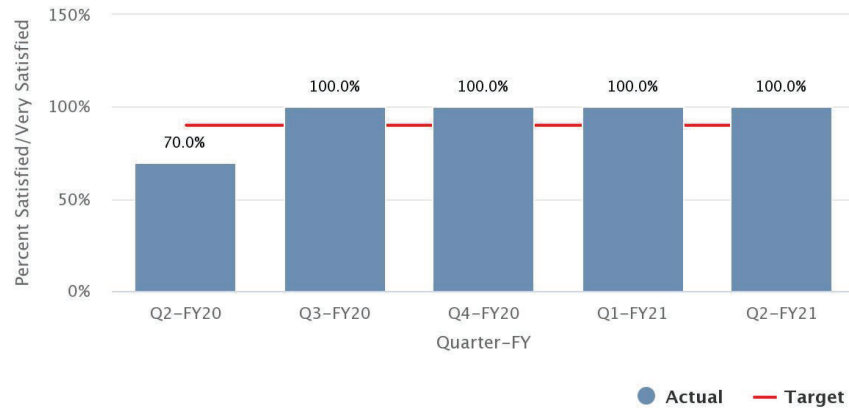
- This budget includes increased in the operating dollars to provide the County with critical software upgrades, predominantly access to the latest in the Microsoft Office Suite of applications
- Durham County business departments will retain the familiar Microsoft Office applications: Word, Excel, PowerPoint, Access, OneNote, and Outlook, and cloud services including email, calendaring, collaboration tools, and the benefit of cloud-based services supporting business continuity and disaster recovery. Cloud services continuously evolve to improve and expand capabilities increasing effectiveness and efficiency in business departments. Reduced on-premise servers and associate support cost, including and increases protection from hardware failures, loss of services, and increases security against data loss and theft.
- City/County Open Data cost for FY 2021-22 is budgeted at \$74,648 (County 50% cost-share with the City of Durham):
 - Reorganizing from having an Open Data Program Manager to a Data Scientist/Data Analytics Manager.
 - Move one GIS Analyst into the Open Data Program to meet the services demands of business units.

Performance Measures



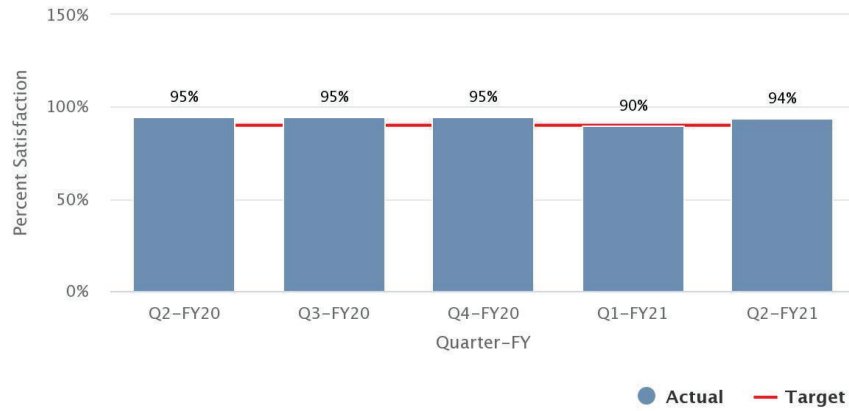
Measure description: This rating is delivered by an objective third-party taking into account criteria identified as necessary, high-quality cybersecurity strategies and tactics. The department is utilizing a documented checklist collaboratively produced by our CISO, CIO, and the third-party consultant. Vulnerabilities that were discovered in the investigation of the March 2020 Malware attack have been identified and are being remediated. The score for Q1 and Q2 of FY 2021 are 580 and 630, respectively. The department continues to track along a documented checklist collaboratively produced by our CISO, CIO, and the third-party consultant, with much dependent on our future ability to implement industry-standard disaster recovery measures. Staff estimate to end the year at 650. The target for FY 2021-22 will remain at 740, which is the numerical goal value identified by our third-party partner. Dependent on progress of our disaster recovery roadmap, we feel we will be able to meet this goal by end of fiscal year FY 2022.

Measure: PERCENTAGE OF PROJECT STAKEHOLDERS SATISFIED OR VERY SATISFIED WITH PROJECT MANAGEMENT



Measure description: This measure is the rating of overall customer satisfaction of the IS&T Project Management Office. This is important because it shows how effective and efficient the project management office, staff, and business processes are. Projects are managed from "intake" to completion by defined functions within the PMO and aligns with the Strategic Plan Goal Five exceptional customer service objective. This measure is collected through a mandatory sponsor survey at the closeout step of the project. With a refresh of business processes associated with the PMO, the initial score was 70% Q2-FY 20. Since then, the score has been 100%, exceeding the target of 90%. We have an unusually high number of complex and urgent projects in the mix of the more than 50 projects within the PMO. Forecasting the "planned projects," we are confident we can exceed the 90% target, even with the constant influx of stressful, unplanned projects, given staffing levels and current high-level quality team. Staff is projecting to finish FY 2020-21 at around 95%.

Measure: SERVICE DESK CLIENT SATISFACTION



Measure description: This measure is 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 services requests and aligns with the Strategic Plan Goal Five exceptional customer service objective. This measure is collected through a voluntary customer survey available upon the closure of a problem incident or service request. The target is set at 90% customer satisfaction which IS&T believes to be a reasonably high expectation of satisfaction for Durham County. FY 2020-21 Q1 and Q2 measured 90% and 94%, respectively — exceeding the target. Employees have continued to adjust to telework, thereby reducing the overall stress on the workforce in learning remote technologies. We continue to focus on customer service as we deliver technical support to the Durham County employees. Staff is projecting to finish FY 2020-21 at 95%. We are confident we will exceed the target of 90% on average over the four quarters of next fiscal year.

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

Talent Acquisition

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

Equal Employment Opportunity

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

Budget

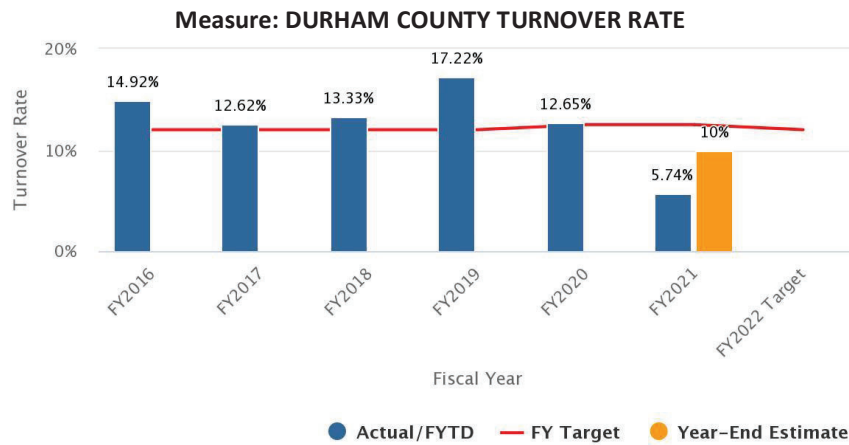
Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Expenditure	\$2,103,569	\$2,375,161	\$2,697,932	\$2,934,972	\$2,934,972	23.57%
Personnel	\$1,858,217	\$2,066,724	\$2,032,758	\$2,112,011	\$2,112,011	2.19%
Operating	\$245,352	\$308,437	\$665,174	\$822,961	\$822,961	166.82%
Revenue	\$36,644	\$35,000	\$18,716	\$20,000	\$20,000	-42.86%
Other Revenues	\$36,644	\$35,000	\$18,716	\$20,000	\$20,000	-42.86%
Net County Cost	\$2,066,926	\$2,340,161	\$2,679,216	\$2,914,972	\$2,914,972	24.56%

FY 2019-20 Actual FTE	FY 2020-21 Original FTE	FY 2020-21 Estimated FTE	FY 2021-22 Requested FTE	FY 2021-22 Approved FTE
20.00	20.00	20.00	20.00	20.00

Budget Highlights

- The substantial increase in operating funds is tied to COVID-19 testing locations placed around all county facilities, including the Social Services building. This expense (\$514,878) is likely a one-time expense in the operating budget and will have offsetting revenues from the American Rescue Plan Act of 2021. The American Rescue Plan was received from the federal government in response to the COVID-19 pandemic and subsequent economic downturn.
- The revenues in Human Resources are specifically tied to County vending machine income. The revenues are used to fund employee appreciation programs. Due to the COVID-19 pandemic fewer employees are working in Durham County facilities and utilizing vending machines.

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 unforeseen 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. Based on the data for the last three quarters, the turnover rate is escalating at a moderate level. In FY 2019-20 Q4, the turnover rate was 2.27%. For FY 2020-21 Q1, the turnover rate increased to 2.69%. For Q2 FY 2020-21, the turnover rate increased slightly to 3.05%. Considering the information provided and the turnover rates listed above, Human Resources staff is projecting a slight increase in the number of separations for the remainder of FY 2020-21. The projection for FY 2021-22 is based on the current trends associated with employees leaving the County.

BUDGET AND MANAGEMENT SERVICES



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

Description

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

Programs

Budget Development and Implementation

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

Capital Improvement Plan Development and Implementation

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

Management Analysis and Special Review

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

Managing For Results Implementation

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

Nonprofit Grant Management

Administration of the nonprofit grant process in Durham County Government. The County annually funds 40 nonprofit contracts with Budget and Management staff acting as the contract administrators. The RFP process has ended on June 30, 2020, and the County is creating a new revised Community Outcomes Funding Process for nonprofits to begin on Jan. 1, 2021.

Technology Innovation and Data Analysis

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

Budget

Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Expenditure	\$803,398	\$914,171	\$847,795	\$882,521	\$882,521	-3.46%
Personnel	\$747,493	\$820,696	\$753,133	\$803,244	\$803,244	-2.13%
Operating	\$55,905	\$93,475	\$94,662	\$79,277	\$79,277	-15.19%
Net County Cost	\$803,398	\$914,171	\$847,795	\$882,521	\$882,521	-3.46%

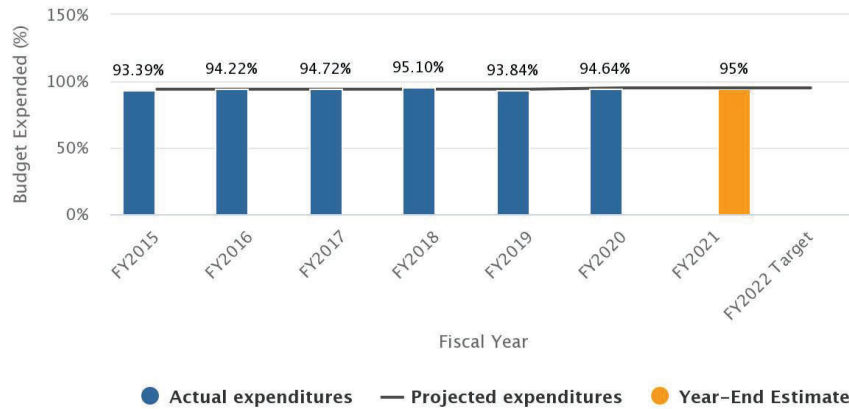
FY 2019-20 Actual FTE	FY 2020-21 Original FTE	FY 2020-21 Estimated FTE	FY 2021-22 Requested FTE	FY 2021-22 Approved FTE
8.00	7.00	7.00	8.00	8.00

Budget Highlights:

- One New FTE: **Performance Analyst:** In response to last year's County wide cyber-attack, the Information Services & Technology department had a plan to increase cyber security through an additional four new FTEs. As part of the FY 2020-21 budget, in order to limit the financial burden of four new positions, one vacant Budget Office position was moved to IS&T. That position will be reinstated for FY 2021-22.

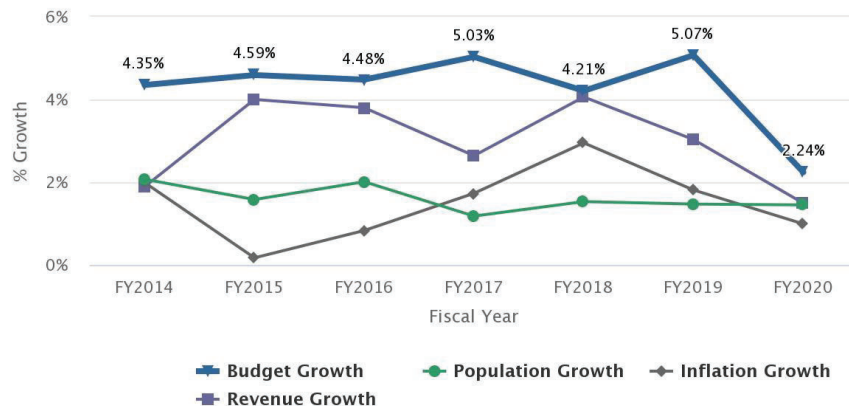
Performance Measures

Measure: VARIANCE BETWEEN ACTUAL AND PROJECTED DURHAM COUNTY EXPENDITURES



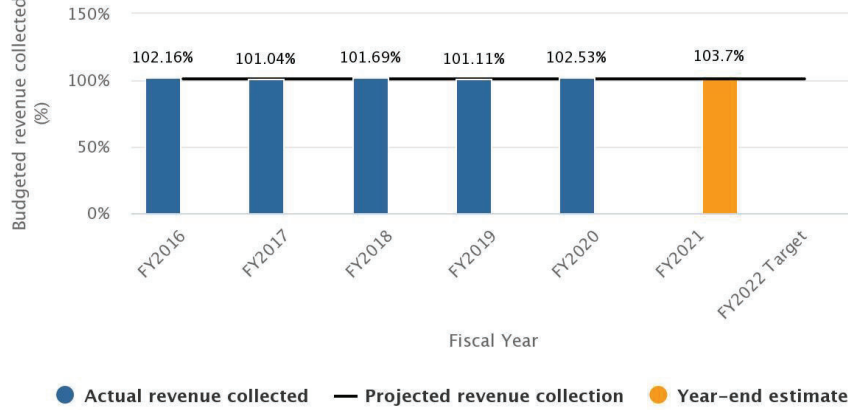
Measure description: This is a measure of how close actual expenditures are to budgeted expenditures for a fiscal year. This measure is a key insight into how well the Budget Office, and by extension, the County does in comparing how much is planned to be spent versus how much is actually spent. The budget development process begins well in advance of the end of the fiscal year and such a lead time means that expenditure estimates can vary significantly from actual expenditures. A positive outcome ensures that budgets accurately and consistently reflect actual services and products delivered by Durham County. Actual expenditures as a percentage of budgeted expenditures are consistently around 94-95%, largely due to unspent salaries of vacant positions. Other reasons for a lower than 100% actual expenditure amount are savings in operating costs, process improvements, and some planned purchases not happening in the fiscal year. This measure is trending in accordance with prior years and remains at/under target. The historical 94-95% target allows Durham County to operate in a financially conservative, yet functional range. Due to the nature of budgeting, there is not an expectation to spend 100% of funds. While that would be the most effective use of funds, reality mandates some flexibility for actual expenses throughout the fiscal year.

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



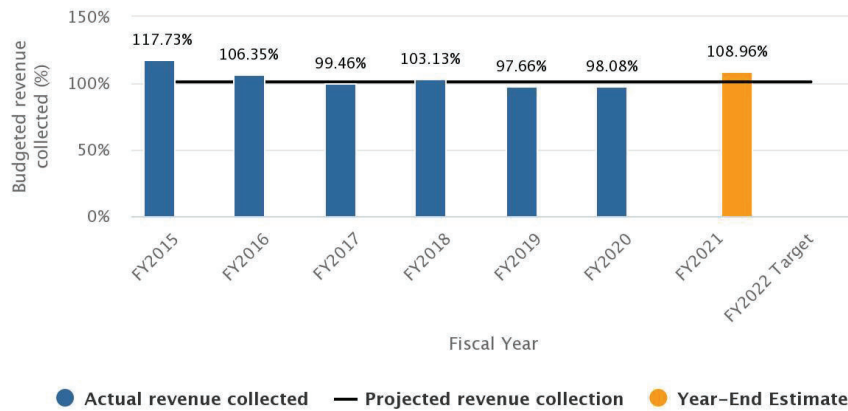
Measure description: This measure is intended to be a broad guide for comparing annual growth of the General Fund budget to other potential “growth in cost” drivers each year: inflation growth, population growth of Durham County, and natural growth of primary revenue sources. While the General Fund budget may not be directly responsive with these other variables, this measure is intended to provide high-level comparative insight. Historically, growth of the General Fund budget has tracked similarly to the other three variables. Recent data points reflect the emerging realities of the potential economic impact of the pandemic. While the COVID-19 crisis only “impacted” the last three to four months of FY 2019-20, the effect is seen in the three measures that are directly economic related. The CPI alone appears to have been on pace to grow as in recent years, if not greater, and since April has instead showed marked drops. The County revenue growth has also shown a similar decline as expected with curtailed Sales Tax revenue and potential decreased Property Tax collection. These led to the obvious slowing of budget growth as seen in the percentage being half of the past five or six years. *Note: Budget, revenue, and population growth are fiscal year and inflation growth is calendar year. It is important to note that all data points in this measure come from growth percentages calculated from July of the year indicated to July of the prior year.*

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



Measure description: This measure shows the actual amount of property tax revenue (largest revenue source) collected as a percentage of the amount budgeted. Budgeted revenue estimates are made more than a year in advance of actual revenue collection and in turn expenditure budgets are made in response to revenue estimates. To have the available actual revenue to support budgeted expenditures, the measure percent shown needs to be very high. The target is set at 101%, reflecting the ongoing desire to collect property tax above the budgeted amount. This continues the Durham County policy of budgeting in a slightly conservative fashion to best handle inter-year economic changes. Current year-end estimates have property tax revenues coming in above prior year and target. This is primarily due to the uncertain times when the budget was created for FY 2020-21 and the prudent conservative approach indicated at that time. The economic impact of the pandemic was unclear, so property tax estimates were revised to reflect lower collections percentages (amount of taxpayers paying on time), and potential deferrals or exemptions were kept a little higher than typical. Despite the likely over-collection in FY 2020-21, it is anticipated that this measure will return to typical range of 101%-102% for FY 2021-22.

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. Of all the revenues that did not react to the pandemic as anticipated, sales tax is the starkest. Revenue estimates for sales tax collections were decreased at the onset of the pandemic in direct relation to the uncertainty of the economic impact. The results so far are actually continued growth and increased collections on par with prior non-pandemic fiscal years. This is likely attributed to a quite a few issues, from federal stimulus payments to families and individuals, to a fairly short-term unemployment surge. One of the primary factors appears to be the recent North Carolina legislation capturing sales tax for all online transactions. As the State experienced the shutdown of commercial spaces, citizens moved their purchases online (or to local hometowns) and this new legislation allowed those purchases to be charged sales tax. Due to the relative steady expansion of sales tax revenue this past fiscal year (despite the pandemic economic impact) the projections for FY 2021-22 have been adjusted accordingly and are planned to be closer to typical targeted collection amounts.

VETERANS SERVICES



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

Description

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

Programs

Benefits Counseling

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

Claims Preparation

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

Community Outreach to Aged and Disabled

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

Homeless Services for Veterans

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

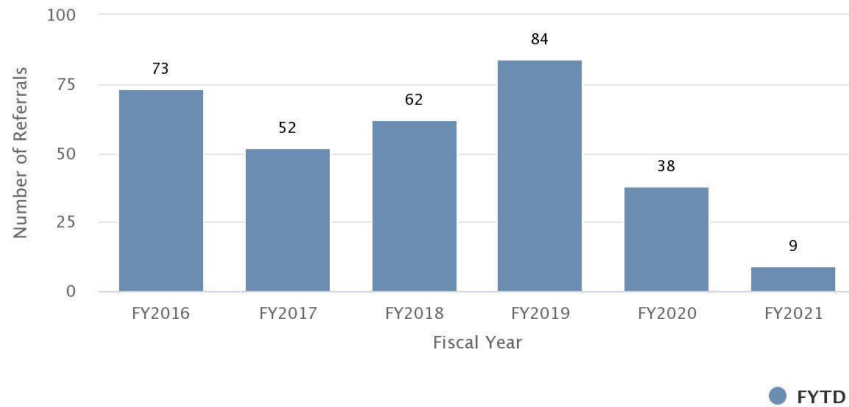
Budget

Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Expenditure	\$314,015	\$365,431	\$391,285	\$367,529	\$367,529	0.57%
Personnel	\$295,750	\$346,200	\$342,928	\$350,640	\$350,640	1.28%
Operating	\$18,265	\$19,231	\$16,861	\$16,889	\$16,889	-12.18%
Capital			\$31,496			
Revenue	\$2,182	\$2,000		\$2,000	\$2,000	0.00%
Intergovernmental	\$2,182	\$2,000		\$2,000	\$2,000	0.00%
Net County Cost	\$311,833	\$363,431	\$391,285	\$365,529	\$365,529	0.58%

FY 2019-20 Actual FTE	FY 2020-21 Original FTE	FY 2020-21 Estimated FTE	FY 2021-22 Requested FTE	FY 2021-22 Approved FTE
5.00	5.00	5.00	5.00	5.00

Performance Measures

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



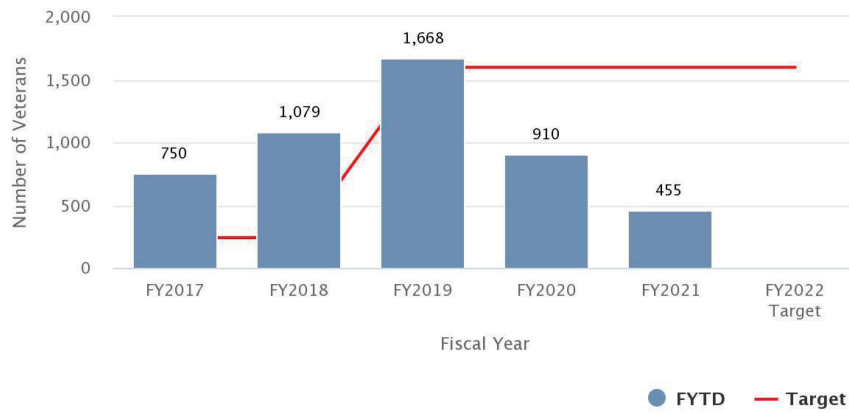
Measure description: This measure shows the number of homeless and at-risk Veterans who have been counseled, advised, and referred to community partners. The department is tracking this measure because the data, among other things: (1) enables identification of homeless Veterans, (2) measures progress and performance of service delivery and the need for additional staff, (3) enables staff to understand some of the issues that create homelessness, (4) enables staff to identify and help remove barriers Veterans face in securing permanent housing, and (5) helps identify the need to advocate for better access to federal funds to help combat Veteran homelessness. The US Department of Veterans Affairs continues to focus on ending Veteran homelessness. The primary tool to measure progress is the annual Point-in-Time (PIT) Count. The trend continues to react to various factors (weather, the economy, COVID-19, etc.), which makes a year-end estimate difficult. We are hopeful that Durham County's creation of a single portal/universal coordinated entry intake process will have a positive impact on how this measure is trending. A goal of the coordinated entry process is to divert those facing homelessness toward resources that can prevent and/or shorten their lack of permanent and affordable housing. There is no target for this measure; the goal is to prevent or quickly end Veteran homelessness.

Measure: ANNUAL AMOUNT OF CLAIM FUNDS COMING INTO DURHAM COUNTY



Measure description: This measure shows the amount of claims funding from the US Department of Veteran Affairs coming into Durham County. It is important because it shows the economic impact Veterans have on the Durham community. While our department may not have had a direct impact on every Veteran listed, staff do have the potential to encounter every Veteran and/or their family member(s) reflected in this report. The funding represents compensation to Durham County Veterans, their dependents, and survivors who file a claim for VA compensation, pension, education, and death benefits. It is difficult to explain the trend for this measure. 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. There is no target for this measure; the goal is to see an increase in the amount of funds coming into Durham County as we increase our outreach to Veterans and their families who may be eligible for these federal funds. Data after FY2019 is not available yet.

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



Measure description: This measure shows the number of underserved aged and disabled Veterans reached by the department annually. We estimate that approximately 6,000 Veterans in Durham County are 65 years of age or older and about 5,000 of these individuals are not receiving VA benefits. Building a strong and robust community outreach program is vital if we are going to reach and properly serve this population. The department provides outreach via assisted living facilities, nursing home facilities, homeless shelters, senior living communities, independent living communities, and community events. This measure was trending up but tends to trend up and down, which staff believes is the nature of outreach and part of the process. COVID-19 had a significant impact on our outreach services. However, we believe that once conditions are better, we will be able to regain our momentum and surpass previous outreach efforts. Our recent purchase of a van will allow us to mobilize our services, reaching veterans and their families all over Durham County. Due to COVID-19 and the associated restrictions revolving around social distancing, it is unlikely that we will be able to resume any outreach efforts anytime soon, so a year-end estimate is difficult. The target for FY 2021-22 is 1,597 Veterans reached. This is our original target which had previously been met and exceeded. However, until conditions return to normal, we believe it is wise to leave it unchanged at this time.

GEOGRAPHIC INFORMATION SYSTEMS



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

Description

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

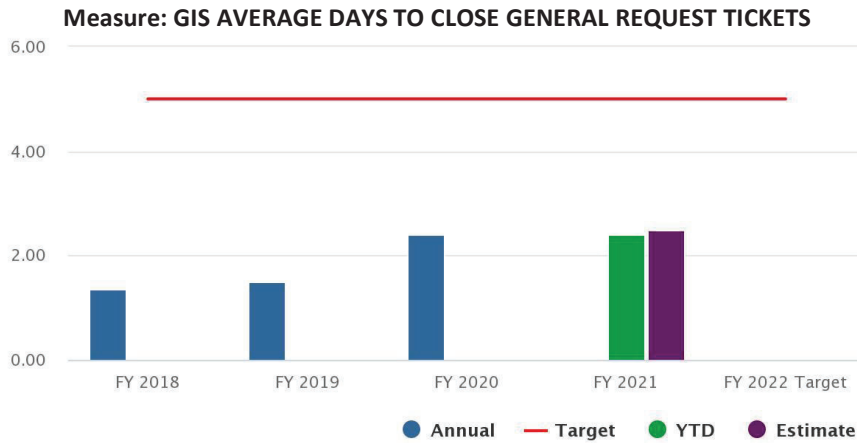
Budget

Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Expenditure	\$498,843	\$519,091	\$519,091	\$529,072	\$468,927	-9.66%
Operating	\$498,843	\$519,091	\$519,091	\$529,072	\$468,927	-9.66%
Net County Cost	\$498,843	\$519,091	\$519,091	\$529,072	\$468,927	-9.66%

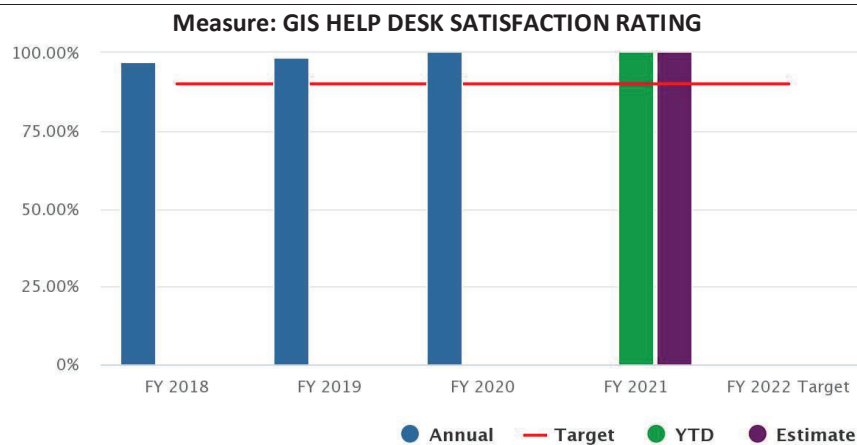
Budget Highlights

- One FTE re-classed from GIS to Open Data Program with no impact on funding.

Performance Measures

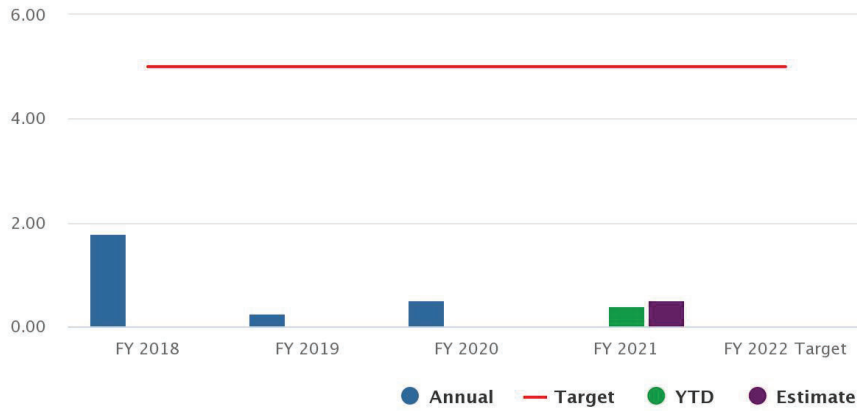


Measure description: This measure calculates the average number of days it takes for GIS to close general request tickets once they are assigned to be worked on by the division manager. The type of tickets the department receives are constantly evolving due to the ever-changing technologies supported. 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). The ticket closure times are on par with last year’s rates, which is still exceeding the target. The GIS division is performing well within the target for this measure, which is set for the entire Technology Solutions Department. The target of five days is not specific to the division alone. The City’s Technology Solutions Department, in which the City/County GIS program is housed, has a five-day target for all tickets.



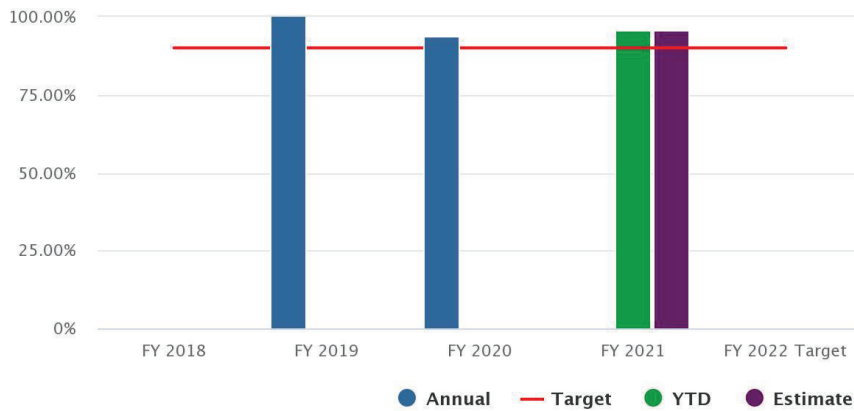
Measure description: This measure calculates the overall satisfaction by City employees who receive support by GIS. The rating is virtually unchanged and falls within the normal margin of error (3%-5%) and still exceeds the target. The target is not specific to the GIS division alone. The City’s Technology Solutions Department, in which the City/County GIS program is housed, has set the service level satisfaction rating target to 90% for all divisions.

Measure: GIS AVERAGE DAYS TO CLOSE INCIDENT/ISSUE TICKETS



Measure description: This measure calculates the average number of days it takes for GIS to close incident/issue request tickets once they are assigned to be worked on by the division manager. Closure times for these types of tickets can vary. These issues often necessitate support from partner vendors. The ticket closure times are on par with last year’s rates, which is still exceeding the target. The GIS division is performing well within the target for this measure, which is set for the entire Technology Solutions Department. The target of five days is not specific to the division alone. The City’s Technology Solutions Department, in which the City/County GIS program is housed, has a five-day target for all tickets.

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



Measure description: This measure calculates the overall satisfaction by County employees who receive support by GIS. This is a measure that was implemented two years ago. There is a slight increase in the satisfaction rating this year. This metric is currently exceeding the target. The target is not specific to the GIS division alone. The City’s Technology Solutions Department, in which the City/County GIS program is housed, has set the service level satisfaction rating target to 90% for all divisions.

NONDEPARTMENTAL



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

Description

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

Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Expenditure	\$71,591,994	\$74,609,604	\$72,137,055	\$75,297,393	\$82,402,564	10.44%
Personnel					\$4,129,545	
Operating	\$1,337,055	\$624,000	\$853,421	\$354,000	\$936,000	50.00%
Capital	\$1,717,963	\$1,043,583	\$1,498,774	\$3,530,191	\$3,033,282	190.66%
Transfers Out	\$68,536,976	\$72,942,021	\$69,784,860	\$71,413,202	\$74,303,737	1.87%
Revenue	\$4,608,756	\$12,532,453	\$14,171,961	\$2,221,129	\$5,321,129	-57.54%
Intergovernmental	\$24,000				\$0	
Transfers In	\$4,584,756	\$12,532,453	\$14,171,961	\$2,221,129	\$5,321,129	-57.54%

NONDEPARTMENTAL Fund Center

Description

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

Budget

Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Expenditure	\$1,092,249	\$4,437,048	\$797,554	\$354,000	\$5,273,545	18.85%
Personnel					\$4,129,545	
Operating	\$1,092,249	\$624,000	\$797,554	\$354,000	\$936,000	50.00%
Transfers Out		\$3,813,048			\$208,000	-94.55%
Revenue	\$24,000				\$0	
Intergovernmental	\$24,000				\$0	

Budget Highlights

Items Included:

- Personnel - \$4,129,545 Funding has been placed temporarily in this Fund Center for the implementation of the three percent Cost of Living Adjustment that are funded through General Fund expenditures. Upon approval in the Board approved budget these funds will be appropriately dispersed to respective departments.
- Operating - Funding for six months of homeless housing relief related to the COVID-19 pandemic (\$936,000). Due to public health recommendations homeless populations are being housed outside of a non-profit run homeless shelter to adhere to social distancing guidelines. This is an extension of a contract that began in FY 2020-21.
- Transfers Out - An Immigrant and Refugee Coordinator position is included in the FY 2021-22 budget (\$45,500). This position will help the City and County's growing immigrant population find and use local services that support their establishment and thriving in the Durham community. This venture is jointly funded with the City of Durham and will be housed within City government. The funding is temporarily in nondepartmental.
- Transfers Out - The City and County are jointly funding a Master Aging Plan (\$112,500). Work will occur early in the fiscal year to better plan this path forward. The funding is temporarily in nondepartmental.
- Transfers Out - Included in the FY 2021-22 budget is funding for the Black Chamber of Commerce (\$50,000). These monies will provide assistance with connecting businesses to targeted training and technical assistance as well as

local and federal funding opportunities and other priorities that will be defined in future communications. The funding is temporarily in nondepartmental.

Significant Changes from Prior Year:

- Operating – Funding for Made In Durham has been moved to Economic Development
- Operating – Funding for the Youth Initiatives Manager has been moved to the County Manager’s Office

TRANSFERS Fund Center

Description

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

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

Transfers from General Fund	
Capital Finance Fund	\$42,540,881
Benefits Plan Fund	\$30,296,395
Reappraisal Reserve Fund	\$693,461
LEO Special Separation Allowance Fund	\$565,000
TOTAL TRANSFERS OUT	\$74,095,737

Beginning in FY 2004-05, certain dedicated revenues were budgeted for Capital Finance Fund support (largely annual debt service payments for County and DPS capital projects). Those revenue sources are the two one-half cent sales taxes (Article 40 and Article 42) and the county’s portion of the occupancy tax. In 2011 Durham County voters approved a new quarter cent sales tax (Article 46) of which a portion is allocated to support Durham Public School debt service. This portion is collected in the General Fund and is transferred to the Capital Finance Fund similar to Article 40 and Article 42 sales tax. The total amount of the transfer represents the budgeted amount of each of the four individual revenues (see Capital Finance Fund pages). Other General Fund transfers includes support for an Energy Modification project carried out by the County’s Sustainability program and support for Bethesda Fire District debt taken on by the General Fund

Transfers to Capital Finance Fund	
One-half Cent Sales Taxes (Art. 40, 42, & 46)	\$39,617,466
County Occupancy Taxes (after Sports Commission Amount)	\$2,197,859
NCMLS Designated Occupancy Tax for related debt service	\$264,186
Restricted Fund Balance - Education: Art 46	\$23,370
Other General Fund Transfers	\$438,000
Total	\$42,540,881

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

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

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

Budget

Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Expenditure	\$68,536,976	\$69,128,973	\$69,784,860	\$71,413,202	\$74,095,737	7.18%
Transfers Out	\$68,536,976	\$69,128,973	\$69,784,860	\$71,413,202	\$74,095,737	7.18%
Revenue	\$4,584,756	\$12,532,453	\$14,171,961	\$2,221,129	\$5,321,129	-57.54%
Transfers In	\$4,584,756	\$12,532,453	\$14,171,961	\$2,221,129	\$5,321,129	-57.54%

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

Transfers to General Fund	
Community Health Trust Fund	\$1,350,000
Volunteer Fire District Funds	\$971,129
Debt Service Fund	\$3,000,000
TOTAL TRANSFERS IN	\$5,321,129

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 several one-time purchases in the General Fund and represents available dollars that had accumulated in the Debt Service Fund over the last several years. This transfer puts those unplanned dollars to use.

VEHICLES Fund Center

Description

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

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

Budget

Category	FY 2019-20 Actual	FY 2020-21 Original	FY 2020-21 Estimated	FY 2021-22 Requested	FY 2021-22 Approved	% Change Orig. v. Appr.
Expenditure	\$1,962,769	\$1,043,583	\$1,554,641	\$3,530,191	\$3,033,282	190.66%
Operating	\$244,806		\$55,867			
Capital	\$1,717,963	\$1,043,583	\$1,498,774	\$3,530,191	\$3,033,282	190.66%

Budget Highlights

The FY 2021-22 budget includes forty-eight replacement vehicles. Five of the replacement vehicles are new ambulances for the Office of Emergency Services. In FY 2020-21 ambulance vehicle replacement was paused, FY 2021-22 is a return to the normal annual ambulance replacement cycle. All departments' vehicle replacements are shown in the table below.

Department	New / Replacement	Type	Quantity	Vehicle Cost	Total Cost
Sheriff	Replacement	Chevrolet Tahoe	2	\$ 46,841	\$ 93,682
		Ford Truck	4	\$ 42,063	\$ 168,252
		Ford Utility Hybrid	30	\$ 48,917	\$ 1,467,510
		Motorcycle	1	\$ 32,265	\$ 32,265
		Investigation Vehicles	2	\$ 33,048	\$ 66,096
Criminal Justice Resource Center	Replacement	Dodge Journey	1	\$ 17,184	\$ 17,184
Office of Emergency Services	Replacement	Ambulance	5	\$ 220,000	\$ 1,100,000
Library	Replacement	Ford Transit 250 Van	2	\$ 29,110	\$ 58,220
		Transit Wagon	1	\$ 30,073	\$ 30,073
Total			48		\$3,033,282