



**Fiscal Year  
2017-18  
Approved Budget**





**DURHAM COUNTY, NORTH CAROLINA  
FY 2017-18 APPROVED BUDGET**

**BOARD OF COUNTY COMMISSIONERS**



***Wendy Jacobs, Chair***



***James Hill, Vice-Chair***



***Heidi Carter***



***Brenda Howerton***



***Ellen W. Reckhow***

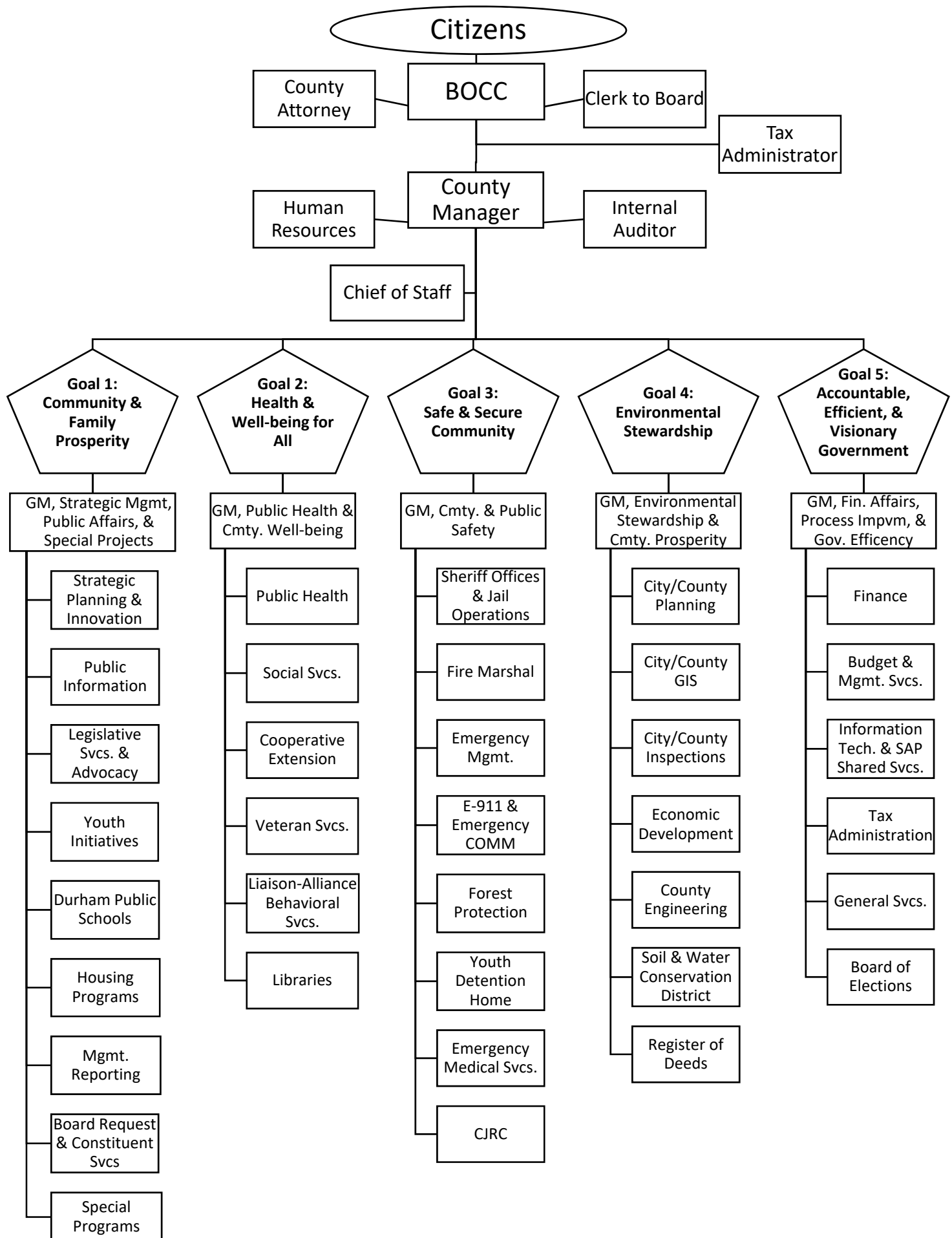
***COUNTY OFFICIALS***

<b><i>Wendell Davis</i></b> , County Manager	<b><i>Drew Cummings</i></b> , Chief of Staff
<b><i>Claudia Hager</i></b> , General Manager	<b><i>Lowell Siler</i></b> , County Attorney
<b><i>Jay Gibson</i></b> , General Manager	<b><i>Michelle Parker-Evans</i></b> , Clerk to the Board
<b><i>Jodi Miller</i></b> , General Manager	<b><i>George Quick</i></b> , Finance Director
<b><i>Gayle Harris</i></b> , General Manager	
<b><i>Deborah Craig-Ray</i></b> , 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, 2016**

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, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



---

# READER'S GUIDE

---

This section is designed to help the reader understand the budget by explaining how the document is organized. This document is a financial plan for Durham County government operations for the July 1, 2017 through June 30, 2018 fiscal year and shows how funds are allocated and how they will be spent.

## FUND STRUCTURE

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

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

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

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

The remaining budgeted funds are described below.

### Other General Funds

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

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

**Reappraisal Reserve (Fund 1001050000):** This fund recognizes a state statute requiring funds to be reserved and budgeted for future reappraisals to ensure adequate resources for this less than annual recurring expense. The creation of the Fund in this way is in accordance with the Government Accounting and Standards Board (GASB) best practice.

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

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

### Debt Service Fund

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



### **Special Revenue Funds**

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

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

### **Enterprise Fund**

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

### **Trust Funds**

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

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

### **SUPPLEMENTAL SECTIONS**

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

The **Appendix** contains supplemental information that includes the FY 2017-18 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](http://www.dconc.gov). If further information is needed, contact Budget and Management Services at 200 East Main Street, 4<sup>th</sup> Floor, Durham, North Carolina 27701, by phone at (919) 560-0017, or by email at [budget@dconc.gov](mailto:budget@dconc.gov).**



**DURHAM COUNTY  
FY 2017-18 APPROVED BUDGET**

**TABLE OF CONTENTS**

	<u>Page</u>
Organizational Chart .....	3
Reader's Guide .....	5
County Manager's Message to Durham County Residents .....	11
Budget Highlights .....	28
Annual Budget Ordinance .....	31
Fee Schedules .....	37

**SUMMARIES ALL FUNDS**

General Fund Revenues .....	63
Revenue Highlights .....	67
General Fund Expenditures.....	73
All Funds Summary of Revenues.....	76
All Funds Summary of Expenditures .....	77
All Funds Full Time Equivalents (FTEs) .....	78
Approved New/Eliminated Full Time Equivalents (FTEs).....	80

**GENERAL FUNDS**

**General Government**

General Fund Approved Budget .....	82
General Government Approved Budget .....	85
Board of County Commissioners.....	86
Clerk to the Board .....	87
County Manager .....	90
Finance .....	94
Tax Administration .....	98
County Attorney.....	102
Court Supportive Services Summary.....	106
District Attorney.....	107
Clerk of Superior Court .....	107
Adult Probation and Parole Facilities.....	107
Public Defender.....	107
Superior Court.....	108
Department of Juvenile Justice .....	108
District Court .....	108
Elections .....	112
Register of Deeds .....	116
General Services Department .....	120
Information Services and Technology .....	124
Human Resources .....	128
Budget and Management Services .....	132
Veterans Services .....	136
Geographic Information Systems (GIS).....	138

Non-Departmental .....	139
Transfers .....	140
Vehicles and Equipment .....	141

#### **Public Safety**

Public Safety Approved Budget .....	144
Sheriff .....	145
Emergency Communications .....	149
Fire Marshal and Emergency Management.....	153
Lebanon Fire Department.....	157
Medical Examiner .....	158
Criminal Justice Resource Center(CJRC) .....	159
Youth Home .....	163
Emergency Medical Services (EMS) .....	165
Public Safety Nonprofit Agencies.....	168

#### **Transportation**

Transportation Approved Budget .....	171
Raleigh-Durham Airport Authority.....	172
Go-Triangle.....	173

#### **Environmental Protection**

Environmental Protection Approved Budget.....	176
General Services-Solid Waste .....	177
Forest Protection .....	179
County Engineering & Environmental Services .....	181

#### **Economic/Physical Development**

Economic/Physical Development Approved Budget .....	185
Open Space Matching Grants .....	186
City/County Planning .....	187
Cooperative Extension Service.....	192
Soil and Water Conservation .....	196
Economic Development .....	200

#### **Human Services**

Human Services Approved Budget .....	204
Public Health .....	205
Mental Health (Alliance Behavioral Healthcare) .....	211
Social Services .....	213
Coordinated Transportation System.....	217
Juvenile Crime Prevention Council (JCPC) .....	218
Human Services Nonprofit Agencies.....	219

#### **Education**

Education Approved Budget .....	221
Durham Public Schools .....	222



Durham Technical Community College.....	226
Education Nonprofit Agencies .....	230

### **Culture/Recreation**

Culture/Recreation Approved Budget .....	234
Library .....	235
North Carolina Museum of Life and Science .....	239
Convention Center .....	243
Culture/Recreation Nonprofit Agencies .....	244

### **OTHER GENERAL FUNDS**

Other General Funds Approved Budget.....	247
Risk Management Fund .....	248
SWAP Fund.....	249
Capital Financing Plan Fund .....	250
Durham County Policy on Financing Capital Projects .....	252
Capital Improvement Plan Debt Funding.....	254
Benefits Plan Fund .....	256
Tax Administration – Revaluation Fund .....	258

### **SPECIAL REVENUE FUNDS**

Special Revenue Funds Summary .....	262
Fire Districts .....	263
Lebanon Fire District Fund.....	264
Redwood Fire District Fund.....	264
New Hope Fire District Fund .....	264
Eno Fire District Fund.....	265
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 .....	271
-------------------------	-----

### **ENTERPRISE FUND**

Enterprise Fund.....	274
----------------------	-----

### **TRUST FUND**

Trust Funds Summary .....	277
George R. Linder Memorial Fund.....	278
Law Enforcement Officers’ Trust Fund .....	279

## APPENDIX

Non-Profit Funding.....	282
Statements of Revenues, Expenditures, and Changes in Fund Balance	
General Funds.....	294
Special Revenue Funds .....	295
Debt Service Fund.....	296
Durham County Fiscal Policies .....	297
Multi-Year Budget Forecast .....	303
Capital Improvement Plan Overview .....	307
FY 2017-2026 Capital Improvement Plan Summary of Projects .....	308
FY 2017-2026 Capital Finance Plan Model.....	309
Operating Impact of Current Capital Projects .....	310
Durham County Budget and Amendment Process .....	311
FY 2017-18 Budget Calendar .....	312
Glossary Terms.....	313
Glossary Codes .....	317
Durham County Background .....	319
Durham County Community Information .....	320



## COUNTY OF DURHAM

WENDELL M. DAVIS  
COUNTY MANAGER

July 1, 2017

Dear Durham County Residents,

I am honored to present a Board of County Commissioners approved comprehensive spending plan for Durham County Government for fiscal year 2017-18. The document is in accordance with the North Carolina Local Government Budget and Fiscal Control Act and it fulfills the County's obligation to present a balanced fiscal plan by July 1, 2017. The FY 2017-18 approved budget supports the continuation of vitally important County services and progressively moves our community towards strategic planning coupled with data driven decision making for new and existing needs.

Durham continues to be a beacon of local, regional and national opportunity, a thriving economic engine that provides a good quality of life for a majority of its residents. To sustain and build upon this distinction, Durham County government is presently engaged in several "RE" processes. Refreshing its Strategic Plan; realigning funds and priorities based on the County's Managing for Results (MFR) change management model; reinventing itself through innovation and process improvement, and just as importantly; reimagining what it means to work, live, and thrive as a world class community.

The comprehensive strategy of a well-designed relevant strategic plan, accompanied with an implementation strategy (MFR) and the properly aligned organization (Reorganization) means that Durham County can set its priorities and apply laser-like focus on achieving them. Now that this important foundational work is done, we are better poised to become an even more robust and nimble organization. Over the past year we have identified over 100 programs and more than 2,500 metrics that positions departments and agencies to better make their case for resource allocations. The new program budget structure gives the Board and community greater insight on how our funding is allocated and will ultimately better aid in decision making. This approach is an imperative going forward as resources and revenue constraints become more challenging.

The Strategic Plan also includes community goal indicators and objective measures that provide a high-level look at the progress of the community and the organization across the County's five strategic goal areas. The Managing for Results model is maturing, now in its third year, with all departments having gone through training and measures development, but the hard work of data collection and measurement analysis now begins in earnest.

This last step, the linkage of the Strategic Plan goals to the daily operating support provided by departments, will fulfill my vision of data driving and supporting policy decisions made by the County and the Board.

As we work through the 2017-18 fiscal year, the County will face many competing challenges and opportunities that one entity alone cannot solve. The most recent complex negotiation on the regional light rail is a clear and present reminder of how interdependent we are on others to resolve complexities in our community and within our region.

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



We received many valuable and important budget requests that were simply unable to be supported in light of fiscal constraints, in fact the requests totaled approximately \$26.8 million more than the available revenue. Going into the FY 2017-18 budget development process the County was committed to a 2 ½ cent tax increase dedicated to support a voter-approved bond referendum last fall. The voters pledged their full faith and credit to fund capital for Durham Public Schools, renovations for the Main Library, and capital support for Durham Technical Community College and the NC Museum of Life and Science. Although this commitment was in place, we were also mindful that we faced many critical public safety, human service and other long-term capital needs. However, considering slow revenue growth we were forced to prioritize these requests towards the highest performance and alignment.

To that end, I directed staff as part of the FY 2017-18 budget process to look closely at historical spending trends within their departments and realign existing, already budgeted dollars to support inflationary increases and potentially any new requests. Departments responded impressively, finding a total of \$1.88 million dollars within their existing budgets to realign, supporting everything from inflationary contract increases to new position requests. In fact, 10 new positions proposed for FY 2017-18 were directly related to realignment of existing vacant positions or offset by realignment of dollars from reductions in other parts of the organization. This process of continuously reviewing and analyzing spending patterns is another facet of the MFR model, where all aspects of performance are assessed, including financial performance.

Durham County continues to be in sound fiscal position with a 20+ year history of being rated as a Triple A community. We remain one of only 69 counties in the United States that 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 consistent declines in certain revenue streams, compounded by the threat of legislative actions regarding the redistribution of sales taxes, and other incremental policy changes continue to increase pressures on the local property tax base.

The Durham County approved Fiscal Year (FY) 2017-18 budget totals \$633,143,7264, with a 2.75 cent property tax increase to support Durham Public Schools current expense growth needs (1.0 cent), and future debt service needs including support for the November 2016 voter approved \$170 million General Obligation bond referendum (1.75 cents). Increased capital funding also supports annual debt service related to long-term capital investments, including those projects already completed such as 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.

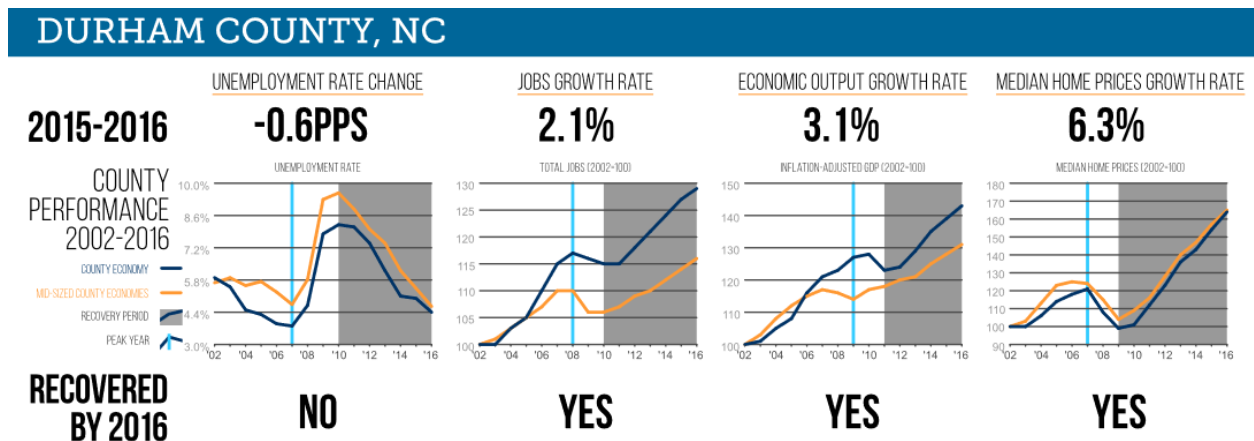
The total Durham County budget increase is \$45,838,005 or 8.21% over the FY 2016-17 approved budget, while the General Fund budget increases \$20,400,902 or 4.92% over the FY 2016-17 approved budget. A 1.0 cent tax increase for the General Fund generates \$3,554,120 of new property tax revenue while a 1.75 tax increase for capital financing doubles that amount, \$6,219,710.

**Table 1: FY 2017-18 Approved Budget Summary**

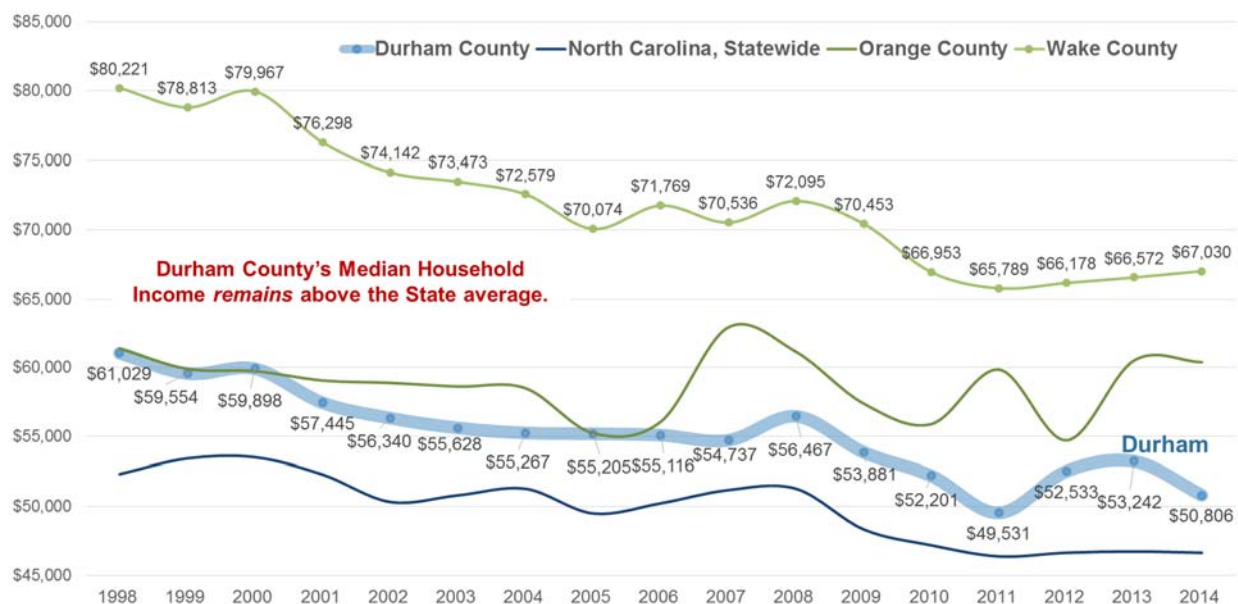
<b>Fund</b>	<b>FY 2016-17 Original Budget</b>	<b>FY 2017-18 Approved Budget</b>	<b>% Difference</b>
General	\$414,362,524	\$434,763,426	4.92%
<b>Total All Funds</b>	<b>\$587,305,721</b>	<b>\$633,143,726</b>	<b>8.21%</b>

## Outlook

Durham County's fiscal and economic outlook is positive, but mixed, while continuing its slow recovery from pre-recession levels in several key economic indicators. A National Association of Counties (NACo) report, "*County Economies 2016*" shown below evaluated trends between 2002 and 2016 in four major categories including: annual changes in jobs, unemployment rates, economic output (GDP) and median home prices. Durham County performed well in three of the four areas. Overall, while Durham County's economic outlook remains positive; the growth factors are slower than the historical pre-recession period.



While the NACo report illustrates jobs growth, economic growth and median home price growth (all positives for many Durham County residents) it does not reflect some of our other realities. The County's child poverty rate was 22.4% in 2016, slightly below the state's 24% average, while the overall poverty rate for the County hovers around 17%. Another concerning trend our community must be mindful of is the wage stagnation and decline seen across Durham County, the region, and the state (Illustration below).



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

As resources dwindle and the demands for services grow, the single most important thing our community can do is understand the value of effective collaboration and move rapidly toward the development of collective impact approaches. Our successful future is inextricably linked to working in concert with the City of Durham, adjacent counties and municipalities, Durham Public Schools, the Chamber of Commerce, local universities, non-profit partners and many others to ensure we collectively leverage our talents and resources to ensure Durham's continued economic success.

## **Budget Overview**

### Property Tax Revenue

FY 2016-17 was a revaluation year for Durham County, the first in 8 years. The total growth in property valuation of 9.71%, was much slower growth than previous revaluation years. Unfortunately, this is a recurring theme and such slowing growth continues in FY 2017-18, with an estimated valuation growth of 1.56%. The revenue neutral tax rate for FY 2016-17 was approved by the BOCC as the current fiscal year tax rate and totaled 74.04 cents, a 5.27 cent decrease related to revaluation. For FY 2017-18 the approved property tax rate includes a 1.75 cent tax rate increase for the Capital Financing Fund related to current and future debt service needs and a 1 cent tax increase for additional Durham Public School funding, equaling a total tax increase for FY 2017-18 of 2.75 cents.

**Table 2: Property Tax Rate Change**

<b>Property Tax Rate</b>	<b>FY2016-17 Approved</b>	<b>FY2017-18 Approved</b>	<b>FY2017-18 Change from FY 16-17</b>
General Fund	66.08	67.08	1.00
Capital Financing Fund	7.96	9.71	1.75
<b>Total</b>	<b>74.04</b>	<b>76.79</b>	<b>2.75</b>

As part of a 2016 General Obligation bond referendum the County estimated that a 2.5 cent tax rate increase would be needed in FY 2017-18 to support current and future debt service needs. However, due to multiple refinancing's of existing debt yielding lower annual and overall payments, along with lower interest rate estimates for future debt, and slower planned expenditures for projects in the pipeline, the estimated tax rate increase for the Capital Financing Fund has decreased to 1.75 cents. It is with pride that I note our County departments' continuous evaluation of current circumstances to minimize taxpayer burdens while providing exceptional service.

### Sales Tax Revenues

The total amount of FY 2017-18 budgeted sales tax revenue for Durham County is \$80.3 million, the equivalent of 22.6 cents of property tax. The estimated end of year FY 2016-17 sales tax collections is expected to grow 2.06% over budget which is slower than the 4.6% experienced in FY 2016-17. A growth factor for FY 2017-18 of around 4% translates to a 6.99% base budget increase for the upcoming fiscal year from the current fiscal year. Again, this is slower growth than what was experienced last year at 7.79%. In actual new revenue the budget impact of 6.99% growth in sales tax revenue this year equates to \$5.25 million, or 1.47 cents of property tax. Simply put, growth in sales tax revenue means less pressure on local property tax revenue. While this is an increase, it is less revenue from FY 2015-16 to FY 2016-17. Table 3 reflects summary sales tax budget trends.



**Table 3: FY 2017-18 Sales Tax Budget**

Sales Tax Article	FY 2016-17 Original Budget	FY 2016-17 12 Month Estimate	% from FY 2016-17 Budget	FY 2017-18 Approved	% from FY 2016-17 Budget
Article 39	\$22,979,684	\$22,083,864	-3.90%	\$23,919,039	4.09%
Article 40	\$12,377,711	\$12,823,178	3.60%	\$13,382,477	8.12%
Article 42	\$15,349,556	\$15,436,326	0.57%	\$16,327,164	6.37%
Article 44	\$0	\$2,093	#DIV/0!	\$0	#DIV/0!
Article 46	\$12,600,000	\$13,535,015	7.42%	\$13,900,000	10.32%
Inter-local	\$11,778,580	\$12,749,205	8.24%	\$12,807,106	8.73%
<b>Total</b>	<b>\$75,085,531</b>	<b>\$76,629,681</b>	<b>2.06%</b>	<b>\$80,335,786</b>	<b>6.99%</b>

**Other Revenues**

Overall General Fund service charges increase by 5.8% or \$1.2 million, most in the Emergency Medical Services department which saw significant growth from Medicaid reimbursement increases due to a lag in reimbursement from previous years. Intergovernmental revenues, which are pass-through dollars from other governmental entities grew by 4.12% due to increased state and federal funding that affected Public Health and Social Services.

**Strategic Plan Refresh**

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

Since our first Strategic Plan was adopted in spring 2012, County leadership has been implementing the Managing for Results (MFR) change management model. Combined, the Strategic Plan and MFR will define the changes and direction that the County expects to achieve. We are proud of these needed evolutions and advancements, and we eagerly look to the future.

A refreshed Durham County Strategic Plan will help the organization plan for the future and successfully adapt to unforeseen changes. This time around, County leadership and staff have been more intentional about developing a Strategic Plan that truly connects the work of our 27 departments to overarching goals, objectives and strategies. Also, with Managing for Results as the County's change management model, performance measurement is better integrated into how the organization plans and provides services. Those performance measures will help us continually make improvements and investments based on what the data tell us. This Strategic Plan does not shy away from the complexities of the organization's and the community's challenges and opportunities. This plan, which connects the work of multiple departments in a series of overarching strategies, embraces collaboration, between departments, with other local governments, and with other community organizations.

The 2017-2021 Durham County Strategic Plan, like the first document from 2012, is a dynamic guiding vehicle for the organization. It will be reviewed each year through the County's annual operating budget process, allowing for minor updates to keep the plan timely and dynamic. It will also serve as a framework for future conversations and decisions about ways that the County can continue to improve service delivery to prepare for what the future brings. Durham County is a passionate, growing community of employees and residents, and we look forward to

continuing to serve and work with the community and employees to address the challenges and opportunities ahead. The following sections of this message will highlight our budget by Strategic Plan goal area.

## **FY 2016-17 Budget Highlights**

### **Goal 1: Community and Family and Enrichment**

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

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

### **Durham Public Schools**

Durham Public Schools continues to be the single largest source of expenditure for Durham County Government. For FY 2017-18, the Durham Public Schools Board of Education requested an increase of \$10.93 million in additional county funding. The request supports local supplement support for state teacher salary increases (\$2.3 million), additional school positions increase (\$3,155,000), teacher retention requests (\$2,600,000), and other expansion requests (\$2.880,000).

The approved budget includes a total DPS current expense increase of \$6.06 million through a combination of property tax dollars and BOCC policy directed use of additional Article 46 sales tax. This funding increase will support the local supplement of state salary increases, automatic contracted services increases, and several other DPS initiatives. The annual operating costs of the Whitted School Pre-K program requested by DPS will also be supported, but funding will be housed within the County in another area and needed amounts will be invoiced to various Pre-K partners as necessary. The Board of County Commissioners also made a slight change to its Article 46 sales tax use policy to offset a portion of the cost of future Pre-K obligations going forward.

We have consistently stayed among the top five county governments in local funding per student and with the approved DPS local support Durham County will maintain that position with "per pupil" funding at \$3,312, an increase of \$165 per pupil from FY 2016-17 local current expense funding. It should be noted that while enrollment in Durham County charter schools continue to grow, the number of students in Durham Public Schools has decreased the last two years, an issue that will need to be addressed in the future.

Durham County will also pay \$29.58 million in debt service for school facilities during FY 2017-18. Per this approved budget, the total annual funding for Durham Public Schools for FY 2017-18 is \$134,035,201 or 30.82% of the entire General Fund budget. In addition to the direct operating expense and debt service payment for Durham Public Schools, an additional \$4.43 million is allocated in County department budgets to support School Resource Officers, School Nurses, and education related non-profit agencies.

### **Pre-K Expansion**

The community received several critically important reports in the weeks before the recommended budget was sent to the Board of County Commissioners. First was the State of Durham County's Young Children Report, and more recently, the findings of a blue-ribbon pre-school task force outlining a plan for the expansion of high quality Pre-K. We are working with Dr. Phail Wynn at Duke University and many other community partners to identify

additional, strategic investments along the birth-to-8 continuum, but we are moving forward with haste to make new investments in high quality pre-school opportunities. There are young children and young families in this community in desperate need of additional, high quality educational experiences to ensure that are ready to succeed as they enter kindergarten.

The Board of County Commissioners approved funding of \$1.5 million for operation of eight additional pre-school classrooms at the newly renovated Whitted School. Also, to make sure that the County is playing its part to thoughtfully support moves toward continued pre-school expansion. additional funding support was budgeted for the Durham Children's Data Center at Duke University, an institution of increasing importance as we look to carefully evaluate pre-school and other key investments over time, as well as funding for further research to make sure we use the upcoming year to make certain new preschool classrooms of the highest quality are ready in the fall of 2018 and beyond.

As part of the Manager's recommended budget I took the opportunity to propose to the Board the concept of dedicating an additional one cent of property tax in FY 2018-19 for Pre-K expansion, noting that the financial burden of making high quality pre-school available to every four year old in Durham is heavy. As "universal" Pre-K has been a positive uplift for other states and cities, this concept has the potential to greatly reduce the achievement gap in Durham, and to improve educational, workforce, and other outcomes in the long run. This is not just a County responsibility, this is not just schools' responsibility, this is a community responsibility, and universal Pre-K represents a community investment in our future which will benefit every individual, institution, and corporation in Durham. The County would put these resources forward as a challenge grant with the hope that they can be matched by re-investment of some public school funding as well as by private and philanthropic funding. I believe this model constitutes a shared investment that our business, education and government partners can get behind for the greater good of Durham.

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

### **Durham Technical Community College**

Durham Technical Community College (DTCC) requested funds to support campus salary market-adjustments, contracted services and rental space support. In addition, the requested funds would 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 slightly by \$49,335 in FY 2017-18, bringing the total projected funds to \$1,323,075. Over the past several years, the Article 46 sales tax funds allocated to support tuition scholarships have not been fully utilized.

DTCC received approved funding increases of 3.77% or \$260,204. The dollars will fund inflationary operating expenses, additional personnel cost, operational expenses related to new potential leased space, and increased annual capital support.



## **Nonprofit Support**

This year brought several process changes to the Nonprofit Funding Program’s application cycle that were a result of a comprehensive program review. The review compared our process to that of our North Carolina peers and incorporated policy direction from the Board of County Commissioners, with the most significant process improvements made to the solicitation and application review components of the application process. The solicitation process included paring down the range of service providers that we were looking to partner with through aligning with a Target Area Outcome, a narrower subsection of Strategic Plan Goals 1-4.

In the FY 2017-18 application cycle, 57 individual agencies and 2 collaborations applied for funding with requests totaling \$1,561,656. This included 36 nonprofits that were currently funded as well as 23 nonprofits that are not currently funded in the nonprofit funding program. 40 nonprofit agencies are approved for funding at a total of \$650,000. A detailed list of funding amounts can be found in the Appendix.

## **Goal 2: Health and Well Being for All**

The Board’s support for Health and Human Services continues to be demonstrated by the significant funding provided for County government programs and nonprofit organizations that support this strategic goal. During the Board’s May 8<sup>th</sup> 2017 regular session meeting the BOCC also documented its commitment, and support of, system changes that will positively impact the social determinants of health in a BOCC resolution.

The County continues to sharpen its focus on the cross-sector work that must be done to create a “Healthy Durham” – a Durham where all our residents have the opportunity to achieve optimal desired health outcomes. We understand that “good health is a state of physical, mental and social well-being and not merely the absence of disease or infirmity” and we are working hard to address the disparate health and quality of life outcomes that exist in our community.

## **Social Services**

In past budgets, Social Services has requested significant funding increases for personnel needs or program support to implement new legislative mandates. We recognize there are potential legislative discussions that may impact Social Services at the state and federal levels and are hopeful that the North Carolina General Assembly and Congress will keep vulnerable families in the forefront of their deliberations. Last year, the department requested additional funding in anticipation of the impact of the “Extend Foster Care 18 to 21” legislation. On average the department serves 248 children within foster care annually. Although legislative change occurred that extended the foster participation rate to 21, DSS was able to manage those increased costs within their FY 2016-17 budget allocation. We will continue to monitor the situation and adjust as needed.

In the FY2017-18 budget, the Department of Social Services requested no additional local dollars. Due to increased revenue (\$2,267,578) associated with mandated service delivery, Social Services reduced its need for county funding by \$1,181,283. The additional increase in expenditures (\$1,086,295) supports program enhancements and the purchase of 2 new vehicles, 2 replacement vehicles, non-capital furniture and equipment, and non-capital computers to support integration of child welfare services into NCFast.

## **Public Health**

Increases in the Public Health department come from several different sources. FY 2016-17 saw increases associated with program realignment. In October 2016, the Board approved the transfer of Project BUILD (\$342,264) from Cooperative Extension to Public Health. At the request of Alliance Behavioral Healthcare their contract (\$86,157) with Durham Public Schools is now in Public Health’s budget. These funds will continue to support contract personnel assigned to Durham Public Schools to use the System of Care framework to identify

and refer students who need mental health services. This amount is subtracted from the Alliance Behavior Healthcare contract.

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

The first of these is the Health Indicators Project, a partnership of Public Health, Lincoln Community Health Center, Duke Health /Duke's Center for Community and Population Health Improvement, and Data Works. This effort will serve locally-derived data on chronic conditions – starting with diabetes – through the Neighborhood Compass.

The second is a new effort between Public Health in Durham and Orange Counties and Data Works (with support in summer 2017 from Data + at Duke) that will deliver vital records summaries through the Compass, including life expectancy and more detailed mortality information. Each of those efforts represents novel and transformative opportunities to move Durham past reliance on national data.

The third is an effort to deploy these data resources in regular reporting to the Durham community on social determinants of health. With the comprehensive scope of local data sources now curated by Data Works, it is time to examine more closely the relationships between transportation, jobs, child care, education, housing, safety and health - and put this information to work for equitable outcomes across Durham neighborhoods.

While Public Health staff members are actively engaged in this work, an additional investment of \$43,000 was approved to further support this transformative work.

Last year to reduce the school student/nurse ratio in Durham Public Schools and to foster improvements related to student absenteeism as a result of health issues, the Board funded four 10-month positions (3.32 FTEs). However, during the interview process applicants were consistently seeking fulltime employment rather than 10-month employment. To that end, three fulltime positions were created. In order to limit growth costs in this budget, but still support this important health outcome, this budget approved funding to support an additional 1.68 school nurse FTEs (1 new position and 0.68 FTE that can be added to the remaining 0.32 FTE funded last year). Over the next several years, additional school nurses will need to be funded to support this critical public health need.

Last year we renewed the contract with Correct Care Solutions to provide medical services for detainees in the Detention Facility after going through an updated request for proposals process. As in the past, this new contract is reviewed annually for renewal over a five-year period. The agreement calls for an annual adjustment to the base amount calculated on the annual Medical Consumer Price Index (3.9%). To accommodate these annual growth terms an additional \$113,068 is included in this budget.

### **Library**

This year has been an exciting and busy year for the Library. Related to approval of the 2016 General Obligation bond referendum, library staff vacated the Main Library and established alternate service locations in preparation for extensive renovations and expansion to the current Main library facility. The building is scheduled to reopen in 2019, and an opening day collection is needed. In the past \$400,000 was allocated to purchase the opening day collections at East, South, and Southwest Regional Libraries, this same amount is needed to purchase the opening day collection for Main Library. To lessen the burden on the County and to give our collection selectors and vendor time to plan appropriately, this budget funds \$272,300 to support the purchase of a portion of the opening day collection and the remaining amount will be requested in the FY18-19 budget.

### **Cooperative Extension**

Cooperative Extension has undergone several major changes during the current budget year. With the retirement of County Extension Director Delphine Sellars in early fall, a new director, Morris White, was hired effective April 1<sup>st</sup>. The FY 2017-18 Extension budget includes funds to reclassify a position to Small Farm Agriculture Associate Agent, adding a part-time bilingual Associate Extension Agent position at 0.6 FTE, lease of MacBook computers to support NC State University software for extension agents and one county employee, and additional funds to replace a lift-equipped vehicle for use in the Transportation Program.

### **Goal 3: Safe and Secure Community**

In the 2016 County and City Resident Satisfaction Survey, Durham residents rated their service satisfaction for EMS service (80%), Sheriff Protection (65%) and Fire Protection/Rescue Services (86%). These ratings were relatively high on a service satisfaction scale with all the scores rating above national benchmarks. Although residents are reasonably satisfied with the current level of services, there are key investments that we need to continue making to ensure Durham is a safe and secure community. For this reason the approved budget includes a 5.39% net increase in spending in the area of public safety. Increased investments in EMS and the Sheriff's Office are the primary new investments in the Strategic Goal 3 area. As previously shared with the Board of Commissioners, the County does not have the resources to fund all the public safety requests in a single year. The strategic investments funded will assist the County in continuing to address the public safety needs and opportunities within available resources over time.

### **Emergency Medical Services**

This budget continues replacement and upgrading of EMS ambulances by replacing six ambulances (\$1.32 million) using funding from the Community Health Fund and also supports First Watch software to improve response time and clinical performance using real-time data and dashboard technology. Increased funding of almost \$250,000 has also been included for medications and medical supplies which are projected to increase by 35% (\$420,000) next year. This increase comes after EMS realigned \$170,000 in savings realized from the purchase of the new Sprinter ambulances.

In the spirit of innovation the County is implementing a community paramedicine pilot program (\$307,561) which includes three additional positions to assist citizens with chronic disease management, the homeless, and those with behavioral health issues, all who frequently find themselves in need of EMS services. After a year the pilot program will be evaluated and next steps determined. Important in the evaluation will be the effect it has on response times due to staffing adjustments needed to implement the program. The First Watch software included in the proposed budget will also assist EMS in implementing and monitoring the pilot program.

Recruitment and retention of paramedic level staff has been a challenge and EMS continues to struggle with a high annual vacancy rate (14%). It is our hope that the introduction of the Basic Life Support (BLS) service this summer using newly hired Emergency Medical Technicians (EMTs) and the newly implemented introductory pay and bonus program for paramedics will improve our ability to attract high quality candidates. To improve response times we are continuing with our "over-hire" of seven positions strategy to address the gap that occurs when new hires are in training. Further, we are reevaluating our progress in filling existing EMS positions (25) by fall of 2017, and if appropriate, will come back to the Board for additional staffing resources during the next fiscal year. Reviewing the vacancy status in the fall and completing a County wide compensation study, described later in my message under Goal 5, will allow us to make additional recommendations related to adding staff capacity to the EMS Department.

Finally, to assist with cost recovery for EMS services, this budget approved rate increases for transport (private insurance only), special events, bike team, and foot medic services that will result in approximately \$200,000 in additional revenue. The increases cover actual cost for service and is comparable with average rates of our peer counties. The last rate increase for EMS services was in 2013. Looking forward, I plan to evaluate and propose, where necessary, annual service rate increases for EMS services in future budgets to support funding this vital service.

#### **Sheriff's Office and Detention Center**

For the Sheriff's Office this budget supports investments in technology and replacement vehicles. Software upgrades to the CAD system and new computers for the Detention Center were included in the proposed budget. In addition, the Sheriff's Office had requested funding to purchase licenses for the Microsoft Office 365 software to better interface with County Government. A phased implementation approach needs to be developed with the County's IS&T Department to ensure utilization and cost are coordinated strategically and this planning will be completed over the next fiscal year. Thirty-one law enforcement replacement vehicles and vehicle equipment totaling \$1.1 million are included in the approved budget.

The Sheriff requested funding for additional personnel for the Animal Services Unit and to assist with serving domestic violence warrants, as well as funding to implement a law enforcement incentive and recruitment program. Based on Board discussions about compensation for law enforcement officers (LEOs) and the proposed County wide compensation study (discussed in Goal 5), we will evaluate the study's recommendations when it is completed and then determine possible next steps in addressing LEO compensation issues. Additional funding is set aside in the Nondepartmental budget to support some of the potential compensation study findings.

#### **Additional Public Safety Investments**

Additional investments in public safety focus on the Youth Home, Fire Marshal's Office, and Fire and Rescue Division. In preparation for changes that are expected to occur at the state level regarding raising the age for being charged as an adult and given the current condition of the Youth Home facility, funding for a facility masterplan and environmental assessment (\$87,660) is included to assist in preparing for this important capital improvement project. A new vehicle for the Fire Marshal's Office to help separate contaminated equipment and a new SUV response vehicle for the Durham Fire and Rescue Division (paid for by special tax district funds) have also been included in the approved budget.

The Lebanon Volunteer Fire Department special tax district requested a 1.0 cent increase to their tax rate bringing the total tax rate to 11.56 cents per \$100 valuation. The increase will assist with additional payroll expenses (holiday, comp and overtime pay), the purchase of new radio equipment, and the purchase of a new tanker truck. The last district property tax increase of 0.6 cent was implemented in FY 2013-14.

### **Goal 4: Environmental Stewardship & Community Prosperity**

#### **Environmental, Development, and Economic Programs**

I am pleased to report the Rougemont Water System has been completed and is now fully operational. This fiscal year we will continue our focus on strategic infrastructure investments aligned with our Strategic Plan and community goals. This work will include improvements to our utility systems and treatment plant in the Research Triangle Park to support our reinvestment in Park Center as well as improvements to continue providing the foundational elements for economic growth in RTP. These investments will also continue the high level of environmental protection desired by our community.



We are also encouraged by the Legislature's recent action to repeal HB2. This bill impeded the economic development efforts of our staff and our partners at the Chamber in continuing to recruit high-quality companies to our community which provide a diverse base of quality jobs. With the repeal of this bill we believe our prospects for economic recruitment may improve. That said, current State legislative actions have introduced uncertainties into the various State incentive programs we have long partnered with as part of our recruiting efforts, so we will continue to monitor and assess the potential impacts.

### **Project Management**

Implementation of the General Obligation bond program work, approved by the community in November 2016, is well underway. Work on the Judicial Building renovations has started and we will begin construction on the Main Library renovations during this fiscal year. Additionally, we continue providing project management work on the renovations/expansions at Lincoln Community Health Center to help our partners ensure healthcare services are available to as many citizens as possible. Finally, we have initiated work on two key parking structures which will also include residential/retail wraps. We have retained the University of North Carolina – Chapel Hill's School of Government Development Finance Initiative (DFI) team to provide the appropriate analysis of options to ensure our goals are best realized as we proceed with work at 300 and 500 blocks of East Main Street. We also will continue our work towards a more "green built" environment by our ongoing efforts in the High Performance Contracting program undertaken two years ago. Additionally, our renovated Judicial Building and Library facility will be LEED-eligible in accordance with Board's adopted policies.

The Durham County project management division has done a superhuman job of supporting a high number of large, sophisticated projects over the last several years, including the new Courthouse, Human Services complex, Rougemont water system, Whitted School renovations, Lincoln Community Health Center renovations, just to name a few. They are to be commended and we look forward to bringing the next set of critical projects on line.

### **Open Space and Real Estate Division**

Our Open Space program has continued to increase protected acreage that will provide community benefits both now and for future generations. Our targeted investments in Stormwater/Soil-Erosion programs made in FY 2016-17 are now paying dividends in enhanced responsiveness and environmental quality, all with the goal of sound environmental stewardship while our Soil & Water Conservation District continues to be a leader in implementing practices designed to protect and enhance our natural/agricultural resources. We have many successes in our environmental stewardship programs, yet we also see increased challenges and uncertainties due to legislative changes at the State and Federal levels.

We should all be pleased within our organization at the results of our efforts to provide a high-quality, cost-efficient facility program. As part of our long-range facility planning efforts, as enumerated in our 2016 Facility Master Plan and EMS Facility plan, we must begin advance acquisition of key parcels of land in order to ensure land availability at such time as funding is available for construction of EMS facilities. Additionally, the proposed retail spaces in our renovated Judicial Building as well as in the proposed 300 and 500 East Main Street facilities demand more focused attention on real estate and leasing activities. To that end, I am recommending inclusion of a Real Estate Coordinator (1 FTE), to be staffed in our Open Space & Real Estate Division, to provide the necessary, ongoing work in this space.

### **Development Services Center One-Stop Shop**

The City and County opened the Development Services Center One-Stop Shop in April 2017, a customer-focused, multi-agency initiative center designed to assist in citizens completing the Development Review Process, while ensuring community-adopted planning and development standards are appropriately upheld. The primary objective was to create a business-friendly environment that would provide a time-sensitive, easy-to-navigate

development review process which facilitated continuous process improvement. This one stop center included 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 as this new work process proceeds.

Related to these development-driven needs, we will continue to make key investments and re-investments in technology within our Register of Deeds department. These investments will help ensure many fragile historic records currently on file will be preserved and available for future generations.

### **Solid Waste**

General Services' Solid Waste Management Division works daily providing citizens safe, efficient and effective waste collection, disposal, litter control and waste reduction outreach and educational services that protect and maintain the natural environment. Our General Services Management staff undertook a thorough analysis of all of their programs during FY 2016-17 and proposed a number of changes, including a pilot program for this division to purchase a Roll-Off container truck that will allow our staff to directly support and haul containers from 2 of the 4 sites. This replacement of formerly contracted services is being accomplished through reallocated funds within Solid Waste's budget allowing for the citizen's sticker fee to be maintained at the same rate as FY 2016-17.

### **Enterprise Fund**

The Utility Division, located in the Sewer Utility Enterprise fund, is expanding in almost all aspects of provided utilities, including the extension of reclaimed water services and interlocal agreements with surrounding municipalities and Research Triangle Foundation businesses. To meet this service demand a new Assistant Utility Division Manager position was approved which will relieve additional duties that continue to arise due to economic growth and will oversee the day to day activities of the Utilities Division, including but not limited to the Utility Superintendent and Lab & Compliance Manager, and to assist in technical issues, permitting, and compliance within the Division. This new position, as are all costs related to running the Enterprise fund, is supported by fees charged to customers using the water and sewer services provided.

## **Goal 5: Accountable, Efficient and Visionary Government**

### **Durham County Employees**

Our County workforce continues to be our greatest asset, but one that is changing quickly and profoundly. Dealing effectively and proactively with these changes over the next five to ten years will be extremely important in recruiting, training, and retaining quality employees.

The County has more than 1,990 employees providing high level service to our residents, from EMS staff saving lives to school nurses keeping DPS students healthy, to Criminal Justice Resource Center staff working with citizens to avoid the debilitating cost of jail (where possible), to Detention Center staff protecting citizens and inmates alike 24 hours a day, seven days a week. With more than 17% of Durham County's active employee base eligible to retire between 2017 and 2022 or less, continued focus must occur on retaining and recruiting a talented workforce to ensure we meet residents' service demands.

In May 2017 (FY 2016-17), the Board approved compensation changes related to EMS and Detention Officers. Durham County is not alone in dealing with retention issues around Public Safety functions, but we continue to look deeply at long term solutions, including additional positions along with compensation refinements. However, the issues are not in Public Safety alone, I am concerned that the entire County compensation system may need review and adjustment, and to that end we are carrying out a county-wide compensation study. This comprehensive study, once completed, will offer a multi-pronged approach to employee compensation that meets the changing face, age, and work of County employees in the coming decade.

Durham County Administrative Complex, 200 E. Main St., 2nd Floor, Durham, NC 27701  
(919) 560-0000 • (919) 560-0020 (Fax) • [dconc.gov](http://dconc.gov)  
Equal Employment/Affirmative Action Employer

The approved budget maintains the continuation of the employee pay for performance compensation plan at the 2-3% range, and also sets aside potential funding to address public safety salary issues in high turnover areas within the Sheriff's Office, based off of what strategies may come from the proposed comprehensive compensation study.

I am very proud to note that our Benefits plan estimated costs, have no increase for FY 2017-18 due to strategic changes in the County's chosen benefit provider as part of the FY 2016-17 budget (moving from BCBS to Aetna's Accountable Care Organization). This is practically unprecedented and allows funds that would have been allocated for such increases to be used for other important community needs. A recommendation was made to contract with Aetna as the County's medical plan third party administrator which was approved by the BOCC in April 2016, 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 is also providing \$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.

### **Finance Department**

Personnel costs are the largest increase for Finance for FY 2017-18. Much of the personnel increase is related to position changes that occurred during FY 2016-17, where one billing collection position was moved from EMS to the Finance department and a new Assistant Chief Financial Officer and Compliance Manager position was filled after being vacant for some time. These changes will support the growing oversight of several key issues including EMS related revenue collection as well as grants management and compliance. A new payroll clerk position is created for the Finance department to support coverage that is currently overseen by only 3 key senior positions. There may be no more important biweekly task that the County carries out than a correct and timely payroll activity.

### **General Services**

Our General Services Management team worked diligently this year to responsibly review their budget and provide a means to accomplish a few key new objectives, all through reallocation of existing funds. While this internal services department may not be on the forefront of providing services to the citizen, they are a critical component of supporting many aspects of those departments that directly impact the citizens of Durham.

An Administrative Officer was added in the approved budget within their Business Services Program to meet a significant increase in workload demands created by the County's growing infrastructure, increased complexity of projects created by the updated Capital Improvement Plan, and some of our aging buildings. One of the key responsibilities of this position will be to support Accounts Payables and Warehouse and Fleet Services programs to provide greater support for these areas, and also working to provide thorough budget control and monitoring, data collection and analysis, as well as support the department's investment in MFR.

General Services staff has also identified a need to provide further support of the County's Building and Grounds Program. With approved funding of an additional HVAC FTE we are seeking to respond to General Services most frequently requested service need; the comfort, heating and cooling of our buildings. Industry Best Practices indicate a ratio of maintenance staff per square feet of buildings to be 1 FTE per 47,000 square feet. Currently, our FTEs are maintaining 1.8 million square feet in 66 buildings at an average of approximately 57,000 square feet per person.

In addition, as the Board heard at their Annual Budget Retreat, this budget fully supports the pilot project to provide in-house janitorial services to our County Courthouse. General Services administrative staff reviewed their contracts throughout FY2016-17 and completed a thorough analysis showing not only can we provide this service internally more effectively, but we can do so with a direct savings to the County of almost \$70,000.

### **Information Services and Technology**

As part of a move to better software options and more timely updates of available office software, the County moved to Microsoft Office365 several years ago. Annual funding for this “software as a service” was offset by savings in annual purchases of software licenses. Funding support for Office365 was initially supported with capital project funds designated for technology upgrades, however it was always planned that annual costs for this particular software were to become part of the annual operating budget. FY 2017-18 sees the IS&T department taking on the last part of this overall charge with a \$500,000 increase to their operating budget.

Additional manpower support for IS&T is provided with a 0.5 FTE Sr. Business Analyst position that will maximize the use of a newly acquired SAP Open Text solution which will interface with the existing SAP solution and eventually Laserfiche. This position will support both Laserfiche and Open Text by performing the configuration of SAP and Open Text to support the Vendor Invoice Management function as well any new functionality required and implemented by Finance. In addition, the resource will work in conjunction with the two existing Laserfiche resources to support countywide Laserfiche initiatives which will include a major reorganization of the DSS Laserfiche environment as well as normal maintenance.

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

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

With the Strategic Plan refresh linking long-term goals and policy guidelines to the maturing Managing for Results performance model, the increased need for analysis of these new and significant streams of data become crucial. The MFR model was never intended to provide clear answers to vexing issues, but rather was and is meant to point out issues for more detailed analysis. It is in that extremely important area of analysis that the County must dedicate specific resources. Although departments have gone through initial MFR training and will begin to report on public facing measures, continued investments must ensure operational efficiencies are gained through robust data analysis, performance measurement review and regular reporting to internal and external stakeholders. The Budget and Management Services department took on the role of creating a working performance management system for use by all departments and management last summer. And since then has done an incredible job working with departments to develop measures, refine performance measure collection, collect data, and support department descriptions of the measures and what the data is “saying”.

This budget reclassifies three vacant positions to two performance management analysts and one budget and management analyst to support the increased needs for strengthened data review, analysis and reporting. The two realigned performance management positions will oversee the daily issues and analysis around MFR related measures, of which there are currently close to 500 public facing. Creating a core function of County wide data collection and MFR related analysis coupled with departmental expertise and support, will ensure that the issues illuminated by MFR data will have answers as well.

A fourth position is approved for reclassification to support the County’s overall demand for increased for internal and external publications, web-development and graphics design. The position will also assist with training efforts to expand departmental internal capacity for web design and publication development. This investment will mitigate some of the expenses currently occurring through contracted services.

## **Capital Improvement Plan Update**

We are currently in the second year of our biennial 2017-26 Capital Improvement Plan. Last year 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 that projects begin within the next five years or less, our debt capacity, within triple A standards, limited our ability to support projects at that level. The total requested amount was far greater than the debt range recommended over the next four years by the County's trusted Financial Advisor.

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

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

As part of the FY 2017-18 annual budget a 1.75 cent property tax rate increase was approved to support future debt service needs, a level that aligns with ranges communicated during the recent bond referendum. This increase would take the dedicated tax rate for capital projects and related debt service up from 7.96 cents to 9.71 cents. This amount is slightly lower than original projections communicated during the bond referendum, and by instituting this increase now the County will be able to lessen the amount of future property tax increases for debt service and help mitigate any tax rate increase fluctuations. In fact, outside of any major additions to future Capital Improvement Plans, along with steady growth in dedicated revenue sources, the tax rate needed to support capital projects and their related debt service could potentially remain flat.

## **Conclusion**

In closing I offer the following. In the years ahead, forecasts suggest that our revenues will be even more constrained, understanding these projections further implies that Durham has to be intentional about planning its future. Ten to twenty years from now one of the best predictors of our community's competitive and comparative economic advantage will be how good a job we did investing in early childhood education and underserved populations. Today we have three important reports (State of Durham County's Young Child, Universal Pre-K Recommendations and MBK Policy Review) that offer a framework for Durham's successful future. We must make serious investments in our human- capital to continue attracting good companies and to produce the skill sets necessary to fill those good jobs that arise from good companies.

While this fiscal plan represents the most important policy document for our local government, the FY 2017-18 budget is our first year realizing many of the manifestations of our change management model - MFR. We now have performance metrics, programs and program purposes, the associated program budgets and priorities as expressed in our newly refreshed strategic plan. These items, at best, are merely tools to help us make better informed decisions. As we peer into the future, a good education, a healthy community, a wholesome environment, a first-rate public safety apparatus, and a high performing government will only be achieved if we apply ourselves with a laser-like focus on these important priorities.

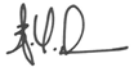
Finally, we have taken steps to realize efficiencies by realigning \$1.88 million in this budget. Many of these efficiencies resulted from department heads engaging in innovative practices and process changes. Our organization is beginning to embrace the notion that "change" is in the only constant as we seek to become high



performing. In this age of uncertainty, with threats of fewer resources due to federal and state legislative actions, innovation, creativity, measuring what we do, and being resolute about what the data is telling us will be paramount.

I am excited to present the Durham County Board of County Commissioners approved budget. A transformative budget that supports the vision of its leaders and its citizens, a budget that looks not only to next year, but into the future. The staff and I look forward to working with the Board and Durham County citizens as we continuously aim to make Durham the place to work, play and thrive.

Sincerely,

A handwritten signature in dark ink, appearing to read 'W.D.', with a stylized flourish extending from the end.

Wendell M. Davis

---

## FY 2017-18 BUDGET HIGHLIGHTS

---

- The tax rate will increase 2.75 cents, which includes a 1.75 cent increase for debt service, and 1.0 cent for Durham Public Schools (DPS) current expense for an overall tax rate of 76.79 cents per \$100 valuation
- Property tax collection percentage remains at 99.60%, with overall property valuation increasing 1.56% from last year's budgeted values.
- Sales taxes, including an inter-local agreement with the City of Durham, are estimated to increase 6.99% from the current year approved budget. See the Revenue Highlights page for more detail.
- Various fee adjustments in Public Health, EMS and the Enterprise Utility Fund.
- Adding 16.78 new General Fund FTEs, realigned 3.0 FTEs, a net General Fund increase of 13.78 FTEs for FY 2017-18. One new FTE (1.0) position created in the Sewer Utility (Enterprise) Fund.
- Increase in the participation rate for the County contribution to the Local Government Employees Retirement System (LGERS) from 7.32% to 7.55% for local LEO class and 8.0% to 8.20% for Local Law Enforcement Officers (LEO).
- Continued pay-for performance salary increases for employees for FY 2017-18 by 2% (meets expectations) or 3% (exceeds expectations)
- Implementation of a comprehensive Pay Study and potential related adjustments \$1,150,000
- EMS Paramedic and Sheriff Office Detention Officers FY 2016-17 pay study recommendation \$900,000
- The total no cost increase of the County Benefits Plan Fund for health insurance and 8% increase in dental insurance for a very minimal increase overall from \$23,437,300 to \$23,442,744.
- The General Fund fund balance appropriation increased from \$13.24 million to \$14.37 million.
- \$5.58 million in Community Health 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 \$6.06 million or 4.78% to \$132,665,201 with no increase in capital outlay funding. Article 46 sales tax revenue support of current expense funding for DPS is \$9,900,200, and \$508,140 for Pre-K programs.
  - Local expense per pupil funding increases to \$3,312, up \$165 from FY 2016-17.
- Durham Technical Community College funding increases by 3.77% or \$260,204. Overall Durham Technical Community College will receive \$1.32 million in dedicated Article 46 sales tax support.
- North Carolina Museum of Life and Science current expense funding increases by \$65,105 or 4.00%.
- Purchase of 46 vehicles (new (4) and replacement (42) vehicles) for the EMS, Fire Marshal, ACCESS Transportation, CJRC, General Services, Social Services and Sheriff and new equipment for EMS, Sheriff and Fire Marshal. Detailed on the Vehicle & Equipment page in the document.
- Departments realigned a total of \$1.88 million dollars within their existing budgets to support inflationary contract increases, new initiatives and new position requests.
- 40 nonprofit agencies are approved for funding in the nonprofit funding program in FY 2017-18 at a total of \$650,000. In this application cycle, 57 individual agencies and 2 collaborations applied for funding with requests totaling \$1,561,656. A detailed list of funding recommendations can be found in the Appendix and the approved funding amounts can be found are budgeted in the following fund centers: Economic Development, Other Education, Public Health, CJRC, Engineering and Nondepartmental.
- Funding for Durham County's participation in the Durham Youth Works Internship Program totals \$75,280.
- The Lebanon Fire District is requesting a 1 cent property tax rate increase to support the purchase of a tanker truck, new radio equipment and payroll change related expenses.
  - No changes to any other existing fire tax district tax rates for FY 2017-18.
- Increased Special Park District tax rate of 0.5 cent to support the Research Triangle Park development plan improvements
- Debt Service increase \$10.5 million to \$68.67 million, with dedicated property tax increasing 1.75 cents to 9.71 cents to support future debt service payments that will be increasing. Additional funding from lottery funds and dedicated Sales Tax also support debt service needs for FY2017-2018.

This page intentionally blank.



## **Ordinance**

The legally adopted plan for raising and spending money in Fiscal Year 2017-2018 for Durham County.



## ANNUAL BUDGET ORDINANCE

### Durham County

### North Carolina

### FY 2017-18

WHEREAS, the proposed budget for FY 2017-18 was submitted to the Board of Commissioners on May 22, 2017 by the Durham County Manager and filed with the Clerk to the Board on that date pursuant to G.S. 159-11;

31

WHEREAS, on June 12, 2017, the Durham County Board of Commissioners held a public hearing on the budget pursuant to G.S. 159-12;

WHEREAS, on June 26, 2017, 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, 2017 and ending June 30, 2018, 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 2017-18									
Function	General Fund	Swap Fund	Capital Financing Fund	Reappraisal Reserve Fund	Special Revenue Funds	Debt Service Fund	Enterprise Fund	Total Appropriation	
General Government	\$109,584,024	\$2,225,000	\$72,680,412	\$1,327,492	\$10,951,621	\$68,669,065	\$500,000	\$265,937,614	
Public Safety	\$63,133,100	---	---	---	\$3,210,406	---	---	\$66,343,506	
Transportation	\$512,500	---	---	---	---	---	---	\$512,500	
Environmental Protection	\$4,458,542	---	---	---	---	---	---	\$4,458,542	
Economic and Physical Development	\$5,714,727	---	---	---	\$1,193,549	---	---	\$6,908,276	
Human Services	\$95,683,882	---	---	---	---	---	---	\$95,683,882	
Education	\$143,038,856	---	---	---	---	---	---	\$143,038,856	
Cultural and Recreation	\$12,637,795	---	---	---	---	---	---	\$12,637,795	
Utilities	---	---	---	---	---	---	\$10,118,880	\$10,118,880	
<b>Ordinance-Rev</b>	<b>\$434,763,426</b>	<b>\$2,225,000</b>	<b>\$72,680,412</b>	<b>\$1,327,492</b>	<b>\$15,355,576</b>	<b>\$68,669,065</b>	<b>\$10,618,880</b>	<b>\$605,639,851</b>	
Section 2. Summary of Revenues by Fund and Revenue Category - FY 2017-18									
Category	General Fund	Swap Fund	Capital Financing Fund	Reappraisal Reserve Fund	Special Revenue Funds	Debt Service Fund	Enterprise Fund	Total Appropriation	
Taxes	\$324,720,170	---	\$34,560,507	---	\$8,996,951	---	---	\$368,277,628	
Licenses and Permits	\$1,172,500	---	---	---	---	---	\$10,000	\$1,182,500	
Intergovernmental	\$60,261,540	---	---	---	\$4,300,000	---	---	\$64,561,540	
Contributions and Donations	\$70,093	---	---	---	---	---	---	\$70,093	
Investment Income	\$400,000	---	\$10,000	---	---	\$368,221	\$35,000	\$813,221	
Rental Income	\$364,207	---	\$575,113	---	---	---	---	\$939,320	
Service Charges	\$21,811,080	---	---	---	---	\$500,000	---	\$22,311,080	
Enterprise Charges	\$10,000	---	---	---	---	---	\$9,678,000	\$9,688,000	
Sewer Connection Fees	\$43,150	---	---	---	---	---	\$895,880	\$939,030	
Other Revenues	\$587,302	\$2,225,000	---	---	---	---	---	\$2,812,302	
Other Financing Sources	\$25,323,384	---	\$37,534,792	\$1,327,492	\$2,058,625	\$67,800,844	---	\$134,045,137	
<b>Total Revenue</b>	<b>\$434,763,426</b>	<b>\$2,225,000</b>	<b>\$72,680,412</b>	<b>\$1,327,492</b>	<b>\$15,355,576</b>	<b>\$68,669,065</b>	<b>\$10,618,880</b>	<b>\$605,639,851</b>	

**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, 2017 at an anticipated collection rate of 99.60 percent. Rates are per \$100.00 of assessed valuation of taxable property.

<b>District</b>	<b>Rate</b>
Durham County-countywide	\$ .7679

**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, 2017 at the anticipated collection rates noted below. Rates are per \$100.00 of assessed valuation of taxable property.

<b>District</b>	<b>Rate</b>	<b>Collection Rate</b>	<b>District</b>	<b>Rate</b>	<b>Collection Rate</b>
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	\$.1156	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.

	<b>Tax Rate</b>	<b>Appropriation</b>
Research & Production Service District	\$.0629	\$1,193,549

There is hereby appropriated to the Durham-Wake Counties Research and Production Service District from the net proceeds of this tax the amount of \$1,181,328 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.

34

**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	\$6,816,720
Capital Outlay	\$347,500
Total Appropriation	\$7,164,220

- 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 \$1,323,075 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 2017-18 is as below:

Current Expense*	\$132,665,201	*Includes Article 46 Sales Tax Revenue:	DPS	Pre-K
Capital Outlay	\$1,370,000	<i>FY 2015-16 Over-collection</i>	\$704,760	\$0
Total Appropriation	\$134,035,201	<i>FY 2017-18 Estimated Revenue</i>	\$9,195,440	\$0
		<i>Board Policy Pre-K amount</i>		\$508,140
		FY 2017-18 Article 46 Total	\$9,900,200	\$508,140

- a) In addition, the Durham Public Schools budget should reflect local appropriations by purpose, function, and object. Once adopted, such resolution shall not be amended without the prior approval of the Board of Commissioners if the cumulative effect of such amendment would be to increase or decrease the amount of county appropriations allocated by purpose, function, or object by 15 percent or more.
- b) The Board of Commissioners and the County Manager shall be informed in writing of the audited fund balance amounts within 30 days of completion of the external audit.
- c) Transfers between capital outlay and current expense shall be approved by the Board of Commissioners.
- d) Durham Public Schools is authorized to use Public School Building Capital Funds, and Lottery Funds for capital outlay requests, with the approval of the Board of Commissioners.
- e) It is the intent of the Durham County Board of County Commissioners in appropriating these funds that the Board of Education allocate current expense funding of \$508,140 for expanded support of Durham Public School related Pre-Kindergarten programs.

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	\$3,423,808
Expense	\$3,423,808

**BENEFITS PLAN FUND**

Revenue	\$23,442,744
Expense	\$23,442,744

**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	\$637,073
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 2017-18, the County Contribution is designated at 16.37%.

**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 26<sup>th</sup> day of June 2017.**



## Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2016-17 Adopted Fees and Other Charges	FY 2017-18 Approved Fees and Other Charges
<b>All Departments</b>			
	8.5 x 11 paper copies	\$0.05/page (unless otherwise stated)	\$0.05/page (unless otherwise stated)
<b>Animal Services</b>			
	<b>Impoundment</b>		
	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
	<b>Boarding</b>		
	Dogs	\$12/day	\$12/day
	Cats	\$8/day	\$8/day
	<b>Civil penalties</b>		
	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
<b>Board of Elections</b>			
	Reports - 8.5 x 11 paper	Free	\$0.05/page
	Diskettes and CDs - processing fee	\$25	\$5
	Labels - duplex on 8.5 x 11 paper	Free with furnished labels	\$0.30 per label / Free with furnished labels
	Certificates	\$1	\$1
	Maps		
	8.5 x 11 paper	Free	\$0.05/page
	34 x 42 paper	\$10	\$10
<b>Fire Marshal</b>			
	See attached detail		
<b>General Services</b>			
	Solid Waste Management fee (County)	\$158.81/year	\$158.81/year
	Solid Waste Management fee (City)	\$158.81/year	\$158.81/year
	Solid Waste Management fee (out of County users)	\$250/year	\$250/year
<b>Library</b>			
	Overdue fines on all materials (books, DVDs, CDs, etc.)	Fee structure is the same for all materials: 3-day grace period, \$1 on 4th day, \$0.25/day, maximum fines allowed for checkout - \$10	Fee structure is the same for all materials: 3-day grace period, \$1 on 4th day, \$0.25/day, maximum fines allowed for checkout - \$10
	Technology Lending	\$5/day/overdue item, no maximum	\$5/day/overdue item, no maximum
	Duplicating	\$0.10 per black and white 8 ½ x 11 page single-sided, \$.20 per black and white 8 ½ x 14 page single-sided, \$.25 per color 8 ½ x 11 page single-sided, \$.50 per color 8 ½ x 14 page single-sided	\$0.10 per black and white 8 ½ x 11 page single-sided, \$.20 per black and white 8 ½ x 14 page single-sided, \$.25 per color 8 ½ x 11 page single-sided, \$.50 per color 8 ½ x 14 page single-sided
	Out-of-County users	\$45	\$45
	Uncollected Interlibrary Loan	\$11 per uncollected out of County Interlibrary Loan	\$11 per uncollected out of County Interlibrary Loan
	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	\$.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

## Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2016-17 Adopted Fees and Other Charges	FY 2017-18 Approved Fees and Other Charges
<b>Library continued</b>			
	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
<b>Environmental Engineering</b>			
	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
<b>Utilities</b>			
	Monthly service fees (County customers with City water)	\$4.15/hundred cubic feet	\$4.25/hundred cubic feet
	Monthly service fees (County customers without City water)		
	1 or 2 bedrooms	\$22.49	\$23.03
	3 bedrooms	\$50.58	\$51.79
	4 or more bedrooms	\$81.25	\$83.20
	Plan review fee (per submittal)	\$300 for first submittal; \$150 for each resubmittal	\$300 for first submittal; \$150 for each resubmittal
	Pollutant Headworks Analysis Fee	At cost	At cost
	Inspection/Management fee	\$2/linear foot	\$2/linear foot

## Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2016-17 Adopted Fees and Other Charges	FY 2017-18 Approved Fees and Other Charges
<b>Utilities continued</b>			
	Reinspection fee (per inspection)	\$200	\$200
	Lateral fee (per service)	At cost	At cost
	Lateral inspection fee	\$300	\$300
	<b>Capital Recovery Charges</b>		
	Single family (min. 2 bedrooms)	\$687 each	\$696 each
	Single family (each bedroom above 2)	\$343/bedroom	\$347/bedroom
	Multi-family units (apartments, duplexes, condominiums; min. 2 bedrooms)	\$687 each	\$696 each
	Multi-family units (apartments, duplexes, condominiums; each bedroom above 2)	\$343/bedroom	\$347/bedroom
	Multi-family (motels, hotels)	\$343/room	\$347/room
	Multi-family (motels, hotels with cooking facilities in room)	\$502/room	\$509/room
	Nursing/Rest home	\$172/bed	\$174/bed
	Nursing/Rest home with laundry	\$343/bed	\$348/bed
	Office - per shift	\$72/person	\$73/person
	Factory - per shift	\$72/person	\$73/person
	Factory with showers - per shift	\$101/person	\$102/person
	Store/Shopping Center/Mall	\$286/1,000 sq. ft.	\$290/1,000 sq. ft.
	Store/Shopping Center/Mall with food service (ADD)	\$86/person	\$87/person
	Restaurant (greater of per seat or per 15 sq. ft. of dining area)	\$115	\$117
	Restaurant - 24-hour service	\$147/seat	\$149/seat
	Restaurant - single service (exclusive of fast food)	\$58/seat	\$59/seat
	School - day with cafeteria, gym, showers	\$44/student	\$45/student
	School - day with cafeteria only	\$36/student	\$37/student
	School - day with neither cafeteria nor showers	\$28/student	\$29/student
	School - boarding	\$172/person	\$174/person
	Church (not including food service, day care, camps)	\$8/seat	\$8/seat
	Miscellaneous (based on daily average flow of facilities not described above)	\$2.87/gallon	\$2.92*/gallon *For facilities discharging high strength wastewater, this rate will be increased proportional to the maximum strength ratio of the waste concentrations to the respective pollutant surcharge concentrations.
	<b>Monthly Sewer Service Charge - Water Meter Size</b>		
	5/8"	\$4.00	\$4.10
	1"	\$5.45	\$5.51
	1.5"	\$7.46	\$7.51
	2"	\$8.06	\$8.12
	3"	\$19.61	\$19.75
	4"	\$44.22	\$44.53
	6"	\$56.39	\$56.67
	8"	\$68.18	\$68.52
	Over 8"	\$68.18	\$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.

## Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2016-17 Adopted Fees and Other Charges	FY 2017-18 Approved Fees and Other Charges
Utilities continued			
	TP (Total Phosphorous) <i>Surcharge is applied for discharge concentrations greater than 5 mg/L</i>	\$6.87/lb.	\$6.87/lb.
	Permit Applications		
	Initial application fee for all applicants	\$300	\$300
	Permit modification fee	\$200	\$200
	Authorization to Construct review	\$300	\$300
	Monitoring Charges		
	Sampling 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	\$19
	Cadmium	\$10.50	\$10.50
	CBOD5	\$20	\$20
	Chloride	\$10	\$10
	Chromium	\$10.50	\$10.50
	COD	\$19	\$19
	Copper	\$10.50	\$10.50
	Cyanide	\$22	\$22
	Ethanol	\$95	\$95
	Fluoride	\$19	\$19
	Gallium	\$12	\$18
	Indium	\$12	\$18
	Lead	\$10.50	\$10.50
	Mercury (Method 1631)	\$120	\$120
	Molybdenum	\$10.50	\$10.50
	Nickel	\$10.50	\$10.50
	NO2 + NO3	\$14	\$14
	Oil and grease	\$50	\$50
	Oil and grease (nonpolar)	\$50	\$50
	pH	\$5	\$5
	Selenium	\$10.50	\$10.50
	Silver	\$10.50	\$10.50
	SVOC (EPA 624)	\$275	\$275
	Tin	\$10.50	\$10.50
	TKN	\$19	\$19
	Total Phosphorous	\$15	\$15
	TSS	\$10	\$10
	Total Toxic Organics	\$610	\$610
	Volatile Organic Chemicals	\$120	\$120
	Zinc	\$10.50	\$10.50
	Acetone	\$120 for complete Pharma test group	\$120 for complete Pharma test group
	Ethyl Acetate		
	Isopropyl Acetate		
	Methylene Chloride		
	n-Amyl Acetate		
Rougemont Community Water System Fees: (Usage Charge plus Base Charge plus Billing Service charge)			
Water Fees:	Usage charge	\$ 5.45 per 1,000 gallons (up to 10,000 gallons per month)	\$ 5.45 per 1,000 gallons (up to 10,000 gallons per month)
	Usage charge	\$ 8.18 per 1,000 gallons (10,000 to 20,000 gallons per month)	\$ 8.18 per 1,000 gallons (10,000 to 20,000 gallons per month)
		\$10.90 per 1,000 gallons (greater than 20,000 gallons per month)	\$10.90 per 1,000 gallons (greater than 20,000 gallons per month)
	Basic Facility Charge (water meter<1")	Monthly Base Charge = \$18.00	Monthly Base Charge = \$18.00
	Billing Service Charge	\$2.00 per month	\$2.00 per month
Other Water Fees:			
*This charge is waived once for initial project participants	*Water Connections	At Cost	At Cost
	*Meter Installation Fee	\$75.00	\$75.00

## Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2016-17 Adopted Fees and Other Charges	FY 2017-18 Approved Fees and Other Charges
<b>Rougemont Community Water System Fees continued:</b>			
	Disconnection Fee	\$75.00	\$75.00
	Reconnection Fee	\$100 must be paid prior to service reconnection	\$100 must be paid prior to service reconnection
	Backflow preventer inspection	\$50 per inspection	\$50 per inspection
	*Capital Recovery Fees (residential)	\$2,500 per home	\$2,500 per home
	*Capital Recovery Fee (non-residential)	\$10 per gallon per day design flow	\$10 per gallon per day design flow
	*New Account Deposit	\$100	\$100
	Inspection Service Charge	\$50 per inspection	\$50 per inspection
	*Service Initiation Fee	\$20	\$20
<b>Emergency Medical</b>			
	Basic Life Support (BLS) service fee + mileage	\$575 + \$10/mile	\$610 + \$12/mile
	Advanced Life Support #1 (ALS #1) service fee + mileage	\$660 + \$10/mile	\$700 + \$12/mile
	Advanced Life Support #2 (ALS #2) service fee + mileage	\$685 + \$10/mile	\$800 + \$12/mile
	Extra attendant	\$25/transport	\$100/transport
	Special event coverage (3-hour minimum)	\$200/hour	\$250/hour
	Special event quick response vehicle	\$125	\$150
	Treatment (without transport)	\$250	\$250
	QVR transport	\$125/hour	\$125/hour
	Foot medic/supervisor	n/a	\$150/hour
	Bike Team (2 medics)	n/a	\$150/hour
<b>Sheriff</b>			
	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	\$0.51	\$0.50
	DVD/CD copy	\$5	\$5
	SMCP Per Diem Housing	\$40	\$40
	SMCP Transports Fee (Hourly)	\$25	\$25
<b>Public Health</b>			
<b>Nutrition</b>			
	MNT, initial visit, 15 minute unit	\$34.00	\$34.00
	MNT, subsequent visit, 15 minute unit	\$30.00	\$30.00
	MNT group visit, 30 minute unit	\$16.00	\$16.00
	DSMT individual visit, 30 minute unit	\$52.00	\$53.00
	DSMT group session of 2 or more, 30 minute unit	\$14.00	\$15.00
	Diabetic management program, dietitian visit	\$43.13	\$43.13
	Patient Education group visit	Not offered in FY 16-17	\$5.00
<b>Public Health</b>			
<b>Community Health</b>			
	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

## Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2016-17 Adopted Fees and Other Charges	FY 2017-18 Approved Fees and Other Charges
<b>Public Health continued</b>			
<b>Community Health</b>	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
	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
	Rotovirus	\$91.00	\$91.00
	Flu (6-35 months)	\$29.00	\$29.00
	Seasonal Flu (quad)	\$20.93	\$20.93
	Kinrix (DTaP-IPV)	\$43.27	\$43.27
	Pentacel (DTaP-IPV Hib)	\$80.43	\$80.43
	DTaP	\$18.65	\$18.65
	DT Pediatric	\$35.41	\$35.41
	MMR, Live	\$80.66	\$80.66
	IPV	\$31.92	\$31.92
	Td(Tetnus and diptheria)	\$39.87	\$39.87
	Tdap	\$53.52	\$53.52
	Varivax	\$108.00	\$108.00
	Pediarix (DTaP-HepB-Polio)	\$90.78	\$90.78
	Pneumoonia Vaccine (PneumoVax)	\$95.99	\$95.99
	Meningococcal Polysaccharide Vaccine	\$113.12	\$113.12
	Meningococcal	\$133.60	\$133.60
	Herpes Zoster (Shingles) vaccine	\$201.00	\$201.00
	Hepatitis B (ped)	\$15.93	\$15.93
	Hepatitis B (Adult)	\$71.07	\$71.07
	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 Completetion	\$20.00	\$20.00
	Vision Screen	\$0.00	\$0.00



## Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2016-17 Adopted Fees and Other Charges	FY 2017-18 Approved Fees and Other Charges
<b>Public Health continued</b>			
<b>Community Health</b>	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
	Smoking Cessation Couns 3-10 minutes	\$13.32	\$13.32
	Smoking Cessation Counseling >10minutes	\$27.62	\$27.62
	Substance Abuse Counseling >30 mins.	\$0.00	\$0.00
	CRAFFT	\$36.82	\$36.82
	Substance Abuse Counseling 15-30 mins.	\$0.00	\$0.00
	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-SubQ Injection	\$24.00	\$6.24
	Rhogam	\$112.14	\$112.14
	Liletta IUD	Not offered in FY 16-17	\$46.47
	IUD Device (Paragard)	\$234.22	\$234.22
	Etonogestrel Implant system (Nexplanon)	\$351.00	\$351.00
	Risk Screen - PMH	\$50.00	\$50.00
	Risk Screen	\$50.00	\$50.00
	Postpartum-PMH	\$150.00	\$150.00
	Childbirth Education Class	\$10.86	\$10.86
	DSV Counseling	\$0.00	\$0.00
	FP Pregnancy Test Counseling	\$0.00	\$0.00
	Postpartum Visit	\$0.00	\$0.00
	Behavioral health Counseling	\$0.00	\$0.00
	RN services up to 15 minutesX _____ units	\$19.50	\$19.50

## Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2016-17 Adopted Fees and Other Charges	FY 2017-18 Approved Fees and Other Charges
<b>Public Health continued</b>			
<b>Community Health</b>	STD Control Treatment (RN) X _____ units	\$19.50	\$19.50
	Mirena	\$305.25	\$46.47
	Depo-Provera	\$24.00	\$24.00
	Inmate CoPay/DC Detention Center	\$20.00	\$20.00
<b>Public Health</b>			
<b>Dental</b>	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, firts	\$23.00	\$23.00
	Intraoral, periapical, addl.	\$20.00	\$20.00
	Intraoral, occlusal film	\$36.00	\$36.00
	Bitewing, single	\$23.00	\$23.00
	Bitewing, two	\$38.00	\$38.00
	Bitewing 3	\$46.00	\$46.00
	Bitewing, four	\$53.00	\$53.00
	Panoramic film	\$90.00	\$90.00
	Prophylaxis Adult	\$76.00	\$76.00
	Prophylaxis Child	\$55.00	\$55.00
	Fluoride Child, without Propy	\$31.00	\$31.00
	Fluoride Adult, without Propy	\$31.00	\$31.00
	Prophy w/Fluoride Adult	\$51.69	\$51.69
	Topical Fluoride varnish < 21	\$40.00	\$40.00
	Oral Hygiene Instruction	\$0.00	\$0.00
	Sealant – per tooth	\$45.00	\$45.00
	Space Maintainer - unilateral	\$263.00	\$263.00
	Space Maintainer - bilateral	\$357.00	\$357.00
	Amalgam: One Surface Primary or Permanent	\$113.00	\$113.00
	Amalgam: 2 Surfaces	\$144.00	\$144.00
	Amalgam: 3 Surfaces	\$174.00	\$174.00
	Amalgam: 4 Surfaces	\$203.00	\$203.00
	Resin-based Composite: 1 Surface	\$133.00	\$133.00
	Resin-based Composite: 2 Surfaces	\$165.00	\$165.00
	Resin-based Composite: 3 Surfaces	\$201.00	\$201.00
	Resin-based Composite: 4 or More Surfaces	\$252.00	\$252.00
	Resin-based Composite: Crown Anterior	\$369.00	\$369.00
	Resin-based Composite: 1 Surface Posterior	\$144.00	\$144.00
	Resin-based Composite: 2 Surface Posterior	\$188.00	\$188.00
	Resin-based Composite: 3 Surface Posterior	\$236.00	\$236.00
	Resin-based Composite: 4 Surface Posterior	\$281.00	\$281.00
	Prefab Crown Stainless steel Primary	\$226.00	\$226.00
	Prefab Crown	\$268.00	\$268.00
	Resin-based Crown	\$295.00	\$295.00
	Prefab esthetic coated	\$295.00	\$295.00
	Sedative Filling	\$94.00	\$94.00
	Core Buildup, including pins	\$230.00	\$230.00
	Restoration	\$62.00	\$62.00
	Temp Crown (fractured tooth)	\$240.00	\$240.00
	Pulp Caps	\$20.00	\$20.00
	Therapeutic pulpotomy	\$165.00	\$165.00
	Endodontic Therapy	\$236.00	\$236.00
	Ginevectomy	\$563.00	\$563.00

## Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2016-17 Adopted Fees and Other Charges	FY 2017-18 Approved Fees and Other Charges
<b>Public Health continued</b>			
<b>Dental</b>	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: Partially Bony	\$199.00	\$199.00
	Removal Impacted Tooth: Completely Bony	\$199.00	\$199.00
	Removal Impacted Tooth: Completely Bony Unusual Surgical	\$230.00	\$230.00
	Surgical Removal of residual tooth roots	\$192.00	\$192.00
	Incision and drainage of abscess	\$192.00	\$192.00
	Nitrous Oxide (Analgesia)	\$64.00	\$64.00
<b>Public Health</b>			
<b>Pharmacy</b>	Prenavite	\$2.48	\$2.48
	Nitrofurantoin	\$1.08	\$1.08
	Cipro 250mg	\$0.09	\$0.09
	Cipro 500mg	\$0.09	\$0.09
	Metrogel	\$0.85	\$0.85
	Septra DS	\$0.04	\$0.04
	Lo/ovral	\$5.13	\$5.13
	Sronyx	\$3.17	\$3.17
	Desogen	\$3.81	\$3.81
	Micronor	\$3.70	\$3.70
	Miconazole 7	\$0.04	\$0.04
	Diflucan	\$2.00	\$2.00
	Antifungal Cream	\$0.21	\$0.21
	Chewable vitamins	\$1.86	\$1.86
	Ferrous Sulfate	\$0.01	\$0.01
	Colace	\$0.01	\$0.01
	Phenergan	\$0.03	\$0.03
	Ranitidine	\$0.19	\$0.19
	Zofran	\$0.15	\$0.15
	Ortho Tri-cyclen	\$2.89	\$2.89
	Ortho Cyclen	\$3.22	\$3.22
	Ortho Tri-cyclen lo	\$0.27	\$0.27
	Levora	\$3.73	\$3.73
	Plan B	\$6.30	\$6.30
	Ferrous Gluconate	\$2.51	\$2.51
	Terconazole	\$3.07	\$3.07
	Yasmin	\$3.07	\$3.07
	Depo	\$3.01	\$3.01
	Nuvaring	\$14.53	\$14.53
<b>Public Health</b>			
<b>Environmental Health</b>	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

## Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2016-17 Adopted Fees and Other Charges	FY 2017-18 Approved Fees and Other Charges
<b>Public Health continued</b>			
<b>Environmental Health</b>	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
	Pool Plan Review	\$250.00	\$250.00
	Wading Pool Operation Permit	\$250.00	\$250.00
	Spa Operation Permit	\$250.00	\$250.00
	Pool Permit Inspection Revisit	\$50.00	\$50.00
	Tattoo Artist Permit	\$200.00	\$200.00
	Food Service Plan Review	\$250.00	\$250.00
	Construction Plan Review	\$125.00	\$125.00
	Catering Food Establishment Plan Review	\$100.00	\$100.00
	Existing Food Establishment Plan Review	\$100.00	\$100.00
	Temp. Food Stand Permit	\$75.00	\$75.00
<b>Public Health</b>			
<b>Lab</b>	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

## Approved Fees and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2016-17 Adopted Fees and Other Charges	FY 2017-18 Approved Fees and Other Charges
<b>Public Health continued</b>			
Lab	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
	Antibody Screen	\$18.14	\$18.14
	ABO	\$4.64	\$4.64
	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
	Trichomonas Detection	Not offered in FY 16-17	\$6.00
<b>Register of Deeds</b>			
	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 each addtl. page	\$56 for first 15 pages, \$4 each addtl. 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 2017-18**  
**Durham County Fire Prevention and Protection Code**  
**Approved Fee Schedule for Inspections, Permit Services and Violations**

<b>Penalties and Fees</b>		
<b>Ordinance Code #</b>	<b>Violation Description</b>	<b>Penalty Amount</b>
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.*



**FY 2017-18**  
**Durham County Fire Prevention and Protection Code**  
**Approved Fee Schedule for Inspections, Permit Services and Violations**

<b>Fire Prevention Permit Fees</b>		
Section 1: The fees set forth in this section are fixed for the issuance of the permits required by the Fire Prevention Code. Such		
<b>Technical Code #</b>	<b>Activities Requiring Permits</b>	<b>Fee</b>
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	<b>Manufacturing, Storage, Handling, &amp; Sale or use of explosives, fireworks, explosive material (60-day permit)</b>	\$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-Pipe 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	Polyoxylin 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	\$150.00
<i>All other permit fees required by the Technical Code and not listed shall be \$65.00</i>		
<b>User Fees</b>		
<b>Description</b>		<b>Fee</b>
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
<b>Inspection Fee Schedule</b>		
All owners or tenants of buildings in Durham County, which are required to be inspected by the Durham County Fire Marshal's Office		
<b>Inspection Activities</b>		<b>Fee</b>
	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 2016-17 Adopted Fee	FY 2017-18 Approved Fee
<b>Zoning Map Change (Rezoning)</b> Per-acre fees shall be calculated on the entire project and shall not be calculated on a prorata share. Cases with multiple zones, are charged the highest base fee applicable according to the zone or use categories proposed, plus the per-acre fee according to the acres in each of the categories proposed		
All Residential (Not Listed Below), 5 acres or less	\$1,000 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$1,000 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Non-Substantial Modification to Existing Design Guidelines (Only)	\$1,500 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$1,500 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
All Residential (Not Listed Below), More than 5 acres	\$3,000, plus \$65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$3,000, plus \$65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
PDR, Mixed Use, Office, Residential Multi-Family, Commercial, Industrial or Research with Development Plan with Development Plan	\$4,500, plus \$65 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$4,500, plus \$65 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Design District or Residential Multi-Family, Commercial, Industrial or Research without Development Plan	\$3,500.00, plus \$65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$3,500.00, plus \$65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Re-Review Fees (applicable to all development 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
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%
<b>Consolidated Annexation</b>		
All except Single Family and/or Duplex, with zoning map change	\$800 per case, plus \$47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$800 per case, plus \$47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Single Family and/or Duplex, with zoning map change	\$800 per case, plus \$47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$800 per case, plus \$47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
All consolidated annexation cases that are a direct translation from County zoning	\$400 base fee, plus \$47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs. Please note that if requested zoning is a direct translation from County zoning, the notification surcharge for newspaper advertising is reduced by \$272	\$400 base fee, plus \$47 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs. Please note that if requested zoning is a direct translation from County zoning, the notification surcharge for newspaper advertising is reduced by \$272
Re-Review Fees (applicable to all development applications)	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review
<b>Comprehensive Plan Amendment</b>		
Future Land Use Map Plan Amendment	\$2,100 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$2,100 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Comprehensive Plan Text Amendment	\$3,000 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$3,000 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs
Re-Review Fees (applicable to all development applications)	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review	Half of filing fee, plus technology surcharge of 4%, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review

## Durham City-County Planning Department Fee Schedule

Fee Type	FY 2016-17 Adopted Fee	FY 2017-18 Approved Fee
<b>Board of Adjustment Applications</b>		
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
<b>Major Special Use Permit Applications</b>		
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
<b>Site Plans</b>		
Administrative Site Plan – Level 1 (defined as a site plan requiring only Planning Department review)	\$210, plus technology surcharge of 4%	\$210, plus technology surcharge of 4%
Administrative Site Plan – Level 2 (defined as a site plan with a maximum of 200 square feet of new impervious surfaces added, no required or proposed changes in stormwater management, no more than 200 square feet of new building area and less than 12,000 square feet of land disturbance)	\$500, plus technology surcharge of 4%	\$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%	\$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%	\$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%
Major site plan	\$4,000 base fee, plus \$25.00 per 1,000 square feet of gross building area [rounded up], and/or \$25.00 per lot, and/or \$25.00 per attached dwelling unit, plus technology surcharge of 4% Site Plans which do not require an initial re-review will be reimbursed 33% of the original review fee	\$4,000 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 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 2016-17 Adopted Fee	FY 2017-18 Approved Fee
<b>Site Plans continued</b>		
Landscape extensions	Major non-residential, defined as greater than 25,000 square feet in gross floor area: \$300; minor non-residential, defined as less than or equal to 25,000 square feet in gross floor area: \$150; residential \$75 per lot. Plus technology surcharge of 4%	Major non-residential, defined as greater than 25,000 square feet in gross floor area: \$300; minor non-residential, defined as less than or equal to 25,000 square feet in gross floor area: \$150; residential \$75 per lot. Plus technology surcharge of 4%
Floodplain Development Permit (Small)	Floodplain Development Permit initiated through the Planning Department that does not require review of a flood study or approval by an elected body - \$150 plus technology surcharge of 4%	Floodplain Development Permit initiated through the Planning Department that does not require review of a flood study or approval by an elected body - \$150 plus technology surcharge of 4%
Floodplain Development Permit (Large)	Floodplain Development Permit initiated through the Planning Department that requires review of a flood study or approval by an elected body - \$500.00 plus technology surcharge of 4%	Floodplain Development Permit initiated through the Planning Department that requires review of a flood study or approval by an elected body - \$500.00 plus technology surcharge of 4%
Development Plan as Site Plan/Preliminary Plat	Half of zoning base fee, plus half of the site plan or preliminary base fee, plus technology surcharge of 4%	Half of zoning base fee, plus half of the site plan or preliminary base fee, plus technology surcharge of 4%
<b>Subdivision Plats</b>		
Preliminary plat	\$3,500 base charge, plus \$25 per lot, plus technology surcharge of 4%, plus surcharge for letter notice on those projects requiring governing body approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	\$3,500 base charge, plus \$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%	\$1,000 plus technology surcharge of 4%
Final plats	\$700, plus \$25 per lot, plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	\$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	\$250 plus 4% technology surcharge
Landscape extensions	Major non-residential, defined as greater than 25,000 square feet in gross floor area: \$300; minor non-residential, defined as less than or equal to 25,000 square feet in gross floor area: \$150; residential \$75 per lot; plus technology surcharge of 4%.	Major non-residential, defined as greater than 25,000 square feet in gross floor area: \$300; minor non-residential, defined as less than or equal to 25,000 square feet in gross floor area: \$150; residential \$75 per lot; plus technology surcharge of 4%.
Development Plan as Site Plan/Preliminary Plat	Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus technology surcharge of 4%	Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus technology surcharge of 4%
<b>Historic Preservation Fees</b>		
Historic Landmark Designation	\$800, plus technology surcharge of 4%, plus surcharges for advertising and letter notice, plus \$26 recordation fee	\$800, plus technology surcharge of 4%, plus surcharges for advertising and letter notice, plus \$26 recordation fee
Historic District Designation	\$20,000 per application, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting	\$20,000 per application, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting

## Durham City-County Planning Department Fee Schedule

Fee Type	FY 2016-17 Adopted Fee	FY 2017-18 Approved Fee
<b>Historic Preservation Fees continued</b>		
Major Works Certificate of Appropriateness - Historic Preservation Commission Review	\$150 base fee per application, plus \$100 additional charge if demolition or new construction, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting. Applications associated with projects begun and/or completed without required approval pay double the application base fee	\$150 base fee per application, plus \$100 additional charge if demolition or new construction, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Master Certificate of Appropriateness, Historic Preservation Commission Review	\$300 base fee per application, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting. Applications associated with projects begun and/or completed without required approval pay double the application base fee	\$300 base fee per application, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Minor Works Certificate of Appropriateness, Staff Review	\$75 base fee per application, plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee	\$75 base fee per application, plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Historic Signs	\$150, plus technology surcharge of 4%, plus surcharges for advertising and letter notice. Applications associated with projects begun and/or completed without required approval pay double the application base fee	\$150, plus technology surcharge of 4%, plus surcharges for advertising and letter notice. Applications associated with projects begun and/or completed without required approval pay double the application base fee
<b>Signage</b>		
Common signage plan review	\$175, plus technology surcharge of 4%	\$175, plus technology surcharge of 4%
Banner plan review (only)	\$75, plus technology surcharge of 4%	\$75, plus technology surcharge of 4%
Permanent Signs Requiring Permits (as defined by the Durham UDO)	\$75 application fee plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee	\$75 application fee plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Temporary Signs Requiring Permits (as defined by the Durham UDO)	\$50 application fee plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee	\$50 application fee plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee
Sign Compliance Inspection Fee	\$50 for each re-inspection	\$50 for each re-inspection
<b>Other Fees</b>		
Landscape Inspection fees	\$100, plus technology surcharge of 4% for first re-inspection	\$100, plus technology surcharge of 4% for first re-inspection
Landscape re-inspection fees	\$100, plus technology surcharge of 4% for first re-inspection. For each subsequent re-inspection, the total fee under this subsection, including the technology surcharge, will increase by \$104. For example, the total fee for the first re-inspection will be \$104; the total fee for the second re-inspection will be \$208; and the total fee for the third re-inspection will be \$312	\$100, plus technology surcharge of 4% for first re-inspection. For each subsequent re-inspection, the total fee under this subsection, including the technology surcharge, will increase by \$104. For example, the total fee for the first re-inspection will be \$104; the total fee for the second re-inspection will be \$208; and the total fee for the third re-inspection will be \$312
Street/Alley closing	\$800, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus \$47.00 recordation fee	\$800, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus \$47.00 recordation fee
Street/Alley renaming	\$600, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs; plus reimbursement for all street sign replacement costs, plus \$47.00 recordation fee	\$600, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs; plus reimbursement for all street sign replacement costs, plus \$47.00 recordation fee
UDO ordinance text amendment	\$3,000, plus technology surcharge of 4%, plus surcharge for advertising and letter notice	\$3,000, plus technology surcharge of 4%, plus surcharge for advertising and letter notice
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	\$5,000 application fee, plus technology surcharge of 4%, plus surcharge for advertising and signs	\$5,000 application fee, plus technology surcharge of 4%, plus surcharge for advertising and signs
Watershed Determination	\$2,500 application fee, plus technology surcharge of 4%.	\$2,500 application fee, plus technology surcharge of 4%.

## Durham City-County Planning Department Fee Schedule

Fee Type	FY 2016-17 Adopted Fee	FY 2017-18 Approved Fee
<b>Other Fees continued</b>		
Costs for departmental publications	Copies of publications on hand on June 16, 2008: \$5.00. Reproductions or new publications will be priced according to costs	Copies of publications on hand on June 16, 2008: \$5.00. Reproductions or new publications will be priced according to costs
Large format copies	\$1 per square foot (for example: a 3 foot by 6 foot map equals 18 square feet for a copying charge of \$18).	\$1 per square foot (for example: a 3 foot by 6 foot map equals 18 square feet for a copying charge of \$18).
Limited Agricultural Permit	\$25, plus technology surcharge of 4%.	\$25, plus technology surcharge of 4%.
Architectural Review (per Section 3.24 of the Durham Unified Development Ordinance)	\$150 plus Technology surcharge of 4%.	\$150 plus Technology surcharge of 4%.
Outdoor Seating Permit	Application for initial annual permit: \$250; Application to renew annual permit: \$100	Application for initial annual permit: \$250; Application to renew annual permit: \$100
Temporary Use Permit	\$100, plus technology surcharge of 4	\$100, plus technology surcharge of 4
Mobile Vendor Registration and Annual Renewals	\$10. Note: The fees in (X) are pursuant to city code section 54-91(n)	\$10. Note: The fees in (X) are pursuant to city code section 54-91(n)
<b>Surcharges</b>		
Newspaper advertising for zoning map change, land use plan amendment and street closings	Newspaper advertising for zoning Map Change, Future Land Use Map / Plan Amendment, Historic District Designation, Historic Landmark Designation or Street Closing: \$460; if case has to be heard by both governing bodies, \$920	Newspaper advertising for zoning Map Change, Future Land Use Map / Plan Amendment, Historic District Designation, Historic Landmark Designation or Street Closing: \$460; if case has to be heard by both governing bodies, \$920
Newspaper advertising for Board of Adjustment, major special use permit, street renaming, vested rights determination, certificates of appropriateness and historic landmark designations	\$230	\$230
Newspaper advertising for UDO text amendment	\$690	\$690
Letter notice for zoning map change, land use plan amendment, major site plan, preliminary plat	\$95	\$95
Letter notice for Board of Adjustment, major special use permit, street renaming or street closing, Certificates of Appropriateness and historic landmark designations	\$53	\$53
Signs	For Zoning Map Change, BOA, Major Special Use Permit, Vested Rights Determination, Street Renaming, Major Works Certificate of Appropriateness or Street Closing: \$100. If multiple signs are necessary to adequately notify neighbors, multiple signs will be charged for at the case intake	For Zoning Map Change, BOA, Major Special Use Permit, Vested Rights Determination, Street Renaming, Major Works Certificate of Appropriateness or Street Closing: \$100. If multiple signs are necessary to adequately notify neighbors, multiple signs will be charged for at the case intake
<b>Administrative Reductions</b>		
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, fewer than 1,000 peak hour trips: \$4,000, plus technology surcharge of 4%, plus surcharges for Advertising, Letter Notice and Sign
	Traffic Impact Analysis, equal to or greater than 1,000 peak hour trips: \$6,000, plus technology surcharge of 4%, plus surcharges for Advertising, Letter Notice and Sign	Traffic Impact Analysis, equal to or greater than 1,000 peak hour trips: \$6,000, plus technology surcharge of 4%, plus surcharges for Advertising, Letter Notice and Sign
	Transportation Special Use Permit: \$1,800, plus technology surcharge of 4%, plus surcharges for Advertising, Letter, Notice and Sign	Transportation Special Use Permit: \$1,800, plus technology surcharge of 4%, plus surcharges for Advertising, Letter, Notice and Sign
	Traffic Impact Phasing Analysis, fewer than 1,000 peak hour trips: \$2,000, plus technology surcharge of 4%	Traffic Impact Phasing Analysis, fewer than 1,000 peak hour trips: \$2,000, plus technology surcharge of 4%
	Traffic Impact Phasing Analysis, equal to or greater than 1,000 peak hour trips: \$3,000, plus technology surcharge of 4%	Traffic Impact Phasing Analysis, equal to or greater than 1,000 peak hour trips: \$3,000, plus technology surcharge of 4%



FY 2017-18  
Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY 2016-17 Adopted Fee	FY 2017-18 Approved Fee
<b>Part 4-101 (Building Fees)</b>		
<b>Schedule A</b>		
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
<b>Schedule B</b>		
New multi-family residential buildings (apartments, condominiums, triplex and fourplex)		
1 <sup>st</sup> unit	\$300	\$300
Each additional unit, per building	\$150	\$150
<b>Schedule C</b>		
Accessory buildings		
No footing	\$50	\$50
Footing	\$100	\$100
<b>Schedule D</b>		
Residential renovations and additions		
Additions		
\$0 to \$10,000 - no footing	\$125	\$125
(add \$40 if footing required)		
\$10,000 and over - no footing	\$250	\$250
(add \$40 if footing required)		
Interior renovations		
\$0 to \$10,000	\$125	\$125
\$10,000 and over	\$250	\$250
<b>Schedule E</b>		
Nonresidential Buildings (Cost will be based on construction contracts unless a reason is identified to base cost on other information):		
\$0 to \$5,000	\$104	\$104
\$5,001 to \$50,000	\$104	\$104
(plus \$7.80 per 1,000 or fraction thereof over \$5,000)		
\$50,001 to \$100,000	\$456	\$456
(plus \$6.60 per 1,000 or fraction thereof over \$50,000)		
\$100,001 to \$500,000	\$786	\$786
(plus \$4.32 per 1,000 or fraction thereof over \$100,000)		
Over \$500,000	\$2,513	\$2,513
(plus \$1.25 per 1,000 or fraction thereof over \$500,000)		
<b>Schedule F</b>		
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

FY 2017-18  
Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY 2016-17 Adopted Fee	FY 2017-18 Approved Fee
Residential decks (1 and 2 family)	\$100	\$100
Change of occupancy permit (if no building permit is otherwise required/no construction necessary)	\$50	\$50
Reinspection fees		
Not ready for inspection	\$100	\$100
8 or more code violations found	\$100	\$100
2 <sup>nd</sup> reinspection	\$100	\$100
3 <sup>rd</sup> reinspection	\$200	\$200
4 <sup>th</sup> 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
<b>Part 4-102 (Sign Fees)</b>		
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 <sup>nd</sup> reinspection	\$50	\$50
3 <sup>rd</sup> reinspection	\$75	\$75
4 <sup>th</sup> 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
<b>Part 4-103 (Temporary Electrical Service)</b>		
Application for permit for temporary electrical service	\$100	\$100
Each additional inspection	\$50	\$50
<b>Part 4-104 (Electric Wiring and Equipment)</b>		
<b>Schedule A</b>		

FY 2017-18  
Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY 2016-17 Adopted Fee	FY 2017-18 Approved Fee
New residential (1 and 2 family, including townhouse unit ownership)		
Multi-family residential (apartments, condominium, triplex and fourplex)		
100 to 200 amp service	\$156	\$156
400 amp service	\$187	\$187
<b>Schedule B</b>		
Outlets		
1 to 10 outlets	\$21	\$21
Each additional outlet	\$0.83	\$0.83
<b>Schedule C</b>		
Fixtures		
1 to 10 fixtures	\$21	\$21
Each additional fixture	\$0.83	\$0.83
<b>Schedule D</b>		
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
<b>Schedule E</b>		
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 <sup>st</sup> circuit	\$10.90	\$10.90
Each additional circuit for same sign	\$3.22	\$3.22
Electric heat		
Wall or baseboard heaters, 1 <sup>st</sup> unit	\$10.90	\$10.90
Each additional unit	\$3.95	\$3.95
Electric unit heaters		
1 <sup>st</sup> 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 <sup>st</sup> 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
<b>Schedule F</b>		
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
<b>Schedule G</b>		
Miscellaneous		
Solar panel inspections		
Residential	\$100	\$100

FY 2017-18  
Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY 2016-17 Adopted Fee	FY 2017-18 Approved Fee
Commercial roof top	\$150	\$150
Commercial ground-mounted	\$150	\$150
Commercial ground-mounted, charge per trip for 3rd and subsequent inspections	\$50	\$50
Service or saw pole - 1 inspection only	\$65	\$65
Service or saw pole - extra inspection, each (instead of 2nd, 3rd, and 4th reinspection fees listed below in this Schedule G)	\$47	\$47
Temporary service connection - commercial	\$150	\$150
Mobile home - 1 inspection	\$65	\$65
Mobile home - extra inspection, each (instead of 2nd, 3rd, and 4th reinspection fees listed below in this Schedule G)	\$47	\$47
Modular unit	\$69	\$69
Commercial reinspection	\$65	\$65
Minimum electrical permit fee	\$65	\$65
Reinspection fees		
Not ready for inspection	\$100	\$100
5 or more code violations found	\$100	\$100
2 <sup>nd</sup> reinspection	\$100	\$100
3 <sup>rd</sup> reinspection	\$200	\$200
4 <sup>th</sup> 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
<b>Part 4-105 (Mechanical (Heating and Air) Code-related)</b>		
<b>Schedule A</b>		
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
<b>Schedule B</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
<b>Schedule C</b>		

FY 2017-18  
Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY 2016-17 Adopted Fee	FY 2017-18 Approved Fee
Nonresidential heating/cooling: Installation of heating/cooling system, including boiler, furnace, duct heater, unit heater, air handling units and air distribution system		
Upfits per sq. ft. (minimum \$98; maximum \$3,000)	\$0.058	\$0.058
Heating system in total BTU input per floor or per individual system		
0 to 150,000	\$131	\$131
150,001 to 300,000	\$205	\$205
300,001 to 500,000	\$290	\$290
500,001 to 1,000,000	\$426	\$426
1,000,001 to 2,500,000	\$510	\$510
2,500,001 to 5,000,000	\$644	\$644
5,000,001 to 10,000,000	\$774	\$774
Over 10,000,000	\$929	\$929
Replacement of any component of heating/cooling system such as furnace, boiler, unit heater, duct heater, condensate receiver, feedwater pump, etc.	\$70	\$70
<b>Schedule D</b>		
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
<b>Schedule E</b>		
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
<b>Schedule F</b>		
Hood for commercial type cooking, per hood	\$150	\$150
Minimum fee for any heating/cooling permit or ventilation:	\$65	\$65
<b>Schedule G</b>		
Reinspection fees		
4 or more code violations	\$100	\$100
Not ready for inspection	\$100	\$100
2 <sup>nd</sup> reinspection	\$100	\$100
3 <sup>rd</sup> reinspection	\$200	\$200
4 <sup>th</sup> 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
<b>Part 4-106 (Plumbing)</b>		
<b>Schedule A</b>		
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.		
<b>Schedule B</b>		

FY 2017-18  
Durham City-County Inspections Department Building Permit Fee Schedule

Fee Type	FY 2016-17 Adopted Fee	FY 2017-18 Approved Fee
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.		
<b>Schedule C</b>		
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.		
<b>Schedule D</b>		
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.		
<b>Schedule E</b>		
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.		
<b>Schedule F</b>		
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 <sup>st</sup> reinspection	\$100	\$100
2 <sup>nd</sup> reinspection	\$200	\$200
3 <sup>rd</sup> 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.		
<b>Part 4-107 (Surcharge for Paper Application)</b>		
\$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



## **Summary**

A brief account of all funds budgeted for the  
fiscal year beginning July 1, 2017.

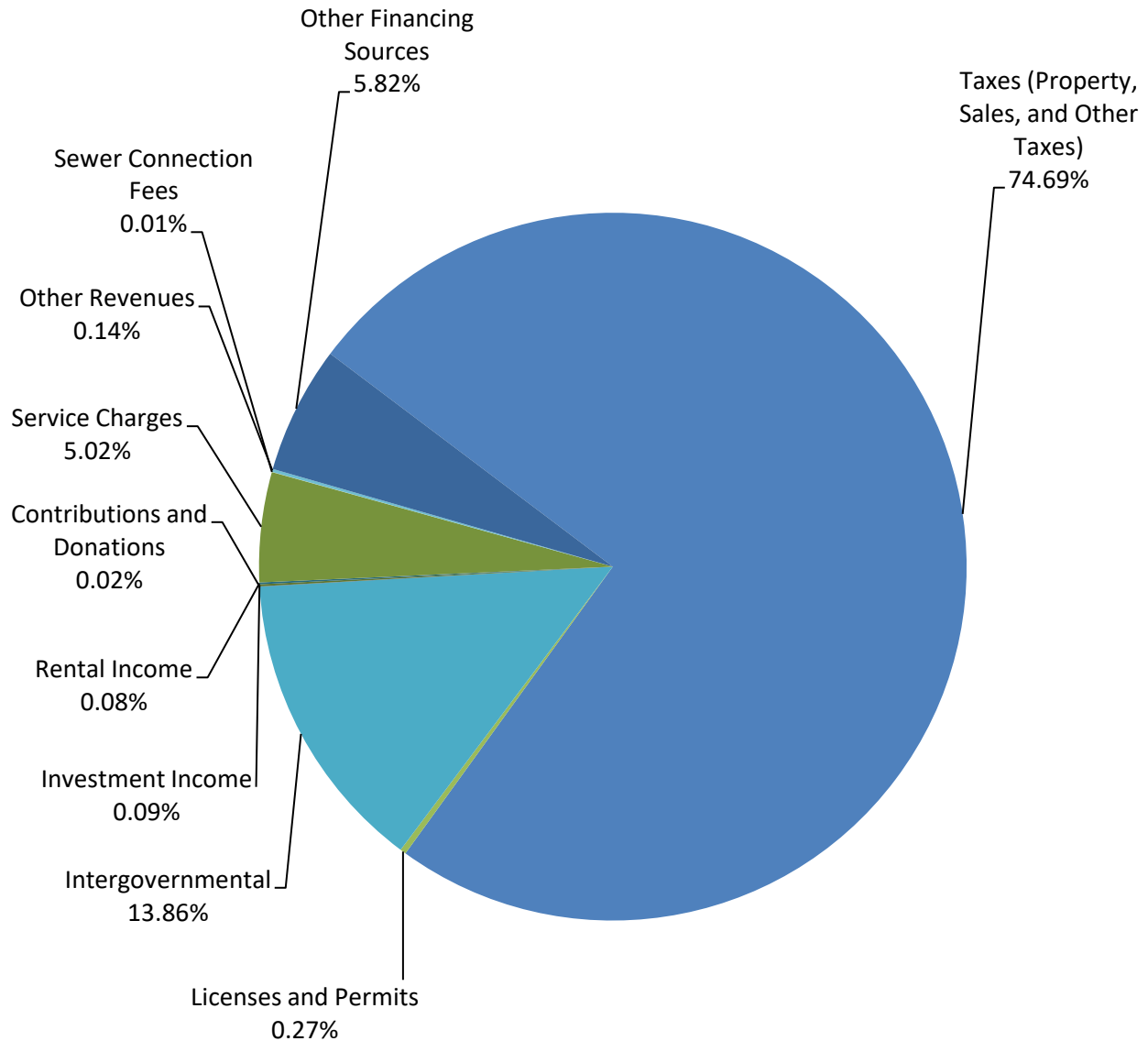




Fund summaries, tax rates, and graphs.

# General Fund Revenues

FY 2017-18 Approved Budget  
Total General Fund Revenue: \$434,763,426



# General Funds Revenues

Funds: 101, 102, 103, 105, 125, 150

Source of Revenue	2015-2016 Actual Revenues	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved	% Change 2017 Orig. v. 2018 Rec.
<b>General Fund</b>						
<b>Taxes</b>	<b>\$ 310,537,935</b>	<b>\$ 311,492,211</b>	<b>\$ 316,549,031</b>	<b>\$ 319,568,637</b>	<b>\$ 324,720,170</b>	<b>4.25%</b>
Current Taxes	\$ 230,280,766	\$ 231,252,681	\$ 233,389,000	\$ 234,856,263	\$ 238,410,383	3.10%
Prior Year Taxes	\$ 950,384	\$ 725,000	\$ 975,000	\$ 625,000	\$ 625,000	-13.79%
1 Cent Sales Tax (39)	\$ 22,476,421	\$ 22,979,684	\$ 22,795,465	\$ 23,357,049	\$ 23,919,039	4.09%
1/2 Cent Sales Tax (40)	\$ 12,269,764	\$ 12,377,711	\$ 12,865,761	\$ 13,380,532	\$ 13,382,478	8.12%
1/2 Cent Sales Tax (42)	\$ 15,202,792	\$ 15,349,556	\$ 15,635,181	\$ 15,964,133	\$ 16,327,164	6.37%
1/4 Cent Sales Tax (46)	\$ 12,898,520	\$ 12,600,000	\$ 13,530,179	\$ 13,300,000	\$ 13,900,000	10.32%
City Sales Tax Distribution	\$ 11,612,294	\$ 11,778,579	\$ 12,475,718	\$ 12,736,660	\$ 12,807,106	8.73%
County Occupancy Taxes	\$ 3,509,650	\$ 3,465,000	\$ 3,900,000	\$ 4,000,000	\$ 4,000,000	15.44%
Other Misc. Taxes	\$ 1,337,344	\$ 964,000	\$ 982,727	\$ 1,349,000	\$ 1,349,000	39.94%
<b>Licenses and Permits</b>	<b>\$ 1,535,093</b>	<b>\$ 1,359,250</b>	<b>\$ 1,260,408</b>	<b>\$ 1,172,500</b>	<b>\$ 1,172,500</b>	<b>-13.74%</b>
FINANCE	\$ 494,067	\$ 490,000	\$ 490,000	\$ 490,000	\$ 490,000	0.00%
TAX ADMINISTRATION	\$ 21,006	\$ 20,000	\$ 20,786	\$ 20,000	\$ 20,000	0.00%
COUNTY SHERIFF	\$ 30,779	\$ 15,000	\$ 44,808	\$ 30,000	\$ 30,000	100.00%
ENVIRONMENTAL ENGINEERING	\$ 989,241	\$ 834,250	\$ 704,814	\$ 632,500	\$ 632,500	-24.18%
<b>Intergovernmental</b>	<b>\$ 56,329,681</b>	<b>\$ 57,876,643</b>	<b>\$ 60,775,346</b>	<b>\$ 59,990,170</b>	<b>\$ 60,261,540</b>	<b>4.12%</b>
COUNTY ADMINISTRATION	\$ 29,790	\$ 33,192	\$ 33,192	\$ 34,228	\$ 34,228	3.12%
FINANCE	\$ 937,414	\$ 300,000	\$ 616,374	\$ 300,000	\$ 300,000	0.00%
ABC Net Profit Distribution	\$ 2,000,000	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000	\$ 2,200,000	4.76%
GENERAL SERVICES	\$ 159,108	\$ 62,432	\$ 47,308	\$ 45,000	\$ 45,000	-27.92%
VETERANS SERVICES	\$ 1,525	\$ 0	\$ 0	\$ 1,525	\$ 1,525	0.00%
COUNTY SHERIFF	\$ 1,284,167	\$ 1,119,654	\$ 1,411,526	\$ 478,500	\$ 707,308	-36.83%
FIRE MARSHAL	\$ 298,487	\$ 313,613	\$ 316,766	\$ 335,415	\$ 336,315	7.24%
CRIMINAL JUSTICE PARTNERSHIP	\$ 838,317	\$ 231,036	\$ 273,925	\$ 347,182	\$ 396,396	71.57%
YOUTH HOME	\$ 18,505	\$ 15,000	\$ 16,250	\$ 17,000	\$ 17,000	13.33%
EMERGENCY MEDICAL SERVICES	\$ 2,417,855	\$ 2,413,019	\$ 2,413,019	\$ 2,447,042	\$ 2,447,042	1.41%
ENGINEERING & ENVIRON SVCS	\$ 55,238	\$ 92,999	\$ 83,352	\$ 96,247	\$ 96,247	3.49%
COOPERATIVE EXTENSION SERVICE	\$ 487,322	\$ 550,533	\$ 115,188	\$ 252,768	\$ 252,768	-54.09%
SOIL AND WATER CONSERVATION	\$ 51,629	\$ 26,760	\$ 9,895	\$ 26,760	\$ 26,760	0.00%
PUBLIC HEALTH	\$ 5,181,071	\$ 5,884,307	\$ 7,839,987	\$ 6,748,855	\$ 6,758,209	14.85%
SOCIAL SERVICES	\$ 41,153,567	\$ 43,025,322	\$ 43,951,205	\$ 45,426,536	\$ 45,309,630	5.31%
OTHER HUMAN SERVICES	\$ 1,060,620	\$ 1,411,036	\$ 1,429,861	\$ 1,090,172	\$ 1,090,172	-22.74%
LIBRARY	\$ 355,066	\$ 297,740	\$ 117,498	\$ 242,940	\$ 242,940	-18.41%
<b>Contributions and Donations</b>	<b>\$ 89,444</b>	<b>\$ 77,476</b>	<b>\$ 71,691</b>	<b>\$ 70,093</b>	<b>\$ 70,093</b>	<b>-9.53%</b>
LEGAL	\$ 2,800	\$ 0	\$ 334	\$ 0	\$ 0	0.00%
COUNTY SHERIFF	\$ 57,889	\$ 59,915	\$ 59,915	\$ 62,012	\$ 62,012	3.50%
CRIMINAL JUSTICE PARTNERSHIP	\$ 1,600	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
COOPERATIVE EXTENSION SERVICE	\$ 3,148	\$ 14,500	\$ 300	\$ 2,250	\$ 2,250	-84.48%
PUBLIC HEALTH	\$ 0	\$ 0	\$ 3,000	\$ 3,000	\$ 3,000	0.00%
SOCIAL SERVICES	\$ 23,906	\$ 3,061	\$ 8,136	\$ 2,831	\$ 2,831	-7.51%
LIBRARY	\$ 101	\$ 0	\$ 6	\$ 0	\$ 0	0.00%
<b>Investment Income</b>	<b>\$ 753,588</b>	<b>\$ 140,000</b>	<b>\$ 570,076</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>185.71%</b>
FINANCE	\$ 746,006	\$ 140,000	\$ 565,777	\$ 400,000	\$ 400,000	185.71%
TAX ADMINISTRATION	\$ 7,459	\$ 0	\$ 4,179	\$ 0	\$ 0	0.00%
COUNTY SHERIFF	\$ 123	\$ 0	\$ 120	\$ 0	\$ 0	0.00%

Source of Revenue	2015-2016 Actual Revenues	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved	% Change 2017 Orig. v. 2018 Rec.
<b>Rental Income</b>	<b>\$ 436,052</b>	<b>\$ 443,156</b>	<b>\$ 395,864</b>	<b>\$ 364,207</b>	<b>\$ 364,207</b>	<b>-17.82%</b>
FINANCE	\$ 8,100	\$ 8,100	\$ 8,100	\$ 8,100	\$ 8,100	0.00%
GENERAL SERVICES	\$ 420,031	\$ 427,136	\$ 379,838	\$ 348,187	\$ 348,187	-18.48%
CRIMINAL JUSTICE PARTNERSHIP	\$ 7,920	\$ 7,920	\$ 7,920	\$ 7,920	\$ 7,920	0.00%
ENGINEERING & ENVIRON SVCS	\$ 1	\$ 0	\$ 6	\$ 0	\$ 0	0.00%
<b>Service Charges</b>	<b>\$ 20,355,699</b>	<b>\$ 20,612,487</b>	<b>\$ 20,756,532</b>	<b>\$ 21,808,580</b>	<b>\$ 21,811,080</b>	<b>5.81%</b>
TAX ADMINISTRATION	\$ 1,810,001	\$ 1,747,500	\$ 1,790,121	\$ 1,862,935	\$ 1,862,935	6.61%
LEGAL	\$ 0	\$ 2,000	\$ 0	\$ 0	\$ 0	-100.00%
ELECTIONS	\$ 409,076	\$ 500	\$ 10	\$ 485,600	\$ 485,600	97020.00%
REGISTER OF DEEDS	\$ 4,989,093	\$ 4,565,000	\$ 4,543,756	\$ 4,680,000	\$ 4,680,000	2.52%
GENERAL SERVICES	\$ 2,487,123	\$ 2,684,897	\$ 2,552,595	\$ 2,642,796	\$ 2,642,796	-1.57%
COUNTY SHERIFF	\$ 1,448,291	\$ 1,200,000	\$ 1,097,588	\$ 1,130,000	\$ 1,130,000	-5.83%
FIRE MARSHAL	\$ 125,164	\$ 140,000	\$ 110,882	\$ 125,000	\$ 125,000	-10.71%
CRIMINAL JUSTICE PARTNERSHIP	\$ 94,809	\$ 102,389	\$ 98,454	\$ 99,989	\$ 102,489	0.10%
YOUTH HOME	\$ 561,932	\$ 475,000	\$ 400,000	\$ 400,000	\$ 400,000	-15.79%
EMERGENCY MEDICAL SERVICES	\$ 7,666,785	\$ 9,024,035	\$ 9,573,625	\$ 9,704,050	\$ 9,704,050	7.54%
ENGINEERING & ENVIRON SVCS	\$ 1,693	\$ 0	\$ 637	\$ 0	\$ 0	0.00%
COOPERATIVE EXTENSION SERVICE	\$ 20,057	\$ 22,000	\$ 3,900	\$ 24,160	\$ 24,160	9.82%
PUBLIC HEALTH	\$ 390,269	\$ 315,135	\$ 342,834	\$ 359,330	\$ 359,330	14.02%
SOCIAL SERVICES	\$ 38,816	\$ 23,100	\$ 4,450	\$ 6,600	\$ 6,600	-71.43%
OTHER HUMAN SERVICES	\$ 0	\$ 6,431	\$ 6,431	\$ 5,120	\$ 5,120	-20.39%
LIBRARY	\$ 312,590	\$ 304,500	\$ 231,249	\$ 283,000	\$ 283,000	-7.06%
<b>Sewer Connection Fees</b>	<b>\$ 98,379</b>	<b>\$ 42,100</b>	<b>\$ 42,520</b>	<b>\$ 43,150</b>	<b>\$ 53,150</b>	<b>26.25%</b>
ENGINEERING & ENVIRON SVCS	\$ 1,680	\$ 2,100	\$ 2,520	\$ 3,150	\$ 13,150	526.19%
OTHER ENVIRONMENTAL PROTECTION	\$ 96,699	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	0.00%
<b>Other Revenues</b>	<b>\$ 953,887</b>	<b>\$ 556,962</b>	<b>\$ 718,277</b>	<b>\$ 475,462</b>	<b>\$ 587,302</b>	<b>5.45%</b>
FINANCE	\$ 320,107	\$ 10,000	\$ 121,167	\$ 10,000	\$ 121,840	1118.40%
TAX ADMINISTRATION	\$ 86,913	\$ 200,000	\$ 121,135	\$ 100,000	\$ 100,000	-50.00%
REGISTER OF DEEDS	\$ 675	\$ 0	\$ 119	\$ 0	\$ 0	0.00%
GENERAL SERVICES	\$ 10	\$ 0	\$ 100	\$ 0	\$ 0	0.00%
HUMAN RESOURCES	\$ 40,041	\$ 25,000	\$ 16,575	\$ 30,000	\$ 30,000	20.00%
COUNTY SHERIFF	\$ 189,421	\$ 131,000	\$ 183,254	\$ 146,000	\$ 146,000	11.45%
YOUTH HOME	\$ 50	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
ENGINEERING & ENVIRON SVCS	\$ 445	\$ 0	\$ 3,409	\$ 0	\$ 0	0.00%
COOPERATIVE EXTENSION SERVICE	\$ 1,370	\$ 1,500	\$ 35	\$ 0	\$ 0	-100.00%
PUBLIC HEALTH	\$ 156,161	\$ 52,300	\$ 130,858	\$ 52,300	\$ 52,300	0.00%
SOCIAL SERVICES	\$ 158,597	\$ 137,162	\$ 141,650	\$ 137,162	\$ 137,162	0.00%
LIBRARY	\$ 97	\$ 0	-\$ 25	\$ 0	\$ 0	0.00%
<b>Other Financing Sources</b>	<b>\$ 8,705,513</b>	<b>\$ 21,762,239</b>	<b>\$ 6,406,120</b>	<b>\$ 21,537,854</b>	<b>\$ 25,323,384</b>	<b>16.36%</b>
Transfers from Other Funds	\$ 4,640,912	\$ 4,571,399	\$ 2,456,120	\$ 5,370,439	\$ 5,373,455	17.55%
Transfer from Community Health	\$ 4,009,601	\$ 3,950,000	\$ 3,950,000	\$ 3,950,000	\$ 5,578,166	41.22%
Transfer from Other General Funds	\$ 55,000	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Fund Balance Appropriated	\$ 0	\$ 13,240,840	\$ 0	\$ 12,217,415	\$ 14,371,763	8.54%
<b>General Fund Total</b>	<b>\$ 399,795,271</b>	<b>\$ 414,362,524</b>	<b>\$ 407,545,865</b>	<b>\$ 425,430,653</b>	<b>\$ 434,763,426</b>	<b>4.92%</b>

<b>Source of Revenue</b>	<b>2015-2016 Actual Revenues</b>	<b>2016-2017 Original Budget</b>	<b>2016-2017 12 Month Estimate</b>	<b>2017-2018 Department Requested</b>	<b>2017-2018 Commissioner Approved</b>	<b>% Change 2017 Orig. v. 2018 Rec.</b>
<b>Risk Management</b>	<b>\$ 2,750,753</b>	<b>\$ 3,178,879</b>	<b>\$ 3,206,617</b>	<b>\$ 3,423,808</b>	<b>\$ 3,423,808</b>	<b>7.70%</b>
Charges for Services	\$ 2,722,230	\$ 3,130,135	\$ 3,130,135	\$ 3,349,764	\$ 3,349,764	7.02%
Interest/Other	\$ 28,523	\$ 0	\$ 0	\$ 24,044	\$ 24,044	0.00%
Other Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Fund Balance Appropriated	\$ 0	\$ 48,744	\$ 76,482	\$ 50,000	\$ 50,000	2.58%
						0.00%
<b>Swap Fund</b>	<b>\$ 3,314,127</b>	<b>\$ 2,750,000</b>	<b>\$ 2,666,229</b>	<b>\$ 2,225,000</b>	<b>\$ 2,225,000</b>	<b>-19.09%</b>
<b>Capital Financing</b>	<b>\$ 59,555,453</b>	<b>\$ 63,115,728</b>	<b>\$ 66,088,704</b>	<b>\$ 75,265,562</b>	<b>\$ 72,680,412</b>	<b>15.15%</b>
Current Taxes	\$ 27,987,784	\$ 27,856,709	\$ 28,156,031	\$ 37,176,097	\$ 34,510,507	23.89%
Prior Year Taxes	\$ 21,393	\$ 39,660	\$ 90,000	\$ 50,000	\$ 50,000	26.07%
Interest Income/Other Rev.	\$ 564,071	\$ 573,868	\$ 573,868	\$ 585,113	\$ 585,113	1.96%
Transfer from General Fund	\$ 30,982,205	\$ 34,645,491	\$ 37,268,805	\$ 36,604,352	\$ 37,534,792	8.34%
Fund Balance Appropriated	\$ 0	\$ 0	\$ 0	\$ 850,000	\$ 0	0.00%
<b>Benefits Plan</b>	<b>\$ 23,918,507</b>	<b>\$ 23,437,330</b>	<b>\$ 23,357,619</b>	<b>\$ 23,442,744</b>	<b>\$ 23,442,744</b>	<b>0.02%</b>
<b>Reappraisal Reserve Fund</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,327,492</b>	<b>0.00%</b>
<b>Total General Funds Revenue</b>	<b>\$ 489,334,111</b>	<b>\$ 506,844,461</b>	<b>\$ 502,865,034</b>	<b>\$ 529,787,767</b>	<b>\$ 537,862,882</b>	<b>6.12%</b>
Transfer from GF to Benefits Plan	-\$ 20,449,343	-\$ 19,936,072	-\$ 19,936,072	-\$ 20,841,957	-\$ 20,841,957	4.54%
Transfer from GF to CFP	-\$ 30,982,205	-\$ 34,645,491	-\$ 37,268,805	-\$ 36,604,352	-\$ 37,534,792	8.34%
Transfer from GF to Reapp. Reserv.	\$ 0	\$ 0	\$ 0	\$ 0	-\$ 1,327,492	0.00%
Transfer from Risk to GF	-\$ 55,000	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Transfer from Risk to Benefits Plan	-\$ 23,388	-\$ 38,584	-\$ 38,584	-\$ 49,925	-\$ 49,925	29.39%
<b>Total General Funds Revenue</b>	<b>\$ 437,824,175</b>	<b>\$ 452,224,314</b>	<b>\$ 445,621,573</b>	<b>\$ 472,291,533</b>	<b>\$ 478,108,716</b>	<b>5.72%</b>

## 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 2017-18, the County wide property tax rate is 76.79 cents per \$100 of assessed valuation, a 2.75 cent tax rate increase from the FY 2016-17 "revenue neutral" revaluation rate of 74.04 cents.

The total County property tax rate is comprised of two rates, one for the General Fund, set at 67.08 cents per \$100 valuation, and the other rate set by the Board for support of debt service related to capital financing which amounts to 9.71 cents per \$100 valuation. For FY 2017-18 the General Fund rate is increasing 1 cent (for Durham Public Schools) and the Capital Financing Fund rate is increasing 1.75 cents. Additional property tax rates can be applied to property depending on whether a citizen lives in the City of Durham (city tax rate) or lives within a special fire district.

For reference, one additional cent of property tax will collect an additional \$3.554 million of new property tax revenue for the County. For a Durham County home valued at \$200,000 a 2.75 cent tax rate increase would mean an additional \$55 in property taxes for that home. Total Durham County property tax (76.79 cent tax rate) on such a home would equal \$1, 535.80.

The collection of taxes from delinquent or prior years' taxes also is budgeted and provides additional revenue for support of the General Fund. In FY 2016-17, the county will receive an estimated \$650,000 in prior years' taxes; \$625,000 is budgeted for FY 2017-18. 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.

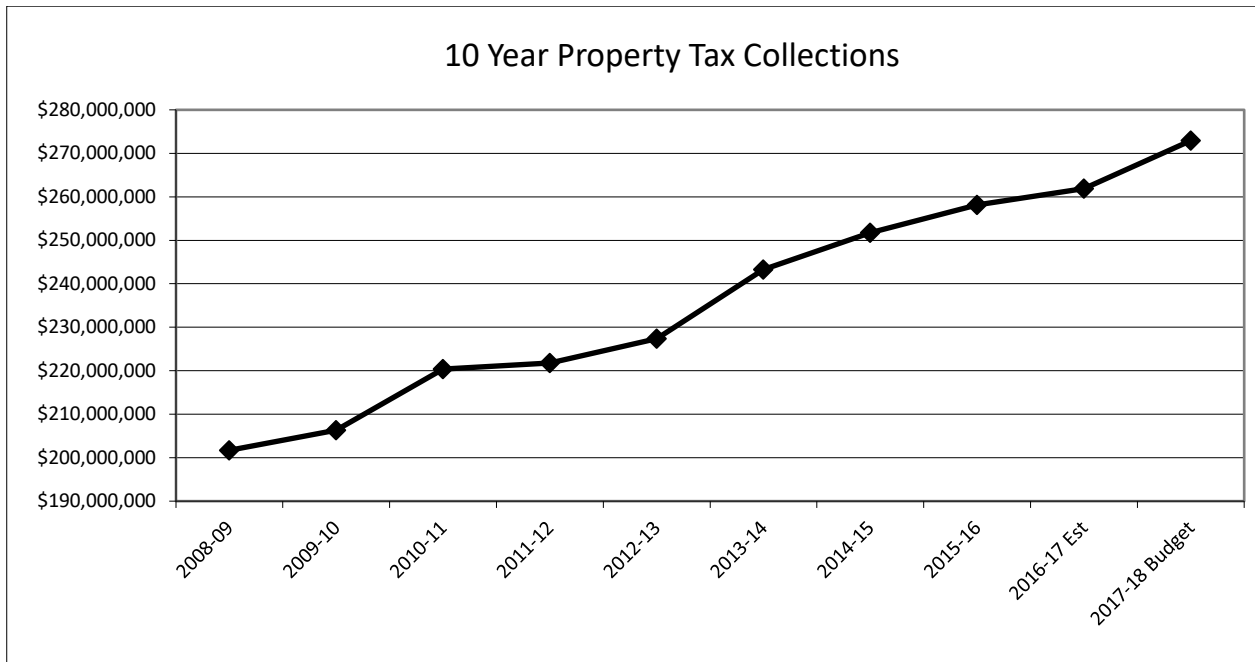
Natural valuation growth is the growth experienced every year related to new buildings or houses being built, real property improvements and other issues that might create valuation change as estimated by the Tax department. In recent years, this annual natural growth amount has been anywhere between 1.5% and 2%. For FY 2017-18 natural valuation growth is estimated at 1.56%. Such natural growth allows for property tax revenue growth before any potential property tax rate increase is applied. For FY 2017-18 a valuation growth percentage of 1.56% equates to additional

	<b>FY 2016-17 Adopted</b>	<b>FY 2017-18 Budget Estimate</b>	<b>% Change FY 18 from FY 17 Adopted</b>
Real Property	\$ 28,895,852,694	\$ 29,398,185,706	1.74%
Auto Value	\$ 2,094,006,400	\$ 2,231,898,041	6.59%
Personal Value	\$ 3,584,452,249	\$ 3,488,484,093	-2.68%
Public Service	\$ 562,100,012	\$ 565,369,921	0.58%
<b>Total</b>	<b>\$35,136,411,355</b>	<b>\$35,683,937,761</b>	<b>1.56%</b>

Growth in real property tax valuation increases due to new construction permits or construction permits that have finally reached 100% completion. Auto valuation increased for the fifth straight year, indicating the number of new cars being purchased is increasing, and the fourth year of a new state motor vehicle tax collection program is maximizing collection amounts. The County's property tax collection rate stays at 99.60% in FY 2017-18, and continues to be an exceptionally high rate and a very strong performance indicator for the County's Tax Administration department. This overall 1.56% growth in valuation represents a growth of over \$4.04 million in new revenue without having to raise the property tax rate (The new revenue is related only to the natural real property valuation growth, not revaluation of real property growth).

For 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.

Property valuation trends for Durham County continue to increase annually, but the annual growth rate is slowing. That means less additional revenue growth available to the County in any given year before raising property taxes. Such slowing growth in revenues is seen across several important revenue sources for the County and will force the County to measure any expenditure growth against a dwindling amount of revenue to support that growth.



## Sales Tax

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

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

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

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

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

Article 46 sales tax is a quarter cent tax on every retail dollar and is collected based on where the retail item is received (“point of delivery”), similar to Article 39 sales tax. This sales tax, unlike any of the others, had to be approved by Durham County voters, and was in 2011. It also will not be split with the City of Durham or any other municipality in Durham County; the entire amount collected goes to Durham County. The Board of County Commissioners passed a resolution soon after approval of this sales tax committing 67.12% of the proceeds from Article 46 to Durham Public Schools, 8.97% to Durham Technical Community College for scholarships, 2.17% to pre-kindergarten programs, and 21.74% to support Durham Public Schools capital project debt service. The tax was applied to purchases made in Durham County starting April 1, 2012. FY 2017-18 is the sixth full year this tax has been collected. As part of the FY 2017-18 budget the Board of County Commissioners changed the Article 46 sales tax distribution policy by freezing the FY 2017-18 amount allotted for Pre-K programs that is funneled to Durham Public Schools at the FY 2016-17 budget

amount of \$508,140, and the extra growth related to the 2.17% of the total dedicated for Pre-K support, \$11,935 budgeted in another fund center to support growing Pre-K classroom availability using non-DPS support.

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 2017-18. Conservative in this sense means future year growth. Total growth from one year to the next includes growth actually experienced in one year (FY 2016-17) and estimated growth for the upcoming fiscal year (FY 2017-18).

The County is estimating an increase in total sales tax collection for the upcoming year based on current year collections, which are up (2.06%) in the current year (FY 2016-17) over the original budget amount. 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 2016-17 budget estimates. However growth was limited due to state legislative changes in sales tax collection which reduced Durham County collection by over \$1.5 million

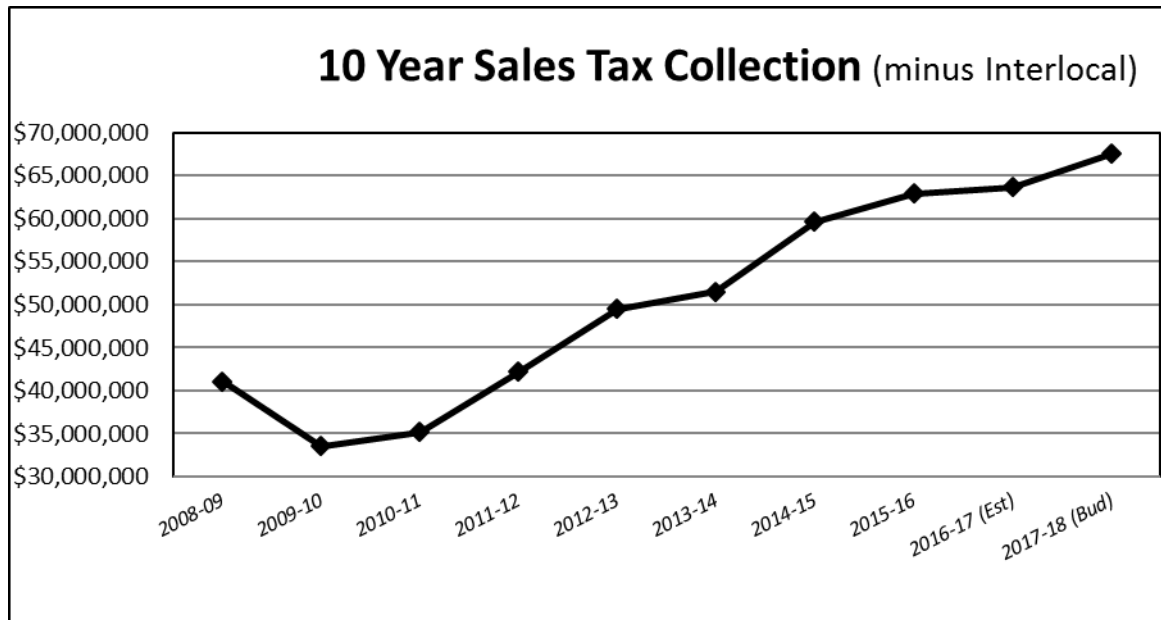
Reimbursements, which affect Durham County more than any other county in the state, are sales taxes given back to nonprofits in Durham County, by the state, that made purchases within the County. This reimbursement amount, which had been decreasing over the past several years, thereby helping to drive 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. Reimbursements are currently estimated to be 17% higher in FY 2016-17 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 2017-18 from the FY 2016-17 end-of-year estimate, while growth of 4% is estimated for Article 40 sales tax.

Trending economic activity for FY 2016-17 is growing, but that increase may be limited by continued inflationary increases in non-sales tax related items such as food and gas, continued increases in reimbursements, and most worrisome, changes in state law relating to sales tax distribution. Sales tax revenue is growing, but at a slower pace than recent years. Much like property tax revenue, slowing growth in such a large revenue source will limit future growth choices among various expenditure needs. The FY 2017-18 budget growth budget to budget is an increase of 6.99%. However, it should be noted that this future year estimate is based on a current year estimate that had several months 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 6.99% increase in all local sales taxes for FY 2017-18.					
Sales Tax 17-18 Budget vs. 16-17 Budget					
	<u>FY2016-17 Budget</u>	<u>FY2016-17 Estimate</u>	<u>% From FY 2016- 16 Budget</u>	<u>FY2017-18 Budget</u>	<u>% From FY 2016-17 Bud.</u>
Article 39	\$22,979,684	\$22,083,864	-3.90%	\$23,919,039	4.09%
Article 40	\$12,377,711	\$12,823,178	3.60%	\$13,382,478	8.12%
Article 42	\$15,349,556	\$15,436,326	0.57%	\$16,327,164	6.37%
Article 44	\$0	\$2,093	N/A	\$0	N/A
Article 46	\$12,600,000	\$13,535,015	7.42%	\$13,900,000	10.32%
Interlocal	\$11,778,580	\$12,749,205	8.24%	\$12,807,106	8.73%
<b>Total</b>	<b>\$75,085,531</b>	<b>\$76,629,681</b>	<b>2.06%</b>	<b>\$80,335,787</b>	<b>6.99%</b>





## 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. Alliance Behavioral Healthcare, Durham County's mental health agency, began operating as a managed care organization 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 \$26,034,159 of which \$18,861,320 is County dollars and \$7,172,839 is received from other sources. Of the \$7,172,839 in revenues from other sources, 94.2% comes from intergovernmental sources, mostly the state and federal governments, and currently is budgeted at \$6,758,209 for FY2017-18. The funds support departmental administrative and operational costs; health education; nutrition programs; dental services; lead poisoning prevention; public health emergency preparedness; refugee health; STD clinic services; immunizations; tuberculosis and other communicable disease control; family planning and maternal healthcare; breast and cervical cancer screenings; HIV education, counseling, and testing; child healthcare; and public school nurses.

The Department of Social Services has a total budget of 62,347,767 of which \$16,891,544 is County dollars and \$45,456,223 is received from other sources. Of the \$45,456,223 in revenues from other sources, 99.7% comes from intergovernmental sources, mostly the state and federal governments, and currently is budgeted at \$45,309,630 for FY2017-18. 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	2015-2016 Actual Revenues	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
Occupancy Tax	\$3,509,650	\$3,465,000	\$3,900,000	\$4,000,000	\$4,000,000
ABC Profit Distribution	\$2,000,000	\$2,100,000	\$2,100,000	\$2,100,000	\$2,200,000
Register of Deed Fee	\$4,815,378	\$4,400,000	\$4,450,298	\$4,500,000	\$4,500,000
Investment Income	\$753,588	\$140,000	\$570,076	\$400,000	\$400,000
EMS Patient Income	\$6,985,992	\$8,324,035	\$8,204,050	\$8,204,050	\$8,204,050
Solid Waste Management Fee	\$1,983,154	\$2,184,162	\$2,161,324	\$2,181,031	\$2,181,031

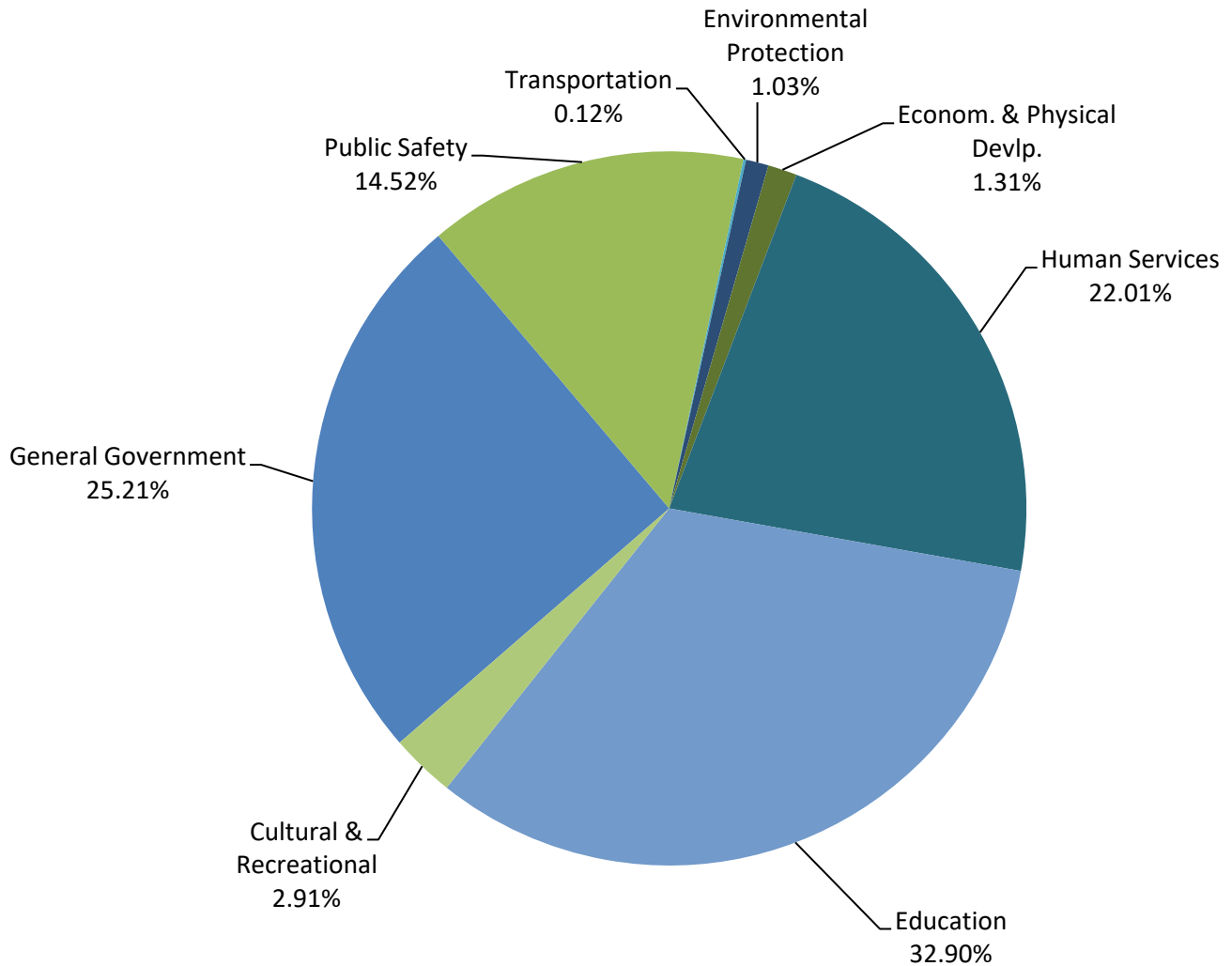
- ABC profit distributions are received quarterly from state-collected taxes on alcohol sold in the County and throughout the state. Growth in this revenue is due to increased sales within County stores and increased efficiency of operation, both of which create higher net profits.
- Register of Deeds 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. FY 2015-16 saw an abnormally high collection amount due to changes by the Finance department. The FY 2016-17 estimate while trending above budget is not growing at the pace of previous years.
- 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 2017-18 Approved Budget

Total General Fund Expenditures: \$434,763,426



# General Funds Expenditures

Funds: 101, 102, 103, 105, 125, 150

Fund	2015 -2016 Actual Expenditures	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved	% Change 2017 Orig. v. 2018 Rec.
<b>General Government</b>	<b>\$ 97,849,450</b>	<b>\$ 103,352,464</b>	<b>\$ 102,984,793</b>	<b>\$ 112,307,000</b>	<b>\$ 109,584,024</b>	<b>6.03%</b>
BOARD OF COUNTY COMMISSIONERS	\$ 589,824	\$ 877,025	\$ 827,834	\$ 648,936	\$ 648,936	-26.01%
COUNTY ADMINISTRATION	\$ 1,756,751	\$ 2,154,548	\$ 1,971,432	\$ 2,263,180	\$ 2,287,180	6.16%
FINANCE	\$ 2,421,265	\$ 2,796,320	\$ 3,002,567	\$ 3,442,199	\$ 3,002,033	7.36%
TAX ADMINISTRATION	\$ 5,729,148	\$ 7,034,801	\$ 6,391,104	\$ 7,253,279	\$ 5,925,787	-15.76%
LEGAL	\$ 1,928,672	\$ 2,229,224	\$ 2,147,418	\$ 2,283,283	\$ 2,194,061	-1.58%
COURT FACILITIES	\$ 354,019	\$ 467,340	\$ 442,641	\$ 457,305	\$ 457,305	-2.15%
ELECTIONS	\$ 1,579,327	\$ 1,541,306	\$ 1,749,556	\$ 2,792,029	\$ 1,979,443	28.43%
REGISTER OF DEEDS	\$ 1,551,839	\$ 1,746,545	\$ 1,635,217	\$ 1,852,649	\$ 1,852,649	6.08%
GENERAL SERVICES	\$ 11,185,965	\$ 12,883,587	\$ 11,632,029	\$ 13,361,616	\$ 13,132,908	1.94%
INFORMATION TECHNOLOGY	\$ 6,814,116	\$ 7,484,042	\$ 7,372,142	\$ 8,537,438	\$ 8,447,272	12.87%
HUMAN RESOURCES	\$ 1,805,776	\$ 2,118,826	\$ 2,092,514	\$ 2,272,489	\$ 2,187,567	3.24%
BUDGET & MANAGEMENT SERVICES	\$ 488,455	\$ 600,627	\$ 461,482	\$ 775,119	\$ 952,877	58.65%
VETERANS SERVICES	\$ 175,802	\$ 248,066	\$ 199,826	\$ 270,052	\$ 270,052	8.86%
GEOGRAPHIC INFORMATION SYSTEMS	\$ 427,945	\$ 438,833	\$ 438,833	\$ 452,044	\$ 467,619	6.56%
<b>NONDEPARTMENTAL*</b>	<b>\$ 61,040,546</b>	<b>\$ 60,731,374</b>	<b>\$ 62,620,197</b>	<b>\$ 65,645,382</b>	<b>\$ 65,778,335</b>	<b>8.31%</b>
Other	\$ 6,465,008	\$ 2,747,050	\$ 2,137,106	\$ 1,902,549	\$ 3,170,227	15.40%
Vehicle and Equipment	\$ 3,143,990	\$ 3,402,761	\$ 3,278,214	\$ 6,296,524	\$ 2,903,867	-14.66%
Transfer to Reappraisal Res. Fund	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,327,492	0.00%
Transfer to Capital Finance Fund	\$ 30,982,205	\$ 34,645,491	\$ 37,268,805	\$ 36,604,352	\$ 37,534,792	8.34%
Transfer to Benefits Plan Fund	\$ 20,449,343	\$ 19,936,072	\$ 19,936,072	\$ 20,841,957	\$ 20,841,957	4.54%
<b>Public Safety</b>	<b>\$ 57,109,769</b>	<b>\$ 60,354,231</b>	<b>\$ 58,720,009</b>	<b>\$ 71,363,012</b>	<b>\$ 63,133,100</b>	<b>4.60%</b>
COUNTY SHERIFF	\$ 32,978,333	\$ 33,686,456	\$ 33,398,076	\$ 36,929,280	\$ 34,949,195	3.75%
EMERGENCY COMMUNICATIONS	\$ 1,220,296	\$ 1,315,305	\$ 1,315,305	\$ 1,368,285	\$ 1,321,893	0.50%
FIRE MARSHAL	\$ 4,604,054	\$ 5,387,388	\$ 4,916,818	\$ 5,666,155	\$ 5,609,229	4.12%
MEDICAL EXAMINER	\$ 180,050	\$ 160,000	\$ 233,600	\$ 250,000	\$ 250,000	56.25%
CRIMINAL JUSTICE PARTNERSHIP	\$ 3,212,688	\$ 3,972,319	\$ 3,506,341	\$ 4,106,908	\$ 4,115,291	3.60%
YOUTH HOME	\$ 1,062,774	\$ 1,288,259	\$ 1,113,612	\$ 1,315,555	\$ 1,315,555	2.12%
EMERGENCY MEDICAL SERVICES	\$ 13,729,658	\$ 14,544,504	\$ 14,236,256	\$ 21,726,829	\$ 15,571,937	7.06%
OTHER PUBLIC SAFETY	\$ 121,916	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
<b>Transportation</b>	<b>\$ 205,873</b>	<b>\$ 12,500</b>	<b>\$ 212,500</b>	<b>\$ 512,500</b>	<b>\$ 512,500</b>	<b>4000.00%</b>
OTHER TRANSPORTATION	\$ 205,873	\$ 12,500	\$ 212,500	\$ 512,500	\$ 512,500	4000.00%
<b>Environmental Protection</b>	<b>\$ 4,409,758</b>	<b>\$ 4,312,131</b>	<b>\$ 3,956,323</b>	<b>\$ 4,373,206</b>	<b>\$ 4,458,542</b>	<b>3.40%</b>
SOLID WASTE	\$ 1,966,068	\$ 2,263,072	\$ 2,136,491	\$ 2,102,681	\$ 2,102,681	-7.09%
ENVIRONMENTAL ENGINEERING	\$ 2,407,295	\$ 1,998,866	\$ 1,769,639	\$ 2,219,183	\$ 2,304,519	15.29%
OTHER ENVIRONMENTAL PROTECTION	\$ 36,395	\$ 50,193	\$ 50,193	\$ 51,342	\$ 51,342	2.29%
<b>Econom. &amp; Physical Devlp.</b>	<b>\$ 5,931,422</b>	<b>\$ 6,422,486</b>	<b>\$ 4,537,401</b>	<b>\$ 5,388,955</b>	<b>\$ 5,714,727</b>	<b>-11.02%</b>
OPEN SPACE MANAGEMENT	\$ 35,720	\$ 77,175	\$ 102,986	\$ 77,175	\$ 77,175	0.00%
PLANNING	\$ 997,005	\$ 1,064,255	\$ 1,064,255	\$ 1,158,514	\$ 1,158,514	8.86%
COOPERATIVE EXTENSION SERVICE	\$ 1,359,677	\$ 1,621,774	\$ 1,191,729	\$ 1,178,816	\$ 1,178,816	-27.31%
SOIL AND WATER CONSERVATION	\$ 506,334	\$ 520,074	\$ 500,304	\$ 584,781	\$ 559,781	7.63%
ECONOMIC DEVELOPMENT	\$ 3,032,686	\$ 3,139,208	\$ 1,678,127	\$ 2,389,669	\$ 2,740,441	-12.70%

<b>Fund</b>	2015 -2016 Actual Expenditures	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved	% Change 2017 Orig. v. 2018 Rec.
<b>Human Services</b>	<b>\$ 85,730,415</b>	<b>\$ 92,909,937</b>	<b>\$ 89,636,980</b>	<b>\$ 97,872,041</b>	<b>\$ 95,683,882</b>	<b>2.99%</b>
PUBLIC HEALTH	\$ 21,200,798	\$ 23,831,496	\$ 23,729,820	\$ 26,515,768	\$ 26,034,159	9.24%
MENTAL HEALTH	\$ 6,714,878	\$ 6,217,381	\$ 6,217,381	\$ 6,131,224	\$ 6,131,224	-1.39%
SOCIAL SERVICES	\$ 56,100,709	\$ 61,261,472	\$ 57,599,310	\$ 62,472,313	\$ 62,347,767	1.77%
OTHER HUMAN SERVICES	\$ 1,714,030	\$ 1,599,588	\$ 2,090,469	\$ 2,752,736	\$ 1,170,732	-26.81%
<b>Education</b>	<b>\$ 131,291,516</b>	<b>\$ 134,879,723</b>	<b>\$ 134,879,723</b>	<b>\$ 147,761,107</b>	<b>\$ 143,038,856</b>	<b>6.05%</b>
DURHAM PUBLIC SCHOOLS	\$ 124,684,362	\$ 127,975,707	\$ 127,975,707	\$ 140,410,707	\$ 134,035,201	4.73%
COMMUNITY COLLEGES	\$ 6,536,591	\$ 6,904,016	\$ 6,904,016	\$ 7,350,400	\$ 7,164,220	3.77%
OTHER EDUCATION	\$ 70,563	\$ 0	\$ 0	\$ 0	\$ 1,839,435	0.00%
<b>Cultural &amp; Recreational</b>	<b>\$ 11,528,145</b>	<b>\$ 12,119,052</b>	<b>\$ 11,184,574</b>	<b>\$ 12,669,201</b>	<b>\$ 12,637,795</b>	<b>4.28%</b>
LIBRARY	\$ 9,723,059	\$ 10,332,925	\$ 9,398,447	\$ 10,543,364	\$ 10,511,958	1.73%
OTHER CULTURAL & RECREATIONAL	\$ 1,805,086	\$ 1,786,127	\$ 1,786,127	\$ 2,125,837	\$ 2,125,837	19.02%
<b>General Fund Total</b>	<b>\$ 394,056,348</b>	<b>\$ 414,362,524</b>	<b>\$ 406,112,304</b>	<b>\$ 452,247,022</b>	<b>\$ 434,763,426</b>	<b>4.92%</b>
<b>Risk Management Fund</b>	<b>\$ 2,422,579</b>	<b>\$ 3,178,879</b>	<b>\$ 2,849,566</b>	<b>\$ 3,423,808</b>	<b>\$ 3,423,808</b>	<b>7.70%</b>
<b>Swap Fund</b>	<b>\$ 0</b>	<b>\$ 2,750,000</b>	<b>\$ 0</b>	<b>\$ 2,225,000</b>	<b>\$ 2,225,000</b>	<b>-19.09%</b>
<b>Capital Financing Fund</b>	<b>\$ 59,710,340</b>	<b>\$ 63,115,728</b>	<b>\$ 63,110,653</b>	<b>\$ 75,265,562</b>	<b>\$ 72,680,412</b>	<b>15.15%</b>
Transfer to Debt Service	\$ 54,078,921	\$ 56,376,990	\$ 55,436,212	\$ 68,250,879	\$ 66,612,918	18.16%
Transfer to PAYG	\$ 5,588,333	\$ 6,699,078	\$ 7,639,856	\$ 6,964,683	\$ 6,005,585	-10.35%
Other	\$ 43,086	\$ 39,660	\$ 34,585	\$ 50,000	\$ 61,909	56.10%
<b>Benefits Plan Fund</b>	<b>\$ 24,102,312</b>	<b>\$ 23,437,330</b>	<b>\$ 23,095,112</b>	<b>\$ 23,442,744</b>	<b>\$ 23,442,744</b>	<b>0.02%</b>
<b>Reappraisal Reserver Fund</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,327,492</b>	<b>0.00%</b>
<b>Total General Funds Expenditure</b>	<b>\$ 480,291,579</b>	<b>\$ 506,844,461</b>	<b>\$ 495,167,635</b>	<b>\$ 556,604,136</b>	<b>\$ 537,862,882</b>	<b>6.12%</b>
To Benefits Plan Fund from GF	-\$ 20,449,343	-\$ 19,936,072	-\$ 19,936,072	-\$ 20,841,957	-\$ 20,841,957	4.54%
To General Fund from Risk Management	-\$ 55,000	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
To General Fund from SWAP Fund	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
To Benefits Plan Fund from Risk	-\$ 23,388	-\$ 38,584	-\$ 38,584	-\$ 49,925	-\$ 49,925	29.39%
To CFP from GF	-\$ 30,982,205	-\$ 34,645,491	-\$ 37,268,805	-\$ 36,604,352	-\$ 37,534,792	8.34%
To Reappraisal Reserve Fund from GF	\$ 0	\$ 0	\$ 0	\$ 0	-\$ 1,327,492	0.00%
<b>Total General Funds Expenditure</b>	<b>\$ 428,781,643</b>	<b>\$ 452,224,314</b>	<b>\$ 437,924,174</b>	<b>\$ 499,107,902</b>	<b>\$ 478,108,716</b>	<b>5.72%</b>

## All Funds Summary of Revenues

Fund	2015-2016 Actual Expenditures	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved	% Change 2017 Orig. v. 2018 Rec.
<b>General Funds</b>	<b>\$ 489,334,111</b>	<b>\$ 506,844,461</b>	<b>\$ 502,865,034</b>	<b>\$ 529,787,767</b>	<b>\$ 537,862,882</b>	<b>6.12%</b>
Taxes	\$ 338,547,112	\$ 339,388,580	\$ 344,795,062	\$ 356,794,734	\$ 359,280,677	5.86%
Licenses and Permits	\$ 1,535,093	\$ 1,359,250	\$ 1,260,408	\$ 1,172,500	\$ 1,172,500	-13.74%
Intergovernmental	\$ 56,329,681	\$ 57,876,643	\$ 60,775,346	\$ 59,990,170	\$ 60,261,540	4.12%
Contributions and Donations	\$ 89,444	\$ 77,476	\$ 71,691	\$ 70,093	\$ 70,093	-9.53%
Investment Income	\$ 863,726	\$ 150,000	\$ 580,076	\$ 434,044	\$ 434,044	189.36%
Rental Income	\$ 988,808	\$ 1,007,024	\$ 959,732	\$ 939,320	\$ 939,320	-6.72%
Service Charges	\$ 26,457,116	\$ 27,205,296	\$ 27,269,630	\$ 27,709,206	\$ 27,711,706	1.86%
Enterprise Charges	\$ 0	\$ 0	\$ 0	\$ 0	\$ 10,000	0.00%
Sewer Connection Fees	\$ 98,379	\$ 42,100	\$ 42,520	\$ 43,150	\$ 43,150	2.49%
Other Revenues	\$ 4,264,303	\$ 3,306,962	\$ 3,384,506	\$ 2,700,462	\$ 2,812,302	-14.96%
Other Financing Sources	\$ 60,160,449	\$ 76,431,130	\$ 63,726,063	\$ 79,934,088	\$ 85,127,550	11.38%
<b>Special Revenue Funds</b>	<b>\$ 13,350,717</b>	<b>\$ 13,113,407</b>	<b>\$ 13,875,853</b>	<b>\$ 13,778,146</b>	<b>\$ 15,355,576</b>	<b>17.10%</b>
Taxes	\$ 8,801,823	\$ 8,849,059	\$ 9,295,648	\$ 9,091,827	\$ 8,996,951	1.67%
Intergovernmental	\$ 4,303,193	\$ 4,256,664	\$ 3,950,000	\$ 4,300,000	\$ 4,300,000	1.02%
Investment Income	\$ 13,617	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Other Financing Sources	\$ 232,084	\$ 7,684	\$ 630,205	\$ 386,319	\$ 2,058,625	26691.06%
<b>Debt Service</b>	<b>\$ 135,567,611</b>	<b>\$ 58,165,209</b>	<b>\$ 176,350,279</b>	<b>\$ 70,307,026</b>	<b>\$ 68,669,065</b>	<b>18.06%</b>
Investment Income	\$ 647,431	\$ 388,219	\$ 393,221	\$ 368,221	\$ 368,221	-5.15%
Service Charges	\$ 529,721	\$ 400,000	\$ 520,000	\$ 500,000	\$ 500,000	25.00%
Other Financing Sources	\$ 134,390,459	\$ 57,376,990	\$ 175,437,058	\$ 69,438,805	\$ 67,800,844	18.17%
<b>Enterprise Funds</b>	<b>\$ 9,281,484</b>	<b>\$ 8,778,660</b>	<b>\$ 9,981,583</b>	<b>\$ 10,618,880</b>	<b>\$ 10,618,880</b>	<b>20.96%</b>
Licenses and Permits	\$ 27,755	\$ 3,000	\$ 12,300	\$ 10,000	\$ 10,000	233.33%
Investment Income	\$ 68,544	\$ 18,000	\$ 0	\$ 35,000	\$ 35,000	94.44%
Service Charges	\$ 186	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Enterprise Charges	\$ 8,313,741	\$ 8,248,640	\$ 8,306,585	\$ 9,678,000	\$ 9,678,000	17.33%
Sewer Connection Fees	\$ 858,603	\$ 509,020	\$ 1,662,698	\$ 895,880	\$ 895,880	76.00%
Other Revenues	\$ 12,655	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
<b>Trust Funds</b>	<b>\$ 237,387</b>	<b>\$ 377,734</b>	<b>\$ 661,450</b>	<b>\$ 669,976</b>	<b>\$ 637,323</b>	<b>68.72%</b>
Contributions and Donations	\$ 476,245	\$ 377,734	\$ 661,450	\$ 669,976	\$ 637,323	68.72%
Investment Income	-\$ 238,858	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
<b>Total All Funds</b>	<b>\$ 647,771,310</b>	<b>\$ 587,279,471</b>	<b>\$ 703,734,199</b>	<b>\$ 625,161,795</b>	<b>\$ 633,143,726</b>	<b>7.81%</b>

## All Funds Summary of Expenditures

Fund	2015-2016 Actual Expenditures	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved	% Change 2017 Orig. v. 2018 Appr.
<b>General Funds</b>	<b>\$ 479,985,432</b>	<b>\$ 506,844,461</b>	<b>\$ 495,167,635</b>	<b>\$ 556,604,136</b>	<b>\$ 537,862,882</b>	<b>6.12%</b>
General	\$ 393,750,201	\$ 414,362,524	\$ 406,112,304	\$ 452,247,022	\$ 434,763,426	4.92%
Risk Management	\$ 2,422,579	\$ 3,178,879	\$ 2,849,566	\$ 3,423,808	\$ 3,423,808	7.70%
Swap Agreement	\$ 0	\$ 2,750,000	\$ 0	\$ 2,225,000	\$ 2,225,000	-19.09%
Reappraisal Reserve Fund	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,327,492	0.00%
Capital Improvement Plan	\$ 59,710,340	\$ 63,115,728	\$ 63,110,653	\$ 75,265,562	\$ 72,680,412	15.15%
Benefits Plan	\$ 24,102,312	\$ 23,437,330	\$ 23,095,112	\$ 23,442,744	\$ 23,442,744	0.02%
<b>Special Revenue Funds</b>	<b>\$ 8,329,156</b>	<b>\$ 13,113,407</b>	<b>\$ 14,685,379</b>	<b>\$ 13,778,146</b>	<b>\$ 15,355,576</b>	<b>17.10%</b>
Lebanon Fire District	\$ 1,074,652	\$ 1,143,329	\$ 1,427,289	\$ 1,302,370	\$ 1,302,370	13.91%
Parkwood Fire District	\$ 188,874	\$ 0	\$ 162,703	\$ 0	\$ 0	0.00%
Redwood Fire District	\$ 925,362	\$ 961,927	\$ 961,614	\$ 1,017,681	\$ 1,017,681	5.80%
New Hope Fire District	\$ 88,902	\$ 91,668	\$ 91,666	\$ 98,715	\$ 98,715	7.69%
Eno Fire District	\$ 32,182	\$ 33,090	\$ 33,081	\$ 36,037	\$ 36,037	8.91%
Bahama Fire District	\$ 1,373,019	\$ 1,457,769	\$ 1,457,514	\$ 1,491,310	\$ 1,491,310	2.30%
Special Park District	\$ 941,324	\$ 1,219,018	\$ 1,223,203	\$ 1,288,425	\$ 1,193,549	-2.09%
Bethesda Service District	\$ 149,819	\$ 0	\$ 183,056	\$ 312,185	\$ 253,617	0.00%
Special Butner District	\$ 8,703	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Durham County F&R District	\$ 3,546,319	\$ 4,256,606	\$ 3,955,658	\$ 4,281,423	\$ 4,384,131	3.00%
Community Health Fund	\$ 0	\$ 3,950,000	\$ 5,189,596	\$ 3,950,000	\$ 5,578,166	41.22%
<b>Debt Service</b>	<b>\$ 134,162,778</b>	<b>\$ 58,165,209</b>	<b>\$ 172,214,367</b>	<b>\$ 70,307,024</b>	<b>\$ 68,669,065</b>	<b>18.06%</b>
Debt Service	\$ 134,162,778	\$ 58,165,209	\$ 172,214,367	\$ 70,307,024	\$ 68,669,065	18.06%
<b>Enterprise Funds</b>	<b>\$ 6,889,418</b>	<b>\$ 8,778,660</b>	<b>\$ 8,184,051</b>	<b>\$ 10,618,880</b>	<b>\$ 10,618,880</b>	<b>20.96%</b>
Sewer Utility	\$ 6,889,418	\$ 8,778,660	\$ 8,184,051	\$ 10,618,880	\$ 10,618,880	20.96%
<b>Trust Funds</b>	<b>\$ 6,742,007</b>	<b>\$ 377,734</b>	<b>\$ 661,450</b>	<b>\$ 669,976</b>	<b>\$ 637,323</b>	<b>68.72%</b>
George R. Linder Memorial	\$ 0	\$ 250	\$ 0	\$ 250	\$ 250	0.00%
Community Health Trust	\$ 6,359,601	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
L.E.O. Retirement Trust	\$ 382,406	\$ 377,484	\$ 661,450	\$ 669,726	\$ 637,073	68.77%
<b>Total All Funds</b>	<b>\$ 636,108,791</b>	<b>\$ 587,279,471</b>	<b>\$ 690,912,882</b>	<b>\$ 651,978,162</b>	<b>\$ 633,143,726</b>	<b>8.21%</b>



## All Funds FTEs (Full Time Equivalent Positions)

	2015-16 Actual FTEs	2016-17 Original Budget	2016-17 12 Month Estimate	2017-18 Department Requested	2017-18 Commissioner Approved
<b>General Fund</b>					
Clerk to the Board	4.00	4.00	4.00	4.00	4.00
County Administration	16.00	16.00	16.00	17.00	17.00
Finance	24.00	24.00	25.00	27.00	26.00
Tax Administration	67.00	67.00	67.00	67.00	56.00
County Attorney	18.00	19.00	19.00	19.00	19.00
Elections	7.00	7.00	10.00	11.00	10.00
Register of Deeds	18.00	19.00	19.00	19.00	19.00
General Services	66.00	67.00	67.00	76.00	73.00
Information Technology	44.00	45.00	45.00	46.50	45.50
Human Resources	19.00	20.00	20.00	21.00	20.00
Budget & Management Services	6.00	6.00	6.00	6.00	8.00
Veterans Services	3.00	4.00	4.00	4.00	4.00
<b>Function - General Government</b>	<b>292.00</b>	<b>298.00</b>	<b>302.00</b>	<b>317.50</b>	<b>301.50</b>
County Sheriff	460.00	473.00	473.00	481.00	474.00
Fire Marshall	68.00	77.00	77.00	77.00	77.00
Criminal Justice Resource Center	42.50	44.10	45.42	46.42	45.42
Youth Home	21.12	21.12	21.12	21.12	21.12
Emergency Medical Services	172.00	177.00	176.00	256.00	179.00
<b>Function - Public Safety</b>	<b>763.62</b>	<b>792.22</b>	<b>792.54</b>	<b>881.54</b>	<b>796.54</b>

## All Funds FTEs (Full Time Equivalent Positions)

	2015-16 Actual FTEs	2016-17 Original Budget	2016-17 12 Month Estimate	2017-18 Department Requested	2017-18 Commissioner Approved
General Services - Solid Waste	15.00	17.00	17.00	17.00	17.00
County Engineering	16.00	17.00	18.00	19.00	19.00
<b>Function - Environmental Protection</b>	<b>31.00</b>	<b>34.00</b>	<b>35.00</b>	<b>36.00</b>	<b>36.00</b>
Cooperative Extension Service	21.01	23.34	16.34	16.94	16.94
Soil and Water Conservation	5.00	5.00	5.00	5.00	5.00
Economic Development	1.00	1.00	1.00	2.00	1.00
<b>Function - Economic &amp; Physical Development</b>	<b>27.01</b>	<b>29.34</b>	<b>22.34</b>	<b>23.94</b>	<b>22.94</b>
Public Health	212.52	221.26	233.79	238.47	234.47
Social Services	501.00	501.00	504.00	504.00	503.00
Other Human Services	2.00	2.00	2.00	2.00	2.00
<b>Function - Human Services</b>	<b>715.52</b>	<b>724.26</b>	<b>739.79</b>	<b>744.47</b>	<b>739.47</b>
Library	136.93	136.93	136.92	136.92	135.92
<b>Function - Culture &amp; Recreation</b>	<b>136.93</b>	<b>136.93</b>	<b>136.92</b>	<b>136.92</b>	<b>135.92</b>
<b>General Fund Total</b>	<b>1,966.08</b>	<b>2,014.75</b>	<b>2,028.59</b>	<b>2,140.37</b>	<b>2032.37</b>
Risk Management Fund	3.00	4.00	5.00	5.00	5.00
Reappraisal Reserve Fund	0.00	0.00	0.00	0.00	11.00
Sewer Utility Fund	22.00	25.00	25.00	26.00	26.00
<b>All Funds Total</b>	<b>1,991.08</b>	<b>2,043.75</b>	<b>2,058.59</b>	<b>2,171.37</b>	<b>2074.37</b>

**FY 2017-18 APPROVED NEW FULL TIME EQUIVALENTS (FTEs)**

Position	FTEs	Salary and Benefits	Starting Date
Associate Extension Agent (Cooperative Extension Service)	0.60	\$27,410	07/01/17
School Nurse (Public Health)	1.68	\$127,608	07/01/17
<b>Goal 2: Health and Well-being for All</b>	<b>2.28</b>	<b>\$155,018</b>	
Emergency Medical Services Officer (Emergency Medical Services)	1.00	\$69,645	07/01/17
Emergency Medical Services Supervising Officer II (Emergency Medical Services)	2.00	\$139,290	07/01/17
<b>Goal 3: Safe and Secure Community</b>	<b>3.00</b>	<b>\$208,935</b>	
Real Estate Specialist (Engineering and Environmental Services)	1.00	\$43,950	10/01/17
Assistant Utility Division Manager (Enterprise Fund)	1.00	\$86,407	07/01/17
Cognitive Behavioral Counselor (Sheriff) – BJA Grant	1.00	\$42,846	07/01/17
<b>Goal 4: Environmental Stewardship</b>	<b>3.00</b>	<b>\$173,203</b>	
Payroll Clerk (Finance)	1.00	\$60,110	07/01/17
Administrative Officer (General Services)	1.00	\$57,605	07/01/17
Buildings Maintenance Crew Leader (General Services)	1.00	\$49,283	07/01/17
Maintenance Technician (General Services)	3.00	\$105,495	07/01/17
HVAC Technician (General Services)	1.00	\$66,650	07/01/17
Senior Business Analyst (Information Services and Technology)	0.50	\$48,442	07/01/17
Performance Management Analyst (Budget Office)	1.00	\$72,123	07/01/17
Management Analyst (Budget Office)	1.00	\$72,123	07/01/17
Graphic Designer/Training (County Manager)	1.00	\$54,000	07/01/17
<b>Goal 5: Accountable, Efficient and Visionary Government</b>	<b>10.50</b>	<b>\$531,831</b>	
<b>Total</b>	<b>18.78</b>	<b>\$1,068,987</b>	
<i>Light Blue highlighted area denotes realignment supported positions</i>			

**FY 2017-18 APPROVED REALIGNED FULL TIME EQUIVALENTS (FTEs)**

Position	FTEs	Salary and Benefits	Ending Date
Vacant Position (Public Health)	-1.00	-\$72,123	07/01/17
Vacant Position (Social Services)	-1.00	-\$72,123	07/01/17
Vacant Position (Library)	-1.00	-\$72,123	07/01/17
<b>Total</b>	<b>-3.00</b>	<b>-\$216,369</b>	

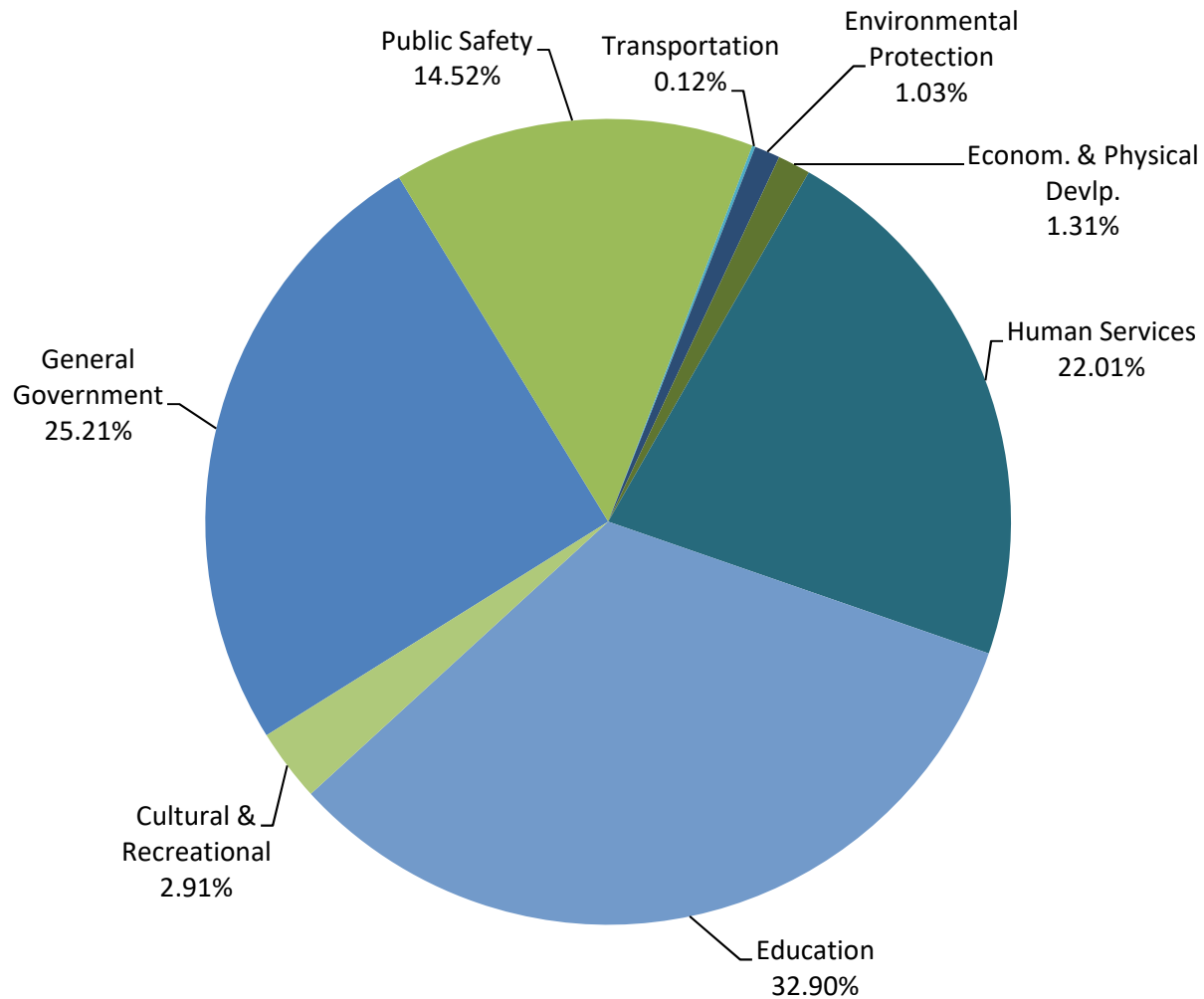
Net County Funded Positions		
Realignment Dollars Supported Positions	8.00	\$423,279
Realigned Positions	3.00	\$216,369
<b>Net County Funded FTE Change</b>	<b>15.78</b>	<b>\$809,772</b>



## **General Funds**

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

## General Fund Approved Budget



Functional area	2015-2016 Actual Expenditures	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
General Government	\$ 97,849,450	\$ 103,352,464	\$ 102,984,793	\$ 112,307,000	\$109,584,024
Public Safety	\$ 57,109,769	\$ 60,354,231	\$ 58,720,009	\$ 71,363,012	\$63,133,100
Transportation	\$ 205,873	\$ 12,500	\$ 212,500	\$ 512,500	\$512,500
Environmental Protection	\$ 4,409,758	\$ 4,312,131	\$ 3,956,323	\$ 4,373,206	\$4,458,542
Econom. & Physical Devlp.	\$ 5,931,422	\$ 6,422,486	\$ 4,537,401	\$ 5,388,955	\$5,714,727
Human Services	\$ 85,730,415	\$ 92,909,937	\$ 89,636,980	\$ 97,872,041	\$95,683,882
Education	\$ 131,291,516	\$ 134,879,723	\$ 134,879,723	\$ 147,761,107	\$143,038,856
Cultural & Recreational	\$ 11,528,145	\$ 12,119,052	\$ 11,184,574	\$ 12,669,201	\$12,637,795
<b>Overall Result</b>	<b>\$ 394,056,348</b>	<b>\$ 414,362,524</b>	<b>\$ 406,112,304</b>	<b>\$ 452,247,022</b>	<b>\$ 434,763,426</b>

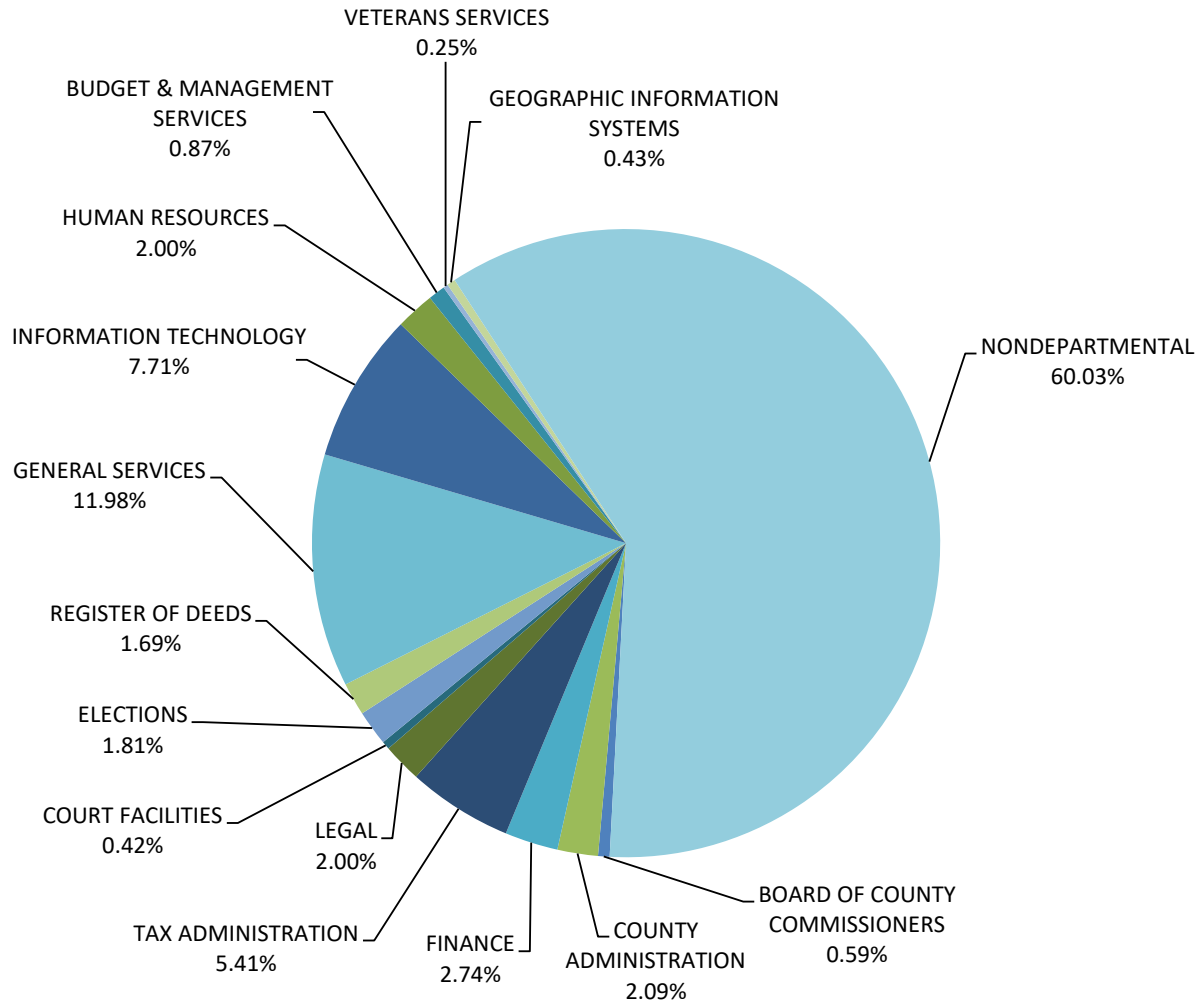
This page intentionally blank.



## **General Government**

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

## General Government Approved Budget



Business area	2015-2016 Actual Expenditures	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
BOARD OF COUNTY COMMISSIONERS	\$ 589,824	\$ 877,025	\$ 827,834	\$ 648,936	\$ 648,936
COUNTY ADMINISTRATION	\$ 1,756,751	\$ 2,154,548	\$ 1,971,432	\$ 2,263,180	\$ 2,287,180
FINANCE	\$ 2,421,265	\$ 2,796,320	\$ 3,002,567	\$ 3,442,199	\$ 3,002,033
TAX ADMINISTRATION	\$ 5,729,148	\$ 7,034,801	\$ 6,391,104	\$ 7,253,279	\$ 5,925,787
LEGAL	\$ 1,928,672	\$ 2,229,224	\$ 2,147,418	\$ 2,283,283	\$ 2,194,061
COURT FACILITIES	\$ 354,019	\$ 467,340	\$ 442,641	\$ 457,305	\$ 457,305
ELECTIONS	\$ 1,579,327	\$ 1,541,306	\$ 1,749,556	\$ 2,792,029	\$ 1,979,443
REGISTER OF DEEDS	\$ 1,551,839	\$ 1,746,545	\$ 1,635,217	\$ 1,852,649	\$ 1,852,649
GENERAL SERVICES	\$ 11,185,965	\$ 12,883,587	\$ 11,632,029	\$ 13,361,616	\$ 13,132,908
INFORMATION TECHNOLOGY	\$ 6,814,116	\$ 7,484,042	\$ 7,372,142	\$ 8,537,438	\$ 8,447,272
HUMAN RESOURCES	\$ 1,805,776	\$ 2,118,826	\$ 2,092,514	\$ 2,272,489	\$ 2,187,567
BUDGET & MANAGEMENT SERVICES	\$ 488,455	\$ 600,627	\$ 461,482	\$ 775,119	\$ 952,877
VETERANS SERVICES	\$ 175,802	\$ 248,066	\$ 199,826	\$ 270,052	\$ 270,052
GEOGRAPHIC INFORMATION SYSTEMS	\$ 427,945	\$ 438,833	\$ 438,833	\$ 452,044	\$ 467,619
NONDEPARTMENTAL	\$ 61,040,546	\$ 60,731,374	\$ 62,620,197	\$ 65,645,382	\$ 65,778,335
<b>OVERALL RESULT</b>	<b>\$ 97,849,450</b>	<b>\$ 103,352,464</b>	<b>\$ 102,984,793</b>	<b>\$ 112,307,000</b>	<b>\$ 109,584,024</b>



# BOARD OF COUNTY COMMISSIONERS

## MISSION

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

## DEPARTMENT DESCRIPTION

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$159,684	\$169,958	\$165,376	\$173,172	\$173,172
Operating	\$97,381	\$357,977	\$335,384	\$112,477	\$112,477
<b>Total Expenditures</b>	<b>\$257,065</b>	<b>\$527,935</b>	<b>\$500,759</b>	<b>\$285,649</b>	<b>\$285,649</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$257,065</b>	<b>\$527,935</b>	<b>\$500,759</b>	<b>\$285,649</b>	<b>\$285,649</b>

## 2016-17 ACCOMPLISHMENTS

- The Board of County Commissioners welcomed new members Heidi Carter and James Hill following the November election
- The Board of County Commissioners elected Wendy Jacobs as its Chair and James Hill as Vice-Chair
- Durham County administered a successful \$170 million bond referendum for Durham Public Schools, Durham Technical Community College, Museum of Life and Science and Durham Library
- Durham County Received a NACo Achievement Award for the Misdemeanor Diversion Program. The program continues to grow and has been replicated by at least four other counties
- Durham County was recognized with the 2016 Top Projects award from Water and Wastes Digest for its Rougemont Critical Water Infrastructure project
- Durham County's My Brother's Keeper Durham hosted the 2017 Cities United Regional Convening, Urgency of Now: Shattering Biases. Building Equity
- Durham County launched the Bull City United effort which follows the national Cure Violence model of treating violence as a public health issue
- Durham County was the first Government to refund Build American Bonds in North Carolina. BAB's are General Obligation Bonds that are issued on a taxable basis and carry a government subsidy that reduces the actual interest paid to the equivalent of a tax-exempt rate
- Durham County continued to preserve open space and farmland by preserving more than 3,581 acres representing the George Tilley and Douglas Daye farms
- Durham County awarded a 2017 Achievement Award for its program titled "Social Services Mobile Application" in the category of Human Services

---

# 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.

## DEPARTMENT DESCRIPTION

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$258,992	\$271,840	\$258,286	\$283,270	\$283,270
Operating	\$73,767	\$77,250	\$68,788	\$80,017	\$80,017
<b>Total Expenditures</b>	<b>\$332,759</b>	<b>\$349,090</b>	<b>\$327,074</b>	<b>\$363,287</b>	<b>\$363,287</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$332,759</b>	<b>\$349,090</b>	<b>\$327,074</b>	<b>\$363,287</b>	<b>\$363,287</b>
FTEs	4.00	4.00	4.00	4.00	4.00

## 2017-18 BUDGET HIGHLIGHTS

- The FY 17-18 Approved Budget maintains current levels of service.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Clerk to the Board</b>				
# of meetings advertised according to the open meetings law	682.00	647.00	755.00	725.00
# of quarterly vacancies for boards and commissions	94.00	60.00	125.00	89.00
# of volunteer appointments made quarterly	102.00	105.00	139.00	105.00
# of volunteer member applications received	135.00	180.00	222.00	175.00
% of agendas distributed to BOCC at least four (4) business days prior to meeting	100.00%	100.00%	100.00%	100.00%
% of calendars sent to media at least 48 hours prior to meeting date	100.00%	100.00%	100.00%	100.00%
# of agenda packets prepared	32.00	38.00	38.00	37.00
% of approved documents posted on the website within 48 hours	100.00%	100.00%	100.00%	100.00%
% Minutes distributed within 40 days of a meeting	0.00%	0.00%	0.00%	0.00%

**Measure:** # of agenda packets prepared

**Description:** Measures the number of agenda packets prepared by the Clerk's Office for meetings including Joint Boards, Crime Cabinet, Regular Session and Worksession meetings.

**Measure:** # of meetings advertised according to the open meetings law

**Description:** Ensures that the public and the media are made aware of all meetings within the appropriate time period. State statute dictates that all official meetings be open to the public.

**Measure:** # of quarterly vacancies for boards and commissions

**Description:** This measure allows staff to monitor resignations and term endings. Also, this allows staff to detect resignation trends in order to reduce unnecessary board membership turnover.

**Measure:** # of volunteer appointments made quarterly

**Description:** Measures how many appointments are made to the County's 40+ boards and commissions. State statutes dictate that the County Commissioners shall appoint members to various boards, committees, commissions, and authorities to assist in the operation of county government.

**Measure:** # of volunteer member applications received

**Description:** This measure allows staff to determine which vacancy advertising methods are most effective in reaching citizens. Staff can better analyze applicant data due to the recently implemented online application submission system and strive for equitable broadcasting.

**Measure:** % of agendas distributed to BOCC at least four (4) business days prior to meeting

**Explanation:** Because the agendas are prepared electronically, they can be uploaded, revised, and viewed in real time in the most efficient manner.

**Description:** Measures how often the Board has documentation prior to their meetings. This allows any necessary updates to be made and questions to be answered prior to the meeting date. Also, this allows Citizens to be made aware of matters that will come before the Board.

**Measure:** % of approved documents posted on the website within 48 hours

**Description:** This allows the public the ability to view minutes, videos and agenda in a timely manner after approval.

**Measure:** % of calendars sent to media at least 48 hours prior to meeting date

**Description:** Measures whether the County is in accordance with the Open Meetings Law. State statute dictates that all official meetings be open to the public.

This page intentionally blank.

---

# 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.

## DEPARTMENT DESCRIPTION

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

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$1,380,892	\$1,803,566	\$1,646,320	\$1,915,448	\$1,969,448
Operating	\$375,859	\$350,982	\$325,112	\$347,732	\$317,732
<b>Total Expenditures</b>	<b>\$1,756,751</b>	<b>\$2,154,548</b>	<b>\$1,971,432</b>	<b>\$2,263,180</b>	<b>\$2,287,180</b>
▼ <i>Revenues</i>					
Intergovernmental	\$29,790	\$33,192	\$33,192	\$34,228	\$34,228
<b>Total Revenues</b>	<b>\$29,790</b>	<b>\$33,192</b>	<b>\$33,192</b>	<b>\$34,228</b>	<b>\$34,228</b>
<b>Net Expenditures</b>	<b>\$1,726,961</b>	<b>\$2,121,356</b>	<b>\$1,938,240</b>	<b>\$2,228,952</b>	<b>\$2,252,952</b>
FTEs	16.00	16.00	16.00	17.00	17.00

## 2017-18 BUDGET HIGHLIGHTS

- 1 vacant position was realigned to create a graphic designer/training position to support the County's overall demand for increased internal and external publications, web-development and graphics design. The position will assist with training efforts to expand departmental internal capacity for web design and publication development. This investment will mitigate some of the expenses currently occurring through contracted services.

<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>County Manager</b>						
Community Engagement and Partnerships	\$732,695	5.08	\$768,525	5.08	\$768,525	5.08
Executive Leadership and Management	\$1,089,650	7.59	\$1,156,962	7.59	\$1,180,962	8.59
Internal Audit	\$275,842	3.00	\$278,622	3.00	\$278,622	3.00
State and Legislative Affairs	\$56,361	0.33	\$59,071	0.33	\$59,071	0.33
<b>Grand Total</b>	<b>\$2,154,548</b>	<b>16.00</b>	<b>\$2,263,180</b>	<b>16.00</b>	<b>\$2,287,180</b>	<b>17.00</b>

#### **Community Engagement and Partnerships**

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

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

#### **Executive Leadership and Management**

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

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

#### **Internal Audit**

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

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

#### **State and Legislative Affairs**

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

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

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Community Engagement and Partnerships</b>				
% of residents satisfied or very satisfied with County efforts to keep them informed about local issues	not available	46.00%	37.00%	37.00%
% of residents satisfied or very satisfied with the level of public involvement in local decisions	not available	36.00%	29.00%	29.00%
# of news releases distributed	not available	not available	135.00	135.00
<b>Executive Leadership and Management</b>				
% of residents who state they are very satisfied or satisfied in overall value received for local taxes and fees (Resident Survey)	not available	36.00%	33.00%	33.00%
Maintain Triple A rating	yes	yes	yes	yes
<b>State and Legislative Affairs</b>				
# of legislative proposals responded to by Durham County staff	not available	not available	82.00	65.00

#### **Community Engagement and Partnerships**

**Measure:** % of residents satisfied or very satisfied with County efforts to keep them informed about local issues;

**Measure:** % of residents satisfied or very satisfied with the level of public involvement in local decisions

**Description:** Measures how well the County develops and implements a layered communication strategy that results in information sharing at the interpersonal, group, organizational, and public communication levels.

**Explanation:** Data reflects the effectiveness of communication mechanisms generating citizen participation in local government processes.

**Measure:** # of news releases distributed

**Description:** Durham County Public Information prepares and distributed a myriad of high level news releases that inform county residents on key issues, public safety information and major policy initiatives enacted.

**Explanation:** Data generally reflects news releases that are issued from this office and posted on main website.

#### **Executive Leadership and Management**

**Measure:** % of residents who state they are very satisfied or satisfied in overall value received for local taxes and fees (Resident Survey)

**Description:** Measures how well the County is determining and delivering services that are a priority in the Community.

**Explanation:** Data reflects resident satisfaction with the County's fiscal responsibility.

**Measure:** Maintaining AAA bond rating

**Description:** Measures the County's effectiveness in meeting its financial obligations.

**Explanation:** Data is available annually.

#### **State and Legislative Affairs**

**Measure:** # of legislative proposals responded to by Durham County staff.

**Description:** Staff works to maintain positive working relationships with state and federal lawmakers to ensure that proposed legislative issues are thoroughly vetted and that any potential impacts on Durham County operations are shared, regardless of the outcome of the final legislation.

**Explanation:** Data is only available for the period in which the General Assembly and Congress are in session. Typically contacts with state lawmakers are more robust than with the state's Congressional delegation.

This page intentionally blank.



# FINANCE

## MISSION

The mission of the Finance Department is to provide financial security and stability for county government's financial information. The Finance Department strives to provide complete, accurate, effective and efficient financial information for management and all user departments; ensure compliance with federal, state and local legislation; 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.

## DEPARTMENT 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 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.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$1,829,600	\$1,976,820	\$1,878,542	\$2,286,732	\$2,196,566
Operating	\$591,665	\$819,500	\$682,102	\$855,467	\$805,467
Capital	\$0	\$0	\$441,924	\$300,000	\$0
<b>Total Expenditures</b>	<b>\$2,421,265</b>	<b>\$2,796,320</b>	<b>\$3,002,567</b>	<b>\$3,442,199</b>	<b>\$3,002,033</b>
<b>Revenues</b>					
Taxes	\$74,665,168	\$75,085,530	\$77,604,097	\$79,238,374	\$80,835,787
Licenses & Permits	\$494,067	\$490,000	\$490,000	\$490,000	\$490,000
Intergovernmental	\$2,937,414	\$2,400,000	\$2,716,374	\$2,400,000	\$2,500,000
Investment Income	\$746,006	\$140,000	\$565,777	\$400,000	\$400,000
Rental Income	\$8,100	\$8,100	\$8,100	\$8,100	\$8,100
Other Revenues	\$320,107	\$10,000	\$121,167	\$10,000	\$121,840
Other Fin. Sources	\$0	\$13,240,840	\$0	\$12,217,415	\$14,371,763
<b>Total Revenues</b>	<b>\$79,170,862</b>	<b>\$91,374,470</b>	<b>\$81,505,515</b>	<b>\$94,763,889</b>	<b>\$98,727,490</b>
<b>Net Expenditures</b>	<b>(\$76,749,597)</b>	<b>(\$88,578,150)</b>	<b>(\$78,502,948)</b>	<b>(\$91,321,690)</b>	<b>(\$95,725,457)</b>
FTEs	24.00	24.00	25.00	27.00	26.00

## 2017-18 BUDGET HIGHLIGHTS

- The payroll process is a continuous process in that there is relatively no down time. Holidays place even more stress on the process. Time off and vacations present unique challenges because the current staffing level is not sufficient to meet the demands of the office.
  - A new payroll clerk will provide staff with necessary redundancy, lower workloads, and provide for more effective succession planning for this vital internal service area.

<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>Finance</b>						
Financial Reporting & Control	\$1,705,755	13.30	\$1,824,365	15.30	\$1,684,199	15.30
Minority & Women Owned Businesses	\$223,706	2.30	\$275,376	2.30	\$275,376	2.30
Purchasing	\$475,374	5.85	\$619,596	6.85	\$319,596	5.85
Treasury & Debt Management	\$391,485	2.55	\$722,862	2.55	\$722,862	2.55
<b>Grand Total</b>	<b>\$2,796,320</b>	<b>24.00</b>	<b>\$3,442,199</b>	<b>27.00</b>	<b>\$3,002,033</b>	<b>26.00</b>

#### **Financial Reporting & Control**

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

**Program Description:** The Finance Department reports, provides, and maintains accurate financial records for all the County financial activity. The Financial Reporting and Control program ensures we have strong fiscal control and management, while ensuring adherence to Generally Accepted Accounting Principles (GAAP), Governmental Accounting Standards Board (GASB), State Statutes, and County Policy. This results in the Finance Department's attainment of the Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR).

#### **Minority & Women Owned Businesses**

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

**Program Description:** The Minority and Women Owned Businesses (MWBE) Program ensures the County provides the opportunity for minority and women-owned businesses to participate in County projects whenever possible (e.g., increased services provided by minority and/or women-owned businesses to the County).

#### **Purchasing**

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

**Program Description:** The Purchasing program ensures the procurement of goods and services through monitoring County department's purchases of goods and services. The program constantly monitors contracts and contract processes ensuring they are in compliance state laws and statutes, and County policies.

#### **Treasury & Debt Management**

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

**Program Description:** Treasury and Debt management program will maximize earnings while ensuring that funds are invested per State Statutes. This program ensures debt is issued at the lowest interest rate possible. As well, this program ensures the refunding of debt when a lower interest rate or savings can be acquired, hoping to increase resources for funding of County services.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Financial Reporting &amp; Control</b>				
# of findings from audit management letter	0.00	0.00	0.00	0.00
# of payables processed in 7 days	2,138.00	2,271.00	2,444.00	2,399.00
% of cash receipts correct on initial submission by department	Not Available	87.40%	0.00%	95.00%
Attain the Certificate of Achievement for Excellence in Financial Reporting for the CAFR	Yes	Yes	Yes	Yes
<b>Minority &amp; Women Owned Businesses</b>				
\$ amount paid to MWBEs	Not Available	Not Available	\$20,435,722	\$15,000,000
% of participation of goal met	Not Available	Not Available	25.03%	20.00%
<b>Purchasing</b>				
% of contracts executed within 10 business days	Not Available	Not Available	90.18%	90.00%
% of Purchase Orders processed within 3 business days	Not Available	Not Available	88.00%	90.00%
<b>Treasury &amp; Debt Management</b>				
\$ amount of savings due to refunding	Not Available	\$6,321,762	Pending	\$4,000,000
Maintain triple A rating	Yes	Yes	Yes	Yes
total \$ amount of debt managed	\$522,236,191	\$539,590,715	\$0	\$407,986,336

#### **Financial Reporting & Control**

**Measure:** # of findings from audit management letter

**Explanation:** The expectation is to have no finding during the annual financial audit by our external auditors. This is the expectation for both the financial audit and compliance audit.

**Description:** This measure is based on the results of the financial audit conducted at the end of the fiscal year. The finance department is evaluated on the financial reporting and monitoring performed for all County departments during the fiscal year.

**Measure:** # of payables processed in 7 days

**Description:** This is the number of accounts payable related transactions process in 7 days. Accounts payable has a 7 day turnaround on payments if documentation is submitted correctly initially.

**Measure:** % of cash receipts correct on initial submission by department

**Explanation:** The expectation is to have cash receipts processed within 3 business days of initial submission.

**Description:** Measures how efficient the departments are with submitting cash receipts (deposits) to the Finance department with no issues/errors. This allows all revenues to be posted in a timely matter.

**Measure:** Attain the Certificate of Achievement for Excellence in Financial Reporting for the CAFR

**Explanation:** The goal is to receive this annual award each year for financial reporting. This is a reflection of the hard work and dedication of the Finance department.

**Description:** This measures how well the Finance Department maintains accurate financial records for the Comprehensive Annual Financial Report (CAFR). The Comprehensive Annual Financial Report is reviewed by the external auditors at the end of our fiscal year. Finance submits the CAFR to Government Finance Officers Association (GFOA) for their review; and if we have meet their requirements for financial reporting excellence; we attain the certificate of excellence for our CAFR. Finance has received this prestigious award seventeen consecutive years.

#### **Minority & Women Owned Businesses**

**Measure:** \$ amount paid to MWBEs

**Explanation:** The goal is to have a reasonable percentage of County funds actually spent on contracts with MWBEs

**Description:** This measures the actual funds the County has spent through contractors who participate in the MWBE program. This will help determine if any changes should be made to the annual goals for the WMBE program.

**Measure:** % of participation of goal met

**Explanation:** The goal is to have a high percentage of MWBEs to participate in the MWBE program.

**Description:** This measures the effectiveness of the MWBE program to recruit minority and women owned businesses to meet the participation goals designed to ensure equal opportunities in all contracting opportunities. The County has an aspirational overall annual goal of 25% for MWBE participation in all, but not limited to, construction, architect/engineering, services, and goods.

#### **Purchasing**

**Measure:** % of contracts executed within 10 business days

**Explanation:** Process all contracts (purchase orders or fund reservations) in 10 days if contracts are initially submitted correctly.

**Description:** This measures the effectiveness of the purchasing program to efficiently have all contracts processed fully in 10 business days after initial submission. Ensures all procurement activity is in compliance with applicable State and Federal laws and regulations, local ordinances and approved County policies and procedures. All department are able to achieve their missions, goals, and objectives, and effectively deliver services to the residents of Durham County.

**Measure:** % of Purchase Orders processed within 3 business days

**Explanation:** Processed in 3 days if requisitions are initially submitted correctly.

**Description:** Measures the effectiveness of the purchasing program to efficiently have purchase orders processed fully in 3 business days after initial submission.

#### **Treasury & Debt Management**

**Measure:** \$ amount of savings due to refunding

**Explanation:** The variability in this amount is dependent on the market during the time of refunding.

**Description:** Measures how the debt management program saves the County additional funds when debt is refunded.

**Measure:** Maintain triple A rating

**Explanation:** Management expectation is to maintain a Triple A rating in order to issue debt and refund debt.

**Description:** Measures the effectiveness of the debt management program management of County issued and refunded debt.

**Measure:** total \$ amount of debt managed

**Explanation:** This amount represents the debt issued for County projects. Also, any refunds issued by the County.

**Description:** This measures the amount of debt issued and refunded by the debt management program at any given time during the fiscal year.

# 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.

## DEPARTMENT DESCRIPTION

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

The Durham County Tax Assessor has direct responsibility of maintaining the cadastre, the appraisal of real, tangible personal property and motor vehicles per North Carolina General Statutes, including administering exemption programs set forth.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$3,970,499	\$4,271,608	\$3,513,258	\$4,472,256	\$4,208,520
Operating	\$1,752,555	\$2,716,393	\$2,867,762	\$2,781,023	\$1,717,267
Capital	\$6,094	\$46,800	\$10,084	\$0	\$0
<b>Total Expenditures</b>	<b>\$5,729,148</b>	<b>\$7,034,801</b>	<b>\$6,391,104</b>	<b>\$7,253,279</b>	<b>\$5,925,787</b>
<b>Revenues</b>					
Taxes	\$235,824,239	\$236,367,681	\$238,897,604	\$240,286,263	\$243,840,383
Licenses & Permits	\$21,006	\$20,000	\$20,786	\$20,000	\$20,000
Investment Income	\$7,459	\$0	\$4,179	\$0	\$0
Service Charges	\$1,810,001	\$1,747,500	\$1,790,121	\$1,862,935	\$1,862,935
Other Revenues	\$86,913	\$200,000	\$121,135	\$100,000	\$100,000
<b>Total Revenues</b>	<b>\$237,749,618</b>	<b>\$238,335,181</b>	<b>\$240,833,825</b>	<b>\$242,269,198</b>	<b>\$245,823,318</b>
<b>Net Expenditures</b>	<b>(\$232,020,470)</b>	<b>(\$231,300,380)</b>	<b>(\$234,442,721)</b>	<b>(\$235,015,919)</b>	<b>(\$239,897,531)</b>
FTEs	67.00	67.00	67.00	67.00	56.00

\*Note: In FY2017-18 the Revaluation Fund Center was moved to the Reappraisal Reserve Fund (see corresponding page for information)

## 2017-18 BUDGET HIGHLIGHTS

- Per Durham County Board of Commissioner approval of a revised County Fund Balance Policy in FY2016-17, the Revaluation Fund Center that has historically been a part of the General Fund will now be placed into a "Committed for Reappraisal Reserve Fund" per Government Accounting and Standards Board (GASB) best practice.
  - This will follow state statute mandating that the County annually estimate the cost of the next reappraisal and provide a budget that will cover those expenditures.
- North Carolina Vehicle Tax System (NCVTS) expenses have increased due to increased annual renewals and new registration of vehicles within Durham County. This change is reflected in the Tax Departments operating expenditures.
  - There is a 12% increase in this budget from \$330,000 in FY2016-17 to \$370,000 in FY2017-18.
- With the date for the next general reappraisal of property values in Durham County approaching on January 1, 2019, much of the data collection and appraisal work needed to meet this deadline must be completed in the final quarters of the 2017-2018 fiscal year.
  - New reappraisal standards implemented by the NC Department of Revenue on July 28, 2016 will require additional resources by the county to remain in compliance. These standards will require a full measure and list to ensure that each property is visited and all improvements are re-measured and checked for data accuracy.

<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>Tax Administration</b>						
Citizen Support	\$1,196,506	12.00	\$1,205,336	12.00	\$1,205,336	12.00
Revenue Collection	\$897,380	9.00	\$904,001	9.00	\$904,001	9.00
Tax Base Assessment	\$3,589,809	35.00	\$3,816,450	35.00	\$3,816,450	35.00
<b>Grand Total</b>	<b>\$5,683,695</b>	<b>56.00</b>	<b>\$5,925,787</b>	<b>56.00</b>	<b>\$5,925,787</b>	<b>56.00</b>

#### **Citizen Support**

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

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

#### **Revenue Collection**

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

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

#### **Tax Base Assessment**

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

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

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Citizen Support</b>				
# Commercial/Industrial Real Property Appeals Filed with Board of Equalization and Review	53.00	Not Applicable	167.00	75.00
# Residential real property appeals filed with Board of Equalization & Review	423.00	Not Applicable	724.00	400.00
<b>Revenue Collection</b>				
% Collection rate for current Fiscal Year	99.60%	99.70%	99.78%	99.78%
<b>Tax Base Assessment</b>				
# Businesses audited	582.00	583.00	306.00	500.00
% Valuation projection (v. End of Year Actual) accurately provided to governing board for determination of county budget	98.85%	98.93%	Pending Final Data	99.50%

#### **Citizen Support**

**Measure:** # Commercial/Industrial Real Property Appeals Filed with Board of Equalization and Review

**Explanation:** Any taxpayer who owns or controls [residential] property taxable in the county has the right of appeal annually prior to the adjournment of the Board of Equalization & Review. Data for this activity is measurable during a non-general reappraisal year. Data is pending compilation of annual data for this measure.

**Description:** This measures the number of commercial/industrial real property appeals filed by property owners with respect to the listing or appraised value of property. Commercial and industrial properties are among the most difficult properties to appraise accurately. As such, property owners submitting a low number of appeals is an indication that values are accurate.

**Measure:** # Residential real property appeals filed with Board of Equalization & Review

**Explanation:** Any taxpayer who owns or controls [commercial] property taxable in the county has the right of appeal annually prior to the adjournment of the Board of Equalization & Review. Data for this activity is measurable during a non-general reappraisal year. Data is pending compilation of annual data for this measure.

**Description:** This number represents the number of residential real property appeals filed by property owners with respect to the listing or appraised value of property. This data is measured during non-reappraisal years and indicates the number of property owners that believe the value of their property exceeds true market value. A small number of appeals suggests a level of confidence that real property is being appraised at market value and the process being used is fair and equitable.

Revenue Collection

**Measure:** % Collection rate for current Fiscal Year

**Explanation:** Real and personal property taxes are due and payable on September 1 of the fiscal year for which the taxes are levied. January 5 is the last day to pay without incurring interest. Unpaid real and personal property taxes become delinquent on January 6th and enforced collection remedies may begin.

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

#### **Tax Base Assessment**

**Measure:** # Businesses audited

**Explanation:** Statutory duty of the assessor to see that all property not properly listed during regular listing period (Jan.01 thru Jan. 31) be listed, assessed and taxed as discovered property.

**Description:** This measures the number of businesses audited for compliance of listing personal property assets. Auditing is used to ensure that personal property listings are accurately filed thereby fairly and equitably distributing the tax burden. When property is under-listed or not listed at all then compliant property owners may bear more than their fair share of the tax burden.

**Measure:** % Valuation projection (v. End of Year Actual) accurately provided to governing board for determination of county budget

**Explanation:** The assessor's experience in tax base forecasting and analysis of historical tax bases play a major role in the accuracy of the projected totals given.

**Description:** Measures the accuracy between the estimated tax valuation and actual tax valuation totals. Projected values are provided to Budget Office and governing board for the purpose of setting annual county budget. Valuation estimates are normally requested beginning in early January prior to the end of the property listing period. Additionally, tax relief (exemption) applications and property appeals are being accepted during this timeframe making adjustments to the tax base an unknown. Projecting tax valuations that will determine the county's tax revenue almost eighteen month in advance can be challenging given such variables.



---

# 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.

## DEPARTMENT DESCRIPTION

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

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$1,766,393	\$2,044,592	\$1,943,647	\$2,103,654	\$2,014,432
Operating	\$162,279	\$184,632	\$203,771	\$179,629	\$179,629
<b>Total Expenditures</b>	<b>\$1,928,672</b>	<b>\$2,229,224</b>	<b>\$2,147,418</b>	<b>\$2,283,283</b>	<b>\$2,194,061</b>
▼ <i>Revenues</i>					
Contrib. & Donations	\$2,800	\$0	\$334	\$0	\$0
Service Charges	\$0	\$2,000	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$2,800</b>	<b>\$2,000</b>	<b>\$334</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$1,925,872</b>	<b>\$2,227,224</b>	<b>\$2,147,084</b>	<b>\$2,283,283</b>	<b>\$2,194,061</b>
FTEs	18.00	19.00	19.00	19.00	19.00

## 2017-18 BUDGET HIGHLIGHTS

- This budget allows the County Attorney to provide the Board of County Commissioners and all other County Government departments with outstanding legal representation in defense of all lawsuits brought against them, as well as legal representation for Social Services related matters.

<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>County Attorney</b>						
DSS Legal Services	\$1,226,073	10.00	\$1,255,806	10.00	\$1,166,584	10.00
General Legal Services	\$1,003,151	9.00	\$1,027,477	9.00	\$1,027,477	9.00
<b>Grand Total</b>	<b>\$2,229,224</b>	<b>19.00</b>	<b>\$2,283,283</b>	<b>19.00</b>	<b>\$2,194,061</b>	<b>19.00</b>

#### **DSS Legal Services**

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

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

General Legal Services

#### **General Legal Services**

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

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

<b>PERFORMANCE MEASURES</b>	<b>FY2014-15 Annual</b>	<b>FY2015-16 Annual</b>	<b>FY2016-17 Annual</b>	<b>FY2017-18 Estimated</b>
<b>DSS Legal Services</b>				
Amount of Child Support Money Collected	not available	\$16,970,097	\$17,721,122	\$17,721,122
# of Total AND Cases with Court representation from DSS attorneys	not available	not available	290.00	425.00
# of Total Cases with Court representation from DSS attorneys	not available	not available	1,826.00	2,000.00
<b>General Legal Services</b>				
# of Departments, Boards, and Commissions Advised	not available	not available	36.00	36.00
# of Active Cases/Transaction (cumulative)	not available	not available	868.00	900.00

#### **DSS Legal Services**

**Measure:** Amount of Child Support Money Collected

**Explanation:**

**Description:** Measures the amount of child support payments collected by division within the quarter.

General Legal Services

**Measure:** # of Total AND Cases with Court representation from DSS attorneys

**Explanation:**

**Description:** Measures the number of Abuse, Neglect and Dependency (AND) cases, Motions, Responsible Individuals List, and Young Adult Petitions handled by division within the quarter.

**Measure:** # of Total Cases with Court representation from DSS attorneys

**Explanation:**

**Description:** Measures the number of Adult Services, Abuse, Neglect and Dependency (AND), and Child Support cases handled by division within the quarter.

**General Legal Services**

**Measure:** # of Departments, Boards, and Commissions Advised

**Explanation:** This measure can fluctuate due to the creation or dissolution of boards and commissions by various entities.

**Description:** This includes number of County and City/County departments, Boards and Commissions advised by Legal.

**Measure:** # of Active Cases/Transaction (cumulative)

**Explanation:** This measure must be cumulative (over 10 year period) due to the timeline of many cases/matters continuing over more than one year. This data will probably decrease significantly when the backlog of open cases/matters/transactions is cleared by attorneys.

**Description:** This measure is calculated from any ongoing cases/matters on the Case List listed with no Close Date.

This page intentionally blank.

---

# COURT SUPPORTIVE SERVICES

---

## MISSION

The mission of the North Carolina Judicial System is to protect and preserve the rights and liberties of all the people, as guaranteed by the Constitutions and laws of the United States and North Carolina, by providing a fair, independent, and accessible forum for the just, timely, and economical resolution of their legal affairs. Durham County is committed to supporting this mission through varied means, from providing facilities to supporting additional staffing.

## PROGRAM DESCRIPTION

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

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

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

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$354,019	\$467,340	\$442,641	\$457,305	\$457,305
<b>Total Expenditures</b>	<b>\$354,019</b>	<b>\$467,340</b>	<b>\$442,641</b>	<b>\$457,305</b>	<b>\$457,305</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$354,019</b>	<b>\$467,340</b>	<b>\$442,641</b>	<b>\$457,305</b>	<b>\$457,305</b>

## 2017-18 BUDGET HIGHLIGHTS

- Continue funding for an Assistant District Attorney (ADA) for Jail Population Management
- Continue funding for an Assistant Public Defender (APD) for first appearances for inmates to expedite first court appearances, particularly identifying those with low bond amounts.
- Public Defender's office is receiving funding for:
  - High-capacity document scanner to convert records more efficiently to electronic from hard copy documents
  - Digital recorders to move away from the older style cassette recorders currently being utilized.
- Furniture budgets are still funded at FY2013 levels due to relocation to a new courthouse

## District Attorney

Funds Center: 4160311000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$69,818	\$82,628	\$82,860	\$75,615	\$75,615
<b>Total Expenditures</b>	<b>\$69,818</b>	<b>\$82,628</b>	<b>\$82,860</b>	<b>\$75,615</b>	<b>\$75,615</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$69,818</b>	<b>\$82,628</b>	<b>\$82,860</b>	<b>\$75,615</b>	<b>\$75,615</b>

## Clerk of Superior Court

Funds Center: 4160312000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$2,694	\$14,689	\$13,471	\$14,689	\$14,689
<b>Total Expenditures</b>	<b>\$2,694</b>	<b>\$14,689</b>	<b>\$13,471</b>	<b>\$14,689</b>	<b>\$14,689</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$2,694</b>	<b>\$14,689</b>	<b>\$13,471</b>	<b>\$14,689</b>	<b>\$14,689</b>

## Adult Probation and Parole Facilities

Funds Center: 4160314000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$275,376	\$298,777	\$275,376	\$282,565	\$282,565
<b>Total Expenditures</b>	<b>\$275,376</b>	<b>\$298,777</b>	<b>\$275,376</b>	<b>\$282,565</b>	<b>\$282,565</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$275,376</b>	<b>\$298,777</b>	<b>\$275,376</b>	<b>\$282,565</b>	<b>\$282,565</b>

## Public Defender

Funds Center: 4160315000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$999	\$62,817	\$62,746	\$76,007	\$76,007
<b>Total Expenditures</b>	<b>\$999</b>	<b>\$62,817</b>	<b>\$62,746</b>	<b>\$76,007</b>	<b>\$76,007</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$999</b>	<b>\$62,817</b>	<b>\$62,746</b>	<b>\$76,007</b>	<b>\$76,007</b>

## Superior Court

Funds Center: 4160316000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$950	\$1,000	\$992	\$1,000	\$1,000
<b>Total Expenditures</b>	<b>\$950</b>	<b>\$1,000</b>	<b>\$992</b>	<b>\$1,000</b>	<b>\$1,000</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$950</b>	<b>\$1,000</b>	<b>\$992</b>	<b>\$1,000</b>	<b>\$1,000</b>

## Department of Juvenile Justice

Funds Center: 4160317000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$3,255	\$6,429	\$6,232	\$6,429	\$6,429
<b>Total Expenditures</b>	<b>\$3,255</b>	<b>\$6,429</b>	<b>\$6,232</b>	<b>\$6,429</b>	<b>\$6,429</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$3,255</b>	<b>\$6,429</b>	<b>\$6,232</b>	<b>\$6,429</b>	<b>\$6,429</b>

## District Court

Funds Center: 4160318000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$927	\$1,000	\$964	\$1,000	\$1,000
<b>Total Expenditures</b>	<b>\$927</b>	<b>\$1,000</b>	<b>\$964</b>	<b>\$1,000</b>	<b>\$1,000</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$927</b>	<b>\$1,000</b>	<b>\$964</b>	<b>\$1,000</b>	<b>\$1,000</b>

## PERFORMANCE MEASURES

**Definition:** The number of outgoing cases as a percentage of the number of incoming cases.

**Purpose:** Clearance rate measures whether the court is keeping up with its incoming caseload. If cases are not disposed in a timely manner, a backlog of cases awaiting disposition will grow. This measure is a single number that can be compared within the court for any and all case types, from month to month and year to year, or between one court and another. Knowledge of clearance rates by case type can help a court pinpoint emerging problems and indicate where improvements may be made. Courts should aspire to clear (i.e., dispose of) at least as many cases as have been filed, reopened, or reactivated in a period by having a clearance rate of 100 percent or higher. This measure is used in conjunction with Measure 3 Time to Disposition and Measure 4 Age of Active Pending Caseload to get an accurate picture of how a court is managing its caseload.

### CLEARANCE RATES in DURHAM

	Preceding Fiscal Years				Current Fiscal Year
	FY 12/13	FY 13/14	FY 14/15	FY 15/16	Jul – Mar, FY 16/17
<b>Case Type</b>					
Superior Civil	115%	93%	114%	113%	113%
Superior Criminal Felony	127%	115%	119%	124%	126%
Superior Criminal Misdemeanor Appeal	96%	130%	101%	155%	111%
District Civil	121%	94%	127%	101%	107%
District Domestic (no child support)	102%	99%	96%	100%	104%
District Child Support	109%	99%	185%	111%	116%
District Criminal	113%	117%	116%	121%	125%
District Motor Vehicle (criminal)	114%	120%	115%	156%	133%
District Infractions	104%	109%	106%	113%	115%
Magistrates Civil	99%	101%	101%	99%	101%
Clerk Estates	102%	103%	101%	102%	115%
Clerk Special Proceedings	87%	97%	98%	94%	100%

<http://www.nccourts.org/County/Durham/Documents/Measure2.pdf>



**Purpose:** This measure, used in conjunction with Clearance Rates (Measure 2) and Age of Active Pending Caseload (Measure 4), is a fundamental management tool that assesses the length of time it takes a court to process cases. It compares a court's performance with local, state, or national guidelines for timely case processing. When the data conforms to the State Court Guide to Statistical Reporting, the measure takes into account periods of inactivity beyond the court control (e.g., absconded defendants, cases suspended pending decision on an appeal) and provides a framework for meaningful measurement across all case types. The North Carolina Supreme Court first adopted Time Guidelines for Trial Courts in 1996. The following table provides information on the time to disposition for major case categories in both Superior and District Court.

## TIME to DISPOSITION in DURHAM

		Goal	Preceding Fiscal Years				2016-17
			FY 12/13	FY 13/14	FY 14/15	FY 15/16	Jul-Mar
S							
U	CIVIL CASES - Percentage Disposed	90%					
P	Within One Year of Filing		74%	75%	66%	68%	62%
E							
R	CRIMINAL FELONY CASES - Percentage	90%					
I	Disposed Within One Year of Filing		67%	68%	67%	62%	66%
O							
R	CRIMINAL MISDEMEANOR APPEAL	90%					
	CASES - Percentage Disposed Within 180						
C	Days of Transfer		71%	58%	61%	46%	65%
T							
D		98%					
I	CIVIL CASES - Percentage Disposed						
S	Within 18 Months of Filing		94%	97%	80%	97%	98%
T							
R	DOMESTIC CASES - Percentage	90%					
I	Disposed Within Six Months of Filing		96%	92%	90%	87%	86%
C							
T		100%					
	CRIMINAL NON-MOTOR VEHICLE CASES						
C	- Percentage Disposed Within One Year		86%	87%	88%	84%	86%
T							
NOTE: Categories highlighted in blue meet or exceed established goal. When measuring time to disposition, periods of "inactivity" should be excluded from the calculation, e.g., in a criminal case in which the defendant has absconded, the number of days from the point at which the defendant failed to appear to that point when the defendant is brought back before the Court; or, in a civil case, the number of days a case is stayed while a party's bankruptcy action proceeds in federal court. The Judicial Department's information systems do not distinguish between active periods and inactive periods, and can't exclude inactive days from the time-to-disposition calculation. For additional information on case processing in Durham and throughout the State, go to the Court Performance Management System section of the North Carolina Court System's home page at <a href="http://www.nccourts.org">http://www.nccourts.org</a> .							

**Definition:** The age of the active cases pending before the court, measured in days from filing until the time of measurement.

**Purpose:** Cases filed but not yet disposed make up the court's pending caseload. Having a complete and accurate inventory of active pending cases as well as tracking their number and age is important because this pool of cases potentially requires court action. Knowing the age of the active cases pending before the court is useful for addressing three related questions: Does a backlog exist? Which cases are a problem? Given past and present performance, what is expected in the future? This measure is used in conjunction with Measure 2 Clearance Rates and Measure 3 Time to Disposition to get an accurate picture of how a court is managing its caseload.

#### AGE of PENDING CASELOAD in DURHAM

		Goal	Preceding Fiscal Years				2016-17
			FY 12/13	FY 13/14	FY 14/15	FY 15/16	Jul-Mar
<b>S U P E R I O R</b>							
<b>C T</b>	CIVIL CASES - Percentage of the Active Pending Caseload Less Than One Year Old	90%	74%	70%	74%	74%	80%
<b>R</b>	CRIMINAL FELONY CASES - Percentage of the Active Pending Caseload Less Than One Year Old	90%	75%	74%	71%	77%	70%
<b>C T</b>	CRIMINAL MISDEMEANOR APPEAL CASES - Percentage of the Active Pending Caseload Less Than 180 Days Old	90%	50%	43%	47%	47%	42%
<b>D I S T R I C T</b>	CIVIL CASES - Percentage of the Active Pending Caseload Less Than 18 Months Old	98%	93%	96%	94%	96%	89%
<b>I C T</b>	DOMESTIC CASES - Percentage of the Active Pending Caseload Less Than Six Months Old	90%	79%	79%	72%	67%	57%
<b>C T</b>	CRIMINAL NON-MOTOR VEHICLE CASES - Percentage of Active Pending Caseload Less Than One Year Old	100%	94%	92%	90%	95%	95%
NOTE: The recommended measure of pending cases is "active pending cases." This measure assumes the ability to identify and screen out those pending cases which are inactive, e.g., cases in which a criminal defendant has absconded and for whom an order for arrest has been issued, or a civil matter in which a party files for bankruptcy, staying the State court matter indefinitely. The Judicial Department's information systems do not distinguish between active and inactive pending cases, so the percentages above reflect aging data on all pending cases. It is likely that the percentage of Durham's active pending caseload is closer to the State's goals than the percentages above. For additional information on case processing in Durham and throughout the State, go to the Court Performance Management System section of the North Carolina Court System's home page at <a href="http://www.nccourts.org">http://www.nccourts.org</a> .							

<http://www.nccourts.org/County/Durham/Documents/Measure4.pdf>

# 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.

## DEPARTMENT DESCRIPTION

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

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$1,060,281	\$1,014,196	\$1,109,197	\$1,888,835	\$1,342,470
Operating	\$519,046	\$527,110	\$640,359	\$903,194	\$636,973
<b>Total Expenditures</b>	<b>\$1,579,327</b>	<b>\$1,541,306</b>	<b>\$1,749,556</b>	<b>\$2,792,029</b>	<b>\$1,979,443</b>
▼ <i>Revenues</i>					
Service Charges	\$409,076	\$500	\$10	\$485,600	\$485,600
<b>Total Revenues</b>	<b>\$409,076</b>	<b>\$500</b>	<b>\$10</b>	<b>\$485,600</b>	<b>\$485,600</b>
<b>Net Expenditures</b>	<b>\$1,170,251</b>	<b>\$1,540,806</b>	<b>\$1,749,546</b>	<b>\$2,306,429</b>	<b>\$1,493,843</b>
FTEs	7.00	7.00	10.00	11.00	10.00

## 2017-18 BUDGET HIGHLIGHTS

- Expenditure and Revenue disparity (from FY to FY) related to cyclical nature of elections. This budget includes the expense for two elections planned during this fiscal year:
  - Municipal election in November of 2017 (note there was not one in FY2016-17 hence the revenue difference)
  - State-wide Primary Election for State and Federal Offices in May of 2018.
- Department Requested Budget does reflect the cost of a potential Special Congressional Election (\$750,077), however this has been removed from the Commissioner Approved Budget pending North Carolina General Assembly Action and Federal Court rulings.
- Increases to the training budget will provide additional certification and training for Elections department staff.
- Three FTEs were added to the Elections office during FY 2016-17 to address staffing workloads, business continuity and bolstered internal controls. Pursuant N.C. General Statutes 163-32, Board of Elections can realign budget funding as deemed appropriate. The three positions including a Deputy Director of Elections, Elections Chief of Staff and GIS Information Specialist are being recognized as a part of this year's budget process.
- Fees for department of Elections have been adjusted to be more in-line with Benchmark counties and other County departments. See Fee Schedule for details.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Elections</b>				
% of voter turnout for early voting	35.64%	24.26%	72.59%	23.00%
% of voter turnout on Election Day	59.94%	71.82%	19.49%	74.00%
% of voters voting by absentee ballot	1.89%	1.19%	3.66%	1.00%
% of voters voting by provisional ballot	0.37%	0.78%	0.57%	1.00%
% of voters voting by curbside ballot	2.17%	1.96%	3.69%	1.00%
# of Registered voters	207,040.25	211,667.50	217,367.00	225,000.00
% of Registered voters participating in Election	25.07%	18.61%	68.00%	30.00%

**Measure:** # of Registered voters

**Explanation:** This number will fluctuate due to the cyclical nature of elections and voter registration participation. Annual Results reflect the average of quarterly data. The Board of Elections has no control over the numbers provided in this measure as the agency is solely the administrator of elections as set forth by statute. This data is being provided upon request for context purposes only and not to directly impact the county's obligation to fund the board of elections under G.S. 163-37.

**Description:** This number represents the number of registered voters in the county. The role of the Board of Elections department is to provide efficient, accountable and impartial elections to the voters. The main purpose of the department is to serve solely as an elections administration agency per statutory regulations. The Board of Elections provides only education and support for entities and individuals performing voter registration opportunities. This data is being provided upon request for context purposes only and not to directly impact the county's obligation to fund the board of elections under G.S. 163-37.

**Measure:** % of Registered voters participating in Election

**Explanation:** This percentage will fluctuate due to the cyclical nature of elections and voter registration participation. Annual Results reflect the average of quarterly data, and does not reflect significant disparity between the different elections. The Board of Elections has no control over the numbers provided in this measure as the agency is solely the administrator of elections as set forth by statute. This data is being provided upon request for context purposes only and not to directly impact the county's obligation to fund the board of elections under G.S. 163-37.

**Description:** This number represents the percentage of registered voters who participated in the elections. The role of the Board of Elections department is to provide efficient, accountable and impartial elections to the voters. The main purpose of the department is to serve solely as an elections administration agency per statutory regulations. The Board of Elections provides only education and support for entities and individuals performing voter registration opportunities. This data is being provided upon request for context purposes only and not to directly impact the county's obligation to fund the board of elections under G.S. 163-37.

**Measure:** % of voter turnout for early voting

**Explanation:** This measure will fluctuate due to the cyclical nature of elections. The Board of Elections has no control over the numbers provided in this measure as the agency is solely the administrator of elections as set forth by statute.

**Description:** This measures the percentage of voters who utilize early voting as the voting method of choice. This allows the Board of Elections to determine which voting method is popular with the voters. The Board of Elections can then determine the proper allocation of resources to provide the best service for voters based on the data collected.

**Measure:** % of voter turnout on Election Day

**Explanation:** This measure will fluctuate due to the cyclical nature of elections. The Board of Elections has no control over the numbers provided in this measure as the agency is solely the administrator of elections as set forth by statute.

**Description:** This measures the percentage of voters who utilize election day in-person voting as the voting method of choice. This allows the Board of Elections to determine which voting method is popular with the voters. The Board of Elections can then determine the proper allocation of resources to provide the best service for voters based on the data collected.

**Measure:** % of voters voting by absentee ballot

**Explanation:** This measure will fluctuate due to the cyclical nature of elections. The Board of Elections has no control over the numbers provided in this measure as the agency is solely the administrator of elections as set forth by statute.

**Description:** This measures the percentage of voters who utilize absentee by mail voting as the voting method of choice. This allows the Board of Elections to determine which voting method is popular with the voters. The Board of Elections can then determine the proper allocation of resources to provide the best service for voters based on the data collected.

**Measure:** % of voters voting by curbside ballot

**Explanation:** This measure will fluctuate due to the cyclical nature of elections. The Board of Elections has no control over the numbers provided in this measure as the agency is solely the administrator of elections as set forth by statute.

**Description:** This measures the percentage of voters who utilize curbside voting as the voting method of choice. This allows the Board of Elections to determine which voting method is popular with the voters. The Board of Elections can then determine the proper allocation of resources to provide the best service for voters based on the data collected.

**Measure:** % of voters voting by provisional ballot

**Explanation:** This measure will fluctuate due to the cyclical nature of elections. The Board of Elections has no control over the numbers provided in this measure as the agency is solely the administrator of elections as set forth by statute.

**Description:** This measures the percentage of voters who vote a provisional ballot. This allows the Board of Elections to determine how many voters appear to have issues that require additional research prior to finalization of their ballot choices. This data can be used to determine where to focus resources to decrease the number prior to the next election.

This page intentionally blank.

# 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.

## DEPARTMENT DESCRIPTION

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

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$1,128,458	\$1,148,458	\$999,908	\$1,153,782	\$1,153,782
Operating	\$410,666	\$586,087	\$635,309	\$698,867	\$698,867
Capital	\$12,715	\$12,000	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,551,839</b>	<b>\$1,746,545</b>	<b>\$1,635,217</b>	<b>\$1,852,649</b>	<b>\$1,852,649</b>
▼ <i>Revenues</i>					
Service Charges	\$4,989,093	\$4,565,000	\$4,543,756	\$4,680,000	\$4,680,000
Other Revenues	\$675	\$0	\$119	\$0	\$0
<b>Total Revenues</b>	<b>\$4,989,768</b>	<b>\$4,565,000</b>	<b>\$4,543,875</b>	<b>\$4,680,000</b>	<b>\$4,680,000</b>
<b>Net Expenditures</b>	<b>(\$3,437,929)</b>	<b>(\$2,818,455)</b>	<b>(\$2,908,658)</b>	<b>(\$2,827,351)</b>	<b>(\$2,827,351)</b>
FTEs	18.00	19.00	19.00	19.00	19.00

## 2017-18 BUDGET HIGHLIGHTS

- Conservation of original deed books will continue to be a focus for FY2017-18. The collection has been inventoried with a detailed list of the condition of each book. We will begin a multi-year project to preserve and minimize further physical deterioration of this historic collection. The funds for this endeavor will come from our Automation and Preservation Account. A total of \$300,000 is included from this fund for the upcoming year.
- Our focus for the past few years has been to complete the conversion of our documents into an electronic format. This project has been divided into two different phases. Phase one involved the conversion of Deed Books for years 1881 – 1962. Phase two will cover our Deed of Trust Books, Corporation and Plat indexes and the import of the phase one indexes. These funds are reflected in our request under Miscellaneous Contracted Services.
- Our Public Service Initiative for the year in partnership with our Veteran Services Office, will be the implementation of the Thank-a-Vet Program. This program is a partnership with our local businesses to celebrate and honor the military service of veterans. The office of the Register of Deeds has always recorded Military Discharge Records (DD214) for service members. As an incentive to file the discharge records, we will provide ID cards which will enable our Veterans to receive discounts from the businesses. The funds for this project will come from reallocation of existing dollars.

<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>Register of Deeds</b>						
Real Estate Intake	\$1,312,909	14.00	\$1,388,832	14.00	\$1,388,832	14.00
Vital Records Intake	\$433,636	5.00	\$463,817	5.00	\$463,817	5.00
<b>Grand Total</b>	<b>\$1,746,545</b>	<b>19.00</b>	<b>\$1,852,649</b>	<b>19.00</b>	<b>\$1,852,649</b>	<b>19.00</b>

#### **Real Estate Intake**

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

**Program Description:** The Real Estate Department of the Register of Deeds office is responsible for recording and indexing of land records and business documents to include, but not limited to; deeds, deeds of trust and power of attorney. These documents may be recorded and retrieved in-person or electronically. The maintenance, conservations and the preservation of these documents in perpetuity is a statutory requirement for this division of the office.

#### **Vital Records Intake**

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

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



PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Real Estate Intake</b>				
% of documents submitted electronically	51.74%	55.32%	258.11%	70.00%
% of Documents completely and accurately recorded within 10 Days of presentation	100.00%	100.00%	400.00%	100.00%
<b>Vital Records Intake</b>				
# Total of Vital Records transactions	184,426.00	188,049.00	195,930.00	205,727.00
% of Transaction Received Electronically	2.46%	2.88%	3.25%	5.00%

#### **Real Estate Intake**

**Measure:** % of Documents completely and accurately recorded within 10 Days of presentation

**Explanation:** The statute allows for 30-day completion of all submitted documents. However, interoffice policy allows for a 10 business day time of completion.

**Description:** This measure can fluctuate based on shifts in the real estate market. Our customers appreciate quick and efficient service, which includes the fast return of recorded documents.

**Measure:** % of documents submitted electronically

**Explanation:** This measure increases daily due to the numerous benefits of E-recording.

**Description:** This measure is calculated from computer transactions which tracks e-recording separately from other delivery methods. Service is also provided by walk-in request and request through US Mail Service, as well as Fed-ex.

#### **Vital Records Intake**

**Measure:** # Total of Vital Records transactions

**Explanation:** This statistical measurement can fluctuate due to unavoidable random external causes such as (holidays, kindergarten registration, summer vacation, tax filing time, or benefits enrollment, etc.).

**Description:** This measure captures all document transaction types within the Vital Records area. The importance of measuring the number of transactions is to determine the input versus output. This measure is also important to determine if we are operating at or below expected performance with the number of employees providing the service. The number of transactions can also provide statistical information for those interested in the trends in vital records. This measure is pertinent to the budget documents to determine if we are operating with the best efficiencies, while also meeting the expectations of the citizens we serve.

**Measure:** % of Transaction Received Electronically

**Explanation:** This statistical measurement can fluctuate due to unavoidable random external causes such as (holidays, kindergarten registration, summer vacation, tax filing time, or benefits enrollment, etc.).

**Description:** This measurement represents trends in the e-commerce, and allows us to adjust our service provision to meet the needs of our citizens. The citizens are informed of the availability of our e-services, which gives more options to request their documents. This measure is important in order to make determinations on allocating funds to support the increase of e-services to our citizens.

This page intentionally blank.

# GENERAL SERVICES DEPARTMENT

## MISSION

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

## DEPARTMENT DESCRIPTION:

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$3,396,044	\$3,831,872	\$3,308,461	\$4,307,638	\$4,172,790
Operating	\$7,443,767	\$9,051,715	\$8,278,550	\$9,053,978	\$8,960,118
Capital	\$346,154	\$0	\$45,018	\$0	\$0
<b>Total Expenditures</b>	<b>\$11,185,965</b>	<b>\$12,883,587</b>	<b>\$11,632,029</b>	<b>\$13,361,616</b>	<b>\$13,132,908</b>
<b>Revenues</b>					
Intergovernmental	\$44,708	\$52,807	\$47,308	\$45,000	\$45,000
Rental Income	\$420,031	\$427,136	\$379,838	\$348,187	\$348,187
Service Charges	\$460,024	\$470,450	\$380,006	\$427,665	\$427,665
Other Revenues	\$10	\$0	\$100	\$0	\$0
<b>Total Revenues</b>	<b>\$924,773</b>	<b>\$950,393</b>	<b>\$807,252</b>	<b>\$820,852</b>	<b>\$820,852</b>
<b>Net Expenditures</b>	<b>\$10,261,192</b>	<b>\$11,933,194</b>	<b>\$10,824,777</b>	<b>\$12,540,764</b>	<b>\$12,312,056</b>
FTEs	66.00	67.00	67.00	76.00	73.00

## 2017-18 BUDGET HIGHLIGHTS

- All initiatives noted below have been funded through a reallocated expenditure review thoroughly completed by General Services Management staff.

### Business Services

- Business Services requested additional staff for Administration division to manage their diversified business operations. This Administrative Officer will:
  - Manage the number of billing transactions and contracts required for departmental operations, prepare and manage budget entries, and support the administrative staff.
  - Manage the administrative functions for the Warehouse; which houses 4 Divisions within General Services.
  - Manage and oversee administrative operational functions by coordinating workflow assignments; monitoring operational programs, budget preparation / control, process expenditures, and revenues; developing spreadsheets; analyzing data for reports, accounts and billings, tracking statistic for Management for Results.

### **Building and Grounds Maintenance**

- Staff undertook an extensive study to determine the cost effectiveness of in-house janitorial staff versus contracted services. The overwhelming outcome was an annual savings of \$69,564.13 while also being able to provide these employees a living wage of \$15 an hour. This pilot project will start with the Durham County Courthouse, and will be reviewed during the year for its impact, effectiveness and efficiency.
  - This budget includes the addition of 4 FTEs (1 supervisor and 3 employees) for this pilot project
- General Services greatest demand is for human comfort heat and cooling thus the inclusion of an additional HVAC technician. Best practices indicate that the ratio of maintenance staff to square footage should be 1FTE to 47,000 square feet. Based on the theses statistics, and the 1.8 million square feet that are the responsibility of the Building Division, they should be staffed at 43 technicians.
  - This HVAC position will help with the large amount of work orders produced daily for personal human comfort (heating or air conditioning services). Responsibilities include preventive maintenance on heating, ventilation and air – conditioning system in County leased and owned facilities.
- In FY2017-18 budget the costs (\$545,000) of maintaining the infrastructure of five Durham County Fire and Rescue stations is included in General Services Budget for the first time (in prior years these were handled by a budget amendment).
  - Durham County Fire and Rescue Service District revenue will be transferred to the General Fund to account for the actual expenses incurred by these facilities.

### **Stadium**

- Stadium revenue is projected to be down 16% - Loss of Central Intercollegiate Athletic Association (CIAA) due to HB2
- Though HB2 caused the stadium to lose the CIAA, the Stadium Authority and Stadium Manager have focused on local event, soccer, lacrosse and track to fill the revenue gap. Pursuit of USA Track and Field event with the support of the new Sports Authority will be the marketing focus for the Stadium Manager.
- With the recent changes to HB2 General Services will track the hopeful renewal of prior contracts.

### **Solid Waste**

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

<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>General Services</b>						
Building & Grounds Operation	\$9,288,699	49.00	\$7,033,857	55.00	\$6,918,632	54.00
Business Services	\$974,834	11.00	\$3,702,737	13.00	\$3,660,659	12.00
Security	\$2,101,137	2.00	\$2,105,553	3.00	\$2,034,148	2.00
Stadium	\$227,130	1.00	\$227,682	1.00	\$227,682	1.00
Warehouse / Fleet	\$291,787	4.00	\$291,787	4.00	\$291,787	4.00
<b>Grand Total</b>	<b>\$12,883,587</b>	<b>67.00</b>	<b>\$13,361,616</b>	<b>76.00</b>	<b>\$13,132,908</b>	<b>73.00</b>

#### **Building & Grounds Operation**

**Program Purpose:** The purpose of the Buildings and Grounds Operation is to keep Durham County property, facilities and systems in a safe and proper working order for the employees, citizens, and visitors of Durham County.

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

#### **Business Services**

**Program Purpose:** The purpose of the Business Services program is to facilitate the needs of Durham County departments by managing essential elements of administrative, contractual and service functions of General Services Department.

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

#### **Security**

**Program Purpose:** The purpose of the Security program is to provide safe and secure facilities for County citizens, employees, and visitors to enjoy a safe environment to conduct business and utilize County services.

**Program Description:** The Security program provides uniformed contract security officers, access control, and camera systems surveillance to all County facilities. These services provide for the safety and security of County employees, property, and the citizens.

#### **Stadium**

**Program Purpose:** To facilitate the safe operation of quality sporting, athletic and entertainment events that enhance the quality of life and contributes to economic benefit of the local community.

**Program Description:** Durham County Memorial stadium leases the facility for football, soccer, lacrosse, track and field sporting and entertainment venues.

#### **Warehouse / Fleet**

**Program Purpose:** The purpose of the Vehicle program is to provide a fair and equitable methodology for the acquisition, fueling, replacement and disposal of County owned vehicles and equipment.

**Program Description:** The Warehouse program facilitates the movement and storage of goods from departments, sale, disposal and reuse of inventory stock (i.e. furniture, furnishing, vehicles etc.). Fleet Services supports the acquisition and disposal County owned vehicles and equipment, purchase and manage the 3 fueling station that supply regular and diesel fuel for County vehicle consumption.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Building &amp; Grounds Operation</b>				
Total amount acreage maintained	144.22	143.97	155.55	160.00
Total amount building sq. feet maintained	1,919,278.00	1,863,162.50	1,863,162.50	1,885,298.00
Buildings square feet maintained per FTE (34 FTEs) and subsequent changes in staff	66,182.00	60,788.98	55,738.50	53,865.66
Grounds acres maintained per FTE (11 FTEs) subsequent changes in staff	13.11	13.74	16.13	14.00
<b>Business Services</b>				
Total \$ contracts generated	Not Available	\$7,057,318	\$9,801,397	\$9,531,915
<b>Stadium</b>				
Number of events	Not Available	203.00	238.00	240.00
\$ net gain / loss from all events	Not Available	\$98,785	\$97,728	\$89,190

#### **Building & Grounds Operation**

**Measure:** Buildings square feet maintained per FTE (34 FTEs) and subsequent charges in staff

**Explanation:** General Services should be employing 43 trade FTE's to be adequately staffed for building maintenance. We currently have only 34 FTE's for building maintenance.

**Description:** This measure helps General Services department track the optimal workload for Durham County Staff and plan accordingly. Per the International Facility Management Association's (IFMA) Operations and Maintenance Benchmark Research Report #26, in conjunction with formulas from General Services Administration (GSA), maintenance staffing for trades ratio should be 1 FTE/ 47,000 rentable square feet.

**Measure:** Grounds acres maintained per FTE (11 FTEs) subsequent changes in staff

**Explanation:** Currently Durham County has 1 FTE supervisor, 11 FTE grounds maintenance the team should be a minimum of 16 FTEs.

**Description:** This measure helps General Services department track the optimal workload for Durham County Staff and plan accordingly. Through IFMA and APPA (An educational facilities management group), it is averaged that 10-12 acres should be able to be maintained by a single grounds maintenance FTE. Grounds maintenance considers mowing, seeding, sodding, landscaping, pruning, fertilization, edging, irrigation systems, tree planting, and seasonal duties such as leaf clearing, parking lot maintenance.

**Measure:** Total amount acreage maintained

**Explanation:** The fluctuation in acreage is twofold, facilities and surroundings being renovated, and abandoned property being placed under County care for landscaping services.

**Description:** Provides a basis of County owned and maintained landscaping including ABC stores and abandoned property.

**Measure:** Total amount building sq. feet maintained

**Explanation:** The fluctuation in square footage is due to facilities being taken offline for renovation or termination of lease from outside organizations.

**Description:** Provides a basis of property owned or leased by the County and the workforce required to maintain these properties

#### **Business Services**

**Measure:** Total \$ contracts generated

**Explanation:** First two quarters of fiscal year are the encumbrances of service contracts for major systems.

**Description:** Provides a balance between contracted work and internal services performed by staff.

#### **Stadium**

**Measure:** \$ net gain / loss from all events

**Explanation:** The losses noted in the second quarter of 2017 is due to HB2 and loss of the CIAA football game which was the major revenue driver.

**Description:** This is a measure of the total amount of additional expenditure for the geographical area of the stadium which can be directly attributed to staging an event. Based on visitor and organizer spending, Direct economic impact is an assessment of the net increase in spending as a result of the event

**Measure:** Number of events

**Explanation:** The number indicated that there were several events scheduled on the same day

**Description:** Actual number of events scheduled

# 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.

## DEPARTMENT DESCRIPTION

### Department Purpose

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

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$3,917,054	\$4,322,461	\$4,133,360	\$4,777,232	\$4,687,066
Operating	\$2,811,187	\$3,086,581	\$3,227,031	\$3,163,365	\$3,163,365
Capital	\$85,875	\$75,000	\$11,752	\$596,841	\$596,841
<b>Total Expenditures</b>	<b>\$6,814,116</b>	<b>\$7,484,042</b>	<b>\$7,372,142</b>	<b>\$8,537,438</b>	<b>\$8,447,272</b>
<b>Revenues</b>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$6,814,116</b>	<b>\$7,484,042</b>	<b>\$7,372,142</b>	<b>\$8,537,438</b>	<b>\$8,447,272</b>
FTEs	44.00	45.00	45.00	46.50	45.50

## 2017-18 BUDGET HIGHLIGHTS

- Made \$121,495 in various operational cuts and realigned those dollars for other operational purposes.
- A significant portion of Office 365 annual ongoing support is being transferred from the Capital budget to IST's Departmental budget, cost of new dollars to IST's budget for FY 17-18 is \$596,841.
- Included in the FY 17-18 Approved Budget are funds for a 0.5 FTE Senior Business Analyst to support both Laserfiche and Open Text by performing the configuration of SAP and Open Text to support the Vendor Invoice Management function as well any new functionality required and implemented by Finance. In addition, this will be the first Business Analyst position within IS&T/County and will be able to help us in the development of Business Solutions for the Enterprise.
- Included in the FY 17-18 Approved Budget are funds for \$75,000 of process improvement consulting to fund transformative / innovative projects that focus on business process improvement only, paperless initiatives, automation within the enterprise, and simplifying how Citizens do business with Durham County Government – and specifically those initiatives that can be completed quickly (3-to-6 months) but yield a significant Return on Investment.

<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>IS&amp;T</b>						
Business Application Development and Support	\$1,724,705	10.61	\$1,864,586	11.11	\$1,880,429	11.11
Data Management and Information Security	\$903,989	4.68	\$994,085	4.68	\$932,874	4.68
End User (Client) Productivity and Support Services	\$1,525,631	9.10	\$2,194,861	9.10	\$2,213,510	9.10
Leadership and Executive Management	\$1,135,631	8.97	\$1,238,678	9.97	\$1,156,156	8.97
Technology Communications and Infrastructure	\$2,194,086	11.64	\$2,245,227	11.64	\$2,264,303	11.64
<b>Grand Total</b>	<b>\$7,484,042</b>	<b>45.00</b>	<b>\$8,537,437</b>	<b>46.50</b>	<b>\$8,447,272</b>	<b>45.50</b>

#### **Business Application Development and Support**

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

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

#### **Data Management and Information Security**

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

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

#### **End User (Client) Productivity and Support Services**

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

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

#### **Project and Business Management**

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

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

#### **Technology Communications and Infrastructure**

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

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



PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Business Application Development and Support</b>				
# Applications Supported	N/A	150.00	179.00	155.00
# Dconc.gov Page Views	3,235,883.00	4,018,015.00	4,000,246.00	4,000,246.00
# Web Pages Supported	1,200.00	1,500.00	3,000.00	3,307.50
<b>Data Management and Information Security</b>				
# Open Data Page Views	24,458.00	83,000.00	74,392.00	11,208.00
% Data Growth Rate (on premises)	0.00%	30.84%	3.00%	3.00%
<b>End User (Client) Productivity and Support Services</b>				
# Problem Tickets Received	5,411.00	6,735.00	7,795.00	7,248.00
# service request tickets received	7,535.00	6,437.00	7,462.00	6,437.00
% of service requests closed within three business days	72.69%	83.83%	77.00%	90.00%
% of problem tickets closed within one business day	0.00%	77.97%	75.00%	76.00%
<b>Leadership and Executive Management</b>				
# of departmental projects and work requested	N/A	N/A	59.00	60.00
<b>Technology Communications and Infrastructure</b>				
# computers Refreshed Annually	0.00	299.00	148.00	224.00
% network uptime	0.00%	99.40%	99.88%	99.88%

#### **Business Application Development and Support**

**Measure:** # Applications Supported

**Description:** Indicates the number of software applications supported across the County. Determines the IT infrastructure (servers, storage, etc.), IT security and human resources required to support critical business applications.

**Measure:** # Dconc.gov Page Views

**Explanation:** Data reflects an increasing trend for searches for information regarding County services

**Description:** Page views represent the total number of pages that visitors looked at on the County's site. This measure gives us an indication of how effective the County site is in serving the Citizens of Durham.

**Measure:** # Web Pages Supported

**Explanation:** The significant increase in volume is due to the development of the new website

**Description:** The volume of web pages indicates the level of content management support and technology infrastructure required to sustain the county's web presence.

#### **Data Management and Information Security**

**Measure:** # Open Data Page Views

**Description:** A measure that indicates the total number of pages that visitors are looking at on the City/County Open Data Platform and gives us some indication of the most popular datasets on the open data portal.

**Measure:** % Data Growth Rate (on premises)

**Explanation:** The FY 2016 data growth rate is inflated due to a major data migration that occurred.

**Description:** Indicates the electronic data growth rate for the County and drives storage and technology infrastructure requirements.

#### **End User (Client) Productivity and Support Services**

**Measure:** # Problem Tickets Received

**Explanation:** IS&T resolves 3 to 4 trouble tickets per county employee per year. This ensures the functionality of technology needed for employee productivity.

**Description:** Indicator of technology service repairs provided to County employees.

**Measure:** # service request tickets received

**Explanation:** Service requests amount to approx. 3 or 4 per County FTE per year.

**Description:** Indicator of technology service requests (non-problem related) received by the service desk.

**Measure:** % of problem tickets closed within one business day

**Explanation:** The majority of service requests were resolved in timely manner.

**Description:** Resolving service requests in a timely manner ensures the efficiency of technology support and positive impact to employee productivity.

**Measure:** % of service requests closed within three business days

**Explanation:** The majority of service requests were resolved in a timely manner

**Description:** Resolving service request in a timely manner ensures the efficiency of technology support and the positive impact to employee productivity.

#### **Leadership and Executive Management**

**Measure:** # of departmental projects and work requested

**Explanation:** IS&T has played an increasing role in providing project management services and ensuring the successful implementation of technology.

**Description:** A measure of the number of projects and other work requested by the County departments that may take 3-days or more to complete and drives the level of support required by the IT organization to support such request.

#### **Technology Communications and Infrastructure**

**Measure:** # computers Refreshed Annually

**Explanation:** Measure of technology quality and whether it is current

**Description:** Indication of whether computer equipment is current and up to date

**Measure:** % network uptime

**Explanation:** Network Services have been reliable and available.

**Description:** Indicates the reliability of the network services provided to the County. Sustaining network availability is a quality of service indicator and impacts the business departments and employee productivity.

# HUMAN RESOURCES

## MISSION

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

## DEPARTMENT DESCRIPTION

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$1,522,074	\$1,724,027	\$1,648,069	\$1,873,278	\$1,792,036
Operating	\$283,702	\$394,799	\$444,445	\$399,211	\$395,531
<b>Total Expenditures</b>	<b>\$1,805,776</b>	<b>\$2,118,826</b>	<b>\$2,092,514</b>	<b>\$2,272,489</b>	<b>\$2,187,567</b>
<b>Revenues</b>					
Other Revenues	\$40,041	\$25,000	\$16,575	\$30,000	\$30,000
<b>Total Revenues</b>	<b>\$40,041</b>	<b>\$25,000</b>	<b>\$16,575</b>	<b>\$30,000</b>	<b>\$30,000</b>
<b>Net Expenditures</b>	<b>\$1,765,735</b>	<b>\$2,093,826</b>	<b>\$2,075,939</b>	<b>\$2,242,489</b>	<b>\$2,157,567</b>
FTEs	19.00	20.00	20.00	21.00	20.00

## 2017-18 BUDGET HIGHLIGHTS

- This budget allows Human Resources to fulfill its role as a strategic partner to the Durham County Community and to Durham County Government's Internal Services departments.

PROGRAM BUDGET	FY2016-17 Approved Budget	FY2016-17 Approved FTE	FY2017-18 Department Requested Budget	FY2017-18 Department Requested FTE	FY2017-18 Commissioner Approved Budget	FY2017-18 Commissioner Approved FTE
<b>Human Resources</b>						
Employee Relations	\$580,515	4.75	\$622,507	5.75	\$537,585	4.75
Employee Services (Recruitment)	\$523,851	4.75	\$561,950	4.75	\$561,950	4.75
Human Resources Classification, Compensation and Information Management Program	\$607,776	6.75	\$651,854	6.75	\$651,854	6.75
Benefits	\$406,684	3.75	\$436,178	3.75	\$436,178	3.75
<b>Grand Total</b>	<b>\$2,118,826</b>	<b>20.00</b>	<b>\$2,272,489</b>	<b>21.00</b>	<b>\$2,187,567</b>	<b>20.00</b>

### **Employee Relations**

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

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

### **Employee Services (Recruitment)**

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

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

### **Human Resources Classification, Compensation and Information Management Program**

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

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

### **Benefits**

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

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

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Employee Relations</b>				
# of County employees that meet or exceed expectations	not available	not available	1,571.00	1,550.00
<b>Employee Services (Recruitment)</b>				
Avg. number of days from receipt of hiring selection to conditional offer	not available	not available	2.00	2.00
Number of new job vacancy announcements	not available	not available	304.00	343.00
# of vacancies filled	not available	not available	412.00	466.00
<b>Human Resources Classification, Compensation and Information Management Program</b>				
# of Public Information Requests	not available	not available	617.00	625.00
Turnover Rate	11.29%	14.92%	12.63%	12.00%

### **Employee Relations**

**Measure:** # of County employees that meet or exceed expectations

**Explanation:** The data provided gives a breakdown of meets and exceeds ratings for FY 2016-17; Quarter 3; January 1st – March 31st. It gives a depiction of what % of money is being spent based on an employee's level of employee performance in the 3rd quarter. In accordance with merit increases granted for FY 2016-17, individuals receiving a meet expectations are eligible for a 2% increase; Exceeds expectation rating are eligible for a 3% increase. This data will assist in budgeting to forecast current and future expenditures. The County Human Resources department rating data provides insight into how employees are performing; align work duties with organizations objective. Essentially, while rewarding employees appropriately for their performance, the County strives to ensure that there is no misuse and/or waste of taxpayer monies for any services/reasons deemed inefficient. In summary, this expectation aligns with the County's Strategic Goal to ensure an Accountable, Efficient and Visionary Government.

**Description:** Evaluation standards are set by the County which described the overall performance during a set review period. Those standards (i.e. objectives) are based on the specific responsibilities of the assigned position which are critical to the completion of the department mission and alignment with County's Strategic plan. Those functions are categorized as SMART goals. Specific, Measurable, Attainable, Realistic & Timely.

### **Employee Services (Recruitment)**

**Measure:** Avg. number of days from receipt of hiring selection to conditional offer

**Explanation:** By making conditional offers quickly, the County is able to solidify job offers before candidates receives job offers from other organizations/companies.

**Description:** Measure is an indicator of the level of customer service provided by Recruitment. This data is important because the County is competing for qualified candidates.

**Measure:** Number of new job vacancy announcements

**Explanation:** This data is important because it reflects the County's ability to retain a qualified workforce.

**Description:** Measure is an indicator of employee turnover.

**Measure:** # of vacancies filled

**Explanation:** This data is important because of the County's commitment to provide promotional/transfer opportunities to existing employees, and to hiring qualified external candidates.

**Description:** Measure is an indicator of employee turnover and provides data on the number of internal employees who filled vacancies, as well as new hires.

### **Human Resources Classification, Compensation and Information Management Program**

**Measure:** # of Public Information Requests

**Explanation:** The department started tracking employment verification requests and other inquiries in July of 2016. Public information regarding employee workforce data was not tracked until the beginning of this year.

**Description:** This measures the number of public information requests received from external customers. This includes information requests from the public as outlined in G.S 132-6 and 153A-198, employment verification and survey data.

**Measure:** Turnover Rate

**Explanation:** Data reveals that the County overall separation rate for the quarters listed is declining. This measure tracks the separation data for regular status employees only. Temporary, relief and summer youth workers are not included.

**Description:** This measures the number of employees separating from the County. This information allows the County to avoid potential retention issues by establishing strategies to reduce attrition when voluntary resignation numbers begin to increase above the desired levels.

This page intentionally blank.

# 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.

## DEPARTMENT DESCRIPTION

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$440,487	\$557,553	\$412,371	\$596,565	\$759,323
Operating	\$47,968	\$43,074	\$49,111	\$178,554	\$193,554
<b>Total Expenditures</b>	<b>\$488,455</b>	<b>\$600,627</b>	<b>\$461,482</b>	<b>\$775,119</b>	<b>\$952,877</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$488,455</b>	<b>\$600,627</b>	<b>\$461,482</b>	<b>\$775,119</b>	<b>\$952,877</b>
FTEs	6.00	6.00	6.00	6.00	8.00

## 2017-18 BUDGET HIGHLIGHTS

- This budget includes annual software costs related to the "Managing For Results" (MFR) program and Strategic Plan refresh.
  - OpenGov software - \$99,000
  - ClearPoint software - \$40,000
- The department will be an integral part of data monitoring and customer service initiatives for the Strategic Plan as well as implementing and overseeing the Managing for Results program. To that end two vacant positions and corresponding dollars have been realigned to support MFR and management analysis duties. With two additional vacant positions, along with one vacant Budget Department position, the General Managers will have available support to analyze departmental performance data related issues, support departmental process improvements, and provide significantly more analysis of policy changes and strategic plan outcomes.
  - The two realigned positions will support MFR related data analysis

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Budget and Management Services</b>				
# years of continued attainment of GFOA Distinguished Budget Presentation award	12.00	13.00	14.00	15.00
Variance between actual and projected expenditures	93.86%	94.18%	93.33%	93.50%
Variance between actual and projected revenues (total)	99.27%	95.40%	94.03%	95.00%
Variance between projected current year property tax revenues and actual property tax revenues	100.58%	101.57%	101.08%	101.00%
Variance between projected sales tax revenues and actual sales tax revenues	117.92%	106.65%	101.19%	101.00%

**Measure:** # years of continued attainment of GFOA Distinguished Budget Presentation award

**Description:** The fact that Durham County has received this award for 13 consecutive years, including FY 2015-16, conveys the importance County Administration and the Board of County Commissioners put on providing County citizens clear and comprehensive information related to the budget process. The annual budget process is where County policies, directed by the Board, meet the funding to support those policies. A comprehensive budget document can link the two areas and provide citizens with an annual view (a blueprint of sorts) of what the County intends to do in the upcoming fiscal year.

**Explanation:** This measure shows the number of consecutive years that Durham County has received the GFOA (General Finance Officers Association) distinguished budget award. This measure is important because it represents the County's continued adherence to high standards related to annual budget clarity for citizens and the Board of County Commissioners. The annual budget must include appropriate information to create a well-informed view of the annual budget process and funding per GFOA guidelines to meet the award criteria.

**Measure:** Variance between actual and projected expenditures

**Description:** Durham County consistently sees actual expenditures as a percentage of budgeted expenditures of around 94%. The reason it is not closer to 100% is largely due to unspent salaries of vacant positions throughout a fiscal year. Any given year Durham County experiences around 10% vacancy levels. These positions are budgeted at 100% (annual) filled costs to make sure dollars are available for all potentially filled positions. Other reasons for a lower than 100% actual expenditure amount are due to savings in operating costs, process improvements, and some purchases not happening in the current fiscal year. It is expected that such actual underspending will happen, and in fact those unspent dollars are used to offset fund balance (savings account) used as a revenue source.

**Explanation:** This is a measure of how close actual expenditures are to budgeted expenditures for a current fiscal year. This measure is a key insight into how well the Budget Office, and by extension, the County does in comparing how much is planned to be spent versus how much is actually spent. The budgeting process starts some 18 months in advance of the end of the fiscal year being budgeted for. Such a significant lead time in developing budgets means that expenditure estimates can and do vary from actual expenditures. The key is to not be too far off from budgeted amounts.

**Measure:** Variance between actual and projected revenues (total)

**Description:** Because revenues are variable, due to economic and other circumstances, the Budget Office tends to be more conservative in budgeting revenue estimates. In other words the County would always prefer to over collect actual revenue and use those funds in future years than under collect actual revenues and have to cut budgeted expenditures during the current fiscal year. In general the Budget Office likes to see this measure percentage somewhere close to or slightly over 100%, meaning actual revenue collected for any given year was more than what was actually budgeted. Any extra revenue collected falls to fund balance (County savings) which can and usually is appropriated and used in the next or a future fiscal year.

**Explanation:** This is a measure of how close actual revenues are to budgeted revenues for a current fiscal year. This measure is a key insight into how well the Budget Office, and by extension, the County does in comparing how much is planned to be collected in revenues versus how much is actually collected. The budgeting process starts some 18 months in advance of the end of the fiscal year being budgeted for. Such a significant lead time in developing budgets means that revenue estimates can and do vary from actual revenues due to economic and other unforeseen changes. The key is to not be too far off from budgeted amounts.



**Measure:** Variance between projected current year property tax revenues and actual property tax revenues

**Description:** The vast majority of property tax revenue is collected between the second and third quarters of each fiscal year. It is the expectation that the County collect very close to if not over 100% of budgeted property tax revenue. There are two main reasons for a collection percentage of 100%, first is conservative estimates by the Budget Office/County. Such budget estimates for this revenue source are made some 18 months before final actual collections which causes trended analysis to be conservative to make sure budgeted numbers are met. Second, the Durham County Tax department does an excellent job collecting nearly 100% of all billed property tax. In fact the County has set its collection rate at 99.6% for the last two fiscal years due to collection trends. This high collection amount can also provide over collection of property tax revenue.

**Explanation:** Property tax revenue is the single largest revenue source for Durham County government. This measure shows the predictive capability of the Budget Office/County to collect at least the budgeted amount of property tax by showing the actual amount collected as a percentage of budgeted property tax revenue. The measure is important because this single revenue source funds the largest amount of expenditures within the local government. This is the foundation revenue for the County.

**Measure:** Variance between projected sales tax revenues and actual sales tax revenues

**Description:** Current year trending shows slower actual collections than in previous years, however the overall collection of all sales tax is still expected to meet or slightly exceed budgeted sales tax revenue. However this current year trending is significantly different (lower) than previous year's actual sales tax growth and that will cause the Budget Office to review future year sales tax budgeting within a slightly more conservative prism. As with other revenues it is expected that sales tax actual collection be over the budgeted amount (100% plus) as such provides a refill of fund balance (County savings) that was budgeted in each current fiscal year as a revenue sources.

**Explanation:** Sales tax revenue is the second largest revenue source collected by Durham County, it is also the most variable as it is directly related to economic conditions locally, regionally, statewide, and even nationally. With that in mind it is important that the Budget Office/County develop budget estimates that are representative of previous trending, but also present and future economic outlook. This revenue is budgeted some 14 months before the last month of actual collection which is another reason the amount actually collected be measured against the very early budgeted amount.

This page intentionally blank.

# 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

## DEPARTMENT DESCRIPTION

**Program Purpose:** The purpose of Veterans Services is to provide area veterans, active military members, and their families with services that help them maximize eligible federal, state, and local benefits.

**Program Description:** Durham County Veteran Services helps veterans, members of the active duty military, and their families as needed. We provide services that include, but are not limited to: benefits counseling, claims preparation and submission, appeals, healthcare, employment, and efforts to prevent and end veteran homelessness. Helping our military, our veterans and their families shows respect and honor to those men and women who serve(d) our country, it also brings financial resources into Durham County via the monetary benefits veterans receive through VA disability and pension payments.

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
- 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 and Veteran Adaptive Home Modification
- Veterans Homelessness Programs
- Securing Military Records(DD-214), Awards, Decorations and Certificates
- Making application for NC State Veterans Dependent Scholarship Program For Dependent Children of Eligible Veterans
- Provides outreach services to incapacitated, hospitalized or veterans in nursing home and others

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$138,952	\$226,404	\$160,094	\$250,869	\$250,869
Operating	\$36,850	\$21,662	\$39,732	\$19,183	\$19,183
<b>Total Expenditures</b>	<b>\$175,802</b>	<b>\$248,066</b>	<b>\$199,826</b>	<b>\$270,052</b>	<b>\$270,052</b>
<b>Revenues</b>					
Intergovernmental	\$1,525	\$0	\$0	\$1,525	\$1,525
<b>Total Revenues</b>	<b>\$1,525</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,525</b>	<b>\$1,525</b>
<b>Net Expenditures</b>	<b>\$174,277</b>	<b>\$248,066</b>	<b>\$199,826</b>	<b>\$268,527</b>	<b>\$268,527</b>
FTEs	3.00	4.00	4.00	4.00	4.00

## 2017-18 BUDGET HIGHLIGHTS

- The Veteran Services Technician position reclassification is due to organizational restructure in an effort to utilize current assets, resources and personnel to perform the new duties and requirements as established by this department and the United States Department of Veterans Affairs.
- Extended evening hours from 5-7pm on Monday thru Thursday is an effort to reach more veterans.
- The awarding of a USDVA Claim Clinics; weekly benefit clinics focused on educating our veterans, family and our community partners are on schedule.

- Veteran Services is also empowering veterans to improve their well-being through enhanced access to Veterans Affairs claim processing for benefits and services and improved access in moving our veterans and their eligible dependents from “sickcare” to healthcare

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Veterans Services</b>				
# of Claims Prepared (Disability, Pension, Aid & Attendance, DIC, Insurance, Burial, Education, Health, and Home Loans)	452.00	580.00	464.00	464.00
\$ Annual amount of claim funds coming into Durham County (Data Received from VA)	\$218,068,000	\$220,049,000	\$220,049	not available
# of Referrals made for at risk and homeless veterans	84.00	83.00	50.00	50.00
# of aged and disabled Veterans reached	not available	not available	450.00	450.00
# of Veterans and their families served	1,093.00	1,411.00	1,609.00	1,609.00

#### **Veterans Services**

**Measure:** # of aged and disabled Veterans reached

**Explanation:** This is a new measure. Department of Veterans Affairs determined that 75 percent of NC veterans are underserved. Our rural aged and disabled Veterans and their caregivers face unique challenges to care, and other VA services such as lack of public transportation, lack of broadband coverage, distance from VA health care facilities and a shortage of care providers. And the number of rural Veterans is growing. Proving community outreach will grant these area veterans' easier and equal access to VA services.

**Description:** This measure will identify the number of our most vulnerable, underserved aged, and disabled veterans and their eligible family members in our rural and other areas. Outreach to this group will enable them to strengthen their equal access to VA financial benefits, VA healthcare and burial access as well as any other varies and supportive services in the community.

**Measure:** # of Claims Prepared (Disability, Pension, Aid & Attendance, DIC, Insurance, Burial, Education, Health, and Home Loans)

**Description:** This measure of tracking is used to identify the number of Veterans and claims prepared for Veterans, their surviving spouses and or dependent children, to whom our office assisted in obtaining, maintaining or retaining ongoing benefits or services (claims include but are not limited to Disability, Pension, Aid & Attendance, DIC, Insurance, Health, Education, and Burial claims). These measures will also be used to help identify our strengths or weakness. Identify if we are reaching our targeted population and are we using our staff and resources improving the lives of our veterans and their families.

**Measure:** # of Referrals made for at risk and homeless veterans

**Explanation:** Chronic homelessness in Durham overall has been decreasing. While we cannot completely attribute the decrease in Veterans referrals to that, it is a fair assessment to note that there is some correlation.

**Description:** Identifies the number of referred Veterans who were homeless or at imminent risk of becoming homeless. This measure will be used to identify referred Veterans who were helped, who were prevented from entering homelessness and those assisted who were homeless, and helped in exiting safely and quickly and were connected to VA and other various supportive services to strengthen their access to permanent housing. These efforts are in support and in honor of our nation's area veterans who served our country who may find themselves on the streets of our community living without hope.

**Measure:** # of Veterans and their families served

**Description:** The total number of Veterans served by the Veteran Services office. This measure of tracking is instrumental in assessing current and future staffing needs, space and desired productivity outcomes.

**Measure:** \$ Annual amount of claim funds coming into Durham County (Data Received from VA)

**Explanation:** \$78 million were received in VA benefits, an increase of \$6 million from the previous year for Compensation Disability, Pension Disability, Aid and Attendance, Education & Employment Vocational Rehabilitation, Insurance and Dependent Indemnity Compensation(DIC).

**Description:** These are the total annual dollar amounts of Federal Funds disbursed to Veterans and eligible claimants who reside in Durham County in the forms of compensation, pension, Educational & Employment Vocational Rehabilitation, Insurance and Dependent Indemnity Compensation(DIC).

# 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.

## DEPARTMENT DESCRIPTION

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$427,945	\$438,833	\$438,833	\$452,044	\$467,619
<b>Total Expenditures</b>	<b>\$427,945</b>	<b>\$438,833</b>	<b>\$438,833</b>	<b>\$452,044</b>	<b>\$467,619</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$427,945</b>	<b>\$438,833</b>	<b>\$438,833</b>	<b>\$452,044</b>	<b>\$467,619</b>

## 2017-18 BUDGET HIGHLIGHTS

- Funding is included in the FY 17-18 Commissioner Approved budget for an additional 5 ArcGIS Desktop licenses to support the increased demand of software use with a cost to the County of \$15,858.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>GIS</b>				
% IT overall Satisfaction (Help Desk)	99.00%	100.00%	98.00%	90.00%

**Objective:** 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 customer.

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

# 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:

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$0	\$1,250,209	\$725,000	\$100,000	\$1,567,921
Operating	\$697,786	\$1,346,841	\$1,335,624	\$1,352,549	\$1,402,306
Transfers	\$0	\$150,000	\$0	\$450,000	\$200,000
<b>Total Expenditures</b>	<b>\$697,786</b>	<b>\$2,747,050</b>	<b>\$2,060,624</b>	<b>\$1,902,549</b>	<b>\$3,170,227</b>
<b>Revenues</b>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$697,786</b>	<b>\$2,747,050</b>	<b>\$2,060,624</b>	<b>\$1,902,549</b>	<b>\$3,170,227</b>

- Comprehensive Pay Study and potential related adjustments \$817,921
- EMS Paramedic and Sheriff Office Detention Officers FY 2016-17 pay study recommendation \$900,000
- Highway 147 Gateways initiative \$17,000
- MFR Resources \$50,000
- TJCOG dues \$78,249
- UNRBA dues \$90,558
- Urban Ministries annual contribution \$311,130
- My Brother's Keeper Public Allies \$107,019
- Exceptional Service Initiative \$10,000
- SmArt Initiative \$10,000
- Youth Opportunity Initiative \$70,000
- Early childhood initiatives \$93,000
- Library Services \$127,600
- Racial Equity Institute Workshop \$20,000
- Project Graduation \$3,500
- Satisfaction surveys \$25,000
- Made in Durham Initiative \$101,000
- Alliance for Innovation \$8,250
- Non-Profit Funding for housing \$130,000
- County Manager's Contingency Fund \$50,000
- Board of County Commissioners Contingency Fund \$150,000.

---

# 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	\$37,534,792
Benefits Plan Fund	\$20,841,957
Reappraisal Reserve Fund	\$1,327,492
<b>TOTAL TRANSFERS OUT</b>	<b>\$59,704,241</b>

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) along with several other additional General Fund revenue sources. Transfers to the Capital Finance Fund include:

One-half Cent Sales Taxes (Art. 40, 42, & 46)	\$32,688,022
County Occupancy Taxes	\$3,350,000
NCMLS Designated Occupancy Tax for related debt service	\$500,000
Restricted Fund Balance - NC Museum of Life & Science Debt Service	\$350,000
Restricted Fund Balance - Education: Art 46	\$228,270
General Fund Transfer	\$418,500
<b>Total</b>	<b>\$37,534,792</b>

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

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

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

Transfers to General Fund	
Community Health Trust Fund	\$5,578,166
Volunteer Fire District Funds	\$5,373,455
<b>TOTAL TRANSFERS IN</b>	<b>\$10,951,621</b>

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.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Transfers	\$57,198,770	\$54,581,563	\$57,281,359	\$57,446,309	\$59,704,241
<b>Total Expenditures</b>	<b>\$57,198,770</b>	<b>\$54,581,563</b>	<b>\$57,281,359</b>	<b>\$57,446,309</b>	<b>\$59,704,241</b>
▼ <i>Revenues</i>					
Other Fin. Sources	\$8,705,513	\$8,521,399	\$6,406,120	\$9,320,439	\$10,951,621
<b>Total Revenues</b>	<b>\$8,705,513</b>	<b>\$8,521,399</b>	<b>\$6,406,120</b>	<b>\$9,320,439</b>	<b>\$10,951,621</b>
<b>Net Expenditures</b>	<b>\$48,493,257</b>	<b>\$46,060,164</b>	<b>\$50,875,239</b>	<b>\$48,125,870</b>	<b>\$48,752,620</b>



# 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.

## 2017-18 BUDGET HIGHLIGHTS

The FY 2017-18 vehicle and equipment needs total \$2,903,867 and include 46 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	6	\$1,320,000
Fire Marshal	Replacement	Dodge Durango	1	\$31,773
	New	Ford F150	1	\$38,000
ACCESS	Replacement	Van	1	\$60,000
CJRC	Replacement	Passenger vehicle	1	\$17,465
General Services	New	Roll Off Truck	1	\$156,450
Social Services	Replacement	Truck	1	\$24,459
		Mid size sedan	1	\$18,465
	New	SUV	2	\$53,238
Sheriff	Replacement	Pursuit Vehicles	26	\$689,000
		Durango's	4	\$130,800
		Dodge Ram Truck	1	\$28,000
<b>Total</b>			<b>46</b>	<b>\$2,567,650</b>

### Equipment

Sheriff	Vehicle Equipment	\$248,786
EMS	6 mobile radios	\$45,000
	2 I Stat machines	\$20,000
Fire Marshal	Vehicle Equipment	\$22,431
<b>Total</b>		<b>\$336,217</b>

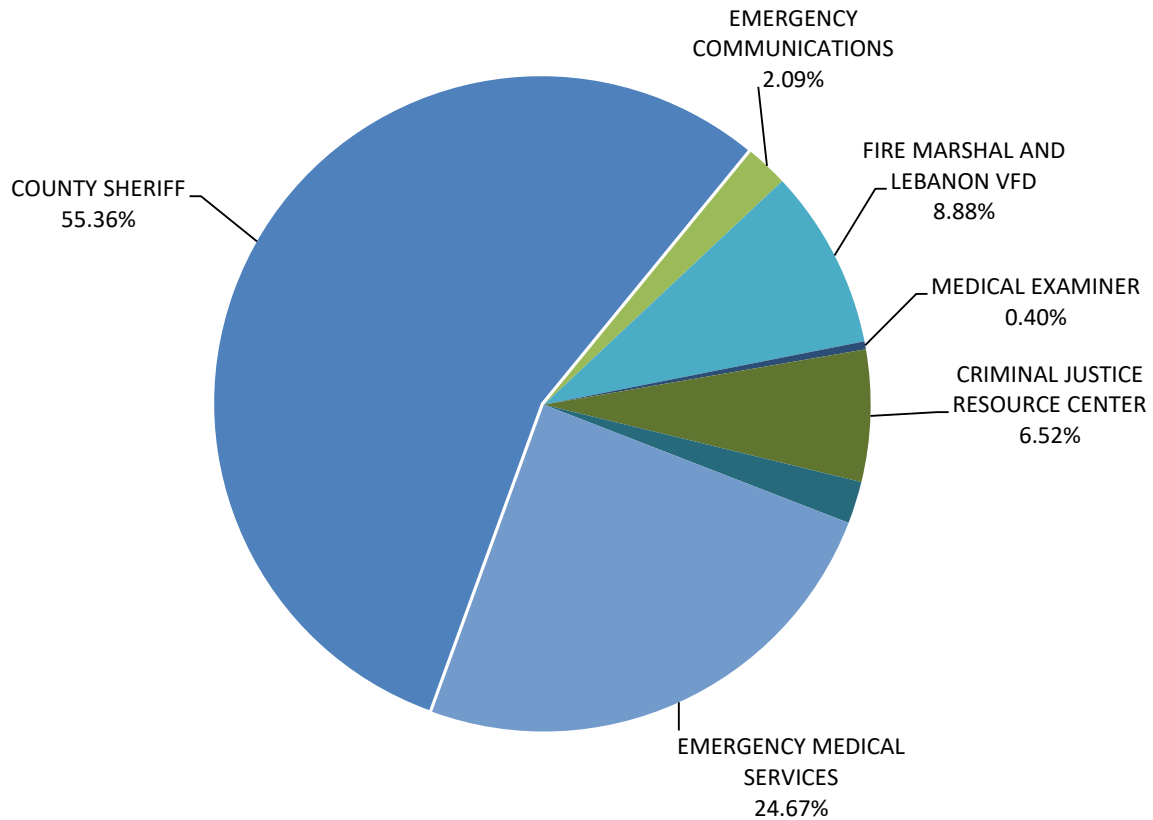
Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Operating	\$209,898	\$369,569	\$411,117	\$532,495	\$271,217
Capital	\$2,934,092	\$3,033,192	\$2,867,097	\$5,764,029	\$2,632,650
<b>Total Expenditures</b>	<b>\$3,143,990</b>	<b>\$3,402,761</b>	<b>\$3,278,214</b>	<b>\$6,296,524</b>	<b>\$2,903,867</b>
<b>Revenues</b>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$3,143,990</b>	<b>\$3,402,761</b>	<b>\$3,278,214</b>	<b>\$6,296,524</b>	<b>\$2,903,867</b>



## **Public Safety**

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

## Public Safety Approved Budget



Business area	2015-2016 Actual Expenditures	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
COUNTY SHERIFF	\$ 32,978,333	\$ 33,686,456	\$ 33,398,076	\$ 36,929,280	\$ 34,949,195
EMERGENCY COMMUNICATIONS	\$ 1,220,296	\$ 1,315,305	\$ 1,315,305	\$ 1,368,285	\$ 1,321,893
FIRE MARSHAL AND LEBANON VFD	\$ 4,604,054	\$ 5,387,388	\$ 4,916,818	\$ 5,666,155	\$ 5,609,229
MEDICAL EXAMINER	\$ 180,050	\$ 160,000	\$ 233,600	\$ 250,000	\$ 250,000
CRIMINAL JUSTICE PARTNERSHIP	\$ 3,212,688	\$ 3,972,319	\$ 3,506,341	\$ 4,106,908	\$ 4,115,291
YOUTH HOME	\$ 1,062,774	\$ 1,288,259	\$ 1,113,612	\$ 1,315,555	\$ 1,315,555
EMERGENCY MEDICAL SERVICES	\$ 13,729,658	\$ 14,544,504	\$ 14,236,256	\$ 21,726,829	\$ 15,571,937
OTHER PUBLIC SAFETY	\$ 121,916	\$ 0	\$ 0	\$ 0	\$ 0
<b>Overall Result</b>	<b>\$57,109,769</b>	<b>\$60,354,231</b>	<b>\$58,720,009</b>	<b>\$71,363,012</b>	<b>\$63,133,100</b>

# SHERIFF

## MISSION

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>▼ Expenditures</b>					
Personnel	\$27,418,932	\$27,955,155	\$27,822,978	\$29,878,374	\$28,589,860
Operating	\$5,191,000	\$5,626,801	\$5,460,535	\$6,210,908	\$6,019,337
Capital	\$368,401	\$104,500	\$114,563	\$839,998	\$339,998
<b>Total Expenditures</b>	<b>\$32,978,333</b>	<b>\$33,686,456</b>	<b>\$33,398,076</b>	<b>\$36,929,280</b>	<b>\$34,949,195</b>
<b>▼ Revenues</b>					
Licenses & Permits	\$30,779	\$15,000	\$44,808	\$30,000	\$30,000
Intergovernmental	\$1,284,167	\$1,119,654	\$1,411,526	\$478,500	\$707,308
Contrib. & Donations	\$57,889	\$59,915	\$59,915	\$62,012	\$62,012
Investment Income	\$123	\$0	\$120	\$0	\$0
Service Charges	\$1,448,291	\$1,200,000	\$1,097,588	\$1,130,000	\$1,130,000
Other Revenues	\$189,421	\$131,000	\$183,254	\$146,000	\$146,000
<b>Total Revenues</b>	<b>\$3,010,670</b>	<b>\$2,525,569</b>	<b>\$2,797,211</b>	<b>\$1,846,512</b>	<b>\$2,075,320</b>
<b>Net Expenditures</b>	<b>\$29,967,663</b>	<b>\$31,160,887</b>	<b>\$30,600,865</b>	<b>\$35,082,768</b>	<b>\$32,873,875</b>
FTEs	460.00	473.00	473.00	481.00	474.00

## 2017-2018 BUDGET HIGHLIGHTS

- CAD software upgrades
- Detention center computers
- 31 Replacement vehicles (see vehicle and equipment page for detail)
- 1 additional FTE for 2016 Bureau of Justice "Justice and Mental Health Collaboration Grant" award received in fiscal year 2016-2017.

<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>Sheriff</b>						
Animal Services	\$1,481,421	20.00	\$2,024,245	26.00	\$1,625,325	20.00
Civil	\$1,493,500	20.00	\$1,625,449	20.00	\$1,625,449	20.00
Courts	\$2,254,950	33.00	\$2,472,736	33.00	\$2,472,736	33.00
Detention	\$14,455,380	232.00	\$15,067,419	232.00	\$14,518,437	232.00
Investigations	\$1,133,000	16.00	\$1,232,032	16.00	\$1,232,032	16.00
Office of the Sheriff	\$1,246,300	9.00	\$1,246,300	9.00	\$1,246,300	9.00
Patrol/Traffic	\$3,325,500	45.00	\$3,559,897	45.00	\$3,559,897	45.00
School Resource Officers	\$1,856,575	25.00	\$2,021,582	25.00	\$2,021,582	25.00
Sheriff's Anti Crime/Narcotics	\$798,250	10.00	\$864,224	10.00	\$864,224	10.00
Support Services	\$5,075,459	63.00	\$6,333,144	65.00	\$5,300,961	63.00
Grants	\$566,121	0.00	\$482,252	0.00	\$482,252	1.00
<b>Grand Total</b>	<b>\$33,686,456</b>	<b>473.00</b>	<b>\$36,929,280</b>	<b>481.00</b>	<b>\$34,949,195</b>	<b>474.00</b>

### **Animal Services**

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

**Program Description:** The Sheriff's animal services division consists of sworn deputies who are responsible for responding to citizen concerns related to animal issues, which may include stray animals, aggressive animals, and reports of dog bites, among a host of other concerns. Deputies and civilian staff strive to proactively promote the safety of animals and citizens through proactive endeavors, such as the division's rabies clinic.

### **Civil**

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

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

### **Courts**

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

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

### **Detention**

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

**Program Description:** Over 200 detention officers supervise approximately 500 detainees in the County's local detention facility. While most of the detainees are awaiting trial, some are serving sentences. Personnel ensure that detainees' medical and dietary needs are met. Additionally, personnel work with partners to provide educational opportunities, faith-based services, and substance abuse treatment.

### **Investigations**

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

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

### **Office of the Sheriff**

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

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

### **Patrol/Traffic**

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

**Program Description:** The Durham County Sheriff's Office serves as the primary law enforcement agency for the approximately 200 square miles of unincorporated area within Durham County. The Patrol Division is comprised of four 10-deputy squads and responds to over 30,000 calls for service per year.

### **School Resource Officers**

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

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

### **Sheriff's Anti-Crime/Narcotics**

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

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

### **Support Services**

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

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

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Animal Services</b>				
Average response time for animal services deputies in minutes	32.75	33.75	37.00	34.00
<b>Civil</b>				
# of civil documents served	24,768.00	24,034.00	20,780.00	23,496.00
<b>Courts</b>				
# of weapons seized by court security deputies	749.00	1,104.00	1,194.00	1,752.00
<b>Detention</b>				
Average daily population of detainees	520.00	482.00	480.00	469.00
<b>Patrol/Traffic</b>				
Average response time for priority 1 calls	9.00	8.00	8.00	8.00

#### **Animal Services**

**Measure:** Average response time for animal services deputies in minutes.

**Explanation:** Response times are routinely analyzed to optimize efficiency and reported quarterly.

**Description:** Effective service often depends on timely response. Since assuming responsibility of the Animal Services Division in 2012, the Sheriff's Office has been able to dramatically reduce response times to approximately 30 minutes. Decreased response times advance efforts to promote health and safety of the County's animals and citizens.

#### **Civil**

**Measure:** # of civil documents served

**Explanation:** Civil process statistics are evaluated continually and are reported quarterly.

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

#### **Courts**

**Measure:** # of weapons seized by court security deputies

**Explanation:** The number of weapons seized is reported quarterly.

**Description:** A primary function of court security deputies is to ensure that people do not enter the Justice Center with weapons. Courthouse safety for staff and visitors is of utmost priority and ensures the safe administration of justice.

#### **Detention**

**Measure:** Average daily population of detainees

**Description:** Numerous factors influence the average daily population of inmates in the jail. In particular, the speed with which cases are processed by the court system, criminal activity, and pre-trial release factors are among the numerous issues that drive population.

#### **Patrol/Traffic**

**Measure:** Average response time for priority 1 calls in minutes.

**Explanation:** Response times are routinely analyzed to optimize efficiency and reported quarterly.

**Description:** Effective service often depends on timely response. Priority 1 calls include in-progress incidents, traffic crashes with injuries, and panic alarms, and are among the most serious that deputies respond to.

---

# EMERGENCY COMMUNICATIONS

---

## MISSION

The Durham Emergency Communications Center (DECC) is the primary public safety answering point for the City and County of Durham. Guided by the City's Strategic Plan (PDF), the center helps to ensure that Durham is a safe and secure community by providing around-the-clock 911 access and services to the residents and user agencies in and around Durham County.

## DEPARTMENT DESCRIPTION

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$1,220,296	\$1,315,305	\$1,315,305	\$1,368,285	\$1,321,893
<b>Total Expenditures</b>	<b>\$1,220,296</b>	<b>\$1,315,305</b>	<b>\$1,315,305</b>	<b>\$1,368,285</b>	<b>\$1,321,893</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$1,220,296</b>	<b>\$1,315,305</b>	<b>\$1,315,305</b>	<b>\$1,368,285</b>	<b>\$1,321,893</b>



<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>Emergency Communications</b>						
Emergency Response	\$5,132,921	80	\$5,385,203	80	\$5,385,203	80
Emergency Telephone System	\$2,071,179	2	\$1,886,890	2	\$1,886,890	2
Communications Maintenance	\$1,264,528	6	\$1,076,467	6	\$1,076,467	6
<b>Grand Total</b>	<b>\$8,468,628</b>	<b>88</b>	<b>\$8,348,560</b>	<b>88</b>	<b>\$8,348,560</b>	<b>88</b>

\*The program budget is comprised of Emergency Communications' total allocation; the County contributes 21% of the total cost.

#### **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 and 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.

#### **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.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Communications Maintenance</b>				
# Radios supported (Note: there are approx. 1500 more radios with indirect support)	3,000.00	3,000.00	3,000.00	3,000.00
% radio technician response time within 1 hour of notification	100.00%	100.00%	100.00%	100.00%
<b>Emergency Response</b>				
% of 911 calls answered in 10 seconds or less	95.00%	95.00%	93.00%	94.00%
% Monthly telephone access lines as a percentage of known errors	99.00%	99.00%	99.00%	99.00%
% accuracy of EMD protocols	97.00%	97.00%	97.00%	95.00%
% priority calls dispatched to Fire within 90 seconds or less	83.00%	83.00%	85.00%	90.00%
% priority calls dispatched to Police within 90 seconds or less	83.00%	83.00%	85.00%	90.00%

#### **Emergency Response**

**Measure:** % of 911 calls answered in 10 seconds or less

**Objective:** To answer 90% of 911 calls in 10 seconds or less

**Initiative:** Maintain staffing at sufficient levels needed to ensure timely response to 911 calls

**Measure:** Monthly telephone access lines as a percentage of known errors

**Objective:** To achieve and maintain the 911 Master Street Addressing Guide Database at 99.99%

**Initiative:** Reduce the discrepancies of database errors to expedite resolution

**Measure:** % accuracy of EMD protocols

**Objective:** To ensure accuracy of Emergency Medical Dispatch pre-arrival instructions at 90%

**Initiative:** Aggressively review EMS calls, documenting and correcting weak areas necessary for accreditation

**Measure:** % priority calls dispatched to Fire/Police within 90 seconds or less

**Objective:** To dispatch all priority calls within 90 seconds or less

**Initiative:** Research the splitting of dispatch channels and finding methods to remove telephone responsibilities for main dispatch stations

#### **Communications Maintenance**

**Measure:** # Radios supported (Note: there are approx. 1500 more radios with indirect support)

**Objective:** Provide effective maintenance services to ensure radio system availability

**Initiative:** Utilize the work order management software system to ensure that maintenance standards are achieved

This page intentionally blank.

# FIRE MARSHAL AND EMERGENCY MANAGEMENT

## MISSION

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

## DEPARTMENT DESCRIPTION

The Durham County Fire Marshal and Emergency Management Department is comprised of three Divisions that are supported by an administrative team comprised of the Department Director, a Senior Administrative Assistant, an Office Assistant, and an Emergency Services Data Analyst. The three program areas are: Division of Emergency Management, Division of Fire Prevention and Education (Fire Marshal), and Division of Fire Operations (Durham County Fire Rescue). Each Division is led by a Division Chief and their respective subordinate staff.

The purpose of the Fire Marshal and Emergency Management Department is to coordinate these three Divisions to mitigate, protect, prevent, prepare, respond, and recover from any hazard or purposeful act so that the workers, residents, students, and visitors of Durham County have a safe and resilient community to live, work, and thrive in.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$3,241,118	\$3,791,924	\$3,434,583	\$3,807,917	\$3,807,917
Operating	\$782,294	\$936,744	\$751,109	\$1,198,027	\$1,182,225
Capital	\$26,028	\$86,000	\$137,489	\$0	\$0
<b>Total Expenditures</b>	<b>\$4,049,440</b>	<b>\$4,814,668</b>	<b>\$4,323,181</b>	<b>\$5,005,944</b>	<b>\$4,990,142</b>
<b>Revenues</b>					
Intergovernmental	\$298,487	\$313,613	\$316,766	\$335,415	\$336,315
Service Charges	\$125,164	\$140,000	\$110,882	\$125,000	\$125,000
<b>Total Revenues</b>	<b>\$423,651</b>	<b>\$453,613</b>	<b>\$427,648</b>	<b>\$460,415</b>	<b>\$461,315</b>
<b>Net Expenditures</b>	<b>\$3,625,789</b>	<b>\$4,361,055</b>	<b>\$3,895,533</b>	<b>\$4,545,529</b>	<b>\$4,528,827</b>
FTEs	56.00	65.00	65.00	65.00	65.00

## 2017-18 BUDGET HIGHLIGHTS

### Division of Fire Prevention and Education

- Continuing the replacement plan started in FY2016-17 one new 4WD pick-up truck will be purchased this year to complete the initiative of keeping contaminated clothing, gear and evidence separate from the cab so the employee is not exposed to potential carcinogens. The truck will have robust covers that will include side access for small tool retrieval, a secure evidence locker, a resource section for lights and heavier tools/equipment, and a separate gear storage area. The current SUV will be surplussed when the new pick-up trucks are in.
- Using reallocated funds within the department, the division will transition to a paperless inspection system called "Streamline". This product will provide greater customer service to businesses and schools that are inspected.

### Division of Emergency Management

- Durham's mass notification system, "Alert Durham," will be expanded this year to add a Community Engagement feature (Nixle™) that will offer the residents of Durham County more access to emergency information than ever before.
- Contracted services will be used to:
  - Develop a hosted solution for Continuity of Operations Plans. The interactive tool will be very intuitive and will make it much easier to manage the various Department's COOP plans.
  - Continue the much-needed planning and training to prepare for a Complex Coordinated Terrorist Attack.
  - Further staff training with the goal of producing the most innovative leaders in emergency services.

- Emergency Management Performance Grant (EMPG) funds will be utilized to develop long term recovery plans, and to develop a more robust situational awareness capability with our emergency response partners and the community.
  - Removing the expenditure of prior year grant funds actually shows through reallocation, this Program's budget is actually an 8% decrease when compared to FY2016-17.

#### **Division of Fire Operations**

- Durham County Fire Rescue (DCFR) will incorporate paperless truck check software to ensure accountability of vehicle readiness. Displays will be installed at the stations to view the E911 dispatch information, as well as display turn out times for stations and shifts, in an effort to decrease response times.
- Training and commonality with the City of Durham Fire will be the focus with training, equipment, and similar vehicles as priorities.
- One Sport Utility Vehicle will be purchased, as a replacement, to be used as a front-line response vehicle.

<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>Fire Marshal</b>						
Durham County Fire & Rescue District	\$3,398,274	53.00	\$3,513,444	53.00	\$3,513,444	53.00
Emergency Management Division	\$740,649	5.00	\$816,631	5.00	\$800,829	5.00
Fire Marshal – Fire Prevention and Education Division	\$675,745	7.00	\$675,869	7.00	\$675,869	7.00
<b>Grand Total</b>	<b>\$4,814,668</b>	<b>65.00</b>	<b>\$5,005,944</b>	<b>65.00</b>	<b>\$4,990,142</b>	<b>65.00</b>

#### **Durham County Fire & Rescue District**

**Program Purpose:** Durham County Fire & Rescue promotes fire prevention and safety education and quickly responds to emergency requests for assistance so that life, property and the environment can be preserved and protected.

**Program Description:** Durham County Fire & Rescue develops and maintains 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 the community.

Emergency Management Division

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

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

Fire Marshal – Fire Prevention and Education Division

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

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

environment.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Durham County Fire &amp; Rescue District</b>				
# of total EMS responses	590.00	1,387.00	933.00	1,440.00
# of total Special and Technical Rescue responses	10.00	24.00	16.00	30.00
# of total Fire responses	333.00	939.00	872.00	1,280.00
<b>Emergency Management Division</b>				
# of EOC activations (Greater than 12 Hours)	0.00	3.00	5.00	8.00
\$ spent on recovery (by type)	\$0	\$0	\$0	\$70,000
# Total incidents responded to	99.00	119.00	84.00	135.00
<b>Fire Marshal – Fire Prevention and Education Division</b>				
# of inspections performed	1,254.00	841.00	912.00	870.00
# of new construction plan reviews	262.00	246.00	224.00	180.00
# of school inspections performed annually	208.00	147.00	135.00	90.00

#### **Durham County Fire & Rescue District**

**Measure:** # of total EMS responses

**Explanation:** Increase in number of stations from two to five in FY2015-16 explains the increase in number of responses.

**Description:** All fire departments in Durham County are trained to the Emergency Medical Technician (EMT) level or above and personnel respond to serious medical emergencies such as stroke, heart attack, respiratory difficulty, vehicle collisions, and others. Due to the positioning of fire stations and apparatus, many times the fire department arrives before EMS and can begin life-saving treatment to stabilize the patient while EMS is responding. Fluctuations in call volume may be related to environmental factors, such as weather, and success of prevention and education initiatives.

**Measure:** # of total Fire responses

**Explanation:** Increase in number of stations from two to five in FY2015-16 explains the increase in number of responses.

**Description:** This is the total number of times DCFR is dispatched to a fire. Fires can be structural, wildland, vehicle, or other (odors, natural gas leaks, hazardous materials incidents, etc.). Fluctuation in call volume may be the direct result of fire prevention and education initiatives. Variation could also be influenced by the number of new structures and vehicles, or due to purposeful criminal acts.

**Measure:** # of total Special and Technical Rescue responses

**Explanation:** Technical rescues are unusual emergencies and only performed where indicated based on the situation. Weather has a direct correlation to the number of technical rescues annually.

**Description:** Technical rescues are unusual events such as confined space incidents, trench collapses, and high/low angle rescues. Each of these require specialized training and equipment such as rope and rigging, supplied air, air monitoring, and tripod restraint systems, and shoring and heavy equipment for digging. Many of these responses are routine and cyclical, typically consisting of standing-by during confined space entries due to OSHA regulations. The non-routine emergency calls are typically related to new construction, so the call volume fluctuates based on the amount of construction occurring during a time period.

#### **Emergency Management Division**

**Measure:** # of EOC activations (Greater than 12 Hours)

**Explanation:** This new measure looks at the number of EOC activations that last longer than 12 hours. Activations include weather, special events, and civil unrest, for example.

**Description:** This measure helps to identify emerging trends in large scale emergency response dictating the standing up of an emergency operations center (EOC). After Action Meetings during post-incident & recovery allow EM to determine the effectiveness of outreach and training as well as identify any gaps in the City/County Emergency Operations Plan. EM also evaluates the EOC facility space, including the ability to communicate and determine situational awareness.

**Measure:** # Total incidents responded to

**Explanation:** Responses are trending up due to increased staffing in EM and outreach to responders indicating the capabilities of EM response.

**Description:** EM serves the traditional role of planning for large scale emergencies, as well as responding to events in the County & City which are complex in nature. Response to these calls indicates the success of EM's outreach & training with the response

community. From these responses, After Action meetings with responders are completed and policy level improvement plans are implemented to close any gaps.

**Measure:** \$ spent on recovery (by type)

**Explanation:** This new measure may not always have data (dependent on a significant disaster or emergency). It looks at the cost of disaster response and how well we recover those funds, if the emergency is eligible for state/federal reimbursement. Durham did not have a declared event in FY15 or FY16.

**Description:** EM is responsible for the resiliency of the public response, as well as the resiliency of City/County government post-incident. This measure demonstrates how well the personnel in the emergency operations center (EOC) are able to track expenses related to the emergency response and community recovery. If the State's threshold for Durham County is reached, said expenses are eligible for state/federal reimbursement. Recovered expenses may include personnel responding to the event, capital equipment, and non-capital equipment, based on the FEMA reimbursement schedule.

#### **Fire Marshal – Fire Prevention and Education Division**

**Measure:** # of inspections performed

**Explanation:** The State Inspection Schedule requires an annual, biannual, or triannual inspection based on occupancy type. For example, a manufacturing plant requires an annual inspection whereas a gift shop requires an inspection every 3 years. Therefore, annual inspections are subject to fluctuate by 25% year to year.

**Description:** These are routine inspections to ensure buildings are maintained and kept in safe working order for ongoing use by the public, business owners, and customers. Routine inspections identify improper use, locked or blocked exits, and other life safety hazards. Business owners are given a reasonable amount of time to mitigate the issue, dependent on the hazard presented.

**Measure:** # of new construction plan reviews

**Explanation:** New construction plan reviews are influenced by the current economy and growth capital.

**Description:** Plan review ensures the physical building meets NC Fire Code and is made safe for occupancy by employees, customers, and other visitors. The number of plan reviews is an indication of business and industrial growth or re-growth, reflecting the status of the economy in Durham County.

**Measure:** # of school inspections performed annually

**Explanation:** Each school must be inspected twice annually and may require a re-inspection to solve issues found. A perfect year would be 110 inspections meaning each school showed no deficiencies in its required inspections.

**Description:** The baseline for school inspections is no fewer than 110 (55 schools inspected semi-annually). This number may easily increase if any deficiencies or violations are identified in the semi-annual inspection, which mandates a return inspection to ensure correction.

# 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 tax revenues support expenditures for this fire district. See Section: Special Revenue Funds – Pages: Fire Districts, for tax rate information for all districts, including a one-cent increase in Lebanon Fire District Fund.

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

See Special Revenue Funds – Fire Districts for Revenue and tax related information.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$547,450	\$559,116	\$580,033	\$643,848	\$602,724
Operating	\$10,449	\$13,604	\$13,604	\$16,363	\$16,363
<b>Total Expenditures</b>	<b>\$557,899</b>	<b>\$572,720</b>	<b>\$593,637</b>	<b>\$660,211</b>	<b>\$619,087</b>
<b>Revenues</b>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$557,899</b>	<b>\$572,720</b>	<b>\$593,637</b>	<b>\$660,211</b>	<b>\$619,087</b>
FTEs	12.00	12.00	12.00	12.00	12.00

- A total transfer of \$738,907 was made from the Lebanon Fire District Fund to the General Fund, \$119,820 to support benefit costs for 12 County firefighter positions and \$619,087 to support personnel and operational support costs for those 12 positions.



---

## MEDICAL EXAMINER

---

### PROGRAM DESCRIPTION

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

Medical Examiner fees were changed by the state legislature, effective October 1, 2015, and are set at \$200 per examination and \$1,750 per autopsy. Despite these set fees, the number of autopsies per year is variable. Trends over the past few fiscal years indicate the need to increase the budget for this agency, as reflected in the budget for FY2017-18.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$180,050	\$160,000	\$233,600	\$250,000	\$250,000
<b>Total Expenditures</b>	<b>\$180,050</b>	<b>\$160,000</b>	<b>\$233,600</b>	<b>\$250,000</b>	<b>\$250,000</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$180,050</b>	<b>\$160,000</b>	<b>\$233,600</b>	<b>\$250,000</b>	<b>\$250,000</b>

# 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 allowing them to achieve their full potential as contributing members of the community.

## DEPARTMENT DESCRIPTION

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$2,673,178	\$3,024,688	\$2,642,781	\$3,223,675	\$3,177,652
Operating	\$539,510	\$947,631	\$858,540	\$866,646	\$921,052
Transfers	\$0	\$0	\$5,020	\$16,587	\$16,587
<b>Total Expenditures</b>	<b>\$3,212,688</b>	<b>\$3,972,319</b>	<b>\$3,506,341</b>	<b>\$4,106,908</b>	<b>\$4,115,291</b>
<b>Revenues</b>					
Intergovernmental	\$838,317	\$231,036	\$273,925	\$347,182	\$396,396
Contrib. & Donations	\$1,600	\$0	\$0	\$0	\$0
Rental Income	\$7,920	\$7,920	\$7,920	\$7,920	\$7,920
Service Charges	\$94,809	\$102,389	\$98,454	\$99,989	\$102,489
<b>Total Revenues</b>	<b>\$942,646</b>	<b>\$341,345</b>	<b>\$380,299</b>	<b>\$455,091</b>	<b>\$506,805</b>
<b>Net Expenditures</b>	<b>\$2,270,042</b>	<b>\$3,630,974</b>	<b>\$3,126,042</b>	<b>\$3,651,817</b>	<b>\$3,608,486</b>
FTEs	41.90	44.10	45.42	46.42	45.42

## 2017-18 BUDGET HIGHLIGHTS

- Made \$27,080 in various operational cuts and realigned those dollars for other operational purposes.
- 1.6 grant-funded FTEs were added mid-year for the Local Reentry Council.
- 0.72 grant-funded FTEs were added mid-year for the Innovation Fund Project.
- FY 17-18 recommendation includes funding for additional security during peak class sessions and evening working hours as well as a replacement vehicle for Counselors and Case Managers for home visits, client transport and work-related travel.
- \$37,000 of nonprofit program funds were added to this budget after the Manager's Recommended budget was submitted, funded agencies are listed in the Appendix under Goal 3.

<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>CJRC</b>						
Criminal Justice System Support	\$251,666	2.35	\$264,640	2.35	\$264,640	2.35
Mental Health Services	\$803,329	9.00	\$875,238	10.00	\$875,238	9.00
Misdemeanor Diversion Program (MDP)	\$163,095	1.50	\$172,815	1.50	\$172,815	1.50
Pretrial Services	\$654,301	7.30	\$675,323	7.30	\$675,323	7.30
Reentry Services	\$1,105,469	9.23	\$1,116,385	10.54	\$1,095,840	10.54
Substance Use Disorder Services	\$994,459	14.73	\$1,002,507	14.73	\$985,962	14.73
<b>Grand Total</b>	<b>\$3,972,319</b>	<b>44.11</b>	<b>\$4,106,908</b>	<b>46.42</b>	<b>\$4,115,291</b>	<b>45.42</b>

### **Criminal Justice System Support**

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

**Program Description:** Criminal Justice System Support provides coordination of and administrative support to community-wide collaboration efforts that reduce and prevent juvenile crime and gang activity in Durham. The Juvenile Crime Prevention Council reviews needs and corresponding resources for youth who are at risk of or have become delinquent, and develops strategies to intervene and support them. The Gang Reduction Strategy convenes community leaders to monitor prevention, intervention and suppression efforts to reduce gang-related crime and violence.

### **Mental Health Services**

**Program Purpose:** This program aims to improve the mental health of criminal justice involved persons by addressing symptoms and functional abilities and assists with access to appropriate treatment services.

**Program Description:** Mental Health Services are provided in the Durham County Detention Facility, through the Mental Health Court Diversion Program and by the Court Psychologist. The Jail Mental Health Team works with inmates who are diagnosed with Severe and Persistent Mental Illness (SPMI) or Severe Mental Illness (SMI) on medication issues, including discharge planning and connection to services. The new Mental Health Court Diversion Program offers individuals with a severe mental illness the opportunity to connect to community providers and other support services in lieu of formal court processing. The Court Psychologist provides evaluation services to individuals engaged in juvenile or adult criminal court, as well as some civil court matters.

### **Misdemeanor Diversion Program (MDP)**

**Program Purpose:** The Misdemeanor Diversion Program keeps youth between the ages of 16-21 out of the adult criminal justice system avoiding the long-term consequences of an adult criminal record.

**Program Description:** Young persons with no prior adult criminal justice involvement are referred by law enforcement in lieu of formal court processing to MDP. The 90-day diversion program gives young people an immediate consequence for their actions, while still allowing them to avoid an adult criminal record. The program also provides assistance to access needed support services.

### **Pretrial Services**

**Program Purpose:** Pretrial Services works with the Courts and the Detention Facility in managing the jail population and related cost to the community. The program enables defendants who do not pose a safety risk to return to the community while they await trial.

**Program Description:** Pretrial Services provides complete and accurate information to the Courts to improve release and detention decisions and supervises released defendants as an alternative to incarceration. Pretrial Services helps reduce the jail population and cost to the community, while allowing defendants to return to the community as they await case disposition. An evidence-based risk assessment determines supervision levels and individual requirements are established by the Courts.

### **Reentry Services**

**Program Purpose:** Reentry Services provide supportive and rehabilitative services for criminal justice involved individuals allowing them to improve the quality of their lives and become contributing members to the community.

**Program Description:** Reentry Services provide supportive and rehabilitative services to persons on probation or post-release supervision. Clients receive assistance to address basic needs and wrap around support including case management, housing and employment assistance. Programs include Drug Treatment Court, Prison Reentry and Recidivism Reduction Services.

### **Substance Use Disorder Services**

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

**Program Description:** Substance Use Disorder (SUD) Services are provided to criminal justice involved individuals in detention and in an outpatient setting. Programs are designed to increase client motivation to obtain and maintain a drug-free lifestyle through client-centered treatment planning and wrap around support services.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Criminal Justice System Support</b>				
% of youth who do not have a new adjudication during JCPC program participation	94.00%	95.60%	97.70%	95.00%
<b>Mental Health Services</b>				
% of Jail Mental Health clients who have an appointment with treatment provider upon release	N/A	100.00%	77.60%	95.00%
<b>Misdemeanor Diversion Program (MDP)</b>				
# of youth served in MDP	85	130	191	200
<b>Pretrial Services</b>				
# jail bed days avoided	28,299	39,140	35,381	38,000
<b>Reentry Services</b>				
# of individuals served	383	370	367	400
<b>Substance Use Disorder Services</b>				
% of clients completing SUD group services	61.95%	58.10%	61.90%	60.00%

#### **Criminal Justice System Support**

**Measure:** % of youth who do not have a new adjudication during JCPC program participation

**Explanation:** Data is only available semi-annually (Dec and Jun) from NC DPS.

**Description:** Measures the effectiveness of JCPC programs by answering the question: do JCPC funded programs prevent criminal activity by juvenile justice involved and at-risk youth while they participate in programming?

#### **Mental Health Services**

**Measure:** % of Jail Mental Health clients who have an appointment with treatment provider upon release

**Explanation:** This measures whether target clients have an appointment date with a treatment provider after release from jail. The measure focuses on clients released to the Durham community, and staff have advance knowledge of the release date.

**Description:** Connecting clients to providers immediately after release increases treatment compliance and decreases the likelihood of their return to jail.

#### **Misdemeanor Diversion Program (MDP)**

**Measure:** # of youth served in MDP

**Explanation:** Referral numbers are typically higher in the third and fourth quarters.

**Description:** This measures the number of young persons who were referred to the program instead of being charged with a criminal offense thus avoiding the stigma of having an adult criminal record. In FY16, 15% of MDP participants had a subsequent arrest within 12 months of exiting MDP.

#### **Pretrial Services**

**Measure:** # jail bed days avoided

**Description:** This measures the number of days defendants were supervised by Pretrial Services instead of remaining in jail awaiting case disposition. Each jail bed day avoided can be translated into cost savings.

#### **Reentry Services**

**Measure:** # of individuals served

**Description:** This includes number of individuals served by CJRC's Prison Reentry, Drug Treatment Court, Cognitive Behavioral Intervention, Housing, Employment and Case Management Services. Supportive services are critical to a person's success when reentering the community.

#### **Substance Use Disorder Services**

**Measure:** % of clients completing SUD group services

**Explanation:** This measures completion rates in all of CJRC's substance use disorder treatment programs.

**Description:** Treatment success, as well as prolonged exposure to treatment, increases the likelihood of ongoing recovery and therefore reduces the likelihood of further criminal activity.

# YOUTH HOME

## MISSION

The mission of the Youth Home is to provide secure detention custody 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 provides appropriate physical and emotional care of juveniles detained at the facility.

## DEPARTMENT DESCRIPTION

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$969,220	\$1,044,132	\$922,405	\$1,088,051	\$1,088,051
Operating	\$93,554	\$244,127	\$91,129	\$227,504	\$227,504
Capital	\$0	\$0	\$100,078	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,062,774</b>	<b>\$1,288,259</b>	<b>\$1,113,612</b>	<b>\$1,315,555</b>	<b>\$1,315,555</b>
<b>Revenues</b>					
Intergovernmental	\$18,505	\$15,000	\$16,250	\$17,000	\$17,000
Service Charges	\$561,932	\$475,000	\$400,000	\$400,000	\$400,000
Other Revenues	\$50	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$580,487</b>	<b>\$490,000</b>	<b>\$416,250</b>	<b>\$417,000</b>	<b>\$417,000</b>
<b>Net Expenditures</b>	<b>\$482,287</b>	<b>\$798,259</b>	<b>\$697,362</b>	<b>\$898,555</b>	<b>\$898,555</b>
FTEs	21.12	21.12	21.12	21.12	21.12

## 2017-18 BUDGET HIGHLIGHTS

- FY 2017-18 Approved Budget includes funding for a Facility Master Plan and Environmental Assessment to prepare for a future Capital Improvement Plan (CIP) project on the existing youth home site.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Juvenile Detention Center</b>				
# of instructional hours delivered	N/A	N/A	N/A	1,068.00
# of treatment plans developed	N/A	N/A	15.00	12.00
% of juveniles in compliance with treatment plans	N/A	N/A	100.00%	100.00%
% of juveniles with stable or improved physical and mental health assessments	N/A	N/A	N/A	100.00%
School attendance rate	N/A	N/A	N/A	84.00%
# Average Daily Population	8.15	9.46	7.43	8.00
# of Partner Organizations	0.00	0.00	31.00	30.00
# Average Length of Stay in days	11.65	12.62	13.19	12.00

#### **Juvenile Detention Center**

**Measure:** # of instructional hours delivered

**Explanation:** This measure shows how many instructional hours are provided to juveniles at the Youth Home by Durham Public Schools.

**Description:** This measure shows how well Durham Public Schools standards are met related to instructional time delivered to juveniles at the Youth Home. Residents at the Youth Home attend class taught by Durham Public Schools faculty during the day.

**Measure:** # of treatment plans developed

**Description:** This measure shows the number of residents placed on a treatment plan to manage their behavior while detained at the Youth Home and to set them up for success in the community upon release. Treatment plans are typically developed for residents with significant behavioral issues and/or expected Youth Home stays of greater than 30 days.

**Measure:** % of juveniles in compliance with treatment plans

**Explanation:** This measure indicates the number of juveniles placed on a treatment plan and show improvement in their behavior

**Description:** This measure shows the percentage of youth on treatment plans that are in compliance with their treatment plan.

**Measure:** % of juveniles with stable or improved physical and mental health assessments

**Description:** This measure shows the percentage of juveniles who show improved mental health and substance abuse outcomes as indicated by mental health screenings performed by a mental health clinician.

**Measure:** School attendance rate

**Explanation:** This measure will show how well the Youth Home educational program keep juveniles engage/attending school while housed at the Youth Home. While the Youth Home and the school system have a mandatory attendance policy that participation is required, they cannot force attendance for those that refuse. The same is true for medication consumption.

**Description:** This measure is the percent of school days that residents attend class while detained at the Youth Home. When residents return to school, they receive credit for attendance and grades earned while at the Youth Home.

**Measure:** # Average Daily Population

**Description:** The average daily number of residents detained at the Youth Home.

**Measure:** # of Partner Organizations

**Explanation:** Measures how many nonprofit organizations visit DCYH

**Description:** This measure shows how many nonprofit organizations provide services to Youth Home residents while detained. Typical services include spiritual, health and nutrition education, education, vocational, life skills, and exercise.

**Measure:** # Average Length of Stay in days

**Description:** The average length of stay in days for residents at the Youth Home.

# 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.

## DEPARTMENT DESCRIPTION

The Department of Emergency Medical Services (EMS) serves the entire population of Durham County estimated to be approximately 306,212 (as of July 1, 2016 census bureau estimates), with a service area of 299 square miles. The department is divided in two four divisions – Operations, Clinical Affairs, Finance and Administration, and Support Services.

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

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$9,600,649	\$10,084,500	\$9,793,275	\$15,394,393	\$10,645,389
Operating	\$3,898,187	\$4,460,004	\$4,398,585	\$6,198,651	\$4,792,763
Capital	\$230,822	\$0	\$44,396	\$133,785	\$133,785
<b>Total Expenditures</b>	<b>\$13,729,658</b>	<b>\$14,544,504</b>	<b>\$14,236,256</b>	<b>\$21,726,829</b>	<b>\$15,571,937</b>
<b>Revenues</b>					
Intergovernmental	\$2,417,855	\$2,413,019	\$2,413,019	\$2,447,042	\$2,447,042
Service Charges	\$7,666,785	\$9,024,035	\$9,573,625	\$9,704,050	\$9,704,050
<b>Total Revenues</b>	<b>\$10,084,640</b>	<b>\$11,437,054</b>	<b>\$11,986,644</b>	<b>\$12,151,092</b>	<b>\$12,151,092</b>
<b>Net Expenditures</b>	<b>\$3,645,018</b>	<b>\$3,107,450</b>	<b>\$2,249,612</b>	<b>\$9,575,737</b>	<b>\$3,420,845</b>
FTEs	172.00	177.00	176.00	256.00	179.00

## 2017-18 BUDGET HIGHLIGHTS

- Inflationary costs for Pharmaceuticals, medical goods and medical equipment repairs
- 3 FTEs for a pilot Community Paramedic Program - currently there is not a system to manage patients within the community suffering from chronic issues to assist with their care. Community paramedic will allow patients to be treated with more appropriate sources of care, rather than simply transporting them by ambulance to the hospital emergency department.
- FirstWatch Monitoring Software to monitor key EMS and 911 operational and clinical performance indicators in real time.



<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>EMS</b>						
EMS Operations	\$11,251,694	156.00	\$17,950,765	212.00	\$12,916,565	156.00
EMS SYSTEM Administration	\$100,000	1.00	\$100,000	1.00	\$100,000	1.00
Professional Development	\$1,304,096	6.00	\$2,242,200	23.00	\$1,121,508	6.00
Special EMS Operations	\$1,304,547	5.00	\$1,120,079	12.00	\$1,120,079	8.00
Support Services	\$584,167	8.00	\$313,785	8.00	\$313,785	8.00
<b>Grand Total</b>	<b>\$14,544,504</b>	<b>176.00</b>	<b>\$21,726,829</b>	<b>256.00</b>	<b>\$15,571,937</b>	<b>179.00</b>

#### **EMS Operations**

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

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

#### **EMS SYSTEM Administration**

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

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

#### **Professional Development**

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

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

#### **Special EMS Operations**

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

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

#### **Support Services**

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

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

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>EMS Operations</b>				
# of 911 calls responded to	39,607.00	44,083.00	46,679.00	49,566.00
# of patient transports	25,336.00	26,277.00	27,795.00	28,551.00
Countywide average response time by EMS to emergency calls in minutes	10.92	9.85	9.64	9.62
Average Response time for Durham County Fire and Rescue for medical emergencies in minutes	4.32	5.48	5.46	5.40
Average Response time for Lebanon Volunteer Fire Department for medical emergencies in minutes	4.52	6.98	6.96	6.90
Average Response time for Bahama Volunteer Fire Department for medical emergencies in minutes	6.87	6.80	6.96	6.90
Average Response time for Redwood Volunteer Fire Department for medical emergencies in minutes	5.50	6.25	6.29	6.25
Average response time for medical emergencies for all County first responders in minutes	5.50	6.12	6.08	6.05

#### **EMS Operations**

**Measure:** # of 911 calls responded to

**Description:** The measure provides data on the demand for service requested within Durham County.

**Measure:** # of patient transports

**Description:** This includes the number of patients transported by EMS to an established emergency department.

**Measure:** Countywide average response time by EMS to emergency calls in minutes

**Description:** Represents average response time in minutes by EMS to emergency (lights & siren) calls throughout Durham County.

**Measure:** Average Response time for Durham County Fire and Rescue for medical emergencies in minutes

**Explanation:** DCFR has five stations in the southern portion of Durham County which includes the former Bethesda and Parkwood fire districts and operates as one single department.

**Description:** Represents average response time of first on scene DCFR for medical emergencies in minutes. All fire departments in Durham County are trained to the Emergency Medical Technician (EMT) level or above and personnel respond to serious medical emergencies such as stroke, heart attack, respiratory difficulty, vehicle collisions, and others. Due to the positioning of fire stations and apparatus, many times the fire department arrives before EMS and can begin life-saving treatment to stabilize the patient while EMS is responding. Fluctuations in call volume may be related to environmental factors, such as weather, and success of prevention and education initiatives.

**Measure:** Average Response time for Lebanon Volunteer Fire Department for medical emergencies in minutes

**Explanation:** Lebanon is a rural area located in northwest Durham and its rural character can be attributed to the response times.

**Description:** Represents average response time of first on scene Lebanon VFD for medical emergencies in minutes.

**Measure:** Average Response time for Bahama Volunteer Fire Department for medical emergencies in minutes

**Explanation:** Bahama has over 100 road miles within their fire districts and receive minimal aid from neighboring districts. The current response time is largely attributed to the geolocation of the calls in relation to the station location.

**Description:** Represents average response time of first on scene Bahama VFD for medical emergencies in minutes.

**Measure:** Average Response time for Redwood Volunteer Fire Department for medical emergencies in minutes

**Description:** Represents average response time of first on scene Redwood VFD for medical emergencies in minutes.

**Measure:** Average response time for all County first responders to medical emergencies in minutes

**Description:** Represents average response time of first on scene County fire departments for medical emergencies in minutes.

---

## PUBLIC SAFETY NONPROFIT AGENCIES

---

### MISSION

The mission of Durham County government is to enhance the quality of life for its residents 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.

A detailed description of the nonprofits that applied for funding and applicants approved for funding are listed in the Appendix. All of the nonprofits that are approved for funding in FY 2017-18 have their dollars budgeted in one of the following fund centers that most closely aligned with the services provided: Economic Development, Other Education, Public Health, CJRC, Engineering and Nondepartmental. Historical funding of nonprofits is last shown in this fund center in FY 2015-16.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$58,096	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$58,096</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$58,096</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

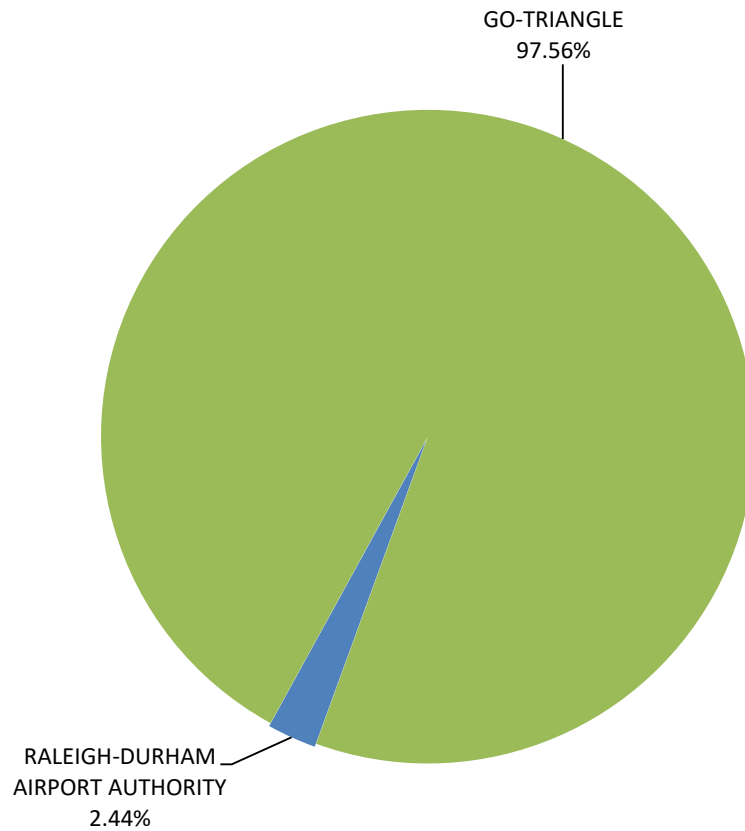
This page intentionally blank.



## **Transportation**

A function of local government which promotes safe and economical transportation.

## Transportation Approved Budget



Business area	2015-2016 Actual Expenditures	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
RALEIGH-DURHAM AIRPORT AUTHORITY	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500
GO-TRIANGLE	\$ 193,373	\$ 0	\$ 200,000	\$ 500,000	\$ 500,000
<b>Overall Result</b>	<b>\$205,873</b>	<b>\$12,500</b>	<b>\$212,500</b>	<b>\$512,500</b>	<b>\$512,500</b>

---

# RALEIGH-DURHAM AIRPORT AUTHORITY

---

## PROGRAM DESCRIPTION

This funds 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.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
<b>Total Expenditures</b>	<b>\$12,500</b>	<b>\$12,500</b>	<b>\$12,500</b>	<b>\$12,500</b>	<b>\$12,500</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$12,500</b>	<b>\$12,500</b>	<b>\$12,500</b>	<b>\$12,500</b>	<b>\$12,500</b>

---

# GO-TRIANGLE

---

## PROGRAM DESCRIPTION

This fund center reflects the estimated County's share of the the Division of Motor Vehicles (DMV) distribution of \$7 from the vehicle registration tax on motor vehicles registered in Durham County going directly to GoTriangle in a manner consistent with the Durham County Bus and Rail Investment Plan and Interlocal Implementation Agreement for the Durham County Bus and Rail Investment Plan.

Quarterly remittances of the \$7 vehicle registration tax collected by the state which includes the County's share are made to GoTriangle directly from the State. County staff computes the County's portion per the statutory formula. County staff then records the County's portion on the general ledger recognizing the County's portion of the funds as revenues and the distribution to GoTriangle as the offsetting expenditure (e.g., as a pass-through of the funds collected by the state that have been approved by the Board of County Commissioners to go to GoTriangle).

Even though \$500,000 is budgeted, it remains a challenge to estimate the amount of \$7 vehicle registration funds the state will collect in the fiscal year. However, only the amount of revenue collected by the state is remitted to GoTriangle.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$193,373	\$0	\$200,000	\$500,000	\$500,000
<b>Total Expenditures</b>	<b>\$193,373</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$500,000</b>	<b>\$500,000</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$193,373</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$500,000</b>	<b>\$500,000</b>



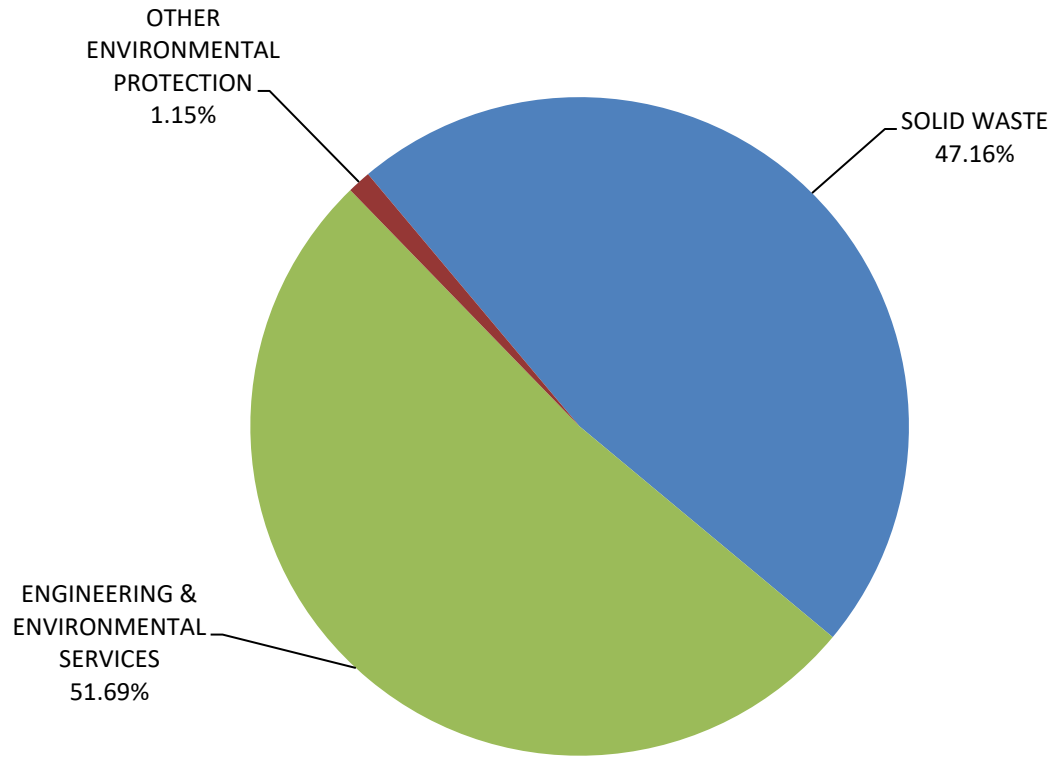
This page intentionally blank.



## **Environmental Protection**

A function of government which includes conservation and development of natural resources.

## Environmental Protection Approved Budget



Business area	2015-2016 Actual Expenditures	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
SOLID WASTE	\$ 1,966,068	\$ 2,263,072	\$ 2,136,491	\$ 2,102,681	\$ 2,102,681
ENGINEERING & ENVIRONMENTAL SERVICES	\$ 2,407,295	\$ 1,998,866	\$ 1,769,639	\$ 2,219,183	\$ 2,304,519
OTHER ENVIRONMENTAL PROTECTION	\$ 36,395	\$ 50,193	\$ 50,193	\$ 51,342	\$ 51,342
<b>Overall Result</b>	<b>\$ 4,409,758</b>	<b>\$ 4,312,131</b>	<b>\$ 3,956,323</b>	<b>\$ 4,373,206</b>	<b>\$ 4,458,542</b>

# 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 Strategic Plan.

## GENERAL SERVICES – SOLID WASTE

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

**Program Description:** Solid Waste Management Program provides residents living in the unincorporated areas of Durham County means of properly disposing solid waste, recyclable materials and special wastes such as white goods and used motor oil at 4 local convenience sites, contracted roadside recycling collection, litter control investigations and educational waste reduction outreach efforts to all Durham County residents.

The County's Solid Waste Management Program is administered by the Department of General Services' Solid Waste Management Division whose office is located at 4527 Hillsborough Road. The program consists of the maintenance and operation of the County's four residential solid waste and recycling convenience sites (Bahama, Parkwood, Redwood and Rougemont); roadside recycling collection services; litter control cleanup and investigation program; maintenance and monitoring of the closed landfills formerly operated by the County; and the enforcement of the Solid Waste and Junked and Abandoned Vehicles ordinances. Additional services provided by the Division include County Government building recycling collection. Staff consists of a total of 17 FTEs.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$594,249	\$708,858	\$607,145	\$723,292	\$723,292
Operating	\$1,230,823	\$1,554,214	\$1,529,346	\$1,379,389	\$1,379,389
Capital	\$140,996	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,966,068</b>	<b>\$2,263,072</b>	<b>\$2,136,491</b>	<b>\$2,102,681</b>	<b>\$2,102,681</b>
▼ <i>Revenues</i>					
Taxes	\$48,528	\$39,000	\$47,330	\$44,000	\$44,000
Intergovernmental	\$114,400	\$9,625	\$0	\$0	\$0
Service Charges	\$2,027,099	\$2,214,447	\$2,172,589	\$2,215,131	\$2,215,131
<b>Total Revenues</b>	<b>\$2,190,027</b>	<b>\$2,263,072</b>	<b>\$2,219,919</b>	<b>\$2,259,131</b>	<b>\$2,259,131</b>
<b>Net Expenditures</b>	<b>(\$223,959)</b>	<b>\$0</b>	<b>(\$83,428)</b>	<b>(\$156,450)</b>	<b>(\$156,450)</b>
FTEs	15.00	17.00	17.00	17.00	17.00

\* Expense of \$156,450 for roll off truck was placed in non-departmental vehicles for consistency across the County.

## 2017-18 BUDGET HIGHLIGHTS

- The solid waste sticker fee is being maintained at FY2016-17's level to continue to account for the nationwide changes in recycling environment that now cost the County to process recyclable goods.
- Funding is included in this year's budget (from reallocated funds, no new funding requested) for a yearlong pilot program where Solid Waste Division employees would haul a portion of the containers and compactors of trash, cardboard, recyclables and yard waste currently collected under contracted services.
  - The Pilot Program will cover two of the four convenience sites (Redwood and Parkwood) and provide container hauling services for the Hillsborough Warehouse, Health and Human Services Complex, Courthouse and the Detention Facility.
  - The new program will allow the County to own and operate solid waste equipment and to perform nearly 90 percent of its function, thereby reducing cost and dependency on contractors.
- The costs for this roll off truck are included in the Non-Departmental Vehicle expenses line (\$156,450)

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Solid Waste Management</b>				
No. of Visitors	Not Available	199,731.00	187,467.00	187,000.00
Participation Percentage	Not Available	46.25%	47.35%	50.00%
Pounds of Recyclables per Site Visitor	Not Available	154.00	619.00	650.00
Pounds of Trash per Site Visitor	Not Available	1,409.75	3,006.00	2,800.00
Tons of Household Recyclables Collected	Not Available	1,985.00	1,952.00	1,950.00
Tons of Litter/Debris	Not Available	3.63	39.00	48.00

\* Measures here are consolidated for all Durham County Convenience sites (Bahama, Parkwood, Redwood, and Rougemont)

**Measure:** No. of Visitors

**Description:** Identifies the number of visitors that have entered the site. Monitors usage of the site in order to better manage and improve the convenience site program.

**Measure:** Participation Percentage

**Explanation:** The two percent increase in roadside recycling is due to the distribution of 2,600 additional curbside 96-gallon containers made available to unincorporated residents of the County.

**Description:** Percentage of the 13,753 households participating in the recycling process using 96-gallon containers.

**Measure:** Pounds of Recyclables per Site Visitor

**Description:** Identifies the average amount of household recyclables each site visitor delivered to the site. Evaluates disposal trends for better management of the site and programs. Tracking usage patterns across the various sites can help target future citizen education efforts.

**Measure:** Pounds of Trash per Site Visitor

**Description:** Identifies the average amount of solid waste each site visitor delivered to the site. Evaluates disposal trends for better management of the site and programs. Tracking usage patterns across the various sites can help target future citizen education efforts.

**Measure:** Tons of Household Recyclables Collected

**Description:** Identifies the amount, in tons, of household recyclables collected from residences located in the unincorporated areas of Durham County participating in the County's Roadside Recycling Program. Tracking this measure will allow the Solid Waste division to ensure they are staffed and situated over time to meet the use pattern of the citizens.

**Measure:** Tons of Litter/Debris

**Explanation:** The increase in the number of tons of debris that has been collected and removed is due to two new Solid Waste employees, recent changes to the County's Solid Waste Ordinance, and the acquisition of a Grappler Loader Truck that clears debris quickly and efficiently.

**Description:** Identifies the amount, in tons, of illegally dumped debris and roadside litter collected from properties and along roadsides located within the unincorporated areas of Durham County. This number will be used to better track and assign our personnel as needed to the varied duties of the Solid Waste division.

---

# FOREST PROTECTION

---

## MISSION

To protect, manage and promote forest resources for the citizens of North Carolina. The North Carolina Forest Service envisions a North Carolina with healthy trees and forests that provides essential environmental, economic and social benefits served by a professional workforce recognized as a leader in forest protection, emergency response, resource management and environmental education.

## PROGRAM DESCRIPTION

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

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$36,395	\$50,193	\$50,193	\$51,342	\$51,342
<b>Total Expenditures</b>	<b>\$36,395</b>	<b>\$50,193</b>	<b>\$50,193</b>	<b>\$51,342</b>	<b>\$51,342</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$36,395</b>	<b>\$50,193</b>	<b>\$50,193</b>	<b>\$51,342</b>	<b>\$51,342</b>

This page intentionally blank.

# 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.

## DEPARTMENT DESCRIPTION

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$1,326,241	\$1,503,898	\$1,353,297	\$1,735,266	\$1,790,602
Operating	\$389,777	\$494,968	\$416,341	\$483,917	\$513,917
Capital	\$691,277	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$2,407,295</b>	<b>\$1,998,866</b>	<b>\$1,769,639</b>	<b>\$2,219,183</b>	<b>\$2,304,519</b>
<b>Revenues</b>					
Licenses & Permits	\$989,241	\$834,250	\$704,814	\$632,500	\$632,500
Intergovernmental	\$55,238	\$92,999	\$83,352	\$96,247	\$96,247
Rental Income	\$1	\$0	\$6	\$0	\$0
Service Charges	\$1,693	\$0	\$637	\$0	\$0
Enterprise Charges	\$0	\$0	\$0	\$0	\$10,000
Sewer Connect. Fees	\$1,680	\$2,100	\$2,520	\$3,150	\$3,150
Other Revenues	\$445	\$0	\$3,409	\$0	\$0
<b>Total Revenues</b>	<b>\$1,048,298</b>	<b>\$929,349</b>	<b>\$794,738</b>	<b>\$731,897</b>	<b>\$741,897</b>
<b>Net Expenditures</b>	<b>\$1,358,997</b>	<b>\$1,069,517</b>	<b>\$974,901</b>	<b>\$1,487,286</b>	<b>\$1,562,622</b>
FTEs	16.00	17.00	18.00	19.00	19.00

## 2017-18 BUDGET HIGHLIGHTS

- 1 new FTE- Real Estate Specialist for the Open Space and Real Estate Division to better address increasing demands for county real estate needs. There are a number of critical real estate related needs over the coming several year that require dedicated real estate expertise including acquisition of multiple EMS station sites, public safety headquarters, land for the north Durham convenience center, leasing of the retail component of the Administrative Building 2, the Junction Road economic development project, and more.
- A refresh or update to the Durham County Space Needs Analysis and Facility Master Plan prior to the next upcoming CIP.
- Increased funding to continue current service levels for Little River Regional Park. Durham County pays ½ of the operating costs per an adopted Interlocal Agreement with Orange County. Orange County had increases in salaries for park staff last year due to reclassifications.
- Non-profit funding to the Ellerbe Creek Watershed Association for the Smart Program to restore water quality in our streams, rivers, and drinking water supplies.



<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>Engineering</b>						
Capital Project Development and Management	\$692,142	6.00	\$902,612	7.00	\$902,612	7.00
Erosion control	\$342,212	3.00	\$306,929	3.00	\$306,929	3.00
Open Space Preservation	\$201,545	1.50	\$238,842	1.50	\$231,510	1.50
Real Estate	\$201,544	1.50	\$238,843	2.50	\$231,511	2.50
Stormwater Management	\$342,212	3.00	\$306,928	3.00	\$316,928	3.00
Sustainability	\$219,211	2.00	\$225,029	2.00	\$225,029	2.00
Rougemont Community Water System	\$0	0.00	\$0	0.00	\$90,000	0.00
<b>Grand Total</b>	<b>\$1,998,866</b>	<b>17.00</b>	<b>\$2,219,183</b>	<b>19.00</b>	<b>\$2,304,519</b>	<b>19.00</b>

#### **Capital Project Development and Management**

**Program Purpose:** The purpose of the Capital Improvement Development and Management program is to improve County facilities through the management of capital projects for functional operation for staff and the citizens of Durham County.

**Program Description:** The Capital Improvement Development and Management program is responsible for managing the planning, design and construction of capital improvement projects related to County owned facilities. Projects include major renovations and new construction. This includes meeting the Durham County High Performance Building Policy requiring all newly constructed facilities to achieve LEED Gold level certification and renovation projects to be LEED Certified.

#### **Erosion control**

**Program Purpose:** As a state delegated local program, the purpose of the Erosion Control program is to perform plan reviews and enforce compliance for development activity throughout the County.

**Program Description:** The Erosion Control Program administers and enforces the sedimentation and erosion control sections of the Durham City-County Unified Development Ordinance. A state-delegated local program, it includes all privately funded, non-agricultural land-disturbing activities of more than 12,000 square feet in both the City of Durham and the unincorporated areas of Durham County. The Program conducts plans reviews, issues land disturbance permits, and inspects all permitted projects for compliance.

#### **Open Space Preservation**

**Program Purpose:** The purpose of the Open Space Preservation Program is to protect and improve Durham's environment and quality of life by preserving environmentally significant open space and important farmlands. and by providing recreational opportunities when feasible.

**Program Description:** The Open Space Preservation Program works with landowners, non-profit agencies, public agencies and other stakeholders in the protection of identified lands, natural resources, farms, and waterways to improve the quality of life for all Durham County citizens. The Program develops public recreation areas on County-owned open space properties that include major parks, natural areas, and nature trails.

#### **Real Estate**

**Program Purpose:** The purpose of the Real Estate program is to guide the County as it acquires, leases and tracks real property so the County can optimize the use and value of those assets.

**Program Description:** The Real Estate Program is responsible for all County real property by identifying appropriate lands for County facilities, leased land and office space, and the sale/disposal of all County owned surplus properties.

#### **Stormwater Management**

**Program Purpose:** The purpose of the Stormwater Management program is to protect water quality through implementation and compliance with the Neuse Rules, Jordan Lake Rules and Falls Lake Rules.

**Program Description:** The Stormwater Program is responsible for administering the Durham County Stormwater Ordinance, which applies to all unincorporated areas of Durham County. The Program is responsible for enforcing the Neuse River, Falls Lake, and Jordan Lake nutrient management rules through development reviews including flood control, water quantity, and water quality control measures. It is also responsible for maintaining the County's compliance with the rules through stormwater retrofit identification, illicit discharge detection and elimination, and education and outreach activities.

### **Sustainability**

**Program Purpose:** The purpose of the City/County Sustainability Office is to help protect and improve Durham's environment through wise use of natural resources by providing guidance and resources to city and county employees, businesses, and residents.

**Program Description:** The City-County Sustainability Office implements Durham's Greenhouse Gas Emissions Reduction Plan. Adopted in 2007, the plan sets ambitious goals for reducing greenhouse gas emissions by government and the community by 2030. The Sustainability Office strives to help protect and improve Durham's environment through wise use of natural resources by providing guidance and resources to City and County employees, businesses, and citizens.

### **Rougemont Community Water System**

**Program Purpose:** The purpose of Rougemont Community Water System is to provide water services to the Rougemont Community in order to provide them safe drinking water so they no longer have to use private contaminated well water.

**Program Description:** The Utilities Division at the Triangle Waste Water Treatment Plant manages the system in that they are responsible for the operations and maintenance of the system. They onboard new users and manage the billing of current users.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Capital Project Development and Management</b>				
# of active projects in the design phase	not available	not available	12.00	14.00
<b>Erosion control</b>				
% of operating cost recovered through developers fee	187.00%	207.00%	134.91%	100.00%
<b>Open Space Preservation</b>				
Total # of acres protected	3,274.00	3,436.00	3,436.00	3,628.00
<b>Sustainability</b>				
cost avoided	\$330,382	\$479,599	\$417,712	\$373,586

### **Capital Project Development and Management**

**Measure:** # of active projects in the design phase

**Description:** Measures the number of projects which are currently in the design phase. The design phase is assumed to be the period between the signing of a design contract and the subsequent signing of a contract for construction.

### **Erosion control**

**Measure:** % of operating cost recovered through developers fee

**Explanation:** The % = Revenues/Total Budget, so % may or may not reach 100% before Q4.

**Description:** This measures whether the fees collected cover the cost of the erosion control program. It also serves as a surrogate measure of development activity in the County.

### **Open Space Preservation**

**Measure:** Total # of acres protected

**Description:** The total number of acres protected is the most important measure of progress for Durham County in open space protection

### **Sustainability**

**Measure:** cost avoided

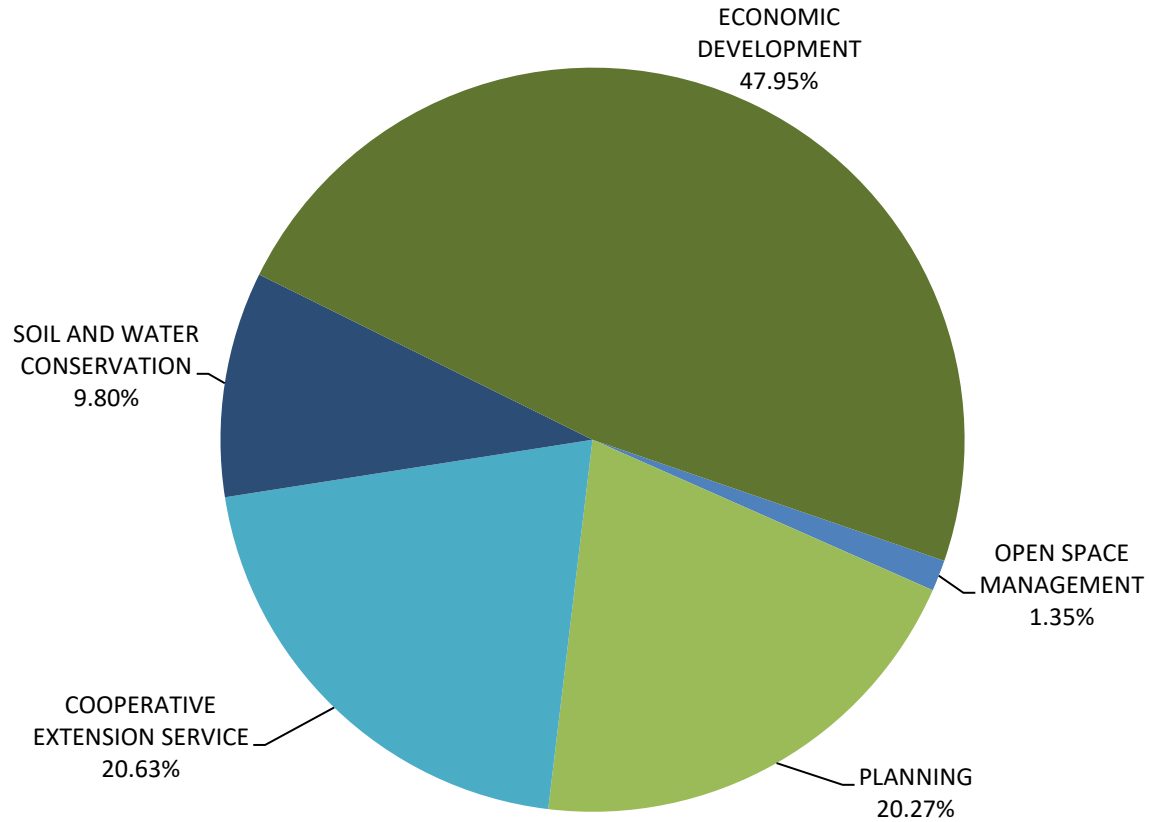
**Description:** Measures utility expenditures avoided due to conservation measures in County facilities. Utilities include electricity, gas, and water.



## **Economic/Physical Development**

A function of local government providing assistance and opportunity for economically disadvantaged persons and businesses.

## Economic/Physical Development Approved Budget



Business area	2015-2016 Actual Expenditures	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
OPEN SPACE MANAGEMENT	\$ 35,720	\$ 77,175	\$ 102,986	\$ 77,175	\$ 77,175
PLANNING	\$ 997,005	\$ 1,064,255	\$ 1,064,255	\$ 1,158,514	\$ 1,158,514
COOPERATIVE EXTENSION SERVICE	\$ 1,359,677	\$ 1,621,774	\$ 1,191,729	\$ 1,178,816	\$ 1,178,816
SOIL AND WATER CONSERVATION	\$ 506,334	\$ 520,074	\$ 500,304	\$ 584,781	\$ 559,781
ECONOMIC DEVELOPMENT	\$ 3,032,686	\$ 3,139,208	\$ 1,678,127	\$ 2,389,669	\$ 2,740,441
<b>Overall Result</b>	<b>\$ 5,931,422</b>	<b>\$ 6,422,486</b>	<b>\$ 4,537,401</b>	<b>\$ 5,388,955</b>	<b>\$ 5,714,727</b>

---

# 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, applications, and overseeing administrative aspects of the program.

Grants are awarded competitively on a yearly cycle beginning in September, with advertisements and announcements in newspapers, newsletters, and water bill enclosures. Completed applications are due 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 contracts with successful applicant organizations and the project work begins in the spring, with a maximum of 24 months for completion. The completed project is managed and maintained for public use as agreed to by the contracted organization and may be inspected or visited on a yearly basis by a representative of the County.

The grant process consists of five steps:

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

Six new Matching Grant projects were approved in FY 2016-17 for the following organizations:

- Albright Community Association
- Birchwood Learning Center
- Durham Parks Foundation
- Ellerbee Creek Watershed Association
- Friends of Mountain-to-Sea Trail
- George Watts Montessori PTA

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$35,720	\$77,175	\$102,986	\$77,175	\$77,175
<b>Total Expenditures</b>	<b>\$35,720</b>	<b>\$77,175</b>	<b>\$102,986</b>	<b>\$77,175</b>	<b>\$77,175</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$35,720</b>	<b>\$77,175</b>	<b>\$102,986</b>	<b>\$77,175</b>	<b>\$77,175</b>

## 2017-18 BUDGET HIGHLIGHTS

- The Open Space Matching Grants budget will remain consistent with previous fiscal years

---

# CITY/COUNTY PLANNING

---

## MISSION

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

## DEPARTMENT DESCRIPTION

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$997,005	\$1,064,255	\$1,064,255	\$1,158,514	\$1,158,514
<b>Total Expenditures</b>	<b>\$997,005</b>	<b>\$1,064,255</b>	<b>\$1,064,255</b>	<b>\$1,158,514</b>	<b>\$1,158,514</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$997,005</b>	<b>\$1,064,255</b>	<b>\$1,064,255</b>	<b>\$1,158,514</b>	<b>\$1,158,514</b>

## 2017-18 BUDGET HIGHLIGHTS

- Continue on-going work activities as defined in the adopted annual Work Program
- Continue to make significant improvements to the UDO and development review processes
- Continue work on the multi-year Station Area Strategic Infrastructure study, with the assistance of consultants
- 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 Updates UDO text amendment by the City Council and Board of County Commissioners
- Adoption of revisions to the UDO Signs Article with the assistance of a consultant
- Maintain Certified Local Government status
- Maintain the NFIP Community Rating System certification for Durham County
- Continue work on three Compact Neighborhood station area design districts, and develop suburban station Compact Design District regulations
- Initiate work on the remaining two Compact Neighborhood station area design districts
- Continue to work with GoTriangle to manage an FTA transit grant for a variety of station area planning tasks
- Continue work on the Comprehensive Plan Community Profile
- Continue the zoning enforcement patrol program as resources permit

<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>Planning</b>						
Development	\$1,481,799	17.25	\$1,928,879	22.50	\$1,928,879	22.50
Zoning Administration	\$708,687	8.25	\$492,935	5.75	\$492,935	5.75
Policy and Urban Design	\$751,637	8.75	\$835,847	9.75	\$835,847	9.75
Customer Care	\$408,032	4.75	\$514,367	6.00	\$514,367	6.00
<b>Grand Total</b>	<b>\$3,350,155</b>	<b>39.00</b>	<b>\$3,772,028</b>	<b>44.00</b>	<b>\$3,772,028</b>	<b>44.00</b>

\*This represents the total budget for the Planning Department and the County pays for half of the cost less development fees.  
 \*Policy and Urban Design FTE count includes a grant position but the funds are not included because they are pass-through dollars through Transportation from the MPO.

### **Development**

The Department processes and reviews all proposals for new development to ensure that they are consistent with adopted City and County policies, plans (including the *Durham Comprehensive Plan*), the provisions of the *Unified Development Ordinance* (UDO), and other applicable ordinances. Development Review and Express Review staff reviews and approves administrative applications. Land Use staff prepares professional recommendations about development proposals to quasi-judicial and elected boards. Staff also provides support to various joint City-County boards and commissions including the Historic Preservation Commission, the Board of Adjustment, and the Planning Commission. The Department manages physical and digital records as required by State statutes and the UDO.

### **Zoning Administration**

Staff ensures compliance with adopted regulations and conformance with granted approvals and manages physical and digital records as required by State statutes and the UDO.

### **Policy and Urban Design**

The Department prepares and updates the *Durham Comprehensive Plan*; prepares plans, policies, programs, and recommendations about land use, historic preservation, urban design, environmental protection, trails and greenways, and open spaces to preserve Durham's natural and cultural resources. The Department participates in planning for regional transit; provides demographic support to the City and County of Durham; plans, organizes, and facilitates urban design studios for specific topics or special projects; and prepares proposed amendments to the *Unified Development Ordinance*. Staff also provides assistance to various advisory City-County boards and commissions including the Appearance Commission, Durham Open Space and Trails Commission, the Environmental Affairs Board, and the Joint City-County Planning Committee.

### **Customer Care**

Through the Development Services Center and an extensive website, the Department provides a wide range of information to the public about properties, planning, and development in Durham.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Customer Care</b>				
% of public information inquiries responded to within departmentally-established deadlines	95.00%	96.00%	90.00%	90.00%
# of customers assisted by Development Services Customer Care staff	N/A	22,655.00	22,413.00	26,000.00
<b>Development</b>				
% of reviews of public and private land development proposals completed within established deadlines	94.00%	82.00%	94.00%	90.00%
% of surveyed customers that are "satisfied" or "very satisfied" with the overall Development Review, Express Review, and Land Use reviews of public and private land development proposals	N/A	91.00%	90.00%	90.00%
<b>Policy and Urban Design</b>				
% of work products completed or milestones reached within established deadlines	100.00%	94.00%	96.00%	90.00%
% of work program projects evaluated by the Supervisor as high quality	95.00%	95.00%	96.00%	90.00%
% of staff recommendations in strategic planning projects approved by the governing board(s) (New in FY18)	N/A	N/A	N/A	90.00%
<b>Zoning Administration</b>				
% of zoning enforcement case files brought into compliance within established timeframes (New in FY18)	N/A	N/A	0.00%	90.00%
% of zoning enforcement and site compliance case files, including LDO data, containing required materials and accurate information (Combined with close-out measure, below, for FY18)	N/A	98.00%	96.00%	N/A
% of zoning enforcement and site compliance files that are complete and accurate, including LDO data, at the time of close-out	86.00%	95.00%	97.00%	90.00%

#### **Customer Care**

**Measure:** Percent of public information inquiries responded to within departmentally-established deadlines.

**Objective:** Provide information about property, development, and regulations within deadlines established by the Planning Director.

**Initiative:** A monthly report provided to Planning Director which defines on-time compliance with adopted standards and identifies areas that need improvement.

**Measure:** The number of customers assisted by Development Services Customer Care staff.

**Objective:** Workload: Evaluate the number of customers assisted to ensure adequate staffing.

**Initiative:** A monthly report to Planning Director that provides information on the number of customer service contacts.

#### **Development**

**Measure:** Percent of reviews of public and private land development proposals completed within established deadlines.

**Objective:** Review public and private land development proposals within the completion and milestone deadlines established by the *Unified Development Ordinance* (UDO) and the Planning Director.

**Initiative:** A monthly report provided to Planning Director which details on-time compliance with adopted standards and identifies areas that need improvement.



**Measure:** Percent of reviews of public and private land development proposals evaluated by the appropriate Work Group Supervisor as high quality.

**Objective:** Review public and private land development proposals in a high-quality manner.

**Initiative:** A monthly report provided to Planning Director which details quality control compliance with adopted standards and identifies areas that need improvement.

**Measure:** Percent of surveyed customers that are "satisfied" or "very satisfied" with the overall Development Review, Express Review, and Land Use reviews of public and private land development proposals.

**Objective:** Review public and private land development proposals in a manner that achieves a high level of customer satisfaction.

**Initiative:** A monthly report provided to Planning Director which includes a summary of survey results and identifies areas that need improvement.

#### **Policy and Urban Design**

**Measure:** Percent of work products completed or milestones reached within established deadlines.

**Objective:** Prepare plans, policies, program and recommendations within the completion and milestone deadlines established by the adopted Work Program and the Planning Director.

**Initiative:** Utilize individual project plans to assess on-time compliance with adopted standards and identifies areas that need improvement.

**Measure:** Percent of work program projects evaluated by the Supervisor as high quality.

**Objective:** Prepare plans, policies, program and recommendations in a manner that achieves a high level of quality.

**Initiative:** A monthly report provided to Planning Director which details quality control compliance with adopted standards and identifies areas that need improvement.

**Measure:** Percent of staff recommendations in strategic planning projects approved by the governing board(s) (New in FY18).

**Objective:** Prepare plans, policies, programs, and recommendations in a manner that achieves a high level of customer satisfaction.

**Initiative:** A monthly report provided to Planning Director which includes a summary of results and identifies areas that need improvement.

#### **Zoning Administration**

**Measure:** Percent of zoning enforcement case files brought into compliance within established timeframes (New in FY18).

**Objective:** Enforce and administer the regulations of the UDO within the deadlines established by the Planning Director.

**Initiative:** A monthly report provided to Planning Director which details on-time compliance with adopted standards and identifies areas that need improvement.

**Measure:** Percent of zoning enforcement and site compliance case files, including LDO data, containing required materials and accurate information. (Combined with close-out measure, below, for FY18.)

**Objective:** Enforce and administer the regulations of the UDO within the deadlines established by the Planning Director.

**Initiative:** A monthly report provided to Planning Director which details on-time compliance with adopted standards and identifies areas that need improvement.

**Measure:** Percent of zoning enforcement and site compliance files that are complete and accurate, including LDO data, at the time of close-out.

**Objective:** Enforce and administer the regulations of the UDO in a manner that achieves a high level of quality.

**Initiative:** A monthly report provided to Planning Director which details quality control compliance with adopted standards and identifies areas that need improvement.

This page intentionally blank.

---

# 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.

## DEPARTMENT DESCRIPTION

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

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$1,079,234	\$1,195,900	\$811,122	\$919,525	\$919,525
Operating	\$280,443	\$425,874	\$380,607	\$259,291	\$259,291
<b>Total Expenditures</b>	<b>\$1,359,677</b>	<b>\$1,621,774</b>	<b>\$1,191,729</b>	<b>\$1,178,816</b>	<b>\$1,178,816</b>
▼ <i>Revenues</i>					
Intergovernmental	\$487,322	\$550,533	\$115,188	\$252,768	\$252,768
Contrib. & Donations	\$3,148	\$14,500	\$300	\$2,250	\$2,250
Service Charges	\$20,057	\$22,000	\$3,900	\$24,160	\$24,160
Other Revenues	\$1,370	\$1,500	\$35	\$0	\$0
<b>Total Revenues</b>	<b>\$511,897</b>	<b>\$588,533</b>	<b>\$119,423</b>	<b>\$279,178</b>	<b>\$279,178</b>
<b>Net Expenditures</b>	<b>\$847,780</b>	<b>\$1,033,241</b>	<b>\$1,072,306</b>	<b>\$899,638</b>	<b>\$899,638</b>
FTEs	21.01	23.34	16.34	16.94	16.94

## 2017-18 BUDGET HIGHLIGHTS

- Reclass a 4-H program assistant to an associate extension assistant for a small farms agriculture position to address the growing needs of farmers and support of sustainable farming practices in Durham County.
- .60 FTE for a part-time bilingual position to address significant gaps in service delivery. Current service delivery includes approximately 75% of services from Community Outreach and family services to Agriculture that are not accessible in Spanish.
- Macbook computer lease to support programming efforts consisted with NCSU software for NCSU extension agents and one Durham County employee.
- 7 FTEs and the corresponding budget for the Project BUILD program were moved to the Public Health Department mid-year of FY2016-17.

<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>CES</b>						
Agriculture and Natural Resource Management	\$84,246	0.84	\$83,641	0.84	\$83,641	0.84
Community Engagement and Capacity Building	\$251,144	2.36	\$253,964	2.96	\$253,964	2.96
Durham County ACCESS	\$13,630	0.33	\$14,051	0.33	\$14,051	0.33
Nutrition and Food Safety	\$96,282	1.16	\$94,195	1.16	\$94,195	1.16
Project BUILD	\$418,255	7.00	\$0	0.00	\$0	0.00
Welcome Baby (WB)	\$577,689	8.82	\$554,058	8.82	\$554,058	8.82
Youth Development: 4H	\$180,528	2.83	\$178,907	2.83	\$178,907	2.83
<b>Grand Total</b>	<b>\$1,621,774</b>	<b>23.34</b>	<b>\$1,178,816</b>	<b>16.94</b>	<b>\$1,178,816</b>	<b>16.94</b>

- Durham Cooperative Extension has 5 positions that are partially funded by the State of North Carolina. This additional 2.83 FTEs and funding of \$106,000 is not included in the program budget above.

#### **Agriculture and Natural Resource Management**

**Program Purpose:** Provide research based training in best management practices as it relates to agriculture and natural resource management to consumers and green industry professionals.

**Program Description:** The Agriculture and Natural Resource Management program provides research-based agricultural and gardening information to the public— both consumers and agriculture professionals—such as educational workshops, soil testing, pest identification, professional pesticide certification, support and consultation for farmers, and more. Extension Master Gardener Volunteer and Extension Gardener programs educate consumers on plant care, landscaping, and other concerns through the Master Gardener office, workshops, classes and community events. Volunteers receive training in horticulture and complete volunteer service and continuing education requirements.

#### **Community Engagement and Capacity Building**

**Program Purpose:** The Community Engagement and Capacity Building Program expands opportunities for individuals, families, organizations, and the Durham community to build skills, gain knowledge, and resolve issues to help improve quality of life, increase student and family success, and develop active and informed citizens.

**Program Description:** Community Engagement and Capacity Building develops the ability of youth and adults, groups, and the community to build skills and to address and resolve issues. Key programming includes: Kids Voting K-12 civic education and enrichment program; Parent and Family Advocacy trainings to help parents navigate their public schools to help their children succeed; and Customized Training and Family Services in Caregiving, Financial Resource Management, Team Building, Leadership Development, Strategic planning and other topics.

#### **Durham County ACCESS**

**Program Purpose:** The purpose of Durham County ACCESS is to seek funding and administer a grant, financial management and customer service program to deliver excellent coordinated demand response transportation to meet the mobility needs of seniors, disabled, transportation disadvantaged, rural general public and employment trips for Durham County residents.

**Program Description:** Transportation through Durham County ACCESS improves the quality of life of Durham County residents by providing safe and accessible transportation to seniors, individuals with disabilities, residents going to work, and the general public in rural Durham County. Durham County ACCESS is a proud partner in a coordinated network with the City of Durham's Go ACCESS transportation program. All Durham County ACCESS vans are wheelchair accessible. Interested individuals must complete an application and receive approval to initiate service. Durham County ACCESS receives funding from federal, state, and local grants to support this broad level of transportation services and is supported by a 7-member transportation Advisory Board appointed by the County Commissioners.

## **Nutrition and Food Safety**

### **Program Purpose:**

Nutrition and food safety education provides research-based education and information that give the public the knowledge and skills needed to practice safe food handling standards and make nutritious, healthful, and affordable food choices that improve and prevent dietary related illnesses.

**Program Description:** Extension nutrition education programs promote optimal health by teaching participants lifestyle strategies for healthy eating and increasing physical activity, reducing the occurrence of chronic diseases and generating an increased quality of life for participants. Food safety training for food service providers ensures compliance with the Durham County Health Department and adherence to the FDA Food code. Food safety education for both regulated industry and unregulated non-profit food service providers results in the reduction and prevention of food borne illness among the public consuming food in local food establishments and institutions, and stimulates the local economy through job creation and added revenue.

## **Project BUILD**

**Program Purpose:** The purpose of Project BUILD is to support gang-involved and high risk youth and young adults in making positive life changes that will lead to educational and economic success. This Program moved to the Public Health Department in FY17.

## **Welcome Baby (WB)**

**Program Purpose:** Welcome Baby strives to strengthen families with children ages 0 to 5 years, by providing parents/caregivers with accurate child development education and practical support needed to safely rear children and increase childrens success in school.

**Program Description:** The Welcome Baby Family Resource Center offers emotional and practical support, child development education, and prevention services designed to strengthen families and caregivers with young children ages 0 to 5 years. All services and programs increase families' capacity to nurture and prepare their children for success in school and are offered in English and Spanish. Programming includes individual consultation, supportive classes and workshops such as Incredible Years, Motherread, Triple P, Very Important Parents (VIP) Teen Parenting, and Positive Discipline along with services like the Giving Closet, Cribs for Kids, and the Car Seat Safety program. Welcome Baby has been part of the Durham community for nearly 30 years.

## **Youth Development: 4H**

**Program Purpose:** The purpose of 4-H Youth Development is providing enrichment, learning and leadership development activities for youth ages 5 to 19 to become socially conscious, engaged citizens.

**Program Description:** 4-H Youth development offers young people a variety of camps, workshops and school enrichment opportunities. Through partnerships with DPS and Durham Parks and Recreation among others, 4-H teaches life skills and career readiness as well as leadership and STEM education in the community. Through our community clubs we engage and train volunteers to work with youth in high need neighborhoods.

<b>PERFORMANCE MEASURES</b>	<b>FY2014-15 Annual</b>	<b>FY2015-16 Annual</b>	<b>FY2016-17 Annual</b>	<b>FY2017-18 Estimated</b>
<b>Agriculture and Natural Resource Management</b>				
# of individuals served by a certified Extension Master Gardener Volunteer	not available	not available	11,129.00	12,000.00
<b>Community Engagement and Capacity Building</b>				
# of students participating in Kids Voting Durham	15,400.00	10,800.00	15,600.00	15,500.00
<b>Nutrition and Food Safety</b>				
# of Food and Nutrition workshops offered	40.00	79.00	85.00	85.00
<b>Welcome Baby (WB)</b>				
# of infants receiving a safe sleep environment	147.00	171.00	145.00	160.00
# of parents using the Welcome Baby Giving Closet	1,055.00	981.00	1,811.00	1,835.00
<b>Youth Development: 4H</b>				
Total number of youth served through all 4-H activities	1,261.00	921.00	1,222.00	1,425.00

### **Agriculture and Natural Resource Management**

**Measure:** # of individuals served by a certified Extension Master Gardener Volunteer

**Description:** Measures the number of Certified Master Gardener Volunteers who work directly with residents by answering phone calls, emails, and in person horticulture questions.

**Explanation:** Data is collected on a monthly basis.

### **Community Engagement and Capacity Building**

**Measure:** # of students participating in Kids Voting Durham

**Description:** Measures the number of youth that vote and receive civic engagement education through the Kids Voting Durham program.

**Explanation:** Data is only available in conjunction with the county voting cycle.

### **Nutrition and Food Safety**

**Measure:** # of Food and Nutrition workshops offered

**Description:** Measures the number of participants that have participated in a food and nutrition workshop offered by Durham County's Cooperative Extension Family and Consumer Sciences Program/Food and Nutrition. The programs provide research – based programs that teach home cooking techniques with Cook Smart, Eat Smart, to NC Safe Plates food service industry training.

**Explanation:** Data is collected through registration sheets on a monthly basis

### **Welcome Baby (WB)**

**Measure:** # of infants receiving a safe sleep environment

**Description:** Measures the number of parents/caregivers who receive safe sleep environments and education for infants.

**Explanation:** Data is collected on a monthly basis as citizens register to participate in the cribs for kids' program.

**Measure:** # of parents using the Welcome Baby Giving Closet

**Description:** Measures the number of participants who participate in the welcome baby giving closet. Participants are able to increase their family's capacity to nurture and provide clothing and needed necessities to provide for their child. Clothing is provided through community clothing and baby items donations.

**Explanation:** Data is collected on a monthly basis as citizens register to participate in the Giving Closet program.

### **Youth Development: 4H**

**Measure:** Total number of youth served through all 4-H activities

**Description:** Measures the number of youth that participate in 4-H activities like 4-H camp, special interest/community clubs, in school and after school programs.

**Explanation:** Data is collected on a monthly basis through enrollment forms and sign in sheets.

---

# 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.

## DEPARTMENT DESCRIPTION

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

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

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$382,181	\$420,276	\$396,728	\$434,376	\$434,376
Operating	\$77,202	\$99,798	\$103,576	\$150,405	\$125,405
Capital	\$46,951	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$506,334</b>	<b>\$520,074</b>	<b>\$500,304</b>	<b>\$584,781</b>	<b>\$559,781</b>
▼ <i>Revenues</i>					
Intergovernmental	\$51,629	\$26,760	\$9,895	\$26,760	\$26,760
<b>Total Revenues</b>	<b>\$51,629</b>	<b>\$26,760</b>	<b>\$9,895</b>	<b>\$26,760</b>	<b>\$26,760</b>
<b>Net Expenditures</b>	<b>\$454,705</b>	<b>\$493,314</b>	<b>\$490,409</b>	<b>\$558,021</b>	<b>\$533,021</b>
FTEs	4.00	5.00	5.00	5.00	5.00

## 2017-18 BUDGET HIGHLIGHTS

- The FY 17-18 budget includes \$25,000 in funding for a Small Farmer Grant Program to offer small grants to assist farmers in producing local food and provide economic assistance to new and disadvantaged farmers. Funds could be used to assist farmers in any of the following activities: Farmers participating in farmers' markets; SNAP Double-bucks programs participation; Ag Development in schools; GAP Certification audits; and Infrastructure improvements to the farm for food safety compliance.

<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>Soil &amp; Water Conservation</b>						
Agriculture Development	\$50,633	0.50	\$58,478	0.50	\$58,478	0.50
Community Outreach	\$101,267	1.00	\$116,956	1.00	\$116,956	1.00
Environmental and Regulatory Compliance	\$50,633	0.50	\$58,478	0.50	\$58,478	0.50
Natural Resource Protection Projects	\$303,801	3.00	\$350,869	3.00	\$325,869	3.00
<b>Grand Total</b>	<b>\$506,334</b>	<b>5.00</b>	<b>\$584,781</b>	<b>5.00</b>	<b>\$559,781</b>	<b>5.00</b>

#### **Agriculture Development**

**Program Purpose:** The purpose of the Agriculture Development and Farmland Preservation Program is to protect and preserve the farmland and Durham County's agricultural history, to create new markets and marketing opportunities for Durham farmers, to expand agriculture education and to promote and support local food systems.

#### **Community Outreach**

**Program Purpose:** The purpose of the Community Outreach and Environmental Education Program is to engage the community in environmental stewardship and to meet the state and federal requirements of community engagement and participation as outlined in the three Nutrient Reduction Strategies passed by the state.

#### **Environmental and Regulatory Compliance**

**Program Purpose:** The purpose of the monitoring and reporting program is to adhere to state and federal regulations requiring the inspection of BMPs and easements to make sure they are in compliance with rules, regulations and policies of the various governmental entities and cost share agreements.

#### **Natural Resource Protection Projects**

**Program Purpose:** The Natural Resource Protection Projects are designed to protect & conserve Durham County's resources and to improve water quality by installing best management practices (BMPs) to help meet state-mandated nutrient reduction requirements.



PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Agriculture Development</b>				
# of farmers assisted with Agricultural Economic Development	23.00	156.00	175.00	257.00
# of green job training and work hours	1,080.00	3,960.00	5,058.00	6,300.00
<b>Community Outreach</b>				
Total # of technical assistance cases assisted	238.00	365.00	389.00	380.00
<b>Natural Resource Protection Projects</b>				
Total # of acres treated with conservation best management practices	970.02	1,162.86	733.00	1,275.00
Federal, State and other entity funding applied for (in note section) and received to provide the Durham tax payers Natural Resource services/benefits	\$793,558	\$1,429,140	\$2,593,602	\$1,105,000

#### **Agriculture Development**

**Measure:** # of farmers assisted with Agricultural Economic Development

**Explanation:** The department received a grant from National Association of Conservation Districts in FY17. The department was 1 of 42 districts across the nation to be awarded this grant. The grant was to increase outreach to Durham farmers on various conservation topics. Additionally, the Soil and Water Department is working with the Local Food Policy Group to created institutional purchasing which has reached a new cliental of farmers.

**Description:** This measure indicates the number of farmers assisted with making their farm sustainable. This helps produce locally grown food for the rising population of Durham while creating local jobs in agricultural sector.

**Measure:** # of green job training and work hours

**Explanation:** The green job industry numbers have increased due to students sharing their experience of the Bionomic Educational Training Center (BETC) with others. Also, our department has received additional funds since from Smith Richardson Foundation and Longleaf Collective to pay teachers and students to work during summer.

**Description:** This measure is the total number of hours that students have trained and worked on green industry jobs. By providing the youth in Durham jobs it gives them the skill set they need to succeed in life.

#### **Community Outreach**

**Measure:** Total # of technical assistance cases assisted

**Explanation:** The increase in technical assistance is due to new cliental regarding the local food movement. The department has more staff (contracted services employees) to assist with technical assistance in the form of contracted services employees and USDA employees. December of 2015 the department received an additional full time employee to help with technical assistance.

**Description:** This measure is the number of citizens receiving technical assistance byway of installing Best Management Practices (BMPs), providing agronomical information and administrating cost share funds with the public sector.

#### **Natural Resource Protection Projects**

**Measure:** Federal, State and other entity funding applied for (in note section) and received to provide the Durham tax payers Natural Resource services/benefits

**Explanation:** Increase in grant funds is due to the department receiving grant funding from State, Federal and other outside funding sources. The reason for the quarterly fluctuation in funding is due to the grant cycles. The grant entities on the larger projects are usually at the beginning of each year and the grants are announced later that same year.

**Description:** This measure is the total dollar amount of Federal, State and other entity funding received by department to address natural resources concerns in Durham County. Receiving outside funding to address water quality concerns will assist the county as it addresses watershed rules.

**Measure:** Total # of acres treated with conservation best management practices

**Explanation:** This increase in acres treated is due partially to the additional amount of Federal, State and other entity funding received by the department for stream restoration, Stormwater Projects, Ag Cost Share, Agricultural Water Resources Assistance Program and the Community Conservation Assistance Program. The total acres treated is all the area that drains into the best management practice installed. The reason for the quarterly fluctuation in the acres treated is due to the installation period being

conducted during the planting season. Additionally, the grant entities on the larger projects are usually at the beginning of each year and the grants are announced later that same year.

What is the definition of (BMPs) Best Management Practices? BMPs are methods that have been determined to be the most effective and practical means of preventing or reducing non-point source pollution to help achieve water quality goals. BMPs include both measures to prevent pollution and measures to mitigate pollution.

**Description:** This measure is tracking the amount of land that is protected with conservation best management practices (BMP's) in place. The more land under BMP protection the better condition the county's natural resource base (air, water, plant, soil and water) will be.

# 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 Manager's 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) \$150,000, membership dues for the Research Triangle Regional Partnership (RTRP) \$43,829, funding for the History Museum \$51,000, funding for Economic Development festivals (Art of Cool, Moogfest) \$100,000 and funding for the Sports Commission \$150,000 and well as personnel \$95,224 and operating costs for the Economic Development Manager \$26,566.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$7,107	\$103,471	\$63,613	\$173,368	\$95,224
Operating	\$457,500	\$458,829	\$462,030	\$472,479	\$976,395
Transfers	\$0	\$20,000	\$0	\$0	\$0
Other	\$2,568,079	\$2,556,908	\$1,152,484	\$1,743,822	\$1,668,822
<b>Total Expenditures</b>	<b>\$3,032,686</b>	<b>\$3,139,208</b>	<b>\$1,678,127</b>	<b>\$2,389,669</b>	<b>\$2,740,441</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$3,032,686</b>	<b>\$3,139,208</b>	<b>\$1,678,127</b>	<b>\$2,389,669</b>	<b>\$2,740,441</b>
FTEs	1.00	1.00	1.00	2.00	1.00

## 2017-18 BUDGET HIGHLIGHTS

The County continues to maintain its Economic Development Investment Program to attract and retain new business and industry. Companies are scheduled to receive incentive payments through their contractual agreements. The following have been budgeted in FY2017-2018 that are likely to meet milestones outlined in their respective contracts.

21c Museum Hotel	\$200,000
Aurobindo	\$100,000
Austin Lawrence Partners East	\$264,873
BioMeriux	\$80,000
Cree Corporation	\$167,857
Gentian Group	\$75,000
Longfellow	\$500,000
Premier Research International	\$4,900
Purdue Pharma	\$142,857
Sentinel Data Center	\$133,335
<b>Total</b>	<b>\$1,668,822</b>

The County also funds festivals, events and organizations that have a strong and demonstrable economic development impact on the Durham community. The following have been funded for FY2017-2018.

History Museum	\$51,000
Economic Development Festivals (Art of Cool and Moogfest)	\$100,000
Sports Commission	\$150,000
Durham Chamber of Commerce	\$265,000
Downtown Durham, Inc.	\$150,000
Research Triangle Regional Partnership	\$43,829
Non-profit funding	\$190,000
Economic Development Manager operating costs (Durham County)	\$26,566
Economic Development Manager personnel costs (Durham County)	\$95,224
<b>Total</b>	<b>\$1,071,619</b>

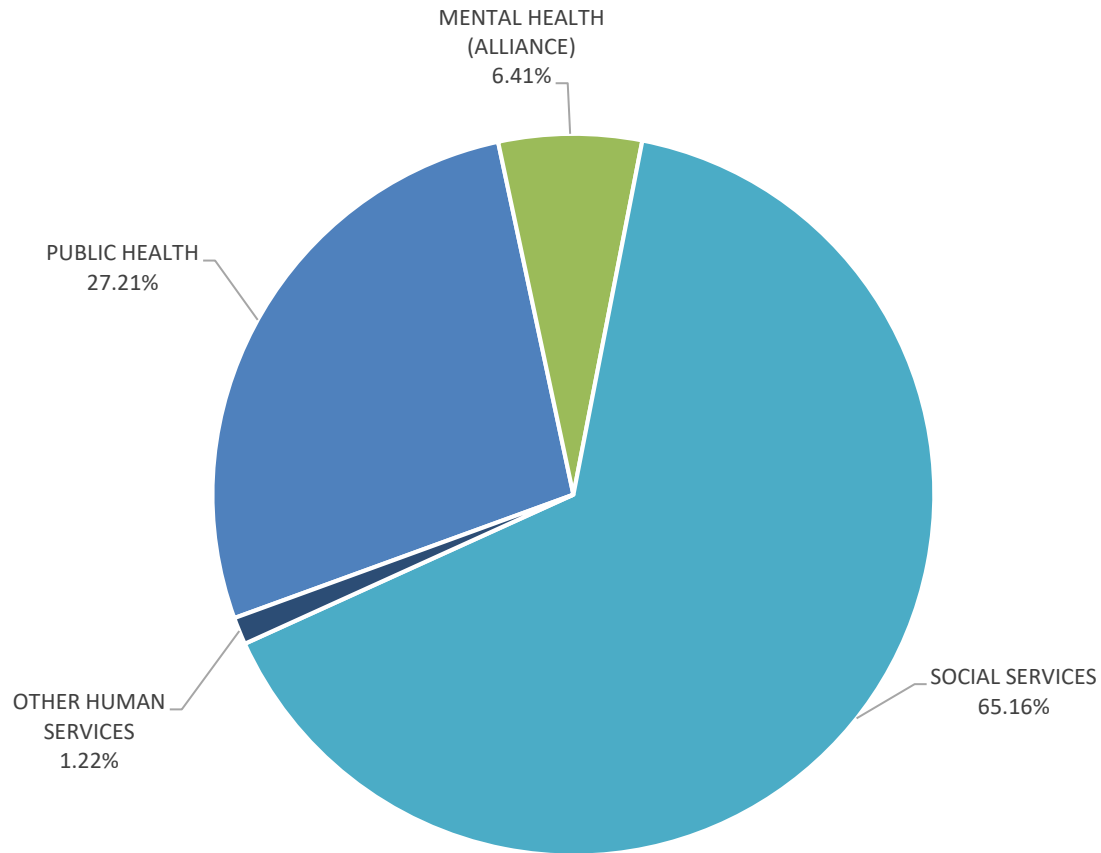
This page intentionally blank.



## **Human Services**

A function of local government which is charged with expenditures for the public welfare including public health, mental health, hospitals, and social services.

## Human Services Approved Budget



Business area	2015-2016 Actual Expenditures	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
PUBLIC HEALTH	\$ 21,200,798	\$ 23,831,496	\$ 23,729,820	\$ 26,515,768	\$ 26,034,159
MENTAL HEALTH (ALLIANCE)	\$ 6,714,878	\$ 6,217,381	\$ 6,217,381	\$ 6,131,224	\$ 6,131,224
SOCIAL SERVICES	\$ 56,100,709	\$ 61,261,472	\$ 57,599,310	\$ 62,472,313	\$ 62,347,767
OTHER HUMAN SERVICES	\$ 1,714,030	\$ 1,599,588	\$ 2,090,469	\$ 2,752,736	\$ 1,170,732
<b>Overall Result</b>	<b>\$ 85,730,415</b>	<b>\$ 92,909,937</b>	<b>\$ 89,636,980</b>	<b>\$ 97,872,041</b>	<b>\$ 95,683,882</b>

# 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.

## DEPARTMENT DESCRIPTION

The department is comprised of seven divisions: Leadership and Business Management, Allied Health, Health Education Community Transformation, Dental, Medical Services, Nutrition, and Environmental Health. These divisions work collaboratively to accomplish the following goals:

- Promote optimal health and wellness of all;
- Decrease premature death rates;
- Prevent and control communicable disease; and
- Maximize organization productivity.

In addition to conducting the day-to-day work of public health, the department is also focusing on: workforce development; communication and marketing; technology; access to medical and dental care; obesity and chronic illness; and education.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$13,170,784	\$14,849,643	\$14,073,209	\$16,394,184	\$16,036,543
Operating	\$7,814,992	\$8,981,853	\$9,097,069	\$9,713,569	\$9,781,317
Capital	\$215,022	\$0	\$288,220	\$0	\$0
Transfers	\$0	\$0	\$271,322	\$408,015	\$0
<b>Total Expenditures</b>	<b>\$21,200,798</b>	<b>\$23,831,496</b>	<b>\$23,729,820</b>	<b>\$26,515,768</b>	<b>\$26,034,159</b>
<b>Revenues</b>					
Intergovernmental	\$5,181,071	\$5,884,307	\$7,839,987	\$6,748,855	\$6,747,410
Contrib. & Donations	\$0	\$0	\$3,000	\$3,000	\$3,000
Service Charges	\$390,269	\$315,135	\$342,834	\$359,330	\$359,330
Other Revenues	\$156,161	\$52,300	\$130,858	\$52,300	\$52,300
<b>Total Revenues</b>	<b>\$5,727,501</b>	<b>\$6,251,742</b>	<b>\$8,316,679</b>	<b>\$7,163,485</b>	<b>\$7,162,040</b>
<b>Net Expenditures</b>	<b>\$15,473,297</b>	<b>\$17,579,754</b>	<b>\$15,413,141</b>	<b>\$19,352,283</b>	<b>\$18,655,820</b>
FTEs	212.46	221.26	233.79	238.47	234.47

## 2017-18 BUDGET HIGHLIGHTS

The budget for Public Health includes the following items:

- Made \$94,023 in various operational cuts and realigned those dollars for other operational purposes.
- Project BUILD program and budget was transferred into Public Health from Cooperative Extension at \$504,404 in FY 17-18 to better realign county resources and coordinate gang prevention and intervention efforts with Bull City United.
- The System of Care DPS contract for a position was transferred into Public Health from Alliance at \$86,157 in FY 17-18 in an effort to streamline service delivery.
- A revenue increase of \$910, 298 from FY 16-17 mainly in Health Education, Cure Violence and Project BUILD.
- 1.68 FTEs in new School Health Nurses will be funded in FY 17-18. In FY 16-17, 4 nurse positions were approved as 0.83 FTE each. To resolve the difficulty in filling positions that were not a fulltime (1.0 FTE), one of the FTEs was distributed into the other 3 to make them fulltime (3.0 FTEs), leaving a balance on 0.32FTE. With the new 1.68 FTE in 17-18, that will provide 5 additional FTEs over 2 years.
- 3 clerical positions critical to the support of the school nurses assigned to five school-based Healthy Futures Centers are now funded through Public Health as contracted employees after their direct funding through DPS was discontinued.
- 1 FTE is realigned to support Managing for Results (MFR) duties to be determined.
- \$205,500 of nonprofit funds were added after the Manager's Budget, agencies are listed in the Appendix under Goal 2.



<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>Public Health</b>						
Allied Health	\$1,885,977	13.52	\$1,954,523	12.52	\$1,955,696	12.52
Dental	\$1,056,066	10.00	\$1,091,893	10.00	\$1,092,549	10.00
Environmental Health	\$1,621,248	24.00	\$1,724,604	24.00	\$1,723,300	24.00
Health Education & Community Transformation	\$2,025,825	16.00	\$3,485,380	30.00	\$3,339,861	30.00
Leadership and Business Management	\$4,326,128	48.60	\$4,198,872	43.60	\$4,365,036	43.60
Medical Services	\$10,871,933	80.17	\$11,797,755	84.85	\$11,506,014	81.85
Nutrition	\$2,044,319	28.97	\$2,262,741	33.50	\$2,051,703	32.50
<b>Grand Total</b>	<b>\$23,831,496</b>	<b>221.26</b>	<b>\$26,515,768</b>	<b>238.47</b>	<b>\$26,034,159</b>	<b>234.47</b>

#### **Allied Health**

**Program Purpose:** The purpose of the Allied Health program is to support the department by providing laboratory and pharmacy services. The laboratory provides testing and results that aid in the diagnosis, treatment, and prevention of disease. The pharmacy dispenses medication used in the treatment and prevention of disease.

**Program Description:** Allied Health is comprised of the laboratory and pharmacy operated within the department. The Laboratory provides phlebotomy and specimen procurement services for the department's Clinics, Lincoln Community Health Center, and Community Outreach Events. Laboratory tests are performed by trained Laboratory Technicians who have demonstrated competency. The Pharmacy provides medication services for Clinics, DCo Wellness Clinic, and DCo Detention Center. Medications are filled and dispensed by licensed Pharmacists and a Pharmacy Technician who interpret clinician orders, monitor for possible drug interactions, and provide medication counseling to patients. The Pharmacy maintains a comprehensive formulary enabling treatment and prevention options for a variety of diseases and conditions.

#### **Dental**

**Program Purpose:** The Dental Division provides access to comprehensive dental care for uninsured and underinsured children and youth through 20 years of age and pregnant women.

**Program Description:** The Dental Program provides oral health services to address unmet needs. Services are provided onsite in a state of the art dental clinic and in a mobile dental unit, the Tooth Ferry, that visits specific DPS elementary schools. Staff members also provide dental screenings and oral health education sessions.

#### **Environmental Health**

**Program Purpose:** The Environmental Health Division enforces laws & regulations that pertain to food & lodging, institutions, child cares, onsite waste treatment, water, and many other health-related services and industries. Team members educate and regulate operators. They inform, educate and empower Durham County residents and visitors about issues that affect their health. Information provided by Environmental Health and Local Public Health Emergency Preparedness allows people to make informed decisions that impacts their personal health as well as the health of their families.

**Program Description:** Environmental Health enforces North Carolina Administrative Codes to ensure that a variety of establishments, waste treatment systems, and drinking water wells are operated and maintained in a manner that protects public health and the environment. Almost all Environmental Health regulatory activities are State mandated via North Carolina General Statutes (State Law). Environmental Health staff issue establishment and system operational permits. Staff also train and educate operators on proper sanitary and environmentally correct practice.

#### **Health Education Community Transformation**

**Program Purpose:** The Health Education Community Transformation Division educates, mobilizes, assesses, and creates policy, system and environmental change to positively influence the health of Durham County residents.

**Program Description:** The Division of Health Education Community Transformation addresses health by influencing the decisions and actions that individuals, groups and communities make that ultimately promote health and prevent violence, injury, disease and disability. Health Education also aims to influence policies, systems and the environment to promote health. Staff members provide in-person and virtual education, screenings, and evidence-based programs to individuals, neighborhoods, faith-based organizations, and workplaces.

### **Leadership and Business Management**

**Program Purpose:** The Leadership and Business Management program provides direction and sound business management services in order to achieve effective, efficient, high quality services and fulfill the department's mission.

**Program Description:** The Leadership and Business Management Division provides support to all divisions and programs in the department. These functions include administrative oversight of all public health domains including finance, purchasing, patient registration and billing, IT, registering of vital records, contracts services, and facilities services.

### **Medical Services**

**Program Purpose:** The Medical Services Division investigates, screens, educates and provides treatment and other clinical care to those who either seek care or are referred for care.

**Program Description:** Medical Services Division comprises the largest component of the department's budget providing mandated and other services that address unmet needs of our community. The division's staff is a multidisciplinary staff matrix of providers (advanced practice providers and contract physicians), nurses, social workers, and ancillary staff. The primary program areas are Care Coordination for Children, Detention Facility Health Services, Pregnancy Care Management, Refugee Health, School Health, Women's Health Clinic, and Communicable Disease Control.

### **Nutrition**

**Program Purpose:** The Nutrition Division provides population-based and individual clinical services so Durham County residents can learn and put into practice eating and exercise behaviors that lead to disease prevention and optimal health.

**Program Description:** The Nutrition Division and the Durham Diabetes Coalition/Chronic Care Initiative (DDC/CCI) conduct individual and population-based services. Clinical services are safety net services for Durham residents who are uninsured or underinsured. These services include individual counseling and/or guidance to clients for whom guidance can prevent, treat or stabilize a diagnosed condition, such as diabetes, hypertension, heart disease, and obesity. The Durham's Innovative Nutrition Education (DINE) program teaches students in qualifying schools about nutrition and physical activity to move towards healthier behaviors. DINE and DDC/CCI community programs conducts education at community sites and works on policy, systems, and environmental changes that impact the nutrition and physical environment in eligible childcare facilities, food retail markets, faith-based organizations, and community sites.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Allied Health</b>				
# of tests performed in all clinic areas	N/A	23,155.00	26,263.00	27,000.00
<b>County-Wide</b>				
% of premature births in Durham County (<36 weeks)	10.20%	9.00%	13.40%	N/A
% of Durham County women entering prenatal care in their first trimester of pregnancy	67.90%	68.00%	N/A	N/A
<b>Dental</b>				
# of patient visits in Dental Clinic	N/A	4,981.00	4,993.00	5,000.00
# of students screened at DPS Elementary Schools	N/A	7,787.00	7,615.00	8,500.00
<b>Environmental Health</b>				
# of waste water system site and soil evaluations	N/A	1,313.00	926.00	1,274.00
% of food service establishments that attain a score of 93 or higher on their most recent inspection	93.81%	94.42%	97.17%	95.00%
% of Mandated Inspections performed	0.00%	77.48%	61.51%	75.00%
<b>Health Education &amp; Community Transformation</b>				
% employees who maintained no risk factors or decreased the total number of risk factors they originally had	45.50%	37.50%	41.00%	44.00%
# shooting incidents in Census Tracts 1301 and 1400 (quarterly/ annual)	N/A	N/A	N/A	N/A
# mediations conducted by Bull City United staff (quarterly/annual)	N/A	N/A	4.00	N/A
<b>Medical Services</b>				
\$ Estimated quarterly costs for offsite medical services	\$0	\$476,165	\$659,472	\$550,000
# of Refugee Health Screenings	N/A	513.00	565.00	500.00
% of children age 24 months to 35 months that are age appropriately immunized	81.00%	80.00%	74.00%	88.00%
% of women entering prenatal care at DCoDPH during their first trimester of pregnancy	N/A	70.00%	69.00%	70.00%
<b>Nutrition</b>				
# of direct education contacts with school-age students	N/A	31,440.00	31,501.00	39,650.00
# of participants (duplicated) reached by Durham Diabetes Coalition	N/A	6,295.00	4,213.00	4,500.00

#### **Allied Health**

**Measure:** # of tests performed in all clinic areas

**Explanation:** Testing volume is variable by quarter. Currently experiencing an upward trend in volume (annually) indicating that clinicians are ordering more lab tests.

**Description:** Total number of tests performed in the laboratory. Testing volume is important for determining productivity, lab staffing needs, and clinic testing needs.

#### **Dental**

**Measure:** # of patient visits in Dental Clinic

**Explanation:** Data reflect total number of patient visits to include duplicated patient counts for multiple visits for treatment and care.

**Description:** Total patient visits measure the number of appointments the clinic sees on a quarterly and annual basis. This measure serves as an indicator as to how efficiently resources are being utilized to provide access to care.

**Measure:** # of students screened at DPS Elementary Schools

**Explanation:** The Division attempts to annually screen 100% of DPS Kindergarten and 5th graders at school locations.

**Description:** Measures the number of students the Dental Division screens in Kindergarten and 5th Grades, and all grades (K-5) for those schools the Tooth Ferry is scheduled to visit during the screening year. Screening assists in determining the number of children in need of dental treatment.

Environmental Health

#### **Environmental Health**

**Measure:** # of waste water system site and soil evaluations

**Explanation:** The data may fluctuate based upon economic trends, new legislation, and Administrative Code revision but it is useful for supporting short and long term program needs.

**Description:** Onsite wastewater (septic) systems are used for the sanitary treatment and dispersal of wastewater and private drinking water wells are utilized for potable water sources. The data is also important because it's not only an indicator of community growth but also provides assurances that septic systems are being installed and operated properly which minimizes environmental impact.

**Measure:** % of food service establishments that attain a score of 93 or higher on their most recent inspection

**Explanation:** Grades are earned and awarded in a twofold manner, an alphabetical grade and numerical score. 90 to 100 is an "A", 80 to 89 a "B", 70 to 79 a "C". Scores lower than 70 are not allowed and result in permit revocation and establishment closure. Ultimately this increases consumer confidence and results in safer places to eat in Durham County.

**Description:** Establishments that prepare and sell food in North Carolina are required by law to be regulated via unannounced inspections. Inspections include ongoing education. Current data suggests that the number of establishments scoring 93 or higher is increasing which correlates to more well-educated operators, more skilled foodservice operations, and better educational execution during inspections. This data is important because establishment scores empower consumers to make informed choices.

**Measure:** % of Mandated Inspections performed

**Explanation:** This data is an indicator of staffing levels and the ability of the division to retain trained and dedicated employees. The data is also used as justification for program expansion.

**Description:** The measure is important because it is an indicator of whether establishments within the community are being regulated at State mandated frequency. The measure also impacts monetary reimbursement to the County. With restaurant growth increasing and diversity and complexity of food offerings continuing, this measure will indicate the need for program expansion.

#### **Health Education & Community Transformation**

**Measure:** # mediations conducted by Bull City United staff (quarterly/annual)

**Explanation:** This data measures the work conducted by personnel from Bull City United with the explicit goal of reducing violence. Mediations are designed to prevent retaliations and new violence from erupting.

**Description:** Number of mediations conducted by Bull City United personnel will be measured to show a correlation between the work performed by this team and reductions in violence in Census Tracts 1301 and 1400. This data was collected beginning June 2017.

**Measure:** # shooting incidents in Census Tracts 1301 and 1400 (quarterly/ annual)

**Explanation:** Every shooting incident poses a risk of serious harm to a person or persons and is often done with the intent of causing harm. Further, shooting incidents have a negative effect on the quality of life for residents. Bull City United was implemented in November 2016 and measuring this data over time will show whether this initiative impacts the level of violence in these communities.

**Description:** Shooting incidents include homicides, assault with a deadly weapon of an individual, or shooting into an occupied dwelling or vehicle. Bull City United works in Census Tracts 1301 and 1400 which include the Southside neighborhood (south of Umstead) and the community surrounding McDougald Terrace.

**Measure:** % employees who maintained no risk factors or decreased the total number of risk factors they originally had

**Explanation:**

**Description:** Durham County is invested in the health of its employees so each year employees complete a Health Risk Assessment (HRA) to measure the following risk factors: cholesterol (total, HDL, LDL), body mass index (BMI), glucose, triglycerides and blood pressure. This data compares an employee's first HRA results to the most recent annual results to assess employee health over time.

## **Medical Services**

**Measure:** # of Refugee Health Screenings

**Description:** The number of refugee screenings reflect a system for detecting health concerns and care coordination. Public Health concerns (i.e., immunization status, presence or absence of communicable diseases) are identified and referred for treatment.

**Measure:** \$ Estimated quarterly costs for offsite medical services

**Explanation:** A comprehensive monthly and annual statistical report forwarded to the Public Health receives a comprehensive monthly and annual statistical report in accordance with the American Medical Association Standards. Prisons and jails are required to provide health care to inmates at a level comparable to the care that would be received in the community if not incarcerated. Comprehensive inmate health care in Durham County is a function of public health, city/ county hospitals and Correct Care Solutions, a privately contracted entity. Additionally, off-site costs may be included as a variable to evaluate the effectiveness of preventive and maintenance care services in the jail.

**Measure:** % of children age 24 months to 35 months that are age appropriately immunized

**Explanation:** The Healthy People 2020 immunization goal is to achieve and maintain effective vaccination coverage levels of 90% for the following vaccines: 4 DTaP, 3 Polio, 3 Hib, 3 Hep B 1 Varicella and 4 Pneumococcal (4:3:1:3:3:1:4) among young children. The growing number of refugees settling in Durham County and receiving services at DCoDPH impact this rate.

**Description:** The Durham Department of Public Health, will support, in collaboration with other local health departments, the NC Immunization Branch's goal to help reduce the spread of vaccine preventable diseases by assuring that individuals are age appropriately immunized, and by managing outbreaks of vaccine preventable diseases as supported by Healthy People 2020. DCoDPH Immunization Program will ensure that 90% of all eligible children age 24 to 35 months seen in DCoDPH will have documentation of age appropriate immunizations in NCIR by 2020.

**Measure:** % of women entering prenatal care at DCoDPH during their first trimester of pregnancy

**Description:** First Trimester Care Access is a clinical quality measure to assess the access to care for pregnant women and is a reflection of the timely beginning of prenatal care. Accessing care in the first semester is associated with positive outcomes for infants and mothers, and decreases the risks of delivering a low birth weight infant. This early care also reduces the risk of newborn death. Initiating care in the first trimester has the greatest impact on high risk populations (adolescents, unmarried adolescents and women, and women of color).

## **Nutrition**

**Measure:** # of direct education contacts with school-age students

**Description:** Measure describes the number of times students receive nutrition classes from the DINE Program nutritionists (each student may receive multiple classes). Receiving more than one class improves the student's retention of the nutrition information and allows students to build on information and practice received in sequential lessons. This number is different from and significantly larger than the number of unduplicated students taught.

**Measure:** # of participants (duplicated) reached by Durham Diabetes Coalition

**Description:** Measures the total number of participants seen by all programs of the Durham Diabetes Coalition/Chronic Care Initiative.

## **County-Wide**

**Measure:** % of Durham County women entering prenatal care in their first trimester of pregnancy

**Explanation:** data not yet available for 2017

**Measure:** % of premature births in Durham County (<36 weeks)

**Explanation:** provisional data through early July 2017 only

# MENTAL HEALTH

## (ALLIANCE BEHAVIORAL HEALTHCARE LME/MCO)

### MISSION

Alliance Behavioral Healthcare is committed to improving the health and well-being of the people we service by ensuring highly effective, community based support and care. Our vision is to be a leader in transforming the delivery of whole person care in the public sector.

### PROGRAM DESCRIPTION

Alliance Behavioral Healthcare is the Local Management Entity (LME)/Manage Care Organization (MCO) for mental health, developmental disabilities, and substance abuse for a catchment area that includes Cumberland, Durham, Johnston and Wake counties.

Alliance is responsible for ensuring that citizens who seek help receive the services and supports for which they are eligible to achieve their goals and to live as independently as possible. Alliance is also responsible for making sure the citizens receive quality services and that their individual rights are protected.

Alliance is responsible for managing finances, service authorizations, contracts with direct service providers, service quality, and regulatory standards, developing the service array and ensuring appropriate customer choice.

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$6,714,878	\$6,217,381	\$6,217,381	\$6,131,224	\$6,131,224
<b>Total Expenditures</b>	<b>\$6,714,878</b>	<b>\$6,217,381</b>	<b>\$6,217,381</b>	<b>\$6,131,224</b>	<b>\$6,131,224</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$6,714,878</b>	<b>\$6,217,381</b>	<b>\$6,217,381</b>	<b>\$6,131,224</b>	<b>\$6,131,224</b>
FTEs	0.00	0.00	0.00	0.00	0.00

### 2017-18 BUDGET HIGHLIGHTS

- Alliance will continue a lease agreement with Durham County to lease space in the Human Services Complex
- The decrease in funding reflects the transfer of a contracted employee for Durham Public Schools being moved to the County Public Health department as the duties of this role aligned better with our internal department

PERFORMANCE MEASURES	FY2016-17 Quarter 1	FY2016-17 Quarter 2	FY2016-17 Quarter 3	FY2017-18 Estimated
<b>Durham County Medicaid Funding</b>				
# Average Patients Served Per Month	3,896.00	3,749.00	3,870.00	Not Available
\$ Average Monthly Payments	\$6,400,000	\$6,400,000	\$6,500,000	Not Available
% Average Penetration Rate	9.11%	8.66%	9.13%	Not Available
<b>Durham County Non-Medicaid Funding</b>				
# Average Patients Served Per Month	1,206.00	1,190.00	1,216.00	Not Available
\$ Average Monthly Payments	\$700,000	\$700,000	\$700,000	Not Available
% Average Penetration Rate	3.20%	3.16%	3.36%	Not Available

\*Note: Data above reflects quarterly data for FY2016-17. Annual data was not available from Alliance at time of printing

**Average Patients Served Per Month:** This number represents the monthly average number of unique individuals that received services from an Alliance provider during the quarter.

**Penetration Rate:** The portion of individuals eligible for services who accessed them during a quarter covered by this report. The average penetration rate for non-Medicaid funded consumers is calculated by comparing the numbers of individuals who accessed services compared to the total number of individuals who are identified as indigent in the County.

The below highlights are reported in Alliance Behavioral Health's Quarter 4 Behavioral Health Dashboard as submitted to the County. The Alliance catchment area consists of Durham, Wake, Cumberland and Johnston Counties.

- Durham County residents are receiving Medicaid services at a higher rate than the entire Alliance service area. Durham County represents 17% of the total Medicaid population within the Alliance service area. During the first quarter of FY 2017, 20.1% of Medicaid-eligible consumers who received services lived in Durham County.
- Similarly, Durham County accounted for 20.7% of consumers receiving non-Medicaid funded services.
- The penetration rate in Durham County for Medicaid-funded services was 8.66% for the first quarter, down from 9.11% in the fourth quarter of FY 2016. The rate remained higher, however, than the overall Alliance penetration rate of 7.88%.
- The lower penetration rate reflects a seasonal decrease in demand for services during the summer months. The monthly number of consumers under the age of 21 receiving services fell 11.7% from April to September.
- Durham County's penetration rate for non-Medicaid funded services fell only slightly, from 3.20% in Q4 FY 2016 to 3.16% in Q1 FY 2017. The number of consumers receiving non-Medicaid funded services was 1,190 compared to 1,206 in the previous quarter.

---

# 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.

## DEPARTMENT DESCRIPTION

The agency's services programs provide for the protection of abused and neglected children and adults, the provision of services to prevent unnecessary institutionalization of disabled and elderly residents, Work First support services, school and community social work services, and child day care subsidy.

Our public assistance programs provide entitlement benefits for health access and nutrition services, foster care and adoption payments as well as cash assistance through Work First. Programs include Food and Nutrition Assistance; Medicaid and North Carolina Health Choice for Children; and Work First Family Assistance.

The Child Support Enforcement program ensures that non-custodial parents provide financial and medical support for their children. This includes the location of non-custodial parents and their assets, establishing support orders, and establishing paternity. As necessary, this service is also responsible for collection and distribution of payments and enforcement for non-payment of legal child support obligations.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$26,031,328	\$27,781,086	\$24,729,104	\$28,327,863	\$28,102,147
Operating	\$30,069,381	\$33,480,386	\$32,870,205	\$34,144,450	\$34,245,620
<b>Total Expenditures</b>	<b>\$56,100,709</b>	<b>\$61,261,472</b>	<b>\$57,599,310</b>	<b>\$62,472,313</b>	<b>\$62,347,767</b>
▼ <i>Revenues</i>					
Intergovernmental	\$41,153,567	\$43,025,322	\$43,951,205	\$45,426,536	\$45,309,630
Contrib. & Donations	\$23,906	\$3,061	\$8,136	\$2,831	\$2,831
Service Charges	\$38,816	\$23,100	\$4,450	\$6,600	\$6,600
Other Revenues	\$158,597	\$137,162	\$141,650	\$137,162	\$137,162
<b>Total Revenues</b>	<b>\$41,374,886</b>	<b>\$43,188,645</b>	<b>\$44,105,441</b>	<b>\$45,573,129</b>	<b>\$45,456,223</b>
<b>Net Expenditures</b>	<b>\$14,725,823</b>	<b>\$18,072,827</b>	<b>\$13,493,869</b>	<b>\$16,899,184</b>	<b>\$16,891,544</b>
FTEs	501.00	501.00	504.00	504.00	503.00

## 2017-18 BUDGET HIGHLIGHTS

- The budget allows Social Services to maintain current levels of service.
- 1 FTE was realigned to the Budget Office to support Managing for Results (MFR) and management analyst duties.



<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>Social Services</b>						
Administration and Management	\$1,186,517	9.00	\$1,207,907	9.00	\$1,207,907	9.00
Adult Services	\$6,043,966	63.00	\$5,879,267	65.00	\$5,980,437	65.00
Business Office	\$1,255,936	16.00	\$1,278,609	16.00	\$1,278,609	16.00
Child Support	\$3,000,200	40.00	\$3,054,361	40.00	\$3,054,361	40.00
Child Welfare	\$12,714,140	112.00	\$13,322,424	113.00	\$13,096,708	112.00
Crisis Services	\$1,045,935	8.00	\$1,064,817	8.00	\$1,064,817	8.00
Customer Accountability and Talent Development	\$3,721,012	57.00	\$3,788,185	57.00	\$3,788,185	57.00
Public Assistance	\$14,036,099	180.00	\$14,289,483	180.00	\$14,289,483	180.00
Work First Employment and Child Care Services	\$18,257,667	16.00	\$18,587,260	16.00	\$18,587,260	16.00
<b>Grand Total</b>	<b>\$61,261,472</b>	<b>501.00</b>	<b>\$62,472,313</b>	<b>504.00</b>	<b>\$62,347,767</b>	<b>503.00</b>

#### **Administration and Management**

**Program Purpose:** Provide business operations support to internal and external agency partners while ensuring efficient and effective use of public funds

**Program Description:** Provide leadership and support to internal and external stakeholders to support the agency in fulfilling its mission and vision while providing timely and effective services to our clients.

#### **Adult Services**

**Program Purpose:** To protect vulnerable adults and keep them safe wherever they live through providing adult protective services, guardianship, In-Home Aide, Home Delivered Meals, Adult Care Monitoring and the Community Alternative Program for Adults.

#### **Business Office**

**Program Purpose:** Provide business operations support to internal and external agency partners while ensuring efficient and effective use of public funds.

#### **Child Support**

**Program Purpose:** Locate non-custodial parents, establish, distribute and enforce court ordered child support payments for children and families to ensure that parents help pay for their children's support costs

#### **Child Welfare**

**Program Purpose:** To protect children, keep them safe, maintain and obtain safe stable/permanent homes. This is done through receiving, screening and investigating reports of suspected abuse, neglect and dependency of children; providing intensive in-home services to families at risk of or with a history of above; and providing child placement and permanency services for youth placed in the custody of DSS

#### **Crisis Services**

**Program Purpose:** To advocate, refer and provide services to adults and families with children who are in crisis related to health, housing, and energy problems to keep them from becoming homeless and/or to elevate lack of access to a medication

#### **Customer Accountability and Talent Development**

**Program Purpose:** Provide staff training and development, Reception, Call Center and Quality Assurance operations for the department

#### **Public Assistance**

**Program Purpose:** Provide benefits to promote health access, nutritional services, and short term cash assistance to eligible families.

**Program Description:** Provide entitlement benefits for health access (Medicaid, Healthchoice, Medicaid Transportation), nutrition services (FNS), cash assistance (Work First) and energy program Emergency Assistance. Ensure timely and accurate assistance to individuals in need.

**Work First Employment and Child Care Services**

**Program Purpose:** Provide supportive services to gain and maintain employment.

**Program Description:** Provide service benefits for Cash Assistance (Work First) and Child Care Subsidy program to help citizens gain employment and become self-sufficient.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Adult Services</b>				
# of clients receiving a meal	not available	363.00	1,545.00	1,500.00
<b>Child Welfare</b>				
# of Children in Foster Care	273.00	310.00	272.00	300.00
# of CPS Investigations/Assessments	1,840.00	1,465.00	1,236.00	2,000.00
<b>Crisis Services</b>				
# of adults & families provided rental assistance	1,825.00	2,599.00	2,249.00	2,224.00
# of adults & families provided utility, medical and food assistance (not Food Nutrition Services)	12,289.00	10,139.00	8,202.00	10,210.00
<b>Public Assistance</b>				
FNS - # of clients receiving benefits	43,745.00	42,002.00	156,803.00	41,500.00
FNS - % of applications processed by due date	not available	not available	97.00%	97.00%
Medicaid - # of clients receiving benefits	38,171.00	51,215.00	211,030.00	58,000.00
Medicaid - % of applications processed by due date	not available	not available	90.00%	90.00%
Medicaid Transportation - # of trips scheduled	37,076.00	40,017.00	42,890.00	42,500.00

**Adult Services**

**Measure:** # of clients receiving a home delivered meal

**Explanation:** Number of unduplicated clients receiving a home delivered meal through Meals on Wheels, funded through DSS.

**Description:** There are hundreds of aging and disabled adults in Durham County without adequate supports to either shop for food or prepare hot meals daily. Without this service hundreds of low-income, disabled and/or elderly adults will be forced to move out of their homes and into congregate care living environments just to receive adequate nutrition.

**Child Welfare**

**Measure:** # of Children in Foster Care

**Explanation:** Number of distinct children currently placed in Durham County DSS custody. These children may be placed either within Durham County or another county, but still in our care.

**Description:** Pursuant to investigation or assessment of child protective services reports (or through court order) children are placed in foster care to ensure their safety and well-being. This data point shows the total number of children for whom the Director of Social Services serves as guardian and for whom the Department of Social Services provides care coordination and treatment services.

**Measure:** # of CPS Investigations/Assessments

**Explanation:** Number of Child Protective Services Investigations/ Assessments. Measures the combined family and investigative reports either investigated or assessed during the reporting period.

**Description:** The county department of social services is the statutorily required agent to investigate and protect children from physical and sexual abuse, neglect, and dependency. This data indicates the number of assessments or investigations that have been initiated during the given report period.

**Crisis Services**

**Measure:** # of adults & families provided rental assistance to avoid potential homelessness

**Explanation:** Crisis Services - Homeless prevention. The number of families served who receive rental or shelter assistance during the reporting period.

**Description:** DSS is the largest safety net provider in the county; Durham County provides DSS with funds to support the critical needs of low-income families and individuals to prevent homelessness. Durham County and City have a goal to ameliorate homelessness. Durham County is a partner in the local Continuum of Care to prevent homelessness in our community.

**Measure:** # of adults & families provided utility, medical and food assistance (not Food Nutrition Services)

**Explanation:** The number of families served through Crisis Services receiving utility, medical and food assistance. This measure is County-only funds, does not include Food Stamps or Federal/State Crisis Energy funds.

**Description:** DSS is the largest safety net provider in the county; Durham County provides DSS with funds to support the critical needs of low-income families and individuals to ensure they have food, medicine, and working utilities. The data indicates how many people in our county are in need of this resources in the reporting period.

#### **Public Assistance**

**Measure:** # of clients receiving FNS benefits

**Explanation:** The current number of recipients who are receiving Food and Nutrition Services (FNS) benefits. This includes Food Stamps which is administered through the Supplemental Nutrition Assistance Program (SNAP).

**Description:** Determining eligibility for public assistance benefits is a core duty for DSS. These federally-funded services ensure that people who are entitled to these resources receive them as needed and on-time. Understanding the number of people who rely on these services demonstrates the disparity between groups in our community in accessing life-sustaining resources.

**Measure:** % of FNS applications processed by the due date

**Explanation:** The percent of FNS applications processed by the due date. Timeliness is measured for both benefits that are expedited (7 days) and benefits that are not expedited (30 days).

**Description:** Determining eligibility for public assistance benefits is a core duty for DSS. These federally-funded services ensure that people who are entitled to these resources receive them as needed and on-time. This measure shows the rate at which the department is timely in determining eligibility for applicants. The federal timeliness standard is 95%.

**Measure:** # of clients receiving Medicaid benefits

**Explanation:** The current number of recipients who are receiving Medicaid benefits. Benefits are available to low-income individuals, children, seniors and people with disabilities.

**Description:** Determining eligibility for public assistance benefits is a core duty for DSS. These federally-funded services ensure that people who are entitled to these resources receive them as needed and on-time. Understanding the number of people who rely on these services demonstrates the disparity between groups in our community in accessing life-sustaining resources.

**Measure:** % Medicaid of applications processed by the due date

**Explanation:** The percent of Medicaid applications processed by the due date. The state calculates timeliness for Medicaid processing to be 45 days.

**Description:** Determining eligibility for public assistance benefits is a core duty for DSS. These federally-funded services ensure that people who are entitled to these resources receive them as needed and on-time. This measure shows the rate at which the department is timely in determining eligibility for applicants. The state timeliness standard is 90%.

**Measure:** # of Medicaid transportation trips scheduled

**Explanation:** The number of individual Medicaid Transportation trips scheduled with private transportation vendors during the reporting period.

**Description:** The number of calls for Medicaid transportation translates into trips scheduled to verified medical appointments. This is a key duty for DSS. The volume of trips continues to increase.

# 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

**Program Purpose:** The purpose of Durham County ACCESS is to seek funding and administer a grant, financial management and customer service program to deliver excellent coordinated demand response transportation to meet the mobility needs of seniors, disabled, transportation disadvantaged, rural general public and employment trips for Durham County residents.

**Program Description:** Transportation through Durham County ACCESS improves the quality of life of Durham County residents by providing safe and accessible transportation to seniors, individuals with disabilities, residents going to work, and the general public in rural Durham County. Durham County ACCESS is a proud partner in a coordinated network with the City of Durham's Go ACCESS transportation program. All Durham County ACCESS vans are wheelchair accessible. Interested individuals must complete an application and receive approval to initiate service. Durham County ACCESS receives funding from federal, state, and local grants to support this broad level of transportation services and is supported by a 7-member transportation Advisory Board appointed by the County Commissioners.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$159,487	\$130,290	\$122,699	\$153,464	\$133,116
Operating	\$596,677	\$1,043,132	\$1,457,582	\$605,450	\$605,450
Capital	\$0	\$0	\$84,022	\$0	\$0
<b>Total Expenditures</b>	<b>\$756,164</b>	<b>\$1,173,422</b>	<b>\$1,664,303</b>	<b>\$758,914</b>	<b>\$738,566</b>
▼ <i>Revenues</i>					
Intergovernmental	\$525,186	\$984,870	\$1,003,695	\$658,006	\$658,006
Service Charges	\$0	\$6,431	\$6,431	\$5,120	\$5,120
<b>Total Revenues</b>	<b>\$525,186</b>	<b>\$991,301</b>	<b>\$1,010,126</b>	<b>\$663,126</b>	<b>\$663,126</b>
<b>Net Expenditures</b>	<b>\$230,978</b>	<b>\$182,121</b>	<b>\$654,177</b>	<b>\$95,788</b>	<b>\$75,440</b>
FTEs	2.00	2.00	2.00	2.00	2.00

## 2017-18 BUDGET HIGHLIGHTS

- This budget allows Durham County Access to maintain current levels of service

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Durham County ACCESS</b>				
# of single trips provided to Durham County residents	20,003.00	27,775.00	45,768.00	28,176.00

**Description:** Measures the number of single trips provided to seniors, rural general public, disabled and citizens and the purpose of the trip: medical, work, nutrition, education.

**Explanation:** Trip data is collected monthly through a software program of the Contract manager and by staff utilizing excel spread sheets. Data is analyzed and quarterly reports provided to the Grant reporting entities.

# 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 recommended 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) \$24,000
- Family Advocacy Network (Parent/Family Skill Building) \$12,750
- Juvenile Justice Project (Meditation/Conflict Resolution) \$14,122
- Juvenile Literacy Center (Tutoring/Academic Enhancement) \$19,000
- Parenting of Adolescents (Home Family Counseling) \$115,000
- The P.R.O.U.D (Personal Responsibility to Overcome with Understanding and Determination) Program \$76,294
- Rebound Alternatives for Youth (Interpersonal Skill Building) \$16,000

Also, these programs and administrative functions are recommended for funding contingent to inclusion in the State of North Carolina budget but are located within other County agencies:

- Project BUILD - Building Uplifting and Impacting Lives Daily (Cooperative Extension) \$92,500
- Juvenile Crime Prevention Council Administrative Costs (Criminal Justice Resource Center) \$12,000

**Funds Center:** 5800273000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$535,432	\$426,166	\$426,166	\$432,166	\$432,166
<b>Total Expenditures</b>	<b>\$535,432</b>	<b>\$426,166</b>	<b>\$426,166</b>	<b>\$432,166</b>	<b>\$432,166</b>
▼ <i>Revenues</i>					
Intergovernmental	\$535,434	\$426,166	\$426,166	\$432,166	\$432,166
<b>Total Revenues</b>	<b>\$535,434</b>	<b>\$426,166</b>	<b>\$426,166</b>	<b>\$432,166</b>	<b>\$432,166</b>
<b>Net Expenditures</b>	<b>(\$2)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

---

# 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.

A detailed description of the nonprofits that applied for funding and applicants approved for funding are listed in the Appendix. All of the nonprofits that are approved for funding in FY 2017-18 have their dollars budgeted in one of the following fund centers that most closely aligned with the services provided: Economic Development, Other Education, Public Health, CJRC, Engineering and Nondepartmental. Historical funding of nonprofits is last shown in this fund center in FY 2015-16. The amount in the 2017-18 requested column is the amount of funding that applying nonprofits requested that was temporarily stored in this fund center.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$422,434	\$0	\$0	\$1,561,656	\$0
<b>Total Expenditures</b>	<b>\$422,434</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,561,656</b>	<b>\$0</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$422,434</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,561,656</b>	<b>\$0</b>

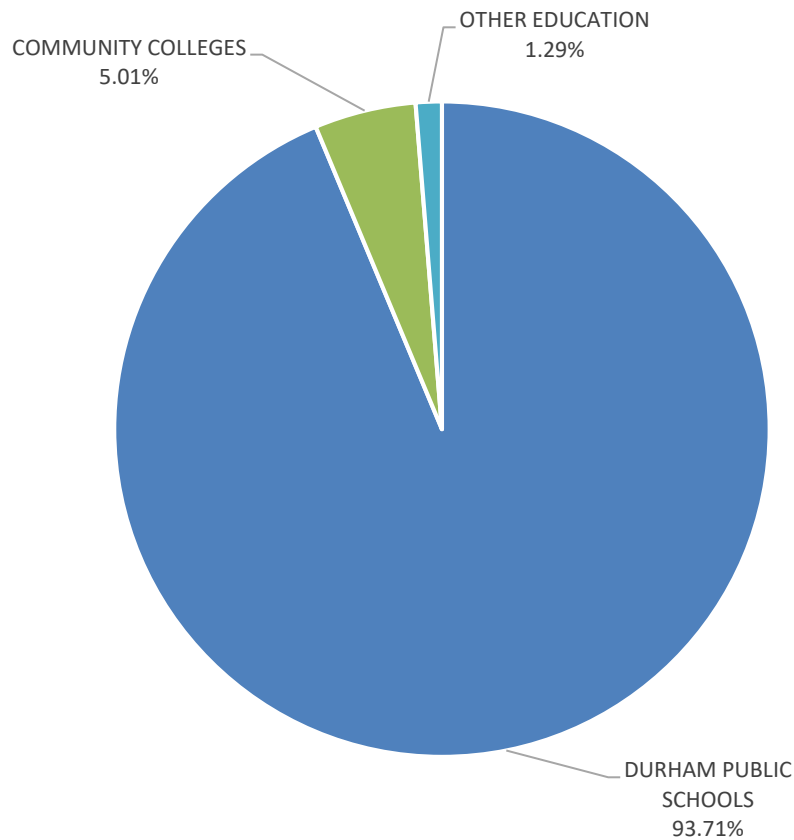
---



## **Education**

A function of local government which provides direct financial support to public school systems within the County.

## Education Approved Budget



Business area	2015-2016 Actual Expenditures	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
DURHAM PUBLIC SCHOOLS	\$ 124,684,362	\$ 127,975,707	\$ 127,975,707	\$ 140,410,707	\$ 134,035,201
COMMUNITY COLLEGES	\$ 6,536,591	\$ 6,904,016	\$ 6,904,016	\$ 7,350,400	\$ 7,164,220
OTHER EDUCATION	\$ 70,563	\$ 0	\$ 0	\$ 0	\$ 1,839,435
<b>Overall Result</b>	<b>\$ 131,291,516</b>	<b>\$ 134,879,723</b>	<b>\$ 134,879,723</b>	<b>\$ 147,761,107</b>	<b>\$ 143,038,856</b>



# 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 2017-18 ADM	32,785
Minimum funding for FY 2017-18	\$64,258,600

In addition, if the ADM for charter schools was factored in (an additional 7,116 pupils, for a total of 39,901 pupils), the calculation would equate to \$78,205,960 minimum funding for FY 2017-18. Durham County funding significantly exceeds these thresholds.

	FY 2015-16 Actual	FY 2016-17 Approved	FY 2017-18 Requested	FY 2017-18 Recommended	FY 2017-18 Approved
Current Expense	\$123,314,359	\$126,605,707	\$139,040,707	\$131,372,865	\$132,665,201
Capital Outlay	\$1,370,003	\$1,370,000	\$1,370,000	\$1,370,000	\$1,370,000
<b>Total</b>	<b>\$124,684,362</b>	<b>\$127,975,707</b>	<b>\$140,410,707</b>	<b>\$132,742,865</b>	<b>\$134,035,201</b>
School Debt Service	\$30,160,166	\$27,509,713	\$29,586,088	\$29,586,088	\$29,586,088
<b>TOTAL FUNDING</b>	<b>\$154,844,528</b>	<b>\$155,485,420</b>	<b>\$169,996,795</b>	<b>\$162,328,953</b>	<b>\$163,621,289</b>

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 2017-18 are shown below.

Program or Position (County Department)	FY 2017-18 Durham County Funding	Educational Non-Profit Support	FY 2017-18 Durham County Funding
School Resource Officers (Sheriff)	\$1,611,432	Child Care Services Association	\$30,000
Public Health Services (School Nurses, Dental, Health Ed.)	\$2,741,746	Rebound, Alternatives for Youth	\$7,500
<b>TOTAL FUNDING</b>	<b>\$4,353,178</b>	Big Brothers Big Sisters of the Triangle	\$10,000
		Book Harvest	\$5,000
		Voices Together	\$5,000
		Durham's Partnership for Children	\$15,000
		Walltown Children's Theatre	\$5,000
			<b>\$77,500</b>

# Durham Public Schools

Funds Center: 5910540000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$123,314,359	\$126,605,707	\$126,605,707	\$139,040,707	\$132,665,201
Capital	\$1,370,003	\$1,370,000	\$1,370,000	\$1,370,000	\$1,370,000
<b>Total Expenditures</b>	<b>\$124,684,362</b>	<b>\$127,975,707</b>	<b>\$127,975,707</b>	<b>\$140,410,707</b>	<b>\$134,035,201</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$124,684,362</b>	<b>\$127,975,707</b>	<b>\$127,975,707</b>	<b>\$140,410,707</b>	<b>\$134,035,201</b>

## 2017-18 BUDGET HIGHLIGHTS

The Board of Education's FY 2017-18 budget request is a \$12,435,000 increase in current expense funding over its FY 2016-17 current budget. Board of Education requests included salary and benefits cost increases, support for lost school positions, additional teacher retention pay, and additional incentives and pay for bus drivers and substitute teachers, and annual support for Pre-K programs at Whitted School. The Board of County Commissioners approved budget supports several portions of this request, but also makes some changes not included in the original DPS budget request.

Changes to Durham Public School's Requested funding are shown below.

Salary, supplement and benefit increases related to State raises	\$2,300,000
Contracted services inflation increases	\$550,000
Reduce payment for 8 School Resource Officers	(\$570,539)
Clerical support for Durham County dedicated School Nurses	(\$143,248)
Increase in Article 46 support for DPS	369,160
Additional funding support (1.00 cent property tax rate increase)	\$3,554,121
<b>Total BOCC Approved additional funding for DPS</b>	<b>\$6,059,494</b>

It is the intent of the Durham Board of County Commissioners that local current expense funding increases shown above support the areas listed as well as supporting as much as possible the Board of Education request for additional funding to support 24 teaching positions, 8 assistant principal positions, 247 months worth of restored clerical support, teacher retention costs (including extra-curricular pay, parental leave, and teacher extra-duty pay), bus driver incentives, increased substitute pay, and teacher recruitment.

With the completion of the Whitted School renovation capital project, up to 144 Pre-K students are expected to be housed there for the upcoming fiscal year. The estimated annual operating cost of the Pre-K program is \$1.5 million and is supported in the Board of County Commissioners approved budget, but that funding will be housed outside of the Durham Public School budget initially, as details about who will oversee the program are clarified.

For a number of years DPS has subsidized 8 Sheriff School Resource Officers (SRO) by contracting with the Sheriff for those positions. To simplify the process the County and DPS have agreed to simply reduce funding for DPS equivalent to the cost of the 8 SRO officers and in turn not contract with DPS for the officers.

Clerical support for Durham County School nurses is a vital function in maximizing the utility of the nurses to help school children. Durham Public Schools decreased support for these positions. To continue funding this vital need, the County is reducing DPS current expense funding to support the County cost of taking on these important clerical duties.

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 increase by \$6,059,494, for a total allocation of \$132,665,201 in FY 2017-18. The County estimates total Article 46 sales tax collection for DPS at \$9,900,200 and for Pre-K programs at \$508,140, for a total Article 46 funding support of DPS current expense of \$10,408,340. This is a net increase

of \$369,160 from the previous year's Article 46 funding because of continued growth on overall sales tax collection. Capital outlay funding will remain flat at \$1,370,000. The County will also pay an estimated \$29.58 million in debt service for DPS.

DPS's and Durham County Charter School student projection for FY 2017-18 is 39,901, a net reduction of 162 students from the FY 2016-17 budgeted estimate. To clearly identify local per pupil current expense funding support for DPS and Charter School students some funding folded up in the current expense allocation of \$128,707,275 needs to be subtracted out.

	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>Difference</b>
Current Expense Funding	\$126,605,707	\$132,665,201	\$6,059,494
Annual Pre-K support (Article 46 Sales Tax)	(\$508,140)	(\$508,140)	\$ 0
<b>Net Current Expense funding</b>	<b>\$126,097,567</b>	<b>\$132,157,061</b>	<b>\$6,059,494</b>
DPS and Charter School pupil estimate	40,063	39,901	( 162)
<b>Local Per Pupil funding</b>	<b>\$3,147</b>	<b>\$3,312</b>	<b>\$ 165</b>

Therefore, the County's current expense funding per pupil is \$3,312 per pupil, an increase of \$165 per pupil from FY 2016-17. Including capital outlay and debt service funding, Durham County supports public education at \$4,088 per pupil, a \$220 per pupil increase from FY 2016-17, due to increasing debt service support and decreasing total number of students.

This page intentionally blank.

---

# 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

As a comprehensive community college serving Durham and Orange counties, Durham Tech has a guided placement admissions philosophy to provide all students an opportunity to acquire meaningful credentials and secure living-wage employment through education and training. Offerings include postsecondary technical and occupational programs leading to a degree, diploma, or certificate; the first two years of a four-year degree; general education for personal growth; a wide variety of corporate and continuing education courses for workforce preparation and development; and college and career readiness instruction that includes an adult high school diploma program, high school equivalency preparation programs, and English language development courses. Durham Technical Community College serves nearly 18,500 students annually, with 44% of the students coming from either Durham or Orange County, and 56% coming from outside the regional area. In 2015-16 DTCC had 712 graduates of various programs.

	<b>FY 2015-16 Actual</b>	<b>FY 2016-17 Approved</b>	<b>FY 2017-18 Requested</b>	<b>FY 2017-18 Approved</b>
Current expense	\$6,234,093	\$6,601,516	\$6,812,900	\$6,816,720
Capital outlay	\$302,498	\$302,500	\$537,500	\$347,500
<b>TOTAL</b>	<b>\$6,536,591</b>	<b>\$6,904,016</b>	<b>\$7,350,400</b>	<b>\$7,164,220</b>
Debt service	\$1,078,752	\$1,106,224	\$1,181,443	\$1,181,443
<b>TOTAL FUNDING</b>	<b>\$7,615,343</b>	<b>\$8,010,240</b>	<b>\$8,531,843</b>	<b>\$8,345,663</b>

Durham County also provides large capital project support to Durham Technical Community College through long term debt issuances (mainly General Obligation Bonds).

2003 GO Bond funds for DTCC capital projects	\$8,200,000
2007 GO Bond funds for DTCC capital projects	\$8,680,000
2016 GO Bond funds for DTCC capital projects	\$20,000,000

## 2017-18 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 \$1,323,075 for student scholarship support and other educational opportunities.
- Durham Technical Community College's County funding increases \$260,204 or 3.77% from the FY 2016-17 Original Budget.
  - Article 46 Sales Tax revenue increases by \$49,335.
  - Annual operating expenses increased by \$165,869.
    - Includes support for salary increases, contracted services increases, facility repair costs, and supplies
  - Annual current capital increased by \$45,000
    - Includes support for tools and equipment for facility maintenance support, data processing equipment and additional small capital projects

# Durham Technical Community College

Funds Center: 5920530000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$6,234,093	\$6,601,516	\$6,601,516	\$6,812,900	\$6,816,720
Capital	\$302,498	\$302,500	\$302,500	\$537,500	\$347,500
<b>Total Expenditures</b>	<b>\$6,536,591</b>	<b>\$6,904,016</b>	<b>\$6,904,016</b>	<b>\$7,350,400</b>	<b>\$7,164,220</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$6,536,591</b>	<b>\$6,904,016</b>	<b>\$6,904,016</b>	<b>\$7,350,400</b>	<b>\$7,164,220</b>

## Performance Measures

Based on three years of data (where available) for each measure. In November 2014, the college adopted a new strategic plan, which affirmed the use of these performance-based student success measures as a means of assessment for student achievement. The college's first and foremost goal is "all students will succeed." Evidence of success is determined by performance rates that meet or exceed regional, state, or national averages.

### Basic Skills Student Progress

**Purpose** – To ensure adults with low literacy skills are progressing academically toward basic skill attainment necessary for employment and self-sufficiency.

**Description** – Percentage of students who progress as defined by an educational functioning level.

English as a Second Language (ESL) Literacy – Beginning Level	2013	2014	2015
	% Successful	% Successful	% Successful
NC Community College System	64.3%	65.1%	63.9%
Durham Technical Community College	77.8% (18 students)	80.7% (57 students)	70.7% (41 students)
Adult Basic Education (ABE) Literacy Beginning Level	2013	2014	2015
	% Successful	% Successful	% Successful
NC Community College System	25.6%	26.6%	24.7%
Durham Technical Community College	43.8% (64 students)	33.3% (60 students)	50% (76 students)

Areas for improvement:

Both ESL and ABE - The percentage of successful students is lower at higher levels.

### Completions

**Purpose** – To ensure that students achieve their goal of attaining a post-secondary credential.

**Description** – Number of individuals who complete an associate degree (in addition to earning diplomas and/or certificates within the same program) and the number of individuals who complete a diploma and/or certificate.

Credential Type	2013-2014 Unduplicated	2014-2015 Unduplicated	2015-2016 Unduplicated
<b>Associate-level completions</b> (includes students who may have earned diplomas and/or certificates in addition to the associate degree)	422	459	524
<b>Diploma and/or certificate level completions</b>	217	251	229
<b>Total</b>	<b>639</b>	<b>710</b>	<b>753</b>

Areas for improvement: While the number of students who have received an associate's degree from Durham Tech has increased by nearly 25% over the past three years, we still have far too many students who leave the college without graduating

## Enrollment

Programs with the **highest enrollment** include:

	2013-14	2014-15	2015-16
Declared Program	Unduplicated Headcount	Unduplicated Headcount	Unduplicated Headcount
Associate in Arts	1,049	1,178	1,113
Accounting	126	95	93
Associate Degree Nursing	113	108	159
Associate in General Education	332	485	427
Associate in Science	727	936	915
Automotive Systems Technology	135	120	94
Business Administration	299	320	320
College Transfer Pathway	*	83	95
Computer Information Technology	333	351	331
Criminal Justice Technology	150	128	125
Early Childhood Education	246	241	217
Medical Office Administration	111	98	89
Middle College HS High School	122	157	155
Nursing (ADN and LPN/Waiting-Not Admitted)	668	458	649
Paralegal Technology	112	111	105
Visiting Student (No Major) / Post Baccalaureate	591	598	647

\*Number below "highest program" threshold.

## Durham ConnectFunds

Students below were recipients of the Durham Connect Funds program. Each year, the criteria for receiving the award changed which may reflect the number of students eligible for the given year.

	Fall 2014 Cohort N=168	Fall 2015 Cohort N=163	Fall 2016 Cohort N=244
Returned Following Spring	138 (82%)	132 (81%)	181 (74%)
Returned Following Fall	98 (58%)	87 (53%)	NA

## Durham ConnectFunds Recipients Demographic Data 2016 – 17

Students receiving ConnectFunds for the **first time** during 2016-2017 academic year.

Gender	
Female	158
Male	155
Ethnicity	
Black, Non-Hispanic	126
Hispanic	99
White, Non-Hispanic	55
Asian	16
Multiple Ethnicities / Unknown	15
<b>Total</b>	<b>313</b>

Students receiving ConnectFunds for the **second year** during 2016-2017 academic year.

Gender	
Female	67
Male	47
Ethnicity	
Black, Non-Hispanic	32
Hispanic	43
White, Non-Hispanic	26
Asian	7
Multiple Ethnicities / Unknown	4
<b>Total</b>	<b>114</b>

ConnectFund Scholarship Recipients, by School (2015-2016)				ConnectFund Scholarship Recipients, by School (2016-2017)				
School	Year 1	Year 2	Total	School	Year 1	Year 2	Total	Change
Jordan	31	18	49	Jordan	52	24	76	27
Riverside	42	16	58	Riverside	44	28	72	14
Durham School of the Arts	26	15	41	Durham School of the Arts	32	15	47	6
Northern	14	16	30	Northern	33	10	43	13
Southern	12	4	16	Southern	33	9	42	26
Middle College HS	10	5	15	Middle College HS	30	8	38	23
Hillside	4	2	6	Hillside	28	5	33	27
Durham Technical CC: Gateway to College/AHS	7	0	7	Durham Technical CC: Gateway to College/AHS	14	5	19	12
City of Medicine Academy	8	4	12	City of Medicine Academy	13	5	18	6
Voyager Academy	0	0	0	Voyager Academy	14	0	14	14
Performance Learning Center	2	1	3	Performance Learning Center	5	3	8	5
Hillside New Tech	11	11	22	Hillside New Tech	4	2	6	-16
Research Triangle	0	0	0	Research Triangle	4	0	4	4
Cresset Christian Academy	0	0	0	Cresset Christian Academy	3	0	3	3
Clement Early College HS (@NCCU)	4	1	5	Clement Early College HS (@NCCU)	2	0	2	-3
Homeschool	0	0	0	Homeschool	1	0	1	1
Mt. Zion	0	0	0	Mt. Zion	1	0	1	1
NC School of Science and Math	0	0	0	NC School of Science and Math	1	0	1	1
Kestrel Heights	0	0	0	Kestrel Heights	0	0	0	0
School for Creative Studies	0	0	0	School for Creative Studies	0	0	0	0



# 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.

Traditional funding of education nonprofit agencies by Durham County has centered on support of various groups and agencies that directly enhance the goal of quality education opportunities for Durham County children. However, for FY 2017-18 the Board of County Commissioners have added to this area funding support for enhanced Pre-K services, including Pre-K expansion at Whitted School

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
 <i>Expenditures</i>					
Operating	\$70,563	\$0	\$0	\$0	\$1,839,435
<b>Total Expenditures</b>	<b>\$70,563</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,839,435</b>
 <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$70,563</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,839,435</b>

## 2017-18 BUDGET HIGHLIGHTS

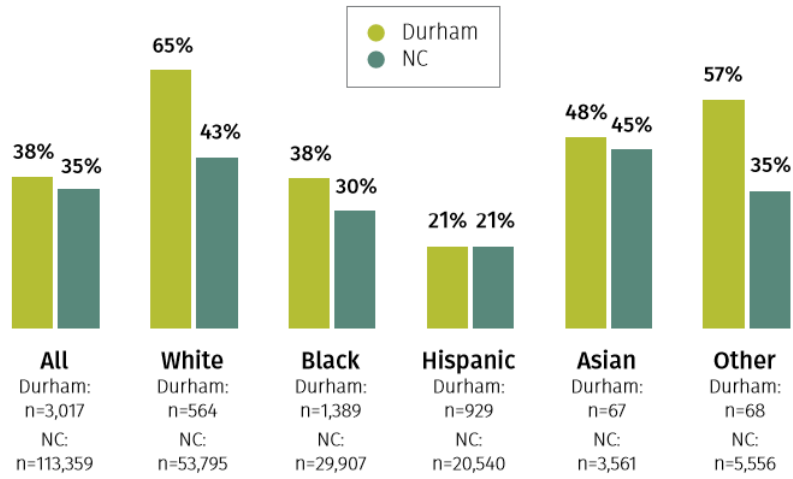
Funding for annual operating support of \$1,500,000 of the Whitted School Pre-K program is located here as the details of the 144 seat expansion program details are discussed. This will be a collaborative effort between DPS and several Pre-K centric non-profit programs. This Pre-K expansion of service is the beginning stage of an ongoing effort for universal Pre-K for all 4 year olds in Durham County. Additional Pre-K support from Article 46 Sales Tax (per changes in BOCC policy related to this sales tax) is added here in the amount of \$11,935. This source of funding should grow steadily in future years.

Funding for other early childhood initiatives and studies are located here also, in the amount of \$250,000.

While finally, a total of \$77,500 is budgeted to support specific local education nonprofit agencies.

Educational Non-Profit Support	FY 2017-18 Durham County Funding
Child Care Services Association	\$30,000
Rebound, Alternatives for Youth	\$7,500
Big Brothers Big Sisters of the Triangle	\$10,000
Book Harvest	\$5,000
Voices Together	\$5,000
Durham's Partnership for Children	\$15,000
Walltown Children's Theatre	\$5,000
	<b>\$77,500</b>

**KINDERGARTEN ENTRY READING PROFICIENCY, CHARTER AND PUBLIC SCHOOLS**  
*% at grade level proficiency at the beginning of kindergarten, 2014-15*



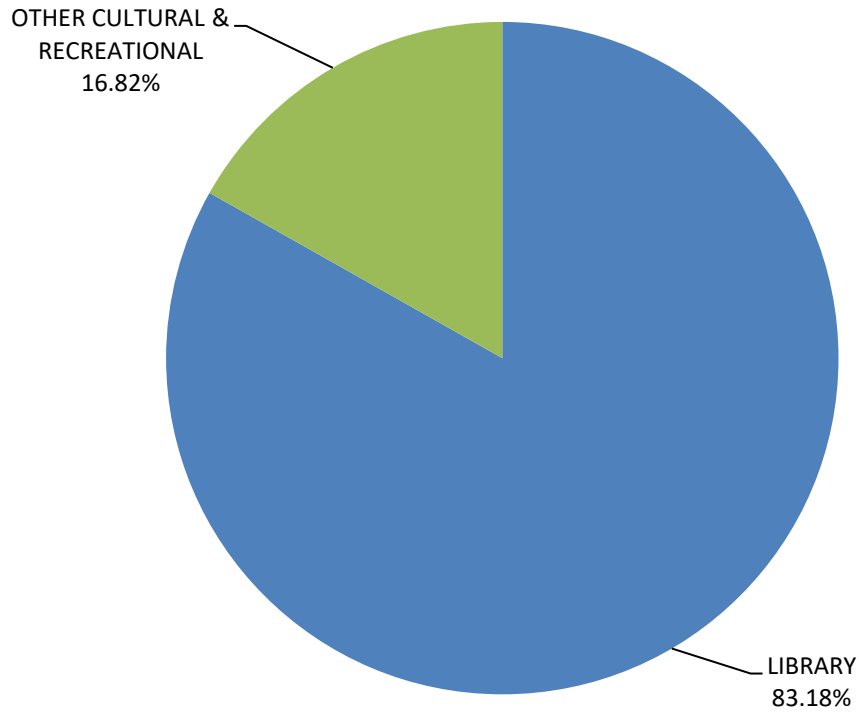
This page intentionally blank.



## **Culture/Recreation**

A function of local government comprised of cultural and recreational activities maintained for the benefit of residents and visitors.

## Culture/Recreation Approved Budget



Business area	2015-2016 Actual Expenditures	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
LIBRARY	\$ 9,723,059	\$ 10,332,925	\$ 9,398,447	\$ 10,543,364	\$ 10,511,958
OTHER CULTURAL & RECREATIONAL	\$ 1,805,086	\$ 1,786,127	\$ 1,786,127	\$ 2,125,837	\$ 2,125,837
<b>Overall Result</b>	<b>\$ 11,528,145</b>	<b>\$ 12,119,052</b>	<b>\$ 11,184,574</b>	<b>\$ 12,669,201</b>	<b>\$ 12,637,795</b>

# LIBRARY

## MISSION



The mission of Durham County Library is to encourage discovery, connect the community, and lead in literacy.

## DEPARTMENT DESCRIPTION

Durham County Library is a department of Durham County. The Library Board of Trustees is appointed by the Board of County Commissioners and reviews policies. Library Director Tammy K. Baggett, who is an ex officio member of the Board of Trustees, reports to the General Manager. There are seven library locations: The Main Library, four full-service regional libraries (East, North, South, and Southwest), one branch (Stanford L. Warren), one community library (Bragtown Family Literacy Center), and two mobile units (Bookmobile and OASIS). The Main Library is closed for major renovations and scheduled to reopen in 2019. During this period, library services continue through increased outreach services, the relocation of the MakerLab and the North Carolina Collections to Northgate Mall and the opening of Library Administration Building on Morgan Street.

Durham County Library is supported in part by two nonprofit organizations: Durham Library Foundation, Inc. and Friends of the Durham Library, Inc. We also have the Friends of Stanford L. Warren, which falls under the umbrella of the Friends of the Durham Library, Inc.

Libraries build community, an essential part of life for Durham County residents. Durham County Library contributes significantly to each of the goals in the County's new strategic plan. All library materials, services, classes, and programs are free and available to every Durham County resident. With its physical, mobile, and virtual units, the library is uniquely positioned to reach residents throughout the County.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
 <b>Expenditures</b>					
Personnel	\$6,722,368	\$7,350,713	\$6,364,651	\$7,413,258	\$7,381,852
Operating	\$2,907,160	\$2,772,212	\$2,996,915	\$3,130,106	\$3,130,106
Capital	\$93,531	\$0	\$36,882	\$0	\$0
Transfers	\$0	\$210,000	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$9,723,059</b>	<b>\$10,332,925</b>	<b>\$9,398,447</b>	<b>\$10,543,364</b>	<b>\$10,511,958</b>
 <b>Revenues</b>					
Intergovernmental	\$355,066	\$297,740	\$117,498	\$242,940	\$242,940
Contrib. & Donations	\$101	\$0	\$6	\$0	\$0
Service Charges	\$312,590	\$304,500	\$231,249	\$283,000	\$283,000
Other Revenues	\$97	\$0	(\$25)	\$0	\$0
<b>Total Revenues</b>	<b>\$667,854</b>	<b>\$602,240</b>	<b>\$348,728</b>	<b>\$525,940</b>	<b>\$525,940</b>
<b>Net Expenditures</b>	<b>\$9,055,205</b>	<b>\$9,730,685</b>	<b>\$9,049,719</b>	<b>\$10,017,424</b>	<b>\$9,986,018</b>
FTEs	136.93	136.93	136.92	136.92	135.92

## 2017-18 BUDGET HIGHLIGHTS

The library reallocated funding by finding greater efficiencies within in the existing budget to fund these initiatives:

- Opening Day collection of the Main Library which is currently under construction. The cost will be spread across two fiscal years. Opening Day collections generally include updated popular fiction, non-fiction, classics, audiobooks, DVDs, music, etc. to ensure a robust collection for our customers on day one.
- Expanded mobile circulation equipment (that helps with outreach), modernizing projectors and AV equipment for public use at non-Main Library locations, refurbishing worn furniture at several locations, purchasing mobile Internet hotspots for checkout, and increasing public programming budget.
- Leased space and storage during the Main Library renovation.
- 1 FTE was realigned to the Budget Office to support Managing for Results (MFR) and management analyst duties.

<b>PROGRAM BUDGET</b>	<b>FY2016-17 Approved Budget</b>	<b>FY2016-17 Approved FTE</b>	<b>FY2017-18 Department Requested Budget</b>	<b>FY2017-18 Department Requested FTE</b>	<b>FY2017-18 Commissioner Approved Budget</b>	<b>FY2017-18 Commissioner Approved FTE</b>
<b>Library</b>						
Community Outreach & Engagement	\$1,085,470	15.50	\$1,071,474	9.00	\$1,071,474	9.00
General Collection	\$2,516,254	10.00	\$2,752,832	13.00	\$2,752,832	13.00
Library Services	\$6,089,701	107.43	\$6,172,218	109.92	\$6,140,812	108.92
Technology Access	\$641,500	4.00	\$546,840	5.00	\$546,840	5.00
<b>Grand Total</b>	<b>\$10,332,925</b>	<b>136.93</b>	<b>\$10,543,364</b>	<b>136.92</b>	<b>\$10,511,958</b>	<b>135.92</b>

#### **Community Outreach & Engagement**

**Program Purpose:** The purpose of Community Outreach and Engagement is to make library services available to those who can't come into the library, or are unaware of the library, and provide quality programming to all.

**Program Description:** Community Outreach and Engagement consists of the Destination Literacy bookmobile, Hispanic Services, Youth and Family Literacy, Humanities, OASIS (Older Adult and Shut-in Service), Library Marketing, and the budget for all library programs to the public.

#### **General Collection**

**Program Purpose:** The collection purpose is to offer resources and materials in multiple formats that support the library's mission.

**Program Description:** This consists of the Library's physical collection, and online circulating collection. It includes the special collections of the North Carolina Collection, and Selena Warren Wheeler Collection. The staff that choose, purchase, process, and catalog the collection are contained in this program as well.

#### **Library Services**

**Program Purpose:** The purpose of the Library Services program is to make qualified, courteous staff available that provide direct service to the public, and ascertain that day to day functions are completed in a professional manner.

**Program Description:** This program area is made up of the staff who work directly with the public, Library Human Resources, Facilities, and Library Administration. This includes the leases and other expenses for the temporary locations at the Digital Access Center at CJRC, and the North Carolina Collection and Maker Lab at Northgate Mall.

#### **Technology Access**

**Program Purpose:** To provide the public with equitable access to existing and emerging technologies, as well as the skilled staff necessary to operate and maintain that technology.

**Program Description:** Technology access includes the website, online catalog, electronic resources that are not individually checked out, public Internet access, Library purchased hardware, and the staff of Library IT.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Community Outreach &amp; Engagement</b>				
# of Circulations per Bookmobile borrower	3.00	not available	9.00	10.00
<b>Library Services</b>				
# of Circulations per Borrower	13.00	14.00	12.00	13.00
% of community satisfaction with the library	83.00%	76.00%	not available	80.00%
% Population who are Active Cardholders	70.00%	71.00%	71.00%	72.00%
<b>Technology Access</b>				
Cost of resource in comparison to usage	\$.06	\$.07	\$.06	\$.06

#### **Community Outreach & Engagement**

**Measure:** # of Circulations per Bookmobile borrower

**Explanation:** Fiscal year 2014-15 is the year when the new vehicle went on the road after a long period of no bookmobile.

**Description:** This shows the average number of attendees at programs presented through the Destination Literacy bookmobile.

#### **Library Services**

**Measure:** # of Circulations per Borrower

**Description:** This is the average number of checkouts in a given fiscal year per library card holder.

**Measure:** % of community satisfaction with the library

**Explanation:** The percent of residents who were dissatisfied with the Library remained steady across fiscal years at 3%. There was a significant increase in the percentage of residents who were neutral to the Library, possibly due to an influx of new residents.

**Description:** The percentage of respondents to the Durham City/County Resident Survey who stated that they were satisfied or very satisfied with library services and programs.

**Measure:** % Population who are Active Cardholders

**Explanation:** 2016 population data comes from the Census American Community Survey July 1st 2016 Population Estimates: 306,212. 2015 comes from the American Community Survey 5-Year Population Estimate: 288,817.

**Description:** The number of active card holders as a percentage of total county population.

#### **Technology Access**

**Measure:** Cost of resource in comparison to usage

**Description:** The cost per session of the Library's website, catalog, and electronic resources. A session is when an individual person uses a resource. This shows the return on investment for online services which do not have individual checkout statistics.



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.

## 2016-17 ACCOMPLISHMENTS

The Museum has engaged our staff and Board of Directors in developing a new strategic plan for FY2018-2028. As we worked on refreshing our strategic direction, the goals below served as guides for FY2017:

GOALS	ACCOMPLISHMENTS
Activate wonder and curiosity among early-life learners, later-life learners, and everyone in between	<ul style="list-style-type: none"><li>• Developed new early childhood educational programs, from Science Together to a new member hour to enhance learning</li><li>• Created and delivered Pokemon Go Days, attracting a diverse audience from teens to adults</li><li>• Completed Sound Garden – a new, natural percussion and sound exploration in Gateway Park funded through our Climbing Higher campaign</li><li>• Re-opened Caboose experience at the train station</li><li>• Created events and engagement opportunities for audiences including Spanish-speakers like Meet a Scientist in Spanish/Conoce a un(a) científico(a) and supportive visitation opportunities like Autism Awareness Day</li></ul>
Engage children and adults in STEM experiences that lead them to understand the world around them in ever more powerful ways.	<ul style="list-style-type: none"><li>• Attracted over half a million visitors in the past year with new exhibits and new programming to spark discovery and exploration</li><li>• Developed and delivered STEM Days learning experience for DPS with corporate and community partner support</li><li>• Engaged 640 Ignite Learning families with subsidized membership, Family Day and summer camp scholarships working with 20 Durham social services agencies. Ignite Learning continues to be our flagship program to bring STEM learning to underserved families.</li><li>• Continued to build new audience of adult learners with both AfterHours and community events; doubled revenue from adult learning events (from \$54K to \$110K)</li></ul>

Create an agile, sustainable, and supportive infrastructure by ensuring a dedication to service, people, and environmental and financial stewardship.	<ul style="list-style-type: none"> <li>• Invested FY2015 surplus of \$400K in two high impact infrastructure items – new locomotive to support record train revenue and re-surface 750-foot Explore the Wild walkway, expanded café and visitor plaza service area to accommodate major increases in service</li> <li>• Moved forward with green initiatives including utilities conservation and on-site composting of about 150 tons of organic material, reducing the Museum's waste stream and enriching our campus with compost</li> <li>• Thanks to generous support from BASF, added a support greenhouse to the Butterfly House operation.</li> <li>• Added infrastructure to support groups and events (extra power for Santa Train, enhanced Southside group check-in area, restructured Summer Camp pick-up procedures)</li> <li>• Continued participation in Red Wolf Species Survival Plan with a new female wolf transferred to the Museum in November</li> <li>• Improved guest safety and experience by removing required and necessary service vehicles from visitor pathways to a new network of roads that are behind visitor lines</li> </ul>
---	---

## 2016-17 OBJECTIVES

To develop and formulate our new strategic plan, Museum leadership and Board of Directors assessed both internal and external forces and trends and engaged in thoughtful conversations with many stakeholders. Our strategic plan is a vision for the next 10 years to develop an organization that delivers important new work on the following major themes:

### Nurture Critical Thinking

Make methods of scientific, design, computational, and mathematical thinking an essential focus of all learning experiences.

### Create, Reinvent, Renew

Create exceptional and inspirational experiences for all members and visitors, onsite, offsite, and online.

### Broaden Our Reach

Create pathways for the Museum to benefit more people in our community.

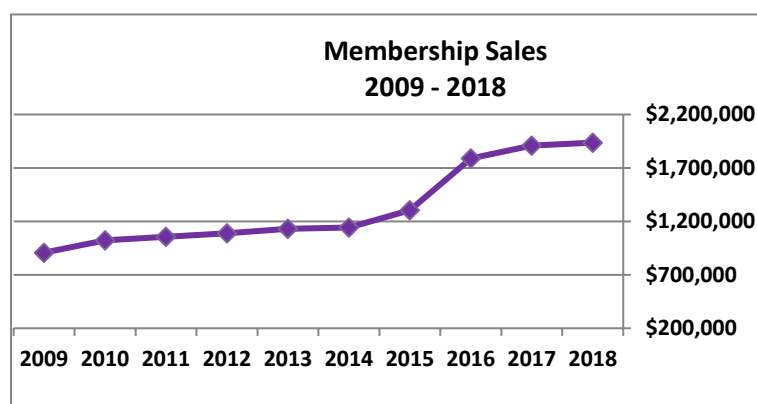
### Think Digital

Nurture a digital mindset within our staff and exploit digital to drive active, real-world experiences.

### Foster Organizational Excellence

Evolve our organization to align, execute, and renew for sustained exceptional performance over time.

## 2016-17 PERFORMANCE MEASURES



**Performance Measure:** Increase in membership and member visits

### The story behind performance

With new exhibits and new programming, the Museum offers increasing value to member families from Durham County and from across the Triangle.

### Strategies

- Develop new offerings like our "Member Hour" programming to serve a record-high number of member households and support member retention.
- Maintain our Ignite Learning subsidized

membership program through fundraising and community collaboration to extend the learning and developmental benefits of Museum membership to more Durham families, including families where cost is a significant barrier.

- Continue our plan to provide more personalized communications to engage learners in their areas of interest while supporting earned income opportunities for the Museum.
- 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 unite members to co-create content for a rich conversation.

# North Carolina Museum of Life and Science

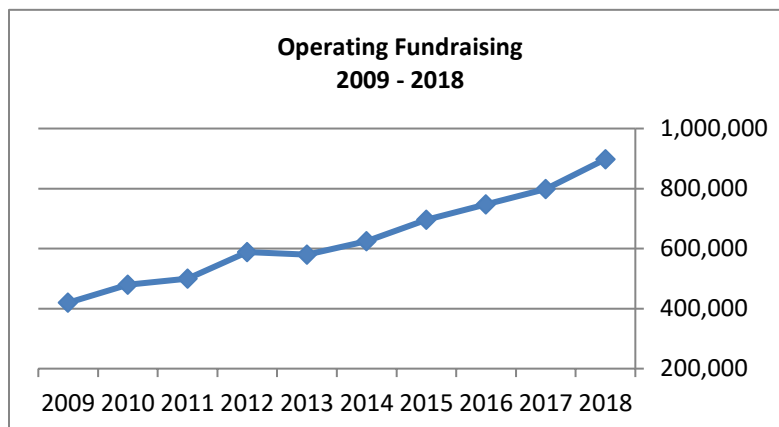
Funds Center: 6190310000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Operating	\$1,587,732	\$1,627,732	\$1,627,732	\$1,692,837	\$1,692,837
<b>Total Expenditures</b>	<b>\$1,587,732</b>	<b>\$1,627,732</b>	<b>\$1,627,732</b>	<b>\$1,692,837</b>	<b>\$1,692,837</b>
<b>Revenues</b>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$1,587,732</b>	<b>\$1,627,732</b>	<b>\$1,627,732</b>	<b>\$1,692,837</b>	<b>\$1,692,837</b>

## 2017-18 BUDGET HIGHLIGHTS

- County funding for NCMLS increases by \$65,105 over the FY 2016-17 original budget, and will help support:
  - 3% staff salary increase mid-year,
  - 10% to 15% increase in medical, dental and workers' compensation premiums,
  - Increase FTE by a net 5.35 for part-time education and butterfly house staff, marketing director, development associate, and reservationist positions.
  - Supplies and services associated with increased level of business.

Museum of Life and Science Debt Service			
FY 2015-16 Actual	FY 2016-17 Estimated	FY 2017-18 Requested	FY 2017-18 Approved
\$1,495,845	\$1,926,430	\$2,055,456	\$2,055,456



### The story behind performance

The Museum has grown operating fundraising revenue from events as well as individual and corporate fundraising.

### Strategies

- Continue to build relationships with donors and communicate the Museum's success, needs and vision.
- Work with our engaged board members and other volunteers who can introduce staff to explore new opportunities and make important connections to prospective new donors.

- Nurture and steward our donors so that they feel appreciated and connected to the mission of the Museum.
- Grow our family and adult event fundraisers from Santa Train to the Science of Beer, offering ways for people of all ages to connect with and support the Museum's mission.
- Strengthen our work with corporate and foundation partners as well as individual fundraising through gifts and grants.

## Performance Measure #3: Nurturing Critical Thinkers

The Museum's out-of-school experiences complement science learned in the classroom by providing educational experiences that are contextual, learner-driven, engaging, and aligned with the curriculum. In addition to visitation on our campus, the Museum provided deeper learning experiences for about 104,000 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 Friday Clubs at YE Smith Elementary School and Saturday tinkering workshops for

teens at Durham County Library. These unique programs allow us to engage students in STEM programming beyond a single interaction, working with a cohort over multiple weeks, building upon experiences in a journey of inquiry-led learning.

Onsite, we increased our free-with-admission programs by expanding days in our popular hands-on experiment exhibit, *The Lab*, and continued *Science Together*, a weekday program for early childhood learners and their caregivers.

This year we partnered with Durham Public Schools in our continuing collective goal to bring more hands-on, inquiry-led learning into the classroom. We continued our evolving science kit program, modifying and providing four science kits for every K-5 classroom with 15-20 hands-on investigations each, extending the amount of time teachers have access to kits in their classrooms. We also collaborated with DPS administration to “reinvent” the field trip, designing a new “STEM Days” field trip model, where more than 1,500 4th graders visited the Museum over two days in October, participating in custom curriculum-aligned programs embedded across our exhibits and campus, complete with extension activity guides and genuine artifacts to take back to their homes and classrooms.

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 Montessori Day School in summer 2016), providing important STEM learning and allowing working families to have quality childcare which is both engaging and infused with opportunities for creative and critical thinking. We saw 14% growth in summer camp sales from 2015 to 2016. In addition, Day Camps, Intersession Camps and Spring Break camps based on DPS traditional and year-round school calendars continue to thrive.

In 2017 we partnered with UNC’s TEAACH to celebrate National Autism Awareness Day with a sensory-friendly experience of “lights up, sounds down” and support materials for visitors. The Museum remains committed to broadening our reach – through existing initiatives like summer camp scholarships or Durham Community Days and with new programs and audience connections.

### **Career-focused programs**

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.

### **Strategies**

- Prototype new formal programs to address the evolving needs of our community, such as a program for homeschool students, pre-school, and/or afterschool programs.
- Grow our very successful adult learning events by prototyping new learning experiences – many featuring Durham businesses – to expand the Museum’s adult learner audience and brand.
- Work with our community partners to co-create new offerings and models to meet the needs of underserved audiences.
- Experiment with technologies that could provide some of the Museum experience for those unable to make it to the Museum.
- Expand our TinkerTech program to engage more people in computational thinking, robotics, tinkering, and emerging technologies.
- Prototype digital experiences (e.g. 360 videos) to augment existing exhibits with new depth and opportunities for inquiry / exploration.
- Explore expanding STEM Day program with additional grades and counties.

---

# CONVENTION CENTER

---

## PROGRAM DESCRIPTION

The Durham Convention Center, jointly built by the City and County in 1987, is a meeting destination within the Downtown Business District and complements functions held at the Arts Council, the Carolina Theatre and the Armory while promoting and complementing a wide variety of economic and other activities in the downtown area. The facility includes two large ballrooms (that can be divided into various sizes), six breakout rooms and two executive boardrooms. The downtown Durham tourism infrastructure has grown over recent years and, consequently, events hosted at the Durham Convention Center have become larger. This has resulted in an increase in convention business which is expected to continue to grow along with additional growth in the downtown core.

Spectra, a subsidiary of Comcast Spectacor, has been successfully managing the Durham Convention Center since January 2011. Spectra has a wealth of experience managing such facilities and improving their bottom-line financial condition, and they have proven this reputation at the Durham Convention Center as well. Since Spectra has been managing the venue, the operating deficit has continued to decline and the current management agreement incentivizes Global Spectrum to increase gross revenues and improve facility utilization.

In FY2017-18, the County's owner contribution decreases from \$158,395 to \$100,000. This decrease reflects the continued success of the Convention Center, management, increasing business trends, and capital planning process.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$133,395	\$158,395	\$158,395	\$100,000	\$100,000
<b>Total Expenditures</b>	<b>\$133,395</b>	<b>\$158,395</b>	<b>\$158,395</b>	<b>\$100,000</b>	<b>\$100,000</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$133,395</b>	<b>\$158,395</b>	<b>\$158,395</b>	<b>\$100,000</b>	<b>\$100,000</b>

---

# 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.

A detailed description of the nonprofits that applied for funding and applicants approved for funding are listed in the Appendix. All of the nonprofits that are approved for funding in FY 2017-18 have their dollars budgeted in one of the following fund centers that most closely aligned with the services provided: Economic Development, Other Education, Public Health, CJRC, Engineering and Nondepartmental. Historical funding of nonprofits is last shown in this fund center in FY 2015-16.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissione Approved
▼ <i>Expenditures</i>					
Operating	\$83,959	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$83,959</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$83,959</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

This page intentionally blank.

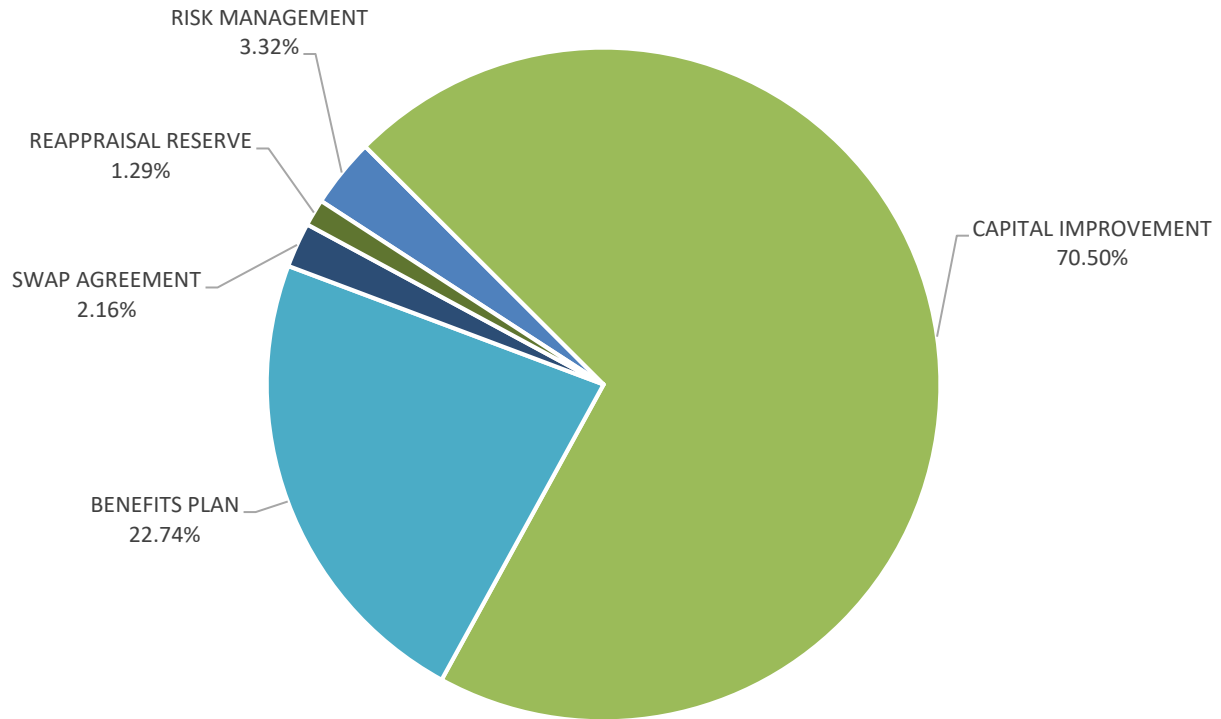




## **Other General Funds**

These are funds that for accounting purposes are grouped with the general funds. They include the Risk Management Fund, Swap Fund, Capital Financing Fund, and the Benefits Plan Fund.

## Other General Funds Approved Budget



Fund	2015-2016 Actual Expenditures	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
RISK MANAGEMENT	\$ 2,422,579	\$ 3,178,879	\$ 2,849,566	\$ 3,423,808	\$ 3,423,808
CAPITAL IMPROVEMENT	\$ 59,710,340	\$ 63,115,728	\$ 63,110,653	\$ 75,265,562	\$ 72,680,412
BENEFITS PLAN	\$ 24,102,312	\$ 23,437,330	\$ 23,095,112	\$ 23,442,744	\$ 23,442,744
SWAP AGREEMENT	\$ 0	\$ 2,750,000	\$ 0	\$ 2,225,000	\$ 2,225,000
REAPPRAISAL RESERVE	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,327,492
<b>Overall Result</b>	<b>\$ 86,235,231</b>	<b>\$ 92,481,937</b>	<b>\$ 89,055,331</b>	<b>\$ 104,357,114</b>	<b>\$ 103,099,456</b>

# RISK MANAGEMENT FUND

**Program Purpose:** Durham County's Risk Management function is a coordinated and ongoing effort to assess and respond to risks which affect the achievement of the County'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.

**Program Description:** Risk Management's Occupational Safety Program is committed to providing a safe work environment for County employees. The program includes safety education through training and consultation, recognizing and controlling health and safety hazards, and minimizing future potential liabilities.

## 2017-18 BUDGET HIGHLIGHTS

- This budget allows the Risk Management Division of the County Attorney's Office to maintain current levels of service.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$213,590	\$315,731	\$252,413	\$461,563	\$461,563
Operating	\$2,130,601	\$2,796,377	\$2,509,047	\$2,862,320	\$2,862,320
Capital	\$0	\$28,187	\$49,521	\$0	\$0
Transfers	\$78,388	\$38,584	\$38,584	\$99,925	\$49,925
<b>Total Expenditures</b>	<b>\$2,422,579</b>	<b>\$3,178,879</b>	<b>\$2,849,566</b>	<b>\$3,423,808</b>	<b>\$3,373,808</b>
<b>Revenues</b>					
Investment Income	\$28,523	\$0	\$0	\$24,044	\$24,044
Service Charges	\$2,722,230	\$3,130,135	\$3,130,135	\$3,349,764	\$3,349,764
Other Fin. Sources	\$0	\$48,744	\$76,482	\$50,000	\$0
<b>Total Revenues</b>	<b>\$2,750,753</b>	<b>\$3,178,879</b>	<b>\$3,206,617</b>	<b>\$3,423,808</b>	<b>\$3,373,808</b>
<b>Net Expenditures</b>	<b>(\$328,174)</b>	<b>\$0</b>	<b>(\$357,051)</b>	<b>\$0</b>	<b>\$0</b>
FTEs	3.00	4.00	5.00	5.00	5.00

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Risk Management</b>				
Total Cost of Risk as % of County Budget	not available	not available	1.47%	1.50%
OSHA Recordable Injury/Illness Rate	not available	not available	3.00	3.00

### Risk Management:

**Measure:** Total Cost of Risk as % of County Budget

**Explanation:** The cost of managing risks and incurring losses. (Goal: 2.0%. Note: Denominator used \$587,305,721 for all periods to show progress towards 2.0% goal at year end.)

**Description:** Total cost of risk is the sum of all aspects of the County's operations that relate to risk, including retained losses and related loss adjustment expenses, risk control costs, transfer costs, and administrative costs.

**Measure:** OSHA Recordable Injury/Illness Rate

**Explanation:** This rate is an industry standard measure of the safety performance for an organization. The County's benchmark of 5.1 is based on the Department of Labor average rate for the Local Government sector.

**Description:** Measures the relative level of rate of injuries reported

# SWAP FUND

## PROGRAM DESCRIPTION

On July 30, 2004, Durham County entered a floating, or basis swap, on \$125,810,000 of its outstanding fixed rate bonds. The notional amount of the SWAP agreement is equal to the par value of selected bonds. The swap agreement allows the County to make payments to the counterparty based on the taxable-equivalent Bond Market Association (BMA) index and for the counterparty to make reciprocal payments based on a floating rate priced at six-month LIBOR (London Interbank Offered Rate) plus a net amount of .952%. The agreement matures March 1, 2023. The balance in this fund is the reflection of this agreement, which calls for net payments to be made on March 15 and September 15 each year. Payments are accrued on a monthly basis and paid every six months.

The Board of County Commissioners established a policy requiring 50% of the savings be placed in a restricted account until such time the committed funds equal 110% of the liquidation value of the SWAP, and the balance available to support unrestricted needs. A total of \$26,363,716 has been received to date, of these funds, \$13,352,407 is unspent, and most is available as the liquidation value currently of the SWAP fund is almost zero. The County will get two new payments in FY 2017-18 (September 2017 and March 2018), and a conservative estimate is the County will receive \$2,250,000. These budgeted funds are normally transferred to the Debt Service Fund to support debt service payments on the loans earning this revenue, however for FY 2017-18 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.

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Transfers	\$0	\$2,750,000	\$0	\$2,225,000	\$2,225,000
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$2,750,000</b>	<b>\$0</b>	<b>\$2,225,000</b>	<b>\$2,225,000</b>
▼ <i>Revenues</i>					
Investment Income	\$3,711	\$0	\$0	\$0	\$0
Other Revenues	\$3,310,416	\$2,750,000	\$2,666,229	\$2,225,000	\$2,225,000
<b>Total Revenues</b>	<b>\$3,314,127</b>	<b>\$2,750,000</b>	<b>\$2,666,229</b>	<b>\$2,225,000</b>	<b>\$2,225,000</b>
<b>Net Expenditures</b>	<b>(\$3,314,127)</b>	<b>\$0</b>	<b>(\$2,666,229)</b>	<b>\$0</b>	<b>\$0</b>

# 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 certificates of participation as well as to fund pay-as-you-go (county contribution) projects. Effective July 1, 1990, up to 20% of the fund's proceeds (computation limited to the first 5 cents of property taxes) could be dedicated to financing capital projects funded on a pay-as-you-go basis. The percentage dedicated to pay-as-you-go is 16.40% for FY 2017-18 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 2017-18
Property Taxes (9.71 cents)	\$34,510,507
Prior Year Taxes	\$50,000
One-half Cent Sales Taxes (Art. 40, 42, & 46)	\$32,688,022
County Occupancy Taxes	\$3,350,000
NC Museum of Life & Science Dedicated Occupancy Tax	\$500,000
Interest Earnings	\$10,000
Rent - American Tobacco	\$575,113
Restricted Fund Balance NC Museum of Life & Science	\$350,000
Restricted Fund Balance (Education: Art. 46)	\$228,270
General Fund Transfer	\$418,500
<b>TOTAL RESOURCES</b>	<b>\$72,680,412</b>

Expenditures	FY 2017-18
Motor Vehicle Tax Collection Fees (State)	\$50,000
Transfer to Debt Service	\$66,612,918
County Contribution*	\$6,005,585
Reserve for Future Purchases	\$11,909
<b>TOTAL EXPENDITURES</b>	<b>\$72,680,412</b>
<i>*Projects funded with county contribution. These projects include:</i> <i>Ongoing HVAC Replacement: \$92,887</i> <i>Ongoing Roof Replacement : \$54,118</i> <i>Ongoing Parking Resurfacing: \$141,918</i> <i>IT Equip. Replace (Scheduled): \$2,177,000</i> <i>Elections Equipment: \$860,000</i> <i>County Building Envelope Upgrades: \$500,000</i> <i>IT Major Laserfishe Upgrade: \$150,000</i> <i>Bethesda VFD Building Support: \$145,864</i> <i>Security Improvements: \$243,798</i> <i>Junction Road Land Acquisition: \$700,000</i> <i>EMS MLK BLVD Station: \$240,000</i> <i>Open Space &amp; Farmland Acquisition: \$500,000</i> <i>Stormwater Retrofit: \$200,000</i>	

For FY 2017-18, the portion of the county-wide tax rate dedicated to the Capital Financing Plan is 9.71 cents, a 1.75 cent increase from FY 2016-17. As part of a 2016 General Obligation Bond referendum (approved) citizens were told that an overall increase of up to 2.5 cents would be needed to support GO Bond debt as well as other forms of oncoming new debt. That planned debt related increase, although lower at 1.75 cents, is reflected this budget. The lower tax increase needed is due to several refinancings of existing County debt at better rates along with changes to project timelines and changes to future debt cost estimates.

# Capital Financing Plan Fund

Fund: 1001250000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$43,086	\$39,660	\$34,585	\$50,000	\$50,000
Transfers	\$59,667,254	\$63,076,068	\$63,076,068	\$75,215,562	\$72,630,412
<b>Total Expenditures</b>	<b>\$59,710,340</b>	<b>\$63,115,728</b>	<b>\$63,110,653</b>	<b>\$75,265,562</b>	<b>\$72,680,412</b>
▼ <i>Revenues</i>					
Taxes	\$28,009,177	\$27,896,369	\$28,246,031	\$37,226,097	\$34,560,507
Investment Income	\$11,315	\$10,000	\$10,000	\$10,000	\$10,000
Rental Income	\$552,756	\$563,868	\$563,868	\$575,113	\$575,113
Other Fin. Sources	\$30,982,205	\$34,645,491	\$37,268,805	\$37,454,352	\$37,534,792
<b>Total Revenues</b>	<b>\$59,555,453</b>	<b>\$63,115,728</b>	<b>\$66,088,704</b>	<b>\$75,265,562</b>	<b>\$72,680,412</b>
<b>Net Expenditures</b>	<b>\$154,887</b>	<b>\$0</b>	<b>(\$2,978,051)</b>	<b>\$0</b>	<b>\$0</b>

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 2017-18. Restricted fund balance for the NC Museum of Life and Science is previous year's collection of Occupancy tax dedicated for the museum and is used to offset museum debt service on previously approved General Obligation bonds. A fiscal bright spot is the future planned use of available dedicated fund balances (savings accounts) and other revenue sources to minimize property tax revenue needed for capital and debt support for the next several years. This is based on the current set of projects and their planned timing as set in the FY 2017-26 10 Year Capital Improvement Plan (CIP). Any unexpected changes to the CIP may cause changes in the amount of property tax needed to support the plan and its corresponding debt service.

A graphical representation of the Capital Financing Plan Debt Funding is included in this section. For more information on bonded capital projects, debt service, debt limits and principal and interest payments, refer to the Debt Service Fund section of the budget.

## **DURHAM COUNTY CAPITAL FINANCING POLICY**

Durham County recognizes the goal of the Capital Financing Policy is to provide for the adequate funding of the County's capital program while avoiding erratic increases and decreases in the County's property tax rate. Thus, a Capital Financing Plan for the payment of debt related to projects financed by long-term borrowing shall be updated annually.

The County currently dedicates the following revenues to the payment of debt and pay-as-you-go (county contribution) capital projects:

- Article 40 and Article 42 one-half cent sales taxes;
- County share of the Occupancy Tax; and
- County-wide property taxes.

The county reserves up to 20% of these annually-dedicated revenues for pay-as-you-go projects. In addition, the Pay-As-You-Go Policy restricts dedicated property tax revenue to 20% of a maximum of 5 cents, or 1 cent, in county-wide property taxes. The portion of annual revenues reserved for pay-as-you-go is 16.40% for the FY 2017-18 budget.

Investment earnings on unexpended debt proceeds shall be restricted to the payment of debt. Investment earnings on amounts restricted for the payment of debt and pay-as-you-go funds shall bear the same restrictions as the principal amounts generating these investment earnings.

Excess funds, if available, within the Debt Service Fund may be used to provide advance funding for capital projects pending bond sale. Such advances or loans would be repaid with interest based on the monthly yield of the North Carolina Cash Management Trust short-term investment fund.

This policy applies to the Board of County Commissioners and county administration and may be revised by the Board as it deems appropriate to meet the changing needs of the County for capital financing.

**RESOLUTION OF THE DURHAM COUNTY BOARD OF COMMISSIONERS AMENDING ITS POLICY  
ON FINANCING CAPITAL PROJECTS**

WHEREAS, Durham County adopted on March 27, 1989, a policy setting forth that the County will annually update and review its capital needs and its plan for financing the payment of debt for projects financed by long-term borrowing; and

WHEREAS, Durham County recognizes that the goal of its capital financing policy is to provide for the adequate funding of the County's capital program while avoiding erratic increases and decreases in the County's property tax rate; and

WHEREAS, in an attempt to meet this goal, the Board identified in the policy certain sources of revenue to the County from which funds would be used for the satisfaction of the county's debt obligations; and

WHEREAS, this policy applies to the governing board and administration of the County and may be revised from time to time by the governing board as it deems appropriate to meet the changing needs of the County for capital financing:

NOW, THEREFORE BE IT RESOLVED that the Board of Commissioners of Durham County hereby amends its policy of financing capital projects and capital project debt revised and approved on June 26, 2006 as follows:

The county will annually designate:

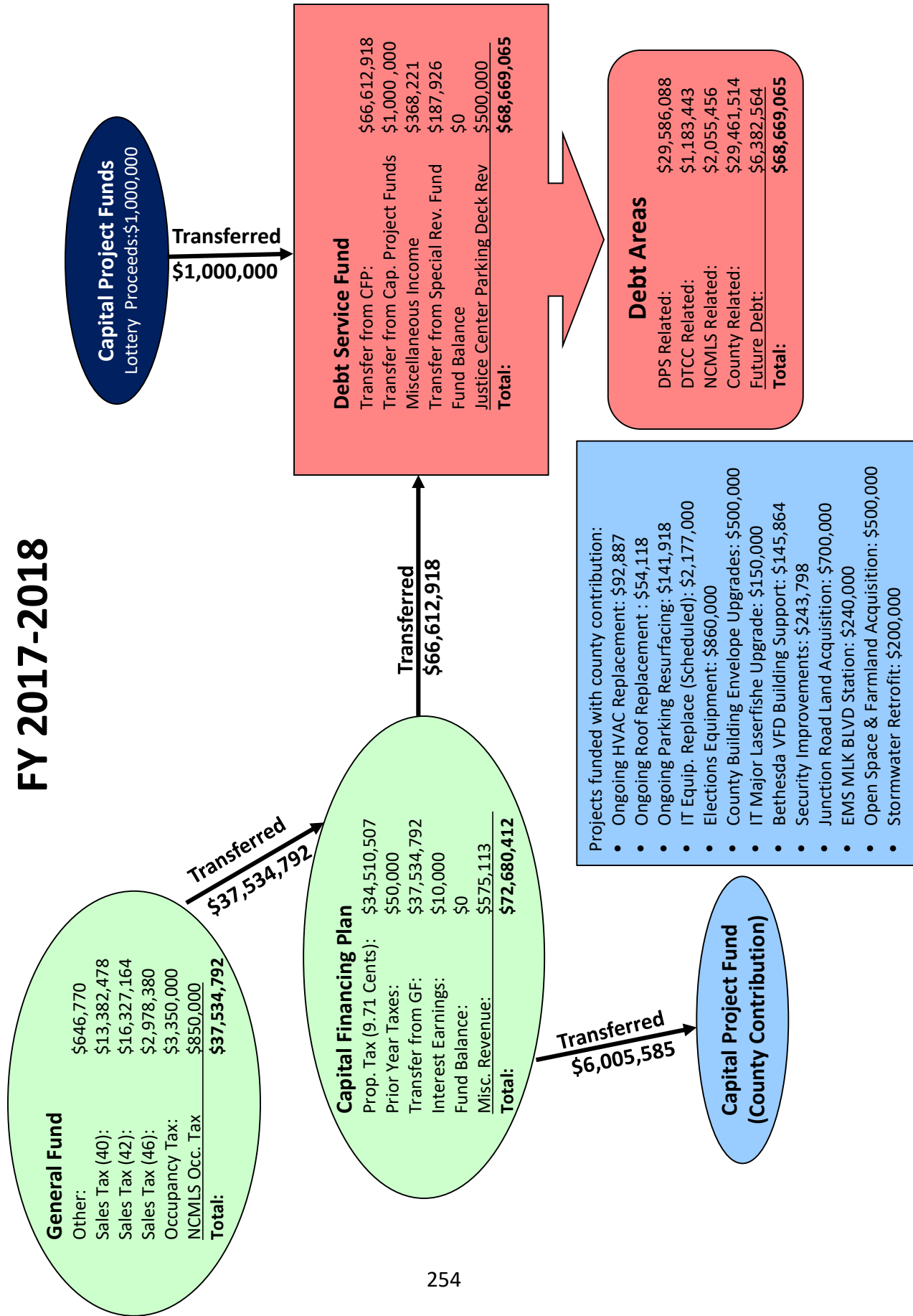
1. Article 40 and Article 42 one-half cent sales taxes,
2. The County's share of the occupancy tax,
3. Countywide property taxes,
4. In addition, dedicated property tax revenue to 20% of a maximum of five cents (or 1 cent) in countywide property taxes for pay-as-you-go projects.

AND BE IT FURTHER RESOLVED that all provisions of the policy adopted on March 27, 1989, which are not inconsistent with the provisions hereof remain in full force and effect.



# Capital Improvement Plan Debt Funding

FY 2017-2018



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.

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

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

For FY 2017-18, the plan will be funded as follows: Funds will be transferred to the Benefits Plan Fund to cover the cost of the plan: \$20,841,957 will be transferred from the General Fund; \$249,625 charge for service from the Sewer Utility Enterprise Fund for employees that reside in that fund; \$49,925 will be transferred from the Risk Management Fund for employees that reside in that fund; \$2,301,237 funding source for employee contributions booked directly to the Benefits Plan Fund.

### FY 2017-18 Benefits Plan Fund Budget

Health	\$20,395,901
Dental	\$1,901,787
Vision	\$368,727
Life Insurance	\$186,523
Wellness Clinic HealthSTAT	\$502,412
Plan Administration Fees	\$87,394
Total Expenditures:	\$23,442,744
Less Employee/Retiree Contribution Health	\$1,481,310
Less Employee/Retiree Contribution Dental	\$819,927
Utility Fund Charge for Service	\$249,625
Total County Funding	\$20,891,882

## Benefits Plan Fund

Fund: 1001500000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$23,560,914	\$22,861,038	\$22,520,067	\$22,852,938	\$22,852,938
Operating	\$541,398	\$576,292	\$575,045	\$589,806	\$589,806
<b>Total Expenditures</b>	<b>\$24,102,312</b>	<b>\$23,437,330</b>	<b>\$23,095,112</b>	<b>\$23,442,744</b>	<b>\$23,442,744</b>
<b>Revenues</b>					
Investment Income	\$66,589	\$0	\$0	\$0	\$0
Service Charges	\$3,379,187	\$3,462,674	\$3,382,963	\$2,550,862	\$2,550,862
Other Fin. Sources	\$20,472,731	\$19,974,656	\$19,974,656	\$20,891,882	\$20,891,882
<b>Total Revenues</b>	<b>\$23,918,507</b>	<b>\$23,437,330</b>	<b>\$23,357,619</b>	<b>\$23,442,744</b>	<b>\$23,442,744</b>
<b>Net Expenditures</b>	<b>\$183,805</b>	<b>\$0</b>	<b>(\$262,507)</b>	<b>\$0</b>	<b>\$0</b>

### 2017-18 HIGHLIGHTS

- No increase in costs due to strategic changes in the County's chosen benefit provider as part of the FY2016-17 budget moving from BCBS to Aetna's Accountable Care Organization.

# TAX ADMINISTRATION - REVALUATION

## 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.

## DEPARTMENT DESCRIPTION

**Program Purpose:** The purpose of the General Reappraisal program is to meet statutory obligations to fairly appraise all real property within the county to determine its true value, which means market value at least once every eight years or within the cycle set forth by a resolution adopted by the County Commissioners.

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

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$0	\$0	\$0	\$0	\$263,736
Operating	\$0	\$0	\$0	\$0	\$1,063,756
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,327,492</b>
▼ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,327,492</b>
FTEs	0.00	0.00	0.00	0.00	11.00

\*Note: In FY2017-18 the Revaluation Fund Center was moved to the Reappraisal Reserve Fund (see corresponding page for General Fund Tax Department information)

## 2017-18 BUDGET HIGHLIGHTS

- Per Durham County Board of Commissioner approval of a revised County Fund Balance Policy in FY2016-17, the Revaluation Fund Center that has historically been a part of the General Fund will now be placed into a "Committed for Reappraisal Reserve Fund" per Government Accounting and Standards Board (GASB) best practice.
  - This will follow state statute mandating that the County annually estimate the cost of the next reappraisal and provide a budget that will cover those expenditures.
- With the date for the next general reappraisal of property values in Durham County approaching on January 1, 2019, much of the data collection and appraisal work needed to meet this deadline must be completed in the final quarters of the 2017-2018 fiscal year.
  - New reappraisal standards implemented by the NC Department of Revenue on July 28, 2016 will require additional resources by the county to remain in compliance. These standards will require a full measure and list to ensure that each property is visited and all improvements are re-measured and checked for data accuracy.

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>General Reappraisal</b>				
% Residential Real Property Appeals Filed with Board of Equalization and Review	Not Applicable	4.62%	Not Applicable	Not Applicable
% Commercial/Industrial Real Property Appeals Filed with Board of Equalization and Review	Not Applicable	1.52%	Not Applicable	Not Applicable

#### **General Reappraisal**

**Measure:** % Commercial/Industrial Real Property Appeals Filed with Board of Equalization and Review

**Explanation:** Historically, the number of commercial appeals increases significantly during a reappraisal year. This is attributable to new property values being placed on every parcel within the county. Data for this measurement is only present during the general reappraisal year. All other years this activity is measured as part of the Citizen Support program.

**Description:** This identifies the number of commercial/industrial real property appeals filed by owners during the year of a general reappraisal (revaluation) with respect to the listing or appraised value of property. The goal is to appraise approximately 11,000 commercial or industrial properties at 100% market value as of the effective date of the general appraisal in a way that is fair and equitable to all property owners. Mass appraisal industry standard for commercial/industrial appeals range 15-20 percent of the county's total parcel count. If the number of filed appeals is lower than the mass appraisal industry standard that is generally an indication that the majority of those property owners agree with the value set by the assessor's office.

**Measure:** % Residential Real Property Appeals Filed with Board of Equalization and Review

**Explanation:** Historically, the number of residential appeals increase significantly during a reappraisal year. This is attributable to new property values being placed on every parcel within the county. Data for this measurement is only present during the general reappraisal year. All other years this activity is measured as part of the Citizen Support program.

**Description:** This measures the number of residential real property appeals filed by property owners during the year of a general reappraisal (revaluation) with respect to the listing or appraised value of property. The goal is to appraise all 100,000+ residential properties at 100% market value as of the effective date of the general appraisal in a way that is fair and equitable to all property owners. Ten percent of the total parcel count is the mass appraisal industry standard for appeals filed. A number of filed appeals that is lower than the mass appraisal industry standard is an indication that the majority of property owners agree with the value set by the assessor's office.

This page intentionally blank.



## **Special Revenue Funds**

Funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. The Special Revenue Funds include fire districts, special park district, emergency services telephone and the Community Health Fund.



## Summary: Special Revenue Funds

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$3,759,510	\$4,224,808	\$4,513,021	\$4,456,284	\$4,403,955
Transfers	\$10,929,247	\$8,888,599	\$10,172,358	\$9,321,862	\$10,951,621
<b>Total Expenditures</b>	<b>\$14,688,757</b>	<b>\$13,113,407</b>	<b>\$14,685,379</b>	<b>\$13,778,146</b>	<b>\$15,355,576</b>
▼ <i>Revenues</i>					
Taxes	\$8,801,823	\$8,849,059	\$9,295,648	\$9,091,827	\$8,996,951
Intergovernmental	\$4,303,193	\$4,256,664	\$3,950,000	\$4,300,000	\$4,300,000
Investment Income	(\$228,723)	\$0	\$0	\$0	\$0
Other Fin. Sources	\$232,084	\$7,684	\$630,205	\$386,319	\$2,058,625
<b>Total Revenues</b>	<b>\$13,108,377</b>	<b>\$13,113,407</b>	<b>\$13,875,853</b>	<b>\$13,778,146</b>	<b>\$15,355,576</b>
<b>Net Expenditures</b>	<b>\$1,580,380</b>	<b>\$0</b>	<b>\$809,526</b>	<b>\$0</b>	<b>\$0</b>

---

# FIRE DISTRICTS

---

## PROGRAM DESCRIPTION

Fire protection in Durham County is provided within six fire districts, which are supported by taxes collected in each respective district. Services are provided by incorporated volunteer fire departments. In addition to fire protection, Durham County fire departments provide emergency medical services within their districts. All departments respond to requests for assistance to surrounding departments and counties under mutual aid agreements. Coordination of these fire and rescue services is provided by the Fire Marshal's Office and Emergency Medical Services.

The following rates were approved for FY 2017-18:

District	FY 2016-17 Adopted Tax Rate	FY 2017-18 Requested Tax Rate	FY 2017-18 Approved Tax Rate
Lebanon	0.1056	0.1156	0.1156
Redwood	0.1344	0.1344	0.1344
New Hope*	0.0874	0.0874	0.0874
Eno*	0.0778	0.0778	0.0778
Bahama	0.0987	0.0987	0.0987
Durham County Fire & Rescue Service	0.1251	0.1251	0.1251

\*The New Hope and Eno fire district rates are established by neighboring Orange County through an inter-local agreement.

The Durham County Fire and Rescue Service District was created in June of FY 2014-15. This combined district covers both the former Bethesda and Parkwood Fire Districts and allows better distribution of services across both districts.

The Operating Expenditures seen in the accompanying tables refers to Fire District taxes that are budgeted to be spent on state fees for vehicle tax collection under the North Carolina Vehicle Tax System (NCVTS) (these amounts are relatively small depending on the district and valuation of vehicles ranging from \$82 to \$3,621) along with funds dispersed directly to the corresponding Fire Department for their annual operating expenses as approved by the Durham County Fire Marshal. For Durham County Fire and Rescue Services the funds indicated under Operating in this table are related to the NCVTS fees, the operating and personnel costs for this can be seen in the Fire Marshal's document pages under the Public Safety Functional Area.

The Other Financing Sources seen in the accompanying tables refers to a Board of Commissioner's approved Fund Balance allocation to be used as a revenue source (potentially in lieu of a tax rate increase request). These funds are utilized to cover capital type expenses in a department's operating budget.

## Lebanon Fire District Fund

Fund: 2002140000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Operating	\$415,441	\$459,765	\$743,725	\$520,916	\$563,463
Transfers	\$659,211	\$683,564	\$683,564	\$781,454	\$738,907
<b>Total Expenditures</b>	<b>\$1,074,652</b>	<b>\$1,143,329</b>	<b>\$1,427,289</b>	<b>\$1,302,370</b>	<b>\$1,302,370</b>
<b>Revenues</b>					
Taxes	\$1,158,770	\$1,143,329	\$1,175,528	\$1,302,370	\$1,302,370
Investment Income	\$2,262	\$0	\$0	\$0	\$0
Other Fin. Sources	\$0	\$0	\$284,446	\$0	\$0
<b>Total Revenues</b>	<b>\$1,161,032</b>	<b>\$1,143,329</b>	<b>\$1,459,974</b>	<b>\$1,302,370</b>	<b>\$1,302,370</b>
<b>Net Expenditures</b>	<b>(\$86,380)</b>	<b>\$0</b>	<b>(\$32,685)</b>	<b>\$0</b>	<b>\$0</b>

- Transfers are made to the General Fund for the personnel and benefit expenditures of County positions.
- A one-cent tax-rate increase in Lebanon Fire District was approved for FY2017-18
  - The primary drivers of this request are increased personnel costs, new radio equipment, and debt-service payments on a new tanker truck
  - The tanker truck is being secured through a ten-year zero-interest loan

## Redwood Fire District Fund

Fund: 2002160000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Operating	\$920,162	\$961,927	\$961,614	\$1,017,681	\$1,017,681
Transfers	\$5,200	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$925,362</b>	<b>\$961,927</b>	<b>\$961,614</b>	<b>\$1,017,681</b>	<b>\$1,017,681</b>
<b>Revenues</b>					
Taxes	\$981,250	\$954,243	\$965,079	\$969,681	\$969,681
Investment Income	\$2,264	\$0	\$0	\$0	\$0
Other Fin. Sources	\$0	\$7,684	\$0	\$48,000	\$48,000
<b>Total Revenues</b>	<b>\$983,514</b>	<b>\$961,927</b>	<b>\$965,079</b>	<b>\$1,017,681</b>	<b>\$1,017,681</b>
<b>Net Expenditures</b>	<b>(\$58,152)</b>	<b>\$0</b>	<b>(\$3,465)</b>	<b>\$0</b>	<b>\$0</b>

## New Hope Fire District Fund

Fund: 2002170000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Operating	\$88,902	\$91,668	\$91,666	\$98,715	\$98,715
<b>Total Expenditures</b>	<b>\$88,902</b>	<b>\$91,668</b>	<b>\$91,666</b>	<b>\$98,715</b>	<b>\$98,715</b>
<b>Revenues</b>					
Taxes	\$92,713	\$91,668	\$98,440	\$98,715	\$98,715
Investment Income	\$97	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$92,810</b>	<b>\$91,668</b>	<b>\$98,440</b>	<b>\$98,715</b>	<b>\$98,715</b>
<b>Net Expenditures</b>	<b>(\$3,908)</b>	<b>\$0</b>	<b>(\$6,774)</b>	<b>\$0</b>	<b>\$0</b>

## Eno Fire District Fund

Fund: 2002190000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$32,182	\$33,090	\$33,081	\$36,037	\$36,037
<b>Total Expenditures</b>	<b>\$32,182</b>	<b>\$33,090</b>	<b>\$33,081</b>	<b>\$36,037</b>	<b>\$36,037</b>
▼ <i>Revenues</i>					
Taxes	\$32,976	\$33,090	\$37,779	\$36,037	\$36,037
Investment Income	\$108	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$33,084</b>	<b>\$33,090</b>	<b>\$37,779</b>	<b>\$36,037</b>	<b>\$36,037</b>
<b>Net Expenditures</b>	<b>(\$902)</b>	<b>\$0</b>	<b>(\$4,698)</b>	<b>\$0</b>	<b>\$0</b>

## Bahama Fire District Fund

Fund: 2002210000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$1,359,103	\$1,457,769	\$1,457,514	\$1,491,310	\$1,491,310
Transfers	\$13,916	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,373,019</b>	<b>\$1,457,769</b>	<b>\$1,457,514</b>	<b>\$1,491,310</b>	<b>\$1,491,310</b>
▼ <i>Revenues</i>					
Taxes	\$1,469,548	\$1,457,769	\$1,529,255	\$1,491,310	\$1,491,310
Investment Income	\$1,209	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$1,470,757</b>	<b>\$1,457,769</b>	<b>\$1,529,255</b>	<b>\$1,491,310</b>	<b>\$1,491,310</b>
<b>Net Expenditures</b>	<b>(\$97,738)</b>	<b>\$0</b>	<b>(\$71,741)</b>	<b>\$0</b>	<b>\$0</b>

## Durham County Fire and Rescue Service District

Fund: 2002260000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$2,396	\$1,571	\$2,219	\$3,200	\$3,200
Transfers	\$3,882,616	\$4,255,035	\$4,299,198	\$4,590,408	\$4,634,548
<b>Total Expenditures</b>	<b>\$3,885,012</b>	<b>\$4,256,606</b>	<b>\$4,301,417</b>	<b>\$4,593,608</b>	<b>\$4,637,748</b>
▼ <i>Revenues</i>					
Taxes	\$4,107,554	\$3,949,942	\$4,269,370	\$3,905,289	\$3,905,289
Intergovernmental	\$353,193	\$306,664	\$0	\$350,000	\$350,000
Investment Income	\$6,426	\$0	\$0	\$0	\$0
Other Fin. Sources	\$232,084	\$0	\$345,759	\$338,319	\$382,459
<b>Total Revenues</b>	<b>\$4,699,257</b>	<b>\$4,256,606</b>	<b>\$4,615,129</b>	<b>\$4,593,608</b>	<b>\$4,637,748</b>
<b>Net Expenditures</b>	<b>(\$814,245)</b>	<b>\$0</b>	<b>(\$313,712)</b>	<b>\$0</b>	<b>\$0</b>

- All positions supporting this district are located in the General Fund – Fire Marshal's budget
- A transfer of \$253,617 from the former Bethesda Fire Service District Fund Balance is included in these totals (Expenditures – Transfers and Revenues – Other Fin. Sources) to fund costs related to the former Bethesda Fire Stations

# 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, 2017. At this meeting, they decided to maintain the requested tax rate at the same level as FY2016-17. This rate will allow this District to continue funding in support of the Park Center public spaces available to RTP based companies (and the greater Triangle community).

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Operating	\$941,324	\$1,219,018	\$1,223,203	\$1,288,425	\$1,193,549
<b>Total Expenditures</b>	<b>\$941,324</b>	<b>\$1,219,018</b>	<b>\$1,223,203</b>	<b>\$1,288,425</b>	<b>\$1,193,549</b>
▼ <i>Revenues</i>					
Taxes	\$971,641	\$1,219,018	\$1,220,197	\$1,288,425	\$1,193,549
Investment Income	\$1,205	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$972,846</b>	<b>\$1,219,018</b>	<b>\$1,220,197</b>	<b>\$1,288,425</b>	<b>\$1,193,549</b>
<b>Net Expenditures</b>	<b>(\$31,522)</b>	<b>\$0</b>	<b>\$3,006</b>	<b>\$0</b>	<b>\$0</b>

---

# 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 trust fund must be used to support health-related programs. The original balance in the trust fund was \$23 million. Due to revisions in the lease agreement for Durham Regional Hospital, beginning in FY 2009-10 Duke University Health System began paying Durham County \$3,950,000 annually for health-related costs. It is projected that this fund will have an estimated balance of \$5,194,686 on June 30, 2017. The exact figure will be reconciled and reported in the County's Comprehensive Annual Financial Report (CAFR).

For FY 2017-18, Community Health Fund (CHF) dollars are being used to support Emergency Medical Services (EMS) net expenditures and employee health benefits. The EMS operating budget is funded through EMS patient transport fees, Medicaid Cost Settlement Funds and revenue from the Duke – County Agreement in which Duke pays the County for Emergency Medical Services and is also funded by this transfer from the CHTF.

Department	Item	FY2016-17 Approved	FY2017-18 Approved
EMS	EMS Services and employee benefits (178 FTEs)	\$3,950,000	\$3,950,000
EMS	6 Replacement EMS ambulances	\$0	\$1,415,166
EMS	2 – Istat machines for the Community Paramedic pilot	\$0	\$20,000
Non-Departmental	Pre-K Expansion needs study	\$0	\$193,000
<b>TOTAL</b>		<b>\$3,950,000</b>	<b>\$5,578,166</b>
Funds from Duke University Health System (transferred to General Fund)		\$3,950,000	\$3,950,000
Fund Balance Appropriation (transferred to General Fund <sub>1</sub> )		\$0	\$1,628,166
<b>TOTAL</b>		<b>\$3,950,000</b>	<b>\$5,578,166</b>

# Community Health Fund

Fund: 7007080000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Transfers	\$6,359,601	\$3,950,000	\$5,189,596	\$3,950,000	\$5,578,166
<b>Total Expenditures</b>	<b>\$6,359,601</b>	<b>\$3,950,000</b>	<b>\$5,189,596</b>	<b>\$3,950,000</b>	<b>\$5,578,166</b>
▼ <i>Revenues</i>					
Intergovernmental	\$3,950,000	\$3,950,000	\$3,950,000	\$3,950,000	\$3,950,000
Investment Income	(\$242,340)	\$0	\$0	\$0	\$0
Other Fin. Sources	\$0	\$0	\$0	\$0	\$1,628,166
<b>Total Revenues</b>	<b>\$3,707,660</b>	<b>\$3,950,000</b>	<b>\$3,950,000</b>	<b>\$3,950,000</b>	<b>\$5,578,166</b>
<b>Net Expenditures</b>	<b>\$2,651,941</b>	<b>\$0</b>	<b>\$1,239,596</b>	<b>\$0</b>	<b>\$0</b>

This page intentionally blank.





## **Debt Service Fund**

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

# DEBT SERVICE FUND

## FUND DESCRIPTION

The Debt Service Fund was established in 1987 to provide for the annual repayment of bonded debt principal and interest, lease-purchase principal and interest, and bond agency fees. Long-term debt, with the exception of the Enterprise Fund's debt service, is accounted for in this fund. Prior to 1987, this appropriation was included in the General Fund.

- A bond referendum held in November 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
<b>TOTAL</b>	<b>\$74,660,000</b>

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
<b>TOTAL</b>	<b>\$123,665,000</b>

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
<b>TOTAL</b>	<b>\$207,100,000</b>

# Debt Service Fund

Fund: Debt 3003040000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Transfers	\$0	\$7,646	\$0	\$4,787,873	\$6,382,564
Other	\$134,162,778	\$58,157,563	\$172,214,367	\$65,519,151	\$62,286,501
<b>Total Expenditures</b>	<b>\$134,162,778</b>	<b>\$58,165,209</b>	<b>\$172,214,367</b>	<b>\$70,307,024</b>	<b>\$68,669,065</b>
<b>Revenues</b>					
Investment Income	\$647,431	\$388,219	\$393,221	\$368,221	\$368,221
Service Charges	\$529,721	\$400,000	\$520,000	\$500,000	\$500,000
Other Fin. Sources	\$134,390,459	\$57,376,990	\$175,437,058	\$69,438,805	\$67,800,844
<b>Total Revenues</b>	<b>\$135,567,611</b>	<b>\$58,165,209</b>	<b>\$176,350,279</b>	<b>\$70,307,026</b>	<b>\$68,669,065</b>
<b>Net Expenditures</b>	<b>(\$1,404,833)</b>	<b>\$0</b>	<b>(\$4,135,912)</b>	<b>(\$2)</b>	<b>\$0</b>

- \$60 million of voter-approved 2007 GO bond funds were issued in 2010 for Durham Public Schools, Durham Technical Community College (DTCC), and the NC Museum of Life & Science (NCMLS). Another \$60 million was issued in 2012 for Durham Public Schools. A third issuance of \$51 million was carried out in 2014 for Durham Public Schools. \$39.9 million of unissued 2007 GO bonds is expected to be spent over the next three years for Durham Public Schools and Durham Technical Community College.
- Durham County issued \$125 million in non-general obligation bond funds during FY 2012-13 for various projects including the new Justice Center, (former) judicial building renovations, and a County storage facility.
- For FY 2017-18, the portion of the County tax rate dedicated to fund the Capital Financing Plan, which helps support debt service payments, increases 1.75 cents from 7.96 cents to 9.71 cents.
- A General Obligation bond referendum in November of 2016 approved by a large majority of Durham County citizens supports Main Library renovations, Durham Public Schools infrastructure, Durham Technical Community College capital needs, and North Carolina Museum of Life and Science renovations
- During the 2016 General Obligation Bond referendum, voters were told that up to 2.5 cents of additional property tax would be needed to support the additional GO Bond debt along with other debt issuances the County planned to make over the 10 year view of the 2017-26 Capital Improvement Plan (CIP). After several recent refinancings of existing debt, along with revised future debt costs and slower than expected debt issuance the property tax increase needed to support ongoing debt service has dropped to 1.75 cents.
- North Carolina law limits local government net debt to 8% of assessed value. Based on current valuations, the County could issue \$2.35 billion in debt. At this writing, the county has \$271 million in outstanding general obligation debt. An additional \$218 million in Limited Obligation Bond debt and \$29.4 million of installment purchases (short term debt) is not included in this legal limit.

2016 Bond Authorization	
Durham Public Schools Facilities	\$90,000,000
NC Museum of Life and Science	\$14,067,705
Durham Technical Community College	\$20,000,000
Main Library Renovations	\$44,297,262
Issuance Costs	\$1,635,033
<b>TOTAL</b>	<b>\$170,000,000</b>

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.

	2015-16 Actual Expenditures	2016-17 Original Budget	2016-17 12 Month Estimate	2017-18 Department Requested	2017-18 Commissioner Approved
<b>BOND PRINCIPAL</b>	\$24,207,615	\$23,937,658	\$23,937,658	\$25,815,000	\$25,815,000
<b>BOND INTEREST</b>	\$11,816,152	\$11,080,357	\$9,991,012	\$10,900,077	\$10,896,794
<b>OTHER*</b>	\$98,139,011	\$23,147,194	\$138,285,697	\$33,591,947	\$31,957,271
<b>TOTAL</b>	<b>\$134,162,778</b>	<b>\$58,165,209</b>	<b>\$172,214,367</b>	<b>\$70,307,024</b>	<b>\$68,669,065</b>

\*Includes other debt service, bond agency fees, and debt sale expenditures.



## **Enterprise Fund**

A fund established to account for operations that are financed and operated in a manner similar to private business in that the services provided are financed through user charges.

Water and sewer operations are included in the Enterprise Fund.

---

# ENTERPRISE FUND

---

## MISSION

The mission of the Durham County Engineering and Environmental Services Department is to protect regional water quality through the administration of the sewer use, storm water and erosion control ordinances; to improve County facilities through the management of capital projects; to improve the County's environmental management particularly related to greenhouse gas emissions; and to preserve natural and scenic lands, farms, and forests.

## UTILITIES PROGRAM

**Program Purpose:** The Utility Division's primary purpose is to provide wastewater services to Research Triangle Park and surrounding areas to support the Durham County portion of the Research Triangle Park Economic Engine.

**Program Description:** The Utility Division is responsible for operation of the County Owned Triangle Wastewater Treatment Plant (TWWTP), associated collection system and reclaim water system, the operation of the Wexford subdivision collection system, and the Rougemont Water System.

The Utility Division Office is located at 5926 NC Hwy 55 East, Durham, North Carolina, 27713. Office hours are Monday – Friday, 8:00 AM – 5:00 PM, Telephone: 919-560-9035; Fax: 919-544-8590.

## 2017-18 BUDGET HIGHLIGHTS

- Sewer consumption rates will be increased by 2.35% (listed in the fee schedule).
- Capital recovery charges will increase by 1.71% in order to recover capital costs associated with the sludge facility improvements (listed in the fee schedule).
- 1 new FTE – Assistant Utility Division Manager position that will oversee the day to day activities of the Durham County Utilities Division, including but not limited to the Utility Superintendent and Lab & Compliance Manager, and to assist in technical issues, permitting, and compliance within the Division.
- Replace 1 vehicle currently being used as the sanitary sewer overflow rapid response vehicle in order to provide a more reliable vehicle with towing capability of the sewer overflow response trailer.
- major initiatives include projects to improve reliability and resiliency, influent pump station rehabilitation, BioWin and CAD software purchases, and safety-related capital projects. The County has agreed to pay for the construction of the replacement sewer main and the new reuse water line for the Research Triangle Foundation of North Carolina Park Center Project.

# Sewer Utility Fund

Fund: 6006600000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Personnel	\$1,489,660	\$1,963,314	\$1,534,189	\$2,055,305	\$2,055,305
Operating	\$2,450,327	\$3,895,646	\$3,929,617	\$4,043,880	\$4,043,880
Capital	\$34,525	\$535,000	\$335,792	\$762,000	\$762,000
Transfers	\$500,000	\$500,000	\$500,000	\$1,918,929	\$1,918,929
Other	\$2,467,365	\$1,884,700	\$1,884,453	\$1,838,766	\$1,838,766
<b>Total Expenditures</b>	<b>\$6,941,877</b>	<b>\$8,778,660</b>	<b>\$8,184,051</b>	<b>\$10,618,880</b>	<b>\$10,618,880</b>
<b>Revenues</b>					
Licenses & Permits	\$27,755	\$3,000	\$12,300	\$10,000	\$10,000
Investment Income	\$68,544	\$18,000	\$0	\$35,000	\$35,000
Service Charges	\$186	\$0	\$0	\$0	\$0
Enterprise Charges	\$8,313,741	\$8,248,640	\$8,306,585	\$9,678,000	\$9,678,000
Sewer Connect. Fees	\$858,603	\$509,020	\$1,662,698	\$895,880	\$895,880
Other Revenues	\$12,655	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$9,281,484</b>	<b>\$8,778,660</b>	<b>\$9,981,583</b>	<b>\$10,618,880</b>	<b>\$10,618,880</b>
<b>Net Expenditures</b>	<b>(\$2,339,607)</b>	<b>\$0</b>	<b>(\$1,797,532)</b>	<b>\$0</b>	<b>\$0</b>
FTEs	22.00	25.00	25.00	26.00	26.00

Payments for Enterprise Fund Debt Service			
	2016-2017 Approved	2017-2018 Requested	2017-2018 Approved
<b>PRINCIPAL</b>	\$1,408,500	\$1,396,146	\$1,396,146
<b>INTEREST</b>	\$475,000	\$437,620	\$437,620
<b>Bond Agency Fees</b>		\$5,000	\$5,000
<b>TOTAL</b>	<b>\$1,884,700</b>	<b>\$1,838,766</b>	<b>\$1,838,766</b>

PERFORMANCE MEASURES	FY2014-15 Annual	FY2015-16 Annual	FY2016-17 Annual	FY2017-18 Estimated
<b>Utilities</b>				
Escalated enforcement actions issued to DCo	0	0	0	0

**Measure:** Escalated enforcement actions issued to Durham County.

**Description:** Any violations or enforcements issued to Durham County from the State or Federal Government for collection system permit violations or sanitary sewer overflows.

**Explanation:** No Enforcement Actions issued indicates the Durham County Utilities are in compliance with all applicable environmental regulations and permits. An Enforcement Action above zero indicates a deficiency with an applicable environmental regulation or permit condition. Any underlying issue causing an Enforcement Action would be immediately addressed



## **Trust Funds**

Funds established to account for assets held in a trustee capacity. The George R. Linder Memorial Fund and the Law Enforcement Officers' Retirement Fund are included as Trust Funds.

## Summary: Trust Funds

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
▼ <i>Expenditures</i>					
Personnel	\$382,406	\$377,484	\$661,450	\$669,726	\$637,073
Operating	\$0	\$250	\$0	\$250	\$250
<b>Total Expenditures</b>	<b>\$382,406</b>	<b>\$377,734</b>	<b>\$661,450</b>	<b>\$669,976</b>	<b>\$637,323</b>
▼ <i>Revenues</i>					
Contrib. & Donations	\$476,245	\$377,734	\$661,450	\$669,976	\$637,323
Investment Income	\$3,482	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$479,727</b>	<b>\$377,734</b>	<b>\$661,450</b>	<b>\$669,976</b>	<b>\$637,323</b>
<b>Net Expenditures</b>	<b>(\$97,321)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



# GEORGE R. LINDER MEMORIAL FUND

## PROGRAM DESCRIPTION

The George R. Linder Memorial Fund, a trust fund, was established during FY 1993-94 to receive donations in memory of the former Library Director. The private-purpose trust fund is used to account for resources legally held in trust to fund public speakers/lecturers for the Durham County Library and functions sponsored by the library. The fund also receives gift donations to purchase books in the honor of individuals. These funds shall carry forward each fiscal year until the funds are depleted.



Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
<b>Expenditures</b>					
Operating	\$0	\$250	\$0	\$250	\$250
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$250</b>	<b>\$0</b>	<b>\$250</b>	<b>\$250</b>
<b>Revenues</b>					
Contrib. & Donations	\$0	\$250	\$0	\$250	\$250
Investment Income	\$11	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$11</b>	<b>\$250</b>	<b>\$0</b>	<b>\$250</b>	<b>\$250</b>
<b>Net Expenditures</b>	<b>(\$11)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# 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. The officer is eligible to receive this benefit until age 62.

**Fund:** 7007700000

Summary	2015-2016 Actual Exp/Rev	2016-2017 Original Budget	2016-2017 12 Month Estimate	2017-2018 Department Requested	2017-2018 Commissioner Approved
 <i>Expenditures</i>					
Personnel	\$382,406	\$377,484	\$661,450	\$669,726	\$637,073
<b>Total Expenditures</b>	<b>\$382,406</b>	<b>\$377,484</b>	<b>\$661,450</b>	<b>\$669,726</b>	<b>\$637,073</b>
 <i>Revenues</i>					
Contrib. & Donations	\$476,245	\$377,484	\$661,450	\$669,726	\$637,073
Investment Income	\$3,471	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$479,716</b>	<b>\$377,484</b>	<b>\$661,450</b>	<b>\$669,726</b>	<b>\$637,073</b>
<b>Net Expenditures</b>	<b>(\$97,310)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

This page intentionally blank.



## **Appendix**

Additional supplementary material.

FY 2017-18 Nonprofit Funding			
Goal 1 Target Area: Provide resources and opportunities that increase family success and prosperity			
<i>Outcome 1-a: Individuals and families have stable housing</i>	FY 16-17 Approved Funding	FY 17-18 Requested Funding	FY 17-18 Approved Funding
<b>Durham Collaborative to End Family Homelessness</b> - Comprising the efforts of four area non-profit agencies [Families Moving Forward (FMF), Urban Ministries of Durham (UMD), Housing for New Hope (HNH), and Durham's Partnership for Children (DPfC)] to provide a multi-generational, seamless system that helps homeless and unstably housed families: secure and maintain housing; improve economic, mental, and physical well-being in order to build the capacity needed to become self-sufficient and break the cycle of poverty.	\$55,049	\$120,000	\$70,000
<b>Durham Home Repair Collaborative</b> - The Collaborative Pilot will test a trial program that will complete essential repairs for low-income homeowners to make the homes ready for weatherization. The Home Repair Collaborative Pilot will help set up an operational system to increase the efficiency of existing home repair programs by 1) sharing waiting lists, 2) providing centralized housing intake and administration for homeowners in the pilot, and 3) coordinating repair assessments and repair strategies.	\$0	\$100,000	\$40,000
<b>LIFE Skills Foundation</b> - LIFE Skills operates a small housing program, primarily consisting of six two-bedroom apartments located in central Durham. LIFE Skills housing provides a safe and secure, hands-on opportunity for young adults to learn and practice independent living skills, and to eventually transition into their own stable housing. Youth in the transitional housing program are either in an educational program or employed at least 30 hours per week. Additionally, mental health and wraparound supports are provided as well as group meetings.	\$0	\$50,000	\$20,000
<b>The Historic Preservation Society of Durham</b> - The Preservation Equity Project is a two-pronged effort to empower low-mid income homeowners to retain their historic homes. The population most impacted by our Preservation Equity Project will be longer-term homeowners with deferred maintenance needs, who are often elderly and on a fixed income. This is accomplished by offering free technical assistance and project management via expertise at Preservation Durham, coupled with a flexible home equity loan product offered by Self-Help Credit Union.	\$10,000	\$50,000	\$0

<i>Outcome 1-b: Youth and adults seeking workforce opportunities are provided support and resources</i>	<b>FY 16-17 Approved Funding</b>	<b>FY 17-18 Requested Funding</b>	<b>FY 17-18 Approved Funding</b>
<b>Durham Literacy Center</b> - The DLC provides tuition-free literacy instruction to adults and out-of-school youth. Our four core programs include: 1) Adult Literacy - one-on-one literacy tutoring, small group pre-GED classes, and one-on-one GED tutoring for adults; 2) English for Speakers of Other Languages (ESOL) - English classes for adults (10-25 students per class); 3) Youth Education Program (YEP) - one-on-one GED tutoring for out-of-school youth; and 4) Computer Literacy - small-group and one-on-one instruction for DLC students and community members on topics such as typing, completing online job applications and using MS Office.	\$26,619	\$45,500	\$30,000
<b>TROSA</b> - TROSA is the largest licensed residential substance abuse treatment center in NC. Through a multi-year program, TROSA gives people the tools they need to overcome addiction; enjoy sober, productive, law-abiding lives; and reconnect with their families and communities. TROSA provides 24/7 care and treatment—housing, food, clothing, and personal care items—at no charge. We focus on treating the whole person through our comprehensive services—counseling, health care, vocational training, and educational opportunities.	\$23,124	\$35,000	\$30,000
<b>Durham Economic Resource Center</b> - DERC responds to and empowers Durham’s most vulnerable population who function with major barriers to employment, citizens living in poverty, homelessness, and/ or citizens under functioning due to lack of basic literacy skills. Through intensive job training, case management, and career counseling DERC provides “hard-to-employ” individuals with the skills, efficacy, and connections needed to enter the workforce. The core programs that supports the mission of DERC are: Workforce Development and Training, The Resource Program, and Community Resource and Action.	\$14,496	\$25,000	\$20,000
<b>El Centro Hispano, Inc.</b> - ECH serves Hispanic/Latino community members, particularly those from low-income communities, in the areas of Education, Economic Development, and Health and Well-being Initiatives. This is accomplished through with interventions for community members that include information and referral services, one-on-one counseling & case management, legal assistance, workshop, forums, job skills/worksites safety training, leadership training, basic literacy and vocational ESL classes, and access to our network of employers and organizations for additional support.	\$29,421	\$57,584	\$20,000
<b>Partners for Youth Opportunity</b> - PYO enrolls students who meet at least one criteria: 1) qualify for the free and reduced lunch program 2) have an immediate family member who is incarcerated or 3) be a first generation immigrant. Many of our youth meet at least two of these qualifications. Participants that qualify for our longitudinal, strengths-based and innovative program, which includes mentoring, academic support from 8th grade through the second year of college, workforce training/internships paired with financial literacy and savings, as well as leadership opportunities.	\$16,000	\$20,000	\$20,000

<i>Outcome 1-b: Youth and adults seeking workforce opportunities are provided support and resources</i>	<b>FY 16-17 Approved Funding</b>	<b>FY 17-18 Requested Funding</b>	<b>FY 17-18 Approved Funding</b>
<b>Achievement Academy of Durham</b> - Achievement Academy of Durham successfully reconnects our students to the life opportunities accessible through attainment of a quality education. We offer a rolling admission, year-round program in a school-like setting. Based on reading level, students are placed in either our Starting Points literacy program or our GED Prep program. In Starting Points, students receive one-on-one, reading tutoring from trained, volunteer tutors. Starting Points is supported by our teachers and monitored by our Americorps member.	\$20,000	\$20,000	\$20,000
<b>StepUp Ministry</b> - StepUp provides (1) pre-employment training and post-employment support for youth and adults, (2) referrals to a network of 50 companies that are in a candidate referral partnership with StepUp, and (3) assistance on reaching a working adult's personal, financial, and professional goals. Employment seekers enter StepUp through a one week, 32-hour Employment Readiness Workshop. Staff train participants on resume writing, effective interviewing, time management, effective communication, and more.	\$0	\$30,000	\$10,000
<b>Community Empowerment Fund</b> - CEF assists Durham residents who are unemployed or experiencing financial insecurity to gain and maintain employment, interweaving financial capability building services with flexible one-on-one support. Primary services include Incentivized Savings as a Tool for Financial Stability (Account-holders have limited access to withdrawals until they reach their goals, and once savers achieve their goal, CEF matches their accomplishments at 10%), No-Hassle Checking/Savings Accounts, Financial Coaching and Person-Centered Support.	\$0	\$10,000	\$10,000
<b>Dress for Success Triangle NC</b> - DFST provides job acquisition skills, workforce development tools, career counseling, resume building, interview skills, financial literacy and financial management skills and professional attire with an ongoing network of support. The coaching, clothing, counseling and services are offered free of charge to women who are referred by over one hundred partnering nonprofits, community colleges and faith-based agencies.	\$5,000	\$10,000	\$10,000
<b>Reinvestment Partners</b> - Reinvestment partners operate the Taxpayer Assistance Center (TAC) that serves low- and moderate-income families in Durham that earn less than \$54,000 annually. In addition, the TAC operates as a workforce development program, offering financial education and training, not only to the workforce staffing the site, but to the general public which receives services through it. RP will provide tax assistance for Durham County taxpayers throughout the year.	\$5,000	\$10,000	\$10,000
<b>Triangle Literacy Council</b> - Bull City YouthBuild serves East Durham young adults, aged 16 to 24, who are from zip codes 27701 and 27703. Participants must also meet one of the following criteria: member of a low-income family, in foster care, are offenders, have disabilities, have an incarcerated parent, are homeless and/or migrant, or are school dropouts or a re-enrolled dropout. BCYB offers three integrated components: high school equivalency preparation, occupational training through the Home Builder's Institute Pre-Apprenticeship Certificate Training and construction experience.	\$0	\$20,000	\$10,000

<i>Outcome 1-b: Youth and adults seeking workforce opportunities are provided support and resources</i>	<b>FY 16-17 Approved Funding</b>	<b>FY 17-18 Requested Funding</b>	<b>FY 17-18 Approved Funding</b>
<b>ReCity</b> - ReCity was created in 2014 as a community-wide initiative to address Disconnected Youth (DY) by providing services to the organizations that endeavor to help DY on a daily basis. ReCity provides an integrated spatial environment with member organizations being able to network information, resource exchanges and develop solutions that are more effective and efficient in their delivery. These facility amenities allow the providers a flexibility to work in close proximity, increasing alignment as well as saving the agencies financial resources through shared costs.	\$0	\$10,000	\$0
<b>The Peoples Channel</b> - Provides low-cost, high-quality training in video production and post-production. This training allows our community members to be more competitive in applying to college and for jobs; videography has become increasingly ubiquitous, and is used in myriad industries, including communications, technology, arts, medicine, and education, among others. In fact, video portfolios are now being submitted regularly in tandem with college applications and resumes, and this trend is very likely to grow.	\$14,850	\$20,850	\$0
<b>The Scrap Exchange</b> - The Mission of the Scrap Exchange (SE) is to promote creativity, environmental awareness, and community through reuse. Being in community is a critical part of our mission so we strive to build programs that are in relationship with other non-profits. Because of this approach all interns and temporary staff involved with SE have a team of people working with them during their employment and internships with SE. The team offers support from several individuals within SE and with the partner organization.	\$5,000	\$15,000	\$0
<i>Outcome 1- c: Children and youth are provided learning and enrichment opportunities that support educational achievement</i>	<b>FY 16-17 Approved Funding</b>	<b>FY 17-18 Requested Funding</b>	<b>FY 17-18 Approved Funding</b>
<b>Child Care Services Association</b> - CCSA's Family Support Program provides child care consumer education and referral services for families in Durham County in order to inform families about high quality child care and facilitate their selection of high quality programs that foster children's development and support their school readiness. Through phone-based and in-person counseling, families receive information about North Carolina's star-rated child care license system; information about research-based indicators of child care quality; counseling on how to select a child care setting; and customized lists of child care programs that match the child's and family's needs.	\$29,783	\$47,440	\$30,000
<b>Durham's Partnership for Children</b> - Durham's Partnership for Children will launch TS Gold, the acclaimed observation-based assessment system that allows teachers and administrators in pre-k classrooms to focus on each individual child's development. TS Gold is an evidence-based education observational assessment mechanism that tracks progress and identifies a young child's strengths and weaknesses. The TS Gold system is tied to curriculum that is already in use. TS Gold's online portal is designed to support teachers in the process of individual child-level assessment.	\$13,310	\$20,000	\$15,000



<i>Outcome 1- c: Children and youth are provided learning and enrichment opportunities that support educational achievement</i>	<b>FY 16-17 Approved Funding</b>	<b>FY 17-18 Requested Funding</b>	<b>FY 17-18 Approved Funding</b>
<b>Big Brothers Big Sisters of the Triangle</b> - Community-Based mentoring provides children from single parent homes or other children in need of adult role models with a one-to-one mentor relationship with a volunteer from the community. The Community-Based "Bigs" routinely provide 8-10 hours a month of quality one-to-one time for each child. These "Bigs" play an integral role of the lives of their "Littles" by providing a stable adult role model to help guide these children in the right direction. These matches last at least 12 months, though many continue on until the Little graduates from HS.	\$15,005	\$25,000	\$10,000
<b>Rebound, Alternatives for Youth</b> - Rebound serves high school students who are short-term suspended in Durham. During a student's suspension, Rebound provides strengths and resiliency based supervision, assessment, crisis intervention, referrals, skill building, academic help and advocacy to students. Rebound supports students' return to school by improving each student's connection to his or her parents or guardians, schools and caring adults. Rebound increases protective factors and fosters reengagement with all systems: individual, family, school, and community.	\$0	\$38,840	\$7,500
<b>Book Harvest</b> - Book Harvest's Community Book Bank provides ready access to free books so that families can build book-rich environments in their homes. We target our outreach to communities that have historically lacked books for their children, driven by research that demonstrates that transforming book deserts will enrich and even transform children's lives. Community Book Bank is a vast network of shelves of free books that we maintain at more than 60 locations in Durham County that are frequent destinations for children and families, including health clinics, social service agencies, after school and tutoring programs, and community centers.	\$0	\$18,955	\$5,000
<b>Voices Together</b> - The program is a weekly motivational program for individuals with developmental disabilities targeted to unlock language and social/emotional learning. Because of its engaging and spontaneous elements, students with developmental disabilities are able to unlock language, problem-solve, socially connect with others and communicate their most basic needs while increasing their ability to advocate and learn. With these skills, other areas in their lives begin to improve; they become more active participants in their classroom, their family and their community.	\$11,250	\$20,000	\$5,000
<b>Walltown Children's Theatre</b> - As part of our mission, youth will gain a sense of the commitment, dedication, training, and professionalism that are requirements of any career path chosen. Along with exemplary arts programming, youth receive educational tutoring and mentoring services in health and welfare. We inspire positive social change to under-served youth in partnership with Self-Help Credit Union and the Walltown Neighborhood Ministries. WCT inspires positive social change by developing and reconnecting under-served youth in Walltown and the surrounding communities.	\$5,000	\$9,000	\$5,000

<i>Outcome 1- c: Children and youth are provided learning and enrichment opportunities that support educational achievement</i>	<b>FY 16-17 Approved Funding</b>	<b>FY 17-18 Requested Funding</b>	<b>FY 17-18 Approved Funding</b>
<b>Kramden Institute</b> - Tech Trailblazers teaches the basics of computer hardware and software and how all of the components come together to create a computer. Breaking down these complexities in a fun and interactive environment while also introducing students to careers in the field can spark an interest that could be life changing for many students. Students come to Kramden for five three-hour classes. Each class session is split in two, with the first half spent in a classroom-style learning environment and the second half spent in Kramden's 5,000 sq. ft. computer refurbishing space.	\$0	\$12,400	\$0
<b>The Triangle Nonprofit &amp; Volunteer Leadership Center</b> - The Center's programming for middle school and high school youth ages 12-18 has been serving both the students' developmental needs and the volunteer service needs of local nonprofits since the 1980's. We began with two programs that have expanded to 4 during the school year and 3 during the summer. These offerings are based on the principle that youth of this age benefit from structured opportunities and guidance, to learn to channel their desires to engage with their communities and navigate the world of volunteer service.	\$0	\$15,000	\$0
<b>Boys &amp; Girls Clubs of Durham and Orange Counties</b> - We provide affordable after-school and summer programming for at-risk youth. Paying just \$10 per year to be a member, youth attend from 2:30-6:30 PM, Monday-Friday during the school year, and 7:30 AM-6:00 PM during the summer. Programs include homework help, tutoring, yoga, health education, drug/alcohol awareness, career readiness, gang prevention, and more. We also partner with community organizations and companies to expand our programs.	\$0	\$10,000	\$0
<b>BUMP: The Triangle</b> - This BUMP-Out residency program will serve children and youth grades K-8, and will take place after-school once weekly for one hour at each of six public housing sites in Durham, and at other sites. During this residency, BUMP instructors will teach music of the African Diaspora through culture, music and movement activities. All sites will receive the same history/culture lessons with music, movement, singing, instruments, games and activities. Plus, each site will have a specific performing focus that teaches site-specific performance pieces.	\$0	\$25,000	\$0
<b>Piedmont Wildlife Center</b> - PWC will offer 3 different program options to reach a wider range of Durham public school students. Twenty free 1-hour at-school programs designed for 30 students provide hands-on encounters with our live animal ambassadors, and a unique opportunity to observe these animals safely while learning about their habitats, role in our environment, & adaptations to succeed in the wild. We offer 11 weeks of outdoor day camps with 16 full scholarships available.	\$8,190	\$10,000	\$0
<b>Salvation Army-Boys and Girls Club of Durham</b> - The goals of The OASIS (Optimizing Academic Standards for Innovative Students) Project for are to 1) Enhance student engagement to promote aptitude and instructional independency at school with the support of an out-of-school community based learning environment and 2) Increase parent engagement via program engagement and partnerships for incentives. We believe that our program will be most vital to the rebuttal of current demeaning statistics in the E. Durham community.	\$0	\$54,200	\$0

<i>Outcome 1- c: Children and youth are provided learning and enrichment opportunities that support educational achievement</i>	<b>FY 16-17 Approved Funding</b>	<b>FY 17-18 Requested Funding</b>	<b>FY 17-18 Approved Funding</b>
<b>Durham Triple Play League</b> - We offer them regular season games during the summer, free conditioning clinics hosted by College baseball coaches and high and middle school coaches and professional baseball players. They get an end of year banquet where we recognize and thank all our players, sponsors, parents and volunteers for being a part of our program. They get to play baseball in a professional stadium and their families get to come in a professional stadium and enjoy America's favor past time baseball in a positive kid friendly environment.	\$0	\$4,000	\$0
<b>Gift of Knowledge</b> - Gift of Knowledge Academy, is a K-2 school. We use research-based reading instruction. The National Institute of Child Health & Human Development (NICHD) has determined that all reading instruction should include 5 components – phonemic awareness, phonics, vocabulary, fluency, and reading comprehension. We incorporate these 5 components as well as writing, spelling, sight words, all while implementing a multisensory approach to learning. For math, we teach number sense, which is key to understanding and excelling in math.	\$0	\$29,000	\$0
<b>Goal 2 Target Area: Increase the number of healthy years lived</b>			
<i>Outcome 2-a: Individuals and families have increased access to health care</i>	<b>FY 16-17 Approved Funding</b>	<b>FY 17-18 Requested Funding</b>	<b>FY 17-18 Approved Funding</b>
<b>Planned Parenthood South Atlantic</b> - Our program strives to make information and effective methods of contraception available to women who want them, but cannot otherwise afford to use them consistently and correctly. Our Durham health center—through prescription and on-site insertion, administration, and dispensing—offers a broad range of effective, FDA-approved family planning methods. In addition, we provide basic preventive health services such as cervical cancer screening, clinical breast exams and screening and treatment for sexually transmitted infections.	\$17,746	\$20,000	\$17,750
<b>El Futuro, Inc.</b> - El Futuro provides proven, outpatient mental health and substance use treatments in a culturally welcoming environment of healing and hope. We offer individual, family, and group treatment approaches that are trauma-informed and geared toward low-income, immigrant families. Our approach is holistic, providing the treatments that are needed to help children and adults feel better and function better in their lives, regardless of insurance status or ability to pay.	\$6,000	\$10,000	\$6,000

<i>Outcome 2-b: Individuals and families decrease incidence of preventable disease</i>	<b>FY 16-17 Approved Funding</b>	<b>FY 17-18 Requested Funding</b>	<b>FY 17-18 Approved Funding</b>
<b>Farmer Foodshare</b> - Farmer Foodshare, Bull City Cool food hub, Durham County Soil and Water, and the Durham County Detention Facility are partnering to supply detainees and staff at the detention facility with additional fresh fruits and vegetables. Increasing the amount and quality of fresh produce served will increase consumption and help improve nutritional outcomes at the facility. This program will cover the cost of local suppliers, supplement current meals with fruits and vegetables and fund safety compliance upgrades.	\$0	\$30,000	\$20,000
<b>Inter-Faith Food Shuttle</b> - We Feed, Teach and Grow. Programs pertinent to this application include: Backpack Buddies—whereby elementary school children who are determined by school administrators to be at particular risk of hunger in the home, are provided with a weekend’s worth of nonperishable food for 38 weeks each school year; School Pantries—designed to serve middle- and high-school age children and their families by making wholesome food easily accessible to them at the schools where they already spend their days; and finally and Nutrition Education.	\$10,000	\$20,000	\$10,000
<b>Triangle Champions Track Club</b> - Our program educates youth and families in order to decrease incidents of preventable disease, by increasing physical activity and providing knowledge for healthier food options. Our program also provides weekly nutrition and wellness education to participants and their families throughout the year. We visit our local farmers market to increase access to healthy foods. Our program provides group exercise activities with proper training as well as opportunities to compete and gain national exposure.	\$7,098	\$23,000	\$6,500
<b>African American Dance Ensemble</b> - Healthy eating classes - many low income people cannot afford organic foods, quality lessons on how to not only purchase good foods, but prepare the foods in a manner consistent with sustaining, promoting and increasing longevity. To know what oils not to use when cooking, what vegetables or fruits may or may not be good the type of medication they are on. How to prepare such foods that will cause energy for healthy movement which is pivotal for healthy lifestyle changes.	\$5,000	\$10,000	\$5,000
<b>Community Health Coalition</b> - The core population health services and activities that will be provided to residents at each site are: biometric monitoring including blood pressure and blood sugar levels; health education on different health topics related to CVD prevention and health management including weight management, diet and nutrition, smoking cessation, stress and depression management along with information on comorbidities often related to CVD such as diabetes, hypertension, kidney disease, obesity and other topics related to improve health outcomes.	\$0	\$20,000	\$0
<b>Durham YMCA</b> - The YMCA’s Diabetes Prevention Program helps overweight adults at risk for type 2 diabetes reduce their risk for developing the disease by taking steps that will improve their overall health and well-being. The program provides a supportive environment where participants work together to achieve the program goals of reducing individual weight by 5%-7% and building up to 150 minutes of moderate (the equivalent of brisk walking) physical activity per week for the purpose of reducing their risk for developing diabetes.	\$0	\$17,450	\$0

<i>Outcome 2-c: Individuals and families reduce causes of poor physical and mental health</i>	<b>FY 16-17 Approved Funding</b>	<b>FY 17-18 Requested Funding</b>	<b>FY 17-18 Approved Funding</b>
<b>Durham Crisis Response Center</b> - DCRC provides a comprehensive range of services to victims of domestic and sexual violence including: crisis intervention, such as 24 hour crisis line, hospital response, safety planning and crisis counseling; legal advocacy, such as assistance with reporting to law enforcement, assistance in filing protective orders, court accompaniment, legal representation in partnership with Legal Aid, assistance and support throughout the criminal justice process; residential services including emergency shelter, case management and support with basic needs.	\$36,912	\$40,000	\$37,250
<b>A Helping Hand</b> - A Helping Hand provides essential services to low income seniors that include: 1) Escorted Medical Transportation - AHH's escorted "door-through-door" transportation is critical to ensuring physically-disabled or cognitively-impaired seniors are able to travel safely. 2) In-Home Assistance - The natural aging process often brings about physical and cognitive limitations that require assistance in the home. 3) Socialization - Social isolation among the elderly is an often overlooked threat to the health and quality of life of our community's older adults.	\$15,000	\$25,000	\$25,000
<b>Durham Striders Youth Association</b> - The Durham Striders Program has three major priorities: Improving and Enhancing the Health status of children to support healthy lifestyles and creating healthy outcomes from which academic, social, and vocational goals can be achieved. These are integrated into a program of physical fitness, dietary education and habits, ("adjustments"), and development of healthy attitudes toward overall fitness and part of their over development, thus enhancing self-image and self-confidence.	\$15,750	\$30,000	\$15,000
<b>Center for Child &amp; Family</b> - Healthy Families Durham utilizes two core evidence-based services (provided in both English and Spanish) designed to address the needs of the proposed target population: the traditional Healthy Families service (using the Parents as Teachers curriculum) and the Child Parent Psychotherapy (CPP) service. For traditional Healthy Families, weekly or bi-weekly home visits begin during pregnancy or in the first three months of life and continue up to three years. The curriculum addresses attachment, child development, early literacy, health, and safety.	\$11,237	\$28,350	\$12,000
<b>Playworks Education Energized</b> - The Playworks Junior Coach Corps program provides a part-time AmeriCorps member to low-income elementary schools to create an inclusive environment where all students are physically active, feel safe and engaged. These objectives are achieved through supported play at recess and through the Junior Coach Leadership program for 4th and 5th grade students. Playworks is the leading national organization delivering and teaching play in elementary schools. We use play - to establish new norms for respectful social behavior and increased activity.	\$10,000	\$25,000	\$10,000

<i>Outcome 2-c: Individuals and families reduce causes of poor physical and mental health</i>	<b>FY 16-17 Approved Funding</b>	<b>FY 17-18 Requested Funding</b>	<b>FY 17-18 Approved Funding</b>
<b>Reality Ministries</b> - Reality Ministries is requesting funding from Durham County for our two primary programs, "Daytime" and "The Gathering." Both create opportunities for friendship, meaningful activities, and build community between people with and without development disabilities. Daytime is our weekday program with activities centered on community and personal growth, including meals, exercise, field trips, crafts, and life skills projects. The Gathering is an evening program featuring shared meals, fellowship, singing, and games.	\$7,200	\$15,000	\$10,000
<b>Diaper Bank of North Carolina</b> - Diaper Bank of North Carolina (DBNC) distributes diapers to families in need through established partnerships with Durham-based community organizations, including: Urban Ministries Durham, Healthy Families Durham, Durham Connects, Duke Family Care Program, Duke Outpatient Clinic, Durham County Department of Public Health, Durham Early Head Start, Durham First in Families, East Durham Children's Initiative, REAL Durham - End Poverty Durham, Families Moving Forward, Church World Service, and Welcome Baby.	\$0	\$20,280	\$10,000
<b>Food Bank of Central &amp; Eastern North Carolina</b> - Working through our Durham branch distribution center, FBCENC distributes nourishing food to 110 community-based nonprofit partners, such as food pantries, soup kitchens, shelters, meal programs for seniors, and low income child care centers. Using our relationships with local, state, and national farmers, food distributors, and retail grocers to obtain donated food, last year FBCENC distributed over 3.8 million pounds of nutritious food—equivalent to 3.2 million meals—reaching individuals and families struggling with food insecurity in Durham County.	\$5,000	\$10,000	\$10,000
<b>Bridge II Sports</b> - Adapted sports is an opportunity to establish the mental and physical strength of individuals with disabilities in an accessible, safe environment. This population is oftentimes missed, leading to a lack of physical and mental development. Through organized sport and recreation, athletes of all ages learn life skills such as independence, teamwork, accountability and responsibility. By competing in BIIS programs and engaging with peers on an equal playing field, athletes' confidence and self-esteem increases, helping them to understand their purpose and worth.	\$6,000	\$10,000	\$6,000
<b>Believers United for Progress</b> - Community members will be served nutritious meals at least once a day through a community kitchen setting. While there, they will have the opportunity to engage with at least one social service organization which can introduce and enroll them in services that address the reason(s) they are food insecure (i.e. physical and mental health issues, access to jobs and/or employable skills, and lack of stable housing) . Recipients of the daily community kitchen will be recruited as volunteers and encouraged to develop employable skills.	\$0	\$7,500	\$5,000

<i>Outcome 2-c: Individuals and families reduce causes of poor physical and mental health</i>	<b>FY 16-17 Approved Funding</b>	<b>FY 17-18 Requested Funding</b>	<b>FY 17-18 Approved Funding</b>
<b>Church of Philadelphia</b> - Church of Philadelphia is in the second year of planting a community garden. In working in collaboration with a number of local food providers, we plan to provide classes for lifestyle changes and access to fresh produce. The North Carolina Cooperative Extension also is a support with gardening and fresh food preparation, grocery shopping and supplemental food assistance. Increase in outdoor activity and ability to observe positive results has been proven to improve physical and mental health.	\$0	\$6,000	\$0
<b>Behavioral Insights</b> - All services offered by Behavioral Insights offer education and options for Durham residents whose behavior has resulted in negative legal or child protection consequences. In addition to equipping participants with new tools and knowledge, our programming may also offer them an alternative to active jail time. Our state-certified Partner Abuse Intervention program helps participants understand domestic violence and how their abuse negatively affects victims, themselves, and their families.	\$0	\$27,150	\$0
<b>Freedom House Recovery Center</b> - Durham Outpatient Clinic. This program provides assistance to adults and children in managing severe mental disorders, resolving shorter-term difficulties, achieving recovery from substance use disorders and maintaining sobriety. Services include: Comprehensive Clinical Assessment, Individual and Group Therapy, Family Therapy, SAOP, Peer Support, Psychiatric Evaluation, Medication Management., Mobile Crisis Management. Freedom House also operates two halfway houses for men and women in Durham.	\$23,588	\$50,000	\$0
<b>Indigo Consortium</b> - Indigo Consortium develops a professional relationship of trust, respect, honesty and confidentiality with women Veterans. We inform our clients of services available to them by identifying the need, mapping existing resources, identifying gaps and building an action plan based on the information they share with us. We tailor reintegration to the individual and holistically meet the unique needs of each Veteran. When a women Veteran asks for assistance regarding VA benefits and services, we walk her through the process.	\$0	\$32,000	\$0
<b>Goal 3 Target Area: Improve life outcomes for people involved in the criminal justice system</b>			
<i>Outcome 3-b: Individuals are provided effective diversion services</i>	<b>FY 16-17 Approved Funding</b>	<b>FY 17-18 Requested Funding</b>	<b>FY 17-18 Approved Funding</b>
<b>Durham County Teen Court &amp; Restitution Program</b> - Teen Court is an alternative court for youth who commit first time misdemeanor offenses. This court allows youth to take responsibility for their actions by admitting guilt and literally being judged by a jury of their peers. Youth who participate have the privilege of keeping a conviction off of their record, youth 16 and up are getting a charge dismissed from their permanent record. Youth who are ordered to complete Teen Court are exposed to several different sentencing requirements, which provide skills they can utilize throughout their lives.	\$21,183	\$25,000	\$22,000



<i>Outcome 3-b: Individuals are provided effective diversion services</i>	<b>FY 16-17 Approved Funding</b>	<b>FY 17-18 Requested Funding</b>	<b>FY 17-18 Approved Funding</b>
<b>Elna B. Spaulding Conflict Resolution Center</b> - The In School Truancy Court Program is a collaboration between the Elna B. Spaulding Conflict Resolution Center and Durham Public Schools (DPS). Using a restorative justice model of conferencing, the Program is designed to identify the underlying cause of truancy and put a plan in place to correct the problem. The Program targets DPS students with six or more days of absence and is now used throughout the district—elementary, middle and high school.	\$17,597	\$22,967	\$15,000
<b>Goal 4 Target Area: Protect natural resources through comprehensive compliance and educational programs</b>			
<i>Outcome 4-a: Protect and improve water quality</i>	<b>FY 16-17 Approved Funding</b>	<b>FY 17-18 Requested Funding</b>	<b>FY 17-18 Approved Funding</b>
<b>Ellerbe Creek Watershed Association</b> - ECWA's Creek Smart® Program has engaged hundreds of community volunteers in one of the community's most critical environmental management challenges—to restore water quality in our streams, rivers, and drinking water supplies. In addition to our traditional work of restoring stream buffers on 150 acres of public nature preserves and removing tons and tons of trash from Ellerbe Creek, Creek Smart® has taken the battle of water quality to the neighborhood level.	\$0	\$16,600	\$10,000
<b>Totals:</b>	<b>\$509,098</b>	<b>\$1,529,066</b>	<b>\$650,000</b>



## Statement of Revenues, Expenditures, and Changes in Fund Balance

### General Funds

	FY 2015-2016 Actual	FY 2016-2017 Estimate	FY 2017-2018 Budget
<b>Revenues</b>			
Taxes	\$ 338,547,112	\$ 347,705,718	\$ 359,280,677
Licenses and permits	1,535,091	1,266,693	1,172,500
Intergovernmental revenues	56,419,100	62,451,026	60,331,633
Investments	4,177,788	3,109,328	2,659,044
Rent	988,807	904,933	939,320
Charges for Services	26,555,569	25,574,398	27,764,856
Other revenues	953,890	990,822	587,302
<b>Total revenues</b>	<b>429,177,357</b>	<b>442,002,918</b>	<b>452,735,332</b>
<b>Expenditures</b>			
General government	50,412,542	55,461,102	65,719,715
Public safety	64,239,974	68,344,602	69,839,546
Transportation	205,873	353,001	512,500
Environmental protection	4,855,886	4,997,055	5,094,207
Economic and physical development	6,423,248	6,445,678	5,870,372
Human services	93,140,635	96,460,766	101,792,757
Education	131,291,507	134,879,723	143,038,856
Cultural and recreational	12,376,539	13,311,848	13,622,260
<b>Total expenditures</b>	<b>362,946,204</b>	<b>380,253,775</b>	<b>405,490,213</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>66,231,153</b>	<b>61,749,143</b>	<b>47,245,119</b>
<b>Other financing sources (uses)</b>			
Transfers in	8,650,512	8,932,762	10,951,621
Transfers out	(65,434,476)	(63,280,369)	(72,618,503)
Issuance of installment purchases	-	-	-
Fund balance appropriated	-	-	14,421,763
<b>Total other financing sources (uses)</b>	<b>(56,783,964)</b>	<b>(54,347,607)</b>	<b>(47,245,119)</b>
<b>Net change in fund balances</b>	<b>9,447,189</b>	<b>7,401,536</b>	<b>-</b>
<b>Fund Balance - beginning</b>	<b>171,675,396</b>	<b>182,746,576</b>	<b>190,148,112</b>
<b>Restatement**</b>	<b>1,623,991</b>	<b>-</b>	<b>-</b>
<b>Fund Balance - beginning, as restated</b>	<b>173,299,387</b>	<b>182,746,576</b>	<b>190,148,112</b>
<b>Fund Balance - ending</b>	<b>\$ 182,746,576</b>	<b>\$ 190,148,112</b>	<b>\$ 190,148,112</b>

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

\*\*Change in Accounting Principles/Restatement

The County implemented Governmental Accounting Standards Board (GASB) Statement 73, Accounting and Financial Reporting for Pensions and Related Assets That Are Not within the Scope of GASB Statement 68, and Amendments to Certain Provisions of GASB Statements 67 and 68. In accordance with GASB Statement 73, the County reclassified the Law Enforcement Officers' Special Separation Allowance Trust Fund to the General Fund. As a result, the fund balance for the General Fund increased \$1,623,991, and the County no longer reports the Law Enforcement Officers' Special Separation Allowance Trust Fund as a pension trust fund.

The 2016-17 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 2015-2016 Actual	FY 2016-2017 Estimate	FY 2017-2018 Budget
<b>Revenues</b>			
Taxes	\$ 8,801,823	\$ 9,089,859	\$ 8,996,951
Intergovernmental revenues	353,194	341,217	350,000
Investments	13,617	25,141	-
<b>Total revenues</b>	<u>9,168,634</u>	<u>9,456,217</u>	<u>9,346,951</u>
<b>Expenditures</b>			
Public safety	2,818,185	3,625,190	3,210,406
Economic and physical development	941,324	1,211,792	1,193,549
<b>Total expenditures</b>	<u>3,759,509</u>	<u>4,836,982</u>	<u>4,403,955</u>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	5,409,125	4,619,235	4,942,996
<b>Other financing sources (uses)</b>			
Transfers in	232,084	-	-
Transfers out	(4,569,645)	(4,723,210)	(5,373,455)
Fund balance appropriated	-	-	430,459
<b>Total other financing sources (uses)</b>	<u>(4,337,561)</u>	<u>(4,723,210)</u>	<u>(4,942,996)</u>
<b>Net change in fund balances</b>	1,071,564	(103,975)	-
<b>Fund Balance - beginning</b>	<u>1,875,380</u>	<u>2,946,944</u>	<u>2,842,969</u>
<b>Fund Balance - ending</b>	<u>\$ 2,946,944</u>	<u>\$ 2,842,969</u>	<u>\$ 2,842,969</u>

The 2016-17 Estimate column is based on unaudited end of the year estimations at the time of publication.

**Statement of Revenues, Expenditures, and Changes in Fund Balance**  
**Debt Service Fund**

	FY 2015-2016 Actual	FY 2016-2017 Estimate	FY 2017-2018 Budget
<b>Revenues</b>			
Investments	\$ 164,450	\$ 91,732	\$ -
Charges for services	529,721	567,610	500,000
Intergovernmental revenues	482,982	482,463	368,221
<b>Total revenues</b>	<b>1,177,153</b>	<b>1,141,805</b>	<b>868,221</b>
<b>Expenditures</b>			
Principal retirement	35,596,413	35,418,705	37,327,892
Interest and fiscal charges	20,599,097	18,653,456	24,258,609
Debt issuance costs	741,165	617,443	700,000
<b>Total expenditures</b>	<b>56,936,675</b>	<b>54,689,604</b>	<b>62,286,501</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>(55,759,522)</b>	<b>(53,547,799)</b>	<b>(61,418,280)</b>
<b>Other financing sources (uses)</b>			
Transfers in	57,428,921	61,149,701	67,800,844
Transfers out	-	(4,291,000)	-
Premium on issuance of refinancing	13,031,538	17,940,846	-
Issuance of refunding bonds	63,930,000	96,460,000	-
Payment to refunded debt escrow agent	(77,226,102)	(117,031,676)	-
Fund balance appropriated	-	-	(6,382,564)
<b>Total other financing sources (uses)</b>	<b>57,164,357</b>	<b>54,227,871</b>	<b>61,418,280</b>
<b>Net change in fund balances</b>	<b>1,404,835</b>	<b>680,072</b>	<b>-</b>
<b>Fund Balance - beginning</b>	<b>5,966,665</b>	<b>7,371,500</b>	<b>8,051,572</b>
<b>Fund Balance - ending</b>	<b>\$ 7,371,500</b>	<b>\$ 8,051,572</b>	<b>\$ 8,051,572</b>

The 2016-17 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 relate to economic development activities and provide citizens with an indication of the quality of their local government. The following financial policies are consistent with the standards associated with the highest bond ratings available. For the complete list of financial policies, contact the Finance Department at (919) 560-0035.

## **Policy I: Fund Balance**

- 1.01 Durham County's Unassigned General Fund Balance will be maintained to provide the County with sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing.
- 1.02 The Unassigned General Fund Balance should not be used to support recurring operating expenditures outside of the current budget year. Use of the Unassigned General Fund Balance shall be done only to cover a shortfall in revenues. When a revenue shortfall requiring the use of the Unassigned General Fund Balance occurs, the County will increase its General Fund revenues through appropriation of unassigned fund balance or decrease its expenditures. The latter method will be used when preventing the use of Unassigned General Fund Balance two consecutive fiscal years in a row to subsidize General Fund operations.

The Unassigned General Fund Balance will be provided as follows:

- 1.03 An Unassigned General Fund Balance will be maintained at a level sufficient to provide for temporary financing of unforeseen needs of an emergency nature and to permit orderly adjustment to changes resulting from a termination of or a decline in revenue sources.
- 1.04 The Unassigned General Fund Balance goal will be sixteen per cent (16.00%) of total actual prior fiscal year expenditures. These funds can only be appropriated by a resolution of the BOCC.
- 1.05 In the event the Unassigned General Fund Balance is used to provide for temporary funding of unforeseen emergency needs, the County shall restore the Unassigned General Fund Balance to the prior year's balance within two (2) fiscal years following the fiscal year in which the event occurred. To the extent additional funds are necessary to restore the Unassigned General Fund Balance to that level, such funds will be provided in at least two approximately equal contributions to be provided during each fiscal year but no later than June 30. This process would begin the first fiscal year following the fiscal year in which the event occurred.
- 1.06 Funds in excess of the annual requirements of Policy No. I.1.05 above may be considered to supplement "pay as you go" capital outlay expenditures or as additions to unassigned fund balance to be utilized at a future date.
- 1.07 A Total Fund Balance ratio of 35% (LGC requires 8%) of fund balance available as a percentage of expenditures shall be the County's goal.
- 1.08 Once the 35% level has been achieved, the amount over 35% shall be used to fund the annual Other Post Employment Benefits (OPEB) contribution to meet the OPEB obligation, pay-as-you-go capital projects or other non-reoccurring expenditures. This funding shall take place only after meeting requirements set out in Policy I.1.04 above. In addition, the OPEB portion of the Total Fund Balance for the General Fund shall not exceed 25% of the Total Fund Balance to ensure that the Committed for OPEB portion of fund balance remains reasonably proportionate to the Total Fund Balance for the General Fund as a whole to include unassigned fund balance.

**Policy II: Fiscal Planning**

- 2.01 The County Manager shall submit to the BOCC a proposed annual budget with his recommendations and shall execute the budget as finally adopted.
- 2.02 The County Manager will budget revenues and expenditures on the basis of a fiscal year, which begins July 1 and ends on the following June 30, and in conformity with the Local Budget and Fiscal Control Act.
- 2.03 The County Manager will prepare a budget, which is consistent within the guidelines established by the Government Finance Officers Association in its Distinguished Budget Presentation Awards Program.
- 2.04 The County Manager shall provide annually a budget preparation schedule outlining the preparation timelines for the proposed budget.
- 2.05 Budget packages for the preparation of the budget, including forms and instructions, shall be distributed to County departments to complete. Department heads and elected officials shall prepare and return their budget proposals to the Budget Officer as required in the budget preparation schedule.
- 2.06 The proposed budget will contain the following:
  - a) Revenue estimates by major category
  - b) Expenditure estimates by department and functional levels
  - c) Debt service summarized by issues detailing principal and interest amounts by fund
  - d) Reappraisal reserve funding as per G.S. 153A-150.
- 2.07 The proposed budget also will contain information regarding:
  - a) Proposed personnel staffing levels
  - b) A detailed schedule of additional capital needs
  - c) A summary schedule of capital projects
  - d) Any additional information, data, or analysis requested of management by the BOCC
- 2.08 The proposed budget will be balanced (e.g., estimated revenues plus appropriated fund balance equaling estimated expenditures).
- 2.09 The BOCC will adopt the budget for the subsequent fiscal year no later than June 30.
- 2.10 Three quarterly reports on the status of the General Fund budget (budget to actual) and trends will be prepared by the Budget Officer and presented to the BOCC within 45 days of the end of the first, second, and third quarters. The report will provide the BOCC with projections through the end of the current fiscal year.
- 2.11 Budgeting procedures will conform to the Local Government Budget and Fiscal Control Act.
- 2.12 Alternatives for improving the efficiency and effectiveness of the County's functions and programs and the productivity of its employees will be considered during the budget process.
- 2.13 Duplication of services and inefficiencies in the delivery of these services should be eliminated wherever they are identified. The County will continue to examine alternative service delivery options for all County functions.
- 2.14 Performance measurement and productivity indicators will be integrated into the budget process where appropriate.
- 2.15 The County will fund current expenditures with current revenues and other recurring funding revenue sources.
- 2.16 The County will not balance the current budget at the expense of meeting future years' expenditures, such as accruing future years' revenues or rolling over short-term debt, to avoid planned retirement.
- 2.17 If a deficit is projected during any fiscal year, the County will take steps to reduce expenditures, increase revenues, or consider using the Undesignated General Fund Balance to the extent necessary to ensure continued compliance with the Local Budget and Fiscal Control Act.
- 2.18 The County will annually appropriate a contingency amount within the budget to provide for increases in costs of providing services and unanticipated needs that may arise throughout the fiscal year.
- 2.19 The contingency amount will be established at a minimum of 0.075% and not more than 0.25% of the estimated General Fund revenues (net of pass-through dollars) for the fiscal year in which the contingency amount is dedicated. The contingency amount budgeted can only be allocated to other functions (activities) within the budget by the BOCC.
- 2.21 Department heads and elected officials are required to monitor revenues and expenditures in relation to their department's (agency's) budgeted amount. This is to ensure that the actual revenue sources are as projected for funding resources and to prevent exceeding their total departmental expenditure budget.
- 2.22 The County will maintain the assets identified in the Capital Plant and Equipment Replacement Schedule at a level adequate to protect the County's capital investment and to minimize future maintenance and replacement costs by:
  - a) Developing and maintaining a five-year plan for fleet and capital equipment with a value greater than \$5,000 and will consider the approval of capital equipment in concert with this adopted plan
  - b) Providing for adequate maintenance in the annual operating budget of such capital plant and equipment through the use of an adopted Capital Improvement Plan and Capital Plant and Equipment Replacement Schedule

- c) Providing for adequate maintenance of capital plant and equipment replacement under \$5,000 in the annual operating budget through the use of a Capital Plant and Equipment Replacement Schedule.
- 2.23 The County will not establish a trend of using the Undesignated General Fund Balance to finance current operations.
- 2.24 The County shall establish Memoranda of Understanding with its component unit(s) regarding the amount of annual General Fund support received each fiscal year.

### **Policy III: Revenues and Collections**

- 3.01 The County's goal is a revenue system balanced between ad valorem taxes, other local taxes, licenses and permits, intergovernmental grants and transfers, investment and rental, charges for services, and other revenue sources.
- 3.02 Major revenue sources should provide for the following principles:
  - a) Vertical Equity: Revenue sources should provide appropriate treatment of taxpayers at different levels of economic well-being
  - b) Horizontal Equity: Revenue sources should treat taxpayers with the same income or wealth equally
  - c) Neutrality: Revenue sources should not unduly influence economic decisions by consumers or businesses
  - d) Administrative and Compliance Costs: Revenue administration and enforcement should not absorb an undue percentage of total revenues
- 3.03 The County will monitor all taxes to ensure they are equitably administered and collections are timely and accurate.
- 3.04 Fees and charges should be based on benefits and/or privileges received from the County or based on costs of a particular service.
- 3.05 Periodically, the County will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other attendant costs. It is recognized that occasionally competing policy objectives may result in user fee levels that recover only a portion of service costs.
- 3.06 The County will revalue all property at least every eight years, with a goal of every four years, to be effective as of January 1 of the tax year. Real property revaluations shall be based on market value and follow standards established by the International Association of Assessing Officers. On October 24, 2016 by resolution, the BOCC advanced the general reappraisal to conduct a three year reappraisal effective for tax year January 1, 2019 and then a four year reappraisal cycle thereafter. The North Carolina (NC) Department of Revenue provided new reappraisal standards and guidelines in 2016 and recommended that all counties in NC move to a four year reappraisal cycle.
- 3.07 Personal property assessments are set on an annual basis, as of January 1, based on the market value of the property. Nationally recognized valuation guides, North Carolina Department of Revenue Trending Schedules, and market based appraisals are used to establish market value.
- 3.08 The County will provide, as appropriate, funding or tax exemptions to churches and governmental entities pursuant to the state and local guidelines. Other charitable or beneficial activities may be subsidized through direct grants irrespective of whether or how much property they own. Such grants should be part of the annual appropriation process and based on such consideration as benefits to the County as well as fiscal capacity of the County.
- 3.09 The County's goal is to achieve an annual assessment to sales ratio of 100% under current real estate market conditions when the January 1 assessment is compared to sales in the succeeding calendar year.
- 3.10 The County will maintain a diversified and stable revenue system to shelter it from short-term fluctuations in any one revenue source by doing the following:
  - a) Establishing new charges and fees as needed and as permitted by law at reasonable levels
  - b) Pursuing legislative change, when necessary, to permit changes or establishment of user charges and fees
  - c) Aggressively collecting ad-valorem tax revenues, late penalties, and related interest as authorized
- 3.11 The County should pursue intergovernmental revenue sources (grants) for those programs and activities that address a recognized need and are consistent with the County's long-range objectives. Any decision to pursue intergovernmental revenue sources (grants) should include the consideration of the following:
  - a) Present and future funding requirements
  - b) Cost of administering the funds
  - c) Costs associated with special conditions or regulations attached to the grant award
- 3.12 The County will attempt to recover all allowable costs, both direct and indirect, associated with the administration and implementation of programs funded through intergovernmental revenue sources (grants). In the case of state and federally mandated programs, the County will attempt to obtain full funding for the services from the governmental entity requiring the service be provided.

**Policy IV: Capital Improvement Plan and Fixed Assets**

- 4.01 The County's policy on the financing of capital projects states that the County will dedicate the following revenues to the payment of debt and pay-as-you-go (County contribution) capital projects: Articles 40 and 42 one-half cent sales taxes, the County's share of the Occupancy Tax, county-wide property taxes, and enterprise revenues. The County reserves up to 20% of these annually dedicated revenues for pay-as-you-go projects. In addition, the pay-as-you-go policy restricts dedicated property tax revenue up to 20% of a maximum of five cents, or one cent, in county-wide property taxes.
- 4.02 The County Manager will submit a 10-year Capital Improvement Plan for review by the BOCC pursuant to established timeline. This plan will be updated every two years and presented to the BOCC. The Capital Improvement Plan should include capital improvements for all agencies for which the County sets tax rates and assesses levies and/or establishes user fees/charges and/or approves budgets or programs. The Capital Improvement Plan shall include the following elements:
- a) An implementation plan for each of the capital project
  - b) An estimate of the cost and of the anticipated sources of revenue for financing the capital improvements and an estimate of the impact of each capital improvement on County revenues and the capital and operating budget
- 4.03 The County will maintain a schedule of fixed assets that includes completed County projects and construction in process funded through the Capital Improvement Plan in its fixed asset accounting system.
- 4.04 The County will match programs and activities identified in the Capital Improvement Plan with associated revenue sources.
- 4.05 In an effort to efficiently allocate resources, the County shall establish Memoranda of Understanding with the School Board regarding the development and coordination of the County's Capital Improvement Plan. The Memorandum of Understanding will address the following areas:
- a) Plan for required capital improvements.
  - b) Debt issuance schedules.
- 4.06 Consistent with the intent of the Capital Improvement Plan stated in Policy No. 4.02 above, the Capital Improvement Plan should:
- a) Present a plan for required capital improvements
  - b) Systematically improve and maintain the capital structure of the County
  - c) Meet the debt ratio targets as defined in Policy Nos. 5.05 and 5.06
  - d) Provide a schedule of proposed debt issuance

**Policy V: Debt Management**

- 5.01 The County will not use long-term debt to fund current operations and will continue to emphasize pay-as-you-go capital financing.
- 5.02 The County will not use tax revenue anticipation notes (TRANs) to fund current operations.
- 5.03 The County does not intend to issue bond anticipation notes (BANs) for a period longer than three years. If the BAN is issued for a capital project, the BAN will be converted to a long-term bond or redeemed at its maturity.
- 5.04 The issuance of variable rate debt by the County will be subject to the most careful review and will be issued only in a prudent and fiscally responsible manner.
- 5.05 Whenever the County finds it necessary to issue General Obligation (GO) Bonds, the following policy will be adhered to:
- a) GO Bonds are bonds that are supported by the promise of the borrowing government to levy whatever amount of tax is necessary to pay principal and interest and can be enforced by legal action of any bondholder.
  - b) Total bonded debt will not exceed 3% of the net assessed valuation of taxable property in the County (Local Government Commission sets limit of 8%).
  - c) Designated funds, when required, will be provided to adequately meet debt service requirements in subsequent years.
  - d) Interest earnings on the designated fund balances will only be used to pay debt service on the bonds.
  - e) The term of any bond issue will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.
  - f) Total debt service shall not exceed 15% of total current expenditures net of pass-through including current debt service.
- 5.06 Whenever the County finds it necessary to issue revenue bonds, the following guidelines will be adhered to:

- a) Revenue Bonds are defined as bonds on which the debt service is payable solely from the revenue generated from the operation of the project being financed or a category of facilities or from other non-tax sources of the County.
  - b) Revenue Bonds/Special Obligation (SO) Bonds of the County and any of its agencies will be analyzed carefully by the Finance Department for fiscal soundness. The issuance of County Revenue Bonds/SO Bonds will be subject to the most careful and critical review and must be secured by covenants sufficient to protect the bondholders and the name of the County.
  - c) Revenue Bonds/SO Bonds should be structured to allow an approximately equal annual debt service amount over the life of the issue.
  - d) Designated funds, when required, will be provided to adequately meet debt service requirements in subsequent years.
  - e) Interest earnings on the designated fund balances only will be used to pay debt service on the bonds.
  - f) The term of any debt issued will not exceed the useful life of the capital project/facility of equipment for which the borrowing is intended.
- 5.07 The County shall comply with all Internal Revenue Service arbitrage rebate requirements for bonded indebtedness.
- 5.08 The County shall comply with all legal requirements regarding the issuance of bonds and certificates of the County and its debt issuing authorities.
- 5.09 The County shall establish Memoranda of Understanding with the School Board and any other agency prior to the issuance of debt establishing guidelines regarding the issuance of debt which would be included in Policy No. 5.05(e) above.
- 5.10 Whenever the County finds it necessary to issue Certificates of Participation (COPs) or Installment Purchase Contracts, the following guidelines will be adhered to:
- a) When COPs are issued, the County should attempt to deal with only one financial institution.
  - b) The terms of the debt issued should not exceed the life of the asset.
  - c) The terms should not exceed 25 years.
  - d) An escrow account may be used.



This page intentionally blank.

---

# MULTI-YEAR BUDGET FORECAST

---

The multi-year budget forecast reflects the FY 2017-18 adopted budget with estimated revenues and expenditures for 2018-19 to 2021-22. 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. That 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 that started in FY 2016-17.

The updated Capital Improvement Plan includes 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 out year projections include a planned property tax increase related to voter support for a bond referendum appropriated to support related 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. In general property valuation growth, while annually still growing, is doing so at a slower pace
- 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.
- Loss of Community Health Trust Fund annual support of \$3.9 million over the next three years will put a strain on revenues to meet growing expenditure needs. In fact projected expenditures are expected to slightly outpace revenues for several of the out years seen below.
- 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**

<b>General Funds Revenues Funds: 101, 102, 103, 125, 150</b>	<b>FY 2016-17 Adopted Revenues</b>	<b>FY 2017-18 Adopted Revenues</b>	<b>FY 2018-19 Forecasted Revenues</b>	<b>FY 2019-20 Forecasted Revenues</b>	<b>FY 2020-21 Forecasted Revenues</b>	<b>FY 2021-22 Forecasted Revenues</b>
<b>101: General Fund</b>						
Taxes	\$311,492,211	\$324,720,170	\$334,461,775	\$344,495,628	\$354,830,497	\$365,475,412
Licenses and Permits	\$1,359,250	\$1,172,500	\$1,184,225	\$1,196,067	\$1,208,028	\$1,220,108
Intergovernmental	\$57,876,643	\$60,261,540	\$60,864,155	\$61,472,797	\$62,087,525	\$62,708,400
Contrib. & Donations	\$77,476	\$70,093	\$70,443	\$70,796	\$71,150	\$71,505
Investment Income	\$140,000	\$400,000	\$404,000	\$408,040	\$412,120	\$416,242
Rental Income	\$443,156	\$364,207	\$371,491	\$378,921	\$386,499	\$394,229
Service Charges	\$20,612,487	\$21,811,080	\$22,683,523	\$23,590,864	\$24,534,499	\$25,515,879
Sewer Connection Fees	\$42,100	\$53,150	\$54,213	\$55,297	\$56,403	\$57,531
Other Revenues	\$556,962	\$587,302	\$599,048	\$611,029	\$623,250	\$635,715
Other Financing Sources	\$8,521,399	\$10,951,621	\$9,820,653	\$8,667,066	\$7,490,408	\$7,640,216
Fund Balance Appr.	\$13,240,840	\$14,371,763	\$14,946,634	\$15,544,499	\$16,166,279	\$16,812,930
<b>101: General Fund Total</b>	<b>\$414,362,524</b>	<b>\$434,763,426</b>	<b>\$445,460,160</b>	<b>\$456,491,004</b>	<b>\$467,866,658</b>	<b>\$480,948,167</b>
102: Risk Management	\$3,178,879	\$3,423,808	\$3,499,132	\$3,576,113	\$3,654,787	\$3,735,192
103: Swap Fund	\$2,750,000	\$2,225,000	\$2,273,950	\$2,323,977	\$2,375,104	\$2,427,357
125: Capital Financing	\$63,115,728	\$72,680,412	\$74,279,381	\$75,913,527	\$77,583,625	\$79,290,465
150: Benefits Plan	\$23,437,330	\$23,442,744	\$23,958,484	\$24,485,571	\$25,024,254	\$25,574,787
105: Reappraisal Reserve Fund	\$0	\$1,327,492	\$1,356,697	\$1,386,544	\$1,417,048	\$1,448,223
<b>Total General Funds Revenue</b>	<b>\$506,844,461</b>	<b>\$537,862,882</b>	<b>\$550,827,804</b>	<b>\$564,176,736</b>	<b>\$577,921,476</b>	<b>\$593,424,191</b>
Transfers	-\$54,620,147	-\$59,754,166	-\$61,068,758	-\$62,412,270	-\$63,785,340	-\$65,188,618
<b>General Funds Revenue</b>	<b>\$452,224,314</b>	<b>\$478,108,716</b>	<b>\$489,759,046</b>	<b>\$501,764,466</b>	<b>\$514,136,136</b>	<b>\$528,235,573</b>

<b>General Funds Expenditures Funds: 101, 102, 103, 125, 150</b>	<b>2016-17 Adopted Expenditures</b>	<b>FY 2017-18 Adopted Expenditures</b>	<b>FY 2018-19 Forecasted Expenditures</b>	<b>FY 2019-20 Forecasted Expenditures</b>	<b>FY 2020-21 Forecasted Expenditures</b>	<b>FY 2021-22 Forecasted Expenditures</b>
<b>101: General Fund</b>						
General Government	\$103,352,464	\$109,584,024	\$112,323,625	\$115,131,715	\$118,010,008	\$120,960,258
Public Safety	\$60,354,231	\$63,133,100	\$64,711,428	\$66,329,213	\$67,987,444	\$69,687,130
Transportation	\$12,500	\$512,500	\$525,313	\$538,445	\$551,906	\$565,704
Environmental Protection	\$4,312,131	\$4,458,542	\$4,570,006	\$4,684,256	\$4,801,362	\$4,921,396
Econom. & Physical Devlp.	\$6,422,486	\$5,714,727	\$5,857,595	\$6,004,035	\$6,154,136	\$6,307,989
Human Services	\$92,909,937	\$95,683,882	\$98,075,979	\$100,527,879	\$103,041,075	\$105,617,102
Education	\$134,879,723	\$143,038,856	\$146,614,827	\$150,280,198	\$154,037,203	\$157,888,133
Cultural & Recreational	\$12,119,052	\$12,637,795	\$12,953,740	\$13,277,583	\$13,609,523	\$13,949,761
<b>101: General Fund Total</b>	<b>\$414,362,524</b>	<b>\$434,763,426</b>	<b>\$445,632,513</b>	<b>\$456,773,324</b>	<b>\$468,192,657</b>	<b>\$479,897,473</b>
102: Risk Management Fund	\$3,178,879	\$3,423,808	\$3,499,132	\$3,576,113	\$3,654,787	\$3,735,192
103: Swap Fund	\$2,750,000	\$2,225,000	\$2,273,950	\$2,323,977	\$2,375,104	\$2,427,357
125: Capital Financing Fund	\$63,115,728	\$72,680,412	\$74,279,381	\$75,913,527	\$77,583,625	\$79,290,465
150: Benefits Fund	\$23,437,330	\$23,442,744	\$23,958,484	\$24,485,571	\$25,024,254	\$25,574,787
105: Reappraisal Reserve Fund	\$0	\$1,327,492	\$1,356,697	\$1,386,544	\$1,417,048	\$1,448,223
<b>General Funds Total</b>	<b>\$506,844,461</b>	<b>\$537,862,882</b>	<b>\$551,000,157</b>	<b>\$564,459,056</b>	<b>\$578,247,475</b>	<b>\$592,373,497</b>
Transfers	-\$54,620,147	-\$59,754,166	-\$61,068,758	-\$62,412,270	-\$63,785,340	-\$65,188,618
<b>General Funds Expenditures</b>	<b>\$452,224,314</b>	<b>\$478,108,716</b>	<b>\$489,931,399</b>	<b>\$502,046,786</b>	<b>\$514,462,135</b>	<b>\$527,184,879</b>

## 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.
- The County increased property tax dedicated for capital financing and related debt by 1.75 cents 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.

### Expenditure Assumptions

- Existing debt expense payments decline beginning in FY 2016-17 with significant declines beginning in FY 2020-21.
- 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 2016-17 Adopted Budget	FY 2017-18 Adopted Budget	FY 2018-19 Forecasted Revenues	FY 2019-20 Forecasted Revenues	FY 2020-21 Forecasted Revenues	FY 2021-22 Forecasted Revenues
Current Property Taxes	\$28,136,056	\$34,510,506	\$35,028,163	\$36,079,008	\$36,620,193	\$37,169,496
Investment Income	\$30,000	\$197,926	\$197,926	\$197,926	\$197,926	\$740,429
Service Charges	\$400,000	\$500,000	\$400,000	\$400,000	\$400,000	\$400,000
Other Financing Sources	\$36,617,239	\$39,528,125	\$44,464,234	\$42,260,421	\$49,246,057	\$48,387,487
<b>Debt Service Revenues</b>	<b>\$65,183,295</b>	<b>\$74,736,557</b>	<b>\$80,090,323</b>	<b>\$78,937,355</b>	<b>\$86,464,176</b>	<b>\$86,697,412</b>

Debt Service Expenditures	FY 2016-17 Adopted Budget	FY 2017-18 Adopted Budget	FY 2018-19 Forecasted Expenditures	FY 2019-20 Forecasted Expenditures	FY 2020-21 Forecasted Expenditures	FY 2021-22 Forecasted Expenditures
Current Debt	\$62,162,239	\$63,218,992	\$60,679,936	\$58,019,772	\$52,979,074	\$50,113,444
New Debt	\$2,313,410	\$5,123,095	\$19,410,388	\$20,917,583	\$33,485,102	\$36,583,968
Reserved for Future Debt	\$707,646	\$6,394,470	\$0	\$0	\$0	\$0
<b>Debt Service Expenditures</b>	<b>\$65,183,295</b>	<b>\$74,736,557</b>	<b>\$80,090,324</b>	<b>\$78,937,355</b>	<b>\$86,464,176</b>	<b>\$86,697,412</b>

This page intentionally blank.

---

# CAPITAL IMPROVEMENT PLAN (CIP) OVERVIEW

---

**Note:** The following is presented as supplementary information to the FY 2017–18 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](http://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](mailto:budget@dconc.gov) or visit the Durham County website at [www.dconc.gov](http://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 was approved 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

Function	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
General Government	Judicial Building Renovation	\$3,709,129	\$26,950,000	\$16,550,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$47,209,129
	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	\$268,411	\$71,691	\$567,244	\$386,902	\$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	\$0	\$217,752	\$2,486,823	\$0	\$0	\$0	\$0	\$2,872,905
	Owned Convenience Sites Upgrades	\$0	\$0	\$214,947	\$0	\$0	\$0	\$1,110,003	\$0	\$0	\$0	\$0	\$1,324,950
	SS-ERP System	\$4,500,000	\$0	\$0	\$2,893,000	\$0	\$1,606,000	\$2,500,000	\$0	\$0	\$0	\$0	\$11,500,000
	IT-Replacement Sched.	\$8,911,913	\$2,681,000	\$2,177,000	\$428,000	\$0	\$1,606,000	\$1,449,000	\$1,745,000	\$2,689,000	\$3,029,000	\$2,369,000	\$29,549,913
	IT-Major Laserfishie Upgrade	\$300,000	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$0	\$150,000	\$0	\$0	\$900,000
	IT-Audio/Video Replacement	\$0	\$0	\$387,900	\$1,530,100	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,168,000
	IT-Sheriff Technology Update	\$1,199,300	\$0	\$0	\$0	\$0	\$599,400	\$0	\$0	\$0	\$0	\$0	\$1,798,700
	Detention Center Elevator Upgrade	\$90,000	\$398,270	\$1,804,301	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,292,571
	New Elections Equipment	\$0	\$0	\$860,000	\$0	\$0	\$337,643	\$4,525,290	\$0	\$0	\$0	\$0	\$860,000
	Parkwood VFD Renovations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,862,934
	Bethesda VFD Building Support	\$0	\$0	\$145,864	\$614,631	\$362,982	\$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
General Government Total	Junction Road Industrial Development	\$1,315,000	\$1,785,000	\$2,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,300,000
	EMS Cardiac Monitors and Defib. Replacement	\$27,229,604	\$34,470,300	\$38,388,761	\$23,327,063	\$20,458,283	\$19,161,100	\$7,744,216	\$12,212,779	\$12,707,797	\$3,553,919	\$3,019,842	\$202,273,664
	EMS Future Needs	\$0	\$0	\$800,000	\$0	\$0	\$0	\$0	\$1,860,000	\$0	\$3,000,000	\$0	\$5,700,000
	Sheriff-Main Jail Renovations	\$0	\$550,000	\$850,000	\$0	\$909,563	\$8,930,250	\$0	\$0	\$0	\$0	\$20,000,000	\$22,660,000
	Sheriff-Detention Center Annex	\$0	\$0	\$0	\$0	\$0	\$12,650,000	\$0	\$3,646,519	\$43,779,263	\$37,952,733	\$0	\$11,239,813
	Multi-Department Radio Upgrade	\$0	\$6,600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,709,176	\$0	\$18,309,176
	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 Renovation	\$1,698,499	\$0	\$1,300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,998,499
	EMS Station #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	\$1,239,596	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,239,596
	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	\$0	\$1,678,400	\$0	\$0	\$0	\$0	\$0	\$2,322,500
	EMS MLK Blvd (New 4 Bay)	\$0	\$0	\$2,322,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,322,500
Public Safety	Emergency Communications Center	\$0	\$1,000,000	\$1,924,444	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,924,444
	EMS Station #18 Co-Location	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$0	\$2,000,000
	EMS Station #19 Co-Location	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000
	Open Space Land Acquisition	\$1,698,499	\$10,889,596	\$7,196,944	\$300,000	\$5,407,963	\$28,905,775	\$14,572,818	\$9,847,419	\$49,540,163	\$54,661,309	\$22,000,000	\$205,021,085
	Timberlake Rail Trail	\$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
	Stormwater Retrofit	\$0	\$0	\$200,000	\$1,000,000	\$250,000	\$250,000	\$550,000	\$900,000	\$900,000	\$500,000	\$500,000	\$2,850,000
	Environmental Protection Total	\$2,300,000	\$500,000	\$700,000	\$1,500,000	\$2,750,000	\$750,000	\$550,000	\$900,000	\$900,000	\$500,000	\$500,000	\$11,850,000
Economic Development	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
	RTIP 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
	Durham Public Schools	\$215,648,205	\$13,050,476	\$26,713,879	\$39,354,490	\$9,253,655	\$16,627,500	\$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	\$50,648,205
	Main Library Renovations	\$215,648,205	\$13,550,476	\$27,413,879	\$46,654,490	\$16,553,655	\$18,877,500	\$60,850,000	\$57,800,000	\$50,300,000	\$0	\$0	\$507,648,205
	Bragtown Branch Library Upgrade	\$2,242,860	\$1,107,400	\$22,868,136	\$20,868,136	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$47,086,532
	Stanford L. Warren Library Upgrade	\$0	\$0	\$0	\$892,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$55,125
	NCMLS Deferred Maintenance and Exhibit Refurbishment	\$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	\$2,242,860	\$1,157,400	\$29,977,806	\$24,271,415	\$4,502,379	\$889,850	\$2,593,816	\$4,945,576	\$3,827,396	\$2,713,899	\$5,155,139	\$82,277,536
	Reused Waste Water Facility	\$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
	Sludge Energy Program	\$3,947,967	\$2,400,000	\$300,000	\$5,600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,247,967
	Sewer Outfall Expansion	\$5,200,000	\$0	\$300,000	\$14,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000,000
	Culture & Recreation Total	\$14,547,967	\$4,400,000	\$1,100,000	\$20,600,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$43,647,967
	Enterprise Fund	\$286,167,134	\$67,467,772	\$107,277,390	\$125,152,968	\$52,172,279	\$71,084,225	\$86,810,850	\$86,205,773	\$117,775,356	\$61,929,727	\$30,674,981	\$1,072,718,457
	Enterprise Fund Total	\$286,167,134	\$67,467,772	\$107,277,390	\$125,152,968	\$52,172,279	\$71,084,225	\$86,810,850	\$86,205,773	\$117,775,356	\$61,929,727	\$30,674,981	\$1,072,718,457
	Grand Total	\$14,547,967	\$4,400,000	\$1,100,000	\$20,600,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$43,647,967

# Durham County Capital Finance Plan Model FY2018-2026

Description	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Current Debt Service Payments	\$65,441,642	\$55,456,161	\$52,999,293	\$51,128,032	\$48,964,823	\$37,939,844	\$38,079,835	\$34,303,840	\$33,308,765
Total New Debt	\$5,123,095	\$19,410,388	\$20,917,583	\$33,485,102	\$36,583,968	\$47,684,136	\$49,609,280	\$64,762,911	\$62,110,923
Total County Contribution	\$6,005,585	\$7,044,588	\$6,827,843	\$3,644,457	\$2,922,591	\$1,766,959	\$806,525	\$1,024,919	\$1,150,842
Total Current/New Debt & County Contrb.	\$76,570,322	\$81,911,137	\$80,744,719	\$88,257,592	\$88,471,382	\$87,390,940	\$88,495,640	\$100,091,670	\$96,570,531
Total Reductions	\$1,833,766	\$1,820,814	\$1,807,364	\$1,793,416	\$1,773,970	\$1,759,150	\$1,743,833	\$1,728,018	\$1,711,704
General Fund (CFP) Debt Obligations	\$74,736,557	\$80,090,324	\$78,937,355	\$86,464,176	\$86,697,413	\$85,631,789	\$86,751,807	\$98,363,652	\$94,858,827
<b>Revenues</b>									
1/2 cent Sales Tax (40)	\$13,382,478	\$13,783,952	\$14,197,471	\$14,623,395	\$15,062,097	\$15,513,959	\$15,979,378	\$16,458,760	\$16,952,522
1/2 cent Sales Tax (42)	\$16,327,164	\$16,816,979	\$17,321,488	\$17,841,133	\$18,376,367	\$18,927,658	\$19,495,488	\$20,080,352	\$20,682,763
1/4 cent Sales Tax (46)	\$2,978,380	\$3,067,731	\$3,159,763	\$3,254,556	\$3,352,193	\$3,452,759	\$3,556,341	\$3,663,032	\$3,772,923
Occupancy Taxes	\$3,350,000	\$3,450,500	\$3,554,015	\$3,660,635	\$3,770,455	\$3,883,568	\$4,000,075	\$4,120,077	\$4,243,680
Occupancy Taxes (dedicated for NCMLS debt)	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Occupancy Tax in General Fund balance	\$350,000	\$350,000	\$350,000						
Transfer from General Fund (Article 46 prior year)	\$228,270	\$235,118	\$242,172	\$249,437	\$256,920	\$264,627	\$272,566	\$280,743	\$289,166
Transfer from General Fund (Energy Savings)	\$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
Subtotal	\$37,534,792	\$38,629,780	\$39,752,966	\$40,559,713	\$41,756,031	\$42,988,072	\$44,256,849	\$45,563,964	\$46,910,053
Prior Year Taxes	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest Earned	\$10,000	\$10,000	\$10,000	\$10,000					
Capital Fund (125) Fund Balance Appropriated		\$200,442	\$0	\$211,501	\$3,234,683	\$1,062,612	\$0	\$1,141,758	\$1,471,649
American Tobacco South Parking Deck	\$575,113	\$586,628	\$598,280	\$610,608	\$622,531	\$634,995	\$647,594	\$647,594	\$647,594
Subtotal	\$635,113	\$797,070	\$608,280	\$832,109	\$3,857,214	\$1,697,607	\$647,594	\$1,789,352	\$2,119,243
Build America Bond Tax Refund	\$368,221	\$368,221	\$348,409	\$308,416	\$267,458	\$225,881	\$183,742	\$140,816	\$97,442
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	\$500,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000		
Fund 103 Swap Savings	\$0	\$3,437,259	\$61,448	\$2,945,055	\$842,493	\$185,320		\$7,393,589	\$3,561,841
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
Debt Service Fund Balance Appropriated		\$241,904	\$499,319	\$3,610,763	\$664,292	\$667,442	\$475,709	\$2,102,304	\$202,124
Subtotal	\$2,056,147	\$5,635,310	\$2,497,102	\$8,452,161	\$3,914,672	\$3,219,072	\$2,799,880	\$11,377,139	\$5,601,836
Non Property Tax Revenue Available for Debt Payment	\$40,226,051	\$45,062,161	\$42,858,347	\$49,843,983	\$49,527,916	\$47,904,751	\$47,704,323	\$58,730,455	\$54,631,132
Additional Revenue Requested - Property Tax	\$34,510,506	\$35,028,163	\$36,079,008	\$36,620,193	\$37,169,496	\$37,727,038	\$39,047,484	\$39,633,197	\$40,227,695
1 CENT Value	\$3,554,120	\$3,607,432	\$3,715,655	\$3,771,390	\$3,827,960	\$3,885,380	\$4,021,368	\$4,081,689	\$4,142,914
Total Cents Dedicated to Capital Financing	9.71000	9.71000	9.71000	9.71000	9.71000	9.71000	9.71000	9.71000	9.71000



---

## 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 2017-18, 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 2018-19.

---

# 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 2017-18 BUDGET CALENDAR

<b>December</b>		
Thursday	December 15	FY 2017-18 Budget Kick-off Meeting - County Departments
<b>January</b>		
Tuesday - Friday	January 3 -20	Pre-Budget Meetings with General Managers
Friday	January 6	Departments submit Replacement vehicle, Building Renovation and General Maintenance forms due to General Services
Friday	January 20	Departments submit Information Services & Technology Request Form (new requests only, not replacements) to Kim Cook in Information Services and Technology
Friday	January 20	Suggested date for departments to contact Human Resources regarding new position classifications or a reclassification of current positions. Please communicate with HR regarding their required forms. Any new or reclassified positions should be submitted to budget on the New Initiatives Form and included in SAP on the new positions tab in BIP.
Tuesday	January 24	Distribution of budget materials to departments through intranet
<b>Monday</b>	<b>January 30</b>	<b>SAP Budget System (BIP) opens for entry of departmental budget requests</b>
	January	Budget System SAP Individual Training – Schedule with your Budget Analyst
<b>February</b>		
Friday	February 17	<b>DEPARTMENTAL BUDGET REQUESTS DUE TO BUDGET AND MANAGEMENT SERVICES – Requests entered into SAP Budget System (BIP) and supporting documents placed in Office 365</b>
Monday	February 20	BOCC Budget Retreat
<b>March</b>		
Friday	March 10	Volunteer Fire Districts submit requests to Fire Marshal and Budget and Management Services
Monday	March 13	Advance public comments at Board of County Commissioners meeting
Monday-Friday	March 13 – April 7	Departmental budget presentations with County Manager, General Manager and Budget and Management Services
<b>April</b>		
Monday-Friday	March 13 – April 7	Departmental budget presentations with County Manager, Deputy Manager and Budget and Management Services
<b>May</b>		
Monday	May 15	Durham Public Schools Board of Education submits budget request to County Manager
Monday	May 22	County Manager delivers Recommended Budget to Board of County Commissioners – 7 pm meeting
Tuesday-Friday	May 23-June 16	Board of County Commissioners budget worksessions
Friday	May 26	Notice of Public Hearing published for June 12 public hearing
<b>June</b>		
Tuesday-Friday	May 23-June 16	Board of County Commissioners budget worksessions
Monday	June 12	Board of County Commissioners holds public hearing on Recommended Budget
Monday	June 26	Board of County Commissioners adoption of FY 2017-18 Annual Budget Ordinance
<b>July</b>		
Thursday	July 1	FY 2017-18 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](http://www.gasb.org).

**Grant:** Gift of money from one organization to another.

**Intergovernmental revenues:** Funds received from federal, state and other local government sources.

**Internal service fund:** A fund that may be used to account for any activity that provides goods or services to other departments or funds within the same government.

**Lease:** A contract where a party being the owner of an asset provides the asset for use at a consideration (rental), for a certain period with an understanding that at the end of such period the asset either will be returned to the lessor or disposed of as per the lessor's instructions.

**Liability:** A loan, expense, or any other form of claim on the assets of an entity that must be paid or otherwise honored by that entity.

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

**Modified accrual basis:** Under this accounting basis, revenues are considered available when collectible, either during the current period or after the end of the current period, but in time to pay year-end liabilities. Expenditures are recognized when a transaction or event is expected to draw upon current spendable resources rather than future resources.

**Net assets:** The difference between total assets and current liabilities including non-capitalized, long-term liabilities.

**Object of expenditure:** An expenditure classification related to the type of goods or services purchased, such as office supplies.

**Objective:** A specific statement of desired results which represents a single step in the achievement of a goal. Objectives are measurable and can be accomplished within a specific time interval.

**Operating expense:** Cost for personnel, materials, and equipment required for a department to function.

**Ordinance:** A legal document adopted by the governing body setting policy and procedures.

**Other financing sources:** A revenue category containing appropriated fund balance and transfers from other funds.

**Pass-through funds:** Funds from other jurisdictions, such as the federal government, which are used often for a specific purpose or activity administered by the county.

**Performance budget:** A budget in which expenditures are based primarily upon measurable performance of activities and work programs.

**Performance indicator:** Specific quantitative and qualitative measures of work performed.

**Personal property:** Classified within two divisions: 1) Tangible property includes items that are visible and movable; 2) Intangible property includes stocks, bonds, bank deposits, etc.

**Personnel services:** Expenditures for salaries, wages, and fringe benefits.

**Property taxes:** Levied on real and personal property and set at a rate of cents on each dollar of value of the property.

**Real property:** Land, buildings, and items permanently affixed to land or buildings.

**Reappraisal (or revaluation):** The process of revaluing a jurisdiction's real property in order to adjust the tax value to the market value.

**Reclassification:** A change in the classification and corresponding job title of an existing position, which results from a major change in assigned responsibilities.

**Recommended budget:** The County Manager presents a recommended budget to the Board of County Commissioners based on requests for funding from departments. By North Carolina law, the recommended budget must be provided to the Board by June 1.

**Reserved fund balance:** Amounts that are not appropriable or legally segregated for a specific purpose.

**Revenue:** Any type of funds that can be used to pay for expenses. Types of revenue include property taxes, sales taxes, state funds, federal funds, grant funds, fees, interest earnings, loans, etc.

**Revenue bond:** Bond secured by and repaid from specific and limited revenues. The pledged revenues are most often net revenues, or earnings, from a self-supporting utility or enterprise.

**Service level:** The amount of service provided during a fiscal year as indicated by one or more performance indicators.

**Special assessments:** Charges to property owners which finance public improvements or services deemed to benefit specific properties.

**Special revenue fund:** A fund used to account for the proceeds of special revenue sources (other than for capital projects) that are legally restricted to expenditures for a specific purpose.

**Statute:** A law enacted by the North Carolina General Assembly.

**Tax levy:** Revenue produced by applying a given tax rate to a property's assessed, or tax, value.

**Transfers in/out:** Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Trend:** A continuing direction of movement of a chronological series of data charted on a graph.

**Trust fund:** Used to account for assets the county holds on behalf of others.

**Unassigned fund balance:** The amount of fund balance which is available for future appropriations.

**User charges:** Payment of a fee for direct receipt of a public service by the party who benefits from the service.

---

## GLOSSARY CODES

---

### Personnel Services

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

### Employee Benefits

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

### Operating Expenses

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



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

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

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

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

5200180300 UNIFORMS: The cost of providing uniforms to employees.

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

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

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

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

### **Capital Outlay**

5300230000 BUILDINGS: Refurbishing.

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

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

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

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

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

---

# DURHAM COUNTY - BACKGROUND

---

## History

Durham began as a railroad station and settlement named for Dr. Bartlett Durham. While the official birth date is April 26, 1853, when the U.S. Post Office was established, the town was not incorporated until April 10, 1869. The tobacco manufacturing industry focused worldwide attention on the area after the Civil War. As a result of this thriving business, Durham grew and prospered tremendously.

In 1881, Durham officials sought to become an autonomous political subdivision and decided to separate from Orange County. Durham County was formed on April 17, 1881 from portions of land transferred into the County from Wake and Orange counties. In 1911, an additional portion of land was transferred into the County from Wake County.

The first Board of County Commissioners convened its initial meeting on May 2, 1881. Durham County operated under the Commission form of government with the chairman serving as chief administrator until 1930. The manager form of government was then adopted and D.W. Newsome became the first manager of Durham County, serving until his death in 1949. E.S. Swindell, Jr. succeeded him and served until his retirement in December 1984. John P. Bond, III was named County Manager and served until his resignation in January 1991. George H. Williams became the fourth County Manager and served until October 1995. David F. Thompson served as fifth County Manager from May 1996 until February 2000. Michael M. Ruffin was the sixth county manager. He retired after 13 years of service in January 2014. Wendell Davis is the seventh and current County Manager.

## Organizational Overview

Policy-making and legislative authority are vested in the Board of County Commissioners consisting of the chairman, vice-chairman and three members. The governing board is responsible, among other things, for passing ordinances, adopting the budget, appointing committees, and hiring the County Manager, Attorney, and Tax Administrator. The County Manager is responsible for carrying out the policies and ordinances of the governing board, overseeing the day-to-day operations of the government, and hiring the heads of the various departments. Board members serve four-year terms. The chairman and the vice-chairman of the board are voted on by the board in its first meeting after being sworn into office. In addition, the Sheriff and Register of Deeds are elected County positions.

Durham County provides a full range of services, including Sheriff and Fire Protection, Emergency Medical Services, Human Services (Public Health, Mental Health and Social Services), Elections, Register of Deeds, Animal Control, Youth Home, Criminal Justice, and Culture and Recreation Services. Funding is provided for Educational Services of the Durham Public Schools and Durham Technical Community College. Also, the County funds services provided in conjunction with the City of Durham through inter-local agreements, including Economic and Physical Development, Emergency Communications, Environmental Engineering and Inspections.

## Economy

Durham is located at the pinnacle of North Carolina's famous Research Triangle Park (RTP), which was formed in 1959 by Duke University in Durham, North Carolina State University in Raleigh, and the University of North Carolina at Chapel Hill. Most of the currently-developed portion of RTP, 75% of its 6,800 acres, is in Durham County. RTP is home to more than 50 major research and development organizations, including IBM and GlaxoSmithKline.

The success of RTP is evidenced by the growth of Durham County as a major center for healthcare activity and as a focal point for high technology research business. Research being conducted in Durham County covers a broad range of fields, such as biotechnology, medical instrumentation, health care products, metallurgy, electronic hardware, software, digital switching, digital transmission, electronics, and telecommunications. Other leading organizations are located in the northern section of Durham County, such as a new Merck manufacturing location, representing an investment of approximately \$300 million and the creation of 200 jobs.

## Quality of Life

Durham County today has evolved from an agricultural and manufacturing economy to achieve world-class status. It has become one of the country's most desirable places to live. In March 2003, *Forbes* ranked the Raleigh-Durham-Chapel Hill area #3 for Best Places for Business and Careers. In June 2003, *AARP* ranked Raleigh-Durham-Chapel Hill #3 in Best Places to Reinvent Your Life. And, in January 2004, *Plants, Sites & Parks* ranked North Carolina #1 for Favorite Location for Business.

# 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: 1,374

**Education:**

*Higher education:*

Universities and colleges: 9

*Public education:*

Elementary schools: 29

Middle schools: 9

Secondary schools: 2

High schools: 11

Specialty schools: 2

Hospital schools: 1

**Police protection (City):**

Number of stations: 7

Number of personnel: 672 (548 sworn; 124 non-sworn)

**Sheriff protection (County):**

Number of stations: 6

Number of officers: 221 sworn; 235 detention officers

**Fire protection:**

*City:*

Number of stations: 17

Number of personnel: 348 (339 sworn; 9 non-sworn)

*Durham County Fire and Rescue (County):*

Number of stations: 5

Number of personnel: 54

*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 <sup>1</sup>	Unemployment Rate <sup>2</sup>	School Enrollment <sup>3</sup>
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
2016	306,212	4.70%	33,900

<sup>1</sup>US Census Bureau estimates as of July 1, 2016

<sup>2</sup>US Dept. of Labor Statistics

<sup>3</sup>Durham Public Schools

Major Employers <sup>4</sup>	# Employees
Duke University & Health System	27,142
Duke University	10,000
International Business Machines (IBM)	7,000
Durham Public Schools	4,600
Blue Cross & Blue Shield of NC	4,000
Fidelity Investments	3,700
QuintilesIMS	3,000
Cree, Inc.	2,600
Durham City Government	2,466
GlaxoSmithKline	2,400
RTI International (RTI)	2,200
AW North Carolina Inc.	2,200
Veterans Affairs (VA) Medical Center	2,162
US Environmental Protection Agency (EPA)	2,137
Durham County Government	2,004
National Institute of Environmental Health Sciences (NIEHS)	1,372
North Carolina Central University	1,248
Merck & Co., Inc.	1,200

<sup>4</sup> Durham Chamber of Commerce - February 2017

**Top ten taxpayers<sup>5</sup>:**

Organization	Enterprise type	% total assessed valuation
AW North Carolina Inc.	Manufacturer	1.02%
Cree, Inc.	Manufacturer	0.96%
GlaxoSmithKline	Manufacturer	2.65%
Int. Bus. Machines	Manufacturer	2.35%
Duke Energy	Utility	0.83%
Southpoint Mall	Retail	0.38%
Verizon South Inc.	Retail	0.99%
Highwoods/Forsyth Limited	Development	0.38%
State Street Bank & Trust	Banking	0.38%
Blue Cross & Blue Shield	Healthcare	0.39%

<sup>5</sup>Durham County Tax Department - Year Ended June 30, 2017

10.33%

This page intentionally blank.

<b>Agency</b>	<b>Director</b>	<b>Telephone</b>
<b>Board of County Commissioners</b>	<b>Wendy Jacobs</b>	919-560-0026
<b>County Manager's Office</b>		
<b>County Manager</b>	<b>Wendell Davis</b>	919-560-0000
<b>Chief of Staff</b>	<b>Drew Cummings</b>	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
<b>Goal 1: Community and Family Prosperity</b>		
<b>General Manager</b>	<b>Deborah Craig-Ray</b>	919-560-0000
<b>Goal 2: Health and Well-being for All</b>		
<b>General Manager</b>	<b>Gayle Harris</b>	919-560-0000
Cooperative Extension Service	Morris White III	919-560-0525
Library	Tammy Baggett	919-560-0100
Public Health	Gayle Harris	919-560-7600
Social Services	Catherine Williamson-Hardy	919-560-8000
Veteran Services	Lois Harvin-Ravin	919-560-8387
<b>Goal 3: Safe and Secure Community</b>		
<b>General Manager</b>	<b>Jodi Miller</b>	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	Kevin Underhill	919-560-8233
Fire Marshal	Jim Groves	919-560-0660
Sheriff	Michael D. Andrews	919-560-0897
Youth Home	Angela Nunn	919-560-0840
<b>Goal 4: Environmental Stewardship</b>		
<b>General Manager</b>	<b>Jay Gibson</b>	919-560-0000
Economic Development	Jay Gibson	919-560-0000
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	Patrick Young	919-560-4137
City/County Inspections	William Bradham	919-560-4144
<b>Goal 5: Accountable, Efficient and Visionary Government</b>		
<b>General Manager</b>	<b>Claudia Hager</b>	919-560-0000
Board of Elections	Derek Bowens	919-560-7072
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