



Fiscal Year 2016-2017 Approved Budget



**DURHAM COUNTY, NORTH CAROLINA
FY 2016-17 APPROVED BUDGET
BOARD OF COUNTY COMMISSIONERS**



Michael D. Page, Chair



Brenda A. Howerton, Vice-Chair



Wendy Jacobs



Fred Foster, Jr.



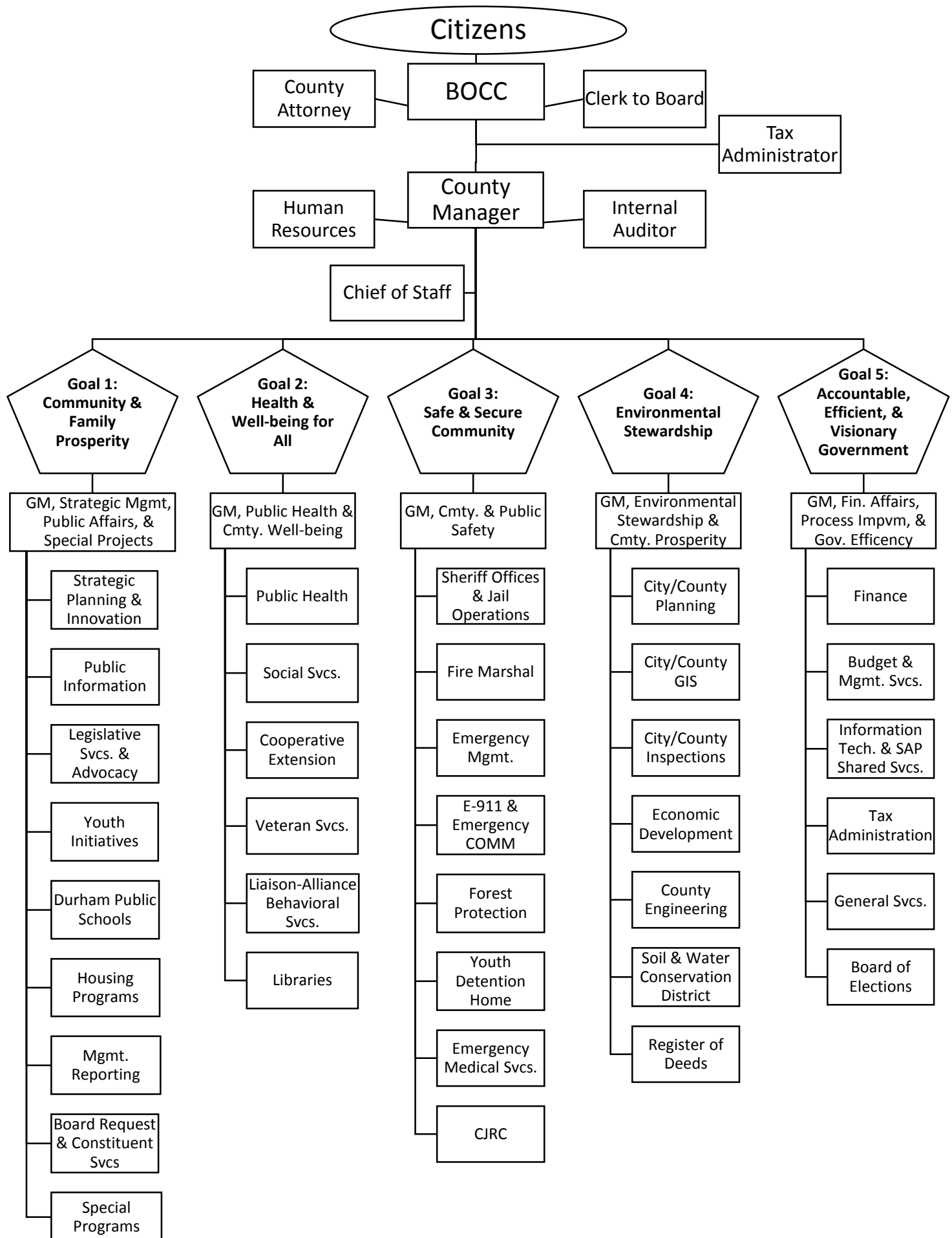
Ellen W. Reckhow

COUNTY ADMINISTRATION

<i>Wendell Davis</i> , County Manager	<i>Lowell Siler</i> , County Attorney
<i>Claudia Hager</i> , General Manager	<i>Michelle Parker-Evans</i> , Clerk to the Board
<i>Jay Gibson</i> , General Manager	<i>George Quick</i> , Finance Director
<i>Jodi Miller</i> , General Manager	<i>Kim Simpson</i> , Tax Administrator
<i>Gayle Harris</i> , General Manager	
<i>Deborah Craig-Ray</i> , General Manager	

BUDGET AND MANAGEMENT STAFF

S. Keith Lane, Budget Director
Kim Connally, Budget Analyst
Andy Miracle, Budget Analyst
David Ades, Budget Analyst





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Durham County
North Carolina**

For the Fiscal Year Beginning

July 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Durham County, North Carolina for its annual budget for the fiscal year beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

READER'S GUIDE

This section is designed to help the reader understand the budget by explaining how the document is organized. This document is a financial plan for Durham County government operations for the July 1, 2016 through June 30, 2017 fiscal year and shows how funds are allocated and how they will be spent.

FUND STRUCTURE

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

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

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

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

The remaining budgeted funds are described below.

Other General Funds

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

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

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

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

Debt Service Fund

The **Debt Service Fund (Fund 3003040000)** is used to account for the payment of principal, interest, and related costs for all general long-term debt other than debt issued for and serviced by proprietary funds.

Special Revenue Funds

These funds are used to account for the proceeds of specific revenue sources, other than major capital projects, that are legally restricted for specific purposes. The County budgets the following special revenue funds: **Durham Fire and Rescue Service Tax District (Fund 20022280000)**, **Bethesda Fire District (Fund 2002130000)**, **Lebanon Fire District (Fund 2002140000)**, **Redwood Fire District (Fund 2002160000)**, **New Hope Fire District (Fund 2002170000)**, **Eno Fire District (Fund 2002190000)**, **Bahama Fire District (Fund 2002210000)**, **Special Butner District (Fund 2002250000)**, **Special Park District (Fund 2002220000)**, and **Community Health Fund (Fund 7007080000)**.

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

Enterprise Fund

The **Sewer Utility Fund (Fund 6006600000)** is used to account for the revenues and expenses related to the provision of sewer service as well as the debt service for the fund (largely in Research Triangle Park).

Trust Funds

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

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

SUPPLEMENTAL SECTIONS

The **Summary** section provides a summary of sources of revenue and expenditures from the General Fund. A detailed overview of revenue sources is included. This section also provides a brief account and graphs of all funds budgeted for the fiscal year beginning July 1, 2017. In addition, the section contains a summary of FTEs for all funds.

The **Appendix** contains supplemental information that includes the FY 2016-17 Budget Calendar, the **Glossary Terms**, which contains information to help the reader understand the terminology used in the budget document, the budget and amendment process; a statement of revenues, expenditures and changes in fund balance, Durham County fiscal policies, a multi-year budget forecast, the Capital Improvement Plan (CIP) overview which provides background and a description of the process, the 10 year CIP with project detail and the 10 year CIP finance plan model.

ADDITIONAL INFORMATION

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

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

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

**DURHAM COUNTY
FY 2016-17 APPROVED BUDGET**

TABLE OF CONTENTS

	<u>Page</u>
Durham County Board of Commissioners	1
Message to Durham County Residents.....	10
Budget Highlights	24
Annual Budget Ordinance	25

SUMMARIES ALL FUNDS

General Fund Revenues	57
Revenue Highlights	61
General Fund Expenditures.....	67
All Funds Summary of Revenues.....	70
All Funds Summary of Expenditures	71
All Funds Full Time Equivalents (FTEs)	72
Approved New/Eliminated Full Time Equivalents (FTEs).....	74

GENERAL FUNDS

General Government

General Fund Approved Budget	75
General Government Approved Budget	77
Board of County Commissioners Summary	79
Board of County Commissioners	80
Clerk to the Board	82
County Administration Summary.....	85
County Manager	86
Internal Audit	89
Strategic Plan	90
Finance	92
Tax Administration	96
County Attorney.....	100
Court Supportive Services Summary.....	103
District Attorney.....	105
Clerk of Superior Court	105
Adult Probation and Parole Facilities.....	105
Public Defender.....	105
Superior Court.....	106
Department of Juvenile Justice	106
District Court	106
Elections	108
Register of Deeds Summary.....	111
Register of Deeds	112
Register of Deeds Automation.....	116
General Services Department	118
County Stadium	122

Information Technology Summary	124
Human Resources	128
Budget and Management Services	130
Veterans Services	132
Geographic Information Systems (GIS)	136
Non-Departmental	138
Transfers	140
Vehicles and Equipment	142

Public Safety

Public Safety Approved Budget	145
Sheriff Summary	147
Sheriff Law Enforcement Services	150
Sheriff Detention Services	152
Animal Services	156
Emergency Communications	158
Fire Marshal Summary	161
Fire Marshal	164
Lebanon Fire Department	166
Durham County Fire and Rescue Department	167
Emergency Management	168
Medical Examiner	171
Criminal Justice Resource Center(CJRC)	172
Youth Home	176
Emergency Medical Services (EMS)	178
Public Safety Nonprofit Agencies	182

Transportation

Raleigh-Durham Airport Authority	183
--	-----

Environmental Protection

Environmental Protection Approved Budget	185
General Services-Solid Waste	186
Forest Protection	189
County Engineering & Environmental Services	190

Economic/Physical Development

Economic/Physical Development Approved Budget	195
Open Space Matching Grants	196
City/County Planning	198
Cooperative Extension Service	200
Soil and Water Conservation	206
Economic Development	208

Human Services

Human Services Approved Budget	211
Public Health	212
Social Services	216
Mental Health (Alliance Behavioral Healthcare)	223
Coordinated Transportation System.....	224
Juvenile Crime Prevention Council (JCPC)	227
Human Services Nonprofit Agencies.....	228

Education

Education Approved Budget	229
Durham Public Schools	230
Durham Technical Community College.....	232
Education Nonprofit Agencies	234

Culture/Recreation

Culture/Recreation Approved Budget	235
Library	236
North Carolina Museum of Life and Science	242
Convention Center	246
Culture/Recreation Nonprofit Agencies	247

OTHER GENERAL FUNDS

Other General Funds Approved Budget.....	249
Risk Management Fund	250
SWAP Fund.....	252
Benefits Plan Fund	254
Capital Financing Plan Fund	256
Durham County Policy on Financing Capital Projects	258
Capital Improvement Plan Debt Funding.....	260

SPECIAL REVENUE FUNDS

Special Revenue Funds Summary	261
Fire Districts	262
Lebanon Fire District Fund	263
Redwood Fire District Fund.....	263
New Hope Fire District Fund	264
Eno Fire District Fund.....	264
Bahama Fire District Fund.....	265
Durham County Fire and Rescue Service District Fund	265
Special Park District Fund.....	266

Community Health Fund	267
-----------------------------	-----

DEBT SERVICE FUND

Debt Service Fund	269
-------------------------	-----

ENTERPRISE FUND

Enterprise Fund	271
-----------------------	-----

TRUST FUNDS

Trust Funds Summary	275
George R. Linder Memorial Fund	276
Law Enforcement Officers' Trust Fund	276

APPENDIX

Statements of Revenues, Expenditures, and Changes in Fund Balance	
General Funds.....	277
Special Revenue Funds	278
Debt Service Fund.....	279
Durham County Fiscal Policies	280
Multi-Year Budget Forecast	285
Capital Improvement Plan Overview	288
FY 2017-2026 Capital Improvement Plan Summary of Projects	289
FY 2017-2026 Capital Finance Plan Model.....	290
Operating Impact of Current Capital Projects	291
Durham County Budget and Amendment Process.....	292
FY 2016-17 Budget Calendar	293
Glossary Terms.....	294
Glossary Codes	298
Durham County Community Information	300



COUNTY OF DURHAM

WENDELL M. DAVIS
COUNTY MANAGER

July 1, 2016

Dear Durham County Residents,

I am pleased to present a Board of County Commissioners approved comprehensive spending plan for Durham County Government for fiscal year 2016-17. The document is in accordance with the North Carolina Local Government Budget and Fiscal Control Act; further, it fulfills the County's obligation to present a balanced fiscal plan by June 1, 2016. The FY 2016-17 approved document represents not only a continuation of the many County services provided to all citizens, but also the beginning steps towards a new way of assessing the work done.

Since I have come on board, now in my second year, I have been working towards a new way to look at and judge our local government performance. If you have not heard yet, it's called Managing for Results, and quite simply, it means collecting data about programs and services offered, assessing that data, and making decisions about where best to move forward based on the data. It's sophisticated in application, but the concept is simple. Data and performance drive where County dollars will go. We are in the beginning stages of creating an infrastructure of data and talent that will afford more informed decision-making. I am very excited about where Durham County is headed as it relates to Managing for Results, and hope that the end-results will serve all citizens both effectively and efficiently (read, the spending of taxpayer dollars).

Durham County remains in a solid fiscal position. For over 20 years Durham County has met the financial goals necessary to be awarded a triple A bond rating. We are one of only 69 counties in the United States that the rating agency Standard & Poor's has listed as AAA and one of only six of North Carolina's 100 counties that are AAA rated. Yet the realities of managing increased expenditure pressures and declines in certain revenue streams, potential legislative actions regarding the redistribution of sales taxes, and other incremental policy changes continue to increase stress on the local property tax base.

The Durham County approved Fiscal Year (FY) 2016-17 budget totals \$587,305,721, with no County property tax rate increase included. Funding supports annual debt service related to long-term capital investments, including the new County Courthouse, the Human Services Building, and the continuing issuance of 2007 voter-approved General Obligation bonds for Durham Public Schools, Durham Technical Community College, and the NC Museum of Life & Science. The total Durham County budget increase is \$22,722,093 or 4.02% over the FY 2015-16 approved budget.

Table 1: FY 2016-17 Budget Summary

Fund	FY 2015-16 Original Budget	FY 2016-17 Commissioner Approved	% Difference
General	\$396,483,059	\$414,362,524	4.51%
Total All Funds	\$564,583,628	\$587,305,721	4.02%

Budget Outlook

Durham County's overall fiscal and economic outlook is positive for fiscal year 2016-17. The county is slowly recovering to pre-recession levels in several key economic indicator areas. This was further validated in the National Association of Counties (NACo) report, *"County Economies 2015. Opportunities and Challenges"*, January 2016. The evaluation compared trends between 2014 and 2015 in four major categories including: annual changes in jobs, unemployment rates, economic output (GDP) and median home prices. Durham County performed well in three of the four areas. The unemployment rate remained unchanged during the comparison period. Overall, while Durham County's economic outlook remains positive; the growth factors are slower than the historical pre-recession period.

As noted in the NACo report, overall wages have increased for many Durham County residents, yet our poverty rate was 16.6% in 2014, slightly below the state's 17.2% average. Further, according to the Budget and Tax Center's County's Snapshot report, "nearly 45,319 people in the county were eligible for Medicaid in December 2015, an increase of 49.4% since December 2007 when the recession began" (Budget and Tax Center County's Snapshot, March 2016). During this same period Durham County's population grew 23%. Further, as we plan long-term to address operating and capital budget needs, the NC Office of State Budget and Management forecasts a 30% population growth in the Triangle area by 2030. All of these combined factors make it necessary to be more deliberate planning for Durham County needs in the short and long-term period.

2016 Reappraisal

FY 2016-17 marks a rare occurrence, as it is a revaluation year, the time when the County must, by state law, update the values of all real property throughout the county. This revaluation process has to be done a minimum of every 8 years (state law), and this year is the eighth year since Durham County's last revaluation. The approved budget shows that through natural growth and revaluation property valuation increased a total of 9.71% from FY 2015-16. This is a much larger increase in valuation than compared to "normal" years, and is due mostly to the revaluation process.

Many parts of Durham County have experienced significant growth in the valuation of real property, which is a positive economic change, given the property recession experienced just several years ago, but it also potentially means larger property tax bills for citizens experiencing growth in property valuation.

The good news is the County has to start the revaluation change process with a "revenue neutral" property tax rate, which in positive economic environments usually means a decrease in the tax rate. For Durham County the FY 2015-16 property tax rate (before revaluation) is 79.31 cents per \$100 valuation, but due to revaluation and the mandate to start at a revenue neutral tax rate, the County "revenue neutral" tax rate is 74.04 cents per \$100 valuation. This is a decrease in the property tax rate of 5.27 cents. So the many residents who will see property valuations increase significantly will also see a certain decrease in the property tax rate applied to that new higher valuation.

During deliberations with the Board of County Commissioners, after I presented my budget recommendations, the Board was able, with the help of our talented staff, to reduce my initial request for a one cent tax rate increase above the revenue neutral rate to a no tax increase approved budget. This was largely done with a slight change in calculating the revenue neutral tax rate, a bump in several revenue sources including the percentage collection of property taxes from 99.3% to 99.6%

The below table shows the change in the new property rate related to the FY 2016-17 revaluation process.

Table 2: Property Tax Rate Change from Revenue Neutral Tax Rate

Property Tax	FY 2015-16 Tax Rate	FY 2016-17 Rev. Neutral Tax Rate	FY 2016-17 Approved Tax Rate	FY 2016-17 Change from Revenue Neutral
General Fund	70.78	66.08	66.08	0.0
Capital Financing Fund	8.53	7.96	7.96	0.0
Total	79.31	74.04	74.04	0.0

Sales Tax Revenues

The total amount of FY 2016-17 budgeted sales tax revenue for Durham County is \$75 million, the equivalent of 21.52 cents of property tax. The estimated end of year FY 2015-16 sales tax collections is expected to grow 4.6% overall. A growth factor for FY 2016-17 of around 4% translates to a total 7.79% base budget increase for the upcoming fiscal year from the current fiscal year. In actual new revenue the budget impact of 7.79% growth in sales tax revenue this year equates to \$5.4 million, or 1.55 cents of property tax. Simply put, growth in sales tax revenue means less pressure on growth in property tax revenue. While this is an increase, it is nearly half the growth seen from FY 2014-15 to FY 2015-16. Table 3 reflects summary sales tax budget trends.

Table 3: FY 2016-17 Sales Tax Budget

Durham County has estimated an overall 7.79% increase in all local sales taxes for FY 2016-17. Sales Tax 16-17 Budget vs. 15-16 Budget					
	<u>FY2015-16 Budget</u>	<u>FY 2015-16 Estimate</u>	<u>% From FY 2015- 16 Budget</u>	<u>FY2016-17 Budget</u>	<u>% From FY 2015-16 Bud.</u>
Article 39	\$21,357,953	\$22,419,737	4.97%	\$22,979,684	7.59%
Article 40	\$11,375,429	\$11,901,645	4.63%	\$12,377,711	8.81%
Article 42	\$14,233,465	\$14,936,626	4.94%	\$15,349,556	7.84%
Article 44	\$0	\$2,55,	N/A	\$0	N/A
Article 46	\$11,800,000	\$12,601,338	6.79%	\$12,600,000	6.78%
Interlocal	\$10,894,599	\$11,321,985	3.92%	\$11,778,580	8.11%
Total	\$69,661,446	\$73,181,388	5.05%	\$75,085,531	7.79%

Other Revenues

Overall General Fund service charges increase by 15.9%, primarily due to actual budget trends, specifically in the Register of Deeds department which saw a significant over collection of revenue compared to the budgeted amount for FY 2015-16. The changes resulted in a \$2.8 million budget increase. This increase offsets slower growth in other categories. Intergovernmental revenues grew by only 0.6% due to reduced state and federal funding or funding caps that affected human services and public safety functions.

Strategic Plan

The County's strategic plan was developed and approved by the Board of County Commissioners in February 2012, with input from key stakeholders including over 3,000 citizens, employers, Durham County employees and community leaders. The process identified five goal areas to align priorities and resources including Community and Family Prosperity and Enrichment; Health and Well-being for All; Safe and Secure Community; Environmental Stewardship; and Accountable, Efficient, and Visionary Government.

In FY 2016-17, the County will begin the process of updating that strategic plan, which will help guide future resource allocation and the management principles within the Managing for Results philosophy. In other words, County administration and departments will begin to assess current services and programs against the goals of the strategic plan through intensive data analysis and begin realigning existing resources to meet the approved strategic goals.

As we update the County's strategic plan these economic times require greater collaboration and increased community dialogues to improve the long-term collective impact strategy. As our resources dwindle and the demands for services grow, the single most important thing our community can do is understand the value effective collaboration and move rapidly toward the development of collective impact strategies. Going forward this means working in concert with the City of Durham, Durham Public Schools, The Chamber of Commerce, Made in Durham, Durham Tech, NCCU, the Mayors Poverty Initiative, My Brother's Keeper, the Universal Pre-K Task Force, The Courts, The Duke Durham Children's Data Center, Project Build, GRS, Crime Cabinet and Duke Health to name just a few.

As we plan for the upcoming year, the following strategic investments leverage current resources, address service gaps, fund compliance issues and help ensure we mitigate against risk. Expansion budget items and recurring issues were approved to align with the County's overall plan. The approved budget strives to align within the five goal areas as defined in the Strategic Plan.

FY 2016-17 Budget Highlights

Goal 1: Community and Family Prosperity and Enrichment

Durham Public Schools

Durham Public Schools continues to be the single largest source of expenditure for Durham County Government. In the current FY 2015-16 budget, Durham Public Schools has a current operating budget of \$123.6 million out of a total General Fund budget of \$396.5 million. That's nearly 31.2% of the total County General Fund.

For FY 2016-17, the Durham Public Schools Board of Education requested an increase of \$4.39 million in additional county funding. The request supports enrollment growth increases for 739 additional students (\$2.75 million), an FY 2015-16 mid-year salary supplement increase (\$1.1 million), and \$500,000 for continued support of a teacher mentoring program. Additional funds are Article 46 sales tax dollars that the Board has allotted for various DPS services.

The approved budget supports the entire Board of Education request for current operating dollars to fund estimated new pupil growth (793) through a combination of property tax dollars and BOCC policy directed use of additional Article 46 sales tax. We have consistently stayed among the top five county governments in local funding per student and Durham County will maintain its position as one of the state's top five counties for highest local "per pupil" funding at \$3,160. In addition, Durham County will also pay \$27.61 million in debt service for school facilities during FY 2016-17. Total current expense funding for Durham

Public Schools for FY 2016-17 will be \$127,975,707, or 31% of the entire General Fund budget. In addition to the direct operating expense and debt service payment for Durham Public Schools, an additional \$3.53 million is allocated in County department budgets to support School Resource Officers and School Nurses.

Durham Technical Community College

Durham Technical Community College (DTCC) requested funds to support campus salary market-adjustments, contracted services and increased insurance cost. In addition, the requested funds would repair aging campus facilities and support equipment and technology replacement. The Article 46 sales tax revenue allocated to support DTCC scholarships is projected to increase \$170,931 in FY 2016-17, bringing the total projected funds to \$1,211,451. Over the past several years, the Article 46 sales tax funds allocated to support tuition scholarships have not been fully utilized.

The Board approved funding increases of 5.62% or \$367,425. These dollars fund inflationary operating expenses, additional utility and personnel cost related to new potential leased space, and increased scholarship allocation from Article 46 sales tax revenue.

Nonprofit Support

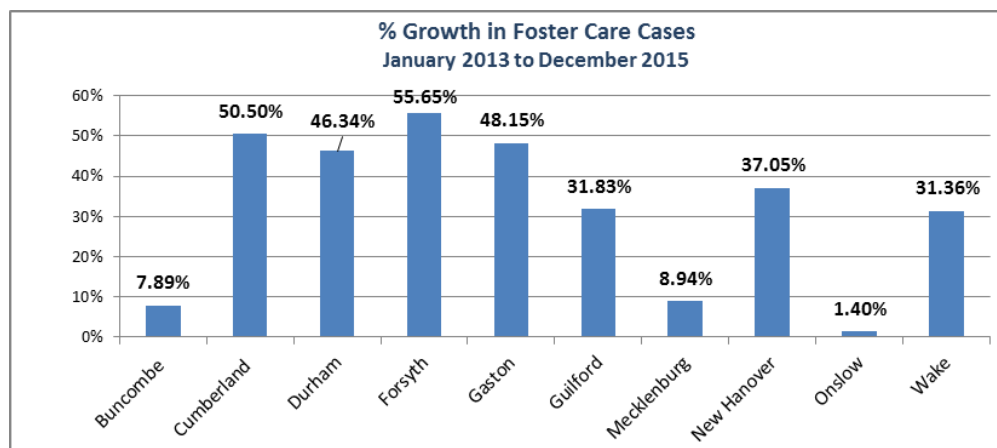
For FY 2016-17 there was no application cycle to solicit the funding of new nonprofit agencies. The same agencies that were funded in FY 2015-16 will be funded at the same level in FY 2016-17 with their contracts managed by a County department that most closely aligns with their work. This procedural change was presented to the BOCC last fall as a way to begin to streamline the non-profit funding cycle and improve overall outcomes.

For FY 2017-18 and beyond, the County will transition away from the nonprofit funding program to a Request for Proposal (RFP) format that solicits specific services from community service providers. Under the old process the County asked nonprofits to broadly align grant proposals with our Strategic Plan. The changed RFP approach will seek more specific proposals that target specific community issues. The RFP process will be clarified by November 2016 for the FY 2017-18 budget.

Goal 2: Health and Well Being for All

Social Services

Over the past three years Durham County's Department of Social Services (DSS) has experienced unprecedented growth in the number of children in foster care. Between January 2013 and December 2015 DSS experienced a 47% growth in the number of youth in foster care. This increase is part of a statewide trend as reported by a number of counties, some of which have seen growth topping 50% over



the same time. Of particular and pressing concern is that during this current fiscal year DSS has seen nearly a 15% increase in the number of foster care youth.

While the growth in the number of children coming into foster care is significant, it is important to understand that during the same time frame DSS has placed 229 youth out of foster care by way of reunification with parents, guardianship with relatives, adoption, and emancipation. The chart above reflects various county increases in foster care across a three year time span.

With that trending in mind an additional \$450,000 was funded to support direct Foster care cost. This level is lower than the original budget request, however we will carefully monitor foster care trends throughout the year to determine if further investments are required to support DSS operations. Further, a new Paralegal position will be added to support Foster Care related workload in the County Attorney's Office. Other budget increases support replacement vehicles, software and hardware replacements and increased local support for program services.

Public Health

This year we have sharpened our focus on the multi-sector work that must be done to create a "Healthy Durham" – a Durham where all of our residents have the opportunity to achieve optimal desired health outcomes. We understand that "good health is a state of physical, mental and social well-being and not merely the absence of disease or infirmity." We are working hard to address the disparate health and quality of life outcomes that exist in our community. One area not normally considered within the Public Health domain is violence, but violence affects the health of the entire community, either physically, mentally or socially often resulting in premature death or disabilities of those most closely involved. Violence is like an infectious disease - one event can lead to another, both infect geographical clusters, both have incubation periods, and reduction can be achieved by interrupting transmissions and changing norms. With this framework in mind this budget provides funding for several programs that will work in tandem to support the best opportunities for all citizens in our community.

The Cure Violence model is a public health approach to gun violence reduction that seeks to change individual and community attitudes and norms about gun violence. It considers gun violence analogous to a communicable disease that passes from person to person when left untreated. Cure Violence is an evidence-based violence prevention program that engages multiple sectors within the community. The program's objectives are to: 1) detect and interrupt potentially violent conflicts; 2) identify and treat those at highest risk; and 3) mobilize the community to change norms. Five new positions will begin the extremely important job of carrying out the Cure Violence program in FY 2016-17.

Since September, with approval from the Board of Health, the Department of Public Health worked with Cooperative Extension's Project BUILD to garner key stakeholder support for implementing this program. In March, Durham received designation from the national Cure Violence office to be designated as an official Cure Violence site. Investments have been made in the Cure Violence program, including a Program Coordinator, two Violence Interrupters, two Violence Workers and funds to collaborate with agency service providers (\$434,537). The City Manager and I are committed to resource alignments that change the trajectory of recent violence trends within the community. To that end, we are changing our approach with how we align resources to support Project Build. Beginning FY 2016-17, Project Build efforts funded in the city will be transferred to Durham County Government. Durham City will maintain its fiscal commitment to the program. Yet this approach will leverage overall outcomes for Project Build and Cure Violence initiatives.

Further funding supports the continuation of the Durham Diabetes Coalition project which has provided community and clinical interventions for Durham citizens with diabetes for the last five years by employing a “boots on the ground” strategy in distressed neighborhoods. While this program has been completely supported by grant funding in the past, in FY 2016-17 Public Health is looking to support a majority of the program with new funding from Duke University with the remainder of program support coming from Medicaid Cost Settlement dollars and new County dollars until a long-term solution is formulated (\$119,548 in new County dollars). In addition resources are allocated to continue the Smoking Cessation initiative, previously supported through the Community Health Trust Fund, but now be supported with County dollars (\$59,823). The related position will renew smoking rule efforts, collect data to compare to the 2013 baseline and enact a communication campaign that now includes e-cigarettes.

School nurses are a largely unknown but vital system of healthcare, an unrecognized health care resource, as well as a safety net for children. Efficient management of student health concerns are vital to eliminating barriers to learning and are also cost effective for the community as a whole. Especially in terms of parents’ decrease in lost time from work attending to an ill child as well as increasing teacher instructional time because they no longer need to leave a class to help care for a sick child. Four new School Health Nurses are funded in FY 2016-17 (\$229,626). This investment will help reduce the ratio of nurses to schools. Currently, 13.2 County-funded School Health Nurses are responsible for providing services to 47 schools. Through these additions improvement is sought related to absenteeism as a result of health issues as well as a reduction of medical interventions that are performed by administrators, teachers and parents. Over the next several years, additional school nurses will be funded to support this critical public health need.

Veteran Services

With the closure of the State Veteran Affairs office located in downtown Durham, the Durham County Veteran Services Office has seen a tremendous increase in requests for services since last fiscal year as well as over the past several years. Since the office closing the department has seen 162% growth in walk-in clients. Overall claims submitted increased from 452 in FY 2014-15 to 816 estimated for FY 2015-16. The increased demand cannot be serviced with the current two staff members. Therefore an additional Veteran Services Program Officer is funded to support Durham County veterans. (\$47,508)

Goal 3: Safe and Secure Community

Emergency Medical Services

The FY 2016-17 Emergency Medical Services budget request continues to correct significant deficiencies identified and presented in FY 2013-14. An in depth evaluation found insufficient staffing levels to support current deployment of units and also the need to replace aging and/or inadequate vehicles and equipment which were resulting in high repairs or maintenance costs. The FY 2014-15 budget funded fifteen (15) out of a requested 23 paramedic staff needed for existing ambulance deployment, replaced aging vehicles, and replaced equipment to support operating efficiencies, including the complete replacement of the department’s non-standard fleet of cardiac monitor-defibrillators. In FY 2015-16 nine additional positions were added to complete staffing of the existing ambulance deployment.

Responsibility for ambulance operation has changed over the last few years with volunteer fire departments dropping their ambulance service and Durham County EMS slowly assuming this role. For the last 16 years Durham County residents have been served by a daily deployment of 15 ambulances across the County during peak hours of the day, falling to 13 ambulances at night. During the same period, the County’s population has grown from 213,000 to nearly 300,952, nearly 41 percent. This growth is

significant: more residents translate to more calls per hour, which reduces the number of available ambulances, which in turn extends response times. The number of ambulances available today is simply insufficient to meet the demand for service.

Compounding this problem Durham County EMS does not have sufficient paramedic positions available to allow for normal vacation and sick leave or to support the growing number of large special events. EMS historically relied on part-time employees to fill in for these staffing shortages, but the availability of part time personnel has decreased over the years because most want and find full time jobs.

For FY 2016-17 EMS requested the remaining funds to support the existing ambulance deployment units and replacement vehicles and equipment. The overall additional request totaled \$5.4 million including 56 positions to staff 6 additional 24 hour trucks. The requests were identified to address service demands required to meet increased population growth.

Recognizing that the County cannot afford such increases in a single year, but also understanding the increasing pressures experienced by the EMS department, five positions were approved to address peak response time hours. In addition, the County will allow EMS to “over-hire” seven positions which will help address the gap that occurs when new hires go through the training period.

A serious and deliberate policy discussion needs to be had around county EMS response time goals as such direction will help instruct how much resources are to be allotted for Emergency Medical Services.

Criminal Justice Resource Center

The Misdemeanor Diversion Program is one of the strategies identified in the *My Brother's Keeper* Action Plan and it is a critical component in CJRC's service continuum, as it allows young people a bright future not tainted by a mistake that could otherwise show up on a criminal record check for years to come. The Misdemeanor Diversion Program has been very successful thus far and the outcomes speak for themselves: Of 161 youth admitted only four individuals had subsequent criminal charges. In September 2015 the program was expanded to serve 18 to 21 year olds at the request of Mayor Bell and with the support of Durham's criminal justice stakeholders. The program received a NCACC award in 2015 and it also has been the template for several other counties in NC implementing similar diversion programs (Wake, Buncombe, and Orange). Governor's Crime Commission funding supported this program's related position in FY 2015-16 and will support it for half of FY 2016-17 with the County supporting the remainder of the cost (\$20,620).

Pretrial Services has been making an impact on our jail population for the last 10 years. At a stakeholder meeting in November, partners identified several opportunities to expand our penetration of the system. By extending operating hours to evening and weekends, staff working in the booking area at the jail can assist magistrates in making better release decisions for individuals with medical or mental health concerns or arrested on low level charges. The expansion of these services will provide sufficient staff to cover First Appearance Court in the mornings as well as evening hours in booking. Staff working evening and weekends can also prepare criminal backgrounds and complete risk assessments for inmates scheduled for first appearance, reducing some of the high volume of work Pretrial staff complete every morning for First Appearance Court. Meeting these service levels will be accomplished with the addition of a 0.6 Pretrial Services Specialist (\$27,413) and also by shifting a staff position from Community Based Corrections to Pretrial Services.

In June 2015 the Board of County Commissioners adopted a resolution in support of the Stepping Up Initiative, a national effort to reduce the number of jail inmates with mental health disorders. Since that time CJRC staff has been working with a very engaged and enthusiastic group of stakeholders to map

current services across the criminal justice spectrum, analyze the number of individuals with behavioral health issues in our jail, and identify gaps and shortfalls in our continuum of services. This budget supports the creation of a court diversion program for persons with mental health challenges as well as provide an expansion of jail and other mental health services by funding two Peer Support Specialist positions, a Mental Health Clinician, housing, and other support services after discharge, and two additional hours per week for the Jail Psychiatrist (\$178,445). These efforts will build a continuum of support after jail release to reduce recidivism of criminal justice involved persons with mental illness. Over half of the released inmates have no family or friend to pick up their medication and/or walk them through the re-establishment of housing and basic support services.

A Peer Support Specialist insures that the released inmate is connected to housing and recommended treatment. Housing funds will alleviate the pressure to re-establish lost housing and/or gain transitional housing for those whose residence was compromised due to detention. The Mental Health Clinician will provide services to persons with co-occurring substance abuse and mental health disorders after release and under correctional supervision (probation or post-release). Oftentimes these individuals have no insurance coverage and therefore go on waiting lists with community providers. The additional clinical counselor will allow CJRC to expand capacity as well as the target population that they aim to reach.

Sheriff

The Sheriff's Department requested over \$5.5 million in additional County funding for FY 2016-17, including 40 new Detention Officers to double up shift support of jail pods housing up to 64 inmates. Another 14 Detention Officers were requested to create a separate Mental Health pod for inmates with special needs. While 54 new positions as part of this budget is simply not feasible, we will need to study and assess how we move forward to best support Durham County residents in detention. This will involve a number of complex issues and will most likely result in potentially expensive solutions. But the safety and wellbeing of jail inmates, related family members, and the dedicated employees who work at the Detention Center demands that we as a community face these issues head on.

This budget does include funding to support three Law Enforcement Officers who will cover Jail inmate transportation. Armed deputies frequently transport individuals, but unarmed detention officers also often transport violent subjects to and from the detention facility. In 2015 transportation personnel conducted nearly 1,800 transports to and from mental health facilities and hospitals. Centralizing transportation resources will streamline this critical function by eliminating disparate divisions responsible for the same function. This approach totals \$341,794 to support three positions, transport vehicles and equipment.

The Durham County Detention Facility continues to see a rise in the number of inmates suffering from mental health issues. After the National Institute of Corrections presented recommendations related to its review of the County jail operations, the Board of County Commissioners approved ten new specially trained Detention Officers to support the creation of a separate mental health pod within the jail. Services provided within this pod will focus on mental health issues of inmates and will allow for specialized oversight of those who need to be separate from the general population.

Each year suicide prevention measures occur on inmates as directed by health care providers at the Detention Facility. In order to maintain the National Commission on Correctional Health Care (NCCHC) accreditation, it is necessary to ensure that suicide resistant cells are available. Compliance can be achieved by replacing existing HVAC vents with security vents, which reduces an inmate's ability to tie a

restraining device through conventional vent openings. The FY 2016-17 budget includes \$25,000, to outfit additional cells with this important precaution.

Finally, the Sheriff's Office requested \$1.5 million to support replacement vehicles ranging in age from seven to 15 years old with 108,000 to 155,000 miles. According to a recent agency analysis, 56 vehicles meet both age and mileage limits of the County's replacement criteria. This budget supports 30 vehicle replacements, including 25 pursuit vehicles, one (1) truck, one (1) SUV, one (1) sedan and two (2) cargo vans. The budgeted amount totals \$1 million for on-going vehicle and equipment replacement.

Emergency Management

The Fire Marshal and Emergency Management department has undergone significant reassessment over the past fiscal year with the hiring of a new Fire Marshal. Through this process a multi-year Strategic Plan was created that will assist in responsibly guiding these divisions in the coming years of anticipated growth in Durham County.

As a result of this assessment process the divisions within The Fire Marshal's responsibility are being reorganized to better align with the Managing for Results framework, as well as more capably respond to the needs of Durham County citizens. Within each area recently created Division Chiefs will be assigned to oversee the specific functional responsibilities.

The Emergency Management function is being restructured to more capably respond to crises that occur within Durham County. With the addition of two new positions, a division chief of Emergency Management and Continuity of Government and a Senior Emergency Management Coordinator, the division will be able to focus more of its energy on prevention, preparedness, response, recovery and mitigation activities. Through establishing a Continuity of Operations Plan (COOP) and Continuity of Government (COG) program for the City and County, both governments will be better prepared for a significant events and more capable of integrating within the framework of FEMA.

Durham County Fire & Rescue District

In particular, an important need identified is the addition of a traditional work week Division Chief. This position will provide consistencies across all operational shifts of the department, as well as assist with the administrative and professional needs of DCFR. The addition of six new firefighter positions will allow coverage of an area, which previously has been under-served, as well as relieve overtime and part-time costs. These positions will allow the division to put one more fully-staffed crew on duty during each 24 hour shift. These changes will occur without a tax increase within the Durham County Fire district.

Goal 4: Environmental Stewardship

Environmental Engineering

A new Inspections Supervisor will support increasing demand for services. The position costs however, will be offset by increase in fees paid for those services. The Soil and Erosion Division currently has over 100 open erosion control permits with approximately 40 more pending for projects that require monthly (or more) inspections. This work is currently being handled by two technicians. These same technicians are also conducting plans reviews, handling complaints, and fulfilling their other duties. This workload challenges the Division to meet its measures of monthly inspections. The Inspection Supervisor position will increase the number of inspections and ensure that every site is inspected monthly, as well as provide guidance to the Technicians, while also allowing the Division Manager to provide better overall program administration.

General Services (Solid Waste)

This budget funds the addition of two new Maintenance Technician positions to provide recycling support for county solid waste facilities. Due to nationwide changes in the recycling environment it now will cost the County to process recyclable goods rather than receiving revenue for this processing. This eliminates revenues that previously offset some solid waste costs. The solid waste sticker fee, which serves almost 14,000 households, is being increased to better reflect the actual costs of this vital program. In FY2014-15 and FY2015-16 the annual fee was \$139, in FY2016-17 it will be set at \$168.95, a \$29.95 increase.

One-Stop Shop

The City and County are currently developing a multi-use planning related area that will serve as a “One Stop Shop” customer service department for citizens completing the Development Review Process. The primary objective is to create a business friendly environment that will provide a time-sensitive, easy-to-navigate development review process which facilitates continuous process improvement. This proposal includes an initial phase and may include additional phases in FY 2017-18 or later, based on internal and external customer feedback on the effectiveness of Phase One in addressing the concerns raised in the Joint Economic Development Strategic Plan process. The capital cost for the first year of the project is \$430,000 and will be supported by increased revenue within the participating departments.

Goal 5: Accountable, Efficient and Visionary Government

Durham County Employees

Our workforce continues to be our greatest asset. The County has more than 1,920 employees who provide amazing service to our residents. They provide the energy that turns policy into action — the human capital that makes Durham County government work. Without them the goals of our Strategic Plan and the benefits of a performance measurement system will never be fully realized.

The Board approved budget maintains the continuation of the employee pay for performance compensation plan at the 2-3% range. It fully funds the benefits plan estimated costs, and increased contribution percentage to the retirement system as per state requirement. The budget sets aside funding to address public safety salary issues in high turnover areas within the Emergency Medical Services and Sheriff’s Office. Both areas continue to experience high turnover rates that will require a comprehensive strategy to determine approaches that better attract and retain employees in these areas.

I will come back to the Board to address the overall salary plan during the next budget cycle. In FY 2013-14 Durham County contracted with Evergreen Solutions to conduct a comprehensive pay plan study, and over three years the study recommendations were implemented with the final phase occurring in FY 2015-16. The report suggested reviewing pay plan competitiveness on a three-year cycle. Consistent with the report recommendations we will do a comprehensive review of our overall pay scale to determine market competitiveness for salary and benefits. The evaluation will also assess best practices used to support employees around issues such as expanded parental leave beyond the Family Medical Leave Act authorization.

For the FY 2016-2017 budget cycle, the benefits rate setting committee met to determine insurance rates based on recommendations from the County’s benefits consultant. The initial benefits budget from the current provider recommended a cost prohibitive increase that forced the county to identify additional options for Durham County employee benefits. The committee directed our broker to search for plan options that would require a significantly lower increase.

Ultimately a recommendation was made to contract with Aetna as the County medical plan third party administrator which was approved by the BOCC in April, based on projected cost savings and benefit enhancements. The Aetna's Accountable Care Organization (ACO) plan projected claims cost savings over a 3-year period of \$1M to \$4.5M based on ACO employee enrollment compared to a BCBSNC equivalent ACO plan. Aetna will also provide \$67,500 per year in Wellness Funds for each of three years compared to BCBSNC's offering of \$33,000 per year. In addition, Aetna has partnered with the County to offer discount Fitbits to our employees.

Risk Mitigation

Strategic risk mitigation takes a comprehensive approach to identify, quantify, and prioritize risk areas throughout an organization. This approach helps buffer against potential breaches that could comprise fiscal, technology, employee safety, and infrastructure damage. Effective risk management is an ongoing process that changes approaches to ensure overall risks are marginalized. Information Technology, General Services and Risk Management identified critical risk areas that are in need of additional support.

General Services

This budget supports a Quality Control/Assurance position for General Services to assist in the drafting and documentation of construction contracts, service contracts, request for bids, request for qualifications, as well as reviewing of all invoicing associated with the contracts. This is presently handled by one person. The workload over that last 10 years has grown at a pace where there is a need for additional resource so that projects are not delayed in the formulation process. The position will also provide additional facilities monitoring that will require service contracts, repair contracts and the like to be generated for the upkeep of these facilities. Finally, the updated Capital Improvement Plan will generate another set of complex projects to include major fenestration renovations that will need initiated quotes ascertained, specification development, and contract execution.

All of these areas present significant risk opportunities as the County's infrastructure grows in size and complexity. This position will help mitigate those risks by enhancing quality control across a number of areas.

Information Services and Technology

To combat the threat of cyber-attack, the County currently employs a strategy of network security that includes the maintenance of firewall services, the prevention of malicious spam email and point security that responds to specific threats. While network security attends to a subset of cyber-security threats, information security is a more comprehensive approach. This budget supports the creation of an Information Security Officer position (\$68,983) that will lead us beyond the network security that we currently employ and into the space of information security. This position will create agency-wide information and cyber security policies and provide training on how sensitive information is handled, stored and accessed, ensuring compliance with mandates. This contemporary approach to information security aims to achieve practical risk management and is a position that is supported by many of our peers like Wake County, the City of Charlotte and the City of Greensboro.

Risk Management

The County has a high occupational injury frequency and severity compared to peers in NC and across the nation. From FY2013 through FY2015 the County experienced an average of 131 workplace injuries annually with average annual incurred costs of \$801,452. This is an average of \$26,000 per indemnity claim and \$6,000 per incident. The County must invest resources into the safety and health of employees,

controlling costs by reducing the frequency and severity of occupational injuries, reducing costs and lost productivity from time away from work, and reducing overall claim costs.

For FY 2015-16, investments were made by the County to hire its first Occupational Health and Safety Specialist within the Risk Management Division. The position is dedicated to establishing County-wide Safety Programs which provide safety education, training, and loss prevention services to all County departments.

For fiscal year 2016-17 the County is adding an additional position, a Risk and Safety Technician, to work with the Occupational Health and Safety Specialist. The position will provide ongoing safety education and training to all County Departments to ensure compliance with OSHA regulations and foster a proactive safety culture. Training services will be offered online and in the form of education modules combined with a live training component for some hands on courses to address these OSHA requirements. These services will complement the efforts of the requested Risk and Safety Technician.

Investing in a robust safety and loss control program will help reduce the County's overall cost of risk and ability to achieve benchmarks and performance measures for claim frequency and severity and overall safety. This would be achieved through reducing workers' compensation claim frequency and severity, decreasing claim medical costs, decreasing costs and productivity loss associated with lost time from work, reducing OSHA recordable and lost time injury/illness rates, and reducing vehicle incident frequency and severity.

Capital Improvement Plan Update

Over the past several months the Board has heard updates on a proposed 10 year view of capital project needs (2017-26 Capital Improvement Plan). We received \$1 billion of capital requests from county departments, Durham Public Schools, Durham Technical Community College and NC Museum of Life and Science. While many desired for projects to begin within the next five years or less, our debt capacity, within triple A standards, limits our ability to support projects at that level. The total requested amount is far greater than the debt range recommended over the next four years by the County's trusted financial advisor.

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

Estimated project expenses over the next four years total \$285.9 million. These numbers were derived based on historical spending patterns, timing for project implementation and planning and construction phases. We will continue our discussions on the overall projects requested in the next four-year period for a potential bond referendum and other short and long-term debt financed projects.

As part of the FY 2016-17 annual budget, property tax dedicated to support capital project debt service decreases from 8.53 cents to 7.96 cents due to revaluation. This "revenue neutral" amounts reflects a no tax increase related to debt service. However, future years will need a tax rate increase to support debt service related to a proposed November 2016 General Obligation bond referendum and other County capital needs.

Conclusion

Our County has made major strides in preparation for significant transformation. The three critical ingredients necessary for transformation are in place: 1) a clear and vital Strategic Plan; 2) an implementation strategy to see the plan through, which is our Managing for Results (MFR) model, and most importantly; 3) the right organizational alignment.

The FY 2016-17 adopted budget supports key organizational improvements with a realignment of General Manager positions around strategic goal areas and the creation of new positions in targeted program areas. This budget also continues to deepen the accountability and direction provided by Managing for Results (MFR) and will see more departments and programs developing and using data to make informed decisions. During the fiscal year, the County will update its strategic plan with input from the community and community leaders. Durham County's transformation continues.

Finally, this budget was packaged in the spirit of collaboration. I believe that our greatest progress will be made when we intentionally build a collective impact strategy second to none. The staff and I look forward to working with the Board of County Commissioners and Durham County citizens as we continuously aim to make Durham the place to work, play and thrive.

Sincerely,

A handwritten signature in black ink, appearing to read 'W.D.', with a stylized flourish at the end.

Wendell M. Davis

FY 2016-17 BUDGET HIGHLIGHTS

- The tax rate will decrease 5.27 cents due to the recently completed revaluation process to 74.04 cents per \$100 valuation. The “**revenue neutral**” tax rate is 74.04 cents per \$100 valuation
- The property tax collection percentage increases 0.3% to 99.60%, with overall property valuation increasing 9.71% from last year’s budgeted values due to the recently completed revaluation process.
- Sales taxes, including an inter-local agreement with the City of Durham, are estimated to increase 7.79% from the current year approved budget. See the Revenue Highlights page for more detail.
- Various fee adjustments in Public Health, solid waste and the Enterprise Utility Fund.
- Adding 50.67 new General Fund FTEs, eliminating 2.0 FTEs, a net General Fund increase of 48.67 FTEs for FY 2016-17.
 - 12.00 FTEs are revenue (fee) supported.
 - 1.00 new FTE in the County’s Risk Management Fund (Risk and Safety Coordinator)
 - 3.00 new Enterprise Fund FTEs were created and are supported with revenue created within that fund.
- Increase in the participation rate for the County contribution to the Local Government Employees Retirement System (LERS) from 6.74% to 7.32% for local LEO class and 7.15% to 8.00% for Local Law Enforcement Officers (LEO).
- Continued pay-for performance salary increases for employees for FY 2016-17 by 2% (meets expectations) or 3% (exceeds expectations)
- The total cost of the County Benefits Plan Fund has increased from \$21,705,951 to \$23,437,330 or 8.00%
- The General Fund fund balance appropriation increased from \$10.62 million to \$13.24 million.
- \$3.95 million in Community Health Trust Fund annual lease revenues will be transferred to the General Fund to support healthcare-related expenditures.
- Ongoing current expense funding to Durham Public Schools increases \$4,391,351 or 3.59% to \$126,605,707; with no increase in capital outlay funding. Article 46 sales tax revenue support of current expense funding for DPS is \$8,322,880, and \$469,080 for Pre-K programs.
 - Local expense per pupil funding increases to \$3,160, supporting an increase of an estimated 739 new students in DPS and County Charter schools
- Durham Technical Community College funding increases by 5.62% or \$367,425. Article 46 sales tax support for student scholarships and tuition costs makes up \$170,931 of this total increase. Overall Durham Technical Community College will receive \$1,211,451 in dedicated Article 46 sales tax support.
- North Carolina Museum of Life and Science current expense funding increases by \$40,000 or 2.52%.
- Purchase of 54 vehicles (new (11) and replacement (43) vehicles) for the EMS, Fire Marshal, Engineering, Public Health, Cooperative Extension, Social Services and Sheriff, and new equipment for EMS, Sheriff and Fire Marshal. Detailed on the Vehicle & Equipment page in the document.
- 40 nonprofit agencies were funded in the nonprofit funding program in FY 2015-16 at a total of \$635,038. In FY 2016-17, the same agencies will be funded flat and managed by the department that their services align with. For the 2016-17 fiscal year, those nonprofits will be managed by one of the following departments: Cooperative Extension, Criminal Justice Resource center, Department of Social Services, Engineering, Library and Public Health. Information about which nonprofits are funded and funding amounts can be found on the aforementioned departments’ budget pages.
- Funding for Durham County’s participation in the Durham Youth Works Internship Program totals \$75,280.
- No changes (rates were amended to be revenue neutral subsequent to revaluation) to any existing fire tax district tax rates for FY 2016-17.
- Increased Special Park District tax rate of 1.44 cents, in alignment with their support of the Park Center public spaces available to RTP based companies (and the greater Triangle community).
- Debt Service decreases \$51,933 to \$58.16 million, with dedicated property tax decreasing 0.57 cents to 7.96 cents to support current debt service payments. The decrease in debt service related property tax is due to the recently completed revaluation process. The “**revenue neutral**” tax rate is 7.96 cents per \$100 valuation and makes up part of the total 74.04 cents total County property tax rate. Additional funding from lottery funds, the Community Health Trust Fund, and dedicated Sales Tax also support debt service needs for FY2016-2017.



ANNUAL BUDGET ORDINANCE

Durham County

North Carolina

FY 2016-17

WHEREAS, the proposed budget for FY 2016-17 was submitted to the Board of Commissioners on May 23, 2016 by the Durham County Manager and filed with the Clerk to the Board on that date pursuant to G.S. 159-11;

WHEREAS, on May 31, 2016, the Durham County Board of Commissioners held a public hearing on the budget pursuant to G.S. 159-12;

WHEREAS, on June 27, 2016, the Durham County Board of Commissioners adopted a budget ordinance making appropriations and levying taxes in such sums as the Board of Commissioners considers sufficient and proper in accordance with G.S. 159-13;

BE IT ORDAINED by the Durham County Board of Commissioners that for the purpose of financing the operations of Durham County, North Carolina for the fiscal year beginning July 1, 2016 and ending June 30, 2017, there are hereby appropriated from taxes and other revenues the following by function and fund:

Section 1. Summary of Appropriations by Fund and Function - FY 2016-17

Function	General Fund	Swap Fund	Capital Financing Fund	Special Revenue Funds	Debt Service Fund	Enterprise Fund	Total Appropriation
General Government	\$103,352,464	\$2,750,000	\$63,115,728	\$8,521,399	\$58,165,209	\$500,000	\$236,404,800
Public Safety	\$60,354,231	---	---	\$3,372,990	---	---	\$63,727,221
Transportation	\$12,500	---	---	---	---	---	\$12,500
Environmental Protection	\$4,312,131	---	---	---	---	---	\$4,312,131
Economic and Physical	\$6,422,486	---	---	\$1,219,018	---	---	\$7,641,504
Human Services	\$92,909,937	---	---	---	---	---	\$92,909,937
Education	\$134,879,723	---	---	---	---	---	\$134,879,723
Cultural and Recreation	\$12,119,052	---	---	---	---	---	\$12,119,052
Utilities	---	---	---	---	---	\$8,278,660	\$8,278,660
Total Appropriations	\$414,362,524	\$2,750,000	\$63,115,728	\$13,113,407	\$58,165,209	\$8,778,660	\$560,285,528

Section 2. Summary of Revenues by Fund and Revenue Category - FY 2016-17

Category	General Fund	Swap Fund	Capital Financing Fund	Special Revenue Funds	Debt Service Fund	Enterprise Fund	Total Appropriation
Taxes	\$311,492,211	---	\$27,896,369	\$8,849,059	---	---	\$348,237,639
Licenses and Permits	\$1,359,250	---	---	---	---	\$3,000	\$1,362,250
Intergovernmental	\$57,876,643	---	---	\$4,256,664	---	---	\$62,133,307
Contributions and	\$77,476	---	---	---	---	---	\$77,476
Investment Income	\$140,000	---	\$10,000	---	\$388,219	\$18,000	\$556,219
Rental Income	\$443,156	---	\$563,868	---	---	---	\$1,007,024
Service Charges	\$20,612,487	---	---	---	\$400,000	---	\$21,012,487
Enterprise Charges	---	---	---	---	---	\$8,248,640	\$8,248,640
Sewer Connection Fees	\$42,100	---	---	---	---	\$509,020	\$551,120
Other Revenues	\$556,962	\$2,750,000	---	---	---	---	\$3,306,962
Other Financing Sources	\$21,762,239	---	\$34,645,491	\$7,684	\$57,376,990	---	\$113,792,404
Total Revenue	\$414,362,524	\$2,750,000	\$63,115,728	\$13,113,407	\$58,165,209	\$8,778,660	\$560,285,528

Section 3. For purpose of raising revenues to finance appropriations for the foregoing expenditures, the following ad valorem taxes are hereby levied on all property subject to ad valorem taxes within the county on January 1, 2016 at an anticipated collection rate of 99.60 percent. Rates are per \$100.00 of assessed valuation of taxable property.

District	Rate
Durham County-countywide	\$.7404

Section 4. For purpose of raising revenues to finance appropriations for the foregoing expenditures, the following ad valorem taxes are hereby levied on all property subject to ad valorem taxes within the county on January 1, 2016 at the anticipated collection rates noted below. Rates are per \$100.00 of assessed valuation of taxable property.

District	Rate	Collection Rate	District	Rate	Collection Rate
Bahama Fire District	\$.0987	98.7%	Parkwood Fire District	\$.0000	
Eno Fire District	\$.0778	98.3%	Redwood Fire District	\$.1344	98.3%
Lebanon Fire District	\$.1056	98.7%	Bethesda Fire & Rescue Service District	\$.0000	
New Hope District	\$.0874	98.7%	Durham Fire & Rescue Service District	\$.1251	98.7%

Section 5. There is hereby levied a tax at the rate shown below, per \$100.00 valuation of property listed for taxes as of January 1, 2016, for property located within the Durham County portion of the Durham-Wake Counties Research Triangle Park Research and Production Service District for the raising of revenue for said district. The anticipated collection rate is 98.7 percent.

	Tax Rate	Appropriation
Research & Production Service District	\$.0629	\$1,219,018

There is hereby appropriated to the Durham-Wake Counties Research and Production Service District from the net proceeds of this tax the amount of \$1,219,018 for use in said district in such manner and for such expenditures as is permitted by law from the net proceeds of this tax. In the event the actual net proceeds from the tax levy of the Research and Production Service District exceed the appropriated amount, the actual net proceeds from the tax shall constitute the appropriation from said tax levy.

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

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

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

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

Current Expense	\$6,601,516
Capital Outlay	\$302,500
Total Appropriation	\$6,904,016

- a) It is the intent of the Durham County Board of County Commissioners in appropriating these funds that Durham Technical Community College allocates current expense funding of \$1,211,451 for needs based financial assistance for enrolled students from Durham County and the Gateway to College program (an educational option for DPS students between the ages of 16-21 who have dropped out of high school but have a desire to now earn a diploma.)

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

The total local appropriation for Durham Public Schools for FY 2016-17 is as below:

Current Expense*	\$126,605,707	*Includes Article 46 Sales Tax Revenue:	DPS	Pre-K
Capital Outlay	\$1,370,000	<i>FY 2014-15 Over-collection</i>	\$724,069	\$23,991
Total Appropriation	\$127,975,707	<i>FY 2016-17 Estimated Revenue</i>	\$8,322,880	\$469,080
		<i>FY 2016-17 Article 46 Total</i>	\$9,064,949	\$493,071

- a) In addition, the Durham Public Schools budget should reflect local appropriations by purpose, function, and project. Once adopted, such resolution shall not be amended without the prior approval of the Board of Commissioners if the cumulative effect of such amendment would be to increase or decrease the amount of county appropriations allocated by purpose, function, or project by 15 percent or more.
- b) The Board of Commissioners and the County Manager shall be informed in writing of the audited fund balance amounts within 30 days of completion of the external audit.
- c) Transfers between capital outlay and current expense shall be approved by the Board of Commissioners.
- d) Durham Public Schools is authorized to use Public School Building Capital Funds, and Lottery Funds for capital outlay requests, with the approval of the Board of Commissioners.
- e) It is the intent of the Durham County Board of County Commissioners in appropriating these funds that the Board of Education allocate current expense funding of \$493,071 for expanded support of Durham Public School related Pre-Kindergarten programs.

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

Section 10. In addition, it is the intent of the Durham County Board of Commissioners in appropriating these funds that the Board of Education allocates sufficient funds to continue the teacher supplement at a rate of 12.5 percent for teachers with less than 10 years' experience; 13.50 percent for teachers with 10 years' experience; and 0.25% annual incremental increases for each year after 10 years maxing out at 18.5% for teachers with 30 years or more experience.

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

RISK MANAGEMENT FUND

Revenue \$3,178,879

Expense \$3,178,879

BENEFITS PLAN FUND

Revenue \$23,437,330

Expense \$23,437,330

Section 12. In accordance with G.S. 159-14, the following trust funds are established and the proceeds are estimated as follows:

Law Enforcement Officers Trust Fund	\$377,484
-------------------------------------	-----------

George Linder Memorial Fund	\$250
-----------------------------	-------

Section 13. This ordinance incorporates the County's Capital Financing Policy to designate up to 20% of dedicated revenues as County Contribution for pay-as-you-go projects. For Fiscal Year 2016-17, the County Contribution is designated at 19.48%.

Section 14. In accordance with G.S. 159-13, a copy of this ordinance shall be filed with the County Manager, the Finance Officer, the Clerk to the Board, and the County Tax Administrator.

Adopted this the 27th day of June 2016.

**FY 2016-17
Fee and Other Charges Schedule**

Attachment 1

Department	Fee and Other Charge Type	FY 2015-16 Adopted Fees and Other Charges	FY 2016-17 Adopted Fees and Other Charges
All Departments			
	8.5 x 11 paper copies	\$0.05/page (unless otherwise stated)	\$0.05/page (unless otherwise stated)
Animal Services			
	Impoundment		
	1st offense + boarding fee + civil penalty	\$25	\$25
	2nd offense + boarding fee + civil penalty	\$60	\$60
	3rd offense + boarding fee + civil penalty	\$95	\$95
	4th offense and subsequent offenses	\$150	\$150
	Boarding		
	Dogs	\$12/day	\$12/day
	Cats	\$8/day	\$8/day
	Civil penalties		
	1st offense	\$50	\$50
	2nd offense	\$100	\$100
	3rd offense and subsequent offenses	\$150	\$150
	Failure to vaccinate dog/cat	\$250	\$250
	Animal Rabies vaccination (at shelter or animal control office)	\$10	\$10
	Animal Rabies vaccination (field vaccinations)	\$20	\$20
	Euthanasia at the shelter	\$50	\$50
	Surrendered animals picked up in the field	\$20	\$20
Board of Elections			
	Reports - 8.5 x 11 paper	Free	Free
	Diskettes and CDs - processing fee	\$25	\$25
	Labels - duplex on 8.5 x 11 paper	Free with furnished labels	Free with furnished labels
	Certificates	\$1	\$1
	Maps		
	8.5 x 11 paper	Free	Free
	34 x 42 paper	\$10	\$10
Fire Marshal			
	See attached detail		
General Services			
	Solid Waste Management fee (County)	\$139/year	\$168.95/year
	Solid Waste Management fee (City)	\$139/year	\$168.95/year
	Solid Waste Management fee (out of County users)	\$218/year	\$250/year
Library			
	Overdue fines on all materials (books, DVDs, CDs, etc.)	Fee structure is the same for all materials: 3-day grace period, \$1 on 4th day, \$0.25/day, maximum fines allowed for checkout - \$10	Fee structure is the same for all materials: 3-day grace period, \$1 on 4th day, \$0.25/day, maximum fines allowed for checkout - \$10
	Technology Lending	\$5/day/overdue item, no maximum	\$5/day/overdue item, no maximum
	Duplicating	\$0.10 per black and white 8 ½ x 11 page single-sided, \$.20 per black and white 8 ½ x 14 page single-sided, \$.25 per color 8 ½ x 11 page single-sided, \$.50 per color 8 ½ x 14 page single-sided	\$0.10 per black and white 8 ½ x 11 page single-sided, \$.20 per black and white 8 ½ x 14 page single-sided, \$.25 per color 8 ½ x 11 page single-sided, \$.50 per color 8 ½ x 14 page single-sided
	Out-of-County users	\$45	\$45
	Uncollected Interlibrary Loan		\$11 per uncollected out of County Interlibrary Loan
	Markerspace Fees		\$.25 per gram of 3-D printed PLA Card Stock – 8 ½" x 11" = \$0.50 per sheet Vinyl, Magnets, Sticker Paper, etc. = \$2.00 per sheet 2 Foot Poster – 24" x 24" = \$5.00 3 Foot Poster – 24" x 36" = \$10.00 6 Foot Poster – 24" x 72" = \$15.00 8 Foot Poster – 24" x 96" = \$20.00
	Returned Check Fee	\$15 per returned check	\$15 per returned check
	Replacement Library Card	\$1 per replacement card	\$1 per replacement card

**FY 2016-17
Fee and Other Charges Schedule**

Attachment 1

Department	Fee and Other Charge Type	FY 2015-16 Adopted Fees and Other Charges	FY 2016-17 Adopted Fees and Other Charges
Library cont.			
	Lost damaged items	Equal to the replacement cost of plus \$5 processing fee per item	Equal to the replacement cost of plus \$5 processing fee per item
	Meeting room rental fee	Nonprofits: no refreshments - free; refreshments - \$25 Commercial/For-profit: meetings up to 4 hours - \$100; meetings more than 4 hours - \$200, Partners: free	Nonprofits: no refreshments - free; refreshments - \$25 Commercial/For-profit: meetings up to 4 hours - \$100; meetings more than 4 hours - \$200, Partners: free
Environmental Engineering			
	Land Disturbance Plan Review Fees		
	Land Disturbance Plan Review, per acre charge	\$80	\$80
	Land Disturbance Fees		
	Permits for 12,000 sq. ft. to 1 acre (per job charge)	\$250	\$250
	Permits for 1 acre to 10 acres (per acre charge)	\$515	\$515
	Permits for more than 10 acres (per acre charge)	\$775	\$775
	Reinspection fee	\$210	\$210
	Second reinspection fee	\$420	\$420
	Unauthorized Land Disturbance Activities		
	Permits for 12,000 sq. ft. to 1 acre (per job charge)	\$500	\$500
	Permits for 1 acre to 10 acres (per acre charge)	\$1,030	\$1,030
	Permits for more than 10 acres (per acre charge)	\$1,550	\$1,550
	Stormwater Plan Review		
	Stormwater Plan Review 21,780 sq. ft. to 1 acre (per job charge)	\$210	\$210
	Stormwater Plan Review more than 1 acre (per acre charge)	\$315	\$315
	Stream Delineation Cape Fear River Basin	\$600 base fee plus \$25 per acre	\$600 base fee plus \$25 per acre
	Stormwater Permit Renewal Fee		
	Permits for 21,780 sq. ft. to 1 acre	\$105	\$105
	Permits for more than 1 acre	\$160/disturbed acre	\$160/disturbed acre
	Reissuance of Revoked Permits		
	Permits for more than 10 acres (per acre charge)	\$775	\$775
	Permits for 1 acre to 10 acres (per acre charge)	\$515	\$515
	Permits for 12,000 sq. ft. to 1 acre (per job charge)	\$250	\$250
	Extensions		
	Permits for more than 10 acres (per acre charge)	\$193.75	\$193.75
	Permits for 1 acre to 10 acres (per acre charge)	\$128.75	\$128.75
	Permits 12,000 sq. ft. to 1 acre (per job charge)	\$62.50	\$62.50
Utilities			
	Monthly service fees (County customers with City water)	\$4.05/hundred cubic feet	\$4.15/hundred cubic feet
	Monthly service fees (County customers without City water)		
	1 or 2 bedrooms	\$21.95	\$22.49
	3 bedrooms	\$49.37	\$50.58
	4 or more bedrooms	\$79.29	\$81.25
	Plan review fee (per submittal)	\$300 for first submittal; \$150 for each resubmittal	\$300 for first submittal; \$150 for each resubmittal

**FY 2016-17
Fee and Other Charges Schedule**

Attachment 1

Department	Fee and Other Charge Type	FY 2015-16 Adopted Fees and Other Charges	FY 2016-17 Adopted Fees and Other Charges
Utilities cont.			
	Pollutant Headworks Analysis Fee	At cost	At cost
	Inspection/Management fee	\$2/linear foot	\$2/linear foot
	Reinspection fee (per inspection)	\$200	\$200
	Lateral fee (per service)	At cost	At cost
	Lateral inspection fee	\$300	\$300
	Capital Recovery Charges		
	Single family (min. 2 bedrooms)	\$678 each	\$687 each
	Single family (each bedroom above 2)	\$339/bedroom	\$343/bedroom
	Multi-family units (apartments, duplexes, condominiums; min. 2 bedrooms)	\$678 each	\$687 each
	Multi-family units (apartments, duplexes, condominiums; each bedroom above 2)	\$339/bedroom	\$343/bedroom
	Multi-family (motels, hotels)	\$339/room	\$343/room
	Multi-family (motels, hotels with cooking facilities in room)	\$495/room	\$502/room
	Nursing/Rest home	\$170/bed	\$172/bed
	Nursing/Rest home with laundry	\$339/bed	\$343/bed
	Office - per shift	\$71/person	\$72/person
	Factory - per shift	\$71/person	\$72/person
	Factory with showers - per shift	\$100/person	\$101/person
	Store/Shopping Center/Mall	\$282/1,000 sq. ft.	\$286/1,000 sq. ft.
	Store/Shopping Center/Mall with food service (ADD)	\$85/person	\$86/person
	Restaurant (greater of per seat or per 15 sq. ft. of dining area)	\$113	\$115
	Restaurant - 24-hour service	\$145/seat	\$147/seat
	Restaurant - single service (exclusive of fast food)	\$57/seat	\$58/seat
	School - day with cafeteria, gym, showers	\$43/student	\$44/student
	School - day with cafeteria only	\$35/student	\$36/student
	School - day with neither cafeteria nor showers	\$27/student	\$28/student
	School - boarding	\$170/person	\$172/person
	Church (not including food service, day care, camps)	\$8/seat	\$8/seat
	Miscellaneous (based on daily average flow of facilities not described above)	\$2.83/gallon	\$2.87/gallon
	Monthly Sewer Service Charge - Water Meter Size		
	5/8"	\$3.90	\$4.00
	1"	\$5.39	\$5.45
	1.5"	\$7.41	\$7.46
	2"	\$8.05	\$8.06
	3"	\$19.51	\$19.61
	4"	\$44.00	\$44.22
	6"	\$56.11	\$56.39
	8"	\$67.84	\$68.18
	Over 8"	\$67.84	\$68.18
	Surcharge Fees		
	BOD (Biochemical Oxygen Demand) <i>Surcharge is applied for discharge concentrations greater than 250 mg/L</i>	\$349.18/1,000 lbs.	\$349.18/1,000 lbs.
	TSS (Total Suspended Solids) <i>Surcharge is applied for discharge concentrations greater than 180 mg/L</i>	\$60.44/1,000 lbs.	\$60.44/1,000 lbs.
	TKN (Total Kjeldahl Nitrogen) <i>Surcharge is applied for discharge concentrations greater than 40 mg/L</i>	\$0.75/lb.	\$0.75/lb.
	TP (Total Phosphorous) <i>Surcharge is applied for discharge concentrations greater than 5 mg/L</i>	\$6.87/lb.	\$6.87/lb.

**FY 2016-17
Fee and Other Charges Schedule**

Attachment 1

Department	Fee and Other Charge Type	FY 2015-16 Adopted Fees and Other Charges	FY 2016-17 Adopted Fees and Other Charges
	Permit Applications		
Utilities cont.			
	Initial application fee for all applicants	\$300	\$300
	Permit modification fee	\$200	\$200
	Authorization to Construct review	\$300	\$300
	Monitoring Charges		
	Sampling without Mercury 1631	\$95	\$95
	Sampling with Mercury 1631	\$95	\$95
	Aluminum	\$10.50	\$10.50
	Ammonia	\$11	\$11
	Antimony	\$10.50	\$10.50
	Arsenic	\$10.50	\$10.50
	BOD5	\$17	\$17
	Cadmium	\$10.50	\$10.50
	CBOD5	\$20	\$20
	Chloride	\$10	\$10
	Chromium	\$10.50	\$10.50
	COD	\$19	\$19
	Copper	\$10.50	\$10.50
	Cyanide	\$22	\$22
	Ethanol	\$95	\$95
	Fluoride	\$19	\$19
	Gallium	\$12	\$12
	Indium	\$12	\$12
	Lead	\$10.50	\$10.50
	Mercury (Method 1631)	\$120	\$120
	Molybdenum	\$10.50	\$10.50
	Nickel	\$10.50	\$10.50
	NO2 + NO3	\$14	\$14
	Oil and grease	\$50	\$50
	Oil and grease (nonpolar)	\$50	\$50
	pH	\$5	\$5
	Selenium	\$10.50	\$10.50
	Silver	\$10.50	\$10.50
	SVOC (EPA 624)	\$275	\$275
	Tin	\$10.50	\$10.50
	TKN	\$19	\$19
	Total Phosphorous	\$15	\$15
	TSS	\$10	\$10
	Total Toxic Organics	\$610	\$610
	Volatile Organic Chemicals	\$120	\$120
	Zinc	\$10.50	\$10.50
	Acetone	\$120 for complete Pharma test group	\$120 for complete Pharma test group
	Ethyl Acetate		
	Isopropyl Acetate		
	Methylene Chloride		
	n-Amyl Acetate		
Emergency Medical Services			
	Basic Life Support (BLS) service fee + mileage	\$575 + \$10/mile	\$575 + \$10/mile
	Advanced Life Support #1 (ALS #1) service fee + mileage	\$660 + \$10/mile	\$660 + \$10/mile
	Advanced Life Support #2 (ALS #2) service fee + mileage	\$685 + \$10/mile	\$685 + \$10/mile
	Extra attendant	\$25/transport	\$25/transport
	Special event coverage (3-hour minimum)	\$200/hour	\$200/hour
	Waiting time (after initial 30 minutes)	\$75/half hour	\$75/half hour
	Treatment (without transport)	\$250	\$250
	QRV Standby	\$80/hour	\$80/hour
	Bike Team/QRV Transport	\$125/hour	\$125/hour

Fee and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2015-16 Adopted Fees and Other Charges	FY 2016-17 Adopted Fees and Other Charges
Sheriff			
	Gun Permits (Issued)	\$5	\$5
	Driver/Criminal History Fees	\$10	\$10
	Fingerprinting Fees (2 cards)	\$15	\$15
	Fingerprinting Fees (Concealed Weapon)	\$10	\$10
	Fingerprinting Fees (thumbprint)	\$5	\$5
	Concealed Weapon Permits	\$90	\$90
	Concealed Weapon Permits - Renewal	\$75	\$75
	Concealed Weapon Permits - Duplicate	\$15	\$15
	Concealed Weapons Permit - Lamination	\$3	\$3
	Report Copies	\$3	\$3
	Civil Process (in state)	\$30	\$30
	Civil Process (out of state)	\$100	\$100
	Security Card	\$10	\$10
	State Prisoner Reimbursement	\$18	\$18
	State Inmate Backlog	\$40	\$40
	Inmate Mail Returns	\$0.53	\$0.51
	DVD/CD copy	\$5	\$5
	SMCP Per Diem Housing	\$40	\$40
	SMCP Transports Fee (Hourly)	\$25	\$25
Public Health			
Nutrition			
	MNT, initial visit, 15 minute unit	\$35.00	\$34.00
	MNT, subsequent visit, 15 minute unit	\$30.00	\$30.00
	MNT group visit, 30 minute unit	\$16.00	\$16.00
	DSMT individual visit, 30 minute unit	\$52.00	\$52.00
	DSMT group session of 2 or more, 30 minute unit	\$15.00	\$14.00
	Diabetic management program, dietitian visit	\$43.13	\$43.13
Public Health			
Community Health			
	Insert Drug Implant Device	\$229.21	\$229.21
	Removal non-biodegradable drug delivery implant	\$146.76	\$146.76
	Removal with reinsertion, non-biodegradable drug delivery implant	\$228.40	\$228.40
	Destruction of Genital Warts Male	\$123.55	\$123.55
	TCA Vulva	\$125.42	\$125.42
	Diaphragm fitting	\$104.87	\$104.87
	Colpo W/O biopsy	\$125.68	\$125.68
	Colpo W/Biopsy	\$181.18	\$181.18
	IUD Insert	\$108.02	\$108.02
	IUD Removal	\$115.60	\$115.60
	Fetal Non-Stress Test (FNST)	\$15.27	\$15.27
	Maternal Health package 4-6 vs	\$425.25	\$425.25
	Maternal Health package 7+ vs	\$760.78	\$760.78
	Postpartum Exam	\$136.50	\$136.50
	Pregnancy Test (urine)	\$10.07	\$10.07
	TB PPD	\$20.00	\$20.00
	Rabies Titer	\$45.00	\$45.00
	IG-Immune Globulin	\$0.00	\$0.00
	IM Admin	\$17.25	\$17.25
	IM Admin (additional vaccine)	\$17.25	\$17.25
	Oral Nasal Admin only Vaccine given on DOS	\$17.25	\$17.25
	Oral Nasal Admin any other vaccine on the DOS	\$17.25	\$17.25
	Hepatitis A (Adult)	\$56.86	\$56.86
	Hepatitis A (ped)	\$19.30	\$19.30
	Twinrix	\$115.23	\$115.23
	HIB (pedvax)	\$24.60	\$24.60
	HIB (ActHIB)	\$26.25	\$26.25

Fee and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2015-16 Adopted Fees and Other Charges	FY 2016-17 Adopted Fees and Other Charges
Public Health cont.			
Community Health	Gardasil-HPV Females/males 9-26 payor 6	\$180.99	\$180.99
	Human Papilloma Virus	\$169.66	\$169.66
	Trivalent Influenza Vaccine	\$20.93	\$20.93
	Flu Vaccine, 3 yrs & >, IM	\$17.25	\$17.25
	Prevnar 13	\$166.40	\$166.40
	Seasonal FluMist	\$19.98	\$19.98
	Pre-Exposure Rabies	\$184.00	\$184.00
	Rotavirus	\$91.00	\$91.00
	Flu (6-35 months)	\$29.00	\$29.00
	Seasonal Flu (quad)	\$20.93	\$20.93
	Kinrix (DTaP-IPV)	\$43.27	\$43.27
	Pentacel (DTaP-IPV Hib)	\$80.43	\$80.43
	DTaP	\$18.65	\$18.65
	DT Pediatric	\$35.41	\$35.41
	MMR, Live	\$80.66	\$80.66
	IPV	\$31.92	\$31.92
	Td(Tetnus and diphtheria)	\$39.87	\$39.87
	Tdap	\$53.52	\$53.52
	Varivax	\$108.00	\$108.00
	Pediarix (DTaP-HepB-Polio)	\$90.78	\$90.78
	Pneumonia Vaccine (PneumoVax)	\$95.99	\$95.99
	Meningococcal Polysaccharide Vaccine	\$113.12	\$113.12
	Meningococcal	\$133.60	\$133.60
	Herpes Zoster (Shingles) vaccine	\$201.00	\$201.00
	Hepatitis B (ped)	\$15.93	\$15.93
	Hepatitis B (Adult)	\$71.07	\$71.07
	Audiometry	\$0.00	\$0.00
	Audiometry (DUPLICATE)	\$10.33	\$10.33
	OAE Screening	\$0.00	\$0.00
	OAE Screening	\$37.60	\$37.60
	Develop. Screen	\$0.00	\$0.00
	Develop. Screen	\$10.92	\$10.92
	Medication Administration	\$0.00	\$0.00
	DSV Referral	\$0.00	\$0.00
	BH Referral	\$0.00	\$0.00
	Health Ed. Child/parenting Class	\$8.71	\$8.71
	I-693 Form Competition	\$20.00	\$20.00
	Vision Screen	\$0.00	\$0.00
	Vision Screen	\$0.00	\$0.00
	OV, New, Minimal	\$50.00	\$50.00
	OV, New, Limited	\$116.44	\$116.44
	OV, Comprehensive	\$165.60	\$165.60
	OV, New, Detailed	\$243.23	\$243.23
	OV, New, Comprehensive	\$305.33	\$305.33
	OV, Est, Minimal	\$42.70	\$42.70
	OV, Est, Limited	\$71.16	\$71.16
	OV Est Expanded	\$98.33	\$98.33
	OV, Est, Detailed	\$152.66	\$152.66
	OV, Est, Comprehensive	\$227.20	\$227.20
	New FP Preventive Age Birth-1year	\$112.50	\$112.50
	New FP Preventive Age 1-4 years	\$112.50	\$112.50
	New FP Preventive Age 5-11	\$192.50	\$192.50
	New Preventive age 12-17	\$211.25	\$211.25
	New Preventive age 18-39	\$208.75	\$208.75
	New Preventive age 40-64	\$248.75	\$248.75
	New Preventive age 65>years	\$268.75	\$268.75
	Est Preventive age 12-17	\$182.50	\$182.50
	Est Preventive age 18-39	\$197.50	\$197.50
	Est Preventive age 40-64	\$197.50	\$197.50
	Indiv Counseling 15 min.	\$0.00	\$0.00
	Indiv Counseling 30 min.	\$0.00	\$0.00
	Indiv Counseling 45 min.	\$0.00	\$0.00
	Indiv Counseling 60 min.	\$114.36	\$114.36

**FY 2016-17
Fee and Other Charges Schedule**

Attachment 1

Department	Fee and Other Charge Type	FY 2015-16 Adopted Fees and Other Charges	FY 2016-17 Adopted Fees and Other Charges
Public Health cont.			
Community Health	Smoking Cessation Counseling 3-10 minutes	\$13.32	\$13.32
	Smoking Cessation Counseling >10minutes	\$27.62	\$27.62
	Substance Abuse Counseling >30 mins.	\$0.00	\$0.00
	Substance Abuse Counseling 15-30 minutes	\$36.82	\$36.82
	CRAFFT	\$36.82	\$36.82
	Substance Abuse Counseling 15-30 mins.	\$0.00	\$0.00
	Substance Abuse Counseling >30 mins.	\$73.92	\$73.92
	CRAFFT	\$73.92	\$73.92
	PSC	\$10.17	\$10.17
	HEEADSSS	\$10.17	\$10.17
	M-CHAT	\$10.17	\$10.17
	#PPD Positive	\$0.00	\$0.00
	#PPD Negative	\$0.00	\$0.00
	#PPD Not Read	\$0.00	\$0.00
	Phone Interpretation	\$0.00	\$0.00
	Est Preventive age birth -1 year	\$112.50	\$112.50
	Est Preventive age 1-4 years	\$112.50	\$112.50
	Est Preventive age 5-11 years	\$157.50	\$157.50
	Est Preventive age 65>years	\$218.75	\$218.75
	Prev. Counseling/Centering Pregnancy	\$20.08	\$20.08
	AV/Unplanned Pregnancy	\$0.00	\$0.00
	Depo-Provera Injection (use 5 mod. for waiver)	\$148.00	\$24.00
	Rhogam	\$112.14	\$112.14
	Mirena IUD		\$305.25
	IUD Device (Paragard)	\$483.61	\$234.22
	Etonogestrel Implant system (Nexplanon)	\$596.50	\$351.00
	Risk Screen - PMH	\$50.00	\$50.00
	Risk Screen	\$50.00	\$50.00
	Postpartum-PMH		\$150.00
	Childbirth Education Class	\$10.86	\$10.86
	DSV Counseling	\$0.00	\$0.00
	FP Pregnancy Test Counseling	\$0.00	\$0.00
	Postpartum Visit	\$0.00	\$0.00
	Behavioral health Counseling	\$0.00	\$0.00
	RN services up to 15 minutes X _____ units	\$19.50	\$19.50
	STD Control Treatment (RN) X _____ units	\$19.50	\$19.50
	Inmate CoPay/DC Detention Center	\$20.00	\$20.00
Dental	Periodic Oral Exam	\$41.00	\$41.00
	Limited Oral Exam (Palliative (emergency) treatment of dental pain-minor procedure	\$63.00	\$63.00
	Oral Exam, under 3 yrs	\$58.00	\$58.00
	Comp Exam, new/existing pt.	\$73.00	\$73.00
	Detailed, extensive oral exam	\$136.00	\$136.00
	Limited Oral Reevaluation	\$58.00	\$58.00
	Intraoral, incl. bitewings	\$105.00	\$105.00
	Intraoral, periapical, first	\$23.00	\$23.00
	Intraoral, periapical, addl.	\$20.00	\$20.00
	Intraoral, occlusal film	\$36.00	\$36.00
	Bitewing, single	\$23.00	\$23.00
	Bitewing, two	\$38.00	\$38.00
	Bitewing 3	\$46.00	\$46.00
	Bitewing, four	\$53.00	\$53.00
	Panoramic film	\$90.00	\$90.00
	Prophylaxis Adult	\$76.00	\$76.00

**FY 2016-17
Fee and Other Charges Schedule**

Attachment 1

Department	Fee and Other Charge Type	FY 2015-16 Adopted Fees and Other Charges	FY 2016-17 Adopted Fees and Other Charges
	Prophylaxis Child	\$55.00	\$55.00
	Fluoride Child, without Prophylaxis	\$31.00	\$31.00
Public Health cont.			
Dental	Fluoride Adult, without Prophylaxis	\$31.00	\$31.00
	Prophylaxis w/Fluoride Adult	\$51.69	\$51.69
	Topical Fluoride varnish < 21	\$40.00	\$40.00
	Oral Hygiene Instruction	\$0.00	\$0.00
	Sealant – per tooth	\$45.00	\$45.00
	Space Maintainer - unilateral	\$263.00	\$263.00
	Space Maintainer - bilateral	\$357.00	\$357.00
	Amalgam: One Surface Primary or Permanent	\$113.00	\$113.00
	Amalgam: 2 Surfaces	\$144.00	\$144.00
	Amalgam: 3 Surfaces	\$174.00	\$174.00
	Amalgam: 4 Surfaces	\$203.00	\$203.00
	Resin-based Composite 1 surface	\$133.00	\$133.00
	Resin-based Composite 2 surfaces	\$165.00	\$165.00
	Resin-based Composite 3 surfaces	\$201.00	\$201.00
	Resin-based Composite 4 or more surface	\$252.00	\$252.00
	Resin-based Composite Crown Anterior	\$369.00	\$369.00
	Resin-based Composite 1 surface posterior	\$144.00	\$144.00
	Resin-based Composite 2 surface posterior	\$188.00	\$188.00
	Resin-based Composite 3 surface posterior	\$236.00	\$236.00
	Resin-based Composite 4 surface posterior	\$281.00	\$281.00
	Prefab Crown Stainless steel Primary	\$226.00	\$226.00
	Prefab Crown	\$268.00	\$268.00
	Resin-based Crown	\$295.00	\$295.00
	Prefab esthetic coated	\$295.00	\$295.00
	Sedative Filling	\$94.00	\$94.00
	Core Buildup, including pins	\$230.00	\$230.00
	Restoration	\$62.00	\$62.00
	Temp Crown (fractured tooth)	\$240.00	\$240.00
	Pulp Caps	\$20.00	\$20.00
	Therapeutic pulpotomy	\$165.00	\$165.00
	Endodontic Therapy	\$236.00	\$506.00
	Gingivectomy	\$563.00	\$563.00
	Periodontal Scaling/Root planing; 1-3 Teeth	\$151.00	\$151.00
	Periodontal Scaling/Root planing; 4+ Teeth	\$206.00	\$206.00
	Full mouth debridement	\$154.00	\$154.00
	Periodontal Maintenance	\$62.00	\$62.00
	Extraction, coronal remnants - deciduous	\$60.00	\$60.00
	Extraction – Erupted Tooth	\$138.00	\$138.00
	Surgical Extract. Erupted Tooth	\$228.00	\$228.00
	Removal Impacted Tooth Soft Tissue	\$263.00	\$263.00
	Removal Impacted Tooth	\$199.00	\$199.00
	Removal Impacted Tooth	\$199.00	\$199.00
	Removal Impacted Tooth	\$230.00	\$230.00
	Surgical Removal of residual tooth roots	\$192.00	\$192.00
	Incision and drainage of abscess	\$192.00	\$192.00
	Nitrous Oxide (Analgesia)	\$64.00	\$64.00
Pharmacy	Prenavite	\$2.48	\$2.48
	Nitrofurantoin	\$1.08	\$1.08
	Cipro 250mg	\$0.09	\$0.09
	Cipro 500mg	\$0.09	\$0.09
	Metrogel	\$0.85	\$0.85

FY 2016-17
Fee and Other Charges Schedule

Attachment 1

Department	Fee and Other Charge Type	FY 2015-16 Adopted Fees and Other Charges	FY 2016-17 Adopted Fees and Other Charges
	Septra DS	\$0.04	\$0.04
	Lo/ovral	\$5.13	\$5.13
Public Health cont.			
Pharmacy	Sronyx	\$3.17	\$3.17
	Desogen	\$3.81	\$3.81
	Micronor	\$3.70	\$3.70
	Miconazole 7	\$0.04	\$0.04
	Diflucan	\$2.00	\$2.00
	Antifungal Cream	\$0.21	\$0.21
	Chewable vitamins	\$1.86	\$1.86
	Ferrous Sulfate	\$0.01	\$0.01
	Colace	\$0.01	\$0.01
	Phenergan	\$0.03	\$0.03
	Ranitidine	\$0.19	\$0.19
	Zofran	\$0.15	\$0.15
	Ortho Tri-cyclen	\$2.89	\$2.89
	Ortho Cyclen	\$3.22	\$3.22
	Ortho Tri-cyclen lo	\$0.27	\$0.27
	Levora	\$3.73	\$3.73
	Plan B	\$6.30	\$6.30
	Ferrous Gluconate	\$2.51	\$2.51
	Terconazole	\$3.07	\$3.07
	Yasmin	\$3.07	\$3.07
Environmental Health	Depo	\$3.01	\$3.01
	Nuvaring	\$14.53	\$14.53
	Well Permit	\$425.00	\$425.00
	Bacteriological Sample (Total Coliform/E-coli)	\$65.00	\$65.00
	Inorganic Water Sample (includes Nitrate/Nitrite)	\$135.00	\$135.00
	Pesticide or Petroleum Water Sample	\$135.00	\$135.00
	Nitrates/Nitrites	\$80.00	\$80.00
	Application for Improvement Permit (0-2 acres)	\$200.00	\$200.00
	Application for Improvement Permit (2-5 acres)	\$225.00	\$225.00
	Improvement Permit Site Revisit Fee	\$50.00	\$50.00
	Application for Improvement Permit (5 + acres)	\$250.00 + \$10.00 per acre or fraction thereof	\$250.00 + \$10.00 per acre or fraction thereof
	Conventional System Septic Permit	\$160.00	\$160.00
	Pumped Conventional Permit ≤ 600 gpd	\$300.00	\$300.00
	Low Pressure Pipe/Drip Irrigation Permit ≤ 600 gpd	\$525.00	\$525.00
	Pumped Conventional Permit > 600 gpd	\$300.00 + \$100.00 per 500gpd or fraction thereof	\$300.00 + \$100.00 per 500gpd or fraction thereof
	Low Pressure Pipe/Drip Irrigation Permit > 600 gpd	\$525.00 + \$100.00 per 500gpd or fraction thereof	\$525.00 + \$100.00 per 500gpd or fraction thereof
	Appeal Charge (0-2 acres) within 1 year of orig. eval.	\$100.00	\$100.00
	Appeal Charge (2-5 acres) within 1 year of orig. eval.	\$125.00	\$125.00
	Appeal Charge (5 + acres) within 1 year of orig. eval.	\$150.00 + \$10.00 per acre or fraction thereof	\$150.00 + \$10.00 per acre or fraction thereof
	Appeal of Permit Condition	\$100.00	\$100.00
	Wastewater System Reconnection Permit	\$150.00	\$150.00
	Application for Structural Alterations/Additions	\$100.00 (no design flow increase)	\$100.00 (no design flow increase)
	Type V System (Plan Review)	\$15.00 per 500 gpd design flow or fraction thereof	\$15.00 per 500 gpd design flow or fraction thereof
	Type V System (Monitoring)	\$10.00 per 500 gpd design flow or fraction thereof	\$10.00 per 500 gpd design flow or fraction thereof
	Each Additional Pool per Complex	\$250.00	\$250.00
	Wading Pool or Spa Permit	\$250 each	\$250 each

Fee and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2015-16 Adopted Fees and Other Charges	FY 2016-17 Adopted Fees and Other Charges
	Pool Plan Review	\$250.00	\$250.00
	Wading Pool Operation Permit	\$250.00	\$250.00
Public Health cont.			
Environmental Health	Spa Operation Permit	\$250.00	\$250.00
	Pool Permit Inspection Revisit	\$50.00	\$50.00
	Tattoo Artist Permit	\$200.00	\$200.00
	Food Service Plan Review	\$125.00	\$250.00
	Construction Plan Review	\$125.00	\$125.00
	Catering Food Establishment Plan Review	\$100.00	\$100.00
	Existing Food Establishment Plan Review	\$100.00	\$100.00
	Temp. Food Stand Permit	\$75.00	\$75.00
Laboratory	Venipuncture	\$3.75	\$3.75
	Finger Stick	\$0.00	\$0.00
	Basic Metabolic Panel	\$12.48	\$12.48
	Comprehensive Metabolic Panel	\$13.16	\$13.16
	Lipid Panel	\$20.87	\$20.87
	Hepatic Function Panel	\$12.48	\$12.48
	Urine, Specific Gravity	\$4.06	\$4.06
	Urinalysis	\$3.50	\$3.50
	Urine Micro	\$4.73	\$4.73
	Pregnancy Test, Urine - Result Positive+	\$10.07	\$10.07
	Pregnancy Test, Urine - Result Negative -	\$10.07	\$10.07
	Albumin	\$7.71	\$7.71
	Bilirubin, Total	\$7.82	\$7.82
	Bilirubin, Direct	\$7.82	\$7.82
	Calcium	\$8.02	\$8.02
	Carbon Dioxide	\$7.62	\$7.62
	Chloride	\$7.15	\$7.15
	Cholesterol, Total	\$6.77	\$6.77
	Creatinine (blood)	\$7.99	\$7.99
	Creatinine (Urine)	\$8.00	\$8.00
	Vitamin B12	\$23.48	\$23.48
	Ferritin	\$21.21	\$21.21
	Folic Acid	\$22.90	\$22.90
	Glucose	\$6.11	\$6.11
	Blood Glucose - Finger Stick	\$5.03	\$5.03
	Glucose Challenge (GCT)	\$7.55	\$7.55
	GTT - 3 hour	\$20.46	\$20.46
	GTT - 3 hour	\$20.46	\$20.46
	Iron	\$10.10	\$10.10
	HDL	\$13.01	\$13.01
	Alkaline Phosphatase	\$8.06	\$8.06
	Potassium	\$7.15	\$7.15
	Total Protein	\$5.71	\$5.71
	Total Protein, Urine	\$5.66	\$5.66
	Sodium	\$7.50	\$7.50
	Free T4	\$14.05	\$14.05
	TSH	\$26.39	\$26.39
	Aspartate Amino Transferase (AST)	\$8.05	\$8.05
	Alanine Amino Transferase (ALT)	\$8.25	\$8.25
	Triglycerides	\$8.96	\$8.96
	BUN (Blood Urea Nitrogen)	\$6.14	\$6.14
	Uric Acid	\$7.04	\$7.04
	BhCG	\$13.63	\$13.63
	CBC	\$10.08	\$10.08
	Hematocrit	\$3.69	\$3.69
	Hemoglobin (Hgb)	\$3.69	\$3.69
	CBC with automated diff. & platelets	\$12.35	\$12.35
	Blood Count/w Platelet Count	\$10.00	\$10.00
	RPR	\$6.64	\$6.64
	RPT Titer	\$6.88	\$6.88

FY 2016-17
Fee and Other Charges Schedule

Attachment 1

Department	Fee and Other Charge Type	FY 2015-16 Adopted Fees and Other Charges	FY 2016-17 Adopted Fees and Other Charges
	Antibody Screen	\$18.14	\$18.14
	ABO	\$4.64	\$4.64
Public Health cont.			
Laboratory	Rh	\$4.64	\$4.64
	Urine Culture	\$12.56	\$12.56
	Dark Field	\$9.86	\$9.86
	Gram Stain	\$6.63	\$6.63
	Wet Prep	\$5.98	\$5.98
	Chlamydia	\$38.20	\$38.20
	Gonorrhea	\$38.20	\$38.20
	Specimen Handling	\$0.00	\$0.00
Register of Deeds			
	Copy fees - uncertified copies	\$.25/page from copier; \$.10/page from computer	\$.25/page from copier; \$.10/page from computer
	Copy fee - map	18 x 24 \$2, 11 x 17 \$3 (Kodak printer)	18 x 24 \$2, 11 x 17 \$3 (Kodak printer)
	Instruments in general	\$26 for pages 1-15, then, \$4.00 each additional page	\$26 for pages 1-15, then, \$4.00 each additional page
	Multiple instruments as one, each	\$10	\$10
	Additional assignment instrument index reference, each	\$10	\$10
	Deeds of Trust and Mortgages	\$56 for first 15 pages, \$4 for each additional page	\$56 for first 15 pages, \$4 for each additional page
	Non-standard document	\$25, plus recording fee	\$25, plus recording fee
	Probate	Free	Free
	Plats	\$21 each sheet	\$21 each sheet
	Right of way plans	\$21, \$5 each additional page	\$21, \$5 each additional page
	Certified copies	\$5 for first page, \$2 each additional page	\$5 for first page, \$2 each additional page
	Comparison of copy for certification	\$5	\$5
	Notary public qualification	\$10	\$10
	Marriage licenses:		
	Issuing a license	\$60	\$60
	Issuing a delayed certificate with 1 certified copy	\$30	\$30
	Proceeding for correction with 1 certified copy	\$20	\$20
	Certified Copies of birth, death and marriages	\$10	\$10

FY 2016-17
Durham County Fire Prevention and Protection Code
Adopted Fee Schedule for Inspections, Permit Services and Violations

Penalties and Fees		
Ordinance Code #	Violation Description	Penalty Amount
105.3.5	Permit not posted or kept on premises	\$65.00
307.2	Unpermitted open burning (Immediate)	\$750.00
308.3	Careless use of ignited object (Immediate)	\$750.00
603	Use of non-approved heating appliance	\$65.00
703.1	Breach in fire wall/fire stops	\$65.00
703.2.1	Fire or exit door inoperative	\$200.00
703.2.1	Fire tower door open (Immediate)	\$750.00
310.3	"No Smoking" signs not posted where appropriate	\$65.00
310.2	Smoking in prohibited areas (Immediate)	\$750.00
901.4	Sprinkler or fire alarm inoperable	\$200.00
Appendix C	Fire hydrants not complying with code	\$65.00
903.1	Sprinkler system not complying with code	\$65.00
905.1	Standpipe system not complying with code	\$65.00
315.2.1	Sprinkler head(s) blocked/covered (Immediate)	\$750.00
505.1	Street address numbers not posted	\$65.00
505.1	Street address numbers not visible	\$65.00
901	Sprinkler/standpipe needs testing	\$65.00
901	Fire alarm system needs testing	\$65.00
1005.1	Storage in or on fire escape (Immediate)	\$750.00
1005.1	Blocked egress (Immediate)	\$750.00
1005.1	Locked exit doors (Immediate)	\$750.00
1005.1	Overcrowding (Immediate)	\$750.00
1003.2.8	Fire exit or aisle blocked (Immediate)	\$750.00
315.2.2	Storage in or on fire escape (Immediate)	\$750.00
1003.3	Exit or egress door needs repair	\$65.00
315.2.2	Blocked stairwells or stairways (Immediate)	\$750.00
1003.2.10	Exit illumination and marking	\$65.00
1003.2.10.2	Absence of required exit directional signs	\$65.00
404.1	Approved fire evacuation plan required	\$65.00
404.3	Fire drill performance not acceptable	\$65.00
405.2	No monthly fire drill reported	\$65.00
3405.3	Improper use of flammable liquids (Immediate)	\$750.00
3404.3.3	Flammable liquid not stored according to code	\$65.00
3405.3	Improper dispensing of flammable liquid (Immediate)	\$750.00
3402.2.10	Above-ground tanks not diked	\$65.00
2703.2.4	Tank installation not according to code	\$65.00
3404	Tank storage not according to code	\$65.00
1504.1	Spray painting in non-approved area	\$65.00
1504.1.2	Spray booth not complying to code	\$65.00
3003.3	Compressed gas cylinders not secured	\$65.00
105.1.2	No hazardous materials permit	\$65.00
2704	Chemical storage is not according to code	\$65.00
1003.7.2.5	Maximum occupancy not posted	\$65.00
308.5	Use of open flame cooking device	\$65.00
105.2.2	Failure to get tank work permit prior to work	\$500.00
105.2	Failure to obtain permits required by code	\$500.00
112.1	All other violations of the code	\$65.00
NOTE: The term "Immediate" as it appears above means that the Fire Marshal's Office may issue a citation immediately and the violation must be corrected by the violating party immediately.		

Durham County Fire Prevention and Protection Code
Adopted Fee Schedule for Inspections, Permit Services and Violations

Fire Prevention Permit Fees		
Section 1: The fees set forth in this section are fixed for the issuance of the permits required by the Fire Prevention Code. Such		
Technical Code #	Activities Requiring Permits	Fee
105.6.2	Amusement Buildings	\$65.00
105.7.1	Automatic Fire Extinguishing Systems	\$65.00
105.6.3	Aviation Facilities	\$65.00
105.6.5	Battery Systems	\$65.00
105.6.9; 105.7.2	Compressed Gases	\$65.00
105.6.9	Covered Malls, Buildings	\$65.00
105.6.12	Cutting and Welding	\$65.00
105.6.16	Fire Hydrants and Valves	\$65.00
105.6.9	Manufacturing, Storage, Handling, & Sale or use of explosives, fireworks, explosive material (60-day permit)	\$150.00
105.7.3	Fire Alarm & Detection Systems & Related Equipment	\$50.00
105.7.4	Fire Pumps & Related Equipment	\$65.00
105.6.17	Flammable and Combustible Liquids (per site or service station)	\$65.00
105.6.20	Fumigation & Thermal Insecticide Fogging	\$65.00
105.7.6	Hazardous Materials	\$65.00
105.6.23	High-Pressure Storage	\$65.00
105.6.22	HPM Facilities	\$200.00
105.7.7	Industrial Ovens	\$65.00
105.6.28	Liquefied Petroleum Gas	\$65.00
105.6.26	Lumber Yards & Woodworking Plants	\$65.00
105.6.29	Magnesium	\$65.00
105.6.30	Miscellaneous Combustible Storage	\$65.00
105.6.34	Places of Assembly	\$65.00
105.6.35	Private Fire Hydrants	\$65.00
105.6.37	Pyroxylin Plastics	\$65.00
105.6.38	Refrigeration Equipment	\$65.00
105.6.39	Repair Garages, Service Stations	\$65.00
105.6.41	Spraying or Dipping	\$65.00
105.7.11	Stand Pipe Systems	\$65.00
105.6.42	Storage of Scrap Tires & Tire Byproducts	\$65.00
105.6.45	Waste Handling	\$65.00
105.6.46	Wood Products	\$65.00
105.7.5	Installation, abandonment, removal, or retrofitting of any AGST, UGST, Pipeline (per site) (add \$75.00 per tank removed or installed)	\$150.00
<i>All other permit fees required by the Technical Code and not listed shall be \$65.00</i>		
User Fees		
Description		Fee
Plans Review for all Life Safety Permits:		
	Subdivision (plus \$20 per fire hydrant required)	\$30.00
Building - New and Renovations:		
	Building less than 5,000 sq. ft.	\$75.00
	Building 5,000 - 10,000 sq. ft.	\$125.00
	Building 10,000 sq. ft. or more (plus \$25 per 5,000 sq. ft. over 10,000 sq. ft.)	\$125.00
Hazardous Chemicals:		
	Class A - 55 gals. or 500 lbs.	\$50.00
	Class B - 55 to 550 gals. or 550 to 5,000 lbs.	\$200.00
	Class C - 550 to 5,500 gals. or 5,000 to 50,000 lbs.	\$300.00
	Class D - 5,500 gals. or 50,000 lbs.	\$400.00
Inspection Fee Schedule		
All owners or tenants of buildings in Durham County, which are required to be inspected by the Durham County Fire Marshal's		
Inspection Activities		Fee
	Periodic Inspection	None
	First inspection pursuant to permit application	None
	First re-inspection for non-compliance if code requirements are met	None
	First re-inspection for non-compliance if code requirements are not met	\$200.00
	Second and subsequent re-inspections for non-compliance	\$400.00

Durham City-County Planning Department Fee Schedule

Fee Type	FY 2015-16 Adopted Fee	FY 2016-17 Adopted Fee
Zoning Map Change (Rezoning) Per-acre fees shall be calculated on the entire project and shall not be calculated on a prorata share. Cases with multiple zones, are charged the highest base fee applicable according to the zone or use categories proposed, plus the per-acre fee according to the acres in each of the categories proposed		
Residential, not multi-family, 1 acre or less	\$750 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	-
All Residential (Not Listed Below), 5 acres or less	-	\$1,000 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Non-Substantial Modification to Existing Design Guidelines (Only)	\$750 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	
Residential, not multi-family or PDR, greater than 1 acre and less than 20 acres	\$2,250, plus \$55 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	-
All Residential (Not Listed Below), More than 5 acres	-	\$3,000, plus \$65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Residential, not multi-family or PDR, greater than 20 acres	\$3,500, plus \$55 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	-
PDR	\$4,500, plus \$55 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	-
PDR, Mixed Use, Office, Residential Multi-Family, Commercial, Industrial or Research with Development Plan with Development Plan	-	\$4,500, plus \$65 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Office, residential multi-family, commercial, industrial or research zones	\$4,000, plus \$65 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	-
Design District or Residential Multi-Family, Commercial, Industrial or Research without Development Plan	-	\$3,500.00, plus \$65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Re-Review Fees (applicable to all development applications)	-	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review
Development Plan as Site Plan/Preliminary Plat	Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus Technology Surcharge of 4%	Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus technology surcharge of 4%
Consolidated Annexation		
All except Single Family and/or Duplex, with zoning map change	-	\$800 per case, plus \$47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Single Family and/or Duplex, with zoning map change	-	\$800 per case, plus \$47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
All consolidated annexation cases that are a direct translation from County zoning	-	\$400 base fee, plus \$47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs. Please note that if requested zoning is a direct translation from County zoning, the notification surcharge for newspaper advertising is reduced by \$272
Re-Review Fees (applicable to all development applications)	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review

Durham City-County Planning Department Fee Schedule

Fee Type	FY 2015-16 Adopted Fee	FY 2016-17 Adopted Fee
Comprehensive Plan Amendment		
Future Land Use Map Plan Amendment	\$2,100 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$2,100 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Comprehensive Plan Text Amendment	-	\$3,000 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Re-Review Fees (applicable to all development applications)	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review
Board of Adjustment Applications		
Custodial care (single residential unit on same lot as primary residential unit, for custodial care purposes)	\$75, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	-
Small day care use permit (up to 12 persons being cared for)	\$475, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	-
Non-revenue generating single-family use permit (fences, etc.) and Reasonable Accommodations requests	\$475, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$475, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Wireless communication facilities use permit	\$3,165, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus \$5,000 for independent professional consultant review	\$3,165, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus \$5,000 for independent professional consultant review
Appeal	\$300, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$300, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
All other Board of Adjustment applications (any other use permit, variance, etc.)	\$1,300, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$1,300, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Major Special Use Permit Applications		
Wireless communication facilities use permit	\$3,165, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus \$5,000 for independent professional consultant review	\$3,165, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus \$5,000 for independent professional consultant review
Traffic impact analysis (TIA) use permit	\$2,025, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$2,025, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
All other major special use permit applications	\$2,025, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$2,025, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Site Plans		
Administrative site plan (site plans that require Planning Department review only)	\$150, plus technology surcharge of 4%	-
Administrative Site Plan – Level 1 (defined as a site plan requiring only Planning Department review)	-	\$210, plus technology surcharge of 4%
Administrative Site Plan – Level 2 (defined as a site plan with a maximum of 200 square feet of new impervious surfaces added, no required or proposed changes in stormwater management, no more than 200 square feet of new building area and less than 12,000 square feet of land disturbance)	-	\$500, plus technology surcharge of 4%
Administrative Site Plan – Level 3 (defined as a site plan with a maximum of 200 square feet of new impervious surfaces added, no required or proposed changes in stormwater management, no more than 1,000 square feet of new building area and less than 12,000 square feet of land disturbance)	-	\$1,000, plus technology surcharge of 4%
Administrative Site Plan – Level 4 (defined as a site plan that does not meet the definitions of a Level 1, Level 2, Level 3 or Major Site Plan)	-	\$3,500 base fee, plus \$25.00 per 1,000 square feet of gross building area [rounded up], and/or \$25.00 per lot, and/or \$25.00 per attached dwelling unit, plus technology surcharge of 4%

Durham City-County Planning Department Fee Schedule

Fee Type	FY 2015-16 Adopted Fee	FY 2016-17 Adopted Fee
Site Plans (Continued)		
Simplified site plan (small - less than 1,000 sq. ft. of new building area, 1 acre disturbed area, 5% increase in parking area or minor amendments to site plan of record that do not involve changes to the SIA)	\$1,000, plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	-
Simplified site plan (large - more than 1,000 sq. ft. of new building area, 1 acre disturbed area or other improvements that do not qualify in other categories)	\$2,500, plus \$25 per 1,000 sq. ft. of gross building area (rounded up), or \$25 per lot, or \$25 per attached dwelling unit plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	-
Minor site plan	\$3,500, plus \$25 per 1,000 sq. ft. of gross building area (rounded up), or \$25 per lot, or \$25 per attached dwelling unit plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	-
Major site plan	\$4,000, plus \$25 per 1,000 sq. ft. of gross building area (rounded up), or \$25 per lot, or \$25 per attached dwelling unit, plus technology surcharge of 4%; plus surcharge for letter notice on those projects requiring governing body approval, plans which do not require an initial re-review will be reimbursed 33% of the original review fee	\$4,000 base fee, plus \$25.00 per 1,000 square feet of gross building area [rounded up], and/or \$25.00 per lot, and/or \$25.00 per attached dwelling unit, plus technology surcharge of 4% Site Plans which do not require an initial re-review will be reimbursed 33% of the original review fee
Re-Review Fees (applicable to all development applications)	Half of filing fee, no limit, plus technology surcharge of 4%, applicable to all reviews following initial and first re-review and charged for each subsequent review, unless the only outstanding comments are new staff-generated comments	Half of filing fee plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review
Landscape extensions	Major non-residential greater than 25,000 square feet in gross floor area - \$300, minor non-residential less than 25,000 sq. ft. in gross floor area - \$150, residential \$75 per lot, plus technology surcharge of 4%	Major non-residential, defined as greater than 25,000 square feet in gross floor area: \$300; minor non-residential, defined as less than or equal to 25,000 square feet in gross floor area: \$150; residential \$75 per lot. Plus technology surcharge of 4%
Floodplain Development Permit (Small)	Floodplain Development Permit initiated through the Planning Department that does not require review of a flood study or approval by an elected body - \$150 plus Technology surcharge of 4%, applicable following initial and first re-review and charged for each subsequent review	Floodplain Development Permit initiated through the Planning Department that does not require review of a flood study or approval by an elected body - \$150 plus technology surcharge of 4%
Floodplain Development Permit (Large)	Floodplain Development Permit initiated through the Planning Department that does require review of a flood study or approval by an elected body - \$500 plus Technology surcharge of 4%, applicable following initial and first re-review and charged for each subsequent review	Floodplain Development Permit initiated through the Planning Department that requires review of a flood study or approval by an elected body - \$500.00 plus technology surcharge of 4%
Development Plan as Site Plan/Preliminary Plat	Half of zoning base fee, plus half of the site plan or preliminary base fee, plus technology surcharge of 4%	Half of zoning base fee, plus half of the site plan or preliminary base fee, plus technology surcharge of 4%
Subdivision Plats		
Preliminary plat	\$3,400, plus \$25 per lot, plus technology surcharge of 4%, plus surcharge for letter notice on those projects requiring governing body approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	\$3,500 base charge, plus \$25 per lot, plus technology surcharge of 4%, plus surcharge for letter notice on those projects requiring governing body approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee
Preliminary Plat Amendments	-	\$1,000 plus technology surcharge of 4%

Durham City-County Planning Department Fee Schedule

Fee Type	FY 2015-16 Adopted Fee	FY 2016-17 Adopted Fee
Subdivision Plats (Continued)		
Preliminary plat, cluster or conservation subdivision	\$4,000, plus \$25 per lot, plus technology surcharge of 4%, plus surcharge for letter notice on those projects requiring governing body approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	-
Final plats	\$700, \$25 per lot, plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	\$700, plus \$25 per lot, plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee
Exempt final plats	\$75, plus technology surcharge of 4%	\$75, plus technology surcharge of 4%
Re-Review Fees (applicable to all development applications):	Half of filing fee, plus technology surcharge of 4%, applicable following initial and first re-review and charged for each subsequent review	Half of filing fee, plus technology surcharge of 4%, applicable following initial and first re-review and charged for each subsequent review
Minor Plat (defined as subdivision of land into six lots or less that does not require right-of-way dedication, does not require new utilities or the extension of utilities, does not require stormwater management, and is not associated with an approved preliminary plat):	-	\$250 plus 4% technology surcharge
Landscape extensions	Major non-residential greater than 25,000 square feet in gross floor area - \$300, minor non-residential less than 25,000 sq. ft. in gross floor area - \$150, residential \$75 per lot, plus technology surcharge of 4%	Major non-residential, defined as greater than 25,000 square feet in gross floor area: \$300; minor non-residential, defined as less than or equal to 25,000 square feet in gross floor area: \$150; residential \$75 per lot; plus technology surcharge of 4%.
Development Plan as Site Plan/Preliminary Plat	Half of zoning base fee, plus half of the site plan or preliminary base fee, plus technology surcharge of 4%	Half of zoning base fee, plus half of the site plan or preliminary base fee, plus technology surcharge of 4%
Historic Preservation Fees		
Historic Landmark Designation	\$500, plus technology surcharge of 4%, plus surcharges for advertising and letter notice	\$800, plus technology surcharge of 4%, plus surcharges for advertising and letter notice, plus \$26 recordation fee
Historic District Designation	-	\$20,000 per application, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting
Major Works Certificate of Appropriateness - Historic Preservation Commission Review	\$150, plus technology surcharge of 4%, plus surcharges for advertising and letter notice	\$150 base fee per application, plus \$100 additional charge if demolition or new construction, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Certificate of Appropriateness - Administrative Review	\$25, plus technology surcharge of 4%	-
Master Certificate of Appropriateness, Historic Preservation Commission Review	-	\$300 base fee per application, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Minor Works Certificate of Appropriateness, Staff Review	-	\$75 base fee per application, plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Historic Signs	\$150, plus technology surcharge of 4%, plus surcharges for advertising and letter notice	\$150, plus technology surcharge of 4%, plus surcharges for advertising and letter notice. Applications associated with projects begun and/or completed without required approval pay double the application base fee

Durham City-County Planning Department Fee Schedule

Fee Type	FY 2015-16 Adopted Fee	FY 2016-17 Adopted Fee
Signage		
Common signage plan review	\$175, plus technology surcharge of 4%	\$175, plus technology surcharge of 4%
Banner plan review (only)	\$75, plus technology surcharge of 4%	\$75, plus technology surcharge of 4%
Permanent Signs Requiring Permits (as defined by the Durham UDO)	-	\$75 application fee plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Temporary Signs Requiring Permits (as defined by the Durham UDO)	-	\$50 application fee plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Sign Compliance Inspection Fee	-	\$50 for each re-inspection
Other Fees		
Landscape Inspection fees	-	\$100, plus technology surcharge of 4% for first re-inspection
Landscape re-inspection fees	\$100, plus technology surcharge of 4% for first re-inspection, for each subsequent re-inspection the fee will increase by \$104 (example 1st -\$104, 2nd -\$208, 3rd -\$312, etc.)	\$100, plus technology surcharge of 4% for first re-inspection. For each subsequent re-inspection, the total fee under this subsection, including the technology surcharge, will increase by \$104. For example, the total fee for the first re-inspection will be \$104; the total fee for the second re-inspection will be \$208; and the total fee for the third re-inspection will be \$312
Street/Alley closing	\$800, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$800, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus \$47.00 recordation fee
Street/Alley renaming	\$600, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus full reimbursement cost for street sign replacement	\$600, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs; plus reimbursement for all street sign replacement costs, plus \$47.00 recordation fee
UDO ordinance text amendment	\$3,000, plus technology surcharge of 4%, plus surcharge for advertising and letter notice	\$3,000, plus technology surcharge of 4%, plus surcharge for advertising and letter notice
Zoning and business verification letters	\$15, plus technology surcharge of 4%	\$15, plus technology surcharge of 4%
Home occupation permit	\$25, plus technology surcharge of 4%	\$25, plus technology surcharge of 4%
Formal letter of interpretation	\$40, plus technology surcharge of 4%	\$40, plus technology surcharge of 4%
Vested rights determination	\$1,500, plus technology surcharge of 4%	\$5,000 application fee, plus technology surcharge of 4%, plus surcharge for advertising and signs
Watershed Determination	-	\$2,500 application fee, plus technology surcharge of 4%
Costs for departmental publications	Publications presently available: \$5; reproductions or new publications will be priced according to costs	Copies of publications on hand on June 16, 2008: \$5.00. Reproductions or new publications will be priced according to costs
Large format copies	\$1 per sq. ft. (ex.: a 3 ft. x 6 ft. map equals 18 sq. ft. for a copying charge of \$18)	\$1 per square foot (for example: a 3 foot by 6 foot map equals 18 square feet for a copying charge of \$18).
Limited Agricultural Permit	\$25 plus Technology surcharge of 4%	\$25, plus technology surcharge of 4%.
Architectural Review (per Section 3.24 of the Durham Unified Development Ordinance)	\$150.00 plus Technology surcharge of 4%.	\$150 plus Technology surcharge of 4%.
Outdoor Seating Permit	-	Application for initial annual permit: \$250; Application to renew annual permit: \$100
Temporary Use Permit	-	\$100, plus technology surcharge of 4
Mobile Vendor Registration and Annual Renewals	-	\$10. Note: The fees in (X) are pursuant to city code section 54-91(n)
Surcharges		
Newspaper advertising for zoning map change, land use plan amendment and street closings	\$460	Newspaper advertising for zoning Map Change, Future Land Use Map / Plan Amendment, Historic District Designation, Historic Landmark Designation or Street Closing: \$460; if case has to be heard by both governing bodies, \$920
Newspaper advertising for Board of Adjustment, major special use permit, street renaming, vested rights determination, certificates of appropriateness and historic landmark designations	\$230	\$230

Durham City-County Planning Department Fee Schedule

Fee Type	FY 2015-16 Adopted Fee	FY 2016-17 Adopted Fee
Surcharges (Continued)		
Newspaper advertising for UDO text amendment	\$690	\$690
Letter notice for zoning map change, land use plan amendment, major site plan, preliminary plat	\$95	\$95
Letter notice for Board of Adjustment, major special use permit, street renaming or street closing, Certificates of Appropriateness and historic landmark designations	\$53	\$53
Signs	Zoning map change, Board of Adjustment, major special use permit, street renaming or street closing: \$100; if multiple signs are necessary to adequately notify neighbors, multiple signs will be charged for at the case intake at the rate of \$100 per sign	For Zoning Map Change, BOA, Major Special Use Permit, Vested Rights Determination, Street Renaming, Major Works Certificate of Appropriateness or Street Closing: \$100. If multiple signs are necessary to adequately notify neighbors, multiple signs will be charged for at the case intake
Administrative Reductions		
Administrative reductions of the fees in this Part for review of a submitted development application may be made in writing by the Planning Director or		
	-	Traffic Impact Analysis, fewer than 1,000 peak hour trips: \$4,000, plus technology surcharge of 4%, plus surcharges for Advertising, Letter Notice and Sign
	-	Traffic Impact Analysis, equal to or greater than 1,000 peak hour trips: \$6,000, plus technology surcharge of 4%, plus surcharges for Advertising, Letter Notice and Sign
	-	Transportation Special Use Permit: \$1,800, plus technology surcharge of 4%, plus surcharges for Advertising, Letter, Notice and Sign
	-	Traffic Impact Phasing Analysis, fewer than 1,000 peak hour trips: \$2,000, plus technology surcharge of 4%
	-	Traffic Impact Phasing Analysis, equal to or greater than 1,000 peak hour trips: \$3,000, plus technology surcharge of 4%

FY 2016-17
Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY 2015-16 Adopted Fee	FY 2016-17 Adopted Fee
Part 4-101 (Building Fees)		
Schedule A		
New residential dwellings (1 and 2 family, including townhouse unit ownership)		
Up to 1,200 sq. ft. (gross area)	\$146	\$146
1,201 to 1,800 sq. ft.	\$325	\$325
1,801 to 2,400 sq. ft.	\$400	\$400
2,401 to 3,000 sq. ft.	\$456	\$456
3,001 to 3,600 sq. ft.	\$537	\$537
3,601 to 4,200 sq. ft.	\$650	\$650
4,201 to 5,000 sq. ft.	\$740	\$740
5,001 sq. ft. and over	\$810	\$810
Schedule B		
New multi-family residential buildings (apartments, condominiums, triplex and fourplex)		
1 st unit	\$300	\$300
Each additional unit, per building	\$150	\$150
Schedule C		
Accessory buildings		
No footing	\$50	\$50
Footing	\$100	\$100
Schedule D		
Residential renovations and additions		
Additions		
\$0 to \$10,000 - no footing (add \$40 if footing required)	\$125	\$125
\$10,000 and over - no footing (add \$40 if footing required)	\$250	\$250
Interior renovations		
\$0 to \$10,000	\$125	\$125
\$10,000 and over	\$250	\$250
Schedule E		
Nonresidential Buildings (Cost will be based on construction contracts unless a reason is identified to base cost on other information):		
\$0 to \$5,000	\$104	\$104
\$5,001 to \$50,000 (plus \$7.80 per 1,000 or fraction thereof over \$5,000)	\$104	\$104
\$50,001 to \$100,000 (plus \$6.60 per 1,000 or fraction thereof over \$50,000)	\$456	\$456
\$100,001 to \$500,000 (plus \$4.32 per 1,000 or fraction thereof over \$100,000)	\$786	\$786
Over \$500,000 (plus \$1.25 per 1,000 or fraction thereof over \$500,000)	\$2,513	\$2,513
Schedule F		
Miscellaneous		
Mobile home (unit installation and foundation)	\$150	\$150
Modular unit (unit installation and foundation)	\$200	\$200
Moving permit (including new foundation)	\$125	\$125
Demolition permit		
Up to 5,000 sq. ft.	\$75	\$75
Over 5,000 sq. ft. (no additional cost per 1,000)	\$150	\$150
Demolition associated with forthcoming permit	\$75	\$75
Residential reroofing (addition)	\$75	\$75
Commercial roofing/reroofing		
\$0 to \$20,000	\$100	\$100
Over \$20,000	\$150	\$150
Residential decks (1 and 2 family)	\$100	\$100

Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY 2015-16 Adopted Fee	FY 2016-17 Adopted Fee
Change of occupancy permit (if no building permit is otherwise required/no construction necessary)	\$50	\$50
Reinspection fees		
Not ready for inspection	\$100	\$100
8 or more code violations found	\$100	\$100
2 nd reinspection	\$100	\$100
3 rd reinspection	\$200	\$200
4 th reinspection	\$300	\$300
Search and duplication fee for past permit, inspection and Certificate of Compliance records	\$10/page	\$10/page
Issuance of duplicate placard	\$5	\$5
Work begun without permit	Double fee	Double fee
Voiding of permits (no maximum)	15% of permit cost	15% of permit cost
Stocking approval	\$100	\$100
Partial occupancy approval	\$200	\$200
Posting of occupancy (not associated with a permit)	\$50	\$50
Homeowner's recovery fund	\$10	\$10
Change of impervious surface on a permit	\$250	\$250
Plans Review - re-review (applies to each trade re-review)		
1st re-review	\$0	\$0
2nd re-review	\$200	\$200
3rd re-review	\$300	\$300
Floodplain development permit (small; does not require review of a flood study or approval by an elected body)	\$150	\$150
Floodplain development permit (large; does require review of a flood study or approval by an elected body)	\$500	\$500
Part 4-102 (Sign Fees)		
The following schedule of fees applies to permits required by the Unified Development Ordinance (UDO)		
Freestanding signs, per sign	\$75	\$75
Temporary signs, per sign	\$50	\$50
All other signs requiring sign permits, per sign	\$17.00	\$17.00
Minimum fee for any sign permit	\$50	\$50
Work not ready and reinspection. When a permit holder has failed to have work ready for a required inspection after having called for such an inspection, the permit holder shall pay a fee of \$50. When a permit holder has failed to correct any code violation(s) which had been cited on a previous called inspection, any subsequent inspection necessary to approve the work shall constitute an extra inspection and the permit holder shall pay a fee according to the following schedule:		
2 nd reinspection	\$50	\$50
3 rd reinspection	\$75	\$75
4 th reinspection	\$100	\$100
Any inspection, other than an extra inspection, which is performed to determine that the work authorized by the sign permit meets the requirements of applicable laws and regulations, shall be performed without further charge.		
Work begun without permit	Double fee	Double fee
Voiding of permits (no maximum)	15% of permit cost	15% of permit cost
Part 4-103 (Temporary Electrical Service)		
Application for permit for temporary electrical service	\$100	\$100
Each additional inspection	\$50	\$50
Part 4-104 (Electric Wiring and Equipment)		
Schedule A		
New residential (1 and 2 family, including townhouse unit ownership)		
Multi-family residential (apartments, condominium, triplex and fourplex)		
100 to 200 amp service	\$156	\$156

Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY 2015-16 Adopted Fee	FY 2016-17 Adopted Fee
400 amp service	\$187	\$187
Schedule B		
Outlets		
1 to 10 outlets	\$21	\$21
Each additional outlet	\$0.83	\$0.83
Schedule C		
Fixtures		
1 to 10 fixtures	\$21	\$21
Each additional fixture	\$0.83	\$0.83
Schedule D		
Motors and generators of one-sixth horsepower (hp) or larger		
Electric motors and generators		
Minimum charge	\$18	\$18
Each motor	\$3.22	\$3.22
Additional charge per hp or fraction thereof, applied against total hp	\$0.62	\$0.62
Schedule E		
Branch circuits supplying appliances, devices or equipment		
Disposal under 1 hp	\$10.90	\$10.90
Dryers and dishwashers	\$10.90	\$10.90
Electric water heaters or boilers	\$10.90	\$10.90
Electric signs and outline lighting		
1 st circuit	\$10.90	\$10.90
Each additional circuit for same sign	\$3.22	\$3.22
Electric heat		
Wall or baseboard heaters, 1 st unit	\$10.90	\$10.90
Each additional unit	\$3.95	\$3.95
Electric unit heaters		
1 st kW	\$10.90	\$10.90
Each additional kW	\$1.56	\$1.56
Electric furnaces, duct heating units, supplementary or auxiliary units installed in ducts or plenums		
1 st kW	\$10.90	\$10.90
Each additional kW	\$1.56	\$1.56
All other devices, appliances or equipment which are installed on individual branch circuits and not covered in other schedules, each	\$10.90	\$10.90
Schedule F		
Miscellaneous wiring not covered in Schedules A, B, C, D, E		
Lampholders for marquee and/or festoon lighting	\$55	\$55
Service equipment as determined by ampacity of buses in equipment		
Up to 100 amperes	\$34	\$34
Each additional 100 amperes or fraction thereof	\$6.97	\$6.97
Transformers, dry or liquid type, each		
Up to 45 kVA	\$33	\$33
46 to 150 kVA	\$43	\$43
Over 150 kVA	\$55	\$55
Feeders of all types		
Each feeder up to 100 amps	\$10.90	\$10.90
Additional charge per 100 amps or fraction thereof applied against total ampacity after deducting 100 amps per feeder	\$1.56	\$1.56
Schedule G		
Miscellaneous		
Solar panel inspections		
Residential	\$100	\$100
Commercial roof top	\$150	\$150
Commercial ground-mounted	\$150	\$150

Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY 2015-16 Adopted Fee	FY 2016-17 Adopted Fee
Commercial ground-mounted, charge per trip for 3rd and subsequent inspections	\$50	\$50
Service or saw pole - 1 inspection only	\$65	\$65
Service or saw pole - extra inspection, each (instead of 2nd, 3rd, and 4th reinspection fees listed below in this Schedule G)	\$47	\$47
Temporary service connection - commercial	\$150	\$150
Mobile home - 1 inspection	\$65	\$65
Mobile home - extra inspection, each (instead of 2nd, 3rd, and 4th reinspection fees listed below in this Schedule G)	\$47	\$47
Modular unit	\$69	\$69
Commercial reinspection	\$65	\$65
Minimum electrical permit fee	\$65	\$65
Reinspection fees		
Not ready for inspection	\$100	\$100
5 or more code violations found	\$100	\$100
2 nd reinspection	\$100	\$100
3 rd reinspection	\$200	\$200
4 th reinspection	\$300	\$300
HVAC replacement - one inspection	\$65	\$65
HVAC replacement - additional inspections, each (instead of 2nd, 3rd, and 4th reinspection fees listed below in this Schedule G)	\$50	\$50
Work begun without a permit	Double fee	Double fee
Voiding of permits (no maximum)	15% of permit cost	15% of permit cost
Minimum fee for any permit requiring a rough-in inspection:		
Commercial	\$150	\$150
Residential	\$100	\$100
Part 4-105 (Mechanical (Heating and Air) Code-related)		
Schedule A		
Residential (One- and Two-Family, including Townhouses and Condominiums, per Dwelling Unit or Side):		
Installation of a heating/cooling system with any concealed ductwork or component	\$125	\$125
Replacement or conversion of a heating/cooling system - 1st inspection	\$65	\$65
Subsequent inspections, each (instead of 2nd, 3rd, and 4th reinspection fees listed below in this Schedule G)	\$50	\$50
Installation of fireplace stoves, factory-built fireplaces, floor furnaces and wall furnaces	\$52	\$52
Gas piping	\$65	\$65
Fuel Lines	\$65	\$65
Schedule B		
Multi-family residential (Apartments, Triplexes and Fourplexes):		
Installation of a heating/cooling system (each dwelling unit)	\$100	\$100
Replacement or conversion of a heating/cooling system	\$65	\$65
Subsequent inspections, each (instead of 2nd, 3rd, and 4th reinspection fees listed below in this Schedule G)	\$50	\$50
Schedule C		
Nonresidential heating/cooling: Installation of heating/cooling system, including boiler, furnace, duct heater, unit heater, air handling units and air distribution system		
Upfits per sq. ft. (minimum \$98; maximum \$3,000)	\$0.058	\$0.058
Heating system in total BTU input per floor or per individual system		
0 to 150,000	\$131	\$131

Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY 2015-16 Adopted Fee	FY 2016-17 Adopted Fee
150,001 to 300,000	\$205	\$205
300,001 to 500,000	\$290	\$290
500,001 to 1,000,000	\$426	\$426
1,000,001 to 2,500,000	\$510	\$510
2,500,001 to 5,000,000	\$644	\$644
5,000,001 to 10,000,000	\$774	\$774
Over 10,000,000	\$929	\$929
Replacement of any component of heating/cooling system such as furnace, boiler, unit heater, duct heater, condensate receiver, feedwater pump, etc.	\$70	\$70
Schedule D		
Commercial cooling (with separate distribution system): Installation of a complete cooling system, including the distribution system and air handling units, with either a condenser, receiver, cooling tower or evaporative condenser coils		
Cooling or chiller in total tons:		
0 to 25 tons	\$83	\$83
Over 25 tons	\$166	\$166
Replacement of any component of cooling system	\$83	\$83
Schedule E		
Commercial ventilation and exhaust systems: Installation of ventilation and/or exhaust systems, including fans, blowers and duct systems for the removal of dust, gases, fumes, vapors, etc.		
Total motor horsepower		
0 to 5	\$72	\$72
6 to 15	\$111	\$111
16 to 25	\$178	\$178
26 to 50	\$219	\$219
Over 50	\$262	\$262
Schedule F		
Hood for commercial type cooking, per hood	\$150	\$150
Minimum fee for any heating/cooling permit or ventilation:	\$65	\$65
Schedule G		
Reinspection fees		
4 or more code violations	\$100	\$100
Not ready for inspection	\$100	\$100
2 nd reinspection	\$100	\$100
3 rd reinspection	\$200	\$200
4 th reinspection	\$300	\$300
Work begun without a permit	Double fee	Double fee
Voiding of permits (no maximum)	15% of permit cost	15% of permit cost
Part 4-106 (Plumbing)		
Schedule A		
New residential construction; 1 and 2 family, including townhouse unit ownership; installation of new plumbing fixtures, building water and sewer service		
All dwellings	\$170	\$170
See Note 1.		
Schedule B		
New multi-family construction (3 and 4 family apartments); installation of new plumbing fixtures, building water and sewer		
Per fixture	\$6.24	\$6.24
Minimum, per building	\$127	\$127
See Note 1.		
Schedule C		

FY 2016-17
Durham City-County Inspections Department Building Permit Fee Schedule

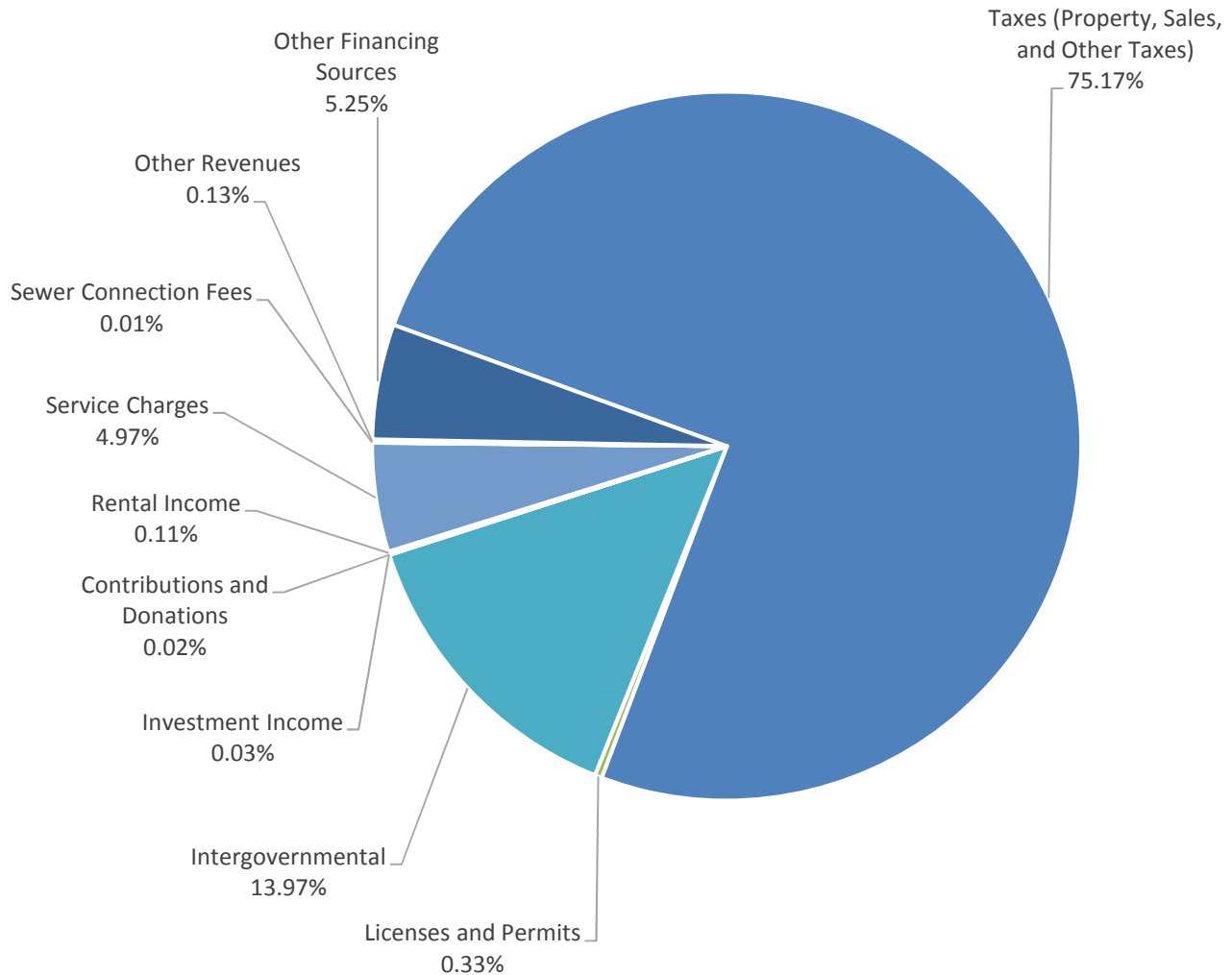
Fee Type	FY 2015-16 Adopted Fee	FY 2016-17 Adopted Fee
New non-residential; installation of new plumbing fixtures, building water and sewer		
Per fixture	\$7.90	\$7.90
Minimum (without water and sewer)	\$187	\$187
Minimum (with water and sewer)	\$265	\$265
See Note 1.		
Schedule D		
Additions, residential and non-residential; installation of new plumbing fixtures, building water and sewer		
1 to 2 fixtures	\$65	\$65
3 to 7 fixtures	\$94	\$94
8 to 15 fixtures	\$119	\$119
Over 15 fixtures (per fixture)	\$7.90	\$7.90
See Note 1.		
Schedule E		
Fixture replacement; no change to rough-in		
1 to 4 fixtures	\$65	\$65
5 fixtures and over		
Per fixture	\$6.86	\$6.86
Electric water heater (permit required)	\$65	\$65
See Note 1.		
Schedule F		
Miscellaneous		
Residential sprinkler permit	\$170	\$170
Gas piping	\$65	\$65
Mobile home	\$65	\$65
Modular unit	\$78	\$78
Not listed above but has water or sewer connection	\$65	\$65
Reinspection fees		
4 or more code items	\$100	\$100
Not ready for inspection	\$100	\$100
1 st reinspection	\$100	\$100
2 nd reinspection	\$200	\$200
3 rd reinspection	\$300	\$300
Work begun without a permit	Double fee	Double fee
Voiding of permits (no maximum)	15% of permit cost	15% of permit cost
See Note 1.		
Note 1: For inspections under all Schedules in this Part 4-106: When due to the length of water or sewer work more than two trips are required, an additional charge for each trip after the second trip is imposed, of \$50.00.		
Part 4-107 (Surcharge for Paper Application)		
\$5 surcharge added to the total fee for each plumbing, electrical or mechanical application submitted manually (paper submittal) as opposed to electronic submittal (paperless submittal)	\$5	\$5

This page intentionally blank.

General Fund Revenues

FY 2016-17 Approved Budget

Total General Fund Revenue: \$414,362,524



General Funds Revenues

Funds: 101, 102, 103, 125, 150

Source of Revenue	2014-2015 Actual Revenues	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
General Fund					
Taxes	\$ 296,561,042	\$ 299,621,383	\$ 306,036,780	\$ 309,603,107	\$ 311,492,211
Current Taxes	\$ 220,698,859	\$ 225,104,940	\$ 227,500,000	\$ 229,528,577	\$ 231,252,681
Prior Year Taxes	\$ 937,408	\$ 1,250,000	\$ 907,450	\$ 725,000	\$ 725,000
1 Cent Sales Tax (39)	\$ 21,637,887	\$ 21,357,953	\$ 22,419,737	\$ 22,979,684	\$ 22,979,684
1/2 Cent Sales Tax (40)	\$ 11,356,176	\$ 11,375,426	\$ 11,901,645	\$ 12,377,711	\$ 12,377,711
1/2 Cent Sales Tax (42)	\$ 14,391,482	\$ 14,233,465	\$ 14,936,626	\$ 15,349,556	\$ 15,349,556
1/4 Cent Sales Tax (46)	\$ 12,219,046	\$ 11,800,000	\$ 12,601,338	\$ 12,600,000	\$ 12,600,000
City Sales Tax Distribution	\$ 10,879,282	\$ 10,894,599	\$ 11,321,985	\$ 11,778,579	\$ 11,778,579
County Occupancy Taxes	\$ 3,014,169	\$ 2,750,000	\$ 3,427,291	\$ 3,300,000	\$ 3,465,000
Other Misc. Taxes	\$ 1,426,733	\$ 855,000	\$ 1,020,708	\$ 964,000	\$ 964,000
Licenses and Permits	\$ 1,119,887	\$ 976,000	\$ 1,228,249	\$ 1,234,250	\$ 1,359,250
FINANCE	\$ 485,644	\$ 490,000	\$ 500,000	\$ 490,000	\$ 490,000
TAX ADMINISTRATION	\$ 24,875	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
COUNTY SHERIFF	\$ 12,215	\$ 7,000	\$ 24,908	\$ 15,000	\$ 15,000
ENVIRONMENTAL ENGINEERING	\$ 597,153	\$ 459,000	\$ 683,341	\$ 709,250	\$ 834,250
Intergovernmental	\$ 58,236,457	\$ 57,510,044	\$ 54,326,011	\$ 58,203,382	\$ 57,876,643
COUNTY ADMINISTRATION	\$ 27,373	\$ 33,342	\$ 33,842	\$ 33,192	\$ 33,192
FINANCE	\$ 2,320,705	\$ 300,000	\$ 300,825	\$ 300,000	\$ 300,000
ABC Profit Distribution	\$ 1,800,000	\$ 1,700,000	\$ 2,000,000	\$ 1,700,000	\$ 2,100,000
GENERAL SERVICES	\$ 50,386	\$ 45,000	\$ 47,404	\$ 57,032	\$ 62,432
INFORMATION TECHNOLOGY	\$ 5,000	\$ 0	\$ 0	\$ 0	\$ 0
COUNTY SHERIFF	\$ 1,227,173	\$ 1,059,427	\$ 1,272,354	\$ 959,394	\$ 1,119,654
FIRE MARSHAL	\$ 303,528	\$ 208,690	\$ 285,690	\$ 285,690	\$ 313,613
CRIMINAL JUSTICE PARTNERSHIP	\$ 746,949	\$ 928,080	\$ 770,999	\$ 314,976	\$ 231,036
YOUTH HOME	\$ 10,669	\$ 18,000	\$ 18,750	\$ 15,000	\$ 15,000
EMERGENCY MEDICAL SERVICES	\$ 2,379,310	\$ 2,417,855	\$ 2,417,855	\$ 2,413,019	\$ 2,413,019
ENGINEERING & ENVIRON SVCS	\$ 193,512	\$ 88,016	\$ 88,016	\$ 92,999	\$ 92,999
COOPERATIVE EXTENSION SERVICE	\$ 548,742	\$ 533,476	\$ 540,014	\$ 527,920	\$ 550,533
SOIL AND WATER CONSERVATION	\$ 69,263	\$ 26,760	\$ 51,760	\$ 26,760	\$ 26,760
PUBLIC HEALTH	\$ 7,029,985	\$ 5,615,234	\$ 5,294,048	\$ 5,921,747	\$ 5,884,307
SOCIAL SERVICES	\$ 40,213,216	\$ 42,616,089	\$ 39,456,381	\$ 43,993,877	\$ 43,025,322
OTHER HUMAN SERVICES	\$ 1,070,561	\$ 1,395,075	\$ 1,395,075	\$ 1,264,036	\$ 1,411,036
LIBRARY	\$ 240,085	\$ 225,000	\$ 352,998	\$ 297,740	\$ 297,740
NONDEPARTMENTAL	\$ 0	\$ 300,000	\$ 0	\$ 0	\$ 0
Contributions and Donations	\$ 42,438	\$ 138,133	\$ 94,131	\$ 77,476	\$ 77,476
LEGAL	-\$ 410	\$ 0	\$ 2,800	\$ 0	\$ 0
COUNTY SHERIFF	\$ 0	\$ 57,889	\$ 57,889	\$ 59,915	\$ 59,915
CRIMINAL JUSTICE PARTNERSHIP	\$ 1,100	\$ 500	\$ 300	\$ 0	\$ 0
COOPERATIVE EXTENSION SERVICE	\$ 300	\$ 500	\$ 1,686	\$ 14,500	\$ 14,500
SOCIAL SERVICES	\$ 41,198	\$ 29,244	\$ 31,455	\$ 3,061	\$ 3,061
LIBRARY	\$ 250	\$ 50,000	\$ 1	\$ 0	\$ 0

Source of Revenue	2014-2015 Actual Revenues	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Investment Income	\$ 245,718	\$ 140,000	\$ 142,949	\$ 140,000	\$ 140,000
FINANCE	\$ 240,664	\$ 140,000	\$ 140,146	\$ 140,000	\$ 140,000
TAX ADMINISTRATION	\$ 4,936	\$ 0	\$ 2,747	\$ 0	\$ 0
COUNTY SHERIFF	\$ 118	\$ 0	\$ 56	\$ 0	\$ 0
Rental Income	\$ 536,237	\$ 460,074	\$ 437,843	\$ 443,156	\$ 443,156
FINANCE	\$ 8,669	\$ 7,600	\$ 8,100	\$ 8,100	\$ 8,100
GENERAL SERVICES	\$ 450,348	\$ 444,554	\$ 421,822	\$ 427,136	\$ 427,136
FIRE MARSHAL	\$ 69,000	\$ 0	\$ 0	\$ 0	\$ 0
CRIMINAL JUSTICE PARTNERSHIP	\$ 8,220	\$ 7,920	\$ 7,920	\$ 7,920	\$ 7,920
ENGINEERING & ENVIRON SVCS	\$ 0	\$ 0	\$ 1	\$ 0	\$ 0
Service Charges	\$ 20,944,914	\$ 17,785,041	\$ 20,060,295	\$ 20,896,884	\$ 20,612,487
COUNTY ADMINISTRATION	\$ 17	\$ 0	\$ 0	\$ 0	\$ 0
TAX ADMINISTRATION	\$ 1,764,342	\$ 1,606,150	\$ 1,725,106	\$ 1,697,500	\$ 1,747,500
LEGAL	\$ 17,661	\$ 2,000	\$ 0	\$ 2,000	\$ 2,000
ELECTIONS	\$ 105	\$ 411,425	\$ 409,665	\$ 500	\$ 500
REGISTER OF DEEDS	\$ 6,129,819	\$ 1,760,000	\$ 4,796,605	\$ 4,645,000	\$ 4,565,000
GENERAL SERVICES	\$ 2,576,716	\$ 2,392,894	\$ 2,479,308	\$ 2,824,294	\$ 2,684,897
COUNTY SHERIFF	\$ 1,290,810	\$ 1,310,000	\$ 1,386,780	\$ 1,365,000	\$ 1,200,000
FIRE MARSHAL	\$ 139,087	\$ 140,000	\$ 92,304	\$ 140,000	\$ 140,000
CRIMINAL JUSTICE PARTNERSHIP	\$ 160,341	\$ 90,000	\$ 98,768	\$ 102,389	\$ 102,389
YOUTH HOME	\$ 470,554	\$ 425,000	\$ 425,000	\$ 425,000	\$ 475,000
EMERGENCY MEDICAL SERVICES	\$ 7,581,696	\$ 8,724,035	\$ 7,804,589	\$ 9,024,035	\$ 9,024,035
ENGINEERING & ENVIRON SVCS	\$ 2,336	\$ 0	\$ 1,139	\$ 0	\$ 0
COOPERATIVE EXTENSION SERVICE	\$ 23,165	\$ 19,500	\$ 19,957	\$ 22,000	\$ 22,000
PUBLIC HEALTH	\$ 335,503	\$ 391,099	\$ 284,316	\$ 315,135	\$ 315,135
SOCIAL SERVICES	\$ 144,635	\$ 242,107	\$ 225,160	\$ 23,100	\$ 23,100
OTHER HUMAN SERVICES	\$ 0	\$ 6,431	\$ 6,431	\$ 6,431	\$ 6,431
LIBRARY	\$ 307,407	\$ 264,400	\$ 305,167	\$ 304,500	\$ 304,500
NONDEPARTMENTAL	\$ 720	\$ 0	\$ 0	\$ 0	\$ 0
Sewer Connection Fees	\$ 143,773	\$ 1,000	\$ 59,849	\$ 2,100	\$ 42,100
ENGINEERING & ENVIRON SVCS	\$ 1,680	\$ 1,000	\$ 1,210	\$ 2,100	\$ 2,100
OTHER ENVIRONMENTAL PROTECTION	\$ 142,093	\$ 0	\$ 58,639	\$ 0	\$ 40,000
Other Revenues	\$ 1,276,758	\$ 506,991	\$ 701,387	\$ 556,962	\$ 556,962
BOARD OF COUNTY COMMISSIONERS	\$ 17,773	\$ 0	\$ 0	\$ 0	\$ 0
COUNTY ADMINISTRATION	\$ 10	\$ 0	\$ 0	\$ 0	\$ 0
FINANCE	\$ 141,896	\$ 10,000	\$ 194,445	\$ 10,000	\$ 10,000
TAX ADMINISTRATION	\$ 175,901	\$ 200,000	\$ 49,691	\$ 200,000	\$ 200,000
LEGAL	\$ 425,000	\$ 0	\$ 0	\$ 0	\$ 0
REGISTER OF DEEDS	\$ 11,462	\$ 0	\$ 193	\$ 0	\$ 0
INFORMATION TECHNOLOGY	-\$ 2,500	\$ 0	\$ 0	\$ 0	\$ 0
HUMAN RESOURCES	\$ 28,951	\$ 25,000	\$ 31,000	\$ 25,000	\$ 25,000
COUNTY SHERIFF	\$ 250,879	\$ 131,000	\$ 161,499	\$ 131,000	\$ 131,000
FIRE MARSHAL	\$ 12,693	\$ 12,693	\$ 0	\$ 0	\$ 0
YOUTH HOME	\$ 0	\$ 0	\$ 50	\$ 0	\$ 0
EMERGENCY MEDICAL SERVICES	\$ 25,004	\$ 0	\$ 0	\$ 0	\$ 0
ENGINEERING & ENVIRON SVCS	\$ 125	\$ 0	\$ 295	\$ 0	\$ 0
COOPERATIVE EXTENSION SERVICE	\$ 12,567	\$ 2,500	\$ 0	\$ 1,500	\$ 1,500
PUBLIC HEALTH	\$ 73,519	\$ 1,350	\$ 134,463	\$ 52,300	\$ 52,300
SOCIAL SERVICES	\$ 103,363	\$ 124,248	\$ 129,705	\$ 137,162	\$ 137,162
LIBRARY	\$ 115	\$ 200	\$ 46	\$ 0	\$ 0

Source of Revenue	2014-2015 Actual Revenues	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Other Financing Sources	\$ 10,264,686	\$ 19,344,393	\$ 8,818,381	\$ 20,222,604	\$ 21,762,239
Transfers from Other Funds	\$ 3,347,013	\$ 4,653,312	\$ 4,753,780	\$ 4,645,119	\$ 4,571,399
Transfer from Community Health	\$ 5,417,673	\$ 4,009,601	\$ 4,009,601	\$ 3,950,000	\$ 3,950,000
Transfer from Other General Funds	\$ 1,500,000	\$ 55,000	\$ 55,000	\$ 0	\$ 0
Fund Balance Appropriated	\$ 0	\$ 10,626,480	\$ 0	\$ 11,627,485	\$ 13,240,840
General Fund Total	\$ 389,371,910	\$ 396,483,059	\$ 391,905,875	\$ 411,379,921	\$ 414,362,524
Risk Management	\$ 2,140,292	\$ 2,777,234	\$ 2,722,230	\$ 3,178,879	\$ 3,178,879
Charges for Services	\$ 2,102,923	\$ 2,722,230	\$ 2,722,230	\$ 3,130,135	\$ 3,130,135
Interest/Other	\$ 14,009	\$ 0	\$ 0	\$ 0	\$ 0
Other Revenues	\$ 23,360	\$ 4	\$ 0	\$ 0	\$ 0
Fund Balance Appropriated	\$ 0	\$ 55,000	\$ 0	\$ 48,744	\$ 48,744
Swap Fund	\$ 2,986,090	\$ 2,750,000	\$ 3,311,392	\$ 2,750,000	\$ 2,750,000
Capital Financing	\$ 60,498,076	\$ 59,165,312	\$ 63,590,963	\$ 63,771,693	\$ 63,115,728
Current Taxes	\$ 31,031,846	\$ 27,128,358	\$ 27,522,156	\$ 27,655,712	\$ 27,856,709
Prior Year Taxes	\$ 176,186	\$ 36,000	\$ 156,885	\$ 39,660	\$ 39,660
Interest Income/Other Rev.	\$ 528,218	\$ 562,758	\$ 560,749	\$ 573,868	\$ 573,868
Transfer from General Fund	\$ 28,761,826	\$ 31,438,196	\$ 35,351,173	\$ 34,480,491	\$ 34,645,491
Fund Balance Appropriated	\$ 0	\$ 0	\$ 0	\$ 1,021,962	\$ 0
Benefits Plan	\$ 20,425,146	\$ 21,705,951	\$ 11,488,637	\$ 23,373,320	\$ 23,437,330
Total General Funds Revenue	\$ 475,421,514	\$ 482,881,556	\$ 473,019,097	\$ 504,453,813	\$ 506,844,461
Transfer from GF to Benefits Plan	-\$ 16,854,162	-\$ 17,930,248	-\$ 9,635,806	-\$ 19,872,062	-\$ 19,936,072
Transfer from GF to CFP	-\$ 28,761,826	-\$ 31,438,196	-\$ 35,351,173	-\$ 34,480,491	-\$ 34,645,491
Transfer from Risk to GF	-\$ 1,500,000	-\$ 55,000	-\$ 55,000	\$ 0	\$ 0
Transfer from Risk to Benefits Plan	-\$ 14,812	-\$ 19,840	-\$ 10,182	-\$ 38,584	-\$ 38,584
Total General Funds Revenue	\$ 428,290,714	\$ 433,438,272	\$ 427,966,936	\$ 450,062,676	\$ 452,224,314

REVENUE HIGHLIGHTS

Assessed Valuation/Property Taxes

Durham County's largest source of revenue to support operations is derived from the ad valorem property tax. For FY 2016-17, the property tax rate is 74.04 cents per \$100 of assessed valuation, holding the tax rate flat to the "revenue neutral" revaluation rate of 74.04 cents compared to the pre-revaluation FY 2015-16 rate. Overall, the increase in property valuation is estimated at 9.71%.

Revaluation

For the first time in eight years the Durham County Tax department has completed a revaluation of all real property within the County. By state law this process has to be done at least once every eight years. While valuations of real property across the County may increase or decrease depending on various economic variables, from a budget perspective and by law, the starting amount of revenue that can be collected from this revaluation process must be "revenue neutral" minus natural valuation growth.

Natural valuation growth is the growth experienced every year related to new buildings or houses being built, real property improvements and other issues that might create valuation change as estimated by the Tax department. In recent years, this annual natural growth amount has been anywhere between 1.5% and 2%. For FY 2016-17 natural valuation growth is estimated at 2.42%

Revaluation is the act of assessing the value of all real property, not just new property, against the current market rates for that type of property and similar properties in similar locations. It is this growth that must be initially considered as "revenue neutral" for a starting property tax revenue amount for FY 2016-17.

With significantly increased valuation growth due to revaluation the County must advertise a decreased property tax rate by a certain amount that will bring in the same amount of property tax revenue as the previous year (but allowing for natural valuation growth). That "revenue neutral" tax rate is estimated to be 74.04 cents per \$100 valuation which is down 5.27 cents from the current year (FY 2015-16) tax rate of 79.31 cents per \$100 valuation. The Board of County Commissioner's approved budget had no tax rate increase keeping, the property tax rate at the revenue neutral rate of 74.04 cents per \$100 valuation.

The total County property tax rate is comprised of two rates, one for the General Fund, set at 66.08 cents per \$100 valuation, and the other rate set by the Board for support of debt service related to capital financing which amounts to 7.96 cents per \$100 valuation. Additional property tax rates can be applied to property depending on whether a citizen lives in the City of Durham (city tax rate) or lives within a special fire district.

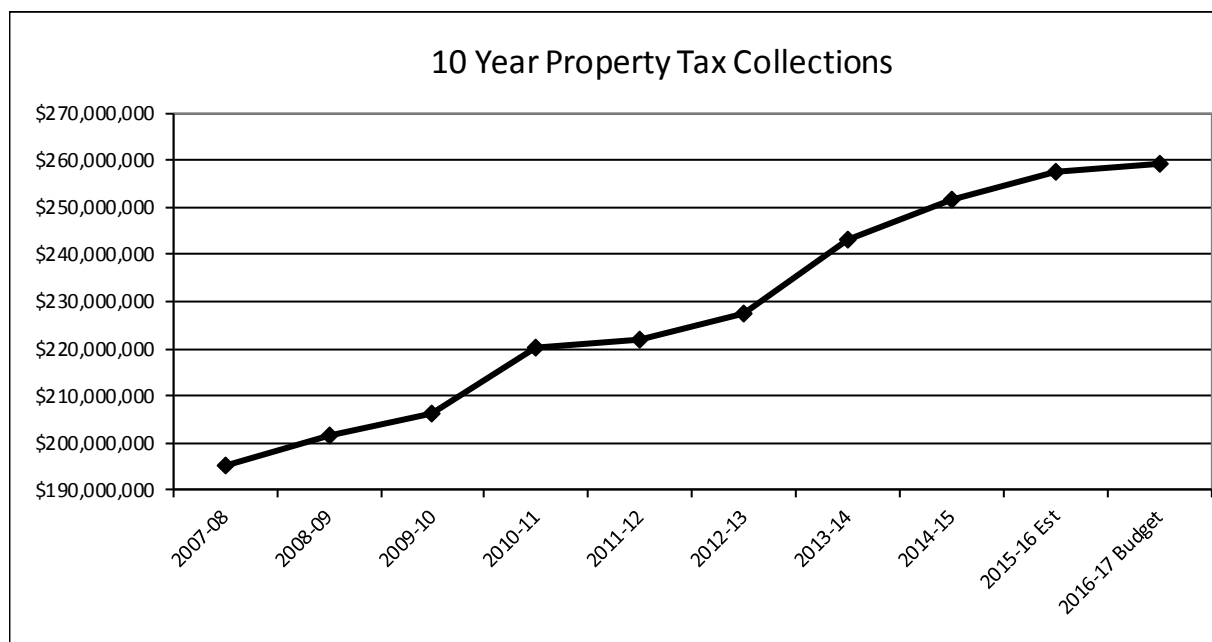
The collection of taxes from delinquent or prior years' taxes is also budgeted and provides additional revenue for support of the General Fund. In FY 2015-16, the county will receive an estimated \$1.15 million in prior years' taxes; \$725,000 is budgeted for FY 2016-17. The steady decrease in prior year tax collections is due to the ability of the Tax department to collect almost all (99.6% or more on average) of current year property taxes, and the collection of motor vehicle taxes now taken over by the state which collects at nearly a 100% rate.

	FY2015-16 Adopted	FY2016-17 Budget Estimate	% Change FY17 from FY16 Adopted
Real Property	\$ 26,152,065,688	\$ 28,895,852,694	10.49%
Auto Value	\$ 1,894,000,000	\$ 2,094,006,400	10.56%
Personal Value	\$ 3,440,862,642	\$ 3,584,452,249	4.17%
Public Service	\$ 540,732,429	\$ 562,100,012	3.95%
Total	\$32,027,660,759	\$35,136,411,355	9.71%

Growth in real property tax valuation increases due to new construction permits or construction permits that have finally reached 100% completion, as well as the revaluation process discussed earlier. Auto valuation increased for the fourth straight year, indicating the number of new cars being purchased is increasing, and the third year of a new state motor vehicle tax collection program is maximizing collection amounts. The County's property tax collection rate increases 0.3% to 99.60% in FY 2016-17, and continues to be an exceptionally high rate and a very strong performance indicator for the County's Tax Administration department. This increase in the collection percentage brings in nearly \$723,000 in new budgeted revenue. One cent on the property tax rate will generate approximately \$3.5 million. This overall 9.71% growth in valuation along with an increase in the tax collection rate represents a growth of over \$6.8 million in new revenue without having to raise the property tax rate

For budgeting purposes, the County formed a workgroup consisting of the Tax Administrator, Deputy Tax Administrator, Deputy Assessor, Finance Director, and Budget Director. Shortly after January 1, when values for real and personal property have been

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



Sales Tax

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

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

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

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

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

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

service. The tax was applied to purchases made in Durham County starting April 1, 2012. FY 2016-17 is the fifth full year this tax has been collected.

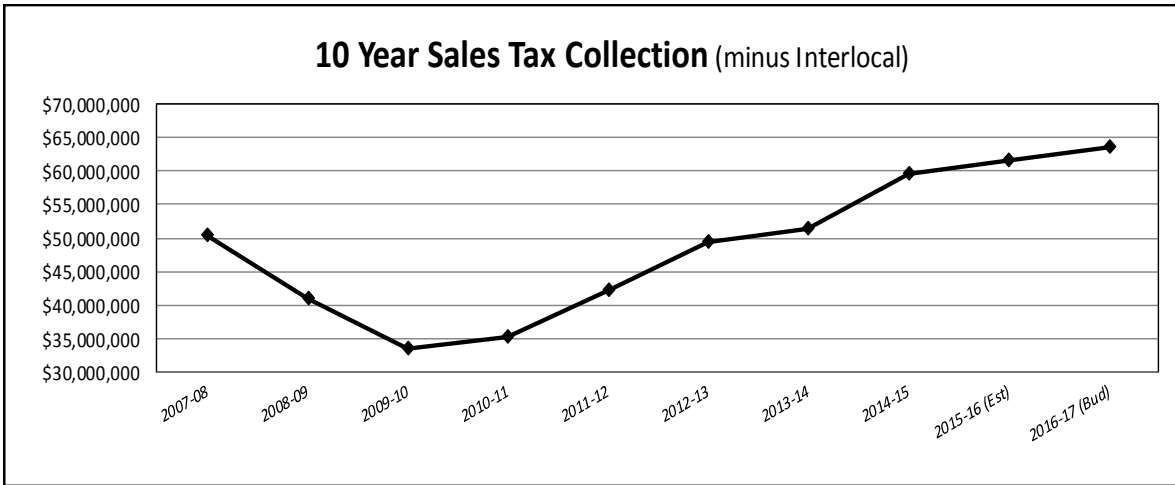
Estimating sales tax revenue collection as part of a budget process is highly dependent on historical trending of sales tax growth and variability, as well as assessing the economic outlook of the state and the county and/or municipality. At the time estimates for an upcoming fiscal year are being made, there are approximately 18 months before those estimates will become actual dollars. The Budget and Management Services Department has generally used conservative growth estimates and will continue with that methodology for FY 2016-17. Conservative in this sense means future year growth. Total growth from one year to the next includes growth actually experienced in one year (FY 2015-16) and estimated growth for the upcoming fiscal year (FY 2016-17).

The County is estimating an increase in total sales tax collection for the upcoming year based on current year collections, which are up (4.5%) in the current year (FY 2015-16). The increase in current year is largely due to increased economic activity and expanded taxable services within Durham County and across the state, as all articles of sales tax are up compared to FY 2015-16 budget estimates.

Reimbursements, which affect Durham County more than any other county in the state, are sales taxes given back to nonprofits in Durham County, by the state, that made purchases within the County. This reimbursement amount, which had been decreasing over the past several years, thereby helping to drive increases in sales tax collection for the County, is now starting to increase significantly as economic activity increases (nonprofits purchase more goods). These reimbursements to nonprofits will cut into future sales tax growth, but that is to be expected. In fact reimbursements are up \$5.46 million for the first nine months of FY 2015-16 as compared to the same time period in the previous fiscal year.

Budget staff believe Article 46 collections will behave similarly to Articles 39 and 42 in FY 2016-17, although nonprofit reimbursements may be more volatile for this particular sales tax and we have estimated the collection amount accordingly. Growth of 3% for Article 39, 42, and 46 sales taxes is estimated for FY 2016-17 from the FY 2015-16 end-of-year estimate, while growth of 4% is estimated for Article 40 sales tax. Economic activity is picking up across the County (increased nonprofit reimbursements are one indication), but that increase may be limited by continued inflationary increases in non-sales tax related items such as food and gas and continued increases in reimbursements. The FY 2016-17 budget growth budget to budget is an increase of 7.79%. However, it should be noted that this future year estimate is based on a current year estimate that has one quarter of the year yet to have sales tax collections. Those unknown months (the summer months) are generally the largest collection months of the year, and therefore any future estimate assuming amounts for these months must be somewhat conservative in relation to their proportion of the total sales tax collected.

Durham County has estimated an overall 7.79% increase in all local sales taxes for FY 2016-17. Sales Tax 16-17 Budget vs. 15-16 Budget					
	<u>FY2015-16 Budget</u>	<u>FY 2015-16 Estimate</u>	<u>% From FY 2015- 16 Budget</u>	<u>FY2016-17 Budget</u>	<u>% From FY 2015-16 Bud.</u>
Article 39	\$21,357,953	\$22,419,737	4.97%	\$22,979,684	7.59%
Article 40	\$11,375,429	\$11,901,645	4.63%	\$12,377,711	8.81%
Article 42	\$14,233,465	\$14,936,626	4.94%	\$15,349,556	7.84%
Article 44	\$0	\$2,55,	N/A	\$0	N/A
Article 46	\$11,800,000	\$12,601,338	6.79%	\$12,600,000	6.78%
Interlocal	\$10,894,599	\$11,321,985	3.92%	\$11,778,580	8.11%
Total	\$69,661,446	\$73,181,388	5.05%	\$75,085,531	7.79%



Intergovernmental Revenues

The vast majority of the budgeted intergovernmental revenues in Durham County are received by the human services agencies, Public Health and the Department of Social Services. The Durham Center, Durham County's mental health agency, began operating as a managed care organization under the name Alliance Behavioral Healthcare LME/MCO beginning July 1, 2012. The intergovernmental revenues historically received by the Durham Center will be received directly by the MCO and not Durham County.

Public Health has a total budget of \$23,831,496 of which \$17,579,754 is County dollars and \$6,251,742 is received from other sources. Of the \$6,251,742 in revenues from other sources, 94.1% comes from intergovernmental sources, mostly the state and federal governments, and currently is budgeted at \$5,884,307 for FY2016-17. The funds support departmental administrative and operational costs; health education; nutrition programs; parenting education; public health emergency preparedness; refugee health; STD clinic services; immunizations; tuberculosis and other communicable disease control; family planning and maternal healthcare; breast and cervical cancer screenings; HIV education, counseling, and testing; child healthcare; and public school nurses.

The Department of Social Services has a total budget of \$61,261,472 of which \$18,072,827 is County dollars and \$43,188,645 is received from other sources. Of the \$43,188,645 in revenues from other sources, 97% comes from intergovernmental sources, mostly the state and federal governments, and currently is budgeted at \$42,025,322 for FY2016-17. The funds support programs that provide protection of abused and neglected children and adults; the provision of services to prevent unnecessary institutionalization of disabled and elderly residents; Work First support services; school and community social work services; child day care subsidy services; and nutrition assistance and health insurance to eligible families.

Other Key Revenues

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

Other Key Revenues	2015 Actual Revenues	2016 Original Budget	2016 12 Month Estimate	2017 Department Requested	2017 Commissioner Approved
Occupancy Tax	\$3,014,169	\$2,750,000	\$3,427,291	\$3,300,000	\$3,465,000
ABC Profit Distribution	\$1,800,000	\$1,700,000	\$2,000,000	\$1,700,000	\$2,100,000
Register of Deed Fee	\$5,847,252	\$1,750,000	\$4,641,605	\$4,480,000	\$4,400,000
Investment Income	\$245,718	\$140,000	\$142,949	\$140,000	\$140,000
EMS Patient Income	\$7,043,005	\$8,074,035	\$7,129,513	\$8,324,035	\$8,324,035
Solid Waste Management Fee	\$1,968,710	\$1,896,294	\$1,978,444	\$2,323,559	\$2,184,162

- Occupancy tax revenue from County wide hotel use increased significantly from FY 2015-16. Between the FY 2016-17 Manager Recommended budget and the Commissioner Approved budget an additional 5% growth (\$165,000) in Occupancy tax revenue was budgeted.

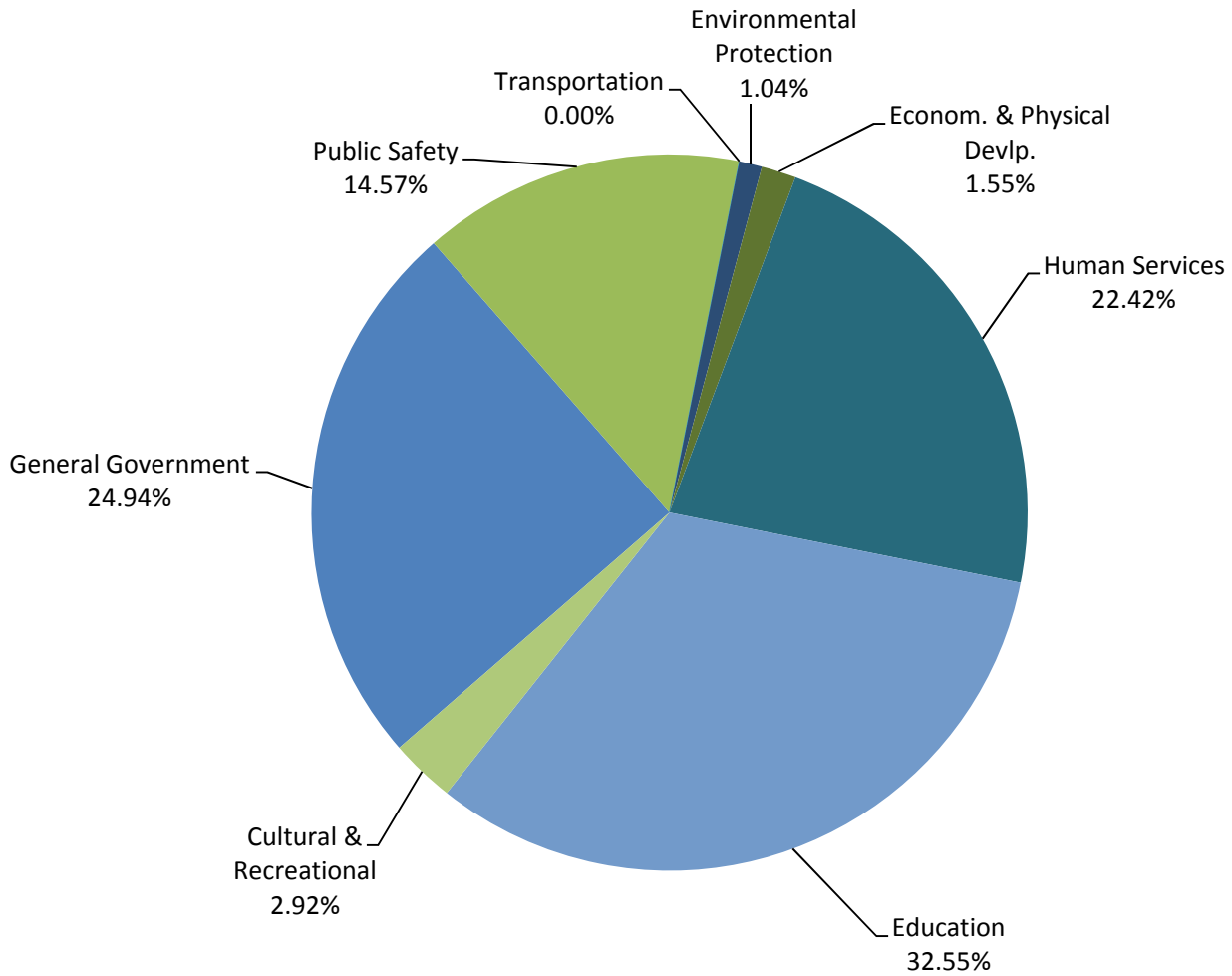
- ABC profit distributions are received quarterly from state-collected taxes on alcohol sold in the County and throughout the state. Increases in profit efficiency and overall sales for County ABC stores has in turn increased profit distribution to the County by \$400,000 for FY 2016-17
- Register of Deeds fees are charges made for new deeds of trust, changing of deeds of trust, marriage certificates, etc. State changes to these fees may affect the collection amount. A significant increase in the amount collected for FY 2014-15 is due to a change in how the County accounted for those funds. The FY 2015-16 budget amount was set before these changes were finalized and therefore show a significantly lower Original Budget amount. The FY 2016-17 budget appropriately recognizes the internal account control changes as well as significant economic growth.
- Investment income is interest earned on County cash deposited in banks.
- EMS patient income is derived from billing EMS responses to patient calls. The County strives to gather as much income as possible from patient insurance and or the patient themselves to ensure that those who use EMS support its operations.
- The solid waste management fee is a yearly fee for any citizen who chooses to use the service for the drop off of waste or recyclables at any County container site.

This page intentionally blank.

General Fund Expenditures

FY 2016-17 Approved Budget

Total General Fund Expenditures: \$414,362,524



General Funds Expenditures

Funds: 101, 102, 103, 125, 150

Fund	2014 -2015 Actual Expenditures	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
General Government	\$ 84,643,170	\$ 97,731,644	\$ 95,849,762	\$ 111,214,062	\$ 103,352,464
BOARD OF COUNTY COMMISSIONERS	\$ 549,908	\$ 593,415	\$ 552,573	\$ 877,025	\$ 877,025
COUNTY ADMINISTRATION	\$ 2,196,834	\$ 2,017,054	\$ 1,732,856	\$ 2,135,716	\$ 2,154,548
FINANCE	\$ 2,234,433	\$ 2,657,442	\$ 2,498,448	\$ 2,796,820	\$ 2,796,320
TAX ADMINISTRATION	\$ 6,057,093	\$ 6,698,122	\$ 6,445,852	\$ 7,047,481	\$ 7,034,801
LEGAL	\$ 1,839,625	\$ 2,083,206	\$ 1,837,594	\$ 2,369,944	\$ 2,229,224
COURT FACILITIES	\$ 346,302	\$ 373,543	\$ 351,557	\$ 467,340	\$ 467,340
ELECTIONS	\$ 1,017,634	\$ 2,636,116	\$ 1,767,119	\$ 1,621,395	\$ 1,541,306
REGISTER OF DEEDS	\$ 1,447,271	\$ 1,652,909	\$ 1,533,430	\$ 1,804,531	\$ 1,746,545
GENERAL SERVICES	\$ 10,247,988	\$ 12,222,199	\$ 11,949,257	\$ 13,404,891	\$ 12,883,587
INFORMATION TECHNOLOGY	\$ 5,838,320	\$ 7,353,403	\$ 6,943,247	\$ 7,963,782	\$ 7,484,042
HUMAN RESOURCES	\$ 1,578,900	\$ 1,893,803	\$ 1,692,308	\$ 2,606,096	\$ 2,118,826
BUDGET & MANAGEMENT SERVICES	\$ 442,136	\$ 586,744	\$ 520,370	\$ 600,627	\$ 600,627
VETERANS SERVICES	\$ 108,852	\$ 183,823	\$ 151,834	\$ 297,364	\$ 248,066
GEOGRAPHIC INFORMATION SYSTEMS	\$ 416,316	\$ 427,947	\$ 427,947	\$ 438,833	\$ 438,833
SAP SHARED SERVICES	\$ 4,760	\$ 0	\$ 0	\$ 0	\$ 0
<i>NONDEPARTMENTAL *</i>	\$ 50,316,798	\$ 56,351,918	\$ 57,445,370	\$ 66,782,217	\$ 60,731,374
Other	\$ 4,700,810	\$ 6,983,474	\$ 4,200,616	\$ 11,213,351	\$ 6,149,811
Transfer to Capital Finance Fund	\$ 28,761,826	\$ 31,438,196	\$ 35,351,173	\$ 34,380,491	\$ 34,645,491
Transfer to Benefits Plan Fund	\$ 16,854,162	\$ 17,930,248	\$ 17,893,581	\$ 21,188,375	\$ 19,936,072
Public Safety	\$ 53,086,514	\$ 57,309,107	\$ 54,892,217	\$ 68,828,629	\$ 60,354,231
COUNTY SHERIFF	\$ 31,019,673	\$ 32,484,552	\$ 32,145,876	\$ 36,688,263	\$ 33,686,456
EMERGENCY COMMUNICATIONS	\$ 1,030,742	\$ 1,271,459	\$ 1,271,459	\$ 1,315,305	\$ 1,315,305
FIRE MARSHAL	\$ 3,687,655	\$ 4,963,591	\$ 4,232,450	\$ 5,341,830	\$ 5,387,388
MEDICAL EXAMINER	\$ 104,900	\$ 122,500	\$ 169,750	\$ 160,000	\$ 160,000
CRIMINAL JUSTICE PARTNERSHIP	\$ 3,129,913	\$ 3,512,011	\$ 3,182,090	\$ 3,964,355	\$ 3,972,319
YOUTH HOME	\$ 1,050,505	\$ 1,165,245	\$ 1,043,046	\$ 1,288,259	\$ 1,288,259
EMERGENCY MEDICAL SERVICES	\$ 13,005,030	\$ 13,731,654	\$ 12,789,451	\$ 20,070,617	\$ 14,544,504
OTHER PUBLIC SAFETY	\$ 58,096	\$ 58,095	\$ 58,095	\$ 0	\$ 0
Transportation	\$ 309,017	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500
OTHER TRANSPORTATION	\$ 309,017	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500
Environmental Protection	\$ 3,987,369	\$ 3,886,750	\$ 3,856,414	\$ 4,486,983	\$ 4,312,131
SOLID WASTE	\$ 1,914,584	\$ 2,165,861	\$ 1,906,800	\$ 2,334,278	\$ 2,263,072
ENVIRONMENTAL ENGINEERING	\$ 2,044,995	\$ 1,680,472	\$ 1,909,197	\$ 2,102,512	\$ 1,998,866
OTHER ENVIRONMENTAL PROTECTION	\$ 27,790	\$ 40,417	\$ 40,417	\$ 50,193	\$ 50,193
Econom. & Physical Devlp.	\$ 3,684,157	\$ 6,082,940	\$ 6,279,290	\$ 6,411,216	\$ 6,422,486
OPEN SPACE MANAGEMENT	\$ 46,117	\$ 77,175	\$ 112,535	\$ 77,175	\$ 77,175
PLANNING	\$ 785,424	\$ 1,073,309	\$ 1,073,309	\$ 1,153,557	\$ 1,064,255
COOPERATIVE EXTENSION SERVICE	\$ 1,307,620	\$ 1,368,443	\$ 1,398,736	\$ 1,534,667	\$ 1,621,774
SOIL AND WATER CONSERVATION	\$ 384,897	\$ 454,216	\$ 486,988	\$ 610,080	\$ 520,074
ECONOMIC DEVELOPMENT	\$ 1,160,099	\$ 3,109,797	\$ 3,207,722	\$ 3,035,737	\$ 3,139,208

Fund	2014 -2015 Actual Expenditures	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Human Services	\$ 82,941,271	\$ 89,258,669	\$ 83,487,512	\$ 98,363,548	\$ 92,909,937
PUBLIC HEALTH	\$ 20,440,206	\$ 22,134,505	\$ 21,678,733	\$ 26,487,897	\$ 23,831,496
MENTAL HEALTH	\$ 5,999,665	\$ 6,728,109	\$ 6,728,109	\$ 6,217,381	\$ 6,217,381
SOCIAL SERVICES	\$ 54,957,540	\$ 58,528,169	\$ 53,202,999	\$ 63,570,644	\$ 61,261,472
OTHER HUMAN SERVICES	\$ 1,543,860	\$ 1,867,886	\$ 1,877,671	\$ 2,087,626	\$ 1,599,588
Education	\$ 126,454,722	\$ 130,191,507	\$ 131,291,507	\$ 134,964,723	\$ 134,879,723
DURHAM PUBLIC SCHOOLS	\$ 120,233,150	\$ 123,584,356	\$ 124,684,356	\$ 127,975,707	\$ 127,975,707
COMMUNITY COLLEGES	\$ 6,142,908	\$ 6,536,591	\$ 6,536,591	\$ 6,989,016	\$ 6,904,016
OTHER EDUCATION	\$ 78,664	\$ 70,560	\$ 70,560	\$ 0	\$ 0
Cultural & Recreational	\$ 11,098,430	\$ 12,009,942	\$ 11,837,103	\$ 12,461,920	\$ 12,119,052
LIBRARY	\$ 9,382,349	\$ 10,138,257	\$ 10,032,023	\$ 10,604,188	\$ 10,332,925
OTHER CULTURAL & RECREATIONAL	\$ 1,716,081	\$ 1,871,685	\$ 1,805,080	\$ 1,857,732	\$ 1,786,127
General Fund Total	\$ 366,204,650	\$ 396,483,059	\$ 387,506,305	\$ 436,743,581	\$ 414,362,524
Risk Management Fund	\$ 3,975,167	\$ 2,777,234	\$ 2,542,731	\$ 3,178,879	\$ 3,178,879
Swap Fund	\$ 0	\$ 2,750,000	\$ 0	\$ 2,750,000	\$ 2,750,000
Capital Financing Fund	\$ 58,568,995	\$ 59,165,312	\$ 59,957,256	\$ 63,771,693	\$ 63,115,728
Transfer to Debt Service	\$ 54,075,127	\$ 54,078,921	\$ 54,078,921	\$ 56,172,955	\$ 56,376,990
Transfer to PAYG	\$ 4,443,702	\$ 3,144,046	\$ 5,838,333	\$ 7,559,078	\$ 6,699,078
Other	\$ 50,166	\$ 1,942,345	\$ 40,002	\$ 39,660	\$ 39,660
Benefits Plan Fund	\$ 22,089,460	\$ 21,705,951	\$ 22,988,689	\$ 23,373,320	\$ 23,437,330
General Funds Total	\$ 450,838,272	\$ 482,881,556	\$ 472,994,981	\$ 529,817,473	\$ 506,844,461
To Benefits Plan Fund from GF	-\$ 16,854,162	-\$ 17,930,248	-\$ 17,893,581	-\$ 21,188,375	-\$ 19,936,072
To General Fund from Risk Management	-\$ 1,500,000	-\$ 55,000	-\$ 102,143	\$ 0	\$ 0
To General Fund from SWAP Fund	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
To Benefits Plan Fund from Risk	-\$ 14,812	-\$ 19,840	-\$ 10,182	-\$ 38,584	-\$ 38,584
To CFP from GF	-\$ 28,761,826	-\$ 31,438,196	-\$ 35,351,173	-\$ 34,380,491	-\$ 34,645,491
General Funds Total	\$ 403,707,472	\$ 433,438,272	\$ 419,637,903	\$ 474,210,023	\$ 452,224,314

All Funds Summary of Revenues

Fund	2014-2015 Actual Expenditures	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
General Funds	\$ 475,421,514	\$ 482,881,556	\$ 473,019,097	\$ 504,453,813	\$ 506,844,461
Taxes	\$ 327,769,074	\$ 326,785,741	\$ 333,715,821	\$ 337,298,479	\$ 339,388,580
Licenses and Permits	\$ 1,119,887	\$ 976,000	\$ 1,228,249	\$ 1,234,250	\$ 1,359,250
Intergovernmental	\$ 58,236,457	\$ 57,510,044	\$ 54,326,011	\$ 58,203,382	\$ 57,876,643
Contributions and Donations	\$ 42,438	\$ 138,133	\$ 94,131	\$ 77,476	\$ 77,476
Investment Income	\$ 286,121	\$ 150,000	\$ 152,332	\$ 150,000	\$ 150,000
Rental Income	\$ 1,058,157	\$ 1,012,832	\$ 990,601	\$ 1,007,024	\$ 1,007,024
Service Charges	\$ 26,586,831	\$ 23,423,470	\$ 24,625,174	\$ 27,489,693	\$ 27,205,296
Sewer Connection Fees	\$ 143,773	\$ 1,000	\$ 59,849	\$ 2,100	\$ 42,100
Other Revenues	\$ 4,283,290	\$ 3,256,995	\$ 4,011,387	\$ 3,306,962	\$ 3,306,962
Other Financing Sources	\$ 55,895,486	\$ 69,627,341	\$ 53,815,542	\$ 75,684,447	\$ 76,431,130
Special Revenue Fund	\$ 8,363,593	\$ 8,412,987	\$ 8,988,019	\$ 13,300,482	\$ 13,113,407
Taxes	\$ 8,242,033	\$ 8,412,987	\$ 8,612,487	\$ 9,043,818	\$ 8,849,059
Intergovernmental	\$ 117,188	\$ 0	\$ 310,000	\$ 4,256,664	\$ 4,256,664
Investment Income	\$ 4,372	\$ 0	\$ 64	\$ 0	\$ 0
Other Financing Sources	\$ 0	\$ 0	\$ 65,468	\$ 0	\$ 7,684
Debt Service	\$ 60,708,082	\$ 58,217,142	\$ 93,722,005	\$ 58,157,563	\$ 58,165,209
Investment Income	\$ 517,134	\$ 388,221	\$ 388,221	\$ 388,219	\$ 388,219
Service Charges	\$ 412,311	\$ 400,000	\$ 420,000	\$ 400,000	\$ 400,000
Other Financing Sources	\$ 59,778,637	\$ 57,428,921	\$ 92,913,784	\$ 57,369,344	\$ 57,376,990
Enterprise Funds	\$ 15,085,088	\$ 8,356,040	\$ 8,408,491	\$ 8,804,910	\$ 8,804,910
Licenses and Permits	\$ 10,650	\$ 3,000	\$ 17,500	\$ 3,000	\$ 3,000
Investment Income	\$ 12,903	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Enterprise Charges	\$ 9,669,773	\$ 7,327,020	\$ 7,624,062	\$ 8,274,890	\$ 8,274,890
Sewer Connection Fees	\$ 1,562,753	\$ 508,020	\$ 748,929	\$ 509,020	\$ 509,020
Other Financing Sources	\$ 3,829,009	\$ 500,000	\$ 0	\$ 0	\$ 0
Trust Funds	\$ 5,333,431	\$ 6,715,903	\$ 4,061,589	\$ 377,734	\$ 377,734
Taxes	\$ 48,598	\$ 0	\$ 0	\$ 0	\$ 0
Intergovernmental	\$ 3,950,000	\$ 3,950,000	\$ 3,950,000	\$ 0	\$ 0
Contributions and Donations	\$ 429,436	\$ 356,302	\$ 354,662	\$ 377,734	\$ 377,734
Investment Income	\$ 905,397	\$ 0	-\$ 243,073	\$ 0	\$ 0
Other Financing Sources	\$ 0	\$ 2,409,601	\$ 0	\$ 0	\$ 0
Total All Funds	\$ 564,911,708	\$ 564,583,628	\$ 588,199,201	\$ 585,094,502	\$ 587,305,721

All Funds Summary of Expenditures

Fund	2014-2015 Actual Expenditures	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
General Funds	\$ 450,838,272	\$ 482,881,556	\$ 472,994,981	\$ 529,817,473	\$ 506,844,461
General	\$ 366,204,650	\$ 396,483,059	\$ 387,506,305	\$ 436,743,581	\$ 414,362,524
Risk Management	\$ 3,975,167	\$ 2,777,234	\$ 2,542,731	\$ 3,178,879	\$ 3,178,879
Swap Agreement	\$ 0	\$ 2,750,000	\$ 0	\$ 2,750,000	\$ 2,750,000
Capital Improvement Plan	\$ 58,568,995	\$ 59,165,312	\$ 59,957,256	\$ 63,771,693	\$ 63,115,728
Benefits Plan	\$ 22,089,460	\$ 21,705,951	\$ 22,988,689	\$ 23,373,320	\$ 23,437,330
Special Revenue Funds	\$ 7,777,812	\$ 8,412,987	\$ 8,513,605	\$ 13,300,482	\$ 13,113,407
Lebanon Fire District	\$ 1,125,922	\$ 1,132,014	\$ 1,132,012	\$ 1,316,843	\$ 1,143,329
Parkwood Fire District	\$ 1,416,952	\$ 1,779,214	\$ 65,468	\$ 0	\$ 0
Redwood Fire District	\$ 908,302	\$ 920,274	\$ 920,238	\$ 954,243	\$ 961,927
New Hope Fire District	\$ 86,963	\$ 88,902	\$ 88,876	\$ 91,668	\$ 91,668
Eno Fire District	\$ 31,370	\$ 32,184	\$ 32,184	\$ 33,090	\$ 33,090
Bahama Fire District	\$ 1,308,488	\$ 1,359,145	\$ 1,359,145	\$ 1,457,769	\$ 1,457,769
Special Park District	\$ 763,704	\$ 941,327	\$ 941,596	\$ 1,240,263	\$ 1,219,018
Bethesda Service District	\$ 2,136,111	\$ 2,159,927	\$ 35,000	\$ 0	\$ 0
Durham County F&R District	\$ 0	\$ 0	\$ 3,939,086	\$ 4,256,606	\$ 4,256,606
Community Health Trust	\$ 0	\$ 0	\$ 0	\$ 3,950,000	\$ 3,950,000
Debt Service	\$ 62,948,707	\$ 58,217,142	\$ 92,723,884	\$ 58,157,563	\$ 58,165,209
Debt Service	\$ 62,948,707	\$ 58,217,142	\$ 92,723,884	\$ 58,157,563	\$ 58,165,209
Enterprise Funds	\$ 12,662,484	\$ 8,356,040	\$ 7,203,666	\$ 8,804,910	\$ 8,804,910
Sewer Utility	\$ 12,662,484	\$ 8,356,040	\$ 7,193,416	\$ 8,778,660	\$ 8,778,660
Rougemont Comm. Water	\$ 0	\$ 0	\$ 10,250	\$ 26,250	\$ 26,250
Trust Funds	\$ 10,023,051	\$ 6,715,903	\$ 6,714,263	\$ 377,734	\$ 377,734
George R. Linder Memorial	\$0	\$250	\$0	\$250	\$250
Community Health Trust	\$9,705,493	\$6,359,601	\$6,359,601	\$0	\$0
L.E.O. Retirement Trust	\$317,558	\$356,052	\$354,662	\$377,484	\$377,484
Total All Funds	\$ 544,250,326	\$ 564,583,628	\$ 588,150,400	\$ 610,458,162	\$ 587,305,721

All Funds FTEs (Full Time Equivalent Positions)

	2014-15 Actual FTEs	2015-16 Original Budget	2015-16 12 Month Estimate	2016-17 Department Requested	2016-17 Commissioner Approved
General Fund					
Clerk to the Board	4.00	4.00	4.00	4.00	4.00
County Administration	13.00	16.00	16.00	16.00	16.00
Finance	21.00	24.00	24.00	24.00	24.00
Tax Administration	67.00	67.00	67.00	67.00	67.00
County Attorney	18.00	18.00	18.00	20.00	19.00
Elections	7.00	7.00	7.00	8.00	7.00
Register of Deeds	20.00	18.00	18.00	19.00	19.00
General Services	60.00	61.00	66.00	73.00	67.00
Information Technology	44.00	44.00	44.00	50.00	45.00
Human Resources	19.00	19.00	19.00	21.00	20.00
Budget & Management Services	5.00	6.00	6.00	6.00	6.00
Veterans Services	3.00	3.00	3.00	5.00	4.00
Function - General Government	281.00	287.00	292.00	313.00	298.00
County Sheriff	453.00	460.00	460.00	519.00	473.00
Fire Marshall	68.00	68.00	68.00	77.00	77.00
Criminal Justice Resource Center	43.50	42.50	42.50	45.10	44.10
Youth Home	21.12	21.12	21.12	21.12	21.12
Emergency Medical Services	165.00	172.00	172.00	250.00	177.00
Function - Public Safety	750.62	763.62	763.62	912.22	792.22

All Funds FTEs (Full Time Equivalent Positions)

	2014-15 Actual FTEs	2015-16 Original Budget	2015-16 12 Month Estimate	2016-17 Department Requested	2016-17 Commissioner Approved
General Services - Solid Waste	17.00	17.00	15.00	17.00	17.00
County Engineering	16.00	16.00	16.00	19.00	17.00
Function - Environmental Protection	33.00	33.00	31.00	36.00	34.00
Cooperative Extension Service	18.79	21.01	21.01	24.34	23.34
Soil and Water Conservation	4.00	5.00	5.00	6.00	5.00
Economic Development	0.00	0.00	1.00	1.00	1.00
Function - Economic & Physical Development	22.79	26.01	27.01	31.34	28.34
Public Health	216.52	212.52	212.52	261.55	221.26
Social Services	501.35	504.00	501.00	522.00	501.00
Other Human Services	2.00	2.00	2.00	2.00	2.00
Function - Human Services	719.87	718.52	715.52	785.55	724.26
Library	136.93	136.93	136.93	139.87	136.93
Function - Culture & Recreation	136.93	136.93	136.93	139.87	136.93
General Fund Total	1,944.21	1,965.08	1,966.08	2,217.98	2013.75
Risk Management Fund	2.00	3.00	3.00	4.00	4.00
Sewer Utility Fund	22.00	22.00	22.00	25.00	25.00
All Funds Total	1,968.21	1,990.08	1,991.08	2,246.98	2042.75

FY 2016-17 APPROVED NEW FULL TIME EQUIVALENTS (FTEs)

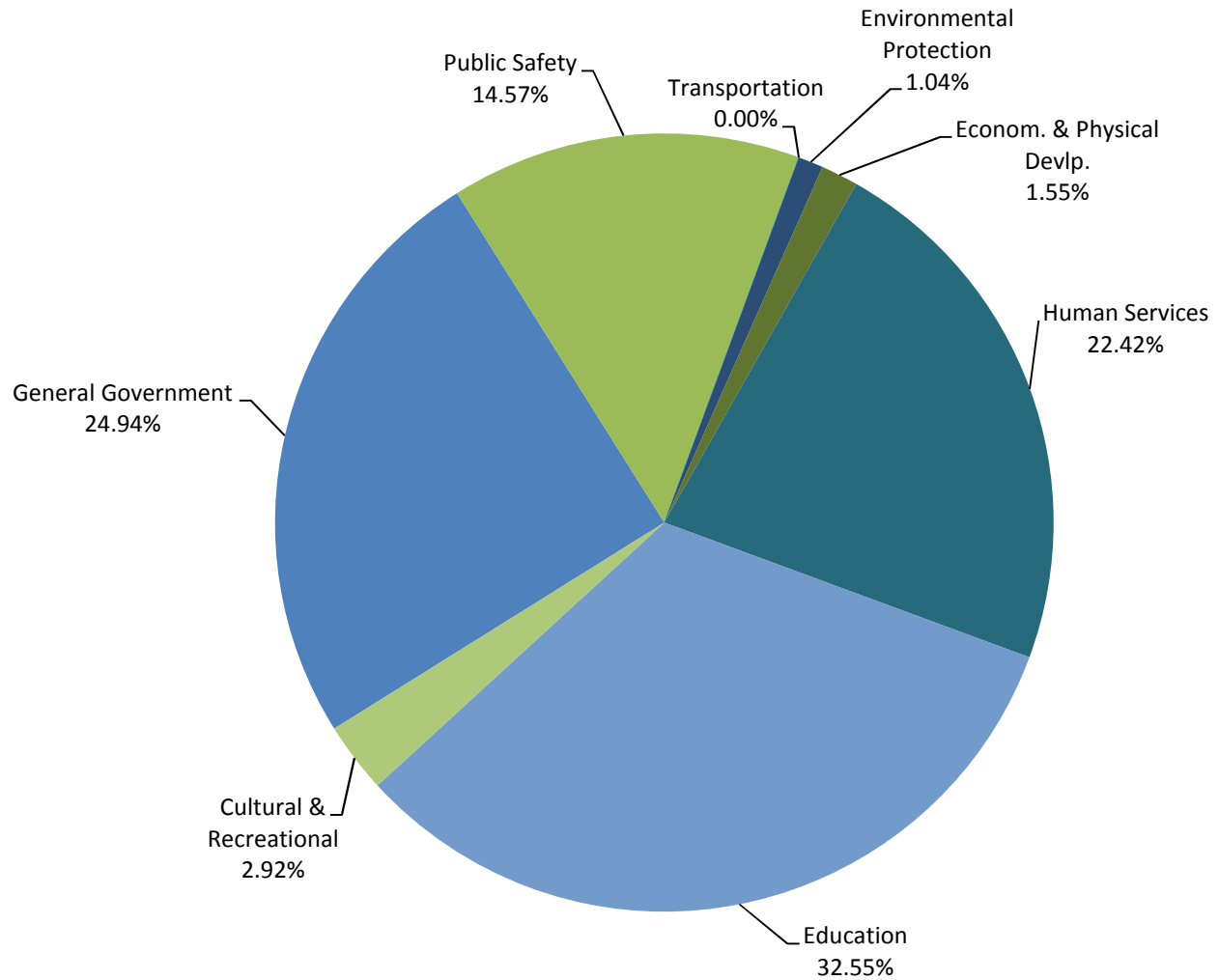
Position	FTEs	Salary and Benefits per FTE	Salary and Benefits Total FTEs	Starting Date
County Extension Associate (Cooperative Extension Service)	1.00	\$46,789	\$46,789	07/01/16
County Extension Program Assistant (Cooperative Extension Service)	1.00	\$35,991	\$35,991	07/01/16
Cure Violence - Outreach Workers (Public Health)	2.00	\$31,110	\$62,220	07/01/16
Cure Violence - Program Coordinator (Public Health)	1.00	\$65,000	\$65,000	07/01/16
Cure Violence - Violence Interrupters (Public Health)	2.00	\$31,110	\$62,220	07/01/16
Pharmacist (Public Health - increase from .5 FTE)	0.02	\$6,647	\$6,647	07/01/16
Processing Assistant (Public Health - increase from .6)	0.40	\$14,899	\$14,899	07/01/16
School Nurse (Public Health - 4 positions at 0.83 FTE)	3.32	\$56,086	\$224,344	07/01/16
Extension Agent (Cooperative Extension Service)	0.33	\$17,174	\$17,174	07/01/16
Paralegal (Legal)	1.00	\$74,381	\$74,381	07/01/16
Veterans Services Officer (Veterans Services)	1.00	\$47,508	\$47,508	07/01/16
Goal 2: Health and Well-being for All	13.07		\$657,173	
Division Chief of Emergency Management and Continuity of Government (EM)	1.00	\$86,227	\$86,227	07/01/16
Senior Emergency Management Coordinator (Emergency Management)	1.00	\$74,825	\$74,825	07/01/16
Division Chief of Fire and Rescue (DCFR - District Tax Supported)	1.00	\$86,227	\$86,227	07/01/16
Firefighter (Durham County Fire and Rescue - District Tax Supported)	6.00	\$38,643	\$231,858	07/01/16
Emergency Medical Services Officer (Emergency Medical Services)	3.00	\$37,431	\$56,147	01/01/17
Emergency Medical Services Technician II (Emergency Medical Services)	2.00	\$30,951	\$30,951	01/01/17
Peer Support Specialist (Criminal Justice Resource Center)	2.00	\$31,936	\$63,872	07/01/16
Pretrial Specialist (Criminal Justice Resource Center)	0.60	\$25,913	\$25,913	07/01/16
Substance Abuse / Mental Health Clinician (Criminal Justice Resource Center)	1.00	\$57,485	\$57,485	07/01/16
Sheriff LEO (Inmate Transportation)	3.00	\$46,069	\$138,207	07/01/16
Sheriff Detention Officer (Mental Health Pod)	10.00	\$46,069	\$230,345	01/01/17
Goal 3: Safe and Secure Community	30.60		\$1,082,057	
Inspections Supervisor (Engineering and Environmental Services)	1.00	\$83,979	\$83,979	07/01/16
Maintenance Technician (General Services - Solid Waste)	2.00	\$35,991	\$71,982	07/01/16
Operation and Maintenance Specialist II (Enterprise Fund)	1.00	\$52,787	\$52,787	07/01/16
Plant Maintenance Technician (Enterprise Fund)	1.00	\$52,787	\$52,787	07/01/16
Utility Technician (Enterprise Fund)	1.00	\$60,465	\$60,465	07/01/16
Goal 4: Environmental Stewardship	6.00		\$322,000	
Administrative Officer / Office Manager (Register of Deeds)	1.00	\$51,588	\$51,588	07/01/16
Human Resources Consultant (Human Resources)	1.00	\$52,259	\$52,259	07/01/16
Information Security Officer (Information Technology)	1.00	\$68,983	\$68,983	07/01/16
Quality Control / Compliance Officer (General Services)	1.00	\$57,485	\$57,485	07/01/16
Risk and Safety Coordinator (Risk Management Fund)	1.00	\$52,259	\$52,259	07/01/16
Goal 5: Accountable, Efficient and Visionary Government	5.00		\$282,574	
Total	54.67		\$2,343,804	
<i>Light Blue highlighted area denotes revenue supported positions</i>				

FY 2016-17 APPROVED ELIMINATED FULL TIME EQUIVALENTS (FTEs)

Position	FTEs	Salary and Benefits per FTE	Salary and Benefits Total FTEs	Ending Date
Substance Abuse Specialist (Criminal Justice Resource Center)	1.00	\$47,508	\$47,508	06/30/15
Office Assistant(Criminal Justice Resource Center)	1.00	\$31,340	\$31,340	06/30/15
Total	2.00		\$78,848	

Net County Funded Positions		
Revenue Supported Positions	-15.00	-\$722,865
Eliminated Positions	-2.00	-\$78,848
Net County Funded FTE Change	37.67	\$1,542,091

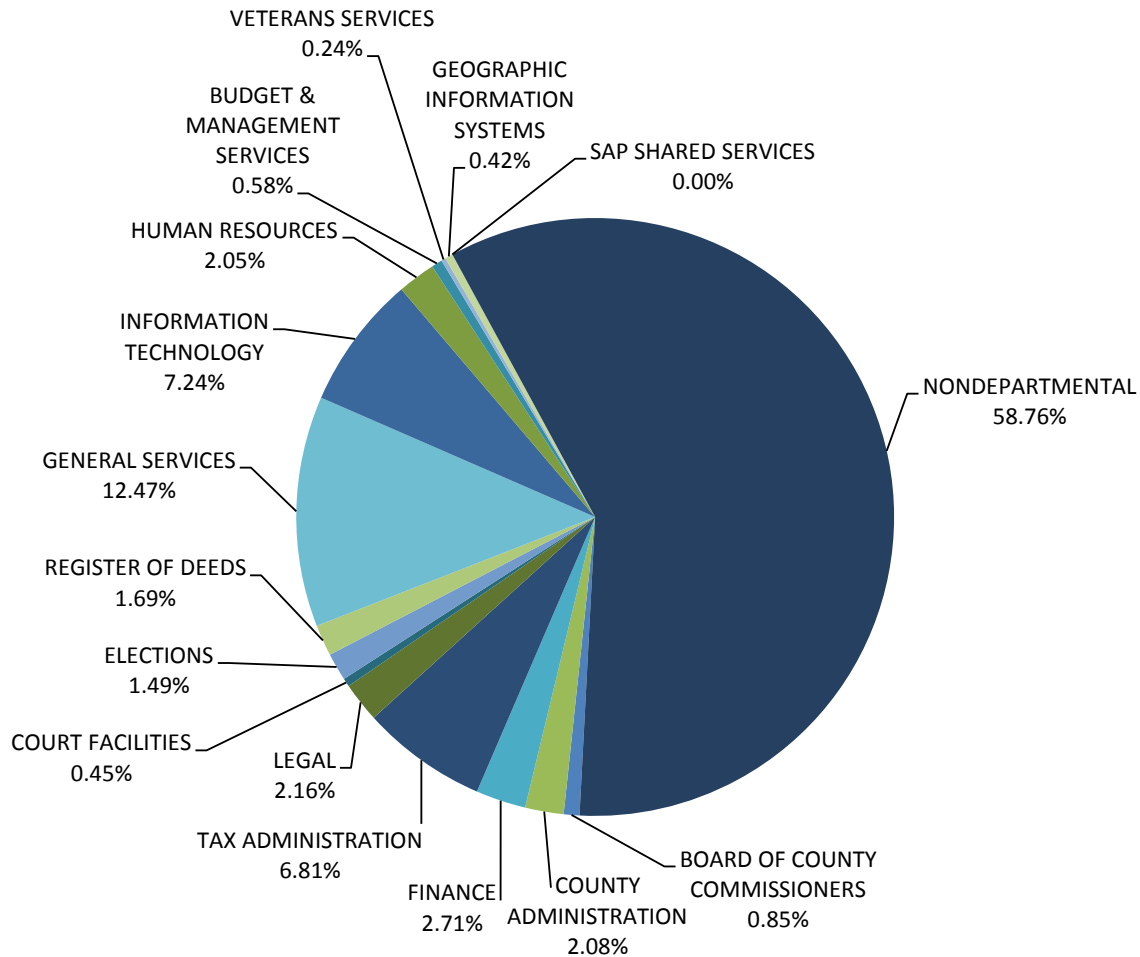
General Fund Approved Budget



Functional area	2014-2015 Actual Expenditures	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
General Government	\$ 84,643,170	\$ 97,731,644	\$ 95,849,762	\$ 111,214,062	\$103,352,464
Public Safety	\$ 53,086,514	\$ 57,309,107	\$ 54,817,968	\$ 68,828,629	\$60,354,231
Transportation	\$ 309,017	\$ 12,500	\$ 12,500	\$ 12,500	\$12,500
Environmental Protection	\$ 3,987,369	\$ 3,886,750	\$ 3,856,414	\$ 4,486,983	\$4,312,131
Econom. & Physical Devlp.	\$ 3,684,157	\$ 6,082,940	\$ 6,279,290	\$ 6,411,216	\$6,422,486
Human Services	\$ 82,941,271	\$ 89,258,669	\$ 83,487,512	\$ 98,363,548	\$92,909,937
Education	\$ 126,454,722	\$ 130,191,507	\$ 131,291,507	\$ 134,964,723	\$134,879,723
Cultural & Recreational	\$ 11,098,430	\$ 12,009,942	\$ 11,837,103	\$ 12,461,920	\$12,119,052
Overall Result	\$ 366,204,650	\$ 396,483,059	\$ 387,432,056	\$ 436,743,581	\$ 414,362,524

This page intentionally blank.

General Government Approved Budget



Business area	2014-2015 Actual Expenditures	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
BOARD OF COUNTY COMMISSIONERS	\$ 549,908	\$ 593,415	\$ 552,573	\$ 877,025	\$ 877,025
COUNTY ADMINISTRATION	\$ 2,196,834	\$ 2,017,054	\$ 1,732,856	\$ 2,135,716	\$ 2,154,548
FINANCE	\$ 2,234,433	\$ 2,657,442	\$ 2,498,448	\$ 2,796,820	\$ 2,796,320
TAX ADMINISTRATION	\$ 6,057,093	\$ 6,698,122	\$ 6,445,852	\$ 7,047,481	\$ 7,034,801
LEGAL	\$ 1,839,625	\$ 2,083,206	\$ 1,837,594	\$ 2,369,944	\$ 2,229,224
COURT FACILITIES	\$ 346,302	\$ 373,543	\$ 351,557	\$ 467,340	\$ 467,340
ELECTIONS	\$ 1,017,634	\$ 2,636,116	\$ 1,767,119	\$ 1,621,395	\$ 1,541,306
REGISTER OF DEEDS	\$ 1,447,271	\$ 1,652,909	\$ 1,533,430	\$ 1,804,531	\$ 1,746,545
GENERAL SERVICES	\$ 10,247,988	\$ 12,222,199	\$ 11,949,257	\$ 13,404,891	\$ 12,883,587
INFORMATION TECHNOLOGY	\$ 5,838,320	\$ 7,353,403	\$ 6,943,247	\$ 7,963,782	\$ 7,484,042
HUMAN RESOURCES	\$ 1,578,900	\$ 1,893,803	\$ 1,692,308	\$ 2,606,096	\$ 2,118,826
BUDGET & MANAGEMENT SERVICES	\$ 442,136	\$ 586,744	\$ 520,370	\$ 600,627	\$ 600,627
VETERANS SERVICES	\$ 108,852	\$ 183,823	\$ 151,834	\$ 297,364	\$ 248,066
GEOGRAPHIC INFORMATION SYSTEMS	\$ 416,316	\$ 427,947	\$ 427,947	\$ 438,833	\$ 438,833
SAP SHARED SERVICES	\$ 4,760	\$ 0	\$ 0	\$ 0	\$ 0
NONDEPARTMENTAL	\$ 50,316,798	\$ 56,351,918	\$ 57,445,370	\$ 66,782,217	\$ 60,731,374
OVERALL RESULT	\$ 84,643,170	\$ 97,731,644	\$ 95,849,762	\$ 111,214,062	\$ 103,352,464

This page intentionally blank.

Board of County Commissioners

Business Area: 4110

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$370,071	\$413,346	\$396,398	\$441,798	\$441,798
Operating	\$179,837	\$180,069	\$156,175	\$435,227	\$435,227
Total Expenditures	\$549,908	\$593,415	\$552,573	\$877,025	\$877,025
▼ <i>Revenues</i>					
Other Revenues	\$17,773	\$0	\$0	\$0	\$0
Total Revenues	\$17,773	\$0	\$0	\$0	\$0
Net Expenditures	\$532,135	\$593,415	\$552,573	\$877,025	\$877,025
FTEs	4.00	4.00	4.00	4.00	4.00

BOARD OF COUNTY COMMISSIONERS

MISSION

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

PROGRAM DESCRIPTION

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

2015-16 ACCOMPLISHMENTS

- The Board of County Commissioners re-elected Michael D. Page as its Chair; and re-elected Brenda A. Howerton as its Vice-Chair
- The Board of County Commissioners approved a Public-Private Project Agreement with Research Triangle Foundation (RTF) for 20 million dollars to be paid over a 10-year period for the development of the Park Center Project Phase I. The County will significantly benefit from participation in the development of the project from increases to annual property taxes, local sales taxes and the creation of new jobs
- Durham County's Tax Office conducted its Reappraisal Process, successfully mailing 100,000 change of value notices
- Durham County continued to make progress constructing new lines to provide safe water in the Rougemont community for residents whose wells have been affected by contamination
- Durham County and the City of Durham established the region's first Open Data web portal
- Durham County was recognized as a 2015 Top 10 Digital Counties/National Association of Counties (NACo)
- Durham County hosted U. S. Labor Secretary Thomas Perez in an interactive roundtable discussion with participants of our community's "My Brother's Keeper" Presidential Initiative
- Durham County's intensive research process that will produce Durham's MBK Action plan was unveiled by committee chairs to the community

2016-17 HIGHLIGHTS

- The Chambers' A/V equipment is starting to malfunction and it is impacting audio levels and being able to clearly hear comments, transmission of the live feed during worksessions and uploading of the recorded meeting for re-broadcast on cable TV. Replacement parts are no longer available for the current system. New equipment will increase A/V quality of the live and recorded broadcast, ability to hear and record commenters in the chambers and the reliability of the equipment

Board of County Commissioners

Funds Center: 4110110000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$155,851	\$160,844	\$154,967	\$169,958	\$169,958
Operating	\$106,974	\$103,038	\$87,717	\$357,977	\$357,977
Total Expenditures	\$262,825	\$263,882	\$242,684	\$527,935	\$527,935
Revenues					
Other Revenues	\$17,773	\$0	\$0	\$0	\$0
Total Revenues	\$17,773	\$0	\$0	\$0	\$0
Net Expenditures	\$245,052	\$263,882	\$242,684	\$527,935	\$527,935

CLERK TO THE BOARD

MISSION

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

PROGRAM DESCRIPTION

The County Clerk's Office provides support to the Board of County Commissioners (BOCC) by preparing, maintaining, researching, and transmitting agendas and minutes of official Board proceedings. The Clerk's Office also oversees the appointment process for 43 active volunteer Boards and Commissions appointed by the BOCC; and maintains a permanent record of all documents required by North Carolina General Statutes.

The County Clerk oversees the operations of the Clerk's Office; maintains the official County seal; administers oaths; and attests legal documents on behalf of the County. The Clerk is responsible for providing proper meeting notice in keeping with the North Carolina Open Meetings Law.

The Clerk's Office is open to the public during normal business hours (8:30 am to 5:00 pm). The office is located in the Durham County Government Administrative Complex. Internal and external customers may request and receive information from the office.

2015-16 ACCOMPLISHMENTS

- Reinstated the Directives section of Minutes to help the Board monitor requests
- Added enhancements to website to increase transparency, including an Announcement page of announcements read at the meetings as well as additional detailed information and links for citizens
- Attended over sixty-five (65) BOCC-related meetings and events
- Recognized volunteer boards and commissions during Volunteer Month
- Administered oath to 78 citizen appointees (as of February) which was an increase of 38 from the same time last year
- Co-sponsored orientation and ethics training sessions with the County Attorney's Office for 23 BOCC new citizen board and commission appointees
- Expanded recruiting for citizen boards and commissions which has resulted in filling vacancies more expeditiously
- Fully implemented transition to Legistar software for agenda process

2016-17 HIGHLIGHTS

- This budget will allow the Clerk's office to maintain current levels of service

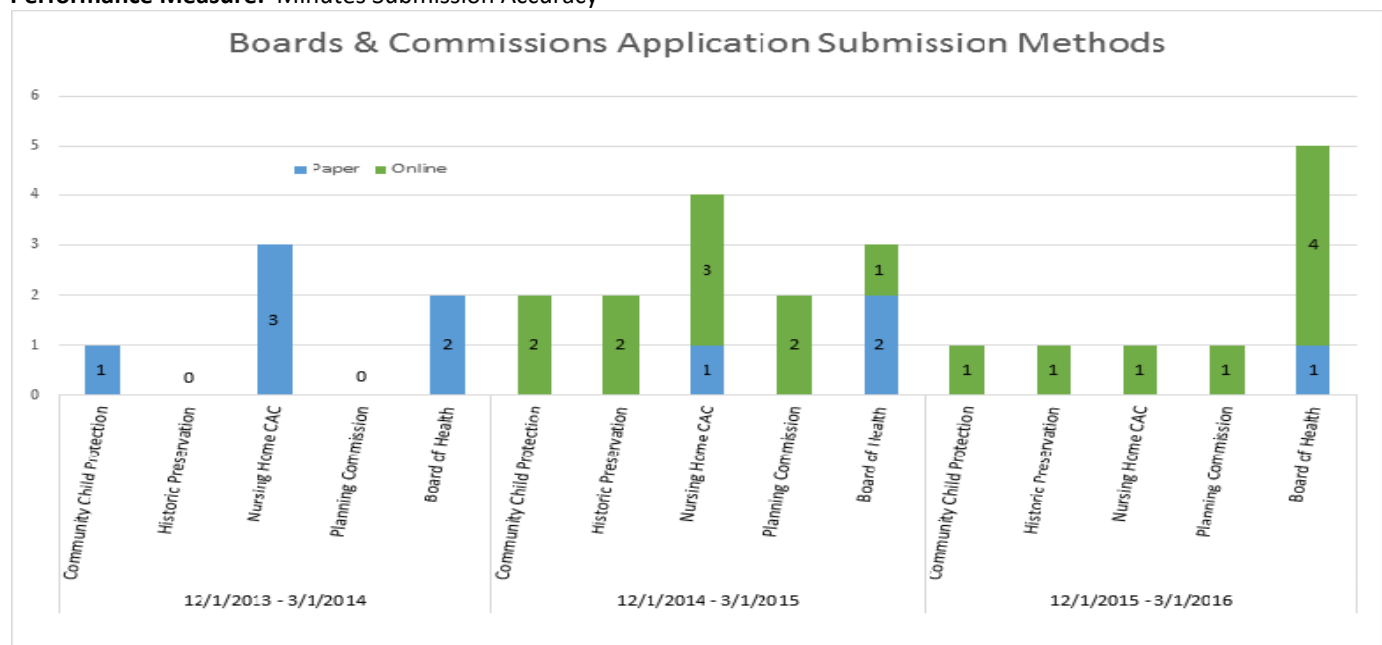
Clerk to the Board

Funds Center: 4110115000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$214,220	\$252,502	\$241,430	\$271,840	\$271,840
Operating	\$72,863	\$77,031	\$68,458	\$77,250	\$77,250
Total Expenditures	\$287,083	\$329,533	\$309,888	\$349,090	\$349,090
Revenues					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$287,083	\$329,533	\$309,888	\$349,090	\$349,090
FTEs	4.00	4.00	4.00	4.00	4.00

2016-17 PERFORMANCE MEASURES

Performance Measure: Minutes Submission Accuracy



The numbers represent the comparison in the numbers of paper applications received since implementing the new software for Boards and Commissions. Initially, data only represented a three-month period; however, the number of online applications have continued to increase for the same boards and we only received one paper application for fiscal year 2016.

Why is the measure you are presenting important to the overall goal or mission of your department? How does tracking this performance measurement improve or help maintain a high level of service?

The Clerk's Office manages the oversight of the 43 volunteer boards and commissions for Durham County. Having an efficient process and accurate documents that enable the Board to make sound decisions when appointing citizens is a part of accountable and efficient government (Goal 5). Tracking the performance ensures that we are being transparent in the application process and affording the opportunity to all qualified citizens who would like to participate

What initiatives or changes to programs in FY 2016-17 will your department take on to improve or maintain the overall performance of the related program or goal?

The Clerk will continue to work closely with the Senior Administrative Assistant II (designated as the key person assigned to Boards and Commissions) to ensure that all data has been transferred to the new software. We are also reviewing all Bylaws of the Boards and Commissions and attending meetings of the Boards and Commissions to ensure that they are complying with Open Meeting laws. We will continue to recruit as widely as possible to make sure that the Boards represent the diversity of our community.

This page intentionally blank.

County Administration

Business Area: 4120

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$1,426,068	\$1,693,723	\$1,433,525	\$1,784,734	\$1,803,566
Operating	\$770,766	\$323,331	\$299,331	\$350,982	\$350,982
Total Expenditures	\$2,196,834	\$2,017,054	\$1,732,856	\$2,135,716	\$2,154,548
Revenues					
Intergovernmental	\$27,373	\$33,342	\$33,842	\$33,192	\$33,192
Service Charges	\$17	\$0	\$0	\$0	\$0
Other Revenues	\$10	\$0	\$0	\$0	\$0
Total Revenues	\$27,400	\$33,342	\$33,842	\$33,192	\$33,192
Net Expenditures	\$2,169,434	\$1,983,712	\$1,699,014	\$2,102,524	\$2,121,356
FTEs	13.00	16.00	16.00	16.00	16.00

2016-17 HIGHLIGHTS

County Manager

- The City of Durham and the County of Durham will continue to host an ICMA Local Government Fellow for one year (July 2016 through June 2017). The ICMA Local Government Management Fellowship Program links aspiring local government professionals with a local host government or governments for a year. The local government or governments provide the Fellow with professional work experience, while ICMA offers professional development opportunities and a Fellows network so that the Fellows can all connect with and learn from each other. The County of Durham and the City of Durham collaborate to offer an ICMA Fellow the opportunity to work in City and County government on a variety of projects throughout the year. The position is a County position, but will be paid on a 50/50 basis from both the County and the City.
- The Anchor Award is awarded monthly to one County employee to recognize outstanding performance.
- The Durham City-County Neighborhood College is a unique educational program offered by Durham City and County governments. It is a nine-week series of classes that will provide information on key City and County services. Participants will have a chance to meet and interact with City and County staff, and learn things about government that they've always wanted to know but didn't know whom to ask!
- Participation in the My Brother's Keeper Community Challenge. In September 2014, President Obama issued a challenge to cities, towns, counties and tribes across the country to become "MBK Communities." This challenge represents a call to action for all members of our communities, and mayors in particular, as they often sit at the intersection of many of the vital forces and structural components needed to enact sustainable change through policy, programs, and partnerships. The MBK Community Challenge encourages communities (cities, rural municipalities, and tribal nations) to implement a coherent cradle-to-college-and-career strategy for improving the life outcomes of all young people to ensure that they can reach their full potential, regardless of who they are, where they come from, or the circumstances into which they are born.

Public Information Broadcasting

- Interlocal Agreement with the City of Durham for Durham County Government Programming
- Contract with Velasquez Digital Media Communications to broadcast the Board of County Commissioners' meetings
- Contract with Pelican Studios to produce the Durham County TV show, hosted by the Chairman of the Board of County Commissioners to air on Durham Government TV 8

Internal Audit

- This budget allows Internal Audit to maintain current levels of service.

Strategic Plan

- This budget allows Strategic Plan to maintain current levels of service.

COUNTY MANAGER

MISSION

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

PROGRAM DESCRIPTION

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

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

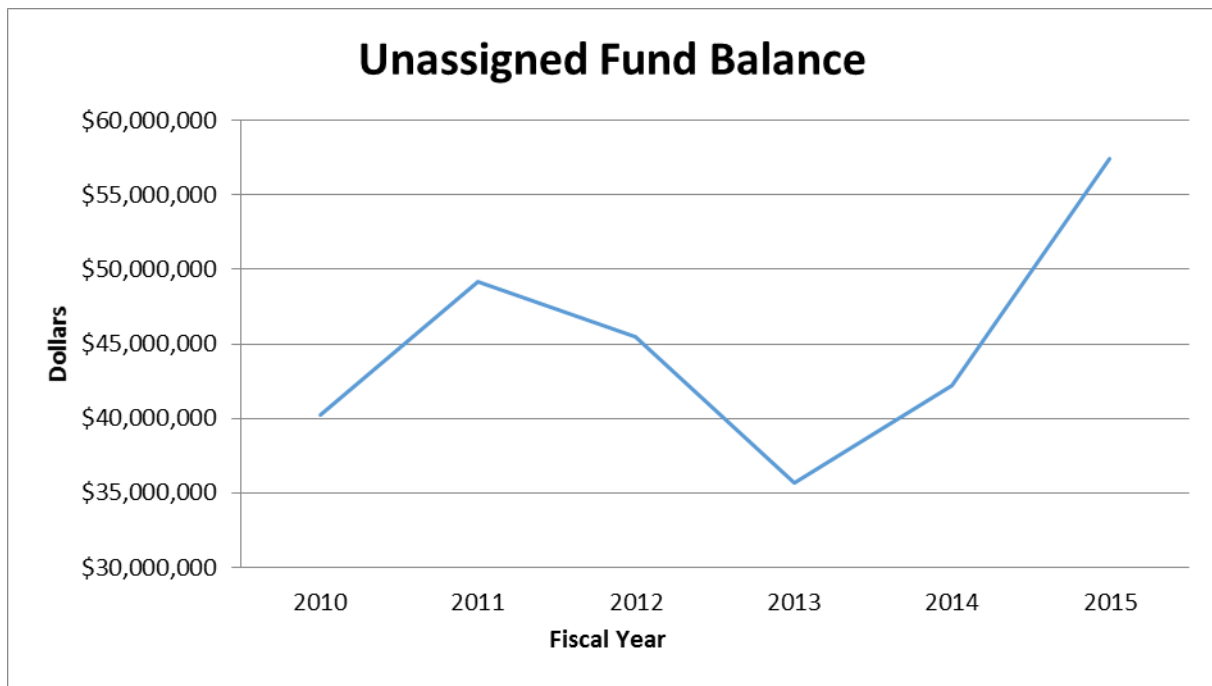
The Manager's Office is open to the public Monday through Friday from 8:30 a.m. to 5:00 p.m., excluding holidays. The office is located in the Durham County Government Administrative Complex. All persons may request and receive information from this office.

2015-16 ACCOMPLISHMENTS

- Maintained AAA bond rating with Moody's Investor Services
- Established a public-private partnership with Durham ID Phase One Developers, LLC for a master planned development of 18 acres of underutilized land in the Durham Central Park District of Downtown to be known as Durham Innovation District. Phase I of the planned five phases will consist of approximately 271,000 square feet of commercial space including laboratory space and Class A office space, as well as a parking garage with approximately 820 parking spaces
- Established a public-private partnership with Wexford Chesterfield Parking, LLC for the adaptive reuse of the Chesterfield Building into a new center of gravity in the local life sciences and technology ecosystem. The developer will invest \$80M and the project will yield approximately 284,000 square feet of commercial and laboratory space and the addition of approximately 544 new parking spaces downtown
- Established a public-private partnership with Research Triangle Foundation for the development of the Park Center Project Phase I, an exciting new physical plan for Research Triangle Park designed to reboot The Park and ignite future job growth
- Continued investment of money and staff time in Made in Durham and My Brother's Keeper efforts
- Continued with the implementation the Managing for Results business model
- Completed an organizational re-alignment which, along with deepening our Managing for Results work and refreshing our Durham County Strategic Plan, will improve the ability to pursue desired outcomes in the County's strategic plan
- Presented an updated Facility Master Plan
- Supported inaugural Durham-based Moogfest as well as the 3rd annual Art of Cool jazz festival
- Produced a series of 6 Videos introducing the new "Managing For Results" Management Program with the workforce
- Produced TV shows on the following key topics: Managing For Results, My Brother's Keeper, 2016 Durham County Tax Reappraisal, Emergency Preparedness for Winter Weather, Use of Naloxone to prevent effects of Opioid Drug overdosing, Elections Law Changes, Preservation of Water Quality at Jordan Lake, Recruitment of Detention Officers for Durham County Sheriff's Office and Food Stamp Changes

2016-17 PERFORMANCE MEASURES

Performance Measure: Fund Balance Management



	Audited FY Ending 6/30/2010	Audited FY Ending 6/30/2011	Audited FY Ending 6/30/2012	Audited FY Ending 6/30/2013	Audited FY Ending 6/30/2014	Audited FY Ending 6/30/2015
	2010	2011	2012	2013	2014	2015
Non-spendable	810,373	869,092	1,055,346	1,002,364	1,015,631	995,989
Restricted Fund Balance	27,702,979	25,392,181	30,431,788	30,539,412	30,579,201	34,787,668
Committed Fund Balance	26,675,483	33,904,565	47,694,892	51,109,294	59,573,800	66,909,089
Assigned Fund Balance	6,203,505	8,148,653	11,612,648	16,348,230	13,961,475	11,521,144
Unassigned Fund Balance	40,241,722	49,205,996	45,477,059	35,630,010	42,228,729	57,461,506
Total Fund Balance	101,634,062	117,520,487	136,271,733	134,629,310	147,358,836	171,675,396

Story Behind the Last Two Years of Performance

Maintenance of a healthy level of fund balance is one of the indicators of the financial stability of the county. The North Carolina Local Government Commission recommends that local governments maintain a minimum fund balance of 8% of total general fund expenditures. At the end of the current fiscal year, fund balance available for appropriation for the general fund was \$138,410,471 or 34.26 percent of total general fund expenditures, compared to fiscal year 2014 which was \$117,740,458 or 30.43 percent of total general fund expenditures. The net change in fund balance for fiscal year 2015 was an increase of over \$24.3 million with an increase in the fund balance available as a percentage of expenditures as well. The primary reasons for the increases are the revenue collections were 104.33 percent of budget while expenditures were only 93.32 percent of budget. The net change in fund balance increased by over \$11.5 million in fiscal year 2015 from fiscal year 2014. The primary reasons for the increase in the net change in fund balance are the increase in excess of revenues over expenditures of over \$15.3 million, the decrease in transfers in of over \$340 thousand and the increase in transfers out of over \$3.4 million. For more detail concerning fund balance changes, follow this link to the FY2014-2015 CAFR <http://dconc.gov/home/showdocument?id=15213>

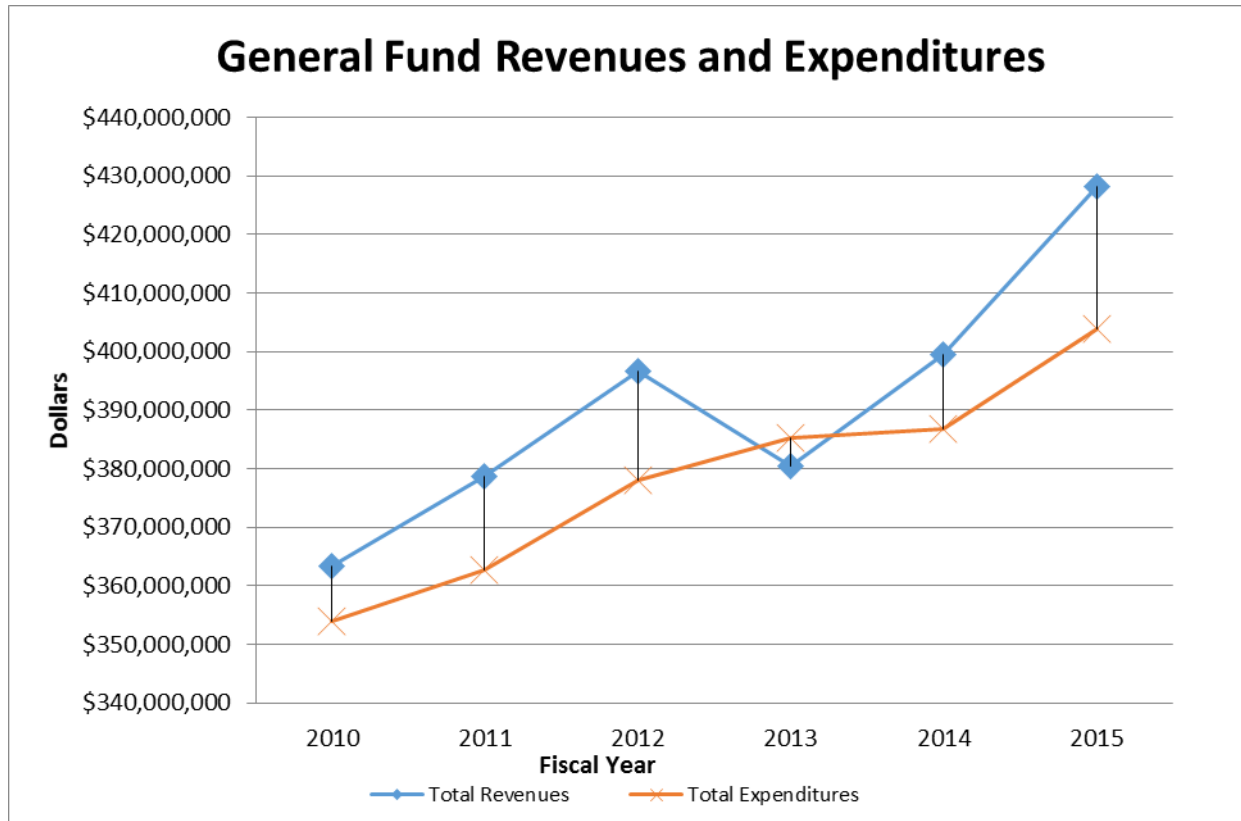
There are five basic categories of funds dealing with fund balances: Non-spendable, restricted, committed, assigned and unassigned. Non-spendable funds cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact. Restricted funds are restricted to specific purposes externally imposed by creditors or imposed by law. Committed funds can only be used for specific purpose imposed by majority vote of the Durham

County's Board of Commissioners. Any changes or removal of specific purposes requires majority vote by the Board. The county has no discriminatory authority with either the non-spendable and restricted fund balances. Unassigned fund balance is the only source that the county may use for general appropriations.

Strategies: What do you propose to do to improve program performance?

The county plans to continue the philosophy of making conservative revenue estimates while liberally estimating expenditures, allowing it to continue to see incremental increases in the fund balance. The county's goal is never to spend any appropriated fund balance during any fiscal year unless the appropriation is specifically earmarked for a non-recurring expenditure.

Performance Measure: Revenues and Expenditures Management



	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15
General Fund	2010	2011	2012	2013	2014	2015
Total Revenues	363,469,082	378,645,652	396,753,471	380,503,384	399,616,855	428,290,708
Total Expenditures	354,022,764	362,759,227	378,002,225	385,212,994	386,887,329	403,974,148
Excess of revenues over expenditures	9,446,318	15,886,425	18,751,246	-4,709,610	12,729,526	24,316,560

Story Behind the Last Two Years of Performance

Citizens are better off when the County's revenues are exceeding expenditures; when the County is able to meet all of its financial obligations; when property taxes are not continually raised; and when government is providing high levels of services. The County is delivering the service well if county revenues not only cover expenditures but also generate a surplus, permitting incremental increases in the county's fund balance.

Strategies: What do you propose to do to improve program performance?

The County implemented new financial management software during FY 2006-07. The software has greatly enabled the County's ability to administer the day-to-day management of the county's budget and its integration and coordination with investments, human resources, budgeting and capital financing functions.

INTERNAL AUDIT

MISSION

The mission of Internal Audit is to determine that various county departments, programs, activities and operations are:

- Carrying out activities and programs authorized or required by the Board of County Commissioners, the County Manager, state or federal regulations or other authoritative sources;
- Conducting programs and using resources in an economical and efficient manner;
- Conducting programs as planned to yield results which are consistent with established goals and objectives;
- Identifying, measuring, classifying and reporting financial and operating events in an accurate and timely manner in accordance with effective internal controls and authoritative pronouncements; and
- Safeguarding assets.

PROGRAM DESCRIPTION

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

In line with the established GAGAS requirements, Internal Audit will continue to ensure that reports are clear and concise, findings can be understood in layman's terms, audit documentation is such that a reviewer can determine the reasons for reported conclusions and recommendations, and that reports clearly state the objectives, scope, methodology and recommendations used in the audit process. Additionally, Internal Audit will ensure that recommendations correct the underlying causes of findings and that the recommendations are efficient as well as effective.

2015-16 ACCOMPLISHMENTS

Internal Audit reviewed management controls in four operational departments: Federal Asset Forfeiture, Cash Handling in the Office of the Register of Deeds, Administration of Third Party Collections by the Division of Risk Management, Security and Business Continuation risk assessment of the County's IT operations, and two audits regarding contracting practices and administration. These audits resulted in 13 implemented recommendations to improve procurement, safety, collections, and administrative practices throughout the County. Additionally, the Internal Auditor led a Peer Review of the Fairfax County Audit Office; an assignment offered to experienced auditors in good standing within the government auditing industry.

STRATEGIC PLAN

MISSION

Durham County provides fiscally responsible, quality services necessary to promote a healthy, safe and vibrant community.

VISION

Durham County: a thriving, vibrant, diverse community with abundant opportunity for all residents to live, work, learn, play and grow.

Core Values: Ace-It

Accountability, Commitment, Exceptional Customer Service, Integrity, Teamwork and Collaboration

Creating the Strategic Plan

In the fall of 2010, the Durham Board of County Commissioners (BOCC) took steps to begin a strategic planning process. The BOCC initiated the process after determining that the County needed to create overarching goals and priorities to guide the organization forward. County leadership, elected leaders and staff alike agreed that all departments and all employees needed a Strategic Plan to align everyone in the same direction. The BOCC developed mission and vision statements and soon the County launched a full-blown planning process. Information gathered from the organizational analysis process was shared with staff teams and helped guide the formation of goals, objectives and other components of the Strategic Plan. The following five goals were established:

Goal 1 - Community and Family Prosperity and Enrichment

Goal 2 - Health and Well-being for All

Goal 3 - Safe and Secure Community

Goal 4 - Environmental Stewardship

Goal 5 - Accountable, Efficient and Visionary Government

Updating the Strategic Plan

The Strategic Plan now is linked with Managing for Results, Durham County's continuous improvement model that emphasizes planning, budgeting, managing and evaluation and learning. Furthermore, an organizational realignment in 2016 now places a team of five (5) General Managers responsible for overseeing the five goals of the Strategic Plan.

Later in 2016, General Managers will lead the effort to refresh the Strategic Plan. The effort will be focused on creating better alignment between strategic goals and objectives and intentional strategies (coordinated efforts of work done principally by County departments). The refresh effort will engage external and internal stakeholders in order to create Strategic Plan components that reflect community priorities and coordinated departmental efforts

For more information on the County's Strategic Plan see the following link:

<http://strategicplan.dconc.gov/sample/default.aspx>

2015-16 ACCOMPLISHMENTS

- Continued to bolster Strategic Plan through Managing for Results, a business model that incorporates 1) planning, 2) budgeting, 3) management and 4) evaluation and learning to intentionally get the best results for Durham County. The model has a corresponding four-year implementation timeline.
- Continued working with County departments to develop programs and performance measures in each department. As of spring 2016, more than half of County departments have developed programs and measures. Measures will begin to be reported on a regular reporting cycle.

- Regularly held IdeaLab, a forum that brings employees from across the organizations together to brainstorm ideas of ways they can better work together. IdeaLab serves as a training ground or “workshop” environment for disciplines and processes around innovation.
- Conducted joint City-County Resident Survey in Fall 2015. Information gathered from this and subsequent annual surveys will be used as part of the “evaluation and learning” component of Managing for Results.
- Continued to produce information and strategies to engage with and communicate with staff about Managing for Results through the work of an Engagement Team.
- Produced monthly “Strategic Plan Update” employee newsletter and website stories aimed at telling the stories behind the Strategic Plan and Managing for Results.

FINANCE

MISSION

The mission of the Finance Department is to provide financial security and stability for Durham County Government's financial information. The Finance Department strives to provide complete, accurate, effective and efficient financial information for management and all user departments and to ensure compliance with federal, state and local legislation and to maintain an attitude of teamwork and provide customer service to internal departments and the community. The department is committed to contributing to the prosperity of county government through active investment management, debt management, and financial planning and monitoring.

PROGRAM DESCRIPTION

The primary purpose of the Finance Department is to establish and maintain a centralized countywide 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) and the NC General Statutes. The Finance Department also is responsible for the administration of the investment program and debt issuance. Other functions of the department include purchasing, payroll, accounts payable, and cash receipts.

The Finance Department prepares the Comprehensive Annual Financial Report (CAFR) and coordinates the annual audit by independent Certified Public Accountants. The department also is responsible for the single audit requirement and serves as the liaison between county officials and rating agencies.

2015-16 ACCOMPLISHMENTS

- Maintained AAA Bond ratings from Moody's Investors Services, Inc. and Standard and Poor's
- Received the Government Finance Officers Association Certificate of Excellence in Financial Reporting for FY 2015
- Completed a \$35.1 million General Obligation Bond Refunding and \$42 million General Obligation Bond Refunding
- Received a clean Audit for FY2015 with no management comments for the sixth consecutive year.
- Implementation of the results of the MWBE Study
- Implementation of the program performance measures under Managing For Results (MFR)
- Implementation of the go-paperless pilot program for electronically routing of contract documents for e-signature

2016-17 OBJECTIVES

- Implement improved grants management structure in the grants management (GM) module in SAP
- Implement an on-line solution for procurement cardholders to reconcile & approve payments faster & more efficiently
- Implement an on-line bid management solution that will improve efficiencies and cost savings over the traditional paper-based bid process and allow online supplier registration and notification of bid opportunities with the County
- Conversion of the Emergency Medical Services (EMS) accounts receivables currently on the AIM System to the accounts receivable (AR) in SAP

2016-17 PERFORMANCE MEASURES

- **Financial Reporting and Controls:** Under this program the department will measure its accuracy and timing in the payments of bills, processing the payroll, conducting the annual audit, monitoring of cash receipts and maintaining financial records. By accomplishing the above the Durham Community can be assured that they have an efficient, accountable and responsible government with effective controls.
- **Purchasing:** This program will evaluate the purchasing and contracting process. The program will determine how well the county is adhering to State statutes and County policy.
- **MWBE Program:** This program is designed to encourage minority and woman owned business to participate in County contracting opportunities. The objective of the program is to eliminate as many hurdles to MWBE businesses in doing business with Durham County and encourage them to pursue every opportunity.
- **Treasury & Debt Management:** The investing of idle cash and the management of debt are the focal points. Both directly and indirectly help the County's bottom line and contribute to the efficient use of public funds. We will look to increasing the level of investments and setting a return based on a national standard. Efficiency in the management of debt will

Finance

Funds Center: 4130131000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$1,603,664	\$1,971,567	\$1,551,366	\$1,977,320	\$1,976,820
Operating	\$630,769	\$685,875	\$947,082	\$819,500	\$819,500
Total Expenditures	\$2,234,433	\$2,657,442	\$2,498,448	\$2,796,820	\$2,796,320
Revenues					
Taxes	\$70,781,164	\$69,661,443	\$73,183,884	\$75,085,530	\$75,085,530
Licenses & Permits	\$485,644	\$490,000	\$500,000	\$490,000	\$490,000
Intergovernmental	\$4,120,705	\$2,000,000	\$2,300,825	\$2,000,000	\$2,400,000
Investment Income	\$240,664	\$140,000	\$140,146	\$140,000	\$140,000
Rental Income	\$8,669	\$7,600	\$8,100	\$8,100	\$8,100
Other Revenues	\$141,896	\$10,000	\$194,445	\$10,000	\$10,000
Other Fin. Sources	\$0	\$10,626,480	\$0	\$11,627,485	\$13,240,840
Total Revenues	\$75,778,742	\$82,935,523	\$76,327,400	\$89,361,115	\$91,374,470
Net Expenditures	(\$73,544,309)	(\$80,278,081)	(\$73,828,952)	(\$86,564,295)	(\$88,578,150)
FTEs	21.00	24.00	24.00	24.00	24.00

be enhanced by actively seeking opportunities for refunding, the use of variable interest rates and unique ways of structuring issuances.

Program Budgeting

As part of the County's implementation of Managing For Results, several cohorts of departments have been through special training on program budget development and related performance measurement tracking. The development of program budgets will allow for future efficiency measures to be tracked and better alignment of dollars to specific areas of purpose within each department. Above are the programs and estimated budgets for the Library. When additional changes are made to the current financial and budget system used by the County, actual expenditures will be tracked at the program level that will allow for useful efficiency measures. Below are some of the initial (but not all) key measures being tracked by this department to support Managing for Results.

MFR Program Budget Area	2016-2017 Department Requested	FTE Department Requested	2016-2017 Commissioner Approved	FTE Commissioner Approved
Financial Reporting & Control	\$1,825,205	14.65	\$1,824,705	14.65
Treasury and Debt Management	\$265,418	2.10	\$265,418	2.10
Purchasing	\$440,779	4.85	\$440,779	4.85
MWBE	\$265,418	2.40	\$265,418	2.40
Total	\$2,796,820	24.00	\$2,796,320	24.00

2016-17 PERFORMANCE MEASURES

Treasury and Debt Management

Key Measures	FY 2015-16 Est.	FY 2016-17 Proj.
Maintain AAA rating	Yes	Yes
Number of debt issuances	0	1
Number of debt refundings	2	1

Purchasing

Key Measures	FY 2015-16 Est.	FY 2016-17 Proj.
Percent of Purchase Orders processed in 3 business days	99%	99%
Number of Purchase Orders processed	614	640
Percent of Fund Reservations (encumbrances & contracts) processed in 10 business days	93.5%	95.0%
Number of Fund Reservations (encumbrances & contracts) processed	1,200	1,250

Financial Reporting and Control

Key Measures	FY 2015-16 Est.	FY 2016-17 Proj.
Attain the Certificate of Achievement for Excellence in Financial Reporting for the CAFR	Yes	Yes

This page intentionally blank.

TAX ADMINISTRATION

MISSION

To create and maintain the cadastre, appraise, assess, and bill in a timely manner all real property, tangible personal property, and motor vehicles for purposes of ad valorem taxation. Develop land records/cadastral mapping, appraisal, assessment, and listing systems that provide the public easy access with accurate information.

PROGRAM DESCRIPTION

Assessor's department consists of Land Records/Cadastral Mapping, Real Property Appraisal (Annual and General Reappraisal/Revaluation), Tangible Personal Property (Individual and Business), and Motor Vehicles.

Land Records/Cadastral Mapping Division

Land Records Division is responsible for creation and maintenance of the Durham County cadastre (110,887 parcels); information obtained through Register of Deeds, Clerk of Superior Court Estates Division, Department of Transportation, City/County Planning and City of Durham Public Works Engineering Division. As required by North Carolina General Statute, Land Records Division reviews all plats prior to Register of Deeds recordation and maintains the Geographic Information System (GIS) cadastral layer. Creation and maintenance of the cadastre (register and spatial) numbers approximately 20,000 records annually. The Land Records Division administers the Present-Use Value program and all real property-related exemption and exclusion programs.

Appraisal Division (Real Estate - Annual and General Reappraisal/Revaluation)

Appraisal Division has direct responsibility for ad valorem real estate appraisals (110,887 parcels). Appraisal tasks include annual cycle and general reappraisal. Valuation, based on market value as of County's most recent general reappraisal, exceeds \$26.1 billion. Appraisal Division defends Assessor's opinion of value before Durham County Board of Equalization and Review and North Carolina Property Tax Commission. Land Records/Cadastral Mapping and Appraisal function as an integrated unit.

Tangible Personal Property and Motor Vehicle Division

Appraisal of business and individual personal property, manufactured homes, and motor vehicles is the responsibility of Tangible Personal Property and Motor Vehicle Division. This division assesses \$3.5 billion dollars of taxable personal property representing 8,857 business accounts, 543 manufactured homes, 2,333 boats/motors, 2,226 unregistered vehicles and motor vehicles in the number of 193,051 with an assessed value of \$2 billion.

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

The **Customer Relations Workgroup** provides direct and indirect response to all incoming phone calls, emails, faxes, and walk-in taxpayers and visitors. Customer Relations Workgroup receives tax and fee payments daily between the hours of 8:30 am and 5:00 pm. Moreover, Customer Relations assists callers with Tax Administration website navigation and/or directs callers to the website for specific forms and expanded help. The workgroup goal strives to satisfy all outside inquires thus avoiding redirection to other areas of the department.

Tax Administration

Business Area: 4140

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$3,910,470	\$4,136,554	\$3,873,465	\$4,276,288	\$4,271,608
Operating	\$2,146,623	\$2,561,568	\$2,572,387	\$2,724,393	\$2,716,393
Capital	\$0	\$0	\$0	\$46,800	\$46,800
Total Expenditures	\$6,057,093	\$6,698,122	\$6,445,852	\$7,047,481	\$7,034,801
▼ <i>Revenues</i>					
Taxes	\$225,737,500	\$229,959,940	\$232,682,565	\$234,478,577	\$236,367,681
Licenses & Permits	\$24,875	\$20,000	\$20,000	\$20,000	\$20,000
Investment Income	\$4,936	\$0	\$2,747	\$0	\$0
Service Charges	\$1,764,342	\$1,606,150	\$1,725,106	\$1,697,500	\$1,747,500
Other Revenues	\$175,901	\$200,000	\$49,691	\$200,000	\$200,000
Total Revenues	\$227,707,554	\$231,786,090	\$234,480,109	\$236,396,077	\$238,335,181
Net Expenditures	(\$221,650,461)	(\$225,087,968)	(\$228,034,257)	(\$229,348,596)	(\$231,300,380)
FTEs	67.00	67.00	67.00	67.00	67.00

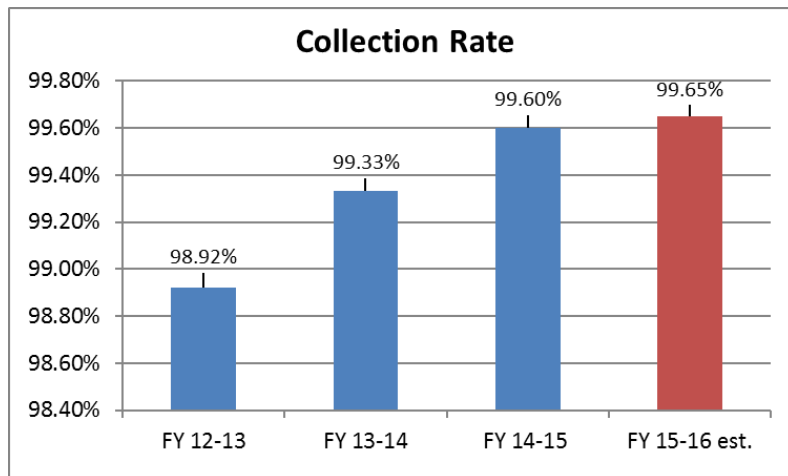
2015-16 ACCOMPLISHMENTS

- Appraised Tangible Personal Property; business & individual and such in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Appraised Motor Vehicles in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Increased participation in new Online Business Listing Program by 25%
- Discovery and audit program resulted in increase of Business Personal Property assessed valuation by \$77.5 million
- Prepare the County for the 2016 Reappraisal through regular updates to Commissioners and citizens
- Began Public Relations Campaign to educate our citizens and conducted staff training for Reappraisal
- Mailed 2016 General Reappraisal Notices to all citizens on December 8th
- Developed one-stop tax help portal to improve transparency and citizen access
- Conducted 765 face-to-face and telephone meetings with citizens to explain reappraisal and appeals processes.
- Developed Data Entry Unit, established and continue to modify procedures to improve efficiency and quality assurance for moving appraisal data into CAMA system
- Completed all 2015 for 2016 Land Records and GIS Mapping tasks prior to scheduled completion dates
- Created 434 maps for use by Appraisal division in conducting field visits for the 2016 Reappraisal
- Implementation of Online Appeal Application, allowing citizens an opportunity to track the status of their appeal, allow management accountability measures, and reduce manual processing. Implementation of a new Property Record Card via the web, ability to see comparable sales, maps and analytical data from census and other governmental shared data.
- Implementation of Project New Image. All residential properties were reimaged to ensure updated images for appeals and reviews could occur. New images allowed for improvements that are taxable to be updated, including the ability to review deferred maintenance issues, grade of property.
- Implementation of Automated Building Permit Data transfer. Collaboration with the City of Durham allowed for a manual processing of building permits to our CAMA system to be automated. This allows for daily upload to ensure our appraisers get to building permits faster resulting in new construction completed 30 days sooner than previous years.
- Completed a desktop review of all property in the county. Visited 30,000+ parcels in the field prior to revaluation date to ensure data was correct.
- Completed 2016 reappraisal with median sales ratio of 1.00334 and Coefficient of Dispersion of 7.021
- To date we have approximately 6% appeals which is less than the forecasted amount of 10%
- Began the process of reviewing possibilities of updating the Tax Software

2016-17 WORK OBJECTIVES

- Appraise Tangible Personal Property; business & individual and such in a timely fashion according to Property Tax Calendar (UNC School of Government).
- Appraise Motor Vehicles in a timely fashion according to Department of Revenue Billing Schedule
- Ongoing identification of all Business Personal Property; by physical address, Real Estate parcel reference number, and North American Industry Classification System (NAICS)
- Implement in-house process for auditing discoveries performed by audit firms
- Increase number of desk audits performed by business personal property appraisers
- Establish effective educational development tracks for all staff members, which includes mandatory classes/workshops to both meet and exceed expectations.
- Resolve 95% or more of all 2016 real property appeals prior to bills being mailed in July/August.
- Enhance and develop tax software for exemption programs and other programs that would allow the ability via web.
- Work with HR during job fairs to educate youth on opportunities within Government.

2016-17 PERFORMANCE MEASURES



Performance Measure: Collection Rate Baselines

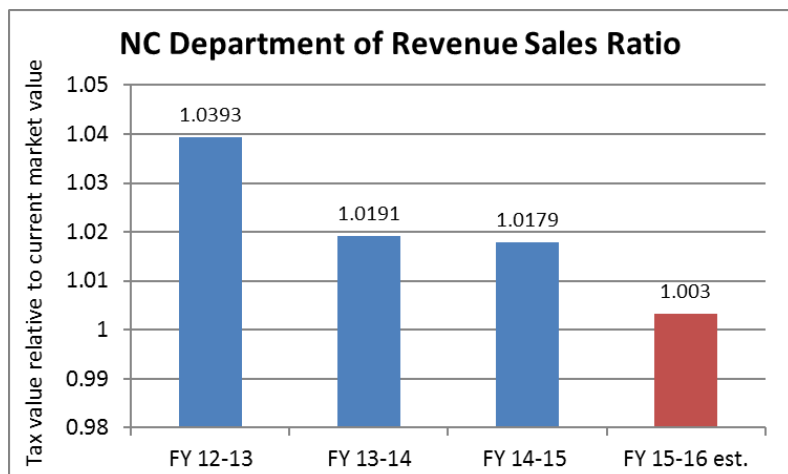
Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

Collection rate is a measure of available tax revenue in comparison to a tax levy. The tax levy is derived from total value of all taxable property in Durham County (as of January 1) multiplied by the tax rate.

What initiatives or changes to programs will the department take on in hopes to improve the overall performance of the related program or goal?

- Continued use of automated collection processes

- Increase use of external collection agency
- Staff increased use of delinquent account monitoring application
- Batch processing for purchase of Social Security numbers



Performance Measure: Projected Sales Ratio

Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

Sales Ratio Study - North Carolina statute requires all property, real and personal be appraised or valued at its true value in money. The Sales Ratio Study conducted annually by North Carolina Department of Revenue is an indication of tax value relative to current market value.

* January 1, 2016 - Durham County's most recent reappraisal of all real property.

What initiatives or changes to programs will the department take on in hopes to improve the overall performance of the related program or goal?

Under normal economic circumstances, the further the distance from reappraisal date, you could expect to realize a wider gap between tax value and current market value.

This page intentionally blank.

COUNTY ATTORNEY

MISSION

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

PROGRAM DESCRIPTION

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

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

2015-16 ACCOMPLISHMENTS

- Instrumental in creating Park Center Phase I a Public Private Partnership that will bring new life to Research Triangle Park (RTP).
- Assisted in negotiating and drafted a Public-Private Project economic development agreement between Durham County and Durham Innovated District Project (DID). Project will result in 271,000 square feet of additional office and laboratory space and an additional 820 new parking spaces to downtown Durham, as well as increased tax revenue
- Drafted and coordinated the establishment of the Durham Sports Commission
- Assisted in negotiating and drafted a Public-Private Project economic development agreement between Durham County and Wexford Chesterfield Parking, LLC. This project will result in 284,000 square feet of additional commercial office and laboratory space and an additional 544 new parking spaces to downtown Durham, as well as increased tax revenue

2016-17 HIGHLIGHTS

- Added 1 FTE for a paralegal position to provide support for DSS legal services attorneys due to the growth experienced in the number of children in foster care. This increase similarly has increased the workload of the county attorneys assigned to represent these cases and there is currently only one paralegal to support the entire Child Protective Services & Adult Protective Services caseloads.

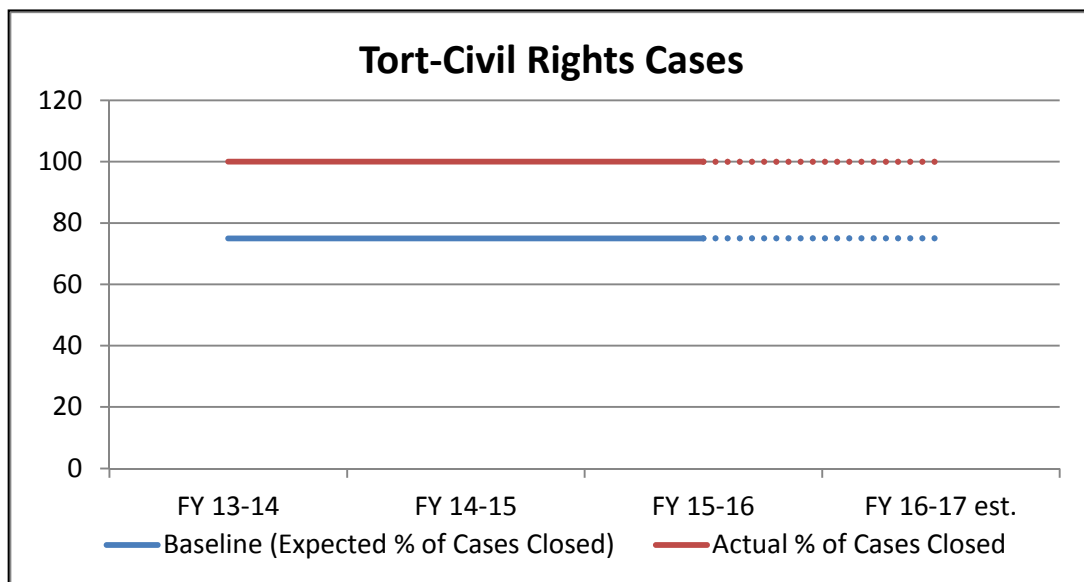
County Attorney

Funds Center: 4150160000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$1,711,541	\$1,913,703	\$1,654,378	\$2,164,562	\$2,044,592
Operating	\$128,084	\$169,503	\$183,216	\$205,382	\$184,632
Total Expenditures	\$1,839,625	\$2,083,206	\$1,837,594	\$2,369,944	\$2,229,224
Revenues					
Contrib. & Donations	(\$410)	\$0	\$2,800	\$0	\$0
Service Charges	\$17,661	\$2,000	\$0	\$2,000	\$2,000
Other Revenues	\$425,000	\$0	\$0	\$0	\$0
Total Revenues	\$442,251	\$2,000	\$2,800	\$2,000	\$2,000
Net Expenditures	\$1,397,374	\$2,081,206	\$1,834,794	\$2,367,944	\$2,227,224
FTEs	18.00	18.00	18.00	20.00	19.00

2016-17 PERFORMANCE MEASURE

Performance Measure: Tort/Civil Rights Performance Measure



Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

Legitimate claims are paid on a predetermined basis without regard to the status of the person. The items which are included in the payments are the same for every claimant without any discrimination based on any reason. If the alleged injured party refuses the settlement offer based on policy, the offer is withdrawn upon the filing of a lawsuit, and no settlement will be made. This has resulted in the efficient handling of claims as most attorneys realize that the County will treat its citizens and employees fairly, but will not pay out monies simply to avoid litigation. The attorneys who handle these claims have been well versed in the various defenses which are available to counties.

What initiatives or changes to programs will the department take on in hopes to improve the overall performance of the related program or goal?

- Continue with the system that we have in place
- Continued education of supervisors and employees as to their legal responsibilities

This page intentionally blank.

Court Supportive Services

Business Area: 4160

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$346,302	\$373,543	\$351,557	\$467,340	\$467,340
Total Expenditures	\$346,302	\$373,543	\$351,557	\$467,340	\$467,340
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$346,302	\$373,543	\$351,557	\$467,340	\$467,340

2016-17 HIGHLIGHTS

- Continue additional County funding for an Assistant District Attorney (ADA) for Jail Population Management
- New County funding for an Assistant Public Defender (APD) dedicated to first appearances for inmates to assist in identifying low bond inmates eligible for pretrial release, and to ensure that Durham citizens were remaining in custody only when necessary
 - This initiative will also help to address overcrowding situations in the Detention Center
- New Funding for security camera upgrades
- Furniture budgets are still funded at FY2013 levels due to relocation to a new courthouse

COURT SUPPORTIVE SERVICES

MISSION

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

PROGRAM DESCRIPTION

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

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

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

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

District Attorney

Funds Center: 4160311000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$60,660	\$71,648	\$66,800	\$82,628	\$82,628
Total Expenditures	\$60,660	\$71,648	\$66,800	\$82,628	\$82,628
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$60,660	\$71,648	\$66,800	\$82,628	\$82,628

Clerk of Superior Court

Funds Center: 4160312000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$3,609	\$14,689	\$4,899	\$14,689	\$14,689
Total Expenditures	\$3,609	\$14,689	\$4,899	\$14,689	\$14,689
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$3,609	\$14,689	\$4,899	\$14,689	\$14,689

Adult Probation and Parole Facilities

Funds Center: 4160314000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$275,376	\$277,777	\$275,376	\$298,777	\$298,777
Total Expenditures	\$275,376	\$277,777	\$275,376	\$298,777	\$298,777
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$275,376	\$277,777	\$275,376	\$298,777	\$298,777

Public Defender

Funds Center: 4160315000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$994	\$1,000	\$186	\$62,817	\$62,817
Total Expenditures	\$994	\$1,000	\$186	\$62,817	\$62,817
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$994	\$1,000	\$186	\$62,817	\$62,817

Superior Court

Funds Center: 4160316000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$984	\$1,000	\$1,000	\$1,000	\$1,000
Total Expenditures	\$984	\$1,000	\$1,000	\$1,000	\$1,000
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$984	\$1,000	\$1,000	\$1,000	\$1,000

Department of Juvenile Justice

Funds Center: 4160317000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$3,767	\$6,429	\$2,526	\$6,429	\$6,429
Total Expenditures	\$3,767	\$6,429	\$2,526	\$6,429	\$6,429
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$3,767	\$6,429	\$2,526	\$6,429	\$6,429

District Court

Funds Center: 4160318000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$912	\$1,000	\$771	\$1,000	\$1,000
Total Expenditures	\$912	\$1,000	\$771	\$1,000	\$1,000
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$912	\$1,000	\$771	\$1,000	\$1,000

This page intentionally blank.

ELECTIONS

MISSION

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

PROGRAM DESCRIPTION

This agency is responsible for maintaining the Durham County voter registration database that currently has over 210,000 records in Active and Inactive status. We also have the responsibility of maintaining the countywide Geocode database that contains all of the residential address and associated jurisdictional information. Our most highly visible responsibility is to conduct all elections held within Durham County in accordance with all applicable federal and state laws. This office also establishes election precincts; appoints election officials; registers, removes and updates voter records; and examines voter petitions. The duties also include maintaining voting equipment and election records; administering absentee voting; canvassing election returns; issuing certificates of election; providing statistical, demographic and geographical information to citizens and candidates; auditing and publishing campaign finance reports; hearing appeals; and conducting investigations of alleged voting irregularities. The Board of Elections also advises the public and media all on aspects of elections and elections services and conducts customer site presentations when requested.

2015-16 ACCOMPLISHMENTS

- Conducted two cycles of precinct official training equivalent to training over 800 poll workers, Emergency Judges and support staff.
- Recruited, hired and trained over 150 One-stop workers. All training was done at the BOE office.
- Implemented the NC photo ID requirement into voting process. This new requirement dictated significant changes to our training and voting processes.
- Performed continuous voter registration database maintenance to maintain the accuracy and integrity of that database. Registration activity was equivalent to what is normally seen during a presidential election.
- Continued ongoing maintenance of our Geocode database by adding new streets and address ranges to ensure registered voters are assigned to the correct precincts and voting districts.
- Managed the campaign finance reporting process.
- Conducted candidate filing for the Municipal Election and the 2016 General Election.
- Successfully conducted the Municipal Primary and Election during the fall of 2015. We have received over \$400,000 in reimbursement from the City of Durham.
- All voters were provided with courteous service and accurate information.
- Continued making presentations to numerous community and political groups on the changes to and the impact of election laws. These events were also an opportunity to educate voters and mitigate some of the confusion due to misinformation being presented by others.
- Conducted mandated (HB 589) Multi-partisan Assistance Team sessions at local retirement communities. The MAT sessions provide on-site voter registration, absentee by mail request and ballot return assistance at facilities requesting this assistance. This required the training and certification additional temporary staff members.
- Added additional document processing equipment to reduce the need for temporary staff and utilize regular staff efficiently. The automatic letter opener and paper jogger have reduced manpower requirements and the performing of manual repetitive tasks.

Elections

Funds Center: 4170210000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$631,976	\$1,654,814	\$864,023	\$1,059,785	\$1,014,196
Operating	\$385,658	\$981,302	\$903,096	\$561,610	\$527,110
Total Expenditures	\$1,017,634	\$2,636,116	\$1,767,119	\$1,621,395	\$1,541,306
▼ <i>Revenues</i>					
Service Charges	\$105	\$411,425	\$409,665	\$500	\$500
Total Revenues	\$105	\$411,425	\$409,665	\$500	\$500
Net Expenditures	\$1,017,529	\$2,224,691	\$1,357,454	\$1,620,895	\$1,540,806
FTEs	7.00	7.00	7.00	8.00	7.00

2016-17 HIGHLIGHTS

- Revenue disparity related to cyclical nature of municipal elections. Since there are no city specific elections in FY2016-17 for City Council Persons there will be no commensurate revenue.
- Expenditure disparity related to cyclical nature of elections, with the Presidential election being the most significant

2016-17 OBJECTIVES

- Continue to earn and maintain the public's trust.
- Continue to set the standard for customer service. Being that we are a service organization it is imperative that we provide exemplary customer service. We are representing the Board of Elections and county government overall.
- Provide excellent voter services in preparation for and conduct of the 2016 Presidential Election
- Successfully conduct one-stop voting at the highest level of efficiency
 - Increasing the number of locations and available hours that will provide voters more flexibility with when and where they vote
 - Reducing wait times and helping Durham County set a standard in the state of North Carolina for early voting convenience and service
- Provide timely and efficient absentee voting by mail services and multi-partisan assistance teams by request for any and all Durham County voters who seek such accommodation.
- Continue to maintain up to date geocoding so all of our jurisdictional boundaries are always legal, current, and accurate. This process is critical to conducting fair and accurate elections
- Continue to diligently, accurately and legally maintain our voter registration database. All daily and periodic maintenance will be performed on schedule and in compliance with all applicable laws, rules and regulations
- Maintain and improve upon an informative and user friendly website. Providing accessible and clear information is part of our commitment to providing excellent customer service
- Recruit, retain and engage poll workers and precinct officials from within our community.
- Train 600 new and current precinct officials to provide excellent and efficient service at the polling place using the most up to date technology available
- Educate and inform the public on changes to voting laws and procedures. In addition to required advertisements we are planning to mail notices to all active registered voters with information on election schedules, early voting and Election Day polling places as well as updates as to the status of Voter ID
- Publish and manage campaign reports and reporting schedule and keep candidates informed of regulatory changes

This page intentionally blank.

REGISTER OF DEEDS

Business Area: 4180

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$1,117,157	\$1,138,764	\$1,068,249	\$1,206,444	\$1,148,458
Operating	\$330,114	\$514,145	\$452,466	\$586,087	\$586,087
Capital	\$0	\$0	\$12,715	\$12,000	\$12,000
Total Expenditures	\$1,447,271	\$1,652,909	\$1,533,430	\$1,804,531	\$1,746,545
▼ <i>Revenues</i>					
Service Charges	\$6,129,819	\$1,760,000	\$4,796,605	\$4,645,000	\$4,565,000
Other Revenues	\$11,462	\$0	\$193	\$0	\$0
Total Revenues	\$6,141,281	\$1,760,000	\$4,796,798	\$4,645,000	\$4,565,000
Net Expenditures	(\$4,694,010)	(\$107,091)	(\$3,263,368)	(\$2,840,469)	(\$2,818,455)
FTEs	20.00	18.00	18.00	19.00	19.00

REGISTER OF DEEDS

MISSION

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

PROGRAM DESCRIPTION

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

2015-16 ACCOMPLISHMENTS

Real Estate

- Additional submitters and vendors were added to our E-Recording Module. This module allows documents to be submitted electronically, and then interfaced seamlessly into our Aumentum recording system. Several thousand documents have been submitted using this technology during the current fiscal year. We have additional real estate attorneys submitting documents via e-recordings.

Map/Plat Scanner and Printing System

- We have purchased a wide format digital imaging system to better customize our workflow and increase our productivity. This new system is an all in one unit that include the wide map/plat scanner, copier, printer, and controller. This replaced a seventeen-year old system, as it was more difficult to get needed parts for repair.

Vital Records - Durham County Project Homeless

- The Register of Deeds' Office transported their Disaster and Recovery Mobile Kit to the Durham Bulls stadium on October 2, 2015 to provide services to the homeless community. During this process, approximately fifteen (15) participants were able to receive requested certified birth certificates, or marriage certificates that are recorded in Durham County, as these are documents of proof required to get assistance with life sustaining services. Participants completed applications, then were screened for verification requirements, and issued the requested documents upon verification satisfaction. The ROD provided liaison services for participants that were born out of county / state. All of these services were performed in real time. Our participation is an effort to provide services that can help facilitate the enhancement of the quality of life for those that may not otherwise gain access for reasons beyond their control.

Durham County Project Stand Down

- On October 12-2105, we transported the Mobile Kit to and provided approximately (12) military veterans with services. The veteran participants were able to receive requested births certificates, marriages certificates, or certified military discharge records that are recorded in Durham County, as these are documents or proof required to get assistance with life sustaining services. The participants were offered the service of recording their Military Discharge (DD-214) if not previously on file. Participants completed applications, then were screened for verification requirements, and issued the requested documents upon verification satisfaction. The ROD provided liaison services for participants that were born out of county / state. Our participation is an effort to provide services that can help facilitate the enhancement of the quality of life for those that may not otherwise gain access for reason beyond their control.

Training/Continuing Education

- Register of Deeds staff have logged over 260 hours of training by completing required and elective courses offered by Durham County Human Resources, through workshops, classes, and training seminars offered by the North Carolina Association of Registers of Deeds (NCARD), and the International Association of Clerks, Recorders, Election Officials and Treasurers (IACREOT), and the National Association of County Recorders, Election Officials and Clerks (NACRC), our state and international professional organizations. Education and training are very important as the duties we are charged to uphold are established by statutory authority and are continually updated by legislative initiatives.

Register of Deeds

Funds Center: 4180220000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$1,117,157	\$1,138,764	\$1,068,249	\$1,206,444	\$1,148,458
Operating	\$276,544	\$414,145	\$387,466	\$398,087	\$398,087
Total Expenditures	\$1,393,701	\$1,552,909	\$1,455,715	\$1,604,531	\$1,546,545
▼ <i>Revenues</i>					
Service Charges	\$5,847,252	\$1,750,000	\$4,641,605	\$4,480,000	\$4,400,000
Other Revenues	\$11,447	\$0	\$136	\$0	\$0
Total Revenues	\$5,858,699	\$1,750,000	\$4,641,741	\$4,480,000	\$4,400,000
Net Expenditures	(\$4,464,998)	(\$197,091)	(\$3,186,026)	(\$2,875,469)	(\$2,853,455)
FTEs	20.00	18.00	18.00	19.00	19.00

2015-16 ACCOMPLISHMENTS CONT.

Vital Records' Kiosk Workstations

- We have installed two additional Kiosk workstations in the Vital Records' division of our office, bringing the total number of kiosks to three. As we strive for effectiveness and efficiency, these Kiosks allow the customers who are applying for a marriage license to sit at a Kiosk and enter their information, as they would online at home, and submit their online application to a Vital Record clerk. The clerk then prints a draft copy of the couple's submission for verification of entered data, and produces their marriage license. This saves paper, the clerk's time from having to key the information, and decreases data error which contributes to the integrity of our records.
- We also have the applications on these Kiosk available in English and in Spanish, as well as access to Durham County's Website for access to other departments.

ROD – Official Public Records Site Transfer

- The purpose of this project was to transfer older Register of Deeds public records from the upper level of the old courthouse to a climate controlled facility (the Durham County warehouse) better suited to housing those documents.
- The goal of this project was to identify, sort, and transfer 118 years of physical ROD documents to a new location. This project required coordination with NC State Archives Records and Retention Department and the Register of Deeds office to determine which records needed to be retained and which could be disposed of in a way which met statutory requirements for data security measures.
- The process included the staff organizing all of the records designated for transfer, hiring a third party vendor to physically transfer the documents to the DCO warehouse, and then the Register of Deeds staff filing the documents and records in a numeric order.

Strategic Plan Initiatives

Goal 2 Health and Well-Being for All

- Two of our employees are conducting 'Stretch & Step with Durham County' exercise sessions twice on Tuesdays and Thursdays for approximately fifteen minute intervals. The purpose of this program is to provide employees with less time intensive opportunities for exercise. The goal is to help increase exercise frequency and hopefully improve health outcomes for those who participate. Additionally, it offers a way for increased socialization and a way for employees to interact with individuals from other departments.

Goal 3 Safe & Secure Community

- All employees of the Register of Deeds office have attended the Cyber Security training class that was offered by the County. Cybersecurity is the body of technologies, processes, and practices designed to protect networks, computers, programs, and data from attack, damage, or unauthorized access.
 - Elements of cybersecurity include:
 - Application security
 - Information security
 - Network security
 - Disaster recovery / business continuity planning
 - End-use education

Goal 5 Accountable, Efficient, and Visionary Government

- To enhance our exceptional customer service initiative, two employees have presented information about our office to Durham's Neighborhood College. This program enhanced their knowledge of City and County Government which allowing them to direct our citizens to the appropriate department when questions are asked.

2016-17 OBJECTIVES

Goal 5 Accountable, Efficient, and Visionary Government

Real Estate

- Completion of the Redaction Project – To ensure that confidential information such as social security numbers are redacted from public records for the protection of customers and to reduce the occurrence of identity theft.
- Completion of the Electronic Index for Years 1881-1962 to allow the public to better access real estate information for this era.
- Technology Refresh (Purchase of New Workstations) - Durham County Government Information Services and Technology is focused on improving the county through the smart use of innovative technologies. Therefore, every four or five years we purchase new workstations with the latest software to better serve our customers more efficiently

Vital Records.

- Vital Records' Credit Card Readers for Cash Stations - We will purchase credit card readers that will attach to the individual vital record's cash workstations. This will allow for the clerks not to leave their computer to swipe a credit card at another location within the department. They will have the card reader at their desk for convenience and to better serve the customer.
- Vital Records' All-in-One Printers for Cash Stations – By purchasing these all-in-one printers, the Vital Records Clerks will be able to scan, copy, print, and fax at their desk and it will also allocate more room at their workstations.

Register of Deeds / Tax Department Interface

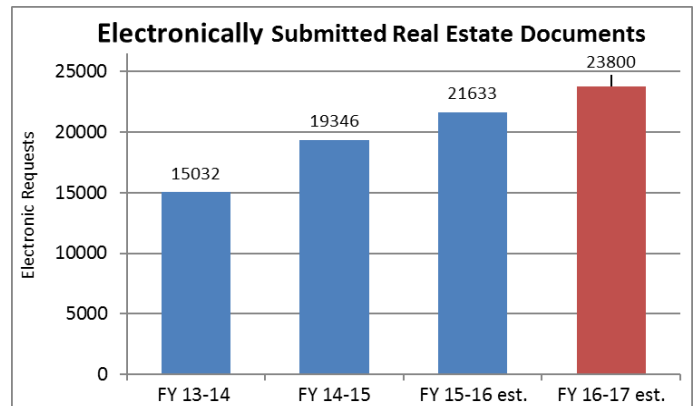
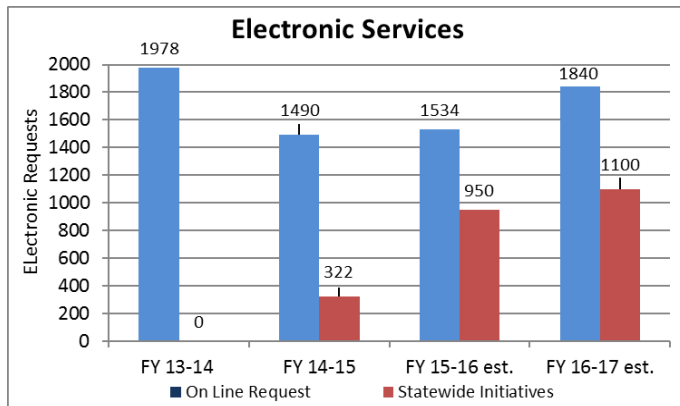
We are in the process of collaborating with the Durham County's Tax Department to link the Durham County Register of Deeds documents to create a more convenient and effective way for our customers to collect the data they need without having to leave one website to gain access to the other.

Our goal is to:

- Provide Tax Department access to the real estate deed for each parcel on the Tax Administration website Property Record Card
- Provide ROD access to the Tax Administration Property Record Card directly from the register of deeds' website.

2016-17 HIGHLIGHTS

- The reinstatement of our Administrative Officer position will allow our workflow to become more efficient by requiring fewer personnel to be involved in routine daily processing needs. A central person will now be accountable for administrative office needs. This position will also ease the transition from Register Covington, to Register-elect Davis.
- The major portion of increased fee revenue for ROD is due to changes in internal controls within the County's accounting system that more accurately reflect revenue produced by the department. For the past several years, while the fees were collected, they were not recognized as related to Register of Deeds activities. As of changes instituted in FY 2015-16 all ROD fees revenues are now recognized within the department. Continued growth in the housing market is also supporting some of the increase.



2016-17 PERFORMANCE MEASURES

Performance Measure: Increasing the use of “online” services such as E-Recording and On-Line Marriage Applications

Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

Our office would like to provide a level of service to the citizens, legal professionals, and other office users that is exemplary and state of the art for the industry. We want to ensure the electronic services adopted by this office are user friendly, and create value for all users, internal and external. In March of 2014 the Register of Deeds office implemented the use of the E-Notary from the Secretary of State. This service increased time efficiencies in the delivery, processing and submission of notary oath sheets for Durham County Notary Publics. In May of 2014, our office implemented the use of the online vital records request via Permitium a third party vendor. This e-commerce service allows for the customer to request vital records electronically, upload identifications, and pay fees via the online link. When we receive the notification via Permitium, we upload and process the request. In March of 2015, our office implemented the use of the statewide birth certificate issuance system referred to as Vital Records Automated System – Electronic Birth Registration System (VRAS-EBRS). This method of e-commerce allows us to search, retrieve, and issue birth records 1971 forward for those born in North Carolina counties outside of Durham. We can also submit documents for correction, and retrieve the corrected documents electronically. These electronic initiatives have allowed us to increase our service proficiencies, which increases the ability to continue to provide exemplary customer service. Tracking the performance of our electronic services allows us to identify places for improvement that will continue to support, and enhance the service provisions of the office.

What initiatives or changes to programs in FY 2016-17 will your department take on in hopes to improve the overall performance of the related program or goal?

We will install an additional kiosk, and implement the vital records request application via kiosk. Currently only the marriage license application is submitted via kiosk. Expanding the kiosk application services will enhance our service provision by ensuring accuracy of the request, and decreasing wait time, as the applicant will be able to complete and submit the application electronically. This initiative will align with strategic plan goal #4 Environment - environmental stewardship by decreasing paper usage. It also aligns with strategic plan goal #5 Visionary Government - Accountable, Efficient, and Visionary Government, by increasing accuracy, and decreasing wait time.

REGISTER OF DEEDS AUTOMATION

PROGRAM DESCRIPTION

The Automation Enhancement and Preservation Fund account was established in 2002 by the North Carolina General Assembly. Ten percent (10%) of the fees collected pursuant to G.S. 161-10 and retained by the county, or three dollars and twenty cents (\$3.20) in the case of fees collected pursuant to G.S. 161-10(a) (1a) for the first page of a deed of trust or mortgage, shall be set aside annually and placed in a non-reverting Automation Enhancement and Preservation Fund. The proceeds of this fund, at the direction of the Register of Deeds, shall be expended on computer or imaging technology and needs associated with the preservation and storage of public records in the office of the Register of Deeds.

This fund center was established to track the revenues collected and expended pursuant to G.S. 161-10 and G.S. 161-10(a) (1a) on computer and imaging technology and the 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."

Funds Center: 4180230000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$53,570	\$100,000	\$65,000	\$188,000	\$188,000
Capital	\$0	\$0	\$12,715	\$12,000	\$12,000
Total Expenditures	\$53,570	\$100,000	\$77,715	\$200,000	\$200,000
▼ <i>Revenues</i>					
Service Charges	\$282,567	\$10,000	\$155,000	\$165,000	\$165,000
Other Revenues	\$15	\$0	\$57	\$0	\$0
Total Revenues	\$282,582	\$10,000	\$155,057	\$165,000	\$165,000
Net Expenditures	(\$229,012)	\$90,000	(\$77,342)	\$35,000	\$35,000

2016-17 HIGHLIGHTS

- The creation of an electronic index for our older real estate indices from 1881 to 1962 will continue to be a priority.
- Addition of customer driven kiosk, printers, and credit card readers to provide greater client services
- Restricted Register of Deeds fund balance will be used to support any budgeted expenditures for FY 2016-17 over the amount dedicated fee revenue collected

This page intentionally blank.

GENERAL SERVICES DEPARTMENT

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

MISSION

The mission of General Services is to provide safe, quality and timely services to the citizens, customers, and infrastructure of Durham County.

PROGRAM DESCRIPTION:

Business Services

The purpose of the Business Services program is to facilitate the needs of General Services and Durham County by managing administrative functions within the department that include public information, internal and external communications, fiscal accountability, recordkeeping, facility use, vending services, staff training, quality assurance/control, contract management, commodity purchasing, building and equipment acquisitions, building maintenance, mailroom services, central supplies, road sign identification and printing shop production.

Building and Grounds Maintenance

The purpose of the Buildings and Grounds Operations is to keep Durham County property, facilities and their mechanical, electrical systems in a safe and proper working order for the employees, citizens, and visitors of Durham County.

Security

The purpose of the Security program is to provide uniformed security officers, access control, and camera systems to allow County citizens, employees, and visitors to enjoy a safe environment to conduct business and utilize County services.

Warehouse and Fleet Services

The purpose of the Warehouse/logistic program is to facilitate the movement of goods from departments within the county to the warehouse for storage. This will allow control of all types of inventory stock for usability, traceability and security. This includes maintaining a section for surplus items to be utilized by other departments and prepare surplus items for sale. The purpose of the Vehicle program is to develop a fair and equitable methodology for the acquisition, replacement and disposal of County owned vehicles and equipment's.

Solid Waste

The purpose of the Solid Waste Management Program is to provide residents living in the unincorporated areas of Durham County with an efficient and cost effective means of properly disposing municipal solid waste (MSW), recyclable materials and special wastes such as white goods and used motor oil. This is accomplished through convenience site operation, roadside recycling collection, litter control and investigation and waste reduction outreach efforts to all Durham County residents.

General Services Department

Business Area: 4190

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ Expenditures					
Personnel	\$3,160,679	\$3,480,280	\$3,181,567	\$4,139,606	\$3,831,872
Operating	\$6,765,202	\$8,540,079	\$8,378,778	\$9,265,285	\$9,051,715
Capital	\$322,107	\$0	\$388,913	\$0	\$0
Transfers	\$0	\$201,840	\$0	\$0	\$0
Total Expenditures	\$10,247,988	\$12,222,199	\$11,949,257	\$13,404,891	\$12,883,587
▼ Revenues					
Intergovernmental	\$50,386	\$45,000	\$47,404	\$47,407	\$52,807
Rental Income	\$450,348	\$444,554	\$421,822	\$427,136	\$427,136
Service Charges	\$544,378	\$442,000	\$462,805	\$470,450	\$470,450
Total Revenues	\$1,045,112	\$931,554	\$932,031	\$944,993	\$950,393
Net Expenditures	\$9,202,876	\$11,290,645	\$11,017,226	\$12,459,898	\$11,933,194
FTEs	60.00	61.00	66.00	73.00	67.00

2015-16 ACCOMPLISHMENTS

Business Services

- Developed at minimum three performance measures per internal division to demonstrate departmental effectiveness and program areas
- Implemented the enterprise wide TMA Systems inventory phase and Web-to-go for electronic receipt of work orders
 - Established work order linking to the Warehouse and Surplus functions within the work order system
- Sign Shop numbered all County offices for EMS, police and fire to have exact locations in any County building
- Created 6,000 no smoking signs for Public Health promotion
- Mail Service initiated contract with Anza mail system to reduce mailing cost by \$6,000
- Facility Use created electronic application process for use of Human Service Conference rooms
- Negotiated Memorandum of Understanding with the City for sale of road salt to the County in inclement weather operations

Building and Grounds Maintenance

- Completed the design and bidding of the Detention Center Roof
- Renovated the Kitchen Floor at the Detention Center
- Conducted pest control seminar at elementary school for mosquito day research project
- Replaced HVAC system for the newly acquired Parkwood Fire Stations #81, #83, Senior Center, and Agriculture Building
- Installed new air compressor for the Administration building control air system and dehumidification units at the Stanford Warren Library
- Inventoried components and conditions of the former Parkwood Fire Stations #81, 83, and 85
- Support Durham County Memorial Stadium during all events
- Provide erosion control at Memorial Stadium by filling in washed out areas with top soil and reseeding. There were areas that had severely eroded along the grandstand walls due to the steep hills
- Provide erosion control at Memorial Stadium driveways by using a drive way grader to pull existing washed out stone back into place and level the areas out
- Diagnose and repair a sink hole in the driveway of the Fire Marshal's office. An existing metal drive way pipe had to be replace to correct the problem
- Provided update parking lot striping at Stanford Warren Library, Durham Center Access and Judicial Annex

- Provide a landscape facelift for the front of the Main Library. Old diseased, dead and trampled shrubbery was removed and 40 Andorra Junipers were installed to enhance the appearance. Removed dying Maple tree from the front lawn of the Admin Complex
- Removed old rotten wooden steps from the walking trail between the Animal Services facility and the Animal Shelter. Footings were dug and filled with concrete and pre cast concrete steps that meet code were installed. Installed new benches for customer seating.
- Provided preventive maintenance procedures to the sand filter beds/retention ponds at Animal Shelter, North and South West Libraries
- Judicial Building parking garage main water line rupture repair
- Replace various trees and shrubbery at the North Regional Library, South Regional Library, East Regional Library, Admin Complex, GS Warehouse
- Repaved parking lots at Agriculture Building, Criminal Justice Resource Center EMS #6, Animal Shelter

Security

- Contract Security Vendor Transition – Successful transition from G4S Security to Old Dominion Security. Feedback from customers and citizens has been very positive.
- Vulnerability Assessments – Successfully completed vulnerability assessments for 24 facilities/sites to include all locations in the downtown core
- Security Policies and Procedures – Provided security policies to govern the security program processes, physical and electronic security systems, security awareness and training, and the authority of security officers
- Temporary HHS Security Operations Center – Installed new computers and additional monitors to provide better viewing of cameras by the security officers. Added in the Stanford Warren and Main Library cameras to the center.
- Library Re-Key Project – All libraries have been re-keyed to the Coremax system
- Administration Building Lobby Security Desk Move – Repositioned the security desk to allow for improved officer visibility of the main entrance as well as customer flow in the lobby area

Warehouse and Fleet Services

- Acquired exemption with NC Pass for County Vehicles
- Revised and implemented the revision to the Fleet Policy
- Completed the inventory of Oakleigh Facility contents for contract negotiations with Alliance
- Completed 3 auctions of surplus vehicles

Solid Waste

- Collected total amounts (at the County's four solid waste and recycling convenience sites):
 - o 4,322 tons of municipal solid waste
 - o 380 tons of yard waste
 - o 243 tons of appliances
- Collected total amounts:
 - o 2,633 tons of recyclable materials
 - o 1,148 tons from the convenience sites
 - o 1,485 tons from the roadside recycling program
- Collected 9 tons of recyclable paper (office papers, magazines, newsprint and chipboard) from Durham County Government office building and facilities
- Collected 5 tons of litter and debris and 58 tires from illegal dumps alongside Durham County roadways and properties
- Maintained Facebook and Twitter accounts in order to interact with customers and maintain a social media presence. As of January 2016, there are 583 followers on Twitter and 182 likes on Facebook
- 663 hours of Community Service
- Conducted 10 community presentations about recycling and waste reduction

2016-17 Highlights

Business Services

- Redistribute and balance the workload of the Business service division to provide a more streamlined workflow process to handle the increased volume of requests and management needs
- Phase 3 of the TMA Systems to link Fleet Management, Inventory Control and GIS function to the on-line work order submittal process
- Strategize with the City on Parking structure for Durham downtown corridor
- Added 1 FTE for a Quality Control/Compliance Officer position

Building and Grounds Maintenance

- Complete the electronic conversion process for all construction drawings and plans of County owned buildings (currently stored in large flat files)
- Initiate contract for paving of General Services, Homeless Shelter and Judicial Annex parking lots
- Issue a contract for the re-roofing of the Detention Center and completion of the project

Security

- Security Strategic Plan – Complete an inventory of security systems to include computer switches and other IS&T related hardware.
- Courthouse CCTV System Upgrade – Improve the CCTV camera system through the upgrade of server storage space, which will allow for state mandated video storage of 30 or more days.
- Administration Building Security Improvements – Re-key the administration building to the Coremax system.
- HHS Building Screening – Install metal screening walk-through booths at the main entrance to prevent prohibited weapons/objects from being brought into the building by customers.

Warehouse and Fleet Services

- Develop webpage on the intranet for surplus furniture availability
- Quarterly Auction for furnishing and vehicles for internal and external customers.
- Establish the Service maintenance technician and schedule of repairs and routine maintenance for General Service vehicles.

Solid Waste

- The proposed FY 2016-17 Solid Waste Fee for unincorporated residents is \$158.81. This represents a \$19.81 increase from the FY 2015-16 Solid Waste Fee and the first increase in the fee in two years. This will allow the Solid Waste funds center to move towards being self-supporting
- Fully implement the transition of the roadside recycling collection program to 95-gallon roll carts from 18-gallon recycling bins.
- Begin enforcement of new amendments to the Durham County Solid Waste Ordinance.
- Increase response time to illegal dumps with the use of new knuckle boom truck and added two FTEs.
- Obtain grant from NCDEQ to begin accepting mercury containing products (such as fluorescent tubes) at all four convenience sites.

COUNTY STADIUM

MISSION

The mission of the Durham County Memorial Stadium is to facilitate the safe operation of quality sporting, athletic and entertainment events that enhance the quality of life and contributes to economic benefit of the local community.

PROGRAM DESCRIPTION

The Durham County Memorial Stadium is a modern facility designed to host local and national entertainment and sporting events. As well as the goal to enhance Durham County's sports economic development contributions.

The stadium has an artificial turf football field lined for both football and soccer, new score board, an eight lane track, upgraded 8,500 capacity seating and an entirely new press box, suites, on-site manager's office, renovated locker rooms and upgraded concessions and ticket booths. The Memorial Stadium is located at 750 Stadium Drive, Durham, North Carolina.

2015-16 ACCOMPLISHMENTS

- Completed the Sidewalk Addition at the Stadium connecting North and South sides
- Successful hosting of 2015 CIAA Football Championship
- Introduction of the Latino community to the Stadium with the successful Unirumba 2015 Festival
- 2015 Bull City Stand event for veterans along with the planning and permanent installation of the Chair of Honor for POW/MIA remembrance.
- Increase marketing exposure and inquiries with the new electronic marquee

2016-17 HIGHLIGHTS

- Provide Network cabling to press box for future event time during track and field meets
- Attract semi-pro or pro soccer events
- Work closely with the newly established Durham Sports Commission in attracting events and completing bid packages.

Funds Center: 4190470000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$77,319	\$78,099	\$75,201	\$79,668	\$79,668
Operating	\$157,321	\$185,901	\$187,292	\$147,462	\$147,462
Total Expenditures	\$234,640	\$264,000	\$262,493	\$227,130	\$227,130
▼ <i>Revenues</i>					
Rental Income	\$121,306	\$118,000	\$121,666	\$123,050	\$123,050
Service Charges	\$24,587	\$22,000	\$24,321	\$45,450	\$45,450
Total Revenues	\$145,893	\$140,000	\$145,987	\$168,500	\$168,500
Net Expenditures	\$88,747	\$124,000	\$116,506	\$58,630	\$58,630
FTEs	1.00	1.00	1.00	1.00	1.00

This page intentionally blank.

INFORMATION SERVICES AND TECHNOLOGY

MISSION

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

PROGRAM DESCRIPTION

Department Purpose

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

- **Enhances and Improves Services** to offer more advance and timely technology implementations and streamline processes
- **Works to Expand Strategic Role with Agencies** to be more aligned with their needs.
- **Invests in Human Capital** to cultivate and diversify IS&T's talent resources to best deliver services.
- **Provides Robust Infrastructure** to protect the County's technology and information assets, and maintain service operations
- **Optimizes Countywide Technology Administration** to improve IT procurement options and vendor accountability and save the County cost and time

Organization Description

The Information Services & Technology (IS&T) Department, led by the IT Director, has five divisions today.

The **Enterprise Infrastructure** division manages the core technology infrastructure that supports daily operations of IT systems (data center, data networking, network security, servers, databases and storage platforms). The division also includes support functions such as the IT service desk which is responsible for day-to-day support of personal computer hardware and PC software, and the coordination of live applications across agencies inside and outside County government.

The **Enterprise Applications** division plans, develops, implements and maintains software systems for the agencies within DCO government. The division manages the County's web portal and intranet services, software applications used by various County Agencies, such as the Document Management and Inventory applications.

The **SAP Services** division manages and provides specialized support for the County's Enterprise Resource Planning (ERP) system that supports Finance, Budget and Human Resources.

The **Planning & Administration** division provides project management support for enterprise technology initiatives; manages IS&T marketing and communications initiatives, and develops public-private strategic partnerships to promote solutions that will benefit the citizens of Durham and Durham County Government. In addition, this division supports the other divisions of the IS&T department as well as other County Departments through fiscal and contract management services.

The **Enterprise Security** division will be a division focused on information assurance, security policies and standards including HIPPA, to mitigate risks to technology assets and data across all County Agencies. It should be noted that the County does not have anyone focused on this area of the business today. This division will report directly to the Chief Information Officer.

The **Enterprise Data and Analytics** proposed division coordinates the standardization and integration of DCO data resources in collaboration with the departments to provide applications and technologies necessary to help DCO make better business decisions through the use of data.

Information Services and Technology

Business Area: 4200

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$3,831,380	\$4,203,439	\$3,637,836	\$4,627,051	\$4,322,461
Operating	\$2,006,940	\$3,144,864	\$3,236,754	\$3,121,731	\$3,086,581
Capital	\$0	\$5,100	\$68,657	\$215,000	\$75,000
Total Expenditures	\$5,838,320	\$7,353,403	\$6,943,247	\$7,963,782	\$7,484,042
Revenues					
Intergovernmental	\$5,000	\$0	\$0	\$0	\$0
Other Revenues	(\$2,500)	\$0	\$0	\$0	\$0
Total Revenues	\$2,500	\$0	\$0	\$0	\$0
Net Expenditures	\$5,835,820	\$7,353,403	\$6,943,247	\$7,963,782	\$7,484,042
FTEs	44.00	44.00	44.00	50.00	45.00

2015-16 ACCOMPLISHMENTS

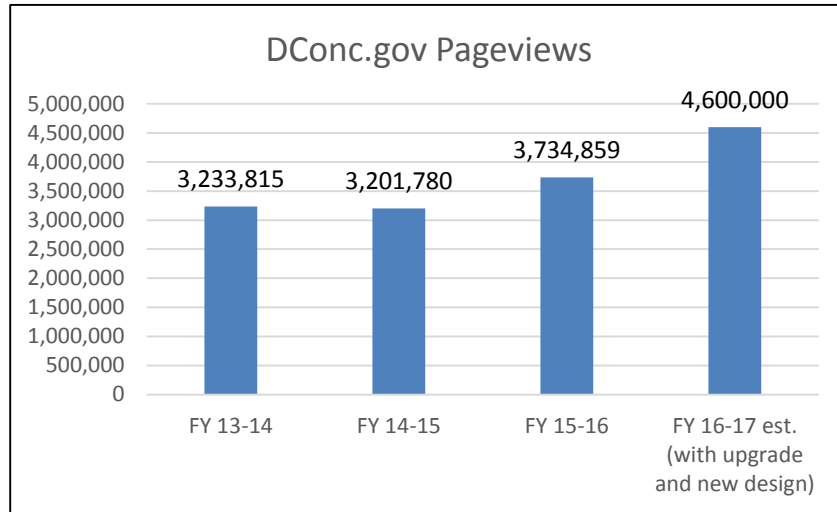
- Joined with the City of Durham to establish Durham's first Open Data web portal
- Hosted Durham County's first Cybersecurity Trainings and New Technology Forums
- Implemented Document Management Enterprise Solution for Public Health Dept.
- Implemented the first Electronic Signature Application for DCO working with Purchasing Dept
- Created Mobile App for DSS for form submission via Smart Phones
- New Wireless network capabilities implemented at the County Detention Center
- New Online Child Waitlist System for DSS Subsidized Child Care program
- Completed Major Cloud Migration to Microsoft Office 365 increasing employee access
- Automated County Manager's Quarterly Management Reporting System
- Project Managed the rollout of several new HR SAP software applications
- IS&T Service desk handled 5840 Service Request (762 more than in 2014)
- 2015 Top 10 Digital Counties/National Association of Counties (NACo)
- 2015 GIGa Award by North Carolina Local Government Information Systems Association (NCLGISA)
- 2015 Public Technology Institute Solutions Award Winner
- 2015 NACo Achievement Award Winner
- Greg Marrow: Triangle Business Journal CIO Award Winner
- Aaron Stone earned: Certified HDI Support Center Manager
- James McWatty: HDI Regional Analyst of the Year

2016-17 HIGHLIGHTS

- Made \$298,122 in various operational cuts and realigned those dollars for other operational purposes
- This budget will support the creation of an Information Security Officer position. This position will lead the County beyond the network security (maintenance of firewall services and prevention of malicious spam email) that is currently employed and into the space of information security. In doing so, the position will create agency-wide information and cyber security policies and trainings with regard as to how sensitive information is handled, stored and accessed. This will ensure compliance with mandates like HIPAA and generally mitigating risk in this area
- Please note that the combined Information Services and Technology Business Area also includes County SAP ERP operations. These operations merged in FY 2013-14

2016-17 PERFORMANCE MEASURES

Performance Measure: Intranet (Internal) Website Pageviews



Why is the measure you are presenting important to the overall goal or mission of your department? How does tracking this performance measurement improve or help maintain a high level of service?

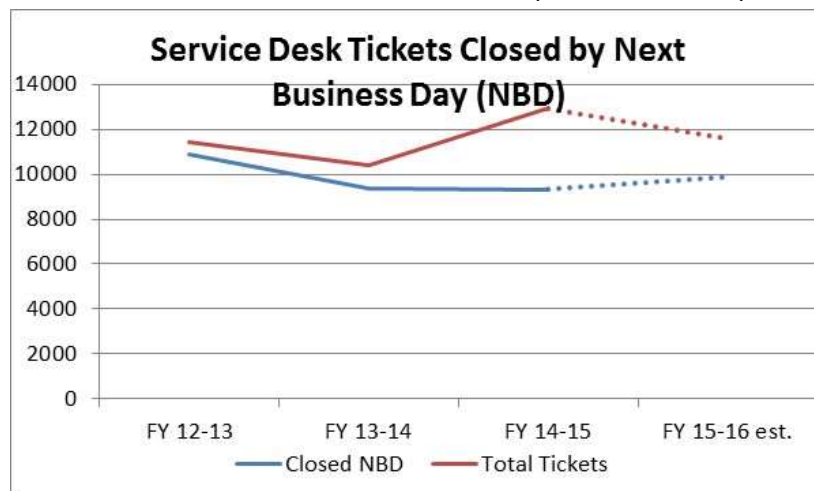
More and more citizens today look to the web for answers to questions and the ability to conduct business online. Our goal is for Durham County to be a truly Digital County. Pageviews is the total numbers of pages viewed on your site and is a general measure of site utilization. It is a useful indicator of total traffic load of all pages that have been accessed in the time period. This indicates that people are increasingly coming to dconc.gov for information and services provided.

For the public website, we saw a jump in pageviews with our current design and rebranding done a few years ago and since then have remained fairly consistent in traffic levels. We saw a steady increase over the years and spikes due to newsworthy items, County happenings, more departments posting relevant and information of public interest. Given the County size, these numbers are within the average traffic rates as compared to other like-sized counties. However, we would like to push for higher pageviews with a new redesign and new education on making our delivery of information more consistent and more reachable by the community. Conservative estimates see a jump in over a million pageviews as a result and to grow from there.

What initiatives or changes to programs in FY 2015-16 will your department take on in hopes to improve the overall performance of the related program or goal?

Continued working with our Public Information Office (PIO) and other departments in better representing content and DCO service offerings to our citizens, example, the rework of the HR page with the launch of our SuccessFactors recruiting module. In FY 2016-17, our goal is to completely re-design dconc.gov to better fulfill the needs of our departments and the citizens of Durham County.

Performance Measure: Service Tickets Closed By Next Business Day



Why is the measure you are presenting important to the overall goal or mission of your department? How does tracking this performance measurement improve or help maintain a high level of service?

Measuring total tickets, and closed tickets by next business day allows us to gauge workload for the IS&T department as a whole, different sections of the department, and for individuals within the department. This allows us to ensure that we have adequate staff to meet the needs of the County as a whole. Measuring closed tickets by next business day gives us the ability to track compliance with service level agreements, and gives the ability to meet expectations of County employees.

What initiatives or changes to programs in FY 2015-16 will your department take on in hopes to improve the overall performance of the related program or goal?

In FY 16-17, we plan to continue our focus on training and customer service to reduce time to resolve incidents and service requests. We also plan to improve self-service capabilities, update our standard business application to Office 2016, Migrate to the Windows 10 operating system, and implement mobile device management and encryption of laptops and tablets to improve overall security of our client systems.

This page intentionally blank.

HUMAN RESOURCES

MISSION

The mission of Durham County Government's Human Resources Department is to advance the needs of the organization and the community through the recruitment, development and retention of a skilled, motivated and diverse workforce.

PROGRAM DESCRIPTION

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

2015-16 ACCOMPLISHMENTS

- Completed the final phase of the comprehensive classification and compensation study recommendation.
- Implemented the employee profile, and recruiting management and on-boarding Human Resources Information System enhancements (HRIS)
- Created retiree Benefits Summary sheet that auto-populates their personal information and benefits data directly from SAP
- Automated all former employee personnel records
- ComPsych utilization rate for 2015 is 46.06%
- Access database created to track the number of ER cases to include probationary extensions, ADA processes, investigations, etc.
- Exit interviews conducted and reports generated via online tool
- The 2nd cohort of the Leadership Academy graduated in October 2015

2016-17 WORK OBJECTIVES

- Develop the appropriate metrics for the Human Resources department to create a system for accountability consistent with County's Strategic Plan.
- Complete the implementation of HRIS enhancements (Perform and Align, Succession Planning/Career Development and Training Management)
- Enhance learning opportunities through an e-solution delivery system
- Work with department heads to begin to develop a Succession Plan.
- Focus on enhancing soft skills for all levels of management.
- Work with departments to develop individual position descriptions

2016-17 HIGHLIGHTS

- Added 1 FTE for a Human Resources Consultant position to facilitate recruitment and selection activities in all departments in order to reduce the return time of recruiting and retaining qualified candidates.

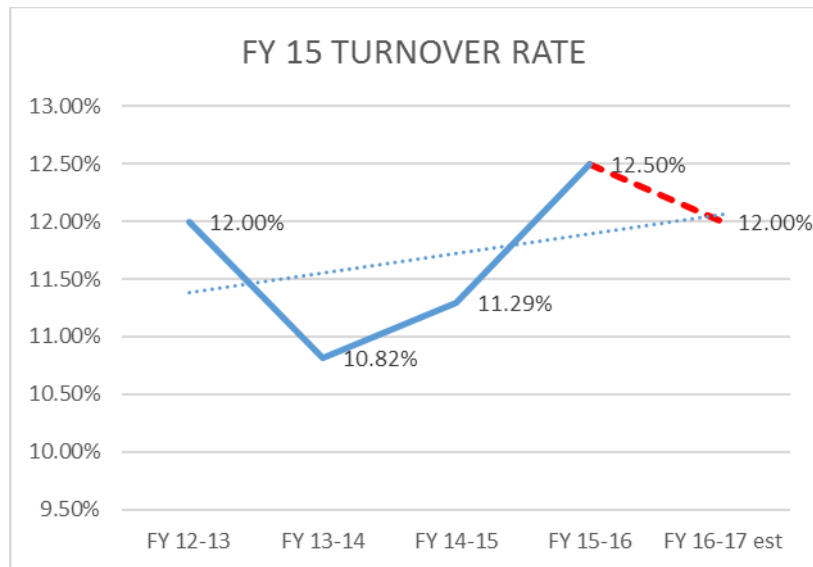
Human Resources

Funds Center: 4240170000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$1,342,464	\$1,541,725	\$1,396,901	\$1,769,916	\$1,724,027
Operating	\$236,436	\$352,078	\$295,407	\$836,180	\$394,799
Total Expenditures	\$1,578,900	\$1,893,803	\$1,692,308	\$2,606,096	\$2,118,826
Revenues					
Other Revenues	\$28,951	\$25,000	\$31,000	\$25,000	\$25,000
Total Revenues	\$28,951	\$25,000	\$31,000	\$25,000	\$25,000
Net Expenditures	\$1,549,949	\$1,868,803	\$1,661,308	\$2,581,096	\$2,093,826
FTEs	19.00	19.00	19.00	21.00	20.00

2016-17 PERFORMANCE MEASURES

Performance Measure: Turnover Rate



Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

The mission of Durham County Government's Human Resources Department is to advance organizational goals by recruiting, developing and retaining excellent employees. Considering one of the largest costs organizations face is hiring and retaining qualified, competent employees, trying to reduce and ultimately eliminate undesired turnover is a key business imperative. Working with Durham County Managers and supervisors to reduce turnover is aligned with Goal 1 of the Strategic Plan and is related to objective 2; facilitate the development of a skilled workforce aligned with current and future business needs.

What initiatives or changes to programs will the department take on in hopes to improve the overall performance of the related program or goal?

In order to positively affect the turnover rate, Human Resources will:

- Conduct classification and salary surveys to ensure the County maintains a competitive pay plan and salary structure.
- Finalize the development of the County Career Ladders.
- Develop and recommend a reward and incentive program for County employees.
- Continue to work with hiring supervisors to enhance the interviewing and selection process.
- Analyze the turnover data by classification type and recommend ways to attract and retention top talent.
- Implement a process to ensure separating employees complete the Exit Interview Questionnaire on their last day of employment with the County.
- Continue to provide ongoing training opportunities so employees can build new skills and continue to improve existing capabilities.
- Continue to work with departments to develop career progression plans for employees' advancement opportunities.

BUDGET AND MANAGEMENT SERVICES

MISSION

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

PROGRAM DESCRIPTION

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

2015-16 ACCOMPLISHMENTS

- Received Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award
- Prepared the annual operating budget for public distribution
- Placed the County's Recommended and Approved Budget documents on the County's website for public access – <http://dconc.gov/index.aspx?page=114>
- Prepared quarterly reports for the Board of County Commissioners, County Manager and management staff, monitoring departmental revenues and expenditures during the year
- Prepared updated budget manual and other materials distributed to departments and agencies on schedule. Placed budget manual on the County intranet site for convenience and cost effectiveness
- Managed capital project budgets related to the County's 10-year Capital Improvement Program
- Managed the County's Nonprofit Agency Funding Program and Matching Grants Program
- Working with the Manager's Office and a consultant, lead departments through defining their programs and development of their performance metrics

2016-17 HIGHLIGHTS

- This budget will allow for the Budget Department to maintain current levels of service
- The department will continue to be an integral part of data monitoring and customer service initiatives for the Strategic Plan as well as implementing components of Managing for Results

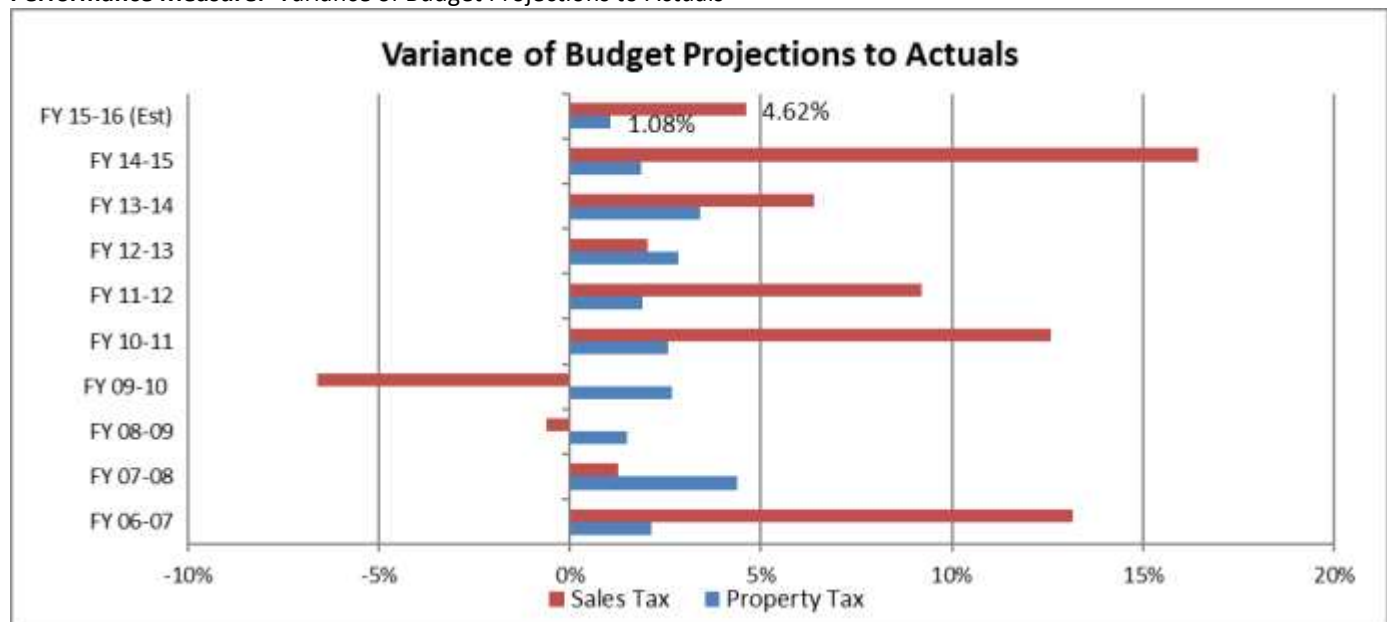
Budget and Management Services

Funds Center: 4250134000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$418,998	\$535,806	\$468,828	\$557,553	\$557,553
Operating	\$23,138	\$50,938	\$51,542	\$43,074	\$43,074
Total Expenditures	\$442,136	\$586,744	\$520,370	\$600,627	\$600,627
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$442,136	\$586,744	\$520,370	\$600,627	\$600,627
FTEs	5.00	6.00	6.00	6.00	6.00

2016-17 PERFORMANCE MEASURES

Performance Measure: Variance of Budget Projections to Actuals



Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

It is important that the Budget and Management Services Department accurately project tax collections so that the County Manager and Board of County Commissioners are able to plan effectively for the future. Knowing how well we are doing in projecting revenues lets the department know if adjustments in data or methodology are necessary.

What initiatives or changes to programs will the department take on next year in hopes to improve the overall performance of the related program or goal?

The Budget and Management Services Department will continue to closely monitor local and regional trends, as well as pursue new data collection methods and/or partnerships.

VETERANS SERVICES

MISSION

The mission of the Veteran Services Office is to provide professional quality services in advising and counseling local military veterans and their dependents of their rights and entitlement to federal benefits under the laws and regulations administered by the U. S. Department of Veterans Affairs and other various federal, state and local agencies. We also actively assist them with application preparation and presentation of their claims for benefits to these agencies

PROGRAM DESCRIPTION

The Durham County Department of Veteran Services Officer's primary role is to provide:

- Comprehensive benefits counseling
- Claims preparation, submission, and follow-up to ensure final disposition of client's case
- Initiate and develop Notice of Disagreements and Appeals on behalf of the veteran/dependents when appropriate
- Networking and advocacy with federal, state and local agencies for all of its military veterans, surviving spouses and/or dependent children
- Provide assistance to active duty military service members and their dependents

Due to numerous state and federal laws, and the regulations by which Veterans benefits are administered the experience and expertise offered by our office allow a more efficient and effective process to be offered to our military veterans

The Veteran Services Officer is a Nationally Accredited Authorized Representative who takes power of attorney to legally represent veterans seeking benefits such as:

- Medical care from the Department of Veterans Affairs Medical Centers
- Financial compensation for service-related injuries or diseases
- Re-open compensation claims for increase in financial benefits or re-evaluation
- Non-service-connected pension benefits (for wartime veterans only)
- Survivor pension benefits (for survivors of wartime era veterans only)
- Dependency and Indemnity Compensation(DIC) benefits for surviving spouses or child(s) of deceased veterans based upon service-connected disability of the deceased veteran or other eligible criteria)
- VA Educational- Vocational and Rehabilitation Employment benefits
- VA Home Loan Guarantee Eligibility
- Veteran Adaptive Home Modification
- Veterans Homelessness Programs
- Burial Benefits
- Securing Military Records(DD-214), Awards, Decorations and Certificates
- Making application for NC State Veterans Dependent Scholarship Program For Dependent Children of Eligible Veterans
- Assistance with application for admission to NC State Veteran Nursing Homes
- Provides outreach services to incapacitated, hospitalized or veterans in nursing home and others
- Provide community educational outreach service about VA benefits and programs

2015-16 ACCOMPLISHMENTS

As a result of our advocacy work this department helps to obtain, maintain and retain \$71 million dollars in VA cash benefits. This is an increase of \$11 million dollars from the previous FY Report

- Durham County Veteran Services welcomed, Linzie Akins a former U.S. Marine as a Veteran Services Officer. He brings a wealth of professional knowledge, and expertise as he assisted the Office in the achieving the projected goals
- Durham County's 15,700 veterans, and \$60 million in compensation and pension ranks 10th out of 100 counties in NC
- **Community Outreach-** Veteran Services provided services via telephone to several incapacitated veterans, surviving spouses and assisted many others in the preparation, presentation and submission of claims to ensure access to VA benefits when it was not feasible to make home visit due to time restraints and lack of staff. This is in alignment with Strategic Goal 2.
- **Veterans Services Community Outreach:**
 - Participated in the Point in Time Count in January 2016
 - Participated in Project Homeless Connect Annual Event October 2015
 - Participated in Durham Bull City Homeless Veterans Stand Down Event September 2015

Veterans Services

Funds Center: 4260160000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$97,264	\$167,587	\$119,563	\$273,912	\$226,404
Operating	\$11,588	\$16,236	\$32,271	\$23,452	\$21,662
Total Expenditures	\$108,852	\$183,823	\$151,834	\$297,364	\$248,066
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$108,852	\$183,823	\$151,834	\$297,364	\$248,066
FTEs	3.00	3.00	3.00	5.00	4.00

2015-16 ACCOMPLISHMENTS CONT.

- o Participated as a Provider at the Durham VA Medical Center Town Hall Meetings
- o Participated in Interviewing Panel for the Selection of the Durham VAMC Chief Staff
- o Member of Durham Mayors Challenge to End Homeless
- **Training-Continuation Educations-** Director of Veteran Services attended the NC Association of County Veteran Services Officer Fall Conference in September 2015 for Continued Credit Units to maintain
- **Veterans Day Appreciation Celebration Program 2015** – Veteran Services planned and executed its Third Annual Veterans Day Program. We formally recognized, on behalf of a grateful nation all of our veterans in the community and across the nation for their service and sacrifice in the defense of our country. Chair of the BOCC delivered the welcome remarks, while our County Manager delivered closing remarks as well as participated throughout the programs.

This year as a highlight to our Veteran's Day Program we welcomed home all of our Vietnam Veterans present. As they stood in a receiving line, in front of the guests. Each of them were welcomed home by our County Commissioners, County Managers, elected officials, dignitaries, department heads and others. Each of our Vietnam Veterans were presented a gift bag that included a folded American Flag. The Proclamation of the 50th Anniversary of the Vietnam War issued by President Barack Obama along with other Vietnam Veteran Memorial documents were a part of the ceremony.

2016-17 OBJECTIVES:

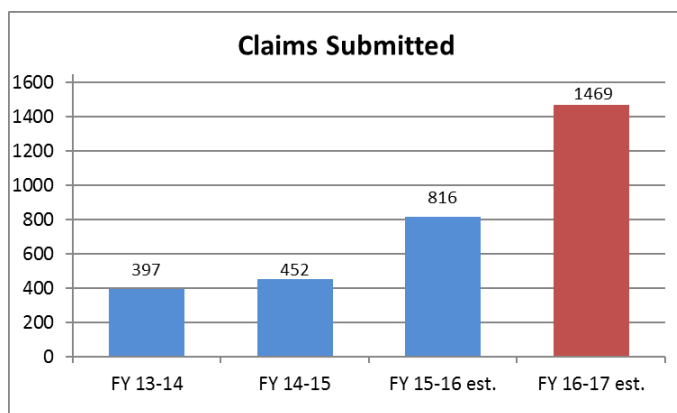
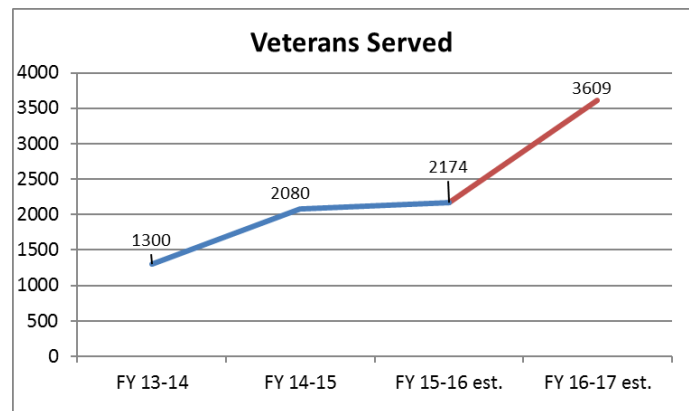
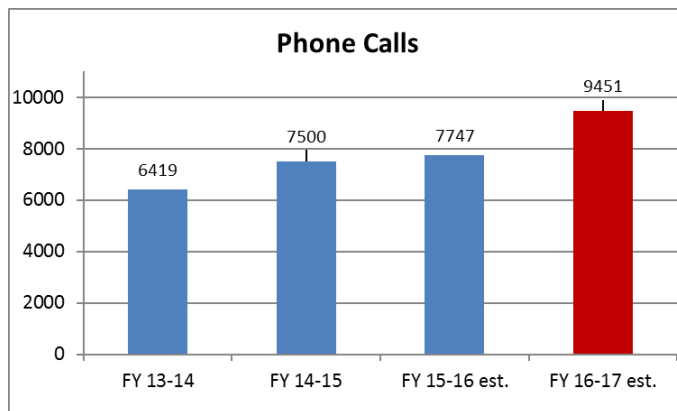
- Update and improve Veterans Services website to allow access to current and relevant information
- Work diligently to cover the increased requests for services due to the State moving its Veterans Affairs office from the long-standing downtown location
- Utilize internal and external Public Affairs resources to inform and educate our community on VA issues
- Continue converting paper files to Laser Fiche to facilitate greater efficiency- Strategic Goal 4 and 5
- Increase field visits to our aged and severely disabled veterans and spouses for VA claim preparation
- Explore granting writing opportunities to better assist our veterans and revenue to offset county expenditures
- Continue to work toward being more effective and efficient in 2016-2017 with a focus on:
 - o Automation Claim Filing
 - o Reduce waiting time to speak or meet with a VSO
 - o Continue to execute claims preparation via phone and mail to accommodate our age and disabled veterans.

2016-17 HIGHLIGHTS

- Funding Appropriation for one new FTE VSO position to better serve our claimants
- Lois Harvin-Ravin, Director of Durham County Veteran Services has been selected to Chair/Co-Chair MyVA. A MyVA Community is a locally driven movement that brings together leaders, advocates and service providers to discuss and improve outcomes for Veterans, Service members, and their families.

2016-17 PERFORMANCE MEASURES

Performance Measure: Claims Submitted/Clients Served/Phone Calls



Why is the measure you are presenting important to the overall goal or mission of your department? How does tracking this performance measures improve or help maintain a high level of service?

These key performance measures are all intertwined and are primary indicators in gauging if Veteran Services is meeting its strategic and operational goals, and if the department has sufficient resources to meet the goals that are prescribed and expected. If not why?

Durham County is home to 15,700 veterans. During FY 2015-16 this office served an estimated 2,174 veterans, handled over

7,747 telephone calls and prepared and presented approximately 816 claims. Veterans Services walk-in client performance measures grew by 162% in FY2015-16 serving 1,454 walk-ins. In FY2014-15 we saw 255 walk-ins and project 1,944 in FY2016-17

Services provided to our veterans and their families continues to be significant in assisting them in obtaining, retaining and maintaining benefits from the U.S. Department of Veterans Affairs for Compensation Awards. * In accordance with VA FY14 Geographic Report. Durham County veterans received \$71 Million in Compensation Awards from FY14 in contrast to \$60 Million in FY13 and \$201Million dollars in total VA Expenditures for Durham County in FY14.

What initiative or changes to programs will your department take on in hopes to improve the overall performance of the related program or goal?

While it is critical that we fill this new Veteran Service Officer position, it is also imperative to ensure we look for high-caliber candidates for this position, who not only possess the skills, education and training necessary to perform the duties and functions, but also possess the character that is reflective of employees Durham County seeks to recruit. Veteran Services will continue to look to Goal 5 of the Strategic Plans as the guiding principle in ensuring the level of customer service is maintained.

Durham County Veteran Services will continue to promote and encourage the utilization of the Fully Developed Claims process and the Electronic Claims Submission initiative designed to dramatically reduce claim processing time: Veteran Services will consider introducing a new metric as this department joins the other cohorts in MFR in FY 2016-17.

This new metric will be used to measure the number of Fully Developed Claims submitted versus Traditional Claims as the time saved for our office and the veterans we serve can be reduced by 50% or greater.

Claim processing time for veterans under the Fully Developed Claims process is extraordinary in that they receive a decision on average 125 versus 333 days. Some claims filed under this process through our office have taken as few as 45 days. That is truly extraordinary and is what we strive to achieve the Extraordinary by providing quality services to all of our claimants.

*FY14 Geographic Distribution of VA Expenditures Report for the County of Durham.

This page intentionally blank.

GEOGRAPHIC INFORMATION SYSTEMS

MISSION

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

PROGRAM DESCRIPTION

The Geographic Information Systems (GIS) program evaluates and deploys new innovative technology that provides optimal business value to our customers. This program operates under an inter-local agreement between the City and County governments to manage the enterprise Geographic Information System and provide related services to internal and external customers. GIS provides and supports critical spatial analytic services that support decision makers in the City and County of Durham.

The GIS program provides:

- Mapping services
- Web application development services
- Address creation, geo-spatial modeling and analytics
- Citizen/business data requests

The program maintains the county-wide 911 address database, public safety data layers, the enterprise spatial database, and GIS applications and platforms.

2015-16 ACCOMPLISHMENTS

- Completed GIS 3D modeling for urban design initiative

2016-17 HIGHLIGHTS

- The FY 2016-17 budget continues service levels from the previous fiscal year

Geographic Information Services (GIS)

Business Area: 4270

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$416,316	\$427,947	\$427,947	\$438,833	\$438,833
Total Expenditures	\$416,316	\$427,947	\$427,947	\$438,833	\$438,833
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$416,316	\$427,947	\$427,947	\$438,833	\$438,833

2016-17 PERFORMANCE MEASURES

Objective:

- To meet or exceed a 90% or better customer satisfaction rating and complete 90% of all service requests within 24 hours or a due date set with the customer

Initiative:

- To deliver innovative solutions, and support to meet the business needs of the City and County. This is done using best practice methodologies while effectively aligning resources and services

Performance Indicators	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2015-16 Estimate	FY 2016-17 Projected
% IT overall Satisfaction (Help Desk)	99%	91%	90%	95%	90%
% Requests completed within 24 hours or by customer approved due date	97%	92%	90%	91%	90%

NONDEPARTMENTAL

PROGRAM DESCRIPTION

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

- Miscellaneous contracted services for county-wide contracts \$300,000
- Public safety salary compression issues and new overtime rule changes \$1,250,209
- Highway 147 Gateways initiative \$15,000
- Sports Commission \$145,356
- MFR Resources \$250,000
- TJCOG dues \$78,249
- UNRBA dues \$86,426
- Urban Ministries annual contribution \$229,440
- Urban Ministries new request for security \$74,620
- Project Graduation \$3,500
- Satisfaction surveys \$25,000
- Made in Durham Initiative \$101,000
- History Hub \$20,000
- Preservation Durham \$10,000
- Alliance for Innovation \$8,250
- Board of County Commissioners Contingency Fund \$150,000.

Nondepartmental

Funds Center: 9800981000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$0	\$2,123,765	\$0	\$875,000	\$1,250,209
Operating	\$566,401	\$1,125,424	\$989,823	\$1,511,841	\$1,346,841
Transfers	\$0	\$450,000	\$0	\$150,000	\$150,000
Total Expenditures	\$566,401	\$3,699,189	\$989,823	\$2,536,841	\$2,747,050
Revenues					
Intergovernmental	\$0	\$300,000	\$0	\$0	\$0
Service Charges	\$720	\$0	\$0	\$0	\$0
Total Revenues	\$720	\$300,000	\$0	\$0	\$0
Net Expenditures	\$565,681	\$3,399,189	\$989,823	\$2,536,841	\$2,747,050

TRANSFERS

PROGRAM DESCRIPTION

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

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

Transfers from General Fund	
Capital Finance Fund	\$34,645,491
Benefits Plan Fund	\$19,936,072
TOTAL TRANSFERS OUT	\$54,581,563

Beginning in FY 2004-05, certain dedicated revenues were budgeted directly into the Capital Finance Fund. 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. To meet accounting standards, these revenue sources were moved back to the General Fund in FY 2006-07, where they are collected and need to be transferred to the Capital Finance Fund. 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).

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 General Fund will be made from the Community Health Trust Fund, Volunteer Fire District Funds, Enterprise Fund and Risk Management Fund as follows:

Transfers to General Fund	
Community Health Trust Fund	\$3,950,000
Volunteer Fire District Funds	\$4,571,399
TOTAL TRANSFERS IN	\$8,521,399

Revenues in this fund center are transfers in to the General Fund from other funds. The transfer from the Community Health Trust Fund supports health-related needs paid for out of the General Fund. The transfer from two Volunteer Fire Districts (Lebanon and Durham County Fire and Rescue) supports county positions and operational costs funded through Fire District property taxes as provided in various interlocal agreements.

Transfers

Funds Center: 9800982000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Transfers	\$45,615,988	\$49,368,444	\$53,244,754	\$55,568,866	\$54,581,563
Total Expenditures	\$45,615,988	\$49,368,444	\$53,244,754	\$55,568,866	\$54,581,563
▼ <i>Revenues</i>					
Other Fin. Sources	\$10,264,686	\$8,717,913	\$8,818,381	\$8,595,119	\$8,521,399
Total Revenues	\$10,264,686	\$8,717,913	\$8,818,381	\$8,595,119	\$8,521,399
Net Expenditures	\$35,351,302	\$40,650,531	\$44,426,373	\$46,973,747	\$46,060,164

VEHICLES AND EQUIPMENT

PROGRAM DESCRIPTION

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

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

2016-17 HIGHLIGHTS

The FY 2016-17 vehicle and equipment needs total \$3,402,761 and include 54 vehicles and various equipment. The majority of these purchases will replace older vehicles and equipment according to our regular replacement cycles.

Vehicles

EMS	Replacement	Sprinter 3500	4	\$880,000
		4500 Bariatric	1	\$249,492
		Large SUV	2	\$94,000
	New	Sprinter 3500	1	\$220,000
		Large SUV	1	\$47,000
		1 ton truck 4x4	1	\$59,500
Fire Marshal	Replacement	4WD	2	\$80,000
Engineering	New	Sedan	1	\$29,000
Public Health	Replacement	Small Cargo Van	1	\$24,000
CES	New	Mid size sedan	3	\$52,500
		Caravan	1	\$25,000
Social Services	Replacement	SUV Crossover	2	\$66,000
		Mid size sedan	1	\$24,000
Sheriff	Replacement	Pursuit Vehicles	25	\$662,500
		Durango's	1	\$32,700
		Dodge Ram Truck	1	\$26,000
		Sedan	1	\$23,000
		Cargo Van	2	\$42,000
	New	Pursuit Vehicles	3	\$79,500
Total			54	\$2,716,192

Equipment

EMS	7 cardiac monitors	\$238,000
	Vehicle Equipment	\$82,000
Sheriff	Morphotrack Machine	\$24,000
	Rapiscan Machine	\$25,000
	Vehicle Equipment	\$258,819
	Radios (3)	\$30,000
Fire Marshal	Vehicle Equipment	\$28,750
Total		\$686,569

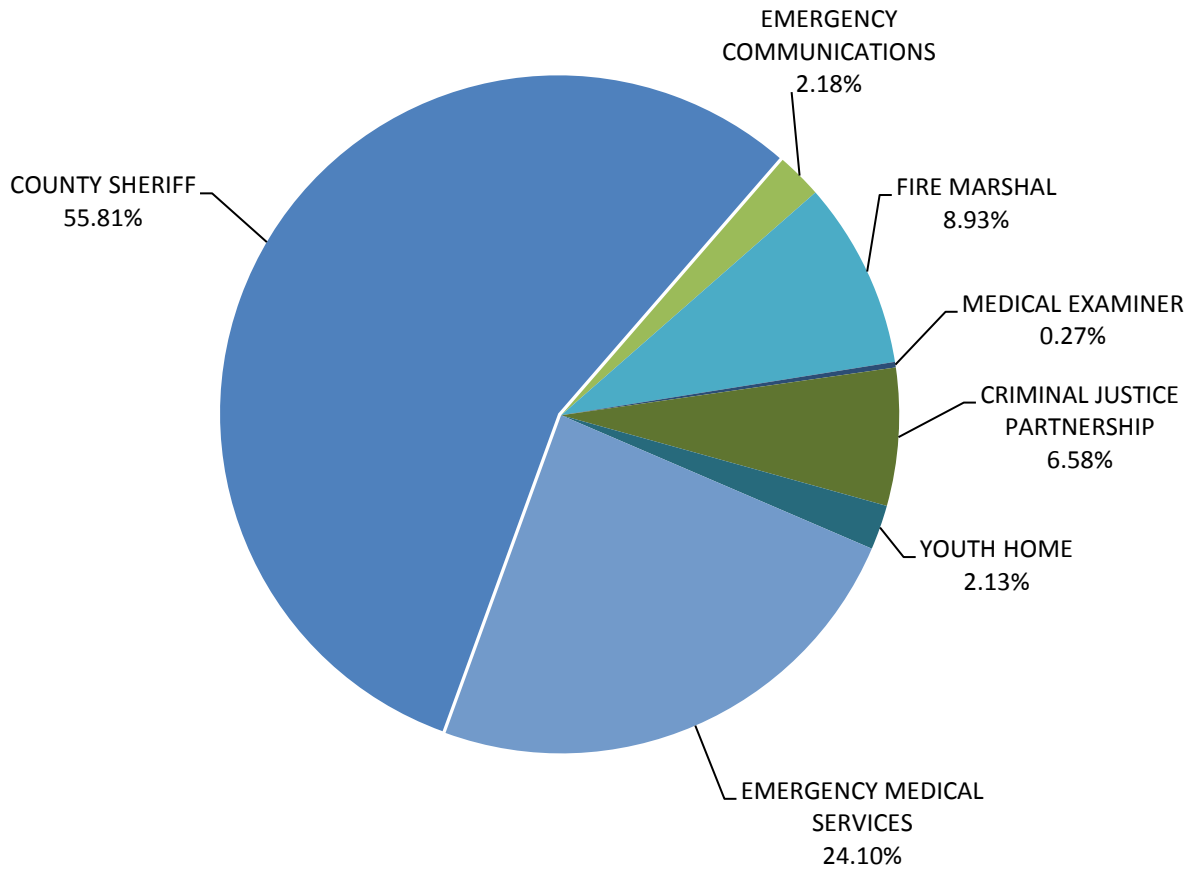
Vehicles and Equipment

Funds Center: 9800983000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$373,133	\$355,508	\$247,931	\$990,745	\$369,569
Capital	\$3,761,276	\$2,928,777	\$2,962,862	\$7,685,765	\$3,033,192
Total Expenditures	\$4,134,409	\$3,284,285	\$3,210,793	\$8,676,510	\$3,402,761
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$4,134,409	\$3,284,285	\$3,210,793	\$8,676,510	\$3,402,761

This page intentionally blank.

Public Safety Approved Budget



Business area	2014-2015 Actual Expenditures	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
COUNTY SHERIFF	\$ 31,019,673	\$ 32,484,552	\$ 32,145,876	\$ 36,688,263	\$ 33,686,456
EMERGENCY COMMUNICATIONS	\$ 1,030,742	\$ 1,271,459	\$ 1,271,459	\$ 1,315,305	\$ 1,315,305
FIRE MARSHAL	\$ 3,687,655	\$ 4,963,591	\$ 4,232,450	\$ 5,341,830	\$ 5,387,388
MEDICAL EXAMINER	\$ 104,900	\$ 122,500	\$ 169,750	\$ 160,000	\$ 160,000
CRIMINAL JUSTICE PARTNERSHIP	\$ 3,129,913	\$ 3,512,011	\$ 3,182,090	\$ 3,964,355	\$ 3,972,319
YOUTH HOME	\$ 1,050,505	\$ 1,165,245	\$ 1,043,046	\$ 1,288,259	\$ 1,288,259
EMERGENCY MEDICAL SERVICES	\$ 13,005,030	\$ 13,731,654	\$ 12,789,451	\$ 20,070,617	\$ 14,544,504
OTHER PUBLIC SAFETY	\$ 58,096	\$ 58,095	\$ 58,095	\$ 0	\$ 0
Overall Result	\$53,086,514	\$57,309,107	\$54,892,217	\$68,828,629	\$60,354,231

This page intentionally blank.

Sheriff

Business Area: 4310

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$26,123,379	\$26,751,882	\$26,477,491	\$30,753,322	\$27,955,155
Operating	\$4,736,677	\$5,403,170	\$5,283,339	\$5,529,941	\$5,626,801
Capital	\$159,617	\$329,500	\$385,046	\$405,000	\$104,500
Total Expenditures	\$31,019,673	\$32,484,552	\$32,145,876	\$36,688,263	\$33,686,456
Revenues					
Licenses & Permits	\$12,215	\$7,000	\$24,908	\$15,000	\$15,000
Intergovernmental	\$1,227,173	\$1,059,427	\$1,272,354	\$959,394	\$1,119,654
Contrib. & Donations	\$0	\$57,889	\$57,889	\$59,915	\$59,915
Investment Income	\$118	\$0	\$56	\$0	\$0
Service Charges	\$1,290,810	\$1,310,000	\$1,386,780	\$1,365,000	\$1,200,000
Other Revenues	\$250,879	\$131,000	\$161,499	\$131,000	\$131,000
Total Revenues	\$2,781,195	\$2,565,316	\$2,903,486	\$2,530,309	\$2,525,569
Net Expenditures	\$28,238,478	\$29,919,236	\$29,242,390	\$34,157,954	\$31,160,887
FTEs	453.00	460.00	460.00	519.00	473.00

2015-16 ACCOMPLISHMENTS

Detention Services

- The average daily population at the Detention Facility for FY 2015-16 was 482, down from 520 the previous year.
- The average length of stay for inmates in the Durham County Detention Facility during CY 2015 was 19 days up from 17 the previous calendar year.
- The number of persons processed at the facility during CY 2015 was 9,910, a 9% decrease from 2014.
- Detention staff accommodated and processed 29,770 inmate visitors during regular visitation hours, which represents 2,444 more visitors than the previous year.
- Crisis Intervention Team (CIT) training was completed by 23 detention officers, which brings the total number of CIT trained detention officers to 99. These newly acquired CIT skills will be used to more effectively manage the incarcerated individuals that have mental health issues.

Operations

- The Patrol Division responded to 31,612 calls for service in CY 2015. The average response time to all calls was 12 minutes and 45 seconds. The average response time to Priority 1 calls (calls in progress, traffic crashes with injury, and panic alarms) was eight minutes and 32 seconds.

Animal Services

- The Animal Services Division responded to 12,816 calls for service in CY 2015.
- The Animal Services Division provided 1,301 rabies vaccinations at its clinic.

Warrant Control Center

- The Warrant Control Center received and entered 23,206 warrants, orders for arrest and criminal summons in 2015.

Records

- Records Division staff assisted walk-in clients with record requests, fingerprinting, permit applications and sex offender registrations. Division personnel received 3,102 applications to purchase firearms in CY 2015, a **252%** increase from 2014. The Records Division also received 1,755 concealed handgun permit applications during CY 2015, a **12.9%** increase from 2014.
- The Sex Offender unit attempted 1,188 address verifications. Durham County currently has 366 registered offenders, a 15% increase from 2014.

Investigations

- The Criminal Investigations Division received 1,073 incident reports and assigned 733 cases in CY 2014. Of the assigned cases, 39% were cleared.
- Investigators recovered property valued at \$232,721.
- The Forensics Unit assisted in 237 investigations, took 3,363 photographs, collected 365 latent fingerprints and transported 126 pieces of evidence to the State Crime Laboratory.

Civil Process & Transport

- The Civil Process Division received 31,087 process papers and served 79% of the civil process papers it received.
- Transportation personnel conducted 1,793 transports.

Grant Funding

- Grant funding (\$71,127) was received through the Office of Justice Programs to purchase 40 automated external defibrillators, commonly referred to as AEDs, for use by patrol deputies. In 2015, patrol deputies assisted EMS on 394 calls. Accordingly, the AEDs will broaden the ability of our patrol deputies to intervene in life threatening incidents and provide a critical service to patients before they are able to reach a hospital.
- Funds will also be used to acquire a latent fingerprint identification system. Forensics personnel obtained 365 latent prints in CY 2015, but the agency does not have the capability to analyze them relying historically on the goodwill of neighboring law enforcement agencies. The system will network with other agencies, which broadens the ability to identify potential suspects and increases collaboration among law enforcement personnel. Therefore, the fingerprint identification system will greatly advance the agency's ability to solve crime and increase internal efficiencies.

Program Budgeting

As part of the County's implementation of Managing For Results, several cohorts of departments have been through special training on program budget development and related performance measurement tracking. The development of program budgets will allow for future efficiency measures to be tracked and better alignment of dollars to specific areas of purpose within each department. Above are the programs and estimated budgets for the Sheriff. When additional changes are made to the current financial and budget system used by the County, actual expenditures will be tracked at the program level that will allow for useful efficiency measures. Below are some of the initial (but not all) key measures being tracked by this department to support Managing for Results.

Managing For Results Program Budget Area	2016-2017 Department Requested	FTE Department Requested	2016-2017 Commissioner Approved	FTE Commissioner Approved
Animal Services	\$1,490,443	18.00	\$1,481,421	18.00
Detention	\$17,145,726	273.00	\$14,455,380	232.00
School Resource Officers	\$1,918,000	25.00	\$1,856,575	25.00
Patrol	\$3,362,775	48.00	\$3,325,500	45.00
Courts	\$2,316,292	33.00	\$2,254,950	33.00
Investigations	\$1,160,537	16.00	\$1,133,000	16.00
Sheriff's Anti Crime/Narcotics	\$818,250	10.00	\$798,250	10.00
Civil	\$1,502,920	20.00	\$1,493,500	20.00
Support Services	\$5,291,802	67.00	\$5,075,459	65.00
Office of the Sheriff	\$1,275,657	9.00	\$1,246,300	9.00
Grant Programs	\$405,861	0.00	\$566,121	0.00
Total	\$36,688,263	519.00	\$33,686,456	473.00

2016-2017 PERFORMANCE MEASURES

School Resource Officers

Key Measures	FY 2015-16 Est.	FY 2016-17 Proj.
Number of juvenile petitions	81	75

Sheriff's Anti-Crime and Narcotics Unit (SACNARC)

Key Measures	FY 2015-16 Est.	FY 2016-17 Proj.
Number of drug take-back events	4	4

Patrol

Key Measures	FY 2015-16 Est.	FY 2016-17 Proj.
Average response time for priority one calls	8:32	8:00
Average response time for all calls	12:45	12:30
Number of calls	31,612	35,000

Investigations

Key Measures	FY 2015-16 Est.	FY 2016-17 Proj.
Percent of cases assigned	733	750
Percent of cases cleared	35	15

Detention

Key Measures	FY 2015-16 Est.	FY 2016-17 Proj.
Percent of inmates held without escape	100	100
Number of admissions	9,910	9,500
Average daily population	510	500
Number of transports	541	600
Number of releases	10,124	10,000

Courts

Key Measures	FY 2015-16 Est.	FY 2016-17 Proj.
Number of weapons seized	634	600

Civil

Key Measures	FY 2015-16 Est.	FY 2016-17 Proj.
Number of papers entered	31,087	32,000
Percent of papers served	79	79
Number of writs of execution served	88	90

Animal Services

Key Measures	FY 2015-16 Est.	FY 2016-17 Proj.
Average response times in minutes	31	30
Number of rabies cases	10	5

SHERIFF LAW ENFORCEMENT SERVICES

MISSION

The mission of the Sheriff's Office is to enforce the laws established under the Statutes of North Carolina by maintaining public safety, serving civil process, transporting prisoners, providing court security and running a constitutionally safe and secure Detention Facility. Furthermore, the Sheriff's Office is dedicated to maintaining the status of being a nationally accredited agency by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The Sheriff's Office is also committed to fulfilling these duties by providing education, eradication, and treatment where needed to reduce crime in Durham County.

PROGRAM DESCRIPTION

Sheriff Law Enforcement Services is responsible for providing public safety and law enforcement services in Durham County. Law Enforcement Services is divided into three major divisions, which are Operations, Support Services, and Planning & Development. The Operations Division includes Patrol, Communications, Community Services (GREAT, SRO, Crisis Intervention), SCOPE (Sheriff's Community Policing Effort), Warrants, Child Support, Reserve Officer Program, Hazardous Devices Unit, Emergency Response Team and Search/Recovery Team.

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

The Planning and Development Division of the Sheriff's Office is responsible for Budget and Fiscal Management, Management Information Systems (technology), Property Control, Asset Inventory Control, Grant Development/ Administration and special projects. There is a Professional Standards division that handles all matters relating to agency accreditation, internal affairs, and vehicle purchases. This division also includes the Sheriff's Legal Advisor.

2016-2017 HIGHLIGHTS

- Three (3) new positions supported for the Sheriff's Law Enforcement Services Patrol division. LEO Positions will serve as full time transport of jail inmates, relieving that duty currently done by Detention Officers. The Detention Officers will move back into jail support rotation.
 - Including 3 new transport vehicles, total cost equals \$341,794
- Annual fleet replacement includes 25 Chargers, 1 SUV, 1 truck, 1 sedan, and 2 van. Also 3 new vehicles for 3 new positions will be purchased.
 - Total cost equals \$1,124,519
- Compensations support for hard to fill Public Safety related positions and position classes behind market rates are budgeted in the Nondepartmental fund center

Sheriff Law Enforcement (LEO) Services Organization

Funds Center: 4310320000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$13,044,904	\$13,265,786	\$13,253,216	\$14,697,116	\$14,212,555
Operating	\$2,425,659	\$2,635,163	\$2,598,333	\$2,716,355	\$2,711,755
Capital	\$60,951	\$30,000	\$59,242	\$0	\$29,500
Total Expenditures	\$15,531,514	\$15,930,949	\$15,910,791	\$17,413,471	\$16,953,810
▼ <i>Revenues</i>					
Licenses & Permits	\$12,215	\$7,000	\$24,908	\$15,000	\$15,000
Intergovernmental	\$503,027	\$550,972	\$550,039	\$555,894	\$555,894
Contrib. & Donations	\$0	\$57,889	\$57,889	\$59,915	\$59,915
Service Charges	\$1,099,121	\$1,120,000	\$1,145,429	\$1,135,000	\$1,135,000
Other Revenues	\$46,974	\$5,000	\$3,840	\$5,000	\$5,000
Total Revenues	\$1,661,337	\$1,740,861	\$1,782,105	\$1,770,809	\$1,770,809
Net Expenditures	\$13,870,177	\$14,190,088	\$14,128,686	\$15,642,662	\$15,183,001
FTEs	206.00	213.00	213.00	218.00	216.00

SHERIFF'S DETENTION SERVICES

MISSION

The mission of the Sheriff's Office, as it relates to the detention services, is operating a constitutionally safe and secure Detention Facility. The Sheriff's Office is dedicated to fulfilling these duties by providing education, eradication, and treatment where needed to reduce crime in Durham County.

PROGRAM DESCRIPTION

The Durham County Sheriff is responsible for the administration and operation of the County's Detention Facility. The duty of Detention Services is to house inmates in a safe, secure, and adequate environment while ensuring the protection of inmates, staff and the surrounding community through the proper administration and operation of the facility. Detention Services is dedicated to providing several "self-help" and work programs for inmates to reduce recidivism and promote rehabilitation and productive use of time spent under incarceration.

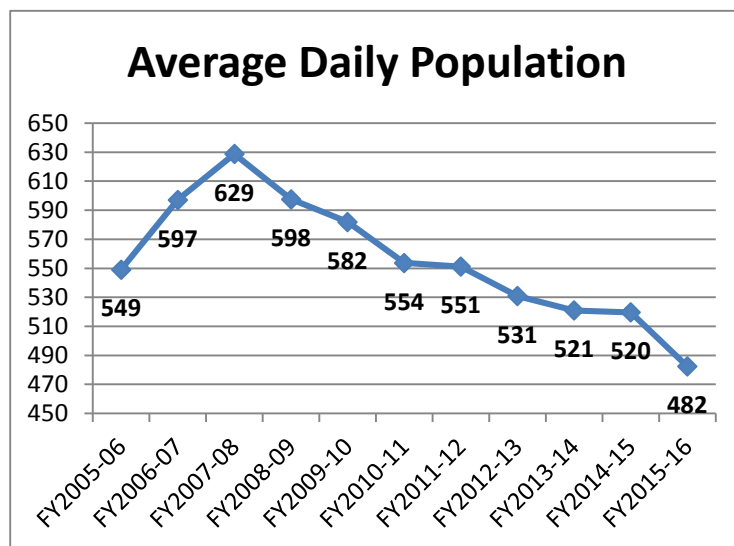
2016-17 HIGHLIGHTS

- A Detention Center pod (holding up to 64 inmates) will be specifically opened to support inmates with mental health issues by hiring 10 (10 FTE) new Detention Center Officers. Staff assigned to this unit will be equipped with specialized training to effectively respond to distinct challenges presented by this detainee population. This "Mental Health" pod will support both male and female inmate needs 7 days a week, 24 hours a day. Funding (\$296,940) supports mid-year hiring of the Detention Officer positions due to training lag time.

Sheriff's Detention Services

Funds Center: 4310330000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$12,028,647	\$12,264,568	\$12,268,333	\$15,108,830	\$12,807,284
Operating	\$1,279,317	\$1,465,460	\$1,489,959	\$1,631,896	\$1,573,096
Capital	\$29,150	\$299,500	\$306,384	\$405,000	\$75,000
Total Expenditures	\$13,337,114	\$14,029,528	\$14,064,676	\$17,145,726	\$14,455,380
Revenues					
Intergovernmental	\$450,746	\$351,200	\$578,978	\$403,500	\$403,500
Service Charges	\$138,051	\$140,000	\$191,523	\$180,000	\$15,000
Other Revenues	\$573	\$1,000	\$592	\$1,000	\$1,000
Total Revenues	\$589,370	\$492,200	\$771,093	\$584,500	\$419,500
Net Expenditures	\$12,747,744	\$13,537,328	\$13,293,583	\$16,561,226	\$14,035,880
FTEs	222.00	222.00	222.00	276.00	232.00



2016-17 PERFORMANCE MEASURES

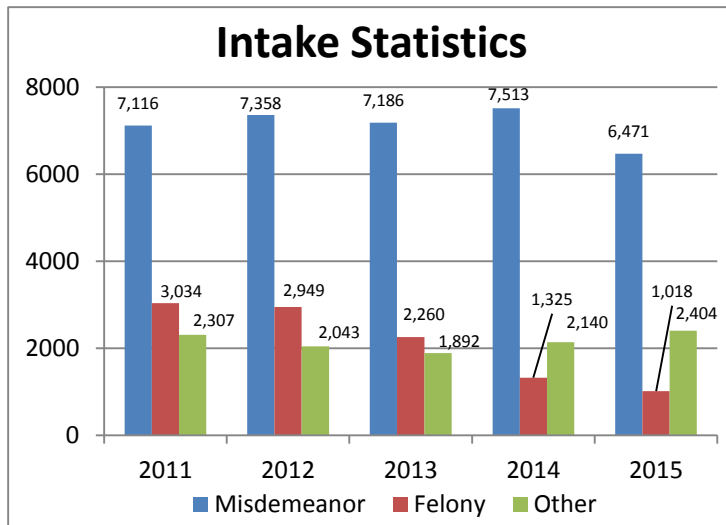
Performance Measure: Average Daily Population

Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

The Sheriff's Office is responsible for the administration and operation of the Durham County Detention Facility. The duty of Detention Services is to house inmates in a safe and secure environment while ensuring the protection of staff and the surrounding community. Staffed with 219 employees (201 Detention Officers and 18 civilians), the Sheriff's Office is dedicated to fulfilling these duties by providing education, treatment, and confinement when needed to reduce and eliminate the opportunity for crime in Durham County.

The average daily inmate population for FY 2015-16 was 482, a decrease of 38 from the previous year. The number of persons processed at the facility during 2015 was 9,910, which reflects nearly a ten percent decrease from 2014. Of the individuals processed, 74 percent were admitted into the facility's housing units.

The average length of stay for inmates in the Durham County Detention Facility during 2015 was 19 days, an increase from 17 days in 2014. This total includes both sentenced and pre-trial inmates. Staff members responsible for addressing inmates' mental health issues continue to be instrumental in identifying and managing these inmates, ensuring that they receive appropriate services. During 2015, suicide prevention measures were implemented on 152 inmates as directed by health care providers at the Detention Facility. The Sheriff's Office continually evaluates methods to address this important issue.



Performance Measure: Intake Release Charges

Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

The number of persons processed at the facility during 2015 was 9,893, the lowest number in seven years. Of the total charges processed, 10 percent were felony charges and 65 percent were misdemeanor charges.

What initiatives or changes to programs will the department take on in hopes to improve the overall performance of the related program or goal?

The Sheriff's detention staff will continue their efforts to manage the inmate population through program delivery and partnerships with judicial and mental health officials.

Crisis Intervention Training will continue as it has proven effective in enhancing detention staff's knowledge and skills, aiding administrators in improved management and care for a special population, reducing liability and cost, improving community partnerships for increased access to resources and support, and increasing safety for all.

This page intentionally blank.

ANIMAL SERVICES

MISSION

The Durham County Sheriff's Animal Services Division is committed to servicing and protecting the citizens and animals of Durham County by providing timely, responsible customer service, the humane treatment of healthy, injured, unwanted, dangerous, and stray animals, the enforcement of the Durham County Animal Services Ordinance, education for the public to foster proper care, and relief for animal overpopulation. This department is dedicated to improving quality of life for pets through education before enforcement.

PROGRAM DESCRIPTION

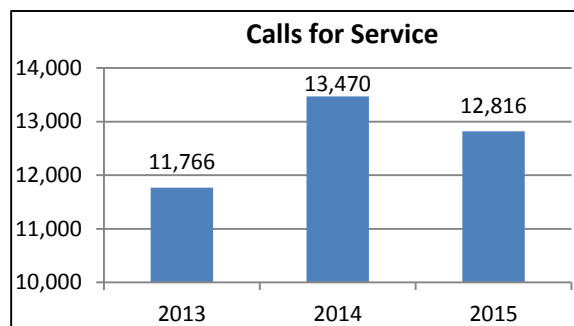
This division enforces both state and local laws pertinent to the field of Animal Services by use of North Carolina State Statutes and the Durham County Animal Services Ordinance. The division investigates complaints from citizens with regard to animal problems within our community. It administers programs in animal bites, rabies control, dangerous animals, animal fighting, animal cruelty, stray and nuisance animals. The division coordinates recruitment, selection and hiring, training, and evaluation of staff as well as preparation of budgets. The division manages the civil penalty program and is responsible for monitoring the Durham County Animal Shelter contract for service. The Animal Services Division is accessible to the public twenty four hours a day, seven days a week for public-related and animal-related emergencies. Hours of regular operation are from 8:30 AM to 5:00 PM Monday through Friday. The office is located at 3005 Glenn Road Durham, North Carolina.

Animal Services

Funds Center: 4310350000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$857,735	\$1,020,887	\$784,977	\$737,746	\$728,724
Operating	\$693,266	\$754,174	\$721,098	\$752,697	\$752,697
Total Expenditures	\$1,551,001	\$1,775,061	\$1,506,075	\$1,490,443	\$1,481,421
Revenues					
Intergovernmental	\$4,179	\$15,000	\$1,082	\$0	\$0
Service Charges	\$53,638	\$50,000	\$49,828	\$50,000	\$50,000
Other Revenues	\$16,949	\$15,000	\$17,602	\$15,000	\$15,000
Total Revenues	\$74,766	\$80,000	\$68,512	\$65,000	\$65,000
Net Expenditures	\$1,476,235	\$1,695,061	\$1,437,563	\$1,425,443	\$1,416,421
FTEs	20.00	20.00	20.00	20.00	20.00

2016-17 PERFORMANCE MEASURES



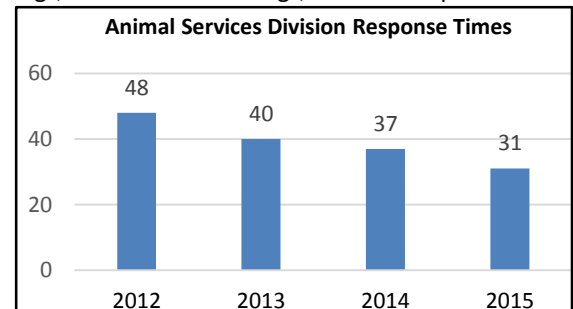
Performance Measure: Calls for Service

Why is this measure important to the overall goal or mission of the department? How does tracking this performance measurement improve or help maintain a high level of service?

Management of Animal Services was transferred from Durham County General Services to the Sheriff's Office in July 2012. The Sheriff's Office has focused on improving customer service, responding to citizen complaints in a timely manner, enforcing applicable laws and ensuring that animals are treated compassionately. As the agency continues to adapt to this new challenge, we have maintained expanded business hours and the Sheriff's Communications Center continues to accept animal related calls 24 hours a day and track reports electronically. Prior to the Sheriff's Office assuming control of Animal Services, the average response time for calls was 60 hours. The average response time in 2015 was 31 minutes.

The Animal Services Division averages over 1,000 calls for service per month, a majority are reports of animal abuse and stray animals. In 2015, the Animal Services Division responded to 1,230 animal abuse calls. Each case is investigated to determine the merit of the allegations. With the exception of severe violations, personnel focus on progressive enforcement action. In 2015, employees assigned to the Animal Services Division issued 1,138 verbal warnings, 323 written warnings, and 94 civil penalties.

The Animal Services Division continues efforts to combat rabies, a deadly disease caused by a virus found in the saliva of rabid animals. Left untreated, rabies attacks the nervous system and causes death. North Carolina General Statute 130A-185 requires that every dog, cat, or ferret over four months of age is vaccinated against rabies. The Sheriff's Office Animal Services Division offers a rabies vaccination clinic on Tuesdays and Thursdays at 3005 Glenn Road, available to all Durham County citizens. It is open from 10 AM-12 PM & 2 PM-4 PM. There was one confirmed rabies case in Durham County during 2014.



What initiatives or changes to programs in FY 2016-17 will your department take on in hopes to improve the overall performance of the related program or goal?

The health and safety of animals that reside in Durham County is important. Vital collaboration with the Animal Protection Society and its management of the Animal Shelter will continue. The Sheriff's Office will continue efforts to increase public awareness of animal related issues through social media, neighborhood watch presentations, and community events. The agency will maintain its focus on achieving appropriate response times and furthering compliance efforts related to animal regulations.

EMERGENCY COMMUNICATIONS

MISSION

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

PROGRAM DESCRIPTION

Emergency Response

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

Emergency Telephone System

The focal point of this program is to ensure calls for emergency service are answered and dispatched to the appropriate public protection unit for disposition. The program provides service to all individuals dialing 911 and the following departments: Police, Fire, EMS, Durham County Emergency Management, and Volunteer Fire Departments. The Durham County Sheriff's Department provides its own answering and dispatching service. The 911 Surcharge funds one Emergency Communications position (911 Database Coordinator) plus two positions that are counted in the Technology Solutions organizational chart that include an Emergency Information Services Coordinator and a GIS Coordinator.

Communications Maintenance

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

2015-16 ACCOMPLISHMENTS

- Re-Accredited by C.A.L.E.A.
- Implemented A.S.A.P. (Automated Security Alarm Protocol)
- Re-Accredited by A.P.C.O. for P-33 Training standards
- Implemented Master Communication Officer classification providing more upward growth within department
- Creation of Public Safety Operations Board that replaced the 9-1-1 Advisory Board
- Expanded use of Locution automated voice dispatch system with redundancy

2016-17 HIGHLIGHTS

- In FY 2015-16, the County began budgeting their portion of Radio maintenance fees in the Emergency Communications' fund center; it was previously budgeted in Emergency Management. For FY 2016-17, the County's portion of Radio Maintenance fees is \$237,392
- This budget maintains current levels of service

Emergency Communications

Funds Center: 4320360000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$1,030,742	\$1,271,459	\$1,271,459	\$1,315,305	\$1,315,305
Total Expenditures	\$1,030,742	\$1,271,459	\$1,271,459	\$1,315,305	\$1,315,305
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$1,030,742	\$1,271,459	\$1,271,459	\$1,315,305	\$1,315,305

2016-17 PERFORMANCE MEASURES

MEASURE	Actual FY 2014-15	Adopted FY 2015-16	Estimated FY 2015-16	Goal FY 2016-17
Percent 9-1-1 calls answered in 10 seconds or less	95%	90%	94%	94%
Percent Priority calls dispatched to Fire within 90 seconds or less	83%	90%	85%	90%
Percent Priority calls dispatched to Police within 90 seconds or less	83%	90%	85%	90%
Percent Accuracy of EMD protocols	97%	95%	97%	95%
Operational Vacancy Rate	7%	5%	8%	5%

This page intentionally blank.

Fire Marshal

Business Area: 4340

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$3,057,748	\$4,042,055	\$3,516,951	\$4,341,799	\$4,351,040
Operating	\$612,907	\$847,690	\$715,499	\$914,031	\$950,348
Capital	\$17,000	\$0	\$0	\$86,000	\$86,000
Transfers	\$0	\$73,846	\$0	\$0	\$0
Total Expenditures	\$3,687,655	\$4,963,591	\$4,232,450	\$5,341,830	\$5,387,388
Revenues					
Intergovernmental	\$303,528	\$208,690	\$285,690	\$285,690	\$313,613
Rental Income	\$69,000	\$0	\$0	\$0	\$0
Service Charges	\$139,087	\$140,000	\$92,304	\$140,000	\$140,000
Other Revenues	\$12,693	\$12,693	\$0	\$0	\$0
Total Revenues	\$524,308	\$361,383	\$377,994	\$425,690	\$453,613
Net Expenditures	\$3,163,347	\$4,602,208	\$3,854,456	\$4,916,140	\$4,933,775
FTEs	68.00	68.00	68.00	77.00	77.00

2015-2016 ACCOMPLISHMENTS

Division of Code Enforcement and Investigations:

- The Division conducted 95 Fire Cause and Origin investigations and responses, involving over 128 staff hours (2015)
- The Division conducted site assessments for requesting agencies, for 106 assessments which involved more than 159 staff hours (2015). These are requested by developers, banks, engineering firms, or private citizens that may have a vested interest in what is on the property present or past, what has happened on this property, what may be buried on this property, and whether any hazardous materials have been stored or spilled on the property

Division of Fire Suppression:

- This Division, now known as Durham County Fire and Rescue, has 46 full-time County employees and 19 Relief employees as well as 12 volunteer employees
- The Division also includes 12 full-time County firefighters at Lebanon Volunteer Fire Department. Lebanon continues to provide contractual fire protection and first responder services to the Northwestern part of Durham County

Division of Training and Life Safety:

- Staff continues to teach the National Incident Management System (NIMS) 300 and 400 classes, as well as Emergency Operations Center (EOC) classes and Incident Management classes. This training is required to meet federal mandates and helps us maintain a sustainable working group for the EOC. Additionally, Fire Marshal staff are also certified as Live Burn Instructors to our County Fire Departments
- We support the Ad-hoc Team for Critical Incident Training for our public safety employees.
- We are also involved in a joint initiative with Durham Public Schools and the City of Durham for Bystander Hands Only CPR/AED
- This Division provided support to the County fire departments as the Firehouse Software Administer. This is the web-based fire reporting and inspections management program used by this office and the County fire departments. These reports are mandated by North Carolina General Statute to provide information to the Department of Insurance. Our continuing goal is to report 100% as required by the Law

Division of Emergency Management:

- Responded to 106 incidents involving over 375 staff hours
- Had 6 partial activations (EM/FM staff only) and 2 Full-Scale activations of the City/County Emergency Operation Center and the City/County Joint Information Center for weather and other events (two (2) partial activations for VIP visits and one (1) for tornado in northern part of the county)
- Updated NIMS Compliance Assistance Support Tool per Federal Mandates

- Completed mandated NIMS training per Federal Regulations
- Reviewed and Updated the City/County Emergency Operations Plan
- Updated our Statewide Mutual Aid Agreements
- Reviewed Emergency Operation Plans from local agencies, businesses and care facilities
- Reviewed, updated Hazard Mitigation Plan
- Continued to work on 3-County Regional Hazard Mitigation Plan with Alamance and Orange counties and approval from FEMA
- Participated in the Homeland Security Exercise and Evaluation Program
- Participated in State Training Committee Meeting to coordinated State Training and Exercises
- Conducted a Training Exercise Planning Workshop that builds on a three (3) year training and exercise plan for the city and county
- Developed, conducted and/or participated in numerous multi-agencies exercises. These exercises include tabletop, functional, and full-scale exercises (FSX). Efforts included: NCCU full-scale exercise, a two day full scale exercise with Public Health on the Strategic National Stock Pile plan. We sponsored 7 WebEOC Emergency Operation Classes (coinciding with State WebEOC exercises); and participated in, or supported, 10 Tabletop (TTX) exercises with public safety agencies, private sector stakeholders, Public Health, and Durham Public Schools

2016-17 HIGHLIGHTS

Division of Emergency Management:

- Two new positions are funded in Emergency Management. This addition of personnel aligns with the internal reorganization of the Divisions within the Fire Marshals' Office which allow for heightened accountability, communication improvements, and overall improved service delivery.
 - As well as serving as the primary backup to the Department Director, the addition of a Division Chief of Emergency Management will allow the division to focus on strengthening its infrastructure and plan more effectively for future events. This position will plan and prepare for Accreditation, establish effective Continuity of Government and Continuity of Operations plans, and coordinate the County's Disaster Recovery Program.
 - The new Senior Emergency Management Coordinator will establish an effective training and exercise program (implementing a three per year plan) and enhance collaboration and coordination for countywide planning to better prepare disaster response stakeholders

Division of Fire Suppression:

- Seven new positions are funded through the Durham County Fire and Rescue district's dedicated revenues as a means to strengthen the service provided.
 - A new Division Chief of Fire and Rescue Operations will be a traditional five-day week assignment that will provide direction and operational support to Battalion Chiefs (previously these functions were divided inefficiently over the three shift commanders). This new role will also provide administrative and budgetary support to this division (Purchasing, staff allocation, protocols, etc.).
 - The six new firefighter position will enable Station 85 (Farrington Road) to be fully staffed with two FTE firefighters and one part-time firefighter so that the apparatus will always be available to protect the residents, workers, and visitors in the southwest portion of the district. This will also greatly reduce overtime, comp time, and part time fiscal burden on the service district. Saving an estimated \$282,310

This page intentionally blank.

FIRE MARSHAL

MISSION

The primary mission of the Fire Marshal's Office is to provide for the safety and well-being of the citizens of Durham County through Fire Prevention inspections, investigations, and training; through planning, mitigation, and recovery from disasters; and through OSHA safety training and inspections in County-occupied property.

PROGRAM DESCRIPTION

The Division of Code Enforcement and Investigations is responsible for ensuring compliance with the International Fire Code adopted as the North Carolina Fire Prevention Code, enforcing the Durham County Fire Prevention Code, and conducting State public school inspections. Duties include construction inspections from initial site plan approval to the final occupancy inspection, periodic fire inspections and Hazardous Materials inspections as required by the NC State Building Code. The Division also assists private industry with Hazardous Chemicals planning and reporting, provides public fire education programs to all ages, and provides fire safety training to private and public sectors.

The Department responds to various types of fires in the County to conduct cause and origin investigations. Investigations are coordinated with local and state authorities, and federal agencies when required. Detailed investigative reports are prepared to document the findings of the investigations.

The Fire Marshal's Office works closely with County Fire Departments to provide the best possible fire and rescue services to all persons residing in, working in, or traveling through the County. The County Training Committee oversees and coordinates training programs. Assistance from the Fire Marshal's Office is provided to each County Fire Department to help with their individual ISO ratings, tax districts, annual budget preparation, response areas, first responder programs, and fire training programs.

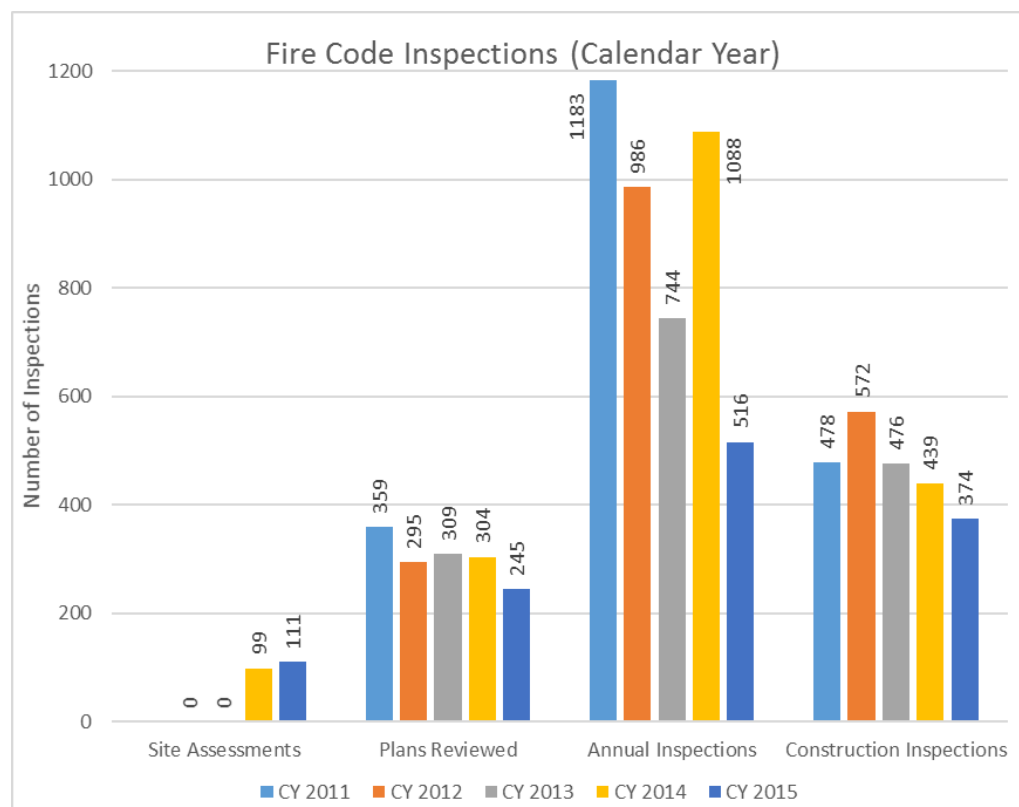
The Division of Fire Suppression is comprised of full-time firefighters and volunteers employed by the County through the Fire Marshal's Office, working at the Lebanon Volunteer Fire Department and Durham County Fire and Rescue, formerly the Bethesda and Parkwood volunteer fire departments. The Division's employees are primarily responsible for responding to all fires, medical emergencies, and rescue incidents within their respective districts.

The Division of Life Safety and Training works to develop and implement an OSHA Compliance program for the County. The Division is responsible for training, investigating workplace injuries, and conducting Fire Code and Safety inspections to ensure OSHA compliance in County-owned and operated facilities. Training is also provided to various agencies, both City and County, to ensure compliance with State and Federal requirements.

Fire Marshal

Funds Center: 4340381000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$460,788	\$507,266	\$360,126	\$593,253	\$593,253
Operating	\$287,989	\$149,622	\$127,669	\$101,592	\$82,492
Total Expenditures	\$748,777	\$656,888	\$487,795	\$694,845	\$675,745
Revenues					
Service Charges	\$139,087	\$140,000	\$92,304	\$140,000	\$140,000
Other Revenues	\$12,693	\$12,693	\$0	\$0	\$0
Total Revenues	\$151,780	\$152,693	\$92,304	\$140,000	\$140,000
Net Expenditures	\$596,997	\$504,195	\$395,491	\$554,845	\$535,745
FTEs	7.00	7.00	7.00	7.00	7.00



2016-17 PERFORMANCE MEASURES

Performance Measure: Fire Code Inspections

Why is this measure important to the overall goal or mission of the department?
How does tracking this performance measure improve or help maintain a high level of service?

The inspection of all businesses in Durham County is mandated by the North Carolina State Fire Code and the Durham County Fire Prevention and Protection Ordinance to ensure the safety and well-being of all who would work in or do business in each occupancy. Tracking these performance measures helps us ensure compliance while also identifying opportunities to provide fire and life safety

training. These opportunities will help us create a "Safe and Secure Community" (Durham County Strategic Plan: Goal 3).

What initiatives or changes to programs will the department take on in hopes to improve the overall performance of the related program or goal?

As the economy continues to improve, we expect to see additional growth that will require new construction and the renovation of existing buildings. This growth will require site and plan review processes, construction inspections, and continuing compliance inspections. These processes will give us more opportunity to provide excellent customer service, opportunities to promote fire and life safety, and ensure that Durham County is a "Safe and Secure Community" (Durham County Strategic Plan: Goal 3). The previous year's downward trend in inspection numbers has a variety of explanations. Internal staffing issues and lower construction starts in the County are some of the reasons. With increased staffing, as well as RTP beginning their community building the number of inspections in the coming years are likely to increase.

LEBANON FIRE DEPARTMENT

MISSION

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

PROGRAM DESCRIPTION

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

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

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

Funds Center: 4340382000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$559,935	\$571,599	\$568,423	\$559,116	\$559,116
Operating	\$4,996	\$25,773	\$20,449	\$13,604	\$13,604
Total Expenditures	\$564,931	\$597,372	\$588,872	\$572,720	\$572,720
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$564,931	\$597,372	\$588,872	\$572,720	\$572,720
FTEs	12.00	12.00	12.00	12.00	12.00

- A total transfer of \$683,564 was made from the Lebanon Fire District Fund to the General Fund, \$110,844 was to support benefit costs for 12 County firefighter positions and \$572,720 was to support personnel and operational costs for those 12 positions

DURHAM COUNTY FIRE AND RESCUE DEPARTMENT

MISSION

Durham County Fire & Rescue will develop and maintain a safe and secure community by providing well trained and equipped personnel that provide innovative and effective emergency response to all hazards in order to protect the health and well-being of our community.

PROGRAM DESCRIPTION

The Division of Fire Suppression is comprised of full-time and part-time firefighters employed by the county, through the Fire Marshal's Office. This division also includes volunteer firefighters.

The Durham County Fire and Rescue Department provides a full complement of emergency services to the southern portion of Durham County to include the former Bethesda and Parkwood fire districts. The service district will continue to provide services to Research Triangle Park and portions of the City of Durham. Durham County Fire & Rescue provides fire suppression, heavy rescue and confined space rescue services. Other programs include fire education and prevention in the community and schools.

Durham County Fire & Rescue's intent is to provide a diverse and highly trained cadre of firefighters that has the knowledge, skill and ability to excel in the performance of their duties. The Fire-Rescue Division will provide accurate and timely performance measures and relevant standard operating guidance to continuously improve our operations. Durham County Fire & Rescue is now operating as one single department. Residential and commercial customers from both fire districts (Bethesda and Parkwood) are receiving enhanced service as equipment and manpower are being updated to better support the needs of southern Durham County. Another benefit may be a future lowering of homeowner and commercial insurance as the fire protection rating increases due to a better equipped and positioned single department.

Service district tax revenues support expenditures for this service. There is an inter-fund transfer from this special revenue fund to the General Fund.

Funds Center: 4340388000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$1,825,847	\$2,738,418	\$2,473,996	\$2,793,745	\$2,805,096
Operating	\$189,408	\$516,476	\$386,095	\$593,178	\$593,178
Transfers	\$0	\$73,846	\$0	\$0	\$0
Total Expenditures	\$2,015,255	\$3,328,740	\$2,860,091	\$3,386,923	\$3,398,274
▼ <i>Revenues</i>					
Rental Income	\$69,000	\$0	\$0	\$0	\$0
Total Revenues	\$69,000	\$0	\$0	\$0	\$0
Net Expenditures	\$1,946,255	\$3,328,740	\$2,860,091	\$3,386,923	\$3,398,274
FTEs	0.00	0.00	46.00	53.00	53.00

- A total transfer of \$4,255,035 was made from the Durham County Fire and Rescue District Fund to the General Fund, \$489,561 to support benefit costs for 53 County positions and \$3,398,274 to support personnel and operational support costs for those 53 positions. An additional \$367,200 is reserved as this district becomes more historically established.

2016-17 HIGHLIGHTS

- After an assessment of the department following the completion of the merger of Parkwood and Bethesda districts six new firefighter positions (6 FTE) are being funded this year to ensure professional staffing of all stations
- A Division Chief of Fire and Rescue Operations (1 FTE) is funded and will work a traditional five-day a week schedule. This will provide better oversight and consistency to the shift Battalion Chiefs and administrative support for the division

EMERGENCY MANAGEMENT

MISSION

The Division of Emergency Management, jointly funded by the City of Durham and Durham County, provides leadership in prevention, preparedness, response, recovery and mitigation activities through partnerships with local, state, federal and private stakeholders in order to develop resilient government operations and enhance public safety, property conservation and protection of the environment.

PROGRAM DESCRIPTION

The Division of Emergency Management assists County and City governments, residents, businesses, and visitors with emergency planning, training, and exercises (drills). We maintain agreements for the use of emergency shelters, train personnel to operate shelters, maintaining resource databases, and develop logistical support to ensure equipment, personnel and supplies are at the right place at the right time during emergencies and disasters. Another function is to maintain the 24/7 readiness capability of the Emergency Operations Center (EOC). Division of Emergency Management coordinates and collaborates with many partners and stakeholders, including; governmental, non-governmental, private business, volunteer organizations, faith based organizations, and our residents to ensure we prevent attacks and are prepared to respond and recover from all-hazards. We use diverse types of technology to provide accurate situational awareness so that County and City staff, stakeholders, and our community leaders are able to make more informed decisions during times of crisis.

2015-16 ACCOMPLISHMENTS

- 73 County and City personnel participated in the Community Preparedness to Complex Coordinated Attack Course
- Developed Departmental Strategic Plan
- Conducted Countywide Training and Exercise Planning Workshop (TEPW)

2016-17 OBJECTIVES

- Increase staff and support mechanisms to address significant gaps in plans, training and exercises
- Implement an enhanced staff and countywide alert and notification system
- Identify and develop an alternate EOC location
- Improve coordination for on-scene incident management
- Reorganize and re-equip the Emergency Operations Center
- Develop countywide EOC training tools and technology, including Incident Command
- Develop and enhance the resource manual which will replace the outdated version
- Coordinate with County and City departments to make EOC staffing levels three (3) deep
- Develop an outward facing Situational Awareness webpage to provide important information for staff, community leaders, and the public

Emergency Management

Funds Center: 4340383000

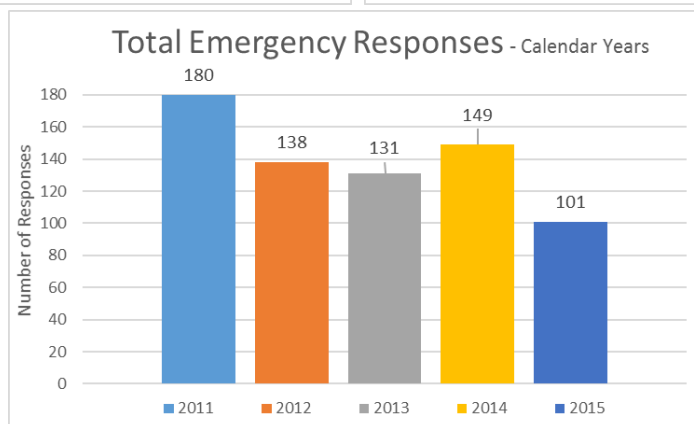
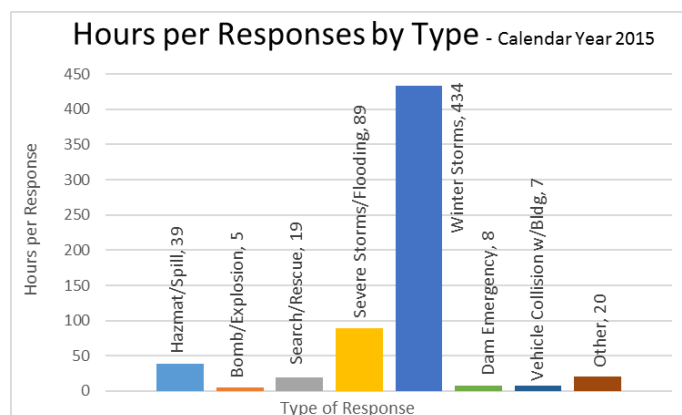
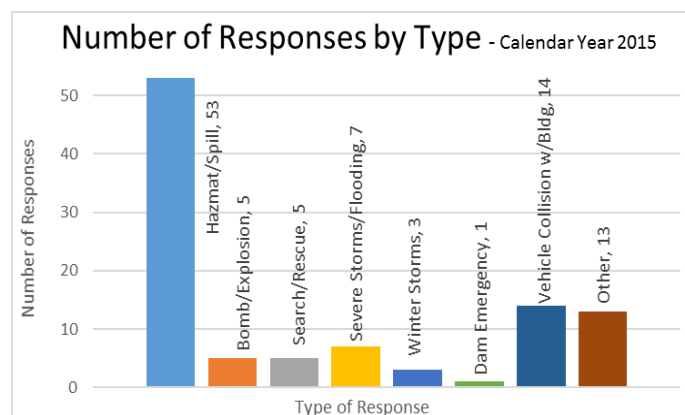
Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$211,178	\$224,772	\$114,406	\$395,685	\$393,575
Operating	\$130,514	\$155,819	\$181,286	\$205,657	\$261,074
Capital	\$17,000	\$0	\$0	\$86,000	\$86,000
Total Expenditures	\$358,692	\$380,591	\$295,691	\$687,342	\$740,649
Revenues					
Intergovernmental	\$303,528	\$208,690	\$285,690	\$285,690	\$313,613
Total Revenues	\$303,528	\$208,690	\$285,690	\$285,690	\$313,613
Net Expenditures	\$55,164	\$171,901	\$10,001	\$401,652	\$427,036
FTEs	3.00	3.00	3.00	5.00	5.00

2016-17 HIGHLIGHTS

- Hiring of new Division Chief of Emergency Management. As well as serving as the primary backup to the Department Director, the addition of a Division Chief of Emergency Management will allow the division to focus on strengthening its infrastructure and plan more effectively for future events. This position will plan and prepare for Accreditation, establish effective Continuity
- Met the requirements for the Emergency Management Performance Grant (EMPG) universal and optional activities
- Implementation of Division reorganization for more efficient and effective services to the County of Durham

2016-17 PERFORMANCE MEASURES

Performance Measure: Emergency Responses



This page intentionally blank.

MEDICAL EXAMINER

PROGRAM DESCRIPTION

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

Medical Examiner fees were changed by the state legislature, effective October 1, 2015, and are set at \$200 per examination and \$1,750 per autopsy.

Funds Center: 4360313000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$104,900	\$122,500	\$169,750	\$160,000	\$160,000
Total Expenditures	\$104,900	\$122,500	\$169,750	\$160,000	\$160,000
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$104,900	\$122,500	\$169,750	\$160,000	\$160,000

CRIMINAL JUSTICE RESOURCE CENTER

MISSION

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

PROGRAM DESCRIPTION

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

Community-Based Corrections offers several programs with varying degrees of intensity. These programs are located at 326 E Main Street in Downtown Durham and operate Monday through Thursday from 8:30 am to 8:30 pm, as well as Friday from 8:30 am to 5:00 pm. The Criminal Justice Resource Center provides various community based corrections programs for Durham County residents who are under adult correctional supervision (probation, post-release supervision or parole). Core services include, but are not limited to, cognitive behavior interventions, substance use disorder treatment, as well as employment and education assistance.

Youth Services include the Gang Reduction Strategy for the County and the City of Durham, as well as the Misdemeanor Diversion Program for 16 and 17 year olds. The program's purpose is to divert youth who committed non-violent, low level offenses for the first time from the adult criminal justice system.

The **Substance Treatment And Recidivism Reduction (STARR)** program is an intensive four week in-jail substance use disorder treatment program. STARR is administered by Criminal Justice Resource Center in conjunction with the Durham County Office of the Sheriff. Upon completion of STARR, an additional four-week program (STARR GRAD) is available. STARR also provides referral and case management services.

Court and Mental Health Services provide a number of adult and juvenile mental health services funded as part of Durham County's maintenance of effort to support behavioral health services.

Pretrial Services provide comprehensive background information for First Appearance in the Detention Center and Pretrial Release Supervision of non-violent offenders awaiting sentencing.

The **Juvenile Crime Prevention Council** collaborates with NC Department of Public Safety, Division of Juvenile Justice by engaging community leaders and organizations to reduce and prevent juvenile crime.

2015-16 ACCOMPLISHMENTS

- Celebrated the STARR Program's 25th Anniversary in October 2015
- Received two grant awards from the Governor's Crime Commission, one for the Misdemeanor Diversion Program and one for the Durham Reentry Partnership
- Hosted a Community Recovery Celebration in partnership with many Durham organizations in September with over 450 citizens attending.
- Received the Excellence in Innovation Award from NC Association of County Commissioners for the Misdemeanor Diversion Program
- Received the Recovery Month Educational Event Award from the US Substance Abuse and Mental Health Services Administration (SAMHSA) for the 2014 Recovery Month Celebration

2016-17 HIGHLIGHTS

- Over the course of FY 2016-17, CJRC will restructure their agency to place even greater emphasis on data system integrity and quality assurance of program data. This includes the reclassification of an FTE into a Data Integrity Manager that will serve as the department's point person for Managing for Results. Additionally, data collected in FY 2015-16 directly informed the need for additional resources in Jail Mental Health and Pretrial Services that the agency was able to accomplish by reallocating 2 existing FTEs from other programs
- \$536,728 less in revenue due to County funds now coming to CJRC rather than being reimbursed through Alliance

Criminal Justice Resource Center

Business Area: 4370

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$2,635,168	\$2,831,478	\$2,568,440	\$3,056,624	\$3,024,688
Operating	\$494,745	\$651,391	\$613,650	\$907,731	\$947,631
Transfers	\$0	\$29,142	\$0	\$0	\$0
Total Expenditures	\$3,129,913	\$3,512,011	\$3,182,090	\$3,964,355	\$3,972,319
Revenues					
Intergovernmental	\$746,949	\$928,080	\$770,999	\$314,976	\$231,036
Contrib. & Donations	\$1,100	\$500	\$300	\$0	\$0
Rental Income	\$8,220	\$7,920	\$7,920	\$7,920	\$7,920
Service Charges	\$160,341	\$90,000	\$98,768	\$102,389	\$102,389
Total Revenues	\$916,610	\$1,026,500	\$877,987	\$425,285	\$341,345
Net Expenditures	\$2,213,303	\$2,485,511	\$2,304,103	\$3,539,070	\$3,630,974
FTEs	41.90	42.50	42.50	45.10	44.10

Program Budgeting

As part of the County's implementation of Managing For Results (MFR), several cohorts of departments have been through special training on program budget development and related performance measurement tracking. The development of program budgets will allow for future efficiency measures to be tracked and better alignment of dollars to specific areas of purpose within each department. Above are the programs and estimated budgets for CJRC. When additional changes are made to the current financial and budget system used by the County, actual expenditures will be tracked at the program level that will allow for useful efficiency measures. Below are some of the initial (but not all) key measures being tracked by this department to support MFR.

MFR Program Budget Area	2016-2017 Department Requested	FTE Department Requested	2016-2017 Commissioner Approved	FTE Commissioner Approved
Criminal Justice System Support Services	\$208,303	2.35	\$263,083	2.35
Misdemeanor Diversion Program	\$119,432	1.50	\$119,432	1.50
Reentry Services	\$1,248,400	9.225	\$1,230,020	9.225
Substance Use Disorder Services	\$966,617	15.725	\$934,681	14.725
Mental Health Services	\$810,965	9.00	\$814,465	9.00
Pretrial Services	\$610,638	7.30	\$610,638	7.30
Total	\$3,964,355	45.1	\$3,972,319	44.1

2016-17 HIGHLIGHTS Continued

- The Program Coordinator working in the Misdemeanor Diversion Program was fully supported by the Governor's Crime Commission (GCC) funding in FY 2015-16. For FY 2016-17, GCC funding will support the position for half of the year and the County will pick up the remainder of the costs and fund in future years. The program keeps first-time, nonviolent, misdemeanor offenders ages 16-21 out of the adult criminal justice system via an incident reporting program in lieu of formal court processing or arrest
- A 0.6 FTE Pretrial Specialist will be added to allow Pretrial Services to have a presence in booking during evening and weekend hours. The staff increase will allow the program to administer risk assessments to all who are booked, excluding those with the most serious charges, resulting in more releases pending trial and a cost savings to the County
- This budget supports the creation of a court diversion program for persons with mental health challenges, as well as provide an expansion of jail and other mental health services by funding 2 Peer Support Specialists, a Mental Health Clinician, housing and other support services after discharge, and 2 additional hours per week for the Jail Psychiatrist. These efforts will build a continuum of support after release to reduce recidivism of criminal justice involved persons with mental illness. Over half of the released inmates have no family or friend to pick up their medication and/ or walk them through the re-establishment of housing and basic support services. A Peer Support Specialist insures that the released inmate is connected to housing and recommended treatment. Housing funds will alleviate the pressure to re-establish lost housing and/or gain transitional housing for those whose residence was compromised due to detention

- For FY 2016-17, all nonprofits that were supported in the nonprofit funding program in the previous fiscal year will be funded at the same previous amount and moved into the Department's budget that most closely aligns with their work. For the 2016-17 fiscal year, the following nonprofits will be managed by CJRC: Durham County Teen Court & Restitution Program (\$21,183), Durham Economic Resource Center (\$14,496), Elna B. Spaulding Conflict Resolution Center (\$17,597), InStepp (\$5,000), Partners for Youth Opportunity (\$16,000) and TROSA (\$23,124)

2016-17 PERFORMANCE MEASURES

Misdemeanor Diversion Program

Key Measures	FY 2015-16 Est.	FY 2016-17 Proj.
Number of MDP referrals	70	75
Number of MDP intakes	70	75
Number of MDP youth	75	80
Percentage of MDP youth complete program	94%	94%

Criminal Justice System Support

Key Measures	FY 2015-16 Est.	FY 2016-17 Proj.
Number of Juvenile Crime Prevention Council (JCPC) youth served	700	N/A
Percentage of Juvenile Crime Prevention Council (JCPC) youth do not have a new adjudication during program participation	93%	94%
Percentage of Gang Reduction Strategy recommendations are on target	100%	100%

Mental Health Services

Key Measures	FY 2015-16 Est.	FY 2016-17 Proj.
Percentage of target clients are connected with Alliance or a treatment provider	100%	100%
Percentage of target clients are connected with Alliance or a treatment provider within 24 business hours of release	45%	45%
Number of Severe and Persistently Mentally Ill (SPMI) inmates at admission are served	625	650
Number of Severe Mentally Ill (SMI) inmates at admission are served	500	525
Number of inmates on mental health medication at admission	725	750
Number of inmates have a mental health treatment provider at admission	800	850
Number of court-ordered evaluations	120	150
jail bed days saved yearly	30,000	33,000
\$ value of jail bed days saved yearly	\$2.97 million	\$3 million

Substance Use Disorder (SUD) Services

Key Measures	FY 2015-16 Est.	FY 2016-17 Proj.
% of clients completing Substance Use Disorder (SUD) services	61%	61%
% of scheduled Substance Use Disorder (SUD) group events attended	47%	50%
# of referrals	250	250

Reentry Services

Key Measures	FY 2015-16 Est.	FY 2016-17 Proj.
# of Reentry intakes	350	350
Attendance rate	60%	60%
# of individuals receive employment services	120	120
# of reentry clients obtain a job	90	90
% of reentry clients obtain a job	26%	26%

Pretrial Services

Key Measures	FY 2015-16 Est.	FY 2016-17 Proj.
Percentage complete program	75%	75%
Number Risk Assessments	1,600	1,800
Number of clients supervised	350	400

This page intentionally blank.

YOUTH HOME

MISSION

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

PROGRAM DESCRIPTION

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

Detention also provides the community immediate protection from young delinquents whose sometimes violent behavior would endanger the personal safety and property rights of others in the community.

Presently, the Youth Home has an annual operating budget of \$1,288,259. The Youth Home's budget has traditionally operated in a fiscally conservative manner. In addition, the Director continues to secure additional revenue from programs such as the Federal Food Program and renting bed space to other North Carolina jurisdictions in need of placement of their county juvenile offenders.

2015-16 ACCOMPLISHMENTS

- Maintained 1 Boundover (juvenile that is transferred to Superior Court and charged as an adult) at facility
- Completed County Cares Campaign
- Participated in DSS Christmas for families in need
- Memorandum of Agreement with Health Department to maintain accessible HIV/STD counseling and testing through education and prevention programs offered at Youth Home
- Awarded National School Lunch Program (NSLP) Equipment Assistance Grant
- Memorandum of Agreement Collaborative Project with Shift NC All together Now to strengthen and link young people to quality care funded by the Center for Disease Control and Prevention

Day Bed Monthly Average	
FY 2015-16	290
FY 2014-15	247
FY 2013-14	310

Number of Juveniles Served	
FY 2015-16	281
FY 2014-15	263
FY 2013-14	381

2016-17 HIGHLIGHTS

- Funds are included to replace the locking system that controls access to juveniles' rooms because it is starting to malfunction. The current locking system no longer has replacement parts available for purchase. A new locking system will ensure client safety

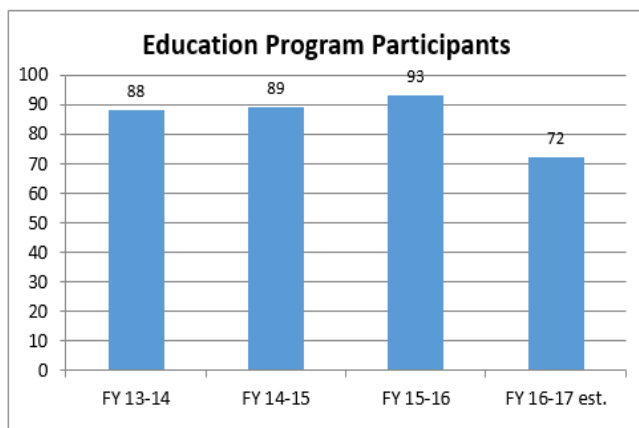
Youth Home

Funds Center: 4400340000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$972,690	\$1,012,914	\$908,979	\$1,044,132	\$1,044,132
Operating	\$77,815	\$127,331	\$134,067	\$244,127	\$244,127
Transfers	\$0	\$25,000	\$0	\$0	\$0
Total Expenditures	\$1,050,505	\$1,165,245	\$1,043,046	\$1,288,259	\$1,288,259
Revenues					
Intergovernmental	\$10,669	\$18,000	\$18,750	\$15,000	\$15,000
Service Charges	\$470,554	\$425,000	\$425,000	\$425,000	\$475,000
Other Revenues	\$0	\$0	\$50	\$0	\$0
Total Revenues	\$481,223	\$443,000	\$443,800	\$440,000	\$490,000
Net Expenditures	\$569,282	\$722,245	\$599,246	\$848,259	\$798,259
FTEs	21.12	21.12	21.12	21.12	21.12

2016-17 PERFORMANCE MEASURES

Performance Measure: Voluntary Participation in DPS Provided Education Programming



Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

One of the primary objectives is to provide an environment that fosters good physical and emotional care and positive services to detained juveniles. All juveniles detained are afforded the opportunity to continue his/her education. This data is important to maintain a seamless transition between detention and the juvenile's home school to foster academic achievement for disconnected youth at risk of not succeeding in school.

What initiatives or changes to programs in will the department take on next year in hopes to improve the overall performance of the related program or goal?

Currently we are not making changes in overall program but will continue to foster an environment of positive service delivery.

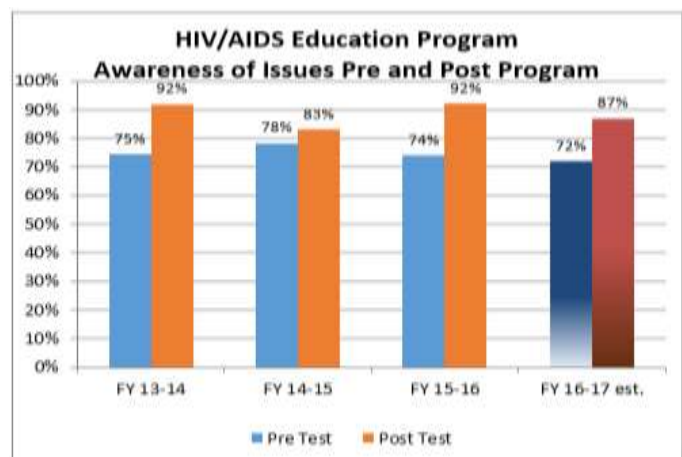
Performance Measure: HIV/AIDS Education Program Results

Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

The objective is to provide an environment that fosters good physical and emotional care and positives services. We have an MOA with Public Health to maintain accessible HIV/STD counseling and prevention. Tracking this improves our service by offering education and testing measuring the effectiveness of the program and improving the health of juveniles and the community. It is hoped that we will decrease the spread of disease and improve the health disparities within the community and reduce barriers to access education, testing, risk reduction counseling and improvements to quality of life.

What initiatives or changes to programs will the department take on in hopes to improve the overall performance of the related program or goal?

To further collaborate with community stakeholders to reduce the spread of HIV and STD's among at risk youth.



EMERGENCY MEDICAL SERVICES

MISSION

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

PROGRAM DESCRIPTION

The Department of Emergency Medical Services (EMS) serves the entire population of Durham County estimated to be approximately 300,952 currently and a service area of 299 square miles. The department is divided in four divisions – Operations, Clinical Affairs, Finance and Administration, and Support Services.

911 ambulance service is provided from six core locations located within the city limits and three locations in unincorporated areas. EMS stations are located at:

- EMS Station #1: 402 Stadium Drive (on the Durham Regional Hospital campus)
- EMS Station #2: 615 Old Fayetteville Street
- EMS Station #3: 2400 Pratt Street, Duke Parking Garage III (no longer useable due to inadequate clearance)
- EMS Station #4: 2725 Holloway Street
- EMS Station #5: 2212 Chapel Hill Road (City of Durham Fire Station #5)
- EMS Station #6: 226 Milton Road

During 2012-2013, Durham County assumed EMS operations from three volunteer fire departments. Durham County EMS ambulances now operate from the following locations:

- EMS Station #10: Bahama Volunteer Fire Department, 1814 Bahama Road
- EMS Station #11: Redwood Volunteer Fire Department, 4901 Cheek Road
- EMS Station #12: Durham County Fire Rescue (formerly Bethesda VFD), 1724 South Miami Boulevard

On April 15, 2014, Durham County EMS assumed responsibility for EMS delivery in the area formerly served by the Parkwood Volunteer Fire Department. Durham County EMS ambulances now operate from the following locations:

- EMS Station #13: Parkwood Volunteer Fire Department Station #1, 1409 Seaton Road
- EMS Station #14: Parkwood Volunteer Fire Department Station #2, 4200 Farrington Road
- EMS Station #15: Parkwood Volunteer Fire Department Station #3, 4716 Old Page Road

In addition to daily 911 paramedic ambulance operations, Durham County EMS is responsible for a variety of programs and services in the County:

- Enforcing the Durham County Ambulance Franchise Ordinance, providing medical direction and oversight to the franchised non-emergency ambulance providers in the County.
- Providing emergency medical support for special events in the county (collegiate athletic events, marathons, festivals, etc.) that numbered 107 events in 2013-14, generating \$185,460 in additional revenue. In FY2015-16, 190 events were served, generating \$166,239 in additional revenue
- Providing continuing professional education for nearly 200 credentialed EMS personnel employed by the county, under the auspices of our North Carolina Office of Emergency Medical Services – approved advanced life support EMS teaching institution. Providing direction and oversight to continuing professional education of EMS first responders (primarily firefighters and police officers) and to EMTs and paramedics employed by other EMS agencies.

Emergency Medical Services

Funds Center: 4410310000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$9,081,080	\$9,893,188	\$8,700,783	\$13,642,676	\$10,084,500
Operating	\$3,109,294	\$3,838,466	\$3,900,806	\$6,427,941	\$4,460,004
Capital	\$814,656	\$0	\$187,862	\$0	\$0
Total Expenditures	\$13,005,030	\$13,731,654	\$12,789,451	\$20,070,617	\$14,544,504
Revenues					
Intergovernmental	\$2,379,310	\$2,417,855	\$2,417,855	\$2,413,019	\$2,413,019
Service Charges	\$7,581,696	\$8,724,035	\$7,804,589	\$9,024,035	\$9,024,035
Other Revenues	\$25,004	\$0	\$0	\$0	\$0
Total Revenues	\$9,986,010	\$11,141,890	\$10,222,444	\$11,437,054	\$11,437,054
Net Expenditures	\$3,019,020	\$2,589,764	\$2,567,007	\$8,633,563	\$3,107,450
FTEs	165.00	172.00	172.00	250.00	177.00

- Participating in and providing support to the Durham County Safe Kids Coalition and other community injury prevention programs. Durham County EMS is a state certified child safety seat installation program, offering three sites for installation of car seats for infants and small children - Durham County Fire-Rescue (Bethesda) Station 1, Parkwood VFD Station 1, and Durham County EMS Station 6. Durham County EMS has been able to offer more car seat checks and installations at EMS Station 6 by utilizing volunteers within the community who are certified car seat installers. We participate in many community health fairs, and provide educational presentations to community groups including senior citizens and school groups. EMS employees provide a great deal of community CPR training, including training all new Durham County employees in hands-only CPR during new employee orientation.
- Provides specialist medical support to the Durham Police Department Selective Enforcement Team, the Durham County Sheriff's Office Special Response Team, and the Durham County Sheriff's Office Dive Rescue-Recovery Team, using specially selected and trained Tactical Emergency Medical Support (TEMS) Team. There were 135 of these "deployments" in 2015.

2015-16 ACCOMPLISHMENTS

- Successfully resuscitated 15 individuals found in cardiac arrest, who were transported to hospitals, and discharged from the hospital to their families. This success is truly a team effort, involving EMS paramedics, first responder firefighters and law enforcement officers, as well as CPR-trained citizens and receiving hospital staff.
- Cared for 798 victims of serious traumatic injury, requiring care by Duke University Medical Center's Level I trauma center team.
- Identified 70 patients suffering from acute myocardial infarction (STEMI), or "heart attack in progress," allowing those patients to be transported directly to the cardiac catheterization lab for immediate opening of blocked vessels.
- Cared for 139 patients with a primary impression of "acute stroke," again allowing for early hospital intervention.
- Relieved the pain of 5,286 patients with early administration of pain-control medications (prior to arrival at a hospital).

2016-17 HIGHLIGHTS

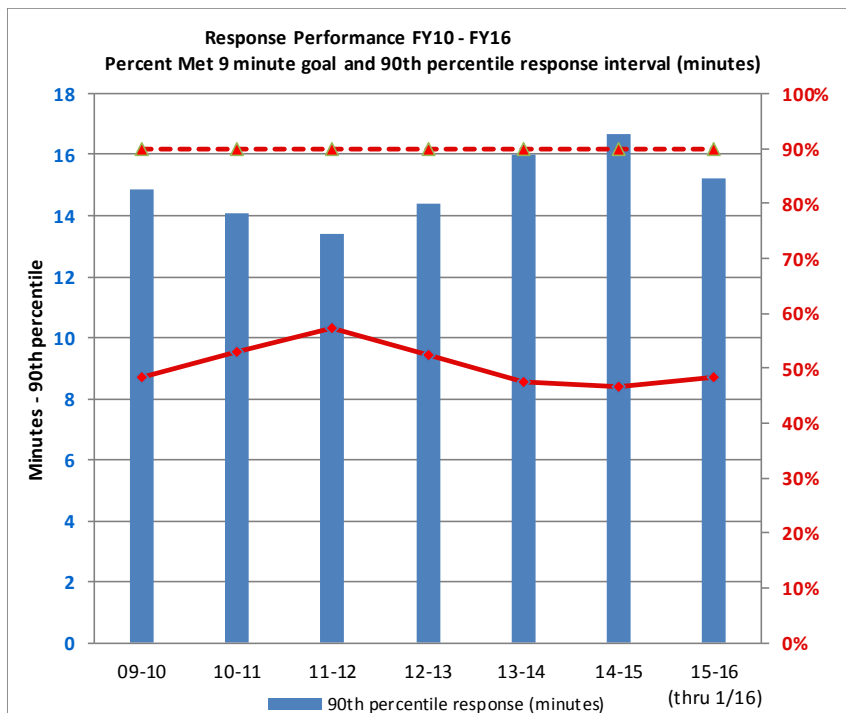
- Five (5) positions are funded to address peak response time hours. In addition, the County will allow EMS to "over-hire" seven positions which will help address the gap that occurs when new hires go through the training period.
- Human Resources will address recruiting issues, salary competitiveness and high turnover rates. Funding has been set aside in the non-departmental budget to address salary issues.
- Funding has been set aside in the vehicle and equipment budget for 7 replacements and 3 new vehicles and vehicle equipment and 7 new cardiac monitors.

2016-17 OBJECTIVES

- Continue to monitor operational, clinical, financial, and customer satisfaction performance measures. Make adjustments in practices and indicated. Participate fully in the “Managing for Results” process.
- Continue efforts to improve accessibility to paramedic education in Durham County and for Durham County residents. Utilize new resources to develop programs to foster this effort.
- Implement the “EMS Peer Review Committee” as authorized by the Board of County Commissioners in March 2016.
- Continue efforts to develop and enhance the leadership capabilities of first-line EMS supervisors and middle managers.
- Monitor improvements in vehicle repair and maintenance processes after implementation of EMS Fleet Service Center.

2016-17 PERFORMANCE MEASURES

Performance Measure: EMS Response Performance



Why is the measure you are presenting important to the overall goal or mission of your department? How does tracking this performance measurement improve or help maintain a high level of service?

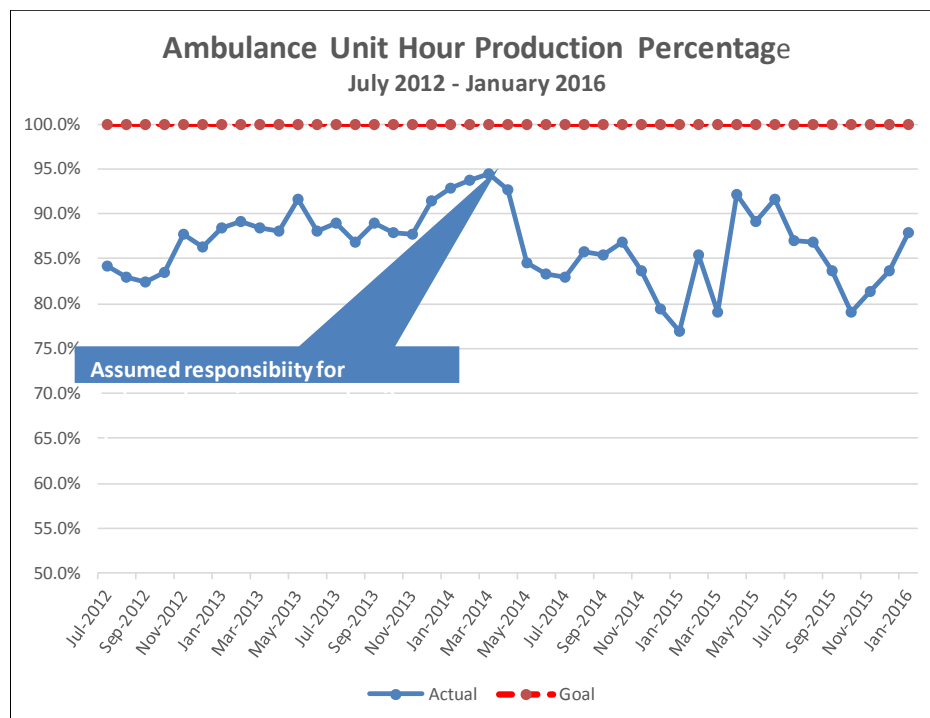
Response performance is one measure of the performance of an EMS system. While there are no formal “standards” for EMS system response performance, EMS agencies and their governing jurisdictions make policy decisions about the level of service desired in their communities. The most common adopted standard, in communities with varying levels of fire first response performance, is that an ambulance will arrive at an emergency call in 8 minutes, 59 seconds or less, 90% if of the time. Durham County EMS has publicly adopted that standard, but has not had the resources necessary to achieve it for many years. Rapid EMS response is associated with improved clinical care for certain categories of patients, and is an

important factor in citizen satisfaction with the emergency medical services that they receive – citizens expect an ambulance to arrive quickly when they call 911.

What initiatives or changes to programs will your department take on in hopes to improve the overall performance of the related program or goal?

EMS response performance is influenced by many factors, including traffic conditions, the quality of the road network, and others. The single largest determinant for response performance is the placement of an adequate number of ambulances throughout the county. Historically, Durham County has not increased ambulance numbers, ambulance staffing, or improved ambulance deployment, despite growing population and growing demand for ambulance services. EMS implemented the Mobile Area Routing and Vehicle Information System (MARVLIS), a computer-based employment management and in-vehicle navigation tool.

Performance Measure: Ambulance Unit Hour Production Percentage



Why is the measure you are presenting important to the overall goal or mission of your department? How does tracking this performance measurement improve or help maintain a high level of service?

The “unit of production” of an emergency ambulance service is the “unit hour,” which means that an ambulance is fully staffed and ready to respond for one hour. A 24-hour ambulance is supposed to produce 24 unit-hours per day, etc. “Perfect production” means that an organization produces 100% of the unit-hours for which it is scheduled. To meet the standard, there needs to be sufficient authorized FTE to staff each ambulance reliably, allowing for vacation, sick leave, training time, workers compensation injuries, and

other items that take individuals away from productive work. Durham County historically authorized 8.0 FTE per ambulance, which does not allow for any hours away from work for any cause. This issue was studied in September 2013. And findings substantiated that additional FTEs were required in order to produce the necessary ambulance unit hours. Twenty-three (23) additional FTE were requested for FY 2014-15. Fifteen (15) additional FTE were authorized beginning on January 1, 2015. Those employees have been hired and are currently undergoing training prior to being assigned to the field. The additional 8 FTEs were funded in FY2015-2016.

What initiatives or changes to programs will your department take on in hopes to improve the overall performance of the related program or goal?

In order to address these needs, the EMS Department has made as its highest priority request for sufficient FTE to fully staff our authorized number of ambulances. This request includes the budgeting of sufficient hours for staff training and other required “off ambulance” activity (sick leave, vacation, etc.); and for an additional 2.35 FTE per 24 hour ambulance or supervisor vehicle to keep the system operating at capacity when people are off of work for predictable reasons. In addition, we have established this as a monthly performance measure for monitoring and intervention.

PUBLIC SAFETY NONPROFIT AGENCIES

MISSION

The mission of Durham County government is to enhance the quality of life for its citizens by providing education, safety and security, health and human services, economic development, and cultural and recreational resources.

PROGRAM DESCRIPTION

Durham County is committed to providing financial assistance to those nonprofit agencies which assist it in carrying out its mission. Included in this cost center are nonprofit agencies and other nongovernmental agencies whose work complements the efforts of the county's public safety agencies and whose mission is the public welfare of the residents of Durham County.

For FY 2016-17, all nonprofits that were supported in the nonprofit funding program in the previous fiscal year will be funded at the same previous year amount and moved into a department's budget that most closely aligns with their work. For the 2016-17 fiscal year those nonprofits will be managed by one of the following departments: Cooperative Extension, Criminal Justice Resource center, Department of Social Services, Engineering, Library and Public Health. Information about which nonprofits are funded and funding amounts can be found on the aforementioned departments' budget pages.

Business Area: 4490

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$58,096	\$58,095	\$58,095	\$0	\$0
Total Expenditures	\$58,096	\$58,095	\$58,095	\$0	\$0
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$58,096	\$58,095	\$58,095	\$0	\$0

RALEIGH-DURHAM AIRPORT AUTHORITY

PROGRAM DESCRIPTION

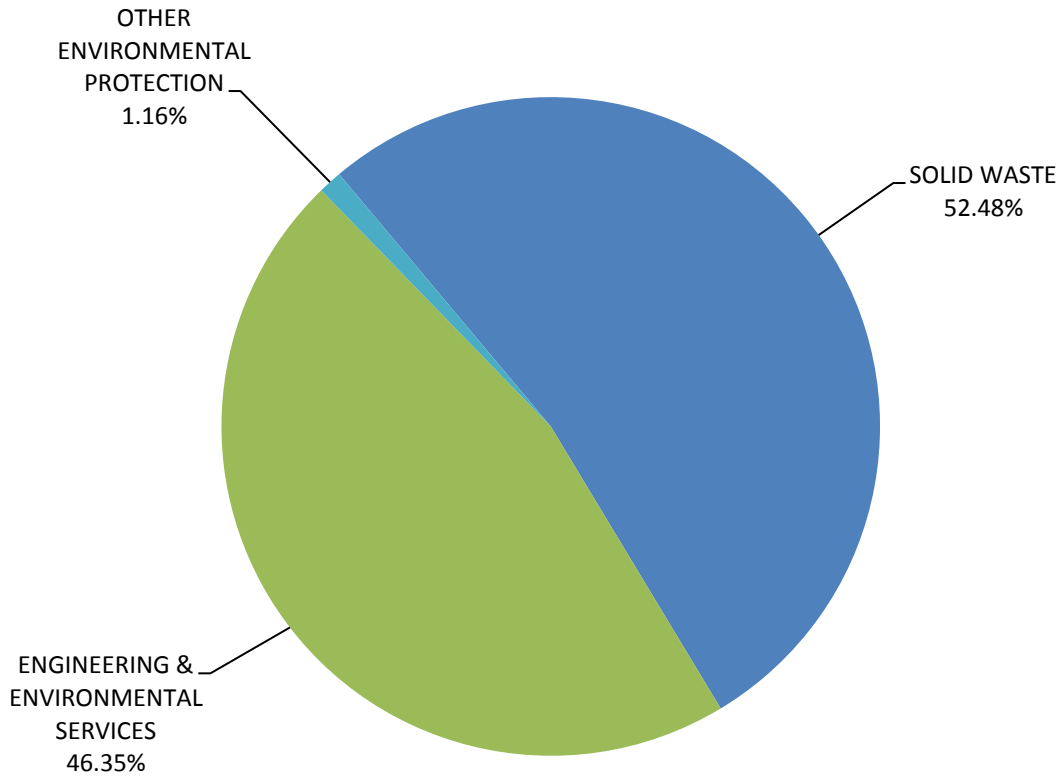
This fund center includes the County's share of funding for the Raleigh-Durham Airport Authority. The Raleigh-Durham Airport Authority is governed by a board appointed to plan and conduct the operations of the Raleigh-Durham International Airport. The eight-member governing body is jointly appointed by the City of Durham, the City of Raleigh, Durham County, and Wake County, with each member government appointing two members to the Airport Authority Board. Durham County and the other participating governments each appropriate \$12,500 annually to cover administration expenses incurred by the Airport Authority.

Funds Center: 4590271300

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Total Expenditures	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500

This page intentionally blank.

Environmental Protection Approved Budget



Business area	2014-2015 Actual Expenditures	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
SOLID WASTE	\$ 1,914,584	\$ 2,165,861	\$ 1,906,800	\$ 2,334,278	\$ 2,263,072
ENGINEERING & ENVIRONMENTAL SERVICES	\$ 2,044,995	\$ 1,680,472	\$ 1,909,197	\$ 2,102,512	\$ 1,998,866
OTHER ENVIRONMENTAL PROTECTION	\$ 27,790	\$ 40,417	\$ 40,417	\$ 50,193	\$ 50,193
Overall Result	\$ 3,987,369	\$ 3,886,750	\$ 3,856,414	\$ 4,486,983	\$ 4,312,131

GENERAL SERVICES - SOLID WASTE

MISSION

The mission of the General Services' Solid Waste Management Division is to provide safe, efficient and effective waste collection, disposal, litter control and waste reduction outreach and educational services to the citizens of Durham County that protect and maintain the natural environment while supporting Goal 4 – Environmental Stewardship of the County's Strategic Plan.

PROGRAM DESCRIPTION

The County's Solid Waste Management Program is administered by the Department of General Services' Solid Waste Management Division whose office is located at 4527 Hillsborough Road. The program consists of the maintenance and operation of the County's four residential solid waste and recycling convenience sites (Bahama, Redwood, Parkwood and Rougemont), roadside recycling collection services, litter control clean up and investigation program, maintenance and monitoring of the closed landfills formerly operated by the County, and the enforcement of the Solid Waste and Junked and Abandoned Vehicles ordinances. Additional services provided by the Division include County Government building recycling collection. Staff consists of a total of 15 FTEs.

2015-16 ACCOMPLISHMENTS

- Collected total amounts (at the County's four solid waste and recycling convenience sites):
 - o 5,423 tons of municipal solid waste
 - o 482 tons of yard waste
 - o 309 tons of appliances
- Collected total amounts:
 - o 3,173 tons of recyclable materials
 - o 1,351 tons from the convenience sites
 - o 1,822 tons from the roadside recycling program
- Collected 13 tons of recyclable paper (office papers, magazines, newsprint and chipboard) from Durham County Government office building and facilities
- Collected 5 tons of litter and debris and 58 tires from illegal dumps alongside Durham County roadways and properties
- Maintained Facebook and Twitter accounts in order to interact with customers and maintain a social media presence. As of January 2016, there are 583 followers on Twitter and 182 likes on Facebook
- 663 hours of Community Service
- Conducted 10 community presentations about recycling and waste reduction
- Implemented amendments to the Solid Waste Ordinance to allow for better enforcement and abatement capabilities of nuisance properties and illegal dumpsites
- Received a State of North Carolina Waste Management White Goods Grant to assist with the purchase of a new Brush Hawg Grapple Loader which will aid proper management and disposal of White Goods collected at the convenience sites
- Partnered with the City of Durham's Solid Waste Management Department and the Durham County Stadium Manager in hosting two e-waste and shredding events at the Durham County Memorial Stadium
- Continued to support the community cleanup efforts of Keep Durham Beautiful and its volunteers during its annual Fall Litter Sweep and Spring Clean events
- Two personnel were approved by the Board to be moved from Solid Waste to the new Warehouse Funds Center mid-year of FY2015-16 to better staff that division

General Services - Solid Waste

Funds Center: 4190430000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$713,293	\$737,907	\$664,840	\$708,858	\$708,858
Operating	\$1,201,291	\$1,427,954	\$1,241,960	\$1,625,420	\$1,554,214
Total Expenditures	\$1,914,584	\$2,165,861	\$1,906,800	\$2,334,278	\$2,263,072
▼ <i>Revenues</i>					
Taxes	\$42,378	\$0	\$43,040	\$39,000	\$39,000
Intergovernmental	\$0	\$0	\$0	\$9,625	\$9,625
Service Charges	\$2,032,338	\$1,950,894	\$2,016,503	\$2,353,844	\$2,214,447
Total Revenues	\$2,074,716	\$1,950,894	\$2,059,543	\$2,402,469	\$2,263,072
Net Expenditures	(\$160,132)	\$214,967	(\$152,743)	(\$68,191)	\$0
FTEs	17.00	17.00	15.00	17.00	17.00

2016-17 HIGHLIGHTS

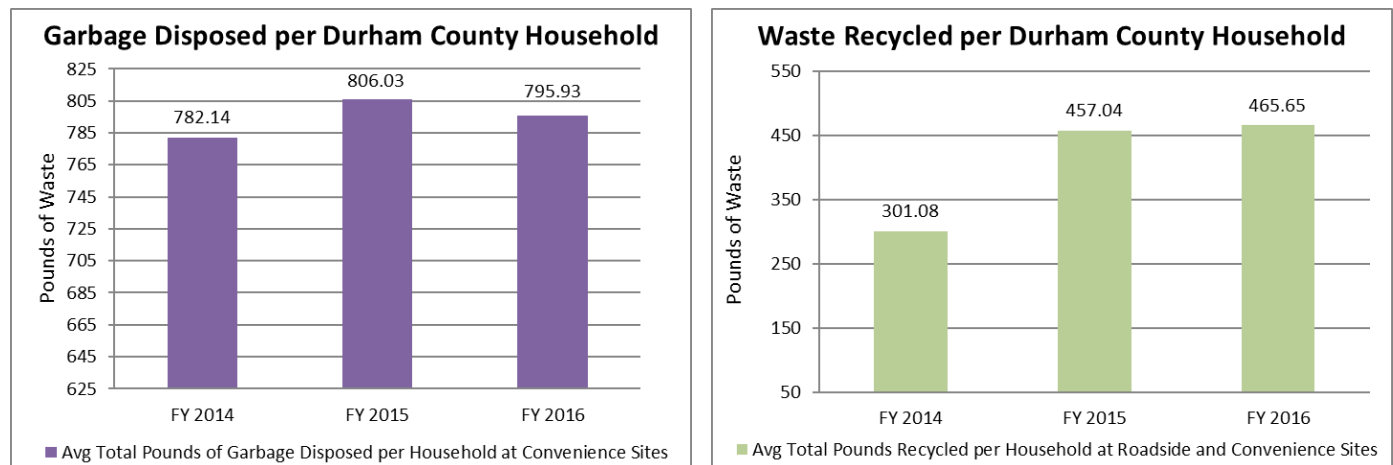
- Addition of 2 new FTEs, the primary purpose of whom will be to assist the Litter Control Investigator with investigating littered properties, abandoned and junked vehicles, illegal dumpsites, citing violators of the Solid Waste Ordinance, and servicing and managing the new White Goods program at the County's four convenience sites.
- Due to nationwide changes in recycling environment it now will cost the County to process recyclable goods. This eliminates revenues that previously offset some of these costs
 - Through an inter-local agreement Durham County will compensate the City of Durham a fixed rate of \$18.13 per ton to process and haul the County's recyclables
- The solid waste sticker fee is being increased to more fully account for the expenditure increases noted above

2016-17 WORK OBJECTIVES

- Complete the final transition of the roadside recycling collection program to 95-gallon roll carts from 18-gallon recycling bins.
 - Over the first six months of FY2016-17 – 4,145 leased 96 gallon roll carts will be distributed.
- Begin enforcement of new amendments to the Durham County Solid Waste Ordinance.
- Increase response times to clean up illegal dump sites with the use of Grapple Loader and two new FTEs.
- Obtain grant from North Carolina Department of Environmental Quality to begin accepting mercury containing products (such as fluorescent tubes) at all four convenience sites.
- Keep Durham Beautiful inter-local agreement with the City of Durham for a total County share of \$16,000
- Continue to seek additional revenue-generating markets and outlets for recyclable and obsolete materials generated by Durham County government

2016-17 PERFORMANCE MEASURE

Performance Measure: Garbage Disposal and Waste Recycling



Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

The Division strives to align programs and initiatives with the County's Strategic Plan. This includes increasing the tons of residential waste diverted for recycling. The two measures presented here are the garbage disposed of at our convenience sites compared to the amount of recyclables collected at the convenience sites and through the Roadside Recycling program. To reach this goal, we must see a decrease in the tons of garbage disposed of and an increase in the tons of recyclables collected. Since 2013, the recycling rate per household increased from 33% to 44%. This represents a percentage change of 33%. Continuing to track these measurements will help us maintain our current high level of service as the recycling rate should continue to increase as we implement new programs and initiatives.

What initiatives or changes to programs will the department take on in hopes of improving the overall performance of the related program or goal?

The Division received budget approval to finalize the transition from 18 gallon bins to 95 gallon roll carts for approximately 4,100 households.

FOREST PROTECTION

PROGRAM DESCRIPTION

Durham County provides financial support for state-administered forest protection services under contract with the North Carolina Department of Agriculture and Consumer Services of N.C. Forest Service which maintains field offices in all counties of the state. The County pays 40% of the cost of operations and the state pays 60%. One assistant ranger is assigned full time to Durham County and is stationed at the Cooperative Extension Building, 721 Foster Street. A second ranger is assigned equal time to Durham and Orange Counties as a supervisor over both regions. A Forest Fire Equipment Operator (shared with and stationed in Wake County), a Service Forester, Water Quality Forester, Forest Fire Equipment Operator, and various other District and administrative staff provide support as necessary in Durham County.

Serving all county residents, the Forest Protection Program provides services including, but not limited to forest fire suppression and prevention, forest management, financial assistance, urban and community forestry planning, and insect and disease protection. In addition, the program publicizes the importance of prevention and protection measures through ongoing information and educational programs. Approximately 100,000 acres of forest exist in Durham County.

Funds Center: 4790382000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$27,790	\$40,417	\$40,417	\$50,193	\$50,193
Total Expenditures	\$27,790	\$40,417	\$40,417	\$50,193	\$50,193
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$27,790	\$40,417	\$40,417	\$50,193	\$50,193

COUNTY ENGINEERING & ENVIRONMENTAL SERVICES

MISSION

The mission of the Durham County Engineering and Environmental Services Department is to protect regional water quality through the administration of the sewer use, stormwater and erosion control ordinances, to improve County facilities through the management of capital projects, and to preserve natural and scenic lands, farms, and forests.

PROGRAM DESCRIPTION

The Engineering and Environmental Services Department includes the Stormwater and Erosion Control, Sustainability, Project Management, Open Space/Real Estate Management, and Utility divisions. The Sustainability division is funded by both Durham County and the City of Durham based on an inter-local agreement between the two governments. Budget information for the Utility Division can be found under the Enterprise Fund tab in the recommended budget document.

2015-16 ACCOMPLISHMENTS

Stormwater and Erosion Control

- Submitted to the North Carolina Department of Environmental Quality (NCDEQ) Falls Lake Summary of New Development Activity that complies with the Falls Lake Nutrient Management Strategy Rules.
- Submitted to NCDEQ the Jordan Lake Stage 1 annual report that complies with the Jordan Lake Stage 1 Existing Development Nutrient Reduction Rules. This complied with the Jordan Lake Existing Development Rule.
- Submitted to NCDEQ the Annual Neuse report that complies with the Neuse Nutrient Strategy Rules.
- In FY2014-15, S&E total revenues collected exceeded the approved budget by approximately 172% and for FY2015-16 it is estimated that total revenues should exceed the current approved budget by approximately 192%.
- In December 2015, Stormwater Manager Ryan Eaves was named to the NCDEMLR Stormwater Control Measure Crediting Team.

Sustainability

- Worked with City and County General Services departments to launch the Duke Energy Smart Energy in Offices program. The program is designed to engage City and County employees and building managers in saving energy in our buildings.
- Migrated all previous greenhouse gas inventory data going back to 2007 to a new, cloud-based platform that will allow for better analysis and more timely updates. This year we also reported to the Climate Disclosure Project, which is an internationally recognized best-practice for greenhouse gas reporting.
- Convened a multi-stakeholder group called Trees Across Durham (TAD), dedicated to making Durham a healthier and greener community now and in the future through the planting and protection of trees, the education of tree care-takers and the general public about how to maintain healthy trees, and the measurement and communication of the benefits trees provide to our environment and community. TAD planted 1,000 trees, including more than 150 at DPS high schools and elementary schools. TAD partners implemented a cankerworm control strategy that included workshops, creating a new tree banding phone app, and providing tree banding kits for check out at the Main Library. Kit check outs increased by more than 150% from last year. TAD also held workshops on other tree-related topics.
- Managed the second year of Measurement and Verification for Performance Contracting for the County. So far, savings have exceeded the guaranteed amount. We are avoiding more than \$340,000 per year in energy and water costs in seven buildings. We are conserving more than 3.5 million kwh of electricity, more than 130,000 therms of natural gas, and more than 5 million gallons of water each year due to the retrofits completed through this project. That is equivalent to about 10,000 metric tons of greenhouse gases avoided.
- Implemented the City and County Electric Vehicle and Charging Station Plan, including publicizing the availability of stations, replacing a broken station, evaluating use of all our stations, creating a marketing survey to assess demand for additional stations, and applying for funding for more stations.
- Participated in state-wide and regional sustainability efforts including and working with other local governments to develop an on-line tool for encouraging businesses to reduce their environmental footprint.
- Participated in the City Strategic Planning process through Goal 3, including attending meetings and providing data.
- Grew our Facebook audience by more than 43% (as of February 26) and now have more than 1,478 followers.

County Engineering & Environmental Services

Business Area: 4730

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$1,178,725	\$1,337,502	\$1,266,447	\$1,630,989	\$1,503,898
Operating	\$266,580	\$342,970	\$602,130	\$471,523	\$494,968
Capital	\$599,690	\$0	\$40,620	\$0	\$0
Total Expenditures	\$2,044,995	\$1,680,472	\$1,909,197	\$2,102,512	\$1,998,866
Revenues					
Licenses & Permits	\$597,153	\$459,000	\$683,341	\$709,250	\$834,250
Intergovernmental	\$193,512	\$88,016	\$88,016	\$92,999	\$92,999
Rental Income	\$0	\$0	\$1	\$0	\$0
Service Charges	\$2,336	\$0	\$1,139	\$0	\$0
Sewer Connect. Fees	\$1,680	\$1,000	\$1,210	\$2,100	\$2,100
Other Revenues	\$125	\$0	\$295	\$0	\$0
Total Revenues	\$794,806	\$548,016	\$774,002	\$804,349	\$929,349
Net Expenditures	\$1,250,189	\$1,132,456	\$1,135,195	\$1,298,163	\$1,069,517
FTEs	16.00	16.00	16.00	19.00	17.00

2015-16 ACCOMPLISHMENTS CONTINUED

Project Management

- Awarded/Ongoing contracts:
 - Durham County Main Library Renovations – Design
 - Durham County Judicial Building Renovation - Design
 - Durham County Judicial Building Renovation – C, M @R Pre-construction Services
 - Lincoln Community Health Center Phase II Renovation - Design
 - Durham County Justice Center Digital Docket Installation - Design
- Completed contracts:
 - Durham County Space Needs Analysis and Facility Master Plan – Update
 - Durham County Judicial Building Renovation - Programming
 - Urban Ministries Shelter for H.O.P.E Fire Sprinkler Upgrades - Construction
 - Durham County Human Services Central Intake/Sputum Room Renovations – Construction Criminal Justice
 - Resource Center Multipurpose Room Renovation – Construction
 - Criminal Justice Resource Center Water Intrusion Repairs - Construction
 - Durham County EMS Long Range Space Planning and Analysis
 - Durham County Storage Facility Generator Addition – Construction
 - Criminal Justice Resource Center Multipurpose Room Renovation – Construction
 - Criminal Justice Resource Center Water Intrusion Repairs - Construction
- Project Progress Reporting: Presented updates of Bond and CIP Projects to the County Manager’s Office; Completed quarterly updates of the Capital Improvement Projects for the BOCC in accordance with the County Manager’s workplan and completed monthly project activity reports for the Department. The implementations of LEED certification in renovation projects are continuing.

Open Space/Real Estate

- During FY 2015-16, the Division finalized the Southview City-County Park Interlocal Agreement with the City of Durham, and will acquire 104 acres from the City as part of the 134 acre Southview City-County partnership. The future park is located in eastern Durham County and backs up to lands owned as part of Falls Lake. The City will retain the central 30

acres that will be developed as a park in the future. This is the County's second implementation measure for the Eastern Durham open space plan.

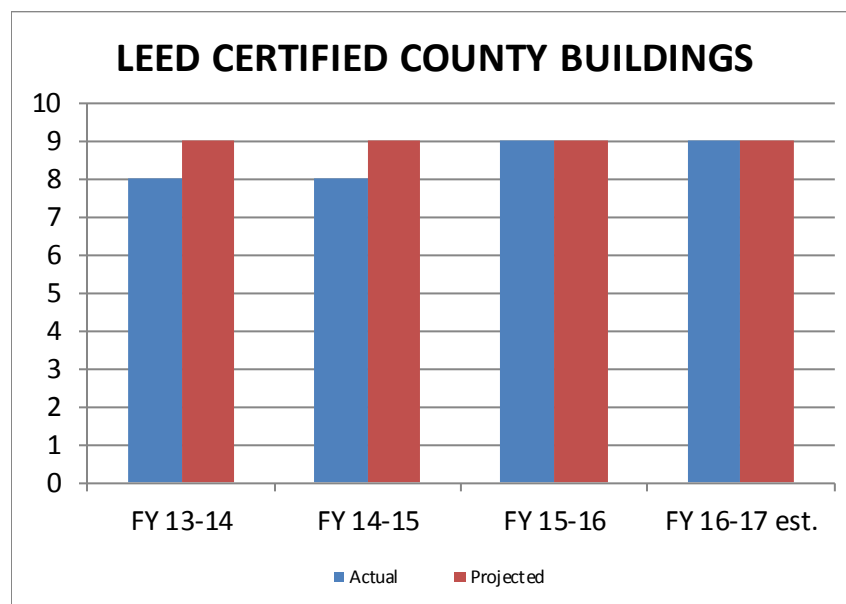
- During March 2016, the County is anticipated to close on a farmland conservation easement for the 52 acre George Tilley farm located on 15-501 north. The easement was financed with the assistance for federal Farm and Ranchlands Protection Program grants that paid for 50% of the easement's appraised value (\$103,350 out of the \$206,700 purchase price).
- With these acquisitions the County's protected open space acreage will have increased to 3430 acres, of which 1,280 acres are owned in fee-simple by Durham County and an additional 2,150 acres are protected with permanent conservation easements. The Division has an additional five farms totaling 237 acres of conservation easements for which the County has signed options, where staff are pursuing grants funds to assist with the easement costs.
- During the fall of 2015, the Division oversaw construction of four new bridges for the Hollow Rock Nature Park, a joint park with Orange County. The development of the park was financially assisted by a State of North Carolina Recreational Trails Grant, which paid for 75% of the initial site development of bridges and new parking lot located within the Orange County portion of the park. A park opening celebration is planned for May 2016.
- OSRE staff provided assistance on a new lease for ambulance repair at 122 Stone Park Court, and negotiated a much lower lease rate than initially requested.
- OSRE staff provided staff analysis for the Subway lease renewal at 200 East Main St, renewal of the Alliance lease at 304 Crutchfield, the General Services Convenience Center land lease renewal on Quail Roost Road in Bahama, new leases for the Forestry Service in the Cooperative Extension building.

2016-17 HIGHLIGHTS

- 1 new FTE Inspections Supervisor position added to oversee the day to day operations of the Erosion Control Program including managing two Stormwater and Erosion Control Technicians.
- For FY 2016-17, all nonprofits that were supported in the nonprofit funding program in the previous fiscal year will be funded at the same previous amount and moved into the Department's budget that most closely aligns with their work. For the 2016-17 fiscal year, the following nonprofits will be managed by Engineering: Eno River Association (\$6,655), Piedmont Wildlife Center (\$8,190), Southeastern Efforts Developing Sustainable Spaces [SEEDS] (\$3,600), The Scrap Exchange (\$5,000)

2016-17 PERFORMANCE MEASURES

Performance Measure: LEED Certified Buildings



Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

The Project Management Division of the County Engineering and Environmental Services Department is responsible for providing the technical expertise necessary to manage the planning, design and construction of Capital Improvement Projects related to County owned buildings. In accordance with the Durham County High Performance Building Policy adopted by the Board of County Commissioners on October 27, 2008, the incorporation of sustainable design into County building projects has resulted in nine (9) LEED (Leadership in Energy and Environmental Design) certified buildings. The Triangle Wastewater Treatment

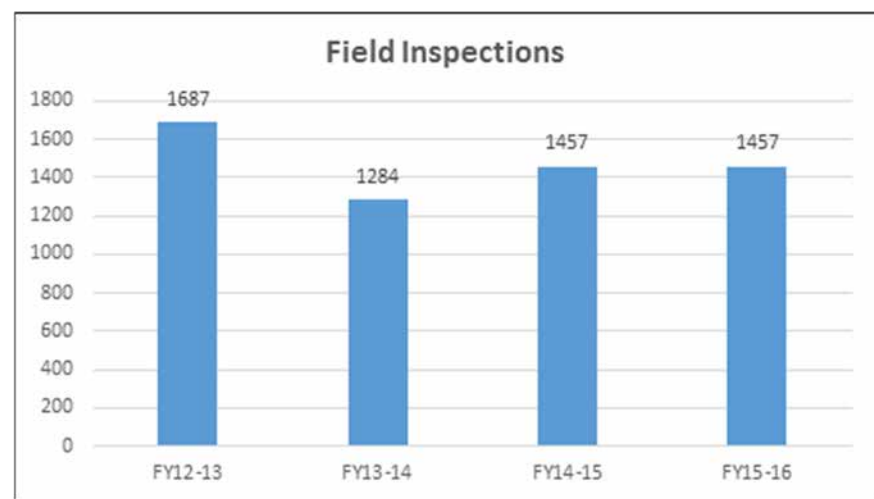
Plant (TWWTP) Administrative Building obtained LEED Certification in April 2005. The East Regional Library achieved LEED Certification on February 1, 2007 and the North Regional Library achieved LEED Certified "Silver" on June 22, 2007. The Animal Control Office building which received a "Silver" level Certification in August 2009. The Southwest Regional Library Renovation and Addition which received a "Silver" level Certification in December 2010. Also, the Criminal Justice Resource Center (CJRC) Renovation received "Silver" level Certification in March 31, 2011 and the South Regional Library achieved a "Gold" level

Certification in June 14, 2011. The Durham County Courthouse achieved a "Gold" level Certification in June 2013 and the recently completed Durham County Human Services facility received a "Silver" level certification in October 2015 following the construction phase review performed by USGBC. The LEED Green Building Rating System has become the industry standard for evaluating a building's intended performance from a whole building perspective over a building's life cycle. Green building practices substantially reduce negative environmental impacts and reverse the trend of unsuitable building activities. It also reduces operating costs, enhances building marketability, increases worker productivity and reduces potential liability resulting from indoor air quality problems. Our continued adherence to this policy and the completion of projects following these guidelines helps maintain a high level of service.

What initiatives or changes to programs will the department take on next year in hopes of improving the overall performance of the related program or goal?

- Continue to utilize sustainable guidelines for renovation and new County buildings
- Incorporate LEED Certification into renovation projects
- Evaluate sustainable materials and technologies that can be utilized cost effectively

Performance Measure: Number of Field Inspections



Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

Perhaps the most important task of the Stormwater and Erosion Control Division is conducting field inspections to ensure compliance with the erosion control and stormwater ordinances. With over 100 active construction sites, conducting regular inspections is the only way to guarantee that state and local rules designed to protect property and water quality are being properly followed. The goal of this Division is to inspect each site at least monthly. Tracking

inspections makes sure that each site is inspected in a timely manner.

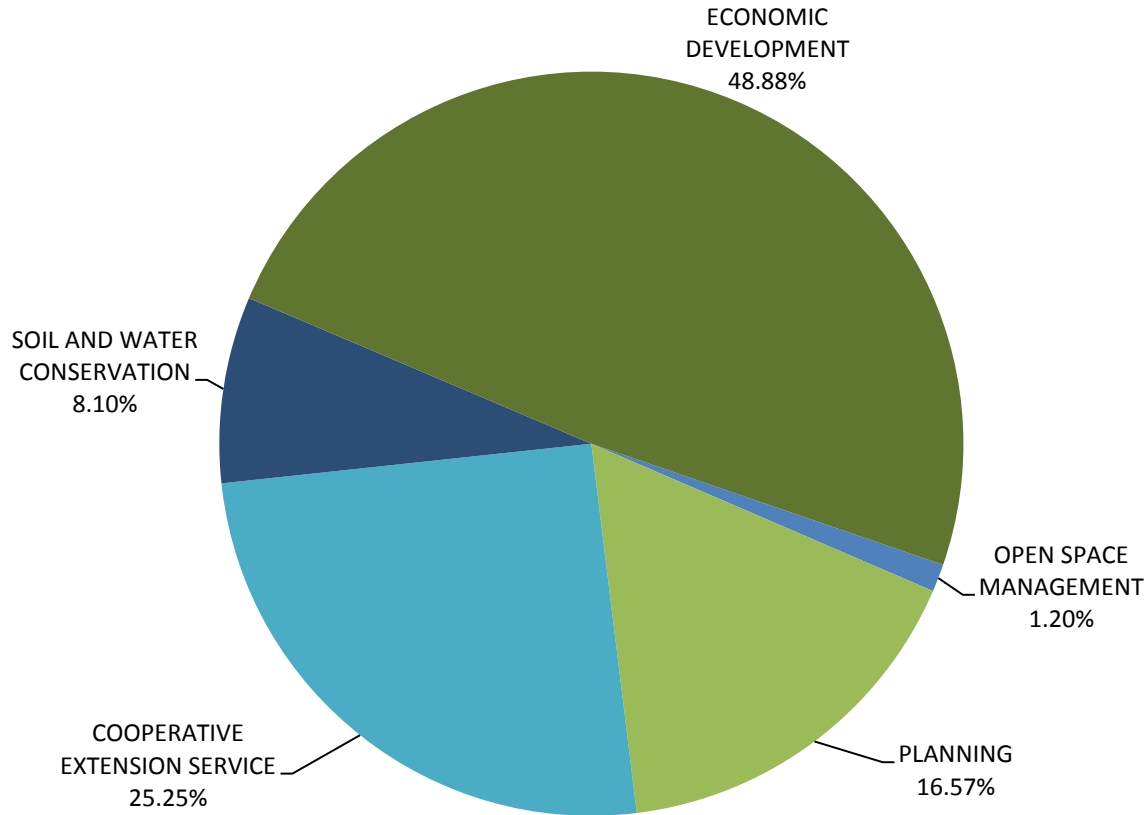
What initiatives or changes to programs will the department take on next year in hopes of improving the overall performance of the related program or goal?

With over 100 active construction sites, it has been difficult to meet the goal of one inspection per site per month with only two Stormwater and Erosion Control Technicians. The Technicians are also responsible for plans review, violation documentation, as well as administrative tasks to make sure sites maintain compliance.

In FY 2016-17, the Division is adding an Inspections Supervisor position to assist in overseeing many of the administrative tasks, while also taking on a number of inspections. An additional team member will lighten the load on all the technicians and help better meet the Division's goal.

This page intentionally blank.

Economic/Physical Development Approved Budget



Business area	2014-2015 Actual Expenditures	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
OPEN SPACE MANAGEMENT	\$ 46,117	\$ 77,175	\$ 112,535	\$ 77,175	\$ 77,175
PLANNING	\$ 785,424	\$ 1,073,309	\$ 1,073,309	\$ 1,153,557	\$ 1,064,255
COOPERATIVE EXTENSION SERVICE	\$ 1,307,620	\$ 1,368,443	\$ 1,398,736	\$ 1,534,667	\$ 1,621,774
SOIL AND WATER CONSERVATION	\$ 384,897	\$ 454,216	\$ 486,988	\$ 610,080	\$ 520,074
ECONOMIC DEVELOPMENT	\$ 1,160,099	\$ 3,109,797	\$ 3,207,722	\$ 3,035,737	\$ 3,139,208
Overall Result	\$ 3,684,157	\$ 6,082,940	\$ 6,279,290	\$ 6,411,216	\$ 6,422,486

OPEN SPACE MATCHING GRANTS

MISSION

The Matching Grants Program is designed to assist nonprofit organizations in Durham County, both inside and outside the city limits, in preserving open space lands and promoting new or improved recreational opportunities for citizens of Durham County. Grant funds help provide public lands and outdoor recreational facilities through citizen initiative, support, and involvement.

PROGRAM DESCRIPTION

The Durham Open Space and Trails Commission (DOST), established by the Durham County Board of County Commissioners, utilized the assistance of the Durham City/County Planning Department to appoint the Matching Grants Committee and form the Matching Grants Program. A Budget Analyst from the Durham County Budget and Management Services Department serves as Matching Grants Administrator, coordinating meetings and applications and overseeing the administrative aspects of the program.

Grants are awarded competitively on a yearly cycle beginning in September, with advertisements and announcements in newspapers, newsletters, and water bill enclosures. Completed applications are due in the Durham County Budget and Management Services Department at close of business on a specified date in the fall of each year. Applicants must provide at least one half of the project's cost and manage all aspects of the project to accommodate public accessibility. Grant awards are made to new permanent programs and expansions of existing programs that meet a wide range of service provision criteria.

Recommendations for funding are developed by the Matching Grants Committee of DOST for action by the Durham County Board of County Commissioners. The county enters into a contract with the successful applicant organization and the project work begins in the spring, with a maximum of 24 months for completion. The completed project is managed and maintained for public use as agreed to by the contracted organization and may be inspected or visited on a yearly basis by a representative of the County.

The grant process consists of five steps:

- Qualifying as an applicant and project
- Preparing an application
- Receiving a grant award and contract
- Implementing the project
- Performing continued responsibilities for maintenance of the grant project

2015-16 ACCOMPLISHMENTS

- Eight new Matching Grant projects were approved in FY 2015-16 for the following organizations:
 - o Creekside Elementary PTA - \$3,531
 - o Durham Parks Foundation - \$18,000
 - o Ellerbee Creek Watershed Association - \$10,800
 - o Extra Terrestrial Projects, Inc. - \$6,575
 - o George Watts Montessori PTA - \$8,000
 - o Jordan High School PTA - \$2,000
 - o Keep Durham Beautiful, Inc. - \$1,000
 - o SEEDS - \$13,000

2016-17 HIGHLIGHTS

- The Open Space Matching Grants budget will remain flat from the previous fiscal year

Open Space Matching Grants

Funds Center: 4800470000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$46,117	\$77,175	\$112,535	\$77,175	\$77,175
Total Expenditures	\$46,117	\$77,175	\$112,535	\$77,175	\$77,175
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$46,117	\$77,175	\$112,535	\$77,175	\$77,175

CITY/COUNTY PLANNING

MISSION

To guide the orderly growth and enhancement of the Durham community while preserving its cultural heritage and natural resources.

PROGRAM DESCRIPTION

The Durham City-County Planning Department was established in accordance with NCGS§153A-321 and NCGS§160a-361, through an interlocal agreement with Durham County. The Planning Department serves as the professional planning agency for both the City and County. The Department performs complex land use evaluations and provides plans, reports, information, and recommendations to elected boards, City and County Managers, seven appointed boards and commissions, and the general public. The Department is also the lead department in implementing and enforcing regulatory controls on development applications. The Department works collaboratively with City, County, state, and federal agencies on land use issues. An annual work program is presented for adoption to the City Council and Durham Board of County Commissioners in accordance with the interlocal agreement.

2015-16 ACCOMPLISHMENTS

- Completed the annual Evaluation and Assessment Report of the *Durham Comprehensive Plan*
- Prepared an affordable housing inventory and worked on regulatory incentives for affordable housing, which were adopted by the City Council and Board of County Commissioners
- Participated in a multi-departmental effort to work with the Triangle Transit Authority to develop and implement a regional Transit Plan
- Continued work on the multi-year Station Area Strategic Infrastructure (SASI) project to evaluate needed infrastructure improvements around proposed regional transit stations
- Initiated work on Compact Neighborhood Tier amendments
- Initiated work on the East End Land Use Analysis
- Continued work on the Urban Open Space Plan
- Continued work on a historic district preservation plan for an expanded Cleveland-Holloway Local Historic District
- Continued work on the Golden Belt Historic District preservation plan with assistance from the consultant
- Adoption of merged criteria for seven local historic districts and historic landmarks and updated historic preservation plans by the City Council and Board of County Commissioners
- Maintained Certified Local Government Status for historic preservation
- Participated in Triangle J Council of Government (TJCOG) planning efforts including the Center of the Region (CORE) Project and the Smart Growth Committee
- Managed the Customer Service Center and provided timely response to all general public inquiries (projected EOY total contacts of 21,528 total contacts)
- Coordinated with the City-County Inspections Department to verify use prior to electrical reconnection for 134 properties
- Verify use or change of use for 608 properties, including eight family care homes/group homes
- Coordinated with the County Sedimentation and Erosion Control Office for single-family grading permits for 46 properties
- Continued development process improvements, including “Development Roundtable” committee, where representatives from the development community meet monthly with the directors from Planning, Public Works, and Inspections on issues or concerns
- Completed recertification of Durham County’s participation in the National Flood Insurance Program (NFIP) Community Rating System (CRS)

2016-17 HIGHLIGHTS

- Creation of a multi-use planning related area that will serve as a “One Stop Shop” customer service department for citizens completing the Development Review Process. The primary objective is to create a business friendly environment that will provide a time-sensitive, easy-to-navigate development review process which facilitates continuous process improvement. Project costs were supported by increased revenue.

City/County Planning

Business Area: 4910261000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$785,424	\$1,073,309	\$1,073,309	\$1,153,557	\$1,064,255
Total Expenditures	\$785,424	\$1,073,309	\$1,073,309	\$1,153,557	\$1,064,255
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$785,424	\$1,073,309	\$1,073,309	\$1,153,557	\$1,064,255

2016-17 OBJECTIVES

- Continue on-going work activities as defined in the adopted annual Work Program
- Continue to make significant improvements to the UDO and to development review processes
- Continue work on the multi-year Station Area Strategic Infrastructure study
- Complete the annual Evaluation and Assessment Report for the *Durham Comprehensive Plan*
- Continue ongoing technical amendments to the UDO
- Respond to mandates from the NC General Assembly regarding development regulations
- Adoption of the Design Districts Update UDO text amendment by the City Council and Board of County Commissioners
- Draft revisions to the Signs Article in the UDO with the assistance of a consultant
- Adoption of the Urban Open Space Plan by the City Council
- Adoption of the East End Land Use Study by the City Council and Board of County Commissioners
- Adoption of the Golden Belt Historic District and preservation plan by the City Council
- Maintain Certified Local Government status
- Maintain the NFIP Community Rating System certification for Durham County
- Adoption of Compact Neighborhood Tier amendments by the City Council and Board of County Commissioners

2016-17 PERFORMANCE MEASURES

MEASURE	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2015-16 Estimated	FY 2016-17 Goal
% of reviews of public and private land development proposals completed by the established deadlines	94%	95%	90%	90%
% of reviews of public and private land development proposals evaluated by the appropriate Work Group Supervisor as high quality	93%	95%	90%	90%
% of surveyed customers evaluating the review of public and private land development proposals as "good" or better on customer satisfaction surveys	93%	90%	90%	90%
% of work products completed or milestones reached within established guidelines	100%	95%	90%	90%
Number of site plans	358	355	405	375

COOPERATIVE EXTENSION SERVICE

MISSION

The Durham County Center of North Carolina Cooperative Extension helps individuals, families, and communities use research-based information and county resources to improve the quality of their lives.

PROGRAM DESCRIPTION

In Durham County, Cooperative Extension connects residents with essential resources and education to improve their quality of life. Cooperative Extension promotes lifelong learning and helps people put research-based knowledge to work for their economic prosperity, environmental stewardship, and successful family development.

North Carolina Cooperative Extension is an educational partnership between County government, the state's land grant universities – North Carolina State University and North Carolina Agricultural and Technical State University – and the federal government. Local issues are addressed through educational programs delivered at the county center as well as in the community. Using paid and volunteer staff, the Durham County Center of North Carolina Cooperative Extension offers programs in:

- Early Childhood Development - Healthy youth and adults;
- Youth Development - Healthy youth and adults;
- Family and Consumer Education - Productive families and consumers;
- Community Development - Empowered neighborhoods and communities; and
- Agriculture and Horticulture - Safe and productive agriculture and natural environment.

Cooperative Extension relies on the expertise and experience of trained volunteers. All Cooperative Extension program areas benefit from a variety of volunteers and the counsel of an advisory board of community members who work to support and improve programming. Cooperative Extension provides volunteers with opportunities to further develop their own skills. Program design and leadership is driven by core groups of locally-selected advisory boards that include: Extension Advisory Council, Transportation Advisory Board, Juvenile Crime Prevention Council, Welcome Baby Advisory Council, and Cooperative Extension Community Association. Each program area at the Durham County Center of North Carolina Cooperative Extension has a dedicated advisory board/council.

Youth Development

The **Durham County 4-H** program offers youth clubs; day, residential, and summer camps; special interest programs and life skills activities for children ages five to 19. Guided by Extension Educators and adult and teen volunteers, 4-H participants gain knowledge, skills, and leadership experience that will help them become responsible citizens and leaders. 4-H in Durham also provides after-school enrichment, classroom enrichment, and workforce development programming. Durham County 4-H offers an Alcohol and Substance Abuse Prevention (ASAP) retreat for middle school youth.

Kids Voting Durham helps young people understand and believe in the power they have as active, well-informed citizens and future voters. Students learn about and experience democracy through a combination of classroom and other educational activities, an authentic voting experience, and community and family dialogue. The program supports youth as active participants in community decision making and develops their advocacy skills.

Project BUILD is a gang intervention and prevention program, started at Durham Extension in 2009, that serves youth ages 10-21 who are potential or current gang members. The program functions under the best practice Comprehensive Gang Model of the Office of Juvenile Justice and Delinquency Prevention. They are supported in part by JCPC and GCC and a joint City-County collaborative.

Early Childhood Development

Welcome Baby offers child development education and support to parents/guardians of young children (birth to age 5) to increase their capacity to nurture and help prepare their children for success in school. Services include newborn support through hospital visits, support groups, and phone contact, parent education workshops, Motherread/Fatheread, Now and Later, Incredible Years Basic Parent Training, Positive Discipline; B.A.B.Y. (Birth and Beginning Years) and car seat safety clinics. The Welcome Baby Resource Center also operates a Giving Closet and provides one-on-one support and mentoring.

Cooperative Extension Service

Business Area: 4950

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$1,053,781	\$1,089,190	\$1,014,271	\$1,242,168	\$1,195,900
Operating	\$253,839	\$279,253	\$384,466	\$292,499	\$425,874
Total Expenditures	\$1,307,620	\$1,368,443	\$1,398,736	\$1,534,667	\$1,621,774
Revenues					
Intergovernmental	\$548,742	\$533,476	\$540,014	\$527,920	\$550,533
Contrib. & Donations	\$300	\$500	\$1,686	\$14,500	\$14,500
Service Charges	\$23,165	\$19,500	\$19,957	\$22,000	\$22,000
Other Revenues	\$12,567	\$2,500	\$0	\$1,500	\$1,500
Total Revenues	\$584,774	\$555,976	\$561,657	\$565,920	\$588,533
Net Expenditures	\$722,846	\$812,467	\$837,079	\$968,747	\$1,033,241
FTEs	21.01	21.01	21.01	24.34	23.34

Family and Consumer Science (FCS) Family Sustainability focuses on parenting, family literacy, and other supportive programming. FCS's Family Sustainability programs include: Family Literacy and Communications (Connecting Literacy); adults caring for sick or elderly parents (Prepare to Care and Powerful Tools), adults caring for relative children (Kinship Care/Grandparents Raising Grandchildren), Strong Couples-Strong Children, and Essential Life Skills for Military Families.

Community Engagement and Capacity Building

Family Resource Management helps families face daily decisions about time, money, budgets, housing, and more. Publications, classes, computer programs, and counseling sessions are available to assist individuals and families to better manage their own resources. In Durham County, FRM focuses on family financial and resource management, housing, aging, and leadership development. Other programs include job preparation and organizational skills for people entering the workforce for the first time.

The **Food and Nutrition** program improves the health and well-being of Durham County residents through effective food and nutrition programs, such as Color Me Healthy (training for childcare providers to promote preschoolers moving and eating healthy), Eat Smart, Move More North Carolina (healthy lifestyles for adults) and ServSafe (food certification for restaurant managers). Consumers develop healthy habits through eating healthy, being active, handling food safely, managing resources for food security, and practicing health-promoting behaviors.

The **Strengthening Family Coalition (SFC)** involves parents, volunteers, and organizations working together to assist parents who want to better navigate public schools to help their children achieve. Advocacy training opportunities include Parent and Family Advocacy and Support Training (PFAST), Latino PFAST (LPFAST) and Parents as Leaders Academy (PAL). SFC offers opportunities for support through ongoing education and coaching.

Community Capacity Building in Durham County includes assisting nonprofits and grassroots organizations in becoming an Internal Revenue Service-certified 501(c)(3) organization and/or in building partnerships and collaborations to address local issues. All aspects of nonprofit management are addressed through this local effort.

Agriculture and Natural Resource Management

Cooperative Extension offers focused programming to assist those working in commercial horticulture in Durham County, ensuring more locally-grown, sustainable products enter into the marketplace. Local growers benefit from workshops and consultations as well as pesticide recertification classes to provide credits necessary for maintaining a pesticide license.

The **Successful Gardener** is a program used to educate consumers on plant care, sustainable landscape practices, insect and pest control, and water quality and the environment. This program is implemented with the help of Durham County's Master Gardener

Volunteers. Master Gardeners complete a state-certified training which enables them to provide research-based information on these topics.

Briggs Avenue Demonstration Garden is 57 acres that will become a model for sustainable open space development in urban areas with an emphasis on environmental practices, conservation, and stewardship. Currently in the development phase, the mission of this public garden and park is to create an outdoor learning space where all people can interact with nature and use that experience to create and enhance personal and community well-being.

Durham County shares the **Livestock/Forage Program** with Orange County. An agricultural agent provides educational programs and consultations to livestock- and horse-owners and other farmers in both counties. Educational programs related to the severe drought include a beef cattle clinic and an alternative feed demonstration to combat reduced hay yields and pasture production.

Program Budgeting

As part of the County's implementation of Managing For Results, several cohorts of departments have been through special training on program budget development and related performance measurement tracking. The development of program budgets will allow for future efficiency measures to be tracked and better alignment of dollars to specific areas of purpose within each department. Above are the programs and estimated budgets for the Cooperative Extension. When additional changes are made to the current financial and budget system used by the County, actual expenditures will be tracked at the program level that will allow for useful efficiency measures. Below are some of the initial (but not all) key measures being tracked by this department to support Managing for Results.

MFR Program Budget Area	2016-2017 Department Requested	FTE Department Requested	2016-2017 Commissioner Approved	FTE Commissioner Approved
Cooperative Extension Leadership	\$235,538	2.00	\$328,414	2.00
Youth Development	\$510,568	9.50	\$552,788	9.50
Early Childhood Development	\$541,865	8.98	\$541,865	8.98
Community Engagement and Capacity Building	206,411	3.36	\$163,224	3.36
Agriculture and Natural Resource Management	\$40,285	.50	\$35,483	.50
Total	\$1,534,667	24.34	\$1,621,774	23.34

2015-16 ACCOMPLISHMENTS

- The Briggs Avenue Community Garden has had a bountiful and productive year. The garden is at full capacity with 34 families as program participants and a waiting list of potential plot owners. The Durham Tech Food Pantry, a partner and owner of garden space, was able to donate 420.7 lbs. of fresh produce to the community residents, many of whom are students at the community college.
- Durham Extension, under the leadership of the horticulture/agriculture agent, was able to complete the installation of the Demonstration Orchard Vineyard and the Open Air Pavilion. These additional resources add to the volume of produce available to the community as well as the opportunity for residents of different ages, socio-economic statuses, ethnic groups, and genders to engage with one another.
- Obesity continues to be a vast health concern in the United States. Obesity increases the risk of a number of health conditions including hypertension, coronary heart disease, stroke, sleep apnea, and type 2 diabetes. The prevalence of obesity in the United States increased during the last decades of the 20th century. In 2009-2010, 35.7% of U.S. adults were obese. Durham County Family and Consumer Sciences agents partnered with a host of community health and wellness educators to offer "Eat Smart, Move More, Weigh Less" classes throughout Durham. During the year, Durham Extension employed two Expanded Nutrition Education Programs (EFNEP) workers focusing on food-related health issues, one for at-risk adults and one for youth. Both workers were full employees of the North Carolina State Cooperative Extension Service.

2016-17 HIGHLIGHTS

- With the installation of a Food Lab teaching kitchen, Extension will be able to have a greater impact on addressing issues related to food, nutrition and preventable health disparities. A full operating facility will enable Extension to teach residents

not only how to grow and harvest their own vegetable and fruits, but also how to prepare and preserve them. In addition, participants, with this new resource, will be more able to strengthen their food budget.

- Every baby born in Durham deserves a safe place to sleep. Cribs for Kids Durham is designed to increase safe sleep practices and reduce the risk of Sudden Infant Death Syndrome (SIDS). Welcome Baby Family Resource Center became a National Cribs for Kids chapter in April 2011. Parent Educators provide each family with Cribs for Kids safe sleep training prior to providing them with a Pack-n-Play porta-crib for their infant child. This self-supporting program distributed 96 cribs during the fiscal year 2013-2014. Durham County Government does not purchase porta-cribs for this program; neither have we acquired funding to support this initiative. Fiscal year 2014-2015 cribs distribution of 78 as of December 31, is estimated to exceed last year's distribution rate by 60% with an additional 156 babies sleeping safely in Durham. New and innovative ideas and creative modes of development such as donations, receiving proceeds for the Coop Tour, alternative markets, as well as the Great Human Race have sustained this popular program for nearly five years. According to the State center for Health Statistics, deaths attributed to SIDS continue a 22% downward trend in North Carolina. This is due in part to citizen's adoption of the safe sleep practices.
- The Project BUILD collaboration with the City of Durham will continue with the County funding five FTEs and operating expenses. A position formerly housed at the City will be transferred to the County with the City continuing to fund the position 100%. The City and County will also jointly a bilingual position with the County paying 1/3, the City 1/3 and grant funds and donations obtained by Project BUILD will fund 1/3.
- Funded an additional .33 FTE for an existing county Extension Agent in Food and Nutrition.
- For FY 2016-17, all nonprofits that were supported in the nonprofit funding program in the previous fiscal year will be funded at the same previous amount and moved into the Department's budget that most closely aligns with their work. For the 2016-17 fiscal year, the following nonprofits will be managed by Cooperative Extension: A Helping Hand (\$15,000), Big Brothers Big Sisters of the Triangle (\$15,005), El Centro Hispano (\$29,421), Food Bank of Central & Eastern NC (\$5,000), Inter-Faith Food Shuttle (\$10,000), Reality Ministries Inc. (\$7,200), Voices Together (\$11,250)

2016-17 PERFORMANCE MEASURES

Period	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Produce	5000	4500	5000	5500
Gardeners	115	217	125	175

Performance Measure: Briggs Avenue Garden Produce

Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

The overall number of gardeners working at the Briggs Ave Community Garden is comprised of plot owners, youth student entrepreneurs, Durham Tech Student Garden Plot Owners, and Volunteers. Produce is collected and weighed. This is only one of the ways we track the garden's performance. Produce grown in the Durham Tech Student plot is donated to the Durham Tech Harvest Pantry. They also collect excess produce grown by gardeners which also goes to the food pantry. All this produce is weighed and distributed through the Durham Tech food pantry. Individuals receiving this food are counted along with the number of individuals per household receiving this food. The garden is intended to improve the lives of the gardens participants. These individuals are empowered to grow their own food. As a result, it allows them to stretch their grocery budget, be more active, eat healthier, and be more engaged in the community. They also come together to build a support network through education classes with Extension Master Gardener Volunteers. Tracking quantifies the value that this program brings to our community. It helps us share our story with stakeholders and impacts the level of community support we receive. It demonstrates how we are working to increase food security for the neediest of our citizens.

What initiatives or changes to programs will the department take on in hopes of improving the overall performance of the related program or goal?

Extension Master Gardener Volunteers and some of the plot owners have taken over extra plots in the garden to grow food specifically for Durham Tech Harvest Pantry. We have begun a collaboration with the college's Environmental Science Club to teach gardening classes to youth while directly increasing yields donated to Durham Tech Harvest Pantry. This program aims to increase the fresh food available to supplement the commodity foods in the pantry. Also, in collaboration with Keep Durham Beautiful and the

Durham County Beekeeping Association, we will install an apiary behind the garden in the forest complete with a 10-acre pollinator garden. This will simultaneously increase donations for the plot owner as well the pantry. Pollination from the bees will increase yields in food plots as well as providing a source of honey to the neediest in our community. We seek to increase the amount of volunteers participating as well as educational offerings available through Briggs Avenue Community Garden.

Performance Measure: Project BUILD Gang Intervention

Number of Project BUILD Clients Served Annually and % That Reoffended				
	Repeat Offenders	Not Repeat Offenders	Total Clients Served	% Reoffending*
FY 11-12‡	4	59	63	6%
FY 12-13‡	3	60	63	5%
FY 13-14	31	85	116	27%
FY 14-15	32	93	125	26%
FY 15-16 (July 1 – March 4)	24	125	149	16%
*While receiving services, based upon arrest data. ‡Reoffending rates during 2011-12 and 2012-13 were calculated only for clients successfully completing the program and did not capture criminal offending past the dates of service or adult offenses.				

Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

Project BUILD provides intensive gang intervention services to youth at high risk of gang involvement. The goal of these services is to reduce violent crime in the community and improve educational and social outcomes for these clients. During 2014-15, Project BUILD served 125 clients. Between July 1, 2015 – March 4, 2016 (FY 2015-16), Project BUILD served 149 clients. This represents a 21% increase over the number of clients served the entire prior fiscal year and an almost 150% increase over 2012-13 service levels.

During the past 3 years, a higher percentage of clients receiving services from Project BUILD were arrested for a crime in comparison to data reported previous years. However, this change in outcome occurred for three reasons. First, the program changed standards for data reporting. Prior to FY 2013-14, the program only reported recidivism data on individuals who successfully completed the program and only during the period of time that they were actively receiving services. During the past three years, the program has reported arrest data for all individuals receiving services through the program during their length of stay in the program. We believe that this is both a higher standard of accountability for the program and a more accurate basis for reporting. The data presented in this table presents reoffending incidents for which we have access to information. There may be additional incidents that we do not have information about. To improve the accuracy of reporting in future reports, we are currently working with Durham Police Department to gather more accurate data.

Second, an increased level of re-offending by juvenile participants ages 12-17 is partially attributable to the emphasis by the North Carolina Department of Juvenile Justice pursuing community-based placements for clients who in previous years would have been mandated to secure youth correctional facilities

Lastly, Project BUILD does not reject referrals based upon the likelihood of clients reoffending or having serious prior criminal records. The program works with some of the most challenging youth and young adults in Durham County, including youth who are awaiting a residential mental health/behavioral or substance abuse placement by the juvenile court and youth and young adults who are reentering the community from residential placement, secure confinement (juvenile), adult jail, and NC Department of Corrections facilities. The evidence-based model utilized in the program (OJJD Comprehensive Gang Model) was developed to actively seek out and engage disconnected and gang/criminally-involved young people who are difficult, if not impossible, to serve in other ways.

During FY 2015-16, Project BUILD has served 26 individuals ages 18+ who typically had more severe adult criminal histories prior to entering the program.

How does tracking this performance measurement improve or help maintain a high level of service?

By tracking recidivism rates for clients, we are able to assess the effects of services provided, as well as the need for additional services and resources. One of the goals of Project BUILD is to address the reality of the school to prison pipeline for youth in Durham. By measuring recidivism by Project BUILD clients, we ensure that the services we offer are making a difference in the community and in the lives of the young people that we serve.

What initiatives or changes to programs in FY 2016-17 will your department take on in hopes to improve the overall performance of the related program or goal?

	FY 2013-14	FY 2014-15	FY 2015-16
July	n/a	275	521
August	n/a	237	516
September	n/a	494	701
October	55	445	702
November	90	448	659
December	210	342	642
January	240	245	770
February	294	403	775
March	328	526	721
April	342	703	735
May	245	715	761
June	277	680	631
Total	2081	5513	8134

During 2015-16, the program again substantially increased service delivery to clients over the course of the year and improved accuracy of documentation of service delivery and client information through use of a web-based case management system which allows for more detailed tracking of client information and program services. During 2014-15, Project BUILD personnel made 5,513 contacts with or on behalf of clients. So far during FY2015-16, program personnel have made 4,516 contacts with program clients.

During FY 2015-16, Project BUILD pursued funding to create a peer support specialist program to employ graduates of the program to work with younger youth. Four young adults (ages 18-20) have been hired and are assisting with developing content for group, leading group sessions, and participating in public speaking and other events. We have continued other activities such as maintaining a clothes closet, providing donations during the winter holidays to struggling families, winter and summer camp

during school breaks and Durham Work Opportunity and Readiness for Career classes (next class will be offered March 28-April 1). During 2015-16, Project BUILD also partnered with the Durham County Jail and the Durham Literacy Center to provide community-based case management and support to young adults exiting the jail.

Our goal during 2016-17 is to continue to increase service delivery and to improve the ways in which we serve disconnected and struggling youth and young adults in Durham. During FY2016-17, the program received additional funding from the City and County of Durham to create a full-time bilingual outreach worker position which will increase our ability to serve Hispanic youth and families in the community. We are also currently working with the Durham Health Department to develop and implement the Cure Violence Model in Durham with the goal of reducing gang-related violence in Durham.

SOIL AND WATER CONSERVATION

MISSION

To conserve, enhance and promote the natural resources of Durham County by providing technical assistance, environmental education information and economic incentives to County citizens, and by exhibiting a diversified program to meet its changing needs.

PROGRAM DESCRIPTION

Soil and Water Conservation Districts are political subdivisions of State Government. There are 96 in North Carolina covering the State's 100 counties. They approve soil and water conservation plans, identify and plan local resource conservation work, and coordinate the conservation efforts of Federal and State agencies within the district.

Leading this effort are almost 500 District Supervisors, elected or appointed men and women who voluntarily lead local conservation programs. Each District has both elected and appointed supervisors who serve four years in office. They serve without pay but can be reimbursed for official expenses. Since 1974, supervisors have been elected in the County's General Election on a nonpartisan basis. Candidates must be registered voters and comply with the County's Election Laws. The District Board recommends local citizens to the State Soil and Water Conservation Commission as candidates for the appointed positions for their approval. The Chairman of the Soil & Water Commission is appointed by the Governor.

Districts work closely with the United States Department of Agricultural (USDA), Natural Resource Conservation Service (NRCS) and the Division of Soil and Water Conservation in the North Carolina Department of Agricultural and Consumer Services (NCAGR). Both Federal and State agencies provide financial, technical, and administrative support to the Districts. The financial support comes by means of Cost Share Programs. These monies reimburse landowners for installing Best Management Practices (BMP).

2015-16 ACCOMPLISHMENTS

- Thus far received \$1.3 million for Stream Restoration & Stormwater with an additional \$996,380 of grant applications being submitted
- Allocated State, Local & Federal Cost Share Funds estimated at \$318,083 to landowners and users for water quality purposes
- Durham Soil and Water received \$100,000 to implement the Community Conservation Assistance Program (CCAP) for best management practices installation in the Jordan Lake Watershed
- Selected to present at the 2016 Alliance for Innovation Conference out of 60 applicants in Minneapolis, MN
- Selected to receive the 2016 Education and Leadership, Source Water Protection Award on March 17, 2016 from NC Water Resources Annual Symposium in association with the Water Resources Research Institute (WRRI) Annual Conference
- Conducted County's Big Sweep efforts with 350 volunteers, 6235 pounds of trash, and 17 sites cleaned

2016-17 HIGHLIGHTS

- Funding will allow for Soil and Water to contract with a data entry clerk that will enter 10 years of active contracts and BMP's installed since 1984 into the Department's new Practice Keepers software that will allow staff to spend more time in the field collecting agricultural inventory
- The Falls Lake Supply Nutrient Strategy requires that local data is collected on regulated parcels, and planned and implemented Best Management Practices (BMPs); new software will perform queries to analyze data in real time and in the field using MIFI and County laptop or ipad
- The department will be able to better meet the mandated goal of registering 1,800 parcels by 2021 by having staff in the field while the contractor enters the data

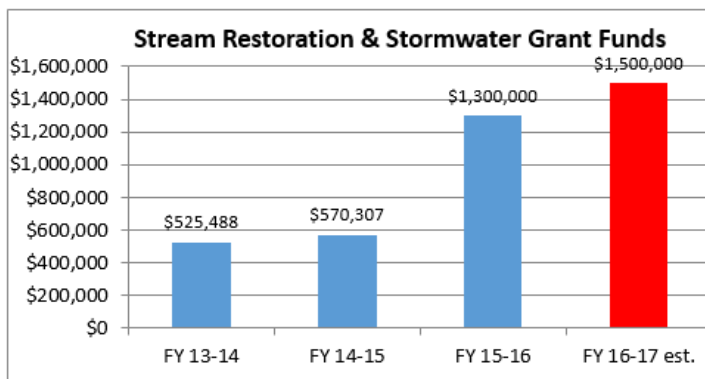
Soil and Water Conservation

Funds Center: 4960240000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$325,910	\$390,328	\$360,242	\$481,176	\$420,276
Operating	\$58,987	\$63,888	\$79,795	\$128,904	\$99,798
Capital	\$0	\$0	\$46,951	\$0	\$0
Total Expenditures	\$384,897	\$454,216	\$486,988	\$610,080	\$520,074
Revenues					
Intergovernmental	\$69,263	\$26,760	\$51,760	\$26,760	\$26,760
Total Revenues	\$69,263	\$26,760	\$51,760	\$26,760	\$26,760
Net Expenditures	\$315,634	\$427,456	\$435,228	\$583,320	\$493,314
FTEs	4.00	5.00	5.00	6.00	5.00

2016-17 PERFORMANCE MEASURES

Performance Measure: Stream Restoration & Stormwater Grant Funds



Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

This performance measure reflects projects that have a direct impact on the environment and water quality in particular. This graph tells us if projects we submit are ones that rank highly. These projects help track larger reductions of nutrients that enter Durham's water courses.

What initiatives or changes to programs will the department take on next year in hopes of improving the overall performance of the related program or goal?

- Seek additional funding sources
- Submit sites that provide the most nutrient reductions

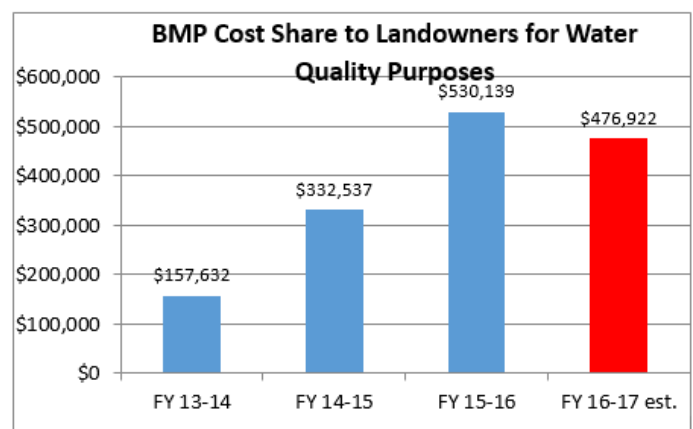
Performance Measure: Allocated Federal, State & Local Cost Share Funds

Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

These funds are a result of the installation of Best Management Practices (BMPs) on privately owned property. Tracking this performance measure helps determine the demand of funding that will be needed for the entity of agriculture to comply with watershed rules. The greater the funding, the greater number of BMPs installed.

What initiatives or changes to programs will the department take on next year in hopes to improve the overall performance of the related program or goal?

- Continue to gather data from landowners to determine BMPs needed as a result of the watershed rules
- Use water monitoring data to apply funds to nutrient-rich hot spots



ECONOMIC DEVELOPMENT

MISSION

The mission of Durham County's Economic Development Program is to develop and implement initiatives that promote the economic well-being of Durham County. This mission is achieved by working closely with local economic development organizations to aid and encourage new capital investment and the creation and retention of quality jobs for Durham residents.

PROGRAM DESCRIPTION

Durham County's Economic Development Program is managed and staffed through the County Engineering office. A contract with the Greater Durham Chamber of Commerce provides for assistance in coordinating economic development initiatives and activities in the county. This contract is budgeted at \$265,000. In addition, this budget includes operational support funding for Downtown Durham, Inc. (DDI) and membership dues for the Research Triangle Regional Partnership (RTRP) in the amounts of \$150,000 and \$43,829, respectively.

The County continues to maintain its Economic Development Investment Program to attract and retain new business and industry. Companies that are scheduled to receive payments and the amount budgeted for each, through their contractual agreements in FY 2016-17, include:

21c Museum Hotel	\$200,000
Argos Therapeutics	\$185,000
Capitol Broadcasting Company	\$612,961
Cree Corporation	\$167,857
EMC	\$155,000
Fidelity	\$30,000
Gentian Group	\$125,000
Harris Beverage	\$800,000
Premier Research International	\$4,900
Purdue Pharma	\$142,857
Sentinel Data Center	\$133,333
Total	\$2,556,908

Economic Development

Funds Center: 4990124000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$0	\$0	\$0	\$0	\$103,471
Operating	\$457,138	\$457,909	\$457,500	\$458,829	\$458,829
Transfers	\$0	\$0	\$0	\$20,000	\$20,000
Other	\$702,961	\$2,651,888	\$2,750,222	\$2,556,908	\$2,556,908
Total Expenditures	\$1,160,099	\$3,109,797	\$3,207,722	\$3,035,737	\$3,139,208
Revenues					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$1,160,099	\$3,109,797	\$3,207,722	\$3,035,737	\$3,139,208
FTEs	0.00	0.00	1.00	1.00	1.00

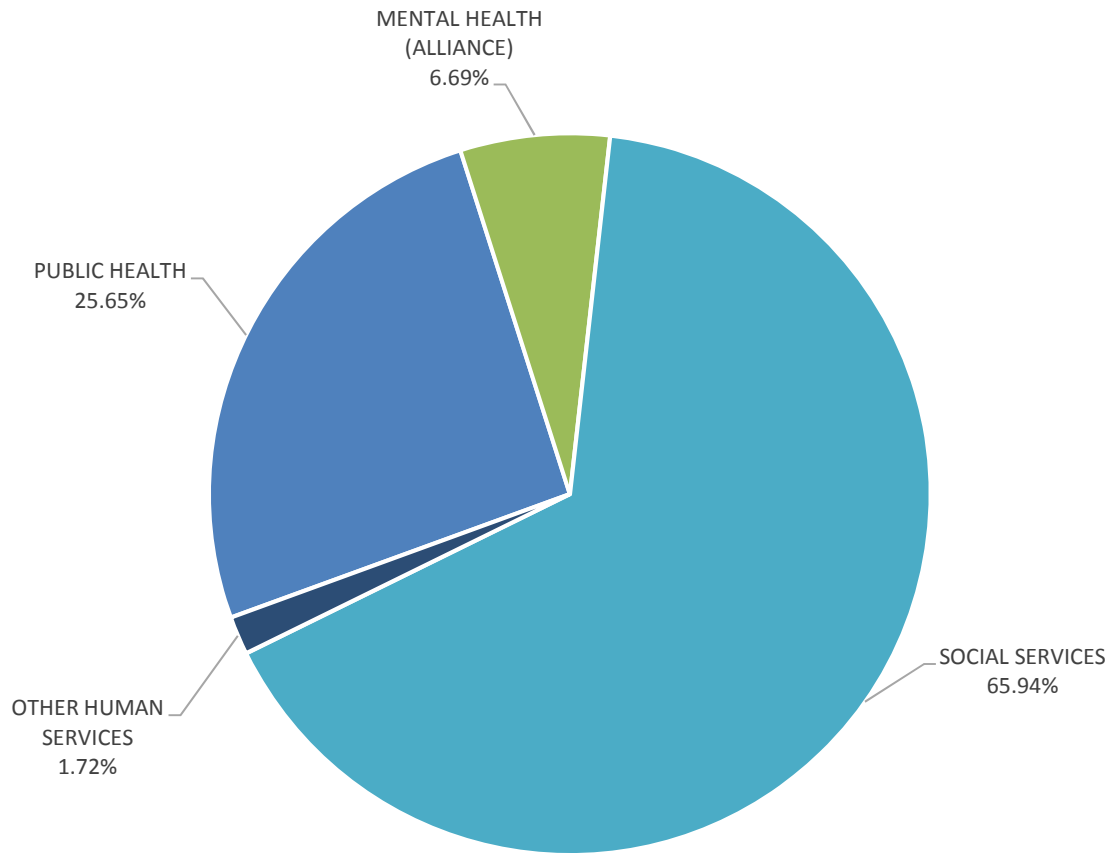
2016-17 HIGHLIGHTS

- The total amount budgeted for economic incentives has increased by \$646,461, largely due to incentive contracts signed with the 21c Museum Hotel and Concord Hospitality, signaling increased activity in the local economic region for new business location or existing business expansion
- County's portion of a joint City/County Economic Development Strategic Plan
- Added 1 FTE for an Economic Development Officer position that will develop and administer a comprehensive economic development strategy to expand existing industries and to establish new industries in Durham County for purposes of creating jobs, economic opportunities and increasing County revenue through investment

Company Name	Capital Investment Pledged (in millions) in 2015	Jobs Created in 2015
Research Triangle Foundation	20	
Longfellow DID	87	
Wexford	80	
Fidelity Investments	10	600
Premier Research International	4	260
Harris Beverages	13	39
Aurobindo	32	200
Total	245.8	1,099

This page intentionally blank.

Human Services Approved Budget



Business area	2014-2015 Actual Expenditures	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
PUBLIC HEALTH	\$ 20,440,206	\$ 22,134,505	\$ 21,678,733	\$ 26,487,897	\$ 23,831,496
MENTAL HEALTH (ALLIANCE)	\$ 5,999,665	\$ 6,728,109	\$ 6,728,109	\$ 6,217,381	\$ 6,217,381
SOCIAL SERVICES	\$ 54,957,540	\$ 58,528,169	\$ 53,202,999	\$ 63,570,644	\$ 61,261,472
OTHER HUMAN SERVICES	\$ 1,543,860	\$ 1,867,886	\$ 1,877,671	\$ 2,087,626	\$ 1,599,588
Overall Result	\$ 82,941,271	\$ 89,258,669	\$ 83,487,512	\$ 98,363,548	\$ 92,909,937

PUBLIC HEALTH

MISSION

The Durham County Health Department's mission is to work with our community to prevent disease, promote health, and protect the environment.

PROGRAM DESCRIPTION

The department is comprised of seven divisions: Leadership and Business Management, Allied Health, Health Education and Community Transformation, Dental, Community Health and Environmental Health. These divisions work collaboratively to accomplish the following goals:

- Promote optimal health and wellness of all
- Decrease premature death rates
- Prevent and control communicable disease
- Maximize organization productivity

In addition to conducting the day-to-day work of public health, the department is also focusing on: workforce development, communication and marketing, technology, access to medical and dental care, obesity and chronic illness and education.

2015-16 ACCOMPLISHMENTS

- Two Public Health Nurse Specialists were officially credentialed as Child Health Enhanced Role Registered Nurses. The addition of these two nurses enabled CHAPP to operate each of the 5 program sites
- It is estimated that the Dental Division will have provided screenings for approximately 7,500+ students in Durham Public Schools during the 2015-2016 school year. Durham County's data will be included in the annual NC County Level Oral Health Assessment Data Report
- The DINE program provided nutrition education classes and healthy taste tests or cooking demonstrations to 5,755 unduplicated students and 20,015 duplicated student contacts in 18 qualifying elementary schools and five middle schools
- Administered a total of 1,225 vaccinations to clients in the Immunization Clinic and in the Refugee Health Clinic to 408 Refugees from different countries including the Congo, Somali, Burma, Iraq and the Sudan
- Provided 1,696 medical nutrition therapy or consult sessions with 91% of recipients showing a positive change at subsequent visits. Positive changes include changes in weight, clinical measures, behavior, and knowledge of healthy eating
- Maintained active status of American Diabetes Association recognized Diabetes Self-Management Education (DSME) program. DSME participant's average HgbA1c decreased by 2% points from 10.0 to 8.0. The program series (10 hours of instruction on self-management skills to control diabetes) was completed by 28 participants during FY15-16
- In June 2014 Durham County was one of six national winners of the prestigious 2014 RWJF Culture of Health Prize awarded by the Robert Wood Johnson Foundation (RWJF). The prize honors communities that are harnessing the collective power of leaders, partners, and stakeholders to help residents live healthier lives. Durham County received \$25,000 for the prize in the form of competitive mini grants to fund the launch of Health Equipment Loan Program (HELP) to provide durable medical equipment to residents, to implement Durham Knows, an HIV testing media campaign to increase testing, to implement a Double Bucks program for seniors, and to provide bike and pedestrian safety education to elementary school students
- The diabetes clinical team completed enrollment for goal numbers (200 high risk patients) and provided in-home care with the treatment team including a nurse practitioner, registered dietitian, social worker, and community health assistant
- A policy of not allowing any food service establishment to get more than 2 inspection periods behind was adopted 2 years ago. Based on this policy, priority lists were developed utilizing assigned risk based intervals (RBIs). Inspections were assigned based on these lists providing guidance on where to concentrate staff efforts. This practice has proven very effective again this year in ensuring no establishment becomes severely neglected, and has lessened the complication of planning inspections for field staff thus making them more efficient
- Successful implementation of HIV pre-exposure Prophylaxis (PrEP) referral to Lincoln Primary Care, UNC, and Duke Infectious Disease Clinic. There have been 65 clients referred for care since 5/11/2015

Public Health

Business Area: 5100

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$12,824,630	\$13,968,933	\$13,318,446	\$17,435,188	\$14,849,643
Operating	\$7,603,414	\$8,165,572	\$8,360,287	\$9,052,709	\$8,981,853
Capital	\$12,162	\$0	\$0	\$0	\$0
Total Expenditures	\$20,440,206	\$22,134,505	\$21,678,733	\$26,487,897	\$23,831,496
▼ <i>Revenues</i>					
Intergovernmental	\$7,029,985	\$5,615,234	\$5,294,048	\$5,921,747	\$5,884,307
Service Charges	\$335,503	\$391,099	\$284,316	\$315,135	\$315,135
Other Revenues	\$73,519	\$1,350	\$134,463	\$52,300	\$52,300
Total Revenues	\$7,439,007	\$6,007,683	\$5,712,827	\$6,289,182	\$6,251,742
Net Expenditures	\$13,001,199	\$16,126,822	\$15,965,906	\$20,198,715	\$17,579,754
FTEs	212.46	212.52	212.52	261.55	221.26

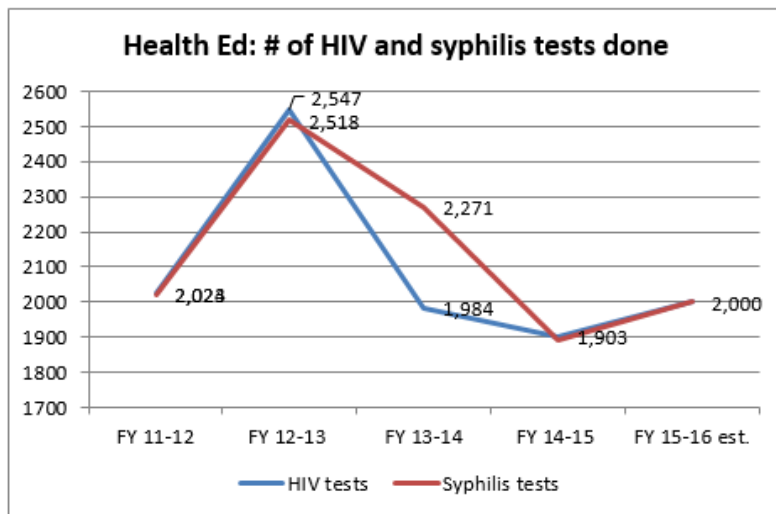
2016-17 HIGHLIGHTS

The budget for Public Health includes the following items:

- Made \$151,927 in various operational cuts and realigned those dollars for other operational purposes
- As a result of the competitive bidding process, the new Jail Health contract for FY 2016-17 marks a reduction of \$262,676 from FY 2015-16; it is an annual contract with the option to renew, annual increases tied to the medical consumer index will be applicable
- The Health Education Specialist that supports and promotes the Board of Health's Smoking Rule that was previously funded through the Community Health Trust Fund will now be supported with County dollars; the position will renew smoking rule efforts, collect data to compare to 2013 baseline and enact a communication campaign that now includes e-cigarettes
- For the Durham Diabetes Coalition, the Bristol-Myers Squibb Foundation and the Center for Medicare and Medicaid Innovation funding that supported the program will not renew in FY 2016-17. For FY 2016-17, Public Health will support a majority of the program with funding from Duke and the remainder of program support will come from Medicaid Cost Settlement dollars and new County dollars until a long-term solution is formulated
- Four new School Health Nurses will be funded in FY 2016-17. This investment will help reduce the ratio of nurses to schools. Currently, 13.2 County-funded School Health Nurses are responsible for providing services to 47 schools. Improvement is sought related to student absenteeism that is a result of health issues as well as a reduction of medical interventions that are performed by administrators, teachers and parents
- Investments will be made in the Cure Violence program, including a Program Coordinator, 2 Violence Interrupters, 2 Violence Workers and funds to partner with agency service providers. The Cure Violence model is a public health approach to gun violence reduction that seeks to change individual and community attitudes and norms about gun violence by identifying the individuals most at risk of spreading gun violence and intervening to change their behaviors
- Increase of 0.4 FTE for the Immunization Processing Assistant to make it 1.0 FTE; full time services are needed in this space to improve customer service and reduce wait times
- Increase of 0.02 FTE to make the Pharmacist a 0.52 FTE; changes in practice have led to increased counseling session times and as a result, additional discussing of medication options has led to a 50% decrease in HIV medication costs which will likely continue with the increased FTE
- For FY 2016-17, all nonprofits that were supported in the nonprofit funding program in the previous fiscal year will be funded at the same previous amount and moved into the Department's budget that most closely aligns with their work. For the 2016-17 fiscal year, the following nonprofits will be managed by Public Health: African American Dance Ensemble (\$5,000), Bridge II Sports (\$6,000), Durham Striders Association (\$15,750), El Futuro (\$6,000), Planned Parenthood of Central North Carolina (\$17,746), Playworks (\$10,000), Triangle Champions (\$7,098)

2016-17 PERFORMANCE MEASURES

Performance Measure: HIV and Syphilis Tests Completed, Positivity Rate



Why is the measure you are presenting important to the overall goal or mission of your department? How does tracking this performance measurement improve or help maintain a high level of service?

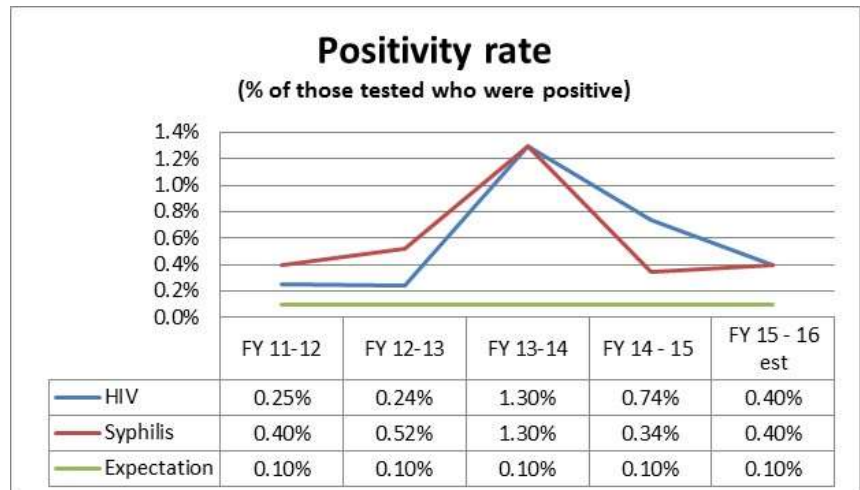
HIV and Syphilis are communicable diseases and diagnosing and monitoring community health problems, empowering people about health issues and linking people to treatment and health services are essential public health services.

Tracking these measures allows us to monitor how many individuals we have tested annually through our two testing programs (Expanded Jail Testing and Integrated Targeted Testing Services). Tracking the positivity rate is important because we need to identify positive individuals so that they can receive

treatment and decrease the chances of further community transmission. The grant expectations are that 2,000 individuals be tested for HIV and syphilis annually. In FY 14-15, a fulltime position was vacant for four months in the jail testing program. Even with this, the health educators came close to meeting the expectation by testing 1,903 for HIV and 1,890 for syphilis. Grant expectations are also that of all individuals tested, 0.10% will be positive. Health education staff has exceeded this expectation in FY 14-15 by finding 0.74% positive for HIV and 0.34% reactive for syphilis. Finding such a high positivity rate has allowed health education to inform, educate and link more individuals to personal health services including treatment. HIV, syphilis and HCV prevention and treatment are cross-cutting activities for the Health Department, and are addressed by Health Education, Communicable Disease, and Women's Health.

HIV is an infectious disease transmitted by contact with body fluids from an infected person. Untreated, it is usually disabling, and ultimately fatal. Identified early, and with appropriate treatment, a person can live many years, and disability is minimized. Institution of control measures for infected person prevents the continued spread of the disease.

Syphilis is a sexually transmitted infection has a long-term effect on the health of individuals. It can also have an effect on unborn children when the mother contracts the disease. It is almost entirely preventable when safer-sex practices are used. Timely treatment for infections that do occur reduce the impact on the individual, as well as reducing the likelihood of transmission.

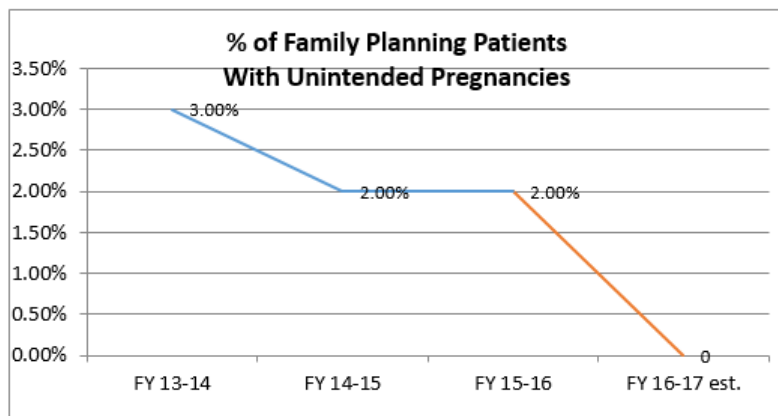


What initiatives or changes to programs in FY

2016-17 will your department take on in hopes to improve the overall performance of the related program or goal?

For FY 2016-17, Health Education will have a fully staffed team of four health educators testing in the jail and community to reduce their rates of transmission. The last two years, the team has focused on linkage to care and successfully linked all positive individuals. In addition, a part time contract position will continue to facilitate support groups for African American and Hispanic positive males. The goal of this effort is to provide access to a population and community that for most efforts has been very difficult to engage. Surveillance data strongly suggest that this community may be where much of the continual spread of HIV and certain STIs comes from. Thus Safe Spaces will help reduce the spread of HIV and other STI's. Health Education staff will continue to do gonorrhea, Chlamydia and Hepatitis C (HCV) testing. Health educators are collaborating with other providers to link HCV positive individuals to treatment whenever possible. Individuals with a sexually transmitted infection are at least two to five times more likely than someone without an STI to acquire HIV infection if they are exposed to HIV through sexual contact. This is why it is critical to identify, link to care and treat individuals in the community with sexually transmitted infections.

Performance Measure: Family Planning Patients with Unintended Pregnancies



Why is the measure you are presenting important to the overall goal or mission of your department? How does tracking this performance measurement improve or help maintain a high level of service?

The goal of the Family Planning Program continues to reduce unplanned pregnancies. Measuring returning patients' report of unplanned pregnancies is a direct measure of that success.

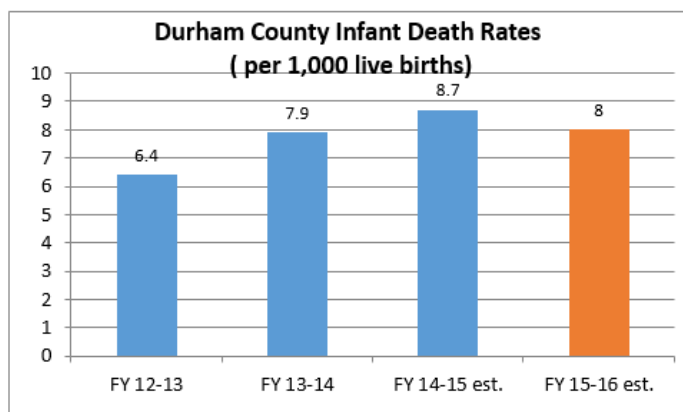
What initiatives or changes to programs in FY 2016-17 will your department take on in hopes to improve the overall performance of the related program or goal?

Use as much one-time funding including grants to purchase LARC (long-acting, reversible contraception) since the up-front cost is high, but it is highly effective in preventing unintended pregnancies. Working with SHIFT NC on a collaborative project to help improve/enhance the capacity of Healthcare Provider Partners to better serve the reproductive health care needs of young people with quality services, including a full range of contraceptive options. Provide educational outreach to encourage medical providers to be trained and provide access to LARC. Staff from local health departments can include private providers in any scheduled LARC insertion training sessions to assure as many providers as possible are trained to insert these highly effective methods. Educate patients about LARC and make referrals to local providers if there are problems keeping the devices in stock or if a patient prefers to see a private provider. Increase the amount of LARC insertion at delivery by working with local providers and hospitals.

Performance Measure: Infant Death Rate

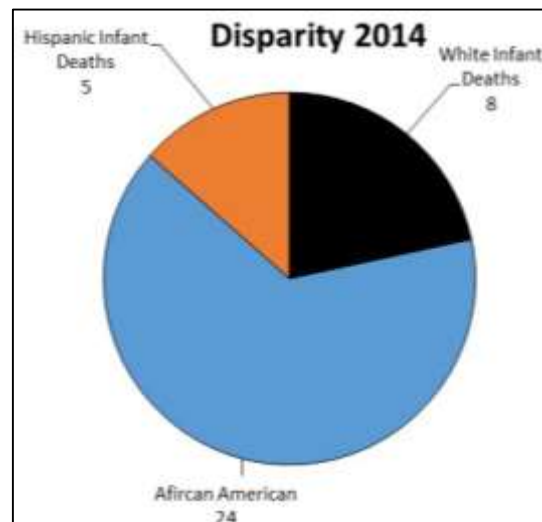
Why is the measure you are presenting important to the overall goal or mission of your department? How does tracking this performance measurement improve or help maintain a high level of service?

Infant mortality (infant deaths occurring before the first birthday) incidence is the classic measurement of health in the community, because so many factors influence pregnancy outcomes (race/ethnicity, SES, maternal weight, substance use, infections, etc.). Factors affecting the health and well-being of an entire population can also impact the death rate of infants. Almost all activities of the agency affect infant mortality, either directly or indirectly, so tracking this performance measure is the best overall way of tracking the effectiveness of service delivery. The most significant factor in preventing infant mortality and morbidity is low birth weight reduction. The disparity in the infant mortality rate is evident by race and ethnicity in the pie chart.



What initiatives or changes to programs in FY 2016-17 will your department take on in hopes to improve the overall performance of the related program or goal?

Infant mortality major causes vary from birth defects, preterm birth, low birth weight, victims of Sudden Infant Death Syndrome, maternal complications, to victims of injury. Improvement of pregnancy related outcomes are influenced by race, ethnicity, age, and income, with a woman's health being the most important. The Family Planning Clinic will continue to provide preconceptional counseling. Women who are seeking pregnancy and present themselves for physical examination or pregnancy testing are assessed for preconceptional risks. Counseling and referral are provided to increase the chances of a successful pregnancy outcome when pregnancy is desired. Emphasize the use of Long Acting Reversible Contraceptives (LARCs) the most reliable methods in order to reduce unplanned pregnancies. Continue to pursue funding sources to help allay the cost of LARCs. Collaborate with partners on improving teen's access to reproductive and sexual health care.



SOCIAL SERVICES

MISSION

Created by the North Carolina General Assembly and sustained with public funds, the Durham County Department of Social Services' vision is a community where families achieve well-being. The department's mission is "Partnering with families and communities in achieving well-being through prosperity, permanence, safety and support." The department operates with a Core Values Statement:

The staff members of the Durham County Department of Social Services make this commitment to individuals, families, our community and ourselves:

- We will show **RESPECT** by recognizing the importance of each individual, treating everyone with kindness, dignity and compassion
- We will demonstrate **INTEGRITY** by being honest, dependable, trustworthy, responsible and accountable for performance and results
- We will cultivate **PARTNERSHIP** as the best way to help individuals and families develop their strengths and meet their needs, while working together to achieve more

PROGRAM DESCRIPTION

Administration

This cost center includes the activities of the DSS Business Office, Operations Unit and the Customer Accountability and Talent Program Development Division. These divisions support the department's direct services staff, which carry out the department's mission.

Key components of the Business Office:

- Finance
- Accounting
- Budget
- Contracts Management
- Child Care Contracts Management and Payment

Key components of the Operations Unit:

- Information technology management and planning
- Information technology support
- Facility support
- Risk management

Key components of the Customer Accountability and Talent Development Division include:

- Program Integrity
- Quality Assurance and Training
- Customer Information Center (reception, call center and records management)
- Public Information

Services

These programs provide for the protection of abused and neglected children and adults, the provision of services to prevent unnecessary institutionalization of disabled and elderly residents, Work First support services, school and community social work services and child day care subsidy. Services and Programs include:

Adult Social Work Services - provides services that allow disabled and elderly adults to remain in their own homes, protection of adults from abuse, neglect, and exploitation; in-home supportive services to avoid unnecessary institutionalization and supervision of adult care homes and facilities.

Child Protective Services - receives, screens and investigates reports of suspected abuse, neglect, dependency of children from birth to 18, provides intensive in-home services to families at risk of or with a history of child abuse, neglect, or dependency.

Social Services

Business Area: 5300

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$25,281,728	\$26,520,527	\$24,327,996	\$28,800,974	\$27,781,086
Operating	\$29,642,270	\$32,007,642	\$28,875,003	\$34,769,670	\$33,480,386
Capital	\$33,542	\$0	\$0	\$0	\$0
Total Expenditures	\$54,957,540	\$58,528,169	\$53,202,999	\$63,570,644	\$61,261,472
Revenues					
Intergovernmental	\$40,213,216	\$42,616,089	\$39,456,381	\$43,993,877	\$43,025,322
Contrib. & Donations	\$41,198	\$29,244	\$31,455	\$3,061	\$3,061
Service Charges	\$144,635	\$242,107	\$225,160	\$23,100	\$23,100
Other Revenues	\$103,363	\$124,248	\$129,705	\$137,162	\$137,162
Total Revenues	\$40,502,412	\$43,011,688	\$39,842,701	\$44,157,200	\$43,188,645
Net Expenditures	\$14,455,128	\$15,516,481	\$13,360,298	\$19,413,444	\$18,072,827
FTEs	501.35	504.00	501.00	522.00	501.00

Child Placement and Supportive Services - provides for the safety and well-being of youth placed in the legal custody of Durham DSS by the juvenile court and finds permanent, adoptive homes for youth who are not reunited with their families or relatives, recruits, trains and supports foster and adoptive families.

Child Care Subsidy Services - is responsible for the administration of State child care subsidy and access to resources and referral information. In addition to providing child care subsidies, the program also provides training and technical assistance to contracted child care providers.

Work First Employment Support Services - This program provides services to current and former Work First recipients, which enable families to gain economic self-sufficiency by helping them find and retain employment.

Crisis ACCESS Services - This service focuses on assisting families and elderly and disabled adults with counseling, information and referral and temporary financial assistance to cope with crisis situations related to health, loss of employment, housing and energy problems.

Community Initiatives - Community Initiatives partners with agencies including Duke Hospital and Durham Public Schools to provide social work services in the community.

Public Assistance

These programs provide entitlement benefits for health access and nutrition services, foster care and adoption payments, as well as cash assistance through Work First. The programs are **Food and Nutrition Assistance, Medicaid and North Carolina Health Choice for Children and Work First Family Assistance**. The Food and Nutrition Assistance program provides nutrition assistance to eligible families and individuals through an electronic benefit card. The Medicaid and North Carolina Health Choice for Children programs provide health insurance to eligible families and individuals. The Work First Family Assistance program provides Work First cash assistance to families through an electronic process to meet their basic needs of cash, shelter and medical assistance.

Child Support Enforcement

This program ensures that non-custodial parents provide financial and medical support for their children. The nature of services within the Child Support Enforcement includes the location of non-custodial parents and their assets, establishing support orders, and establishing paternity. As necessary, this service is also responsible for collection and distribution of payments and enforcement for non-payment of legal child support obligations.

Program Budgeting

As part of the County's implementation of Managing For Results, several cohorts of departments have been through special training on program budget development and related performance measurement tracking. The development of program budgets will allow for future efficiency measures to be tracked and better alignment of dollars to specific areas of purpose within each department. Above are the programs and estimated budgets for the Department of Social Services. When additional changes are made to the current financial and budget system used by the County, actual expenditures will be tracked at the program level that will allow for useful efficiency measures. Below are some of the initial (but not all) key measures being tracked by this department to support Managing for Results.

MFR Program Budget Area	2016-2017 Department Requested	FTE Department Requested	2016-2017 Commissioner Approved	FTE Commissioner Approved
Administration and Management	\$3,540,831	6.00	\$3,467,336	6.00
Business Office	\$963,080	16.00	\$963,080	16.00
Public Assistance	\$13,217,856	186.00	\$13,028,040	180.00
Services Area	\$17,661,712	16.00	\$17,661,712	16.00
Child Support	\$2,748,622	42.00	\$2,671,336	40.00
Child Welfare	\$12,918,700	120.00	\$11,181,983	113.00
Adult Services	\$8,589,201	65.00	\$8,589,201	65.00
Crisis Services	\$913,468	8.00	\$913,468	8.00
Customer Accountability and Talent Development	\$3,017,174	63.00	\$2,785,316	57.00
Total	\$63,570,644	522.00	\$61,261,472	501.00

2015-16 ACCOMPLISHMENTS

Business Office

- Effective management of federal, state, county, agency and client resources totaling almost \$60 million

Customer Accountability and Talent Development Division

Quality Assurance and Training

- Assisted in reviewing records in preparation for Federal and State monitoring visits for all programs
- Conducted 736 program-specific training encounters for new employees in Adult Medicaid, Family & Children Medicaid, Work First, Child Support and Food & Nutrition as well as other training topics relevant in individual

Program Integrity

- Collected \$481,267.83 which exceeded our collection goal by \$56,267.85. Durham County's retained portion of the money collected was approximately \$96,000.00.
- In the Fiscal year ending June 30, 2015, the Program Integrity Unit established 621 claims totaling \$978,648.00 and imposed 55 Intentional Program Violation(IPV) Disqualifications

Customer Information Center

- From July 1, 2014 to June 30, 2015, the Call Center received 204,422 calls and of those calls 202,102 were handled which is a 98.65% call handled rate that exceeds the 95% standard
- The Reception Areas provided front-line reception duties, scanned mail, and routed clients to correct designation for approximately 107,321 clients, which is an increase of 11,321 clients from the previous fiscal year

Family Safety and Permanence

Adult Social Work Services

- Continued partnership with CAN and Partnership for Seniors to build a Community Resource Connection for Senior Services in Durham
- Partnered with the Durham Center for Senior Life, Partnership for Seniors and others to plan and host the first ever Durham County Summit on Aging, May 2, 2015

Child Placement and Supportive Services

- Rebranded Foster Care Recruitment Marketing Campaign to "Raise Hopes. Foster Dreams." Materials used in over 10 events throughout the calendar and fiscal year
- Increase in the number youth in Foster Care by 47.3% since January 2013

Crisis Services

- Served 15,584 clients in FY2014-15 and 14,504 in FY2015-16
- Assisted 1,825 families with maintaining or obtaining stable housing in FY15 and 2,599 in FY2015-16

Community Initiatives

- Continue to partner with The Volunteer Center to meet the needs of families and children during the holiday seasons
- 1,665 children and 1,210 adults sponsored during the Christmas Holiday

Family Economic Independence**Child Care Subsidy Services**

- 2,278 children were provided Child Care Subsidy services in FY2014-15
- Average cost-per-child was \$524

Work First Employment Support Services

- 113 recipients entered employment
- Social Workers provided services to an average of 421 individuals per month

Food & Nutrition Services

- As of June 30, 2015, more than 43,745 individuals were recipients of Food and Nutrition Services
- As of June 30, 2015, 135 cases received Food and Nutrition Services

Medicaid and Health Choice for Children

- As of June 30, 2015, more than 39,818 individuals were recipients of Medicaid and NC Healthchoice for Children

Work First Family Assistance

- For FY2014-15, the average number of cases was 430.
- There were a total of 151 WFFA Cases which included adults

Child Support Enforcement

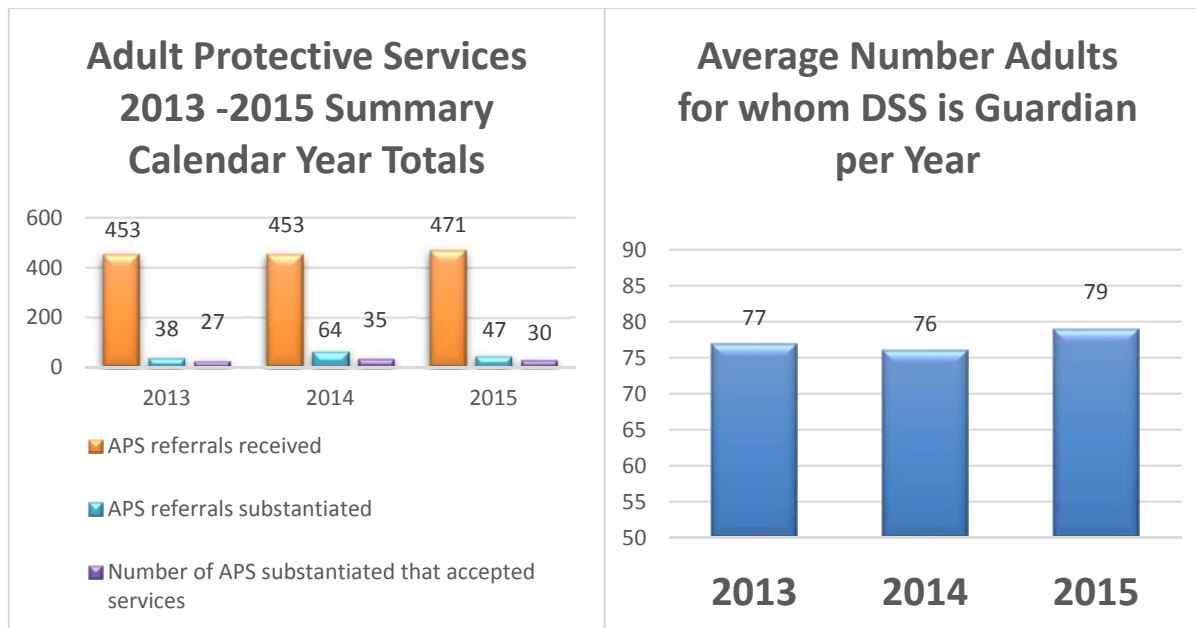
- Durham County Child Support collected \$16,940,977 which exceeded the GOAL of \$16,713,971

2016-17 HIGHLIGHTS

- Increased Foster Care by \$450,000 to \$3,465,924 due to unprecedented growth in the number of children in foster care. DSS experienced a 47% growth in the number of youth in foster care. This increase is part of a statewide trend, with some counties experiencing even higher growth
- For FY 2016-17, all nonprofits that were supported in the nonprofit funding program in the previous fiscal year will be funded at the same previous amount and moved into the Department's budget that most closely aligns with their work. For the 2016-17 fiscal year, the following nonprofits will be managed by DSS: Center for Child & Family Health, Inc. (\$11,237), Child Care Services Association (\$29,783), Dress for Success Triangle (\$5,000), Durham Center for Senior Life (\$105,685), Durham Crisis Response Center (\$36,912), Durham's Partnership for Children (\$13,310), Families Moving Forward [Genesis Home and Durham Interfaith Hospitality Network merger] (\$41,739), First in Families (\$5,000), Freedom House Recovery Center [Mental Health America of the Triangle merged with this organization] (\$23,588), Reinvestment Partners (\$5,000)

2016-2017 PERFORMANCE MEASURES

Performance Measure: Adult Protective Services/Adult Guardianship



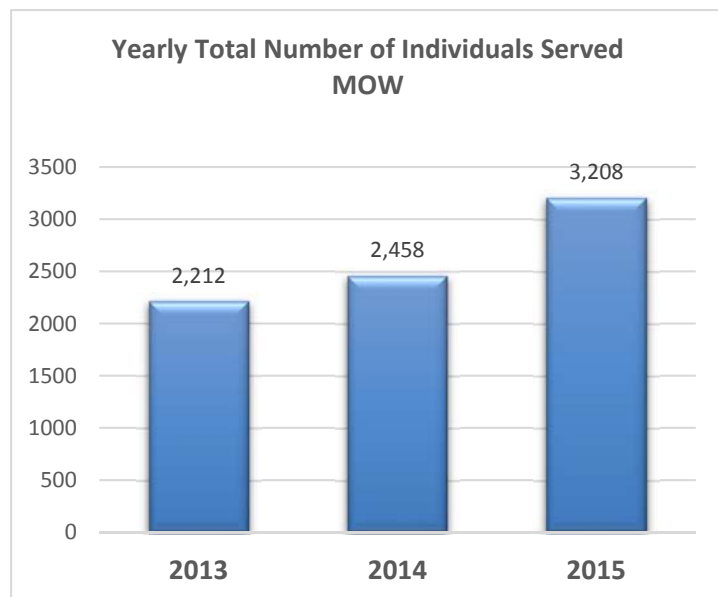
Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service? What initiatives or changes to programs will the department take on in hopes to improve the overall performance of the related program or goal?

The overarching goal in Performance Measure #1 is to track those in need of protection and their willingness to accept services to alleviate abuse, neglect & exploitation. In addition, this measure assists DSS in tracking how many adults who are found to be abused, neglected or exploited, the impact of our intervention in protecting adults and seeing that they are able to remain safely and securely within their own home. Although the number of substantiated Adult Protective Services (APS) Reports decreased in 2015 in comparison to 2014, there has been a steady increase in the number of reports made and the number of substantiated reports that accept on-going services. Accepting services has a positive impact. Clients who refuse services are more likely to come back into the system. If clients don't accept services, their circumstances deteriorate further, thereby, perhaps, requiring more invasive intervention and more costly intervention to protect them.

DSS contributes the growth in the number of reports to the work we have done in educating the community about Adult Protective Services. In the Spring of 2015, the agency completed an APS training video which is located on the County and DSS Intranet Site that raised awareness about this population and how to make APS reports. The growth in the number of reports and ongoing services is also contributed to the increase in demands of the progressively growing aging community and the need to mobilize services and resources. By 2020, Durham County will be home to 60,021 (18.61%) adults 60 or older and with this growth comes a need for services and/or resources. To begin to understand the population's needs, the First Annual Aging Well in Durham Conference was held at DSS May 2015 and the Durham Resource Connections for Aging and Disabilities committee has taken the lead in coordinating next steps to move Durham towards developing an Age-Friendly Durham.

Performance measure #2 ties into the first measure. Cases in which adults are not able to remain in their own home safely due to competency are wards of the agency. The numbers have slightly increased with an average of 77 wards over the last three calendar years. The increase again is attributed to the growth of the aging population and the increased demands and challenges for caregivers. The wards are receiving the care needed to ensure safety and well-being.

Performance Measure: Home Delivered Meals (Adult Services)



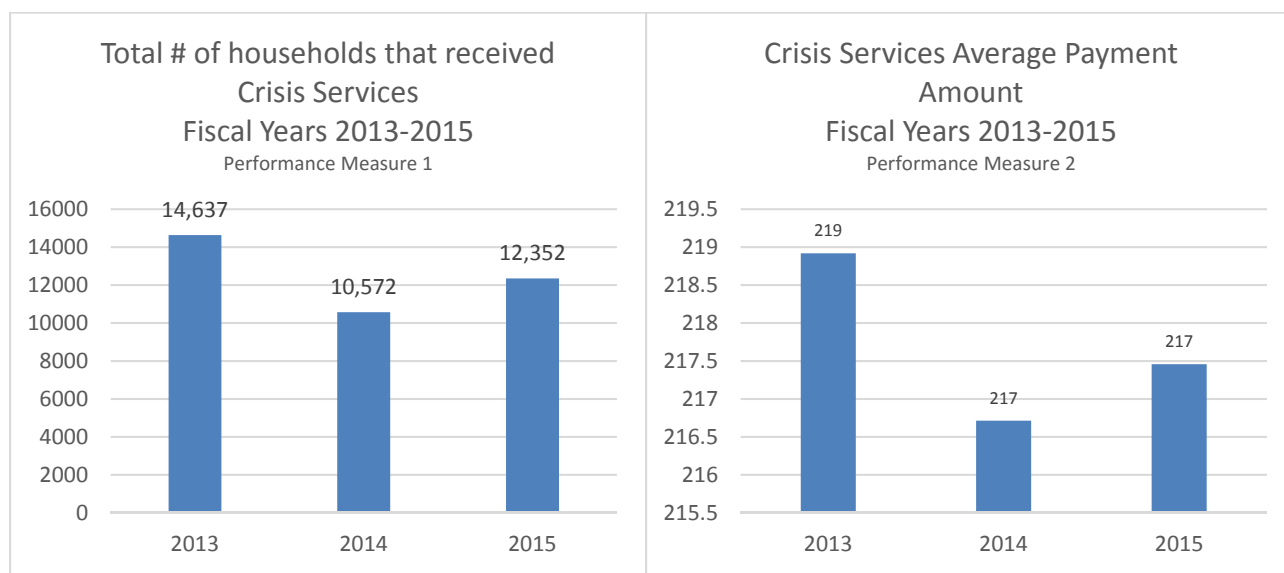
Why are these measures important to the overall goal or mission of the department? How does tracking these performance measures improve or help maintain a high level of service? What initiatives or changes to programs will the department take on in hopes to improve the overall performance of the related program or goal?

DSS tracks this measure to determine the impact that In-Home Aid services, such as home delivered meals, has on the community and on ensuring the aging and disabled population is able to remain and age in their homes safely, independently and comfortably. The cost for maintaining a disabled or older adult in their home is significantly less than group-living costs, such as Nursing Home or Adult Care Home living. Nursing Home costs \$70,000.00+ a year, while an Adult Care Home costs \$30,000.00+ per year. The typical client served with In-Home Services costs \$6,336.00 each year. By 2020, Durham County will be home to 60,021 adults 60 or older which is 18.61% of Durham's population.

As the population ages, the demand for assistance will intensify. To address the need, the Department added \$270,000 to decrease the number of aging and disabled adults on the waiting list in calendar year 2015. This enabled 200 more clients to be served and remain in their homes. However, the wait list is expected to grow again given the increase in the aging population which possess challenges in that there is finite dollars, Federal and State, for the aging population. What we know from tracking this data is that clients receiving In-Home Aide services such as Meals on Wheels remain in their homes safely for longer periods of time as the placement rate of clients is less than 5%.

The ultimate goal is to serve as many clients as possible. We know our services keeps disabled adults safe and in their homes. The Adult Services Program Manager does presentations to the Board of County Commissioners and the Social Services Board emphasizing the increased demands for both In-Home Services and Adult Protective Services. The County Manager also serves on the Community Resource Connections Committee as the Chair and is helping to develop the plan for the "Aging-Friendly Durham" Initiative.

Performance Measure: Crisis Services/Emergency Assistance



Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service? What initiatives or changes to programs will the department take on in hopes to improve the overall performance of the related program or goal?

DSS tracks this measure to determine the impact Crisis Services has on assisting families and adults obtain or maintain housing, cooling and heating, burial assistance and food cards. Performance measure 1 illustrates the number of households assisted over the last three fiscal years. One can see that the number of Durham County residents in crisis, has fluctuated with FY2012-13 serving the highest. The average number of clients seen over the three fiscal years is 12,520. Performance measure 2 however, illustrates that the cost of providing crisis services has remained constant even with the decrease in the number of clients seen in FY2013-14. Factors that contribute to clients seeking crisis services are high unemployment rates, high underemployment and increase in cost of living. DSS reviewed its county programs such as "Opening Doors" and County Emergency Assistance, to evaluate eligibility criteria and ways to maximize the dollars and serve more individuals and families in FY2015-16 due to these factors. In addition, community partners continue to reach and support the needs of clients in crisis suggestions.

MENTAL HEALTH (ALLIANCE BEHAVIORAL HEALTHCARE)

MISSION

Alliance Behavioral Healthcare is committed to improving the health and well-being of the people we service by ensuring highly effective, community based support and care. Our vision is to be a leader in transforming the delivery of whole person care in the public sector.

PROGRAM DESCRIPTION

Alliance Behavioral Healthcare is the Local Management Entity (LME)/Manage Care Organization (MCO) for mental health, developmental disabilities, and substance abuse for a catchment area that includes Cumberland, Durham, Johnston and Wake counties.

Alliance is responsible for ensuring that citizens who seek help receive the services and supports for which they are eligible to achieve their goals and to live as independently as possible. Alliance is also responsible for making sure the citizens receive quality services and that their individual rights are protected.

Alliance is responsible for managing finances, service authorizations, contracts with direct service providers, service quality, and regulatory standards, developing the service array and ensuring appropriate customer choice.

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

2016-17 HIGHLIGHTS

- Alliance will have a lease agreement with Durham County to lease space in the Human Services Complex
- Contract with Criminal Justice Resource Center moved to CJRC directly – all other contracts realigned within previous budget

Business Area: 5200

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$5,999,665	\$6,728,109	\$6,728,109	\$6,217,381	\$6,217,381
Total Expenditures	\$5,999,665	\$6,728,109	\$6,728,109	\$6,217,381	\$6,217,381
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$5,999,665	\$6,728,109	\$6,728,109	\$6,217,381	\$6,217,381

COORDINATED TRANSPORTATION SYSTEM

MISSION

The Durham County Center of North Carolina Cooperative Extension helps individuals, families, and communities use research-based information and county resources to improve the quality of their lives.

PROGRAM DESCRIPTION

North Carolina Cooperative Extension is an educational partnership between county government and the state's land grant universities – North Carolina State University and North Carolina Agricultural and Technical State University – and the federal government. Local issues are addressed through educational programs delivered at the county center as well as in the community.

Coordinated Transportation is funded by the North Carolina Department of Transportation to assist in assuring accessibility to transportation for citizens with special needs and those living outside the urban sections of the community. Human services and nonprofit agencies use this funding to reduce transportation costs for citizens served. Staff, in conjunction with the Transportation Advisory Board, identifies needs, leverages resources and evaluates options for helping agencies and citizens meet their transportation needs.

2015-16 ACCOMPLISHMENTS

- Awarded 1st Place for Performance Excellence by the North Carolina Department of Transportation awarded Durham County ACCESS a 1st Place Award for Performance Excellence. Indicating great efficiency in performance measures such as cost per trip, service hours and miles.
- Increased the number of trips and service provided to Durham County residents. In FY14-15, over 65,00 trips, transporting Durham County residents to employment, medical, social and trips to support their daily living needs were accomplished. Ridership projections for FY16-17 anticipate trips exceeding 66,000 continuing the growth trend.
- Successfully completed a Compliance Review, System Safety Program Plan Review and a Title VI Compliance Review. These federal and state required plans detail and provide the policies, procedures and accountability to assure all systems meet and or exceed the requirements established to assure that the transportation system is managed efficiently.
- Applied and awarded a grant for the NCDOT Apprentice Program, where we employed a recent college graduate. The Apprentice was a full addition to staff and learned the administrative and grant functions of a demand response system, attended trainings and meetings as well as mirrored the transportation program manager. The county share of the cost was 10%.
- Participated in the County's Youth Internship Program. The intern was a tremendous asset and provided assistance beyond answering phones-- she developed weekly performance measures, conducted the initial phase of a customer service survey, and compiled documentation for the County Manager on the D-O-Light Rail project. She was creative and inspiration and took on projects with great zeal.
- Working the Durham County IT, Durham County ACCESS developed the first phase of an online database for Access Clients. The new technology will allow Durham County ACCESS to be more efficient in tracking client application and matching clients' needs to grant funding. The new system also generates additional forms and letters to clients and allows for easier monitoring of client information and status.
- Expanded Customer Appreciation and Transportation Awareness day to a week-long recognition of riders and organizations. County Board adopted a resolution proclaiming "Champions in Transportation Week" and Champions of Transportation awards were in attendance to receive a plaque and resolution.

2016-17 HIGHLIGHTS

- This budget allows Durham County Access to maintain current levels of service.

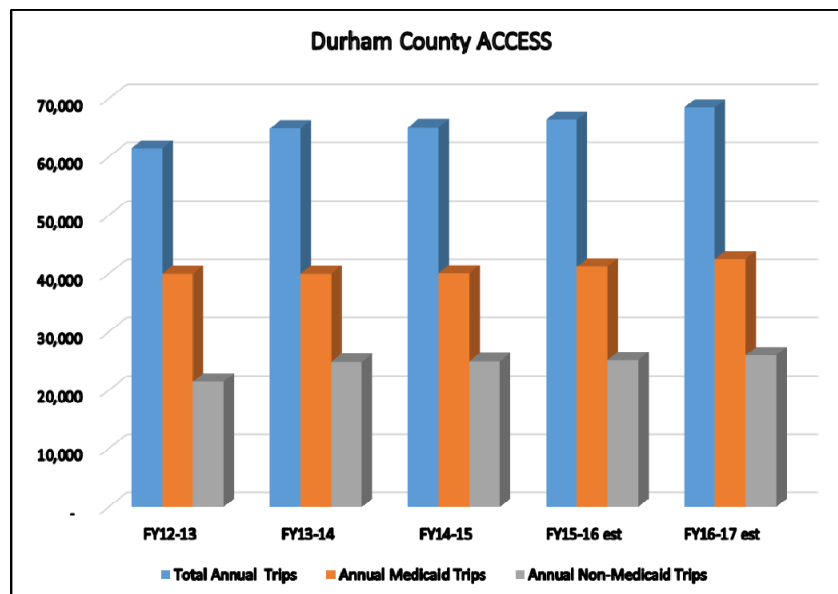
Coordinated Transportation System

Funds Center: 5800650000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$109,726	\$149,311	\$137,542	\$130,290	\$130,290
Operating	\$460,778	\$813,479	\$814,502	\$896,132	\$1,043,132
Capital	\$0	\$60,000	\$60,000	\$0	\$0
Total Expenditures	\$570,504	\$1,022,790	\$1,012,044	\$1,026,422	\$1,173,422
Revenues					
Intergovernmental	\$618,719	\$977,409	\$977,409	\$837,870	\$984,870
Service Charges	\$0	\$6,431	\$6,431	\$6,431	\$6,431
Total Revenues	\$618,719	\$983,840	\$983,840	\$844,301	\$991,301
Net Expenditures	(\$48,215)	\$38,950	\$28,204	\$182,121	\$182,121
FTEs	2.00	2.00	2.00	2.00	2.00

2016-17 PERFORMANCE MEASURES

Performance Measure: Number of elderly and disabled citizens transported via Coordinated Transportation



Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

It is Durham County ACCESS's mission to deliver excellent customer service and provide efficient and coordinated transportation service to meet the mobility needs of seniors, disabled, transportation disadvantaged, rural general public and employment trips for Durham County residents. In addition, as we seek funding and administer the grant and financial management, we are accountable and report regularly on the implementation of programs, grant and management policies and

procedures and operations of our service to assure compliance. Measuring the trips is a critical assessment to our productivity.

Through our coordinated service model the Durham County community benefits in many ways –including efficient cost to operate. Durham County ACCESS engages a third-party contractor to operate the transportation service and further assures the program is safe, accessible and meets the needs of seniors, individual with disabilities or health related conditions who are not able to independently take regular public transportation. Access provides this much needed transportation option for trips related to employment and training, medical and personal needs (grocery, shopping/entertainment) to rural Durham County Residents and the transportation disadvantaged of Durham County.

With the exception of the Bus, Rail Investment Program (BRIP), all of the core grant programs are funded by a majority of state and federal funds. The local match for these programs has ranged from 5-20%. ACCESS has worked to make sure whenever possible other grant funds may be leveraged to reduce the demand on resources for match from the County.

Durham County reaches vulnerable populations through outreach with a variety of organizations that provide clients in need of our services. In addition, the Operations and management of the accessible van fleet, drivers, and maintenance and client

Through our coordinated service model the Durham County community benefits in many ways –including efficient cost to operate. Durham County ACCESS engages a third-party contractor to operate the transportation service and further assures the program is safe, accessible and meets the needs of seniors, individual with disabilities or health related conditions who are not able to independently take regular public transportation. Access provides this much needed transportation option for trips related to employment and training, medical and personal needs (grocery, shopping/entertainment) to rural Durham County Residents and the transportation disadvantaged of Durham County. .

With the exception of the Bus, Rail Investment Program (BRIP), all of the core grant programs are funded by a majority of state and federal funds. The local match for these programs has ranged from 5-20%. ACCESS has worked to make sure whenever possible other grant funds may be leveraged to reduce the demand on resources for match from the County.

Durham County reaches vulnerable populations through outreach with a variety of organizations that provide clients in need of our services. In addition, the Operations and management of the accessible van fleet, drivers, and maintenance and client reservations is contracted through the City of Durham through First Transit. This provides an optimal efficiency and management by experts in the field.

What initiatives or changes to programs will the department take on in hopes to improve the overall performance of the related program or goal?

Durham County ACCESS will continue to implement the policies and procedures to exceed the expectations of local, state and federal requirements. Additional training has been included in our budget and our Operator has expanded software programs to collect data.

- In coordination with the Go Triangle and Go Durham we are working together to improve the communication and marketing tools to be inclusive of our service. This effort coincides with the recent rebranding initiative lead by Go Triangle. Durham County Commissioners will be presented with the options to consider the incorporation of the new “Go Durham County” logo as well as the bus wrap design for all vans. Becoming part of this effort strengthens the coordinated system within the entire triangle.
- Durham County will continue to seek additional funding opportunities and ways to maximize partnerships to attract additional funding streams. While the new federal reauthorization – the FAST Act continued funding for the 5310 and 5311 program, the authorization does not offer any substantial change to grant opportunities. With the expiration of the Job Access Reverse Commute (JARC) program, Durham County ACCESS intends to utilize local BRIP funds to continue to service the work and work-related transportation needs of Durham County residents.
- Currently the 5310 Elderly & Disabled Grant Program funds administered by NCDOT in past years are no longer readily available for Durham County ACCESS – these funds are now administered through the DCHC-MPO. In FY15-16 Durham County ACCESS awarded \$125,000, (Match of 80% federal and 20% Local. The local match for this grant will be provided by the local sales tax funds. In FY 16-17, Durham County will continue to leverage the ROAP Elderly & Disabled program as well as the Bus Rail Improvement Plan funds to maximize service for the elderly & disabled.
- In 2016-2017 Durham County will continue to focus on expanding marketing services to rural residents and will expand efforts with the Rougemont Ruritans for the ACCESS to the Farmers’ Market Initiative.
- Durham County ACCESS was a partner in the ACCESS to health grant and will continue to pursue opportunities in 2016-2017 to join with organizations to bring new funds and opportunities to grow the transportation service.

JUVENILE CRIME PREVENTION COUNCIL (JCPC)

PROGRAM DESCRIPTION

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

These funds are allocated to Durham County by the North Carolina Department of Juvenile Justice and Delinquency Prevention (DJJDP) from their Intervention/Prevention Funding. This money is available only for programs serving delinquent, undisciplined, and youth at-risk of court involvement, and is restricted to services providing intermediate and community sanctions to juvenile court for delinquent and at-risk youth. Programs are required to offer treatment, rehabilitation, and/or educational enrichment as prioritized in the publicly advertised "Request for Proposals" (RFP) attached.

The Durham JCPC conducted the funding allocation process in accordance with the relevant N.C. General Statutes, and the N.C. Department of Juvenile Justice and Delinquency Prevention (DJJDP) procedures and guidelines. Once the applications were received, the Durham County Juvenile Crime Prevention Council (JCPC) voted to adopt the Durham Annual Funding Plan.

The administrative oversight of this program is managed by the Criminal Justice Resource Center (CJRC).

The following programs are approved for funding contingent to inclusion in the State of North Carolina budget:

- Durham County Teen Court and Restitution \$155,000
- Durham County Clinical Family Counseling (El Futuro) \$20,000
- Family Advocacy Network (Parent/Family Skill Building) \$14,000
- Juvenile Justice Project (Meditation/Conflict Resolution) \$15,500
- Bull City Express Track Club (Tutoring/Academic, Mentoring, Interpersonal Skill Building, Experiential Skill Building) \$20,000
- Parenting of Adolescents (Home Family Counseling) \$99,000
- Rebound Alternatives for Youth structured day \$16,166
- The P.R.O.U.D (Personal Responsibility to Overcome with Understanding and Determination) Program \$70,000
- Milestones Culinary Institute \$16,500

Also, these programs and administrative functions are recommended for funding contingent to inclusion in the State of North Carolina budget but are located within other County agencies:

- Project BUILD - Building Uplifting and Impacting Lives Daily (Cooperative Extension) \$95,000
- Juvenile Crime Prevention Council Administrative Costs (Criminal Justice Resource Center) \$15,500

Funds Center: 5800273000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$451,844	\$417,666	\$417,666	\$426,166	\$426,166
Total Expenditures	\$451,844	\$417,666	\$417,666	\$426,166	\$426,166
▼ <i>Revenues</i>					
Intergovernmental	\$451,842	\$417,666	\$417,666	\$426,166	\$426,166
Total Revenues	\$451,842	\$417,666	\$417,666	\$426,166	\$426,166
Net Expenditures	\$2	\$0	\$0	\$0	\$0

HUMAN SERVICES NONPROFIT AGENCIES

MISSION

The mission of Durham County government is to enhance the quality of life for its citizens by providing education, safety and security, health and human services, economic development, and cultural and recreational resources.

PROGRAM DESCRIPTION

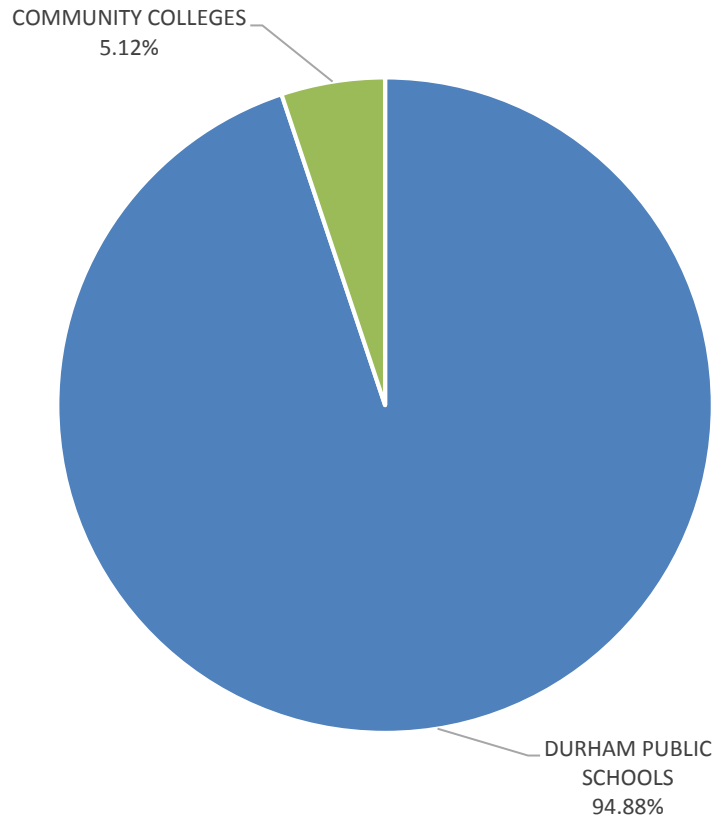
Durham County is committed to providing financial assistance to those nonprofit agencies which assist it in carrying out its mission. Included in this funds center are nonprofit agencies and other nongovernmental agencies whose work complements the efforts of the county's human service agencies and whose mission is the public welfare of the residents of Durham County.

For FY 2016-17, all nonprofits that were supported in the nonprofit funding program in the previous fiscal year will be funded at the same previous amount and moved into the Department's budget that most closely aligns with their work. For the 2016-17 fiscal year, those nonprofits will be managed by one of the following departments: Cooperative Extension, Criminal Justice Resource center, Department of Social Services, Engineering, Library and Public Health. Information about which nonprofits are funded and funding amounts can be found on the aforementioned departments' budget pages. All nonprofit funding was located in this fund center for the Manager's Recommended budget, as reflected in the Department Requested column below, and has since been moved to the six departmental budgets.

Business Area: 5800

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$521,512	\$427,430	\$447,961	\$635,038	\$0
Total Expenditures	\$521,512	\$427,430	\$447,961	\$635,038	\$0
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$521,512	\$427,430	\$447,961	\$635,038	\$0

Education Approved Budget



Business area	2014-2015 Actual Expenditures	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
DURHAM PUBLIC SCHOOLS	\$ 120,233,150	\$ 123,584,356	\$ 124,684,356	\$ 127,975,707	\$ 127,975,707
COMMUNITY COLLEGES	\$ 6,142,908	\$ 6,536,591	\$ 6,536,591	\$ 6,989,016	\$ 6,904,016
OTHER EDUCATION	\$ 78,664	\$ 70,560	\$ 70,560	\$ 0	\$ 0
Overall Result	\$ 126,454,722	\$ 130,191,507	\$ 131,291,507	\$ 134,964,723	\$ 134,879,723

DURHAM PUBLIC SCHOOLS

PROGRAM DESCRIPTION

Effective July 1, 1992, Durham County's two public school systems merged, forming Durham Public Schools (DPS). All Durham County funding is from general funds. The supplemental taxing districts were discontinued with the merger.

DPS was merged under legislation establishing minimum requirements for local funding based on the highest per pupil expenditure in the last five years of either school system prior to the merger. Per pupil allocation used in the school funding formula is \$1,960. The amount of minimum funding is determined by multiplying the \$1,960 per pupil expense with the average daily membership (ADM) enrollment figure for the upcoming year. County funding for Durham Public Schools, including current expense, capital outlay (excluding bond-funded projects), and debt service, must be no less than the minimum funding required.

A comparison of the minimum funding required and the approved funding level is shown below.

Per pupil funding	\$1,960
Multiply by total FY 2015-16 ADM	33,454
Minimum funding for FY 2015-16	\$65,569,840

In addition, if the ADM for charter schools was factored in (an additional 6,609 pupils, for a total of 40,063 pupils), the calculation would equate to \$78,523,480 minimum funding for FY 2016-17. Durham County funding significantly exceeds these thresholds.

	FY 2014-15 Actual	FY 2015-16 Approved	FY 2016-17 Requested	FY 2016-17 Approved
Current Expense	\$118,863,146	\$122,214,356	\$126,605,707	\$126,605,707
Capital Outlay	\$1,370,000	\$1,370,000	\$1,370,000	\$1,370,000
Total	\$120,233,146	\$123,584,356	\$127,975,707	\$127,975,707
School Debt Service	\$30,114,672	\$30,160,166	\$27,509,713	\$27,509,713
TOTAL FUNDING	\$150,347,818	\$153,744,522	\$155,485,420	\$155,485,420

During FY 2015-16 an additional \$1.1 million of current expense funding was appropriated by Durham County to support salary supplements for various Durham Public School positions.

In addition to this funding, Durham County funds a number of positions and programs that provide services within Durham Public Schools. These positions/programs and their County-only funding for FY 2016-17 are shown below.

Program or Position (County Department)	FY 2016-17 Durham County Funding
School Resource Officers (Sheriff)	\$1,127,184
Public Health Services (School Nurses, Dental, Health Ed.)	\$2,409,335
TOTAL FUNDING	\$3,536,519

2016-17 HIGHLIGHTS

The Board of Education's FY 2016-17 budget request is a \$3,291,351 increase in current expense funding over its FY 2015-16 current budget. The Board of County Commissioners approved budget supports all of this request, providing additional funding for an estimated growth of 739 pupils in both Durham Public Schools and charter schools. \$1,320,380 of the County increased support is made up of additional Article 46 sales tax revenue, and an additional \$1,970,971 is from general County property tax revenue.

Full funding supports \$2.75 million worth of pupil growth and increasing benefits and contracted services costs. An additional \$500,000 supports continuing the teacher mentoring program.

Durham Public Schools

Funds Center: 5910540000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$118,863,147	\$122,214,356	\$123,314,356	\$126,605,707	\$126,605,707
Capital	\$1,370,003	\$1,370,000	\$1,370,000	\$1,370,000	\$1,370,000
Total Expenditures	\$120,233,150	\$123,584,356	\$124,684,356	\$127,975,707	\$127,975,707
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$120,233,150	\$123,584,356	\$124,684,356	\$127,975,707	\$127,975,707

Durham County provides funding for DPS from two revenue sources: local property taxes and Article 46 sales taxes. Since Article 46 funding passes through the County, total County current expense funding for DPS will also increase by \$3,291,351, for a total allocation of \$126,605,707 in FY 2016-17. Pre-K support for FY 2016-17 is \$493,071 of the total \$126.6 million budgeted. Capital outlay funding will remain flat at \$1,370,000. The County will also pay \$27.5 million in debt service for related DPS capital infrastructure.

The County estimates total FY 2016-17 Article 46 sales tax collection for DPS at \$8,322,880 and for Pre-K programs at \$469,080. An additional amount of Article 46 funding comes from the previous year's over-collection. That amount for DPS is \$1,208,160 and for Pre-K programs, \$39,060. Total FY 2016-17 Article 46 sales tax support for DPS is \$9,531,040 and for Pre-K programs, \$508,140.

DPS's student projection for FY 2016-17 is 40,063 (for both DPS [33,454] and charter schools [6,609]). Therefore, the County's current expense funding per pupil is \$3,160 per pupil, an increase of \$24 per pupil from FY 2015-16. Including capital outlay and debt service funding, Durham County supports public education at \$3,881 per pupil, a \$57 per pupil decrease from FY 2015-16, due to decreasing debt service support. If Pre-K funding is not included in the above equation, because it is not for normally counted pupils (K-12th grade), the current expense per pupil amount increases \$12 to \$3,148. The total support for public education would then be \$3,869 per pupil.

DURHAM TECHNICAL COMMUNITY COLLEGE

PROGRAM DESCRIPTION

Durham County provides support from the General Fund to Durham Technical Community College. In accordance with North Carolina General Statute 115D-32, Durham County provides financial support under the following categories:

- Plant Fund, including acquisition of land, erection of buildings, and purchases of motor vehicles
- Current Expense Fund, including plant operation and maintenance
- Support Services, including building and motor vehicle insurance

	FY 2014-15 Actual	FY 2015-16 Approved	FY 2016-17 Requested	FY 2016-17 Approved
Current expense	\$5,840,415	\$6,234,091	\$6,601,516	\$6,601,516
Capital outlay	\$302,500	\$302,500	\$387,500	\$302,500
TOTAL	\$6,142,915	\$6,536,591	\$6,989,016	\$6,904,016
Debt service	\$1,044,066	\$1,078,752	\$1,106,224	\$1,106,224
TOTAL FUNDING	\$7,186,981	\$7,615,343	\$8,095,240	\$8,010,240

The County's Capital Improvement Plan includes \$15.2 million in funding for four capital projects on Durham Technical Community College's campuses. These projects include:

- Newton Building expansion at \$3 million;
- Campus improvements at \$9.4 million, with \$5.2 million approved as part of the general obligation bond referendum in November 2003 and an additional \$4.2 million added in FY 2007-08 for ongoing improvements;
- Northern Durham Center expansion at \$1 million completed in FY 2007-08; and
- Main Campus expansion at \$1.8 million completed in FY 2007-08.

All new funding for Durham Technical Community College capital projects, other than the Northern Durham Center expansion, are funded through general obligation bonds. The Northern Durham Center expansion project received \$580,000 in County contribution in FY 2007-08 to meet its total budget of \$1 million.

In November 2007, Durham County voters approved \$8.68 million of general obligation bond funding for Durham Technical Community College, of which funds became available in July 2008. Plans for these funds are described in the above paragraph.

Durham Technical Community College

Funds Center: 5920530000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$5,840,412	\$6,234,091	\$6,234,091	\$6,601,516	\$6,601,516
Capital	\$302,496	\$302,500	\$302,500	\$387,500	\$302,500
Total Expenditures	\$6,142,908	\$6,536,591	\$6,536,591	\$6,989,016	\$6,904,016
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$6,142,908	\$6,536,591	\$6,536,591	\$6,989,016	\$6,904,016

2016-17 HIGHLIGHTS

- As the County continues to collect revenue from the Article 46 quarter cent sales tax, by Board of County Commissioners' resolution, Durham Technical Community College will receive \$1,273,740 for student scholarship support and other educational opportunities.
- Durham Technical Community College's County funding increases \$367,425 or 5.62% from the FY 2015-16 Original Budget.
 - Article 46 Sales Tax revenue increases by \$170,931.
 - Annual operating expenses increased by \$196,494.
 - Includes increased utility and personnel cost for expanded lease space

EDUCATION NONPROFIT AGENCIES

MISSION

The mission of Durham County government is to enhance the quality of life for its citizens by providing education, safety and security, health and human services, economic development, and cultural and recreational resources.

PROGRAM DESCRIPTION

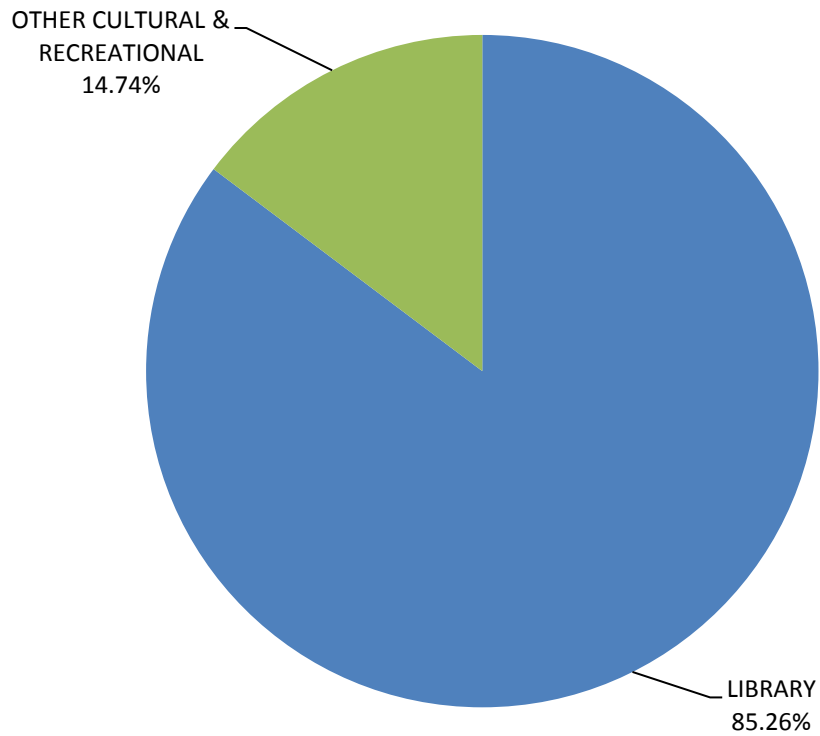
Durham County is committed to providing financial assistance to those nonprofit agencies which assist it in carrying out its mission. Included in this cost center are nonprofit agencies and other nongovernmental agencies whose work complements the efforts of the County's educational support systems and whose mission is the provision of such services for the residents of Durham County.

For FY 2016-17, all nonprofits that were supported in the nonprofit funding program in the previous fiscal year will be funded at the same previous amount and moved into the Department's budget that most closely aligns with their work. For the 2016-17 fiscal year, those nonprofits will be managed by one of the following departments: Cooperative Extension, Criminal Justice Resource center, Department of Social Services, Engineering, Library and Public Health. Information about which nonprofits are funded and funding amounts can be found on the aforementioned departments' budget pages.

Funds Center: 5930

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$78,664	\$70,560	\$70,560	\$0	\$0
Total Expenditures	\$78,664	\$70,560	\$70,560	\$0	\$0
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$78,664	\$70,560	\$70,560	\$0	\$0

Culture/Recreation Approved Budget



Business area	2014-2015 Actual Expenditures	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
LIBRARY	\$ 9,382,349	\$ 10,138,257	\$ 10,032,023	\$ 10,604,188	\$ 10,332,925
OTHER CULTURAL & RECREATIONAL	\$ 1,716,081	\$ 1,871,685	\$ 1,805,080	\$ 1,857,732	\$ 1,786,127
Overall Result	\$ 11,098,430	\$ 12,009,942	\$ 11,837,103	\$ 12,461,920	\$ 12,119,052

LIBRARY

MISSION

The mission of Durham County Library is to encourage discovery, connect the community, and lead in literacy.

PROGRAM DESCRIPTION

Durham County Library is a department of Durham County. The Library Board of Trustees is appointed by the Board of County Commissioners and reviews policies. There are seven library locations: The Main Library, four full-service regional libraries (East, North, South, and Southwest), one branch (Stanford L. Warren), one community library (Bragtown Family Literacy Center), and two mobile units (Bookmobile and OASIS). The county's FY2016-17 Capital Improvement Plan includes the expansion/renovation of the Main Library. Durham County Library is supported in part by two nonprofit organizations: Durham Library Foundation, Inc. and Friends of the Durham Library, Inc. We also have the Friends of Stanford L. Warren, which falls under the umbrella of the Friends of the Durham Library, Inc.

Libraries build community, an essential part of life for Durham County residents. Durham County Library contributes significantly to each of the goals in the County's new strategic plan. All library materials, services, classes, and programs are free and available to every Durham County resident. With its physical, mobile, and virtual units, the library is uniquely positioned to reach residents throughout the County.

Goal 1: Community and Family Prosperity and Enrichment

The library fulfills all of the objectives of Goal 1. We provide support for educational opportunities and academic achievement through early literacy programs, homework help, and tutoring services. The library facilitates the development of a skilled workforce with computer courses and résumé help. We partner with area businesses and nonprofits to promote their services. The library expands access to technology with more than 200 computers available to the public and 24/7 Wi-Fi at every facility. The library enhances cultural and creative opportunities with arts and culture programming for adults and children.

Goal 2: Health and Well-Being for All

The library fulfills the goal of improving the health and well-being of Durham County residents by providing fitness classes like Zumba, dance, and yoga, and by partnering with the Department of Public Health to host community-wide fitness initiatives.

Goal 3: Safe and Secure Community

The library furthers the goal of creating a safe and secure community by providing a safe place for children and teens to engage in after-school activities that build character, enhance academic achievement, and foster connection to their community. The library is also a shelter-in-place site for emergencies.

Goal 4: Environmental Stewardship

With four LEED certified buildings, the library leads the County in environmentally responsible facilities. Three libraries offer charging stations for electronic vehicles, and the library is a recycling center for office supplies for staff and the public. The library also partners with other County departments to host environmental education events and publicize initiatives.

Goal 5: Accountable, Efficient, and Visionary Government

The library provides exceptional customer service at seven locations and through mobile services that reach out into the community. We are a hub for public engagement, regularly interfacing with more than two-thirds of the County's population. Through community partnerships, the library presents relevant, timely programming and services, and we do so by maximizing County funding with private donations from the two nonprofits (the Foundation and Friends) and other funders.

Library

Business Area: 6110

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$6,919,428	\$7,250,239	\$6,482,673	\$7,488,420	\$7,350,713
Operating	\$2,400,725	\$2,888,018	\$3,388,741	\$3,058,218	\$2,772,212
Capital	\$62,196	\$0	\$160,609	\$57,550	\$0
Transfers	\$0	\$0	\$0	\$0	\$210,000
Total Expenditures	\$9,382,349	\$10,138,257	\$10,032,023	\$10,604,188	\$10,332,925
Revenues					
Intergovernmental	\$240,085	\$225,000	\$352,998	\$297,740	\$297,740
Contrib. & Donations	\$250	\$50,000	\$1	\$0	\$0
Service Charges	\$307,407	\$264,400	\$305,167	\$304,500	\$304,500
Other Revenues	\$115	\$200	\$46	\$0	\$0
Total Revenues	\$547,857	\$539,600	\$658,212	\$602,240	\$602,240
Net Expenditures	\$8,834,492	\$9,598,657	\$9,373,811	\$10,001,948	\$9,730,685
FTEs	136.93	136.93	136.93	139.87	136.93

Program Budgeting

As part of the County's implementation of Managing For Results, several cohorts of departments have been through special training on program budget development and related performance measurement tracking. The development of program budgets will allow for future efficiency measures to be tracked and better alignment of dollars to specific areas of purpose within each department. Above are the programs and estimated budgets for the Library. When additional changes are made to the current financial and budget system used by the County, actual expenditures will be tracked at the program level that will allow for useful efficiency measures. Below are some of the initial (but not all) key measures being tracked by this department to support Managing for Results.

MFR Program Budget Area	2016-2017 Department Requested	FTE Department Requested	2016-2017 Commissioner Approved	FTE Commissioner Approved
Library Services	\$6,158,205	109.37	\$6,089,701	107.43
Community Outreach, Literacy and Engagement	\$1,085,470	15.50	\$1,085,470	15.50
General Collection	\$2,702,254	10.00	\$2,516,254	10.00
Technology Access	\$658,259	5.00	\$641,500	4.00
Total	\$10,604,188	139.87	\$10,322,925	136.93

2016-17 HIGHLIGHTS

- This budget allows the Library to maintain current levels of service
- For FY 2016-17, all nonprofits that were supported in the nonprofit funding program in the previous fiscal year will be funded at the same previous amount and moved into the Department's budget that most closely aligns with their work. For the 2016-17 fiscal year, the following nonprofits will be managed by the Library: Achievement Academy of Durham (\$20,000), Durham Literacy Center (\$26,619), Durham Symphony Orchestra (\$5,000), Durham Teacher Warehouse Corporation (\$5,000), The Peoples Channel (\$14,850), Walltown Children's Theatre (\$5,000)

2016-17 GOALS FOR DURHAM COUNTY LIBRARY

Fostering Innovation

Support staff to embrace ongoing technological change and usage so that library customers become more knowledgeable of benefits and appropriate applications.

Empowering Staff

Maximize opportunities for staff empowerment by providing comprehensive training, promoting professional development, establishing clear and uniform policies, and encouraging open and effective communication at all levels.

Maximizing Impact and Reach of Programs, Services and Collections

Embrace people of all socio-economic and cultural backgrounds, supporting the Library's renewal as a place that collaboratively addresses the needs of Durham County – including strategic initiatives that advance the region's emergence as a literate community.

Achieving Service Excellence

Researching “best practices” in libraries and other service providers around the country, adopting those that would best impact our community and those we serve.

2015-16 ACCOMPLISHMENTS

- **LSTA Grant from the State Library - “Teen Tech Learning Lab – Where Science and Imagination Collide!” Initiative**

This grant expands a pilot initiative of teen services and program offerings at the Main Library and other regional locations. It also reinforces STEAM (Science, Technology, Engineering, Arts and Mathematics) through hands on projects. It is designed to inspire young adults to learn, invent, create, build, and research using various mediums of digital devices (tablets, audio recorders, online tutors, cameras, and laptops to name a few.) It will also include field trips to underserved communities to experience STEAM-related activities and to explore related career options. STEAM teaches object oriented programming principles through game creation and robotics.

- **Grant from the National Endowment for the Humanities (NEH) and the American Library Association (ALA) to Support the Latino Americans: 500 Years of History Project**

This grant assists with the growing need to serve the Latino population. We have experienced a growing number of Latino families using the library; this includes program attendance, obtaining a library card and items for checkout. This was a nationwide public programming initiative that supports the exploration of the rich and varied history and experiences of Latinos, who have helped shape the United States over the last five centuries. We will host events, collect oral histories, facilitate discussions and hold other events about Latino American History and Culture from July 1, 2015 – July 1, 2016. The Durham-Chapel Hill Metropolitan Statistical Area has roughly 50,000 Spanish speakers of whom 56% self-report having at least some difficulty with English. (American Community Survey Table 29 – October 2015.)

- **LSTA Grant from the State Library to Support the “Digital Bridge Project” Initiative**

This grant provided technology literacy to participants to foster improved opportunities for gainful employment and academic or vocational training success and achievement. The homebase has been Bragtown Family Literacy Center. Adults receive basic computer training, help with resumes, job searching skills and training for different careers. Adult participants received a free refurbished computer through a partnership with United Way and the Friends of Durham County Library. Children in grades (4th – 6th) and teens (in grades 7th – 12th) learn STEAM skills in a fun, low pressure environment. Through this grant, younger participants get to take home a computer which they assembled themselves.

- **Durham County Library, Schools and Elected Government Official Create a Strong Partnership as Part of Obama's ConnectED Library Challenge**

Library Director Tammy Baggett along with Commissioner Michael D. Page, chairman of the Durham Board of County Commissioners, joined more than 90 officials from 45 communities across the country in Washington D.C. during January to explore strategies for creating strong partnerships to ensure that all school children have easy access to the

learning resources at their public library. The one-day meeting was part of President Obama's ConnectED Library Challenge, an initiative to get a library card in the hand of every school age child. The national convening, called the ConnectED Library Challenge: Answering the Call, was a celebration held at the Eisenhower Executive Office Building for the communities that accepted President Obama's challenge last spring. The meeting provided a platform for those involved in the initiative to collaborate and share ideas of successful approaches as well as foster local partnerships for future success. President Obama launched the White House ConnectED Library Challenge in April 2015, calling on city government, school leaders and library directors to work together to foster partnerships that ensure that every child enrolled in school can receive a library card. There are currently 60 communities participating in the Challenge. The program's national partners include the Urban Libraries Council, Institute of Museum and Library Services and American Library Association. This partnership will allow each student of Durham Public Schools to use their student identification number as library cards.

2016-17 PERFORMANCE MEASURES

Performance Measure: Return on investment



Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

This measure is used to compare the return on investment that our community receives as opposed to the ROI in other library communities. The average library system provides a \$5 return for every \$1 spent. The formula behind the graphic is heavily weighted on the number of patrons using the library and it gives an idea of how effectively money is spent on collections and staff salaries per patron served.

What initiatives or changes to programs will the department take on in hopes of improving the overall performance of the related program or goal?

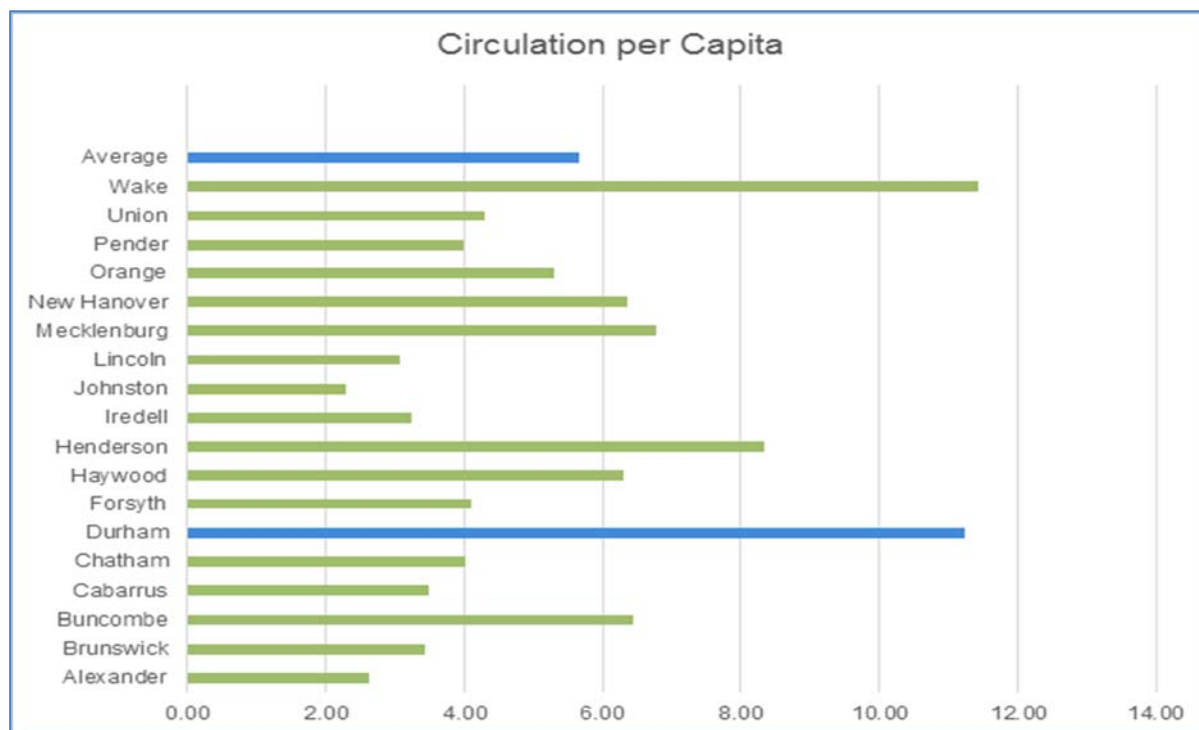
Increasing the number of patrons served and expanding the types of items in the collection that are circulated (mifi's, other technology, additional formats for books, videos, etc.) will improve the return on every dollar.

Library Research Service ROI Calculator, <http://www.lrs.org/public/roi/calculator.php>

Definitions:

- Cost to use alternatives – Cost to patrons to acquire information or materials from an alternative source if the library did not exist.
- Lost use – Direct benefit patrons who chose not to seek information elsewhere would lose if the library did not exist.
- Local expenditures – What the library spends on goods and services in its community.
- Lost staff compensation – Salaries and wages that would not be paid without the library.
- Halo spending – Purchases made by patrons at businesses near the library when they visit.

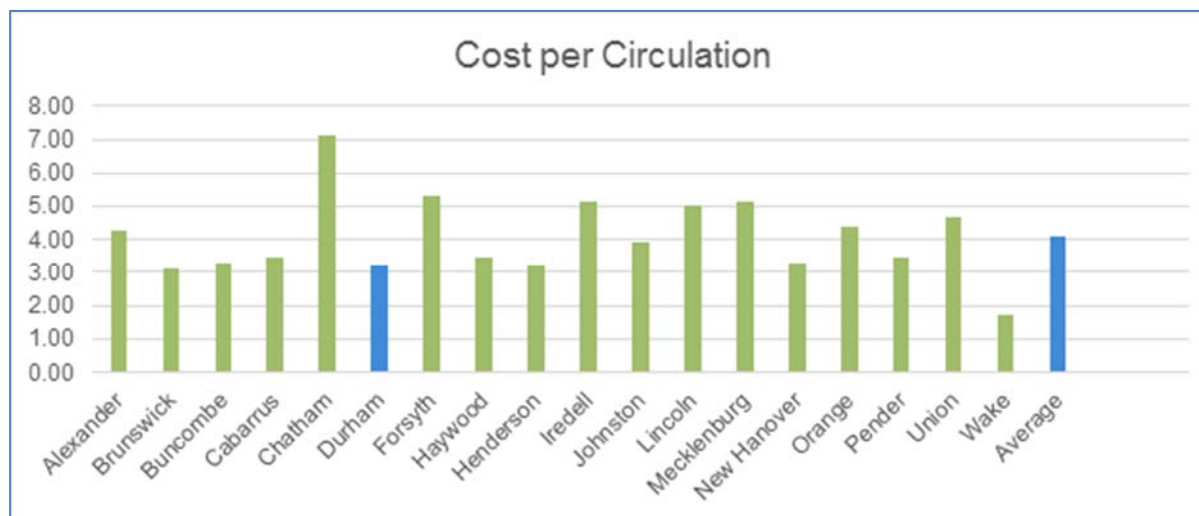
Performance Measure: Circulation per Capita



The 18 peer libraries used in the graphs are all North Carolina county library systems in Tier 3 areas. The N.C. Department of Commerce annually ranks the state's 100 counties based on economic well-being and assigns each a Tier designation. The 40 most distressed counties are designated as Tier 1, the next 40 as Tier 2 and the 20 least distressed as Tier 3. Durham County is in Tier 3.

Durham has the second highest circulation per capita among our peers at slightly over 11 items checked out per county resident. The average is a little under 6 items.

Performance Measure: Cost per Circulation



Durham County has the second lowest cost per circulation at \$3.22 per checkout. Wake County, which does not buy or circulate any AV materials, is the only library system with a lower cost.

This page intentionally blank.

NORTH CAROLINA MUSEUM OF LIFE AND SCIENCE

MISSION

The North Carolina Museum of Life and Science's mission is to create a place of lifelong learning where people, from young children to senior citizens, embrace science as a way of knowing about themselves, their community, and their world.

PROGRAM DESCRIPTION

The North Carolina Museum of Life and Science cultivates discovery of the natural and physical sciences by the citizens of Durham County. As a combined science center, nature center, and zoo housed on a 70-acre campus, the museum is in a unique position to incorporate the principles of scientific inquiry in exhibits and programs that instill lifelong learners of all ages with a love of science.

Our overarching vision is to change our relationship with science so that within and across the Triangle:

- Children acquire an enduring sense of wonder and awe, the capacity for thinking scientifically, and a love of learning that lasts a lifetime.
- Students engage with science, technology, engineering, and mathematics (STEM), preparing them to be full participants in their communities and in our global society.
- Adults use science as a way of knowing for understanding and addressing the problems they face in their lives and in their communities, and on issues that affect all of us across our nation and around the world.
- Community leaders, policymakers, thought leaders, and citizens recognize the Museum as an essential and trusted partner in the educational ecosystem, providing opportunities for lifelong learning.
- Local and state government, education systems, businesses, and the philanthropic community enthusiastically support out-of-school engagement with STEM as critical to growing the workforce capable to compete in the 21st century global economy.
- People enjoy a quality of life enriched by an understanding of, and engagement with, science.

2015-16 ACCOMPLISHMENTS

The Museum is making strong progress on our current strategic plan, and beginning to plan for the work ahead to develop a new strategic plan. Our accomplishments over the past year include:

GOALS	OUTCOMES
Focus on members as learners and our primary customers	Achieved record-high number of member households (12K households). Welcomed over 4,000 members to the Hideaway Woods member preview weekend.
Continue our work with disadvantaged families through our Ignite Learning subsidized membership program	Met goal of 500 Ignite Learning families, secured Creativity Garden grant to deliver popular fee-based Tinker Tech workshop to Ignite Learning families for free. Held an Ignite Learning Family Day for families to participate in activities lead by Spanish-speaking scientists, and awarded 47 summer camp scholarships.
Continuous improvement in acquisition and renewal of members	Ongoing attention to front desk and renewal tactics resulted in record-breaking retention and acquisition results.
Create new experiences and environments to maximize engagement, leading to greater mission impact and sustainability	Gateway Park, the new woodland education building and Hideaway Woods added high-value programming and learning environments. Created new gardens funded by BASF, moved caboose, improved Farmyard exhibit, secured additional BASF grant for Butterfly House support greenhouse. Partnered to offer grant-funded Planet 3-D program for girls from Neal Middle School. Launched a new daily program series, called Science Together, in which there is a facilitated program rotating through four different exhibit areas for two hours each weekday morning. Expanded After Hours adult programming with bigger events and a new community series at Motorco featuring tinkering activities.
Climbing Higher campaign to support \$3.9 million in new exhibits	Reached \$3.2 million or 82% of goal to build and open Hideaway Woods, Gateway Park, and new classroom, developed new donor relationships, including new \$300K donor; completed Earth Moves design development needed to complete campaign.
The Museum will be a recognized as a leading provider of science education	Won NASA National Informal Science Education grant (\$809K over 5 years), remaining a leading national partner in science education.

North Carolina Museum of Life and Science

Funds Center: 6190310000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Operating	\$1,498,728	\$1,587,732	\$1,587,732	\$1,627,732	\$1,627,732
Total Expenditures	\$1,498,728	\$1,587,732	\$1,587,732	\$1,627,732	\$1,627,732
Revenues					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$1,498,728	\$1,587,732	\$1,587,732	\$1,627,732	\$1,627,732

2016-17 HIGHLIGHTS

- County funding for NCMLS increases by 40,000 over the FY 2015-16 original budget.
 - Supports increasing capital maintenance costs
 - All operating cost increases are supported by Museum created revenue
- Debt service for previous and current related Museum capital projects is shown below.

Museum of Life and Science Debt Service			
FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Requested	FY 2016-17 Approved
\$1,544,043	\$1,495,845	\$1,926,430	\$ 1,926,430

2016-17 OBJECTIVES

The Museum's thematic goals to guide our planning and work during FY2017 include:

- Activate wonder and curiosity among early-life learners, later-life learners, and everyone in between.
- Engage children and adults in STEM experiences that lead them to understand the world around them in ever more powerful ways.
- Create an agile, sustainable, and supportive infrastructure by ensuring a dedication to service, people, and environmental and financial stewardship.

Strategy: Focus on members as learners and our primary customers

- Continue our work with disadvantaged families and our social services agency partners through our Ignite Learning subsidized membership program.
- Improvements in software and communications to activate member participation in fee-based programs and to understand member needs.

Strategy: Create new experiences and environments to maximize engagement, leading to greater mission impact and sustainability

- Complete our Climbing Higher campaign; construct and open \$3.9 million in donor-funded new exhibits from 2015 through 2017, including Hideaway Woods, Gateway Park, new education building and Earth Moves (earth sciences outdoor exhibit).
- Build our Know Wonder brand strategy to engage a growing audience.
- Expand our online engagement approaches, platforms, and tools, and document and share broadly with the field.

Strategy: Become a force for science education in the community

- The Museum will be recognized as a leading provider of science education and as the trusted source for information about science activities for families—available from many providers throughout the Triangle and beyond—as evidenced by accolades, press, awards, feedback, and/or financial support received.
- Launch a community listening project to identify needs, solutions, and areas of maximal impact for the Museum.

2016-17 PERFORMANCE MEASURES

Performance Measure: Increase in membership and member visits



Why is this measure important to the overall goal or mission of the program? How does tracking this performance measure improve or help maintain a high level of service?

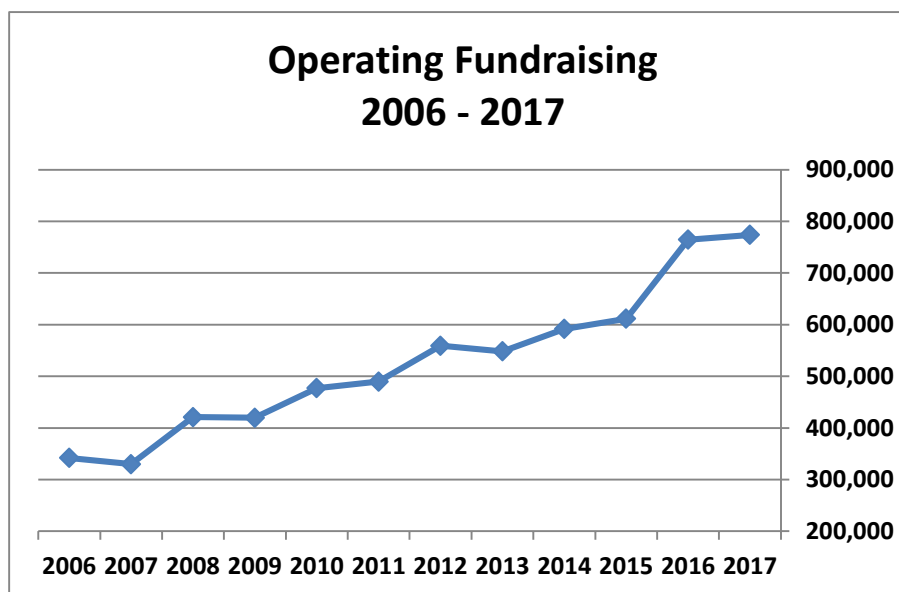
As we have gotten to know and serve our members better every year, we also believe that increasing value in membership enables us to increase member pricing. By developing engaged, connected and supportive members, the Museum has increased its financial sustainability.

What initiatives or changes to programs will the department take on in hopes of improving the overall performance of the related program or goal?

- Partner with community organizations

to identify underserved families for membership through the Ignite Learning initiative and to sustain participation in the Museum.

- Personalize membership by “curating” the first year experience to strengthen retention, and build on member-as-donor initiatives; implement a communications plan that increasingly personalizes membership and raises awareness of the Museum’s educational mission and prompts philanthropy.
- Implement software and systems for audience research, automatic renewal and other retention strategies.
- Strengthen our digital engagement presence to facilitate meaningful interactions, as well as exploring ways to unify social networking presence to create a cohesive brand.



Performance Measure: Increase in attracting and leveraging donor support

Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

In addition to raising capital funds, notably through our \$3.9 million Climbing Higher campaign, the Museum seeks and secures annual operating support. We are having strong success with corporate funders as we offer STEM programming that aligns with many corporate giving programs. We are also continuing to build our relationships with foundation and individual funders who support the Museum for its community impact.

Our After Hours events for adults have moved into the development department as a way to connect with a younger adult demographic and make these events connect more strongly to our mission.

What initiatives or changes to programs will the department take on in hopes of improving the overall performance of the related program or goal?

Our strategies for engaging donors continue to be about building relationships and communicating the Museum’s success, needs and vision. We have engaged board members who can introduce staff to explore new opportunities, and we have developed ad

hoc volunteers who are important connectors to prospective new donors. We continually work on sharing the Museum's story to ensure that donors feel appreciated and stewarded and that they are part of the mission of the Museum.

Performance Measure: A force in Durham's educational ecosystem

Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

The Museum's out-of-school experiences complement science learned in the classroom by providing educational experiences that are contextual, learner-driven, and engaging. In addition to visitation on our campus, the Museum provides deeper and richer learning experiences for about 125,000 children and adults annually through educational programming in various venues.

Engaging Learning Opportunities

This year we expanded our partnerships with community organizations that offer multi-week programs for in-depth STEM experiences. These included semester-long robotics courses at WG Pearson Elementary School, Friday Clubs at YE Smith Elementary School, Citizen School's Apprenticeship program at Neal Middle School and EDCI STEAM Saturday programs. These unique programs allow us to engage students in STEM programming over multiple weeks, building on experiences from the previous weeks.

Onsite, we increased our free-with-admission programs by expanding days in our popular hands-on experiment exhibit, *The Lab*, and added *Science Together*, a new weekday program for early childhood learners and their caregivers.

This year we worked with Durham Public Schools to modify their science kit program and extend the amount of time teachers have access to kits in their classrooms. We provided four science kits for every K-5 classroom with 15-20 hands-on investigations each.

Over 2,000 children from pre-K through grade 8 participated in the Museum's summer science camp on the Museum's main campus and in Chapel Hill (at Ephesus Elementary in summer 2015), providing important STEM learning and allowing working families to have quality childcare. We saw 9.4% growth in summer camp sales from 2014 to 2015 and expect to surpass our 2015 sales this upcoming year. In addition, Day Camps, Intersession Camps and Spring Break camps based on DPS traditional and year-round school calendars continue to thrive.

Tinker Tech Family workshops continued to grow this year, both in number of participants and programs offered. In addition to programs funded by participant fees, we are offering additional workshops this year that are funded by an ASTC Creativity Garden mini-grant. We are working with community partners, including the Durham Public Schools ESL program, to draw typically underrepresented audiences to these technology and engineering programs.

Career Focus

The Museum continued to offer opportunities for children to interact with professional scientists from our community. We offered several themed Meet-a-Scientist programs last year, including Brain Week, Ocean Science Week and Conoce a un(a) Científico(a) with Spanish-speaking scientists. The Museum held several professional development workshops for early-career scientists on communicating science with the public.

CONVENTION CENTER

PROGRAM DESCRIPTION

The Durham Convention Center, jointly built by the City and County in 1987, is a core facility within the Downtown Business District and complements functions held at the Arts Council, Carolina Theatre and Armory while promoting and complementing a wide variety of economic and other activities in the downtown area. Two phases of major renovations are now complete. These upgrades, including six new breakout rooms and a new technology backbone, are expected to make the facility much more attractive and competitive in its market.

The Durham Convention and Visitors Bureau reports over 3,500 conventions and meetings each year with more than 93,000 delegates in attendance. The Convention Center has over 33,000 square feet of available meeting space. The economic impact of these events is significant as convention attendees stay and spend their money in support of local Durham hotels, restaurants, shopping, entertainment and other activities.

Spectra, a subsidiary of Comcast Spectacor, has been successfully managing the Durham Convention Center since February 2011. Spectra has a wealth of experience managing such facilities and improving their bottom-line financial condition, and they continue to exceed expectations for the Durham Convention Center by driving top line revenues and managing expenses. Since 2011, the operating deficit continues to decline and the current management agreement incentivizes Spectra to increase gross revenues and improve facility utilization.

In FY2016-17, the County's owner contribution decreases from \$200,000 to \$158,395. This decrease recognizes the health of the Convention Center's management and business model. Due to the strong performance of the Convention Center in FY2015-16 the actual contribution was able to be decreased to prior year's levels. A variety of capital projects are proposed for FY2016-17, such as the City/County share for lobby upgrades in the hotel, fireproofing work, and exterior signage upgrades. Once the current capital projects are completed, future decreased owner's contribution are anticipated according to actual performance.

Funds Center: 6190280000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$133,394	\$200,000	\$133,395	\$230,000	\$158,395
Total Expenditures	\$133,394	\$200,000	\$133,395	\$230,000	\$158,395
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$133,394	\$200,000	\$133,395	\$230,000	\$158,395

CULTURE AND RECREATION NONPROFIT AGENCIES

MISSION

The mission of Durham County government is to enhance the quality of life for its citizens by providing education, safety and security, health and human services, economic development, and cultural and recreational resources.

PROGRAM DESCRIPTION

Durham County is committed to providing financial assistance to those nonprofit agencies which assist it in carrying out its mission. Included in this cost center are nonprofit agencies and other nongovernmental agencies whose work complements the efforts of the County's cultural and recreational activities and whose mission is the provision of such services for the benefit of county residents and visitors.

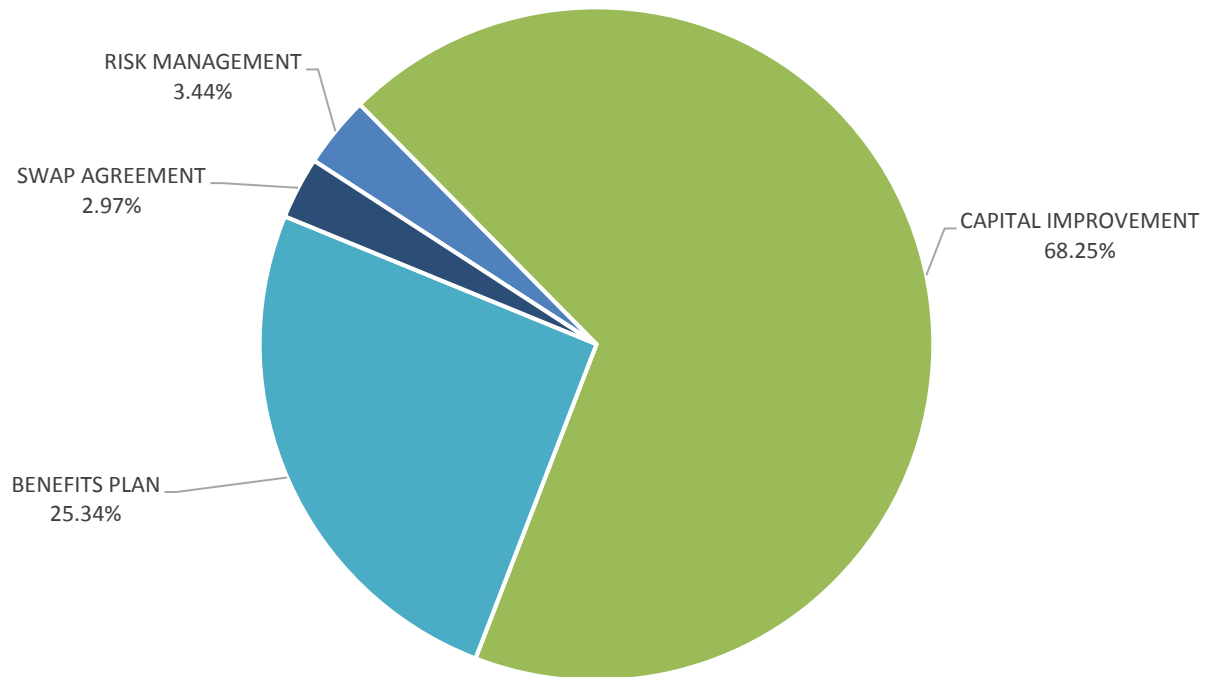
For FY 2016-17, all nonprofits that were supported in the nonprofit funding program in the previous fiscal year will be funded at the same previous amount and moved into the Department's budget that most closely aligns with their work. For the 2016-17 fiscal year, those nonprofits will be managed by one of the following departments: Cooperative Extension, Criminal Justice Resource center, Department of Social Services, Engineering, Library and Public Health. Information about which nonprofits are funded and funding amounts can be found on the aforementioned departments' budget pages.

Funds Center: 6190

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$83,959	\$83,953	\$83,953	\$0	\$0
Total Expenditures	\$83,959	\$83,953	\$83,953	\$0	\$0
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$83,959	\$83,953	\$83,953	\$0	\$0

This page intentionally blank.

Other General Funds Approved Budget



Fund	2014-2015 Actual Expenditures	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
RISK MANAGEMENT	\$ 3,975,167	\$ 2,777,234	\$ 2,542,731	\$ 3,178,879	\$ 3,178,879
CAPITAL IMPROVEMENT	\$ 58,568,995	\$ 59,165,312	\$ 59,957,256	\$ 63,771,693	\$ 63,115,728
BENEFITS PLAN	\$ 22,089,460	\$ 21,705,951	\$ 22,988,689	\$ 23,373,320	\$ 23,437,330
SWAP AGREEMENT	\$ 0	\$ 2,750,000	\$ 0	\$ 2,750,000	\$ 2,750,000
Overall Result	\$ 84,633,622	\$ 86,398,497	\$ 85,488,676	\$ 93,073,892	\$ 92,481,937

RISK MANAGEMENT FUND

PROGRAM DESCRIPTION

Durham County's Risk Management function is a coordinated and ongoing effort to assess and respond to risks which affect the achievement of the County's Strategic Plan. This is achieved through risk identification, assessment, and mitigation strategies to protect the County employees, assets, and operations from loss. The Risk Management function also recommends risk financing methods to ensure the financial integrity of the County is not impaired should a significant loss occur.

Risk Management's Occupational Safety Program is committed to providing a safe work environment for County employees. The program includes safety education through training and consultation, recognizing and controlling health and safety hazards, and minimizing future potential liabilities.

2015-16 ACCOMPLISHMENTS

- Hired an Occupational Health and Safety Specialist to implement County-wide safety initiatives
- Reduced actuarial indicated liabilities by 5.4% through aggressive legacy claim resolution
- Implemented a 24/7 nurse triage hotline for workplace injury reporting
- Enhanced the Workers Compensation Leave Policy by offering injured employees the option to supplement statutory benefits with accrued leave to avoid financial hardship during recovery

2016-17 HIGHLIGHTS

- 1 new FTE for a Risk and Safety Technician position added to support the development of a County-wide Safety Program by providing ongoing safety education and training to all County Departments to ensure compliance with OSHA regulations and foster a proactive safety culture. This new position will also assist with claims administration
- Safety training services in the form of online training and education modules combined with a live training component for some hands on courses to address OSHA requirements. The availability of online training and education services and specialized live training components will complement the efforts of the Risk and Safety Technician
- A vehicle for the Risk Management Division to support safety and loss control activities. The Occupational Safety and Health Specialist position created in FY 2015-16 is required to be in the field on a daily basis conducting site visits to County facilities, inspections, after incident investigations, and trainings.

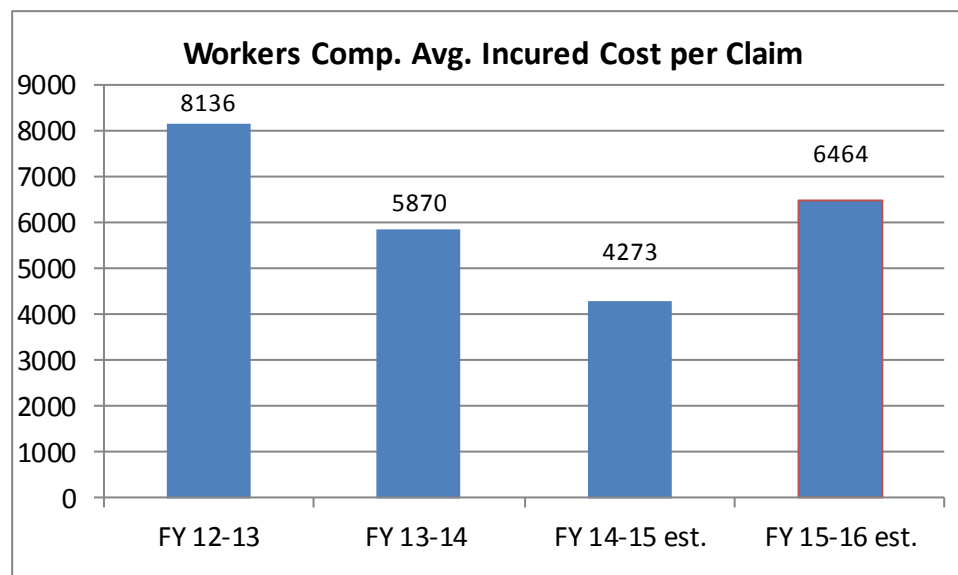
Risk Management Fund

Fund: 1001020000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$142,687	\$248,735	\$169,137	\$315,731	\$315,731
Operating	\$2,317,668	\$2,453,659	\$2,251,054	\$2,796,377	\$2,796,377
Capital	\$0	\$0	\$0	\$28,187	\$28,187
Transfers	\$1,514,812	\$74,840	\$122,540	\$38,584	\$38,584
Total Expenditures	\$3,975,167	\$2,777,234	\$2,542,731	\$3,178,879	\$3,178,879
Revenues					
Investment Income	\$14,009	\$0	\$0	\$0	\$0
Service Charges	\$2,102,923	\$2,722,230	\$2,722,230	\$3,130,135	\$3,130,135
Other Revenues	\$23,360	\$4	\$0	\$0	\$0
Other Fin. Sources	\$0	\$55,000	\$0	\$48,744	\$48,744
Total Revenues	\$2,140,292	\$2,777,234	\$2,722,230	\$3,178,879	\$3,178,879
Net Expenditures	\$1,834,875	\$0	(\$179,499)	\$0	\$0
FTEs	2.00	3.00	3.00	4.00	4.00

2016-17 PERFORMANCE MEASURES

Performance Measure: Workers' Compensation Program



Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

Occupational injuries and workers' compensation claims comprise a large portion of the County's overall cost of risk. An organization's workers compensation experience can be explained by measuring both the frequency and severity through a measure of the average incurred per claim. Controlling the cost of risk associated with occupation injuries requires decreasing both the frequency and severity of

claims.

The County has high occupational injury frequency and severity compared to peers in NC and across the nation. From FY2013 through FY2016 the County experienced an average of 130 workplace injuries which will cost the County on average \$806,328 annually. This is an average incurred of \$6,190 per incident.

What initiatives or changes to programs in will the department take on in hopes to improve the overall performance of the related program or goal?

For FY 2015-2016 the Risk Management Division recently hired a new position dedicated to establishing County-wide Safety Programs. The Occupational Health and Safety Specialist will work to foster Durham County's safety and loss control programs and culture. The County-wide Safety Program will provide safety education, training, and loss prevention services to all County departments. The goal of this new position is to actively focus on safety and loss control so that costs of risk will be controlled by reducing the frequency and severity of occupational injuries, reducing costs and lost productivity from time away from work, and reducing overall claim costs.

SWAP FUND

PROGRAM DESCRIPTION

On July 30, 2004, the County entered into a floating, or basis swap, on \$125,810,000 of its outstanding fixed rate bonds. The notional amount of the swap agreement is equal to the par value of selected bonds. The swap agreement allows the County to make payments to the counterparty based on the taxable-equivalent Bond Market Association (BMA) index and for the counterparty to make reciprocal payments based on a floating rate priced at six-month LIBOR (London Interbank Offered Rate) plus a net amount of .952%. The agreement matures March 1, 2023. The balance in this fund is the reflection of this agreement, which calls for net payments to be made on March 15 and September 15 each year. Payments are accrued on a monthly basis and paid every six months.

The Board of County Commissioners established a policy requiring 50% of the savings be placed in a restricted account until such time the committed funds equal 110% of the liquidation value of the SWAP, and the balance available to support unrestricted needs. A total of \$23,692,475 has been received to date, of these funds, \$10,767,116 is unspent, and the majority of it is available as the liquidation value currently of the SWAP fund is almost zero. The County will get two new payments in FY 2016-17 (September 2016 and March 2017), and a conservative estimate is the County will receive \$2,750,000. These budgeted funds are normally transferred to the Debt Service Fund to support debt service payments on the loans earning this revenue, however for FY 2016-17 the funds will accrue to support debt service payments in future years, helping keep the amount of property tax revenue needed for debt service to a minimum.

Fund: 1001030000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Transfers	\$0	\$2,750,000	\$0	\$2,750,000	\$2,750,000
Total Expenditures	\$0	\$2,750,000	\$0	\$2,750,000	\$2,750,000
▼ <i>Revenues</i>					
Investment Income	\$2,947	\$0	\$1,392	\$0	\$0
Other Revenues	\$2,983,143	\$2,750,000	\$3,310,000	\$2,750,000	\$2,750,000
Total Revenues	\$2,986,090	\$2,750,000	\$3,311,392	\$2,750,000	\$2,750,000
Net Expenditures	(\$2,986,090)	\$0	(\$3,311,392)	\$0	\$0

This page intentionally blank.

BENEFITS PLAN FUND

PROGRAM DESCRIPTION

Durham County has a benefit plan that is partially self-funded. This plan allows for more effective and efficient management of health care costs for both the County and its employees. By retaining profits that would normally accrue to the administrator of a fully-insured plan, the county is able to provide a core plan for all employees that includes health, dental, vision and one time salary life insurance coverage for all employees and offers dependent coverage that more employees can afford.

The Fund Balance Policy was also revised so that unspent funds for the self-insured benefits (i.e. Health and Dental) can only be used as funding for these benefits and will be committed in the County's fund balance. By committing these unspent funds in the County's fund balance and establishing this process in amending the County's Fund Balance Policy, the Board added stronger internal controls to further ensure compliance. In order to be in compliance, the County is required to perform an annual review of the performance of the self-insured benefits and the reserves for these benefits.

For FY 2016-17, the plan will be funded as follows: Funds will be transferred to the Benefits Plan Fund to cover the cost of the plan: \$19,936,072 will be transferred from the General Fund; \$241,150 charge for service from the Sewer Utility Enterprise Fund for employees that reside in that fund; \$38,584 will be transferred from the Risk Management Fund for employees that reside in that fund; \$3,221,524 funding source for employee contributions booked directly to the Benefits Plan Fund.

FY 2016-17 Benefits Plan Fund Budget

Health	\$20,640,125
Dental	\$1,678,951
Vision	\$350,427
Life Insurance	\$191,535
Wellness Clinic HealthSTAT	\$483,220
Plan Administration Fees	\$93,072
Total Expenditures:	\$23,437,330
Less Employee/Retiree Contribution Health	\$2,515,467
Less Employee/Retiree Contribution Dental	\$706,057
Utility Fund Charge for Service	\$241,150
Total County Funding	\$19,974,656

Benefits Plan Fund

Fund: 1001500000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$21,552,975	\$21,155,738	\$22,441,384	\$22,797,028	\$22,861,038
Operating	\$536,485	\$550,213	\$547,305	\$576,292	\$576,292
Total Expenditures	\$22,089,460	\$21,705,951	\$22,988,689	\$23,373,320	\$23,437,330
Revenues					
Investment Income	\$17,149	\$0	\$0	\$0	\$0
Service Charges	\$3,538,994	\$2,916,199	\$1,842,649	\$3,462,674	\$3,462,674
Other Revenues	\$29	\$0	\$0	\$0	\$0
Other Fin. Sources	\$16,868,974	\$18,789,752	\$9,645,988	\$19,910,646	\$19,974,656
Total Revenues	\$20,425,146	\$21,705,951	\$11,488,637	\$23,373,320	\$23,437,330
Net Expenditures	\$1,664,314	\$0	\$11,500,052	\$0	\$0

2016-17 HIGHLIGHTS

For the FY 2016-2017 budget cycle, the rate setting committee met to determine rates based on recommendations from the County's benefits consultant and on the estimated fund balance reserve. The Human Resources benefits staff also looked at cost-savings steps for the upcoming fiscal year. Since the initial recommendation of a 22.5% increase in the medical plan budget for FY16-17 was untenable, the committee directed our broker to search for plan options that would require much less of an increase.

As a result its recommendation to contract with Aetna as the County medical plan third party administrator was approved by the BOCC on April 6th, based on these projected cost savings and benefit enhancement:

- Aetna's Accountable Care Organization (ACO) plan projected claims cost savings over a 3-year period projected savings over BCBSNC equivalent of an ACO plan from \$1m to \$4.5m based on ACO employee enrollment.
- Per the Strategic Plan's Goal 2 of Health and Well-Being for All Aetna provided \$67,500 per year in Wellness Funds for each of three years compared to BCBSNC's offering of \$33,000 per year in Wellness Funds for each of three years

In addition to offering significant provider discounts (over our current Preferred Provider Organization BCBSNC plan), Aetna's ACO plan can provide coordinated care to patients that improves their health outcomes while limiting unnecessary plan (and employee) spending.

The County's move to a new vendor offering greater service discounts should greatly slow the predicted increase in our medical claims costs. In addition, with the implementation of any type of self-insured plan to include partially self-insured, risk is assumed because of the different variables involved that are beyond our control (e.g., the aging of our workforce, the number of retirees on our medical plan, the number of claims, severity of illnesses/claims, etc.). County staff will continue monitoring the activity of our Benefits Plan, both its funding sources and its costs.

CAPITAL FINANCING PLAN FUND

PROGRAM DESCRIPTION

Concurrent with the 1986 bond referendum described in the Debt Service Fund section, the Board of County Commissioners established a Capital Financing Plan for the purpose of funding all major capital projects undertaken by the County. Revenues dedicated to the Capital Financing Plan are listed below with estimates for the upcoming fiscal year. In addition to debt service on General Obligation bonds, these monies will be spent to retire debt associated with Limited Obligation bonds (LOBs) as well as to fund pay-as-you-go (County Contribution) projects. Effective July 1, 1990, up to 20% of the fund's proceeds (computation limited to the first 5 cents of property taxes) could be dedicated to financing capital projects funded on a pay-as-you-go basis. The percentage dedicated to pay-as-you-go is 19.48% for FY 2016-17 in an effort to fund capital facility improvements. The long-range Capital Financing Plan can be found in the FY 2017-26 Capital Improvement Plan. Durham County's Capital Financing Policy follows.

Revenues	FY 2016-17
Property Taxes (7.96 cents)	\$27,856,709
Prior Year Taxes	\$39,660
One-half Cent Sales Taxes (Art. 40, 42, & 46)	\$30,423,027
Occupancy Taxes	\$3,319,644
Interest Earnings	\$10,000
Miscellaneous Revenue (American Tobacco)	\$563,868
Transfer from General Fund	\$902,820
Fund Balance	\$0
TOTAL RESOURCES	\$63,115,728

Expenditures	FY 2016-17
Motor Vehicle Tax Collection Fees (State)	\$39,660
Transfer to Debt Service	\$56,376,990
County Contribution*	\$6,699,078
Reserve for Future Purchases	\$0
TOTAL EXPENDITURES	\$63,115,728

**Projects funded with county contribution. These projects include:*

Judicial Annex Bldg. Refurbishment: \$300,000
Administration Bldg. Refurbishment: \$600,000
Ongoing HVAC Replacement: \$308,336
Ongoing Roof Replacement : \$266,460
Ongoing Parking Resurfacing: \$95,389
IT Equipment Replacement (Scheduled): \$2,681,000
County Building Envelope Upgrades: \$500,000
Detention Center Elevator Upgrade: \$262,048
Convenience Center Site Upgrades (Leased): \$168,330
Convenience Center Site Upgrades (Owned): \$214,947
Main Jail Renovations: \$550,000
Open Space & Farmland Acquisition: \$500,000
Stanford L. Warren Library Upgrade: \$50,000
County Security Improvements: \$202,568

For FY 2016-17, the portion of the County-wide tax rate dedicated to the Capital Financing Plan is 7.96 cents, a 0.57 cent decrease from FY 2015-16. However, that 0.57 cent decrease in property tax in the Capital Financing Plan Fund is related to the revaluation process and is the "revenue neutral" property tax rate which brings in the same amount of property tax minus natural valuation property tax growth. *For a more detailed explanation of "revenue neutral" tax rate changes, please review the Revenue Highlights pages in the front of the document.*

Capital Financing Plan Fund

Fund: 1001250000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$50,166	\$36,000	\$40,002	\$39,660	\$39,660
Transfers	\$58,518,829	\$59,129,312	\$59,917,254	\$63,732,033	\$63,076,068
Total Expenditures	\$58,568,995	\$59,165,312	\$59,957,256	\$63,771,693	\$63,115,728
▼ <i>Revenues</i>					
Taxes	\$31,208,032	\$27,164,358	\$27,679,041	\$27,695,372	\$27,896,369
Investment Income	\$6,298	\$10,000	\$7,991	\$10,000	\$10,000
Rental Income	\$521,920	\$552,758	\$552,758	\$563,868	\$563,868
Other Fin. Sources	\$28,761,826	\$31,438,196	\$35,351,173	\$35,502,453	\$34,645,491
Total Revenues	\$60,498,076	\$59,165,312	\$63,590,963	\$63,771,693	\$63,115,728
Net Expenditures	(\$1,929,081)	\$0	(\$3,633,707)	\$0	\$0

The revenue neutral tax rate dedicated for the Capital Financing Plan fund supports upcoming major capital spending seen in the updated 10-year Capital Improvement Plan which includes a planned General Obligation bond referendum in the fall of 2016 and major capital projects supported with other long term debt instruments.

Continued growth in revenue such as sales tax and occupancy tax revenue along with a portion of the new Article 46 sales tax (as defined in a Board of County Commissioners resolution) are also helping offset the need for higher property tax support of debt service in FY 2016-17. A fiscal bright spot is the future planned use of available dedicated fund balances (savings accounts) and other revenue sources to minimize property tax revenue needed for capital and debt support for the next several years. This is based on the current set of projects and their planned timing as set in the FY 2017-26 10 Year Capital Improvement Plan (CIP). Any unexpected changes to the CIP may cause changes in the amount of property tax needed to support the plan and its corresponding debt service.

A graphical representation of the Capital Financing Plan Debt Funding is included in this section. For more information on bonded capital projects, debt service, debt limits and principal and interest payments, refer to the Debt Service Fund section of the budget.

DURHAM COUNTY CAPITAL FINANCING POLICY

Durham County recognizes the goal of the Capital Financing Policy is to provide for the adequate funding of the County's capital program while avoiding erratic increases and decreases in the County's property tax rate. Thus, a Capital Financing Plan for the payment of debt related to projects financed by long-term borrowing shall be updated annually.

The County currently dedicates the following revenues to the payment of debt and pay-as-you-go (county contribution) capital projects:

- Article 40 and Article 42 one-half cent sales taxes;
- County share of the Occupancy Tax; and
- County-wide property taxes.

The county reserves up to 20% of these annually-dedicated revenues for pay-as-you-go projects. In addition, the Pay-As-You-Go Policy restricts dedicated property tax revenue to 20% of a maximum of 5 cents, or 1 cent, in county-wide property taxes. The portion of annual revenues reserved for pay-as-you-go is 19.48% for the FY 2016-17 budget.

Investment earnings on unexpended debt proceeds shall be restricted to the payment of debt. Investment earnings on amounts restricted for the payment of debt and pay-as-you-go funds shall bear the same restrictions as the principal amounts generating these investment earnings.

Excess funds, if available, within the Debt Service Fund may be used to provide advance funding for capital projects pending bond sale. Such advances or loans would be repaid with interest based on the monthly yield of the North Carolina Cash Management Trust short-term investment fund.

This policy applies to the Board of County Commissioners and county administration and may be revised by the Board as it deems appropriate to meet the changing needs of the County for capital financing.

**RESOLUTION OF THE DURHAM COUNTY BOARD OF COMMISSIONERS AMENDING ITS POLICY
ON FINANCING CAPITAL PROJECTS**

WHEREAS, Durham County adopted on March 27, 1989, a policy setting forth that the County will annually update and review its capital needs and its plan for financing the payment of debt for projects financed by long-term borrowing; and

WHEREAS, Durham County recognizes that the goal of its capital financing policy is to provide for the adequate funding of the County's capital program while avoiding erratic increases and decreases in the County's property tax rate; and

WHEREAS, in an attempt to meet this goal, the Board identified in the policy certain sources of revenue to the County from which funds would be used for the satisfaction of the county's debt obligations; and

WHEREAS, this policy applies to the governing board and administration of the County and may be revised from time to time by the governing board as it deems appropriate to meet the changing needs of the County for capital financing:

NOW, THEREFORE BE IT RESOLVED that the Board of Commissioners of Durham County hereby amends its policy of financing capital projects and capital project debt revised and approved on June 26, 2006 as follows:

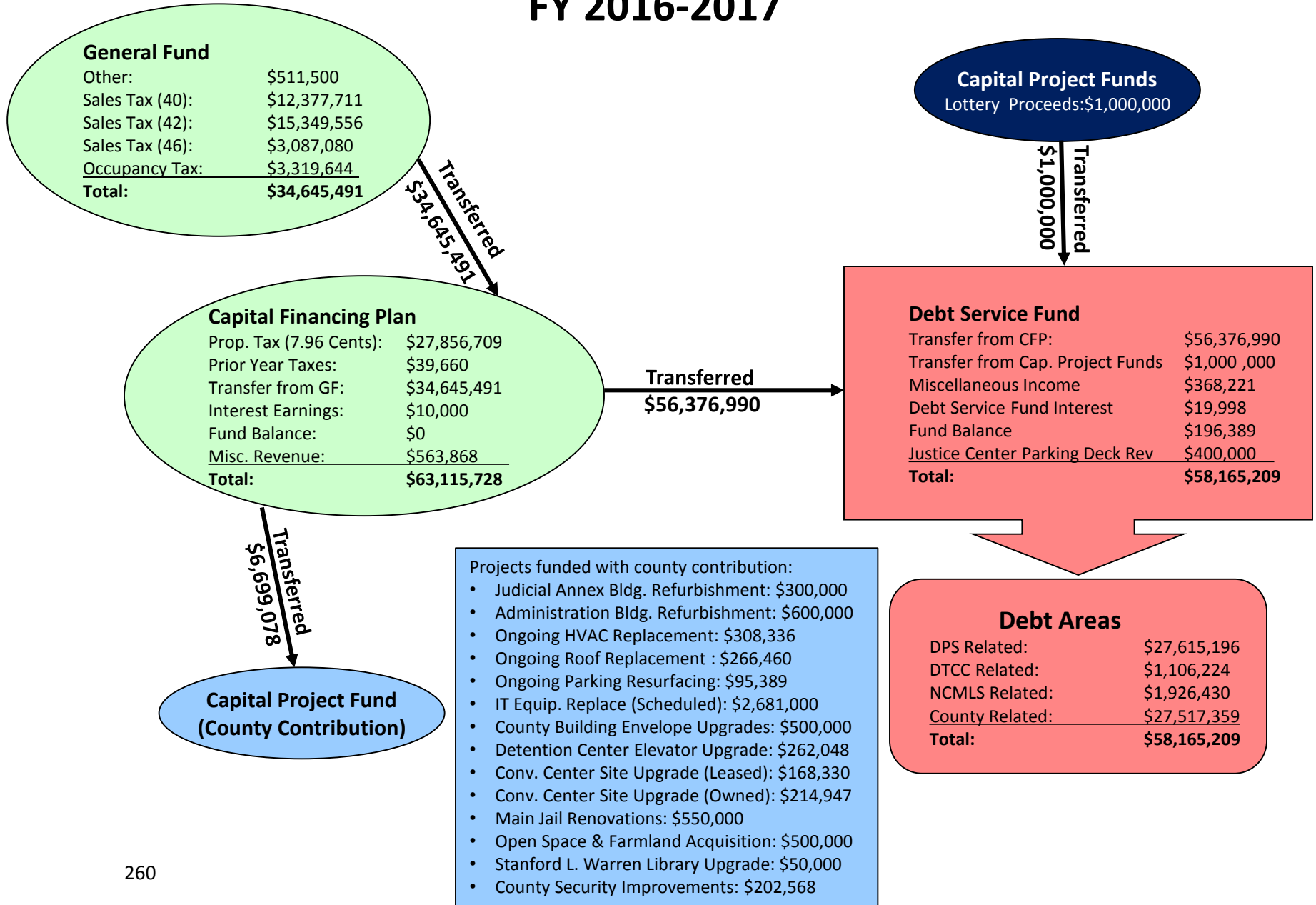
The county will annually designate:

1. Article 40 and Article 42 one-half cent sales taxes,
2. The County's share of the occupancy tax,
3. Countywide property taxes,
4. In addition, dedicated property tax revenue to 20% of a maximum of five cents (or 1 cent) in countywide property taxes for pay-as-you-go projects.

AND BE IT FURTHER RESOLVED that all provisions of the policy adopted on March 27, 1989, which are not inconsistent with the provisions hereof remain in full force and effect.

Capital Improvement Plan Debt Funding

FY 2016-2017



Summary: Special Revenue Funds

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$3,720	\$0	\$0	\$0	\$0
Operating	\$4,783,809	\$3,759,675	\$3,759,825	\$4,398,095	\$4,224,808
Transfers	\$2,990,283	\$4,653,312	\$4,753,780	\$8,902,387	\$8,888,599
Total Expenditures	\$7,777,812	\$8,412,987	\$8,513,605	\$13,300,482	\$13,113,407
▼ <i>Revenues</i>					
Taxes	\$8,242,033	\$8,412,987	\$8,612,487	\$9,043,818	\$8,849,059
Intergovernmental	\$117,188	\$0	\$310,000	\$4,256,664	\$4,256,664
Investment Income	\$907,996	\$0	\$64	\$0	\$0
Other Fin. Sources	\$0	\$0	\$65,468	\$0	\$7,684
Total Revenues	\$9,267,217	\$8,412,987	\$8,988,019	\$13,300,482	\$13,113,407
Net Expenditures	(\$1,489,405)	\$0	(\$474,414)	\$0	\$0

Due to recent rule changes from the General Accounting Standards Board the Community Health Fund is now categorized as a Durham County Special Revenue Fund, and no longer within the Trust Fund group of funds. This change is effective July 1, 2016.

FIRE DISTRICTS

PROGRAM DESCRIPTION

Fire protection in Durham County is provided within six fire districts, which are property tax supported by residents of each respective district. Services are provided by incorporated volunteer fire departments in Lebanon, Redwood and Bahama. The New Hope and Eno fire districts are volunteer departments that provide coverage for properties and residents in both Orange and Durham Counties. The Durham County Fire and Rescue Service District is a career department that was created in June of FY 2014-15. This combined district covers both the former Bethesda and Parkwood Fire Districts and allows better distribution of services across both districts.

In addition to fire protection, all Durham County fire departments provide first responder emergency medical services within their districts. All departments respond to requests for assistance to surrounding departments and counties under mutual aid agreements. Coordination of these fire and rescue services is provided by the Fire Marshal's Office and Emergency Medical Services.

The following rates are approved for FY 2016-17:

District	FY 2015-16 Adopted Tax Rate	FY 2016-17 Revenue Neutral Tax Rate	FY 2016-17 Requested Tax Rate	FY 2016-17 Approved Tax Rate
Lebanon	0.1065	0.1056	0.12035	0.1056
Redwood	0.1386	0.1344	0.1344	0.1344
New Hope *	0.0995	0.0874	0.0874	0.0874
Eno*	0.0799	0.0778	0.0778	0.0778
Bahama	0.0987	0.0987	0.0987	0.0987
Durham County Fire & Rescue Service	0.1300	0.1272	0.1272	0.1251

* The New Hope and Eno fire district rates are established by neighboring Orange County through an inter-local agreement

Lebanon Fire District Fund

Fund: 2002140000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$477,268	\$415,602	\$415,600	\$619,491	\$459,765
Transfers	\$648,654	\$716,412	\$716,412	\$697,352	\$683,564
Total Expenditures	\$1,125,922	\$1,132,014	\$1,132,012	\$1,316,843	\$1,143,329
▼ <i>Revenues</i>					
Taxes	\$1,151,671	\$1,132,014	\$1,141,842	\$1,316,843	\$1,143,329
Investment Income	\$854	\$0	\$21	\$0	\$0
Total Revenues	\$1,152,525	\$1,132,014	\$1,141,863	\$1,316,843	\$1,143,329
Net Expenditures	(\$26,603)	\$0	(\$9,851)	\$0	\$0

- A total transfer of \$683,564 was made from the Lebanon Fire District Fund to the General Fund, \$110,844 was to support benefit costs for 12 County firefighter positions and \$572,720 was to support personnel and operational support costs for those 12 positions

Redwood Fire District Fund

Fund: 2002160000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$908,302	\$920,274	\$920,238	\$954,243	\$961,927
Total Expenditures	\$908,302	\$920,274	\$920,238	\$954,243	\$961,927
▼ <i>Revenues</i>					
Taxes	\$941,075	\$920,274	\$934,984	\$954,243	\$954,243
Investment Income	\$544	\$0	\$16	\$0	\$0
Other Fin. Sources	\$0	\$0	\$0	\$0	\$7,684
Total Revenues	\$941,619	\$920,274	\$935,000	\$954,243	\$961,927
Net Expenditures	(\$33,317)	\$0	(\$14,762)	\$0	\$0

New Hope Fire District Fund

Fund: 2002170000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$86,963	\$88,902	\$88,876	\$91,668	\$91,668
Total Expenditures	\$86,963	\$88,902	\$88,876	\$91,668	\$91,668
▼ <i>Revenues</i>					
Taxes	\$91,021	\$88,902	\$89,960	\$91,668	\$91,668
Investment Income	\$56	\$0	\$0	\$0	\$0
Total Revenues	\$91,077	\$88,902	\$89,960	\$91,668	\$91,668
Net Expenditures	(\$4,114)	\$0	(\$1,084)	\$0	\$0

Eno Fire District Fund

Fund: 2002190000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$31,370	\$32,184	\$32,184	\$33,090	\$33,090
Total Expenditures	\$31,370	\$32,184	\$32,184	\$33,090	\$33,090
▼ <i>Revenues</i>					
Taxes	\$32,459	\$32,184	\$32,911	\$33,090	\$33,090
Investment Income	\$54	\$0	\$0	\$0	\$0
Total Revenues	\$32,513	\$32,184	\$32,911	\$33,090	\$33,090
Net Expenditures	(\$1,143)	\$0	(\$727)	\$0	\$0

Bahama Fire District Fund

Fund: 2002210000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$1,308,488	\$1,359,145	\$1,359,145	\$1,457,769	\$1,457,769
Total Expenditures	\$1,308,488	\$1,359,145	\$1,359,145	\$1,457,769	\$1,457,769
▼ <i>Revenues</i>					
Taxes	\$1,387,366	\$1,359,145	\$1,477,865	\$1,457,769	\$1,457,769
Investment Income	\$538	\$0	\$10	\$0	\$0
Total Revenues	\$1,387,904	\$1,359,145	\$1,477,875	\$1,457,769	\$1,457,769
Net Expenditures	(\$79,416)	\$0	(\$118,730)	\$0	\$0

Durham County Fire and Rescue Service District

Fund: 2002260000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$3,720	\$0	\$0	\$0	\$0
Operating	\$1,207,714	\$2,241	\$2,186	\$1,571	\$1,571
Transfers	\$2,341,629	\$3,936,900	\$4,037,368	\$4,255,035	\$4,255,035
Total Expenditures	\$3,553,063	\$3,939,141	\$4,039,554	\$4,256,606	\$4,256,606
▼ <i>Revenues</i>					
Taxes	\$3,881,168	\$3,939,141	\$3,963,274	\$3,949,942	\$3,949,942
Intergovernmental	\$117,188	\$0	\$310,000	\$306,664	\$306,664
Investment Income	\$2,197	\$0	\$17	\$0	\$0
Other Fin. Sources	\$0	\$0	\$65,468	\$0	\$0
Total Revenues	\$4,000,553	\$3,939,141	\$4,338,759	\$4,256,606	\$4,256,606
Net Expenditures	(\$447,490)	\$0	(\$299,205)	\$0	\$0

- A total transfer of \$4,255,035 was made from the Durham County Fire and Rescue District Fund to the General Fund, \$489,561 to support benefit costs for 53 County positions and \$3,398,274 to support personnel and operational support costs for those 53 positions. An additional \$367,200 is reserved as this district becomes more historically established.

SPECIAL PARK DISTRICT FUND

PROGRAM DESCRIPTION

In 1986, the Board of County Commissioners established a research and production service district coterminous with the portion of the Research Triangle Park (RTP) located within Durham County. The purpose of the district is to provide and maintain certain services and facilities in addition to services and facilities currently provided by the County.

The Durham-Wake Counties Research and Production Service District Advisory Committee met May 25, 2016 to request a property tax rate of 6.29 cents for FY2016-17, an increase of 1.44 cents over the revenue neutral reappraisal rate. This reflects the staged increase that was approved by the Service District last year in support of the Park Center public spaces available to RTP based companies (and the greater Triangle community).

Special Park District Fund

Fund: 2002220000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$763,704	\$941,327	\$941,596	\$1,240,263	\$1,219,018
Total Expenditures	\$763,704	\$941,327	\$941,596	\$1,240,263	\$1,219,018
▼ <i>Revenues</i>					
Taxes	\$757,273	\$941,327	\$971,651	\$1,240,263	\$1,219,018
Investment Income	\$105	\$0	\$0	\$0	\$0
Total Revenues	\$757,378	\$941,327	\$971,651	\$1,240,263	\$1,219,018
Net Expenditures	\$6,326	\$0	(\$30,055)	\$0	\$0

The following rates are approved for FY 2016-17:

District	FY 2015-16 Adopted Tax Rate	FY 2016-17 Revenue Neutral Tax Rate	FY 2016-17 Requested Tax Rate	FY 2016-17 Approved Tax Rate
RTP Special Park District	0.0479	0.0485	0.0629	0.0629

COMMUNITY HEALTH FUND

PROGRAM DESCRIPTION

The Community Health Fund was established in FY 1998-99 as a result of a lease agreement with Duke University Health System. Revenue from the fund must be used to support health-related programs. The original balance in the fund was \$23 million. Due to revisions in the lease agreement for Durham Regional Hospital, beginning in FY 2009-10 Duke University Health System began paying Durham County \$3,950,000 annually for health-related costs. It is projected that this fund will have an estimated balance of \$6,408,432 on June 30, 2016. The exact figure will be reconciled and reported in the County's Comprehensive Annual Financial Report (CAFR).

For FY 2016-17, Community Health Fund (CHF) dollars are being used to support Emergency Medical Services (EMS) net expenditures and EMS employee related health benefits. The EMS operating budget is supported through EMS patient transport fees, Medicaid Cost Settlement Funds, revenue from the Duke/County Agreement in which Duke pays the County for Emergency Medical Services and the County also chooses to fund EMS with a transfer from the CHF.

Note: Due to recent rule changes from the General Accounting Standards Board the Community Health Fund is now categorized as a Durham County Special Revenue Fund, and no longer within the Trust Fund group of funds. This change is effective July 1, 2016.

Department	Item	FY2015-16 Approved	FY2016-17 Approved
EMS	EMS Services and employee benefits (178 FTEs)	\$3,950,000	\$3,950,000
Public Health	Trust Fund support of Public Health Programs	\$59,601	\$0
Debt Service	Human Services Building	\$2,350,000	\$0
TOTAL		\$6,359,601	\$3,950,000
	Funds from Duke University Health System (transferred to General Fund)	\$3,950,000	\$3,950,000
	Fund Balance Appropriation (transferred to General Fund ¹)	\$59,601	\$0
	Fund Balance Appropriation (transferred to Debt Service Fund ²)	\$2,350,000	\$0
TOTAL		\$6,359,601	\$3,950,000
	¹ Home Health Agency sale proceeds transferred to PH		
	² Debt Service on the Human Services Complex		

Community Health Fund

Fund: 7007080000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Transfers	\$9,705,493	\$6,359,601	\$6,359,601	\$3,950,000	\$3,950,000
Total Expenditures	\$9,705,493	\$6,359,601	\$6,359,601	\$3,950,000	\$3,950,000
▼ <i>Revenues</i>					
Intergovernmental	\$3,950,000	\$3,950,000	\$3,950,000	\$3,950,000	\$3,950,000
Investment Income	\$903,624	\$0	(\$243,073)	\$0	\$0
Other Fin. Sources	\$0	\$2,409,601	\$0	\$0	\$0
Total Revenues	\$4,853,624	\$6,359,601	\$3,706,927	\$3,950,000	\$3,950,000
Net Expenditures	\$4,851,869	\$0	\$2,652,674	\$0	\$0

This page intentionally blank.

DEBT SERVICE FUND

PROGRAM DESCRIPTION

The Debt Service Fund was established in 1987 to provide for the annual repayment of bonded debt principal and interest, lease-purchase principal and interest, and bond agency fees. Long-term debt, with the exception of the Enterprise Fund's debt service, is accounted for in this fund. Prior to 1987, this appropriation was included in the General Fund.

- A bond referendum held in November 2001 was approved by voters, giving the County the authority to issue General Obligation bonds in an aggregate principal amount not to exceed \$74.66 million to finance the construction of selected capital projects. A summary of this referendum is shown in the table to the right.
- The County issued two-thirds debt proceeds in January 2002, amounting to \$11.05 million in General Obligation bonds. The Public Improvement Bonds represent a consolidation of \$5.91 million in Public Building Bonds and \$5.14 million in Library Facilities Bonds.
- Also in January 2002, the County refunded approximately \$35 million in outstanding bonds, 1992 series, resulting in savings of more than \$1.5 million.
- In April 2002, the County sold \$68.41 million of the total 2001 authorization. The General Obligation bonds represent a consolidation of \$51.8 million in School Bonds, \$10.27 million in Library Facilities Bonds, \$4.84 million in Museum Bonds, \$1 million in Recreational Facilities Bonds, and \$500,000 in Health Care Facilities Bonds.
- A bond referendum held in November 2003 was approved by voters, giving the County the authority to issue General Obligation bonds in an aggregate principal amount not to exceed \$123.66 million to finance the construction of selected capital projects. A summary of this referendum is shown in the table to the right.
- In April 2004, the County issued \$40.6 million of the total 2003 authorization and the final \$6 million of the total 2001 authorization in General Obligation debt. These bond funds are supporting \$26.13 million in school projects, \$5.18 million for the North Carolina Museum of Life and Science, \$4.64 million for libraries, and \$4.2 million for Durham Technical Community College. Bond issuance costs make up the remaining funds.
- Also in April 2004, the County issued \$10.6 million in two-thirds General Obligation debt to support three ongoing capital projects: \$7.63 million for a new Justice Center, \$2.48 million for a new Human Services Complex, and \$381,000 for renovations to the Head Start/YMCA Building. Bond issuance costs make up the remaining funds.
- In May 2006, the County issued another \$49.2 million of General Obligation bonds authorized in the 2003 bond referendum. These funds support \$45 million in Durham Public Schools projects and \$4 million for Durham Technical Community College projects. Also in May 2006, the County issued \$12.2 million in two-thirds General Obligation debt to support the following projects: Animal Control Facility, open space, Southwest Branch Library, Durham Public Schools' Holton project, Stanford L. Warren Library project, Emergency Medical Services Station #2, Human Services project, Senior Center project, and Board of County Commissioners' boardroom project, as well as issuance costs.
- A bond referendum held in November 2007 was approved by voters, giving the County the authority to issue General Obligation bonds in an aggregate principal amount not to exceed \$207.1 million to finance the construction of selected capital projects.
- In April 2007, the County issued the final \$34.09 million of General Obligation bonds authorized in the 2003 bond referendum. All funds were allotted to Durham Public Schools projects. Also in April 2007, the County issued \$12.1 million in two-thirds General Obligation debt to support six capital projects: \$3.8 million for Criminal Justice Resource Center renovations, \$500,000 for Main Library renovations, \$700,000 for Administration Building renovations, \$350,000 for Emergency Medical Services Station #1 renovations, \$2.7 million for Holton School (CIS Academy), and \$3.95 million for Durham Public Schools' future land purchases.

2001 Bond Authorization	
Durham Public Schools Facilities	\$51,800,000
Library Facilities	\$10,270,000
North Carolina Museum of Life and Science	\$5,840,000
Recreational Facilities	\$5,550,000
Health Care Facilities	\$1,200,000
TOTAL	\$74,660,000

2003 Bond Authorization	
Durham Public Schools Facilities	\$105,315,000
Library Facilities	\$4,637,262
North Carolina Museum of Life and Science	\$5,184,513
Durham Technical Community College	\$8,200,000
Issuance Costs	\$328,225
TOTAL	\$123,665,000

2007 Bond Authorization	
Durham Public Schools Facilities	\$193,448,205
NC Museum of Life and Science	\$4,170,812
Durham Technical Community College	\$8,680,000
Issuance Costs	\$800,983
TOTAL	\$207,100,000

Debt Service Fund

Fund: Debt 3003040000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Transfers	\$4,192,785	\$0	\$0	\$0	\$7,646
Other	\$58,755,922	\$58,217,142	\$92,723,884	\$58,157,563	\$58,157,563
Total Expenditures	\$62,948,707	\$58,217,142	\$92,723,884	\$58,157,563	\$58,165,209
Revenues					
Investment Income	\$517,134	\$388,221	\$388,221	\$388,219	\$388,219
Service Charges	\$412,311	\$400,000	\$420,000	\$400,000	\$400,000
Other Fin. Sources	\$59,778,637	\$57,428,921	\$92,913,784	\$57,369,344	\$57,376,990
Total Revenues	\$60,708,082	\$58,217,142	\$93,722,005	\$58,157,563	\$58,165,209
Net Expenditures	\$2,240,625	\$0	(\$998,121)	\$0	\$0

- \$60 million of voter-approved 2007 General Obligation bond funds were issued in 2010 for Durham Public Schools, Durham Technical Community College (DTCC), and the NC Museum of Life & Science (NCMLS). Another \$60 million was issued in 2012 for Durham Public Schools. A third issuance of \$51 million was carried out in 2014 for Durham Public Schools. \$39.9 million of unissued 2007 General Obligation bonds is expected to be spent over the next three years for Durham Public Schools and Durham Technical Community College.
- Durham County issued \$125 million in non-General Obligation bond funds during FY 2012-13 for various projects including the new Justice Center, (former) judicial building renovations, and a County storage facility.
- For FY 2016-17, the portion of the County property tax rate dedicated to fund the Capital Financing Plan, which helps support debt service payments, decreases 0.57 cents from 8.53 cents to 7.96 cents. This decrease is related to the revaluation process that occurred during FY 2015-16 and reflects the “revenue neutral” rate after revaluation.
- A General Obligation bond referendum is scheduled for November of 2016 and will support Main Library renovations, Durham Public Schools infrastructure, Durham Technical Community College capital needs, and North Carolina Museum of Life and Science renovations.
- North Carolina law limits local government net debt to 8% of assessed value. Based on current valuations, the County could issue \$2.54 billion in debt. At this writing, the County has \$295 million in outstanding General Obligation debt. An additional \$234.7 million in certificates of participation debt and \$13.3 million of installment purchases (short term debt) is not included in this legal limit.

The following table shows bond payments for the Debt Service Fund. Note: Information on Enterprise Fund debt service may be found in the Enterprise Fund section of this document.

	2014-15 Actual Expenditures	2015-16 Original Budget	2015-16 12 Month Estimate	2016-17 Department Requested	2016-17 Commissioner Approved
BOND PRINCIPAL	\$24,300,597	\$24,207,615	\$24,207,615	\$23,937,658	\$23,937,658
BOND INTEREST	\$12,875,159	\$12,252,820	\$12,252,820	\$11,080,357	\$11,080,357
OTHER*	\$25,772,951	\$21,756,707	\$56,263,449	\$23,139,548	\$23,147,194
TOTAL	\$62,948,707	\$58,217,142	\$92,723,884	\$58,157,563	\$58,165,209
<i>*Includes other debt service, bond agency fees, and debt sale expenditures.</i>					

ENTERPRISE FUND

MISSION

The mission of the Utility Division of the Durham County Engineering and Environmental Services Department is to protect regional water quality through the administration of the sewer use, storm water and erosion control ordinances; to improve County facilities through the management of capital projects; to improve the County's environmental management particularly related to greenhouse gas emissions; and to preserve natural and scenic lands, farms, and forests.

PROGRAM DESCRIPTION

The Utility Division of the Durham County Engineering and Environmental Services Department is responsible for the operation and maintenance of the County's Triangle Wastewater Treatment Plant, the County's Wastewater Collection System, the coordination of new connections (customers), and the County's Sewer System revenue collection. One of the major initiatives of this division has been the upgrade and expansion of the treatment plant to meet regulatory requirements and to provide adequate capacity for growth in the County's service area. Additionally, the Division is developing a public water supply for the Rougemont Community to be operational in the 2016 fiscal year.

The Utility Division Office is located at 5926 NC Hwy 55 East, Durham, North Carolina, 27713. Office hours are Monday – Friday, 8:00 AM – 5:00 PM, Telephone: 919-560-9035; Fax: 919-544-8590.

2015-16 ACCOMPLISHMENTS

- Continued to meet the North Carolina Department of Environment and Natural Resources (NCDENR) Division of Water Quality performance standards as an "Exceptionally Performing Facility", and continued to operate, maintain, and rehabilitate the sewage collection system well with very few sewage spills.
- Development of the Rougemont Water System which consists of a multiple well and distribution system. Construction is expected to be completed in September 2016 and will provide safe potable water to customers at risk from petroleum contamination near their homes.

Sewer Utility Fund

Fund: 6006600000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
Expenditures					
Personnel	\$1,582,179	\$1,770,305	\$1,566,217	\$1,963,314	\$1,963,314
Operating	\$2,717,275	\$3,384,552	\$2,598,678	\$3,895,646	\$3,895,646
Capital	\$133,111	\$160,000	\$75,000	\$535,000	\$535,000
Transfers	\$5,600,000	\$588,683	\$500,000	\$500,000	\$500,000
Other	\$2,639,772	\$2,452,500	\$2,453,521	\$1,884,700	\$1,884,700
Total Expenditures	\$12,672,337	\$8,356,040	\$7,193,416	\$8,778,660	\$8,778,660
Revenues					
Licenses & Permits	\$10,650	\$3,000	\$17,500	\$3,000	\$3,000
Investment Income	\$12,903	\$18,000	\$18,000	\$18,000	\$18,000
Enterprise Charges	\$9,669,773	\$7,327,020	\$7,624,062	\$8,248,640	\$8,248,640
Sewer Connect. Fees	\$1,562,753	\$508,020	\$748,929	\$509,020	\$509,020
Other Fin. Sources	\$3,829,009	\$500,000	\$0	\$0	\$0
Total Revenues	\$15,085,088	\$8,356,040	\$8,408,491	\$8,778,660	\$8,778,660
Net Expenditures	(\$2,412,751)	\$0	(\$1,215,075)	\$0	\$0
FTEs	22.00	22.00	22.00	25.00	25.00

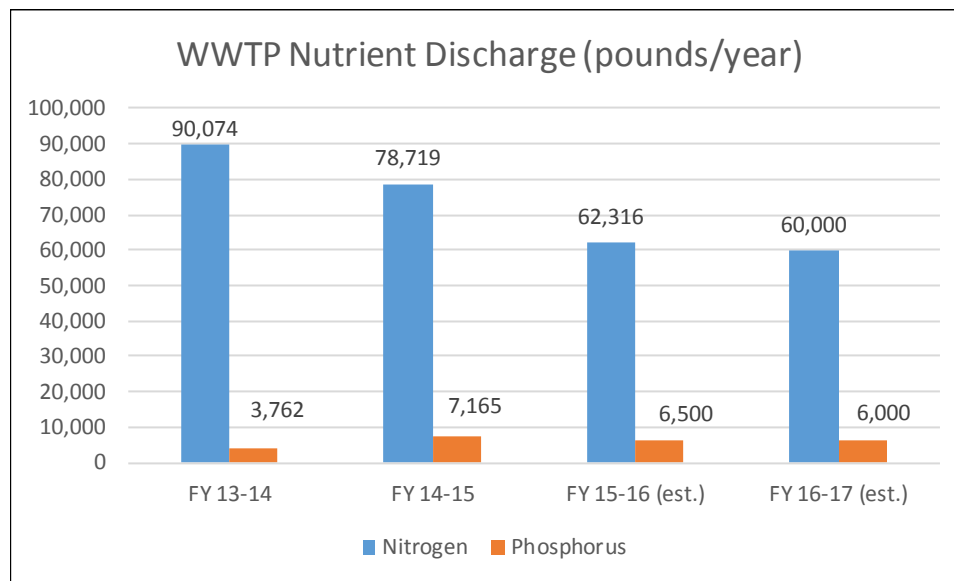
2016-17 HIGHLIGHTS

- Sewer consumption rates will be increased by 2.47% (listed in the fee schedule).
- Capital recovery charges will increase by 1.83% in order to recover capital costs associated with the sludge facility improvements (listed in the fee schedule).
- 3 new FTEs – Utility Technician, Plant Maintenance Technician, and an Operation and Maintenance Specialist II. The Utility Division has experienced significant reductions in personnel availability due to on-going personnel health related issues. These positions will provide sufficient staffing to continue our level of service and ensure the facilities meet our environmental permits.
- 2 new vehicles
- The Utility Division will improve the reliability and resiliency of its systems for collecting sewage and treating sewage through an in-depth reliability analysis, including redundancy evaluation.
- The Utility Division will begin rehabilitating the Triangle Wastewater Treatment Plant influent pump station and headworks, which are now fifteen years old, and which can perform well for many more years if rehabilitated.
- With the assistance of the County's Occupational Safety Specialist, capital safety improvements will be made at the Triangle Wastewater Treatment Plant to ensure work can be done safely. R
- Replacement and higher capacity sewer and new reclaim water extension will be completed to the Research Triangle Park - Park Center redevelopment project.

Payments for Enterprise Fund Debt Service			
	2015-2016 Approved	2016-2017 Requested	2016-2017 Recommended
PRINCIPAL	\$1,934,000	\$1,408,500	\$1,408,500
INTEREST	\$518,500	\$475,000	\$475,000
TOTAL	\$2,452,000	\$1,884,700	\$1,884,700

2016-17 PERFORMANCE MEASURE

Performance Measure: Triangle Wastewater Treatment Plant (TWWTP) Nutrient Discharge (pounds/year)



Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

The Triangle Wastewater Treatment Plant discharges to Northeast Creek which then discharges into Jordan Lake. Jordan Lake has been identified as nutrient sensitive, and dischargers are required to reduce their nutrient discharge to minimize the effects of their discharges. The Triangle Wastewater Treatment Plant is allowed to discharge up to 111,207 pounds per year of total nitrogen and

8,432 pounds per year of total phosphorus. The data indicates the facility is well below these limits. Durham County was the only utility to voluntarily accept these limits prior to the regulatory mandate. This is environmental stewardship, a Strategic Plan goal.

What initiatives or changes to programs will the department take on next year in hopes of improving the overall performance of the related program or goal?

In FY2016-17, sludge holding times will be minimized to reduce nutrient release. Also, in FY2016-17, it is expected that the NIH/EPA campus will begin using reclaimed water for their cooling towers. It is expected that over 200,000 gallons per day peak of reuse water will be used and the nutrient load will decrease based on this water usage.

This page intentionally blank.

Summary: Trust Funds

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$317,558	\$356,052	\$354,662	\$377,484	\$377,484
Operating	\$0	\$250	\$0	\$250	\$250
Transfers	\$9,705,493	\$6,359,601	\$6,359,601	\$0	\$0
Total Expenditures	\$10,023,051	\$6,715,903	\$6,714,263	\$377,734	\$377,734
▼ <i>Revenues</i>					
Intergovernmental	\$3,950,000	\$3,950,000	\$3,950,000	\$0	\$0
Contrib. & Donations	\$429,436	\$356,302	\$354,662	\$377,734	\$377,734
Investment Income	\$905,363	\$0	(\$243,073)	\$0	\$0
Other Fin. Sources	\$0	\$2,409,601	\$0	\$0	\$0
Total Revenues	\$5,284,799	\$6,715,903	\$4,061,589	\$377,734	\$377,734
Net Expenditures	\$4,738,252	\$0	\$2,652,674	\$0	\$0

Due to recent rule changes from the General Accounting Standards Board the Community Health Fund is now categorized as a Durham County Special Revenue Fund and is no longer within the Trust Fund group of funds. This change is effective July 1, 2016.

GEORGE R. LINDER MEMORIAL FUND

PROGRAM DESCRIPTION

The George R. Linder Memorial Fund was established during FY 1993-94 to receive donations in memory of the former Library Director. The private-purpose trust fund is used to account for resources legally held in trust to fund public speakers/lecturers for the Durham County Library and functions sponsored by the library. The fund also receives gift donations to purchase books in the honor of individuals. These funds shall carry forward each fiscal year until the funds are depleted.

Fund: 7007050000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$0	\$250	\$0	\$250	\$250
Total Expenditures	\$0	\$250	\$0	\$250	\$250
▼ <i>Revenues</i>					
Contrib. & Donations	\$0	\$250	\$0	\$250	\$250
Investment Income	\$3	\$0	\$0	\$0	\$0
Total Revenues	\$3	\$250	\$0	\$250	\$250
Net Expenditures	(\$3)	\$0	\$0	\$0	\$0

LAW ENFORCEMENT OFFICERS' TRUST FUND

PROGRAM DESCRIPTION

The Law Enforcement Officers' Trust Fund was established in July 1987 for the purpose of providing full funding for the law enforcement officers' separation allowance mandated by the North Carolina General Assembly in July 1986. In addition to regular retirement benefits budgeted within the General Fund, the County also must pay a special monthly separation allowance to retired law enforcement officers who have completed 30 or more years of creditable service. This also includes those persons 55 years of age who have completed 5 or more years of creditable service. The annual allowance is 0.85% of base compensation at the time of retirement times the number of years of service.

Fund: 7007700000

Summary	2014-2015 Actual Exp/Rev	2015-2016 Original Budget	2015-2016 12 Month Estimate	2016-2017 Department Requested	2016-2017 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$317,558	\$356,052	\$354,662	\$377,484	\$377,484
Total Expenditures	\$317,558	\$356,052	\$354,662	\$377,484	\$377,484
▼ <i>Revenues</i>					
Contrib. & Donations	\$429,436	\$356,052	\$354,662	\$377,484	\$377,484
Investment Income	\$1,736	\$0	\$0	\$0	\$0
Total Revenues	\$431,172	\$356,052	\$354,662	\$377,484	\$377,484
Net Expenditures	(\$113,614)	\$0	\$0	\$0	\$0

Statement of Revenues, Expenditures, and Changes in Fund Balance

General Funds

	FY 2014-2015 Actual	FY 2015-2016 Estimate	FY 2016-2017 Budget
Revenues			
Taxes	\$ 327,769,070	\$ 335,659,804	\$ 339,388,580
Licenses and permits	1,119,886	1,535,091	1,359,250
Intergovernmental revenues	58,278,890	55,054,950	57,954,119
Investments	3,269,352	4,033,346	2,900,000
Rent	1,058,153	988,389	1,007,024
Charges for Services	26,730,553	26,438,339	27,247,396
Other revenues	1,300,117	946,003	556,962
Total revenues	419,526,021	424,655,922	430,413,331
Expenditures			
General government	48,262,022	49,892,383	63,547,090
Public safety	60,628,480	64,832,729	67,060,677
Transportation	309,017	205,873	12,500
Environmental protection	4,205,943	4,965,745	4,947,796
Economic and physical development	4,078,194	6,771,041	6,578,131
Human services	89,516,898	93,431,309	99,018,812
Education	126,454,721	131,291,507	134,879,723
Cultural and recreational	12,000,044	12,453,738	13,103,517
Total expenditures	345,455,319	363,844,325	389,148,246
Excess (deficiency) of revenues over (under) expenditures	74,070,702	60,811,597	41,265,085
Other financing sources (uses)			
Transfers in	8,764,687	9,072,872	8,521,399
Transfers out	(58,518,829)	(65,434,476)	(63,076,068)
Issuance of installment purchases	-	-	-
Fund balance appropriated	-	-	13,289,584
Total other financing sources (uses)	(49,754,142)	(56,361,604)	(41,265,085)
Net change in fund balances	24,316,560	4,449,993	(13,289,584)
Fund Balance - beginning	147,358,836	171,675,396	176,125,389
Fund Balance - ending	\$ 171,675,396	\$ 176,125,389	\$ 162,835,805

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

The 2015-16 Estimate column is based on unaudited end of the year estimations at the time of publication.

Statement of Revenues, Expenditures, and Changes in Fund Balance
Special Revenue Funds

	FY 2014-2015 Actual	FY 2015-2016 Estimate	FY 2016-2017 Budget
Revenues			
Taxes	\$ 8,242,034	\$ 8,780,102	\$ 8,849,059
Intergovernmental revenues	117,188	336,116	4,256,664
Investments	4,365	10,931	-
Total revenues	8,363,587	9,127,149	13,105,723
Expenditures			
Public safety	4,023,825	2,817,441	3,372,990
Economic and physical development	763,702	941,322	1,219,018
Total expenditures	4,787,527	3,758,763	4,592,008
Excess (deficiency) of revenues over (under) expenditures	3,576,060	5,368,386	8,513,715
Other financing sources (uses)			
Transfers in	-	232,084	-
Transfers out	(2,990,282)	(4,564,918)	(8,521,399)
Fund balance appropriated	-	-	7,684
Total other financing sources (uses)	(2,990,282)	(4,332,834)	(8,513,715)
Net change in fund balances	585,778	1,035,552	(7,684)
Fund Balance - beginning	1,289,602	1,875,380	2,910,932
Fund Balance - ending	\$ 1,875,380	\$ 2,910,932	\$ 2,903,248

The 2015-16 Estimate column is based on unaudited end of the year estimations at the time of publication.

Note: Due to recent rule changes from the General Accounting Standards Board the Community Health Fund is now categorized as a Durham County Special Revenue Fund, and no longer within the Trust Fund group of funds. This change is effective July 1, 2016.

Statement of Revenues, Expenditures, and Changes in Fund Balance
Debt Service Fund

	FY 2014-2015 Actual	FY 2015-2016 Estimate	FY 2016-2017 Budget
Revenues			
Investments	\$ 36,743	\$ 134,679	\$ 19,998
Charges for services	412,310	528,357	400,000
Intergovernmental revenues	480,391	482,982	368,221
Total revenues	<u>929,444</u>	<u>1,146,018</u>	<u>788,219</u>
Expenditures			
Principal retirement	36,159,495	35,596,413	35,418,705
Interest and fiscal charges	22,573,434	20,599,087	22,046,504
Debt issuance costs	23,000	741,165	700,000
Total expenditures	<u>58,755,929</u>	<u>56,936,665</u>	<u>58,165,209</u>
Excess (deficiency) of revenues over (under) expenditures	(57,826,485)	(55,790,647)	(57,376,990)
Other financing sources (uses)			
Transfers in	59,778,637	57,428,921	57,376,990
Transfers out	(4,192,785)	-	-
Premium on issuance of refinancing	-	13,031,538	-
Issuance of refunding bonds	-	63,930,000	-
Payment to refunded debt escrow agent	-	(77,226,102)	-
Total other financing sources (uses)	<u>55,585,852</u>	<u>57,164,357</u>	<u>57,376,990</u>
Net change in fund balances	(2,240,633)	1,373,710	-
Fund Balance - beginning	<u>8,207,298</u>	<u>5,966,665</u>	<u>7,340,375</u>
Fund Balance - ending	<u>\$ 5,966,665</u>	<u>\$ 7,340,375</u>	<u>\$ 7,340,375</u>

The 2015-16 Estimate column is based on unaudited end of the year estimations at the time of publication.

DURHAM COUNTY FISCAL POLICIES

The County's long-term financial goal is to maintain its AAA bond rating. Some factors required for a AAA bond rating (e.g., a stabilized rate of population growth and diversification of the County's tax base) can be influenced, but not controlled by county government. However, the county government should ensure that factors under its control – the quality of its financial and overall management – meet the standards required of highly-rated communities. Characteristics of the County's financial operation should not stand in the way of the County maintaining its AAA bond rating. Durham County operates on a sound financial basis, as indicated by its AAA bond rating with Moody's Investors Service, Standard & Poor's, and the Carolinas Municipal Advisory Council. The bond rating serves as a shorthand statement of a locality's economic, financial, and managerial condition.

Municipal bond ratings represent the business community's assessment of the investment quality of a local government. The most obvious advantage of a AAA bond rating is Durham County's ability to successfully market its bonds when required and to borrow money at lower, more favorable interest rates than communities with lower ratings. Since bond ratings are based on demonstrated managerial competence and financial health, high bond ratings also provide citizens with an indication of the quality of their local government. The following financial policies are consistent with the standards associated with the highest bond ratings available. For the complete list of financial policies, contact the Finance Department at (919) 560-0035.

Policy I: Fund Balance

- 1.01 Durham County's Undesignated General Fund Balance will be maintained to provide the County with sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing.
- 1.02 The Undesignated General Fund Balance should not be used to support recurring operating expenditures outside of the current budget year. Use of the Undesignated General Fund Balance shall be done only to cover a shortfall in revenues. When a revenue shortfall requiring the use of the Undesignated General Fund Balance occurs, the County will increase its General Fund revenues through appropriation of undesignated fund balance or decrease its expenditures. The latter method will be used when preventing the use of Undesignated General Fund Balance two consecutive fiscal years in a row to subsidize General Fund operations.

The Undesignated General Fund Balance will be provided as follows:

- 1.03 An Undesignated General Fund Balance will be maintained at a level sufficient to provide for temporary financing of unforeseen needs of an emergency nature and to permit orderly adjustment to changes resulting from a termination of or a decline in revenue sources.
- 1.04 The Undesignated General Fund Balance goal will be 8% of total actual prior fiscal year expenditures. These funds can only be appropriated by a resolution of the Board of County Commissioners (BOCC).
- 1.05 In the event the Undesignated General Fund Balance is used to provide for temporary funding of unforeseen emergency needs, the County shall restore the Undesignated General Fund Balance to the prior year's balance within two fiscal years following the fiscal year in which the event occurred. To the extent additional funds are necessary to restore the Undesignated General Fund Balance to that level, such funds will be provided in at least two approximately equal contributions to be provided during each fiscal year but no later than June 30. This process would begin the first fiscal year following the fiscal year in which the event occurred.
- 1.06 Funds in excess of the annual requirements of Policy No. 1.05 above may be considered to supplement pay-as-you-go capital outlay expenditures or as additions to fund balance to be utilized at a future date.
- 1.07 A Total Fund Balance ratio of 15% (Local Government Commission requires 8%) shall be the goal.
- 1.08 Once the 15% level has been achieved, the amount over 15% may be used to fund pay-as-you-go capital projects or other non-recurring expenditures.

Policy II: Fiscal Planning

- 2.01 The County Manager shall submit to the BOCC a proposed annual budget with his recommendations and shall execute the budget as finally adopted.
- 2.02 The County Manager will budget revenues and expenditures on the basis of a fiscal year, which begins July 1 and ends on the following June 30, and in conformity with the Local Budget and Fiscal Control Act.
- 2.03 The County Manager will prepare a budget, which is consistent within the guidelines established by the Government Finance Officers Association in its Distinguished Budget Presentation Awards Program.

- 2.04 The County Manager shall provide annually a budget preparation schedule outlining the preparation timelines for the proposed budget.
- 2.05 Budget packages for the preparation of the budget, including forms and instructions, shall be distributed to County departments to complete. Department heads and elected officials shall prepare and return their budget proposals to the Budget Officer as required in the budget preparation schedule.
- 2.06 The proposed budget will contain the following:
 - a) Revenue estimates by major category
 - b) Expenditure estimates by department and functional levels
 - c) Debt service summarized by issues detailing principal and interest amounts by fund
- 2.07 The proposed budget also will contain information regarding:
 - a) Proposed personnel staffing levels
 - b) A detailed schedule of additional capital needs
 - c) A summary schedule of capital projects
 - d) Any additional information, data, or analysis requested of management by the BOCC
- 2.08 The proposed budget will be balanced (e.g., estimated revenues plus appropriated fund balance equaling estimated expenditures).
- 2.09 The BOCC will adopt the budget for the subsequent fiscal year no later than June 30.
- 2.10 Three quarterly reports on the status of the General Fund budget (budget to actual) and trends will be prepared by the Budget Officer and presented to the BOCC within 45 days of the end of the first, second, and third quarters. The report will provide the BOCC with projections through the end of the current fiscal year.
- 2.11 Budgeting procedures will conform to the Local Government Budget and Fiscal Control Act.
- 2.12 Alternatives for improving the efficiency and effectiveness of the County's functions and programs and the productivity of its employees will be considered during the budget process.
- 2.13 Duplication of services and inefficiencies in the delivery of these services should be eliminated wherever they are identified. The County will continue to examine alternative service delivery options for all County functions.
- 2.14 Performance measurement and productivity indicators will be integrated into the budget process where appropriate.
- 2.15 The County will fund current expenditures with current revenues and other recurring funding revenue sources.
- 2.16 The County will not balance the current budget at the expense of meeting future years' expenditures, such as accruing future years' revenues or rolling over short-term debt, to avoid planned retirement.
- 2.17 If a deficit is projected during any fiscal year, the County will take steps to reduce expenditures, increase revenues, or consider using the Undesignated General Fund Balance to the extent necessary to ensure continued compliance with the Local Budget and Fiscal Control Act.
- 2.18 The County will annually appropriate a contingency amount within the budget to provide for increases in costs of providing services and unanticipated needs that may arise throughout the fiscal year.
- 2.19 The contingency amount will be established at a minimum of 0.075% and not more than 0.25% of the estimated General Fund revenues (net of pass-through dollars) for the fiscal year in which the contingency amount is dedicated. The contingency amount budgeted can only be allocated to other functions (activities) within the budget by the BOCC.
- 2.21 Department heads and elected officials are required to monitor revenues and expenditures in relation to their department's (agency's) budgeted amount. This is to ensure that the actual revenue sources are as projected for funding resources and to prevent exceeding their total departmental expenditure budget.
- 2.22 The County will maintain the assets identified in the Capital Plant and Equipment Replacement Schedule at a level adequate to protect the County's capital investment and to minimize future maintenance and replacement costs by:
 - a) Developing and maintaining a five-year plan for fleet and capital equipment with a value greater than \$5,000 and will consider the approval of capital equipment in concert with this adopted plan
 - b) Providing for adequate maintenance in the annual operating budget of such capital plant and equipment through the use of an adopted Capital Improvement Plan and Capital Plant and Equipment Replacement Schedule
 - c) Providing for adequate maintenance of capital plant and equipment replacement under \$5,000 in the annual operating budget through the use of a Capital Plant and Equipment Replacement Schedule.
- 2.23 The County will not establish a trend of using the Undesignated General Fund Balance to finance current operations.
- 2.24 The County shall establish Memoranda of Understanding with its component unit(s) regarding the amount of annual General Fund support received each fiscal year.

Policy III: Revenues and Collections

- 3.01 The County's goal is a revenue system balanced between ad valorem taxes, other local taxes, licenses and permits, intergovernmental grants and transfers, investment and rental, charges for services, and other revenue sources.

- 3.02 Major revenue sources should provide for the following principles:
- a) Vertical Equity: Revenue sources should provide appropriate treatment of taxpayers at different levels of economic well-being
 - b) Horizontal Equity: Revenue sources should treat taxpayers with the same income or wealth equally
 - c) Neutrality: Revenue sources should not unduly influence economic decisions by consumers or businesses
 - d) Administrative and Compliance Costs: Revenue administration and enforcement should not absorb an undue percentage of total revenues
- 3.03 The County will monitor all taxes to ensure they are equitably administered and collections are timely and accurate.
- 3.04 Fees and charges should be based on benefits and/or privileges received from the County or based on costs of a particular service.
- 3.05 Periodically, the County will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other attendant costs. It is recognized that occasionally competing policy objectives may result in user fee levels that recover only a portion of service costs.
- 3.06 The County will reevaluate all property at least every eight years, with a goal of every four years, to be effective beginning January 1 of the tax year. Real property revaluations shall be based on market value and follow standards established by the International Association of Assessing Officers.
- 3.07 Personal property assessments are set on an annual basis, as of January 1, based on the market value of the property. Nationally recognized valuation guides, North Carolina Department of Revenue Trending Schedules, and market based appraisals are used to establish market value.
- 3.08 The County will provide, as appropriate, funding or tax exemptions to churches and governmental entities pursuant to the state and local guidelines. Other charitable or beneficial activities may be subsidized through direct grants irrespective of whether or how much property they own. Such grants should be part of the annual appropriation process and based on such consideration as benefits to the County as well as fiscal capacity of the County.
- 3.09 The County's goal is to achieve an annual assessment to sales ratio of 100% under current real estate market conditions when the January 1 assessment is compared to sales in the succeeding calendar year.
- 3.10 The County will maintain a diversified and stable revenue system to shelter it from short-term fluctuations in any one revenue source by doing the following:
- a) Establishing new charges and fees as needed and as permitted by law at reasonable levels
 - b) Pursuing legislative change, when necessary, to permit changes or establishment of user charges and fees
 - c) Aggressively collecting ad-valorem tax revenues, late penalties, and related interest as authorized
- 3.11 The County should pursue intergovernmental revenue sources (grants) for those programs and activities that address a recognized need and are consistent with the County's long-range objectives. Any decision to pursue intergovernmental revenue sources (grants) should include the consideration of the following:
- a) Present and future funding requirements
 - b) Cost of administering the funds
 - c) Costs associated with special conditions or regulations attached to the grant award
- 3.12 The County will attempt to recover all allowable costs, both direct and indirect, associated with the administration and implementation of programs funded through intergovernmental revenue sources (grants). In the case of state and federally mandated programs, the County will attempt to obtain full funding for the services from the governmental entity requiring the service be provided.

Policy IV: Capital Improvement Plan and Fixed Assets

- 4.01 The County's policy on the financing of capital projects states that the County will dedicate the following revenues to the payment of debt and pay-as-you-go (County contribution) capital projects: Articles 40 and 42 one-half cent sales taxes, the County's share of the Occupancy Tax, county-wide property taxes, and enterprise revenues. The County reserves up to 20% of these annually dedicated revenues for pay-as-you-go projects. In addition, the pay-as-you-go policy restricts dedicated property tax revenue up to 20% of a maximum of five cents, or one cent, in county-wide property taxes.
- 4.02 The County Manager will submit a 10-year Capital Improvement Plan for review by the BOCC pursuant to established timeline. This plan will be updated every two years and presented to the BOCC. The Capital Improvement Plan should include capital improvements for all agencies for which the County sets tax rates and assesses levies and/or establishes user fees/charges and/or approves budgets or programs. The Capital Improvement Plan shall include the following elements:
- a) An implementation plan for each of the capital project

- b) An estimate of the cost and of the anticipated sources of revenue for financing the capital improvements and an estimate of the impact of each capital improvement on County revenues and the capital and operating budget
- 4.03 The County will maintain a schedule of fixed assets that includes completed County projects and construction in process funded through the Capital Improvement Plan in its fixed asset accounting system.
- 4.04 The County will match programs and activities identified in the Capital Improvement Plan with associated revenue sources.
- 4.05 In an effort to efficiently allocate resources, the County shall establish Memoranda of Understanding with the School Board regarding the development and coordination of the County's Capital Improvement Plan. The Memorandum of Understanding will address the following areas:
 - a) Plan for required capital improvements.
 - b) Debt issuance schedules.
- 4.06 Consistent with the intent of the Capital Improvement Plan stated in Policy No. 4.02 above, the Capital Improvement Plan should:
 - a) Present a plan for required capital improvements
 - b) Systematically improve and maintain the capital structure of the County
 - c) Meet the debt ratio targets as defined in Policy Nos. 5.05 and 5.06
 - d) Provide a schedule of proposed debt issuance

Policy V: Debt Management

- 5.01 The County will not use long-term debt to fund current operations and will continue to emphasize pay-as-you-go capital financing.
- 5.02 The County will not use tax revenue anticipation notes (TRANS) to fund current operations.
- 5.03 The County does not intend to issue bond anticipation notes (BANs) for a period longer than two years. If the BAN is issued for a capital project, the BAN will be converted to a long-term bond or redeemed at its maturity.
- 5.04 The issuance of variable rate debt by the County will be subject to the most careful review and will be issued only in a prudent and fiscally responsible manner.
- 5.05 Whenever the County finds it necessary to issue General Obligation (GO) Bonds, the following policy will be adhered to:
 - a) GO Bonds are bonds that are supported by the promise of the borrowing government to levy whatever amount of tax is necessary to pay principal and interest and can be enforced by legal action of any bondholder.
 - b) Total bonded debt will not exceed 3% of the net assessed valuation of taxable property in the County (Local Government Commission sets limit of 8%).
 - c) Designated funds, when required, will be provided to adequately meet debt service requirements in subsequent years.
 - d) Interest earnings on the designated fund balances will only be used to pay debt service on the bonds.
 - e) The term of any bond issue will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.
 - f) Total debt service shall not exceed 15% of total current expenditures net of pass-through including current debt service.
- 5.06 Whenever the County finds it necessary to issue revenue bonds, the following guidelines will be adhered to:
 - a) Revenue Bonds are defined as bonds on which the debt service is payable solely from the revenue generated from the operation of the project being financed or a category of facilities or from other non-tax sources of the County.
 - b) Revenue Bonds/Special Obligation (SO) Bonds of the County and any of its agencies will be analyzed carefully by the Finance Department for fiscal soundness. The issuance of County Revenue Bonds/SO Bonds will be subject to the most careful and critical review and must be secured by covenants sufficient to protect the bondholders and the name of the County.
 - c) Revenue Bonds/SO Bonds should be structured to allow an approximately equal annual debt service amount over the life of the issue.
 - d) Designated funds, when required, will be provided to adequately meet debt service requirements in subsequent years.
 - e) Interest earnings on the designated fund balances only will be used to pay debt service on the bonds.
 - f) The term of any debt issued will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.
- 5.07 The County shall comply with all Internal Revenue Service arbitrage rebate requirements for bonded indebtedness.

- 5.08 The County shall comply with all legal requirements regarding the issuance of bonds and certificates of the County and its debt issuing authorities.
- 5.09 The County shall establish Memoranda of Understanding with the School Board and any other agency prior to the issuance of debt establishing guidelines regarding the issuance of debt which would be included in Policy No. 5.05(e) above.
- 5.10 Whenever the County finds it necessary to issue Certificates of Participation (COPs) or Installment Purchase Contracts, the following guidelines will be adhered to:
 - a) When COPs are issued, the County should attempt to deal with only one financial institution.
 - b) The terms of the debt issued should not exceed the life of the asset.
 - c) The terms should not exceed 25 years.
 - d) An escrow account may be used.

MULTI-YEAR BUDGET FORECAST

The multi-year budget forecast reflects the FY 2016-17 adopted budget with estimated revenues and expenditures for 2017-18 to 2020-21. The estimate focuses on the County's General funds and Debt Service fund.

The General funds are comprised of five sub-funds including the primary General operating Fund, Risk Management fund, SWAP fund, Capital Finance fund and Benefits Plan fund. For the General funds, outlying year estimates are based on conservative revenue growth and contained expenditure growth to mitigate increased property tax increases for standard operations. No property tax increases are forecasted to support the five-year General fund forecast.

The projected multi-year debt service budget aligns with the updated Capital Improvement Plan (CIP) and multi-year capital finance plan presented during the FY 2016-17-budget process. This year's CIP review included recommendations made in the Facility Master Plan update. The last facility master plan update occurred in FY 2000. Although the CIP evaluated project requests for a 10- year period, financial emphasis was on projects that may occur during the next four-year period with increased focus on major projects scheduled in FY 2016-17.

The updated Capital Improvement Plan included projects funded by a General Obligation bond referendum in November 2016 to support building repair and replacement for Durham Public Schools, Community College, the Main Library and the NC Museum of Life & Science. The projections assume that if the voters support a bond referendum then the County will levy taxes appropriate to support the debt service in FY 2017-18 and subsequent years. This approach allows for improved cash management and ensure that funds are in place to liquidate future bond related debt.

The following sections provides further highlights on the five-year estimates.

GENERAL FUND FIVE-YEAR FORECAST

Revenue Assumptions

- Property reappraised in FY 2015-16, market rate value increased 9.71% from 2008 revaluation.
- Overall taxes, to include property and sales taxes, grow 4% consistent with historical years, outlying years projected at conservative rate of 3%
- Intergovernmental Revenues: State and federal collected revenues project slow growth. Average 1% annual growth rate during five-year period.
- Rental Income projected at 1% annual growth rate
- Service charges grew at a higher percentage in FY 2016-17 at 15.2% due to increased Register of Deeds revenue collections, subsequent years are conservatively projected averaging 4% annually over the five-year period.
- Fund balance use is projected for one-time cost including vehicle replacement and major equipment purchases. Historically, although the appropriation occurred, funds were not used due to year-end revenue collections and spending trends.

Expenditure Assumptions

- Overall growth forecasted at 2.4% for the General Fund operating budget with the total general funds overall forecasted growth at 2.2% annually. This amount includes dollars to support the County's current merit pay plan structure. The forecast also includes funds to support inflationary operating expenses.
- The projected forecast does not include additional dollars for expansion items.
- The County will continue strategic funds realignment to contain overall budget growth.

General Funds Five-Year Forecast

General Funds Revenues Funds: 101, 102, 103, 125, 150	FY 2015-2016 Adopted Revenues	FY 2016-17 Adopted Revenues	FY 2017-18 Forecasted Revenues	FY 2018-19 Forecasted Revenues	FY 2019-20 Forecasted Revenues	FY 2020-21 Forecasted Revenues
101: General Fund						
Taxes	\$ 299,621,383	\$ 311,492,211	\$ 320,836,977	\$ 330,782,924	\$ 340,706,411	\$ 350,927,604
Licenses and Permits	\$ 976,000	\$ 1,359,250	\$ 1,406,824	\$ 1,454,656	\$ 1,504,114	\$ 1,549,237
Intergovernmental	\$ 57,510,044	\$ 57,876,643	\$58,455,409	\$59,039,964	\$59,630,363	\$60,226,667
Contrib. & Donations	\$ 138,133	\$ 77,476	\$78,251	\$79,033	\$79,824	\$80,622
Investment Income	\$ 140,000	\$ 140,000	\$ 141,400	\$ 142,814	\$ 144,242	\$ 145,685
Rental Income	\$ 460,074	\$ 443,156	\$ 469,321	\$ 474,015	\$ 478,755	\$ 483,542
Service Charges	\$ 17,785,041	\$ 20,612,487	\$ 21,024,737	\$ 21,234,984	\$ 21,447,334	\$ 21,661,807
Sewer Connection Fees	\$ 1,000	\$ 42,100	\$ 42,942	\$ 43,801	\$ 44,677	\$ 45,570
Other Revenues	\$ 506,991	\$ 556,962	\$562,532	\$568,157	\$573,839	\$579,577
Other Financing Sources	\$ 8,717,913	\$ 8,521,399	\$8,606,613	\$8,692,679	\$8,779,606	\$8,867,402
Fund Balance Appr.	\$ 10,626,480	\$ 13,240,840	\$12,600,000	\$12,000,000	\$11,500,000	\$11,000,000
101: General Fund Total	\$ 396,483,059	\$ 414,362,524	\$ 424,225,006	\$ 434,513,026	\$ 444,889,164	\$ 455,567,713
102: Risk Management	\$ 2,777,234	\$ 3,178,879	\$ 3,274,245	\$ 3,372,473	\$ 3,473,647	\$ 3,577,856
103: Swap Fund	\$ 2,750,000	\$ 2,750,000	\$ 2,750,000	\$ 2,750,000	\$ 2,750,000	\$ 2,750,000
125: Capital Financing	\$ 59,165,312	\$ 63,115,728	\$ 64,378,043	\$ 65,665,603	\$ 66,978,915	\$ 68,318,494
150: Benefits Plan	\$ 21,705,951	\$ 23,437,330	\$ 24,374,823	\$ 25,349,816	\$ 26,363,809	\$ 27,418,361
Total General Funds	\$ 482,881,556	\$ 506,844,461	\$ 519,002,117	\$ 531,650,918	\$ 544,455,536	\$ 557,632,425
Transfers	-\$ 49,443,284	-\$ 54,620,147	-\$ 56,804,953	-\$ 59,077,151	-\$ 61,440,237	-\$ 63,897,847
General Funds Revenue	\$ 433,438,272	\$ 452,224,314	\$ 462,197,164	\$ 472,573,767	\$ 483,015,298	\$ 493,734,578

General Funds Expenditures Funds: 101, 102, 103, 125, 150	2015-2016 Adopted Expenditures	2016-17 Adopted Expenditures	FY 2017-18 Forecasted Expenditures	FY 2018-19 Forecasted Expenditures	FY 2019-20 Forecasted Expenditures	FY 2020-21 Forecasted Expenditures
101: General Fund						
General Government	\$ 97,731,644	\$ 103,352,464	\$ 105,936,276	\$ 108,762,677	\$ 111,804,534	\$ 115,126,167
Public Safety	\$ 57,309,107	\$ 60,354,231	\$ 62,355,828	\$ 63,914,723	\$ 65,512,592	\$ 67,150,406
Transportation	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500
Environmental Protection	\$ 3,886,750	\$ 4,312,131	\$ 4,419,934	\$ 4,530,433	\$ 4,643,693	\$ 4,759,786
Econom. & Physical Devlp.	\$ 6,082,940	\$ 6,422,486	\$ 6,583,048	\$ 6,747,624	\$ 6,916,315	\$ 7,089,223
Human Services	\$ 89,258,669	\$ 92,909,937	\$ 93,839,036	\$ 95,289,725	\$ 96,435,235	\$ 97,876,229
Education	\$ 130,191,507	\$ 134,879,723	\$ 138,656,355	\$ 142,522,764	\$ 146,513,402	\$ 150,176,237
Cultural & Recreational	\$ 12,009,942	\$ 12,119,052	\$ 12,422,028	\$ 12,732,579	\$ 13,050,893	\$ 13,377,166
101: General Fund Total	\$ 396,483,059	\$ 414,362,524	\$ 424,225,006	\$ 434,513,026	\$ 444,889,164	\$ 455,567,713
102: Risk Management Fund	\$ 2,777,234	\$ 3,178,879	\$ 3,274,245	\$ 3,372,473	\$ 3,473,647	\$ 3,577,856
103: Swap Fund	\$ 2,750,000	\$ 2,750,000	\$ 2,750,000	\$ 2,750,000	\$ 2,750,000	\$ 2,750,000
125: Capital Financing Fund	\$ 59,165,312	\$ 63,115,728	\$ 64,378,043	\$ 65,665,603	\$ 66,978,915	\$ 68,318,494
150: Benefits Fund	\$ 21,705,951	\$ 23,437,330	\$ 24,374,823	\$ 25,349,816	\$ 26,363,809	\$ 27,418,361
General Funds Total	\$ 482,881,556	\$ 506,844,461	\$ 519,002,117	\$ 531,650,918	\$ 544,455,535	\$ 557,632,425
Transfers	-\$ 49,443,284	-\$ 54,620,147	-\$ 56,804,953	-\$ 59,077,151	-\$ 61,440,237	-\$ 63,897,847
General Funds Expenditures	\$ 433,438,272	\$ 452,224,314	\$ 462,197,164	\$ 472,573,767	\$ 483,015,298	\$ 493,734,578

DEBT SERVICE FUND FIVE-YEAR FORECAST

Revenue Assumptions

- The County updated projected capital improvement needs for the ten-year period from FY 2016-17 to FY 2026-27.
- If the BOCC supports a General Obligation bond referendum the County will levy property tax appropriate to support the General Obligation debt service in FY 2017-18. This approach allows for improved cash management and ensures funds are in place to liquidate future bond related debt obligations.
- The projected debt service forecast aligns with the Capital Finance Fund projections presented during budget deliberations.
- If the bond referendum is approved the forecast includes a 2 ½ cents property tax rate increase in FY 2017-18 to support the proposed bond referendum for the Durham Public Schools, Durham Technical Community College, NC Museum of Life and Science and Durham County Main Library.

Expenditure Assumptions

- Existing debt expense payments decline beginning in FY 2016-17 with significant declines beginning in FY 2021-22.
- The Debt Service fund establishes an account that will reserve dollars collected related to the General Obligation bond referendum to support future debt service payments. This approach mitigates outlying year tax increases and ensures a dedicated revenue stream is in place to support referendum debt.

Debt Service Revenues	FY 2015-2016 Adopted Budget	FY 2016-17 Adopted Budget	FY 2017-18 Forecasted Revenues	FY 2018-19 Forecasted Revenues	FY 2019-20 Forecasted Revenues	FY 2020-21 Forecasted Revenues
Current Property Taxes	\$ 25,720,258	\$ 24,981,640	\$ 26,011,730	\$ 26,086,394	\$ 26,134,631	\$ 28,265,688
Bond Referendum Property Tax Increase			\$ 8,880,199	\$ 9,013,402	\$ 9,148,604	\$ 9,285,833
Investment Income	\$ 388,221	\$ 388,219	\$ 378,221	\$ 378,221	\$ 358,409	\$ 318,416
Service Charges	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Other Financing Sources	\$ 31,708,663	\$ 32,395,350	\$ 34,977,248	\$ 44,261,344	\$ 39,564,431	\$ 52,258,498
Debt Service Revenues	\$ 58,217,142	\$ 58,165,209	\$ 70,647,398	\$ 80,139,362	\$ 75,606,074	\$ 88,397,377

Debt Service Expenditures	2015-2016 Adopted Budget	2016-17 Adopted Budget	FY 2017-18 Forecasted Expenditures	FY 2018-19 Forecasted Expenditures	FY 2019-20 Forecasted Expenditures	FY 2020-21 Forecasted Expenditures
Current Debt	\$ 58,217,142	\$ 55,851,799	\$ 57,550,914	\$ 52,938,378	\$ 46,432,504	\$ 49,132,759
Other New Debt (LOBS) 2016-17		\$ 1,209,047	\$ 2,215,957	\$ 10,256,628	\$ 7,602,116	\$ 12,535,830
Proposed New Bond Debt		\$ 1,104,363	\$ 4,790,541	\$ 7,815,237	\$ 11,816,794	\$ 18,505,364
Bank Debt			\$ 784,401	\$ 2,084,530	\$ 2,226,817	\$ 4,458,967
Reserved for Future Debt			\$ 5,305,585	\$ 7,044,588	\$ 7,527,843	\$ 3,764,457
Debt Service Expenditures	\$ 58,217,142	\$ 58,165,209	\$ 70,647,398	\$ 80,139,362	\$ 75,606,074	\$ 88,397,377

CAPITAL IMPROVEMENT PLAN (CIP) OVERVIEW

Note: The following is presented as supplementary information to the FY 2016–17 annual operating budget as a convenience to the reader. A separate CIP and financial plan is published every two years and is available at www.dconc.gov or by contacting the Budget Office at (919) 560-0017.

Background

The County maintains a 10-year Capital Improvement plan (CIP) which is fully updated every two years (see special note below). The last major update of the plan was approved in June 2016 for fiscal years 2017-26. The plan itself provides a blueprint which the County uses to meet the growing facility needs of the schools, libraries, museum, court system, public safety, human service agencies, and open space. The CIP also provides a financial overview of the financing options for the existing capital projects as well as those not yet implemented capital projects projected in the 10-year plan.

Description of Process

While it presents a 10-year plan, the projects and estimated costs are subject to change. Financing options are reviewed, as well as the projects and their estimated costs by an internal CIP committee composed of representatives from the County Manager's Office, Budget, Finance, Information Technology, General Services, Fire Marshall and Engineering departments. The Board of County Commissioners approves the CIP separately from the Annual Operating Budget. Projects in the CIP are linked to the Annual Operating Budget through annual debt service appropriations and County contribution funding (pay-as-you-go). These annual appropriations are detailed each budget year in the Capital Financing Plan Fund and Debt Service Fund sections of the budget document.

Impact of CIP on Operating Budget

When capital projects come online, they have potential new costs which can include: new personnel and operating expenses such as utilities, technology, security, and maintenance. The CIP does not fund related operational costs, rather, they are considered in the annual budget request for the department managing the capital project. In years where capital improvement projects are completed or become operational, special attention is given to the potential impacts on the budget process. This is assessed on a per project basis with the potential impact planned by the lead agency on the project and other relevant departments such as Information Technology and General Services who respectively support the technology and maintenance needs of buildings and staff. For instance, the opening of phase II of the Human Services Complex in the FY 2013-14 budget translated into additional staff and operating support in the Public Health and General Services annual operating budgets. Other affected departments plan their budget requests in line to ensure they can provide services to any new or expansion items realized through completion of CIP projects.

Project Listing

The summary table on the following page includes projects and projected annual costs from the CIP. Greater detail on all projects, timelines, and costs is available in the separate publication "Durham County Capital Improvement Plan Fiscal Years 2017–2026". For more information about the Durham County CIP, email budget@dconc.gov or visit the Durham County website at www.dconc.gov.

Special Note for FY 2016-17

Durham County approved a CIP update for FY 2017-26 in June 2016 which was directed largely by a consultant completed comprehensive Long Range Facilities Plan. This plan is the foundation on which future County CIPs will be updated. This Long Range Facilities Plan was completed in late FY 2015-16, with an update to the 10 year CIP occurring soon after that, capturing a FY 2017-26 10 year time frame. A General Obligation referendum for education and library capital needs is expected in FY 2016-17, while other major projects such as administrative building upgrades and EMS station support will add significant debt load to the County in the near future.

Durham County 10 Year Capital Improvement Plan FY2017-2026

Project	Prior Years	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Grand Total
Judicial Building Renovation	\$5,516,129	\$23,864,433	\$15,665,240	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$45,045,802
Judicial Annex Refurbishment	\$0	\$300,000	\$3,800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,100,000
Admin. Bldg. Refurb.	\$1,031,744	\$600,000	\$7,280,975	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,912,719
Downtown Parking Deck	\$250,000	\$0	\$2,000,000	\$16,500,000	\$16,500,000	\$0	\$2,122,625	\$9,780,819	\$9,780,819	\$0	\$0	\$56,934,264
HVAC Replacement	\$1,461,131	\$308,336	\$92,887	\$53,861	\$54,689	\$0	\$0	\$0	\$0	\$0	\$0	\$1,970,904
Parking Resurfacing	\$1,009,326	\$95,389	\$141,918	\$268,550	\$314,618	\$661,098	\$433,587	\$85,458	\$0	\$84,978	\$0	\$3,094,922
Roof Replacement	\$2,574,060	\$266,460	\$54,118	\$262,411	\$71,691	\$567,244	\$366,902	\$0	\$87,978	\$374,987	\$0	\$4,625,851
Building Envelope	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$2,500,000
County Stadium Upgrade	\$0	\$0	\$0	\$0	\$287,214	\$3,536,254	\$60,797	\$601,501	\$0	\$64,954	\$650,842	\$5,201,564
Leased Convenience Sites Upgrades	\$0	\$168,330	\$0	\$0	\$217,752	\$2,486,823	\$0	\$0	\$0	\$0	\$0	\$2,872,905
Owned Convenience Sites Upgrades	\$0	\$214,947	\$0	\$0	\$1,110,003	\$0	\$0	\$0	\$0	\$0	\$0	\$1,324,950
SS-ERP System	\$4,500,000	\$0	\$0	\$0	\$0	\$4,500,000	\$2,500,000	\$0	\$0	\$0	\$0	\$11,500,000
IT-Replacement Sched.	\$8,911,913	\$2,681,000	\$2,177,000	\$2,893,000	\$0	\$1,606,000	\$1,449,000	\$1,745,000	\$2,689,000	\$3,029,000	\$2,369,000	\$29,549,913
IT-Telecommunications System	\$878,000	\$0	\$0	\$428,000	\$0	\$0	\$428,000	\$0	\$0	\$0	\$0	\$1,734,000
IT-Major Laserfisher Upgrade	\$300,000	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$0	\$0	\$900,000
IT-Sheriff Technology Update	\$1,199,300	\$0	\$0	\$0	\$0	\$599,400	\$0	\$0	\$0	\$0	\$0	\$1,798,700
IT-Audio/Video Replacement	\$0	\$0	\$387,900	\$1,530,100	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,168,000
Detention Center Elevator Upgrade	\$90,000	\$398,270	\$1,409,098	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,897,368
New Elections Equipment	\$0	\$0	\$860,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$860,000
Parkwood VFD Renovations	\$0	\$0	\$0	\$0	\$337,643	\$4,525,290	\$0	\$0	\$0	\$0	\$0	\$4,862,934
Bethesda VFD Building Support	\$0	\$0	\$145,864	\$614,631	\$352,982	\$0	\$0	\$0	\$0	\$0	\$0	\$1,113,477
Security Improvements	\$0	\$202,568	\$243,798	\$276,510	\$311,691	\$178,990	\$233,305	\$0	\$0	\$0	\$0	\$1,446,862
RTP Economic Incentive	\$2,500,000	\$2,500,000	\$2,500,000	\$8,500,000	\$2,000,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$20,000,000
Junction Road Industrial Development	\$0	\$2,500,000	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000
EMS Cardiac Monitor & Defib. Replace.	\$0	\$0	\$0	\$0	\$2,700,000	\$0	\$0	\$0	\$0	\$3,000,000	\$0	\$5,700,000
EMS Future Needs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,860,000	\$0	\$0	\$20,000,000	\$21,860,000
Sheriff-Main Jail Renovations	\$0	\$550,000	\$0	\$0	\$909,563	\$8,930,250	\$0	\$0	\$0	\$0	\$0	\$10,389,813
Sheriff-Detention Center Annex	\$0	\$0	\$0	\$0	\$0	\$12,650,000	\$0	\$3,646,519	\$43,779,263	\$37,952,733	\$0	\$98,028,514
Multi-Department Radio Upgrade	\$0	\$4,760,973	\$5,601,887	\$1,135,714	\$0	\$0	\$0	\$0	\$0	\$11,709,176	\$0	\$23,207,749
Fire Marshal New Station	\$0	\$0	\$0	\$0	\$0	\$330,750	\$4,382,438	\$0	\$0	\$0	\$0	\$4,713,188
Youth Home Renovation	\$0	\$0	\$0	\$0	\$0	\$606,375	\$7,811,981	\$0	\$0	\$0	\$0	\$8,418,356
Durham F&R District Vehicles	\$0	\$1,500,000	\$0	\$0	\$0	\$4,410,000	\$0	\$0	\$0	\$0	\$0	\$5,910,000
EMS Station #1 and #6 Renovation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$0	\$0	\$2,000,000
EMS Carver and Hillandale (New 4 Bay)	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000	\$2,082,500	\$0	\$0	\$0	\$2,482,500
EMS Glenn School (New 2 Bay)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$180,000	\$1,678,400	\$0	\$0	\$1,858,400
EMS Jordan High School (New 2 Bay)	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$1,678,400	\$0	\$0	\$0	\$1,978,400
EMS Joyland (New 4 Bay)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000	\$2,082,500	\$0	\$0	\$2,482,500
EMS Leesville Rd (New 2 Bay)	\$0	\$0	\$0	\$0	\$0	\$120,000	\$1,678,400	\$0	\$0	\$0	\$0	\$1,798,400
EMS Chapel Hill Blvd (New 2 Bay)	\$0	\$0	\$0	\$0	\$0	\$300,000	\$1,678,400	\$0	\$0	\$0	\$0	\$1,978,400
EMS Duke West (New 2 Bay)	\$0	\$0	\$0	\$300,000	\$1,678,400	\$0	\$0	\$0	\$0	\$0	\$0	\$1,978,400
EMS Far East Durham County (New 2 Bay)	\$0	\$0	\$0	\$0	\$120,000	\$1,678,400	\$0	\$0	\$0	\$0	\$0	\$1,798,400
EMS MLK Blvd (New 4 Bay)	\$0	\$0	\$240,000	\$2,082,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,322,500
Public Safety/Service Facility	\$0	\$4,000,000	\$0	\$0	\$700,000	\$10,000,000	\$0	\$0	\$0	\$0	\$0	\$14,700,000
Open Space Land Acquisition	\$2,300,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$7,300,000
Timberlake Rail Trail	\$0	\$0	\$0	\$0	\$2,000,000	\$0	\$50,000	\$400,000	\$400,000	\$0	\$0	\$2,850,000
Stormwater Retrofit	\$0	\$0	\$200,000	\$1,000,000	\$250,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$1,700,000
Durham Public Schools	\$215,648,205	\$10,119,068	\$22,500,000	\$22,500,000	\$20,000,000	\$29,880,932	\$45,000,000	\$45,000,000	\$45,000,000	\$0	\$0	\$455,648,205
Durham Technical Community College	\$0	\$500,000	\$700,000	\$7,300,000	\$7,300,000	\$2,250,000	\$15,850,000	\$12,800,000	\$5,300,000	\$0	\$0	\$52,000,000
Main Library Renovations	\$2,242,860	\$1,107,400	\$22,868,136	\$20,868,136	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$47,086,532
Bragtown Branch Library Upgrade	\$0	\$0	\$0	\$55,125	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$55,125
Stanford L. Warren Library Upgrade	\$0	\$50,000	\$0	\$892,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$942,500
NCMLS Deferred Maint. & Exhibit Refurb.	\$0	\$0	\$7,109,670	\$2,455,654	\$4,502,379	\$889,850	\$2,593,816	\$4,945,576	\$3,827,396	\$2,713,899	\$5,155,139	\$34,193,379
Collection System Rehabilitation	\$5,400,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$9,900,000
Reused Waste Water Facility	\$4,212,335	\$2,400,000	\$300,000	\$5,600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,512,335
Sludge Energy Program	\$5,200,000	\$0	\$300,000	\$14,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000,000
Sewer Outfall Expansion	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000
	\$266,725,004	\$60,587,174	\$99,728,490	\$111,516,692	\$63,618,624	\$94,457,657	\$88,489,250	\$86,205,773	\$117,775,356	\$59,929,727	\$28,674,981	\$1,077,708,729

Durham County Capital Finance Plan Model FY2017-2026

Description	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Current Debt Service Payments	\$57,186,169	\$64,119,999	\$61,247,216	\$55,228,347	\$54,161,716	\$52,626,181	\$37,927,046	\$34,403,622	\$33,226,229	\$32,099,958
Total New Debt	\$2,313,410	\$7,790,899	\$20,156,396	\$21,645,727	\$35,500,160	\$38,938,458	\$51,911,855	\$53,734,591	\$63,265,662	\$61,522,558
Total County Contribution	\$6,699,078	\$5,305,585	\$7,044,588	\$7,527,843	\$3,764,457	\$2,922,591	\$1,766,959	\$806,525	\$1,024,919	\$1,150,842
Total Current/New Debt & County Contrb.	\$66,198,657	\$77,216,483	\$88,448,200	\$84,401,917	\$93,426,334	\$94,487,230	\$91,605,859	\$88,944,739	\$97,516,810	\$94,773,358
Total Reductions	\$1,294,709	\$1,263,500	\$1,264,250	\$1,268,000	\$1,264,500	\$1,264,000	\$1,261,250	\$1,263,750	\$1,258,875	\$1,261,863
General Fund (CFP) Debt Obligations	\$64,903,948	\$75,952,983	\$87,183,950	\$83,133,917	\$92,161,834	\$93,223,230	\$90,344,609	\$87,680,989	\$96,257,935	\$93,511,495
Revenues										
1/2 cent Sales Tax (40)	\$12,377,711	\$12,749,042	\$13,131,514	\$13,525,459	\$13,931,223	\$14,349,159	\$14,779,634	\$15,223,023	\$15,679,714	\$16,150,105
1/2 cent Sales Tax (42)	\$15,349,556	\$15,810,042	\$16,284,344	\$16,772,874	\$17,276,060	\$17,794,342	\$18,328,172	\$18,878,017	\$19,444,358	\$20,027,689
1/4 cent Sales Tax (46)	\$2,695,760	\$2,776,633	\$2,859,932	\$2,945,730	\$3,034,102	\$3,125,125	\$3,218,878	\$3,315,445	\$3,414,908	\$3,517,355
Occupancy Taxes	\$3,319,644	\$3,244,320	\$3,341,650	\$3,441,899	\$3,545,156	\$3,651,511	\$3,761,056	\$3,873,888	\$3,990,105	\$4,109,808
Occupancy Taxes (dedicated for NCMLS debt)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$150,000	\$150,000	\$150,000	\$150,000	
Transfer from General Fund (Article 46 prior year)	\$391,320	\$403,060	\$415,151	\$427,606	\$440,434	\$453,647	\$467,257	\$481,274	\$495,712	\$510,584
Transfer from General Fund (Energy Savings)	\$342,500	\$349,500	\$356,500	\$359,057	\$361,557	\$369,000	\$376,500	\$384,000	\$392,000	\$400,000
Transfer from General Fund (Bethesda Lease)	\$69,000	\$69,000	\$69,000	\$69,000	\$69,000	\$69,000	\$69,000	\$69,000	\$69,000	\$69,000
Prior Year Taxes	\$39,660	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest Earned	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000					
Capital Fund (125) Fund Balance Appropriated	\$0	\$0	\$0	\$0	\$0	\$374,502	\$4,250,000	\$0	\$0	\$0
American Tobacco South Parking Deck	\$563,868	\$575,113	\$586,628	\$598,280	\$610,608	\$622,531	\$634,995	\$647,594	\$647,594	\$647,594
Build America Bond Tax Refund	\$368,221	\$368,221	\$368,221	\$348,409	\$308,416	\$267,458	\$225,881	\$183,742	\$140,816	\$97,442
Debt Service & Bond Funds Interest Earned	\$20,000									
Community Health Trust Fund Contribution		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer from Durham Fire & Rescue District		\$187,926	\$187,926	\$187,926	\$187,926	\$740,429	\$740,429	\$740,429	\$740,429	\$740,429
Justice Center Parking Deck Revenue	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000		
Fund 103 Swap Savings		\$107,989	\$620,517	\$0	\$0	\$203,642	\$1,718,100	\$1,512,705	\$1,000,000	\$1,000,000
Lottery Funds	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Debt Service Fund Balance	\$0	\$647,382	\$9,740,492	\$4,669,920	\$12,035,427	\$10,218,182	\$198,484	\$195,255		
Non Property Tax Revenue Available	\$37,047,239	\$38,798,228	\$49,471,875	\$44,856,160	\$53,309,910	\$53,788,528	\$50,318,387	\$47,054,373	\$47,164,637	\$48,270,006
Additional Revenue Requested - Property Tax	\$27,856,709	\$37,154,755	\$37,712,076	\$38,277,757	\$38,851,924	\$39,434,702	\$40,026,223	\$40,626,616	\$49,093,297	\$45,241,489
1 CENT Value	\$3,499,586	\$3,552,080	\$3,605,361	\$3,659,441	\$3,714,333	\$3,770,048	\$3,826,599	\$3,883,998	\$4,272,397	\$4,357,845
Total Cents Dedicated to Capital Financing	7.96	10.46	10.46	10.46	10.46	10.46	10.46	10.46	11.49	10.38

Revenue Assumptions:

Prop. Tax Growth is estimated at 1.5% for non-reval. years in the future, next reval in FY 2024-25, after reval growth for non-reval years is:

*Reval. Property Tax Growth Rate 10% through the next revaluation effective 1/1/25, and for each eight year revaluation after that at 5%

*Sales Tax growth is estimated at 3%.

*Occupancy Tax growth is estimated at 3%

OPERATING IMPACT OF CURRENT CAPITAL PROJECTS

DESCRIPTION

As part of the County's Capital Improvement Plan, operational impacts of non-recurring capital projects are estimated as part of the Capital Improvement Planning process. Once a project has been completed these operational costs are made part of the budget planning process discussion. For this measure of operating impact of current capital projects, additional operating costs are included only for the first year the cost is incurred.

For FY 2016-17, no non-recurring capital projects will have additional operational costs. Normally these additional operational costs are included in departmental budgets and are highlighted in this section.

Durham County finished the last of its largest two capital projects early in FY 2013-14, and initial operational costs were developed for that fiscal year budget. These costs have now been annualized in previous budgets and will continue to be in future budgets. Several upcoming projects that will have related operating costs are the Main Library renovation with expected completion in FY 2018-19 and the Judicial Building renovation project with an expected completion in FY 2017-18.

BUDGET AND AMENDMENT PROCESS

OVERVIEW

The budget process is designed to ensure that taxpayer dollars are efficiently and effectively utilized to fairly deliver essential government services. The Budget and Management Services Department serves as a coordinating resource to the Board of County Commissioners, County Manager, departments, nonprofit agencies, and citizens, each playing a pivotal role in the budget creation and review process. Through the budget, Durham County fulfills its mission to enhance the quality of life for its citizens by providing education, safety and security, health and human services, economic development, and cultural and recreational resources.

GOVERNING STATUTES

The North Carolina Local Government Budget and Fiscal Control Act provides the legal framework in which all cities and counties in the state conduct their budgetary processes. The legislation is found in Chapter 159 of the General Statutes and establishes several important dates and provisions including:

- By April 30 – Departments must submit requests to the Budget Officer (N.C. Gen. Stat. § 159-10)
- By June 1 – Recommended budget must be submitted to the Board of County Commissioners (N.C. Gen. Stat. § 159-11(b))
- Before adoption – A public hearing must be held (N.C. Gen. Stat. § 159-12(b))
- By July 1 – From 10 days after submitted to the Board of County Commissioners, but by July 1, a balanced budget must be adopted (N.C. Gen. Stat. § 159-13(a))

BUDGET PROCESS

All Durham County departments are required to submit requests for appropriation to the County Manager on or before March 15 of each year. This is done through a customized version of SAP Software that compiles requested revenues, expenditures, and new positions from each department. The Budget and Management Services Department is responsible for advising and supporting county departments throughout the entire budget process, performing budget software maintenance and training, publishing recommended and approved budget documents, analyzing and assisting in the County Manager's recommendation of requests, and updating and distributing a budget manual, among other important duties.

The Budget and Management Services Department, under the direction of the County Manager, uses the departmental requests as the starting point for developing a recommended budget. Departments are asked to provide a continuation budget and identify expansion items through a priority ranking system. This information is ultimately reviewed and adjusted in order to create a balanced recommended budget that the County Manager presents to the Board of County Commissioners for review prior to May 31 of each year. The Board is required to hold public hearings on the recommended budget and to adopt a final budget no later than June 30, the close of Durham County's fiscal year. The Board typically holds multiple budget work sessions to address issues in the recommended budget. As required by North Carolina law, the Board adopts a budget ordinance setting a tax rate and spending authority for the fiscal year.

AMENDMENT PROCESS

The adopted budget is prepared by fund, function (e.g., Public Safety) and department/agency (e.g., Sheriff); however, the appropriations are formally budgeted and approved on a functional basis. The County Manager is authorized to transfer budget amounts within a function up to 15% cumulatively without reporting to the Board of County Commissioners. The County Manager is authorized to transfer budget amounts between functions of the same fund up to \$20,000 with an official report of such transfer being made at the next regular meeting of the Board. Departments routinely submit budget amendments as agenda items to the Board after review by the Budget and Management Services Department. The amendments are typically placed on the consent agenda, but can be pulled for discussion. Upon approval by the Board, the Budget and Management Services Department updates the financial system to reflect the amendment.

FY 2016-17 BUDGET CALENDAR

December		
Tuesday	December 1	FY 2016-17 Budget Kick-off Meeting - County Departments
Thursday	December 3	Budget Department communicates new nonprofit grant management process
Tuesday	December 15	Departments submit Vehicles Replacement Request forms to General Services
Thursday	December 17	FY 2016-17 Budget Kick-off Meeting - County Departments
Friday	December 18	Fee review due to Budget
Friday	December 18	Distribution of budget materials to departments through intranet
January		
Monday	January 11	SAP Budget System (BIP) opens for entry of departmental budget requests
Tuesday	January 12	Budget Information Session (SAP Training)
Thursday	January 14	Budget Information Session (SAP Training)
February		
Friday	February 5	Submit request for building repairs and/or modifications to GS
Friday	February 5	Departments submit the Information Services & Technology Request Form (new requests only, not replacements) to Bonnie Simons in Information Services and Technology.
Monday	February 15	Nonprofit organizations funded in FY 2016-17 seeking continuation funding for FY 2016-17 submit required information.
Monday	February 22	Departments submit to Human Resources any request for a new position classification or reclassification(s) of current positions. Please contact Budget Analyst before submitting paperwork to Human Resources.
Monday	February 29	BOCC Budget Retreat
March		
Friday	March 4	DEPARTMENTAL BUDGET REQUESTS DUE TO BUDGET AND MANAGEMENT SERVICES – Entered into SAP Budget System (BIP) as well as a transmittal letter, performance measures and other supporting documents should be e-mailed to Budget Analyst.
Friday	March 11	Volunteer Fire Districts submit requests to Fire Marshal and Budget Office
Monday	March 14	Advance public comments at Board of County Commissioners meeting
Tuesday-Friday	March 15 – April 8	Departmental budget presentations with County Manager, Deputy Manager and Budget and Management Services
April		
Tuesday-Friday	March 15 – April 8	Departmental budget presentations with County Manager, Deputy Manager and Budget and Management Services
May		
Monday	May 16	Durham Public Schools Board of Education submits budget request to County Manager
Friday	May 20	Notice of Public Hearing published for May 31 public hearing
Monday	May 23	County Manager delivers Recommended Budget to BOCC – 7 pm meeting
Thursday-Thursday	May 26-June 16	Board of County Commissioners budget work sessions
Tuesday	May 31	Board of County Commissioners holds public hearing on Recommended Budget 7 pm
June		
Monday	June 29	Board of County Commissioners adoption of FY 2016-17 Annual Budget Ordinance
July		
Wednesday	July 1	FY 2016-17 budget available in SAP Budget System

GLOSSARY TERMS

Account: The detailed record of a particular asset, liability, owners' equity, revenue, or expense.

Accrual basis: Where revenue and expenses are recorded in the period in which they are earned or incurred regardless of whether cash is received or disbursed in that period.

Ad valorem tax: Commonly referred to as property tax; levied on both real and personal property according to the property's valuation and the tax rate.

Appropriated fund balance: The estimated fund balance appropriated into the annual budget.

Appropriation: A legal authorization to incur obligations and make expenditures for specific purposes.

Approved budget: The final budget the Board of County Commissioners adopts by July 1.

Assessed valuation: The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

Asset: Anything owned by an individual or a business which has commercial or exchange value.

Balanced budget: Where revenues and expenditures are budgeted at equal amounts.

Base budget: Cost if continuing the existing levels of service.

Basis of accounting: Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting.

Basis of budgeting: The annual budget is prepared on the modified accrual basis of accounting as required by North Carolina law.

Board of County Commissioners (BOCC): The governing body of Durham County consisting of five commissioners elected at-large and serving for four-year terms.

Bond: A written promise to repay debt on a specific date in the future along with payment of a specified amount of interest at predetermined intervals while the debt is outstanding.

Bond agency fees: Fees charged by bond agencies for services related to debt issuance.

Bond covenant: Provision in a bond or debt contract which require the debt issuer to meet certain standards or do certain things.

Bond rating: Grade indicating a unit's investment qualities; ratings range from AAA (highest) to D (lowest).

Budget: Plan of financial activity for a specific period of time indicating all planned revenues and expenses for the budget period.

Budget amendment: A means for the Board of County Commissioners to recognize new revenues or expenditures and amend the operating budget.

Business area: Group of related activities performed by one or more organizational units (fund centers) for the purpose of accomplishing a function for which the government is responsible.

Capital expenditure (or outlay): Fixed asset which has a value of \$5,000 or more and has a useful economic lifetime of more than one year.

Capital Improvement Plan (CIP): Long-range plan which outlines major capital needs and the means of financing proposed acquisitions.

Certificates of participation (COPs): Shares in a debt obligation created by a capital lease that are sold to or placed with investors. The certificates are secured by the property financed with the debt.

Code: System of numbering accounts and transactions in order to produce desired information; see *commitment item*.

Commitment item: Accounting code used to classify an expenditure or a revenue; examples: 5100011000 – Salary, 5200110200 – Telephone.

Constant dollars: Actual dollar amounts adjusted for inflation.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Debt: Money or other property lent or borrowed and that must be repaid or returned. Debt may be outstanding for a short term (one year or less) or for a long term (one year or more).

Debt service: Cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Department: The organizational unit of county government providing a specific service.

Designated fund balance: Designations of fund balance represent tentative management plans that are subject to change.

Elected officials: Positions decided upon by voters and include the Board of County Commissioners, Sheriff, and Register of Deeds.

Employee benefits: Benefits beyond salary compensation, including health care, retirement, disability, life insurance, etc.

Encumbrances: A reservation of budget authority for a particular purpose. An encumbrance typically occurs when a purchase order or contract is approved.

Enterprise fund: A separate fund that accounts for a government-owned enterprise, such as solid waste or water-sewer systems.

Expenditure: Payment of cash on the transfer of property or services for the purpose of acquiring an asset or service, or settling a loss.

Federal and state revenues: Funds received from federal, state, or other local government sources.

Fire district: Special district taxes are levied for fire protection in seven districts: Bahama, Bethesda, Eno, Lebanon, New Hope, Parkwood and Redwood.

Fiscal year: A declared accounting year, not necessarily a calendar year. The fiscal year for Durham County is July 1 to June 30.

Fixed asset: Assets of long-term character that are intended to continue to be held or used such as land, buildings, furniture and other equipment.

Full-time equivalent (FTE): A position count that calculates workforce by number of hours worked relative to a standard working schedule. For instance, a part-time worker may be considered 0.5 FTE.

Function: Grouping of agencies that provide similar services. For example the “Public Safety” function includes the Sheriff, Emergency Medical Services, Criminal Justice Resource Center, Fire Marshal, and Emergency Communications, among others.

Fund: Fiscal entity with revenues and expenses that are segregated for the purpose of carrying out a specific purpose or activity.

Fund balance: Funds accumulated through the under expenditure of appropriations and/or the act of exceeding anticipated revenues.

Funds center: One organizational unit within a department or business area that has a specific purpose in accomplishing a function for which the agency is responsible.

General Fund: The main operating fund accounting for governmental functions supported by general taxes and revenues as well as financial resources that legal requirements do not require to be accounted for in another fund.

General obligation bond: Bond that is backed by the full faith, credit, and taxing power of the government.

Generally Accepted Accounting Principles (GAAP): Accounting rules used to prepare, present and report financial statements. For local and state governments, GAAP is determined by the Governmental Accounting Standards Board (GASB).

Goal: A broad statement of desired conditions to be maintained or achieved through the efforts of an organization; standard against which progress is measured.

Governmental Accounting Standards Board (GASB): A private, nongovernmental organization that establishes and improves standards of local and state governmental accounting and financial reporting; see www.gasb.org.

Grant: Gift of money from one organization to another.

Intergovernmental revenues: Funds received from federal, state and other local government sources.

Internal service fund: A fund that may be used to account for any activity that provides goods or services to other departments or funds within the same government.

Lease: A contract where a party being the owner of an asset provides the asset for use at a consideration (rental), for a certain period with an understanding that at the end of such period the asset either will be returned to the lessor or disposed of as per the lessor's instructions.

Liability: A loan, expense, or any other form of claim on the assets of an entity that must be paid or otherwise honored by that entity.

Mission: The mission of Durham County Government is to enhance the quality of life for its citizens by providing education, safety and security, health and human services, economic development, and cultural and recreational resources.

Modified accrual basis: Under this accounting basis, revenues are considered available when collectible, either during the current period or after the end of the current period, but in time to pay year-end liabilities. Expenditures are recognized when a transaction or event is expected to draw upon current spendable resources rather than future resources.

Net assets: The difference between total assets and current liabilities including non-capitalized, long-term liabilities.

Object of expenditure: An expenditure classification related to the type of goods or services purchased, such as office supplies.

Objective: A specific statement of desired results which represents a single step in the achievement of a goal. Objectives are measurable and can be accomplished within a specific time interval.

Operating expense: Cost for personnel, materials, and equipment required for a department to function.

Ordinance: A legal document adopted by the governing body setting policy and procedures.

Other financing sources: A revenue category containing appropriated fund balance and transfers from other funds.

Pass-through funds: Funds from other jurisdictions, such as the federal government, which are used often for a specific purpose or activity administered by the county.

Performance budget: A budget in which expenditures are based primarily upon measurable performance of activities and work programs.

Performance indicator: Specific quantitative and qualitative measures of work performed.

Personal property: Classified within two divisions: 1) Tangible property includes items that are visible and movable; 2) Intangible property includes stocks, bonds, bank deposits, etc.

Personnel services: Expenditures for salaries, wages, and fringe benefits.

Property taxes: Levied on real and personal property and set at a rate of cents on each dollar of value of the property.

Real property: Land, buildings, and items permanently affixed to land or buildings.

Reappraisal (or revaluation): The process of revaluing a jurisdiction's real property in order to adjust the tax value to the market value.

Reclassification: A change in the classification and corresponding job title of an existing position, which results from a major change in assigned responsibilities.

Recommended budget: The County Manager presents a recommended budget to the Board of County Commissioners based on requests for funding from departments. By North Carolina law, the recommended budget must be provided to the Board by June 1.

Reserved fund balance: Amounts that are not appropriable or legally segregated for a specific purpose.

Revenue: Any type of funds that can be used to pay for expenses. Types of revenue include property taxes, sales taxes, state funds, federal funds, grant funds, fees, interest earnings, loans, etc.

Revenue bond: Bond secured by and repaid from specific and limited revenues. The pledged revenues are most often net revenues, or earnings, from a self-supporting utility or enterprise.

Service level: The amount of service provided during a fiscal year as indicated by one or more performance indicators.

Special assessments: Charges to property owners which finance public improvements or services deemed to benefit specific properties.

Special revenue fund: A fund used to account for the proceeds of special revenue sources (other than for capital projects) that are legally restricted to expenditures for a specific purpose.

Statute: A law enacted by the North Carolina General Assembly.

Tax levy: Revenue produced by applying a given tax rate to a property's assessed, or tax, value.

Transfers in/out: Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Trend: A continuing direction of movement of a chronological series of data charted on a graph.

Trust fund: Used to account for assets the county holds on behalf of others.

Unassigned fund balance: The amount of fund balance which is available for future appropriations.

User charges: Payment of a fee for direct receipt of a public service by the party who benefits from the service.

GLOSSARY CODES

Personnel Services

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

Employee Benefits

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

Operating Expenses

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

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

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

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

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

5200180300 UNIFORMS: The cost of providing uniforms to employees.

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

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

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

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

Capital Outlay

5300230000 BUILDINGS: Refurbishing.

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

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

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

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

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

DURHAM COUNTY – COMMUNITY INFORMATION

Date of incorporation: 1881

Form of government: Commission-Manager

Area: 286 square miles

Elevation: 400 feet

Climate:

Mean temperature: 59° F

Mean annual rainfall: 48 inches

Medical facilities (Durham County only):

Number of hospitals: 4

Number of beds: 1,461

Education:

Higher education:

Universities and colleges: 9

Public education:

Elementary schools: 30

Middle schools: 9

Secondary schools: 2

High schools: 11

Specialty schools: 1

Hospital schools: 1

Police protection (City):

Number of stations: 7

Number of personnel: 656 (532 sworn; 124 non-sworn)

Sheriff protection (County):

Number of stations: 6

Number of officers: 216 sworn; 232 detention officers

Fire protection:

City:

Number of stations: 16

Number of personnel: 318 (308 sworn; 10 non-sworn)

Durham County Fire and Rescue (County):

Number of stations: 5

Number of personnel: 53

Volunteer fire protection (County):

Number of stations: 8

Number of personnel: 140 (Full and Part Time)

Recreation and culture:

Number of parks: 71

Miles of trails in county-regional park: 27.75

Number of recreation centers: 9

Number of aquatic centers: 5

Number of outdoor pools: 3

Number of parks with fishing and/or boating access: 8

Number of public libraries: 8

General statistics:

Year	Population ¹	Unemployment Rate ²	School Enrollment ³
2010	270,878	8.20%	32,566
2011	276,552	8.10%	32,671
2012	282,614	7.40%	32,671
2013	288,642	6.20%	32,484
2014	295,323	5.10%	33,626
2015	300,952	5.00%	33,501

¹US Census Bureau estimates as of July 1, 2015

²US Dept. of Labor Statistics

³Durham Public Schools

Major Employers ⁴	# Employees
Duke University & Health System	26,324
International Business Machines (IBM)	11,527
GlaxoSmithKline	5,179
Durham Public Schools	5,076
NORTEL Networks	2,600
Lenovo Group, Ltd.	2,300
Durham City Government	2,202
Veterans Affairs Medical Center	2,086
Research Triangle Institute (RTI)	2,003
Durham County Government	1,774
Measurement Incorporated	1,304
Blue Cross & Blue Shield of North Carolina	1,268
U.S. Environmental Protection Agency	1,199
North Carolina Central University	1,138
Verizon	1,104
SunTrust Banks Inc.	1,100
Quintiles Transnational Corp.	1,088
Cree, Inc.	1,066

⁴ Durham Chamber of Commerce - February 2016

Top ten taxpayers⁵:

Organization	Enterprise type	% total assessed valuation
AW North Carolina Inc.	Manufacturer	1.50%
Cree, Inc.	Manufacturer	1.47%
GlaxoSmithKline	Manufacturer	1.30%
Int. Bus. Machines	Manufacturer	1.02%
IBM Corporation	Manufacturer	0.97%
Duke Energy	Utility	0.90%
Merck Sharp & Dohme	Manufacturer	0.85%
EMC Corporation	Manufacturer	0.83%
Southpoint Mall	Retail	0.69%
Glaxosmithkline LLC	Manufacturer	0.47%
⁵ Durham County Tax Department - Year Ended June 30, 2016		10.00%



DURHAM COUNTY GOVERNMENT

www.durhamcountync.gov

919-560-0000



Agency	Director	Telephone
Board of County Commissioners	Michael D. Page	919-560-0027
County Manager's Office		
County Manager	Wendell Davis	919-560-0000
Chief of Staff	Drew Cummings	919-560-0000
Clerk to the Board of County Commissioners	Michelle Parker-Evans	919-560-0025
County Attorney	Lowell Siler	919-560-0705
Human Resources	Kathy Everett-Perry	919-560-7900
Internal Audit	Richard Edwards	919-560-0042
Goal 1: Community and Family Prosperity		
General Manager	Deborah Craig-Ray	919-560-0000
Goal 2: Health and Well-being for All		
General Manager	Gayle Harris	919-560-0000
Cooperative Extension Service	Delphine Sellars	919-560-0525
Library	Tammy Baggett	919-560-0100
Public Health	Gayle Harris	919-560-7600
Social Services	Michael Becketts	919-560-8000
Veteran Services	Lois Harvin-Ravin	919-560-8387
Goal 3: Safe and Secure Community		
General Manager	Jodi Miller	919-560-0000
Animal Services	Michael D. Andrews	919-560-0897
Criminal Justice Resource Center	Gudrun Parmer	919-560-0500
Emergency Management	Jim Groves	919-560-0660
Emergency Medical Services	Skip Kirkwood	919-560-8285
Fire Marshal	Jim Groves	919-560-0660
Sheriff	Michael D. Andrews	919-560-0897
Youth Home	Angela Nunn	919-560-0840
Goal 4: Environmental Stewardship		
General Manager	Jay Gibson	919-560-0000
Economic Development	Marqueta Welton	919-560-0006
Register of Deeds	Sharon Davis	919-560-0480
Soil and Water Conservation	Eddie Culberson	919-560-0558
County Engineering	Jay Gibson	919-560-0735
City/County Planning	Steve Medlin	919-560-4137
City/County Inspections	William Bradham	919-560-4144
Goal 5: Accountable, Efficient and Visionary Government		
General Manager	Claudia Hager	919-560-0000
Board of Elections	Michael Perry	919-560-0691
Budget and Management Services	Keith Lane	919-560-0017
Finance	George K. Quick	919-560-0035
General Services	Motiryo Keambiroiro	919-560-0430
Information Technology	Greg Marrow	919-560-7000
Tax Administration	Kim Simpson	919-560-0300