

**Durham County  
North Carolina**

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**Approved Budget**

**Fiscal Year  
2012-2013**



*Providing fiscally responsible, quality services necessary  
to promote a healthy, safe, and vibrant community.*

**DURHAM COUNTY, NORTH CAROLINA  
FY 2012-13 APPROVED BUDGET**

**BOARD OF COUNTY COMMISSIONERS**



***Michael D. Page, Chairman***



***Ellen W. Reckhow, Vice-Chairman***



***Pam H. Karriker***



***Brenda A. Howerton***

***COUNTY OFFICIALS:***

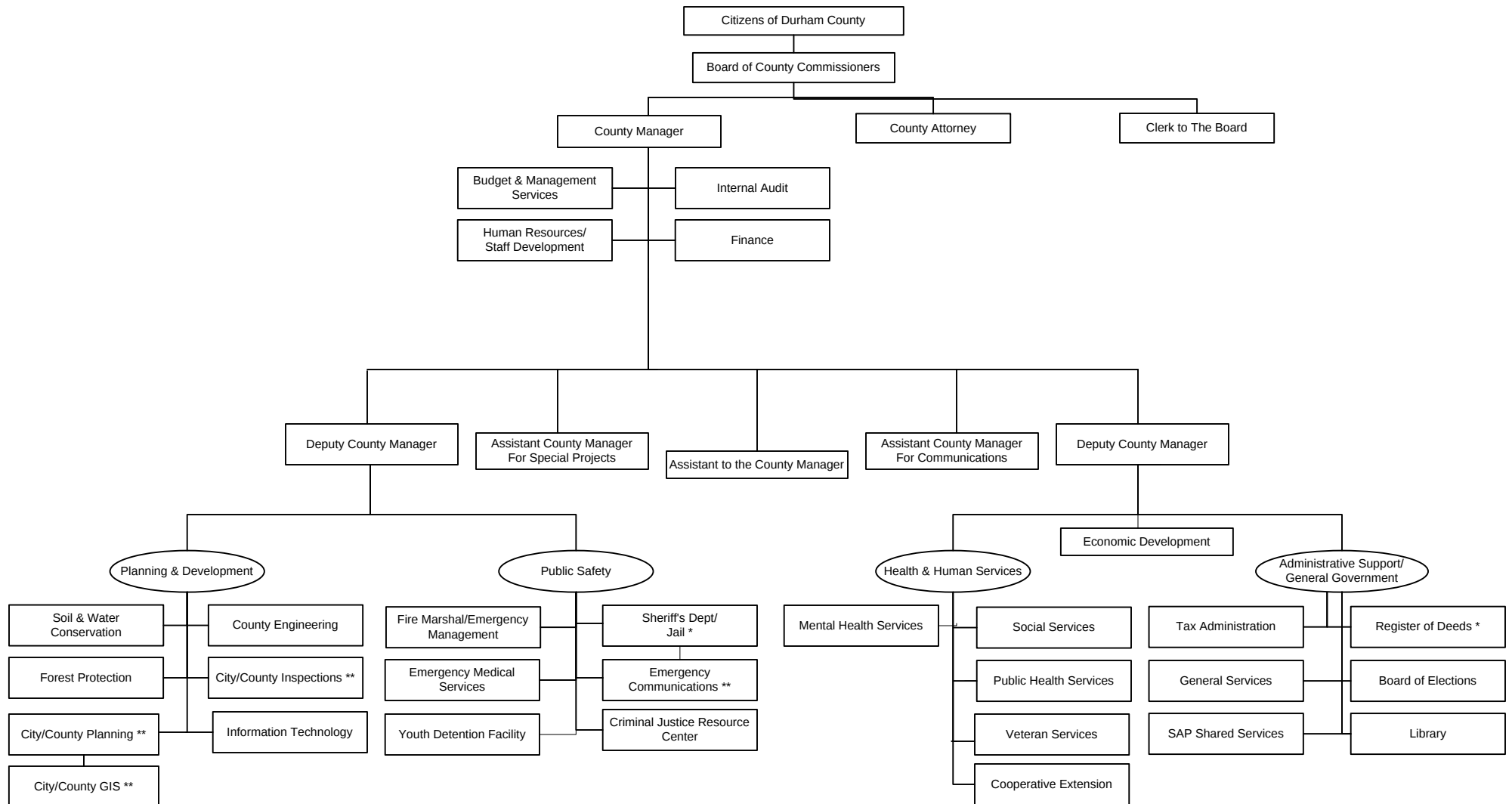
***Mike Ruffin***, County Manager  
***Marqueta Welton***, Deputy County Manager  
***Lee Worsley***, Deputy County Manager  
***Lowell Siler***, County Attorney  
***Michelle Parker-Evans***, Clerk to the Board  
***George Quick***, Finance Director

***BUDGET AND MANAGEMENT STAFF:***

***Pamela Meyer***, Director  
***S. Keith Lane***, Senior Budget Analyst  
***Kim Connally***, Budget Analyst  
***Bo Gattis***, Budget Analyst  
***Laura Jensen***, Budget Analyst

# Durham County, North Carolina

## General Administration Organizational Chart



\* Elected Officials

\*\* Joint City/County Departments



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Durham County  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2011**

*Linda C. Danison Jeffrey R. Emery*

President

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, 2011**. 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.

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# READER'S GUIDE

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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, 2012 through June 30, 2013 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 booklet. 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 \$1.5 million in revenue to the county each year. The revenue is used to offset yearly debt service payments.

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

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

### Debt Service Fund

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

### **Special Revenue Funds**

These funds are used to account for the proceeds of specific revenue sources, other than major capital projects, that are legally restricted for specific purposes. The county budgets the following special revenue funds: **Bethesda Fire District (Fund 2002130000)**, **Lebanon Fire District (Fund 2002140000)**, **Parkwood Fire District (Fund 2002150000)**, **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 **Emergency Services Telephone System (Fund 2002240000)**.

### **Enterprise Funds**

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.

### **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.

**Community Health Trust Fund (Fund 7007080000)**: This fund accounts for the financial resources acquired through the leasing of Durham Regional Hospital to Duke University and accounts for the earnings of these financial resources and ensures the financial resources are used for health-related operating and capital expenditures.

### **SUPPLEMENTAL SECTIONS**

The **Summary** section provides a summary of sources of revenue and expenditures from the General Fund. An 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, 2012. In addition, the section contains a summary of FTEs for all funds.

The **Appendix** contains supplemental information that includes the FY 2012-13 Budget Calendar and the FY 2012-13 Nonprofit budget request. The **Glossary**, also found in the Appendix, contains information to help the reader understand the terminology used in the budget document.

### **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 (example: licenses, fines, etc.) or when the collection of the amount estimated to be received in the near future (example: property taxes). **Expenditures** in a modified accrual basis are generally recognized in the period goods and services are received or liabilities incurred.

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

The annual operating budget includes information from the **Results Based Accountability (RBA)** initiative on departmental pages. Departments were asked to submit a graph, a two-year history, and strategies for improvement for two to three key performance measures.

### **ONLINE EDITION**

Additional features and functionality have been added to the online version of the Durham County budget document. The online version can be accessed at **[budget.durhamcountync.gov](http://budget.durhamcountync.gov)**. Requirements and instructions to access the document are available at that address.

Several new features have been added including an expanded **Community Profile** only available online. The Community Profile provides information on Durham County's history, citizens, educational institutions, and economic indicators. Information is also made available on recreational points of interest and other areas of note in Durham County.

Additional functionality has also been added to the online edition of this budget document in the way of an interactive table of contents and associated bookmarks throughout functional area and departmental sections.

The **Interactive Table of Contents** allows readers of the online edition to browse to the area of interest in this document by clicking the page number of the section they would like to visit.

**Interactive Bookmarks** allow readers to browse to Departmental sections or return to Functional Area introductions through their use.

| Business area                  | 2009-2010<br>Actual<br>Expenditures | 2010-2011<br>Original<br>Budget | 2010-2011<br>12 Month<br>Estimate | 2011-2012<br>Department<br>Requested | 2011-2012<br>Manager<br>Recommended |
|--------------------------------|-------------------------------------|---------------------------------|-----------------------------------|--------------------------------------|-------------------------------------|
| BOARD OF COUNTY COMMISSIONERS  | \$ 502,178                          | \$ 509,875                      | \$ 504,380                        | \$ 509,128                           | \$ 521,222                          |
| COUNTY ADMINISTRATION          | \$ 1,417,175                        | \$ 1,484,405                    | \$ 1,483,401                      | \$ 1,460,767                         | \$ 1,627,093                        |
| FINANCE                        | \$ 1,952,592                        | \$ 2,033,142                    | \$ 1,915,928                      | \$ 1,991,912                         | \$ 1,991,912                        |
| TAX ADMINISTRATION             | \$ 6,466,968                        | \$ 5,024,810                    | \$ 6,039,432                      | \$ 4,931,755                         | \$ 4,927,455                        |
| LEGAL                          | \$ 1,442,419                        | \$ 1,515,910                    | \$ 1,495,471                      | \$ 1,561,531                         | \$ 1,561,531                        |
| COURT FACILITIES               | \$ 282,186                          | \$ 364,369                      | \$ 333,406                        | \$ 370,564                           | \$ 375,121                          |
| ELECTIONS                      | \$ 1,056,286                        | \$ 1,052,163                    | \$ 998,575                        | \$ 1,542,624                         | \$ 1,542,616                        |
| REGISTER OF DEEDS              | \$ 1,439,217                        | \$ 1,576,352                    | \$ 1,517,931                      | \$ 1,613,559                         | \$ 1,613,559                        |
| GENERAL SERVICES               | \$ 7,058,025                        | \$ 8,278,393                    | \$ 8,185,798                      | \$ 9,211,805                         | \$ 9,031,093                        |
| INFORMATION TECHNOLOGY         | \$ 3,800,711                        | \$ 4,142,739                    | \$ 4,139,520                      | \$ 4,299,782                         | \$ 4,249,193                        |
| HUMAN RESOURCES                | \$ 1,359,682                        | \$ 1,444,284                    | \$ 1,442,141                      | \$ 1,448,508                         | \$ 1,458,508                        |
| BUDGET & MANAGEMENT SERVICES   | \$ 449,895                          | \$ 509,614                      | \$ 455,562                        | \$ 468,733                           | \$ 468,733                          |
| VETERANS SERVICES              | \$ 95,140                           | \$ 95,546                       | \$ 104,803                        | \$ 97,595                            | \$ 97,595                           |
| GEOGRAPHIC INFORMATION SYSTEMS | \$ 360,589                          | \$ 366,638                      | \$ 366,638                        | \$ 367,571                           | \$ 437,613                          |
| SAP SHARED SERVICES            | \$ 1,035,933                        | \$ 1,149,226                    | \$ 975,456                        | \$ 1,061,277                         | \$ 1,061,277                        |
| NONDEPARTMENTAL                | \$35,248,206                        | \$ 31,949,389                   | \$ 37,361,068                     | \$ 44,994,280                        | \$ 46,104,946                       |
| <b>OVERALL RESULT</b>          | <b>\$ 63,967,201</b>                | <b>\$ 61,496,364</b>            | <b>\$ 67,209,510</b>              | <b>\$ 75,931,383</b>                 | <b>\$ 77,069,467</b>                |

By clicking on “Board of County Commissioners” in the table as found on page 47, readers will browse to the beginning of the Board of County Commissioners budget section.

Readers are able to return to the top of the General Fund section by selecting the link at the top of the Functional Area page.

This document was prepared by the Durham County Budget and Management Services Department and is available online at [www.durhamcountync.gov](http://www.durhamcountync.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) 560-0012, or by e-mail at [budget@durhamcountync.gov](mailto:budget@durhamcountync.gov).

# DURHAM COUNTY FY 2012-13 APPROVED BUDGET

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July 1, 2012

Dear Durham County Residents:

I am pleased to present a budget that provides a comprehensive spending plan for Fiscal Year 2012-13. This is the twelfth budget which I have prepared for Durham County and the thirty-fourth budget I have prepared over my career. Durham County Government continues to enjoy one of the strongest reputations in the country for the delivery of high-quality services, but we know we can always do better. This year's budget looks to build upon that reputation as our County provides the funding necessary for a twenty-first century school system, improves the provision of vital and life changing services, implements the County's bold and exciting new Strategic Plan, and continues to support the County's dedicated and highly-skilled workforce, all without increasing the burden on Durham County taxpayers.

#### **Goals of the FY 2012-13 Budget**

A comprehensive annual budget attempts to address and promote long and short term goals within current economic and political constraints, and while this balancing act is not easy in the best of economic times, it becomes significantly harder when revenue sources are flat or growing very slowly. After navigating through decreasing revenues for the past several years, Durham County now finds itself dealing with very slow growing revenues and is planning for similar growth well into the future. This slow growth planning has forced the County to evaluate and adjust its short and long term goals. Our short term goal was to adjust spending to levels that would maximize resources and allow us to balance the FY 2012-13 budget without a tax rate increase. In fact, we were able to do better than that; by finding more efficient ways to deliver services, Durham County's property tax rate will decrease 74.44 cents/\$100 valuation for FY 2012-13.

Longer term, this budget represents a roadmap for accomplishing the priorities of the Board of County Commissioners and addressing the needs and interests of Durham County citizens. I am proud to present a budget to you that addresses the following goals in FY 2012-13:

- ✓ Support for the Durham County Strategic Plan;
- ✓ Maintaining fiscal strength;
- ✓ Holding property taxes as low as possible;
- ✓ Providing services at current levels;
- ✓ Supporting operational needs of new buildings and facilities;
- ✓ Continued strong support of Durham Public Schools;
- ✓ Providing adequate funding for planned capital projects;
- ✓ Partnering with nonprofit agencies for important county services.

## **Durham County Strategic Plan**

Durham County began developing a Strategic Plan over a year and a half ago. Creation of the plan involved months of dialogue with various stakeholders; over 3,000 citizens, employers, Durham County employees, and community leaders responded with their experiences and ideas, from which five goal areas emerged:

- ✓ Community and Family Prosperity and Enrichment
- ✓ Health and Well-being for All
- ✓ Safe and Secure Community
- ✓ Environmental Stewardship
- ✓ Accountable, Efficient, and Visionary Government

Every service we provide touches on one, and in some cases, several of these goal areas. If our community is to genuinely prosper, outcomes stemming from focus on these goal areas must be seen and felt throughout our community. The Strategic Plan is a fluid document; we expect it to evolve over the years and will revisit the plan annually to determine what is working and what is not. Next year's budget represents a roadmap for accomplishing the goals of the Strategic Plan and includes \$192,295 for first-year strategic plan initiatives, such as development of an integrated economic development and job creation strategy, support for re-engagement efforts for disconnected youth, and training to improve first responders' efforts during behavioral health crises.

## **Maintaining the County's Fiscal Strength**

One of the most important focal points in preparing the budget each year is maintaining the County's strong financial position. In 2011, Moody's Investors Service, one of the world's most respected and widely-utilized sources for credit ratings, reaffirmed the County's AAA bond rating after conducting a special review. The AAA rating is the highest rating attainable and allows Durham County to borrow at the lowest rates available, which is a tremendous benefit to taxpayers. One part of ensuring the County's financial strength is maintaining appropriate levels of fund balance. While it seemingly would be easy to tap fund balance for the current economic slowdown, AAA-rated local governments like Durham County are expected to show leadership and the financial fortitude to responsibly manage their finances from year to year by balancing expenditures with available revenues.

The following table shows Durham County's projected fund balance at the end of FY 2011-12. The County projects a modest increase of 0.65% in its General Fund fund balance from 25.73% to 26.38%.

| <b>General Fund fund Balance: Comparison of FY 2011 Actual and FY 2012 Projected</b> |                  |                  |                    |
|--------------------------------------------------------------------------------------|------------------|------------------|--------------------|
|                                                                                      | <b>FY2011</b>    | <b>FY2012</b>    | <b>Anticipated</b> |
|                                                                                      | <b>Actual</b>    | <b>Projected</b> | <b>Change</b>      |
| Total Fund Balance                                                                   | \$117,520,487.00 | \$124,278,673.26 | \$6,758,186.26     |
| Less:                                                                                |                  |                  |                    |
| Non-spendable:                                                                       |                  |                  |                    |
| Inventories                                                                          | \$838,225.00     | \$838,225.00     | \$-                |
| Prepaid expenditures                                                                 | \$30,867.00      | \$30,867.00      | \$-                |
| Restricted:                                                                          |                  |                  |                    |
| Stabilization by State Statute                                                       | \$23,315,459.00  | \$23,315,459.00  | \$-                |
| Museum                                                                               | \$86,735.00      | \$86,735.00      | \$-                |
| Tax technology                                                                       | \$384,449.00     | \$484,542.00     | \$100,093.00       |
| Sheriff                                                                              | \$210,372.00     | \$210,372.00     | \$-                |
| Fire Marshall                                                                        | \$237,215.00     | \$237,215.00     | \$-                |
| Public Health programs                                                               | \$25,706.00      | \$25,706.00      | \$-                |
| Mental Health programs                                                               | \$627,479.00     | \$502,266.00     | \$(125,213.00)     |
| Library programs                                                                     | \$20,063.00      | \$20,063.00      | \$-                |
| Env. Protection programs                                                             | \$87,666.00      | \$87,994.00      | \$328.00           |
| Register of Deeds                                                                    | \$259,375.00     | \$275,796.00     | \$16,421.00        |
| Capital purchases                                                                    | \$137,662.00     | \$220,290.00     | \$82,628.00        |
|                                                                                      | \$91,259,214.00  | \$97,943,143.26  | \$6,683,929.26     |
| Committed:                                                                           |                  |                  |                    |
| Managed Care Organization                                                            | \$-              | \$5,000,147.58   | \$5,000,147.58     |
| Mental health                                                                        | \$1,639,994.00   | \$1,045,930.40   | \$(594,063.60)     |
| Social services                                                                      | \$290,584.00     | \$179,805.00     | \$(110,779.00)     |
| Risk management                                                                      | \$5,810,999.00   | \$5,810,999.00   | \$-                |
| Debt service                                                                         | \$3,910,612.00   | \$4,322,574.56   | \$411,962.56       |
| OPEB                                                                                 | \$21,952,209.00  | \$21,952,209.00  | \$-                |
| Sheriff inmate                                                                       | \$300,167.00     | \$300,167.00     | \$-                |
| Education; Article 46                                                                | \$-              | \$2,776,151.00   | \$2,776,151.00     |
| Assigned:                                                                            |                  |                  |                    |
| Subsequent years                                                                     | \$8,148,653.00   | \$11,612,648     | \$3,463,995.00     |
| Unassigned:                                                                          | \$49,205,996.00  | \$44,942,511.72  | \$(4,263,484.28)   |
| LGC Recommended 8% Minimum                                                           | 25.73%           | 26.38%           | 0.65%              |

### **Holding Property Taxes as Low as Possible**

Each year there is natural growth in the tax base due to new commercial and residential construction. Next year's property tax base is up, but only a very small 0.48. Every 1% of tax base growth equates to \$2.2 million in additional tax dollars, in other words a 4% growth, normal for many years, would have meant an additional \$6.6 million for the County compared to the 0.48% increase, which only provides \$1.06 million. This recession is deep and property tax base growth at 0.48% as compared to an average 3% growth is where the County is taking the biggest hit. The following table presents the estimated property values that were used to develop the budget.

| <b>Property Values: Comparison of FY 2011-12 Actual and FY 2012-13 Projected</b> |                               |                              |                                 |                                             |
|----------------------------------------------------------------------------------|-------------------------------|------------------------------|---------------------------------|---------------------------------------------|
|                                                                                  | <b>FY 2011-12<br/>Adopted</b> | <b>FY 2011-12<br/>Actual</b> | <b>FY 2012-13<br/>Projected</b> | <b>% Change FY 13 from<br/>FY 12 Actual</b> |
| Real Property                                                                    | \$24,496,218,366              | \$24,584,673,998             | \$24,791,503,973                | 0.84%                                       |
| Auto Value                                                                       | \$1,508,498,642               | \$1,635,214,119              | \$1,633,190,171                 | -0.12%                                      |
| Personal Value                                                                   | \$3,098,482,067               | \$3,228,375,515              | \$3,167,632,924                 | -1.88%                                      |
| Public Service                                                                   | \$501,907,483                 | \$468,904,961                | \$468,904,961                   | 0.00%                                       |
| <b>TOTAL</b>                                                                     | <b>\$29,605,106,558</b>       | <b>\$29,917,168,593</b>      | <b>\$30,061,232,029</b>         | <b>0.48%</b>                                |

A continued bright spot in the revenue picture is the County's property tax collection rate. Durham County employees work tirelessly to see that their community, their city, their home is supported with a highly efficient and supportive local government. To that end the Durham County tax department has done an outstanding job over the last several years increasing the property tax collection rate for the County, edging ever closer to 99% collections. With that in mind the County has increased the expected property tax collection rate from 98.55% to 98.80% bringing in an additional \$560,567 in property tax revenue without having to increase the property tax rate.

A positive new development in Durham County's overall revenue picture is the addition of a November 2011 voter approved quarter cent sales tax (Article 46). For FY 2012-13 this new sales tax, paid for on almost all purchases made in Durham County, will bring in an estimated \$9.9 million. This sales tax was proposed to voters as an education sales tax, and by a Board of County Commissioners resolution will be spent on various education related activities. They are as follows:

- 67.12% of the proceeds to Durham Public Schools,
- 8.97% to Durham Technical Community College for scholarships,
- 2.17% Pre-kindergarten programs,
- 21.74% will support Durham Public School capital project debt service

Additionally, there are other property taxes that some Durham County citizens pay. Durham County has seven fire districts serving its unincorporated areas and its citizens in six of the seven districts will see no increase in property taxes. Parkwood fire district requested a tax rate increase in order to maintain current levels of service. The approved rates are as follows:

| <b>Fire District Tax Rates</b> |                               |                               |
|--------------------------------|-------------------------------|-------------------------------|
|                                | <b>FY 2011-12<br/>Adopted</b> | <b>FY 2012-13<br/>Adopted</b> |
| Bahama                         | 0.0600                        | 0.0600                        |
| Bethesda                       | 0.1000                        | 0.1000                        |
| Lebanon                        | 0.1000                        | 0.1000                        |
| Parkwood                       | 0.1100                        | 0.1150                        |
| Redwood                        | 0.1125                        | 0.1125                        |
| Eno                            | 0.0599                        | 0.0599                        |
| New Hope                       | 0.0895                        | 0.0895                        |

The following table shows the funds comprising Durham County's budget:

| FY 2012-13 Total Appropriation for All Funds |                               |                                    |                                    |                                       |
|----------------------------------------------|-------------------------------|------------------------------------|------------------------------------|---------------------------------------|
|                                              | 2011-12<br>Modified<br>Budget | 2012-13<br>Department<br>Requested | 2012-13<br>Commissioner<br>Adopted | % Change<br>FY 12-13 from<br>FY 11-12 |
| General Fund                                 | \$360,271,551                 | \$351,375,913                      | \$348,430,822                      | -3.29%                                |
| Risk Management Fund                         | \$1,972,801                   | \$2,490,605                        | \$2,725,393                        | 38.15%                                |
| SWAP Fund                                    | \$1,701,200                   | \$2,203,000                        | \$3,203,000                        | 88.28%                                |
| MCO Implementation                           | \$8,000,000                   | \$0                                | \$0                                | -100.00%                              |
| Capital Financing Plan Fund                  | \$46,962,324                  | \$50,515,677                       | \$49,068,264                       | 4.48%                                 |
| Benefits Plan Fund                           | \$15,978,660                  | \$16,488,494                       | \$16,526,908                       | 3.43%                                 |
| Bethesda Fire District Fund                  | \$1,686,858                   | \$1,729,059                        | \$1,704,059                        | 1.02%                                 |
| Lebanon Fire District Fund                   | \$1,097,638                   | \$1,145,628                        | \$1,145,628                        | 4.37%                                 |
| Parkwood Fire District Fund                  | \$1,564,240                   | \$1,614,691                        | \$1,614,691                        | 3.23%                                 |
| Redwood Fire District Fund                   | \$746,000                     | \$770,000                          | \$770,000                          | 3.22%                                 |
| New Hope Fire District Fund                  | \$72,518                      | \$73,724                           | \$73,724                           | 1.66%                                 |
| Eno Fire District Fund                       | \$22,956                      | \$23,582                           | \$23,582                           | 2.73%                                 |
| Bahama Fire District Fund                    | \$731,106                     | \$820,778                          | \$820,778                          | 12.27%                                |
| Special Park District Fund                   | \$782,076                     | \$706,448                          | \$706,636                          | -9.65%                                |
| Special Butner District Fund                 | \$17,289                      | \$17,431                           | \$17,431                           | 0.82%                                 |
| Debt Service Fund                            | \$51,320,259                  | \$56,349,297                       | \$56,339,648                       | 9.78%                                 |
| Sewer Utility Fund                           | \$7,792,446                   | \$9,263,930                        | \$9,263,930                        | 18.88%                                |
| George R. Linder Memorial Fund               | \$0                           | \$250                              | \$250                              | 0.00%                                 |
| Community Health Trust Fund                  | \$6,123,499                   | \$3,950,000                        | \$4,071,851                        | -33.50%                               |
| Law Enforcement Officers Trust Fund          | \$237,369                     | \$300,000                          | \$300,000                          | 26.39%                                |
| <b>TOTAL</b>                                 | <b>\$507,080,790</b>          | <b>\$499,838,507</b>               | <b>\$496,806,595</b>               | <b>-2.03%</b>                         |

The total appropriation for all funds in FY 2012-13 is just over \$496.8 million. The General Fund will see a net reduction of 3.29% in funding from its current budget. However, the net reduction is a combination of a \$25.9 million dollar reduction due to the changes occurring with the Durham Center, an increase of \$7 million for Durham Public Schools, and an increase of \$7 million dollars for other County departments and initiatives.

This has been a year of unprecedented transition for The Durham Center (Mental Health). As FY 2010-11 closed, The Durham Center had applied to the State for Medicaid 1915 (b)/(c) waivers as Lead LME in a partnership with Cumberland and Johnston Counties. Subsequently it was approved by the NC Department of Health and Human Resources to operate as a Managed Care Organization under Medicaid waivers for this three-county region beginning in January 2013. Occurring in parallel to the massive task of preparing to implement MCO operations was The Durham Center's merger with the Wake County LME, with an operational start date of July 1, 2012. This merger will result in the largest Managed Care Organization in North Carolina by population, with responsibility for utilization review

and authorization of services for approximately 186,000 Medicaid-eligible citizens in a four-county area with a total population of almost 1.7 million. Significant similarities made the two LMEs logical partners for merger, with benefits anticipated for citizens, consumers, providers and taxpayers. Alliance will administer and service Mental Health operations covering Durham, Wake, Cumberland, and Johnston counties and will continue to utilize space in the Durham County Human Services Complex. In FY 2012-13, Durham County will maintain the same level of funding to the MCO at \$6.7 million dollars.

### **Maintaining County Services**

The various departments of Durham County Government work hard each fiscal year to provide services to meet their missions, goals, and objectives. When the community needs change, departments must be responsive to meet those needs. Creating new positions in local government always has to be analyzed carefully to ensure that the level of service delivery necessitates the new positions. The FY 2012-13 budget eliminates 3.43 County full-time equivalents (FTEs), all of which were supported by grant funds that are no longer available. Additionally, 36.5 new FTEs are being added in order to fulfill needs in Human Resources, DSS, General Services, Tax Administration, IT, Engineering and Environmental Services, Criminal Justice Resource Center, and Public Health. Fourteen of those new FTEs are grant supported. A detailed list of new positions is located on page 44.

The budget includes funding for longer operational hours at our employee wellness clinic, allowing more employees to be seen on the same day for colds, allergies, sore throats, and all of the normal reasons they would visit their primary care physician. Employees may also conveniently fill generic prescriptions at our Public Health Pharmacy. These changes will help to further reduce insurance claims and keep health care costs low. Continued funding is also included for our performance evaluation system whereby employees that meet or exceed performance expectations will receive a 3.25% or 4.25% increase, respectively, in performance pay.

### **Supporting operational needs of new buildings and facilities**

In fiscal year 2012-13, two new major facilities will open: the new County Courthouse and phase II of the Human Services Complex. When completed, these new facilities will help us better serve Durham County residents while changing the skyline of Downtown Durham.

The new County Courthouse benefits Durham County residents by providing additional space and resources to house the judicial needs of Durham County. Including the associated parking structure, almost \$1.5 million dollars is allocated to the maintenance and operation of the new facility, including 11 additional Sheriff's Deputies as well as necessary utility and janitorial services.

Phase II of the Human Services Complex includes facilities to further consolidate the location of Durham County Public Health and Social Services resources. With the relocation of Social Service offices to the facility, increased operating costs associated with the completed phase are slightly more than \$200,000.

### **Continued Strong Support for Durham Public Schools**

Durham citizens continued to show their strong support for the education of Durham children by approving a new quarter (0.25) cent sales tax (Article 46) in November 2011. This self-imposed sales tax will bring in an estimated \$9.9 million to Durham County, with all of the proceeds supporting education in one form or another. Durham Public Schools will directly receive 67.12% of the estimated \$9.9 million equaling \$6,644,880, along with another \$414,830 dedicated to Pre-K related services. Durham County

will appropriate \$117,166,662 for Durham Public Schools, with \$115,796,662 budgeted for current expense funding and \$1.37 million for current capital, representing a 6.41% (\$7,059,710) increase over FY 2011-12 funding. This budget fully funds the Board of Education's budget request for FY 2012-13 and increases Durham County per pupil funding by \$120 to \$3,165. This level of local per pupil funding is far ahead of any of the 10 most populous counties in the state, and that gap continues to grow.

The Board of County Commissioners, Board of Education, and Superintendent Becoats are to be commended for finding a funding solution that vigorously supports Durham Public Schools in a time where state and federal funding is declining, and for also allowing Durham County to keep from increasing its property tax rate .

An often unseen area of county support for Durham education is its support of various capital projects. The County has had three bond referendums since 2001 with the vast majority of those funds allotted to Durham Public School capital projects. The last bond referendum was in 2007 and DPS continues to spend those General Obligation bonds for new schools and existing school renovations. County debt service funding for Durham Public Schools continues to grow and for FY 2012-13 totals \$28,921,292, equating to an additional \$874 per Durham Public School pupil.

#### **Providing Adequate Funding for Planned Capital Projects**

FY 2012-13 will be an exciting year for Durham County capital projects as the final section of the new Human Services complex becomes fully operational and the new courthouse will become fully operational. Durham Public Schools continues to use 2007 GO Bond funds to largely upgrade existing schools and build new ones, while our open space and farmland acquisition program continues to purchase natural areas for citizen enjoyment and wilderness protection. These and other smaller projects constitute the current capital improvement activity, but they are not the only capital improvements driving the annual debt service payment supported by the County.

Over the last 10 years Durham County has had three GO Bond referendums pass supporting school construction, Durham Technical Community College expansion, new regional libraries, and North Carolina Museum of Life and Science expansion and renovation. Other loans have supported a new courthouse, a new Human Services complex, IT hardware and software upgrades for the County and vehicle replacement for the Sheriff and EMS, just to name a few. All of these capital improvements come with a long term cost as payment for most improvements are over a 20 year span. The recent level of capital improvement activity for Durham County has been unprecedented and a steadily increasing amount of annual debt service needed to pay for that activity is an expected and planned for result.

Annual debt service payments are supported with a variety of revenue sources; sales tax; Community Health Trust Funds, interest earnings, parking deck revenues, lottery funds (when available) and property tax (the largest single revenue source). The past couple of years have seen annual debt service payments rising as various existing revenue sources used to support that debt, namely sales tax, lottery funds, and interest earnings, have been holding steady or slightly increasing. A new revenue source has been added to help offset growing Durham Public School debt. A portion of Article 46 sales tax (newly approved by Durham County voters in November 2011) will be allotted each year for DPS debt service, for FY 2012-13 the amount is \$2.15 million. For FY 2012-13 the annual debt service payment increased

\$5.2 million from FY 2011-12 with various revenues sources other than property tax growing enough to meet that amount. This means that the amount of property tax delegated to supporting debt service payments stayed flat leaving more revenue available for County operating needs.

The County used several one-time revenue sources for FY 2011-12 to make up some of the difference (Capital Fund and Debt Service fund balance), but will need to rely on significantly increasing property tax revenue in the coming years. This has been expected and implicitly agreed on by the Durham County citizens who have approved three different GO Bond referendums over the last decade.

### **Partnering with Nonprofit Agencies for Important County Services**

Our final goal in preparing the FY 2012-13 was continuing the community partnerships that help Durham County fulfill its mission by extending and enhancing the services the County provides. Each year the County invites nonprofit agencies to submit applications to provide services to citizens that accomplish one of the following:

- ✓ Provide a service to the community through more cost-effective means than government;
- ✓ Supplement and/or extend current County human services at a reduced cost; or
- ✓ Fill in gaps that exist between the level of services the County provides and unmet community needs.

Durham County received 53 nonprofit funding applications from area organizations this year, with requests totaling over \$1.87 million. Unfortunately, the County was unable to fund every applicant. \$794,849 is allocated to support 41 non-profit programs or organizations in FY 2012-13. The following table lists the nonprofit agencies receiving funding. A detailed listing of all non-profit applicants and their approved funding awards is available on page 299.

| <b>FY 2012-2013 Non-Profit Funding</b>    |                                    |                                      |                                    |
|-------------------------------------------|------------------------------------|--------------------------------------|------------------------------------|
| <b>Functional Area</b>                    | <b>FY12<br/>Adopted<br/>Budget</b> | <b>FY13<br/>Requested<br/>Amount</b> | <b>FY13<br/>Adopted<br/>Budget</b> |
| Human Services Nonprofit Agencies         | \$601,801                          | \$1,271,959                          | \$581,551                          |
| Culture and Recreation Nonprofit Agencies | \$58,408                           | \$216,680                            | \$72,953                           |
| Education Nonprofit Agencies              | \$103,286                          | \$246,040                            | \$82,250                           |
| Public Safety Nonprofit Agencies          | \$72,172                           | \$143,421                            | \$58,095                           |
|                                           | <b>\$835,667</b>                   | <b>\$1,878,100</b>                   | <b>\$794,849</b>                   |

### **A County of Distinction**

We will continue to reap state and national awards for the services we provide as long as our leadership and workforce continue to put their creativity to work and show the passion to make a difference in our community. Our employees' dedication is reflected by the awards and recognition received by our departments and individual staff. The following is a partial list of state and national accolades that have been bestowed upon Durham County, as well as highlights of new projects and initiatives currently underway:

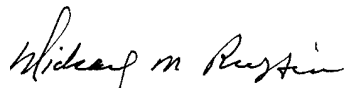
- ❖ The County maintained its AAA bond rating with all three credit rating agencies, putting in the top 1% of counties in the U.S. in this respect.
- ❖ The Finance Department was awarded the Government Finance Officers Association's (GFOA) Certificate of Excellence in Financial Reporting for the FY 2010-11 Comprehensive Annual Financial Report (CAFR).
- ❖ The first phase of the Human Services Complex on Main Street was completed allowing the Public Health Department and Durham Center to move in the spring. Phase Two of the building and our Social Services Department will join them in FY 2013-2014.
- ❖ Construction of the new state-of-the-art Durham County Courthouse is underway, with completion scheduled for late 2012 and move in set for early 2013.
- ❖ Durham County remains committed to sustainability. Two more of our facilities were awarded LEED Certifications: A Silver award for the Durham County Criminal Justice Resource Center major renovation project which reopened a year ago, and a Gold Certification for the new South Regional Library. We now have a total of seven LEED Certified buildings.
- ❖ The Budget and Management Services Department received the GFOA Distinguished Budget Presentation Award for FY 2011-12 budget document.
- ❖ The Triangle Business Journal selected Durham County Government as one of the winners of its first 2011 Healthiest Employers awards, specifically for our wellness programs that help employees identify and manage chronic illnesses.

In conclusion, the budget that follows has been carefully and thoughtfully prepared. Important community needs are met in the context of goals that both the Board and our dedicated workforce share. In short, a reasonable spending plan has been approved that maintains high levels of service at a cost our community can afford.

Thank you for your continued interest in and support of Durham County.

With highest regards, I am

Sincerely,



Michael M. Ruffin  
County Manager

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## FY 2012-13 BUDGET HIGHLIGHTS

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- The tax rate will decrease from 74.59 cents/\$100 valuation to 74.44 cents/\$100 valuation.
- Property tax collection percentage increases to 98.8%, up 0.25% from FY 2011-12.
- Sales taxes, including an Interlocal Agreement with the City of Durham, are estimated to increase 30.47% from the current year primarily due to the collection of the new ¼ cent Article 46 sales tax approved by Durham County voters in 2011. Estimated growth without the new sales tax included is projected at 8.12%. FY 2011-12 collections are expected to outpace budget amounts due to lower reimbursements and economic growth. See the Revenue Highlights page for more detail.
- Various fee increases in these departments: General Services-Solid Waste, Public Health and the Enterprise Utility Fund.
- Net General Fund decrease of 69.43 FTEs for FY 2012-13. This is mainly due to 102.50 Mental Health/Managed Care FTEs being eliminated through the creation of the Alliance Behavioral Health Care MCO.
- Eliminating 3.43 FTEs which were grant supported.
- Adding 36.50 new General Fund FTE's.
- Continued pay-for performance salary increases for employees for FY 2012-13.
- Continued suspension of the longevity program for FY 2012-13.
- The total cost of the County benefits plan fund has increased 2.4% or \$393,074.
- Decrease in the participation rate for the County contribution to the Local Government Employees Retirement System (LGERS) from 6.95% to 6.74% for local general class and from 7.05% to 6.77% for LEO class, approximately \$175,000.
- Increased General Fund fund balance appropriation from \$5.1 to \$8.4 million.
- \$3.95 million in Community Health Trust Fund annual lease revenues will be transferred to the General Fund to support health care related expenditures.
- Funding to Durham Public Schools to increase 6.41%; no increase in capital outlay funding. The entire increase is supported by new Article 46 sales tax (and includes Article 46 sales tax funding of Pre-K programs).
- Durham Technical Community College funding increases by 30%. \$883,030 of the increase is related to Article 46 quarter cent sales tax revenue which will be used for student scholarship support.
- North Carolina Museum of Life and Science current expense funding increases 7.65%
- Vehicle and equipment loan supports 60 vehicles (new (3) and replacement (57) vehicles) for the Criminal Justice Resource Center, Emergency Management, EMS, Engineering, Fire Marshal, General Services, Sheriff, Tax Administration, and the Youth Home, and new equipment for General Services, EMS, and the Sheriff. (detailed on the Vehicle & Equipment page in the document).
- Fire Tax District study receives \$150,000 of funding.
- Open Space Matching Grants funding is restored to FY 2009-10 funding level of \$77,175.
- 53 nonprofit agencies applied for funding with requests totaling \$1,878,100; 41 agencies are approved for funding in FY 2012-13 for a total of \$794,849.
- Reduction in the County portion of the Durham Convention Center subsidy by \$76,469.
- Funding for Durham County's participation in the Mayor's Summer Youth Workers Program \$49,410.
- Debt Service funding increases \$4.2 million, while property tax dedicated to support debt service stays flat at 5.94 cents. Funding from other sources, SWAP fund, Lottery funds, and Article 46 sales tax limited the amount of property tax needed to support debt service.
- Customer service initiative that includes: 1 greeter in the Administrative Complex, 3 greeters in the Human Services Complex to help citizens who appear in these facilities. These greeters will be available to answer questions, provide directions and escort citizens, if necessary, to their requested destination. We will also add 1 new call taker in the Tax Department Call Center. All call takers will be trained for this new customer service initiative. We will begin publishing the 8 most frequently dialed numbers in the telephone directory. The Tax Department will be the featured number and the Tax Administration Call Center will assist in routing calls to the appropriate areas in order to improve efficiency in the way calls are handled.
- Funding of \$192,295 to implement first year strategic plan initiatives, such as development of an integrated economic development and job creation strategy, support for re-engagement efforts for disconnected youth, and training to improve first responders' efforts during behavioral health crises.



## **Ordinance**

The legally adopted plan for raising and spending money  
in Fiscal Year 2012-2013 for Durham County.



## **ANNUAL BUDGET ORDINANCE**

**Durham County**

**North Carolina**

**FY 2012-13**

WHEREAS, the proposed budget for FY 2012-13 was submitted to the Board of Commissioners on May 29, 2012 by the Durham County Manager and filed with the Clerk to the Board on that date pursuant to G.S. 159-11;

WHEREAS, on June 11, 2012, the Durham County Board of Commissioners held a public hearing on the budget pursuant to G.S. 159-12;

WHEREAS, on June 25, 2012, 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, 2012 and ending June 30, 2013, 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 2012-13

| Function                    | General Fund         | Swap Fund          | Capital Financing Fund | Special Revenue Funds | Debt Service Fund   | Enterprise Fund    | Total Appropriation  |
|-----------------------------|----------------------|--------------------|------------------------|-----------------------|---------------------|--------------------|----------------------|
| General Government          | \$81,775,474         | \$3,203,000        | \$49,068,264           | \$1,706,558           | \$56,339,648        | \$836,592          | \$192,929,536        |
| Public Safety               | \$45,864,742         | ---                | ---                    | \$4,463,335           | ---                 | ---                | \$50,328,077         |
| Transportation              | \$12,500             | ---                | ---                    | ---                   | ---                 | ---                | \$12,500             |
| Environmental Protection    | \$3,525,212          | ---                | ---                    | ---                   | ---                 | ---                | \$3,525,212          |
| Economic and Physical       | \$4,076,217          | ---                | ---                    | \$706,636             | ---                 | ---                | \$4,782,853          |
| Human Services              | \$79,460,742         | ---                | ---                    | ---                   | ---                 | ---                | \$79,460,742         |
| Education                   | \$122,877,101        | ---                | ---                    | ---                   | ---                 | ---                | \$122,877,101        |
| Cultural and Recreation     | \$10,838,834         | ---                | ---                    | ---                   | ---                 | ---                | \$10,838,834         |
| Utilities                   | ---                  | ---                | ---                    | ---                   | ---                 | \$8,427,338        | \$8,427,338          |
| Other                       | ---                  | ---                | ---                    | ---                   | ---                 | ---                | \$0                  |
| <b>Total Appropriations</b> | <b>\$348,430,822</b> | <b>\$3,203,000</b> | <b>\$49,068,264</b>    | <b>\$6,876,529</b>    | <b>\$56,339,648</b> | <b>\$9,263,930</b> | <b>\$473,182,193</b> |

### Section 2. Summary of Revenues by Fund and Revenue Category - FY 2012-13

| Category                    | General Fund         | Swap Fund          | Capital Financing Fund | Special Revenue Funds | Debt Service Fund   | Enterprise Fund    | Total Appropriation  |
|-----------------------------|----------------------|--------------------|------------------------|-----------------------|---------------------|--------------------|----------------------|
| Taxes                       | \$267,430,631        | ---                | \$17,656,044           | \$6,560,623           | ---                 | ---                | \$291,647,298        |
| Licenses and Permits        | \$659,000            | ---                | ---                    | ---                   | ---                 | \$3,000            | \$662,000            |
| Intergovernmental           | \$47,352,959         | ---                | ---                    | ---                   | ---                 | ---                | \$47,352,959         |
| Contributions and Donations | \$30,023             | ---                | ---                    | ---                   | ---                 | ---                | \$30,023             |
| Investment Income           | \$300,000            | ---                | \$10,000               | ---                   | \$528,221           | \$15,000           | \$853,221            |
| Rental Income               | \$266,611            | ---                | \$392,218              | ---                   | ---                 | ---                | \$658,829            |
| Service Charges             | \$15,315,907         | ---                | ---                    | ---                   | ---                 | ---                | \$15,315,907         |
| Enterprise Charges          | ---                  | ---                | ---                    | ---                   | ---                 | \$8,984,990        | \$8,984,990          |
| Sewer Connection Fees       | \$234,113            | ---                | ---                    | ---                   | ---                 | \$260,940          | \$495,053            |
| Other Revenues              | \$368,917            | \$2,203,000        | ---                    | ---                   | ---                 | ---                | \$2,571,917          |
| Other Financing Sources     | \$16,472,661         | \$1,000,000        | \$31,010,002           | \$315,906             | \$55,811,427        | ---                | \$104,609,996        |
| <b>Total Revenue</b>        | <b>\$348,430,822</b> | <b>\$3,203,000</b> | <b>\$49,068,264</b>    | <b>\$6,876,529</b>    | <b>\$56,339,648</b> | <b>\$9,263,930</b> | <b>\$473,182,193</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, 2012 at an anticipated collection rate of 98.80 percent. Rates are per \$100.00 of assessed valuation of taxable property.

| District                 | Rate    |
|--------------------------|---------|
| Durham County-countywide | \$.7444 |

**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, 2012 at the anticipated collection rates noted below. Rates are per \$100.00 of assessed valuation of taxable property.

| District               | Rate    | Collection Rate | District               | Rate    | Collection Rate |
|------------------------|---------|-----------------|------------------------|---------|-----------------|
| Bahama Fire District   | \$.0600 | 98.7%           | Lebanon Fire District  | \$.1000 | 98.7%           |
| Bethesda Fire District | \$.1000 | 98.7%           | New Hope District      | \$.0895 | 98.7%           |
| Eno Fire District      | \$.0599 | 98.3%           | Parkwood Fire District | \$.1150 | 98.7%           |
|                        |         |                 | Redwood Fire District  | \$.1125 | 98.3%           |

**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, 2012, for property located within the Durham County portion of the Durham-Wake Counties Research Triangle Park Research and Production Service District for the raising of revenue for said district. The anticipated collection rate is 98.7 percent.

|                                        | Tax Rate | Appropriation |
|----------------------------------------|----------|---------------|
| Research & Production Service District | \$.0374  | \$706,636     |

There is hereby appropriated to the Durham-Wake Counties Research and Production Service District from the net proceeds of this tax the amount of \$706,636 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, excluding those established by state statute, are levied in the amounts set forth in the attached Fee Schedules. (See Attachment 1)

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

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

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

|                     |                  |
|---------------------|------------------|
| Current Expense     | \$5,325,689      |
| Capital Outlay      | <u>\$302,500</u> |
| Total Appropriation | \$5,628,189      |

- a) It is the intent of the Durham County Board of County Commissioners in appropriating these funds that Durham Technical Community College allocate current expense funding of \$888,030 for needs based financial assistance for enrolled students.

**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 2012-13 is as below:

|                     |                    |
|---------------------|--------------------|
| Current Expense     | \$115,796,662      |
| Capital Outlay      | <u>\$1,370,000</u> |
| Total Appropriation | \$117,166,662      |

- a) In addition, the Durham Public Schools budget should reflect local appropriations by purpose, function, and project. Once adopted, such resolution shall not be amended without the prior approval of the Board of Commissioners if the cumulative effect of such amendment would be to increase or decrease the amount of county appropriations allocated by purpose, function, or project by 15 percent or more.
- b) The Board of Commissioners and the County Manager shall be informed in writing of the audited fund balance amounts within 30 days of completion of the external audit.
- c) Transfers between capital outlay and current expense shall be approved by the Board of Commissioners.
- d) Durham Public Schools is authorized to use Public School Building Capital Funds, and Lottery Funds for capital outlay requests, with the approval of the Board of Commissioners.
- e) It is the intent of the Durham County Board of County Commissioners in appropriating these funds that the Board of Education allocate current expense funding of \$414,830 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; 13.5 percent for teachers with 10-20 years experience; and 14.5% for teachers with 20 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**

Estimated Revenue    \$2,725,393

Estimated Expense    \$2,725,393

**BENEFITS PLAN FUND**

Estimated Revenue    \$16,526,908

Estimated Expense    \$16,526,908

**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                      \$300,000

George Linder Memorial Fund                                      \$250

Community Health Trust Fund                                      \$4,071,851

**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 2012-13, the County Contribution is designated at 5.24%.

**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 25<sup>th</sup> day of June 2012.**

| Department                | Fee Type                                                 | FY 2011-12 Adopted Fees                                                                                                                                                                                                                                                                   | FY 2012-13 Adopted Fees                                                                                                                                                                                                                                                                   |
|---------------------------|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>All Departments</b>    | 8.5 x 11 paper copies                                    | \$0.05/page (unless otherwise stated)                                                                                                                                                                                                                                                     | \$0.05/page (unless otherwise stated)                                                                                                                                                                                                                                                     |
| <b>Animal Control</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                                                                                                                                                                                                                                                                                   |
|                           | All other domestic animals                               | \$6/day                                                                                                                                                                                                                                                                                   | \$6/day                                                                                                                                                                                                                                                                                   |
|                           | Livestock                                                | \$15/day                                                                                                                                                                                                                                                                                  | \$15/day                                                                                                                                                                                                                                                                                  |
|                           | Animals that cannot be housed at shelter                 | Cost of 3rd party provider                                                                                                                                                                                                                                                                | Cost of 3rd party provider                                                                                                                                                                                                                                                                |
|                           | <b>Animal Tax</b>                                        |                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                           |
|                           | Unaltered animals                                        | \$75/animal                                                                                                                                                                                                                                                                               | \$75/animal                                                                                                                                                                                                                                                                               |
|                           | Altered animals                                          | \$10/animal                                                                                                                                                                                                                                                                               | \$10/animal                                                                                                                                                                                                                                                                               |
|                           | Exempt animals                                           | \$10/animal                                                                                                                                                                                                                                                                               | \$10/animal                                                                                                                                                                                                                                                                               |
|                           | <b>Kennel License</b>                                    |                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                           |
|                           | General license (5-10 animals)                           | \$40                                                                                                                                                                                                                                                                                      | \$40                                                                                                                                                                                                                                                                                      |
|                           | General license (11-20 animals)                          | \$80                                                                                                                                                                                                                                                                                      | \$80                                                                                                                                                                                                                                                                                      |
|                           | Show/Breeder license (5-10 animals)                      | \$300                                                                                                                                                                                                                                                                                     | \$300                                                                                                                                                                                                                                                                                     |
|                           | Show/Breeder license (11-20 animals)                     | \$675                                                                                                                                                                                                                                                                                     | \$675                                                                                                                                                                                                                                                                                     |
|                           | Show/Breeder license (20 + animals)                      | \$1,200                                                                                                                                                                                                                                                                                   | \$1,200                                                                                                                                                                                                                                                                                   |
|                           | Individual hunter kennel license (5-8 animals)           | \$300                                                                                                                                                                                                                                                                                     | \$300                                                                                                                                                                                                                                                                                     |
|                           | Individual hunter kennel license (9-15 animals)          | \$420                                                                                                                                                                                                                                                                                     | \$420                                                                                                                                                                                                                                                                                     |
|                           | Individual hunter kennel license (16-24 animals)         | \$675                                                                                                                                                                                                                                                                                     | \$675                                                                                                                                                                                                                                                                                     |
|                           | Hunt club kennel license (25-49 animals)                 | \$1,200                                                                                                                                                                                                                                                                                   | \$1,200                                                                                                                                                                                                                                                                                   |
|                           | Hunt club kennel license (50 + animals)                  | \$3,000                                                                                                                                                                                                                                                                                   | \$3,000                                                                                                                                                                                                                                                                                   |
|                           | Permit Fee - Exotic Animal                               | \$75                                                                                                                                                                                                                                                                                      | \$75                                                                                                                                                                                                                                                                                      |
|                           | Rabies vaccination (at shelter or animal control office) | \$15                                                                                                                                                                                                                                                                                      | \$15                                                                                                                                                                                                                                                                                      |
|                           | Rabies vaccination (field vaccinations)                  | \$20                                                                                                                                                                                                                                                                                      | \$20                                                                                                                                                                                                                                                                                      |
| <b>Board of Elections</b> |                                                          |                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                           |
|                           | Reports - 8.5 x 11 paper                                 | Free                                                                                                                                                                                                                                                                                      | Free                                                                                                                                                                                                                                                                                      |
|                           | Diskettes and CDs - processing fee                       | \$25                                                                                                                                                                                                                                                                                      | \$25                                                                                                                                                                                                                                                                                      |
|                           | Labels - duplex on 8.5 x 11 paper                        | Free with furnished labels                                                                                                                                                                                                                                                                | Free with furnished labels                                                                                                                                                                                                                                                                |
|                           | Certificates                                             | \$1                                                                                                                                                                                                                                                                                       | \$1                                                                                                                                                                                                                                                                                       |
|                           | Maps                                                     |                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                           |
|                           | 8.5 x 11 paper                                           | Free                                                                                                                                                                                                                                                                                      | Free                                                                                                                                                                                                                                                                                      |
|                           | 34 x 42 paper                                            | \$10                                                                                                                                                                                                                                                                                      | \$10                                                                                                                                                                                                                                                                                      |
| <b>Fire Marshal</b>       |                                                          |                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                           |
|                           | See attached detail                                      |                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                           |
| <b>General Services</b>   |                                                          |                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                           |
|                           | Solid Waste Management fee (County)                      | \$95/year                                                                                                                                                                                                                                                                                 | \$105/year                                                                                                                                                                                                                                                                                |
|                           | Solid Waste Management fee (City)                        | \$95/year                                                                                                                                                                                                                                                                                 | \$105/year                                                                                                                                                                                                                                                                                |
|                           | Solid Waste Management fee (out of County users)         | \$155/year                                                                                                                                                                                                                                                                                | \$165/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 \$5 per book; maximum \$25 per account when all items returned; maximum fines allowed for checkout - \$10; referral to collection agency when balance in lost materials exceeds \$50 | Fee structure is the same for all materials: 3-day grace period, \$1 on 4th day, \$0.25/day, maximum \$5 per book; maximum \$25 per account when all items returned; maximum fines allowed for checkout - \$10; referral to collection agency when balance in lost materials exceeds \$50 |
|                           | Legal notice fee                                         | \$10/account at time of notification 60 days                                                                                                                                                                                                                                              | \$10/account at time of notification 60 days                                                                                                                                                                                                                                              |

| Department                       | Fee Type                                                         | FY 2011-12 Adopted Fees                                                                                                                                                                                                                      | FY 2012-13 Adopted Fees                                                                                                                                                                                                                      |
|----------------------------------|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Library</b>                   |                                                                  |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                              |
|                                  | AV rental equipment                                              | \$5/day/item, no maximum                                                                                                                                                                                                                     | \$5/day/item, no maximum                                                                                                                                                                                                                     |
|                                  | Duplicating                                                      | \$0.10/page                                                                                                                                                                                                                                  | \$0.10/page                                                                                                                                                                                                                                  |
|                                  | Out-of-County users                                              | \$45                                                                                                                                                                                                                                         | \$45                                                                                                                                                                                                                                         |
|                                  | Meeting room rental fee                                          | Nonprofits: no refreshments - free; refreshments - \$25<br>Commercial/For-profit: meetings up to 4 hours - \$100;<br>meetings more than 4 hours - \$200 (no separate fee for<br>refreshments; fee included in room rental)<br>Partners: free | Nonprofits: no refreshments - free; refreshments - \$25<br>Commercial/For-profit: meetings up to 4 hours - \$100;<br>meetings more than 4 hours - \$200 (no separate fee for<br>refreshments; fee included in room rental)<br>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)          | \$3.63/hundred cubic feet                                                                                                                                                                                                                    | \$3.80/hundred cubic feet                                                                                                                                                                                                                    |
|                                  | Monthly service fees (County customers without City water)       |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                              |
|                                  | 1 or 2 bedrooms                                                  | \$19.69                                                                                                                                                                                                                                      | \$20.61                                                                                                                                                                                                                                      |
|                                  | 3 bedrooms                                                       | \$44.31                                                                                                                                                                                                                                      | \$46.38                                                                                                                                                                                                                                      |
|                                  | 4 or more bedrooms                                               | \$71.14                                                                                                                                                                                                                                      | \$74.47                                                                                                                                                                                                                                      |
|                                  | 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                                 | New                                                                                                                                                                                                                                          | At cost                                                                                                                                                                                                                                      |
|                                  | Inspection/Management fee                                        | \$2/linear foot                                                                                                                                                                                                                              | \$2/linear foot                                                                                                                                                                                                                              |
|                                  | Reinspection fee (per inspection)                                | \$200                                                                                                                                                                                                                                        | \$200                                                                                                                                                                                                                                        |
|                                  | Lateral fee (per service)                                        | At cost                                                                                                                                                                                                                                      | At cost                                                                                                                                                                                                                                      |
|                                  | Lateral inspection fee                                           | \$300                                                                                                                                                                                                                                        | \$300                                                                                                                                                                                                                                        |
|                                  | Capital Recovery Charges                                         |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                              |
|                                  | Single family (min. 2 bedrooms)                                  | \$634 each                                                                                                                                                                                                                                   | \$634 each                                                                                                                                                                                                                                   |
|                                  | Single family (each bedroom above 2)                             | \$323/bedroom                                                                                                                                                                                                                                | \$323/bedroom                                                                                                                                                                                                                                |

| Department | Fee Type                                                                                                          | FY 2011-12 Adopted Fees                        | FY 2012-13 Adopted Fees                        |
|------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------------------------------------------------|
| Utilities  |                                                                                                                   |                                                |                                                |
|            | Multi-family units (apartments, duplexes, condominiums; min. 2 bedrooms)                                          | \$647 each                                     | \$647 each                                     |
|            | Multi-family units (apartments, duplexes, condominiums; each bedroom above 2)                                     | \$323/bedroom                                  | \$323/bedroom                                  |
|            | Multi-family (motels, hotels)                                                                                     | \$323/room                                     | \$323/room                                     |
|            | Multi-family (motels, hotels with cooking facilities in room)                                                     | \$472/room                                     | \$472/room                                     |
|            | Nursing/Rest home                                                                                                 | \$161/bed                                      | \$161/bed                                      |
|            | Nursing/Rest home with laundry                                                                                    | \$323/bed                                      | \$323/bed                                      |
|            | Office - per shift                                                                                                | \$67/person                                    | \$67/person                                    |
|            | Factory - per shift                                                                                               | \$67/person                                    | \$67/person                                    |
|            | Factory with showers - per shift                                                                                  | \$93/person                                    | \$93/person                                    |
|            | Store/Shopping Center/Mall                                                                                        | \$323/1,000 sq. ft.                            | \$323/1,000 sq. ft.                            |
|            | Store/Shopping Center/Mall with food service (ADD)                                                                | \$93/person                                    | \$93/person                                    |
|            | Restaurant (greater of per seat or per 15 sq. ft. of dining area)                                                 | \$323/1,000 sq. ft.                            | \$323/1,000 sq. ft.                            |
|            | Restaurant - 24-hour service                                                                                      | \$135/seat                                     | \$135/seat                                     |
|            | Restaurant - single service (exclusive of fast food)                                                              | \$67/seat                                      | \$67/seat                                      |
|            | School - day with cafeteria, gym, showers                                                                         | \$40/student                                   | \$40/student                                   |
|            | School - day with cafeteria only                                                                                  | \$32/student                                   | \$32/student                                   |
|            | School - day with neither cafeteria nor showers                                                                   | \$28/student                                   | \$28/student                                   |
|            | School - boarding                                                                                                 | \$161/person                                   | \$161/person                                   |
|            | Church (not including food service, day care, camps)                                                              | \$7/seat                                       | \$7/seat                                       |
|            | Miscellaneous (based on daily average flow of facilities not described above)                                     | \$2.69/gallon                                  | \$2.69/gallon                                  |
|            | Monthly Sewer Service Charge - Water Meter Size                                                                   |                                                |                                                |
|            | 5/8"                                                                                                              | \$3.93                                         | \$3.93                                         |
|            | 1"                                                                                                                | \$7.92                                         | \$7.92                                         |
|            | 1.5"                                                                                                              | \$14.12                                        | \$14.12                                        |
|            | 2"                                                                                                                | \$21.56                                        | \$21.56                                        |
|            | 3"                                                                                                                | \$45.11                                        | \$45.11                                        |
|            | 4"                                                                                                                | \$76.11                                        | \$76.11                                        |
|            | 6"                                                                                                                | \$156.69                                       | \$156.69                                       |
|            | 8"                                                                                                                | \$224.88                                       | \$224.88                                       |
|            | Over 8"                                                                                                           | \$361.26                                       | \$361.26                                       |
|            | Surcharge Fees                                                                                                    |                                                |                                                |
|            | BOD (Biochemical Oxygen Demand)<br><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)<br><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)<br><i>Surcharge is applied for discharge concentrations greater than 40 mg/L</i>    | \$0.75/lb.                                     | \$0.75/lb.                                     |
|            | TP (Total Phosphorous)<br><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                                          |
|            | Significant Industrial User Permit fee                                                                            | eliminated due to inefficiencies in collection | eliminated due to inefficiencies in collection |
|            | Permit modification fee                                                                                           | \$200                                          | \$200                                          |
|            | Authorization to Construct review                                                                                 | \$300                                          | \$300                                          |
|            | Monitoring Charges                                                                                                |                                                |                                                |
|            | Sampling without Mercury 1631                                                                                     | \$95                                           | \$95                                           |

| Department                        | Fee Type                                                | FY 2011-12 Adopted Fees              | FY 2012-13 Adopted Fees              |
|-----------------------------------|---------------------------------------------------------|--------------------------------------|--------------------------------------|
| <b>Utilities</b>                  |                                                         |                                      |                                      |
|                                   | Sampling with Mercury 1631                              | \$95                                 | \$95                                 |
|                                   | Aluminum                                                | \$10                                 | \$10                                 |
|                                   | Ammonia                                                 | \$11                                 | \$11                                 |
|                                   | Antimony                                                | \$10                                 | \$10                                 |
|                                   | Arsenic                                                 | \$10                                 | \$10                                 |
|                                   | BOD5                                                    | \$17                                 | \$17                                 |
|                                   | Cadmium                                                 | \$10                                 | \$10                                 |
|                                   | CBOD5                                                   | \$17                                 | \$17                                 |
|                                   | Chloride                                                | \$10                                 | \$10                                 |
|                                   | Chromium                                                | \$10                                 | \$10                                 |
|                                   | COD                                                     | \$25                                 | \$25                                 |
|                                   | Copper                                                  | \$10                                 | \$10                                 |
|                                   | Cyanide                                                 | \$22                                 | \$22                                 |
|                                   | Ethanol                                                 | \$150                                | \$150                                |
|                                   | Fluoride                                                | \$19                                 | \$19                                 |
|                                   | Gallium                                                 | \$12                                 | \$12                                 |
|                                   | Indium                                                  | \$12                                 | \$12                                 |
|                                   | Lead                                                    | \$10                                 | \$10                                 |
|                                   | Mercury (Method 1631)                                   | \$120                                | \$120                                |
|                                   | MEK                                                     | \$120                                | \$120                                |
|                                   | Molybdenum                                              | \$10                                 | \$10                                 |
|                                   | Nickel                                                  | \$10                                 | \$10                                 |
|                                   | NO2 + NO3                                               | \$13                                 | \$13                                 |
|                                   | Oil and grease                                          | \$50                                 | \$50                                 |
|                                   | Oil and grease (nonpolar)                               | \$75                                 | \$75                                 |
|                                   | pH                                                      | \$10                                 | \$10                                 |
|                                   | Selenium                                                | \$10                                 | \$10                                 |
|                                   | Silver                                                  | \$10                                 | \$10                                 |
|                                   | Tin                                                     | \$10                                 | \$10                                 |
|                                   | TKN                                                     | \$19                                 | \$19                                 |
|                                   | Total Phosphorous                                       | \$10                                 | \$10                                 |
|                                   | TSS                                                     | \$8                                  | \$8                                  |
|                                   | Total Toxic Organics                                    | \$610                                | \$610                                |
|                                   | Volatile Organic Chemicals                              | \$120                                | \$120                                |
|                                   | Zinc                                                    | \$10                                 | \$10                                 |
|                                   | Acetone                                                 | \$120 for complete Pharma test group | \$120 for complete Pharma test group |
|                                   | Ethyl Acetate                                           |                                      |                                      |
|                                   | Isopropyl Acetate                                       |                                      |                                      |
|                                   | Methylene Chloride                                      |                                      |                                      |
|                                   | n-Amyl Acetate                                          |                                      |                                      |
|                                   | Basic Life Support (BLS) service fee + mileage          | \$525 + \$9/mile                     | \$525 + \$9/mile                     |
|                                   | Advanced Life Support #1 (ALS #1) service fee + mileage | \$610 + \$9/mile                     | \$610 + \$9/mile                     |
|                                   | Advanced Life Support #2 (ALS #2) service fee + mileage | \$635 + \$9/mile                     | \$635 + \$9/mile                     |
|                                   | Extra attendant                                         | \$25/transport                       | \$25/transport                       |
|                                   | Special event coverage (30-hour minimum)                | \$200/hour                           | \$200/hour                           |
| <b>Emergency Medical Services</b> |                                                         |                                      |                                      |
|                                   | Waiting time (after initial 30 minutes)                 | \$75/half hour                       | \$75/half hour                       |
|                                   | Treatment (without transport)                           | \$250                                | \$250                                |
|                                   | QRV Standby                                             | \$80/hour                            | \$80/hour                            |
|                                   | Bike Team/QRV Transport                                 | \$125/hour                           | \$125/hour                           |

| Department                  | Fee Type                                                   | FY 2011-12 Adopted Fees                                      | FY 2012-13 Adopted Fees                       |
|-----------------------------|------------------------------------------------------------|--------------------------------------------------------------|-----------------------------------------------|
| <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                         | \$85                                                         | \$85                                          |
|                             | Concealed Weapon Permits - Duplicate                       | \$15                                                         | \$15                                          |
|                             | Concealed Weapons Permit - Lamination                      | \$3                                                          | \$3                                           |
|                             | Report Copies                                              | \$3                                                          | \$3                                           |
|                             | Civil Process (in state)                                   | \$15                                                         | \$15                                          |
|                             | Civil Process (out of state)                               | \$100                                                        | \$100                                         |
|                             | Security Card                                              | \$5                                                          | \$5                                           |
|                             | State Prisoner Reimbursement                               | \$18                                                         | \$18                                          |
|                             | State Inmate Backlog                                       | \$40                                                         | \$40                                          |
|                             | Inmate Mail Returns                                        | \$0.48                                                       | \$0.48                                        |
|                             | DVD/CD copy                                                | \$5                                                          | \$5                                           |
| <b>Public Health</b>        |                                                            |                                                              |                                               |
| <b>Environmental Health</b> | Well permit (includes one water sample)                    | \$425                                                        | \$425                                         |
|                             | Water sample                                               | \$50                                                         | \$20                                          |
|                             | Bacteriological or Inorganic Water Sample                  | New                                                          | \$50                                          |
|                             | Pesticide or Petroleum Water Sample                        | New                                                          | \$70                                          |
|                             | Well and septic tank reports                               | \$200/report                                                 | \$200/report                                  |
|                             | Septic system improvement permits                          | \$0                                                          | \$0                                           |
|                             | Conventional systems                                       | \$160                                                        | \$160                                         |
|                             | Low pressure Pipe Permit 600 gpd or less                   | \$525                                                        | \$525                                         |
|                             | Pump conventional permit 600 gpd or less                   | \$300                                                        | \$300                                         |
|                             | Pump conventional/pressure manifold >600 gpd               | \$300 + \$100/1,000 gpd or fraction additional flow >600 gpd | \$300 + \$100/per 500 gpd or fraction thereof |
|                             | Low pressure Pipe Permit >600 gpd                          | New                                                          | \$525 + \$100/per 500 gpd or fraction thereof |
|                             | Reconnection permit                                        | \$150                                                        | \$150                                         |
|                             | Application for Property Improvement                       | New                                                          | \$100                                         |
|                             | Type V system (inspection)                                 | \$115                                                        | \$115                                         |
|                             | Type V system (plan review)                                | \$15/connect                                                 | \$15 per 500 gpd design flow                  |
|                             | Type V system (monitoring)                                 | \$10/connect/annual                                          | \$10 per 500 gpd design flow                  |
|                             | Application for improvement permit 0 to 2 acres            | \$200                                                        | \$200                                         |
|                             | Application for improvement permit 2 to 5 acres            | \$225                                                        | \$225                                         |
|                             | Application for improvement permit 5+ acres                | \$250 + \$10/acre                                            | \$250 + \$10/acre                             |
|                             | Appeal charge 0 to 2 acres within 1 year of orig. eval.    | \$100                                                        | \$100                                         |
|                             | Appeal charge 2 to 5 acres within 1 year of orig. eval.    | \$125                                                        | \$125                                         |
|                             | Appeal charge 5+ acres within 1 year of orig. eval.        | \$150 + \$10/acre                                            | \$150 + \$10/acre or fraction thereof         |
|                             | Appeal of permit condition                                 | \$100                                                        | \$100                                         |
|                             | Individual swimming pool fee                               | \$200/year                                                   | \$200/year                                    |
|                             | Each additional swimming pool per complex                  | \$150                                                        | \$150                                         |
|                             | Wading pool or spa permit                                  | \$100                                                        | \$100                                         |
|                             | Pool permit inspection revisit fee                         | \$50                                                         | \$50                                          |
|                             | Pool plan review (includes initial permit)                 | \$250                                                        | \$250                                         |
|                             | Tattoo artist permit                                       | \$200                                                        | \$200                                         |
|                             | Food establishment plan review                             | \$250                                                        | \$250                                         |
|                             | Mobile Food Unit/Push Cart Plan Review                     | New                                                          | \$75                                          |
|                             | Existing food establishment plan review (ownership change) | \$100                                                        | \$100                                         |
|                             | Temporary Food Stand Permit                                | New                                                          | \$75                                          |
| <b>Community Health</b>     | FluMist Vaccine                                            | \$31                                                         | \$31                                          |

| Department              | Fee Type                                                          | FY 2011-12 Adopted Fees | FY 2012-13 Adopted Fees |
|-------------------------|-------------------------------------------------------------------|-------------------------|-------------------------|
| <b>Public Health</b>    |                                                                   |                         |                         |
| <b>Community Health</b> | Influenza Vaccine                                                 | \$29                    | \$29                    |
|                         | Rabies vaccine                                                    | New                     | \$229                   |
|                         | Hepatitis A Vaccine                                               | \$42                    | \$42                    |
|                         | Hepatitis B Vaccine                                               | \$51                    | \$51                    |
|                         | MMR Vaccine                                                       | \$74                    | \$74                    |
|                         | IPV                                                               | New                     | \$30.99                 |
|                         | Meningococcal Polysaccharide Vaccine                              | \$87                    | \$140                   |
|                         | Meningococcal Conjugate Vaccine                                   | \$140                   | \$140                   |
|                         | Pneumonia Vaccine                                                 | \$66                    | \$66                    |
|                         | Pre-exposure Rabies Vaccine                                       | \$229                   | \$229                   |
|                         | Rabies Titer                                                      | \$42                    | \$42                    |
|                         | Varicella Vaccine                                                 | \$113                   | \$113                   |
|                         | Herpes Zoster (Shingles) Vaccine                                  | \$201                   | \$201                   |
|                         | Tuberculosis Skin Test (PPD Skin Test)                            | \$12                    | \$12                    |
|                         | Hepatitis A (Pediatric)                                           | \$35                    | \$35                    |
|                         | Td                                                                | New                     | \$24.06                 |
|                         | Tdap                                                              | \$58                    | \$58                    |
|                         | Human Papilloma Virus                                             | \$174                   | \$174                   |
|                         | Varivax                                                           | New                     | \$113                   |
|                         | Pneumococcal (PCV7)                                               | \$147                   | \$147                   |
|                         | Rotovirus                                                         | \$91                    | \$91                    |
|                         | Insert Drug Implant Device                                        | New                     | \$229.21                |
|                         | Removal non-biodegradable drug delivery implant                   | New                     | \$102                   |
|                         | Removal with reinsertion, non-biodegradable drug delivery implant | New                     | \$228.40                |
|                         | Diaphragm fitting                                                 | New                     | \$104.87                |
|                         | Colpo w/o biopsy                                                  | New                     | \$125.68                |
|                         | Colpo w/ biopsy                                                   | New                     | \$181.18                |
|                         | IUD Insert                                                        | New                     | \$108.02                |
|                         | IUD Removal                                                       | New                     | \$115.60                |
|                         | Pregnancy Test (urine)                                            | New                     | \$10.07                 |
|                         | TB PPD                                                            | New                     | \$12                    |
|                         | IM Admin                                                          | New                     | \$17.25                 |
|                         | IM Admin (additional vaccine)                                     | New                     | \$17.25                 |
|                         | OV, New, Minimal                                                  | New                     | \$50                    |
|                         | OV, New, Limited                                                  | New                     | \$116.44                |
|                         | OV, Comprehensive                                                 | New                     | \$165.60                |
|                         | OV, New, Detailed                                                 | New                     | \$243.23                |
|                         | OV, New, Comprehensive                                            | New                     | \$305.33                |
|                         | OV, Est, Minimal                                                  | New                     | \$42.70                 |
|                         | OV, Est, Limited                                                  | New                     | \$71.16                 |
|                         | OV, Est, Expanded                                                 | New                     | \$98.33                 |
|                         | OV, Est, Detailed                                                 | New                     | \$152.66                |
|                         | OV, Est, Comprehensive                                            | New                     | \$227.20                |
|                         | New FP Preventive Age 5-11                                        | New                     | \$192.50                |
|                         | New Preventive Age 12-17                                          | New                     | \$211.25                |
|                         | New Preventive Age 18-39                                          | New                     | \$208.75                |
|                         | New Preventive Age 40-64                                          | New                     | \$248.75                |
|                         | Est Preventive Age 12-17                                          | New                     | \$182.50                |
|                         | Est Preventive Age 18-39                                          | New                     | \$197.50                |

| Department              | Fee Type                                                      | FY 2011-12 Adopted Fees                                                               | FY 2012-13 Adopted Fees                                                               |
|-------------------------|---------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| <b>Public Health</b>    |                                                               |                                                                                       |                                                                                       |
| <b>Community Health</b> | Est Preventive Age 40-64                                      | New                                                                                   | \$197.50                                                                              |
|                         | Depo                                                          | New                                                                                   | \$48.80                                                                               |
|                         | IUD Device                                                    | New                                                                                   | \$483.61                                                                              |
|                         | Levonorgestrel IU Contraceptive                               | New                                                                                   | \$596.50                                                                              |
|                         | Etongestrel Implant System                                    | New                                                                                   | \$596.50                                                                              |
|                         | Childbirth Education Class                                    | New                                                                                   | \$10.86                                                                               |
|                         | Maternal Health Package 4-6 vs                                | New                                                                                   | \$425.25                                                                              |
|                         | Maternal Health Package 7+ vs                                 | New                                                                                   | \$760.78                                                                              |
| <b>Nutrition</b>        | Diabetes Self Management Training                             | \$25.24/ 30 minute increment unit individual; \$14.14/ 30 minute increment unit group | \$25.24/ 30 minute increment unit individual; \$14.14/ 30 minute increment unit group |
|                         | Diabetic Management (BCBS)                                    | New                                                                                   | \$43.13                                                                               |
|                         | MNT initial visit, 15 minutes                                 | New                                                                                   | \$30.90                                                                               |
|                         | MNT subsequent visit, 15 minutes                              | New                                                                                   | \$27.32                                                                               |
|                         | MNT group visit, 30 minute unit                               | New                                                                                   | \$8.98                                                                                |
| <b>Dental</b>           | Periodic exam                                                 | \$41                                                                                  | \$41                                                                                  |
|                         | Limited oral exam, problem-focused                            | \$63                                                                                  | \$63                                                                                  |
|                         | Oral evaluation for a patient under 3 years                   | \$58                                                                                  | \$58                                                                                  |
|                         | Comp Oral Exam                                                | \$73                                                                                  | \$73                                                                                  |
|                         | Detail/extensive oral examination                             | \$136                                                                                 | \$136                                                                                 |
|                         | Re-evaluation, limited, problem-focused                       | \$58                                                                                  | \$58                                                                                  |
|                         | Intraoral Complete                                            | \$105                                                                                 | \$105                                                                                 |
|                         | Periapical, 1st Film                                          | \$23                                                                                  | \$23                                                                                  |
|                         | Periapical, Addl Film                                         | \$20                                                                                  | \$20                                                                                  |
|                         | Intraoral, Occlusal                                           | \$36                                                                                  | \$36                                                                                  |
|                         | Bitewing, single                                              | \$23                                                                                  | \$23                                                                                  |
|                         | Bitewing, 2 films                                             | \$38                                                                                  | \$38                                                                                  |
|                         | Bitewings 3 Films                                             | \$46                                                                                  | \$46                                                                                  |
|                         | Bitewing, 4 films                                             | \$53                                                                                  | \$53                                                                                  |
|                         | Panoramic film                                                | \$90                                                                                  | \$90                                                                                  |
|                         | Prophylaxis, adult                                            | \$76                                                                                  | \$76                                                                                  |
|                         | Prophylaxis, child                                            | \$55                                                                                  | \$55                                                                                  |
|                         | Fluoride w/o prophylaxis, child                               | \$31                                                                                  | \$31                                                                                  |
|                         | Fluoride w/o prophylaxis, adult                               | \$31                                                                                  | \$31                                                                                  |
|                         | Fluoride w/ prophylaxis, adult                                | New                                                                                   | \$51.69                                                                               |
|                         | Topical fluoride, mod to high caries risk patients            | \$40                                                                                  | \$40                                                                                  |
|                         | Oral Hygiene Instruction                                      | New                                                                                   | \$46                                                                                  |
|                         | Sealant, per tooth                                            | \$45                                                                                  | \$45                                                                                  |
|                         | Space maintainer, fixed, unilateral                           | \$263                                                                                 | \$263                                                                                 |
|                         | Space maintainer, fixed, bilateral                            | \$357                                                                                 | \$357                                                                                 |
|                         | Amalgam, one surface, primary or perm.                        | \$113                                                                                 | \$113                                                                                 |
|                         | Amalgam, 2 surfaces, primary or perm.                         | \$144                                                                                 | \$144                                                                                 |
|                         | Amalgam, 3 surfaces, primary or perm                          | \$174                                                                                 | \$174                                                                                 |
|                         | Amalgam, 4 or more surfaces, prim/perm                        | \$203                                                                                 | \$203                                                                                 |
|                         | Resin composite, 1 surface, anterior                          | \$133                                                                                 | \$133                                                                                 |
|                         | Resin composite, 2 surface, anterior                          | \$165                                                                                 | \$165                                                                                 |
|                         | Resin composite, 3 surface, anterior                          | \$201                                                                                 | \$201                                                                                 |
|                         | Resin composite, 4+ surfaces/involve incisal angle (anterior) | \$252                                                                                 | \$252                                                                                 |
|                         | Resin composite, crown, anterior                              | \$369                                                                                 | \$369                                                                                 |
|                         | Resin composite, 1 surface, posterior                         | \$144                                                                                 | \$144                                                                                 |
|                         | Resin composite, 2 surface, posterior                         | \$188                                                                                 | \$188                                                                                 |
|                         | Resin composite, 3 surface, posterior                         | \$236                                                                                 | \$236                                                                                 |
|                         | Resin composite, 4+ surfaces, posterior                       | \$281                                                                                 | \$281                                                                                 |

| Department           | Fee Type                                                                                                                    | FY 2011-12 Adopted Fees | FY 2012-13 Adopted Fees |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------------------|
| <b>Public Health</b> |                                                                                                                             |                         |                         |
| <b>Dental</b>        | Prefabricated stainless steel crown, primary tooth                                                                          | \$226                   | \$226                   |
|                      | Prefabricated stainless steel crown, permanent tooth                                                                        | \$268                   | \$268                   |
|                      | Prefabricated resin crown                                                                                                   | \$295                   | \$295                   |
|                      | Sedative filling                                                                                                            | \$94                    | \$94                    |
|                      | Core buildup, incl. any pins                                                                                                | \$230                   | \$230                   |
|                      | Pin retention, per tooth, in addition to restoration                                                                        | \$62                    | \$62                    |
|                      | Temp Crown (fractured tooth)                                                                                                | New                     | \$240                   |
|                      | Pulp Caps                                                                                                                   | New                     | \$20                    |
|                      | Therapeutic pulpotomy (excl final restoration) - remove pulp coronal to the dentinocemental jxn & application of medicament | \$165                   | \$165                   |
|                      | Endodontic Therapy Anterior Tooth, excl. final restor.                                                                      | New                     | \$236                   |
|                      | Gingivectomy or gingivoplasty – 4+ contiguous teeth or bounded teeth spaces, per quadrant                                   | \$563                   | \$563                   |
|                      | Periodontal scaling and root planing, 4+ teeth, per quadrant                                                                | \$206                   | \$206                   |
|                      | Periodontal scaling and root planing, 1-3 per quadrant                                                                      | \$151                   | \$151                   |
|                      | Full mouth debridement                                                                                                      | \$154                   | \$154                   |
|                      | Extraction, coronal remnants – deciduous tooth                                                                              | \$126                   | \$126                   |
|                      | Extraction, erupted tooth or exposed root (elevation and/or forceps)                                                        | \$138                   | \$138                   |
|                      | Surgical removal of erupted tooth requiring elevation of mucoperiosteal flap& removal of bone and/or section of tooth       | \$228                   | \$228                   |
|                      | Removal of impacted tooth - soft tissue                                                                                     | \$263                   | \$263                   |
|                      | Removal Impacted Tooth Partially Bony                                                                                       | New                     | \$207.49                |
|                      | Removal Impacted Tooth Completely Bony                                                                                      | New                     | \$199                   |
|                      | Removal Impacted Tooth Completely Bony, Complications                                                                       | New                     | \$230                   |
|                      | Surgical removal of residual tooth roots                                                                                    | \$256                   | \$256                   |
|                      | Incision & Drainage of Abscess, soft tissue                                                                                 | \$192                   | \$192                   |
|                      | Palliative (emergency) treatment of dental pain - minor procedure                                                           | \$103                   | \$103                   |
|                      | Analgesia                                                                                                                   | \$64                    | \$64                    |
| <b>Laboratory</b>    |                                                                                                                             |                         |                         |
| <i>Chemistry</i>     | Basic Metabolic Panel                                                                                                       | New                     | \$12.40                 |
|                      | Comprehensive Metabolic Panel                                                                                               | New                     | \$13.06                 |
|                      | Hepatic Function Panel                                                                                                      | New                     | \$12.40                 |
|                      | Lipid Panel                                                                                                                 | New                     | \$21.18                 |
|                      | BUN (Blood Urea Nitrogen)                                                                                                   | New                     | \$6.10                  |
|                      | Calcium                                                                                                                     | New                     | \$7.97                  |
|                      | Carbon Dioxide                                                                                                              | New                     | \$7.56                  |
|                      | Chloride                                                                                                                    | New                     | \$7.10                  |
|                      | Creatinine (blood)                                                                                                          | New                     | \$7.93                  |
|                      | Creatinine (urine)                                                                                                          | New                     | \$8                     |
|                      | Glucose                                                                                                                     | New                     | \$6.07                  |
|                      | Potassium                                                                                                                   | New                     | \$7.10                  |
|                      | Sodium                                                                                                                      | New                     | \$7.45                  |
|                      | Albumin                                                                                                                     | New                     | \$7.66                  |
|                      | Bilirubin, Total                                                                                                            | New                     | \$7.77                  |
|                      | Bilirubin, Direct                                                                                                           | New                     | \$7.77                  |
|                      | Alkaline Phosphatase                                                                                                        | New                     | \$8                     |
|                      | Aspartate Amino Transferase (AST)                                                                                           | New                     | \$8                     |
|                      | Alanine Amino Transferase (ALT)                                                                                             | New                     | \$8.18                  |

| Department                           | Fee Type                                                              | FY 2011-12 Adopted Fees                                              | FY 2012-13 Adopted Fees                                              |
|--------------------------------------|-----------------------------------------------------------------------|----------------------------------------------------------------------|----------------------------------------------------------------------|
| <b>Public Health</b>                 |                                                                       |                                                                      |                                                                      |
| <b>Laboratory</b>                    |                                                                       |                                                                      |                                                                      |
| <i>Chemistry</i>                     | Iron                                                                  | New                                                                  | \$10.03                                                              |
|                                      | Cholesterol, Total                                                    | New                                                                  | \$6.72                                                               |
|                                      | Triglycerides                                                         | New                                                                  | \$8.91                                                               |
|                                      | Uric Acid                                                             | New                                                                  | \$6.99                                                               |
|                                      | Total Protein                                                         | New                                                                  | \$5.66                                                               |
|                                      | Total Protein, Urine                                                  | New                                                                  | \$5.66                                                               |
| <i>Hematology</i>                    | CBC                                                                   | New                                                                  | \$10                                                                 |
|                                      | Blood Count w/ Platelet Count                                         | New                                                                  | \$10                                                                 |
|                                      | Hemoglobin                                                            | New                                                                  | \$3.66                                                               |
|                                      | Hematocrit                                                            | New                                                                  | \$3.66                                                               |
| <i>Immunohematology (Blood Bank)</i> | ABO                                                                   | New                                                                  | \$4.61                                                               |
|                                      | Rh                                                                    | New                                                                  | \$4.61                                                               |
|                                      | Antibody Screen                                                       | New                                                                  | \$18.02                                                              |
| <i>Immuno Assay</i>                  | Ferritin                                                              | New                                                                  | \$21.08                                                              |
|                                      | Folic Acid                                                            | New                                                                  | \$22.74                                                              |
|                                      | Vitamin B12                                                           | New                                                                  | \$23.31                                                              |
|                                      | Free T4                                                               | New                                                                  | \$13.95                                                              |
|                                      | TSH                                                                   | New                                                                  | \$25.21                                                              |
|                                      | βhCG                                                                  | New                                                                  | \$13.53                                                              |
| <i>Serology</i>                      | RPR                                                                   | New                                                                  | \$6.60                                                               |
|                                      | RPR Titer                                                             | New                                                                  | \$6.83                                                               |
|                                      | Urinalysis                                                            | New                                                                  | \$3.48                                                               |
|                                      | Urine Micro                                                           | New                                                                  | \$4.70                                                               |
|                                      | Urine Culture                                                         | New                                                                  | \$12.48                                                              |
| <i>Microscopy</i>                    | Wet Prep                                                              | New                                                                  | \$5.90                                                               |
|                                      | Gram Stain                                                            | New                                                                  | \$6.60                                                               |
|                                      | Dark Field                                                            | New                                                                  | \$9.80                                                               |
| <i>Microbiology</i>                  | Gonorrhea Culture                                                     | New                                                                  | \$8.93                                                               |
|                                      | Chlamydia by DNA Probe                                                | New                                                                  | \$31                                                                 |
| <b>Pharmacy</b>                      | Medication dispensing                                                 | \$5.60 dispensing fee + cost of medication                           | \$5.60 dispensing fee + cost of medication                           |
| <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 <i>(Effective October 1, 2011)</i>             | \$26 for 1st 15 pages \$4.00 for each additional page                | \$26 for pages 1-15, then, \$4.00 each additional page               |
|                                      | Indexing fee for Subsequent Instrument <i>(Effective Oct 1, 2011)</i> | \$25, for each additional indexing reference after the 1st reference | \$25, for each additional indexing reference after the 1st reference |
|                                      | Deeds of Trust and Mortgages <i>(Effective October 1, 2011)</i>       | \$56 for 1st 15 pages \$4.00 for each additional page                | \$56 for 1st 15 pages \$4.00 for each additional page                |
|                                      | Non-standard document                                                 | \$25, plus recording fee                                             | \$25, plus recording fee                                             |
|                                      | Probate <i>(Effective October 1, 2011)</i>                            | 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 1st page, \$2 each additional page                               | \$5 1 <sup>st</sup> 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                                                                 |

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

| <b>Penalties and Fees</b>   |                                                     |                           |
|-----------------------------|-----------------------------------------------------|---------------------------|
| <b>Ordinance<br/>Code #</b> | <b>Violation<br/>Description</b>                    | <b>Penalty<br/>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                  |

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

| <b>Penalties and Fees (continued)</b>                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                        |            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------|
| 105.2                                                                                                                                                                                                                                                                                                                                                                                                             | Failure to obtain permits required by code                                                                                             | \$500.00   |
| 112.1                                                                                                                                                                                                                                                                                                                                                                                                             | All other violations of the code                                                                                                       | \$65.00    |
| <i>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.</i>                                                                                                                                                                                                               |                                                                                                                                        |            |
| <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 permits, unless stated otherwise on the face of the permit, shall be valid for a period of one year from the date of issue, subject to revocation for failure to comply with the fire Prevention Code. Renewal of permits shall be subject to fees in effect for the period of |                                                                                                                                        |            |
| <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 site) (add \$75.00 per tank removed or installed) | \$150.00   |
| <i>All other permit fees required by the Technical Code and not listed shall be \$65.00</i>                                                                                                                                                                                                                                                                                                                       |                                                                                                                                        |            |

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

| <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 are subject to the following inspection fee schedule: |                                                                                   |            |
| <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   |



## **Summary**

A brief account of all funds budgeted for the  
fiscal year beginning July 1, 2012.

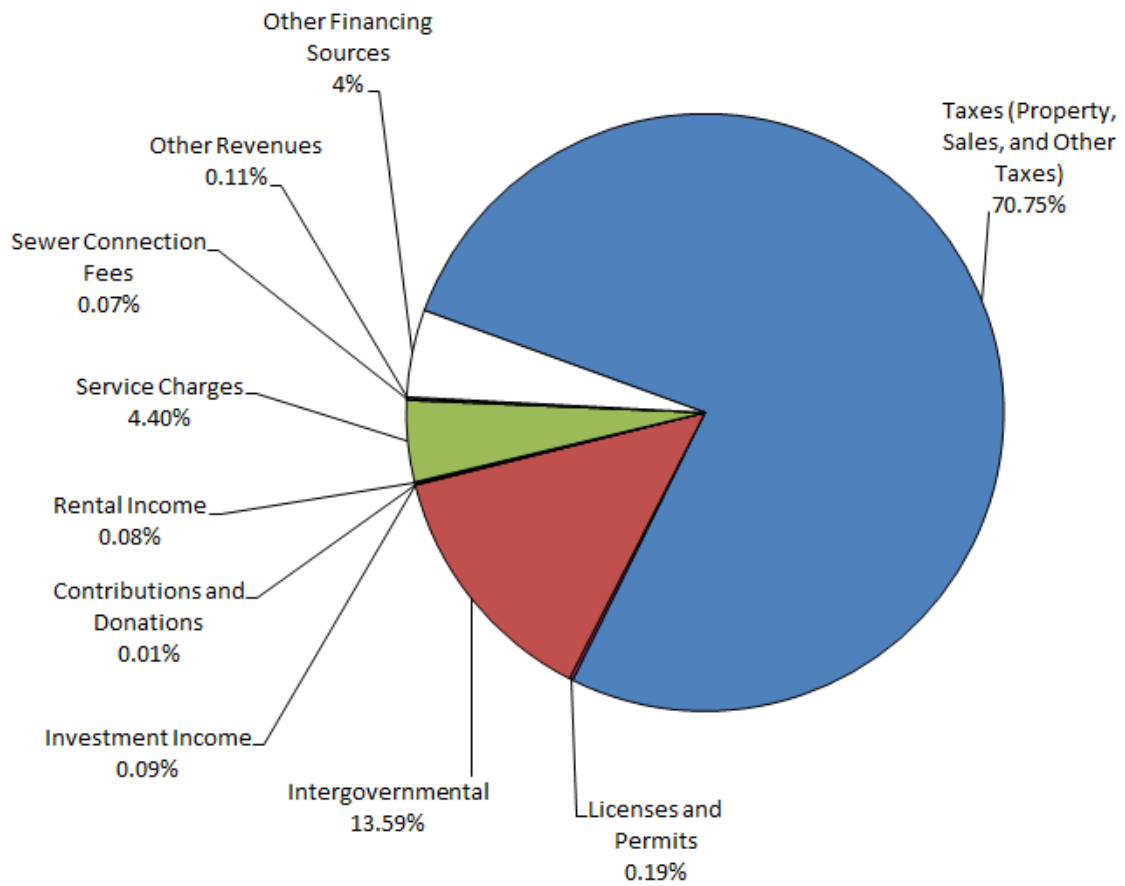


Fund summaries, tax rates, and graphs.

# General Fund Revenues

FY 2012-13 Approved Budget

Total General Fund Revenue: \$348,430,822



# General Funds Revenues

Funds: 101, 102, 103, 125, 150

| Source of Revenue                  | 2010-2011<br>Actual<br>Revenues | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|------------------------------------|---------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>General Fund</b>                |                                 |                                 |                                   |                                      |                                       |
| <b>Taxes</b>                       | <b>\$ 254,784,275</b>           | <b>\$ 250,128,475</b>           | <b>\$ 260,094,199</b>             | <b>\$ 266,834,716</b>                | <b>\$ 267,430,631</b>                 |
| Current Taxes                      | \$ 204,228,124                  | \$ 200,278,388                  | \$ 203,556,978                    | \$ 203,879,965                       | \$ 203,423,396                        |
| Prior Year Taxes                   | \$ 1,889,895                    | \$ 2,200,000                    | \$ 2,322,162                      | \$ 2,500,000                         | \$ 2,500,000                          |
| 1 Cent Sales Tax (39)              | \$ 15,934,765                   | \$ 15,713,277                   | \$ 17,803,485                     | \$ 17,497,522                        | \$ 17,595,627                         |
| 1/2 Cent Sales Tax (40)            | \$ 8,628,741                    | \$ 8,576,781                    | \$ 9,126,500                      | \$ 9,106,696                         | \$ 9,199,601                          |
| 1/2 Cent Sales Tax (42)            | \$ 10,736,670                   | \$ 10,704,650                   | \$ 11,690,474                     | \$ 11,555,103                        | \$ 11,635,122                         |
| 1/4 Cent Sales Tax (46)            | \$ 0                            | \$ 0                            | \$ 2,776,151                      | \$ 9,200,000                         | \$ 9,900,000                          |
| City Sales Tax Distribution        | \$ 9,345,245                    | \$ 9,296,379                    | \$ 9,281,263                      | \$ 9,426,430                         | \$ 9,457,885                          |
| County Occupancy Taxes             | \$ 2,116,103                    | \$ 1,989,000                    | \$ 2,175,000                      | \$ 2,125,000                         | \$ 2,125,000                          |
| Other Misc. Taxes                  | \$ 1,904,731                    | \$ 1,370,000                    | \$ 1,362,186                      | \$ 1,544,000                         | \$ 1,594,000                          |
| <b>Licenses and Permits</b>        | <b>\$ 703,439</b>               | <b>\$ 695,200</b>               | <b>\$ 680,899</b>                 | <b>\$ 659,000</b>                    | <b>\$ 659,000</b>                     |
| FINANCE                            | \$ 390,081                      | \$ 400,000                      | \$ 451,434                        | \$ 400,000                           | \$ 400,000                            |
| TAX ADMINISTRATION                 | \$ 20,412                       | \$ 20,000                       | \$ 1,710                          | \$ 20,000                            | \$ 20,000                             |
| COUNTY SHERIFF                     | \$ 6,255                        | \$ 5,000                        | \$ 6,026                          | \$ 5,000                             | \$ 5,000                              |
| ENVIRONMENTAL ENGINEERING          | \$ 286,691                      | \$ 270,200                      | \$ 221,729                        | \$ 234,000                           | \$ 234,000                            |
| <b>Intergovernmental</b>           | <b>\$ 74,063,740</b>            | <b>\$ 70,863,654</b>            | <b>\$ 72,322,291</b>              | <b>\$ 46,775,648</b>                 | <b>\$ 47,352,959</b>                  |
| COUNTY ADMINISTRATION              | \$ 0                            | \$ 0                            | \$ 0                              | \$ 31,804                            | \$ 31,804                             |
| FINANCE                            | \$ 2,782,348                    | \$ 1,930,348                    | \$ 1,930,348                      | \$ 1,376,000                         | \$ 1,230,000                          |
| ELECTIONS                          | \$ 14,580                       | \$ 0                            | \$ 0                              | \$ 0                                 | \$ 0                                  |
| GENERAL SERVICES                   | \$ 47,457                       | \$ 42,876                       | \$ 74,293                         | \$ 50,570                            | \$ 58,932                             |
| VETERANS SERVICES                  | \$ 8,217                        | \$ 0                            | \$ 0                              | \$ 1,452                             | \$ 1,452                              |
| COUNTY SHERIFF                     | \$ 1,346,145                    | \$ 991,561                      | \$ 1,196,789                      | \$ 1,100,252                         | \$ 1,100,252                          |
| FIRE MARSHAL                       | \$ 551,576                      | \$ 182,918                      | \$ 221,332                        | \$ 186,455                           | \$ 185,205                            |
| CRIMINAL JUSTICE PARTNERSHIP       | \$ 415,384                      | \$ 619,419                      | \$ 586,084                        | \$ 610,535                           | \$ 662,171                            |
| YOUTH HOME                         | \$ 16,070                       | \$ 18,000                       | \$ 17,722                         | \$ 18,000                            | \$ 18,000                             |
| EMERGENCY MEDICAL SERVICES         | \$ 2,191,200                    | \$ 2,200,000                    | \$ 2,227,136                      | \$ 2,200,000                         | \$ 2,200,000                          |
| ENGINEERING & ENVIRON SVCS         | \$ 41,268                       | \$ 48,103                       | \$ 48,103                         | \$ 85,195                            | \$ 85,195                             |
| COOPERATIVE EXTENSION SERVICE      | \$ 757,135                      | \$ 567,415                      | \$ 608,425                        | \$ 594,565                           | \$ 618,164                            |
| SOIL AND WATER CONSERVATION        | \$ 57,904                       | \$ 58,722                       | \$ 58,722                         | \$ 59,159                            | \$ 59,159                             |
| ECONOMIC DEVELOPMENT               | \$ 271,000                      | \$ 0                            | \$ 0                              | \$ 0                                 | \$ 0                                  |
| PUBLIC HEALTH                      | \$ 4,596,859                    | \$ 4,595,524                    | \$ 4,436,730                      | \$ 4,692,150                         | \$ 5,333,114                          |
| MENTAL HEALTH                      | \$ 22,411,145                   | \$ 25,087,224                   | \$ 24,472,276                     | \$ 0                                 | \$ 0                                  |
| SOCIAL SERVICES                    | \$ 37,406,041                   | \$ 33,289,396                   | \$ 35,250,267                     | \$ 34,369,116                        | \$ 34,369,116                         |
| OTHER HUMAN SERVICES               | \$ 889,939                      | \$ 844,206                      | \$ 785,084                        | \$ 1,012,453                         | \$ 1,012,453                          |
| LIBRARY                            | \$ 259,473                      | \$ 387,942                      | \$ 408,980                        | \$ 387,942                           | \$ 387,942                            |
| <b>Contributions and Donations</b> | <b>\$ 747,135</b>               | <b>\$ 620,340</b>               | <b>\$ 239,739</b>                 | <b>\$ 30,023</b>                     | <b>\$ 30,023</b>                      |
| COUNTY SHERIFF                     | \$ 2,450                        | \$ 0                            | \$ 3,943                          | \$ 0                                 | \$ 0                                  |
| COOPERATIVE EXTENSION SERVICE      | \$ 0                            | \$ 1,000                        | \$ 0                              | \$ 0                                 | \$ 0                                  |
| PUBLIC HEALTH                      | \$ 695,567                      | \$ 547,653                      | \$ 159,166                        | \$ 0                                 | \$ 0                                  |
| SOCIAL SERVICES                    | \$ 40,579                       | \$ 43,285                       | \$ 37,929                         | \$ 840                               | \$ 840                                |
| LIBRARY                            | \$ 8,540                        | \$ 28,402                       | \$ 38,701                         | \$ 29,183                            | \$ 29,183                             |

| <b>Source of Revenue</b>       | 2010-2011<br>Actual<br>Revenues | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|--------------------------------|---------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>Investment Income</b>       | <b>\$ 232,971</b>               | <b>\$ 350,000</b>               | <b>\$ 300,945</b>                 | <b>\$ 300,000</b>                    | <b>\$ 300,000</b>                     |
| FINANCE                        | \$ 232,469                      | \$ 350,000                      | \$ 300,846                        | \$ 300,000                           | \$ 300,000                            |
| COUNTY SHERIFF                 | \$ 502                          | \$ 0                            | \$ 99                             | \$ 0                                 | \$ 0                                  |
| <b>Rental Income</b>           | <b>\$ 127,087</b>               | <b>\$ 133,200</b>               | <b>\$ 117,672</b>                 | <b>\$ 404,400</b>                    | <b>\$ 266,611</b>                     |
| FINANCE                        | \$ 6,725                        | \$ 4,600                        | \$ 5,913                          | \$ 5,600                             | \$ 146,811                            |
| GENERAL SERVICES               | \$ 114,868                      | \$ 125,000                      | \$ 107,159                        | \$ 115,000                           | \$ 115,000                            |
| CRIMINAL JUSTICE PARTNERSHIP   | \$ 5,494                        | \$ 3,600                        | \$ 4,600                          | \$ 4,800                             | \$ 4,800                              |
| MENTAL HEALTH                  | \$ 0                            | \$ 0                            | \$ 0                              | \$ 279,000                           | \$ 0                                  |
| <b>Service Charges</b>         | <b>\$ 13,990,872</b>            | <b>\$ 14,449,589</b>            | <b>\$ 14,931,456</b>              | <b>\$ 14,845,907</b>                 | <b>\$ 15,315,907</b>                  |
| FINANCE                        | \$ 0                            | \$ 0                            | \$ 6,415                          | \$ 81,415                            | \$ 206,415                            |
| TAX ADMINISTRATION             | \$ 1,890,662                    | \$ 1,468,500                    | \$ 1,577,256                      | \$ 1,577,454                         | \$ 1,577,454                          |
| LEGAL                          | \$ 3,778                        | \$ 655,000                      | \$ 71                             | \$ 2,000                             | \$ 2,000                              |
| ELECTIONS                      | \$ 209                          | \$ 203,688                      | \$ 172,068                        | \$ 0                                 | \$ 0                                  |
| REGISTER OF DEEDS              | \$ 2,536,047                    | \$ 2,850,000                    | \$ 3,000,935                      | \$ 2,800,000                         | \$ 2,800,000                          |
| GENERAL SERVICES               | \$ 1,766,570                    | \$ 1,936,887                    | \$ 1,890,596                      | \$ 2,044,775                         | \$ 2,104,775                          |
| COUNTY SHERIFF                 | \$ 1,005,650                    | \$ 972,800                      | \$ 1,387,423                      | \$ 1,329,800                         | \$ 1,329,800                          |
| FIRE MARSHAL                   | \$ 141,865                      | \$ 90,000                       | \$ 140,142                        | \$ 110,000                           | \$ 110,000                            |
| CRIMINAL JUSTICE PARTNERSHIP   | \$ 33,590                       | \$ 25,000                       | \$ 30,314                         | \$ 185,000                           | \$ 260,000                            |
| YOUTH HOME                     | \$ 454,434                      | \$ 534,095                      | \$ 534,095                        | \$ 500,000                           | \$ 500,000                            |
| EMERGENCY MEDICAL SERVICES     | \$ 5,132,795                    | \$ 4,797,033                    | \$ 5,350,000                      | \$ 5,350,000                         | \$ 5,410,000                          |
| ENGINEERING & ENVIRON SVCS     | \$ 2,334                        | \$ 0                            | \$ 0                              | \$ 0                                 | \$ 0                                  |
| COOPERATIVE EXTENSION SERVICE  | \$ 21,352                       | \$ 24,700                       | \$ 18,814                         | \$ 30,880                            | \$ 30,880                             |
| PUBLIC HEALTH                  | \$ 399,255                      | \$ 433,290                      | \$ 353,195                        | \$ 433,562                           | \$ 583,562                            |
| MENTAL HEALTH                  | \$ 78,153                       | \$ 50,000                       | \$ 80,772                         | \$ 0                                 | \$ 0                                  |
| SOCIAL SERVICES                | \$ 253,211                      | \$ 207,096                      | \$ 187,402                        | \$ 199,521                           | \$ 199,521                            |
| LIBRARY                        | \$ 270,157                      | \$ 201,500                      | \$ 201,958                        | \$ 201,500                           | \$ 201,500                            |
| NONDEPARTMENTAL                | \$ 810                          | \$ 0                            | \$ 0                              | \$ 0                                 | \$ 0                                  |
| <b>Sewer Connection Fees</b>   | <b>\$ 558,572</b>               | <b>\$ 610,000</b>               | <b>\$ 346,069</b>                 | <b>\$ 234,113</b>                    | <b>\$ 234,113</b>                     |
| ENVIRONMENTAL ENGINEERING      | \$ 840                          | \$ 1,000                        | \$ 840                            | \$ 800                               | \$ 800                                |
| OTHER ENVIRONMENTAL PROTECTION | \$ 557,732                      | \$ 609,000                      | \$ 345,229                        | \$ 233,313                           | \$ 233,313                            |
| <b>Other Revenues</b>          | <b>\$ 5,522,349</b>             | <b>\$ 7,097,164</b>             | <b>\$ 7,395,438</b>               | <b>\$ 343,860</b>                    | <b>\$ 368,917</b>                     |
| FINANCE                        | \$ 5,090,000                    | \$ 6,871,514                    | \$ 6,880,833                      | \$ 25,000                            | \$ 38,723                             |
| TAX ADMINISTRATION             | -\$ 13,364                      | \$ 50,000                       | \$ 200,338                        | \$ 200,000                           | \$ 200,000                            |
| COURT FACILITIES               | \$ 0                            | \$ 0                            | \$ 677                            | \$ 0                                 | \$ 0                                  |
| GENERAL SERVICES               | \$ 33,603                       | \$ 20,000                       | \$ 10,000                         | \$ 0                                 | \$ 0                                  |
| COUNTY SHERIFF                 | \$ 195,377                      | \$ 88,000                       | \$ 145,058                        | \$ 108,000                           | \$ 108,000                            |
| FIRE MARSHAL                   | \$ 76,986                       | \$ 0                            | \$ 11,334                         | \$ 0                                 | \$ 11,334                             |
| CRIMINAL JUSTICE PARTNERSHIP   | \$ 0                            | \$ 0                            | \$ 0                              | \$ 8,000                             | \$ 8,000                              |
| COOPERATIVE EXTENSION SERVICE  | \$ 0                            | \$ 0                            | \$ 3,520                          | \$ 1,210                             | \$ 1,210                              |
| PUBLIC HEALTH                  | \$ 1,945                        | \$ 1,350                        | \$ 69,467                         | \$ 1,350                             | \$ 1,350                              |
| MENTAL HEALTH                  | \$ 54,968                       | \$ 31,000                       | \$ 12,156                         | \$ 0                                 | \$ 0                                  |
| SOCIAL SERVICES                | \$ 82,613                       | \$ 35,000                       | \$ 61,835                         | \$ 0                                 | \$ 0                                  |
| LIBRARY                        | \$ 223                          | \$ 300                          | \$ 220                            | \$ 300                               | \$ 300                                |

| <b>Source of Revenue</b>             | <b>2010-2011<br/>Actual<br/>Revenues</b> | <b>2011-2012<br/>Original<br/>Budget</b> | <b>2011-2012<br/>12 Month<br/>Estimate</b> | <b>2012-2013<br/>Department<br/>Requested</b> | <b>2012-2013<br/>Commissioner<br/>Approved</b> |
|--------------------------------------|------------------------------------------|------------------------------------------|--------------------------------------------|-----------------------------------------------|------------------------------------------------|
| <b>Other Financing Sources</b>       | <b>\$ 5,438,157</b>                      | <b>\$ 13,620,722</b>                     | <b>\$ 6,435,211</b>                        | <b>\$ 12,990,464</b>                          | <b>\$ 16,472,661</b>                           |
| Transfers from Other Funds           | \$ 1,432,774                             | \$ 1,574,814                             | \$ 1,574,814                               | \$ 1,600,880                                  | \$ 1,470,098                                   |
| Transfer from Community Health       | \$ 3,900,914                             | \$ 3,950,000                             | \$ 3,950,000                               | \$ 3,950,000                                  | \$ 4,071,851                                   |
| Transfer from Other General Funds    | \$ 0                                     | \$ 3,000                                 | \$ 3,000                                   | \$ 3,000                                      | \$ 237,788                                     |
| Bank Financing                       | \$ 0                                     | \$ 817,175                               | \$ 777,317                                 | \$ 0                                          | \$ 2,178,480                                   |
| Fund Balance Appropriated            | \$ 0                                     | \$ 5,145,653                             | \$ 0                                       | \$ 7,300,000                                  | \$ 8,377,860                                   |
| Mental Health Fund Bal. Appropriated | \$ 0                                     | \$ 2,000,000                             | \$ 0                                       | \$ 0                                          | \$ 0                                           |
| Transfer from Enterprise Fund        | \$ 104,469                               | \$ 130,080                               | \$ 130,080                                 | \$ 136,584                                    | \$ 136,584                                     |
| <b>General Fund Total</b>            | <b>\$ 356,168,598</b>                    | <b>\$ 358,568,344</b>                    | <b>\$ 362,863,919</b>                      | <b>\$ 343,418,131</b>                         | <b>\$ 348,430,822</b>                          |
| <b>Risk Management</b>               | <b>\$ 2,485,853</b>                      | <b>\$ 2,463,833</b>                      | <b>\$ 2,467,008</b>                        | <b>\$ 2,490,605</b>                           | <b>\$ 2,725,393</b>                            |
| Charges for Services                 | \$ 2,460,959                             | \$ 2,460,959                             | \$ 2,460,959                               | \$ 2,490,605                                  | \$ 2,490,605                                   |
| Interest/Other                       | \$ 24,894                                | \$ 2,874                                 | \$ 6,049                                   | \$ 0                                          | \$ 0                                           |
| Fund Balance Appropriated            | \$ 0                                     | \$ 0                                     | \$ 0                                       | \$ 0                                          | \$ 234,788                                     |
| <b>Swap Fund</b>                     | <b>\$ 2,081,653</b>                      | <b>\$ 1,803,000</b>                      | <b>\$ 1,807,779</b>                        | <b>\$ 2,203,000</b>                           | <b>\$ 3,203,000</b>                            |
| <b>MCO Implementation</b>            | <b>\$ 0</b>                              | <b>\$ 0</b>                              | <b>\$ 8,000,000</b>                        | <b>\$ 0</b>                                   | <b>\$ 0</b>                                    |
| <b>Capital Financing</b>             | <b>\$ 36,201,544</b>                     | <b>\$ 46,962,324</b>                     | <b>\$ 49,140,989</b>                       | <b>\$ 50,515,677</b>                          | <b>\$ 49,068,264</b>                           |
| Current Taxes                        | \$ 16,170,303                            | \$ 17,344,147                            | \$ 17,450,000                              | \$ 23,326,661                                 | \$ 17,656,044                                  |
| Prior Year Taxes                     | \$ 182,718                               | \$ 0                                     | \$ 118,614                                 | \$ 0                                          | \$ 0                                           |
| Interest Income/Other Rev.           | \$ 405,017                               | \$ 392,550                               | \$ 388,739                                 | \$ 402,218                                    | \$ 402,218                                     |
| Transfer from Community Health       | \$ 0                                     | \$ 1,173,499                             | \$ 1,173,499                               | \$ 0                                          | \$ 0                                           |
| Transfer from General Fund           | \$ 19,443,506                            | \$ 27,952,128                            | \$ 30,010,137                              | \$ 24,786,798                                 | \$ 29,010,002                                  |
| Fund Balance Appropriated            | \$ 0                                     | \$ 100,000                               | \$ 0                                       | \$ 2,000,000                                  | \$ 2,000,000                                   |
| <b>Benefits Plan</b>                 | <b>\$ 15,403,347</b>                     | <b>\$ 16,078,660</b>                     | <b>\$ 16,148,649</b>                       | <b>\$ 16,488,494</b>                          | <b>\$ 16,526,908</b>                           |
| <b>Total General Funds Revenue</b>   | <b>\$ 412,340,995</b>                    | <b>\$ 425,876,161</b>                    | <b>\$ 440,428,344</b>                      | <b>\$ 415,115,907</b>                         | <b>\$ 419,954,387</b>                          |
| Transfer from GF to Benefits Plan    | -\$ 14,252,038                           | -\$ 15,114,508                           | -\$ 15,114,508                             | -\$ 16,028,380                                | -\$ 16,035,266                                 |
| Transfer from GF to CFP              | -\$ 19,443,506                           | -\$ 27,952,128                           | -\$ 30,010,137                             | -\$ 24,786,798                                | -\$ 29,010,002                                 |
| Transfer from GF to MCO              | \$ 0                                     | \$ 0                                     | -\$ 4,000,000                              | \$ 0                                          | \$ 0                                           |
| Transfer from Risk to GF             | \$ 0                                     | \$ 0                                     | \$ 0                                       | \$ 0                                          | -\$ 234,788                                    |
| Transfer from SWAP to GF             | \$ 0                                     | -\$ 3,000                                | -\$ 3,000                                  | -\$ 3,000                                     | -\$ 3,000                                      |
| <b>Total General Funds Revenue</b>   | <b>\$ 378,645,451</b>                    | <b>\$ 382,806,525</b>                    | <b>\$ 391,300,699</b>                      | <b>\$ 374,297,729</b>                         | <b>\$ 374,671,331</b>                          |

## REVENUE HIGHLIGHTS

### Assessed Valuation/Property Taxes

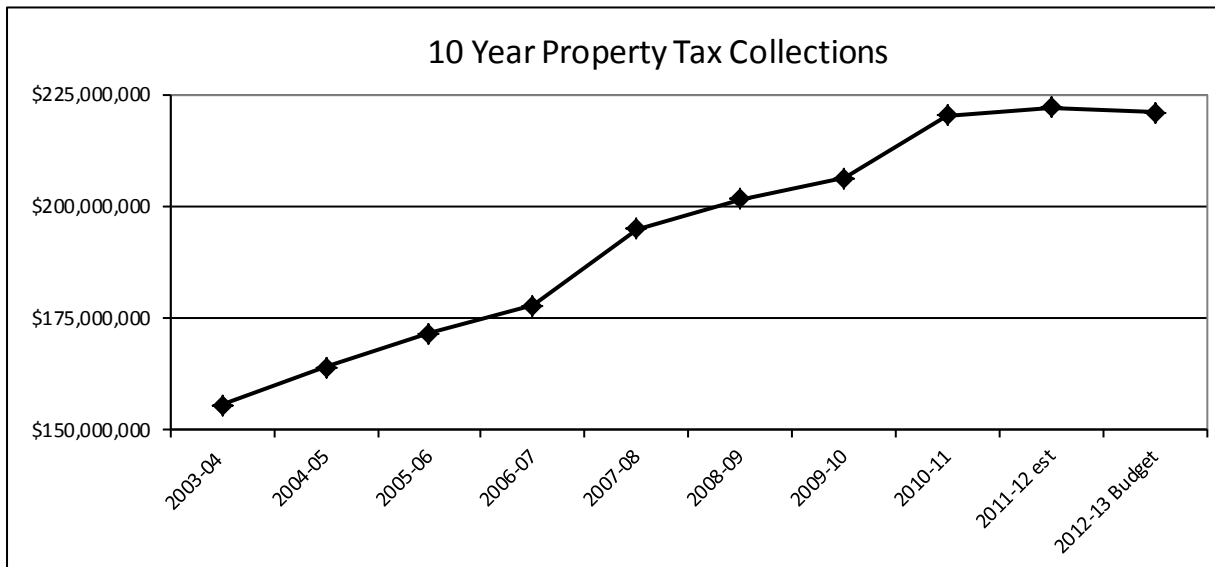
Durham County's largest source of revenue to support operations is derived from the ad valorem property tax. For FY 2012-13, the property tax rate is 74.44 cents per \$100 of assessed valuation (a decrease of 0.15 cents from FY 2011-12). Overall, the increase in valuation is estimated at 0.48%.

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 2011-12, the county will receive an estimated \$2.16 million in prior years' taxes, \$2.5 million is budgeted for FY 2012-13.

|                | <b>FY2011-12<br/>Adopted</b> | <b>FY2011-12<br/>Actual</b> | <b>FY2012-13<br/>Budget<br/>Estimate</b> | <b>% Change<br/>FY13 from<br/>FY12 Actual</b> |
|----------------|------------------------------|-----------------------------|------------------------------------------|-----------------------------------------------|
| Real Property  | \$ 24,496,218,366            | \$ 24,584,673,998           | \$ 24,791,503,973                        | 0.84%                                         |
| Auto Value     | \$ 1,508,498,642             | \$ 1,635,214,119            | \$ 1,633,190,171                         | -0.12%                                        |
| Personal Value | \$ 3,098,482,067             | \$ 3,228,375,515            | \$ 3,167,632,924                         | -1.88%                                        |
| Public Service | \$ 501,907,483               | \$ 468,904,961              | \$ 468,904,961                           | 0.00%                                         |
| <b>Total</b>   | <b>\$29,605,106,558</b>      | <b>\$29,917,168,593</b>     | <b>\$30,061,232,029</b>                  | <b>0.48%</b>                                  |

Growth in real property tax valuation increases very slightly due to new construction permits or construction permits that have finally reached 100% completion. Auto valuation is decreasing due to a sluggish economy that is limiting the number of new cars being purchased, as well as the continued depreciation of existing vehicle values. The county's property tax collection rate increases to 98.80% in FY 2012-13. One cent on the property tax rate will generate approximately \$2.97 million.

For budgeting purposes, the county formed a workgroup consisting of the Tax Administrator, Tax Assessor, Tax Collector, Finance Director and Budget Director. Shortly after January 1 when values for real and personal property have been updated in the county's database, this workgroup convenes and discusses budget estimates for the upcoming fiscal year. The workgroup meets at least twice over the spring to finalize tax valuation estimates for use in the upcoming budget. Public service estimates are provided by the state and auto values are reviewed and projected using trend analysis.



## Sales Tax

Sales taxes represent the second largest revenue source for Durham County outside of property taxes and are collected by the state and distributed back to the county on a monthly basis. Out of a total of 7.0% 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 that the mall resides in as long as the individual leaves with the merchandise. If the individual were to send the item to another county for delivery, then the tax could be reflected in that county's collections. This particular sales tax is Durham County's single largest sales tax and generally reflects the broadest retail sales trends within the county.

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

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

Due to state Medicaid Swap legislation, for FY 2011-12 and future years, Durham County will no longer collect any Article 44 sales tax.

Article 46 sales tax is a quarter cent tax on every retail dollar and is collected based on where the retail item is actually received ("point of delivery"), similar to Article 39 sales tax. This sales tax, unlike any of the others, had to be approved by Durham County voters, and was in 2011. It also will not be split with the city of Durham or any other municipality residing in Durham County, the entire amount collected goes to Durham County. The Board of County Commissioners passed a resolution soon after approval of the sales tax committing 67.12% of the proceeds from Article 46 to Durham Public Schools, 8.97% to Durham Technical Community College for scholarships, 2.17% Pre-kindergarten programs, and 21.74% will support Durham Public School capital project debt service. The tax was applied to purchases made in Durham County in starting April 1<sup>st</sup> 2012. FY 2012-13 will be the first full year this tax will be collected

Estimating sales tax revenue collection as part of a budget process is highly dependent on historical trending of sales tax growth and variability, as well as assessing the economic outlook of the state, the county and/or municipalities. The Budget and Management Services Department has generally used conservative growth estimates and will continue with that methodology for FY 2012-13.

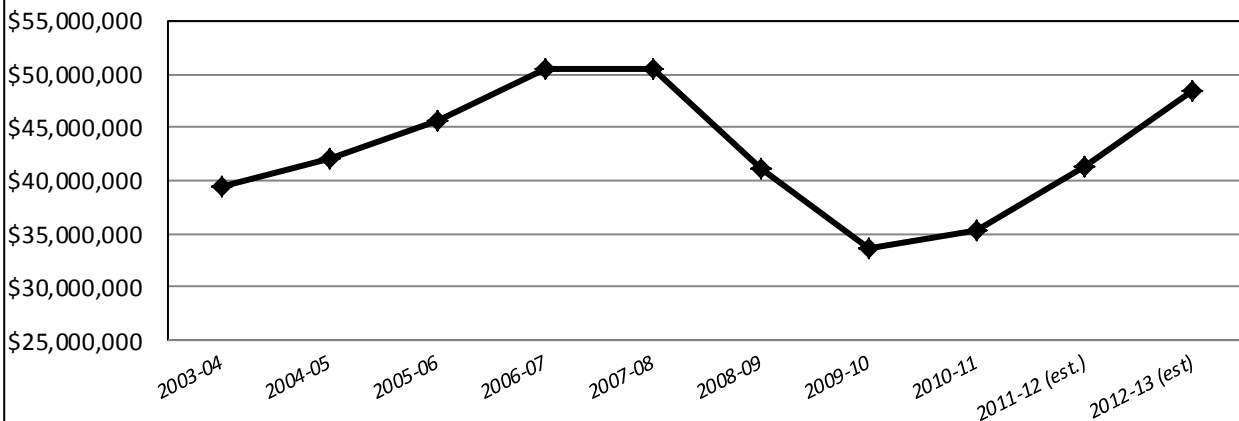
The county is budgeting growth in sales tax for the upcoming year based on current year collections, which are up significantly, however part of the increase is due to lower nonprofit reimbursements, as well as increased economic activity. FY 2012-13 may see economic activity increase, but that increase may be limited by continued weakness in the housing market and inflationary increases in non sales tax related items such as food and gas. The FY 2012-13 budget for several sales taxes may look as if they decrease compared to the FY 2011-12 estimated collections, but this is due to a onetime adjustment by the state to Durham County's collections that provided a significant increase in the overall FY 2011-12 collection estimate. The growth from the FY 2011-12 budget to the FY 2012-13 budget for sales tax, controlling for Article 46, which is new, is 8.12%.

Durham County has estimated an overall 30.47% increase in all local sales taxes for FY 2012-13.

Sales Tax 12 Budget vs. 13 Budget

|                       | <u>FY2011-12<br/>Budget</u> | <u>FY 2011-12<br/>Estimate</u> | <u>% From FY<br/>2011-12 Budget</u> | <u>FY2012-13<br/>Budget</u> | <u>% From FY<br/>2011-12 Bud.</u> |
|-----------------------|-----------------------------|--------------------------------|-------------------------------------|-----------------------------|-----------------------------------|
| Article 39            | \$15,713,277                | \$17,803,485                   | 13.30%                              | \$17,595,627                | 11.98%                            |
| Article 40            | \$8,576,781                 | \$9,126,500                    | 6.41%                               | \$9,199,601                 | 7.26%                             |
| Article 42            | \$10,704,650                | \$11,690,474                   | 9.21%                               | \$11,635,122                | 8.69%                             |
| Article 44            | \$0                         | -\$58,699                      | N/A                                 | \$0                         | N/A                               |
| Article 46            | \$0                         | \$2,776,151                    | N/A                                 | \$9,900,000                 | N/A                               |
| Interlocal            | \$9,296,379                 | \$9,281,264                    | -0.16%                              | \$9,457,885                 | 1.74%                             |
| <b>Total</b>          | <b>\$44,291,087</b>         | <b>\$50,619,175</b>            | <b>14.29%</b>                       | <b>\$57,788,235</b>         | <b>30.47%</b>                     |
| <b>Total Minus 46</b> | <b>\$44,291,087</b>         | <b>\$47,843,024</b>            | <b>8.02%</b>                        | <b>\$47,888,235</b>         | <b>8.12%</b>                      |

### 10 Year Sales Tax Collection (minus Interlocal)



## Intergovernmental Revenues

The vast majority of the budgeted intergovernmental revenues in Durham County are received by the human services agencies of Public Health, Department of Social Services and Mental Health. The Durham Center, Durham County's Mental Health Agency, will begin operating as a Managed Care Organization under the name Alliance Behavioral Healthcare LME/MCO beginning July 1, 2012. The intergovernmental revenues historically received by the Durham Center will be received directly by the MCO and not Durham County beginning fiscal year 2013.

Public Health has a total budget of \$19,447,819, of which \$14,320,757 is county dollars and \$5,127,062 is received from other sources. Of the \$5,885,027 in revenues from other sources, 92% comes from intergovernmental sources, mostly the state and federal government, and currently is budgeted at \$4,692,150 for FY2012-13. 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 \$50,954,313, of which \$16,384,836 is county dollars and \$34,569,477 is received from other sources. Of the \$34,569,477 in revenues from other sources, 99% comes from intergovernmental sources, mostly the state and federal government, and currently is budgeted at \$34,369,116 for FY2012-13. 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, 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 correlation to overall county economic activity. Below are a few of those key revenues that the county takes note of every year when developing its annual budget.

| Other Key Revenues         | 2010-11<br>Actual<br>Revenues | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|----------------------------|-------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| Animal Tax                 | \$554,790                     | \$530,000                       | \$552,330                         | \$550,000                            | \$600,000                             |
| ABC Profit Distribution    | \$926,488                     | \$646,000                       | \$646,000                         | \$646,000                            | \$1,000,000                           |
| Register of Deed Fee       | \$2,371,779                   | \$2,500,000                     | \$2,700,000                       | \$2,600,000                          | \$2,600,000                           |
| Investment Income          | \$238,369                     | \$355,000                       | \$302,134                         | \$310,000                            | \$310,000                             |
| EMS Patient Income         | \$4,576,736                   | \$4,375,000                     | \$4,900,000                       | \$4,900,000                          | \$4,900,000                           |
| Solid Waste Management Fee | \$1,336,769                   | \$1,345,375                     | \$1,347,197                       | \$1,475,375                          | \$1,475,375                           |

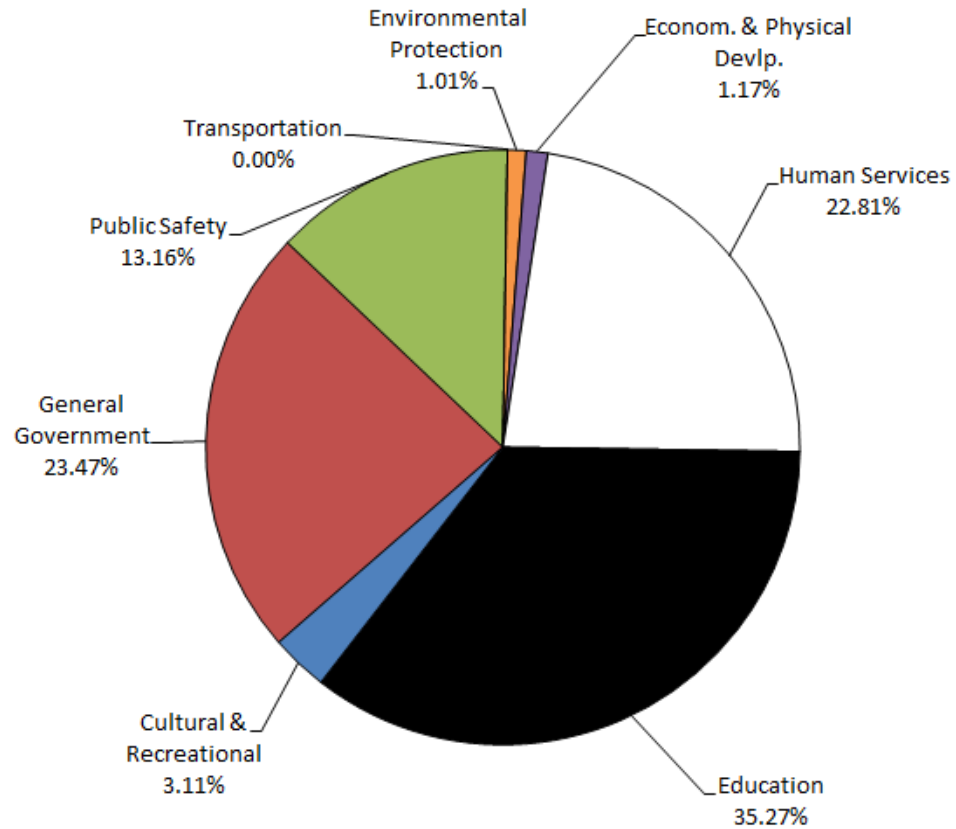
The annual animal licensing fee is for registered dogs or cats in the county. Reduced fees are offered for spayed or neutered animals.

- ABC profit distributions are received quarterly from state collected taxes on alcohol sold in the county and throughout the state.
- Register of Deeds fees are charges made for new deeds of trust, changing of deeds of trust, marriage certificates, etc. State changes to these fees may affect the collection amount.
- 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 sites.

# General Fund Expenditures

FY 2012-13 Approved Budget

Total General Fund Expenditures: \$348,430,822



# General Funds Expenditures

Funds: 101, 102, 103, 104, 125, 150

| Fund                                 | 2010-2011<br>Actual<br>Expenditures | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|--------------------------------------|-------------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>General Government</b>            | <b>\$ 65,674,038</b>                | <b>\$ 75,844,671</b>            | <b>\$ 80,923,820</b>              | <b>\$ 79,115,968</b>                 | <b>\$ 81,775,474</b>                  |
| BOARD OF COUNTY COMMISSIONERS        | \$ 478,499                          | \$ 451,392                      | \$ 443,717                        | \$ 510,199                           | \$ 494,328                            |
| COUNTY ADMINISTRATION                | \$ 1,473,486                        | \$ 1,740,821                    | \$ 1,785,393                      | \$ 2,439,374                         | \$ 2,121,922                          |
| FINANCE                              | \$ 1,902,489                        | \$ 2,015,831                    | \$ 1,896,191                      | \$ 2,258,365                         | \$ 2,139,818                          |
| TAX ADMINISTRATION                   | \$ 5,916,524                        | \$ 4,993,399                    | \$ 5,246,772                      | \$ 5,560,139                         | \$ 5,343,258                          |
| LEGAL                                | \$ 1,428,977                        | \$ 1,591,033                    | \$ 1,550,772                      | \$ 1,693,879                         | \$ 1,670,001                          |
| COURT FACILITIES                     | \$ 324,199                          | \$ 375,121                      | \$ 313,474                        | \$ 314,325                           | \$ 314,325                            |
| ELECTIONS                            | \$ 874,426                          | \$ 1,552,941                    | \$ 1,396,439                      | \$ 1,149,268                         | \$ 1,245,673                          |
| REGISTER OF DEEDS                    | \$ 1,512,123                        | \$ 1,628,445                    | \$ 1,597,209                      | \$ 1,672,652                         | \$ 1,672,652                          |
| GENERAL SERVICES                     | \$ 7,317,268                        | \$ 9,062,192                    | \$ 8,695,603                      | \$ 12,138,868                        | \$ 10,489,456                         |
| INFORMATION TECHNOLOGY               | \$ 3,936,930                        | \$ 4,297,274                    | \$ 4,316,583                      | \$ 4,715,414                         | \$ 4,679,198                          |
| HUMAN RESOURCES                      | \$ 1,356,124                        | \$ 1,476,383                    | \$ 1,447,912                      | \$ 1,610,540                         | \$ 1,632,003                          |
| BUDGET & MANAGEMENT SERVICES         | \$ 445,009                          | \$ 478,009                      | \$ 446,313                        | \$ 498,779                           | \$ 498,779                            |
| VETERANS SERVICES                    | \$ 104,151                          | \$ 100,222                      | \$ 98,232                         | \$ 104,321                           | \$ 104,937                            |
| GEOGRAPHIC INFORMATION SYSTEMS       | \$ 408,705                          | \$ 437,613                      | \$ 437,613                        | \$ 407,116                           | \$ 389,292                            |
| SAP SHARED SERVICES                  | \$ 1,040,867                        | \$ 1,077,611                    | \$ 1,104,816                      | \$ 1,427,550                         | \$ 1,310,484                          |
| NONDEPARTMENTAL *                    | \$ 37,154,259                       | \$ 44,566,384                   | \$ 50,146,781                     | \$ 42,615,179                        | \$ 47,669,348                         |
| Other                                | \$ 3,202,694                        | \$ 1,499,748                    | \$ 482,946                        | \$ 1,800,000                         | \$ 2,624,080                          |
| Transfer to Capital Finance Fund     | \$ 19,443,506                       | \$ 27,952,128                   | \$ 30,010,137                     | \$ 24,786,799                        | \$ 29,010,002                         |
| Transfer to MCO                      | \$ 0                                | \$ 0                            | \$ 4,000,000                      | \$ 0                                 | \$ 0                                  |
| Transfer to Debt Service             | \$ 256,021                          | \$ 0                            | \$ 0                              | \$ 0                                 | \$ 0                                  |
| Transfer to Benefits Plan Fund       | \$ 14,252,038                       | \$ 15,114,508                   | \$ 15,653,698                     | \$ 16,028,380                        | \$ 16,035,266                         |
| <b>Public Safety</b>                 | <b>\$ 43,233,795</b>                | <b>\$ 44,297,922</b>            | <b>\$ 44,335,959</b>              | <b>\$ 48,140,048</b>                 | <b>\$ 45,864,742</b>                  |
| ANIMAL CONTROL                       | \$ 1,398,762                        | \$ 1,469,376                    | \$ 1,466,081                      | \$ 0                                 | \$ 0                                  |
| COUNTY SHERIFF                       | \$ 26,526,127                       | \$ 26,755,139                   | \$ 27,203,204                     | \$ 30,088,243                        | \$ 29,052,328                         |
| EMERGENCY COMMUNICATIONS             | \$ 939,872                          | \$ 982,840                      | \$ 982,840                        | \$ 1,074,580                         | \$ 1,026,808                          |
| FIRE MARSHAL                         | \$ 2,635,063                        | \$ 2,732,607                    | \$ 2,821,319                      | \$ 2,984,093                         | \$ 2,777,410                          |
| MEDICAL EXAMINER                     | \$ 100,900                          | \$ 100,000                      | \$ 85,000                         | \$ 100,000                           | \$ 100,000                            |
| CRIMINAL JUSTICE PARTNERSHIP         | \$ 2,120,080                        | \$ 2,602,465                    | \$ 2,354,921                      | \$ 3,083,663                         | \$ 2,986,251                          |
| VFD - PARAMEDIC SERVICES             | \$ 1,541,320                        | \$ 1,549,955                    | \$ 1,504,952                      | \$ 1,210,521                         | \$ 976,521                            |
| YOUTH HOME                           | \$ 941,511                          | \$ 1,045,410                    | \$ 884,531                        | \$ 1,073,177                         | \$ 1,045,407                          |
| EMERGENCY MEDICAL SERVICES           | \$ 6,923,976                        | \$ 6,987,958                    | \$ 6,960,939                      | \$ 8,382,350                         | \$ 7,841,922                          |
| OTHER PUBLIC SAFETY                  | \$ 106,184                          | \$ 72,172                       | \$ 72,172                         | \$ 143,421                           | \$ 58,095                             |
| <b>Transportation</b>                | <b>\$ 12,500</b>                    | <b>\$ 12,500</b>                | <b>\$ 12,500</b>                  | <b>\$ 12,500</b>                     | <b>\$ 12,500</b>                      |
| OTHER TRANSPORTATION                 | \$ 12,500                           | \$ 12,500                       | \$ 12,500                         | \$ 12,500                            | \$ 12,500                             |
| <b>Environmental Protection</b>      | <b>\$ 3,173,992</b>                 | <b>\$ 3,470,200</b>             | <b>\$ 3,519,186</b>               | <b>\$ 4,244,428</b>                  | <b>\$ 3,525,212</b>                   |
| SOLID WASTE                          | \$ 1,847,320                        | \$ 2,010,290                    | \$ 1,989,050                      | \$ 2,588,982                         | \$ 1,918,266                          |
| ENVIRONMENTAL ENGINEERING            | \$ 1,285,833                        | \$ 1,396,700                    | \$ 1,444,104                      | \$ 1,606,530                         | \$ 1,558,030                          |
| OTHER ENVIRONMENTAL PROTECTION       | \$ 40,839                           | \$ 63,210                       | \$ 86,032                         | \$ 48,916                            | \$ 48,916                             |
| <b>Econom. &amp; Physical Devlp.</b> | <b>\$ 4,265,011</b>                 | <b>\$ 5,110,483</b>             | <b>\$ 3,737,321</b>               | <b>\$ 5,128,527</b>                  | <b>\$ 4,076,217</b>                   |
| OPEN SPACE MANAGEMENT                | \$ 0                                | \$ 0                            | \$ 68,118                         | \$ 80,000                            | \$ 77,175                             |
| PLANNING                             | \$ 1,004,324                        | \$ 1,097,856                    | \$ 1,097,856                      | \$ 1,044,427                         | \$ 1,044,427                          |
| COOPERATIVE EXTENSION SERVICE        | \$ 1,358,723                        | \$ 1,088,130                    | \$ 1,062,779                      | \$ 1,157,234                         | \$ 1,171,554                          |
| SOIL AND WATER CONSERVATION          | \$ 291,433                          | \$ 296,542                      | \$ 288,516                        | \$ 369,329                           | \$ 312,722                            |
| ECONOMIC DEVELOPMENT                 | \$ 1,610,531                        | \$ 2,627,955                    | \$ 1,220,052                      | \$ 2,477,537                         | \$ 1,470,339                          |

| <b>Fund</b>                          | 2010-2011<br>Actual<br>Expenditures | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|--------------------------------------|-------------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>Human Services</b>                | <b>\$ 103,359,056</b>               | <b>\$ 104,489,227</b>           | <b>\$ 103,141,346</b>             | <b>\$ 79,921,283</b>                 | <b>\$ 79,460,742</b>                  |
| PUBLIC HEALTH                        | \$ 18,748,269                       | \$ 19,472,515                   | \$ 18,959,040                     | \$ 19,981,198                        | \$ 20,238,782                         |
| MENTAL HEALTH                        | \$ 29,282,517                       | \$ 31,829,666                   | \$ 31,833,537                     | \$ 6,661,442                         | \$ 6,661,442                          |
| SOCIAL SERVICES                      | \$ 53,620,239                       | \$ 51,746,341                   | \$ 50,982,428                     | \$ 50,982,030                        | \$ 50,954,313                         |
| OTHER HUMAN SERVICES                 | \$ 1,708,030                        | \$ 1,440,705                    | \$ 1,366,341                      | \$ 2,296,613                         | \$ 1,606,205                          |
| <b>Education</b>                     | <b>\$ 113,025,293</b>               | <b>\$ 114,740,156</b>           | <b>\$ 114,740,156</b>             | <b>\$ 123,343,222</b>                | <b>\$ 122,877,101</b>                 |
| DURHAM PUBLIC SCHOOLS                | \$ 108,402,189                      | \$ 110,106,952                  | \$ 110,106,952                    | \$ 116,921,782                       | \$ 117,166,662                        |
| COMMUNITY COLLEGES                   | \$ 4,529,918                        | \$ 4,529,918                    | \$ 4,529,918                      | \$ 5,775,400                         | \$ 5,628,189                          |
| OTHER EDUCATION                      | \$ 93,186                           | \$ 103,286                      | \$ 103,286                        | \$ 646,040                           | \$ 82,250                             |
| <b>Cultural &amp; Recreational</b>   | <b>\$ 10,273,924</b>                | <b>\$ 10,603,185</b>            | <b>\$ 9,861,263</b>               | <b>\$ 11,469,937</b>                 | <b>\$ 10,838,834</b>                  |
| LIBRARY                              | \$ 8,529,039                        | \$ 8,897,569                    | \$ 8,155,647                      | \$ 9,282,518                         | \$ 9,095,142                          |
| OTHER CULTURAL & RECREATIONAL        | \$ 1,744,884                        | \$ 1,705,616                    | \$ 1,705,616                      | \$ 2,187,419                         | \$ 1,743,692                          |
| <b>General Fund Total</b>            | <b>\$ 343,017,610</b>               | <b>\$ 358,568,344</b>           | <b>\$ 360,271,551</b>             | <b>\$ 351,375,913</b>                | <b>\$ 348,430,822</b>                 |
| <b>Risk Management Fund</b>          | <b>\$ 1,639,653</b>                 | <b>\$ 2,463,833</b>             | <b>\$ 1,972,801</b>               | <b>\$ 2,490,605</b>                  | <b>\$ 2,725,393</b>                   |
| <b>Swap Fund</b>                     | <b>\$ 750,000</b>                   | <b>\$ 1,803,000</b>             | <b>\$ 1,701,200</b>               | <b>\$ 2,203,000</b>                  | <b>\$ 3,203,000</b>                   |
| <b>MCO Implementation</b>            | <b>\$ 0</b>                         | <b>\$ 0</b>                     | <b>\$ 8,000,000</b>               | <b>\$ 0</b>                          | <b>\$ 0</b>                           |
| <b>Capital Financing Fund</b>        | <b>\$ 35,621,302</b>                | <b>\$ 46,962,324</b>            | <b>\$ 46,962,324</b>              | <b>\$ 50,515,677</b>                 | <b>\$ 49,068,264</b>                  |
| Transfer to Debt Service             | \$ 34,721,302                       | \$ 44,964,224                   | \$ 44,964,224                     | \$ 48,731,076                        | \$ 47,708,264                         |
| Transfer to PAYG                     | \$ 900,000                          | \$ 1,998,100                    | \$ 1,998,100                      | \$ 1,784,601                         | \$ 1,360,000                          |
| <b>Benefits Plan Fund</b>            | <b>\$ 15,385,184</b>                | <b>\$ 16,078,660</b>            | <b>\$ 15,978,660</b>              | <b>\$ 16,488,494</b>                 | <b>\$ 16,526,908</b>                  |
| <b>General Funds Total</b>           | <b>\$ 396,413,749</b>               | <b>\$ 425,876,161</b>           | <b>\$ 434,886,536</b>             | <b>\$ 423,073,689</b>                | <b>\$ 419,954,387</b>                 |
| To Benefits Plan Fund From GF        | -\$ 14,252,038                      | -\$ 15,114,508                  | -\$ 15,653,698                    | -\$ 16,028,380                       | -\$ 16,035,266                        |
| To MCO From GF                       | \$ 0                                | \$ 0                            | -\$ 4,000,000                     | \$ 0                                 | \$ 0                                  |
| To General Fund from Risk Management | \$ 0                                | \$ 0                            | \$ 0                              | \$ 0                                 | -\$ 234,788                           |
| To General Fund from SWAP Fund       | \$ 0                                | -\$ 3,000                       | -\$ 3,000                         | -\$ 3,000                            | -\$ 3,000                             |
| To CFP from GF                       | -\$ 19,443,506                      | -\$ 27,952,128                  | -\$ 30,010,137                    | -\$ 24,786,799                       | -\$ 29,010,002                        |
| <b>General Funds Total</b>           | <b>\$ 362,718,205</b>               | <b>\$ 382,806,525</b>           | <b>\$ 385,219,701</b>             | <b>\$ 382,255,510</b>                | <b>\$ 374,671,331</b>                 |

## All Funds Summary of Revenues

| Fund                        | 2010-2011<br>Actual<br>Revenues | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|-----------------------------|---------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>General Funds</b>        | <b>\$ 412,340,995</b>           | <b>\$ 425,876,161</b>           | <b>\$ 440,428,344</b>             | <b>\$ 415,115,907</b>                | <b>\$ 419,954,387</b>                 |
| Taxes                       | \$ 271,137,296                  | \$ 267,472,622                  | \$ 277,662,813                    | \$ 290,161,377                       | \$ 285,086,675                        |
| Licenses and Permits        | \$ 703,439                      | \$ 695,200                      | \$ 680,899                        | \$ 659,000                           | \$ 659,000                            |
| Intergovernmental           | \$ 74,485,382                   | \$ 71,399,294                   | \$ 76,857,931                     | \$ 46,775,648                        | \$ 47,408,133                         |
| Contributions and Donations | \$ 747,135                      | \$ 620,340                      | \$ 239,739                        | \$ 30,023                            | \$ 30,023                             |
| Investment Income           | \$ 280,486                      | \$ 357,874                      | \$ 313,391                        | \$ 310,000                           | \$ 310,000                            |
| Rental Income               | \$ 526,706                      | \$ 520,750                      | \$ 505,222                        | \$ 796,618                           | \$ 658,829                            |
| Service Charges             | \$ 16,451,831                   | \$ 16,910,548                   | \$ 17,392,415                     | \$ 17,336,512                        | \$ 17,806,512                         |
| Sewer Connection Fees       | \$ 558,572                      | \$ 610,000                      | \$ 346,069                        | \$ 234,113                           | \$ 234,113                            |
| Other Revenues              | \$ 7,591,613                    | \$ 7,997,164                    | \$ 9,198,438                      | \$ 2,546,860                         | \$ 2,571,917                          |
| Other Financing Sources     | \$ 39,858,536                   | \$ 59,292,369                   | \$ 57,231,427                     | \$ 56,265,756                        | \$ 65,189,185                         |
| <b>Special Revenue Fund</b> | <b>\$ 6,406,609</b>             | <b>\$ 6,642,509</b>             | <b>\$ 6,755,690</b>               | <b>\$ 6,901,341</b>                  | <b>\$ 6,876,529</b>                   |
| Taxes                       | \$ 6,402,472                    | \$ 6,427,369                    | \$ 6,462,062                      | \$ 6,560,435                         | \$ 6,560,623                          |
| Investment Income           | \$ 4,136                        | \$ 0                            | \$ 316                            | \$ 0                                 | \$ 0                                  |
| Other Financing Sources     | \$ 0                            | \$ 215,140                      | \$ 293,312                        | \$ 340,906                           | \$ 315,906                            |
| <b>Debt Service</b>         | <b>\$ 114,560,934</b>           | <b>\$ 52,305,150</b>            | <b>\$ 51,320,259</b>              | <b>\$ 56,349,297</b>                 | <b>\$ 56,339,648</b>                  |
| Contributions and Donations | \$ 16,000                       | \$ 0                            | \$ 20,000                         | \$ 0                                 | \$ 0                                  |
| Investment Income           | \$ 267,430                      | \$ 528,221                      | \$ 521,303                        | \$ 528,221                           | \$ 528,221                            |
| Rental Income               | \$ 28,943                       | \$ 0                            | \$ 13,358                         | \$ 0                                 | \$ 0                                  |
| Service Charges             | \$ 209,466                      | \$ 0                            | \$ 4,929                          | \$ 200,000                           | \$ 0                                  |
| Other Revenues              | \$ 0                            | \$ 0                            | \$ 151                            | \$ 0                                 | \$ 0                                  |
| Other Financing Sources     | \$ 114,039,094                  | \$ 51,776,929                   | \$ 50,760,518                     | \$ 55,621,076                        | \$ 55,811,427                         |
| <b>Enterprise Funds</b>     | <b>\$ 10,584,153</b>            | <b>\$ 8,288,030</b>             | <b>\$ 9,256,507</b>               | <b>\$ 9,263,930</b>                  | <b>\$ 9,263,930</b>                   |
| Licenses and Permits        | \$ 11,408                       | \$ 2,300                        | \$ 5,000                          | \$ 3,000                             | \$ 3,000                              |
| Investment Income           | -\$ 11,124                      | \$ 25,000                       | \$ 14,630                         | \$ 15,000                            | \$ 15,000                             |
| Enterprise Charges          | \$ 10,359,823                   | \$ 8,052,130                    | \$ 8,829,207                      | \$ 8,984,990                         | \$ 8,984,990                          |
| Sewer Connection Fees       | \$ 223,105                      | \$ 208,600                      | \$ 407,671                        | \$ 260,940                           | \$ 260,940                            |
| Other Revenues              | \$ 940                          | \$ 0                            | \$ 0                              | \$ 0                                 | \$ 0                                  |
| <b>Trust Funds</b>          | <b>\$ 8,103,719</b>             | <b>\$ 6,413,749</b>             | <b>\$ 4,776,500</b>               | <b>\$ 4,250,250</b>                  | <b>\$ 4,372,101</b>                   |
| Intergovernmental           | \$ 3,950,000                    | \$ 3,950,000                    | \$ 3,950,000                      | \$ 3,950,000                         | \$ 3,950,000                          |
| Contributions and Donations | \$ 300,207                      | \$ 290,250                      | \$ 280,000                        | \$ 300,250                           | \$ 300,250                            |
| Investment Income           | \$ 1,040,746                    | \$ 0                            | \$ 515,000                        | \$ 0                                 | \$ 0                                  |
| Service Charges             | \$ 56,700                       | \$ 0                            | \$ 31,500                         | \$ 0                                 | \$ 0                                  |
| Other Financing Sources     | \$ 2,756,066                    | \$ 2,173,499                    | \$ 0                              | \$ 0                                 | \$ 121,851                            |
| <b>Total All Funds</b>      | <b>\$ 551,996,409</b>           | <b>\$ 499,525,599</b>           | <b>\$ 512,537,300</b>             | <b>\$ 491,880,725</b>                | <b>\$ 496,806,595</b>                 |

## All Funds Summary of Expenditures

| Fund                         | 2010-2011<br>Actual<br>Expenditures | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|------------------------------|-------------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>General Funds</b>         | <b>\$ 396,413,749</b>               | <b>\$ 425,876,161</b>           | <b>\$ 434,886,536</b>             | <b>\$ 423,073,689</b>                | <b>\$ 419,954,387</b>                 |
| General                      | \$ 343,017,610                      | \$ 358,568,344                  | \$ 360,271,551                    | \$ 351,375,913                       | \$ 348,430,822                        |
| Risk Management              | \$ 1,639,653                        | \$ 2,463,833                    | \$ 1,972,801                      | \$ 2,490,605                         | \$ 2,725,393                          |
| Swap Agreement               | \$ 750,000                          | \$ 1,803,000                    | \$ 1,701,200                      | \$ 2,203,000                         | \$ 3,203,000                          |
| MCO Implementation           | \$ 0                                | \$ 0                            | \$ 8,000,000                      | \$ 0                                 | \$ 0                                  |
| Capital Improvement Plan     | \$ 35,621,302                       | \$ 46,962,324                   | \$ 46,962,324                     | \$ 50,515,677                        | \$ 49,068,264                         |
| Benefits Plan                | \$ 15,385,184                       | \$ 16,078,660                   | \$ 15,978,660                     | \$ 16,488,494                        | \$ 16,526,908                         |
| <b>Special Revenue Funds</b> | <b>\$ 6,472,291</b>                 | <b>\$ 6,642,509</b>             | <b>\$ 6,720,681</b>               | <b>\$ 6,901,341</b>                  | <b>\$ 6,876,529</b>                   |
| Bethesda Fire District       | \$ 1,592,463                        | \$ 1,686,858                    | \$ 1,686,858                      | \$ 1,729,059                         | \$ 1,704,059                          |
| Lebanon Fire District        | \$ 995,547                          | \$ 1,097,638                    | \$ 1,097,638                      | \$ 1,145,628                         | \$ 1,145,628                          |
| Parkwood Fire District       | \$ 1,644,444                        | \$ 1,564,240                    | \$ 1,564,240                      | \$ 1,614,691                         | \$ 1,614,691                          |
| Redwood Fire District        | \$ 746,895                          | \$ 746,000                      | \$ 746,000                        | \$ 770,000                           | \$ 770,000                            |
| New Hope Fire District       | \$ 59,874                           | \$ 72,518                       | \$ 72,518                         | \$ 73,724                            | \$ 73,724                             |
| Eno Fire District            | \$ 23,594                           | \$ 22,956                       | \$ 22,956                         | \$ 23,582                            | \$ 23,582                             |
| Bahama Fire District         | \$ 683,755                          | \$ 731,106                      | \$ 731,106                        | \$ 820,778                           | \$ 820,778                            |
| Special Park District        | \$ 708,161                          | \$ 703,904                      | \$ 782,076                        | \$ 706,448                           | \$ 706,636                            |
| Special Butner               | \$ 17,559                           | \$ 17,289                       | \$ 17,289                         | \$ 17,431                            | \$ 17,431                             |
| <b>Debt Service</b>          | <b>\$ 112,076,234</b>               | <b>\$ 52,305,150</b>            | <b>\$ 51,320,259</b>              | <b>\$ 56,349,297</b>                 | <b>\$ 56,339,648</b>                  |
| Debt Service                 | \$ 112,076,234                      | \$ 52,305,150                   | \$ 51,320,259                     | \$ 56,349,297                        | \$ 56,339,648                         |
| <b>Enterprise Funds</b>      | <b>\$ 7,216,983</b>                 | <b>\$ 8,288,030</b>             | <b>\$ 7,792,446</b>               | <b>\$ 9,263,930</b>                  | <b>\$ 9,263,930</b>                   |
| Sewer Utility                | \$ 7,216,983                        | \$ 8,288,030                    | \$ 7,792,446                      | \$ 9,263,930                         | \$ 9,263,930                          |
| <b>Trust Funds</b>           | <b>\$ 4,778,788</b>                 | <b>\$ 6,413,749</b>             | <b>\$ 6,360,868</b>               | <b>\$ 4,250,250</b>                  | <b>\$ 4,372,101</b>                   |
| George R. Linder Memorial    | \$0                                 | \$250                           | \$0                               | \$250                                | \$250                                 |
| Community Health Trust       | \$4,561,808                         | \$6,123,499                     | \$6,123,499                       | \$3,950,000                          | \$4,071,851                           |
| L.E.O. Retirement Trust      | \$216,980                           | \$290,000                       | \$237,369                         | \$300,000                            | \$300,000                             |
| <b>Total All Funds</b>       | <b>\$ 526,958,045</b>               | <b>\$ 499,525,599</b>           | <b>\$ 507,080,790</b>             | <b>\$ 499,838,507</b>                | <b>\$ 496,806,595</b>                 |

## All Funds FTEs (Full Time Equivalent Positions)

|                                      | 2010-11<br>Actual FTEs | 2011-12<br>Original<br>Budget | 2011-12<br>12 Month<br>Estimate | 2012-13<br>Department<br>Requested | 2012-13<br>Commissioner<br>Approved |
|--------------------------------------|------------------------|-------------------------------|---------------------------------|------------------------------------|-------------------------------------|
| <b>General Fund</b>                  |                        |                               |                                 |                                    |                                     |
| Clerk to the Board                   | 3.00                   | 3.00                          | 3.00                            | 4.00                               | 3.00                                |
| County Administration                | 11.00                  | 11.00                         | 12.00                           | 14.00                              | 12.00                               |
| Finance                              | 21.00                  | 21.00                         | 21.00                           | 22.00                              | 21.00                               |
| Tax Administration                   | 66.00                  | 66.00                         | 66.00                           | 66.00                              | 67.00                               |
| Legal                                | 16.00                  | 17.00                         | 17.00                           | 17.00                              | 17.00                               |
| Elections                            | 7.00                   | 7.00                          | 7.00                            | 7.00                               | 7.00                                |
| Register of Deeds                    | 20.00                  | 20.00                         | 20.00                           | 20.00                              | 20.00                               |
| General Services                     | 41.00                  | 44.00                         | 47.00                           | 59.00                              | 59.00                               |
| Information Technology               | 32.00                  | 33.00                         | 33.00                           | 34.00                              | 33.00                               |
| Human Resources                      | 17.00                  | 17.00                         | 17.00                           | 18.00                              | 19.00                               |
| Budget & Management Services         | 5.00                   | 5.00                          | 5.00                            | 5.00                               | 5.00                                |
| Veterans Services                    | 2.00                   | 2.00                          | 2.00                            | 2.00                               | 2.00                                |
| SAP Enterprise Resource Planning     | 9.00                   | 8.00                          | 8.00                            | 10.00                              | 8.00                                |
| <b>Function - General Government</b> | <b>250.00</b>          | <b>254.00</b>                 | <b>258.00</b>                   | <b>278.00</b>                      | <b>273.00</b>                       |
| Animal Control                       | 18.00                  | 18.00                         | 18.00                           | 0.00                               | 0.00                                |
| County Sheriff                       | 429.09                 | 429.09                        | 439.00                          | 457.00                             | 457.00                              |
| Fire Marshall                        | 42.00                  | 42.00                         | 42.00                           | 42.00                              | 42.00                               |
| Criminal Justice Resource Center     | 36.93                  | 36.93                         | 34.93                           | 40.02                              | 38.50                               |
| Youth Home                           | 21.12                  | 21.12                         | 21.12                           | 21.12                              | 21.12                               |
| Emergency Medical Services           | 94.00                  | 94.00                         | 109.00                          | 109.00                             | 109.00                              |
| <b>Function - Public Safety</b>      | <b>641.14</b>          | <b>641.14</b>                 | <b>664.05</b>                   | <b>669.14</b>                      | <b>667.62</b>                       |

## All Funds FTEs (Full Time Equivalent Positions)

|                                                           | 2010-11<br>Actual FTEs | 2011-12<br>Original<br>Budget | 2011-12<br>12 Month<br>Estimate | 2012-13<br>Department<br>Requested | 2012-13<br>Commissioner<br>Approved |
|-----------------------------------------------------------|------------------------|-------------------------------|---------------------------------|------------------------------------|-------------------------------------|
| General Services - Solid Waste                            | 17.00                  | 17.00                         | 17.00                           | 20.00                              | 17.00                               |
| County Engineering                                        | 14.00                  | 14.00                         | 14.00                           | 16.00                              | 16.00                               |
| <b>Function - Environmental Protection</b>                | <b>31.00</b>           | <b>31.00</b>                  | <b>31.00</b>                    | <b>36.00</b>                       | <b>33.00</b>                        |
| Cooperative Extension Service                             | 23.52                  | 18.79                         | 18.79                           | 18.79                              | 18.79                               |
| Soil and Water Conservation                               | 4.00                   | 4.00                          | 4.00                            | 5.00                               | 4.00                                |
| <b>Function - Economic &amp; Physical<br/>Development</b> | <b>27.52</b>           | <b>22.79</b>                  | <b>22.79</b>                    | <b>23.79</b>                       | <b>22.79</b>                        |
| Public Health                                             | 218.53                 | 211.66                        | 195.46                          | 211.96                             | 209.96                              |
| Mental Health                                             | 106.50                 | 106.50                        | 107.50                          | 0.00                               | 0.00                                |
| Social Services                                           | 475.45                 | 475.45                        | 472.45                          | 472.45                             | 475.45                              |
| Other Human Services                                      | 2.00                   | 2.00                          | 2.00                            | 2.00                               | 2.00                                |
| <b>Function - Human Services</b>                          | <b>802.48</b>          | <b>795.61</b>                 | <b>777.41</b>                   | <b>686.41</b>                      | <b>687.41</b>                       |
| Library                                                   | 138.55                 | 138.45                        | 137.00                          | 138.53                             | 137.00                              |
| <b>Function - Culture &amp; Recreation</b>                | <b>138.55</b>          | <b>138.45</b>                 | <b>137.00</b>                   | <b>138.53</b>                      | <b>137.00</b>                       |
| <b>General Fund Total</b>                                 | <b>1890.69</b>         | <b>1882.99</b>                | <b>1890.25</b>                  | <b>1831.87</b>                     | <b>1820.82</b>                      |
| Risk Management Fund                                      | 2.00                   | 2.00                          | 2.00                            | 2.00                               | 2.00                                |
| Sewer Utility Fund                                        | 22.00                  | 23.00                         | 23.00                           | 23.00                              | 23.00                               |
| <b>All Funds Total</b>                                    | <b>1914.69</b>         | <b>1907.99</b>                | <b>1915.25</b>                  | <b>1856.87</b>                     | <b>1845.82</b>                      |

\*An FTE audit was conducted during FY 2011-12. Any adjustments made due to this audit are reflected in the FY 2011-12 twelve month estimates.

FY 2012-13 APPROVED NEW FULL TIME EQUIVALENTS (FTEs)

| Position                                                                  | FTEs         | Salary and Benefits | Starting Date |
|---------------------------------------------------------------------------|--------------|---------------------|---------------|
| Staff Assistant II (Human Resources)                                      | 1.00         | \$ 21,462           | 10/01/12      |
| Human Resources Analyst (Human Resources)                                 | 1.00         | \$ 59,695           | 07/01/12      |
| Staff Assistant II (DSS)                                                  | 2.00         | \$ 27,918           | 01/01/13      |
| Staff Assistant II (DSS)                                                  | 1.00         | \$ 14,308           | 01/01/13      |
| Tax Assistant I (Tax Administration)                                      | 1.00         | \$ 16,189           | 01/01/13      |
| Building Supervisor (General Services)                                    | 1.00         | \$ 49,249           | 10/01/12      |
| Maintenance Tech II (General Services)                                    | 3.00         | \$ 85,962           | 10/01/12      |
| Electrician (General Services)                                            | 2.00         | \$ 67,584           | 10/01/12      |
| Plumber (General Services)                                                | 2.00         | \$ 59,934           | 10/01/12      |
| HVAC (General Services)                                                   | 2.00         | \$ 78,412           | 10/01/12      |
| Janitorial (General Services)                                             | 2.00         | \$ 46,228           | 10/01/12      |
| MAJORS Assessor (Alliance Grant - CJRC)                                   | 1.00         | \$ 64,173           | 07/01/12      |
| Bethesda EMT Intermediate (EMS)                                           |              | \$ 79,762           | 07/01/12      |
| Bethesda Paramedic (EMS)                                                  |              | \$ 98,068           | 07/01/12      |
| Redwood EMT Intermediate (EMS)                                            |              | \$ 79,762           | 07/01/12      |
| Redwood Paramedic (EMS)                                                   |              | \$ 98,068           | 07/01/12      |
| Clerk IV (EMS)                                                            |              | \$ 29,330           | 07/01/12      |
| Paramedic (EMS)                                                           |              | \$ 247,848          | 07/01/12      |
| Stormwater Manager (County Engineering and Environmental Services)        | 1.00         | \$ 77,604           | 07/01/12      |
| Energy Program Specialist (County Engineering and Environmental Services) | 1.00         | \$ 51,844           | 09/01/12      |
| Pharmacist I (PH)                                                         | 0.50         | \$ 44,269           | 07/01/12      |
| Clinical Social Worker (Diabetes Coalition Project Grant - PH)            | 1.00         | \$ 54,077           | 07/01/12      |
| Community Health Technician (Diabetes Coalition Project Grant - PH)       | 1.00         | \$ 32,997           | 07/01/12      |
| Health Education Specialist (Diabetes Coalition Project Grant - PH)       | 1.00         | \$ 51,468           | 07/01/12      |
| Nutrition Specialist (Diabetes Coalition Project Grant - PH)              | 1.00         | \$ 59,689           | 07/01/12      |
| Project Manager (Duke-CMS Grant - PH)                                     | 1.00         | \$ 66,647           | 07/01/12      |
| Information and Communication Specialist (Duke-CMS Grant - PH)            | 1.00         | \$ 60,588           | 07/01/12      |
| Health Education Specialist (Duke-CMS Grant - PH)                         | 2.00         | \$ 111,482          | 07/01/12      |
| Licensed Clinical Social Worker (Duke-CMS Grant - PH)                     | 1.00         | \$ 67,859           | 07/01/12      |
| Community Health Technician (Duke-CMS Grant - PH)                         | 1.00         | \$ 35,757           | 07/01/12      |
| Registered Dietician ((Duke-CMS Grant - PH)                               | 1.00         | \$ 64,829           | 07/01/12      |
| Public Health Nurse III (Duke Health Grant - PH)                          | 3.00         | \$ 175,689          | 07/01/12      |
| Environmental Health Specialist (PH)                                      | 1.00         | \$ 53,726           | 07/01/12      |
|                                                                           | <b>36.50</b> | <b>\$2,232,477</b>  |               |

FY 2012-13 APPROVED ELIMINATED FULL TIME EQUIVALENTS (FTEs)

| Position                                                | FTEs        | Salary and Benefits | Ending Date |
|---------------------------------------------------------|-------------|---------------------|-------------|
| Human Services Clinical Counselor II (DPD Grant - CJRC) | 1.00        | \$37,835            | 09/30/12    |
| Human Services Clinical Counselor II (DPD Grant - CJRC) | 0.43        | \$16,806            | 09/30/12    |
| Case Management Aide (MHOP Grant - CJRC)                | 1.00        | \$14,238            | 09/30/12    |
| Public Health Nurse II (CFST, 12 month position - PH)   | 1.00        | \$84,732            | 06/30/12    |
|                                                         | <b>3.43</b> | <b>\$153,611</b>    |             |

FY 2012-13 APPROVED TRANSFERRED FULL TIME EQUIVALENTS (FTEs)

| Position                                          | FTEs   | Ending Date |
|---------------------------------------------------|--------|-------------|
| Transferred to Alliance Behavioral Healthcare MCO | 102.50 | 06/30/12    |

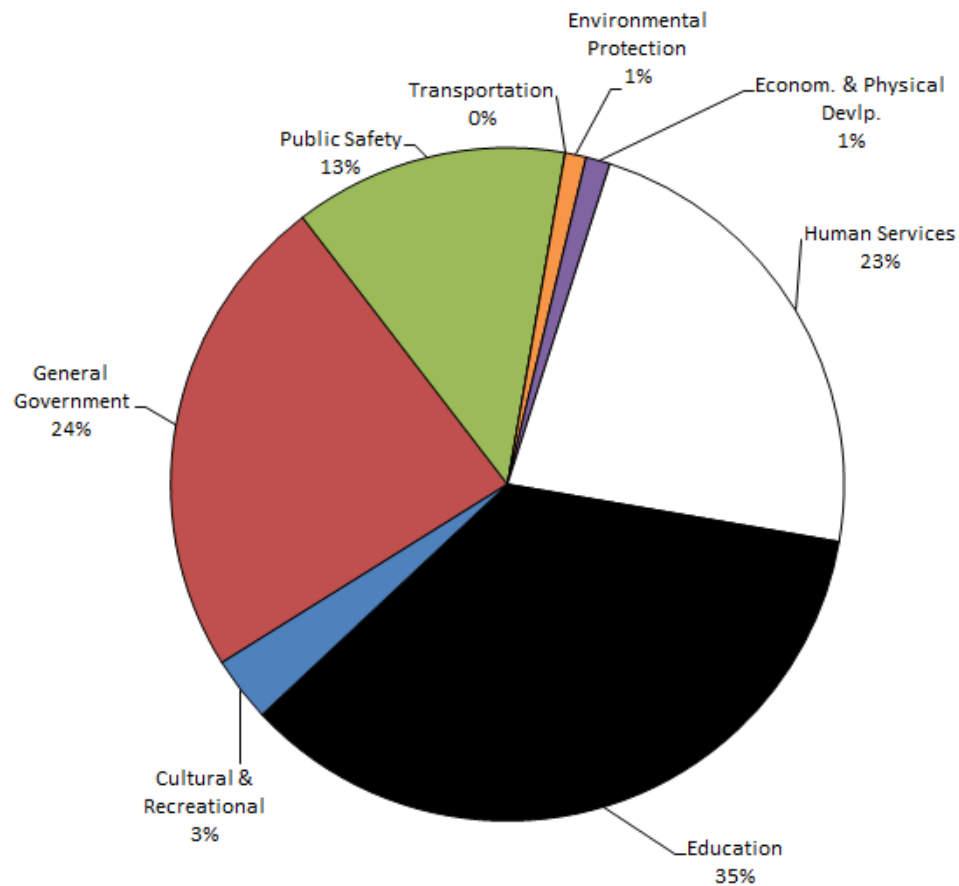
\*EMS Positions were created by the BOCC in June 2012; however, funding was not appropriated until the FY 2012-13 Budget.



## **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           | 2010-2011<br>Actual<br>Expenditures | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|-------------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| General Government        | \$ 65,674,038                       | \$ 75,844,671                   | \$ 80,923,820                     | \$ 79,115,968                        | \$81,775,474                          |
| Public Safety             | \$ 43,233,795                       | \$ 44,297,922                   | \$ 44,335,959                     | \$ 48,140,048                        | \$45,864,742                          |
| Transportation            | \$ 12,500                           | \$ 12,500                       | \$ 12,500                         | \$ 12,500                            | \$12,500                              |
| Environmental Protection  | \$ 3,173,992                        | \$ 3,470,200                    | \$ 3,519,186                      | \$ 4,244,428                         | \$3,525,212                           |
| Econom. & Physical Devlp. | \$ 4,265,011                        | \$ 5,110,483                    | \$ 3,737,321                      | \$ 5,128,527                         | \$4,076,217                           |
| Human Services            | \$ 103,359,056                      | \$ 104,489,227                  | \$ 103,141,346                    | \$ 79,921,283                        | \$79,460,742                          |
| Education                 | \$ 113,025,293                      | \$ 114,740,156                  | \$ 114,740,156                    | \$ 123,343,222                       | \$122,877,101                         |
| Cultural & Recreational   | \$ 10,273,924                       | \$ 10,603,185                   | \$ 9,861,263                      | \$ 11,469,937                        | \$10,838,834                          |
| <b>Overall Result</b>     | <b>\$ 343,017,610</b>               | <b>\$ 358,568,344</b>           | <b>\$ 360,271,551</b>             | <b>\$ 351,375,913</b>                | <b>\$ 348,430,822</b>                 |

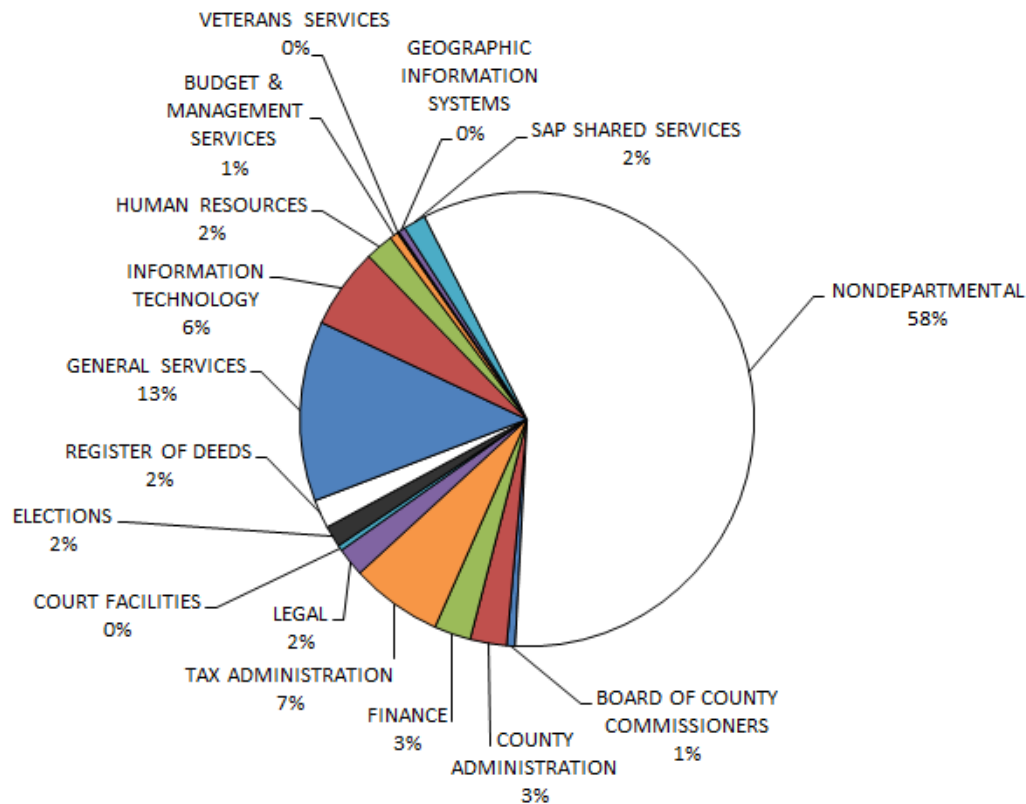
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## **General Government**

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

## General Government Approved Budget



| Business area                  | 2010-2011<br>Actual<br>Expenditures | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|--------------------------------|-------------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| BOARD OF COUNTY COMMISSIONERS  | \$ 478,499                          | \$ 451,392                      | \$ 443,717                        | \$ 510,199                           | \$ 494,328                            |
| COUNTY ADMINISTRATION          | \$ 1,473,486                        | \$ 1,740,821                    | \$ 1,785,393                      | \$ 2,439,374                         | \$ 2,121,922                          |
| FINANCE                        | \$ 1,902,489                        | \$ 2,015,831                    | \$ 1,896,191                      | \$ 2,258,365                         | \$ 2,139,818                          |
| TAX ADMINISTRATION             | \$ 5,916,524                        | \$ 4,993,399                    | \$ 5,246,772                      | \$ 5,560,139                         | \$ 5,343,258                          |
| LEGAL                          | \$ 1,428,977                        | \$ 1,591,033                    | \$ 1,550,772                      | \$ 1,693,879                         | \$ 1,670,001                          |
| COURT FACILITIES               | \$ 324,199                          | \$ 375,121                      | \$ 313,474                        | \$ 314,325                           | \$ 314,325                            |
| ELECTIONS                      | \$ 874,426                          | \$ 1,552,941                    | \$ 1,396,439                      | \$ 1,149,268                         | \$ 1,245,673                          |
| REGISTER OF DEEDS              | \$ 1,512,123                        | \$ 1,628,445                    | \$ 1,597,209                      | \$ 1,672,652                         | \$ 1,672,652                          |
| GENERAL SERVICES               | \$ 7,317,268                        | \$ 9,062,192                    | \$ 8,695,603                      | \$ 12,138,868                        | \$ 10,489,456                         |
| INFORMATION TECHNOLOGY         | \$ 3,936,930                        | \$ 4,297,274                    | \$ 4,316,583                      | \$ 4,715,414                         | \$ 4,679,198                          |
| HUMAN RESOURCES                | \$ 1,356,124                        | \$ 1,476,383                    | \$ 1,447,912                      | \$ 1,610,540                         | \$ 1,632,003                          |
| BUDGET & MANAGEMENT SERVICES   | \$ 445,009                          | \$ 478,009                      | \$ 446,313                        | \$ 498,779                           | \$ 498,779                            |
| VETERANS SERVICES              | \$ 104,151                          | \$ 100,222                      | \$ 98,232                         | \$ 104,321                           | \$ 104,937                            |
| GEOGRAPHIC INFORMATION SYSTEMS | \$ 408,705                          | \$ 437,613                      | \$ 437,613                        | \$ 407,116                           | \$ 389,292                            |
| SAP SHARED SERVICES            | \$ 1,040,867                        | \$ 1,077,611                    | \$ 1,104,816                      | \$ 1,427,550                         | \$ 1,310,484                          |
| NONDEPARTMENTAL                | \$ 37,154,259                       | \$ 44,566,384                   | \$ 50,146,781                     | \$ 42,615,179                        | \$ 47,669,348                         |
| <b>OVERALL RESULT</b>          | <b>\$ 65,674,038</b>                | <b>\$ 75,844,671</b>            | <b>\$ 80,923,820</b>              | <b>\$ 79,115,968</b>                 | <b>\$ 81,775,474</b>                  |

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# Board of County Commissioners

Business Area: 4110

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$286,225                      | \$307,207                       | \$300,806                         | \$360,311                            | \$347,740                             |
| Operating                 | \$192,274                      | \$144,185                       | \$142,911                         | \$149,888                            | \$146,588                             |
| <b>Total Expenditures</b> | <b>\$478,499</b>               | <b>\$451,392</b>                | <b>\$443,717</b>                  | <b>\$510,199</b>                     | <b>\$494,328</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>\$478,499</b>               | <b>\$451,392</b>                | <b>\$443,717</b>                  | <b>\$510,199</b>                     | <b>\$494,328</b>                      |
| FTEs                      | 3.00                           | 3.00                            | 3.00                              | 4.00                                 | 3.00                                  |

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# BOARD OF COUNTY COMMISSIONERS

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## 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

The Durham County Board of County 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 of even-numbered years. 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.

## 2011-12 ACCOMPLISHMENTS

- The Tax Department continued its aggressive collections and despite the downturn, they collected a very positive 98.88% of taxes;
- The Board made adequate support of Durham Public Schools a priority by fully funding their request of \$110.1 million dollars. Durham County continued to partner with 42 local nonprofit agencies by awarding \$853,667 to those organizations for service delivery. At the end of the process, our Board approved a budget with no property tax increase from the previous year;
- Moody's Investors Service reaffirmed Durham County's top-notch credit rating, after a special review was conducted. Durham County's AAA rating is intact. The AAA rating allows Durham County to borrow money at the lowest rates available which is a tremendous benefit to our taxpayers;
- The Board of Commissioners awarded \$225 thousand dollars in incentives to Syngenta Biotechnology for its \$70 million dollar expansion. This new 147,000 square foot research and development complex will certainly provide a tremendous economic boost to the Durham community and its tax base;
- AW North Carolina, located in Treyburn, received \$2 million worth of incentives from Durham County a few years back. Despite the economic downturn and the hit to the automotive industry, AW currently has about 1,400 people at work thanks to a \$100 million dollar expansion that created more jobs for local workers. Workers laid off during the downturn have now been rehired. That expansion included a new production line crafting transmissions and related parts thanks to the uptick in sales of Toyotas;
- President Barack Obama again visited our Cree LED lighting company in the summer to stress the importance of science and technology, and to emphasize jobs and competitiveness in those areas. Cree is another company that has received economic development funds from Durham County for its initial investment and an expansion;
- Durham County voters approved two sales tax referenda to benefit education and transit. The quarter cent sales and use tax for education will be collected starting this April and will help Durham Public Schools, Durham Technical Community College and the Partnership for Children. According to our estimates the tax will annually produce about \$9.2 million dollars. Of that, Durham Public Schools will receive about 6.1 million dollars to help maintain jobs for school-based personnel and an additional \$2 million dollars to pay debt on recently built school facilities;
- Durham Technical Community College will receive \$825,000 to award need based scholarships to Durham Public School graduates and to Durham residents who seek career training, or retraining. Finally, Durham's Partnership for Children will be provided with nearly \$400,000 to support Transition to Kindergarten, a partnership program with Durham Public Schools which builds a seamless transition to help our youngest children prepare to enter kindergarten;
- The Justice Center construction continues on schedule. The County held a topping out ceremony for the facility last spring as the final floor was erected. The courthouse building will be completed in late summer with move in set for early 2013;
- The first phase of the Human Services Complex on Main Street was completed allowing the Public Health Department and Durham Center to move in the spring. An open house for the two departments was held on May 4. Phase Two of the building and our Social Services Department will join them next year;
- Durham County Engineering's Project Management Division also managed the completion of Phase I and II of the Fiber Optic Connectivity project, major improvements to our Information Technology Department on the 5th floor of the administrative building, and the Justice Center Parking Deck which is now open for use;

# Board of County Commissioners

Funds Center: 4110110000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$114,543                      | \$129,682                       | \$115,195                         | \$134,621                            | \$147,344                             |
| Operating                 | \$152,301                      | \$93,049                        | \$98,775                          | \$97,809                             | \$97,809                              |
| <b>Total Expenditures</b> | <b>\$266,844</b>               | <b>\$222,731</b>                | <b>\$213,970</b>                  | <b>\$232,430</b>                     | <b>\$245,153</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>\$266,844</b>               | <b>\$222,731</b>                | <b>\$213,970</b>                  | <b>\$232,430</b>                     | <b>\$245,153</b>                      |

## 2011-12 ACCOMPLISHMENTS (cont'd)

- Durham County remains committed to sustainability. Two more of our facilities were awarded LEED Certifications: A Silver award for the Durham County Criminal Justice Resource Center major renovation project which reopened a year ago, and a Gold Certification for the new South Regional Library. We now have a total of seven LEED Certified buildings;
- The Triangle Business Journal selected Durham County Government as one of the winners of its first 2011 Healthiest Employers awards, specifically for our wellness programs that help employees identify and manage chronic illnesses;
- The North Carolina Association of County Commissioners recognized Durham County's "Computers 4 Kids" program with its Outstanding County Program Award. This award is presented to innovative county programs that other counties might want to duplicate. "Computers for Kids" is a partnership with Durham Public Schools, United Way of the Greater Triangle and the Volunteer Center of Durham, and is housed in the Department of Social Services.

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# CLERK TO THE BOARD

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## MISSION

The mission of the Clerk to the Board is to provide an official, historical record for present and future generations; to provide the Commissioners a guided focus and direction through agendas; and to provide citizen participation and involvement in county government.

## PROGRAM DESCRIPTION

The County Clerk's Office provides support to the Board of County Commissioners (BOCC) by preparing, maintaining, researching, and transmitting agendas and minutes of official Board proceedings. The Clerk's Office also oversees the appointment process for 51 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.

## 2011-12 ACCOMPLISHMENTS

- Clerk received Certified Municipal Clerk (CMC) certification from Institute of International Municipal Clerks Association;
- Clerk's Office attended over sixty six (66) BOCC related meetings; prepared and submitted minutes for approval within set time frame 100 percent of time;
- Developed orientation and checklist for new BOCC commissioners;
- Delivered the BOCC agenda packets electronically in PDF format to all County staff which has tremendously decreased our paper copying;
- Co-authored the Procedures for Citizen appointments that the Board approved in October, 2011;
- Implemented new procedures, including administering oath to all new citizen appointments. Between October-March, over 22 citizen appointees received an oath;
- Co-sponsored an orientation program with the County Attorney's Office for all BOCC new citizen board and commission appointments. To date, 31 citizens have received the training. Since its inception, we have received requests from veteran appointees for training;
- Worked with IT to upgrade Granicus contract that will now allow streaming of the BOCC meetings from mobile devices. In the upcoming year, Commissioners will begin receiving the agenda information in iLegislate for the iPad;
- Updated website for Boards and Commissions to give more detailed information;
- Deputy Clerk began educational process with School of Government for certification.

## 2012-13 HIGHLIGHTS

- The Clerk will continue to look at paperless and more efficient methods of transmitting information to the Board and our citizens.

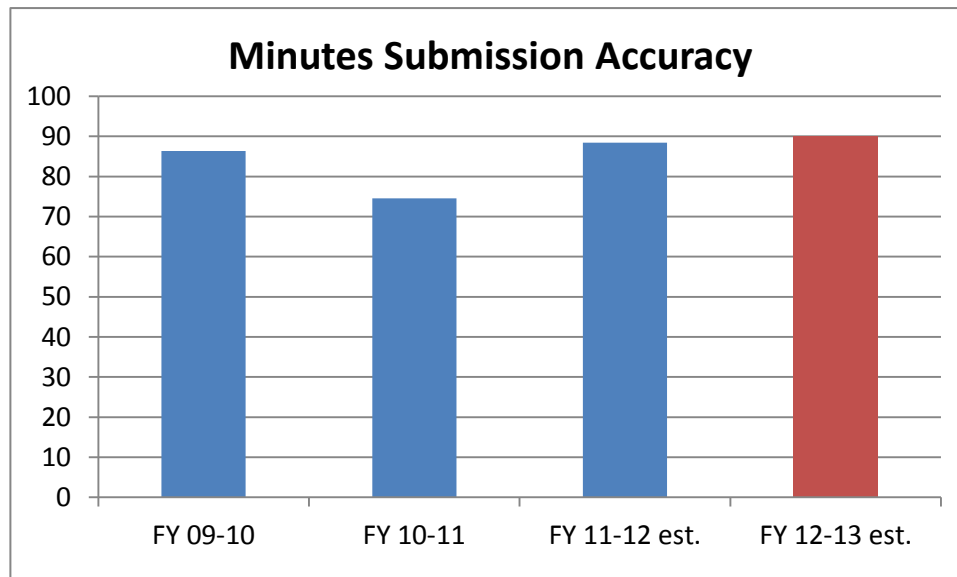
# Clerk to the Board

Funds Center: 4110115000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$171,682                      | \$177,525                       | \$185,611                         | \$225,690                            | \$200,396                             |
| Operating                 | \$39,973                       | \$51,136                        | \$44,136                          | \$52,079                             | \$48,779                              |
| <b>Total Expenditures</b> | <b>\$211,655</b>               | <b>\$228,661</b>                | <b>\$229,747</b>                  | <b>\$277,769</b>                     | <b>\$249,175</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>\$211,655</b>               | <b>\$228,661</b>                | <b>\$229,747</b>                  | <b>\$277,769</b>                     | <b>\$249,175</b>                      |
| FTEs                      | 3.00                           | 3.00                            | 3.00                              | 4.00                                 | 3.00                                  |

## 2012-13 PERFORMANCE MEASURE

**Performance Measure:** Minutes Submission Accuracy



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

As a recordkeeping office, one which is often accessed by the public, records are expected and must present accuracy in grammar, punctuation, and historical accounts. Minutes are permanent, legal records of actions taken during a Board meeting; therefore, accuracy is essential for recounting true events. Presenting minutes to the Board for approval without errors demonstrates a high level of precision to ensure that records (i.e. Board meeting minutes) are kept at a high standard for public access and viewing.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

Minute submission schedule has been amended to reflect new deadline dates to allow adequate time for proofreading and revisions.

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# County Administration

Business Area: 4120

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$1,201,376                    | \$1,224,209                     | \$1,110,632                       | \$1,513,126                          | \$1,387,454                           |
| Operating                 | \$272,110                      | \$516,612                       | \$674,761                         | \$926,248                            | \$734,468                             |
| <b>Total Expenditures</b> | <b>\$1,473,486</b>             | <b>\$1,740,821</b>              | <b>\$1,785,393</b>                | <b>\$2,439,374</b>                   | <b>\$2,121,922</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$0                            | \$0                             | \$0                               | \$31,804                             | \$31,804                              |
| <b>Total Revenues</b>     | <b>\$0</b>                     | <b>\$0</b>                      | <b>\$0</b>                        | <b>\$31,804</b>                      | <b>\$31,804</b>                       |
| <b>Net Expenditures</b>   | <b>\$1,473,486</b>             | <b>\$1,740,821</b>              | <b>\$1,785,393</b>                | <b>\$2,407,570</b>                   | <b>\$2,090,118</b>                    |
| FTEs                      | 11.00                          | 11.00                           | 12.00                             | 14.00                                | 12.00                                 |

## 2012-13 HIGHLIGHTS

### County Manager

- The Urban Ministries contract \$164,440
- Annual dues payment and local match portions for the Triangle J Council of Governments (TJCOG)
- ICMA Intern. The City of Durham will reimbursement 50% of the cost.
- Project Graduation
- Anchor Awards
- Neighborhood College

### Public Information Broadcasting

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

### Internal Audit

- Maintained current levels of service.

### Strategic Plan

- Funding for first year initiatives

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# COUNTY MANAGER

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## MISSION

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

## PROGRAM DESCRIPTION

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

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

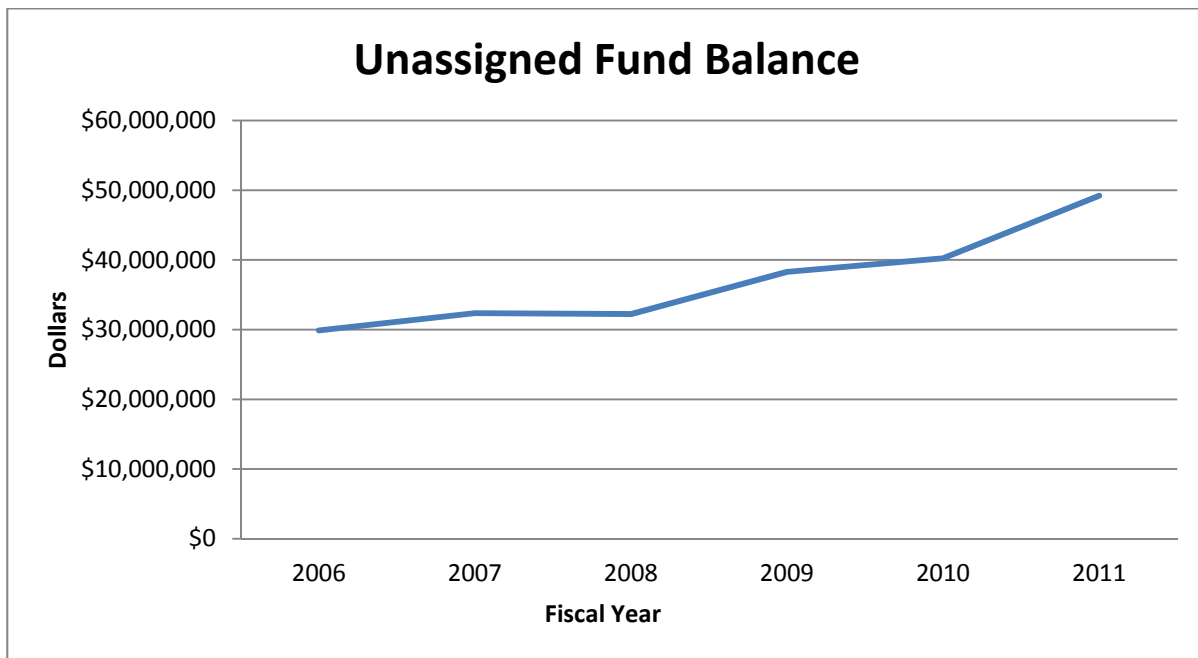
The Manager's Office is open to the public Monday through Friday from 8:30 a.m. to 5:00 p.m., excluding holidays. The office is located in the Durham County Government Administrative Complex. All persons may request and receive information from this office.

## 2011-12 ACCOMPLISHMENTS

- The Manager's Office facilitated completion and Board approval of a County Strategic Plan, including new mission and vision statements as well as five key goals. Initiatives for FY12-13 as well as upcoming years have been identified to move the County towards achieving its goals as measured by key outcome measures.
- A new Strategic Initiatives Manager was hired to help facilitate implementation.
- As part of strategic plan implementation, the County launched a website redesign and rebranding process to be completed and unveiled in early FY12-13. Many other initiatives led by the Manager's Office and other departments are under way as well.
- Prepared "Board of County Commissioners Candidate's Website" of relevant materials for 14 persons seeking elected office.
- Phase II of the new Human Services Complex should be completed in the coming fiscal year, allowing DSS to relocate from several facilities to this central location.
- The County completed the sale of the Carmichael Building, which currently houses some DSS functions on N. Duke St., to Duke University for \$6.8 million with the ability to lease back the space until the Human Services Complex construction is complete.
- Construction of the new state-of-the-art Durham County Courthouse is nearly complete, with occupancy expected early 2013.
- The County maintained its AAA bond rating with all three credit rating agencies, putting in the top 1% of counties in the U.S. in this respect.
- Provided information to the County Commissioners which led them to put sales tax referenda to support public transportation and local education on the November 2011 ballot. Both measures passed.
- In the first full year of operation under new management and following extensive renovations, the Durham Convention Center required less than half the operating support it required in its last full year of operations (FY09-10).

## 2012-13 PERFORMANCE MEASURES

**Performance Measure:** Fund Balance Management



### Story Behind the Last Two Years of Performance

Maintenance of a healthy level of fund balance is one of the indicators of the financial stability of the county. The North Carolina Local Government Commission recommends that local governments maintain a minimum fund balance of 8% of total general fund expenditures. Durham County's goal is to maintain the undesignated fund balance in a range of 15-20% of general fund expenditures. At the end of the current fiscal year, fund balance available for appropriation for the general fund was \$93,335,936 or 25.7 percent of total general fund expenditures, compared to fiscal year 2010 which was \$75,467,968 or 21.37 percent of total general fund expenditures. The net change in fund balance for fiscal year 2011 was an increase of over \$15.8 million with an increase in the fund balance available as a percentage of expenditures as well. The primary reasons for the increases are the revenue collections were over 102 percent of budget while expenditures were only 93.71 percent of budget and restricted fund balance decreased by over \$2.2 million with unrestricted fund balance increasing by over \$18.1 million. The net change in fund balance increased by over \$6.4 million in fiscal year 2011 from fiscal year 2010. The primary reasons for the increase in the net change in fund balance are the increase in excess of revenues over expenditures of over \$7 million, the decrease in the issuance of installment purchases by over \$800 thousand, the minor increase in transfers of over \$400 thousand and a small increase in transfers out of almost \$200 thousand.

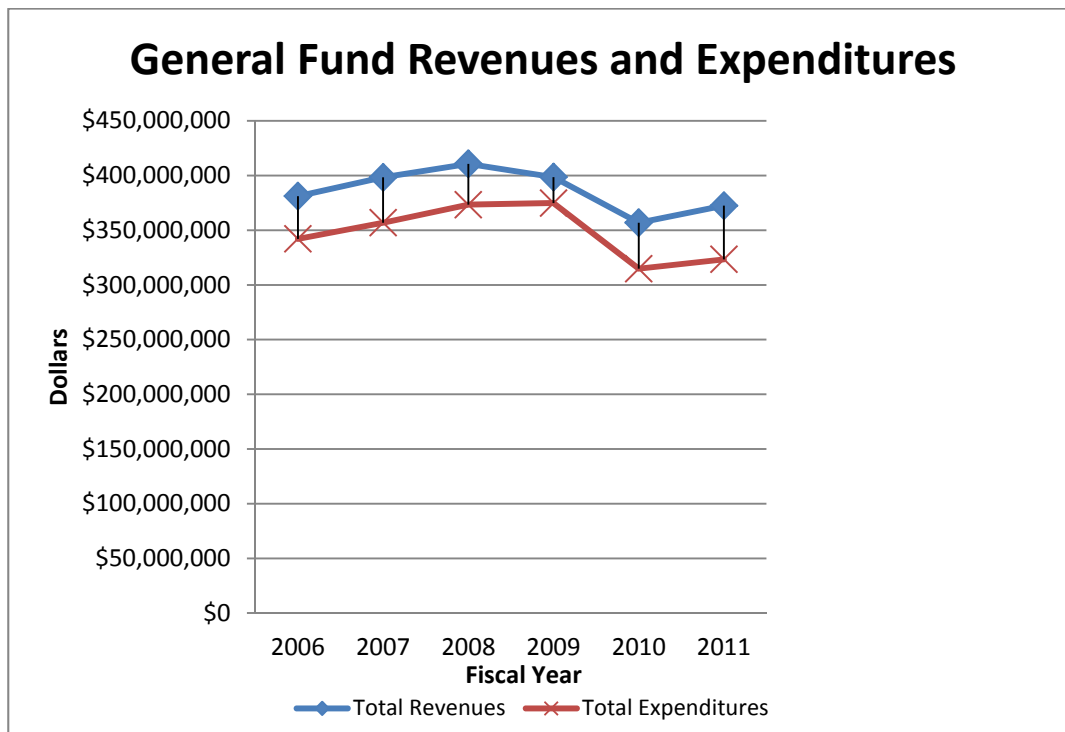
There are five basic categories of funds dealing with fund balances: Non-spendable, restricted, committed, assigned and unassigned. Non-spendable funds cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact. Restricted funds are restricted to specific purposes externally imposed by creditors or imposed by law. Committed funds can only be used for specific purpose imposed by majority vote of the Durham County's Board of Commissioners. Any changes or removal of specific purposes requires majority vote by the Board. The county has no discriminatory authority with either the non-spendable and restricted fund balances. Unassigned fund balance is the only source that the county may use for general appropriations.

|                           | Audited<br>FY Ending<br>6/30/2006 | Audited<br>FY Ending<br>6/30/2007 | Audited<br>FY Ending<br>6/30/2008 | Audited<br>FY Ending<br>6/30/2009 | Audited<br>FY Ending<br>6/30/2010 | Audited<br>FY Ending<br>6/30/2011 |
|---------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
|                           | 2006                              | 2007                              | 2008                              | 2009                              | 2010                              | 2011                              |
| Non-spendable             | 677,533                           | 767,010                           | 802,015                           | 790,316                           | 810,373                           | 869,092                           |
| Restricted Fund Balance   | 25,557,710                        | 27,586,231                        | 32,479,932                        | 27,353,153                        | 27,702,979                        | 25,392,181                        |
| Committed Fund Balance    | 4,912,289                         | 12,865,309                        | 12,053,302                        | 18,151,896                        | 26,675,483                        | 33,904,565                        |
| Assigned Fund Balance     | 14,232,400                        | 19,209,735                        | 17,548,466                        | 7,592,000                         | 6,203,505                         | 8,148,653                         |
| Unassigned Fund Balance   | 29,881,008                        | 32,375,511                        | 32,229,265                        | 38,300,379                        | 40,241,722                        | 49,205,996                        |
| <b>Total Fund Balance</b> | <b>75,260,940</b>                 | <b>92,803,796</b>                 | <b>95,112,980</b>                 | <b>92,187,744</b>                 | <b>101,634,062</b>                | <b>117,520,487</b>                |

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

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

**Performance Measure: Revenues and Expenditures Management**



**Story Behind the Last Two Years of Performance**

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

|                                             | <b>FY 05-06</b>   | <b>FY 06-07</b>   | <b>FY 07-08</b>   | <b>FY 08-09</b>   | <b>FY 09-10</b>   | <b>FY 10-11</b>   |
|---------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>General Fund</b>                         | <b>2006</b>       | <b>2007</b>       | <b>2008</b>       | <b>2009</b>       | <b>2010</b>       | <b>2011</b>       |
| Total Revenues                              | 381,161,002       | 398,357,881       | 410,763,108       | 398,565,676       | 356,864,244       | 372,482,660       |
| Total Expenditures                          | 342,123,072       | 356,860,759       | 373,328,462       | 374,809,528       | 314,831,306       | 323,375,838       |
| <b>Excess of revenues over expenditures</b> | <b>39,037,930</b> | <b>41,497,122</b> | <b>37,434,646</b> | <b>23,756,148</b> | <b>42,032,938</b> | <b>49,106,822</b> |

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

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

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# PUBLIC INFORMATION BROADCASTING

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## MISSION

Durham County Government is committed to airing relevant government meetings and events and to producing quality TV programs for citizens to view on Durham Government TV 8.

## PROGRAM DESCRIPTION

The goal of this program is to produce a wide array of informational programming to help Durham County citizens understand the operations of their local government. In addition, citizens are able to view their elected Board of County Commissioners as they meet to conduct the county's business on their behalf.

## 2011-12 ACCOMPLISHMENTS

- Produced daily TV show - "In Touch with Durham County" – on Channel 8 and taped on location in the community, e.g. Durham County Administration Building. Show topics included: Neighborhood College, Low Fat Low Cal Holiday Food Preparation, Recycling Ambassadors, 2011 Elections, Review of the Year that Was in County Government.
- Produced informational TV segment on November 2011 ½ and ¼ cent sales tax referenda for Transportation and Education.
- Expanded programming for large screens in lobby and second floor lobby of Administration building along with other county locations to broadcast photos of recent events, announcements, special awards, public service announcements, department highlights, contact information, new strategic initiative presentations, special events, TV programs and BOCC meetings (live events only)
- Produced special programs on New Budget, Durham County Strategic Initiative, "Eat Smart Durham" cooking show featuring students from Durham County Junior Iron Chef Program and Durham County Nutritionist for TV 8.
- Produced special events with departments: National County Government Week with Public Health focus: health related booths and an exercise/dance flash mob on the CCB Plaza, launch of electric vehicle charging stations at Main Library.
- Upgraded emailed news releases with Constant Contact, and continued to use social media Twitter and Facebook to communicate with citizens.
- Extended an Interlocal agreement with the City of Durham to air replays of Durham County Commissioner meetings several days a week, Bull City Streets, In Touch with Durham County and other programs.
- Collaborated with Durham County Public Health to develop new TV segments to support major grant for Diabetes education. New segments will be added to Durham County's portfolio of original programming.

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# INTERNAL AUDIT

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## MISSION

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

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

## PROGRAM DESCRIPTION

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

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

**Funds Center:** 4120123000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$171,038                      | \$179,282                       | \$153,401                         | \$273,018                            | \$195,414                             |
| Operating                 | \$5,161                        | \$9,791                         | \$5,827                           | \$14,112                             | \$14,112                              |
| <b>Total Expenditures</b> | <b>\$176,199</b>               | <b>\$189,073</b>                | <b>\$159,228</b>                  | <b>\$287,130</b>                     | <b>\$209,526</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>\$176,199</b>               | <b>\$189,073</b>                | <b>\$159,228</b>                  | <b>\$287,130</b>                     | <b>\$209,526</b>                      |
| FTEs                      | 2.00                           | 2.00                            | 2.00                              | 3.00                                 | 2.00                                  |

## 2011-12 ACCOMPLISHMENTS

- Audit work completed this fiscal year involved internal control reviews. For example, an audit was completed to determine if Durham Center compliance activity was sufficient to assure that service providers are monitored in accordance with State requirements. Such audits provide assurance of program quality, compliance, and achievement of stated objectives.
- Two DSS investigations were completed, both of which resulted in improvements in County operations involving human resource policies and practices. As a result, temporary employment hiring practices and HR policy statements are undergoing review and revision.

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# STRATEGIC PLAN

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## MISSION

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

## VISION

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

## Core Values: Ace-It

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

## Creating the Strategic Plan

In the fall of 2010, the Durham Board of County Commissioners took steps to begin a strategic planning process. The BOCC initiated the process after determining that County government needed to create overarching goals and priorities to guide the organization forward. County leadership, elected leaders and staff alike agreed that all departments and all employees needed a Strategic Plan to align everyone in the same direction. The BOCC developed mission and vision statements and soon the County launched a full-blown planning process. Consultants for the strategic planning process were Lou O'Boyle and Kathy Keeley with Zelos, Inc., of Midlothian, Va., and Dr. Tyrone Baines and Michael Palmer of Durham.

Before enlisting staff teams to begin drafting the Strategic Plan, Durham County reached out to community leaders, residents and employees to get their impressions of the County's strengths and weaknesses and capture their suggestions for how to move the County forward. Information gathering included the following during the summer and fall of 2011:

- 1,686 responses to resident survey
- 964 responses to employee survey
- 42 responses to Spanish-language resident survey
- 28 external stakeholder interviews
- 6 resident focus groups
- 2 employee focus groups
- 5 youth focus groups

Information gathered from the organizational analysis process was shared with staff teams and helped guide the formation of goals, objectives and other components of the Strategic Plan. The following 5 goals were established:

Goal 1 - Community and Family Prosperity and Enrichment

Goal 2 - Health and Well-being for All

Goal 3 - Safe and Secure Community

Goal 4 - Environmental Stewardship

Goal 5 – Accountable, Efficient and Visionary Government

## Implementing the Strategic Plan

The Implementation Team, led by the County Manager, will be responsible for implementation of the Strategic Plan. The team will guide the process, from selecting key priorities, to creating budget alignment, to tracking data. The team also will work to ensure the Strategic Plan aligns with key communications, technology and human resources functions.

The main purpose of the Strategic Plan Implementation Team is to make sure the Strategic Plan is used throughout County government as the guiding document for current and future actions, decisions and priorities.

# Strategic Plan

Funds Center: 4120124000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$0                            | \$0                             | \$0                               | \$57,871                             | \$57,871                              |
| Operating                 | \$0                            | \$0                             | \$0                               | \$164,295                            | \$217,295                             |
| <b>Total Expenditures</b> | <b>\$0</b>                     | <b>\$0</b>                      | <b>\$0</b>                        | <b>\$222,166</b>                     | <b>\$275,166</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>\$222,166</b>                     | <b>\$275,166</b>                      |
| FTEs                      | 0.00                           | 0.00                            | 1.00                              | 1.00                                 | 1.00                                  |

## 2012-13 HIGHLIGHTS

- Launch an integrated economic development and job creation strategy with specific milestones and deliverables, including phases, timeline and scope
- Work with community partners to support re-engagement efforts for disconnected youth
- Beautify Durham County by focusing efforts on one prominent gateway into Durham County, public art at the new Courthouse, and two additional public art projects at other public buildings
- Leverage funding to support TV show on diabetes and associated illnesses
- Funds to help support television / other video media and learning extenders to increase physical activity and improved nutritional behaviors
- Provide training for agencies, faith-based organizations and the greater community on how to provide appropriate response
- Increase CPR awareness and certifications
- Create an AED inventory and identify targeted hotspots for AED placement and purchase equipment
- Implement the Green business challenge
- Convene BOCC listening sessions to improve transparency and collaboration with stakeholders.
- Establish a Leadership Academy
- Implement a "Mystery Shopping" program to assess and improve levels of service provided by county staff
- Complete first phase of new Web site
- Develop a comprehensive branding and marketing strategy to improve knowledge, recognition and access to services
- Improve and expand outreach for recruitment, selection and retention of members of boards and commissions
- Implement a "Mystery Shopping" program to assess and improve levels of service provided by county staff
- Strategic Plan Process support

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# FINANCE

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## MISSION

The mission of the Finance Department is to provide the county's financial information for financial security and stability for county government. The Finance Department is 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.

## PROGRAM DESCRIPTION

The primary purpose of the Finance Department is to establish and maintain a centralized countywide system of financial planning, reporting and control. The department provides for proper accounting and reporting of financial activities to ensure compliance with Generally Accepted Accounting Principles (GAAP) and state law. 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.

## 2011-12 ACCOMPLISHMENTS

- Maintained bond ratings from Moody's Investors Services, Inc., Standard and Poor's and the North Carolina Municipal Advisory Council of Aaa, AAA and 90(equivalent to AAA), respectively.
- Achieved the Government Finance Officers Association Certificate of Excellence in Financial Reporting for FY2011 Comprehensive Annual Financial Report (CAFR). The County maintained the highest rating "Proficient" in all areas of reporting.
- Completed a \$64,670,000 General Obligation Bond refunding issue.
- Completed a \$63,780,000 Limited Obligation bond issue.
- Continued to work with DSS to change some of its operating procedures.
- Worked with Budget and Engineering for our annual closing of completed capital projects.
- Outperformed the Treasury Bill yield of .38% with Durham County's investment portfolio with a .51% yield.
- Completed first full year with new SWAP, semi-annual earnings are up \$150,000 plus.
- Developed an on-line bid process for disposal of surplus property made available to internal departments, nonprofits and the public
- Implemented a county-wide contracts management and monitoring process.
- Completed our FY2011 audit with no management comments for the second year in a row

## 2012-13 OBJECTIVES

- Conduct comprehensive Volunteer Fire Department audits
- Conduct MWBE study and update

# Finance

Funds Center: 4130131000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$1,532,765                    | \$1,573,495                     | \$1,527,194                       | \$1,663,082                          | \$1,625,535                           |
| Operating                 | \$369,724                      | \$442,336                       | \$368,997                         | \$595,283                            | \$514,283                             |
| <b>Total Expenditures</b> | <b>\$1,902,489</b>             | <b>\$2,015,831</b>              | <b>\$1,896,191</b>                | <b>\$2,258,365</b>                   | <b>\$2,139,818</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Taxes                     | \$44,546,245                   | \$44,291,087                    | \$50,555,252                      | \$56,785,751                         | \$57,788,235                          |
| Licenses & Permits        | \$390,081                      | \$400,000                       | \$451,434                         | \$400,000                            | \$400,000                             |
| Intergovernmental         | \$2,782,348                    | \$1,930,348                     | \$1,930,348                       | \$1,376,000                          | \$1,230,000                           |
| Investment Income         | \$232,469                      | \$350,000                       | \$300,846                         | \$300,000                            | \$300,000                             |
| Rental Income             | \$6,725                        | \$4,600                         | \$5,913                           | \$5,600                              | \$146,811                             |
| Service Charges           | \$0                            | \$0                             | \$6,415                           | \$81,415                             | \$206,415                             |
| Other Revenues            | \$5,090,000                    | \$6,871,514                     | \$6,880,833                       | \$25,000                             | \$38,723                              |
| Other Fin. Sources        | \$0                            | \$7,145,653                     | \$0                               | \$7,300,000                          | \$8,377,860                           |
| <b>Total Revenues</b>     | <b>\$53,047,868</b>            | <b>\$60,993,202</b>             | <b>\$60,131,041</b>               | <b>\$66,273,766</b>                  | <b>\$68,488,044</b>                   |
| <b>Net Expenditures</b>   | <b>(\$51,145,378)</b>          | <b>(\$58,977,371)</b>           | <b>(\$58,234,850)</b>             | <b>(\$64,015,401)</b>                | <b>(\$66,348,226)</b>                 |
| FTEs                      | 21.00                          | 21.00                           | 21.00                             | 22.00                                | 21.00                                 |

## 2012-13 PERFORMANCE MEASURES

**Performance Measure:** Reduce Interest Expense

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

Prior to FY2012 Durham County had a practice of issuing 100% of the debt needed to fund it's construction projects on the front end. This process resulted in the following:

- Higher interest rates paid during the construction period.
- Early increases in property tax rates
- Debt service beginning before the project is started.
- Arbitrage issues

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

We researched the statutes, talked with our colleagues and became creative. This resulted in the following changes:

- The use of BAN's (Bond Anticipation Notes) to fund the projects during the construction period.
- Use of variable rate short term funding (interest only payments).
- Use of reimbursement funding and avoid all arbitrage issues
- Create interest savings during the construction period thus reducing the level of tax increase required to service debt.

**Performance Measure:** Reduce Request for Proposal (RFP) Processing Time

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

The County had a policy that required a minimum of thirty (30) days administrative lead time for processing RFPs. This meant the minimum time it takes to receive a department's scope of work to actually putting a proper RFP out on the streets. The process resulted in the following:

- Delay in services needed by departments
- Inadequate scope of work due to rushed or improper planning
- Increase in panic purchase requests
- Appearance that all RFPs actually take 30 days to get it out on the streets

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

We talked with our colleagues and realized that RFP processing time is dependent on many variables such as the size of the purchasing department, the dollar threshold in which bidding is required, the complexity of the scope, and the time of the year. This resulted in making the following changes:

- Instead of a required policy, made it a purchasing goal to process RFPs in less than 30 days.
- Developed a Guide to Drafting an Effective Scope of Work (SOW).
- Revised the RFP bid template for easier use and consistency by departments.
- Get more involved with departments early on in the planning process.

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# TAX ADMINISTRATION

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## MISSION

The mission of the **Tax Assessor** is 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.

The mission of the **Tax Collector** is to collect and account for all taxes, assessments and fees levied by Durham County, the City of Durham and the portion of the Town of Chapel Hill within Durham County, together with providing courteous, timely and efficient service.

The mission of **Tax Administration Customer Relations Division** is to ensure that professional customer service is provided.

## PROGRAM DESCRIPTION

The **Tax Assessor** consists of Land Records/Cadastral Mapping, Real Property Appraisal (Annual and General Reappraisal/Revaluation) and Tangible Personal Property and Motor Vehicles.

### **Land Records/Cadastral Mapping**

Land Records Division is responsible for creation and maintenance of the Durham County cadastre (107,949 parcels). Information is obtained through Register of Deeds, Clerk of Superior Court Estates Division, Department of Transportation, City/County Planning and City of Durham Public Works Engineering Division. As required by North Carolina General Statute, Land Records Division reviews all plats prior to Register of Deeds recordation and maintains the Geographic Information System (GIS) cadastral layer. Creation and maintenance of the cadastre (register and spatial) numbers approximately 20,000 records annually.

### **Appraisal Division (Real Property - Annual and General Reappraisal/Revaluation)**

Appraisal Division has direct responsibility for ad valorem real property appraisals (107,949 parcels). Appraisal tasks include annual cycle and general reappraisal. Valuation, based on market value as of the County's most recent general reappraisal, exceeds \$27 billion. Appraisal Division administers Present-Use Program and defends Assessor's opinion of value before the Durham County Board of Equalization and Review and North Carolina Property Tax Commission. Land Records/Cadastral Mapping and Appraisal function as an integrated unit.

### **Tangible Personal Property and Motor Vehicle Division**

Appraisal of business and individual personal property, manufactured homes and motor vehicles is the responsibility of Tangible Personal Property and Motor Vehicle Division. This division assesses \$3.1 billion of taxable personal property representing 10,152 business accounts, 661 manufactured homes, 4,059 boats/motors, 2465 unregistered vehicles and motor vehicles in the number of 196,737 with an assessed value of \$1.6 billion. Fee based billing (dog/cats) includes 49,481 pets of over \$1 million.

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, parking fees and user fees together with fee based billing of animals (dogs/cats). State 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. Moreover, NCGS 20-50.4(a) - Motor Vehicles Delinquent Property Taxes, provides the Tax Collector authority to "block" registration of a licensed vehicle if local property taxes on that vehicle are delinquent.

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

# Tax Administration

Funds Center: 4140130000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$3,737,988                    | \$3,767,126                     | \$3,678,234                       | \$3,874,956                          | \$3,891,145                           |
| Operating                 | \$2,178,536                    | \$1,226,273                     | \$1,551,150                       | \$1,469,183                          | \$1,452,113                           |
| Capital                   | \$0                            | \$0                             | \$17,388                          | \$216,000                            | \$0                                   |
| <b>Total Expenditures</b> | <b>\$5,916,524</b>             | <b>\$4,993,399</b>              | <b>\$5,246,772</b>                | <b>\$5,560,139</b>                   | <b>\$5,343,258</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Taxes                     | \$210,210,501                  | \$205,822,388                   | \$209,517,680                     | \$210,029,965                        | \$210,079,965                         |
| Licenses & Permits        | \$20,412                       | \$20,000                        | \$1,710                           | \$20,000                             | \$20,000                              |
| Service Charges           | \$1,890,662                    | \$1,468,500                     | \$1,577,256                       | \$1,577,454                          | \$1,577,454                           |
| Other Revenues            | (\$13,364)                     | \$50,000                        | \$200,338                         | \$200,000                            | \$200,000                             |
| <b>Total Revenues</b>     | <b>\$212,108,210</b>           | <b>\$207,360,888</b>            | <b>\$211,296,984</b>              | <b>\$211,827,419</b>                 | <b>\$211,877,419</b>                  |
| <b>Net Expenditures</b>   | <b>(\$206,191,686)</b>         | <b>(\$202,367,489)</b>          | <b>(\$206,050,212)</b>            | <b>(\$206,267,280)</b>               | <b>(\$206,534,161)</b>                |
| FTEs                      | 66.00                          | 66.00                           | 66.00                             | 66.00                                | 67.00                                 |

## 2011-12 ACCOMPLISHMENTS

- Completed identification, coding and physical review of all property ( real and personal) in new Business Improvement District (BID)
- Expanded subdivision database to include historical Land Records plats
- Create and maintain Cadastre (register and graphical); Land Records/Cadastral Mapping
- Analysis of Real Estate sales for subject year including appraisal physical characteristics review and neighborhood delineation review in preparation of future revaluation
- Implementation of Phase 3 of Real Estate "Mobile Field Office"
- Appraise Real Estate annual cycle new construction, land, and such in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Appraise Tangible Personal Property; business, individual, and such in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Appraise Motor Vehicles in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Completed Board of E&R online appeal review system
- Expanded Real Property Appraisal in-house training program
- Completed the integration of mailing Solid Waste decals with real property annual tax bills to reduce mailing cost for County General Services.
- Discovery and audit program resulted in increase of Business Personal Property assessed valuation.
- Implemented an Email Notification System for Property Tax Billing. Overall collection rate; 98.88%
- Total dollars collected \$223,578,794.14 (including prior year collections)
- Received LGFCU Productivity Award for License Plate Recognition,
- Continued collection of Animal tax (dogs/cats) from Animal Control to Tax Department
- Continued use of Northgate Mall and 200 E Main Street payment kiosks (Tax Department)
- Held monthly Real Estate foreclosure sales
- Audit of Business Personal Property returns net of 1.7 million dollars in additional revenue.
- Completed implementation of Debt Setoff Program (Seizure of State Income Tax Returns) for Public Health to participate.

- Assignment of delinquent motor vehicle accounts to outside collection agency
- Continued implementation of ONETax “Case” module – increased agent use of module
- Increased use of bank attachments as primary enforcement measure for delinquent Real Estate bills
- Implemented “Mass Bank Attachments” process (ability to garnish multiple delinquent accounts employed by a subject employer)
- Enhancement of Collector’s section of Tax Administration website including advertisement of delinquent personal property
- Utilized ESC (Employment Security Commission) file import to obtain delinquent taxpayer’s employer information for use of wage garnishment of delinquent taxes
- Implement mass pre-foreclosure processes for collection of delinquent taxes

## **2012-13 WORK OBJECTIVES**

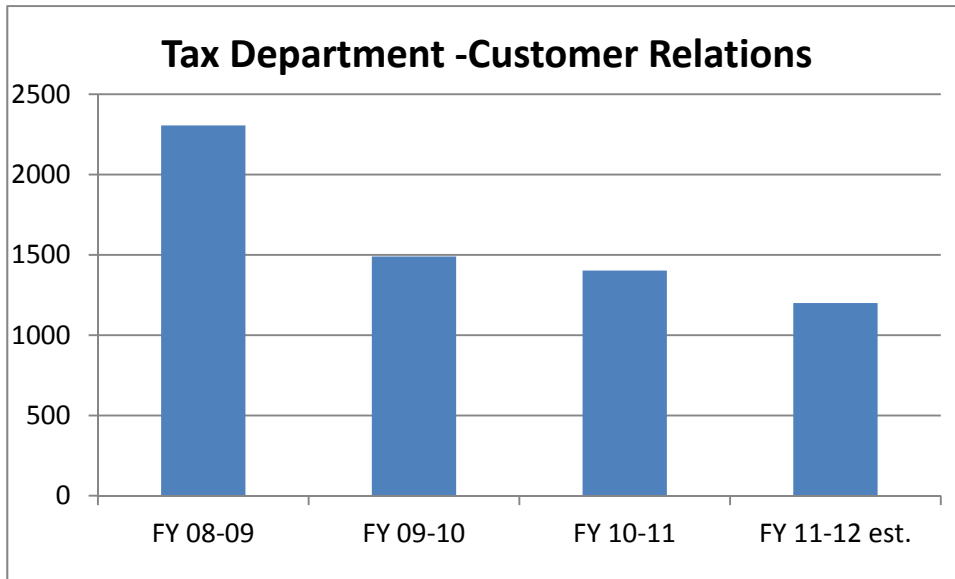
- Successful implementation of HB 1779 including approximately six (6) months of dual billings (in-house and N.C. State computer systems)
- Implement GIS-based analysis and valuation mass appraisal tool (SpatialEst)
- Timely review and bill backlog of annual rabies-vaccination certificates from Animal Control
- Appraise Real Estate annual cycle new construction, land, and such in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Appraise Tangible Personal Property; business, individual, and such in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Appraise Motor Vehicles in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Create and maintain Cadastre (register and graphical); Land Records/Cadastral Mapping
- Continue working with City/County GIS Department to finalize implementation of GIS “Imap” Real Estate browser (includes work orders)
- Continue identification of all Business Personal Property; by physical address, Real Estate parcel reference number, and North American Industry Classification System (NAICS)
- Ongoing analysis of Real Estate sales for subject year including appraisal physical characteristics review and neighborhood delineation review in preparation of future revaluation
- Improve network connectivity between Appraisal “Mobile Field Office” and Durham County computer system
- Enhance existing Appeals module with Windows-based ‘self-serve’ capability
- Expand Appraisal in-house training program (Real and Personal Property)
- Match current collection rate
- Increase prior year collections
- Ensure effective collection measures of delinquent taxes on registered motor vehicles in preparation of HB1779 (Counties lose the ability to block the tag renewal).
- Continue enhancements to Collectors’ area of Tax Administration website
- Standardized use of batch processes (wage garnishment and bank attachments) for collection of delinquent taxes
- Continue monthly foreclosure sales
- Continued use of “In Rem” foreclosure proceedings
- Increase assignment of delinquent motor vehicle accounts to outside collection agency
- Regular meetings with three foreclosure Attorney firms to review cases assigned
- Increase collection of delinquent motor vehicle taxes utilizing “Elsag North America”; Automatic License Plate Recognition (ALPR)
- Continue with in-house staff training and cross training program
- More field calls and follow-up by revenue agents
- Implement mass pre-foreclosure processes for collection of delinquent taxes

## 2012-13 HIGHLIGHTS

- Added 1 FTE to the tax call center to assist with taking calls for the County newly published general information telephone number.

## 2012-13 PERFORMANCE MEASURES

**Performance Measure:** Number of dropped calls



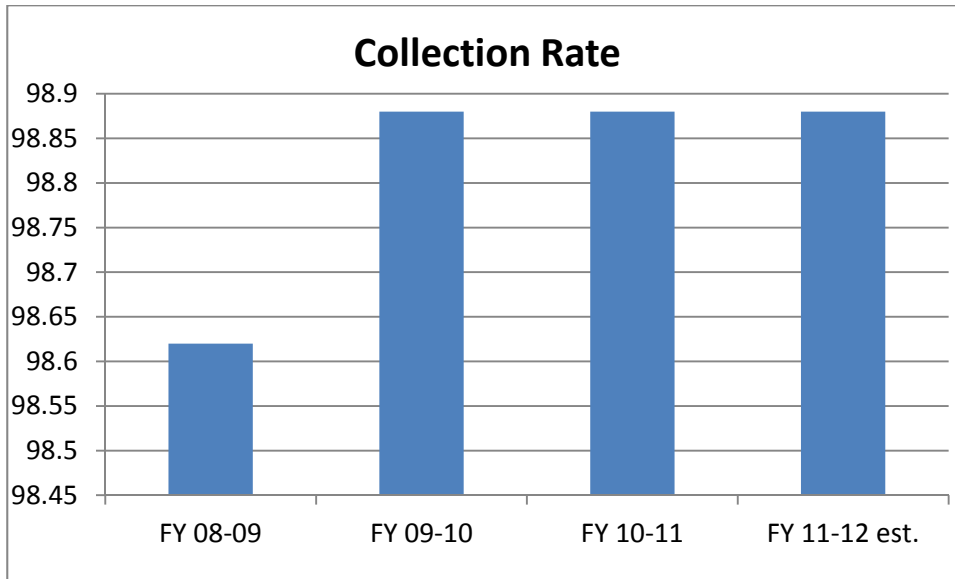
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

The strategic plan provides direction on the level of customer service expected. Therefore the number of abandoned calls indicates citizens who were not able to reach a customer service representative.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

Continued training of staff, implement further enhancements to website, implementation of a web based work order program for better tracking of customer relation issue

**Performance Measure:** Collection Rate Baselines



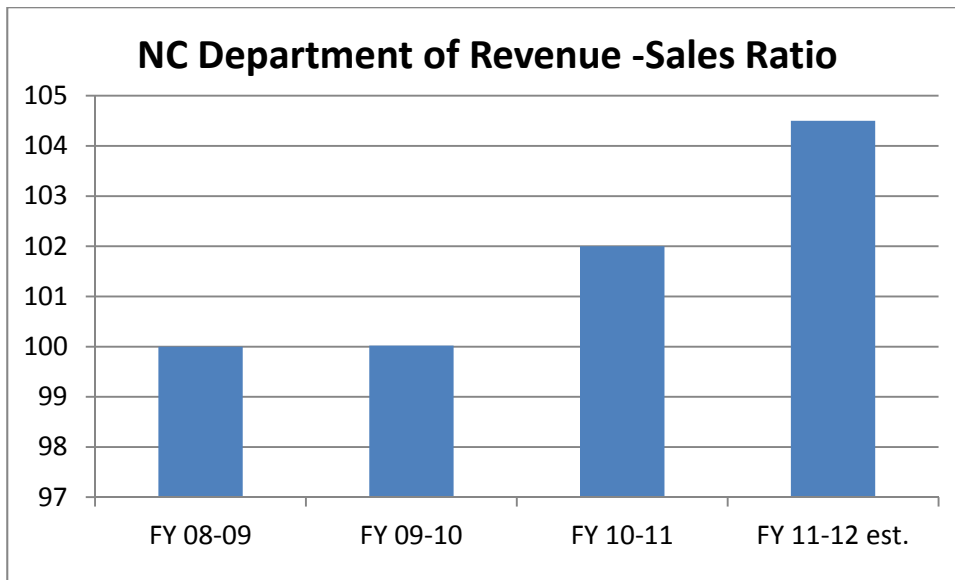
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

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

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

- Implementation of new computer modules and further automated computer software modules.
- Continued use of automated programs recently implemented.
- Electronic License Plate Recognition Program.
- Use of collection agencies.
- Batch processing for purchase of Social Security numbers.
- Collection plan that includes the introduction of new types of automated notices.

**Performance Measure:** Projected Sales Ratio



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

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

\* January 1, 2008 - Durham County's most recent reappraisal of all real property.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

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

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# LEGAL

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## 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 the county's agencies in carrying out the mission of the county.

## PROGRAM DESCRIPTION

The County Attorney is the legal advisor to the Board of County Commissioners. The County Attorney's Office also provides legal representation to the departments of county government. All defenses of lawsuits, other than workers' compensation cases and medical malpractice cases covered by insurance, 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.

## 2011-12 ACCOMPLISHMENTS

### General Administration Division

- Closed on the acquisition of a 300 acre farmland preservation conservation easement
- Prevailed in every tax case that was litigated before the Property Tax Commission and continued to assist the Tax Department in successfully achieving resolution of tax cases through settlement conferences with tax payers, which avoided costly litigation
- Instrumental in the execution of Inter local Agreements with Cumberland, Johnston and Wake Counties for the formation of a new Mental Health Managed Care Organization (resulting in second largest MCO in the State)
- Successfully defended the County in the Appeal of the Dominion Health Care litigation (lawsuit seeking over 1 Billion Dollars in damages)

### Social Services Division

- Participated in filing an amicus curiae brief to the NC Supreme Court on behalf of the NC Association of DSS Attorneys to overturn a Court of Appeals decision which would have caused systemic disruption to the handling of AND cases
- Have fostered a more collaborative working relationship with DSS administration which has improve our overall service delivery yielding an additional \$150,000 in federal reimbursement and a 20% decrease in average amount of time it takes to complete orders

### Risk Management Division

- Settled numerous Workers' Compensation claims below what the lifetime exposure of the claims would actually cost

## 2012-13 HIGHLIGHTS

- Restored litigation funds
- Increased travel and training
- Decreased books
- Increased contracted services

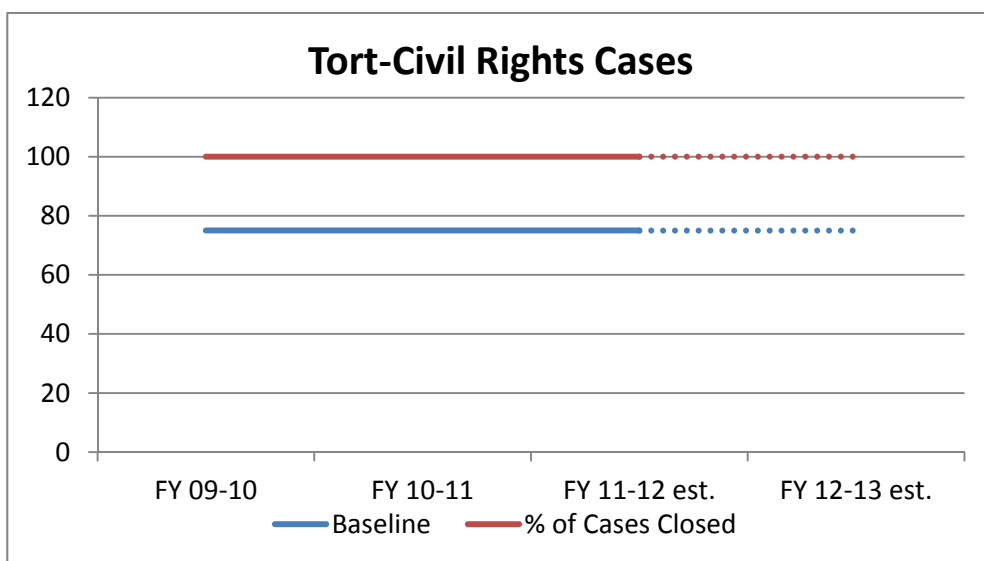
# Legal

Funds Center: 4150160000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$1,315,840                    | \$1,493,880                     | \$1,425,460                       | \$1,571,212                          | \$1,547,334                           |
| Operating                 | \$113,137                      | \$97,153                        | \$125,312                         | \$122,667                            | \$122,667                             |
| <b>Total Expenditures</b> | <b>\$1,428,977</b>             | <b>\$1,591,033</b>              | <b>\$1,550,772</b>                | <b>\$1,693,879</b>                   | <b>\$1,670,001</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Service Charges           | \$3,778                        | \$655,000                       | \$71                              | \$2,000                              | \$2,000                               |
| <b>Total Revenues</b>     | <b>\$3,778</b>                 | <b>\$655,000</b>                | <b>\$71</b>                       | <b>\$2,000</b>                       | <b>\$2,000</b>                        |
| <b>Net Expenditures</b>   | <b>\$1,425,199</b>             | <b>\$936,033</b>                | <b>\$1,550,701</b>                | <b>\$1,691,879</b>                   | <b>\$1,668,001</b>                    |
| FTEs                      | 16.00                          | 17.00                           | 17.00                             | 17.00                                | 17.00                                 |

## 2012-13 PERFORMANCE MEASURE

**Performance Measure:** Tort/Civil Rights Performance Measure



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

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

The attorneys who handle these claims have been well versed in the various defenses which are available to counties.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

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

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# Court Supportive Services

Business Area: 4160

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$324,199                      | \$375,121                       | \$313,474                         | \$314,325                            | \$314,325                             |
| <b>Total Expenditures</b> | <b>\$324,199</b>               | <b>\$375,121</b>                | <b>\$313,474</b>                  | <b>\$314,325</b>                     | <b>\$314,325</b>                      |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Other Revenues            | \$0                            | \$0                             | \$677                             | \$0                                  | \$0                                   |
| <b>Total Revenues</b>     | <b>\$0</b>                     | <b>\$0</b>                      | <b>\$677</b>                      | <b>\$0</b>                           | <b>\$0</b>                            |
| <b>Net Expenditures</b>   | <b>\$324,199</b>               | <b>\$375,121</b>                | <b>\$312,797</b>                  | <b>\$314,325</b>                     | <b>\$314,325</b>                      |

## 2012-13 HIGHLIGHTS

- Parking for jurors will be moved to the new Durham County Justice Center Parking Deck in FY2013.

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# COURT SUPPORTIVE SERVICES

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## MISSION

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

## PROGRAM DESCRIPTION

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

Since the early 1990s, Durham County has contracted with the Administrative Office of the Courts to provide one Assistant District Attorney and one Assistant Public Defender to expedite first court appearances.

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

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

## District Attorney

Funds Center: 4160311000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$46,127                       | \$69,772                        | \$33,594                          | \$6,429                              | \$6,429                               |
| <b>Total Expenditures</b> | <b>\$46,127</b>                | <b>\$69,772</b>                 | <b>\$33,594</b>                   | <b>\$6,429</b>                       | <b>\$6,429</b>                        |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Other Revenues            | \$0                            | \$0                             | \$677                             | \$0                                  | \$0                                   |
| <b>Total Revenues</b>     | <b>\$0</b>                     | <b>\$0</b>                      | <b>\$677</b>                      | <b>\$0</b>                           | <b>\$0</b>                            |
| <b>Net Expenditures</b>   | <b>\$46,127</b>                | <b>\$69,772</b>                 | <b>\$32,917</b>                   | <b>\$6,429</b>                       | <b>\$6,429</b>                        |

## Clerk of Superior Court

Funds Center: 4160312000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$14,963                       | \$22,244                        | \$9,338                           | \$22,244                             | \$22,244                              |
| <b>Total Expenditures</b> | <b>\$14,963</b>                | <b>\$22,244</b>                 | <b>\$9,338</b>                    | <b>\$22,244</b>                      | <b>\$22,244</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>\$14,963</b>                | <b>\$22,244</b>                 | <b>\$9,338</b>                    | <b>\$22,244</b>                      | <b>\$22,244</b>                       |

## Adult Probation and Parole Facilities

Funds Center: 4160314000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$236,341                      | \$243,889                       | \$243,889                         | \$251,686                            | \$251,686                             |
| <b>Total Expenditures</b> | <b>\$236,341</b>               | <b>\$243,889</b>                | <b>\$243,889</b>                  | <b>\$251,686</b>                     | <b>\$251,686</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>\$236,341</b>               | <b>\$243,889</b>                | <b>\$243,889</b>                  | <b>\$251,686</b>                     | <b>\$251,686</b>                      |

## Public Defender

Funds Center: 4160315000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$5,476                        | \$6,429                         | \$2,506                           | \$6,429                              | \$6,429                               |
| <b>Total Expenditures</b> | <b>\$5,476</b>                 | <b>\$6,429</b>                  | <b>\$2,506</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>\$5,476</b>                 | <b>\$6,429</b>                  | <b>\$2,506</b>                    | <b>\$6,429</b>                       | <b>\$6,429</b>                        |

## Superior Court

Funds Center: 4160316000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$19,347                       | \$19,929                        | \$19,967                          | \$14,679                             | \$14,679                              |
| <b>Total Expenditures</b> | <b>\$19,347</b>                | <b>\$19,929</b>                 | <b>\$19,967</b>                   | <b>\$14,679</b>                      | <b>\$14,679</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>\$19,347</b>                | <b>\$19,929</b>                 | <b>\$19,967</b>                   | <b>\$14,679</b>                      | <b>\$14,679</b>                       |

## Department of Juvenile Justice

Funds Center: 4160317000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$0                            | \$6,429                         | \$0                               | \$6,429                              | \$6,429                               |
| <b>Total Expenditures</b> | <b>\$0</b>                     | <b>\$6,429</b>                  | <b>\$0</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>\$0</b>                     | <b>\$6,429</b>                  | <b>\$0</b>                        | <b>\$6,429</b>                       | <b>\$6,429</b>                        |

# District Court

Funds Center: 4160318000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$1,946                        | \$6,429                         | \$4,180                           | \$6,429                              | \$6,429                               |
| <b>Total Expenditures</b> | <b>\$1,946</b>                 | <b>\$6,429</b>                  | <b>\$4,180</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>\$1,946</b>                 | <b>\$6,429</b>                  | <b>\$4,180</b>                    | <b>\$6,429</b>                       | <b>\$6,429</b>                        |

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# ELECTIONS

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## MISSION

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

## PROGRAM DESCRIPTION

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

## 2011-12 ACCOMPLISHMENTS

- Published updated precinct workers and help desk manuals. Cost saving was accomplished by printing both manuals in house.
- Maintained an honest and accurate database.
- Managed campaign finance reports and processes.
- Successfully conducted Municipal Primary and Election and Presidential Preference Primary.
- Conducted precinct worker training and trained over 400 people.
- Processed new and updated registrations and preformed daily database maintenance.
- Recruited, hired and trained 70 one stop workers and 400 Election Day workers.
- Conducted one stop voting at 6 locations. Provided day, evening, and weekend voting prior to the election.
- Successfully conducted mandated, public, after election hand eye recounts of randomly selected precincts which positively verified the accuracy and reliability of our voting system.
- Spoke to numerous civic and political groups about democracy and voting.
- Conducted mandated voter registration drives at all local high schools.
- Completed extensive geocode database changes required because of redistricting.

# Elections

Funds Center: 4170210000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <i>Expenditures</i>       |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$618,222                      | \$928,834                       | \$821,186                         | \$755,070                            | \$810,500                             |
| Operating                 | \$256,204                      | \$624,107                       | \$575,253                         | \$394,198                            | \$435,173                             |
| <b>Total Expenditures</b> | <b>\$874,426</b>               | <b>\$1,552,941</b>              | <b>\$1,396,439</b>                | <b>\$1,149,268</b>                   | <b>\$1,245,673</b>                    |
| <i>Revenues</i>           |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$14,580                       | \$0                             | \$0                               | \$0                                  | \$0                                   |
| Service Charges           | \$209                          | \$203,688                       | \$172,068                         | \$0                                  | \$0                                   |
| <b>Total Revenues</b>     | <b>\$14,789</b>                | <b>\$203,688</b>                | <b>\$172,068</b>                  | <b>\$0</b>                           | <b>\$0</b>                            |
| <b>Net Expenditures</b>   | <b>\$859,637</b>               | <b>\$1,349,253</b>              | <b>\$1,224,371</b>                | <b>\$1,149,268</b>                   | <b>\$1,245,673</b>                    |
| FTEs                      | 7.00                           | 7.00                            | 7.00                              | 7.00                                 | 7.00                                  |

## 2012-13 HIGHLIGHTS

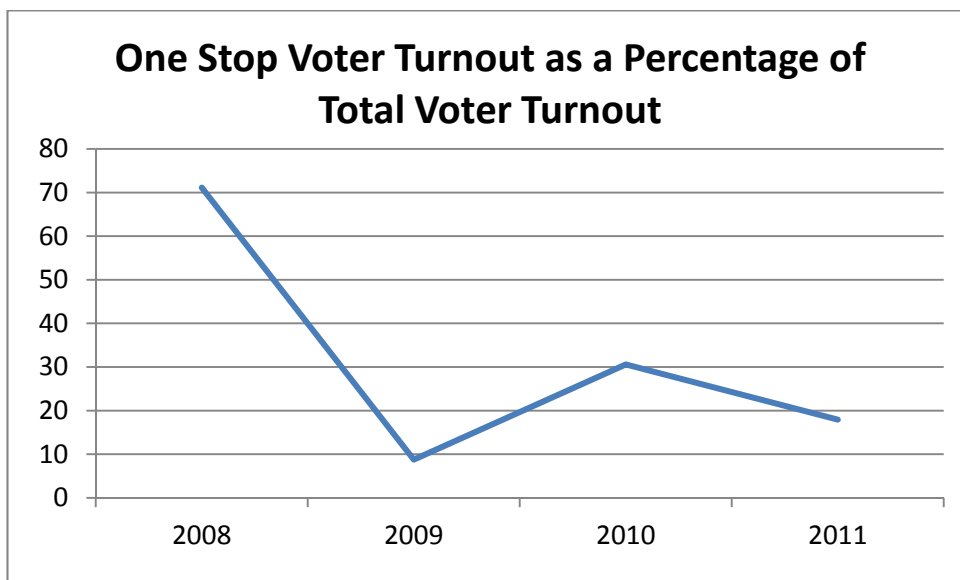
- Additional funds appropriated for one election (FY 11-12 included four elections.)

## 2012-13 OBJECTIVES

- Continue to earn and maintain the public's trust.
- Continue to set the standard for customer service.
- Successfully conduct computerized one stop no excuse absentee voting.
- Successfully conduct the 2012 General Election.
- Continue to maintain up to date geo-coding so all of our jurisdictional boundaries are always legal, current, and accurate.
- Continue to diligently, accurately and legally maintain our voter registration database.
- Maintain an informative and user friendly website.
- Appoint and train new precinct officials.
- Educate and inform the public on the new voting laws and procedures.
- Publish and manage campaign reports and reporting schedule.

## 2012-13 PERFORMANCE MEASURES

**Performance Measure:** One Stop Voter Turnout



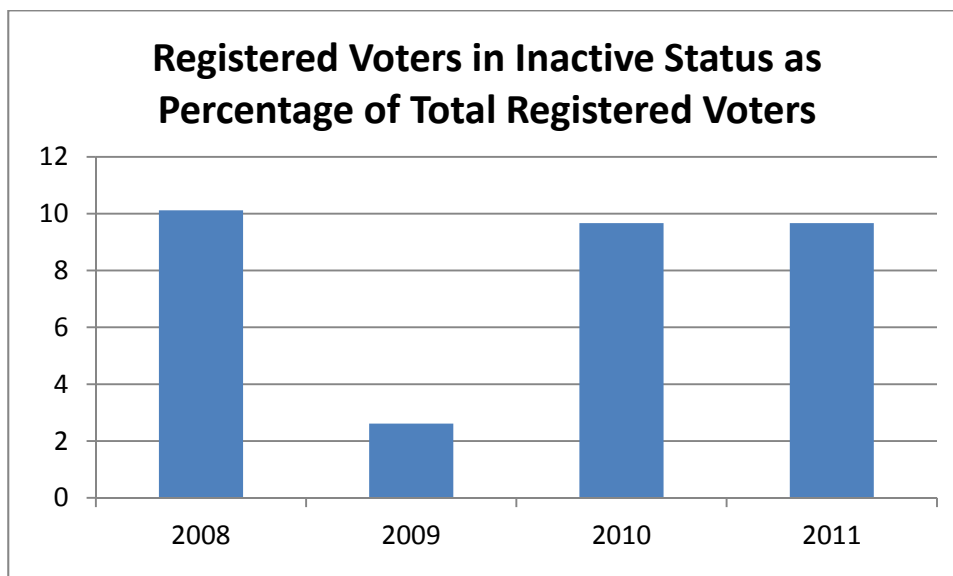
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

Voter awareness of One Stop voting and voter confidence in One Stop voting has steadily increased since 2002. When compared to voting in precinct on Election Day, early voting is both more convenient for voters and more efficient and cost effective for administrators. In order to meet the demands of the anticipated increase of early voters, the BOE must plan to increase the number of One Stop voting locations.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

The BOE plans to continue advertising and educating voters about the benefits of voting early at a One Stop location with the objective of increasing the percentage of early voter turnout. Specifically, our outreach strategy includes but is not limited to the following actions: ad inserts in Durham County tax bills and Durham City water bills, posters in DATA buses, increased frequency and content of newspaper ads, and communication with political parties, community groups and the media. With more sites supplied with more staff, computers, and booths, early voters should experience minimal waiting time at all Durham County One Stop voting locations. It is important to note the nuance of Election cycles; odd-numbered years have only Municipal Elections and much less voter turnout than even-numbered years with General Elections. The BOE expects the 2012 General Election to have similar turnout numbers as the 2008 General Election. One Stop voting must be appropriately advertised and funded in order to successfully accommodate the shift in Election trends.

**Performance Measure:** Registered Voters in Inactive Status



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

A registered active voter will change to an inactive voter as a result of voter dormancy followed by returned mailings. Mandated list maintenance is performed in the odd-numbered years as a cleanup measure to keep the BOE database accurate. List maintenance mailings are sent to active voters who have not communicated with the BOE or voted in the preceding two Federal Elections. If two mailing attempts are returned, an active voter becomes an inactive voter. The percentage of Durham County inactive voters hovers around 10%. It is inevitable that voters will continue to move and not update their voter registration address. However, in 2009, inactive voters dropped to below 3%. This is abnormally low due to the record-high participation in the 2008 Presidential Election.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

The Board of Elections strives to maintain an accurate database and does so through widespread communication with the public regarding address updates and through internal processes that follow strict timelines set forth by the State Board of Elections. In addition to list maintenance, the BOE continues to take a proactive approach by contacting voters via National Change of Address mailings. This joint effort between the USPS, state and local county election offices reminds and encourages voters to change their voter registration information when they move. Over 6% of the BOE budget goes toward postage and mailing related expenses.

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# REGISTER OF DEEDS

Business Area: 4180

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>▽ Expenditures</b>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$989,706                      | \$968,381                       | \$992,347                         | \$1,004,077                          | \$1,004,077                           |
| Operating                 | \$522,417                      | \$660,064                       | \$552,862                         | \$668,575                            | \$668,575                             |
| Capital                   | \$0                            | \$0                             | \$52,000                          | \$0                                  | \$0                                   |
| <b>Total Expenditures</b> | <b>\$1,512,123</b>             | <b>\$1,628,445</b>              | <b>\$1,597,209</b>                | <b>\$1,672,652</b>                   | <b>\$1,672,652</b>                    |
| <b>▽ Revenues</b>         |                                |                                 |                                   |                                      |                                       |
| Service Charges           | \$2,536,047                    | \$2,850,000                     | \$3,000,935                       | \$2,800,000                          | \$2,800,000                           |
| <b>Total Revenues</b>     | <b>\$2,536,047</b>             | <b>\$2,850,000</b>              | <b>\$3,000,935</b>                | <b>\$2,800,000</b>                   | <b>\$2,800,000</b>                    |
| <b>Net Expenditures</b>   | <b>(\$1,023,924)</b>           | <b>(\$1,221,555)</b>            | <b>(\$1,403,726)</b>              | <b>(\$1,127,348)</b>                 | <b>(\$1,127,348)</b>                  |
| FTEs                      | 20.00                          | 20.00                           | 20.00                             | 20.00                                | 20.00                                 |

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# REGISTER OF DEEDS

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## 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 guidelines of the professional organizations for Registers of Deeds.

## PROGRAM DESCRIPTION

As legal custodian of land transactions and other miscellaneous documents, the Office of the Register of Deeds records and files deeds, deeds of trust, maps, assumed name certificates for corporations and for partnerships, and military records. Additionally, the office administers the oath to notaries public as well as issues marriage licenses and delayed birth certificates. The Register of Deeds has the responsibility and liability for canceling deeds of trust and mortgages and indexing and cross-indexing documents filed.

## 2011-12 ACCOMPLISHMENTS

The Honorable Willie L. Covington received the Archives Award from the Federation of Genealogical Societies. The Archives Award is presented to an organization or an individual in recognition of exceptional contributions in the area of archival access, preservation, or services. It recognizes individuals, programs or organizations that have worked to preserve or increase the availability of original historical documents in any format.

### Training/Continuing Education

Register of Deeds staff have logged over 274 hours of training by completing required and elective courses offered by Durham County Human Resources, and through workshops, classes and training seminars offered by the North Carolina Association of Registers of Deeds (NCARD), and the International Association of Clerks, Recorders, Election Officials and Treasurers (IACREOT), our state and international professional organizations. These hours include: one Advanced Certification from NCARD and fourteen (14) renewals of certification by NCARD. Education and training are very important to our area as the duties we are charged to uphold are established by statutory authority and continually updated by legislative initiatives.

### Real Estate

Documents dating back to 1881, the beginning of Durham County, are now being converted to an electronic index. All of our indices have been scanned and are now being check for quality against the original documents. Additional submitters/vendors were added to our E-Recording Module. This module allows document to be submitted electronically then they are interface seamlessly into our Anthem recording system. Over 5000 documents have been submitted using this technology during the current fiscal year.

### Vital Records

The Vital Records Restoration and Conservation project is now completion. Birth, Marriages and Deaths has been be restored to near perfect condition and available in-house for use by the public, legal professionals and genealogical researches by a computerize database.

## 2012-13 Objectives

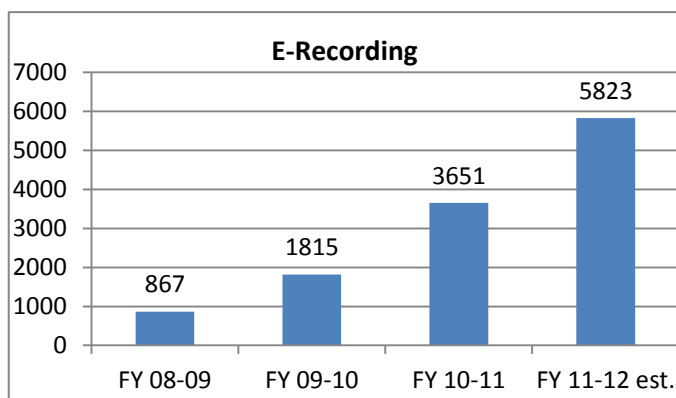
- New functionalities are being implemented in order to support the Indexing Standards. In preparation for the implementation (effective July 1), our website and public access were upgraded along with the desktops for each of our employees.
- Our current software system will be upgraded to the latest platform in the coming year and will allow us to streamline our office processes and increase our office productivity by improving accuracy in the document management process.
- Our Vital Records, Restoration, Conservation and Digitizing of Vital Records Capital project continues toward completion. Our DD214 military records are now a part of this effort and will be scanned, digitized and indexed by the first quarter of 2012/2013.

# Register of Deeds

Funds Center: 4180220000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>▼ Expenditures</b>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$989,706                      | \$968,381                       | \$992,347                         | \$1,004,077                          | \$1,004,077                           |
| Operating                 | \$333,274                      | \$310,064                       | \$303,927                         | \$468,575                            | \$468,575                             |
| <b>Total Expenditures</b> | <b>\$1,322,980</b>             | <b>\$1,278,445</b>              | <b>\$1,296,274</b>                | <b>\$1,472,652</b>                   | <b>\$1,472,652</b>                    |
| <b>▼ Revenues</b>         |                                |                                 |                                   |                                      |                                       |
| Service Charges           | \$2,371,779                    | \$2,500,000                     | \$2,700,000                       | \$2,600,000                          | \$2,600,000                           |
| <b>Total Revenues</b>     | <b>\$2,371,779</b>             | <b>\$2,500,000</b>              | <b>\$2,700,000</b>                | <b>\$2,600,000</b>                   | <b>\$2,600,000</b>                    |
| <b>Net Expenditures</b>   | <b>(\$1,048,799)</b>           | <b>(\$1,221,555)</b>            | <b>(\$1,403,726)</b>              | <b>(\$1,127,348)</b>                 | <b>(\$1,127,348)</b>                  |
| FTEs                      | 20.00                          | 20.00                           | 20.00                             | 20.00                                | 20.00                                 |

## 2012-13 PERFORMANCE MEASURES



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

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

E-Recording allows our customers to process documents without physically being in the office; this process complies with our mission to provide exemplary and state of the art service to our customers. We are able to process these documents more efficiently and in a paperless environment, which assist in the effort of Durham County to provide a green friendly environment. Tracking the performance measurement

of e-recordings allows us to maintain a high accuracy rate, and provide recording services as mandated. E-recording has increased its market for those whom operate in the interest of time management, and saving on gas and postage.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

We would like to continue to add trusted submitters to our E-Recording Module. By increasing the number of recordings submitted electronically, we decrease the number of paper documents we process, and therefore we are able to serve our walk in customer more efficiently.

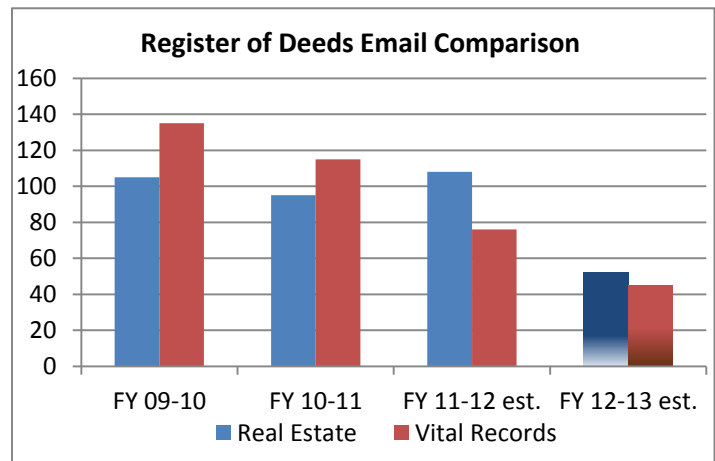
**Performance Measure: ROD Email Comparison**

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

Our goal with this objective is to improve the quality of the information on our website. If the quality of the information is improved, we should receive fewer requests for information from the public via email. We want the information presented by our department to be helpful and easily accessible. By addressing the issue of website content improvement we are showing our customer's that we are listening to their questions and concerns

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

We are currently reviewing and restructuring the information on our website. We are also researching how we can link our site to other departments and organizations which can provide the answers to some of questions we receive.



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# REGISTER OF DEEDS AUTOMATION

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## PROGRAM DESCRIPTION

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

This fund center was established to track the revenues collected and expended pursuant to G.S. 161-10 and G.S. 161-10(a) (1a) on computer and imaging technology and the needs associated with the preservation and storage of public records in the office of the Register of Deeds. The statute further provides that "Nothing in this section shall be construed to affect the duty of the board of county commissioners to furnish supplies and equipment to the office of the Register of Deeds."

**Funds Center:** 4180230000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$189,143                      | \$350,000                       | \$248,935                         | \$200,000                            | \$200,000                             |
| Capital                   | \$0                            | \$0                             | \$52,000                          | \$0                                  | \$0                                   |
| <b>Total Expenditures</b> | <b>\$189,143</b>               | <b>\$350,000</b>                | <b>\$300,935</b>                  | <b>\$200,000</b>                     | <b>\$200,000</b>                      |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Service Charges           | \$164,268                      | \$350,000                       | \$300,935                         | \$200,000                            | \$200,000                             |
| <b>Total Revenues</b>     | <b>\$164,268</b>               | <b>\$350,000</b>                | <b>\$300,935</b>                  | <b>\$200,000</b>                     | <b>\$200,000</b>                      |
| <b>Net Expenditures</b>   | <b>\$24,875</b>                | <b>\$0</b>                      | <b>\$0</b>                        | <b>\$0</b>                           | <b>\$0</b>                            |

## 2012-13 HIGHLIGHTS

- We will use funds from the Automation cost center to redact personal information and identifiers from older documents housed on the ROD web server.
- We will also continue our effort to create an electronic index for our older real estate indices, which has been a very labor intensive effort.
- A Grab and Go Kit will also be purchased from this fund, this kit is part of our disaster recovery plan and will allow us to function from a remote location if the need arises.

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# GENERAL SERVICES DEPARTMENT

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## MISSION

The mission of General Services is to provide quality maintenance services to our customers in a safe and cost-effective manner.

## PROGRAM DESCRIPTION

### Administration

General Services Administration is responsible for the planning, organization, control, management, and staffing of the General Services Department. The department is responsible for the solid waste /conservation efforts of the County; maintenance and repairs to all County facilities and properties; project management services for County capital projects; contract administration, mail courier services; signage for County roads; stadium operations and animal control services. Administration Division is made up of the Director, Assistant Director, Administrative Officer II, Quality Control/Contract Compliance Officer, Project Facilitator, Administrative Assistance, Fleet Management & Inventory Control and Staff Assistant. The General Services Department is open from 7:30 am to 5:00 pm and is located at 310 South Dillard Street, Durham, North Carolina.

### Public Buildings

Costs of maintenance and repair of all major facilities owned or operated by Durham County is budgeted within this cost center. A total of 1,454,670 building square feet consisting of 1,358,254 (county-owned), 52,206 (county-leased), and 44,210 (ABC Board) is maintained by General Services. Activities performed in this program include, but are not limited to, plumbing, heating/air conditioning and electrical services; minor renovations to county facilities; energy management and utilities; and miscellaneous contracts for janitorial, elevators, chiller/heating, ventilating and air condition (HVAC), water treatment, etc.

### Pest Control

The Pest Control Program provides services for county-owned buildings and mosquito control services for areas within the geographical boundaries of Durham County. Duties include; spraying or releasing chemical solutions or toxic gases and setting traps to kill pests and vermin, such as mice, termites, bed bugs and roaches, which infest buildings and surrounding areas. Activities include regular scheduled spraying of approximately 70 county properties, including ABC stores, and EMS facilities for the control of pest and the prevention of mosquito breeding by cutting, clearing, cleaning, larviciding, and herbiciding of drainage areas. The program provides public assistance for violation, orders of abatement, and educational information under the guidance of the North Carolina Department of Pest Management.

### Mailroom

The mailroom provides the pick-up and delivery of interdepartmental mail, and the metering and processing of out-going US Mail. Activities in this organization include pick-up, delivery and processing US Mail, Federal Express and UPS request. The Division meters and charge-backs postal charges to each departments; bulk purchase and provides courier services weekly or as needed to members of the Board of County Commissioners.

### Grounds Maintenance

Costs of maintenance and repair of all major landscaping requirements for facilities owned or operated by Durham County is budgeted within this cost center. A total of 3.2 million acres of property is supported by the Grounds Division. Activities performed in this division include, but is not limited to: minor renovations, landscaping services, fencing, miscellaneous contracted service, parking lot maintenance, striping, and stadium support.

# General Services Department

Business Area: 4190

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$2,081,987                    | \$2,342,375                     | \$2,170,376                       | \$2,401,197                          | \$2,788,566                           |
| Operating                 | \$5,192,908                    | \$6,719,817                     | \$6,472,627                       | \$8,630,146                          | \$7,264,911                           |
| Capital                   | \$42,373                       |                                 | \$52,600                          | \$1,107,525                          | \$435,979                             |
| <b>Total Expenditures</b> | <b>\$7,317,268</b>             | <b>\$9,062,192</b>              | <b>\$8,695,603</b>                | <b>\$12,138,868</b>                  | <b>\$10,489,456</b>                   |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$47,457                       | \$42,876                        | \$50,847                          | \$50,570                             | \$50,570                              |
| Rental Income             | \$114,868                      | \$125,000                       | \$107,159                         | \$115,000                            | \$115,000                             |
| Service Charges           | \$489,765                      | \$514,898                       | \$496,892                         | \$548,200                            | \$608,200                             |
| <b>Total Revenues</b>     | <b>\$652,090</b>               | <b>\$682,774</b>                | <b>\$654,898</b>                  | <b>\$713,770</b>                     | <b>\$773,770</b>                      |
| <b>Net Expenditures</b>   | <b>\$6,665,178</b>             | <b>\$8,379,418</b>              | <b>\$8,040,705</b>                | <b>\$11,425,098</b>                  | <b>\$9,715,686</b>                    |
| FTEs                      | 41.00                          | 44.00                           | 47.00                             | 59.00                                | 60.00                                 |

## 2012-13 HIGHLIGHTS

### Administration

- Funding for the Mayor's Summer Youth Worker Program
- The new Human Services Facility Phase 2 will come on line in the first quarter of 2013. This will require the department to solicit janitorial services and transfer security staff from DSS main and Duke Street to new facility. Utilities budget has been augmented to support this phase coming on line.
- New Courthouse will come on line January, 2013. Twelve new positions (12 FTEs) will be required to support this facility as well as the jail and judicial building parking garage.

### Public Buildings

- Utilities rate increases and new County facilitates coming on line \$538,911
- Modernization of the elevator in the Administration Building \$255,018
- Replace the property room conveyor belt and chain in the jail \$35,425
- Replace the underground natural gas supply line and install isolation valves to the kitchen and boiler room in the jail \$51,548
- Upgrade the Andover computer system in the jail \$65,936
- Repair the Southern Steel service lost gate operator with a slide operator HD at the jail \$13,543
- New and replacement vehicles and lifts \$173,585 (moved to the vehicle and equipment loan)
- Forklift for the warehouse \$40,000 (moved to the vehicle and equipment loan)
- Cutter for the sign shop \$8,910 (moved to the vehicle and equipment loan)

### Pest Control and Mailroom

- Maintained current levels of service.

## 2011-12 ACCOMPLISHMENTS

- Developed and monitored the vendor files and competitive bidding documentations for compliance regulations.
- Implanted consistent invoice authorization procedures to ensure correct funding codes are utilized.
- Expanded the plan filing system to include all new buildings coming on line, and to archive the information for any buildings that are being vacated but not demolished.
- Worked closely with Engineering to obtain warranty information, as built drawings and the remainder of the close-out documents to complete or filing system.
- Monitored staffing training in each of our renovated and new buildings coming on line.
- Crossed trained on-call personnel in all areas of the new buildings for them to be able to react properly in case of an after-hours emergency
- Implementation of Inventory Control policies, and procedures for the General Services Department
- Upgraded work order system to web based application.
- Created internal newsletter to keep field staff informed of critical issues.
- Stabilized Whitted School for future development activities
- Established a Key Policy, Uniform Policy and Fire Alarm Policy for Durham County General Services
- Completed the Administration Complex Chiller Installation Project
- Trained General Service's staff on the North Carolina Building Code and Fire Code.
- Overseen, maintained and supported the Court House parking structure, construction and commissioning.
- Maintained INCON fuel tank system for Ramseur St. fuel station.
- Follow-up on the construction, and progress of phase 2 of the Human Services Complex.
- Completed 3,056 work orders as of Jan. 31, 2012, out of 3,182 assigned as of same date
- Human Services Complex phase 1, assist staff as needed for support during warranty period.
- Created a tracking inventory system in the warehouses, stock and supply rooms.
- Provided mosquito control services and educational materials to county residents as requested.
- Provided monthly pest control services to approximately 70 county facilities.
- Performed Pesticide Safety courses for County employees.
- Retention and detection ponds samples for storm water management, that is associated with the newly developed Human Services, Memorial Stadium and Court House Parking Structure.
- Survey potential mosquito-breeding site, to locate temporary and long-term larval breeding.
- Worked with County Staff on reducing first class mail and maximizing pre-sort mailing, generating a saving of 1.05 percent.
- Relocated the mail service group in the new Human Services facility to better function and deliver County wide services
- Set up separate mailing bins in the Human Services facility to help minimize time that could be consumed by sorting.
- Established Outgoing mail bins for the Human Services facility.
- Ensured consistency of the day-to-day operation of handling outgoing mail, and interoffice mail in the New Human Services Complex.
- Maintained current mail services and courier to 41 County facilities.
- Maintained landscaping/grounds maintenance at the new library at Lowes Grove and Southwest.
- Install 3 yards of stone for the walking trail at the Animal Control Facility.
- Analyzed Emergency Management driveway repair to prevent water runoff.
- Support all stadium events
- Received and planted 25 Ornamental cherry trees donated by local agency at the Main Library and Stadium
- Graphically designed pharmacy logo for installation at the Center for Senior Life
- Developed signage for Judicial parking structure, special event for the Rockets.
- Maintained INCON fuel tank system for Ramseur St. fuel station.
- Hired CJRC 2 candidates.
- Constructed the footing for 550 gallon cistern at the Butterfly garden
- Completed 3,056 work orders as of Jan. 31, 2012, out of 3,182 assigned as of same date
- Constructed French drain at the Stadium to create runoff.
- Highway 55 removed 2.5 tons of debris from an abandoned property
- Removed dead horse off Channel Road in cooperation with the Animal Control Division
- Created a tracking inventory system in the warehouses, stock and supply rooms.

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# COUNTY STADIUM

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## MISSION

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

## PROGRAM DESCRIPTION

The Durham County Memorial Stadium has an artificial turf football field lined for both football and soccer, new score board, an eight lane track, upgraded 8,500 capacity seating and an entirely new press box, suites, on-site manager's office, renovated locker rooms and upgraded concessions and ticket booths. A modern facility designed to host local, national entertainment and sporting events and enhance Durham County's sports economic development contributions. The Memorial Stadium is located at 750 Stadium Drive, Durham, North Carolina.

## 2011-12 ACCOMPLISHMENTS

- Successful facilitated three (3) major track meets
  - o Mid East N.C. High School Track Meet in May, 2011
  - o Hosted the Durham Striders Development which attracted over 1,100 participants
  - o Facilitated the N.C. USA TF Junior Olympics in June which attracted top runners
- Began implementing the Stadium Marketing Plan
- Developed Stadium Marketing Fact/Sell Sheet
- Increased Stadium revenue
- Successful facilitated in conjunction with the National Guard Armory the Veterans' annual Stand Down Event

## 2012-13 WORK OBJECTIVES

- Increase Stadium revenue by fifteen (15%) percent
- Continue branding Stadium for a competitive, comprehensive and integrated look
- Complete Stadium five (5) year Strategy Plan in conjunction with the Durham County Strategic Plan
- Increase web presence and easy of surging for information concerning Stadium events and information

## 2012-13 HIGHLIGHTS

- Pave driveways on the north side of the Stadium \$48,354
- Connect the north side and south side concourse with a connecting sidewalk \$26,488
- Modify the two concession areas with a preparation kitchen, grills, and fryers and necessary venting \$55,000. This conversion will allow vendors to cook and will thus make the venue more conducive to a long term contract and would generate additional revenue estimated at \$10,000 in the first year.

# County Stadium

Funds Center: 4190470000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$44,608                       | \$72,060                        | \$70,677                          | \$74,277                             | \$74,277                              |
| Operating                 | \$100,175                      | \$153,333                       | \$120,868                         | \$244,268                            | \$244,268                             |
| Capital                   | \$7,745                        | \$0                             | \$0                               | \$134,000                            | \$0                                   |
| <b>Total Expenditures</b> | <b>\$152,528</b>               | <b>\$225,393</b>                | <b>\$191,545</b>                  | <b>\$452,545</b>                     | <b>\$318,545</b>                      |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Rental Income             | \$114,868                      | \$125,000                       | \$107,159                         | \$115,000                            | \$115,000                             |
| Service Charges           | \$0                            | \$0                             | \$9,354                           | \$10,000                             | \$20,000                              |
| <b>Total Revenues</b>     | <b>\$114,868</b>               | <b>\$125,000</b>                | <b>\$116,513</b>                  | <b>\$125,000</b>                     | <b>\$135,000</b>                      |
| <b>Net Expenditures</b>   | <b>\$37,660</b>                | <b>\$100,393</b>                | <b>\$75,032</b>                   | <b>\$327,545</b>                     | <b>\$183,545</b>                      |
| FTEs                      | 0.00                           | 0.00                            | 1.00                              | 1.00                                 | 0.00                                  |

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# Information Technology

Business Area: 4200

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$2,477,722                    | \$2,611,277                     | \$2,563,396                       | \$2,831,940                          | \$2,788,224                           |
| Operating                 | \$1,459,208                    | \$1,685,997                     | \$1,753,187                       | \$1,883,474                          | \$1,890,974                           |
| <b>Total Expenditures</b> | <b>\$3,936,930</b>             | <b>\$4,297,274</b>              | <b>\$4,316,583</b>                | <b>\$4,715,414</b>                   | <b>\$4,679,198</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>\$3,936,930</b>             | <b>\$4,297,274</b>              | <b>\$4,316,583</b>                | <b>\$4,715,414</b>                   | <b>\$4,679,198</b>                    |
| FTEs                      | 32.00                          | 33.00                           | 33.00                             | 34.00                                | 33.00                                 |

## 2012-13 HIGHLIGHTS

- Increases to contracted services, training, and maintenance appropriations to take advantage of new technologies and create more efficient technology solutions for County business processes.

## 2011-12 ACCOMPLISHMENTS

- Expanded Laserfiche and use of document management through several departments to over 740 employees; increased storage and improved functionality to provide extensive search capabilities.
- Updated and improved numerous Health and Social Services applications to the current .Net platform; migrated applications from the AS400 main frame eliminating legacy systems and maintenance cost.
- Implemented numerous new systems in the Health department following the move to the new building increasing automation, improving workflows and customer service.
- Designed, planned and implementing fiber backbone connection to the County network, local area and wireless networks for the new Justice Center supporting the Sheriff and the Durham County courts
- Continued network infrastructure implementation support during the second phase of the Health and Human Services building for the future move of the Department of Social Services.
- Redesigned County Intranet giving DC Info an updated, intuitive and logical organization, attractive design, advanced capabilities, flexibility and ease of use and maintenance.
- Expanded and updated the virtual server environment to continue progress made improving reliability, efficiency, flexibility to meet new requirements while reducing computer hardware and power requirements in the datacenter.
- Deployed E911 system allowing emergency services to locate and respond to the specific location within our buildings that are the source of emergency calls from the networked telephone system.
- Supported the implementation of automated parking control and management, security surveillance, credit card processing, and electric car charging stations in the newly opened court house parking deck.
- Improved email spam filtering, network and system management, and continued the technology life-cycle plan; refreshed over 700 computers, 40 servers, and other infrastructure maintaining a reliable, effective and efficient technology foundation for Durham County Government.

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# INFORMATION TECHNOLOGY

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## MISSION

Plan, implement, and support information technologies for Durham County Government to serve its citizens.

## PROGRAM DESCRIPTION

### Department Purpose

The Information Technology Department provides engineering and support of the Durham County network infrastructure, desktop support, telecommunications support, and applications development and support to the agencies of Durham County Government.

The first priority of the IT Department is to support the existing computers and applications used by county agencies to provide services to Durham County citizens. The goal is to provide a stable, predictable, and reliable computing environment. A second and perhaps more important priority of the IT Department's objectives is to advise, plan, implement, and manage new uses of technology to improve the ability of Durham County agencies to provide effective and efficient services to citizens.

### Organization Description

Information Technology is organized into three divisions, Development and Support, Network Engineering and Support, and Administration.

The Development and Support division consists of a professional staff, including programmers, programmers/analysts, and systems analysts. This group is responsible for the support of existing applications, including Internet and Intranet websites as well as the project management, analysis, design, and programming to define and implement new applications.

The Network Engineering and Support teams are network professionals with certifications from Microsoft and other networking, hardware, and software vendors. They are responsible for designing and supporting Durham County Government's network, network servers, application servers, desktop workstations, and communications. The IT Department's Help Desk is the first-line support, recording and often solving technical network problems and forwarding other trouble reports to appropriate IT Department staff for resolution. This team also is responsible for the day-to-day support of personal computer hardware and software and the coordination of live applications across agencies inside and outside county government.

The Administration group supports the other divisions of the IT Department as well as other county departments through fiscal and contract management; managing purchasing, receivables, and payables processes; recruiting; planning; and budgeting, etc. Administration also is responsible for user relations with all departments, coordination, project management, overall management of all telecommunications services/billing, Internet Phone (IP) equipment configuration/installation, and voicemail configuration/enhancements countywide.

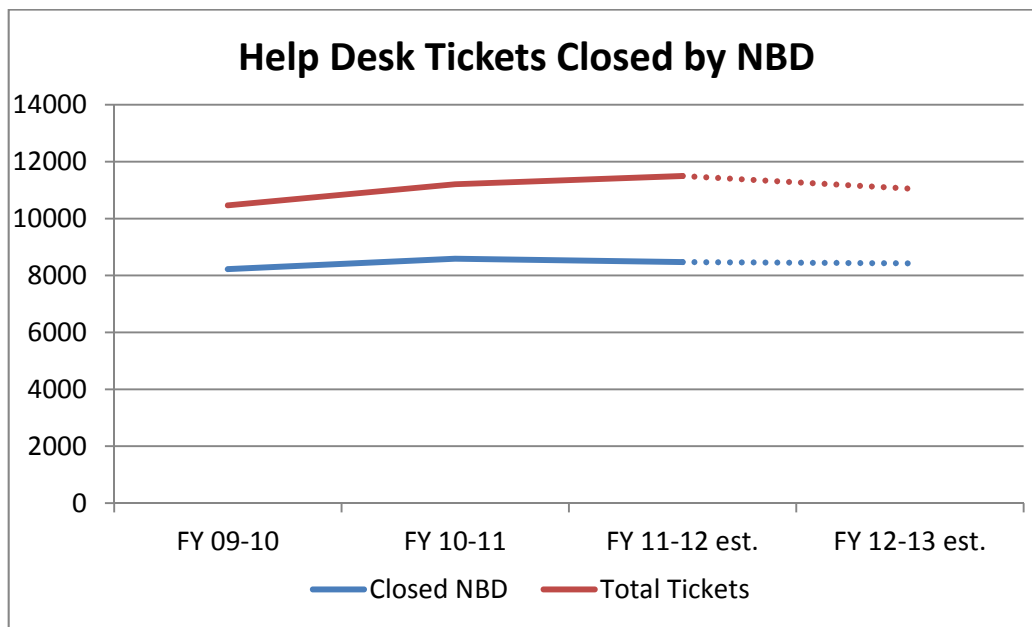
# Information Technology

Funds Center: 4200191000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$2,477,722                    | \$2,611,277                     | \$2,563,396                       | \$2,831,940                          | \$2,788,224                           |
| Operating                 | \$838,371                      | \$1,002,419                     | \$1,072,587                       | \$1,156,617                          | \$1,156,617                           |
| <b>Total Expenditures</b> | <b>\$3,316,093</b>             | <b>\$3,613,696</b>              | <b>\$3,635,983</b>                | <b>\$3,988,557</b>                   | <b>\$3,944,841</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>\$3,316,093</b>             | <b>\$3,613,696</b>              | <b>\$3,635,983</b>                | <b>\$3,988,557</b>                   | <b>\$3,944,841</b>                    |
| FTEs                      | 32.00                          | 33.00                           | 33.00                             | 34.00                                | 33.00                                 |

## 2012-13 PERFORMANCE MEASURES

**Performance Measure:** Help Desk Tickets Closed by Next Business Day



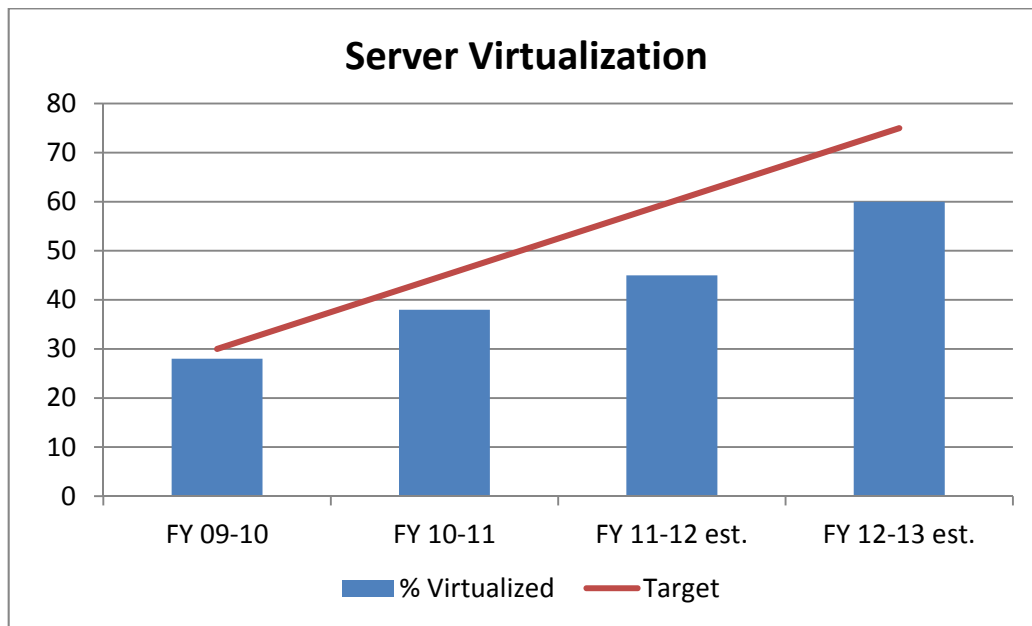
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

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

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

In FY 2012-13 we will be upgrading our Helpdesk software, Track-IT, to allow IT professionals in the field to monitor support calls via mobile devices. We are also looking at initiatives to provide more self-service options to our County users.

**Performance Measure: Server Virtualization**



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

Virtualization of our servers began almost four years ago and has significantly reduced hardware and maintenance requirements, increased the efficiency and ability of our datacenter, and improved disaster recovery capabilities. Server virtualization has reduced the total cost of ownership of the County server environment; not only reducing the cost of implementation, but also reducing the yearly operating cost. Currently, datacenters of our class typically have goals of 60 to 80 percent virtualization. This percentage is expected to increase as the technology matures. Our goal is to consolidate server resources through virtualization as servers reach the end of their production life-cycle, and as new projects come forward with server requirements.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

We have expanded the number of hosts supporting our virtual infrastructure, and in FY 2012-13 IT will continue to virtualize servers with a goal of having a majority of servers in our datacenter virtualized.

## Voice Communications

**Funds Center: 4200192000**

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$620,837                      | \$683,578                       | \$680,600                         | \$726,857                            | \$734,357                             |
| <b>Total Expenditures</b> | <b>\$620,837</b>               | <b>\$683,578</b>                | <b>\$680,600</b>                  | <b>\$726,857</b>                     | <b>\$734,357</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>\$620,837</b>               | <b>\$683,578</b>                | <b>\$680,600</b>                  | <b>\$726,857</b>                     | <b>\$734,357</b>                      |

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# HUMAN RESOURCES

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## MISSION

The mission of Durham County Government's Human Resources Department is to advance organizational goals by recruiting, developing, and retaining excellent employees.

## PROGRAM DESCRIPTION

The Human Resources Department's purpose is to maximize the county's human resources investment by removing barriers to productivity. The HR Department achieves this goal through the following functional programs: (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, consistent application of processes and procedures; (E) Training and Development – improving and expanding workforce capability and productivity; (F) Benefits Management – ensuring comprehensive, competitive, and cost-effective coverage; (G) Records Management – maintaining an efficient and legal records system; and (H) Performance Review – providing specific feedback to improve performance and reward for results achieved, thereby providing motivation.

## 2011-12 ACCOMPLISHMENTS

- Received the 2011 Healthiest Employer Award from Triangle Business Journal for the County's wellness initiative
- Wellness initiative featured in March 2012 Local Government Federal Credit Union magazine
- Obtained a federal reimbursement of \$186,520 for the County's participation in the Early Retiree Reinsurance Program established in the Affordable Care Act
- Increased employee Health Risk Assessments (HRA) participation to 85% of benefits eligible employees
- Conducted a comprehensive benchmark study of designated County positions
- Updated and revised the HR policy manual in a user friendly format
- Enhanced the new hire process with E-Verify, an automated system that enables verification of eligibility to work in the U.S.
- Streamlined the New Hire Benefits Enrollment process with online enrollment
- Revised county applications and the applicant screening process consistent with the "Ban the Box" campaign to better enable ex-offenders to compete for jobs opportunities

## 2012-13 WORK OBJECTIVES

- Enhance learning opportunities through an e-solutions delivery system
- Enforce training requirements for all Managers and Supervisors
- Develop a comprehensive organizational succession plan
- Conduct a comprehensive county wide classification study
- Enhance Sap reporting capabilities for end-users
- Continue archiving historical employment records
- Promote the Wellness Initiative to encourage maximum employee participation

## 2012-13 HIGHLIGHTS

- Added 1 FTE for the Perfect Service training initiative.
- Added 1 FTE for a customer service greeter in the Administration Building.

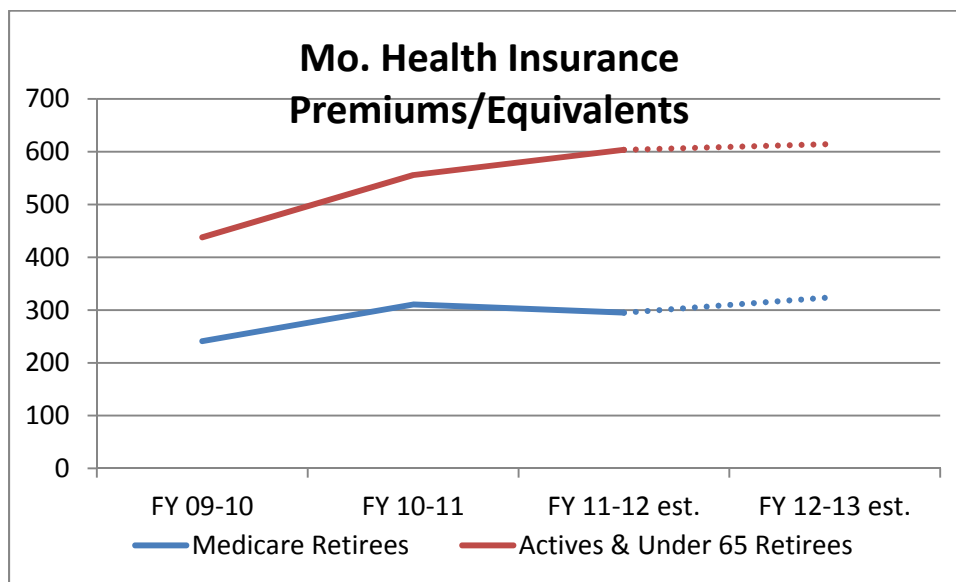
# Human Resources

Funds Center: 4240170000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$1,195,978                    | \$1,275,077                     | \$1,299,569                       | \$1,326,184                          | \$1,347,647                           |
| Operating                 | \$160,146                      | \$201,306                       | \$148,343                         | \$284,356                            | \$284,356                             |
| <b>Total Expenditures</b> | <b>\$1,356,124</b>             | <b>\$1,476,383</b>              | <b>\$1,447,912</b>                | <b>\$1,610,540</b>                   | <b>\$1,632,003</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>\$1,356,124</b>             | <b>\$1,476,383</b>              | <b>\$1,447,912</b>                | <b>\$1,610,540</b>                   | <b>\$1,632,003</b>                    |
| FTEs                      | 17.00                          | 17.00                           | 17.00                             | 18.00                                | 19.00                                 |

## 2012-13 PERFORMANCE MEASURES

Performance Measure: Health Insurance Premiums



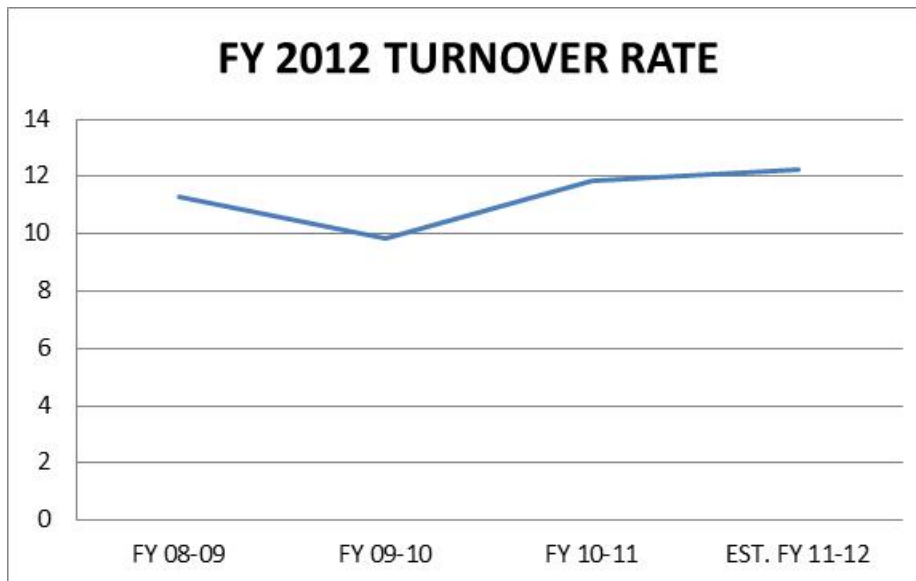
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

Tracking the average monthly employee (and under 65 retirees) health insurance premium equivalents provides DCG with two opportunities. First, as a self-funded plan the health insurance premium equivalents provide a window into our actual medical and pharmaceutical claim costs as well as our fixed costs. The claim costs are the main factors used by actuaries to determine how much should be budgeted per member per month to cover the costs of inpatient, outpatient, medication, tests and doctors' services for the fiscal year. Watching the average monthly health insurance premium equivalent trend can alert the County to unusual fluctuations that may indicate a need to change our existing benefits structure or cost sharing formula. Second, a sharply increasing average monthly health insurance premium equivalent trend may lead to an evaluation of the type of health insurance provided by the County – for example, replacing the current Preferred Provider Organization (PPO) insurance with a Health Maintenance Organization (HMO) or a high deductible Consumer Driven Health Plan (CDHP) may be warranted to contain rapidly escalating costs. Benefits changes that result from these opportunities can enhance the County's ability to attract and retain qualified candidates by offering affordable and flexible health insurance as a part of their total compensation package.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

Currently Durham County's pharmacy "spend" averages 24%, as compared to the industry average of 12%! Some of these costs are due to non-adherence with a drug regimen and the growth of specialty pharmaceutical prescriptions. We are "carving out" our pharmacy benefit from our current Third Party Administrator Blue Cross/Blue Shield of NC (BCBSNC) and contracting with Prescription Benefits to provide this benefit in FY12-13. In general, Prescription Benefits provides larger cost discounts, lower dispensing fees and no administrative fees compared to BCBSNC's pharmacy benefit manager. They also have specialty Pharmacists on staff, Therapeutic Resource Centers that specialize in key conditions, and their staff actively work to reduce gaps in care and improve employees' healthcare outcomes. Improved employee healthcare outcomes will help us retain our employees rather than lose them due to chronic illness or disability.

**Performance Measure: Turnover Rate**



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

The mission of Durham County Government's Human Resources Department is to advance organizational goals by recruiting, developing and retaining excellent employees. Considering one of the largest costs organizations face is hiring and retaining qualified, competent employees, tracking and assessing the causes for employee turnover is important because it provides valuable information regarding the reasons employees leave Durham County Government. High turnover is expensive and impacts productivity and morale. In addition, during the exit interview process, the County is able to ascertain information regarding employee satisfaction levels, relating to compensation and benefits. Additionally, it is critical to assess the effectiveness of the recruitment process, performance management system and staff development. Assessing and tracking turnover provides valuable information for the organization to determine the effectiveness of current leadership and identify future training needs.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

In order to improve or maintain the turnover rate, Human Resources will:

- Initiate succession planning activities to help prepare employees for advancement opportunities.
- Work with hiring supervisors to improve the interviewing and selection process.
- Explore methods to ensure the County conducts an exit interview for all separating employees.
- Continue to motivate new employees during the new hire orientation program.
- Encourage supervisors and managers to provide continuous feedback, coaching and counseling to employees while encouraging and supporting employees who exhibit outstanding performance.
- Continue to work with departments to ensure positions are properly classified and employees are compensated for work being performed
- Ensure the County's Classification and Compensation Plan is competitive.
- Continue with efforts to boost employee morale by improving the work environment

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# BUDGET AND MANAGEMENT SERVICES

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## MISSION

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

## PROGRAM DESCRIPTION

The responsibilities of Budget and Management Services include overseeing the annual budget process, assisting departments with preparation of their budgets, analyzing all budget requests, and preparing the County Manager's annual recommended budget. In addition, the Budget Department prepares and maintains the county's Capital Improvement Plan; performs management analyses and program evaluations for the County Manager, Board of County Commissioners, and county departments; and oversees the administration of the county's operating budgets. The 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.

## 2011-12 ACCOMPLISHMENTS

- Received Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.
- Prepared the annual operating budget for public distribution.
- Placed the county's Recommended and Approved Budget documents on the county's website for public access – [http://www.co.durham.nc.us/departments/bdmg/Budgets/Fiscal\\_Budget\\_Information.html](http://www.co.durham.nc.us/departments/bdmg/Budgets/Fiscal_Budget_Information.html).
- Prepared three quarterly reports for the Board of County Commissioners, County Manager and management staff, monitoring departmental revenues and expenditures during the year.
- Prepared updated budget manual and other materials distributed to departments and agencies on schedule. Placed budget manual on the county intranet site for convenience and cost effectiveness.
- Managed capital project budgets related to the county's 10-year Capital Improvement Program.
- Managed the county's non-profit agency funding application process.
- Participated in development and implementation of the county's Strategic Plan

## 2012-13 HIGHLIGHTS

- The FY 2012-13 budget will allow the Budget and Management Services Department to maintain current service levels.
- The department will contract with an outside agency to assess all FY 2012-13 non-profit grant recipients and provide recommendations to improve the effectiveness of the grant program.
- The department will be an integral part of data monitoring and customer service initiatives for the Strategic Plan.

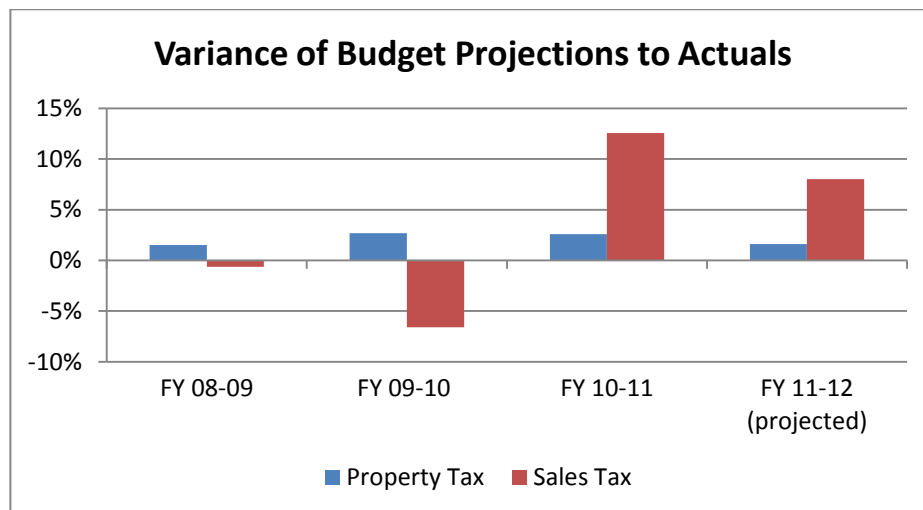
# Budget and Management Services

Funds Center: 4250134000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ Expenditures            |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$427,776                      | \$443,685                       | \$424,199                         | \$453,309                            | \$453,309                             |
| Operating                 | \$17,234                       | \$34,324                        | \$22,114                          | \$45,470                             | \$45,470                              |
| <b>Total Expenditures</b> | <b>\$445,009</b>               | <b>\$478,009</b>                | <b>\$446,313</b>                  | <b>\$498,779</b>                     | <b>\$498,779</b>                      |
| ▽ Revenues                |                                |                                 |                                   |                                      |                                       |
| <b>Total Revenues</b>     | <b>\$0</b>                     | <b>\$0</b>                      | <b>\$0</b>                        | <b>\$0</b>                           | <b>\$0</b>                            |
| <b>Net Expenditures</b>   | <b>\$445,009</b>               | <b>\$478,009</b>                | <b>\$446,313</b>                  | <b>\$498,779</b>                     | <b>\$498,779</b>                      |
| FTEs                      | 5.00                           | 5.00                            | 5.00                              | 5.00                                 | 5.00                                  |

## 2012-13 PERFORMANCE MEASURES

**Performance Measure:** Variance of Budget Projections to Actuals



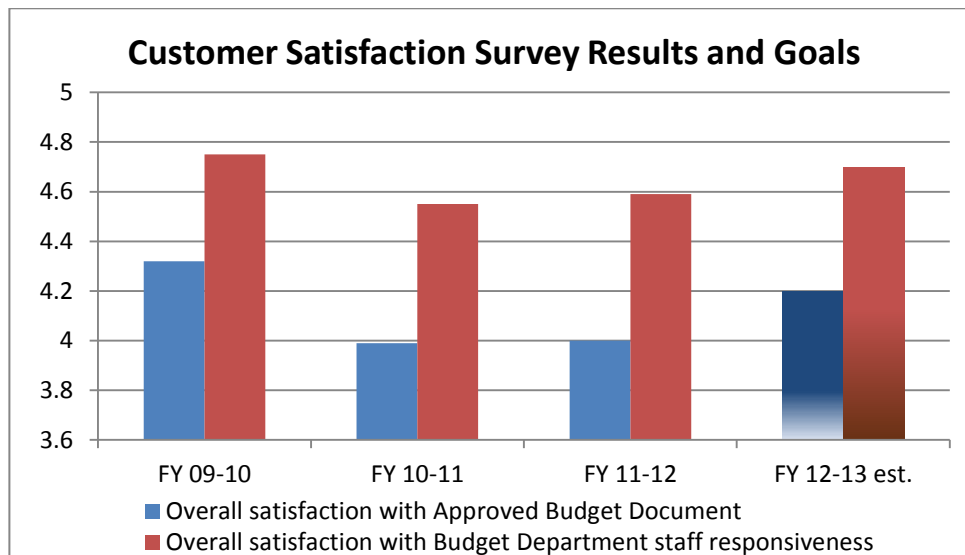
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

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

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

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

**Performance Measure:** Customer Satisfaction



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

The mission of the Budget and Management Services department is to provide technical and professional support and assistance to the County Manager and county departments. Both the Approved Budget Document and Budget staff responsiveness to customers are directly linked to this mission. The Approved Budget Document provides information about Durham County policies and programs in a clear, easy to understand way. The document can be used in a variety of ways: as a policy guide, a financial plan, an operations guide, and a communications tool. It is important that the customers of the Budget and Management Services feel comfortable using the document to quickly access information and for those customers to have confidence in the accuracy of the information. The Budget staff is expected to assist departments in managing their budgets throughout the year by offering technical assistance for the financial management system as well as explaining the relationship between policy and program goals and the budget behind those policies and programs. Budget staff must have a thorough understanding of state and local budget policies, fiscal trends, and current and future economic concerns, and they must effectively communicate this information to customers.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

As the County continues to implement the Strategic Plan, the Budget and Management Services Department will have to adjust the budget document to reflect the initiatives the County is undertaking in order to achieve the goals of the Strategic Plan. This will enable customers to use the document as a way of understanding the Strategic Plan from an operational standpoint.

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# VETERANS SERVICES

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## MISSION

The mission of the Veterans Services Office in Durham County is to assist veterans, their spouses and their dependents with claims and benefits that are offered to veterans, spouses, and their dependents from local, state, and federal sources.

## PROGRAM DESCRIPTION

The Veterans Services Office's primary rule is to give assistance at all levels to veterans, their spouses and their dependents, addressing problems with the Veterans Administration and occasionally outside organizations. The Veterans Services Office counsels veterans and/or their family members on veterans' rights and benefits offered by the federal, state, and local governments.

This office assists in the preparation of forms and supporting documents necessary to file claims. The Veterans Services Officer is an accredited representative of Durham County and assumes responsibility for the conscientious development and presentation of cases in which he holds power of attorney.

By law, the Veterans Services Officer must provide true statements and evidence subject to proscribed penalties under failure to do so. Aside from the letter of the law, a representative is bound by serious ethical considerations of fair dealing between the claimant, the claimant's representative (Veterans Services Officer) and the government.

## 2011-12 ACCOMPLISHMENTS

- The Veterans Services Department served an estimated 1,300 clients with estimated claims awarded of \$3.5 million for the veteran community of Durham County.
- The 2011 Bull City Veterans Stand Down served an estimated 600 homeless veterans giving the Durham County homeless veteran community access to hot meals, hygiene products, clothing, tote bags, and outreach services such as housing, medical services, job assistance, and Veteran services benefits for veterans and their families.

## 2012-13 HIGHLIGHTS

- The FY 2012-13 Budget appropriates funds for expected client support needs and the hosting of one event for community veterans.

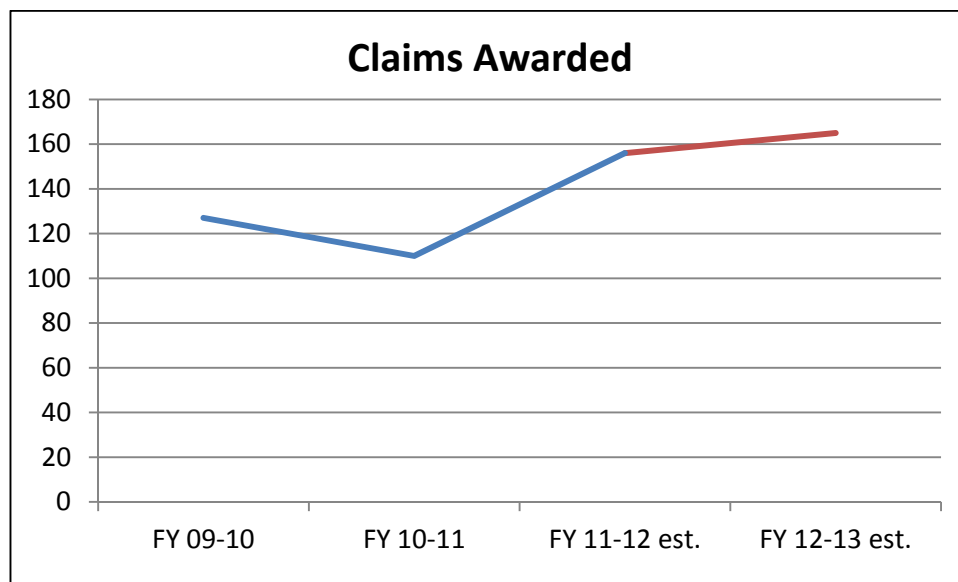
# Veterans Services

Funds Center: 4260160000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$94,007                       | \$94,541                        | \$93,120                          | \$98,388                             | \$99,288                              |
| Operating                 | \$10,144                       | \$5,681                         | \$5,112                           | \$5,933                              | \$5,649                               |
| <b>Total Expenditures</b> | <b>\$104,151</b>               | <b>\$100,222</b>                | <b>\$98,232</b>                   | <b>\$104,321</b>                     | <b>\$104,937</b>                      |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$8,217                        | \$0                             | \$0                               | \$1,452                              | \$1,452                               |
| <b>Total Revenues</b>     | <b>\$8,217</b>                 | <b>\$0</b>                      | <b>\$0</b>                        | <b>\$1,452</b>                       | <b>\$1,452</b>                        |
| <b>Net Expenditures</b>   | <b>\$95,934</b>                | <b>\$100,222</b>                | <b>\$98,232</b>                   | <b>\$102,869</b>                     | <b>\$103,485</b>                      |
| FTEs                      | 2.00                           | 2.00                            | 2.00                              | 2.00                                 | 2.00                                  |

## 2012-13 PERFORMANCE MEASURES

Performance Measure: Claims Awarded



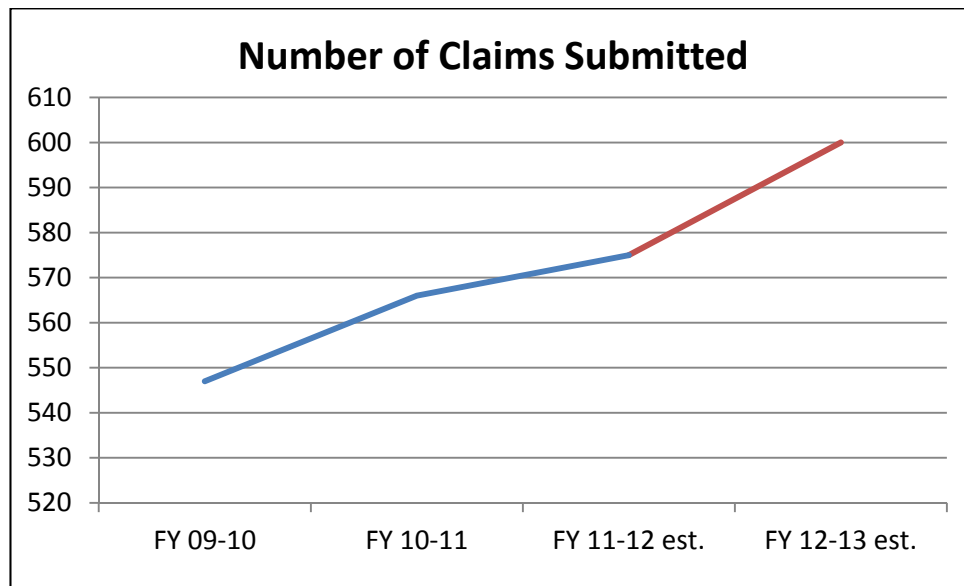
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

The measure of tracking the claims that are awarded is important to the Veterans services department because it show us the effectiveness of the claims that are submitted. Tracking this performance helps to improve our services by showing how a claim may be more effective for approval.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

We plan to prepare the claims more effectively with all the information needed to adjudicate without any more evidence needing to be sent in. We also plan on educating the veteran more thoroughly on the process of the claim so when the Veterans Administration Regional Office responds to the veterans they can take immediate action, thus making the claim process smoother and more likely to be approved at a fair rating.

**Performance Measure:** Number of Claims Submitted



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

The measure of claims submitted is important to the overall goal of the Veterans Services Office to track the amount of veterans are aware of Veterans administration benefits they are eligible to apply for and how many are utilizing the service. This performance measure helps to improve the level of service by informing us on measures to plan for future methods of educating the veteran population.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

We plan to educate the veteran population by holding more information session on the Veterans Administration benefits they may be eligible to apply for.

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# GEOGRAPHIC INFORMATION SYSTEMS

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## MISSION

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

## PROGRAM DESCRIPTION

The GIS team is responsible for coordinating and managing the overall countywide GIS operation. It is also responsible for system management, database management, technical support, application development, and training. The GIS team operates under the Inter-local Cooperation Agreement, which was amended in December 2005, and provides service to all City and County departments. All County and City departments/agencies currently have the capability of accessing GIS data.

## 2011-12 ACCOMPLISHMENTS

- Developed and enhanced GIS interfaces for internet access:
  - Planning – Development Viewer
  - Durham Public Schools – Enhanced Student Assignment Viewer
  - Tax Assessor's Office – Internal use iMaps profile
  - Durham Center – Phase I map viewer of Medicaid service providers in the Durham Center service area.
- Initiated a two year project to acquire new countywide topographic data, including LiDAR.
- Completed the implementation of multiple Workflow Automation System enhancements for City/County Planning and Inspections.
- Public Outreach – Conducted a GIS introduction for fifth-graders at Holt Elementary School.
- Assisted Board of Elections with analysis of voters affected by NC Senate and House redistricting.
- Assisted Soil and Water Conservation with development of their Nutrient Management Plan for the Falls Lake Watershed.
- Assisted the Environmental Health Division to improve their inventory of on-site waste disposal systems (septic systems and sand filters) for Falls Lake Watershed rules compliance.

## 2012-13 HIGHLIGHTS

- The FY 2012-13 budget includes \$12,216 to complete the process of updating the Topographic (2 foot contour lines) data layer.

# Geographic Information Services (GIS)

Business Area: 4270

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$408,705                      | \$437,613                       | \$437,613                         | \$407,116                            | \$389,292                             |
| <b>Total Expenditures</b> | <b>\$408,705</b>               | <b>\$437,613</b>                | <b>\$437,613</b>                  | <b>\$407,116</b>                     | <b>\$389,292</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>\$408,705</b>               | <b>\$437,613</b>                | <b>\$437,613</b>                  | <b>\$407,116</b>                     | <b>\$389,292</b>                      |

## 2012-13 OBJECTIVES

- Maintain accessibility to the GIS databases and applications.
- Continue the upgrade of the current GIS web based applications to the Web 2.0 platform.
- Re-establish the GIS User Group and form a GIS Advisory Committee.
- Manage the update of the Topographic data layer.

| Performance Indicators                                                   | FY 2010-11<br>Actual | FY 2011-12<br>Budget | FY 2011-12<br>Estimate | FY 2012-13<br>Projected |
|--------------------------------------------------------------------------|----------------------|----------------------|------------------------|-------------------------|
| % of Customer rating satisfaction (Bi-annual)                            | N/A                  | 90.00%               | 92.00%                 | 92.00%                  |
| % IT overall Satisfaction (Help Desk)                                    | N/A                  | N/A                  | 98.00%                 | 98.00%                  |
| # of Tickets closed per technician                                       | 77/1                 | 77/1                 | 224/1                  | 224/1                   |
| % of Requests completed within 24 hours or by customer approved due date | N/A                  | 90.00%               | 97.00%                 | 97.00%                  |

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# SAP ENTERPRISE RESOURCE PLANNING

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## MISSION

The mission of SAP Enterprise Resource Planning is to provide a centralized point of contact for all issues relating to SAP systems development, support, service, and planning.

In support of this mission, SAP Enterprise Resource Planning goals are:

- Provide leadership in planning for the effective use of the SAP application system.
- Provide centralized management of SAP support to our users, which are efficient, responsive, courteous and cost effective.
- Effectively coordinate services with other application providers.
- Assist users in obtaining information about support alternatives that fall outside of those provided by the department.

## PROGRAM DESCRIPTION

The SAP Enterprise Resource Planning Department consists of a staff logically grouped by their specialized area of support.

The SAP Help Desk is the central point of contact for SAP Enterprise Resource Planning. The SAP Help Desk personnel provide first-level assistance with initial SAP system set up, administration of employee user IDs and the creation and assignment of work items to the department's second-level support personnel.

The technical specialties include Advanced Business Application Programming (ABAP), SAP security administration, workflow management, business warehouse and portal administration. These team members provide critical "behind the scenes" support to ensure the SAP and Employee Portal systems function properly and are accessible by county employees.

The functional specialties include Financial, Payroll, Human Resources and related disciplines such as Budgeting, Funds Management, Grants Management and Procurement.

## 2011-12 ACCOMPLISHMENTS

- SAP ECC Technical Upgrade
- NETWEAVER Portal Upgrade
- Implemented automated password reset feature
- Human Capital Management (HCM) Enhancement Project support
- Updated SAPGUI on all desktops
- Online 2011 Annual Benefits Value Statement/Total Compensation Statement – saves the County postage and paper costs as well as a reduction in staff effort
- SAP County Cares Configuration
- Enhanced the Funds Reservation Form
- End of year tax processing (W2s and 1099s)
- Identity Access/Entitlement Management Policy Implemented
- Automatic notification of personnel changes to align with Identity Access Management Audit
- Enhanced Personnel Cost Planning Reporting
- SAP e-learning courses
- Automated eligibility date calculation for new hires when enrolling in health plans
- Automated Legal interface
- Configured County's HRA health plan

## 2012-13 HIGHLIGHTS

- The FY 2012-13 Budget appropriates an additional \$114,000 for contractual services for the ongoing maintenance and support of the SAP ERP system during system and functionality upgrades.

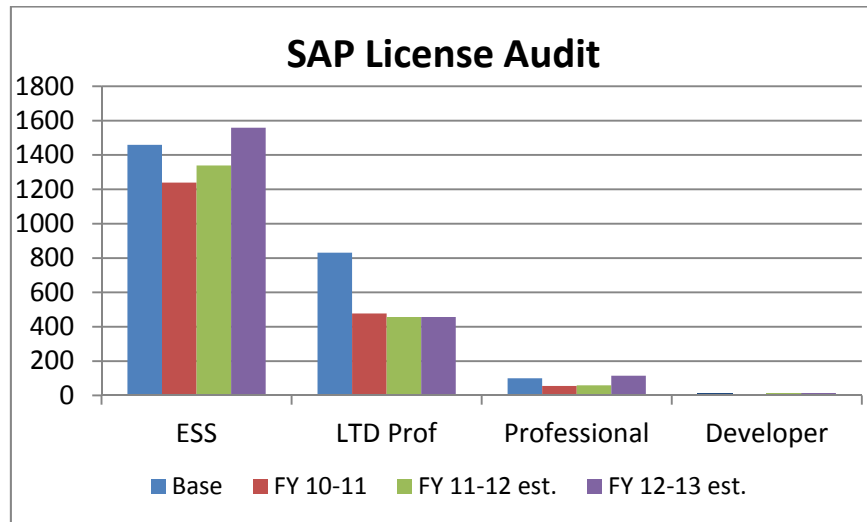
# SAP Enterprise Resource Planning

Funds Center: 4280100000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$877,570                      | \$822,370                       | \$799,234                         | \$1,031,206                          | \$848,539                             |
| Operating                 | \$163,297                      | \$255,241                       | \$305,582                         | \$371,345                            | \$461,945                             |
| Capital                   | \$0                            | \$0                             | \$0                               | \$24,999                             | \$0                                   |
| <b>Total Expenditures</b> | <b>\$1,040,867</b>             | <b>\$1,077,611</b>              | <b>\$1,104,816</b>                | <b>\$1,427,550</b>                   | <b>\$1,310,484</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>\$1,040,867</b>             | <b>\$1,077,611</b>              | <b>\$1,104,816</b>                | <b>\$1,427,550</b>                   | <b>\$1,310,484</b>                    |
| FTEs                      | 9.00                           | 8.00                            | 8.00                              | 10.00                                | 8.00                                  |

## 2012-13 PERFORMANCE MEASURES

Performance Measure: SAP License Audit



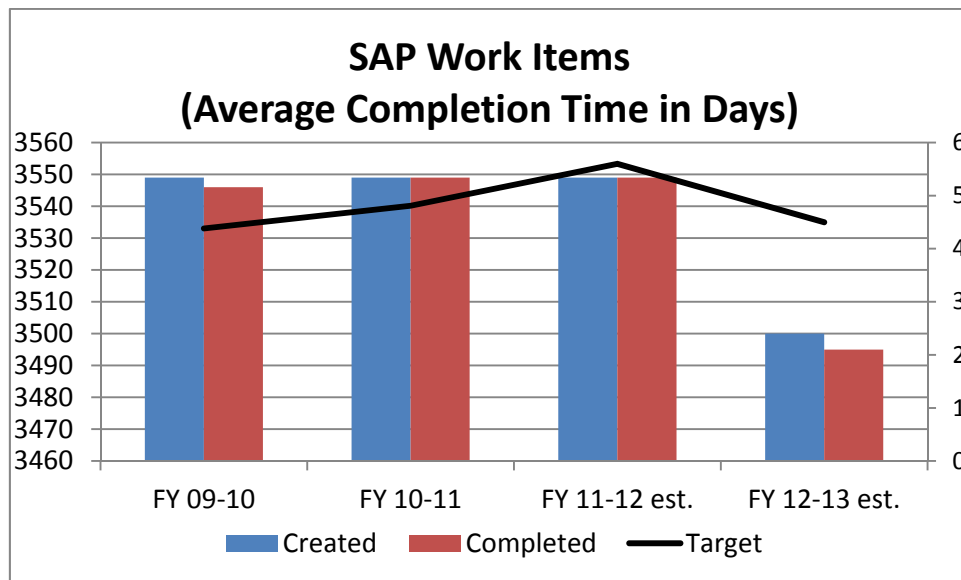
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

SAP License monitoring and allocation is important because the end user community requires a license in order to access the SAP solution. Without the very basic license, employees will not be able to access their personal information on the Portal, a feature designed just for them. Tracking the license allocation is imperative in order to maintain a high level of service because if the County does not have enough licenses, current functions that have been decentralized would have to become centralized again or the function would have to be removed all together which results in the County operating inefficiently.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

The ongoing audit of the County departments' access as a result of the internal SAP Entitlement audit will insure the refinement of role assignments. Another initiative to be considered is that as the departments plan for additional positions the SAP department is aware of the proposed positions and duties of these positions so that acquiring the appropriate license types can be planned. Obtaining hiring projections for the entire County over a five year time span will assist greatly in planning for the future purchase of licenses.

**Performance Measure: SAP Work Items Completion**



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

This measure is important to the overall goal or mission of the SAP department because we have continued to support and complete a high volume of work orders and we remain the central point of contact for all SAP work items. Maintaining a high awareness of how we are performing keeps us aware of how well and quickly we are servicing the SAP user community. If we see our numbers are not optimal, we work to improve them so that we can continue to maintain a high level of service. In addition as we monitor work items, we evaluate the conditions under which the increased calls occur to insure that we are handling the processes correctly. We make adjustments to improve when so deemed so that we can continue to serve the SAP community efficiently.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

We will continue to reach out to the SAP user community to make sure that they are aware of the power of the SAP ERP solution and discuss how it can be expanded to meet their needs. Work order statistics give a base for the flow of work regarding the SAP solution, but in order to gauge the significance of the productivity of SAP, one must level set the expectation. If the number of SAP work orders decreases and the time to complete work orders increases, that is a good indication that the users are becoming more proficient in navigating within SAP which results in them taking advantage of functions that make them operate more independently. As the time increases to complete work orders it means that the requests are becoming more complex and take more time to complete. As SAP continues to expand, the training and consulting assistance becomes critical in keeping SAP resources trained in order to complete work orders in a timely manner, which leads to increased confidence of the SAP user community so they will feel comfortable requesting and considering more from the SAP solution.

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# NONDEPARTMENTAL

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## PROGRAM DESCRIPTION

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

- Miscellaneous contracted services for county-wide contracts \$195,600;
- Personnel cost plan adjustments \$100,000;
- Board of County Commissioners Contingency Fund \$150,000.

# Nondepartmental

Funds Center: 9800981000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$0                            | \$341,843                       | \$0                               | \$1,450,000                          | \$100,000                             |
| Operating                 | \$104,874                      | \$190,730                       | \$244,318                         | \$200,000                            | \$195,600                             |
| Transfers                 | \$0                            | \$150,000                       | \$0                               | \$150,000                            | \$150,000                             |
| <b>Total Expenditures</b> | <b>\$104,874</b>               | <b>\$682,573</b>                | <b>\$244,318</b>                  | <b>\$1,800,000</b>                   | <b>\$445,600</b>                      |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Service Charges           | \$810                          | \$0                             | \$0                               | \$0                                  | \$0                                   |
| <b>Total Revenues</b>     | <b>\$810</b>                   | <b>\$0</b>                      | <b>\$0</b>                        | <b>\$0</b>                           | <b>\$0</b>                            |
| <b>Net Expenditures</b>   | <b>\$104,064</b>               | <b>\$682,573</b>                | <b>\$244,318</b>                  | <b>\$1,800,000</b>                   | <b>\$445,600</b>                      |

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# TRANSFERS

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## 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        | \$29,010,002        |
| Benefits Plan Fund          | \$16,035,266        |
| <b>TOTAL TRANSFERS OUT</b>  | <b>\$45,045,268</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). Included in the transfer to the Capital Finance Fund for FY 2012-13 is a transfer of other General Fund revenue to help keep the overall county tax rate flat.

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

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

| Transfers to General Fund     |                    |
|-------------------------------|--------------------|
| Community Health Trust Fund   | \$4,071,851        |
| SWAP Fund                     | \$3,000            |
| Volunteer Fire District Funds | \$1,470,098        |
| Enterprise Fund               | \$136,584          |
| Risk Management Fund          | \$234,788          |
| <b>TOTAL TRANSFERS IN</b>     | <b>\$5,916,321</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 the SWAP fund supports financial costs supporting the fund incurred in the General Fund. The transfer from three Volunteer Fire Districts (Lebanon, Bethesda and Redwood) supports county positions funded through Fire District property taxes as provided in various interlocal agreements. The transfer from the Enterprise Fund supports indirect costs in the General Fund for support services rendered to the Enterprise Fund. The Risk Management Fund transfer supports overall General Fund expenditures.

# Transfers

Funds Center: 9800982000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Transfers                 | \$36,707,631                   | \$43,066,636                    | \$49,124,645                      | \$40,815,179                         | \$45,045,268                          |
| <b>Total Expenditures</b> | <b>\$36,707,631</b>            | <b>\$43,066,636</b>             | <b>\$49,124,645</b>               | <b>\$40,815,179</b>                  | <b>\$45,045,268</b>                   |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Other Fin. Sources        | \$5,438,157                    | \$5,657,894                     | \$5,657,894                       | \$5,690,464                          | \$5,916,321                           |
| <b>Total Revenues</b>     | <b>\$5,438,157</b>             | <b>\$5,657,894</b>              | <b>\$5,657,894</b>                | <b>\$5,690,464</b>                   | <b>\$5,916,321</b>                    |
| <b>Net Expenditures</b>   | <b>\$31,269,474</b>            | <b>\$37,408,742</b>             | <b>\$43,466,751</b>               | <b>\$35,124,715</b>                  | <b>\$39,128,947</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 bank financing to support requested needs.

## 2012-13 HIGHLIGHTS

The FY 2012-13 bank loan needs are \$2,178,480 and will support 60 vehicles, two ambulance box remounts, and various equipment. Debt service for the bank loan is paid through the Debt Service Fund.

### New vehicles

|                                  |             |                             |           |                    |
|----------------------------------|-------------|-----------------------------|-----------|--------------------|
| General Services                 | New         | Pickup Truck (F150)         | 3         | \$71,700           |
|                                  | Replacement | Truck (F350) with Dump Body | 1         | \$34,695           |
|                                  |             | Pickup Truck (F150)         | 2         | \$41,900           |
|                                  |             | Pickup Truck (F350)         | 2         | \$49,390           |
| EMS                              | Replacement | Ambulance Box Remount       | 2         | \$170,000          |
|                                  |             | Chevrolet Express           | 1         | \$35,000           |
|                                  |             | Ambulance                   | 1         | \$149,000          |
|                                  |             | Chevrolet Tahoe             | 2         | \$106,000          |
| Tax                              | Replacement | Chevrolet Malibu            | 5         | \$105,000          |
|                                  |             | Chevrolet Malibu (electric) | 1         | \$36,000           |
| Emergency Management             | Replacement | 4x4 SUV                     | 1         | \$32,000           |
| Fire Marshal                     | Replacement | 4x4 SUV                     | 1         | \$32,000           |
| Engineering                      | Replacement | Nissan Leaf (electric)      | 1         | \$38,500           |
| Criminal Justice Resource Center | Replacement | Mid-size sedan (Hybrid)     | 1         | \$26,000           |
| Sheriff                          | Replacement | Hybrid                      | 1         | \$26,000           |
|                                  |             | Pursuit Vehicles            | 34        | \$850,000          |
| Youth Home                       | Replacement | Dodge Caravan               | 1         | 27,770             |
| <b>Total</b>                     |             |                             | <b>60</b> | <b>\$1,830,955</b> |

### New equipment

|                  |                                         |                  |
|------------------|-----------------------------------------|------------------|
| General Services | Cutter for Sign Shop                    | \$8,910          |
|                  | Lift Arm Machine for vehicle            | \$16,700         |
|                  | Lift for F350 Truck                     | \$7,000          |
|                  | Forklift for Warehouse                  | \$40,000         |
| EMS              | Zoll Series E Monitors (3) Replacements | \$75,000         |
|                  | Stryker Stretcher                       | \$5,000          |
| Sheriff          | Vehicle Equipment (35)                  | \$194,915        |
| <b>Total</b>     |                                         | <b>\$347,525</b> |

# Vehicles and Equipment

Funds Center: 9800983000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$10,339                       | \$0                             | \$186,617                         | \$0                                  | \$194,915                             |
| Capital                   | \$331,414                      | \$817,175                       | \$591,201                         | \$0                                  | \$1,983,565                           |
| <b>Total Expenditures</b> | <b>\$341,754</b>               | <b>\$817,175</b>                | <b>\$777,818</b>                  | <b>\$0</b>                           | <b>\$2,178,480</b>                    |
| ▼ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Other Fin. Sources        | \$0                            | \$817,175                       | \$777,317                         | \$0                                  | \$2,178,480                           |
| <b>Total Revenues</b>     | <b>\$0</b>                     | <b>\$817,175</b>                | <b>\$777,317</b>                  | <b>\$0</b>                           | <b>\$2,178,480</b>                    |
| <b>Net Expenditures</b>   | <b>\$341,754</b>               | <b>\$0</b>                      | <b>\$501</b>                      | <b>\$0</b>                           | <b>\$0</b>                            |

Department requested numbers look different because initially all vehicle requests are budgeted in the requesting department, then these requests are moved to the vehicle and equipment funds center as part of the Board of County Commissioners' approved budget.

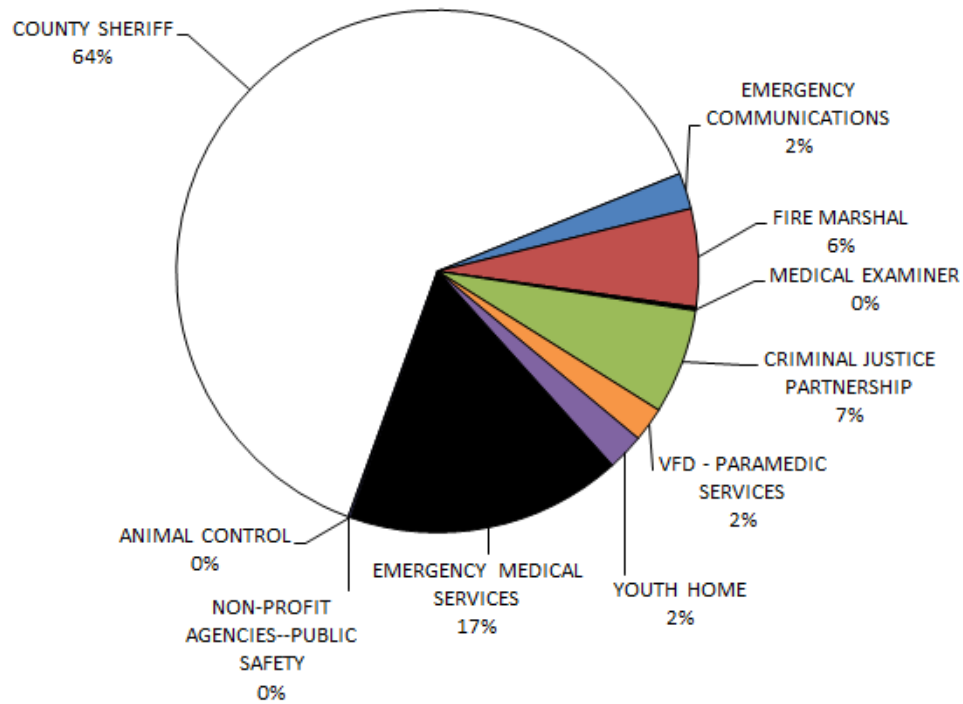
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## **Public Safety**

A function of local government which has as its objective the protection of persons and property.

## Public Safety Approved Budget



| Business area                      | 2010-2011<br>Actual<br>Expenditures | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|------------------------------------|-------------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ANIMAL CONTROL                     | \$ 1,398,762                        | \$ 1,469,376                    | \$ 1,466,081                      | \$ 0                                 | \$ 0                                  |
| COUNTY SHERIFF                     | \$ 26,526,127                       | \$ 26,755,139                   | \$ 27,203,204                     | \$ 30,088,243                        | \$ 29,052,328                         |
| EMERGENCY COMMUNICATIONS           | \$ 939,872                          | \$ 982,840                      | \$ 982,840                        | \$ 1,074,580                         | \$ 1,026,808                          |
| FIRE MARSHAL                       | \$ 2,635,063                        | \$ 2,732,607                    | \$ 2,821,319                      | \$ 2,984,093                         | \$ 2,777,410                          |
| MEDICAL EXAMINER                   | \$ 100,900                          | \$ 100,000                      | \$ 85,000                         | \$ 100,000                           | \$ 100,000                            |
| CRIMINAL JUSTICE PARTNERSHIP       | \$ 2,120,080                        | \$ 2,602,465                    | \$ 2,354,921                      | \$ 3,083,663                         | \$ 2,986,251                          |
| VFD - PARAMEDIC SERVICES           | \$ 1,541,320                        | \$ 1,549,955                    | \$ 1,504,952                      | \$ 1,210,521                         | \$ 976,521                            |
| YOUTH HOME                         | \$ 941,511                          | \$ 1,045,410                    | \$ 884,531                        | \$ 1,073,177                         | \$ 1,045,407                          |
| EMERGENCY MEDICAL SERVICES         | \$ 6,923,976                        | \$ 6,987,958                    | \$ 6,960,939                      | \$ 8,382,350                         | \$ 7,841,922                          |
| NON-PROFIT AGENCIES--PUBLIC SAFETY | \$ 106,184                          | \$ 72,172                       | \$ 72,172                         | \$ 143,421                           | \$ 58,095                             |
| <b>Overall Result</b>              | <b>\$43,233,795</b>                 | <b>\$44,297,922</b>             | <b>\$44,335,959</b>               | <b>\$48,140,048</b>                  | <b>\$45,864,742</b>                   |

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# Sheriff

Business Area: 4310

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>▼ Expenditures</b>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$22,827,007                   | \$22,820,565                    | \$23,263,280                      | \$24,315,981                         | \$24,315,981                          |
| Operating                 | \$3,465,818                    | \$3,889,272                     | \$3,830,424                       | \$4,897,262                          | \$4,736,347                           |
| Capital                   | \$233,301                      | \$45,302                        | \$109,500                         | \$875,000                            | \$0                                   |
| <b>Total Expenditures</b> | <b>\$26,526,127</b>            | <b>\$26,755,139</b>             | <b>\$27,203,204</b>               | <b>\$30,088,243</b>                  | <b>\$29,052,328</b>                   |
| <b>▼ Revenues</b>         |                                |                                 |                                   |                                      |                                       |
| Licenses & Permits        | \$6,255                        | \$5,000                         | \$6,026                           | \$5,000                              | \$5,000                               |
| Intergovernmental         | \$1,346,145                    | \$991,561                       | \$1,196,789                       | \$1,100,252                          | \$1,100,252                           |
| Contrib. & Donations      | \$2,450                        | \$0                             | \$3,943                           | \$0                                  | \$0                                   |
| Investment Income         | \$502                          | \$0                             | \$99                              | \$0                                  | \$0                                   |
| Service Charges           | \$1,005,650                    | \$972,800                       | \$1,387,423                       | \$1,329,800                          | \$1,329,800                           |
| Other Revenues            | \$195,377                      | \$88,000                        | \$145,058                         | \$108,000                            | \$108,000                             |
| <b>Total Revenues</b>     | <b>\$2,556,380</b>             | <b>\$2,057,361</b>              | <b>\$2,739,338</b>                | <b>\$2,543,052</b>                   | <b>\$2,543,052</b>                    |
| <b>Net Expenditures</b>   | <b>\$23,969,747</b>            | <b>\$24,697,778</b>             | <b>\$24,463,866</b>               | <b>\$27,545,191</b>                  | <b>\$26,509,276</b>                   |
| FTEs                      | 429.09                         | 429.09                          | 439.00                            | 457.00                               | 457.00                                |

## 2011-12 Accomplishments

- Sheriff Worth L Hill retired January 1, 2012 after 17 years of service and the Board of County Commissioners appointed Sheriff Michael D. Andrews to fulfill the remaining years of his term.
- December 2011, the Sheriff's Office assumed day-to-day supervision of Animal Services (formerly Animal Control) and began assessing the possibility of relocating Animal Services under the Sheriff.
- Pursuant to the 2010 Internal Audit recommendation, full funding was identified to establish a Finance Officer position (1.0 FTE) that is set to begin in April 2012.
- In preparation for the opening of the new Durham County courthouse eleven (11.0 FTE) deputy positions were approved by the Board of County Commissioners for security within the building and courtrooms. Due to increases in various revenues, there was no new county funding needed in FY 2011-12 for the new positions, and only a little over \$100,000 needed in county funding for the positions in FY 2012-13

## 2012-13 Highlights

- 35 replacement vehicles are planned for the FY 2012-13 fiscal year
  - Including one hybrid vehicle
- Continued support from the city and county for Warrant Control operations

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# SHERIFF LAW ENFORCEMENT SERVICES

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## MISSION

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

## PROGRAM DESCRIPTION

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

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

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

## 2011-12 ACCOMPLISHMENTS

- Crime Rate among the unincorporated portions of Durham County was down 12% in 2011 compared to the prior year.
- Patrol Division responded to 30,152 calls for service. The average response time to all calls was 11 minutes 39 seconds. The average response time to Priority 1 calls (calls in progress, traffic accidents with injury and panic alarms) increased from 8:05 in 2010 to 8:49 in 2011.
- The Warrant Control Center entered a total of 43,205 warrants (29,676 new and 13,529 backlog) into the agency records management system and recorded service of 24,890 Warrants, Orders for Arrest and Criminal Summons. The number of process received/entered increased by 11% from prior year.
- Investigators received 1,232 incident reports and assigned 913 cases in 2011. Of the 913 assigned cases, 46% were cleared and \$344,936 in property recovered.
- Crime Scene Investigative support has assisted in 315 cases, taken 1627 photos, collected 362 latents and transported 163 pieces of evidence to the state crime lab. Fingerprint comparisons resulted in 34 hits leading to the identity of possible suspects.
- The Sheriff's Office has committed staff resources and partnered with the City of Durham and Durham Police Department to reduce violent crime and gun violence within our community. Staff has been assigned to work the Northeast Central Durham initiative, participate in the Violent Offenders task force and serve on advisory committees.
- A Sheriff's Office Crime tip phone line and email was initiated in May 2011 to provide citizens anonymity in reporting criminal activity. This service has been so well received that additional staff resources are being committed to screen and disseminate the information.
- Civil Process Division received 41,935 process papers and completed service of 89%, a 1% decrease from prior year. Of the 4212 Padlocks executed, 2651 (63%) were non-paying tenants that were evicted. Of the 1,307 Writs of Execution, \$414,048 was collected to satisfy 9% of the filings.
- CIP funding was secured to replace aging computer hardware, improve the IT infrastructure of the agency and revitalize the technology associated with day to day operations of the Sheriff's Office. A full desktop replacement was completed and full laptop replacement is anticipated to be complete by April 2012.

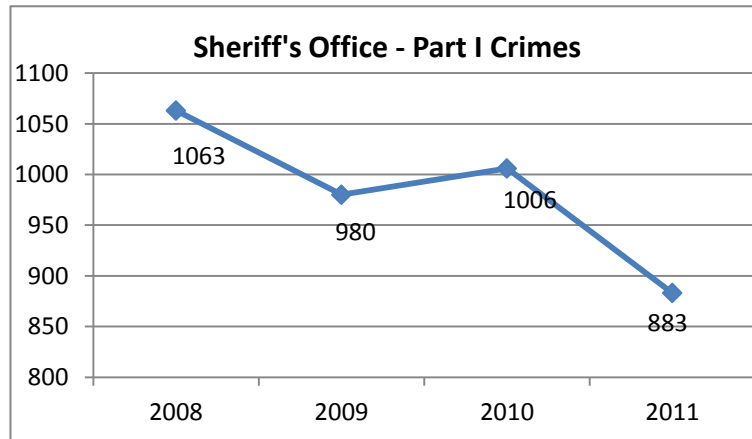
# Sheriff Law Enforcement (LEO) Services Organization

Funds Center: 4310320000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>▼ Expenditures</b>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$11,281,691                   | \$11,418,091                    | \$11,671,601                      | \$11,903,994                         | \$11,903,994                          |
| Operating                 | \$1,963,411                    | \$2,194,977                     | \$2,163,791                       | \$2,563,074                          | \$2,362,159                           |
| Capital                   | \$52,009                       | \$0                             | \$51,370                          | \$875,000                            | \$0                                   |
| <b>Total Expenditures</b> | <b>\$13,297,111</b>            | <b>\$13,613,068</b>             | <b>\$13,886,762</b>               | <b>\$15,342,068</b>                  | <b>\$14,266,153</b>                   |
| <b>▼ Revenues</b>         |                                |                                 |                                   |                                      |                                       |
| Licenses & Permits        | \$6,255                        | \$5,000                         | \$6,026                           | \$5,000                              | \$5,000                               |
| Intergovernmental         | \$508,045                      | \$439,941                       | \$512,814                         | \$479,808                            | \$479,808                             |
| Contrib. & Donations      | \$2,450                        | \$0                             | \$3,943                           | \$0                                  | \$0                                   |
| Service Charges           | \$873,322                      | \$842,000                       | \$1,255,673                       | \$1,163,000                          | \$1,163,000                           |
| Other Revenues            | \$25,321                       | \$2,000                         | \$45,160                          | \$2,000                              | \$2,000                               |
| <b>Total Revenues</b>     | <b>\$1,415,393</b>             | <b>\$1,288,941</b>              | <b>\$1,823,616</b>                | <b>\$1,649,808</b>                   | <b>\$1,649,808</b>                    |
| <b>Net Expenditures</b>   | <b>\$11,881,717</b>            | <b>\$12,324,127</b>             | <b>\$12,063,146</b>               | <b>\$13,692,260</b>                  | <b>\$12,616,345</b>                   |
| FTEs                      | 196.09                         | 196.09                          | 208.00                            | 208.00                               | 208.00                                |

## 2012-13 PERFORMANCE MEASURES

### Performance Measure: Part 1 Crimes



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

The entire community is concerned with issues involving public safety and crime. The Durham County Sheriff's Office operates fifteen distinct divisions to provide a comprehensive approach to reducing crime and its effect on our community. The 155 sworn officers and 53 civilians assigned to law enforcement services work across the many divisions and units to ensure the safety of Durham County's citizens. A nationally accredited agency since 1998, the Office

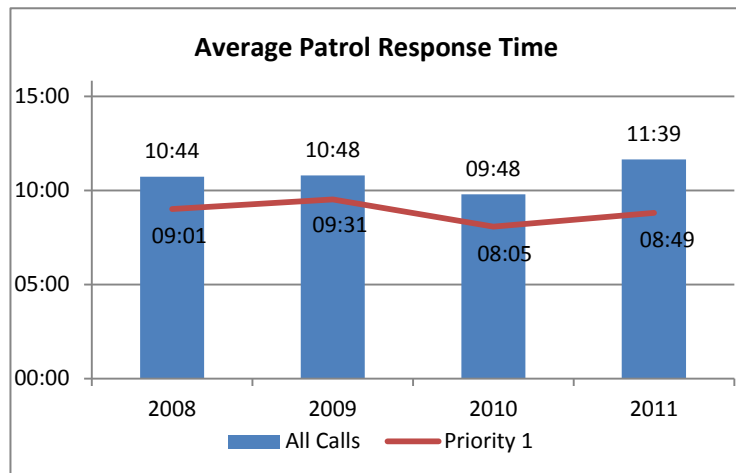
continues to demonstrate its commitment to professional excellence and compliance with national standards

Part I Crimes, such as murder, rape, robbery, assault and motor vehicle theft, are reported annually for inclusion in the Uniform Crime Report (UCR), a national database of crimes committed. UCR crime reporting decreased overall by 12% from 2010 to 2011. Each of the nine reporting categories showed declines with the exception of Aggravated Assault which was up five incidents from the prior year. Property Crimes – breaking/entering decreased 10%, larceny decreased 12% and motor vehicle theft decreased by 19%. Information supplied by the Intelligence position within the Investigations division was particularly instrumental in two focused efforts that resulted in reducing criminal activity in particular neighborhoods. In addition to supporting a full case load, the Intel Officer promoted information sharing through the delivery of 38 briefings and attendance at 39 Patrol Squad meetings during 2011.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

As an agency, the Durham County Sheriff's Office had maintained a relatively consistent clearance rate of 63% for cases assigned during the last two years but dropped to 47% during 2011. A Sheriff's Office Crime tip phone line and email was initiated in May 2011 to provide citizens anonymity in reporting criminal activity. The availability of this service has been so well received that additional staff resources are being committed to screen and disseminate the information.

**Performance Measure: Average Response Time**



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

Community presence and response times have been essential in impacting the number of reported crimes. The Patrol Division, comprised of four 11-man squads, have responded to 30,152 calls for service within their 200 mile coverage area with an average response time to all calls of 11 minutes 39 seconds, an increase of one minute fifty seconds from prior year. The average response time to Priority 1 Calls (those in progress, accidents with injury and panic alarms) was 8 minutes 49 seconds.

This Division performed 596 on-view arrests, 3,200 property checks and increased documented directed patrols from 3,053 to 4,653 in 2011. Officers also provided 24 hour security coverage at the public entrance of the Detention facility.

Other Divisions such as Transportation, Warrants and Investigations also served an essential role in responding to and reducing crime. Despite a 5% increase in the number of agency transports in 2011, the Transportation Division managed the added transports and reduced dependency on Detention and Patrol staff allowing them to focus on their primary responsibilities. The dedicated Warrant Officers served 6,014 warrants (84% of the agency total) allowing Patrol and Investigators to answer and investigate complaints.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

Committed resources and partnerships have been identified to focus on community issues impacting the quality of life for our residents. The Sheriff's Office has committed officer resources and partnered with the City of Durham and Durham Police Department to assist in reducing violent crime and gun violence. Staff has been assigned to support efforts within the city limits on the Northeast Central Durham initiative, participate in the Violent Offenders task force and serve on advisory committees.

During the coming fiscal year, the Sheriff's Office will further develop the Intel Unit and its service offerings through reallocation of staff and implementation of additional technology enhancements across the agency. Efforts to promote citizen awareness on the importance of recording serial numbers and photographing personal property to assist in the recovery of their items will continue.

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# SHERIFF'S DETENTION SERVICES

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## MISSION

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

## PROGRAM DESCRIPTION

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

## 2011-12 ACCOMPLISHMENTS

- The Average Daily Population at the Detention Center for the 2011 calendar year was 530, a 9% decrease from prior year. The average days in jail decreased from 23 in 2010 to 16 in 2011. The average length of stay for sentenced individuals was 30 days.
- Booking/intake officers processed 12,457 persons, a 2% increase from prior year and fingerprinted 11,520 persons while maintaining a 1% rejection rate.
- Detention staff accommodated and processed 30,003 inmate visitors during regular visitation hours representing a 2% decrease from prior year.
- Twenty-one Detention Officers completed Crisis Intervention Team training. These newly acquired CIT skills will be used to more effectively manage the 18% of the Detention population that have mental health issues and are involved in 65% of use of force incidents within the facility.
- Detention facility lobby modifications were completed to enhance security efforts. Public traffic is now routed through a screening station and personal items x-rayed upon entry.
- The Detention facility kitchen was restored to full service capability through the acquisition and installation of new equipment.
- Participation in the Statewide Misdemeanant Confinement Program began January 1, 2012. Durham County has volunteered to house 20 male inmates.
- August 1, 2011 an inmate kiosk system and new financial software package was implemented within the Detention facility. Kiosks located within inmate housing provide individuals the ability to electronically submit grievances, request sick call, order canteen items or check their financial account information. The implementation of the new financial software package included installation of a public kiosk within the Detention lobby and web access for citizens to make deposits. The public kiosk now provides citizens 24 hour access to deposit funds, offers credit and debit card capabilities, and information in both English and Spanish. The agency has benefited in improved data tracking, a reduction in staff time historically associated with managing these requests and promotion of a "greener" environment through the reduction of paper and printing.

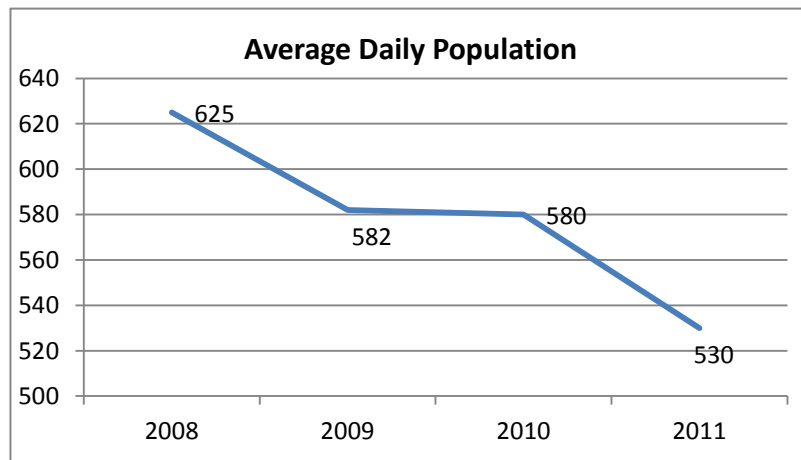
# Sheriff's Detention Services

Funds Center: 4310330000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>▼ Expenditures</b>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$11,186,399                   | \$10,996,272                    | \$11,275,110                      | \$11,261,724                         | \$11,261,724                          |
| Operating                 | \$1,185,206                    | \$1,384,965                     | \$1,399,580                       | \$1,411,545                          | \$1,411,545                           |
| <b>Total Expenditures</b> | <b>\$12,371,605</b>            | <b>\$12,381,237</b>             | <b>\$12,674,690</b>               | <b>\$12,673,269</b>                  | <b>\$12,673,269</b>                   |
| <b>▼ Revenues</b>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$378,643                      | \$40,000                        | \$355,522                         | \$271,200                            | \$271,200                             |
| Service Charges           | \$132,328                      | \$130,800                       | \$131,750                         | \$130,800                            | \$130,800                             |
| Other Revenues            | \$2,486                        | \$2,000                         | \$4,948                           | \$2,000                              | \$2,000                               |
| <b>Total Revenues</b>     | <b>\$513,457</b>               | <b>\$172,800</b>                | <b>\$492,220</b>                  | <b>\$404,000</b>                     | <b>\$404,000</b>                      |
| <b>Net Expenditures</b>   | <b>\$11,858,148</b>            | <b>\$12,208,437</b>             | <b>\$12,182,470</b>               | <b>\$12,269,269</b>                  | <b>\$12,269,269</b>                   |
| FTEs                      | 222.00                         | 222.00                          | 222.00                            | 222.00                               | 222.00                                |

## 2012-13 PERFORMANCE MEASURES

Performance Measure: Average Daily Population



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

The Sheriff's Office is responsible for the administration and operation of a constitutionally safe and secure County Detention Facility. The duty of Detention Services is to house inmates in a safe, secure and adequate environment while ensuring the protection of staff and the surrounding community through the proper administration and operation of the facilities. Staffed with 222 employees (204 Detention Officers and 18 civilians), the Sheriff's Office is dedicated to fulfilling these duties by providing

education, eradication, and treatment where needed to reduce and eliminate the opportunity for crime in Durham County.

The average daily inmate population for 2011 was 530 with a peak in September of 589. This was down 9% from the previous year's count of 580 however, the number of persons booked in the facility was 12,457, an increase of 1.5% from prior year. Of the total charges processed within Detention Booking during 2011, 24% were felony charges, 57% misdemeanor charges and 19% were other. Seventy-two percent (72%) of the individuals processed were admitted into the facility's housing unit. Cost savings were realized through the reduction of the average days in jail which decreased from 23 in 2010 to 16 in 2011. Pre-trial and Population Control staff has been instrumental in managing the inmate population. These officers work closely with the attorneys and other court officials to identify those persons who may be considered for release by lowering bonds or asking for time served for misdemeanants with non-assault charges. Mental Health staff has also assisted with the identification and management of inmates with mental health issues to ensure they are linked with the appropriate services. Sixty-seven percent (67%) of the inmate population held in 2011 was in a detainee status awaiting first appearance and/or bond reduction.

Effective January 1, 2012 the Statewide Misdemeanant Confinement Program was launched by the North Carolina Sheriff's Association. A component of the North Carolina Justice Reinvestment Act of 2011, SMCP allows Sheriff's to volunteer available bed space within their Detention facility to house misdemeanants who are sentenced from 91 – 180 days. Durham County has committed 20 beds (male) for the program at a per diem reimbursement rate of \$40 per occupied bed. Individuals sentenced

for 91-180 days but not housed at the Durham County Detention Center will be transported to another facility and the transporting agency reimbursed. While it is anticipated the average daily population will increase, the voluntary nature of the program and provisions to cover medical expenses are not expected to have a significant financial impact.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

The Sheriff's Detention staff will continue their efforts to manage the inmate population through program delivery and partnerships with judicial and mental health officials. Crisis Intervention Training will continue as it has proven effective in enhancing correctional staff's knowledge and skills, aiding administrators in improved management and care for a special population, reducing liability and cost, improving community partnerships for increased access to resources and supports, and increasing safety for all.

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# ANIMAL SERVICES

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## MISSION

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

## PROGRAM DESCRIPTION

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

## 2011-12 ACCOMPLISHMENTS

- Continue educating and enforce Anti Tethering ordinance.. 148 Cp's issued for tethering violations.
- Work with Durham Public Schools, educating students about animal bite prevention, animal care and safety. Attend High Schools career day, to provide students with information about a career opportunities available in the animal welfare field. Schools visited .12 Schools visited by Lt. Duarte.
- Enhanced the education of our Latino population regarding Animal Services issues to include hands on education, translate brochures and booklets. 1,200 produced and 750 issued.
- Educated the public through media, flyers and public service announcements . Three (3) public announcements made reference rabies in neighborhoods, where there was exposure to domestic pets.

## 2012-13 OBJECTIVES

- Complete the development of a defensive driving course for new officers designed around our trucks with SWAB Animal Carrier Bodies.
- Continue to enforce and educate Anti Tethering ordinance.
- Visited (12) Durham Public Schools, educating students about animal bite prevention, animal care and safety. Attend High Schools career day, to provide students with information about a career opportunities available in the animal welfare field.
- Revise rabies enforcement to streamline process and ensure Health Department involvement
- Provide officers with opportunity to attend public speaking forums, and respond to citizens questions, pertaining to the Durham County Ordinance.
- Continue to enhance the education of our Latino population regarding Animal Services issues to include hands on education, translate brochures and booklets.
- Continue to educate the public through media, flyers and public service announcements.
- Enhancing and making Animal Services Officers more efficient, performing their duties.
  - Continue training on Chameleon software so that they will be able to research citizens and domestic animals cases in the data base.
- Equipped 12 Animal Services vehicles with laptops and air cards for remote operations.

# Animal Services

Funds Center: 4310350000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>▽ Expenditures</b>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$0                            | \$0                             | \$0                               | \$852,150                            | \$852,150                             |
| Operating                 | \$0                            | \$0                             | \$0                               | \$660,249                            | \$700,249                             |
| <b>Total Expenditures</b> | <b>\$0</b>                     | <b>\$0</b>                      | <b>\$0</b>                        | <b>\$1,512,399</b>                   | <b>\$1,552,399</b>                    |
| <b>▽ Revenues</b>         |                                |                                 |                                   |                                      |                                       |
| Service Charges           | \$0                            | \$0                             | \$0                               | \$36,000                             | \$36,000                              |
| Other Revenues            | \$0                            | \$0                             | \$0                               | \$20,000                             | \$20,000                              |
| <b>Total Revenues</b>     | <b>\$0</b>                     | <b>\$0</b>                      | <b>\$0</b>                        | <b>\$56,000</b>                      | <b>\$56,000</b>                       |
| <b>Net Expenditures</b>   | <b>\$0</b>                     | <b>\$0</b>                      | <b>\$0</b>                        | <b>\$1,456,399</b>                   | <b>\$1,496,399</b>                    |
| FTEs                      | 0.00                           | 0.00                            | 0.00                              | 18.00                                | 18.00                                 |

## 2012-13 HIGHLIGHTS

- Management of the Animal Services division was moved from General Services (where it was named Animal Control) to the Sheriff's department late in the FY 2011-12 fiscal year. The Sheriff's department will use FY 2012-13 to assess changes needed to the division.
- The top two management positions in Animal Services, which were vacant, will be filled with high level deputy positions to ensure a smooth transition to the Sheriff's vision for the division.
- Animal Protection Society of Durham contract \$542,982.

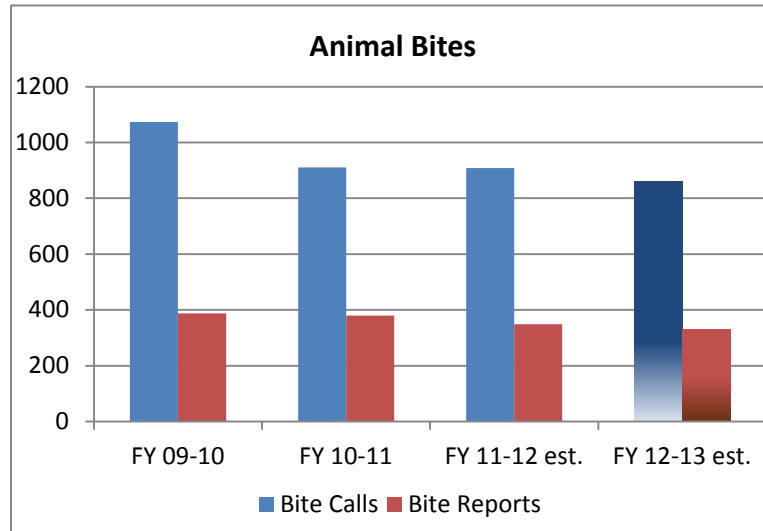
In FY 2011-12 and previous years the Animal Services division was budgeted and organized under the General Services department. To show historical data, the below table shows expenditures and revenues for the division as they were under the General Services department.

Funds Center: 4190350000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>▽ Expenditures</b>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$771,885                      | \$809,497                       | \$810,040                         | \$0                                  | \$0                                   |
| Operating                 | \$653,251                      | \$659,879                       | \$656,041                         | \$0                                  | \$0                                   |
| Capital                   | (\$26,373)                     | \$0                             | \$0                               | \$0                                  | \$0                                   |
| <b>Total Expenditures</b> | <b>\$1,398,762</b>             | <b>\$1,469,376</b>              | <b>\$1,466,081</b>                | <b>\$0</b>                           | <b>\$0</b>                            |
| <b>▽ Revenues</b>         |                                |                                 |                                   |                                      |                                       |
| Taxes                     | \$3,816                        | \$0                             | \$2,330                           | \$0                                  | \$0                                   |
| Intergovernmental         | \$0                            | \$0                             | \$23,446                          | \$0                                  | \$0                                   |
| Service Charges           | (\$79,180)                     | \$56,000                        | \$36,000                          | \$0                                  | \$0                                   |
| Other Revenues            | \$33,603                       | \$20,000                        | \$10,000                          | \$0                                  | \$0                                   |
| <b>Total Revenues</b>     | <b>(\$41,762)</b>              | <b>\$76,000</b>                 | <b>\$71,776</b>                   | <b>\$0</b>                           | <b>\$0</b>                            |
| <b>Net Expenditures</b>   | <b>\$1,440,524</b>             | <b>\$1,393,376</b>              | <b>\$1,394,305</b>                | <b>\$0</b>                           | <b>\$0</b>                            |
| FTEs                      | 18.00                          | 18.00                           | 18.00                             | 0.00                                 | 0.00                                  |

## 2012-13 PERFORMANCE MEASURES

### Performance Measure: Animal Bites



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

Animal Services recorded 380 reports of domestic animal bites during Fiscal Year 2010-2011, a 2% decrease from prior year. Animal bites pose a public safety concern because the animals may be determined dangerous or a nuisance to the public. These bites are also a public health concern because of the possible transmission of rabies. Animal Services officers document the reports of dog, cat and ferret bites and provide this information to the County Health Director. They also follow-up to ensure the statutory ten day confinement of the animal is met. There are on average 2.4 calls for service recorded per report.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

Upon Board of County Commissioner approval, Animal Services services will transition during the coming fiscal year to the Sheriff's Office. Performance measures for Fiscal Year 2012-2013 will include reporting on calls for service, response times, rabies vaccinations, quarantines and animals spayed and neutered.

Focused efforts will be made to integrate existing Sheriff fiduciary practices, call tracking, electronic reporting, and officer training across the new Division. Sheriff's Office staff will be educated on the various services and responsibilities associated with Animal Services so that this information can be incorporated into the Agency's community policing efforts and more broadly shared with citizens.

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# CRIMINAL JUSTICE RESOURCE CENTER

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## MISSION

The mission of the Durham County Criminal Justice Resource Center is to provide a wide array of services to criminal justice stakeholders, as well as adult and juvenile offenders. We aim to reduce crime in the community by decreasing recidivism through highly structured programs where offenders learn to modify their behavior patterns that lead to criminal activities.

## PROGRAM DESCRIPTION

The Criminal Justice Resource Center as a public safety department has three primary functions: delivery of quality rehabilitative services so offenders can become productive, successful citizens; supervision and monitoring of high-risk offenders residing in Durham County to increase public safety; and support to the criminal justice system at large through collection and dissemination of criminal and treatment histories. The department provides numerous programs to adult offenders residing in Durham County, as well as for the criminal justice system at large. Program participants have access to substance abuse treatment services, academic instruction, various life skills and cognitive behavior classes, as well as employment services. Service delivery builds upon and is provided in cooperation with other health and human service agencies in Durham County. The department consists of the following organizations:

**Community-Based Corrections** offers several programs with varying degrees of intensity. These programs are located at 326 E Main Street in Downtown Durham and operate Monday through Thursday from 8:30 am to 8:30 pm, as well as Friday from 8:30 am to 5:00 pm.

- The Day Reporting Center is a highly structured program and is considered a court sanction used as an alternative to incarceration.
- The Second Chance Program is an outpatient substance abuse treatment program for adult offenders
- The Reentry Program serves inmates immediately following release from prison.

**Youth Services** coordinates the Gang Reduction Strategy for the County and the City of Durham.

The **STARR Program** is a substance abuse treatment program located in the Durham County Detention Center. Inmates can attend the 28-day program and request the additional four-week STARR Grad program.

**Court and Mental Health Services** is a partnership with The Durham Center/ Alliance Behavioral Healthcare to coordinate and oversee a variety of services to the Courts, Juvenile Justice, the Youth Detention Facility and the Adult Detention Facility.

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

The **Juvenile Crime Prevention Council** collaborates with NC DJJDP to engage community leaders to reduce and prevent juvenile crime.

## 2012-13 HIGHLIGHTS

- Two new temporary positions are included for CJRC clients in need of job training and employment skills support. One position will serve the Library and the second will join two existing positions working in General Services. These positions are temporary in nature and not included in the overall FTE count for CJRC.
- Since The Durham Center (Mental Health) will separate from Durham County Government in FY13, CJRC will contract with The Durham Center to provide court and judicial supportive services. Five current employees with The Durham Center will transition to CJRC and one new position will be added.
- 2.43 FTEs will be eliminated effective September 30, 2012, due to loss of grant funding.
- CJRC will also receive a new vehicle, replacing a 12 year old sedan that was increasingly unreliable. The sedan will be a hybrid electric and gas powered vehicle, and it is budgeted in the Vehicles and Equipment funds center.

# Criminal Justice Resource Center

Business Area: 4370

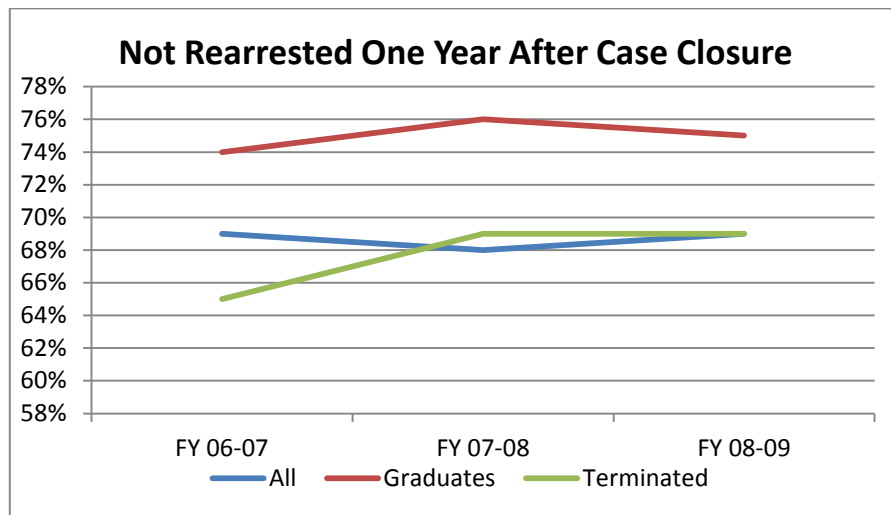
| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$1,625,596                    | \$1,929,528                     | \$1,728,250                       | \$2,377,333                          | \$2,361,001                           |
| Operating                 | \$494,484                      | \$672,937                       | \$626,671                         | \$664,330                            | \$625,250                             |
| Capital                   | \$0                            | \$0                             | \$0                               | \$42,000                             | \$0                                   |
| <b>Total Expenditures</b> | <b>\$2,120,080</b>             | <b>\$2,602,465</b>              | <b>\$2,354,921</b>                | <b>\$3,083,663</b>                   | <b>\$2,986,251</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$415,384                      | \$619,419                       | \$586,084                         | \$610,535                            | \$662,171                             |
| Rental Income             | \$5,494                        | \$3,600                         | \$4,600                           | \$4,800                              | \$4,800                               |
| Service Charges           | \$33,590                       | \$25,000                        | \$30,314                          | \$185,000                            | \$260,000                             |
| Other Revenues            | \$0                            | \$0                             | \$0                               | \$8,000                              | \$8,000                               |
| <b>Total Revenues</b>     | <b>\$454,468</b>               | <b>\$648,019</b>                | <b>\$620,998</b>                  | <b>\$808,335</b>                     | <b>\$934,971</b>                      |
| <b>Net Expenditures</b>   | <b>\$1,665,613</b>             | <b>\$1,954,446</b>              | <b>\$1,733,923</b>                | <b>\$2,275,328</b>                   | <b>\$2,051,280</b>                    |
| FTEs                      | 36.93                          | 36.93                           | 34.93                             | 40.02                                | 38.50                                 |

## 2011-12 ACCOMPLISHMENTS

- **Community-Based Corrections:** Clients completed the programs at a rate of 38%.
- **Community Based Corrections:** CJRC was chosen as one of three pilot sites nationwide for “Bringing NIATx to Corrections” project. The project will develop best practices for effective and efficient treatment referral from community corrections to treatment.
- **STARR:** The STARR and GRAD programs admitted a combined total of 719 inmates in FY11 with an overall completion rate of 66%.
- **Court and Mental Health Services:** CJRC partnered with The Durham Center and Durham County District Court to continue the Adult Drug Treatment Court after it was eliminated in the State’s budget.
- **Court and Mental Health Services:** The Durham Assessment Team received the 2011 Programs of Excellence Awards in the category “Partnership to Improve Services”
- **Pretrial Services:** In FY 11, Pretrial Services saved Durham County 27,309 jail bed days at a potential cost savings of \$2,641,326 with a 7% ‘Failure to Appear’ rate.
- **JCPC:** In FY 11, JCPC distributed \$536,666 to eleven continuing and 3 new programs. 1,181 court-involved or at-risk youth were served through those programs.

## 2012-13 PERFORMANCE MEASURE

Performance Measure: Recidivism Rate



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

The re-arrest rate one year after case closure indicates the percent of Day Reporting Center (DRC), Reentry Program (REP) and Second Chance Program (SCP) participants who are able to remain crime free 365 days after their case is closed. The measure also compares re-arrests for program graduates to those who did not complete. This re-arrest rate measures the impact CJRC activities of supervision, support services and substance abuse treatment have on an individual's ability to lead a productive, crime and drug free life, the goals of the programs. If our clients commit fewer crimes after completing the program than before they come to us, it can have a significant impact on our community.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

CJRC will continue to measure the re-arrest rate of DRC, REP and SCP participants who were admitted in FY 2010-2011. CJRC will supplement the re-arrest rate with conviction and incarceration rates to assess the long term individual and community impact of community-based correction services.

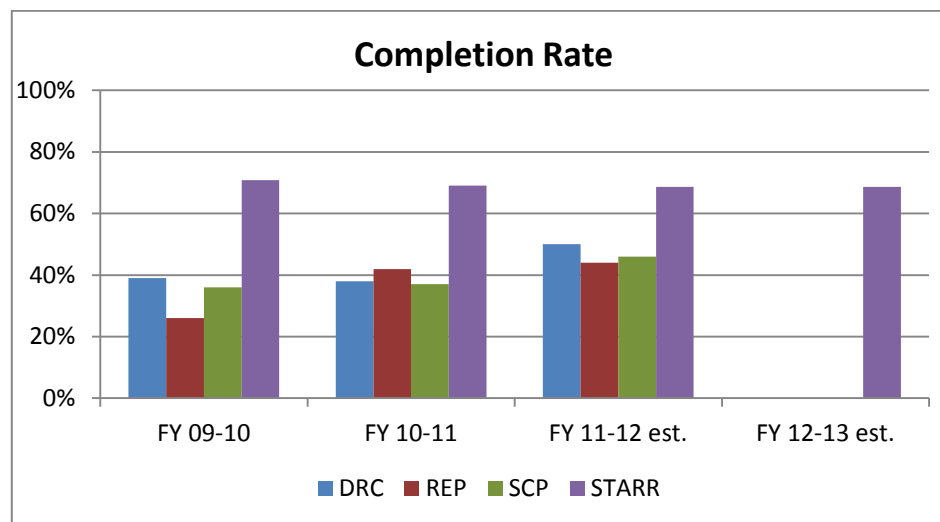
FY 2012 is the last year of CJPP funding which supported treatment services for DRC and REP participants. In FY 2013 and beyond, CJRC will adapt to the new realities in the NC Department of Public Safety and transition to programs that are in line with evidence based practices and NC DPS standards to continue services to offenders in need of support and treatment. CJRC will continue to follow clients for re-arrest, conviction and incarceration rates.

# Community Based Corrections

Funds Center: 4370315000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$906,428                      | \$966,132                       | \$930,811                         | \$1,012,181                          | \$1,035,299                           |
| Operating                 | \$233,380                      | \$169,498                       | \$215,648                         | \$213,808                            | \$212,151                             |
| Capital                   | \$0                            | \$0                             | \$0                               | \$21,000                             | \$0                                   |
| <b>Total Expenditures</b> | <b>\$1,139,808</b>             | <b>\$1,135,630</b>              | <b>\$1,146,459</b>                | <b>\$1,246,989</b>                   | <b>\$1,247,450</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$216,286                      | \$185,000                       | \$241,000                         | \$30,000                             | \$67,636                              |
| Rental Income             | \$5,494                        | \$3,600                         | \$4,600                           | \$4,800                              | \$4,800                               |
| Service Charges           | \$33,590                       | \$25,000                        | \$30,314                          | \$185,000                            | \$185,000                             |
| <b>Total Revenues</b>     | <b>\$255,370</b>               | <b>\$213,600</b>                | <b>\$275,914</b>                  | <b>\$219,800</b>                     | <b>\$257,436</b>                      |
| <b>Net Expenditures</b>   | <b>\$884,438</b>               | <b>\$922,030</b>                | <b>\$870,545</b>                  | <b>\$1,027,189</b>                   | <b>\$990,014</b>                      |
| FTEs                      | 16.50                          | 16.50                           | 16.50                             | 17.02                                | 16.50                                 |

Performance Measure: Completion Rate



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

Completion rate measures the percent of admissions that complete individual case plans and program requirements, including established attendance rate, engagement with the treatment plan, cognitive behavioral intervention, employment services, and/or substance abuse treatment. Completion rate is measured because individuals who complete treatment are more likely to sustain drug free lifestyles and less likely to continue involvement with criminal activity.

Graduation from STARR and STARR GRAD Programs also involves a formal ceremony where completion certificates are awarded to program participants. Since many of the STARR participants did not graduate high school, the graduation ceremony marks the first milestone those inmates have completed. The expectation of participating in the graduation ceremony provides motivation throughout the month to continue in the often challenging treatment and allows graduates an opportunity to share their recovery efforts with family and friends.

Completion rate is measured in addition to recidivism as a more immediate indicator of likelihood of success, because recidivism, the long term outcome, is not available for about 2 years after the admission year.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

STARR:

In addition to tracking the completions and analyzing the terminations from STARR and GRAD, CJRC will review the STARR and GRAD curriculum and incorporate evidence based practices materials for inmate based populations.

#### Community Based Corrections Programs:

FY 12-13 will be a year of change for Community Based Corrections. As a result of Justice Reinvestment, CJRC will have to make significant changes to several programs and possibly eliminate some. This will be a time to review what works well, build on those programs and examine how to improve others. CJRC will look nationally to learn more about evidence based practices and how they can be implemented successfully in Durham

Due to passage of the Justice Reinvestment Act and other NC General Assembly changes, the Criminal Justice Partnership Program (CJPP), which funded our Day Reporting Center and portions of our Reentry Program for 17 years, will end June 30, 2012. The successor to CJPP is a potential contract for Treatment for Effective Community Supervision (TECS). Additionally, The Department of Public Safety issued a Request for Proposals for the implementation of Community Intervention Centers (CIC) in certain communities. Unlike the previous CJPP grants, these contracts will be awarded through a competitive bid process and will be paid on a cost per client per day basis with no guaranteed minimum.

As of early March 2012, the State has not issued a RFP for TECS. CJRC submitted a proposal for CIC in December 2011 and was awarded the contract effective March 5, 2012. At this time it is not certain what the actual enrollment and thus revenue will be. The Community Intervention Center targets high risk/ high need offenders who are at risk of probation revocation. The contract requires us to provide very specific programs for predetermined periods of time including a cognitive behavioral intervention curriculum, human resource development and employment training/placement, and substance abuse treatment. These are all services that CJRC has provided to community-based corrections clients in previous years and has the capacity to continue. The CIC contract estimates an enrollment of 45 at any given time, with up to 180 clients to be served. CJRC will strive to have a completion rate similar to previous years; however, since this new target population is potentially different from current CBC clients, it is difficult to estimate FY 13 performance.

CJRC staff awaits the announcement of a Request for Proposals for Treatment for Effective Supervision, and will work diligently to be awarded a contract. TECS targets offenders who receive a non-incarcerative sentence of community or intermediate punishment or is serving a term of parole or post release supervision after serving an active sentence of imprisonment, which is very similar to our previous CJPP clientele. Until the bid process is complete, it is unfortunately impossible to predict the number and the type of community-based corrections programs CJRC will be able to offer in FY 2013.

# Pretrial Program

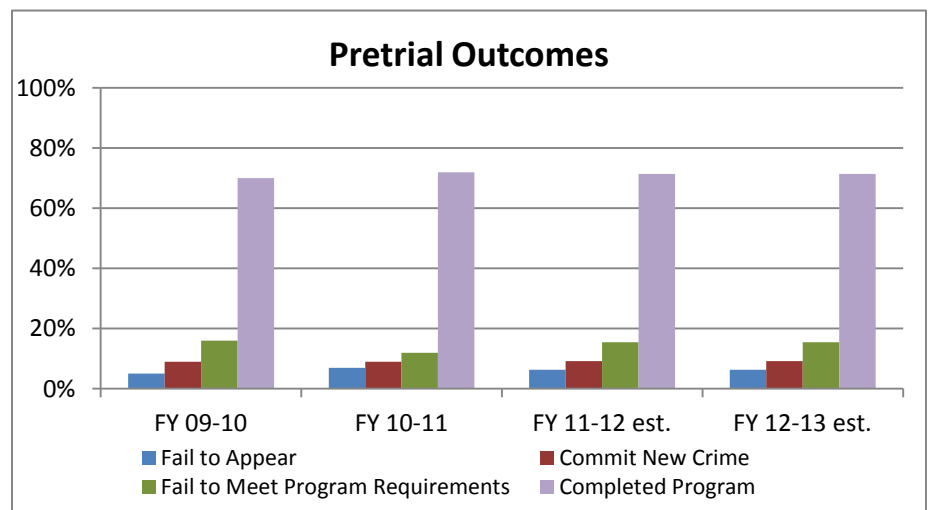
Funds Center: 4370315600

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$198,876                      | \$205,628                       | \$192,889                         | \$269,036                            | \$229,586                             |
| Operating                 | \$193,549                      | \$204,237                       | \$217,082                         | \$187,467                            | \$186,044                             |
| <b>Total Expenditures</b> | <b>\$392,426</b>               | <b>\$409,865</b>                | <b>\$409,971</b>                  | <b>\$456,503</b>                     | <b>\$415,630</b>                      |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Other Revenues            | \$0                            | \$0                             | \$0                               | \$8,000                              | \$8,000                               |
| <b>Total Revenues</b>     | <b>\$0</b>                     | <b>\$0</b>                      | <b>\$0</b>                        | <b>\$8,000</b>                       | <b>\$8,000</b>                        |
| <b>Net Expenditures</b>   | <b>\$392,426</b>               | <b>\$409,865</b>                | <b>\$409,971</b>                  | <b>\$448,503</b>                     | <b>\$407,630</b>                      |
| FTEs                      | 5.00                           | 5.00                            | 5.00                              | 6.00                                 | 5.00                                  |

## Performance Measure: Pretrial Outcomes

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

The purpose of Pretrial Services is to create a systematic approach for recommending release and provide community supervision for defendants who do not pose a risk to the community as they await trial. The Pretrial Outcomes Performance Measure indicates to what degree defendants supervised by CJRC meet desired outcomes (appear in court and not reoffend while awaiting trial); and the percent of defendants that fail to meet supervision requirements and are returned to jail. The measure advises whether our risk assessment tool and supervision practices are effective. The measure can be used to compare Durham's performance with other local, state and federal jurisdictions.



## What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?

Pretrial Services hopes to include a recommended bond amount in the current Risk Assessment that will establish a strategic approach to the recommendation of conditions (i.e. release onto supervision with or without electronic monitoring or curfews).

Pretrial Services will evaluate establishing a presence in initial processing at the Durham County Jail to assist the Magistrates by providing the same information made available to Court Officials in First Appearance Court when determining bond (i.e. verification of address, treatment, community ties, and identification of basic needs and/or risk factors). Pretrial Services will propose expanding hours of operation and personnel to accommodate the additional coverage of peak hours in initial processing. These hours will allow many investigations to be prepared by second and/or third shift staff thereby drastically reducing first shift court preparatory efforts ultimately increasing time available for higher volumes of offender supervision and courtroom presence.

Pretrial Services will continue efforts to expand eligibility screening criteria to allow access to a broader number of confined defendants.

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# EMERGENCY COMMUNICATIONS

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## MISSION

The Durham Communications Center is dedicated to providing quality emergency call answering and dispatching services. This is achieved in order to protect the lives and property of the citizens of Durham.

## PROGRAM DESCRIPTION

The Emergency Communications Center, 9-1-1 Center, answers all 9-1-1 calls for the City of Durham and Durham County. As the backbone of public safety response, the department requires a highly-trained professional staff. The department operates under an Interlocal Agreement between the City of Durham and Durham County, whereby the county's share of the operational costs is set at 21%. Administered by the city, the 9-1-1 Center ensures the rapid dispatch of emergency units and helps coordinate communications during disasters and other emergency situations. It is a critical element for ensuring the safety and well-being of the community's citizens. The 9-1-1 Center provides all citizens of Durham County, residing in Verizon telephone service areas, an Enhanced 9-1-1, or E-9-1-1, communications system with Automatic Number Identification (ANI) and Automatic Location Identification (ALI). The automated services database is maintained by the 9-1-1 Center.

Dispatchers elicit necessary information from emergency callers and communicate through the 800 MHz radio system to the appropriate service providers in the City of Durham, Durham County and parts of adjacent counties. A 24-hour receiving and dispatching service is provided for Durham City Police Department, Durham City Fire Department, Durham County Sheriff's Office, Volunteer Fire Services (Bahama, Bethesda, Lebanon, Parkwood and Redwood), Durham County Emergency Medical Services, Durham County Emergency Management and Alcoholic Beverage Control. Request for service received for law enforcement assistance outside the city limits are either forwarded or the information is relayed to the Durham County Sheriff's Office from the 9-1-1 Center.

## 2011-12 ACCOMPLISHMENTS

- Implemented automated dispatching for Fire/EMS agencies
- Completed the installation of a NG-911 network that allows for texting and other enhancements.
- Received re-accreditation for the third time in Emergency Medical Dispatch

## 2012-13 HIGHLIGHTS

- For FY 2012-13, Durham County's portion of the Code Red contract is being funded through this appropriation.

# Emergency Communications

Funds Center: 4320360000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$939,872                      | \$982,840                       | \$982,840                         | \$1,074,580                          | \$1,026,808                           |
| <b>Total Expenditures</b> | <b>\$939,872</b>               | <b>\$982,840</b>                | <b>\$982,840</b>                  | <b>\$1,074,580</b>                   | <b>\$1,026,808</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>\$939,872</b>               | <b>\$982,840</b>                | <b>\$982,840</b>                  | <b>\$1,074,580</b>                   | <b>\$1,026,808</b>                    |

## 2012-13 PERFORMANCE MEASURES

| MEASURE                                                         | Actual<br>FY 2010-11 | Adopted<br>FY 2011-12 | Estimated<br>FY 2011-12 | Goal<br>FY 2012-13 |
|-----------------------------------------------------------------|----------------------|-----------------------|-------------------------|--------------------|
| Percent 9-1-1 calls answered in 10 seconds or less              | N/A                  | 90%                   | 98%                     | 98%                |
| Maintain 9-1-1 Master Street Addressing Guide Database          | 99.99%               | 99.99%                | 99.99%                  | 99.99%             |
| Accuracy of Emergency Medical Dispatch Pre-Arrival Instructions | 97%                  | 95%                   | 97%                     | 97%                |
| Operational Vacancy Rate                                        | 3%                   | 5%                    | 8%                      | 8%                 |

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# Fire Marshal

Business Area: 4340

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$2,013,563                    | \$2,152,830                     | \$2,052,571                       | \$2,214,083                          | \$2,083,301                           |
| Operating                 | \$412,761                      | \$579,777                       | \$638,997                         | \$706,010                            | \$694,109                             |
| Capital                   | \$208,740                      | \$0                             | \$129,751                         | \$64,000                             | \$0                                   |
| <b>Total Expenditures</b> | <b>\$2,635,063</b>             | <b>\$2,732,607</b>              | <b>\$2,821,319</b>                | <b>\$2,984,093</b>                   | <b>\$2,777,410</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$551,576                      | \$182,918                       | \$221,332                         | \$186,455                            | \$185,205                             |
| Service Charges           | \$141,865                      | \$90,000                        | \$140,142                         | \$110,000                            | \$110,000                             |
| Other Revenues            | \$76,986                       | \$0                             | \$11,334                          | \$0                                  | \$11,334                              |
| <b>Total Revenues</b>     | <b>\$770,427</b>               | <b>\$272,918</b>                | <b>\$372,808</b>                  | <b>\$296,455</b>                     | <b>\$306,539</b>                      |
| <b>Net Expenditures</b>   | <b>\$1,864,636</b>             | <b>\$2,459,689</b>              | <b>\$2,448,511</b>                | <b>\$2,687,638</b>                   | <b>\$2,470,871</b>                    |
| FTEs                      | 42.00                          | 42.00                           | 42.00                             | 42.00                                | 42.00                                 |

## 2012-13 HIGHLIGHTS

- Includes funding for Fire Tax District study.
- Includes funding for one replacement vehicle, 4x4 SUV, used in normal operations as well as emergency response. Replaced vehicle is a 1998 Ford Expedition.
- 3 FTEs are defunded from the Bethesda Fire Department during FY 2012-13.

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# FIRE MARSHAL

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## MISSION

The mission of the Fire Marshal's Office is to provide for the safety and welfare of the citizens of Durham County through fire prevention inspections, investigations and training; planning, mitigation and recovery from disasters; and Occupational Safety and Health Administration (OSHA) safety training and inspections in county-occupied property.

## PROGRAM DESCRIPTION

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

**The Department** also responds to various types of fires in the County to conduct cause and origin investigations. Investigations are coordinated with Local and State authorities, and Federal agencies when required. Detailed investigative reports are prepared to document the findings of the investigation.

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

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

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

## 2011-12 ACCOMPLISHMENTS

### The Division of Code Enforcement and Investigations:

- We continue to exceed the North Carolina Fire Code inspection program requirements. By exceeding these requirements, I feel our citizens are made safer when they are in facilities that are inspected on an annual schedule. Along with this program, we review building plans, sprinkler plans, fire alarm plans, and site plans. We also inspect this work to ensure code compliance is met prior to issuance of the Certificate of Occupancy.
- Conducted 106 Fire Cause and Origin investigations and or responses, involving over 350 man-hours.
- Conducted 305 site assessments for requesting agencies. These could be developers, banks, engineering firms, or private citizens that may have a vested interest in what is on the property in present or past, what has happened on this property, what may be buried on this property and whether any hazardous materials have been stored or spilled on the property. This an example of what staff must research to complete a site assessment.

### The Division of Fire Suppression:

- Bethesda has 22 full-time County employees. In 2011, the department responded to 1092 fire calls and 2116 EMS calls. The average response time for fire is 5 minutes, 7 seconds and EMS is 6 minutes, 14 seconds. Suppression personnel spent 8777 hours in training to make sure they maintain and enhance their skill level.
- Lebanon has 11 full-time County employees. In 2011, the department responded to 252 fire calls and 376 EMS calls. The average response time for fire and first responder is 5 minutes, 4 seconds. Suppression personnel spent 6646 in training to make sure they maintain and enhance their skill level.

# Fire Marshal

Funds Center: 4340381000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$398,460                      | \$406,469                       | \$400,510                         | \$436,809                            | \$436,809                             |
| Operating                 | \$296,960                      | \$320,625                       | \$319,103                         | \$500,674                            | \$491,273                             |
| Capital                   | \$0                            | \$0                             | \$0                               | \$32,000                             | \$0                                   |
| <b>Total Expenditures</b> | <b>\$695,420</b>               | <b>\$727,094</b>                | <b>\$719,613</b>                  | <b>\$969,483</b>                     | <b>\$928,082</b>                      |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Service Charges           | \$141,865                      | \$90,000                        | \$140,142                         | \$110,000                            | \$110,000                             |
| Other Revenues            | \$76,986                       | \$0                             | \$11,334                          | \$0                                  | \$11,334                              |
| <b>Total Revenues</b>     | <b>\$218,851</b>               | <b>\$90,000</b>                 | <b>\$151,476</b>                  | <b>\$110,000</b>                     | <b>\$121,334</b>                      |
| <b>Net Expenditures</b>   | <b>\$476,569</b>               | <b>\$637,094</b>                | <b>\$568,137</b>                  | <b>\$859,483</b>                     | <b>\$806,748</b>                      |
| FTEs                      | 6.00                           | 6.00                            | 6.00                              | 6.00                                 | 6.00                                  |

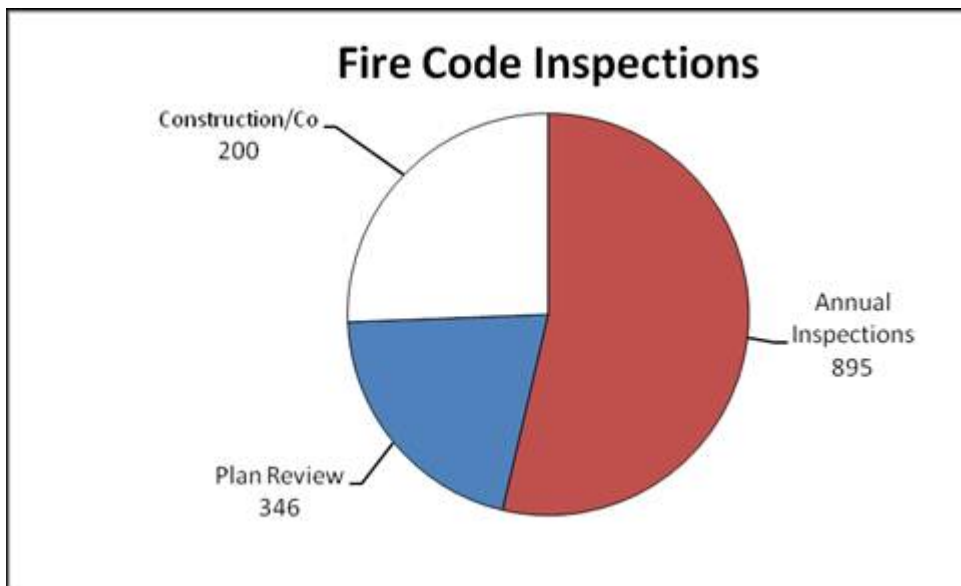
## 2011-12 ACCOMPLISHMENTS (cont'd)

### The Division of Training and Life Safety:

- The training staff conducted various life safety classes with many Durham County organizations.
- The training staff also teaches the National Incident Management System (NIMS) 100, 200, 300, 400, and 700. This training is required to meet federal mandates. Other classes taught are the new employee orientation, Fire Extinguisher use, Hazardous Material Safety, Bloodborne Pathogens training, General Fire Safety, and Disaster Preparedness. Staff also acts as certified live burn instructors to our County Fire Departments. In all total we had 302 hours of classroom instruction, reaching over 1200 people.
- This Division also provides support as the Firehouse Software Administer. This is the web-based fire reporting and inspections management program used by this office and the County Fire Departments. These reports are mandated by general statue that the County report this information to the Department of Insurance. For the 2011 calendar year our 5 Fire Departments were at 100% compliance in incident reporting.

## 2012-13 PERFORMANCE MEASURE

### Performance Measure: Fire Code Inspections



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

The measures that are presented are important to the overall goal and mission of this department because they are mandated by the NC Fire Code and the Durham County Fire Prevention and Protection Ordinance. Tracking these performance measures improve or help maintain a high level of service because we can track the recurring violations. This allows for our office to educate and promote fire prevention and awareness to the citizen which then reduces the number of violations or note more serious problems.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

The initiatives the department will take on with hope of improving performance is to develop more education programs and public participation in fire safety and fire prevention.

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# LEBANON FIRE DEPARTMENT

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## 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 Division of Fire Suppression is comprised of full-time firefighters employed by the county, through the Fire Marshal's Office, working at Lebanon Volunteer Fire Department.

The Lebanon Volunteer Fire Department is actively involved in preparation for continued change in the Lebanon Fire District. Fire training will continue to keep and improve the skills of the firefighters as well as training in emergency medical services. This will further build knowledge of the personnel to provide the services dictated by the district. The district consolidated to the Russell Road facility to best serve the fire district.

The Lebanon Fire District is one of seven fire districts in Durham County. Fire district tax revenues support expenditures for this fire district. There is an inter-fund transfer from this special revenue fund to the General Fund.

**Funds Center:** 4340382000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$433,990                      | \$505,770                       | \$403,058                         | \$496,921                            | \$496,921                             |
| Operating                 | \$10,907                       | \$10,907                        | \$17,724                          | \$11,500                             | \$11,500                              |
| <b>Total Expenditures</b> | <b>\$444,897</b>               | <b>\$516,677</b>                | <b>\$420,782</b>                  | <b>\$508,421</b>                     | <b>\$508,421</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>\$444,897</b>               | <b>\$516,677</b>                | <b>\$420,782</b>                  | <b>\$508,421</b>                     | <b>\$508,421</b>                      |
| FTEs                      | 11.00                          | 11.00                           | 11.00                             | 11.00                                | 11.00                                 |

# BETHESDA FIRE DEPARTMENT

## MISSION

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

## PROGRAM DESCRIPTION

The Division of Fire Suppression is comprised of full-time firefighters employed by the county, through the Fire Marshal's Office, working at Bethesda Volunteer Fire Department.

Bethesda Volunteer Fire Department provides a full complement of emergency services to the southeastern portion of Durham County to include the Bethesda, Lynn's Crossroads and Bilboa communities. The fire district also provides services to Research Triangle Park and portions of the City of Durham. Bethesda provides fire suppression, heavy rescue and confined space rescue. Other programs include fire prevention in the communities and schools.

The Bethesda Fire District is one of seven fire districts in Durham County. Fire district tax revenues support expenditures for this fire district. There is an inter-fund transfer from this special revenue fund to the General Fund.

**Funds Center:** 4340384000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>▽ Expenditures</b>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$967,079                      | \$1,037,414                     | \$1,051,433                       | \$1,070,182                          | \$939,400                             |
| Operating                 | \$20,798                       | \$20,723                        | \$33,675                          | \$22,277                             | \$22,277                              |
| <b>Total Expenditures</b> | <b>\$987,877</b>               | <b>\$1,058,137</b>              | <b>\$1,085,108</b>                | <b>\$1,092,459</b>                   | <b>\$961,677</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>\$987,877</b>               | <b>\$1,058,137</b>              | <b>\$1,085,108</b>                | <b>\$1,092,459</b>                   | <b>\$961,677</b>                      |
| FTEs                      | 22.00                          | 22.00                           | 22.00                             | 22.00                                | 22.00                                 |

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# EMERGENCY MANAGEMENT

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## MISSION

The Division of Emergency Management, jointly funded by the City of Durham and Durham County, is responsible for planning for any type of emergency that could affect Durham County and for pre-planning the logistics and resources need for mitigation and recovery from an emergency.

## PROGRAM DESCRIPTION

The Division of Emergency Management is tasked with assisting County and City departments, businesses, and citizens in the development of emergency plans. Other ongoing responsibilities include maintaining emergency shelter databases, training personnel to operate shelters, maintaining resource databases, and ensuring readiness of the Emergency Operations Center. The Division is responsible for planning for any type of emergency that could affect Durham County (multi-hazard plan), for preplanning logistics and resources needed for mitigation and recovery from an emergency.

## 2011-12 ACCOMPLISHMENTS

- Responded to 75 incidents involving over 270 main-hours.
- 9 partial activations (EM/FM staff only) of the City/County Emergency Operation Center for weather-related events, including Hurricane Irene. Hurricane Irene tested the State's Coastal Evacuation Plan. Durham County served as a host County in this plan and as part of the plan NC Emergency Management placed Durham County on stand-by for this event. We partnered with the American Red Cross as part of this plan. Durham County was ready for several days to receive Coastal evacuees. We also provided local equipment to the State for support of the Special Medical Needs Plan. We also had another partial activation to support President Obama's visit to Cree last summer.
- Updated NIMSCAST per Federal Mandates.
- Reviewed and Updated the City/County Emergency Operations Plan.
- Completed mandated NIMS training per Federal Regulations.
- Participated in the Homeland Security Exercise and Evaluation Program.
- Updated our Statewide Mutual Aid Agreements.
- Developed, conducted and/or participated in numerous multi-agencies exercises. These exercises include tabletop and full-scale. Some examples of the types of exercises are as follows: Active Shooter exercises on the NCCU campus. Tabletop exercise for 68 Durham Emergency Communications Center employees, an American Red Cross Hurricane preparedness exercise, 12 NCEM WebEOC exercises, and an Active Shooter exercise at the Army Research Center involving the DFD and DPD with an emphasis placed on our Haz-mat and BCERT teams. We also participated in Incident Management exercises at the local, state and federal level.
- Durham County Hazard Mitigation Plan Update  
The FEMA-required 5-year review of Durham County's Hazard Mitigation Plan was due to be completed for adoption in the Spring of 2012. The draft of the revised Hazard Mitigation Plan was submitted to the State Mitigation Office on August 15, 2011. The final draft was submitted on November 16, 2011 and forwarded to FEMA for approval. The draft HMP was returned on February 15, 2012 with additionally required revisions. Those requirements were met and returned to FEMA on March 5, 2012. Once the Plan is approved by FEMA and adopted by the Durham County Board of County Commissioners and the Durham City Council, the Plan will be effective until Spring of 2017.
- We have a staff member that provides medical support to the Durham County Sheriff's Departments High Explosive Unit (Bomb Squad).
- We have a staff member that provides both logistical and technical support to the BCERT. BCERT is the Biological and Chemical Emergency Response Team of the Durham Police Department.

# Emergency Management

Funds Center: 4340383000

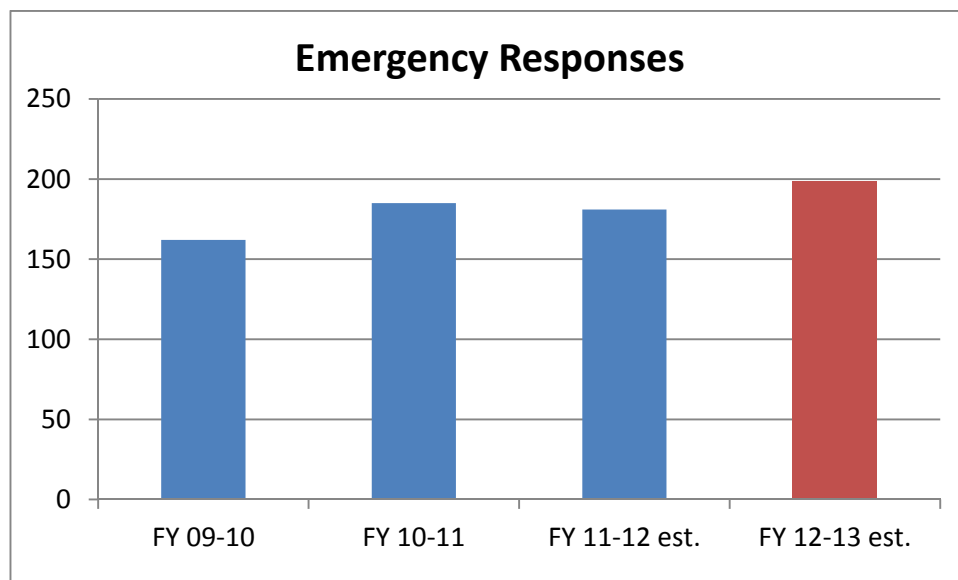
| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>▽ Expenditures</b>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$214,034                      | \$203,177                       | \$197,570                         | \$210,171                            | \$210,171                             |
| Operating                 | \$84,096                       | \$227,522                       | \$268,495                         | \$171,559                            | \$169,059                             |
| Capital                   | \$208,740                      | \$0                             | \$129,751                         | \$32,000                             | \$0                                   |
| <b>Total Expenditures</b> | <b>\$506,869</b>               | <b>\$430,699</b>                | <b>\$595,816</b>                  | <b>\$413,730</b>                     | <b>\$379,230</b>                      |
| <b>▽ Revenues</b>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$551,576                      | \$182,918                       | \$221,332                         | \$186,455                            | \$185,205                             |
| <b>Total Revenues</b>     | <b>\$551,576</b>               | <b>\$182,918</b>                | <b>\$221,332</b>                  | <b>\$186,455</b>                     | <b>\$185,205</b>                      |
| <b>Net Expenditures</b>   | <b>(\$44,707)</b>              | <b>\$247,781</b>                | <b>\$374,484</b>                  | <b>\$227,275</b>                     | <b>\$194,025</b>                      |
| FTEs                      | 3.00                           | 3.00                            | 3.00                              | 3.00                                 | 3.00                                  |

## 2012-13 HIGHLIGHTS

- Includes re-appropriation of unspent grant monies from FY2011-12 and prior years.
- Includes funding for one replacement vehicle, 4x4 SUV, used in normal operations and emergency response situations. Replaced vehicle is a 2002 Chevrolet Tahoe.

## 2012-13 PERFORMANCE MEASURE

Performance Measure: Emergency Responses



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# MEDICAL EXAMINER

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## PROGRAM DESCRIPTION

The current medical examiners' system is a statewide system supervised and financed largely at the state level. The county pays approximately 45% of the cost of each examination or autopsy performed on residents who die within the county.

Medical Examiner fees are set by the state at \$100 per examination and \$1,000 per autopsy.

Funds Center: 4360313000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$100,900                      | \$100,000                       | \$85,000                          | \$100,000                            | \$100,000                             |
| <b>Total Expenditures</b> | <b>\$100,900</b>               | <b>\$100,000</b>                | <b>\$85,000</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>\$100,900</b>               | <b>\$100,000</b>                | <b>\$85,000</b>                   | <b>\$100,000</b>                     | <b>\$100,000</b>                      |

# VOLUNTEER FIRE DEPARTMENTS-PARAMEDIC SERVICES

Four Volunteer Fire Departments provide ambulance and first-responder assistance throughout the county. The four departments include Bahama, Bethesda, Parkwood and Redwood. These funds reimburse the Volunteer Fire Departments for delivery of emergency medical services in their respective areas of the county, most of which are outside their tax districts. Funds from the Community Health Trust Fund are the recommended source for all funding of these Volunteer Fire Departments. For fiscal year 2012-13, The County will no longer contract for these services with Bethesda and Redwood and will provide these services with County EMS staff. The total approved funding for FY 2012-13 is \$976,521.

| Department   | FY 2011-12<br>Approved | FY 2012-13<br>Requested | FY 2012-13<br>Approved |
|--------------|------------------------|-------------------------|------------------------|
| Bahama       | \$122,084              | \$326,521               | \$177,521              |
| Bethesda     | \$355,121              | \$0                     | \$0                    |
| Parkwood     | \$796,000              | \$884,000               | \$799,000              |
| Redwood      | \$276,750              | \$0                     | \$0                    |
| <b>Total</b> | <b>\$1,549,955</b>     | <b>\$1,210,521</b>      | <b>\$976,521</b>       |

**Funds Center:** 4390316000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>▽ Expenditures</b>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$1,279,955                    | \$1,279,955                     | \$1,279,955                       | \$976,521                            | \$976,521                             |
| Capital                   | \$261,365                      | \$270,000                       | \$224,997                         | \$234,000                            | \$0                                   |
| <b>Total Expenditures</b> | <b>\$1,541,320</b>             | <b>\$1,549,955</b>              | <b>\$1,504,952</b>                | <b>\$1,210,521</b>                   | <b>\$976,521</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>\$1,541,320</b>             | <b>\$1,549,955</b>              | <b>\$1,504,952</b>                | <b>\$1,210,521</b>                   | <b>\$976,521</b>                      |

## 2012-13 HIGHLIGHTS

- Bethesda and Redwood ambulance and first-responder assistance will be provided with County EMS staff.

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# YOUTH HOME

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## MISSION

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

## PROGRAM DESCRIPTION

The Durham County Youth Home is a secure detention facility that provides care for children ages 6 to 17 who have been detained by the courts. Durham's Youth Home is one of 12 juvenile detention facilities in North Carolina designated to detain children needing secure custody supervision as determined by the courts. The Youth Home has the capacity to provide juveniles with custodial care including meals, clothing, bedding, routine medical attention, structured programs and counseling in an emotionally-safe environment while being detained at the facility. The residents are monitored and supervised 24 hours a day, seven days a week by both male and female counseling staff, thus ensuring that the juveniles being detained will be kept in safe custody pending future disposition by the courts.

Detention also provides the community immediate protection from young delinquents whose sometimes violent behavior would endanger the personal safety and property rights of others in the community. The average stay for juveniles at the Youth Home is 10 to 15 days. However, there have been juvenile offenders to stay at the home more than two years for more serious crimes.

The Youth Home's has traditionally operated in a fiscally conservative manner. In addition, the Director continues to secure additional revenue from programs, such as federal food programs, and is renting bed space to other North Carolina jurisdictions in need of placement of their county juvenile offenders.

## 2011-12 ACCOMPLISHMENTS

- Maintained 3 Boundovers at facility
- Completed County Campaign
- Participated in Durham Rescue Mission Gift Drive
- MOA with Health Department to maintain accessible HIV/STD counseling and testing through education and prevention programs offered at Youth Home
- Two employees completed Criminal Justice Certification

## 2012-13 HIGHLIGHTS

- The budget allows the Youth Home to maintain current levels of service.
- The Youth Home will also receive a new transport van, replacing a 19 year old van that was increasingly unreliable. The van is budgeted in the Vehicles and Equipment funds center.

# Youth Home

Funds Center: 4400340000

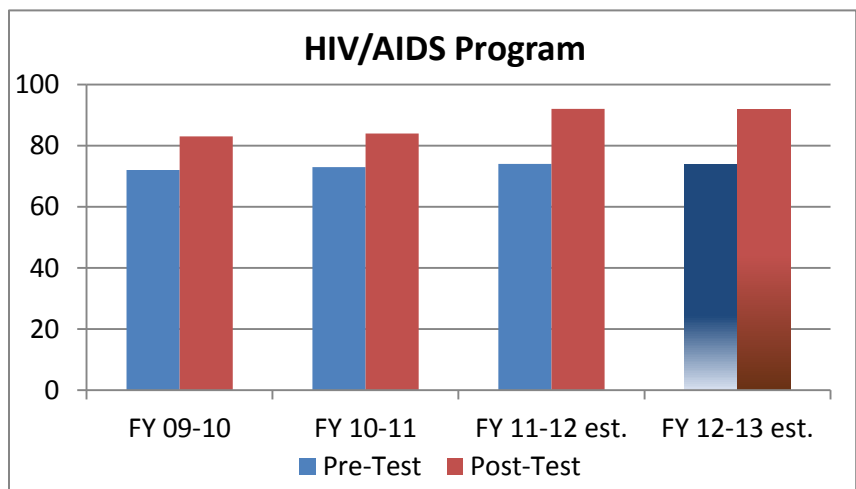
| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$853,333                      | \$904,283                       | \$769,527                         | \$902,500                            | \$902,500                             |
| Operating                 | \$88,177                       | \$141,127                       | \$115,004                         | \$142,907                            | \$142,907                             |
| Capital                   | \$0                            | \$0                             | \$0                               | \$27,770                             | \$0                                   |
| <b>Total Expenditures</b> | <b>\$941,511</b>               | <b>\$1,045,410</b>              | <b>\$884,531</b>                  | <b>\$1,073,177</b>                   | <b>\$1,045,407</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$16,070                       | \$18,000                        | \$17,722                          | \$18,000                             | \$18,000                              |
| Service Charges           | \$454,434                      | \$534,095                       | \$534,095                         | \$500,000                            | \$500,000                             |
| <b>Total Revenues</b>     | <b>\$470,504</b>               | <b>\$552,095</b>                | <b>\$551,817</b>                  | <b>\$518,000</b>                     | <b>\$518,000</b>                      |
| <b>Net Expenditures</b>   | <b>\$471,007</b>               | <b>\$493,315</b>                | <b>\$332,714</b>                  | <b>\$555,177</b>                     | <b>\$527,407</b>                      |
| FTEs                      | 21.12                          | 21.12                           | 21.12                             | 21.12                                | 21.12                                 |

## 2012-13 PERFORMANCE MEASURES

### Performance Measure: HIV/AIDS Program

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

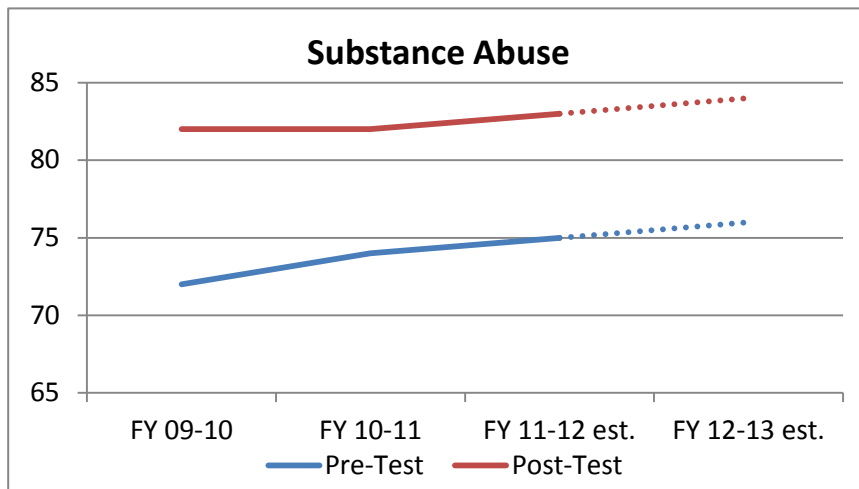
Our objective is to provide an environment that fosters good physical & emotional care and positive services. We established an MOA with Public Health to maintain accessible HIV/STD counseling and testing through education and prevention. Tracking this improves our service delivery by offering education and testing and measuring the effectiveness of the program, thereby decreasing the spread of disease improving the health disparities within the community and barriers to access services. We provide non-traditional testing of HIV and syphilis among individuals at risk in Durham County, including education, testing, risk reduction counseling and improving quality of life.



thereby decreasing the spread of disease improving the health disparities within the community and barriers to access services. We provide non-traditional testing of HIV and syphilis among individuals at risk in Durham County, including education, testing, risk reduction counseling and improving quality of life.

### What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?

We will continue to collaborate with community stakeholders to reduce the spread of HIV infections among at risk youth. In support of Strategic Planning Goal 2: Health and Well-being for All, we will continue to strengthen the well-being of youth through prevention and education and will partner with other community stakeholders to increase wellness services to at risk youth detained.



**Performance Measure:**  
Substance Abuse Program

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

One of our objectives is to provide an environment that fosters good physical and emotional care and positive service. This allows client centered assessments to determine the needs of clients. This measure is useful to assess if youth are retaining the information taught during substance abuse classes. However, the tools and duties of the SACII are in the process of

undergoing several changes mandated by the State of North Carolina Office of Substance Abuse.

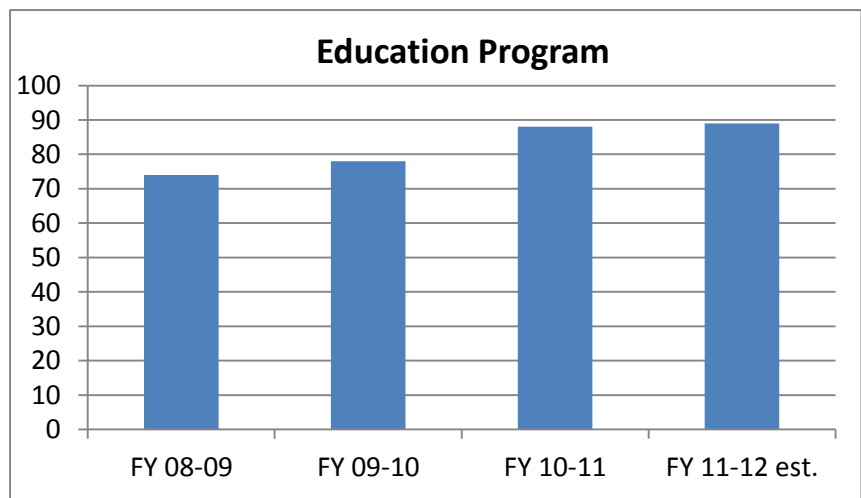
**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

The North Carolina State office of Substance Abuse provided leadership on this initiative. The goal is to train all substance abuse counselors in the same evidenced based assessment and intervention/treatment tools. Training in Gain, a psychological assessment tool, and Seven Challenges, a substance abuse treatment program, were provided to all SAC's working in detention. In support of Strategic Goal 2: Health and Well-being for All, we will continue to strengthen the well-being of youth through prevention and education of substance abuse and mental health. In support of Strategic Plan Goal 3: Safe and Secure Community, we improve outcomes of disconnected youth by using evidenced based psychological assessment tools for substance abuse treatment and mental health.

**Performance Measure:** Education Program

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

One of the Youth Home's primary objectives is to provide an environment that fosters good physical & emotional care and positive services of juveniles detained. All juveniles detained are afforded the opportunity to continue his/her education and receive credit while away from their primary school. This data is important to maintain a seamless transition between detention and Durham Public Schools and foster academic achievement for disconnected youth at risk of not succeeding in school.



**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

The Youth Home and DPS are collaborating to install new educational software for Youth Home residents which will increase school performance and student engagement. In support of Strategic Plan Goal 1: Community and Family Prosperity and Enrichment, we engage disconnected youth while detained providing support for educational opportunities to assist in academic achievement and dropout prevention and recovery. This increases opportunities for success of our detainees when returning to their community schools to be successful graduates. In support of Strategic Plan Goal 2: Health and Well-being for all, we improve the quality of life of our youth through physical exercise and education on healthy lifestyle choices.

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# EMERGENCY MEDICAL SERVICES

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## MISSION

The mission of EMS is to enhance the health and welfare of the citizens of Durham County by providing a comprehensive, coordinated pre-hospital health care delivery system that is efficient, effective and affordable. In emergency situations, this system should be able to deliver its product within 8 minutes or less. As a part of this mission, EMS is dedicated to providing a comprehensive public education and injury prevention program that will serve to educate the community in injury prevention, the proper use of the system, and to further enhance delivery of care and reduce system abuse.

## PROGRAM DESCRIPTION

EMS serves the entire population of Durham County estimated to be approximately 273,000 currently and a service area of 299 square miles. EMS is generally divided into four distinct areas; Advanced Life Support, (ALS), Billing/Collections, and Education, and Maintenance.

Currently, EMS is provided from six core locations located within the City limits; 402 Stadium Drive, Durham Regional Hospital Campus, 615 Old Fayetteville Street, 2400 Pratt Street, Duke Campus, Parking Garage III, 2725 Holloway Street, 226 Milton Road, and Durham Fire Department Station #5, located on Chapel Hill Road. In addition, one Paramedic is stationed at three of five volunteer fire departments, 24 hours per day. The Durham City Fire Department and Duke EMS Service, (a student run volunteer service), provide 24 hour per day first responder assistance in pre-designated life threatening situations, in order to enhance response times. Neither provides transportation service.

Parkwood Volunteer Fire Department provides independently functioning Paramedic level coverage to the southern portion of the County from three locations, and continues to function as an integral part of the County-wide system. These locations are Seaton Road, Farrington Road, and Old Page Road.

Educational services fall into two categories, EMS employee/system affiliate education, and public education. EMS, as an approved State teaching institution, coordinates and provides mandatory continuing education for all participants within the Durham County system. In addition, all required OSHA instruction and refresher education is provided. Since the 9/11 incident, new mandatory initiatives have been added to increase awareness of terrorist activities and related protective measures. Public injury prevention and wellness programs are also offered by this division.

Durham County EMS works closely with Safe Kids Coalition and other community injury prevention programs. Durham County EMS is a state certified installation facility offering three sites for installation of car seats for infants and small children. These three locations are Bethesda Station 1, S. Miami Blvd, Parkwood Station 1. 1409 Seaton Road, and Durham County EMS Station 6, 226 Milton Road. Durham County EMS has been able to offer more car seat checks and installations at EMS Station 6 by utilizing volunteers within the community who are certified car seat installers.

## 2011-12 ACCOMPLISHMENTS

- Decrease in Emergency Responses and increasing non-emergency 911 responses has had a significant impact on reducing risk of being involved in EMS motor vehicle crashes. EMS has minimized risk by working with the EMD program to better determine response levels to medical and traumatic emergencies within the Durham community. This has also affected the first responder level of dispatch. Little impact has been seen with response times as a result of this continued improvement process.
- **Quality Assurance Program**  
EMS has continued to strengthen its Quality Assurance Program. The Clinical Patient Data System is providing very useful reports in the Quality Assurance area. We are tracking and trending areas of patient care and outcomes improvement and reporting. The State Office of EMS, Pre-hospital Data Collection System (PREMIS) has been updated and now is connected to several databases within the State. These databases begin with the EMS pre-hospital data system and along with the Trauma Registry, Stroke Registry, STEMI Registry, Surveillance system, and the hospital discharge outcome system are providing feedback to EMS agencies and our patients to better improve our services to the community..

# Emergency Medical Services

Funds Center: 4410310000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$5,885,034                    | \$5,867,233                     | \$5,764,967                       | \$6,559,152                          | \$6,559,152                           |
| Operating                 | \$1,038,942                    | \$1,120,725                     | \$1,195,972                       | \$1,271,198                          | \$1,270,770                           |
| Capital                   | \$99,294                       |                                 |                                   | \$552,000                            | \$12,000                              |
| <b>Total Expenditures</b> | <b>\$7,023,270</b>             | <b>\$6,987,958</b>              | <b>\$6,960,939</b>                | <b>\$8,382,350</b>                   | <b>\$7,841,922</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$2,191,200                    | \$2,200,000                     | \$2,227,136                       | \$2,200,000                          | \$2,200,000                           |
| Service Charges           | \$5,132,795                    | \$4,797,033                     | \$5,350,000                       | \$5,350,000                          | \$5,410,000                           |
| <b>Total Revenues</b>     | <b>\$7,323,995</b>             | <b>\$6,997,033</b>              | <b>\$7,577,136</b>                | <b>\$7,550,000</b>                   | <b>\$7,610,000</b>                    |
| <b>Net Expenditures</b>   | <b>(\$300,725)</b>             | <b>(\$9,075)</b>                | <b>(\$616,197)</b>                | <b>\$832,350</b>                     | <b>\$231,922</b>                      |
| FTEs                      | 94.00                          | 94.00                           | 109.00                            | 109.00                               | 109.00                                |

\*\*Note: EMS also has 3.50 FTE value from temporary relief workers.

## 2011-12 ACCOMPLISHMENTS (cont'd)

- Durham, Orange and Wake Counties are collaborating on classes with Durham Tech to provide leadership training and development for supervisory personnel. Also, have worked together to present a class coming up in the spring on Defensive Tactics for EMS (DT4EMS). This will be the first joint venture where all three counties will participate in an educational program and provide staff to be trained as instructors to teach these classes to our staffs and increase their safety awareness.
- Durham County EMS in partnering with the Durham County Sheriff's SERT team is now providing tactical medical support for the team during Special Operations such as hostage situations and high risk raids and warrant service.
- Durham County EMS also trained this past fall with the Durham County Sheriff's Department on safe operations and Rapid Entry on school shootings or other mass gathering shootings should they ever occur in Durham. These are special operations Paramedics trained to work closely with law enforcement to move and treat patients safely should an incident occur where students may be involved in situations such as has occurred recently in several areas of the country.
- EMS provided Command Staff and coverage for President Obama's visit to the Research Triangle Park and worked very well with the Secret Service and other emergency services personnel to be ready for anything that may happen. This was a great accomplishment in itself.
- Durham County EMS had several staff members receive advanced degrees and attend courses at the Institute of Government at UNC Chapel Hill.
- Two EMS Staff members were recognized by the Crisis Intervention Team for their part in preventing a bridge jumper from being successful in a suicide attempt. The patient was prevented from jumping and was taken for appropriate care.
- EMS implemented the 5010 Compliance mandate in January 2011 and is currently utilizing the live process which has decreased the processing time for reimbursement for ambulance claims by about 5 days thus making a difference in the revenue stream.

## 2012-13 HIGHLIGHTS

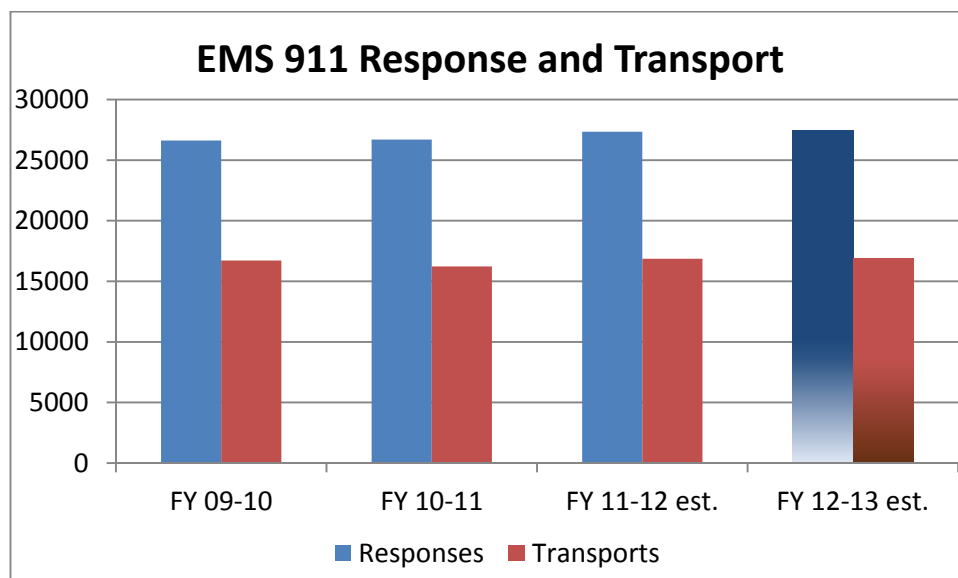
- The FY 2012-13 budget allows EMS to maintain current service levels.
- 15 FTEs were approved in June, 2012 to be hired effective July 1, 2012. There is a net savings of \$145,600 due to increases in EMS collections and cancelling of fire department EMS contracts.

## 2012-13 OBJECTIVES

- **Maintain the delivery of Quality Emergency Medical Services with existing resources and within current budget requirements due to economic conditions.** Durham County EMS continues to be faced with budgetary restraints in an economy like we have never had before. EMS will continue to do its best at meeting response times and demand for service.
- **Continue to tweak the EMS Clinical Patient Data System** installed in FY09 along with the implementation of the Automatic Vehicle Location System, CAD and billing interfaces. This will continue to enhance the delivery of EMS services within Durham County.
- **Enhance Staffing/Recruitment Process:** Efforts continue to reduce attrition and enhance external recruitment efforts. EMS changed its staffing mix in fiscal year 08 and as a result has been able to affect staffing vacancies, but continues to face challenges with recruiting qualified Advanced Life Support personnel. EMS continues to experience a statewide and nationwide shortage. Recruitment and retention are being affected by bridging programs from the pre-hospital profession to the Nursing profession along with other allied health occupations. EMS will continue to target community college programs, out of state avenues, and job fairs for qualified employees. EMS has experienced a fairly stable existing employee base. We have been able to hire some qualified individuals but currently have vacancies.
- **Revenue Enhancement:** The Debt Set-Off program continues to provide additional revenues. Revenues have been steadily increasing over the past few years, primarily due to improved billing software, expanded use of outside collection agencies, expanded use of insurance and tracking programs, and a restructured fee schedule. With the economy in the current conditions, EMS will continue to pursue collections and enhance revenue.
- **Complete EMS Station 1 Renovations:** EMS Station 1 was constructed in 1980 and no longer can accommodate existing vehicles. EMS Station one renovation was approved as a County Capital Project for FY09-10. Due to concerns/issues discovered during this current fiscal year, the EMS Station 1 project encountered delays and is currently undergoing changes in the project and will be an objective for FY 2012-13.
- **EMS Station 3 Relocation:** Currently EMS is currently working with Duke University Hospital to identify locations for another Base 3 that is currently located in Parking Garage III on the Duke Campus. EMS has outgrown the facility and is in collaboration with Duke Life Flight and Duke EMS to collaborate together to build a station and co-locate during FY 2014-15.
- **County Strategic Plan:** Begin preliminary work on the County Strategic plan to work with reducing Emergency Department Admissions by having EMS crews work with the frequent caller population to connect them to more appropriate care versus being transported to the emergency departments frequently when other alternatives could be better and more cost effective.

## 2012-13 PERFORMANCE MEASURES

**Performance Measure:** EMS Response Times



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

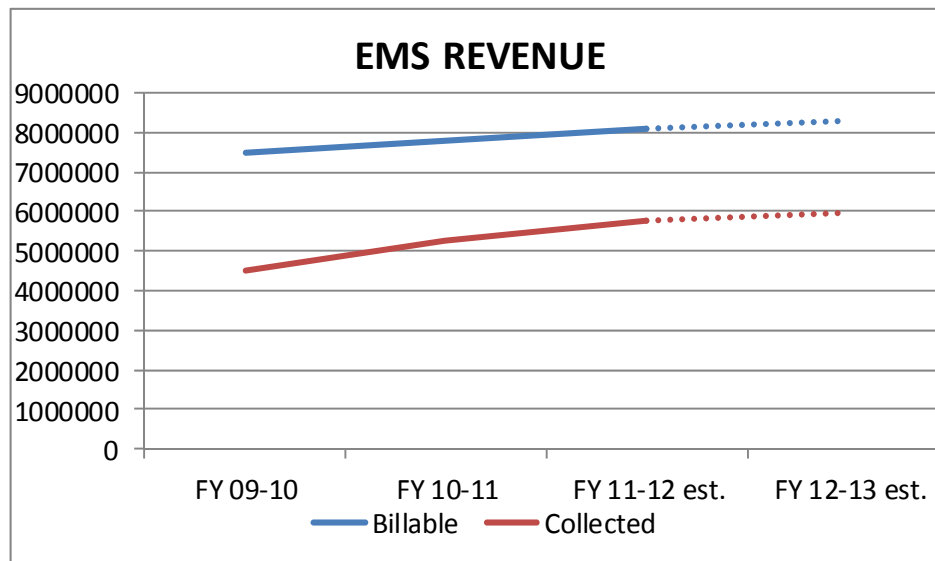
This measure is extremely important to our departmental overall goal and mission as it demonstrates the steady growth within the County EMS responses and along with this growth and increase in transports leads to increase in revenue which aids EMS and the County by not having to provide as much financial support as it has in the past. This also helps the department in planning for future growth and exploring program expansion with additional units for peak time usage. As the baby boomers begin to retire and hospitals are encouraged to discharge patients out a lot quicker than the past, EMS will continue to see the trend of increased call volume and transports with the patients becoming much more likely to experience complications and have to return to the hospitals much sicker than has been in years past.

- 2. What initiatives or changes to programs in FY 2012-13 will your department take on in hopes to improve the overall performance of the related program or goal?**

EMS is exploring adding at least one additional unit to assist during peak time hours to decrease response times due to current resources having to respond long distances from the hospitals or on the street locations because current units are so busy. High volume during peak times creates issues with units responding from the Emergency Departments to scene locations and facing increased traffic, running non-emergency with no lights and siren when it is not necessary due to the Emergency Medical Dispatch screening at 911. Traffic patterns, lengthy cycle stop lights, traffic volume, round-a-bouts and speed bumps all affect response times and add to our departmental goals established. Without additional resources, we will not see any decrease in response times. Emergency Departments are at capacity almost every day and this creates a domino effect on getting an EMS patient off our stretchers and into the emergency department, thus adding more delay in getting the ambulance back in service and ready to respond to another call. EMS is also working with the hospitals utilizing a hospital capacity management system that will distribute patients more equally according to their severity and EMS protocols. This will hopefully improve discharge times out at the hospital, therefore decreasing turn-around times availability of vehicles to respond.

EMS will also monitor Unit Hour Utilization of current vehicle resources to attempt to balance out the work loads of EMS crews. This will help to improve on the safety side for customers, general population and the EMS crew. Volume and fatigue both play a major role in potential errors and injuries. As a department head, I have to be concerned for the safety of all, especially vehicle crews and the patients they treat and transport.

**Performance Measure: EMS Revenues**



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

Durham County EMS generates revenue as a fee for service. This revenue is used to offset expenses incurred by EMS and the County to maintain a high quality driven emergency services provider. EMS relies on the revenue collected to pay for services rendered, with personnel cost and benefits being the most costly expense. EMS has continued to see an increase in revenue each year. EMS performs a comparison of other EMS services within the State to see how we are comparing with fees and how other services are collecting for their services. Durham County remains one of the top leaders in this area among all the counties within the state. One of the most important factors associated with our billing and collections is that Durham County has its own billing department that works aggressively to bill and collect for services rendered. Customer service is priority and working with our customers to resolve their accounts is of utmost importance. EMS has the ultimate goal of maintaining a high quality service with cost control and continuing to produce revenue required to meet expenses and become as close to revenue versus expense neutral as possible. We do not recommend any changes to the fees this upcoming year. We continue to watch the federal and state rules and regulations that govern reimbursement for ambulance services in hopes that our industry is not significantly impacted by health care reform negatively but positively.

- 2. What initiatives or changes to programs in FY 2012-13 will your department take on in hopes to improve the overall performance of the related program or goal?**

In January of 2012, the 5010 compliance rule became effective for EMS Services to file all claims for service electronically. This was another unfunded mandate. Durham County EMS began preliminary work on this back in June of 2011 and began the process of getting ready for this mandate. In January EMS went live with the program and a positive experience in turn-around time for claims processing has been realized. EMS is now down to an average of 12 days in receiving reimbursement on most claims with the new process. This has eliminated a significant amount of paperwork by eliminating the paper claims processing and batching. EMS is also exploring the addition of paying bills utilizing a pay on-line program. We have had multiple inquiries as to why we do not provide this service. If this is feasible, we will add this during FY 13 to provide another avenue for customers to pay their accounts. EMS will also continue to work with our customers to satisfy their accounts according to their status. EMS provides payment plans for those who are on fixed incomes or have special needs.

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# PUBLIC SAFETY NONPROFIT AGENCIES

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## MISSION

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

## PROGRAM DESCRIPTION

Durham County is committed to providing financial assistance to those nonprofit agencies which assist it in carrying out its mission.

Included in this cost center are nonprofit agencies and other nongovernmental agencies whose work complements the efforts of the county's public safety agencies and whose mission is the public welfare of the residents of Durham County. The following agencies are budgeted within this cost center:

- Durham County Teen Court and Restitution Program
- Durham Crisis Response Center

Detailed funding information for each nonprofit agency is listed in the Appendix.

# Public Safety Nonprofit Agencies

Business Area: 4490

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$106,184                      | \$72,172                        | \$72,172                          | \$143,421                            | \$58,095                              |
| <b>Total Expenditures</b> | <b>\$106,184</b>               | <b>\$72,172</b>                 | <b>\$72,172</b>                   | <b>\$143,421</b>                     | <b>\$58,095</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>\$106,184</b>               | <b>\$72,172</b>                 | <b>\$72,172</b>                   | <b>\$143,421</b>                     | <b>\$58,095</b>                       |

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## **Transportation**

A function of local government which promotes safe and economical transportation.

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# RALEIGH-DURHAM AIRPORT AUTHORITY

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## 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, 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 appropriates \$12,500 annually to cover administration expenses incurred by the Airport Authority.

**Funds Center:** 4590271300

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>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>                       |

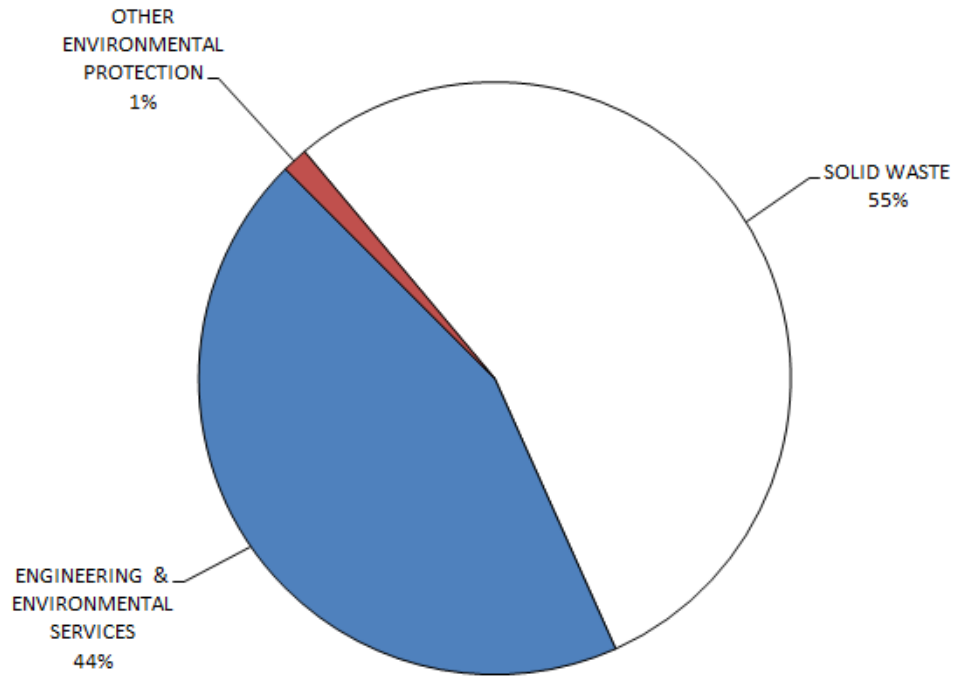
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## **Environmental Protection**

A function of government which includes conservation and development of natural resources.

## Environmental Protection Approved Budget



| Business area                        | 2010-2011<br>Actual<br>Expenditures | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|--------------------------------------|-------------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| SOLID WASTE                          | \$ 1,847,320                        | \$ 2,010,290                    | \$ 1,989,050                      | \$ 2,588,982                         | \$ 1,918,266                          |
| ENGINEERING & ENVIRONMENTAL SERVICES | \$ 1,285,833                        | \$ 1,396,700                    | \$ 1,444,104                      | \$ 1,606,530                         | \$ 1,558,030                          |
| OTHER ENVIRONMENTAL PROTECTION       | \$ 40,839                           | \$ 63,210                       | \$ 86,032                         | \$ 48,916                            | \$ 48,916                             |
| <b>Overall Result</b>                | <b>\$ 3,173,992</b>                 | <b>\$ 3,470,200</b>             | <b>\$ 3,519,186</b>               | <b>\$ 4,244,428</b>                  | <b>\$ 3,525,212</b>                   |

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# GENERAL SERVICES-SOLID WASTE

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## MISSION

The mission of General Services is to provide quality maintenance services to our customers in a safe and cost effective manner.

## PROGRAM DESCRIPTION

The County Solid Waste Program is administered by the Department of General Services located at 310 South Dillard Street. This program consists of maintenance and operation of four residential convenience centers (Bahama, Parkwood, Redwood and Rougement); maintenance of the old county landfill on Redwood Road; countywide litter control and enforcement; scheduled community clean-up campaigns; junked and abandoned vehicles ordinance enforcement; and rental services. In addition, solid waste services include several initiatives: the use of court-appointed community service workers for supplemental labor resources and the recycling of anti-freeze, batteries and used motor oil at all convenience center locations.

## 2011-12 ACCOMPLISHMENTS

- Established Facebook and Twitter accounts in order to interact with customers and to establish a social media presence. As of February 1, 2012 there are 104 followers on Twitter with a Klout Score of 26 and 23 likes on Facebook.
- Created the Durham County Recycling Ambassadors outreach program to encourage citizen to citizen involvement in assisting others in improving participation in the County's recycling collection program. Recruitment of participants for the program is ongoing.
- Surveyed County employees and citizens of Durham County regarding their opinions on the recycling collection programs within government buildings, convenience sites and the County's roadsides. There were 325 respondents to the survey of Durham County employees and as of February, 2012 there are 75 respondents to the survey of citizens of Durham County.
- Collected, as of February 1, 2012, 1,060 tons of recyclable materials as part of the County's roadside and convenience site recycling collection program.
- Collected, as of February 1, 2012, 3,400 tons of municipal solid waste and 304 tons of yard waste from the County's four convenience sites.
- Collected, as of February 1, 2012, 48 tons of recyclable paper (office papers, magazines, newsprint, and chipboard) from Durham County Government offices and buildings.
- Conducted compliance and safety audits of all four County Convenience Sites and met with all Site Attendants to discuss findings and areas to improve.
- Utilize Community Service workers for roadside cleanup and in-house moving requests.
- Worked with Fleet Management and the Purchasing Section to coordinate and participate in an online auction and sale of surplus items and vehicles in December, 2011.
- Continue to support the community cleanup efforts of Keep Durham Beautiful and its volunteers during the annual Spring Clean and Fall Litter Sweep events. During the Fall Litter Sweep in September, 2011 bags of trash and debris and discarded tires were collected along Redwood Road and Redmill Road.
- Planned, organized and conducted a recycling workshop for departmental recycling coordinators in November, 2011 in an effort to update the representatives on recycling rules, to evaluate their participation and improve the County's office recycling program.
- Work with the Durham Public Schools System to identify schools to present waste reduction and recycling presentations.
- Partner with Ruritan Clubs and other social and civic organizations within Durham County to promote waste reduction and litter prevention habits.
- Collected and recycled electronic waste in Durham County at the Durham County Stadium in August, 2011 and December, 2012.
- Sponsored the Durham County "Recycle & Win" game night with the Durham Bulls as part of an incentive program to encourage more residents to recycle at the roadside in Durham County. (Summer, 2011)

# General Services-Solid Waste

Funds Center: 4190430000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$635,569                      | \$656,271                       | \$644,141                         | \$761,593                            | \$669,142                             |
| Operating                 | \$1,211,751                    | \$1,354,019                     | \$1,344,909                       | \$1,707,999                          | \$1,249,124                           |
| Capital                   | \$0                            | \$0                             | \$0                               | \$119,390                            | \$0                                   |
| <b>Total Expenditures</b> | <b>\$1,847,320</b>             | <b>\$2,010,290</b>              | <b>\$1,989,050</b>                | <b>\$2,588,982</b>                   | <b>\$1,918,266</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Taxes                     | \$23,714                       | \$15,000                        | \$18,937                          | \$19,000                             | \$19,000                              |
| Intergovernmental         | \$0                            | \$0                             | \$0                               | \$0                                  | \$8,362                               |
| Service Charges           | \$1,355,984                    | \$1,365,989                     | \$1,357,704                       | \$1,496,575                          | \$1,496,575                           |
| <b>Total Revenues</b>     | <b>\$1,379,698</b>             | <b>\$1,380,989</b>              | <b>\$1,376,641</b>                | <b>\$1,515,575</b>                   | <b>\$1,523,937</b>                    |
| <b>Net Expenditures</b>   | <b>\$467,622</b>               | <b>\$629,301</b>                | <b>\$612,409</b>                  | <b>\$1,073,407</b>                   | <b>\$394,329</b>                      |
| FTEs                      | 17.00                          | 17.00                           | 17.00                             | 20.00                                | 17.00                                 |

## 2012-13 HIGHLIGHTS

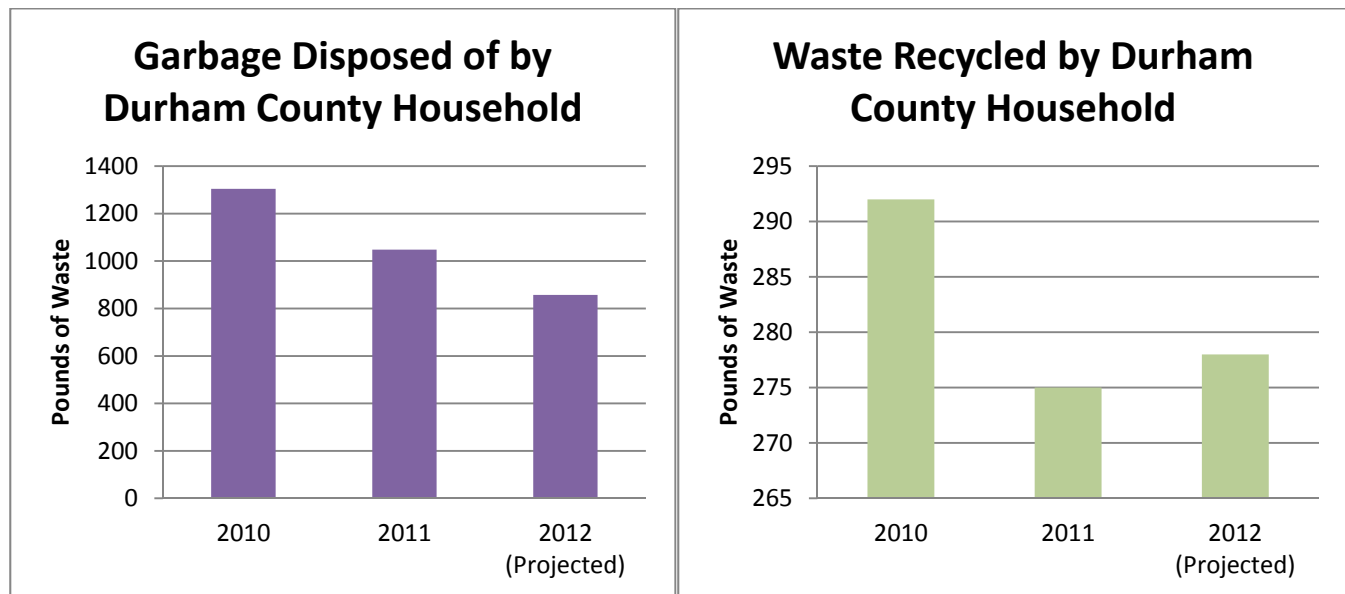
- Keep Durham Beautiful Interlocal Agreement with the City of Durham for a total County share of \$15,780
- Solid waste sticker fee increase of \$10 beginning July 1, 2012. New County/city residential rate \$105 and Out of County residents' rate \$165.
- Funds to repair containers at 4 sites
- Educational programs and community outreach – 2 community cleanups and 4 roadside debris removals
- Recycle and win program – participants are rewarded for tonnage of recycling collected at the curb.
- Establishing a presence on Twitter and Facebook that will allow better interaction and communication with customers connected to social media.
- Relocating the surplus management and storage from the Carmichael Warehouse to a new location on Pettigrew St. as a result of the sale of the Carmichael Warehouse.

## 2012-13 WORK OBJECTIVES

- Implement solid waste licensing program for haulers doing business in Durham County.
- Incorporate strategic plan objectives into the division's day to day activities.

## 2012-13 PERFORMANCE MEASURE

**Performance Measure:** Garbage Disposal and Waste Recycling



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

The Department strives to align programs and initiatives with the newly adopted Strategic Plan. This includes increasing the tons of residential waste diverted for recycling. The two measures presented here are the garbage disposed of at our convenience sites compared to the amount of recyclables collected at the Convenience Sites and through the Roadside Recycling program. To reach this goal, we must see a decrease in the tons of garbage disposed of and an increase in the tons of recyclables collected. Since 2010, the recycling rate per household increased from 18% to 24%. Continuing to track these measurements will help us maintain our current high level of service as the recycling rate should continue to increase as we implement new programs and initiatives.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

Shift Roadside Recycling program from 18 gallon bins to 96 gallon roll carts to allow citizens to recycle items more at home.

Implement incentive program to encourage recycling at home and at convenience sites.

Partner with local Ruritan Clubs to educate citizens about waste reduction and recycling opportunities in Durham County at the grass roots level.

Continue to expand waste reduction/recycling programs at Convenience sites by seeking additional additional revenue generating and/or no cost programs.

Seek grant opportunities to increase waste reduction/recycling programs opportunities for citizens.

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# COUNTY ENGINEERING & ENVIRONMENTAL SERVICES

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## 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, improve County facilities through the management of capital projects, improve the County's environmental management particularly related to greenhouse gas emissions, and preserve natural and scenic lands, farms and forest.

## PROGRAM DESCRIPTION

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

## 2011-12 ACCOMPLISHMENTS

### Open Space/Real Estate:

- During FY 11-12, the Division closed on a major farmland conservation easement that protected an additional 300 acres of permanent open space, bringing the County's protected acreage to over 2719 acres. The Division has an additional seven projects that total 600 acres of conservation easements that are funded and in progress.
- Durham County was awarded \$547,015 in 2011 Federal Farm and Ranchlands Protection Program funds to be used towards the preservation of two farms in northern Durham: the 79-acre Harris Farm easement on Bacon Road, and the 93-acre Prodigal Farms easement on Bahama Road. Both farms will help to protect the water quality for Lake Michie, a water supply for Durham's residents and Falls Lake downstream. In addition, Durham County was also awarded \$139,500 from the NC Agricultural Development and Farmland Preservation Trust Fund grant to be towards the Prodigal Farms conservation easement, one of only seven permanent agricultural easements funded in the 2011 cycle.

### Project Management:

- Awarded contracts:
  - Durham County Courthouse and Parking Structure - Construction
  - Durham County Fiber Optics Network Connectivity Project - Construction
  - Lincoln Community Health Center Renovation (Phase I) - Construction
  - EMS Station Number 1 Renovation and Addition - Design
  - Durham County Electric Vehicle Charging Stations - Construction
  - Durham County Administrative Building Renovation (Fifth Floor Improvements) - Construction
  - Durham County Courthouse and Parking Structure Project - Moving Consultant, Installation of Street Lights and Traffic Signals
  - Durham County Detention Facility Master Plan Update/Remote Site Expansion Study
- Completed contracts:
  - Durham County Justice Center Parking Deck - Construction
  - Durham County Human Services Building (Phase I) - Construction
  - Lincoln Community Health Center Renovation (Phase I) - Construction
  - Durham County Detention Facility Main Lobby Improvements - Construction
  - Durham County Fiber Optics Network Connectivity Project (Phase I & II) - Construction
  - Durham County Storage Facility - Space Needs Assessment
  - Durham County Electric Vehicle Charging Stations - Construction
  - Durham County Courthouse and Parking Structure Project - Installation of Street Lights and Traffic Signals
- Project Progress Reporting: Presented updates of Bond and CIP Projects to the County Manager's Office; Completed quarterly updates of the Capital Improvement Projects for the BOCC in accordance with the County Manager's workplan and completed monthly project activity reports for the Department. The implementations of LEED certification in renovation projects are continuing.

# County Engineering & Environmental Services

Business Area: 4730

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>▽ Expenditures</b>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$1,056,653                    | \$1,094,553                     | \$1,073,941                       | \$1,267,320                          | \$1,267,320                           |
| Operating                 | \$229,179                      | \$302,147                       | \$370,163                         | \$290,710                            | \$290,710                             |
| Capital                   | \$0                            | \$0                             | \$0                               | \$48,500                             | \$0                                   |
| <b>Total Expenditures</b> | <b>\$1,285,833</b>             | <b>\$1,396,700</b>              | <b>\$1,444,104</b>                | <b>\$1,606,530</b>                   | <b>\$1,558,030</b>                    |
| <b>▽ Revenues</b>         |                                |                                 |                                   |                                      |                                       |
| Licenses & Permits        | \$286,691                      | \$270,200                       | \$221,729                         | \$234,000                            | \$234,000                             |
| Intergovernmental         | \$41,268                       | \$48,103                        | \$48,103                          | \$85,195                             | \$85,195                              |
| Service Charges           | \$2,334                        | \$0                             | \$0                               | \$0                                  | \$0                                   |
| Sewer Connect. Fees       | \$840                          | \$1,000                         | \$840                             | \$800                                | \$800                                 |
| <b>Total Revenues</b>     | <b>\$331,132</b>               | <b>\$319,303</b>                | <b>\$270,672</b>                  | <b>\$319,995</b>                     | <b>\$319,995</b>                      |
| <b>Net Expenditures</b>   | <b>\$954,700</b>               | <b>\$1,077,397</b>              | <b>\$1,173,432</b>                | <b>\$1,286,535</b>                   | <b>\$1,238,035</b>                    |
| <br>FTEs                  | <br>14.00                      | <br>14.00                       | <br>14.00                         | <br>16.00                            | <br>16.00                             |

## 2011-12 ACCOMPLISHMENTS (cont'd)

### Stormwater and Erosion Control:

- Co-hosted the semi-annual contractors training seminar in November of 2011. This meeting includes regional erosion control program directors, developers, engineers, and contractors to discuss common issues related to erosion control and stormwater
- Continued participation in the semi-annual meeting of regional erosion control program directors to discuss common issues
- August 10, 2011 - Submitted a draft New Development Stormwater Local Programs for Falls Lake to NCDWQ which was approved by the Environmental Management Commission on January 12, 2012. This complied with the Falls Lake New Development Rule
- August 12, 2011 - Submitted to NCDWQ the Jordan Lake Stage 1 annual report that complies with the Jordan Lake Stage 1 Existing Development Nutrient Reduction Rules. This complied with the Jordan Lake Existing Development Rule
- September 10, 2011 - Submitted a draft New Development Stormwater Local Programs for Jordan Lake to NCDWQ which is expected to be approved by the Environmental Management Commission on January 12, 2012. This complied with the Jordan Lake New Development Rule
- October 28, 2011 - Submitted to NCDWQ the Annual Neuse report that complies with the Neuse Nutrient Strategy Rules
- Currently developing a program that will comply with the Falls Lake Stage 1 and Jordan Lake Stage 2 Existing Development Nutrient Reduction Rules in anticipation of upcoming rule deadlines

### Sustainability:

- Scaled up the retrofit phase of a \$1.5 million grant-funded program to provide energy efficiency upgrades and education to residents in close to 700 homes. Retrofitted 500 homes by the end of February 2012.
- Oversaw several energy efficiency upgrade projects at City facilities funded through the Energy Efficiency and Conservation Block Grant program. Projects included upgrading of appliances in several City facilities and completion of the LED retrofit at Church Street Garage.
- Oversaw \$172,252 in stimulus funding for energy efficiency upgrades in the County Administration building.
- Oversaw the Investment Grade Audit phase of Performance Contracting for the County.
- Created the City-County Electric Vehicle and Charging Station plan and oversaw the installation of 14 electric vehicle charging stations.
- Worked with regional partners to launch the Triangle Green Business Challenge.

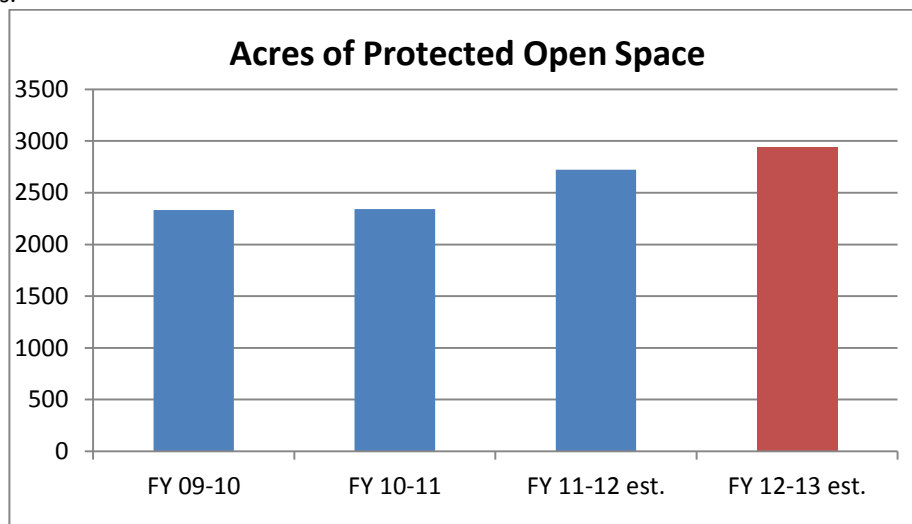
## 2012-13 HIGHLIGHTS

- The budget for County Engineering and Environmental Services reflects operating costs necessary to continue existing programs.
- The department will receive a new vehicle in FY13. This vehicle replaces a 16 year old station wagon that was increasingly unreliable. The new car will be an electric vehicle, reinforcing the County's commitment to reducing greenhouse gases, and it is budgeted in the Vehicles and Equipment funds center.
- Two new positions are budgeted for FY13. One position, a Stormwater Engineer, will help the County implement the Falls Lake and Jordan Lake Nutrient Reduction Rules adopted by the North Carolina General Assembly. The second position, a Sustainability Project Coordinator, is jointly funded by the County and City of Durham. This position was previously grant funded and housed with the City.
- Stormwater and Erosion Control revenue projections reflect a stable to increasing level of development activity.

## 2012-13 PERFORMANCE MEASURES

### **Performance Measure:** Open Space Preservation

The Durham County Open Space Program seeks to protect permanent open space by working with interested landowners within targeted areas.



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

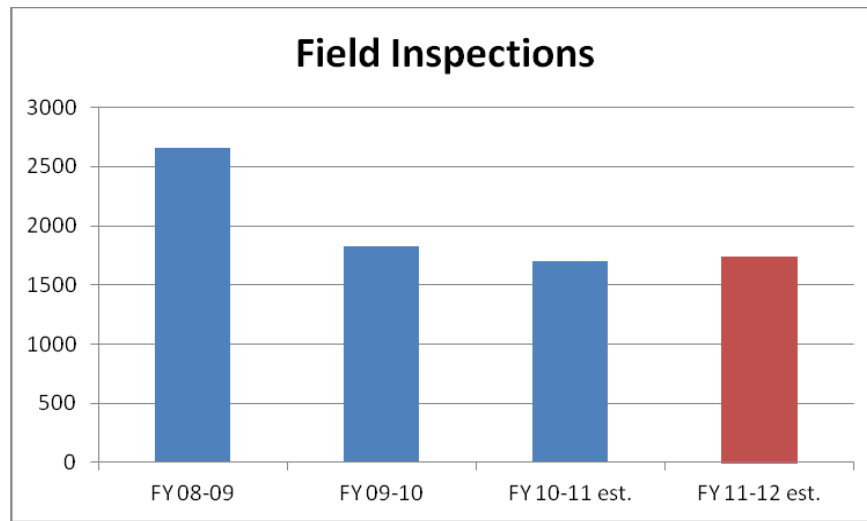
Since the goal of the Open Space program is to preserve significant open space and farmland in Durham County, tracking acres protected is a very concrete measure of program success. Tracking the amount protected helps to maintain focus on this outcome as an important measure of success.

### **What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

- The Open Space and Real Estate Division plans to initiate a letter to all farm properties of 50 acres or greater in fall 2012, to introduce the farmland easement program and invite owners to contact the Division to discuss land protection options.
- The Open space and Real Estate Division will continue to aggressively search out options to acquire significant open space lands using a variety of funding sources and partnerships.

**Performance Measure:** Number of Field Inspections

The Stormwater and Erosion Control Division of the County Engineering and Environmental Services Department prevents the pollution of water and other damage to property caused by accelerated erosion and sedimentation resulting from construction related land-disturbing activity.



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

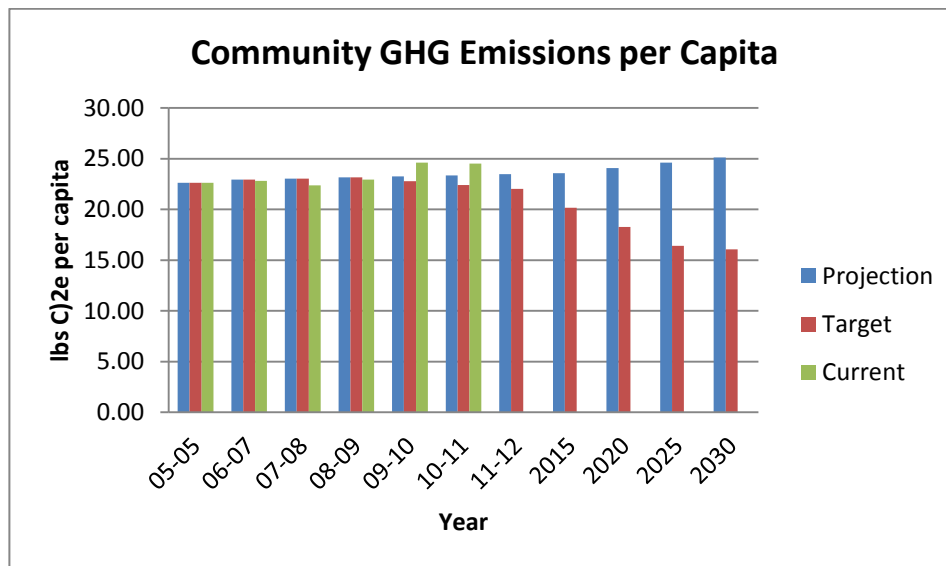
The overall mission of this department is to protect water quality. Field inspections of active land disturbance activities protect water quality by enforcing the state and local rules that are designed to protect water quality. Tracking this measure directly relates to water quality by maintaining compliance to the protective water quality rules. Maintaining the current number of field inspections will maintain the current level of service.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

Following the approval of both the Falls Lake and Jordan Lake Nutrient Reduction Rules by the State Legislature, state mandated deadlines will begin to severely impact this division's resources during this next fiscal year and beyond. Other impacts for the next fiscal year will include: enforcement of increased regulations post-implementation of these rules, adherence to the first year County Strategic Plan Goal #4, and a possible increase in economic activities. It is estimated that at least one FTE will be required for the next fiscal year to maintain the current level of service and comply with these rules.

**Performance Measure:** Community Greenhouse Gas Emissions

The Sustainability Division of the Engineering Department is responsible for implementation of the Local Action Plan for Emissions Reduction adopted by the Durham City Council and Durham County Board of County Commissioners. The Sustainability Manager is responsible for implementation of the Durham Greenhouse Gas Plan, duties that relate to the general integration of sustainability principles in both city and county operations and coordination of community outreach and educational efforts. This is a joint city-county division; therefore, 50% of the budget is received from the City of Durham.



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

Greenhouse gas emissions are important to track because they show progress towards meeting our greenhouse gas emissions goals. Because so many components of the governments' and public sectors activities contribute towards greenhouse gas emissions, it is a good measure of how we are doing in various environmental factors (energy, water, waste, transportation).

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

The Sustainability Division will be expanding outreach to the commercial sector through the Triangle Green Business Challenge and the general public through an education campaign. The campaign will consist of social media, traditional media, contests and competitions, and targeted outreach to specific neighborhoods. Government performance will be improved through implementation of the County's Performance Contracting program and integration of the energy monitoring software.

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# FOREST PROTECTION

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## 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 Resources, 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 ranger is assigned to Durham County and is stationed at the Cooperative Extension Building, 721 Foster Street. A Forest Fire Equipment Operator (shared with Wake County) is employed directly in the county. A Service Forester, Water Quality Forester, Forest Fire Equipment operator, and a variety of other Division employees provide assistance to the county staff.

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

**Funds Center:** 4790382000

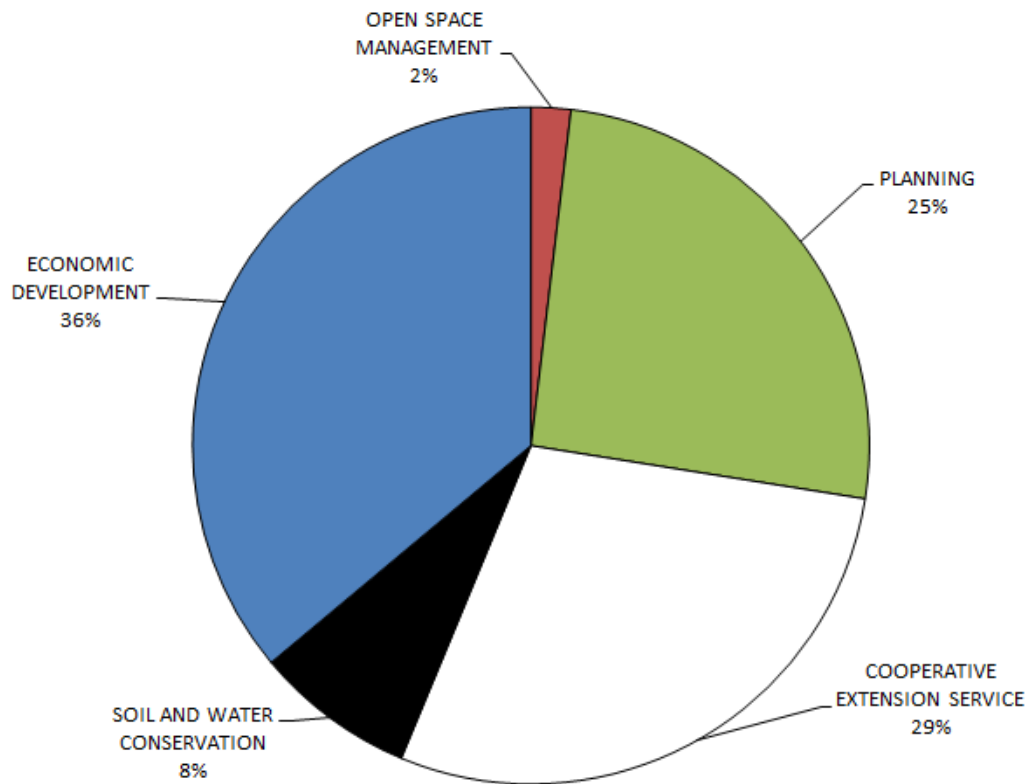
| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$40,839                       | \$63,210                        | \$86,032                          | \$48,916                             | \$48,916                              |
| <b>Total Expenditures</b> | <b>\$40,839</b>                | <b>\$63,210</b>                 | <b>\$86,032</b>                   | <b>\$48,916</b>                      | <b>\$48,916</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>\$40,839</b>                | <b>\$63,210</b>                 | <b>\$86,032</b>                   | <b>\$48,916</b>                      | <b>\$48,916</b>                       |



## **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                 | 2010-2011<br>Actual<br>Expenditures | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|-------------------------------|-------------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| OPEN SPACE MANAGEMENT         | \$ 0                                | \$ 0                            | \$ 68,118                         | \$ 80,000                            | \$ 77,175                             |
| PLANNING                      | \$ 1,004,324                        | \$ 1,097,856                    | \$ 1,097,856                      | \$ 1,044,427                         | \$ 1,044,427                          |
| COOPERATIVE EXTENSION SERVICE | \$ 1,358,723                        | \$ 1,088,130                    | \$ 1,062,779                      | \$ 1,157,234                         | \$ 1,171,554                          |
| SOIL AND WATER CONSERVATION   | \$ 291,433                          | \$ 296,542                      | \$ 288,516                        | \$ 369,329                           | \$ 312,722                            |
| ECONOMIC DEVELOPMENT          | \$ 1,610,531                        | \$ 2,627,955                    | \$ 1,220,052                      | \$ 2,477,537                         | \$ 1,470,339                          |
| <b>Overall Result</b>         | <b>\$ 4,265,011</b>                 | <b>\$ 5,110,483</b>             | <b>\$ 3,737,321</b>               | <b>\$ 5,128,527</b>                  | <b>\$ 4,076,217</b>                   |

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# OPEN SPACE MATCHING GRANTS

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## 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 the administrative aspects of the program.

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

Recommendations for funding are developed by the Matching Grants Committee of DOST for action by the Durham County Board of County Commissioners. The county enters into a contract with the successful applicant organization and the project work begins in the spring with a maximum of 18 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.

## 2011-12 ACCOMPLISHMENTS

- Two current remaining projects completed in FY 2011-12.

## 2012-2013 HIGHLIGHTS

- Funding for the program was restored after a two-year suspension to the most recent funding appropriation.

# Open Space Matching Grants

Funds Center: 4800470000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$0                            | \$0                             | \$68,118                          | \$80,000                             | \$77,175                              |
| <b>Total Expenditures</b> | <b>\$0</b>                     | <b>\$0</b>                      | <b>\$68,118</b>                   | <b>\$80,000</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>\$0</b>                     | <b>\$0</b>                      | <b>\$68,118</b>                   | <b>\$80,000</b>                      | <b>\$77,175</b>                       |

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# CITY/COUNTY PLANNING

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## MISSION

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

## PROGRAM DESCRIPTION

An Interlocal Agreement between the City of Durham and Durham County establishes the City/County Planning Department. Staff ensures code compliance by remedying violations of the Unified Development Ordinance (UDO), administers technology and research functions, recommends new ordinances, maintains the public information counter, and develops and monitors the budget. Staff also monitors the Comprehensive Plan, leads the department's effort on regional transit, prepares small area plans and other studies, administer Land Use Plan amendments, and review development proposals. The Department is also responsible for processing and reviews of all development activity as adopted in the UDO, reviews site plans and subdivisions, processes and makes recommendations for zoning changes, processes variances and use permits considered by the Board of Adjustment, and verifies that approved plans are followed during site development. Staff provides assistance to the Planning Commission, Board of Adjustment, the Development Review Board, the Joint City-County Planning Commission, the Appearance Commission, Design District Review Team, Open Space and Trails Commission, Environmental Affairs Board, and the Historic Preservation Commission and other boards established for specific projects.

## 2011-12 ACCOMPLISHMENTS

- Completed the adoption process for the Durham Trails and Greenway Master Plan update.
- Completed modifications to the Historic Landmark Designation process.
- Administered the Historic Preservation Fund Grant for Downtown National Register Historic District Update.
- Development and adoption of NC 54/I-40 Corridor Plan.
- Implemented enhancements to the development review processes to enhance efficiency and timeliness.
- Expanded citizen engagement efforts including speaking to professional, civic and academic organizations (NCAPA, ULI, UNC-CH, NCSU, Duke, Civitans, Ruritans).
- Established a "Development Roundtable" committee where representatives from the development community meet monthly with the directors from Planning, Public Works and Inspections on issues or concerns.
- Implemented phase one for digital submittal and reviews of development applications.
- Completed the Comprehensive Plan Update (five year cycle).
- Completed scenario modeling analysis for the 2040 Long Range Transportation Plan.
- Completed significant revisions to the UDO
- Implemented design review component to building permit process focused on sites with Certificates of Appropriateness or those located within Design Districts.
- Enhancements to the Land Development Office (LDO) digital software.
- Completed recertification of Durham County's participation in the National Flood Insurance Program (NFIP) Community Rating System (CRS).
- Completed processing and adoption of one local historic landmark designation.
- Completed the annual Evaluation and Assessment Report of the Durham Comprehensive Plan.
- Maintained Certified Local Government Status for historic preservation.
- Staffed nine appointed boards and commissions, as well as participated in numerous regional committees.
- Development and adoption of the County Strategic Plan.

## 2012-13 HIGHLIGHTS

- The Planning Department is implementing closed captioning of Planning Commission meetings.
- Planning currently has 7 unfunded FTE's.

# City/County Planning

Business Area: 4910261000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$1,004,324                    | \$1,097,856                     | \$1,097,856                       | \$1,044,427                          | \$1,044,427                           |
| <b>Total Expenditures</b> | <b>\$1,004,324</b>             | <b>\$1,097,856</b>              | <b>\$1,097,856</b>                | <b>\$1,044,427</b>                   | <b>\$1,044,427</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>\$1,004,324</b>             | <b>\$1,097,856</b>              | <b>\$1,097,856</b>                | <b>\$1,044,427</b>                   | <b>\$1,044,427</b>                    |

## 2012-13 OBJECTIVES

- Continue on-going statutory responsibilities as defined in the annual work program.
- Implement outdoor dining permitting and enforcement program.
- Initiate organizational changes to maintain productivity in response to changes in the economic climate.
- Develop changes to regulations for mixed use development.
- Continue to make significant improvements to the UDO.
- Continue development of environmental standard enhancements to the UDO.
- Continue preparations for and implementation of digital file conversion.
- Seek additional efficiency improvements to development review processes.
- Develop the Research Triangle Park North Compact Design District.
- Continue development of Station Area Infrastructure Planning standards.
- Begin the development of the Rougemont Rural Village Plan.
- Create Golden Belt Local Historic District.
- Create Cleveland-Holloway Local Historic District.
- Initiate an Industrial Lands Study.
- Complete the implementation of the University College - 2 zoning district.
- Complete the de-discretionizing of the UDO standards.
- Complete the Urban Open Space Plan.
- Maintain Certified Local Government status.
- Maintain the NFIP Community Rating System certification for Durham County.
- Process the joint Durham – Orange County Eno Economic Development District Plan Amendments.
- Implementation of Community Design Studios.

## 2012-13 PERFORMANCE MEASURES

| MEASURE                                                                                                            | FY 2010-11<br>Actual | FY 2011-12<br>Adopted | FY 2011-12<br>Estimated | FY 2012-13<br>Goal |
|--------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------|-------------------------|--------------------|
| % of reviews of public and private land development proposals completed by the established deadlines.              | 95%                  | 96%                   | 95%                     | 95%                |
| % of reviews of public and private land development proposals that meet established Departmental quality standards | N/A                  | 95%                   | 95%                     | 95%                |
| % of case files, including LDO data, that are complete and accurate                                                | 95%                  | 96%                   | 95%                     | 95%                |
| % of work program projects completed or milestones reached by the established deadline.                            | N/A                  | 95%                   | 90%                     | 95%                |
| % of public information inquiries responded to within Departmentally established deadlines.                        | 96%                  | 96%                   | 96%                     | 95%                |

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# COOPERATIVE EXTENSION SERVICE

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## MISSION

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

## PROGRAM DESCRIPTION

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

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

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

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

### Early Childhood Development

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

### Youth Development

The **Durham County 4-H** program offers youth clubs; day, residential and summer camps; special interest programs; and life skill activities for children ages 5 to 19. Guided by Extension Educators, adults and teen volunteers, 4-H participants gain knowledge, skills and leadership experience that will help them become responsible citizens and leaders. 4-H in Durham also provides afterschool enrichment, classroom enrichment and workforce development programming. Durham County 4-H offers an Alcohol and Substance Abuse Prevention (ASAP) retreat for middle school youth.

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

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. The administration of this program is done by the Criminal Justice Resource Center

# Cooperative Extension Service

Business Area: 4950

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$984,989                      | \$875,095                       | \$819,061                         | \$917,620                            | \$917,620                             |
| Operating                 | \$373,734                      | \$213,035                       | \$243,718                         | \$239,614                            | \$253,934                             |
| <b>Total Expenditures</b> | <b>\$1,358,723</b>             | <b>\$1,088,130</b>              | <b>\$1,062,779</b>                | <b>\$1,157,234</b>                   | <b>\$1,171,554</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$757,135                      | \$567,415                       | \$608,425                         | \$594,565                            | \$618,164                             |
| Contrib. & Donations      | \$0                            | \$1,000                         | \$0                               | \$0                                  | \$0                                   |
| Service Charges           | \$21,352                       | \$24,700                        | \$18,814                          | \$30,880                             | \$30,880                              |
| Other Revenues            | \$0                            | \$0                             | \$3,520                           | \$1,210                              | \$1,210                               |
| <b>Total Revenues</b>     | <b>\$778,487</b>               | <b>\$593,115</b>                | <b>\$630,759</b>                  | <b>\$626,655</b>                     | <b>\$650,254</b>                      |
| <b>Net Expenditures</b>   | <b>\$580,237</b>               | <b>\$495,015</b>                | <b>\$432,020</b>                  | <b>\$530,579</b>                     | <b>\$521,300</b>                      |
| FTEs                      | 23.52                          | 18.79                           | 18.79                             | 18.79                                | 18.79                                 |

## PROGRAM DESCRIPTION (cont'd)

### Family and Consumer Education

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

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

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

The Durham County Center of North Carolina Cooperative Extension serves as a county coordinator for the **North Carolina Seniors' Health Insurance Information Program (SHIIP)**. Seniors eligible to receive Medicare medical and Medicare Part D prescription benefits receive assistance to evaluate their numerous and complex options. FCS supervises SHIIP volunteers and assists in providing one-on-one counseling to Durham Medicare beneficiaries.

### Community Development

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

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

The **Coordinated Transportation Program (CTP)** in Durham County assures accessibility to transportation through Durham Area Transit Authority ACCESS van service for citizens with special needs or employment or medical care needs as well as for citizens in rural areas of the county. Funded by the North Carolina Department of Transportation, the United States Department of Transportation and county government, CTP operates at Cooperative Extension with the guidance of a Transportation Advisory Board.

Cooperative Extension's **Faith-based Initiatives** include PEACE and Faithful Families. Both initiatives focus on minority health disparities and engaging the faith-based community in all aspects of creating a healthy and safe environment for children, youth, families and citizens.

#### **Agriculture and Horticulture**

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

The **Successful Gardener** is a program used to educate consumers on plant care, sustainable landscape practices, insect and pest control, and water quality and the environment. This program is implemented with the help of Durham County's Master Gardener Volunteers. Master Gardeners complete a state-certified training, which enables them to provide research-based information on these topics.

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

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

### **2011-12 ACCOMPLISHMENTS**

- Eat Smart, Live Strong program created by the USDA, is designed to enhance the quality of life for Seniors by helping them to adopt sound physical activities and nutritional practices that contribute to physical, emotional, spiritual and social health. Eat Smart, Live Strong is designed to encourage older adults to increase fruit and vegetable consumption and to participate in at least 30 minutes of physical activity to reduce the rate of chronic disease by providing education and materials about the importance of physical activity and health lifestyles. Seniors from Durham Housing Authority (JJ Henderson, Cornwallis and Moreene Road) are participating in this three program supported by ROSS Elderly and Disable Grant. Fruit and/or vegetable demonstrations along with physical activity are conducted at each session.
- Welcome Baby's new Cribs for Kids project has distributed over 30 cribs to needy Durham families. Families must be referred by an in-home service provider, who can verify the need and have an infant under six months of age. Families receive safe sleep training and a new pack and play style crib. Having a safe sleep environment is the best way to prevent Sudden Infant Death Syndrome (SIDS). When a baby does not have a crib, they are often sleeping with parents, in car seats or on blankets on the floor. Having a safe sturdy crib provides a positive alternative for these infants and their families.
- Homeowners are looking for ways to reduce their energy usage and cost while seeking environmental stewardship. To meet these objectives, Durham homeowners participated in the Extension E-Conservation program and attended a home energy workshop conducted by Durham Family and Consume Sciences Agent. Homeowners learned low-cost measures they could do at home to reduce costs and same energy. Those who participated reported an estimate savings of \$19.24/month on energy bills by incorporating the strategies. This equates to an annual cumulative save savings of \$2,772 with an ensuing bonus of reducing each family's combined carbon foot print by an estimated 39,384 pound of carbon per year.
- The Durham Extension Center implemented the 4H Soil Solutions Curriculum training to the entire 3rd Grade at RN Harris Elementary School. The intention and goal is to train 3rd grade teachers and program assistants in the curriculum in Soils and Plants to meet the state of NC objectives for learning. There are 3 third grade classes with a

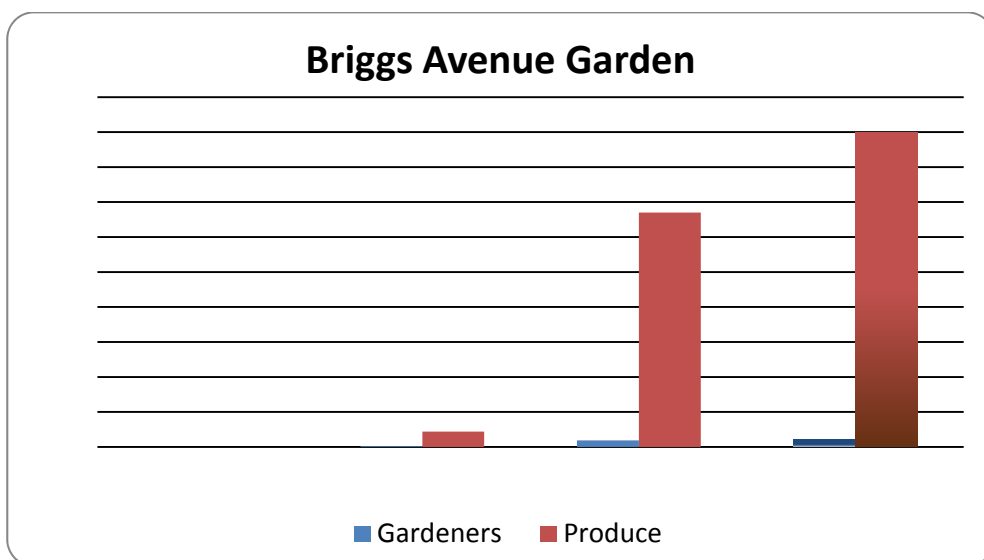
total of 75 students and 3 teachers and three program assistants. In order to implement this training 7 Master Gardener Volunteers and 1 4H Program Assistant together with the Horticulture Agent received training in the 4H soil solution curriculum from the state 4H Soil/Horticulture Specialist. The program is being implemented once a month over the entire school year beginning in September 2011 and ending April 2012. The student/trainer ratio is 5:1 to help ensure youth participation, engagement and understanding in the learning process which is hands on. A \$500 grant was received to help cover the costs associated with materials needed for the program which were used to build an indoor grow lab and a 4H Soils Solution Kit. The school also purchased 2 kits to help in the implementation of future trainings.

## 2012-13 HIGHLIGHTS

- Project BUILD Collaboration with the City of Durham will continue with the County funding 3 fulltime FTEs and operating expenditures. The City of Durham agrees to assign one full-time employee from Project Safe Neighborhood Community Outreach Program to the Project BUILD Program. In addition to providing all funds necessary to pay for salary and benefits of the City FTE, the City shall pay to the County \$20,000 towards the annual cost of the Project BUILD program. The County will fund its portion of the program with JCPC grant funding and County dollars.

## 2012-13 PERFORMANCE MEASURES

**Performance Measure:** Briggs Avenue Garden



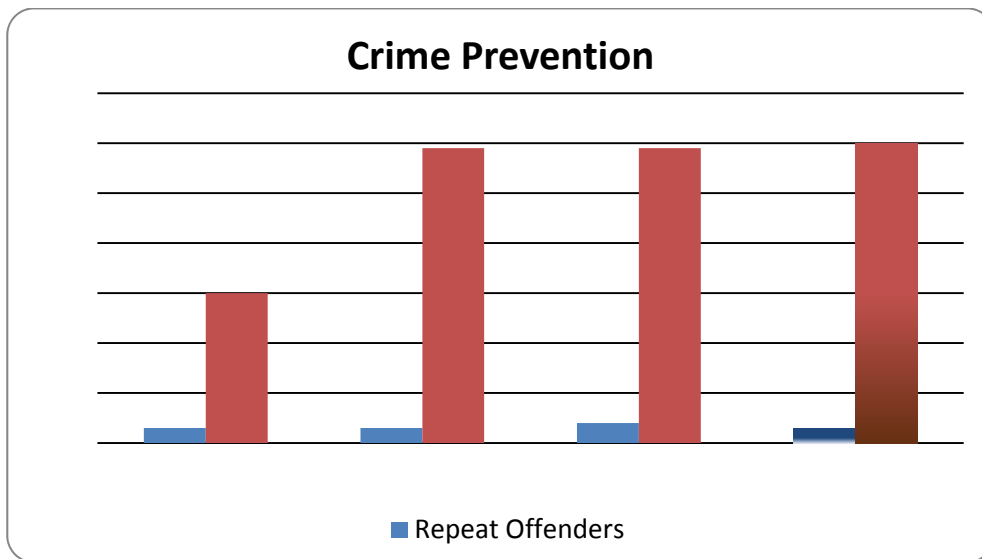
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

A goal of Extension and Durham County is to enhance the health of citizens, i.e. reduce/eliminate obesity, diabetes, etc. One way to help with this is to ensure that citizens have access to healthy food and exercise; thus the Briggs Avenue Garden. This garden eliminate the food desert that many low-wealth individuals are in and gives them access to healthy nutritional foods as well as engage them in physical exercise. By tracking this program/service we are able to determine the difference we are making in terms of the number of people impacted/involved and the amount of foods that is available for consumption.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

Our goal for 2013 is to increase the number of on-site educational opportunities available for youth. As it now stands we focus our youthful involvement to the summer (one season). Our plan is to provide educational and hands on services to youth that covers all of the growing seasons. By doing this we will increase the knowledge level and appreciation on the part of our youth, have a year-round entrepreneurial program and more intergenerational involvement/interaction.

**Performance Measure:** Project BUILD Crime Prevention



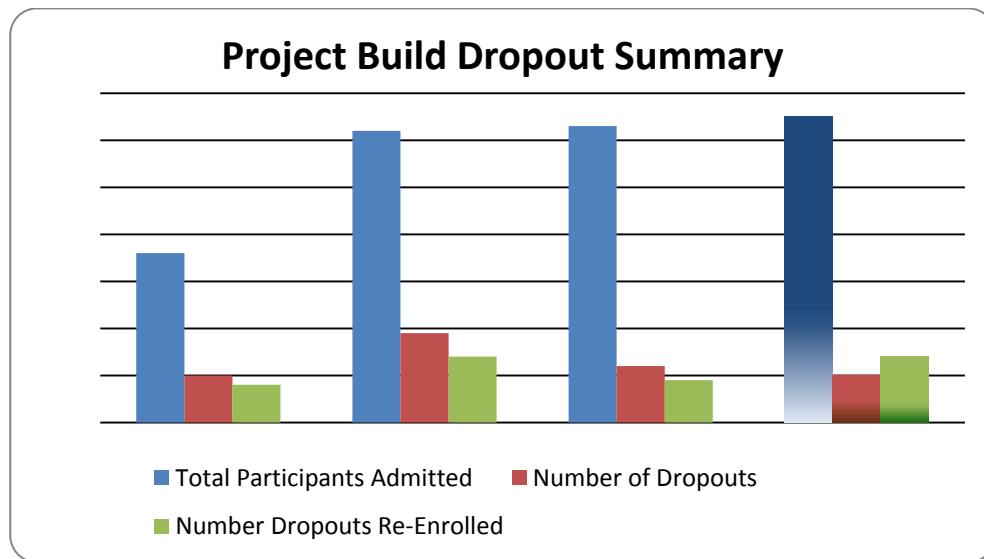
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

Project BUILD is one of Durham Extension's major programs that focus on several priorities of the County and state: the pipeline from school to prison of our youth which is often attributed to the inability to success academically and the lack of financial and human resources. By tracking this we are able to see the difference we are making in the lives of youth who unfortunately are already involved in the criminal justice system and are better able to assess the impact o the services provided as well as the need for additional services.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

We plan to add two very important pieces to our line of services and are actively seeking grant funding to support them: a. temporary-short term paid employment for youth who successfully complete program requirements and/or interventions established to enhance their lives, and b. high level assistance in helping youth to catch-up or actually learn some of the basic academic skills that the lack thereof increases their changes of dropping out and engaging in criminal activities. The basic skills that many lack are reading and math skills.

**Performance Measure:** Project BUILD Dropout Prevention



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

The dropout rate of youth is a problem nationwide and the rate of those involved in the criminal justice system is higher than others. By tracking we can determine if our services and support are making a difference in the lives of our youth. By returning to school our youth are less apt to return to crime and upon successfully completing their secondary education are in a position to decrease their chances of living in poverty, committing additional crimes an adult and entering the adult penal system.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

We are seeking funds to provide youth with direct one-one basic academic training so that they can “catch-up” and thereby reduce their chances of dropping out. Many of our youth have been promoted without basic reading and math skills. As they age the deficiency becomes more evident; youth start acting out in school and at home and eventually dropout and possibly enter the criminal justice system. We hope to stop this trend with a solid foundation in reading and math.

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# SOIL AND WATER CONSERVATION

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## MISSION

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

## PROGRAM DESCRIPTION

The Durham Soil and Water Conservation District, a political subdivision of state government, provides local assistance in natural resource management. The district's major focus continues to be the implementation of state and federal regulations and cost share programs that effect water quality, such as the North Carolina Agricultural Cost Share Program, Neuse River Basin regulations, Conservation Reserve Enhancement Program, Environmental Quality Incentives Program and regulations governing Animal Waste Management Systems. The Soil and Water Conservation District's involvement includes administration and technical assistance for the 1985, 1990, 1996 and 2002 Farm Bills and a variety of state and federal water quality programs. The district is involved in resolving resource problems created by housing developments, shopping centers and highways. The district also is involved in the restoration and stabilization of Durham County's streams and rivers.

The district provides information and coordinates assistance from other agencies by means of television programs, newspaper articles, magazines and public meetings. Also, administrative and technical assistance and the coordination of local, state and federal governments is provided, encouraging land users and land owners to install Best Management Practices (BMPs).

Watershed classification rules now hold the district responsible for compliance with the 10 feet buffer zone in water critical areas of Lake Michie, Little River and the Falls Lake Reservoir.

The district office is located on the second floor of the County Agriculture Building at 721 Foster Street and is open to the public Monday through Friday from 7:00 a.m. to 5:00 p.m. Services are available to all Durham County residents.

## 2011-12 ACCOMPLISHMENTS

- Thus far received \$370,100 for Stream Restoration with an additional \$3,041,998 of grant applications being submitted
- Reviewed 60 Sediment and Erosion Control Plans with 1 day plan turn-around
- Conducted 48 Drainage Inventory and Evaluations on home sites and streams within two weeks of request
- Conducted 74 Pond Inventory and Evaluations
- Increased knowledge of 63,000 citizens
- Enrolled 107 acres into the Voluntary Ag District program
- Assisted 30 Environmental Consultants
- 100% compliance with Farm Bills that resulted in \$1,274,828 in revenue to Durham County landowners and operators
- Assisted Durham County landowners with Federal Cost-Share Programs that brought \$51,942 into Durham County
- Provided technical service for 24 CRP contracts (totaling \$38,942)
- Reported completion of progress in Performance and Results Measurement System (PRMS)
- Conducted mandatory Status Reviews that revealed 100% compliance
- Allocated State Cost Share Funds estimated at \$128,075, to landowners and users for water quality purposes
- Reviewed 100% of active Cost Share contracts to assure compliance
- Conducted a 5% spot check tour of tracts with State Ag Cost Share contracts associated
- Conducted a 25% spot check tour of tracts with State CCAP contracts associated
- Conducted County's Big Sweep efforts with 500 volunteers, 12,000 pounds of trash, and 24 miles of stream being cleaned

# Soil and Water Conservation

Funds Center: 4960240000

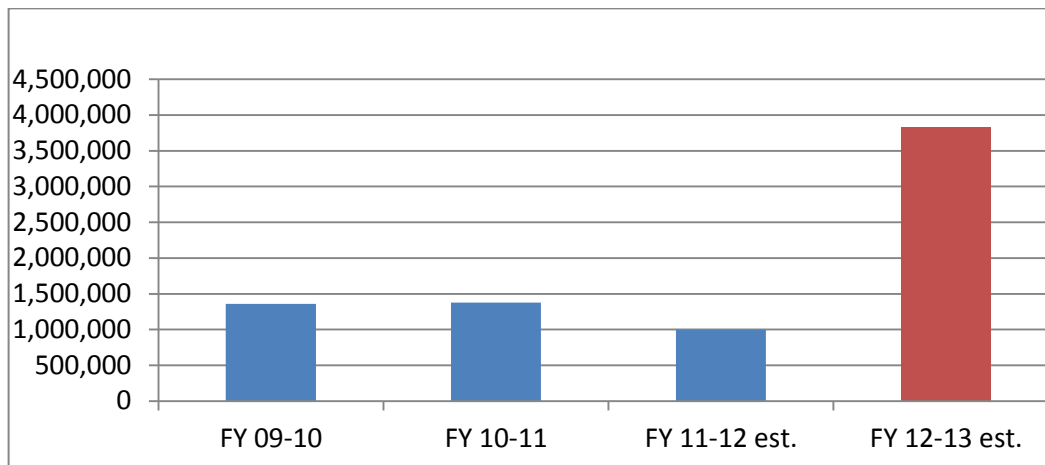
| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$261,395                      | \$261,747                       | \$259,235                         | \$330,841                            | \$277,785                             |
| Operating                 | \$30,037                       | \$34,795                        | \$29,281                          | \$37,182                             | \$34,937                              |
| Capital                   | \$0                            | \$0                             | \$0                               | \$1,306                              | \$0                                   |
| <b>Total Expenditures</b> | <b>\$291,433</b>               | <b>\$296,542</b>                | <b>\$288,516</b>                  | <b>\$369,329</b>                     | <b>\$312,722</b>                      |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$57,904                       | \$58,722                        | \$58,722                          | \$59,159                             | \$59,159                              |
| <b>Total Revenues</b>     | <b>\$57,904</b>                | <b>\$58,722</b>                 | <b>\$58,722</b>                   | <b>\$59,159</b>                      | <b>\$59,159</b>                       |
| <b>Net Expenditures</b>   | <b>\$233,529</b>               | <b>\$237,820</b>                | <b>\$229,794</b>                  | <b>\$310,170</b>                     | <b>\$253,563</b>                      |
| FTEs                      | 4.00                           | 4.00                            | 4.00                              | 5.00                                 | 4.00                                  |

## 2012-13 HIGHLIGHTS

- Assist County Government in meeting objectives, measures and initiatives listed in our County's Strategic Plan goals.
- Carry out the Durham Soil and Water District Board of Supervisors' Annual Plan of Work.
- Improve the agricultural economics of Durham County by assisting producers with marketing, business plans, etc.
- Administer partnership for the implementation of the recently BOCC adopted Countywide Farmland Plan
- Seek sites and funding for stream restoration and County Stormwater projects
- Review 100% of Sediment and Erosion Control Plans within half of the 20 day allotment period
- Respond to 100% of Drainage Inventory and Evaluations of Durham Residents within a two week period
- Respond to 100% of Pond Inventory and Evaluations of Durham Residents within a two week period
- Increase the knowledge of 50,000 citizens about Natural Resources
- Provide Administration to Durham County's Farmland Advisory Board
- Foster the USDA's Resource Conservation & Development Program with projects from Durham County communities
- Seek applicants for USDA Farmland & Ranchland Protection Program
- Revise Farm Bill conservation plans as requested
- Administrate and provide technical service to Environmental Quality Incentives Program, Wildlife Habitat Incentive Program, Conservation Reserve Program and other USDA subsidy programs as requested, within two week period
- Conduct Status Reviews as required by USDA
- Provide design, layout and/or supervision for construction of conservation practices as requested
- Review 100% of landowners and land users plans for compliance of Farm Bill Plans
- Begin to gather data required by Falls & Jordan Watershed Oversight Committees
- Begin to implement County's Voluntary Nutrient Reduction Program and Nutrient Tracking System
- Administer the new Agricultural Water Resources Assistance program
- Assist County with implementing Nutrient Reduction program
- Work with landowners on Nutrient Management to obtain Nitrogen & Phosphorous reduction required in Falls & Jordan Lake Watersheds
- Assist with carrying out Countywide Farmland Protection Plan
- Recruit applications for the NC Agricultural Development and Farmland Preservation Trust Fund Program
- Seek potential buffer zone site for the Conservation Reserve Enhancement Program
- Allocate 100% of State funds for program to landowners and operators in Durham County
- Review 100 % of active contracts with applicants for compliance
- Spot-check 5% of Ag Cost Share and 25% of CCAP contracts with District Board of Supervisors
- Organize and conduct County's Big Sweep efforts to reduce trash in streams by 14,000 lbs

## 2012-13 PERFORMANCE MEASURES

**Performance Measure:** Stream restoration and stormwater grants carried over from previous fiscal year



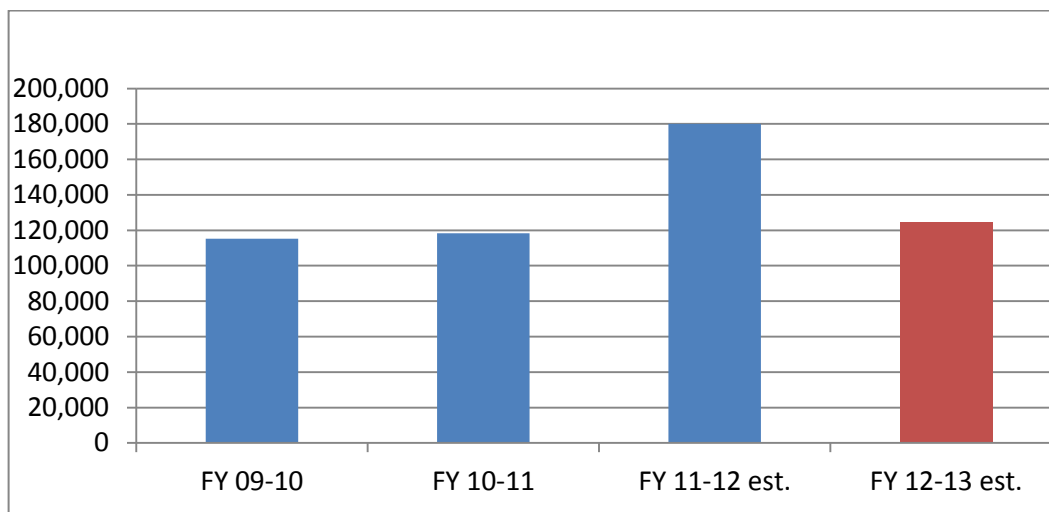
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

Projects are installed with grant funding. This graph tells us if we are submitting high ranked projects in the granting agency's eyes. More funds usually mean more projects, which means more reduction in sediment and nutrients entering water courses.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

Seek additional funding sources as well as partners. If time permits, look at additional sites in hopes of submitting a high ranking application.

**Performance Measure:** State and Federal Cost Share Funds



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

It indicates that our department is getting BMP's on the ground that will conserve, enhance and promote our county's natural resource base. This graph tells us that we are allocating a high percentage of the county's allocated funds.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

Educating the landowners on the various Federal and State Cost Share Programs available. Keep the agricultural community abreast on the watershed rules particularly BMP's that will become mandated. This will allow farmers to enroll in a cost share program to help financially install BMP's.

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# ECONOMIC DEVELOPMENT

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## 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 \$140,000. In addition, this budget includes operational support funding for Downtown Durham, Inc. (DDI) and membership dues for the Research Triangle Regional Partnership (RTRP) in the amount of \$140,000 and \$40,339 respectively.

The county continues to maintain its Economic Development Investment Program to encourage the location and retention of new business and industry. Companies that are scheduled to receive payments and the amount budgeted for each, through their contractual agreements in FY 2012-13 include:

- Capitol Broadcasting Company-- \$612,961
- Eisai, Inc.-- \$100,000
- EMC--\$159,257
- IBM Data Center-- \$107,142
- IEM--\$33,333
- Merck & Co., Inc.-- \$200,000
- Merck & Co., Inc. #2-- \$285,714
- United Therapeutics Corporation-- \$130,000
- Cree Corporation-- \$332,857
- Cyngenta -- \$40,000

# Economic Development

Funds Center: 4990124000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>▽ Expenditures</b>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$498,379                      | \$230,234                       | \$230,234                         | \$326,273                            | \$320,339                             |
| Transfers                 | \$0                            | \$150,000                       | \$0                               | \$150,000                            | \$150,000                             |
| Other                     | \$1,112,152                    | \$2,247,721                     | \$989,818                         | \$2,001,264                          | \$1,000,000                           |
| <b>Total Expenditures</b> | <b>\$1,610,531</b>             | <b>\$2,627,955</b>              | <b>\$1,220,052</b>                | <b>\$2,477,537</b>                   | <b>\$1,470,339</b>                    |
| <b>▽ Revenues</b>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$271,000                      | \$0                             | \$0                               | \$0                                  | \$0                                   |
| <b>Total Revenues</b>     | <b>\$271,000</b>               | <b>\$0</b>                      | <b>\$0</b>                        | <b>\$0</b>                           | <b>\$0</b>                            |
| <b>Net Expenditures</b>   | <b>\$1,339,531</b>             | <b>\$2,627,955</b>              | <b>\$1,220,052</b>                | <b>\$2,477,537</b>                   | <b>\$1,470,339</b>                    |

## 2012-13 HIGHLIGHTS

- Funding for Downtown Durham Inc. closely mirrors funding from the city. The increase is related to the approximate property value of downtown property owned by the city and county.
- The total budgeted amount covers approximately half the economic development contractual obligations based on historical trending averages. If contractual amounts are met in full the County will use General Fund fund balance during the fiscal year to cover these costs.

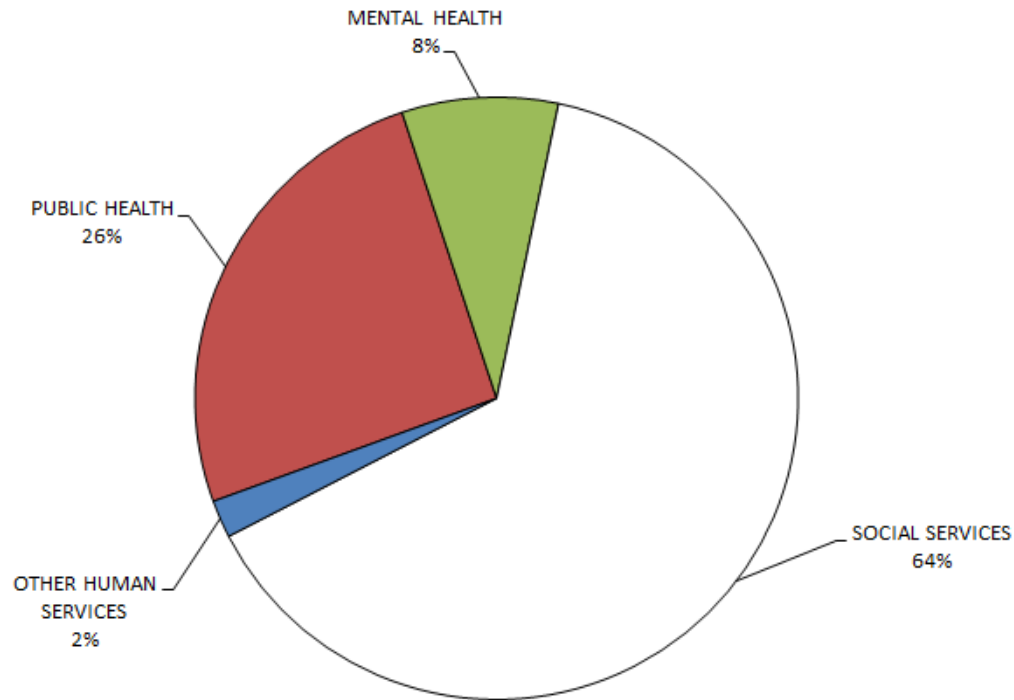
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## **Human Services**

A function of local government which is charged with expenditures for the public welfare including public health, mental health, hospitals, and social services.

## Human Services Approved Budget



| Business area         | 2010-2011<br>Actual<br>Expenditures | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|-----------------------|-------------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| PUBLIC HEALTH         | \$ 18,748,269                       | \$ 19,472,515                   | \$ 18,959,040                     | \$ 19,981,198                        | \$ 20,238,782                         |
| MENTAL HEALTH         | \$ 29,282,517                       | \$ 31,829,666                   | \$ 31,833,537                     | \$ 6,661,442                         | \$ 6,661,442                          |
| SOCIAL SERVICES       | \$ 53,620,239                       | \$ 51,746,341                   | \$ 50,982,428                     | \$ 50,982,030                        | \$ 50,954,313                         |
| OTHER HUMAN SERVICES  | \$ 1,708,030                        | \$ 1,440,705                    | \$ 1,366,341                      | \$ 2,296,613                         | \$ 1,606,205                          |
| <b>Overall Result</b> | <b>\$ 103,359,056</b>               | <b>\$ 104,489,227</b>           | <b>\$ 103,141,346</b>             | <b>\$ 79,921,283</b>                 | <b>\$ 79,460,742</b>                  |

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# PUBLIC HEALTH

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## MISSION

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

## PROGRAM DESCRIPTION

The department is comprised of six divisions: Administration, Nutrition, Health Education, Dental, Community Health and Environmental Health. These divisions work collaboratively to accomplish the following goals:

- Promote optimal health and wellness of children;
- Decrease premature death rates;
- Prevent and control communicable disease; and
- Maximize organization productivity.

## 2012-13 HIGHLIGHTS

The budget for Public Health includes the following items:

- 15.5 new FTEs are budgeted for in FY13. Eleven positions are grant funded through the Diabetes Coalition Project. Three positions are school health nurses in order to improve access to care. The school health nurses are funded through a combination of a Duke Health grant and Home Health Agency sale proceeds from the Community Health Trust Fund. A .5 FTE Pharmacist position is funded through a reduction in the Jail Health contract. The final FTE, an Environmental Health Specialist, is needed to implement the Falls Lake Nutrient Management Strategies.
- Two positions which were completely grant funded in FY12 will now be funded through the County's General Fund. The Tooth Ferry Processing Assistant (1 FTE) provides coordination support for the mobile dental unit and was previously funded by a Blue Cross Blue Shield of North Carolina Foundation grant ending on June 30 (\$37,868). One-quarter of the Local Health Preparedness Coordinator position (1 FTE) will be funded by the County to support activities that are not covered by other grants (\$15,561).
- 1 grant-funded FTE is eliminated to match grant funding.
- Jail Health contract decreased by \$65,324.
- Several new and increased Public Health fees are described in the fee schedule. These fees are included in Community Health, Nutrition, Dental, Laboratory, and Environmental Health divisions.
- The FY 2011-12 twelve month FTE estimate reflects a position audit undertaken mid-year.

## 2011-12 ACCOMPLISHMENTS

- DINE for LIFE was awarded US Department of Agriculture Supplemental Nutrition Assistance Program education funds to conduct nutrition education with Durham residents eligible for food stamps.
- The Health Education division recruited a network of 21 African American churches to conduct community wide events such as blood drives and health fairs.
- The Dental division coordinated Give Kids a Smile Day on February 3, 2012. The clinic saw 28 patients and provided nearly \$5,000 in free dental care.
- The Dental division provided screenings for OBT Head Start as well as kindergarten and fifth grades in all Durham Public Schools elementary schools and all grades in schools selected for the dental van to identify children with urgent needs.
- The Environmental Health division partnered with food truck event organizers to coordinate large gatherings of permitted mobile food vendors. The 'food truck rodeo' events are held at Durham Central Park with participating vendors from several counties serving thousands of people at each event.
- The Environmental Health Onsite Water Protection section has entered into an agreement to participate with the US Geologic Survey and NC Division of Environment and Natural Resources in a water sampling study known as the Optical Brightner Study. Collected data will assist in a better assessment of the contribution from septic systems to nutrient loading into Falls Lake.

# Public Health

Business Area: 5100

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>▽ Expenditures</b>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$12,389,492                   | \$12,861,212                    | \$12,173,177                      | \$13,042,688                         | \$12,961,249                          |
| Operating                 | \$6,218,744                    | \$6,602,156                     | \$6,785,863                       | \$6,886,314                          | \$7,075,224                           |
| Capital                   | \$140,033                      | \$0                             | \$0                               | \$0                                  | \$0                                   |
| Transfers                 | \$0                            | \$9,147                         | \$0                               | \$52,196                             | \$202,309                             |
| <b>Total Expenditures</b> | <b>\$18,748,269</b>            | <b>\$19,472,515</b>             | <b>\$18,959,040</b>               | <b>\$19,981,198</b>                  | <b>\$20,238,782</b>                   |
| <b>▽ Revenues</b>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$4,596,859                    | \$4,595,524                     | \$4,436,730                       | \$4,692,150                          | \$5,333,114                           |
| Contrib. & Donations      | \$695,567                      | \$547,653                       | \$159,166                         | \$0                                  | \$0                                   |
| Service Charges           | \$399,255                      | \$433,290                       | \$353,195                         | \$433,562                            | \$583,562                             |
| Other Revenues            | \$1,945                        | \$1,350                         | \$69,467                          | \$1,350                              | \$1,350                               |
| <b>Total Revenues</b>     | <b>\$5,693,626</b>             | <b>\$5,577,817</b>              | <b>\$5,018,558</b>                | <b>\$5,127,062</b>                   | <b>\$5,918,026</b>                    |
| <b>Net Expenditures</b>   | <b>\$13,054,644</b>            | <b>\$13,894,698</b>             | <b>\$13,940,482</b>               | <b>\$14,854,136</b>                  | <b>\$14,320,756</b>                   |
| FTEs                      | 218.53                         | 208.66                          | 195.46                            | 211.96                               | 209.96                                |

## 2011-12 ACCOMPLISHMENTS (continued)

- The Immunizations program coordinated efforts to two nursing homes with an outbreak of hepatitis B, entering all doses given in to the North Carolina Immunization Registry.
- The Tuberculosis Control program conducted large scale investigations at the Urban Ministries of Durham homeless shelter as well as a joint investigation with Caswell County involving a Durham resident who worked in Caswell.
- The Adult Health program provided clinical screening exams to a minimum of 123 women.
- The AIDS Control program planned, collaborated, and trained for the commencement of UNC STOP study within the STI/HIV testing clinics. The goal of UNC STOP is to test and compare a 4<sup>th</sup> generation HIV test to detect acute HIV.

## 2012-13 PERFORMANCE MEASURES

**Performance Measure:** Communicable Disease Control - Tuberculosis Rate

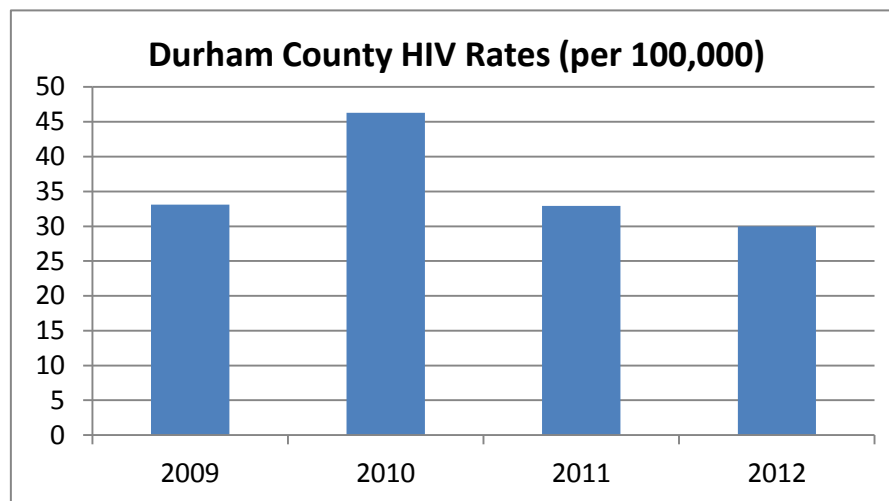
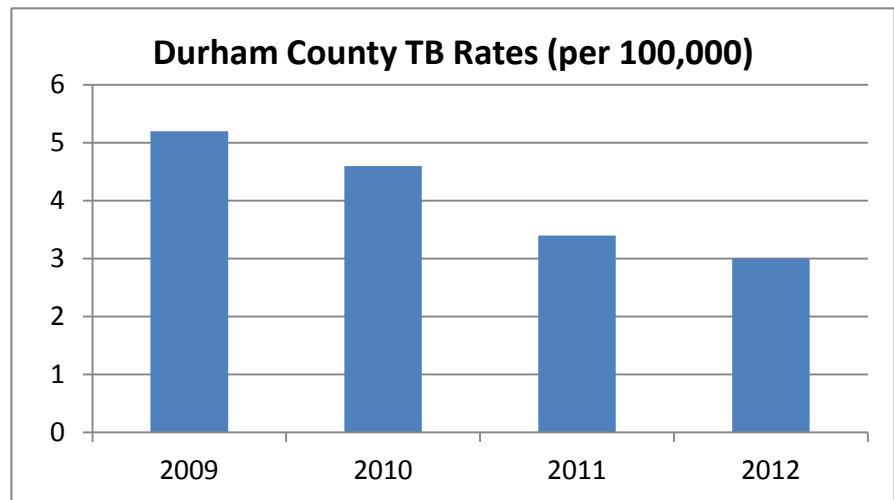
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

Tuberculosis is an infectious disease that has the potential for causing long-term disability or death. It requires multi-drug treatment both to lessen its impact on the individual and to prevent transmission. It is endemic in some countries, and refugees or immigrants from those countries have often not had adequate treatment.

Reducing the incidence and spread of tuberculosis is essential to maintaining the health of the public. We track this measure in order to assure that we are reducing the incidence; if there is evidence of increased incidence, further review is done to determine if there are clusters of cases or particular risk areas.

**What initiatives or changes to programs in FY 2012-13 will your department take on in hopes to improve the overall performance of the related program or goal?**

The Health Department will continue to follow all state and federal guidelines for disease prevention, surveillance, control, and treatment. This includes making use of new technologies for confirming disease and disease resistance. No actual new initiatives are planned.



**Performance Measure:** Communicable Disease Control - HIV Rate

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

HIV is an infectious disease transmitted by contact with body fluids from an infected person. Untreated, it is usually disabling, and ultimately fatal. Identified early, and with appropriate treatment, a person can live many years, and disability is minimized. Institution of control measures for infected person prevents the continued spread of the disease. Tracking this

measure allows us to monitor our success in reducing transmission.

**What initiatives or changes to programs in FY 2012-13 will your department take on in hopes to improve the overall performance of the related program or goal?**

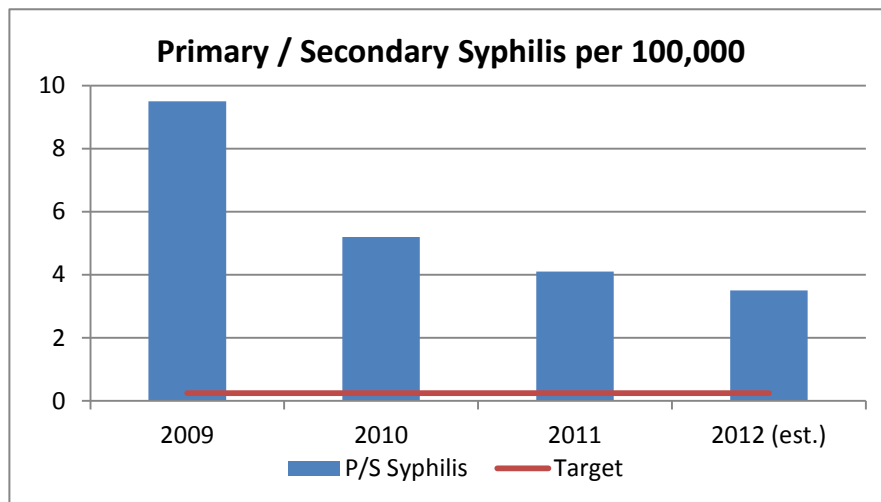
This is a cross-cutting effort in our agency; staff in several programs are actively involved in prevention of HIV transmission, including Communicable Disease, Health Education, and Women's Health. No specific new initiatives are planned.

**Performance Measure:** Communicable Disease Control - Durham County Syphilis Rate

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

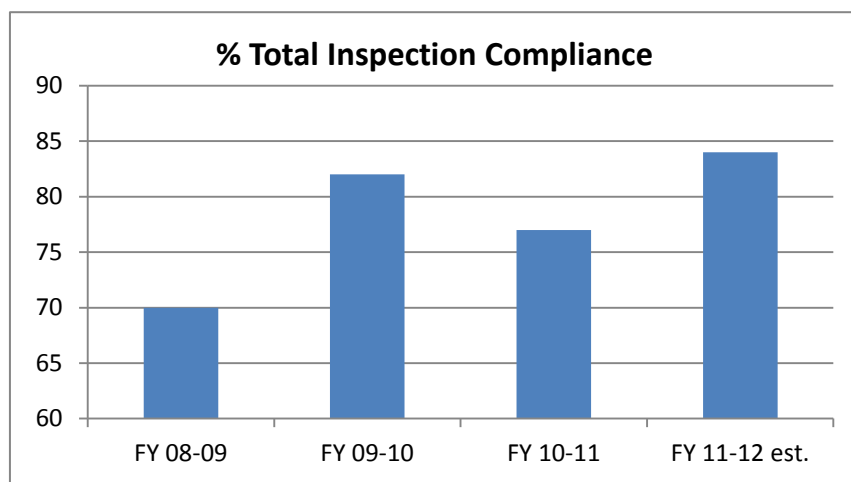
Syphilis as a sexually transmitted infection has a long-term negative effect on the health of individuals. It can also have a debilitating effect on unborn children when the mother contracts the disease. It is almost entirely preventable when safer-sex practices are used. Timely treatment

for infections that do occur reduce the impact on the individual, as well as reducing the likelihood of transmission. Syphilis prevention and treatment is a cross-cutting activity for the Health Department, and is addressed by Health Education, Communicable Disease, and Women's Health. Tracking this measure allows the agency to monitor the success of its efforts, and if the bar is moving in the wrong direction to look at agency and other community factors that might be influencing this change.



**What initiatives or changes to programs in FY 2012-13 will your department take on in hopes to improve the overall performance of the related program or goal?**

The agency is monitoring appropriateness of treatment by outside providers, and looking for gaps in adequate treatment. We hope to be able to present data to show where those gaps occur to influence system changes when appropriate. As a long-term measure, the agency would like to have a dedicated Disease Investigation Specialist to care manage patients with recurrent sexually transmitted infections to help encourage behavior changes that would reduce their rates of transmission. This was not requested for this year's budget, however.



**Performance Measure:** General Inspections – Inspection Compliance

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

The percentage of all establishments under inspection receiving all mandated/required quarterly inspections is a fundamental measure of how well Durham is recruiting, retaining and allocating staff to comply with DENR inspection mandates. It illustrates the level of enforcement of laws directly affecting the health of our citizens. Ensuring this emphasis on high sanitation standards helps prevent

disease and promote a healthy environment. Establishments under mandated inspection requirements include food services, lodging establishments, meat markets, rest homes, child care facilities, schools, residential care facilities and tattoo artists.

**What initiatives or changes to programs in FY 2012-13 will your department take on in hopes to improve the overall performance of the related program or goal?**

A manpower study conducted by State (NCDHHS Food Protection Branch) recommended an additional 3.0 positions to ensure compliance with planned and unplanned mandated activities within the General Inspections Section. Planned mandated activities include food, lodging, child care, and tattoo establishment inspections as well as establishment plan review. Unplanned mandated activities include Lead investigations, Epi investigations, recall activities, establishment fires, and other environmental complaints. In addition, statewide implementation of the Food Code will increase the requirement for educational outreach to food service establishments as well as increase the time required to conduct these inspections.

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# MENTAL HEALTH (ALLIANCE BEHAVIORAL HEALTHCARE LME/MCO)

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## MISSION

The Durham Center is committed to helping individuals and families affected by mental illness, developmental disabilities, and substance abuse in achieving their full potential to live, work, and grow in their community.

We will provide leadership and will collaborate with others to assure a flexible, responsive and cost effective service system with priority assistance to Durham citizens who have limited service and/or financial options.

## PROGRAM DESCRIPTION

The Durham Center is the Local Management Entity (LME) for mental health, developmental disabilities, and substance abuse for the single county catchment area of Durham County. The Durham Center is governed by an Area Board, with all Board members appointed by the Durham Board of County Commissioners.

The Durham Center is responsible for ensuring that Durham County 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. The Durham Center is also responsible for making sure Durham County citizens receive quality services and that their individual rights are protected.

The Durham Center 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. It no longer directly provides mental health, developmental disabilities or substance abuse services.

The Durham Center contracts with more than 200 service providers in the area to provide mental health, developmental disabilities and substance abuse services to children and adults in Durham County. For those clients who do not speak English, we can provide a list of providers who speak other languages.

## 2012-13 HIGHLIGHTS

- The Durham Center will begin operating as a Managed Care Organization (MCO) beginning July 1, 2012. **Alliance Behavioral Healthcare LME/MCO (Alliance)** will administer and service operations covering Durham, Wake, Cumberland and Johnston counties.
- Alliance will have a lease agreement with Durham County to lease space in the Human Services Complex.

## 2011-12 ACCOMPLISHMENTS

This has been a year of unprecedented transition for The Durham Center. As FY11 closed The Durham Center had applied to the State for Medicaid 1915 (b)/(c) waivers as Lead LME in a partnership with Cumberland and Johnston Counties. Subsequently it was approved by the NC Department of Health and Human Resources to operate as a Managed Care Organization under Medicaid waivers for this three-county region beginning in January 2013. Occurring in parallel to the massive task of preparing to implement MCO operations was The Durham Center's merger with the Wake County LME, with an operational date of July 2012. This merger will result in the largest Managed Care Organization in North Carolina by population, with responsibility for utilization review and authorization of services for approximately 186,000 Medicaid-eligible citizens in a four-county area with a total population of almost 1.7 million. Significant similarities made the two LMEs logical partners for merger, with benefits anticipated for citizens, consumers, providers and taxpayers.

Also in FY12 the BECOMING project, funded by a six-year, \$5.4 million grant from the U.S. Substance Abuse and Mental Health Services Administration, completed the development of a comprehensive strategic plan, hosted a well-received kickoff event for community partners, and began providing services to Durham County young people.

# Mental Health (Alliance Behavioral Healthcare LME/MCO)

Business Area: 5200

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$4,881,023                    | \$6,612,327                     | \$5,255,194                       | \$0                                  | \$0                                   |
| Operating                 | \$24,387,830                   | \$25,217,339                    | \$26,026,328                      | \$6,661,442                          | \$6,661,442                           |
| Capital                   | \$13,665                       | \$0                             | \$12,825                          | \$0                                  | \$0                                   |
| Transfers                 | \$0                            | \$0                             | \$539,190                         | \$0                                  | \$0                                   |
| <b>Total Expenditures</b> | <b>\$29,282,517</b>            | <b>\$31,829,666</b>             | <b>\$31,833,537</b>               | <b>\$6,661,442</b>                   | <b>\$6,661,442</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$22,411,145                   | \$25,087,224                    | \$24,472,276                      | \$0                                  | \$0                                   |
| Rental Income             | \$0                            | \$0                             | \$0                               | \$279,000                            | \$0                                   |
| Service Charges           | \$78,153                       | \$50,000                        | \$80,772                          | \$0                                  | \$0                                   |
| Other Revenues            | \$54,968                       | \$31,000                        | \$12,156                          | \$0                                  | \$0                                   |
| <b>Total Revenues</b>     | <b>\$22,544,266</b>            | <b>\$25,168,224</b>             | <b>\$24,565,204</b>               | <b>\$279,000</b>                     | <b>\$0</b>                            |
| <b>Net Expenditures</b>   | <b>\$6,738,252</b>             | <b>\$6,661,442</b>              | <b>\$7,268,333</b>                | <b>\$6,382,442</b>                   | <b>\$6,661,442</b>                    |
| FTEs                      | 106.50                         | 106.50                          | 107.50                            | 0.00                                 | 0.00                                  |

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# SOCIAL SERVICES

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## 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 of the Durham County Department of Social Services makes this commitment to individuals, families, our community and ourselves:

- We will show **RESPECT** by recognizing the importance of each individual, treating everyone with kindness, dignity and compassion.
- We will demonstrate **INTEGRITY** by being honest, dependable, trustworthy, responsible and accountable for performance and results.
- We will cultivate **PARTNERSHIP** as the best way to help individuals and families develop their strengths and meet their needs, while working together to achieve more.

## PROGRAM DESCRIPTION

### Administration

This cost center includes the activities of the Fiscal Accountability and Program Support Division and the Customer Accountability and Program Development Division. These divisions support the department's direct services staff, which carry out the department's mission.

Key components of the Fiscal Accountability and Program Support Division include:

- Accounting
- Budget preparation
- Information technology management and planning
- Information technology support
- Facility support
- Risk management
- Planning
- Evaluation

Key components of the Communication, Development and Customer Information Division include:

- Management of internal and external communications
- Staff training
- Organizational development
- Customer service
- Customer information center
- Results based accountability (RBA)

### Services

These programs provide for the protection of abused and neglected children and adults, the provision of services to prevent unnecessary institutionalization of disabled and elderly residents, Work First support services, school and community social work services, and child day care subsidy. Services and programs include:

**Adult Social Work Services** - provides services that allow disabled and elderly adults to remain in their own homes; protection of adults from abuse, neglect, exploitation; in-home supportive services to avoid unnecessary institutionalization; supervision of adult care homes and facilities; and financial assistance to cope with crisis situations related to health, loss of employment, housing, and energy problems.

**Child Protective Services** - Receives screens and investigates reports of suspected abuse, neglect and dependency of children from birth to 18 years old; provides intensive in-home services to families at risk of or with a history of child abuse, neglect or dependency.

# Social Services

Business Area: 5300

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$22,642,651                   | \$22,982,751                    | \$21,534,492                      | \$23,448,574                         | \$23,490,801                          |
| Operating                 | \$30,977,588                   | \$28,126,343                    | \$29,120,689                      | \$27,260,133                         | \$27,190,189                          |
| Capital                   | \$0                            | \$569,247                       | \$259,247                         | \$200,000                            | \$200,000                             |
| Transfers                 | \$0                            | \$68,000                        | \$68,000                          | \$73,323                             | \$73,323                              |
| <b>Total Expenditures</b> | <b>\$53,620,239</b>            | <b>\$51,746,341</b>             | <b>\$50,982,428</b>               | <b>\$50,982,030</b>                  | <b>\$50,954,313</b>                   |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$37,406,041                   | \$33,289,396                    | \$35,250,267                      | \$34,369,116                         | \$34,369,116                          |
| Contrib. & Donations      | \$40,579                       | \$43,285                        | \$37,929                          | \$840                                | \$840                                 |
| Service Charges           | \$253,211                      | \$207,096                       | \$187,402                         | \$199,521                            | \$199,521                             |
| Other Revenues            | \$82,613                       | \$35,000                        | \$61,835                          | \$0                                  | \$0                                   |
| <b>Total Revenues</b>     | <b>\$37,782,443</b>            | <b>\$33,574,777</b>             | <b>\$35,537,433</b>               | <b>\$34,569,477</b>                  | <b>\$34,569,477</b>                   |
| <b>Net Expenditures</b>   | <b>\$15,837,796</b>            | <b>\$18,171,564</b>             | <b>\$15,444,995</b>               | <b>\$16,412,553</b>                  | <b>\$16,384,836</b>                   |
| FTEs                      | 475.45                         | 475.45                          | 472.45                            | 472.45                               | 475.45                                |

**Child Foster Care and Adoptions** - Provides for the safety and well-being of youth placed in the legal custody of the Durham County Department of Social Services by the juvenile court, and finds permanent, adoptive homes for youth who cannot be reunited with their families or relatives. Recruits, trains and supports foster and adoptive families.

**Durham's Alliance for Child Care Access (DACCA)** - A unified child care subsidy system responsible for the administration of child care scholarships, transportation services through Smart Start Transportation and access to resource and referral information. The collaboration is governed by a Leadership Team consisting of Directors from the partner agencies: Durham County DSS, Child Care Services Association, Operation Breakthrough and Durham's Partnership for Children. In addition to providing financial subsidy, the program also provides training and technical assistance to contracted child care providers.

**Work First Employment Support Services** - Provides services to current and former Work First recipients, which enable families to gain economic self-sufficiency by helping them find and retain employment.

**Family Crisis and Adult ACCESS Services** - Focuses on assisting families and elderly and disabled adults with counseling, information and referral as well as temporary financial assistance to cope with crisis situations related to health, loss of employment, housing and energy problems.

**Community Initiatives** - Partners with agencies including, Duke University Health System and Durham Public Schools, to provide social work services in the community.

## Public Assistance

These programs provide entitlement benefits for health access and nutrition services, foster care and adoption payments as well as cash assistance through Work First. The programs are **Food Assistance; Medicaid and North Carolina Health Choice for Children; and Work First Family Assistance**. The Food Assistance program provides nutrition assistance to eligible families and individuals through an electronic benefit card. The Medicaid and North Carolina Health Choice for Children programs provide health insurance to eligible families and individuals. The Work First Family Assistance program provides Work First cash assistance to families to meet their basic needs of cash, shelter and medical assistance.

## Child Support Enforcement

This program ensures that non-custodial parents provide financial and medical support for their children. Child Support Enforcement services include location of non-custodial parents and their assets; establishment of support orders; establishment of paternity, if necessary; collection and distribution of payments; and enforcement of legal child support obligations.

## **2012-13 HIGHLIGHTS**

- Three additional customer representative positions are created to assist individuals visiting the Human Services Complex.
- Continued funding for a joint homelessness prevention initiative between the City of Durham and Durham County to ensure that City and County activities compliment and adhere to the Federal Strategic Plan to End and Prevent Homelessness, *Opening Doors*. One position and financial assistance has been funded in the DSS budget.

## **2011-12 ACCOMPLISHMENTS**

### **Fiscal Accountability and Program Support Division**

- Continued partnership with other departments in planning for the new Human Services Complex.
- Provided effective contract management for more than seventy (70) contracts, ensuring fiscal and performance accountability.
- Continued to analyze time entry in order to draw down all revenue.
- Continued to scan records (over 9 million images).
- Maximized resources effectively, leaving very little money unspent from non-county sources.
- Assisted all divisions with planning and data collection.

### **Customer Accountability and Program Development Division**

- Assisted in developing and revising automated Quality Control (QC) tools in the following programs: Adult Medicaid, Family & Children Medicaid, Work First, Child Support and Food & Nutrition. The automated quality control tools streamline the record review process by capturing and aggregating record review results electronically. Automated reports are available to supervisors, Program Managers and the Quality Assurance unit on-demand.
- Assisted in the development of document imaging protocols in Laser fiche for Adult Medicaid, Family & Children Medicaid, Work First, Child Support and Food & Nutrition. These procedures were necessary to access scanned records.
- Reviewed over 5400 records in Adult Medicaid, Family & Children Medicaid, Work First, Child Support and Food & Nutrition for regular monthly quality control (average 450 records per month).
- Assisted in reviewing over 200+ records in preparation for Federal and State monitoring visits for all programs.
- Instrumental in refining protocols for monitoring 40+ contracts held by Department of Social Service (DSS). Conducted quarterly monitoring for 30 contracts. Participated in the Request for Proposal (RFP) Pre-Bidder's Conference and assisted in the selection of RFPs.
- Conducted program-specific training for 359 employees. (Includes training for new employees in Adult Medicaid, Family & Children Medicaid, Work First, Child Support and Food & Nutrition as well as other training topics relevant in individual programs.)
- Conducted mandatory training for 495 employees across all programs. (Includes required Federal and State trainings as well as DSS required trainings such as DSS New Employee Orientation, Personal Safety and Personal Safety Refresher trainings.)
- Conducted training for 419 employees across all programs that included a wide range of topics to address programming needs and interpersonal skills such as Valuing Diversity, Managing Change, Dealing with Organizational Change, Stress Management, Time Management and Providing Excellent Customer Service.
- Both QAT and Information Technology staff provided technology training to 217 DSS employees.
- Published an Annual Report, a quarterly Results Based Accountability (RBA) report and newsletter providing information on agency accomplishments, challenges, events, programs and measurable indicators of success.
- For FY 2011 the Call Center received 222,001 calls. Of those calls 217,563 were handled. That is a 98% call handled rate.
- The Reception Areas at the Duke and Main street provided front-line reception duties, scanned mail and routed clients to correct designation for over 77,000 clients.
- Records Management Team (RMT) – prepped and scanned over 1 million individual documents, which includes U.S. mail, lobby mail and programs' documents.
- Program Integrity collected \$419,718.92 at the end of FY 2011, which exceeded the collection goal by \$94,718.92. To date Program Integrity has collected \$175,434.35.

### **Adult Social Work Services**

- Playing a role in Durham CAN focusing on issues impacting seniors is one of their action agenda items for 2012.
- Continue to manage an award-winning web site on adult care homes in Durham County.

- Continued to increase the number of elderly and disabled adults that remain in their own homes as a result of in – home and community services.
- Partnered with the City of Durham, the County, and area non-profits to continue activities, which focus on preventing homelessness and housing those that are homeless.
- Primary organizer of PEAVD (Partners Eliminating Adult Victimization in Durham) developed to eliminate abuse of vulnerable and older adults by bridging the gaps in communication and collaboration within our community.
- 99.5% of abused, neglected or exploited adults did not suffer further abuse, neglect or exploitation for at least 1year after the receipt of services.
- 99.1% of adults receiving supportive services from our Division were able to remain living in their own home.

#### **Child Protective Services**

- The repeat maltreatment rate in Durham County (1.4%) continues to be far below the standard set by the Federal government and the statewide rate.
- Timely initiation of family assessments (98%) exceeding State goal of (94%).
- Enhanced CPS In Home Services/Kinship Care linked with Emergency Assistance and Durham Public School to better serve families
- Added supervisory staff to more efficiently manage the DSS School Social Workers
- Continued partnerships with community agencies to prevent child abuse and neglect.
- No child abuse deaths during this year.
- No abuse with Prevention cases (98%) exceeding the State goal of (94%)
- Children remained in kinship homes (99%) exceeding the State goal of (95%)
- Developed an automated CPS Intake system (Dashboard) that will track and monitor State timeframes and merge demographic information gathered at time of report which will populate into monthly statistics, face sheet and Laser fiche.

#### **Child Placement and Supportive Services**

- Met State Goal of Adoptions (29) for number of youths leaving foster care through adoptions.
- Decreased the number of children in foster care.
- 98% of youths remain in same school or day care upon entry into foster care.
- 97% of youth are placed in familial settings upon entry into foster care.
- No Adoption Dissolutions in two (2) years.
- 85% of youth in foster care were promoted and/or graduated.
- No re-entries into foster care for youth who exited in FY10.

#### **Durham's Alliance for Child Care Access (DACCA)**

- 86% of children ages 0-5 are placed in child care facilities with 3, 4, or 5 star ratings
- Average star rating for children 0-5 years old was 3.6
- 99.9% of preschool children receiving subsidies were in regulated care

#### **Work First Employment Support Services**

- The Work First Team (WFFA and WFES) achieved an All Parent Participation Average Rate of 56.74% exceeding the State goal of 50%
- 123 recipients entered employment
- 126 families received Benefit Diversion payments (assistance given to families diverting them from signing on as Work First Participants).
- Social Workers provided services to an average of 357 individuals per month.

#### **Adult ACCESS Services**

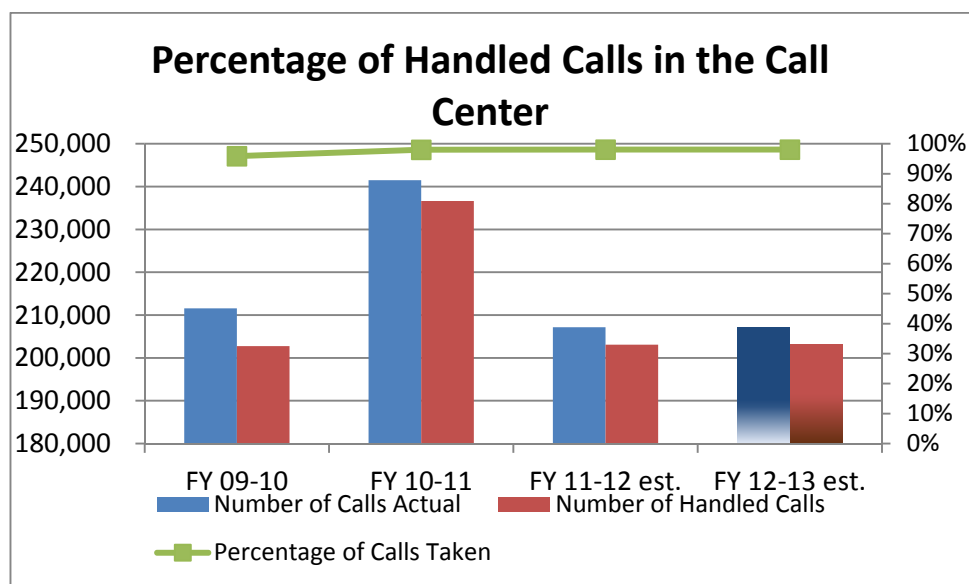
- ACCESS completed 6,347 applications for assistance
- ACCESS prevented 5,758 families from potential homelessness
- ACCESS disbursed \$1,129,124 in Emergency Assistance
- CSSTs provided assistance to 1,432 unduplicated customers
- HPRP prevented 71 families from becoming homeless
- HPRP disbursed \$84,890 to families to pay rent and past due utilities bills

## Community Initiatives

- Continued an innovative partnership with Durham Public Schools and Durham County Public Health to assist students at risk of academic failure or out-of-home placement
- The county received an award from the North Carolina Association of County Commissioners for the Computer 4 Kids Program coordinated from the Community Initiatives Section.
- 240 computers were distributed to kids in the Durham Community.
- The homeless program provided services to over 600 children in Durham Public Schools.
- The Share your Christmas Program provided gifts to over 4,600 individuals.
- The Adolescent Parenting Program received a small grant from JCPC. We also received an additional \$1,500 to support the summer enrichment program for program participants.
- Community Initiative partnered with the Volunteer Program to have a the Book bags for Kids Extravaganza for back to school

## 2012-2013 PERFORMANCE MEASURES

**Performance Measure:** Percentage of Handled Calls in the Call Center



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

The Department's mission is to partner with families and communities in achieving well-being through prosperity, permanence, safety and support. The Department's responsiveness to calls is a primary indicator of customer service excellence. For many customers it is the initial contact with the Department. Prompt and courteous response to the over 200,000+ calls help to set the tone for the community's perception of the Department.

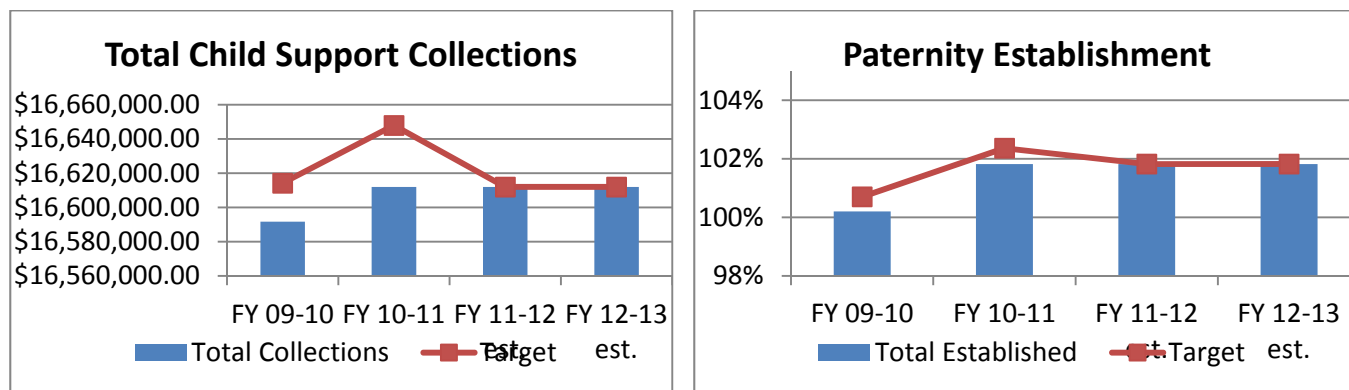
One of the core values of the Department is "to cultivate partnerships as the best way to help individuals and families develop their strengths while working together to achieve more." The beginning of that partnership is how efficient and proficient the call center responds to calls, handles the calls, and gives accurate information while engaged with the caller. The various reports generated by the Call Center tracks specific information pertaining to calls received and transferred to the worker. Tracking this performance measure helps to maintain a high level of service. Information is shared with the Program and is addressed as needed in terms of accountability.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

The Department is constantly looking for ways to improve performance. For FY 2012-2013 we are exploring the following:

- Utilize Call Center monitoring software to listen to a percentage of calls to assess performance
- Post-call surveys to determine customer satisfaction.
- Track the number of repeat calls and evaluate the sequence of the calls in terms of date and time, and present the information to the Programs for their analysis and feedback.
- Implement Call Center innovations ( i.e., E-Mail, Web Chat, and self-service transaction)

**Performance Measure:** Child Support Collections and Paternity Establishment



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

Collections represent payments that are actually received by families. It represents the culmination of all the work that is done by each individual in Durham County Child Support. From the initial application, appointment, location and service of the individual, court actions, entry of an order, distribution of the payment or enforcement of the order there are many tasks, phone calls, documents, interactions with child support partners that all come together to get the money to children. The mission of the child support program is to collect money ordered by the court. Children deserve every dollar. Every action ultimately is directed towards the payment and disbursement of that payment to the Custodial Party.

In addition every child deserves to know their parentage. All children born outside of a marriage have a right to support from both parents. Therefore, child support is mandated to determine the biological parent in order to request support. Every child support order represents a child who has a father that acknowledged that he was the father or is/was married to the mother of the child. This goal represents family and care for children. Children receive inheritance rights, rights to SSA if parents become disabled, and a right to have a relationship with a father. Child Support partners with local hospitals to have Affidavits of Parentage signed at the birth of the child. If fathers have doubts as to paternity, 15 local staff members are qualified to conduct the Buccal Swabs for LabCorp to perform Genetic Testing in order to determine paternity.

Child support staff is specialized in groups that interact with each other to produce the end effect of quality, quantity and service to families. The State and Federal Governments set the standard of goals that are tied to incentives for high performance states and counties. This ensures that all child support entities perform at the most efficient levels possible to meet or exceed in service to families. Child Support Staff use the policy and procedures mandated by the Federal and State Governments and local procedures that are mandated by local custom and the needs of individuals in each case. Self-Assessment and in-house training help to maintain a high performance level and allow for re-positioning to improve and meet our goals as needed.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

Child Support will initiate and support plans to be actively involved in employment programs that assist non-custodial parents to become gainfully employed and to address other barriers to employment. Adjust to the expenditures that are being passed to counties by the state. Facilitate transition to Laser Fiche and a virtually paper free environment. Assist staff to embrace the change and maintain a positive attitude. Strengthen our relationship with hospital staff, the court system, county attorney's office, sheriff department, DSS Staff, our colleagues across the state and nation to continue to serve families through innovation and creative thinking and working.

# 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 Teen Court and Restitution \$170,000
- Evidence Based Trauma Assessment and Treatment (Child and Parent Support Services) \$12,000
- Parenting of Adolescents (Exchange Clubs' Family Center) \$79,479
- The P.R.O.U.D (Personal Responsibility to Overcome with Understanding and Determination) Program \$62,285
- Rites of Passage (Durham Business and Professional Chain) \$8,400
- Young Warriors Athlete Scholarship (Ligo Dojo of Budo Karate) \$18,000
- Juvenile Justice Project (Elna B. Spaulding Conflict Resolution Center) \$9,600
- Housing Authority Truancy Reduction Intervention \$12,000
- Durham County Psychological Assessment (The Durham Center) \$55,803

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) \$93,599
- Juvenile Crime Prevention Council Administrative Costs (Criminal Justice Resource Center) \$15,500

**Funds Center:** 5800273000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>▽ Expenditures</b>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$418,294                      | \$385,400                       | \$385,400                         | \$427,567                            | \$427,567                             |
| <b>Total Expenditures</b> | <b>\$418,294</b>               | <b>\$385,400</b>                | <b>\$385,400</b>                  | <b>\$427,567</b>                     | <b>\$427,567</b>                      |
| <b>▽ Revenues</b>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$418,294                      | \$385,400                       | \$385,400                         | \$427,567                            | \$427,567                             |
| <b>Total Revenues</b>     | <b>\$418,294</b>               | <b>\$385,400</b>                | <b>\$385,400</b>                  | <b>\$427,567</b>                     | <b>\$427,567</b>                      |
| <b>Net Expenditures</b>   | <b>\$0</b>                     | <b>\$0</b>                      | <b>\$0</b>                        | <b>\$0</b>                           | <b>\$0</b>                            |

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# HOMELESSNESS SERVICES

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## PROGRAM DESCRIPTION

The Homelessness Services fund center was created to monitor funding for the 10-Year Results Plan to End Homelessness and Urban Ministries of Durham. In FY 2011-2012, funds for Homelessness Services will be allocated in the Department of Social Services and County Manager's Office funds centers.

In past years, Durham County funded a contract with the Durham Affordable Housing Coalition to implement the 10 Year Results Plan to End Homelessness. In FY 2011-2012, funds are budgeted in the Department of Social Services based on recommendations from the City of Durham's Department of Community Development to support other coordinated efforts to end chronic homelessness, including the provision of permanent, supportive housing.

The mission of Urban Ministries of Durham is to provide food, clothing, shelter and supportive services to neighbors in need. Durham County supports the Community Shelter at Urban Ministries of Durham, housing 81 beds for men, 30 beds for women and 9 rooms, each with a private bath, for families. In emergency situations, the shelter can house up to 175 individuals. The organization also offers a Community Kitchen, Food Pantry and Clothes Closet as well as programs in addiction recovery and job training. In FY 2011-2012, \$164,440 is budgeted in the County Manager's Office for a service contract with Urban Ministries of Durham.

**Funds Center:** 5800273100

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$200,397                      | \$0                             | \$0                               | \$0                                  | \$0                                   |
| <b>Total Expenditures</b> | <b>\$200,397</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>\$200,397</b>               | <b>\$0</b>                      | <b>\$0</b>                        | <b>\$0</b>                           | <b>\$0</b>                            |

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# COORDINATED TRANSPORTATION SYSTEM

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## MISSION

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

## PROGRAM DESCRIPTION

North Carolina Cooperative Extension is an educational partnership between county government and the state's land grant universities – North Carolina State University and North Carolina Agricultural and Technical State University – and the federal government. Local issues are addressed through educational programs delivered at the county center as well as in the community.

Coordinated Transportation is funded by the North Carolina Department of Transportation to assist in assuring accessibility to transportation for citizens with special needs and those living outside the urban sections of the community. Human services and nonprofit agencies use this funding to reduce transportation costs for citizens served. Staff, in conjunction with the Transportation Advisory Board, identifies needs, leverages resources and evaluates options for helping agencies and citizens meet their transportation needs.

## 2011-12 ACCOMPLISHMENTS

- Durham County ACCESS provided approximately 53,475 trips to residents of the County. These include services for employment, general public and human service passengers.
- Acquired additional funding to support disabled and elderly citizens who are in need of door-to-door services/assistance.
- Increased ridership especially to those individuals living in the rural part of the County.
- Substantial increase in overall funding level and sources to support Community Transportation.

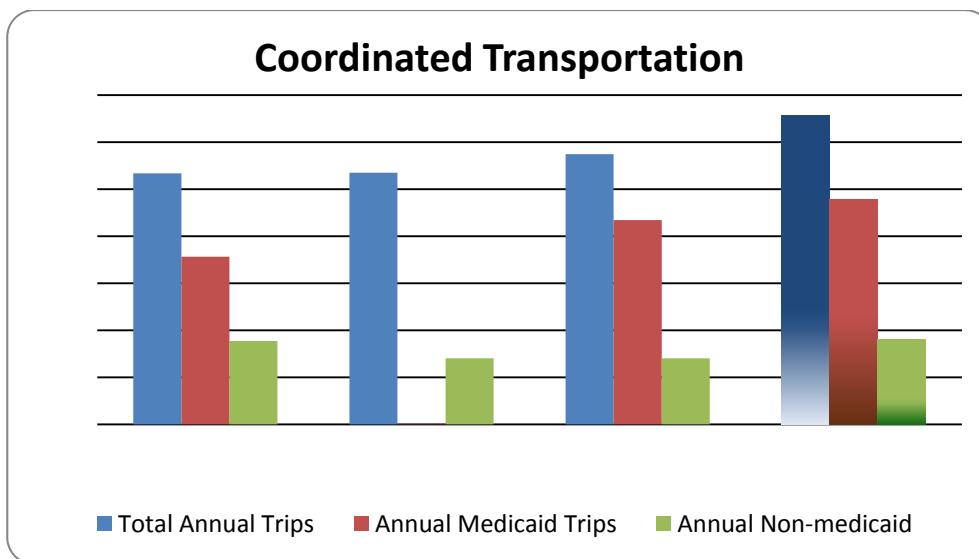
# Coordinated Transportation System

Funds Center: 5800650000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$87,633                       | \$77,964                        | \$68,572                          | \$108,011                            | \$108,011                             |
| Operating                 | \$263,168                      | \$327,040                       | \$244,768                         | \$403,076                            | \$403,076                             |
| Capital                   | \$107,199                      | \$48,500                        | \$80,137                          | \$86,000                             | \$86,000                              |
| <b>Total Expenditures</b> | <b>\$458,000</b>               | <b>\$453,504</b>                | <b>\$393,477</b>                  | <b>\$597,087</b>                     | <b>\$597,087</b>                      |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$471,645                      | \$458,806                       | \$399,684                         | \$584,886                            | \$584,886                             |
| <b>Total Revenues</b>     | <b>\$471,645</b>               | <b>\$458,806</b>                | <b>\$399,684</b>                  | <b>\$584,886</b>                     | <b>\$584,886</b>                      |
| <b>Net Expenditures</b>   | <b>(\$13,646)</b>              | <b>(\$5,302)</b>                | <b>(\$6,207)</b>                  | <b>\$12,201</b>                      | <b>\$12,201</b>                       |
| FTEs                      | 2.00                           | 2.00                            | 2.00                              | 2.00                                 | 2.00                                  |

## 2012-13 PERFORMANCE MEASURE

**Performance Measure:** Number of elderly and disabled citizens transported via Coordinated Transportation



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

Coordinated Transportation, through Durham County ACCESS, provided 53,475 trips in FY10-11 and expects to provide approximately 57,000 trips in FY11-12 to residents of Durham County. Service is provided through a shared-ride, demand-response transportation program using a fleet of lift-equipped vans. The general public and clients of human service agencies who are 60 or older, have a disability, or are transportation disadvantaged ride Durham County ACCESS vans for medical, work-related and other personal care purposes. These transportation services allow residents to lead healthier, richer lives, increase family prosperity and enhance the passengers overall quality of life.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

Though Coordinated Transportation experienced significant cuts to long-standing grants that supported the program in the past, we were awarded three new grants from the North Carolina Department of Transportation and the Durham Chapel Hill Carrboro Metropolitan Planning Organization. These grants will allow for the expansion of services through the existing curb-to-curb, shared-ride van program as well as the development of a new door-to-door, individual-trip program. The new services should become fully operational in FY12-13.

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# HUMAN SERVICES NONPROFIT AGENCIES

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## 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. The following agencies are budgeted within this cost center:

- A Helping Hand
- Big Brothers Big Sisters of the Triangle
- Child and Parent Support Services
- Child Care Services Association
- Dress for Success Triangle
- Durham Center for Senior Life
- Durham Congregations in Action
- Durham Economic Resource Center (DERC)
- Durham Interfaith Hospitality Network
- Durham Literacy Center
- El Centro Hispano
- Elna B. Spaulding Conflict Resolution Center
- Genesis Home
- Inter-Faith Food Shuttle
- Operation Breakthrough
- Piedmont Wildlife Center
- Planned Parenthood of Central North Carolina
- Reality Ministries, Inc.
- Rebuilding Together of the Triangle
- Salvation Army
- Senior PHARMAssist
- Triangle Radio Reading Service
- Triangle Residential Options for Substance Abusers (TROSA)

Detailed funding information for each nonprofit agency is listed in the Appendix.

# Human Services Nonprofit Agencies

Business Area: 5800

| Summary                     | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|-----------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>       |                                |                                 |                                   |                                      |                                       |
| ▷ Operating                 | \$631,340                      | \$601,801                       | \$587,464                         | \$1,271,959                          | \$581,551                             |
| ▷ <b>Total Expenditures</b> | <b>\$631,340</b>               | <b>\$601,801</b>                | <b>\$587,464</b>                  | <b>\$1,271,959</b>                   | <b>\$581,551</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>\$631,340</b>               | <b>\$601,801</b>                | <b>\$587,464</b>                  | <b>\$1,271,959</b>                   | <b>\$581,551</b>                      |

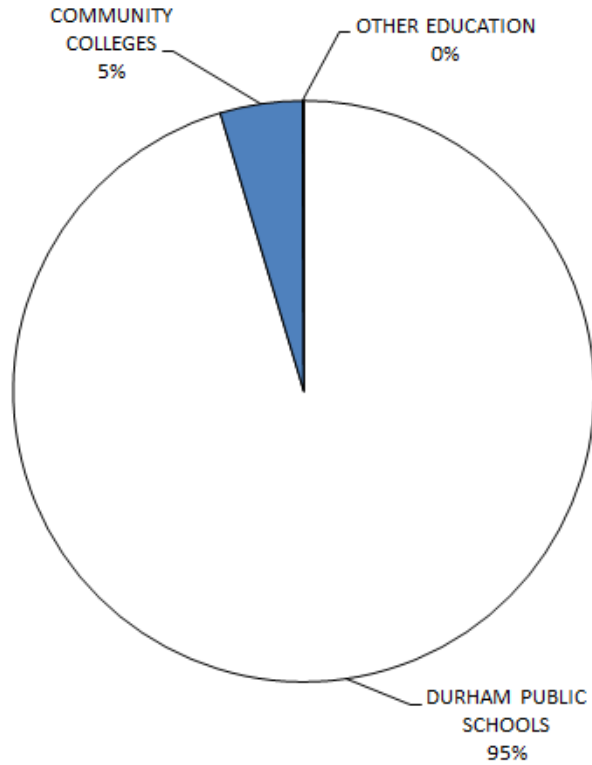
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## **Education**

A function of local government which provides direct financial support to public school systems within the county.

## Education Approved Budget



| Business area         | 2010-2011<br>Actual<br>Expenditures | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|-----------------------|-------------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| DURHAM PUBLIC SCHOOLS | \$ 108,402,189                      | \$ 110,106,952                  | \$ 110,106,952                    | \$ 116,921,782                       | \$ 117,166,662                        |
| COMMUNITY COLLEGES    | \$ 4,529,918                        | \$ 4,529,918                    | \$ 4,529,918                      | \$ 5,775,400                         | \$ 5,628,189                          |
| OTHER EDUCATION       | \$ 93,186                           | \$ 103,286                      | \$ 103,286                        | \$ 646,040                           | \$ 82,250                             |
| <b>Overall Result</b> | <b>\$ 113,025,293</b>               | <b>\$ 114,740,156</b>           | <b>\$ 114,740,156</b>             | <b>\$ 123,343,222</b>                | <b>\$ 122,877,101</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 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 2011-12 ADM | 33,072       |
| Minimum funding for FY 2011-12   | \$64,821,120 |

(In addition, if the ADM for charter schools was factored in (an additional 3,509 pupils, for a total of 36,581 pupils), the calculation would equate to \$71,698,760 minimum funding for FY 2012-13. Durham County funding exceeds these thresholds.)

|                              | FY 2010-11<br>Actual | FY 2011-12<br>Approved | FY 2012-13<br>Requested | FY 2012-13<br>Approved |
|------------------------------|----------------------|------------------------|-------------------------|------------------------|
| General Fund Current Expense | \$107,032,189        | \$108,736,952          | \$115,551,782           | \$115,796,662          |
| General Fund Capital Outlay  | \$1,370,000          | \$1,370,000            | \$1,370,000             | \$1,370,000            |
| Total General Fund           | \$108,402,189        | \$110,106,952          | \$116,921,782           | \$117,166,662          |
| School Debt Service          | \$23,765,106         | \$26,013,886           | \$28,248,183            | \$28,248,183           |
| <b>TOTAL FUNDING</b>         | <b>\$132,167,295</b> | <b>\$136,120,838</b>   | <b>\$145,169,965</b>    | <b>\$145,414,845</b>   |

The Board of Education's (BOE) FY 2012-13 budget request represents a 6.19% (\$6,814,830) increase compared to the FY 2011-12 Approved Budget. The total increase requested is supported by new Article 46 sales tax revenue that was approved by Durham County citizens to support education initiatives across several county funded areas. DPS estimated that sales tax growth at \$6,400,000, which is \$244,880 lower than the county estimate of Article 46 sales tax dedicated for education.

The Board of County Commissioners approved a resolution allotting 67.12% of the new Article 46 sales tax to DPS for education needs and 2.17% of Article 46 sales tax for Pre-K programs. Using a county estimate of FY 2012-13 Article 46 sales tax collection at \$9.9 million that means DPS would get \$6,644,880 for education needs and \$214,830 for Pre-K needs (another \$200,000 from FY 2011-12 Article 46 Sales Tax collection was added to the Pre-K funding as a one-time initial outlay). Capital outlay funding for DPS was requested at the same amount that was budgeted in the previous fiscal year. Total Durham Public School funding for FY 2012-13 is \$7,059,710 (6.41%) higher than FY 2011-12.

Student projections (or student allotment figures) for FY 2012-13 are estimated to be 36,581 (for DPS and Charter Schools), therefore the county current expense funding per pupil is \$3,165 per pupil, a \$120 per pupil increase from FY 2011-12. Including capital outlay and debt service funding, Durham County supports public education at \$3,993 per pupil. If Pre-K funding is not included in the above equation, because it is not for normally counted pupils (1st-12th Grade), the current expense per pupil amount drops \$11 to \$3,154, a \$109 increase from FY 2011-12. The total support for public education would be \$3,975.

# Durham Public Schools

Funds Center: 5910540000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$107,032,189                  | \$108,736,952                   | \$108,736,952                     | \$115,551,782                        | \$115,796,662                         |
| Capital                   | \$1,370,000                    | \$1,370,000                     | \$1,370,000                       | \$1,370,000                          | \$1,370,000                           |
| <b>Total Expenditures</b> | <b>\$108,402,189</b>           | <b>\$110,106,952</b>            | <b>\$110,106,952</b>              | <b>\$116,921,782</b>                 | <b>\$117,166,662</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>\$108,402,189</b>           | <b>\$110,106,952</b>            | <b>\$110,106,952</b>              | <b>\$116,921,782</b>                 | <b>\$117,166,662</b>                  |

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# DURHAM TECHNICAL COMMUNITY COLLEGE

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## 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.

|                      | <b>FY 2010-11<br/>Actual</b> | <b>FY 2011-12<br/>Approved</b> | <b>FY 2012-13<br/>Requested</b> | <b>FY 2012-13<br/>Approved</b> |
|----------------------|------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Current expense      | \$4,064,246                  | \$4,103,747                    | \$5,472,900                     | \$5,325,689                    |
| Capital outlay       | \$465,672                    | \$426,171                      | \$302,500                       | \$302,500                      |
| <b>TOTAL</b>         | <b>\$4,529,918</b>           | <b>\$4,529,918</b>             | <b>\$5,775,400</b>              | <b>\$5,628,189</b>             |
| Debt service         | \$742,602                    | \$1,094,210                    | \$1,052,947                     | \$1,052,947                    |
| <b>TOTAL FUNDING</b> | <b>\$5,272,520</b>           | <b>\$5,624,128</b>             | <b>\$6,828,347</b>              | <b>\$6,681,136</b>             |

The County's Capital Improvement Plan includes \$15.2 million in funding for four capital projects on Durham Technical Community College's campuses. These projects include:

- Newton Building expansion at \$3.68 million;
- Campus improvements at \$8.2 million, with \$5.2 million approved as part of the general obligation bond referendum in November 2003 and an additional \$3 million added in FY 2007-08 for ongoing improvements;
- Northern Durham Center expansion at \$1 million completed in FY 2007-08; and
- Main Campus expansion at \$2 million completed in FY 2007-08.

All new funding for Durham Technical Community College capital projects, other than the Northern Durham Center expansion, are general obligation bond funding. The Northern Durham Center expansion project received \$580,000 in county contribution in FY 2007-08 to meet its total budget of \$1 million.

In November 2007, Durham County voters approved \$8.68 million of general obligation bond funding for Durham Technical Community College, of which funds became available in July 2008. Plans for these funds are described in the above paragraph.

# Durham Technical Community College

Funds Center: 5920530000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$4,064,246                    | \$4,103,747                     | \$4,103,747                       | \$5,472,900                          | \$5,325,689                           |
| Capital                   | \$465,672                      | \$426,171                       | \$426,171                         | \$302,500                            | \$302,500                             |
| <b>Total Expenditures</b> | <b>\$4,529,918</b>             | <b>\$4,529,918</b>              | <b>\$4,529,918</b>                | <b>\$5,775,400</b>                   | <b>\$5,628,189</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>\$4,529,918</b>             | <b>\$4,529,918</b>              | <b>\$4,529,918</b>                | <b>\$5,775,400</b>                   | <b>\$5,628,189</b>                    |

## 2012-13 HIGHLIGHTS

- As the county collects revenue from the newly enacted Article 46 quarter cent sales tax, by Board of County Commissioner resolution Durham Technical Community College will receive \$888,030 for student scholarship support.
- Durham Technical Community College's county funding, other than dedicated Article 46 revenue, increases \$210,241 or 4.6% from the FY 2011-12 Original Budget.

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# EDUCATION NONPROFIT AGENCIES

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## 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. The following agencies are budgeted within this cost center:

- Achievement Academy
- Durham Teacher Warehouse Corporation (also known as Crayons2Calculators)
- Durham's Partnership for Children
- Hill Center
- InStepp
- RAM Organization
- Shodor Educational Foundation
- Victorious Community Development Corporation

Detailed funding information for each nonprofit agency is listed in the Appendix.

# Education Nonprofit Agencies

Funds Center: 5930

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$93,186                       | \$103,286                       | \$103,286                         | \$646,040                            | \$82,250                              |
| <b>Total Expenditures</b> | <b>\$93,186</b>                | <b>\$103,286</b>                | <b>\$103,286</b>                  | <b>\$646,040</b>                     | <b>\$82,250</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>\$93,186</b>                | <b>\$103,286</b>                | <b>\$103,286</b>                  | <b>\$646,040</b>                     | <b>\$82,250</b>                       |

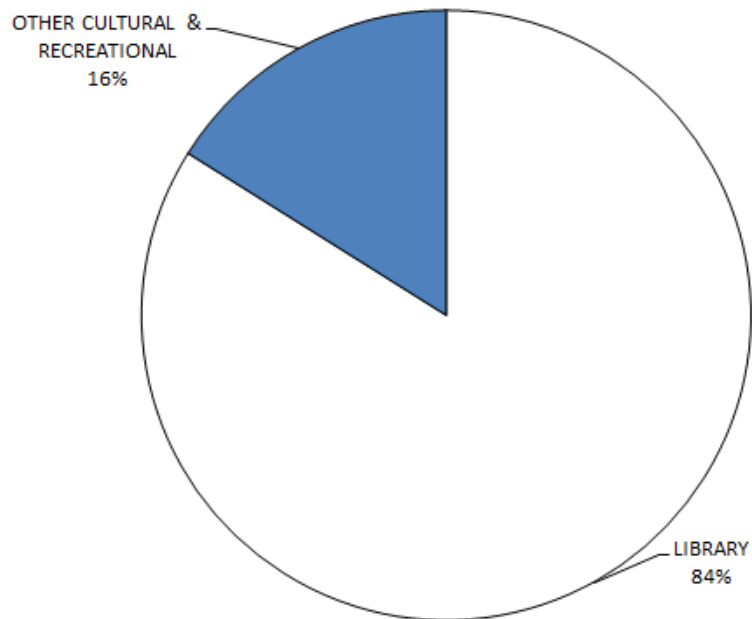
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## **Culture/Recreation**

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                 | 2010-2011<br>Actual<br>Expenditures | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|-------------------------------|-------------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| LIBRARY                       | \$ 8,529,039                        | \$ 8,897,569                    | \$ 8,155,647                      | \$ 9,282,518                         | \$ 9,095,142                          |
| OTHER CULTURAL & RECREATIONAL | \$ 1,744,884                        | \$ 1,705,616                    | \$ 1,705,616                      | \$ 2,187,419                         | \$ 1,743,692                          |
| <b>Overall Result</b>         | <b>\$ 10,273,924</b>                | <b>\$ 10,603,185</b>            | <b>\$ 9,861,263</b>               | <b>\$ 11,469,937</b>                 | <b>\$ 10,838,834</b>                  |

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# LIBRARY

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## MISSION

The mission of Durham County Library is to provide to the entire community books, services and other resources which inform, inspire learning, cultivate understanding and excite the imagination.

## PROGRAM DESCRIPTION

Durham County Library is a department of Durham County. The Library Board of Trustees is appointed by the Board of County Commissioners and reviews policies. Library Director Tammy K. Baggett, who is an *ex officio* member of the Board of Trustees, reports to the Deputy County Manager. There are ten library locations: the Main Library, four full-service Regional Libraries (East, North, South, and Southwest), one branch (Stanford L. Warren), two community libraries (Bragtown and McDougald Terrace) and two mobile units (Bookmobile and OASIS). The county's Capital Improvement Plan includes the expansion/renovation of the Main Library (planning underway). Durham County Library is supported in part by two nonprofit organizations: Durham Library Foundation Inc. and 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. Each day Library staff work closely with over 4,700 customers, providing them with innovative, high-quality opportunities to make positive changes in their lives.

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

The Library strongly supports community and family prosperity and enrichment, providing each Durham County resident with barrier-free access to information, education, workforce development and cultural opportunities. The Library's high-quality early literacy programs, after school activities, computer training, enrichment and homework help prepare Durham's children for school success. Durham County residents rely on the Library for help with job applications, computer training, small business planning and bias-free financial information. A rich variety of free, award-winning cultural programs expose residents in all economic groups to excellence in the Humanities. The North Carolina Collection, specializing in Durham County history, is used by people all over the world. Programs and classes designed especially for seniors are popular, while intergenerational events provide seniors with the chance to interact with one another and connect with residents of all ages. Library volunteers from all walks of life relish the opportunity to help their community while enjoying the Library.

### Goal 2: Health and Well-being for All

The Library is used heavily by residents who receive help finding reliable health and nutrition information, meet with support groups, donate blood and receive direct health care through a partnership with Duke. Community partnerships make the Library a site for free meals for over 1,000 low-income children during the summer. Programming and resources on nutrition, weight loss, diseases and treatment are unbiased and free of charge.

### Goal 3: Safe and Secure Community

The Library offers regular training on internet safety and identity theft prevention for Durham County residents of all ages and provides a safer, free alternative for children with nowhere to go after school. Outreach staff perform regular well-being checks on Durham seniors, serving as their lifeline to the community. Partnerships with local law enforcement, emergency management teams and neighborhood PACs add to the safety of each location. Each location has a defibrillator donated by the Friends of the Durham County Library; staff are trained to provide emergency assistance as appropriate.

### Goal 4: Environmental Stewardship

Durham County's beautiful LEED-certified libraries are a model to communities nationwide. Bags for check-out, electronic notification, special events and educational programs help residents conserve resources. This year electric vehicle charging stations were added to three libraries.

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

The Library exemplifies quality service at a low cost to residents. Management emphasizes a collaborative team approach, regular citizen input, strong partnerships with local agencies and excellent internal and external customer service. A new Board Engagement Committee aims to improve trustee retention and involvement. The Library is a regular site for voting, public notices and citizen review of government documents; more than 57,000 citizens attended meetings of community groups and County Departments in the Library's meeting rooms in the last fiscal year.

# Library

Business Area: 6110

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>▼ Expenditures</b>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$6,218,197                    | \$6,574,758                     | \$5,795,457                       | \$6,672,535                          | \$6,616,479                           |
| Operating                 | \$2,310,843                    | \$2,316,811                     | \$2,354,190                       | \$2,609,983                          | \$2,478,663                           |
| Capital                   | \$0                            | \$6,000                         | \$6,000                           | \$0                                  | \$0                                   |
| <b>Total Expenditures</b> | <b>\$8,529,039</b>             | <b>\$8,897,569</b>              | <b>\$8,155,647</b>                | <b>\$9,282,518</b>                   | <b>\$9,095,142</b>                    |
| <b>▼ Revenues</b>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$259,473                      | \$387,942                       | \$408,980                         | \$387,942                            | \$387,942                             |
| Contrib. & Donations      | \$8,540                        | \$28,402                        | \$38,701                          | \$29,183                             | \$29,183                              |
| Service Charges           | \$270,157                      | \$201,500                       | \$201,958                         | \$201,500                            | \$201,500                             |
| Other Revenues            | \$223                          | \$300                           | \$220                             | \$300                                | \$300                                 |
| <b>Total Revenues</b>     | <b>\$538,392</b>               | <b>\$618,144</b>                | <b>\$649,859</b>                  | <b>\$618,925</b>                     | <b>\$618,925</b>                      |
| <b>Net Expenditures</b>   | <b>\$7,990,647</b>             | <b>\$8,279,425</b>              | <b>\$7,505,788</b>                | <b>\$8,663,593</b>                   | <b>\$8,476,217</b>                    |
| FTEs                      | 138.55                         | 138.45                          | 137.00                            | 138.53                               | 137.00                                |

## 2012-13 HIGHLIGHTS

- Restore funding for Library materials to FY2009 levels. Durham County residents used the collection more than ever before and additional items in all formats are needed to meet demand.
- Improve Library technology available to residents. Additional equipment and maintenance funds are needed for technology classes and programming. The Library has fallen behind the community in this area and should provide the services and training Durham County residents have come to rely on.

## 2012-13 OBJECTIVES

- **Literacy:** Literacy skills in all forms (reading, technology, media, etc.) are necessary for the success of future generations and the local economy. The Library provides strong programming promoting early literacy throughout Durham County; strengthening the relationship between the Library and Durham Public Schools will help both agencies identify best practices and work together to implement strategies for building literacy among all age groups across the County.
- **Strategic Planning:** Create a new strategic plan for the Library that aligns with the mission and vision outlined in the new County Strategic Plan.
- **Technology:** Develop a progressive three-year technology plan that drives the Library to the head of the curve on access and training, creates opportunities for young children to gain hands-on proficiency in computer literacy and builds skills for workforce development and lifelong learning.
- **Collections:** Increase Library resources in a variety of formats including books, ebooks, audiobooks, DVDs, CDs and more to meet the needs of Durham County residents.
- **Customer Service:** Provide a positive customer experience at all Library locations, whether real or virtual; assess progress on collections, technology and overall service through responsive feedback; use data as the basis for service improvement and staff training.

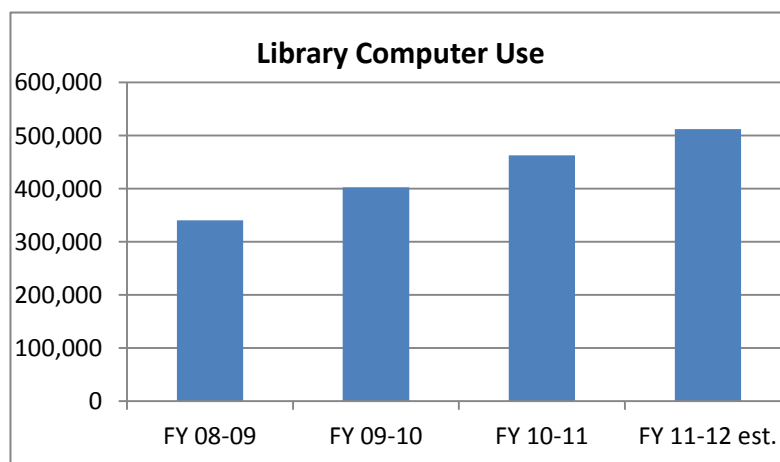
## 2011-12 ACCOMPLISHMENTS

- Circulation topped three million for the first time (an increase of 38%, or 840,141 items); the economy continues to drive increased use.
- Program attendance reached an all-time high of 127,075, an increase of 71%; Durham County residents enjoy attending our award-winning programs for all ages.
- Computer use continues to grow. Durham County residents used Library computers 462,683 times (an increase of 14%) to seek information, find jobs and gain new skills.

## 2011–12 ACCOMPLISHMENTS (cont'd)

- Began offering over 800 titles for ebook checkout using funds from the Library's materials budget and a donation from the Friends of the Durham County Library. Book copies circulate approximately twice as much as ebook copies, with ebook usage increasing each month.
- Positive media coverage of the Durham County Library continues to grow at the local, state and national levels.
- Prepared children to succeed in school by providing high-quality early literacy programs at the Library and at day care homes and preschools throughout Durham County.
- Added informative videos to the Library's home page.
- Celebrated the 50<sup>th</sup> anniversary of the Bragtown Community Library and Family Literacy Center and the 5<sup>th</sup> anniversary of the North Regional Library.
- Secured \$25,000 in grant funding from GSK to provide expanded hands-on science instruction for preschoolers and their families.
- Presented ComicsFest which attracted nationally-known graphic novelists and a crowd of 300. Much positive media coverage followed this event, funded by a donation from the Friends of the Durham County Library.
- Added the "Library Anywhere" app, which allows users to search the Library catalog on their smartphones. This new service, funded by a donation from the Friends of the Durham County Library, received 2,591 visits in seven months of operation.
- Promoted Durham's cultural heritage and the resources available in the North Carolina collection by curating a permanent history display for the County Administration Building and digitizing the historically black newspaper, *The Carolina Times* for the years 1937–1950; 1951–1964 will go online by June 2012.
- Used an expert funded by the Friends of the Durham County Library to analyze the Selena Warren Wheeler collection, an extensive compilation of African-American literature, culture and history that is regarded as one of the best collections in the South, for significance and value.
- Through a donation from the Friends of the Durham County Library, added a mobile computer lab to provide Durham residents with added computer training and support for job searches and e-government needs.
- The Library filled key positions on its Administrative Team, including the Deputy Director, Technology Management Administrator, and Human Resources Analyst.
- North Carolina Art Education Association Friends of the Arts Award for exemplary art education and advocacy presented to Anna Cromwell, Head of Children's Services at the Main Library.
- Developed a systematic means of assessing all areas of the Library collection; updating items as needed and ensuring that the materials budget is allocated according to customer demand.
- The Library's website received 2.8 million visits last year. The recently updated pages highlighting the North Carolina Collection are among the most popular, attracting users from all over the nation.

## 2012-13 PERFORMANCE MEASURES



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

The Library's free high-speed broadband Internet serves the entire community by providing information, computer training, workforce development, access to e-government services, and educational opportunities. Providing this core service supports each goal in the County's new strategic plan. High unemployment has directly affected Library computer use. Major employers and government agencies have gone paperless, significantly increasing the number of customers

who rely on Library staff for help with job applications, finding tax forms, and applying for food stamps or subsidized housing.

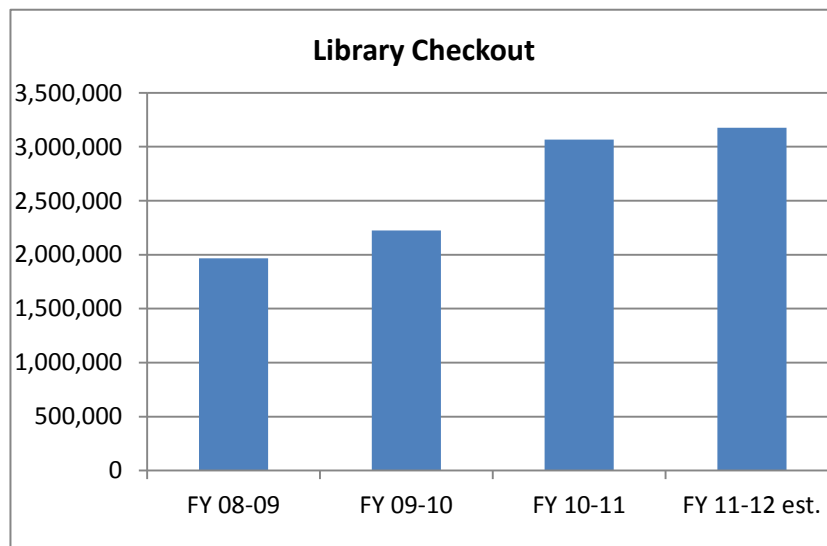
Tracking the amount of Library computer users allows us to budget and plan for services that meet the needs of Durham County residents and serves as a benchmark in the national library community. Comparing the number of computer users to the number of available computers at each location is another measure that helps us assess resident needs.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

The Library relies on volunteers to help with basic, yet time-consuming issues such as paper jams, logins, shelving and check-in. Reliability, skills, and customer service issues limit the amount of volunteer hours that can be used by each location. In order to improve the quality of general help and individual assistance during computer classes the Library is requesting funds for a Volunteer Services Coordinator position. This full-time staff member would recruit, interview, screen and train the volunteers who devote more than 8,400 hours of time to the Library; Library staff would then be freed from low-level tasks to provide customers with more in-depth service with job applications and e-government needs.

Computer classes make up roughly 25% of the programs offered at the Library. The Library is committed to providing Durham County residents with skills needed by today's employers. Adding tablets, presentation software and funds for maintenance will allow the Library to provide additional courses and continue its role as a leader in community workforce development.

As more Durham County residents go wireless, there is increased need for seating that accommodates laptops and chargers. The Library is asking for funds to replace its outdated furniture on the third floor of the Main Library and match its functionality to customer need. Presenting a fresh, updated appearance will have multiple benefits, affecting customer behavior, improving perceptions of Durham County and allowing the Library to adapt to the changing needs of its residents.



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

Library checkouts measure the success of the Library's mission to provide to the entire community books, services and other resources that inform, inspire learning, cultivate understanding and excite the imagination. Providing this core service supports each goal in the County's new strategic plan. Durham County residents use their libraries heavily and depend on the Library for free books and materials for early literacy, entertainment, and lifelong learning. Library checkouts increased by 38% (840,141 items), topping three million for the first time. Factors affecting the increase include the economy, the opening of the new Regional

Libraries, availability of ebooks, increased programming and added outreach to senior homes and child care centers.

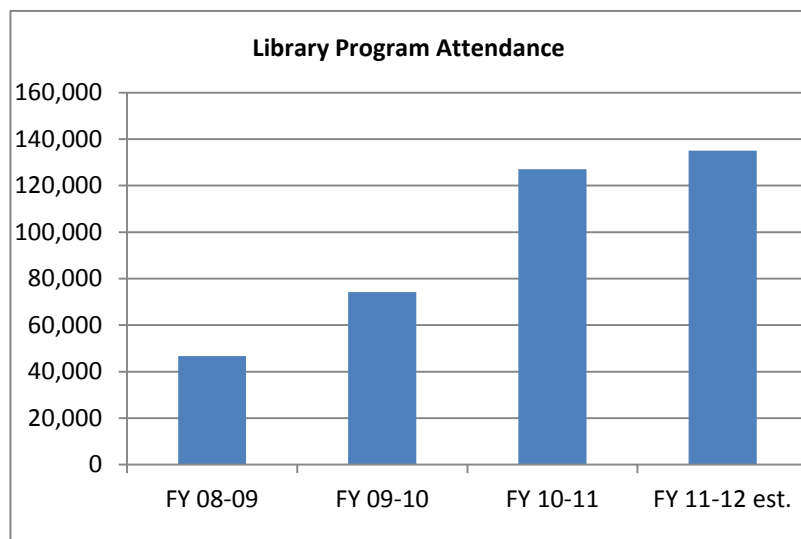
The Library uses the circulation figures to select items for purchase, plan for and distribute staff and as a benchmark measure across the national library community.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

The Library's materials budget has decreased while price increases and the growth of new formats have reduced its buying power. Durham County residents have noticed the difference. Request lists are getting longer; 3-4 month waits for new items are becoming common. The Library is asking for an increased materials budget to meet resident demand.

The Library relies on volunteers to help with shelving, check-in, and other basic circulation functions. Reliability and consistency have become factors limiting the amount of volunteer hours that can be used by each location. In order to improve performance accuracy and to provide residents with the same quality of customer service from volunteers as from staff, the Library is requesting funds for a Volunteer Services Coordinator position. This full-time staff member would recruit, interview, screen and train the volunteers who devote more than 8,400 hours of time to the Library; Library staff would then be freed to do the high-quality programming that Durham County residents have come to expect.

The Library recently added a mobile phone app to help customers find and request items from any location. This update has been appreciated by our customers, who are asking for catalog improvements and social media integration. The Library is asking for added technology funding to allow our customers to use the same popular services available at other area libraries.



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

Library programs, which are free and open to the public, meet the Library's mission by informing, inspiring learning, cultivating understanding and exciting the imagination. Providing this core service supports each goal in the County's new strategic plan. Program offerings include early literacy, computer training, reading promotion, the Durham community, and workforce development. The range of Library programming builds partnerships with local schools, businesses and organizations. Often customers are drawn to the Library by a program and return to take advantage of other Library services. Durham County Library programs

serve as a model for quality programming for all ages throughout the state; the positive media coverage they receive enhances the overall image of Durham County.

Tracking total program attendance allows the Library to assess its offerings, request County or grant funding, benchmark with other libraries and get a sense of resident needs and interests.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

The Library relies on volunteers to help with several aspects of programming. Each location has its own volunteers, which leads to inconsistency in training, screening, reliability and performance. In order to provide residents with the same quality of customer service from volunteers as from the staff, the Library is requesting funds for a Volunteer Services Coordinator position. This full-time staff member would recruit, interview, screen and train the volunteers who devote more than 8,400 hours of time to the Library; Library staff would then be freed to do the high-quality programming that Durham County residents have come to expect.

Planning Library programs is a high-level skill that requires knowledge of target audiences and best practices in various fields. The Library is requesting additional funding for training and for tuition reimbursement so that staff may gain new knowledge and continue as a leader in this area.

The Durham community has many talented college students who would benefit from gaining work experience. The North Carolina Collection and Marketing and Development would like to offer internships that would provide workforce development while allowing staff to focus on higher-level assignments.

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# NORTH CAROLINA MUSEUM OF LIFE AND SCIENCE

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## MISSION

The North Carolina Museum of Life and Science's mission is to create a place of lifelong learning where people, from young child to senior citizen, 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.

The museum contributes most strongly to the Durham County outcomes of:

- Culture - With its unique and expanding indoor/outdoor environment, the museum helps to define Durham as a destination and as a community of innovation.
- Schools - With its educational environments and experiences for families, educators, students and visitors, the museum offers informal learning opportunities that reinforce classroom experience. The museum's direct support of Durham Public Schools' science, math and healthful living curricula bolsters educator and student success.

In addition to critical impact on schools and culture, the museum also has impact on:

- Environment - The museum's rain garden continues to educate through workshops, handouts and a website about protecting stream resources. Signage and handouts describe museum water-saving projects in action.
- Prosperity - the museum creates economic impact for Durham by attracting nearly 180,000 visitors from outside of the county annually. The museum also generates \$13 million in annual visitor-related spending.
- Health - The new Investigate Health! exhibit engages visitors in understanding how behavior impacts health.

## 2011-12 ACCOMPLISHMENTS

- New visitation record of over 440,000 visitors.
- Member visits accounted for 192,645 admissions (or 44% of total visitation).
- General visitors who paid our full, discounted or group admission represented 136,145 visits (or 31%).
- For several years leading up to 2010, the Museum generated increases in our major earned income category of "visitor revenues" by 10% to 20% per year. We are on track to achieve a \$224,000 increase (7% increase) in the current fiscal year from visitor revenues.
- In other areas of earned income, we are continuing to achieve significant growth. For example, in FY2011, we achieved \$85,000 more in summer camp revenues (22% increase) and \$40,000 more in rental and birthday party revenues (22% increase).
- Hosted a successful traveling exhibit – Race: Are We So Different? - with increased group visitation, new audience and extensive community partnerships and dialogues
- Continued to deepen our distinctive member focus – serving 9,000 current member households with new and improved offerings. Examples include the new Pumpkin Patch Express, expanded summer camp offerings and new member programs.
- Continued to implement technology solutions – ranging from on-line ticketing to new scanners for inventory and sales in the gift shop – to support increasing numbers of transactions (transactions have increased about 30% over three years) with minimal staff.
- Launched work with our Board to plan a capital campaign in the range of \$3 million for important new exhibits and to initiate planned giving to begin a long-term strategy of endowment creation. We have received two significant six-figure commitments for the Museum's future thanks to this work.
- The Museum was awarded Green Plus certification by the Institute for Sustainable Development.
- 7% increase in volunteer hours (to 18,233 or 8.75 FTEs)

# North Carolina Museum of Life and Science

Funds Center: 6190310000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$1,309,752                    | \$1,309,752                     | \$1,309,752                       | \$1,409,752                          | \$1,409,752                           |
| Transfers                 | \$0                            | \$0                             | \$0                               | \$300,000                            | \$0                                   |
| <b>Total Expenditures</b> | <b>\$1,309,752</b>             | <b>\$1,309,752</b>              | <b>\$1,309,752</b>                | <b>\$1,709,752</b>                   | <b>\$1,409,752</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>\$1,309,752</b>             | <b>\$1,309,752</b>              | <b>\$1,309,752</b>                | <b>\$1,709,752</b>                   | <b>\$1,409,752</b>                    |

## 2012-13 HIGHLIGHTS

- County funding for NCMLS increases \$100,000 compared to FY 2011-12 funding and is equal to a 7.65% increase.
- Debt service for previous and current related museum capital projects is shown below.

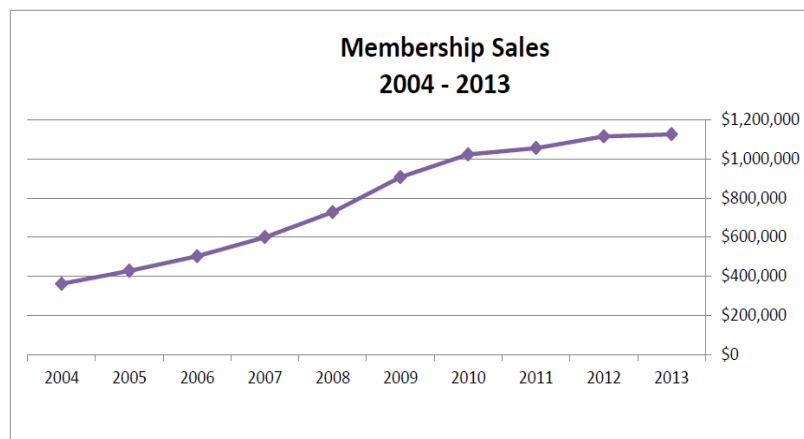
| Museum of Life and Science Debt Service |                         |                         |                        |
|-----------------------------------------|-------------------------|-------------------------|------------------------|
| FY 2010-11<br>Actual                    | FY 2011-12<br>Estimated | FY 2012-13<br>Requested | FY 2012-13<br>Approved |
| \$878,755                               | \$1,370,888             | \$1,700,302             | \$1,700,302            |

## 2012-13 OBJECTIVES

- Effectively deliver on our mission and make a distinctive impact, relative to our resources.
- Navigate the current economic downturn and be prepared for growth when the economic environment improves.
- Balance return on investment in three areas: social, environmental, and financial.

## 2012-13 PERFORMANCE MEASURES

**Performance Measure:** Increase in membership and member visits



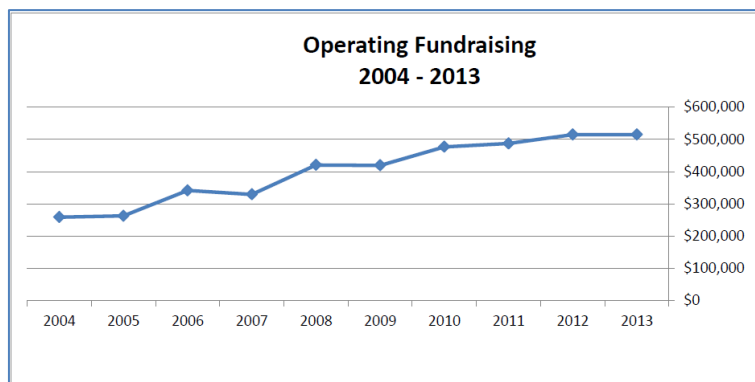
**Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?**

Because an increase in membership can serve as a proxy for both customer satisfaction and the Museum's achievement of our mission to create a place of lifelong learning.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

The Museum-wide member-focus strategy has clarified our requirement to better engage our members and other Museum visitors. In addition to offering more of what members want, we are increasing our IT, database and reservations FTE's to create additional value and capacity. The greater value we provide to our members, the more supportive of the Museum our members become.

**Performance Measure:** Increase in attracting and leveraging donor support



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

Fundraising, a key strategy for organizational sustainability, is a direct measure of our worth to the community and builds key relationships. Fundraising success requires a strong board, and is impetus to seek high-caliber individuals to govern the Museum and help ensure organizational success.

For 2012 through 2014, fundraising will be even more important as we pursue two objectives:

1. Maintain the Museum's Annual Fund for operating funds at just over half a million dollars annually while in the same time period we
2. Launch a major campaign for needed exhibit renewal (current feasibility study target is in the range of \$3 million).

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

- For the next two to three years, all fundraising resources will be focused on simultaneously maintaining our operating funding success each year while conducting the Museum's largest capital campaign to date.
- The outcome of a successful capital campaign, and the exhibits it will enable us to build, is continued growth in service to the community and organizational sustainability.

**Performance Measure:** A force in Durham's educational ecosystem

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

What is the Museum's role in building educational achievement and college and career readiness in our community? The average American spends less than 5 percent of their life in classrooms, and a growing body of evidence demonstrates that most science is learned outside of school. Out-of-school experiences complement science learned in the classroom by providing educational experiences that are contextual, learner-driven, and engaging.

Within our community's learning ecosystem of both formal and informal learning initiatives, the Museum provides:

**Engaging Learning Opportunities** Our new exhibit *Math Moves*, developed by our Museum in conjunction with three others from around the country, gives visitors the opportunity to experience math in an exciting way through sound and movement. The Museum offers classes for children ages three through 14, including *School's Out!* day camps, intersession camps, spring break camps and summer camps, all based on DPS traditional and year-round school calendars. Durham children make up 45% of our summer camp audience, providing children from 520 unique Durham families with safe and effective learning environments and their working parents with high quality care. New this year is our *Parents' Morning Out* program where children age three through six can spend Tuesday mornings with Museum staff participating in themed science activities, meeting animals and exploring Museum exhibits.

**Career Focus** We offer unique opportunities for children and teens to meet scientists in-person and gain exposure to advanced education and career opportunities. This year, we also held professional development workshops for teachers on current science and educational practices, and for early-career scientists on communicating science with the public.

**Lifelong Learning** While the Museum continues to grow and improve our experiences for school children and families, we are also expanding our reach to support lifelong learning. The Museum continued to offer adults opportunities to connect with area scientists through our series *Periodic Tables: Durham's Science Cafe*. These popular monthly talks regularly fill Broad Street Cafe to capacity. We have also expanded our adult offerings to include 21+ evenings at the Museum with our *Museum AfterHours* series. Adults came to the Museum to explore exhibits and learn about the science behind topics that included chocolate, beer, race, wine and nanotechnology. In addition to reaching adults as participants, our *Museum AfterHours* series has fostered new partnerships between the Museum and area businesses and universities.

**Community Dialogue** Our value goes beyond education by getting the public engaged in scientific issues that affect our community. This year, we facilitated community dialogue through our exhibit *RACE: Are We So Different*, our adult speakers' series *Periodic Tables*, and through programs for families and children on the environment, health and science topics.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

**Supporting DPS**

- **Field trips** The Museum continued to offer a variety of options for Durham Public Schools students to engage with science out of school. These opportunities included self-guided Museum visits, Focused Field Trips to the Museum which are facilitated by Museum staff and educational programs led by Museum staff in the students' classrooms both during and after school.
- **Intensive Outreach focused on the Y.E. Smith Museum School** In collaboration with the Y.E. Smith and the East Durham Children's Initiative, Museum education staff have established a unique relationship with the staff at Y.E. Smith in addition to providing an ongoing science club for grades K-5. Museum staff have worked with 90 students over the course of the past year, with each student participating in a 9 week club where activities include meeting live animals, learning to use microscopes, dissecting owl pellets and building robots with Legos.
- **Durham Public School's Kit Program** The Museum is a long-standing partner with DPS to offer teachers access to high quality science activities and materials. Since 2005, the number of kits required by DPS has almost quadrupled – from 455 kit rotations to over 1700 kit rotations currently. This year the Museum sought feedback on the kit program from K-6 science teachers, and we will be using this evaluation data as we work, in collaboration with DPS staff, to modify the kits to align with the new North Carolina Standard Course of Study.
- **Additional Support** Several other opportunities for DPS families and staff have both continued and been developed over the past year. The Museum hosted DPS's third annual *Countdown to Kindergarten* in August 2011 with 930 Durham participants in attendance. We also implemented a new *Teacher Appreciation Day* in August 2011 in which teachers and one guest received free admission to the Museum, an opportunity to talk to education staff about field trip and program opportunities and chances to win prizes for the classroom and a free field trip for their students. Also in the summer of 2011, the Museum hosted professional development workshops for teachers on teaching genetics to students.

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# CONVENTION CENTER

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## PROGRAM DESCRIPTION

The Durham Convention Center, jointly built by the City and County in 1987, is a core facility within the Downtown Business District and complements functions held at the Arts Council and Carolina Theatre while promoting and complementing a wide variety of economic and other activities in the downtown area. Two phases of major renovations are now complete. These upgrades, including six new breakout rooms and a new technology backbone, are expected to make the facility much more attractive and competitive in its market. In 2009, the Durham Convention and Visitor's Bureau estimated \$11-\$16 million in local spending by people attending Durham Convention Center events. As the size and number of those events increase, an even greater multiplier effect across our community is expected.

Global Spectrum, a subsidiary of Comcast Spectacor, has been successfully managing the Durham Convention Center since January of 2011. Global Spectrum has a wealth of experience managing such facilities and improving their bottom-line financial condition, and they show great promise of doing so at the Durham Convention Center as well. The operating deficit in FY11-12 (est. \$636,000) is roughly half of what it was in both FY08-09 and FY09-10, and the County portion is proposed to decrease by an additional \$76,469 in FY 2012-13.

# Convention Center

Funds Center: 6190280000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$382,949                      | \$337,456                       | \$337,456                         | \$260,987                            | \$260,987                             |
| <b>Total Expenditures</b> | <b>\$382,949</b>               | <b>\$337,456</b>                | <b>\$337,456</b>                  | <b>\$260,987</b>                     | <b>\$260,987</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>\$382,949</b>               | <b>\$337,456</b>                | <b>\$337,456</b>                  | <b>\$260,987</b>                     | <b>\$260,987</b>                      |
| FTEs                      | 0.00                           | 0.00                            | 0.00                              | 0.00                                 | 0.00                                  |

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# CULTURE AND RECREATION NONPROFIT AGENCIES

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## 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. The following organizations are budgeted within this cost center:

- African American Dance Ensemble
- Durham Striders Youth Association, Inc.
- Eno River Association
- Museum of Durham History
- People's Channel
- Playworks Education Energized
- Southeastern Efforts Developing Sustainable Spaces (SEEDS)
- Triangle Champions Track Club

Detailed funding information for each nonprofit agency is listed in the Appendix.

# Culture and Recreation Nonprofit Agencies

Funds Center: 6190

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$52,183                       | \$58,408                        | \$58,408                          | \$216,680                            | \$72,953                              |
| <b>Total Expenditures</b> | <b>\$52,183</b>                | <b>\$58,408</b>                 | <b>\$58,408</b>                   | <b>\$216,680</b>                     | <b>\$72,953</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>\$52,183</b>                | <b>\$58,408</b>                 | <b>\$58,408</b>                   | <b>\$216,680</b>                     | <b>\$72,953</b>                       |

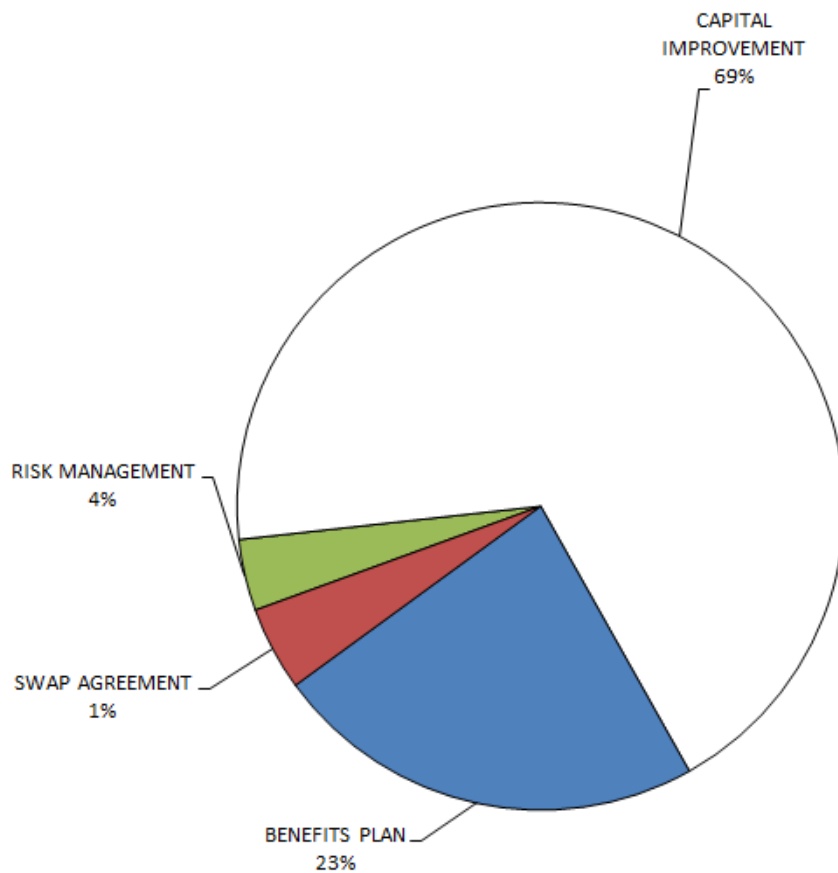
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## **Other General Funds**

These are funds that for accounting purposes are grouped with the general funds. They include the Risk Management Fund, Swap Fund, Capital Financing Fund, and the Benefits Plan Fund.

## Other General Funds Approved Budget



| Fund                  | 2010-2011<br>Actual<br>Expenditures | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|-----------------------|-------------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| RISK MANAGEMENT       | \$ 1,639,653                        | \$ 2,463,833                    | \$ 1,972,801                      | \$ 2,490,605                         | \$ 2,725,393                          |
| CAPITAL IMPROVEMENT   | \$ 35,621,302                       | \$ 46,962,324                   | \$ 46,962,324                     | \$ 50,515,677                        | \$ 49,068,264                         |
| BENEFITS PLAN         | \$ 15,385,184                       | \$ 16,078,660                   | \$ 15,978,660                     | \$ 16,488,494                        | \$ 16,526,908                         |
| SWAP AGREEMENT        | \$ 750,000                          | \$ 1,803,000                    | \$ 1,701,200                      | \$ 2,203,000                         | \$ 3,203,000                          |
| MCO IMPLEMENTATION    | \$ 0                                | \$ 0                            | \$ 8,000,000                      | \$ 0                                 | \$ 0                                  |
| <b>Overall Result</b> | <b>\$ 53,396,139</b>                | <b>\$ 67,307,817</b>            | <b>\$ 74,614,985</b>              | <b>\$ 71,697,776</b>                 | <b>\$ 71,523,565</b>                  |

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# RISK MANAGEMENT FUND

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## PROGRAM DESCRIPTION

The risk management function assists in protecting the employees, resources, operations and activities of Durham County from damage and/or loss for the least possible cost while still ensuring and maintaining the best interests of employees and citizens. This process is a coordinated and ongoing effort to identify, analyze and control the risk of accidental loss in which the county is exposed; arrange appropriate funding mechanisms for covered losses; and ensure the financial integrity of the county is not impaired should significant loss occur.

The safety component provides for development, organization, coordination, and implementation of safety programs and safety education and includes work-site inspections, hazard reduction/elimination, and accident/injury investigation, reporting and management.

## 2011-12 ACCOMPLISHMENTS

- Continued successful implementation of Departmental Worker Reassignment Strategy to reduce Workers' Compensation claims, resulting in a greatly mitigated number of claims being paid out.

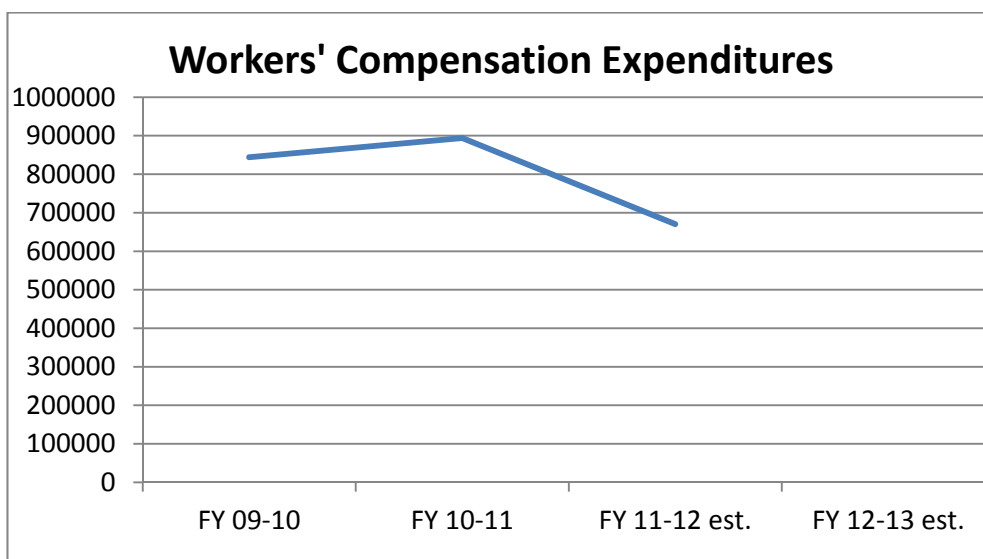
# Risk Management Fund

Fund: 1001020000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$167,769                      | \$165,306                       | \$166,191                         | \$174,537                            | \$174,537                             |
| Operating                 | \$1,471,884                    | \$2,298,527                     | \$1,806,610                       | \$2,316,068                          | \$2,316,068                           |
| Transfers                 | \$0                            | \$0                             | \$0                               | \$0                                  | \$234,788                             |
| <b>Total Expenditures</b> | <b>\$1,639,653</b>             | <b>\$2,463,833</b>              | <b>\$1,972,801</b>                | <b>\$2,490,605</b>                   | <b>\$2,725,393</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Investment Income         | \$24,894                       | \$2,874                         | \$6,049                           | \$0                                  | \$0                                   |
| Service Charges           | \$2,460,959                    | \$2,460,959                     | \$2,460,959                       | \$2,490,605                          | \$2,490,605                           |
| Other Fin. Sources        | \$0                            | \$0                             | \$0                               | \$0                                  | \$234,788                             |
| <b>Total Revenues</b>     | <b>\$2,485,853</b>             | <b>\$2,463,833</b>              | <b>\$2,467,008</b>                | <b>\$2,490,605</b>                   | <b>\$2,725,393</b>                    |
| <b>Net Expenditures</b>   | <b>(\$846,200)</b>             | <b>\$0</b>                      | <b>(\$494,207)</b>                | <b>\$0</b>                           | <b>\$0</b>                            |
| FTEs                      | 2.00                           | 2.00                            | 2.00                              | 2.00                                 | 2.00                                  |

## 2012-13 PERFORMANCE MEASURE

Performance Measure: Workers' Compensation Program



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

This fiscal year yielded a Workers' Compensation claim expenditure decrease of 23% of the average expenditure of the previous two fiscal years. Keeping these claims to a minimum saves County money and ultimately taxpayer dollars.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

Continue higher scrutiny of case management on all Workers' Compensation claims and continue having departments utilize injured employees in light duty capacity as opposed to lost time from work.

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# SWAP FUND

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## PROGRAM DESCRIPTION

On July 30, 2004, the county entered into a floating, or basis swap, on \$125,810,000 of its outstanding fixed rate bonds. The notional amount of the swap agreement is equal to the par value of selected bonds. The swap agreement allows the county to make payments to the counterparty based on the taxable-equivalent Bond Market Association (BMA) index and for the counterparty to make reciprocal payments based on a floating rate priced at six-month LIBOR (London Interbank Offered Rate) plus a net amount of .952%. The agreement matures March 1, 2023. The balance in this fund is the reflection of this agreement, which calls for net payments to be made on March 15 and September 15 each year. Payments are accrued on a monthly basis and paid every six months.

The Board of County Commissioners established a policy requiring 50% of the savings be placed in a restricted account until such time the committed funds equal 110% of the liquidation value of the SWAP, and the balance available to support unrestricted needs. A total of \$10,900,400 has been received to date, of these funds, \$5,989,080 is unspent, and the majority of it is available as the liquidation value currently of the SWAP fund is almost zero. The county will get two new payments in FY 2012-13 (September 2012 and March 2013), and a conservative estimate is the county will receive \$2,203,000. Of the available SWAP fund balance, the county is appropriating \$1,000,000 to support increased debt service payments.

These budgeted funds will be transferred to the Debt Service Fund to support debt service payments on the loans earning this revenue.

# SWAP Fund

Fund: 1001030000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$0                            | \$250,000                       | \$148,200                         | \$0                                  | \$0                                   |
| Transfers                 | \$750,000                      | \$1,553,000                     | \$1,553,000                       | \$2,203,000                          | \$3,203,000                           |
| <b>Total Expenditures</b> | <b>\$750,000</b>               | <b>\$1,803,000</b>              | <b>\$1,701,200</b>                | <b>\$2,203,000</b>                   | <b>\$3,203,000</b>                    |
| ▼ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Investment Income         | \$9,805                        | \$0                             | \$4,779                           | \$0                                  | \$0                                   |
| Other Revenues            | \$2,071,849                    | \$900,000                       | \$1,803,000                       | \$2,203,000                          | \$2,203,000                           |
| Other Fin. Sources        | \$0                            | \$903,000                       | \$0                               | \$0                                  | \$1,000,000                           |
| <b>Total Revenues</b>     | <b>\$2,081,653</b>             | <b>\$1,803,000</b>              | <b>\$1,807,779</b>                | <b>\$2,203,000</b>                   | <b>\$3,203,000</b>                    |
| <b>Net Expenditures</b>   | <b>(\$1,331,653)</b>           | <b>\$0</b>                      | <b>(\$106,579)</b>                | <b>\$0</b>                           | <b>\$0</b>                            |

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# CAPITAL FINANCING PLAN FUND

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## 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 5.24% for FY 2012-13 in an effort to fund capital facility improvements. The long-range Capital Financing Plan can be found in the FY 2012-21 Capital Improvement Plan. Durham County's Capital Financing Policy follows.

| Revenues                                      | FY 2012-13          |
|-----------------------------------------------|---------------------|
| Property Taxes (5.94 cents)                   | \$17,656,044        |
| One-half Cent Sales Taxes (Art. 40, 42, & 46) | \$22,986,983        |
| Occupancy Taxes                               | \$2,125,000         |
| Interest Earnings                             | \$10,000            |
| Miscellaneous Revenue (American Tobacco)      | \$392,218           |
| Transfer from General Fund                    | \$3,898,019         |
| Fund Balance                                  | \$2,000,000         |
| <b>TOTAL RESOURCES</b>                        | <b>\$49,068,264</b> |

| Expenditures                                                                                                                                                                                                                                    | FY 2012-13          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Transfer to Debt Service                                                                                                                                                                                                                        | \$47,708,264        |
| County Contribution*                                                                                                                                                                                                                            | \$1,360,000         |
| <b>TOTAL EXPENDITURES</b>                                                                                                                                                                                                                       | <b>\$49,068,264</b> |
| <i>*Projects funded with county contribution. These projects include:<br/>Admin. Bldg (Boiler replacement): \$500,000<br/>Telecommunications Upgrade (VOIP): \$300,000<br/>Open Space Land Acquisition: \$500,000<br/>Hollow Rock: \$60,000</i> |                     |

For FY 2012-13, the portion of the county-wide tax rate dedicated to the Capital Financing Plan is 5.94 cents, no increase from FY 2011-12.

Continued capital building activity (Human Services Complex, New Justice Center, Durham Public Schools) and the second issuance of 2007 GO Bonds are pushing a significant increase in the amount of debt service payment needed for FY 2012-13. Also one-time revenue sources that were available in FY 2011-12 are significantly reduced in FY 2012-13 (namely proceeds from the sale of the Carmichael Building). Continued growth in sales tax and occupancy tax revenue are being budgeted along with a portion of the new Article 46 sales tax (as defined in a Board of County Commissioners resolution), however they are not enough to make up for other lost revenue and increases in debt service, leaving a one-time General Fund transfer necessary to keep the property tax needed for debt service flat. A fiscal bright spot is the use of Capital Finance Fund fund balance (\$2,000,000) to support debt service payments. This fund balance is because of over collection of Capital Finance Fund dedicated revenue during FY 2011-12.

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.

# Capital Financing Plan Fund

Fund: 1001250000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Transfers                 | \$35,621,302                   | \$46,962,324                    | \$46,962,324                      | \$50,515,677                         | \$49,068,264                          |
| <b>Total Expenditures</b> | <b>\$35,621,302</b>            | <b>\$46,962,324</b>             | <b>\$46,962,324</b>               | <b>\$50,515,677</b>                  | <b>\$49,068,264</b>                   |
| ▼ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Taxes                     | \$16,353,021                   | \$17,344,147                    | \$17,568,614                      | \$23,326,661                         | \$17,656,044                          |
| Investment Income         | \$5,399                        | \$5,000                         | \$1,189                           | \$10,000                             | \$10,000                              |
| Rental Income             | \$399,618                      | \$387,550                       | \$387,550                         | \$392,218                            | \$392,218                             |
| Other Fin. Sources        | \$19,443,506                   | \$29,225,627                    | \$31,183,636                      | \$26,786,798                         | \$31,010,002                          |
| <b>Total Revenues</b>     | <b>\$36,201,544</b>            | <b>\$46,962,324</b>             | <b>\$49,140,989</b>               | <b>\$50,515,677</b>                  | <b>\$49,068,264</b>                   |
| <b>Net Expenditures</b>   | <b>(\$580,242)</b>             | <b>\$0</b>                      | <b>(\$2,178,665)</b>              | <b>\$0</b>                           | <b>\$0</b>                            |

## **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 5.24% for the FY 2012-13 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:

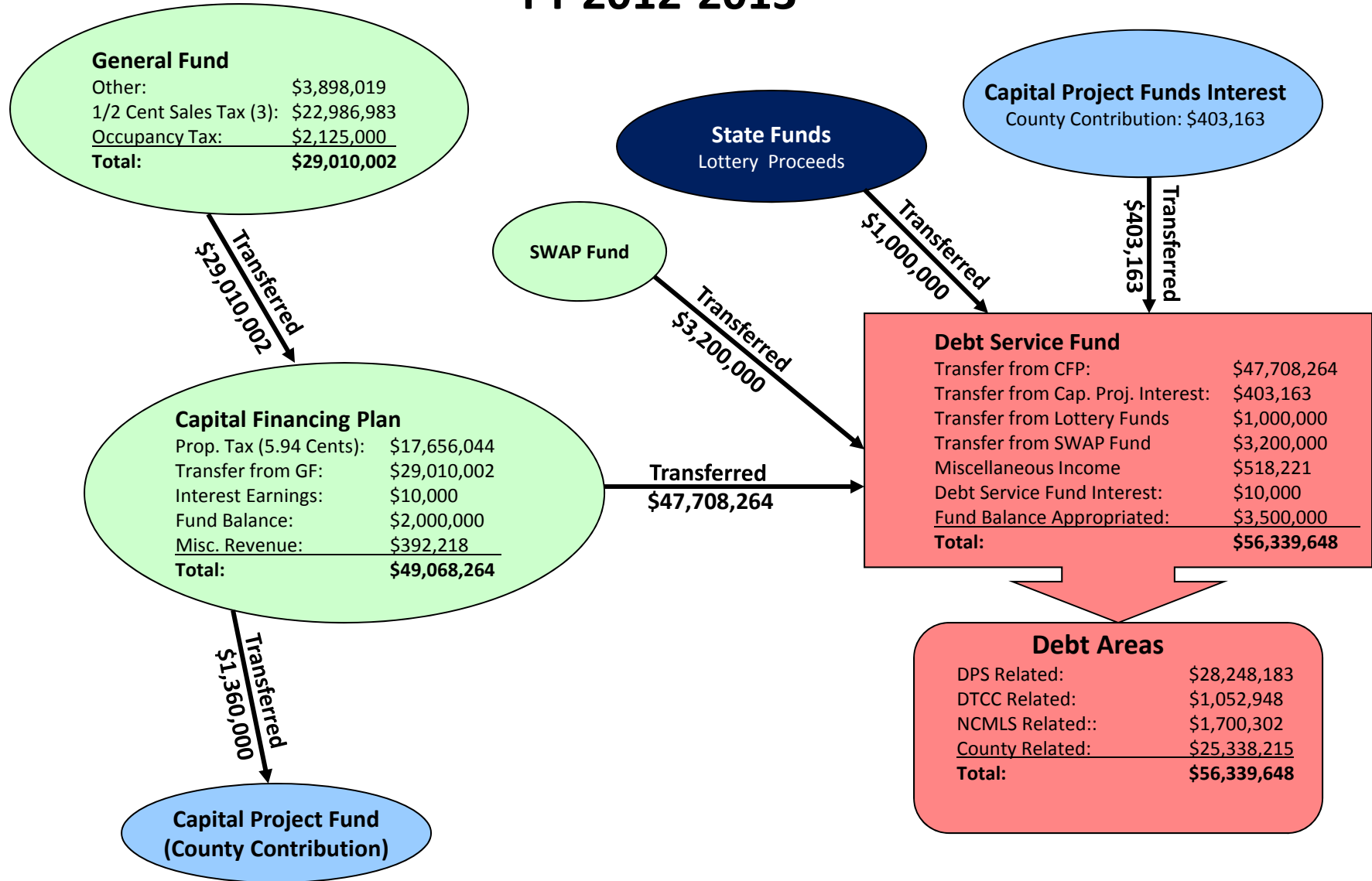
NOW, THEREFORE BE IT RESOLVED that the Board of Commissioners of Durham County hereby amends its policy of financing capital projects and capital project debt revised and approved on June 26, 2006 as follows:

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 2012-2013



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## BENEFITS PLAN FUND

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### 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.

For FY2013, the plan will be funded as follows: \$16,035,266 will be transferred from the General Fund, \$236,460 will be transferred from the Special Revenue Funds, and \$200,008 will be transferred from the Sewer Utility Enterprise Fund to the Benefits Plan Fund to cover the cost of the plan and \$55,174 for revenue received from Duke for 7 FTEs working with the Diabetes Coalition Project will be budgeted directly in the fund.

### FY 2012-13 Benefits Plan Fund Budget

|                                                                                |               |
|--------------------------------------------------------------------------------|---------------|
| Health, Dental, Vision, Life and AD&D, COBRA,FMLA, FSA, Parking/Transportation | \$ 16,016,282 |
| Wellness Clinic                                                                | \$ 378,164    |
| Administration Expenses                                                        | \$ 132,462    |
|                                                                                |               |
| TOTAL:                                                                         | \$ 16,526,908 |

### FY 2012-13 HIGHLIGHTS

- Wellness Clinic hours will be restored to 37½ per week, and employees will be able to be seen on the same day for colds, allergies, sore throats, and all of the normal reasons they would visit their primary care physician. However, when they present themselves at the Wellness Clinic, there will be no co-pay and employees may conveniently fill generic prescriptions written by Wellness Clinic staff at the Public Health Pharmacy just down the hall. The County's cost for these generics will be much lower since it will now benefit from the Public Health Pharmacy's ability to purchase medications at greatly discounted rates. This will further reduce insurance claims and help to fight the cost of increases in the healthcare insurance plan.
- Wellness Center contract increase of \$31,824.

## Benefits Plan Fund

Fund: 1001500000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$14,985,152                   | \$15,608,398                    | \$15,495,759                      | \$15,549,577                         | \$15,604,751                          |
| Operating                 | \$400,032                      | \$470,262                       | \$482,901                         | \$527,386                            | \$510,626                             |
| Transfers                 | \$0                            | \$0                             | \$0                               | \$411,531                            | \$411,531                             |
| <b>Total Expenditures</b> | <b>\$15,385,184</b>            | <b>\$16,078,660</b>             | <b>\$15,978,660</b>               | <b>\$16,488,494</b>                  | <b>\$16,526,908</b>                   |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$421,641                      | \$535,640                       | \$535,640                         | \$0                                  | \$55,174                              |
| Investment Income         | \$7,418                        | \$0                             | \$429                             | \$0                                  | \$0                                   |
| Other Revenues            | (\$2,585)                      | \$0                             | \$0                               | \$0                                  | \$0                                   |
| Other Fin. Sources        | \$14,976,873                   | \$15,543,020                    | \$15,612,580                      | \$16,488,494                         | \$16,471,734                          |
| <b>Total Revenues</b>     | <b>\$15,403,347</b>            | <b>\$16,078,660</b>             | <b>\$16,148,649</b>               | <b>\$16,488,494</b>                  | <b>\$16,526,908</b>                   |
| <b>Net Expenditures</b>   | <b>(\$18,163)</b>              | <b>\$0</b>                      | <b>(\$169,989)</b>                | <b>\$0</b>                           | <b>\$0</b>                            |

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## **Special Revenue Funds**

Funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. The Special Revenue Funds include fire districts, special park district, and emergency services telephone.

## Summary: Special Revenue Funds

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$4,813,939                    | \$4,815,179                     | \$4,893,351                       | \$5,040,355                          | \$5,169,971                           |
| Transfers                 | \$1,658,352                    | \$1,827,330                     | \$1,827,330                       | \$1,860,986                          | \$1,706,558                           |
| <b>Total Expenditures</b> | <b>\$6,472,291</b>             | <b>\$6,642,509</b>              | <b>\$6,720,681</b>                | <b>\$6,901,341</b>                   | <b>\$6,876,529</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Taxes                     | \$6,402,472                    | \$6,527,369                     | \$6,462,062                       | \$6,560,435                          | \$6,560,623                           |
| Investment Income         | \$4,136                        | \$0                             | \$316                             | \$0                                  | \$0                                   |
| Other Fin. Sources        | \$0                            | \$115,140                       | \$293,312                         | \$340,906                            | \$315,906                             |
| <b>Total Revenues</b>     | <b>\$6,406,609</b>             | <b>\$6,642,509</b>              | <b>\$6,755,690</b>                | <b>\$6,901,341</b>                   | <b>\$6,876,529</b>                    |
| <b>Net Expenditures</b>   | <b>\$65,682</b>                | <b>\$0</b>                      | <b>(\$35,009)</b>                 | <b>\$0</b>                           | <b>\$0</b>                            |

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# FIRE DISTRICTS

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## PROGRAM DESCRIPTION

Fire protection in Durham County is provided within seven fire districts, which are tax supported by residents of each respective district. Services are provided by incorporated volunteer fire departments. In addition to fire protection, Durham County fire departments provide emergency medical services within their districts. All departments respond to requests for assistance to surrounding departments and counties under mutual aid agreements. Coordination of these fire and rescue services is provided by the Fire Marshal's Office and Emergency Medical Services.

The following rates are proposed for FY 2012-13:

| District   | FY 2011-12<br>Adopted<br>Tax Rate | FY 2012-13<br>Requested<br>Tax Rate | FY 2012-13<br>Approved<br>Tax Rate |
|------------|-----------------------------------|-------------------------------------|------------------------------------|
| Bethesda   | 0.1000                            | 0.1000                              | 0.1000                             |
| Lebanon    | 0.1000                            | 0.1000                              | 0.1000                             |
| Parkwood   | 0.1100                            | 0.1150                              | 0.1150                             |
| Redwood    | 0.1125                            | 0.1125                              | 0.1125                             |
| New Hope * | 0.0895                            | 0.0895                              | 0.0895                             |
| Eno *      | 0.0599                            | 0.0599                              | 0.0599                             |
| Bahama     | 0.0600                            | 0.0600                              | 0.0600                             |
| Butner**   | 0.2500                            | 0.2500                              | 0.2500                             |

\*The New Hope and Eno fire district rates are established by neighboring Orange County through an interlocal agreement.

\*\*The Special Butner District is a state-maintained public safety district.

## Bethesda Fire District Fund

Fund: 2002130000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$450,000                      | \$460,377                       | \$460,377                         | \$463,196                            | \$592,624                             |
| Transfers                 | \$1,142,463                    | \$1,226,481                     | \$1,226,481                       | \$1,265,863                          | \$1,111,435                           |
| <b>Total Expenditures</b> | <b>\$1,592,463</b>             | <b>\$1,686,858</b>              | <b>\$1,686,858</b>                | <b>\$1,729,059</b>                   | <b>\$1,704,059</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Taxes                     | \$1,497,047                    | \$1,621,858                     | \$1,627,528                       | \$1,579,059                          | \$1,579,059                           |
| Investment Income         | \$943                          | \$0                             | (\$35)                            | \$0                                  | \$0                                   |
| Other Fin. Sources        | \$0                            | \$65,000                        | \$65,000                          | \$150,000                            | \$125,000                             |
| <b>Total Revenues</b>     | <b>\$1,497,990</b>             | <b>\$1,686,858</b>              | <b>\$1,692,493</b>                | <b>\$1,729,059</b>                   | <b>\$1,704,059</b>                    |
| <b>Net Expenditures</b>   | <b>\$94,473</b>                | <b>\$0</b>                      | <b>(\$5,635)</b>                  | <b>\$0</b>                           | <b>\$0</b>                            |

- Bethesda Fire District appropriated \$125,000 in fund balance.
- Transfers are made to the General Fund and the Benefits Plan Fund for the personnel and benefit expenditures of county positions.

## Lebanon Fire District Fund

Fund: 2002140000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$479,657                      | \$496,789                       | \$496,789                         | \$550,505                            | \$550,505                             |
| Transfers                 | \$515,890                      | \$600,849                       | \$600,849                         | \$595,123                            | \$595,123                             |
| <b>Total Expenditures</b> | <b>\$995,547</b>               | <b>\$1,097,638</b>              | <b>\$1,097,638</b>                | <b>\$1,145,628</b>                   | <b>\$1,145,628</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Taxes                     | \$1,074,630                    | \$1,050,921                     | \$1,058,778                       | \$1,057,933                          | \$1,057,933                           |
| Investment Income         | \$903                          | \$0                             | \$150                             | \$0                                  | \$0                                   |
| Other Fin. Sources        | \$0                            | \$46,717                        | \$46,717                          | \$87,695                             | \$87,695                              |
| <b>Total Revenues</b>     | <b>\$1,075,533</b>             | <b>\$1,097,638</b>              | <b>\$1,105,645</b>                | <b>\$1,145,628</b>                   | <b>\$1,145,628</b>                    |
| <b>Net Expenditures</b>   | <b>(\$79,987)</b>              | <b>\$0</b>                      | <b>(\$8,007)</b>                  | <b>\$0</b>                           | <b>\$0</b>                            |

- Lebanon Fire District appropriated \$87,695 in fund balance.
- Transfers are made to the General Fund and the Benefits Plan Fund for the personnel and benefit expenditures of county positions.

## Parkwood Fire District Fund

Fund: 2002150000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$1,644,444                    | \$1,564,240                     | \$1,564,240                       | \$1,614,691                          | \$1,614,691                           |
| <b>Total Expenditures</b> | <b>\$1,644,444</b>             | <b>\$1,564,240</b>              | <b>\$1,564,240</b>                | <b>\$1,614,691</b>                   | <b>\$1,614,691</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Taxes                     | \$1,545,543                    | \$1,564,240                     | \$1,468,115                       | \$1,564,691                          | \$1,564,691                           |
| Investment Income         | \$366                          | \$0                             | \$4                               | \$0                                  | \$0                                   |
| Other Fin. Sources        | \$0                            | \$0                             | \$100,000                         | \$50,000                             | \$50,000                              |
| <b>Total Revenues</b>     | <b>\$1,545,909</b>             | <b>\$1,564,240</b>              | <b>\$1,568,119</b>                | <b>\$1,614,691</b>                   | <b>\$1,614,691</b>                    |
| <b>Net Expenditures</b>   | <b>\$98,535</b>                | <b>\$0</b>                      | <b>(\$3,879)</b>                  | <b>\$0</b>                           | <b>\$0</b>                            |

- Parkwood Fire District appropriated \$50,000 in fund balance.

## Redwood Fire District Fund

Fund: 2002160000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$746,895                      | \$746,000                       | \$746,000                         | \$770,000                            | \$770,000                             |
| <b>Total Expenditures</b> | <b>\$746,895</b>               | <b>\$746,000</b>                | <b>\$746,000</b>                  | <b>\$770,000</b>                     | <b>\$770,000</b>                      |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Taxes                     | \$730,832                      | \$742,577                       | \$751,500                         | \$749,542                            | \$749,542                             |
| Investment Income         | \$172                          | \$0                             | (\$7)                             | \$0                                  | \$0                                   |
| Other Fin. Sources        | \$0                            | \$3,423                         | \$3,423                           | \$20,458                             | \$20,458                              |
| <b>Total Revenues</b>     | <b>\$731,003</b>               | <b>\$746,000</b>                | <b>\$754,916</b>                  | <b>\$770,000</b>                     | <b>\$770,000</b>                      |
| <b>Net Expenditures</b>   | <b>\$15,892</b>                | <b>\$0</b>                      | <b>(\$8,916)</b>                  | <b>\$0</b>                           | <b>\$0</b>                            |

- Redwood Fire District appropriated \$20,458 in fund balance.

## New Hope Fire District Fund

Fund: 2002170000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$59,874                       | \$72,518                        | \$72,518                          | \$73,724                             | \$73,724                              |
| <b>Total Expenditures</b> | <b>\$59,874</b>                | <b>\$72,518</b>                 | <b>\$72,518</b>                   | <b>\$73,724</b>                      | <b>\$73,724</b>                       |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Taxes                     | \$58,005                       | \$72,518                        | \$72,864                          | \$73,724                             | \$73,724                              |
| Investment Income         | \$77                           | \$0                             | \$14                              | \$0                                  | \$0                                   |
| <b>Total Revenues</b>     | <b>\$58,082</b>                | <b>\$72,518</b>                 | <b>\$72,878</b>                   | <b>\$73,724</b>                      | <b>\$73,724</b>                       |
| <b>Net Expenditures</b>   | <b>\$1,792</b>                 | <b>\$0</b>                      | <b>(\$360)</b>                    | <b>\$0</b>                           | <b>\$0</b>                            |

## Eno Fire District Fund

Fund: 2002190000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$23,594                       | \$22,956                        | \$22,956                          | \$23,582                             | \$23,582                              |
| <b>Total Expenditures</b> | <b>\$23,594</b>                | <b>\$22,956</b>                 | <b>\$22,956</b>                   | <b>\$23,582</b>                      | <b>\$23,582</b>                       |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Taxes                     | \$23,664                       | \$22,956                        | \$23,787                          | \$23,582                             | \$23,582                              |
| Investment Income         | \$104                          | \$0                             | \$18                              | \$0                                  | \$0                                   |
| <b>Total Revenues</b>     | <b>\$23,767</b>                | <b>\$22,956</b>                 | <b>\$23,805</b>                   | <b>\$23,582</b>                      | <b>\$23,582</b>                       |
| <b>Net Expenditures</b>   | <b>(\$173)</b>                 | <b>\$0</b>                      | <b>(\$849)</b>                    | <b>\$0</b>                           | <b>\$0</b>                            |

## Bahama Fire District Fund

Fund: 2002210000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$683,755                      | \$731,106                       | \$731,106                         | \$820,778                            | \$820,778                             |
| <b>Total Expenditures</b> | <b>\$683,755</b>               | <b>\$731,106</b>                | <b>\$731,106</b>                  | <b>\$820,778</b>                     | <b>\$820,778</b>                      |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Taxes                     | \$749,297                      | \$731,106                       | \$731,107                         | \$788,025                            | \$788,025                             |
| Investment Income         | \$1,033                        | \$0                             | \$109                             | \$0                                  | \$0                                   |
| Other Fin. Sources        | \$0                            | \$0                             | \$0                               | \$32,753                             | \$32,753                              |
| <b>Total Revenues</b>     | <b>\$750,330</b>               | <b>\$731,106</b>                | <b>\$731,216</b>                  | <b>\$820,778</b>                     | <b>\$820,778</b>                      |
| <b>Net Expenditures</b>   | <b>(\$66,575)</b>              | <b>\$0</b>                      | <b>(\$110)</b>                    | <b>\$0</b>                           | <b>\$0</b>                            |

- Bahama Fire District appropriated \$32,753 in fund balance.

## Special Butner District Fund

Fund: 2002250000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$17,559                       | \$17,289                        | \$17,289                          | \$17,431                             | \$17,431                              |
| <b>Total Expenditures</b> | <b>\$17,559</b>                | <b>\$17,289</b>                 | <b>\$17,289</b>                   | <b>\$17,431</b>                      | <b>\$17,431</b>                       |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Taxes                     | \$17,112                       | \$17,289                        | \$23,977                          | \$17,431                             | \$17,431                              |
| Investment Income         | \$32                           | \$0                             | \$5                               | \$0                                  | \$0                                   |
| <b>Total Revenues</b>     | <b>\$17,144</b>                | <b>\$17,289</b>                 | <b>\$23,982</b>                   | <b>\$17,431</b>                      | <b>\$17,431</b>                       |
| <b>Net Expenditures</b>   | <b>\$415</b>                   | <b>\$0</b>                      | <b>(\$6,693)</b>                  | <b>\$0</b>                           | <b>\$0</b>                            |

# 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 tax rate is set at \$0.0374 for fiscal year 2012-2013. The revenue will be used on design and construction of pedestrian/jogging trails; support for travel demand management; support for the RTP Environmental committee, the RTP Security Committee, and the RTP Outreach Committee; roadside landscaping; design of a wetlands planting and nature walk; a feasibility study for additional softball fields; and maintenance and administrative costs.

## Special Park District Fund

Fund: 2002220000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Operating                 | \$708,161                      | \$703,904                       | \$782,076                         | \$706,448                            | \$706,636                             |
| <b>Total Expenditures</b> | <b>\$708,161</b>               | <b>\$703,904</b>                | <b>\$782,076</b>                  | <b>\$706,448</b>                     | <b>\$706,636</b>                      |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Taxes                     | \$706,343                      | \$703,904                       | \$704,406                         | \$706,448                            | \$706,636                             |
| Investment Income         | \$508                          | \$0                             | \$58                              | \$0                                  | \$0                                   |
| Other Fin. Sources        | \$0                            | \$0                             | \$78,172                          | \$0                                  | \$0                                   |
| <b>Total Revenues</b>     | <b>\$706,851</b>               | <b>\$703,904</b>                | <b>\$782,636</b>                  | <b>\$706,448</b>                     | <b>\$706,636</b>                      |
| <b>Net Expenditures</b>   | <b>\$1,310</b>                 | <b>\$0</b>                      | <b>(\$560)</b>                    | <b>\$0</b>                           | <b>\$0</b>                            |

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## **Debt Service Fund**

A fund established to account for the repayment of debt principal and interest.

# DEBT SERVICE FUND

## PROGRAM DESCRIPTION

The Debt Service Fund was established in 1987 to provide for the annual repayment of bonded debt principal and interest, lease-purchase principal and interest and bond agency fees. Long-term debt, with the exception of the Enterprise Fund's debt service, is accounted for in this fund. Prior to 1987, this appropriation was included in the General Fund.

In 2001, the county refunded approximately \$87 million in 1992, 1993 and 1994 bonds to take advantage of declining interest rates. As a result, the county will save approximately \$3.9 million on debt service costs over time. In addition, the 1993 variable rate bonds were defeased and refinanced as fixed rate bonds.

- 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 Public Building Bonds and \$5.14 million Library Facilities Bonds.
- Also in January 2002, the county refunded approximately \$35 million in outstanding bonds, 1992 series, resulting in a 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 School Bonds, \$10.27 million Library Facilities Bonds, \$4.84 million Museum Bonds, \$1 million Recreational Facilities Bonds and \$500,000 Health Care Facilities Bonds.

| 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> |

- 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, 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.

| 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> |

# Debt Service Fund

Fund: Debt 3003040000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>▼ Expenditures</b>     |                                |                                 |                                   |                                      |                                       |
| Transfers                 | \$0                            | \$1,824,537                     | \$1,250,000                       | \$0                                  | \$0                                   |
| Other                     | \$112,076,234                  | \$50,480,613                    | \$50,070,259                      | \$56,349,297                         | \$56,339,648                          |
| <b>Total Expenditures</b> | <b>\$112,076,234</b>           | <b>\$52,305,150</b>             | <b>\$51,320,259</b>               | <b>\$56,349,297</b>                  | <b>\$56,339,648</b>                   |
| <b>▼ Revenues</b>         |                                |                                 |                                   |                                      |                                       |
| Contrib. & Donations      | \$16,000                       | \$0                             | \$20,000                          | \$0                                  | \$0                                   |
| Investment Income         | \$267,430                      | \$528,221                       | \$521,303                         | \$528,221                            | \$528,221                             |
| Rental Income             | \$28,943                       | \$0                             | \$13,358                          | \$0                                  | \$0                                   |
| Service Charges           | \$209,466                      | \$0                             | \$4,929                           | \$200,000                            | \$0                                   |
| Other Revenues            | \$0                            | \$0                             | \$151                             | \$0                                  | \$0                                   |
| Other Fin. Sources        | \$114,039,094                  | \$51,776,929                    | \$50,760,518                      | \$55,621,076                         | \$55,811,427                          |
| <b>Total Revenues</b>     | <b>\$114,560,934</b>           | <b>\$52,305,150</b>             | <b>\$51,320,259</b>               | <b>\$56,349,297</b>                  | <b>\$56,339,648</b>                   |
| <b>Net Expenditures</b>   | <b>(\$2,484,699)</b>           | <b>\$0</b>                      | <b>\$0</b>                        | <b>\$0</b>                           | <b>\$0</b>                            |

- 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.
- \$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. \$86.7 million of 2007 GO Bonds is expected to be spent over the next two years for Durham Public Schools and Durham Technical Community College.
- Durham County estimates issuing \$138.7 million over the next two years in non general obligation bond funds for various projects including the new Justice Center and judicial building renovations.
- For FY 2012-13 the portion of the county tax rate dedicated to fund the Capital Financing Plan, which helps support debt service payments, stays flat at 5.94 cents.
- North Carolina law limits local government net debt to 8% of assessed value. Based on current valuations, the county could issue \$2.09 billion in debt. At this writing, the county has \$269.2 million in outstanding general obligation debt. An additional \$175.5 million in certificates of participation debt is not included in this legal limit.

| 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> |

The following 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.

|                       | 2010-11<br>Actual<br>Expenditures | 2011-12<br>Original<br>Budget | 2011-12<br>12 Month<br>Estimate | 2012-13<br>Department<br>Requested | 2012-13<br>Commissioner<br>Approved |
|-----------------------|-----------------------------------|-------------------------------|---------------------------------|------------------------------------|-------------------------------------|
| <b>BOND PRINCIPAL</b> | \$19,540,808                      | \$21,545,169                  | \$21,545,169                    | \$24,451,340                       | \$23,961,340                        |
| <b>BOND INTEREST</b>  | \$11,303,621                      | \$12,156,795                  | \$12,156,795                    | \$12,633,878                       | \$12,930,988                        |
| <b>OTHER*</b>         | \$60,328,591                      | \$18,603,186                  | \$16,664,392                    | \$19,264,079                       | \$19,447,320                        |
| <b>TOTAL</b>          | <b>\$91,173,020</b>               | <b>\$52,305,150</b>           | <b>\$50,366,356</b>             | <b>\$56,349,297</b>                | <b>\$56,339,648</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.

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# ENTERPRISE FUND

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## 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, improve County facilities through the management of capital projects, improve the County's environmental management particularly related to greenhouse gas emissions, and preserve natural and scenic lands, farms and forest.

## PROGRAM DESCRIPTION

The Utility Division is responsible for the operation and maintenance of the County's Triangle Wastewater Treatment Plant, the County's Wastewater Collection System, the coordination of new connections (customers), and the County's Sewer System revenue collections. One of the major initiatives of this division has been the upgrade and expansion of the treatment plant to meet regulatory requirements and to provide adequate capacity for growth in the County's service area. The third phase of these improvements will provide new sludge handling facilities to produce a dewatered residual which can be transported to an off-site facility for Class A stabilization. The facility construction is underway and will be completed in Fiscal Year 2013.

The County's treatment of wastewater from the Town of Cary has been extended until at least June 31, 2014 under an Agreement between the County and the Town. Cary is currently sending approximately 2,500,000 gallons per day to the County's plant for treatment. The agreement between Durham County and Cary provides treatment of up to 6 million gallons per day.

The Utility Division Office is located at 5926 NC Hwy 55 East, Durham, North Carolina, 27713. Office hours are Monday – Friday, 8:30 AM – 5:00 PM, Telephone: 919-544-8280; Fax: 919-544-8590.

## 2011-12 ACCOMPLISHMENTS

- NCDENR DWQ Laboratory certification was achieved for ammonia testing.
- Completed construction of the ReUse water project and on February 22, 2012 began supplying ReUse water.
- Began construction of the Phase III project, (sludge holding and dewatering facilities).
- Staff participated as a Board Member of the North Carolina Water Quality Association.
- Staff participated as the Chair of the Technical Advisory Committee to the Upper Cape Fear Basin Association.
- Staff participated as the Vice President of the North Carolina Pretreatment Consortium.

# Sewer Utility Fund

Fund: 6006600000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>▽ Expenditures</b>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$1,362,481                    | \$1,535,543                     | \$1,403,142                       | \$1,539,666                          | \$1,539,666                           |
| Operating                 | \$2,169,856                    | \$2,621,273                     | \$2,294,760                       | \$3,301,265                          | \$3,301,265                           |
| Capital                   | \$19,754                       | \$219,000                       | \$182,330                         | \$121,415                            | \$121,415                             |
| Transfers                 | \$754,640                      | \$1,771,267                     | \$1,771,267                       | \$1,101,584                          | \$1,101,584                           |
| Other                     | \$2,910,252                    | \$2,140,947                     | \$2,140,947                       | \$3,200,000                          | \$3,200,000                           |
| <b>Total Expenditures</b> | <b>\$7,216,983</b>             | <b>\$8,288,030</b>              | <b>\$7,792,446</b>                | <b>\$9,263,930</b>                   | <b>\$9,263,930</b>                    |
| <b>▽ Revenues</b>         |                                |                                 |                                   |                                      |                                       |
| Licenses & Permits        | \$11,408                       | \$2,300                         | \$5,000                           | \$3,000                              | \$3,000                               |
| Investment Income         | (\$11,124)                     | \$25,000                        | \$14,630                          | \$15,000                             | \$15,000                              |
| Enterprise Charges        | \$10,359,823                   | \$8,052,130                     | \$8,829,207                       | \$8,984,990                          | \$8,984,990                           |
| Sewer Connect. Fees       | \$223,105                      | \$208,600                       | \$407,671                         | \$260,940                            | \$260,940                             |
| Other Revenues            | \$940                          | \$0                             | \$0                               | \$0                                  | \$0                                   |
| <b>Total Revenues</b>     | <b>\$10,584,153</b>            | <b>\$8,288,030</b>              | <b>\$9,256,507</b>                | <b>\$9,263,930</b>                   | <b>\$9,263,930</b>                    |
| <b>Net Expenditures</b>   | <b>(\$3,367,170)</b>           | <b>\$0</b>                      | <b>(\$1,464,061)</b>              | <b>\$0</b>                           | <b>\$0</b>                            |
| FTEs                      | 22.00                          | 23.00                           | 23.00                             | 23.00                                | 23.00                                 |

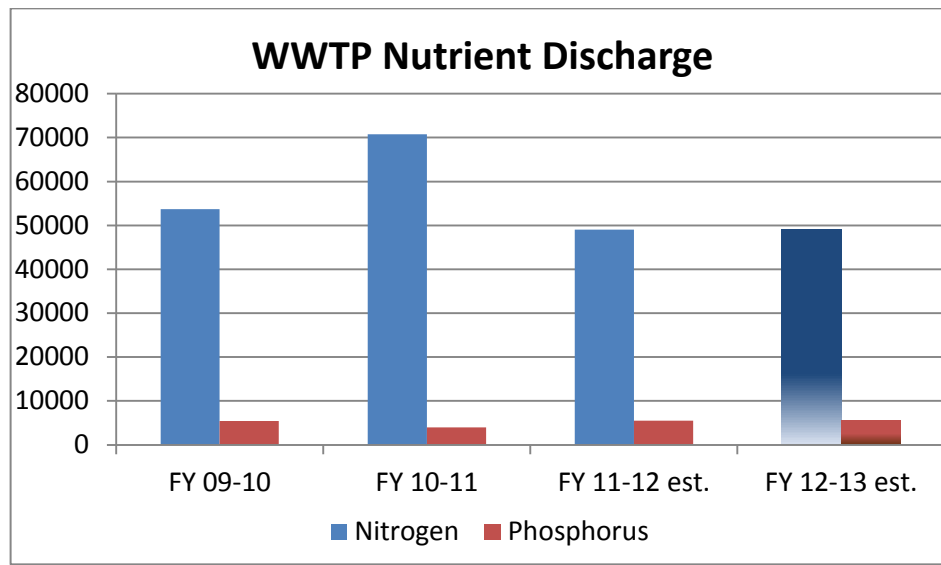
## 2012-13 HIGHLIGHTS

- The operations expenditure request has increased from the budget approved for FY 2011-2012. The increase is primarily due to the transition from dewatering "aged" sludge from the lagoon to the new centrifuge system to dewater fresh sludge. A second significant operations request increase is for the purchase of chemicals for the control of sewer corrosion and collection system odors. The other increased costs are for items such as vacuum cleaning of the floatable debris in the influent pump station and sediment in the sand filter channels; the computer replacement cycle, and increased costs of maintaining the aging STEP systems in the Wexford subdivision.
- Two vehicles are budgeted for the Sewer Utility. A small van is to be used by the SCADA/Instrumentation technician for transport of his analytical equipment and tools. The second vehicle, a small truck, is to be shared by the maintenance staff.
- Service rates for users will be increased by 4.68% (listed in the fee schedule). The increase is due to higher costs for chemicals and electricity costs at the waste water treatment plant, and to minimize large rate increases in FY 2013-14 and 2014-15 as a result of loan repayments for Phase III and Reuse Water projects and the termination of Town of Cary wastewater service revenue. A new fee will be implemented in FY 2012-2013 for pollutant headworks analysis.

| Payments for Enterprise Fund Debt Service |                                       |                                      |                                  |
|-------------------------------------------|---------------------------------------|--------------------------------------|----------------------------------|
|                                           | 2011-2012<br>Commissioner<br>Approved | 2012-2013<br>Department<br>Requested | 2012-2013<br>Manager<br>Approved |
| PRINCIPAL                                 | \$1,319,831                           | \$2,050,000                          | \$2,050,000                      |
| INTEREST                                  | \$821,116                             | \$1,150,000                          | \$1,150,000                      |
| <b>TOTAL</b>                              | <b>\$2,140,947</b>                    | <b>\$3,200,000</b>                   | <b>\$3,200,000</b>               |

## 2012-13 PERFORMANCE MEASURE

**Performance Measure:** Triangle Wastewater Treatment Plant (TWWTP) Nitrogen Reduction



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

The Triangle Wastewater Treatment Plant discharges to Northeast Creek which then discharges into Jordan Lake. Jordan Lake has been identified as nutrient sensitive, and dischargers are being required to reduce their nutrient discharge to minimize the effects of the discharge. The Triangle Wastewater Treatment Plant is allowed to discharge up to 111,207 pounds per year of total nitrogen and 8,432 pounds per year of total phosphorus. The data indicates the facility is well below these limits.

**What initiatives or changes to programs in FY 2012-13 will the department take on in hopes to improve the overall performance of the related program or goal?**

In FY 2012-13, the distribution of reuse water will reduce the effluent nutrient load discharged to the creek. Also, in January 2013, the sludge holding tanks and centrifuge project completion will reduce the summertime peak loads of nutrients associated with the existing sludge lagoon and improve nutrient treatment capacity.

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## **Trust Funds**

Funds established to account for assets held in a trustee capacity. George R. Linder Memorial Fund, Law Enforcement Officers' Retirement Fund, and Community Health Trust Fund are included as Trust Funds.

## Summary: Trust Funds

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$216,980                      | \$290,000                       | \$237,369                         | \$300,000                            | \$300,000                             |
| Operating                 | \$0                            | \$250                           | \$0                               | \$250                                | \$250                                 |
| Transfers                 | \$4,561,808                    | \$6,123,499                     | \$6,123,499                       | \$3,950,000                          | \$4,071,851                           |
| <b>Total Expenditures</b> | <b>\$4,778,788</b>             | <b>\$6,413,749</b>              | <b>\$6,360,868</b>                | <b>\$4,250,250</b>                   | <b>\$4,372,101</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$3,950,000                    | \$3,950,000                     | \$3,950,000                       | \$3,950,000                          | \$3,950,000                           |
| Contrib. & Donations      | \$300,207                      | \$290,250                       | \$280,000                         | \$300,250                            | \$300,250                             |
| Investment Income         | \$1,040,746                    | \$0                             | \$515,000                         | \$0                                  | \$0                                   |
| Service Charges           | \$56,700                       | \$0                             | \$31,500                          | \$0                                  | \$0                                   |
| Other Fin. Sources        | \$2,756,066                    | \$2,173,499                     | \$0                               | \$0                                  | \$121,851                             |
| <b>Total Revenues</b>     | <b>\$8,103,719</b>             | <b>\$6,413,749</b>              | <b>\$4,776,500</b>                | <b>\$4,250,250</b>                   | <b>\$4,372,101</b>                    |
| <b>Net Expenditures</b>   | <b>(\$3,324,931)</b>           | <b>\$0</b>                      | <b>\$1,584,368</b>                | <b>\$0</b>                           | <b>\$0</b>                            |

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# GEORGE R. LINDER MEMORIAL FUND

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## 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 for use of acquiring 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 such funds are depleted.

**Funds Center:** 7007050000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| 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>                          |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Contrib. & Donations      | \$0                            | \$250                           | \$0                               | \$250                                | \$250                                 |
| Investment Income         | \$14                           | \$0                             | \$0                               | \$0                                  | \$0                                   |
| <b>Total Revenues</b>     | <b>\$14</b>                    | <b>\$250</b>                    | <b>\$0</b>                        | <b>\$250</b>                         | <b>\$250</b>                          |
| <b>Net Expenditures</b>   | <b>(\$14)</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                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <b>▽ Expenditures</b>     |                                |                                 |                                   |                                      |                                       |
| Personnel                 | \$216,980                      | \$290,000                       | \$237,369                         | \$300,000                            | \$300,000                             |
| <b>Total Expenditures</b> | <b>\$216,980</b>               | <b>\$290,000</b>                | <b>\$237,369</b>                  | <b>\$300,000</b>                     | <b>\$300,000</b>                      |
| <b>▽ Revenues</b>         |                                |                                 |                                   |                                      |                                       |
| Contrib. & Donations      | \$300,207                      | \$290,000                       | \$280,000                         | \$300,000                            | \$300,000                             |
| Investment Income         | \$3,141                        | \$0                             | \$0                               | \$0                                  | \$0                                   |
| <b>Total Revenues</b>     | <b>\$303,347</b>               | <b>\$290,000</b>                | <b>\$280,000</b>                  | <b>\$300,000</b>                     | <b>\$300,000</b>                      |
| <b>Net Expenditures</b>   | <b>(\$86,367)</b>              | <b>\$0</b>                      | <b>(\$42,631)</b>                 | <b>\$0</b>                           | <b>\$0</b>                            |

# COMMUNITY HEALTH TRUST FUND

## PROGRAM DESCRIPTION

The Community Health Trust 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 2009-2010 Duke University Health System began paying Durham County \$3.95 million annually for health-related costs. It is projected that this fund will have a balance of \$13,941,940 at June 30, 2012. The exact figure will be reconciled and reported in the County's Comprehensive Annual Financial Report (CAFR). The county has identified \$3.95 million in health-related costs for FY 2011-12 in the General Fund.

For FY 2012-13, Community Health Trust Fund dollars are being used to support three health-related areas: Volunteer Fire Departments-Paramedic Services (VFD-Paramedic Services), Emergency Medical Services (EMS), and Public Health. The budgets for the VFD-Paramedic Services and EMS are detailed in the Public Safety section of this document.

County support of providing Public Health services in Durham County is budgeted at \$14,320,757 for FY 2012-13. Community Health Trust Fund dollars equal to \$2,004,270 will be used along with General Fund monies in the support of Public Health services.

A Community Health Trust Fund fund balance appropriation equal to \$121,851 will be made to the General Fund Public Health budget to fund three school health nurses in order to increase access to care by staffing an on-site school wellness clinic.

| Department                                                                                                                                                        | Item                                     | FY2011-12<br>Approved | FY2012-13<br>Approved |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-----------------------|-----------------------|
| VFD-Paramedic Services                                                                                                                                            | Paramedic Services                       | \$1,549,955           | \$976,521             |
| EMS                                                                                                                                                               | EMS Services                             | \$673,226             | \$1,091,060           |
| Public Health                                                                                                                                                     | County support of Public Health Programs | \$1,726,819           | \$2,004,270           |
| Debt Service                                                                                                                                                      | Transfer                                 | \$2,173,499           |                       |
| <b>TOTAL</b>                                                                                                                                                      |                                          | <b>\$6,123,499</b>    | <b>\$4,071,851</b>    |
|                                                                                                                                                                   |                                          |                       |                       |
| Funds from Duke University Health System (transferred to General Fund)                                                                                            |                                          | \$3,950,000           | \$3,950,000           |
| Fund Balance Appropriation (transferred to Debt Service Fund* and General Fund**)                                                                                 |                                          | \$2,173,499*          | \$121,851**           |
| <b>TOTAL</b>                                                                                                                                                      |                                          | <b>\$6,123,499</b>    | <b>\$4,071,851</b>    |
| *\$1 million to debt service support of the Human Services Complex capital project and \$1,173,499 dedicated to the renovation of EMS Station 1 capital project.* |                                          |                       |                       |
| **Home Health Agency sale proceeds transferred to PH                                                                                                              |                                          |                       |                       |

# Community Health Trust Fund

Funds Center: 7007080000

| Summary                   | 2010-2011<br>Actual<br>Exp/Rev | 2011-2012<br>Original<br>Budget | 2011-2012<br>12 Month<br>Estimate | 2012-2013<br>Department<br>Requested | 2012-2013<br>Commissioner<br>Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▽ <i>Expenditures</i>     |                                |                                 |                                   |                                      |                                       |
| Transfers                 | \$4,561,808                    | \$6,123,499                     | \$6,123,499                       | \$3,950,000                          | \$4,071,851                           |
| <b>Total Expenditures</b> | <b>\$4,561,808</b>             | <b>\$6,123,499</b>              | <b>\$6,123,499</b>                | <b>\$3,950,000</b>                   | <b>\$4,071,851</b>                    |
| ▽ <i>Revenues</i>         |                                |                                 |                                   |                                      |                                       |
| Intergovernmental         | \$3,950,000                    | \$3,950,000                     | \$3,950,000                       | \$3,950,000                          | \$3,950,000                           |
| Investment Income         | \$1,037,591                    | \$0                             | \$515,000                         | \$0                                  | \$0                                   |
| Service Charges           | \$56,700                       | \$0                             | \$31,500                          | \$0                                  | \$0                                   |
| Other Fin. Sources        | \$2,756,066                    | \$2,173,499                     | \$0                               | \$0                                  | \$121,851                             |
| <b>Total Revenues</b>     | <b>\$7,800,357</b>             | <b>\$6,123,499</b>              | <b>\$4,496,500</b>                | <b>\$3,950,000</b>                   | <b>\$4,071,851</b>                    |
| <b>Net Expenditures</b>   | <b>(\$3,238,549)</b>           | <b>\$0</b>                      | <b>\$1,626,999</b>                | <b>\$0</b>                           | <b>\$0</b>                            |

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## **Appendix**

Additional supplementary material.

**FY 2012-13  
Durham City-County Planning Department Fee Schedule**

| Fee Type                                                                                                                                                                                                          | FY 2011-12 Adopted Fee                                                                                                                                                                                                                                           | FY 2012-13 Adopted Fee                                                                                                                                                                                                                                           | Change from<br>Previous Fiscal Year |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| <b>Zoning Map Change (Rezoning)</b>                                                                                                                                                                               |                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                  |                                     |
| Residential, not multi-family, 1 acre or less                                                                                                                                                                     | \$750 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs                                                                                                                                                        | \$750 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs                                                                                                                                                        | same                                |
| Modification to existing design guidelines (only)                                                                                                                                                                 | \$750 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs                                                                                                                                                        | \$750 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs                                                                                                                                                        | same                                |
| Residential, not multi-family or PDR, greater than 1 acre and less than 20 acres                                                                                                                                  | \$2,250, plus \$55 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs                                                                                                                              | \$2,250, plus \$55 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs                                                                                                                              | same                                |
| Residential, not multi-family or PDR, greater than 20 acres                                                                                                                                                       | \$3,500, plus \$55 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs                                                                                                                              | \$3,500, plus \$55 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs                                                                                                                              | same                                |
| PDR                                                                                                                                                                                                               | \$4,500, plus \$55 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs                                                                                                                              | \$4,500, plus \$55 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs                                                                                                                              | same                                |
| Office, residential multi-family, commercial, industrial or research zones                                                                                                                                        | \$4,000, plus \$65 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs                                                                                                                              | \$4,000, plus \$65 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs                                                                                                                              | same                                |
| 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%.                                                                                                                                               | same                                |
| <b>Board of Adjustment Applications</b>                                                                                                                                                                           |                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                  |                                     |
| Custodial care (single residential unit on same lot as primary residential unit, for custodial care purposes)                                                                                                     | \$75, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs                                                                                                                                                                  | \$75, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs                                                                                                                                                                  | same                                |
| Small day care use permit (up to 12 persons being cared for)                                                                                                                                                      | \$475, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs                                                                                                                                                                 | \$475, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs                                                                                                                                                                 | same                                |
| Non-revenue generating single-family use permit (fences, etc.)                                                                                                                                                    | \$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                                                                                                                                                                 | same                                |
| 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                                                                                                  | same                                |
| 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                                                                                                                                                                 | same                                |
| 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                                                                                                                                                               | same                                |
| <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                                                                                                  | same                                |
| 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                                                                                                                                                               | same                                |
| 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                                                                                                                                                               | same                                |
| <b>Site Plans</b>                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                  |                                     |
| Administrative site plan (site plans that require Planning Department review only)                                                                                                                                | \$150, plus technology surcharge of 4%                                                                                                                                                                                                                           | \$150, plus technology surcharge of 4%                                                                                                                                                                                                                           | same                                |
| Simplified site plan (small - less than 1,000 sq. ft. of new building area, 1 acre disturbed area, 5% increase in parking area or minor amendments to site plan of record that do not involve changes to the SIA) | \$1,000, plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee                                                                                                                      | \$1,000, plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee                                                                                                                      | same                                |
| Simplified site plan (large - more than 1,000 sq. ft. of new building area, 1 acre disturbed area or other improvements that do not qualify in other categories)                                                  | \$2,500, plus \$25 per 1,000 sq. ft. of gross building area (rounded up), or \$25 per lot, or \$25 per attached dwelling unit plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee | \$2,500, plus \$25 per 1,000 sq. ft. of gross building area (rounded up), or \$25 per lot, or \$25 per attached dwelling unit plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee | same                                |

**FY 2012-13  
Durham City-County Planning Department Fee Schedule**

| Fee Type                                                                 | FY 2011-12 Adopted Fee                                                                                                                                                                                                                                                                                                                                  | FY 2012-13 Adopted Fee                                                                                                                                                                                                                                                                                                                                  | Change from<br>Previous Fiscal Year |
|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Minor site plan                                                          | \$3,500, plus \$25 per 1,000 sq. ft. of gross building area (rounded up), or \$25 per lot, or \$25 per attached dwelling unit plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee                                                                                        | \$3,500, plus \$25 per 1,000 sq. ft. of gross building area (rounded up), or \$25 per lot, or \$25 per attached dwelling unit plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee                                                                                        | same                                |
| Major site plan                                                          | \$4,000, plus \$25 per 1,000 sq. ft. of gross building area (rounded up), or \$25 per lot, or \$25 per attached dwelling unit, plus technology surcharge of 4%; plus surcharge for letter notice on those projects requiring governing body approval, plans which do not require an initial re-review will be reimbursed 33% of the original review fee | \$4,000, plus \$25 per 1,000 sq. ft. of gross building area (rounded up), or \$25 per lot, or \$25 per attached dwelling unit, plus technology surcharge of 4%; plus surcharge for letter notice on those projects requiring governing body approval, plans which do not require an initial re-review will be reimbursed 33% of the original review fee | same                                |
| Landscape extensions                                                     | Major non-residential greater than 25,000 square feet in gross floor area - \$300, minor non-residential less than 25,000 sq. ft. in gross floor area - \$150, residential \$75 per lot, plus technology surcharge of 4%                                                                                                                                | Major non-residential greater than 25,000 square feet in gross floor area - \$300, minor non-residential less than 25,000 sq. ft. in gross floor area - \$150, residential \$75 per lot, plus technology surcharge of 4%                                                                                                                                | same                                |
| 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 - \$150.00 plus Technology surcharge of 4%, applicable following initial and first re-review and charged for each subsequent review                                                                | Floodplain Development Permit initiated through the Planning Department that does not require review of a flood study or approval by an elected body - \$150.00 plus Technology surcharge of 4%, applicable following initial and first re-review and charged for each subsequent review                                                                | same                                |
| Floodplain Development Permit (Large)                                    | Floodplain Development Permit initiated through the Planning Department that does require review of a flood study or approval by an elected body - \$500.00 plus Technology surcharge of 4%, applicable following initial and first re-review and charged for each subsequent review                                                                    | Floodplain Development Permit initiated through the Planning Department that does require review of a flood study or approval by an elected body - \$500.00 plus Technology surcharge of 4%, applicable following initial and first re-review and charged for each subsequent review                                                                    | same                                |
| 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%.                                                                                                                                                                                                                                      | same                                |
| <b>Subdivision Plats</b>                                                 |                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                         |                                     |
| Preliminary plat                                                         | \$3,400, plus \$25 per lot, plus technology surcharge of 4%, plus surcharge for letter notice on those projects requiring governing body approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee                                                                                                    | \$3,400, plus \$25 per lot, plus technology surcharge of 4%, plus surcharge for letter notice on those projects requiring governing body approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee                                                                                                    | same                                |
| Preliminary plat, cluster or conservation subdivision                    | \$4,000, plus \$25 per lot, plus technology surcharge of 4%, plus surcharge for letter notice on those projects requiring governing body approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee                                                                                                    | \$4,000, plus \$25 per lot, plus technology surcharge of 4%, plus surcharge for letter notice on those projects requiring governing body approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee                                                                                                    | same                                |
| Final plats                                                              | \$700, \$25 per lot, plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee                                                                                                                                                                                                 | \$700, \$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                                                                                                                                                                                                 | same                                |
| Exempt final plats                                                       | \$75, plus technology surcharge of 4%                                                                                                                                                                                                                                                                                                                   | \$75, plus technology surcharge of 4%                                                                                                                                                                                                                                                                                                                   | same                                |
| Landscape extensions                                                     | Major non-residential greater than 25,000 square feet in gross floor area - \$300, minor non-residential less than 25,000 sq. ft. in gross floor area - \$150, residential \$75 per lot, plus technology surcharge of 4%                                                                                                                                | Major non-residential greater than 25,000 square feet in gross floor area - \$300, minor non-residential less than 25,000 sq. ft. in gross floor area - \$150, residential \$75 per lot, plus technology surcharge of 4%                                                                                                                                | same                                |
| 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%.                                                                                                                                                                                                                                      | same                                |
| <b>Historic Preservation Fees</b>                                        |                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                         |                                     |
| Historic landmark designation                                            | \$500, plus technology surcharge of 4%, plus surcharges for advertising and letter notice                                                                                                                                                                                                                                                               | \$500, plus technology surcharge of 4%, plus surcharges for advertising and letter notice                                                                                                                                                                                                                                                               | same                                |
| Certificate of Appropriateness - Historic Preservation Commission Review | \$150, plus technology surcharge of 4%, plus surcharges for advertising and letter notice                                                                                                                                                                                                                                                               | \$150, plus technology surcharge of 4%, plus surcharges for advertising and letter notice                                                                                                                                                                                                                                                               | same                                |
| Certificate of Appropriateness - Administrative Review                   | \$25, plus technology surcharge of 4%                                                                                                                                                                                                                                                                                                                   | \$25, plus technology surcharge of 4%                                                                                                                                                                                                                                                                                                                   | same                                |
| Historic Signs                                                           | \$150, plus technology surcharge of 4%, plus surcharges for advertising and letter notice                                                                                                                                                                                                                                                               | \$150, plus technology surcharge of 4%, plus surcharges for advertising and letter notice                                                                                                                                                                                                                                                               | same                                |
| <b>Other Fees</b>                                                        |                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                         |                                     |

**FY 2012-13**  
**Durham City-County Planning Department Fee Schedule**

| Fee Type                                                                                                                                                                                  | FY 2011-12 Adopted Fee                                                                                                                                                                                                                                          | FY 2012-13 Adopted Fee                                                                                                                                                                                                                                          | Change from Previous Fiscal Year |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| Re-review fees (applicable to all development applications)                                                                                                                               | Half of filing fee, no limit, plus technology surcharge of 4%, applicable to all reviews following initial and first re-review and charged for each subsequent review, unless the only outstanding comments are new staff-generated comments                    | Half of filing fee, no limit, plus technology surcharge of 4%, applicable to all reviews following initial and first re-review and charged for each subsequent review, unless the only outstanding comments are new staff-generated comments                    | same                             |
| Landscape re-inspection fees                                                                                                                                                              | \$100, plus technology surcharge of 4% for first re-inspection, for each subsequent re-inspection the fee will increase by \$104 (example 1 <sup>st</sup> -\$104, 2 <sup>nd</sup> - \$208, 3 <sup>rd</sup> -\$312, etc.)                                        | \$100, plus technology surcharge of 4% for first re-inspection, for each subsequent re-inspection the fee will increase by \$104 (example 1 <sup>st</sup> -\$104, 2 <sup>nd</sup> - \$208, 3 <sup>rd</sup> -\$312, etc.)                                        | same                             |
| Land use plan amendment                                                                                                                                                                   | \$2,100, plus technology surcharge of 4%, plus surcharges for advertising and letter notice                                                                                                                                                                     | \$2,100, plus technology surcharge of 4%, plus surcharges for advertising and letter notice                                                                                                                                                                     | same                             |
| Common signage plan review                                                                                                                                                                | \$175, plus technology surcharge of 4%                                                                                                                                                                                                                          | \$175, plus technology surcharge of 4%                                                                                                                                                                                                                          | same                             |
| Banner plan review (only)                                                                                                                                                                 | \$75, plus technology surcharge of 4%                                                                                                                                                                                                                           | \$75, plus technology surcharge of 4%                                                                                                                                                                                                                           | same                             |
| Street/Alley closing                                                                                                                                                                      | \$800, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs                                                                                                                                                                | \$800, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs                                                                                                                                                                | same                             |
| Street/Alley renaming                                                                                                                                                                     | \$600, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus full reimbursement cost for street sign replacement                                                                                                      | \$600, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus full reimbursement cost for street sign replacement                                                                                                      | same                             |
| 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                                                                                                                                                                      | same                             |
| Zoning and business verification letters                                                                                                                                                  | \$15, plus technology surcharge of 4%                                                                                                                                                                                                                           | \$15, plus technology surcharge of 4%                                                                                                                                                                                                                           | same                             |
| Home occupation permit                                                                                                                                                                    | \$25, plus technology surcharge of 4%                                                                                                                                                                                                                           | \$25, plus technology surcharge of 4%                                                                                                                                                                                                                           | same                             |
| Formal letter of interpretation                                                                                                                                                           | \$40, plus technology surcharge of 4%                                                                                                                                                                                                                           | \$40, plus technology surcharge of 4%                                                                                                                                                                                                                           | same                             |
| Vested rights determination                                                                                                                                                               | \$1,500, plus technology surcharge of 4%                                                                                                                                                                                                                        | \$1,500, plus technology surcharge of 4%                                                                                                                                                                                                                        | same                             |
| Costs for departmental publications                                                                                                                                                       | Publications presently available: \$5; reproductions or new publications will be priced according to costs                                                                                                                                                      | Publications presently available: \$5; reproductions or new publications will be priced according to costs                                                                                                                                                      | same                             |
| Large format copies                                                                                                                                                                       | \$1 per sq. ft. (ex.: a 3 ft. x 6 ft. map equals 18 sq. ft. for a copying charge of \$18)                                                                                                                                                                       | \$1 per sq. ft. (ex.: a 3 ft. x 6 ft. map equals 18 sq. ft. for a copying charge of \$18)                                                                                                                                                                       | same                             |
| Limited Agricultural Permit                                                                                                                                                               | \$25.00 plus Technology surcharge of 4%                                                                                                                                                                                                                         | \$25.00 plus Technology surcharge of 4%                                                                                                                                                                                                                         | same                             |
| Architectural Review (per Section 3.24 of the Durham Unified Development Ordinance)                                                                                                       | \$150.00 plus Technology surcharge of 4%.                                                                                                                                                                                                                       | \$150.00 plus Technology surcharge of 4%.                                                                                                                                                                                                                       | same                             |
| <b>Surcharges</b>                                                                                                                                                                         |                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                 |                                  |
| Newspaper advertising for zoning map change, land use plan amendment and street closings                                                                                                  | \$460                                                                                                                                                                                                                                                           | \$460                                                                                                                                                                                                                                                           | same                             |
| Newspaper advertising for Board of Adjustment, major special use permit, street renaming, vested rights determination, certificates of appropriateness and historic landmark designations | \$230                                                                                                                                                                                                                                                           | \$230                                                                                                                                                                                                                                                           | same                             |
| Newspaper advertising for UDO text amendment                                                                                                                                              | \$690                                                                                                                                                                                                                                                           | \$690                                                                                                                                                                                                                                                           | same                             |
| Letter notice for zoning map change, land use plan amendment, major site plan, preliminary plat                                                                                           | \$95                                                                                                                                                                                                                                                            | \$95                                                                                                                                                                                                                                                            | same                             |
| Letter notice for Board of Adjustment, major special use permit, street renaming or street closing, Certificates of Appropriateness and historic landmark designations                    | \$53                                                                                                                                                                                                                                                            | \$53                                                                                                                                                                                                                                                            | same                             |
| Signs                                                                                                                                                                                     | Zoning map change, Board of Adjustment, major special use permit, street renaming or street closing: \$100; if multiple signs are necessary to adequately notify neighbors, multiple signs will be charged for at the case intake at the rate of \$100 per sign | Zoning map change, Board of Adjustment, major special use permit, street renaming or street closing: \$100; if multiple signs are necessary to adequately notify neighbors, multiple signs will be charged for at the case intake at the rate of \$100 per sign | same                             |

**FY 2012-13**  
**Durham City-County Inspections Department Building Permit Fee Schedule**

| Fee Type                                                                                                                                                                                                                                   | FY 2011-12 Adopted Fee | FY 2012-13 Adopted Fee | Change from Previous Fiscal Year |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------|----------------------------------|
| <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                  | same                             |
| 1,201 to 1,800 sq. ft.                                                                                                                                                                                                                     | \$325                  | \$325                  | same                             |
| 1,801 to 2,400 sq. ft.                                                                                                                                                                                                                     | \$400                  | \$400                  | same                             |
| 2,401 to 3,000 sq. ft.                                                                                                                                                                                                                     | \$456                  | \$456                  | same                             |
| 3,001 to 3,600 sq. ft.                                                                                                                                                                                                                     | \$537                  | \$537                  | same                             |
| 3,601 to 4,200 sq. ft.                                                                                                                                                                                                                     | \$650                  | \$650                  | same                             |
| 4,201 to 5,000 sq. ft.                                                                                                                                                                                                                     | \$740                  | \$740                  | same                             |
| 5,001 sq. ft. and over                                                                                                                                                                                                                     | \$810                  | \$810                  | same                             |
| <b>Schedule B</b>                                                                                                                                                                                                                          |                        |                        |                                  |
| New multi-family residential buildings (apartments, condominiums, triplex and fourplex)                                                                                                                                                    |                        |                        |                                  |
| 1 <sup>st</sup> unit                                                                                                                                                                                                                       | \$300                  | \$300                  | same                             |
| Each additional unit, per building                                                                                                                                                                                                         | \$150                  | \$150                  | same                             |
| <b>Schedule C</b>                                                                                                                                                                                                                          |                        |                        |                                  |
| Accessory buildings                                                                                                                                                                                                                        |                        |                        |                                  |
| No footing                                                                                                                                                                                                                                 | \$50                   | \$50                   | same                             |
| Footing                                                                                                                                                                                                                                    | \$100                  | \$100                  | same                             |
| <b>Schedule D</b>                                                                                                                                                                                                                          |                        |                        |                                  |
| Residential renovations and additions                                                                                                                                                                                                      |                        |                        |                                  |
| Additions                                                                                                                                                                                                                                  |                        |                        |                                  |
| \$0 to \$10,000 - no footing                                                                                                                                                                                                               | \$125                  | \$125                  | same                             |
| (add \$40 if footing required)                                                                                                                                                                                                             |                        |                        |                                  |
| \$10,000 and over - no footing                                                                                                                                                                                                             | \$250                  | \$250                  | same                             |
| (add \$40 if footing required)                                                                                                                                                                                                             |                        |                        |                                  |
| Interior renovations                                                                                                                                                                                                                       |                        |                        |                                  |
| \$0 to \$10,000                                                                                                                                                                                                                            | \$125                  | \$125                  | same                             |
| \$10,000 and over                                                                                                                                                                                                                          | \$250                  | \$250                  | same                             |
| <b>Schedule E</b>                                                                                                                                                                                                                          |                        |                        |                                  |
| Non-residential buildings (based on cost of construction using the latest publication of Southern Building Code "Building Valuation Data," referencing type of construction and occupancy group with adjustment factor for North Carolina) |                        |                        |                                  |
| \$0 to \$5,000                                                                                                                                                                                                                             | \$104                  | \$104                  | same                             |
| \$5,001 to \$50,000                                                                                                                                                                                                                        | \$104                  | \$104                  | same                             |

**FY 2012-13**  
**Durham City-County Inspections Department Building Permit Fee Schedule**

| Fee Type                                                                                           | FY 2011-12 Adopted Fee | FY 2012-13 Adopted Fee | Change from Previous Fiscal Year |
|----------------------------------------------------------------------------------------------------|------------------------|------------------------|----------------------------------|
| (plus \$7.80 per 1,000 or fraction thereof over \$5,000)                                           |                        |                        |                                  |
| \$50,001 to \$100,000                                                                              | \$456                  | \$456                  | same                             |
| (plus \$6.60 per 1,000 or fraction thereof over \$50,000)                                          |                        |                        | same                             |
| \$100,001 to \$500,000                                                                             | \$786                  | \$786                  | same                             |
| (plus \$4.32 per 1,000 or fraction thereof over \$100,000)                                         |                        |                        | same                             |
| Over \$500,000                                                                                     | \$2,513                | \$2,513                | same                             |
| (plus \$1.25 per 1,000 or fraction thereof over \$500,000)                                         |                        |                        | same                             |
| <b>Schedule F</b>                                                                                  |                        |                        |                                  |
| Miscellaneous                                                                                      |                        |                        |                                  |
| Mobile home (unit installation and foundation)                                                     | \$150                  | \$150                  | same                             |
| Modular unit (unit installation and foundation)                                                    | \$200                  | \$200                  | same                             |
| Moving permit (including new foundation)                                                           | \$125                  | \$125                  | same                             |
| Demolition permit                                                                                  |                        |                        |                                  |
| Up to 5,000 sq. ft.                                                                                | \$75                   | \$75                   | same                             |
| Over 5,000 sq. ft. (no additional cost per 1,000)                                                  | \$150                  | \$150                  | same                             |
| Demolition associated with forthcoming permit                                                      | \$75                   | \$75                   | same                             |
| Residential reroofing (addition)                                                                   | \$75                   | \$75                   | same                             |
| Commercial roofing/reroofing                                                                       |                        |                        |                                  |
| \$0 to \$20,000                                                                                    | \$100                  | \$100                  | same                             |
| Over \$20,000                                                                                      | \$150                  | \$150                  | same                             |
| Residential decks (1 and 2 family)                                                                 | \$100                  | \$100                  | same                             |
| Change of occupancy permit (if no building permit is otherwise required/no construction necessary) | \$50                   | \$50                   | same                             |
| Reinspection fees                                                                                  |                        |                        |                                  |
| Not ready for inspection                                                                           | \$100                  | \$100                  | same                             |
| 8 or more code violations found                                                                    | \$100                  | \$100                  | same                             |
| 2 <sup>nd</sup> reinspection                                                                       | \$100                  | \$100                  | same                             |
| 3 <sup>rd</sup> reinspection                                                                       | \$200                  | \$200                  | same                             |
| 4 <sup>th</sup> reinspection                                                                       | \$300                  | \$300                  | same                             |
| Search and duplication fee for past permit, inspection and Certificate of Compliance records       | \$10/page              | \$10/page              | same                             |
| Address change on permit                                                                           |                        |                        |                                  |
| Detached single-family and duplex                                                                  | \$25                   | \$25                   | same                             |
| Multiple units (cost per building)                                                                 | \$50                   | \$50                   | same                             |
| Issuance of duplicate placard                                                                      | \$5                    | \$5                    | same                             |
| Work begun without permit                                                                          | Double fee             | Double fee             | same                             |
| Voiding of permits (no maximum)                                                                    | 15% of permit cost     | 15% of permit cost     | same                             |
| Change of contractor (no maximum)                                                                  | 15% of permit cost     | 15% of permit cost     | same                             |
| Stocking permit                                                                                    | \$50                   | \$50                   | same                             |
| Partial occupancy                                                                                  | \$50                   | \$50                   | same                             |
| Posting of occupancy (not associated with a permit)                                                | \$50                   | \$50                   | same                             |
| Homeowner's recovery fund                                                                          | \$10                   | \$10                   | same                             |

**FY 2012-13**  
**Durham City-County Inspections Department Building Permit Fee Schedule**

| <b>Fee Type</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>FY 2011-12 Adopted Fee</b> | <b>FY 2012-13 Adopted Fee</b> | <b>Change from Previous Fiscal Year</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------------|-----------------------------------------|
| Floodplain development permit (small; does not require review of a flood study or approval by an elected body)                                                                                                                                                                                                                                                                                                                                                                                      | \$150                         | \$150                         | same                                    |
| Floodplain development permit (large; does require review of a flood study or approval by an elected body)                                                                                                                                                                                                                                                                                                                                                                                          | \$500                         | \$500                         | same                                    |
| <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                          | same                                    |
| Temporary signs, per sign                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | \$50                          | \$50                          | same                                    |
| All other signs requiring sign permits, per sign                                                                                                                                                                                                                                                                                                                                                                                                                                                    | \$17.00                       | \$17.00                       | same                                    |
| Minimum fee for any sign permit                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | \$50                          | \$50                          | same                                    |
| 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                          | same                                    |
| 3 <sup>rd</sup> reinspection                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | \$75                          | \$75                          | same                                    |
| 4 <sup>th</sup> reinspection                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | \$100                         | \$100                         | same                                    |
| 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.                                                                                                                                                                                                                                                                   |                               |                               |                                         |
| Address change on permit                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | \$10                          | \$10                          | same                                    |
| Work begun without permit                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Double fee                    | Double fee                    | same                                    |
| Voiding of permits (no maximum)                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 15% of permit cost            | 15% of permit cost            | same                                    |
| Change of contractor (no maximum)                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 15% of permit cost            | 15% of permit cost            | same                                    |
| <b>Part 4-103 (Temporary Electrical Service)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                               |                               |                                         |
| Application for permit for temporary electrical service                                                                                                                                                                                                                                                                                                                                                                                                                                             | \$100                         | \$100                         | same                                    |
| Each additional inspection                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | \$50                          | \$50                          | same                                    |

**FY 2012-13**  
**Durham City-County Inspections Department Building Permit Fee Schedule**

| Fee Type                                                                                              | FY 2011-12 Adopted Fee | FY 2012-13 Adopted Fee | Change from Previous Fiscal Year |
|-------------------------------------------------------------------------------------------------------|------------------------|------------------------|----------------------------------|
| <b>Part 4-104 (Electric Wiring and Equipment)</b>                                                     |                        |                        |                                  |
| <b>Schedule A</b>                                                                                     |                        |                        |                                  |
| 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                  | same                             |
| 400 amp service                                                                                       | \$187                  | \$187                  | same                             |
| <b>Schedule B</b>                                                                                     |                        |                        |                                  |
| Outlets                                                                                               |                        |                        |                                  |
| 1 to 10 outlets                                                                                       | \$21                   | \$21                   | same                             |
| Each additional outlet                                                                                | \$0.83                 | \$0.83                 | same                             |
| <b>Schedule C</b>                                                                                     |                        |                        |                                  |
| Fixtures                                                                                              |                        |                        |                                  |
| 1 to 10 fixtures                                                                                      | \$21                   | \$21                   | same                             |
| Each additional fixture                                                                               | \$0.83                 | \$0.83                 | same                             |
| <b>Schedule D</b>                                                                                     |                        |                        |                                  |
| Motors and generators of one-sixth horsepower (hp) or larger                                          |                        |                        |                                  |
| Electric motors and generators                                                                        |                        |                        |                                  |
| Minimum charge                                                                                        | \$18                   | \$18                   | same                             |
| Each motor                                                                                            | \$3.22                 | \$3.22                 | same                             |
| Additional charge per hp or fraction thereof, applied against total hp                                | \$0.62                 | \$0.62                 | same                             |
| <b>Schedule E</b>                                                                                     |                        |                        |                                  |
| Branch circuits supplying appliances, devices or equipment                                            |                        |                        |                                  |
| Disposal under 1 hp                                                                                   | \$10.90                | \$10.90                | same                             |
| Dryers and dishwashers                                                                                | \$10.90                | \$10.90                | same                             |
| Electric water heaters or boilers                                                                     | \$10.90                | \$10.90                | same                             |
| Electric signs and outline lighting                                                                   |                        |                        |                                  |
| 1 <sup>st</sup> circuit                                                                               | \$10.90                | \$10.90                | same                             |
| Each additional circuit for same sign                                                                 | \$3.22                 | \$3.22                 | same                             |
| Electric heat                                                                                         |                        |                        |                                  |
| Wall or baseboard heaters, 1 <sup>st</sup> unit                                                       | \$10.90                | \$10.90                | same                             |
| Each additional unit                                                                                  | \$3.95                 | \$3.95                 | same                             |
| Electric unit heaters                                                                                 |                        |                        |                                  |
| 1 <sup>st</sup> kW                                                                                    | \$10.90                | \$10.90                | same                             |
| Each additional kW                                                                                    | \$1.56                 | \$1.56                 | same                             |
| Electric furnaces, duct heating units, supplementary or auxiliary units installed in ducts or plenums |                        |                        |                                  |
| 1 <sup>st</sup> kW                                                                                    | \$10.90                | \$10.90                | same                             |
| Each additional kW                                                                                    | \$1.56                 | \$1.56                 | same                             |

**FY 2012-13**  
**Durham City-County Inspections Department Building Permit Fee Schedule**

| Fee Type                                                                                                                              | FY 2011-12 Adopted Fee | FY 2012-13 Adopted Fee | Change from Previous Fiscal Year |
|---------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------|----------------------------------|
| All other devices, appliances or equipment which are installed on individual branch circuits and not covered in other schedules, each | \$10.90                | \$10.90                | same                             |
| <b>Schedule F</b>                                                                                                                     |                        |                        |                                  |
| Miscellaneous wiring not covered in Schedules A, B, C, D, E                                                                           |                        |                        |                                  |
| Lampholders for marquee and/or festoon lighting                                                                                       | \$55                   | \$55                   | same                             |
| Service equipment as determined by ampacity of buses in equipment                                                                     |                        |                        |                                  |
| Up to 100 amperes                                                                                                                     | \$34                   | \$34                   | same                             |
| Each additional 100 amperes or fraction thereof                                                                                       | \$6.97                 | \$6.97                 | same                             |
| Transformers, dry or liquid type, each                                                                                                |                        |                        |                                  |
| Up to 45 kVA                                                                                                                          | \$33                   | \$33                   | same                             |
| 46 to 150 kVA                                                                                                                         | \$43                   | \$43                   | same                             |
| Over 150 kVA                                                                                                                          | \$55                   | \$55                   | same                             |
| Feeders of all types                                                                                                                  |                        |                        |                                  |
| Each feeder up to 100 amps                                                                                                            | \$10.90                | \$10.90                | same                             |
| Additional charge per 100 amps or fraction thereof applied against total ampacity after deducting 100 amps per feeder                 | \$1.56                 | \$1.56                 | same                             |
| <b>Schedule G</b>                                                                                                                     |                        |                        |                                  |
| Miscellaneous                                                                                                                         |                        |                        |                                  |
| Service or saw pole - 1 inspection only                                                                                               | \$65                   | \$65                   | same                             |
| Service or saw pole - extra inspection, each                                                                                          | \$47                   | \$47                   | same                             |
| Temporary service connection - commercial                                                                                             | \$150                  | \$150                  | same                             |
| Mobile home - 1 inspection                                                                                                            | \$65                   | \$65                   | same                             |
| Mobile home - extra inspection, each                                                                                                  | \$47                   | \$47                   | same                             |
| Modular unit                                                                                                                          | \$69                   | \$69                   | same                             |
| Commercial reinspection                                                                                                               | \$65                   | \$65                   | same                             |
| Minimum electrical permit fee                                                                                                         | \$65                   | \$65                   | same                             |
| Reinspection fees                                                                                                                     |                        |                        |                                  |
| Not ready for inspection                                                                                                              | \$100                  | \$100                  | same                             |
| 5 or more code violations found                                                                                                       | \$100                  | \$100                  | same                             |
| 2 <sup>nd</sup> reinspection                                                                                                          | \$100                  | \$100                  | same                             |
| 3 <sup>rd</sup> reinspection                                                                                                          | \$200                  | \$200                  | same                             |
| 4 <sup>th</sup> reinspection                                                                                                          | \$300                  | \$300                  | same                             |
| Address change on permit                                                                                                              |                        |                        |                                  |
| Detached single-family and duplex                                                                                                     | \$10                   | \$10                   | same                             |
| Multiple units (cost per building)                                                                                                    | \$25                   | \$25                   | same                             |
| Work begun without a permit                                                                                                           | Double fee             | Double fee             | same                             |
| Voiding of permits (no maximum)                                                                                                       | 15% of permit cost     | 15% of permit cost     | same                             |
| Change of contractor (no maximum)                                                                                                     | 15% of permit cost     | 15% of permit cost     | same                             |
| Minimum fee for renovations or additions                                                                                              |                        |                        |                                  |
| Commercial                                                                                                                            | \$150                  | \$150                  | same                             |

**FY 2012-13**  
**Durham City-County Inspections Department Building Permit Fee Schedule**

| <b>Fee Type</b>                                                                                                                                                                                                                              | <b>FY 2011-12 Adopted Fee</b> | <b>FY 2012-13 Adopted Fee</b> | <b>Change from Previous Fiscal Year</b> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------------|-----------------------------------------|
| Residential                                                                                                                                                                                                                                  | \$100                         | \$100                         | same                                    |
| <b>Part 4-105 (Mechanical (Heating and Air) Code-related)</b>                                                                                                                                                                                |                               |                               |                                         |
| <b>Schedule A</b>                                                                                                                                                                                                                            |                               |                               |                                         |
| Residential (1 and 2 family, including townhouse unit ownership)                                                                                                                                                                             |                               |                               |                                         |
| Installation of a heating/cooling system with any concealed ductwork or component                                                                                                                                                            | \$125                         | \$125                         | same                                    |
| Replacement or conversion of a heating/cooling system                                                                                                                                                                                        | \$65                          | \$65                          | same                                    |
| Installation of fireplace stoves, factory-built fireplaces, floor furnaces and wall furnaces                                                                                                                                                 | \$52                          | \$52                          | same                                    |
| Gas piping only                                                                                                                                                                                                                              | \$65                          | \$65                          | same                                    |
| <b>Schedule B</b>                                                                                                                                                                                                                            |                               |                               |                                         |
| Multi-family residential (apartments, condominiums, triplex and fourplex)                                                                                                                                                                    |                               |                               |                                         |
| Installation of a heating/cooling system (each dwelling unit)                                                                                                                                                                                | \$64                          | \$64                          | same                                    |
| Replacement or conversion of a heating/cooling system                                                                                                                                                                                        | \$52                          | \$52                          | same                                    |
| <b>Schedule C</b>                                                                                                                                                                                                                            |                               |                               |                                         |
| 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. (min. <del>\$68</del> \$98; max. \$1000)                                                                                                                                                                                  | \$0.058                       | \$0.058                       | same                                    |
| Heating system in total BTU input per floor or per individual system                                                                                                                                                                         |                               |                               |                                         |
| 0 to 150,000                                                                                                                                                                                                                                 | \$131                         | \$131                         | same                                    |
| 150,001 to 300,000                                                                                                                                                                                                                           | \$205                         | \$205                         | same                                    |
| 300,001 to 500,000                                                                                                                                                                                                                           | \$290                         | \$290                         | same                                    |
| 500,001 to 1,000,000                                                                                                                                                                                                                         | \$426                         | \$426                         | same                                    |
| 1,000,001 to 2,500,000                                                                                                                                                                                                                       | \$510                         | \$510                         | same                                    |
| 2,500,001 to 5,000,000                                                                                                                                                                                                                       | \$644                         | \$644                         | same                                    |
| 5,000,001 to 10,000,000                                                                                                                                                                                                                      | \$774                         | \$774                         | same                                    |
| Over 10,000,000                                                                                                                                                                                                                              | \$929                         | \$929                         | same                                    |
| Replacement of any component of heating/cooling system such as furnace, boiler, unit heater, duct heater, condensate receiver, feedwater pump, etc.                                                                                          | \$70                          | \$70                          | same                                    |
| <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 in total tons                                                                                                                                                                                                                        |                               |                               |                                         |
| 0 to 25 tons                                                                                                                                                                                                                                 | \$83                          | \$83                          | same                                    |
| Over 25 tons                                                                                                                                                                                                                                 | \$166                         | \$166                         | same                                    |

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Durham City-County Inspections Department Building Permit Fee Schedule

| Fee Type                                                                                                                                                                                     | FY 2011-12 Adopted Fee | FY 2012-13 Adopted Fee | Change from Previous Fiscal Year |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------|----------------------------------|
| Replacement of any component of cooling system                                                                                                                                               | \$83                   | \$83                   | same                             |
| <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                   | same                             |
| 6 to 15                                                                                                                                                                                      | \$111                  | \$111                  | same                             |
| 16 to 25                                                                                                                                                                                     | \$178                  | \$178                  | same                             |
| 26 to 50                                                                                                                                                                                     | \$219                  | \$219                  | same                             |
| Over 50                                                                                                                                                                                      | \$262                  | \$262                  | same                             |
| <b>Schedule F</b>                                                                                                                                                                            |                        |                        |                                  |
| Hood for commercial type cooking, per hood                                                                                                                                                   | \$70                   | \$70                   | same                             |
| Minimum fee for any heating/cooling permit                                                                                                                                                   | \$52                   | \$52                   | same                             |
| <b>Schedule G</b>                                                                                                                                                                            |                        |                        |                                  |
| Reinspection fees                                                                                                                                                                            |                        |                        |                                  |
| 4 or more code violations                                                                                                                                                                    | \$100                  | \$100                  | same                             |
| Not ready for inspection                                                                                                                                                                     | \$100                  | \$100                  | same                             |
| 2 <sup>nd</sup> reinspection                                                                                                                                                                 | \$100                  | \$100                  | same                             |
| 3 <sup>rd</sup> reinspection                                                                                                                                                                 | \$200                  | \$200                  | same                             |
| 4 <sup>th</sup> reinspection                                                                                                                                                                 | \$300                  | \$300                  | same                             |
| Address change on permit                                                                                                                                                                     |                        |                        |                                  |
| Detached single-family and duplex                                                                                                                                                            | \$10                   | \$10                   | same                             |
| Multiple units (cost per building)                                                                                                                                                           | \$25                   | \$25                   | same                             |
| Work begun without a permit                                                                                                                                                                  | Double fee             | Double fee             | same                             |
| Voiding of permits (no maximum)                                                                                                                                                              | 15% of permit cost     | 15% of permit cost     | same                             |
| Change of contractor (no maximum)                                                                                                                                                            | 15% of permit cost     | 15% of permit cost     | same                             |

**FY 2012-13**  
**Durham City-County Inspections Department Building Permit Fee Schedule**

| Fee Type                                                                                                                                                  | FY 2011-12 Adopted Fee | FY 2012-13 Adopted Fee | Change from Previous Fiscal Year |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------|----------------------------------|
| <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                  | same                             |
| <b>Schedule B</b>                                                                                                                                         |                        |                        |                                  |
| New multi-family construction (3 and 4 family apartments); installation of new plumbing fixtures, building water and sewer                                |                        |                        |                                  |
| Per fixture                                                                                                                                               | \$6.24                 | \$6.24                 | same                             |
| Minimum, per building                                                                                                                                     | \$127                  | \$127                  | same                             |
| <b>Schedule C</b>                                                                                                                                         |                        |                        |                                  |
| New non-residential; installation of new plumbing fixtures, building water and sewer                                                                      |                        |                        |                                  |
| Per fixture                                                                                                                                               | \$7.90                 | \$7.90                 | same                             |
| Minimum (without water and sewer)                                                                                                                         | \$187                  | \$187                  | same                             |
| Minimum (with water and sewer)                                                                                                                            | \$265                  | \$265                  | same                             |
| <b>Schedule D</b>                                                                                                                                         |                        |                        |                                  |
| Additions, residential and non-residential; installation of new plumbing fixtures, building water and sewer                                               |                        |                        |                                  |
| 1 to 2 fixtures                                                                                                                                           | \$65                   | \$65                   | same                             |
| 3 to 7 fixtures                                                                                                                                           | \$94                   | \$94                   | same                             |
| 8 to 15 fixtures                                                                                                                                          | \$119                  | \$119                  | same                             |
| Over 15 fixtures (per fixture)                                                                                                                            | \$7.90                 | \$7.90                 | same                             |
| <b>Schedule E</b>                                                                                                                                         |                        |                        |                                  |
| Fixture replacement; no change to rough-in                                                                                                                |                        |                        |                                  |
| 1 to 4 fixtures                                                                                                                                           | \$65                   | \$65                   | same                             |
| 5 fixtures and over                                                                                                                                       |                        |                        |                                  |
| Per fixture                                                                                                                                               | \$6.86                 | \$6.86                 | same                             |
| Electric water heater (permit required)                                                                                                                   | \$65                   | \$65                   | same                             |
| <b>Schedule F</b>                                                                                                                                         |                        |                        |                                  |
| Miscellaneous                                                                                                                                             |                        |                        |                                  |
| Gas piping                                                                                                                                                | \$65                   | \$65                   | same                             |
| Mobile home                                                                                                                                               | \$65                   | \$65                   | same                             |
| Modular unit                                                                                                                                              | \$78                   | \$78                   | same                             |
| Not listed above but has water or sewer connection                                                                                                        | \$65                   | \$65                   | same                             |
| Reinspection fees                                                                                                                                         |                        |                        |                                  |
| 4 or more code items                                                                                                                                      | \$100                  | \$100                  | same                             |
| Not ready for inspection                                                                                                                                  | \$100                  | \$100                  | same                             |
| 1 <sup>st</sup> reinspection                                                                                                                              | \$100                  | \$100                  | same                             |
| 2 <sup>nd</sup> reinspection                                                                                                                              | \$200                  | \$200                  | same                             |
| 3 <sup>rd</sup> reinspection                                                                                                                              | \$300                  | \$300                  | same                             |

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Durham City-County Inspections Department Building Permit Fee Schedule

| Fee Type                                                                                                                                                                                   | FY 2011-12 Adopted Fee | FY 2012-13 Adopted Fee | Change from Previous Fiscal Year |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------|----------------------------------|
| Address change on permit                                                                                                                                                                   |                        |                        |                                  |
| Detached single-family and duplex                                                                                                                                                          | \$10                   | \$10                   | same                             |
| Multiple units (costs per building)                                                                                                                                                        | \$25                   | \$25                   | same                             |
| Work begun without a permit                                                                                                                                                                | Double fee             | Double fee             | same                             |
| Voiding of permits (no maximum)                                                                                                                                                            | 15% of permit cost     | 15% of permit cost     | same                             |
| Change of contractor (no maximum)                                                                                                                                                          | 15% of permit cost     | 15% of permit cost     | same                             |
| <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                    | same                             |

| FY 2012-2013 Non-Profit Funding                                                                                                                                                                                                                                                                                                                                                                                        |                                |                                 |                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------------------|-------------------------------|
| Agency                                                                                                                                                                                                                                                                                                                                                                                                                 | FY 11-12<br>Approved<br>Budget | FY 12-13<br>Requested<br>Budget | FY 12-13<br>Adopted<br>Budget |
| <b>A Helping Hand</b> promotes self-sufficiency, quality of life and the highest level of independence for older adults and individuals with disabilities. Care focuses on escorted transportation to access health care, get groceries, as well as in-home assistance with medication reminders, meal preparation and household chores. Request is for salary support of a Volunteer Program Manager.                 | \$0                            | \$30,000                        | \$15,000                      |
| <b>Achievement Academy</b> provides educational and case management services to teens and young adults who have dropped out of high school and wish to restart their education. Grant request is for partial salary/benefits for two reading/GED teachers and curriculum/software resources.                                                                                                                           | \$20,000                       | \$30,000                        | \$20,000                      |
| <b>African American Dance Ensemble</b> preserves and shares the finest traditions of African and African American dance and music through research, education and entertainment. The request is for support of MZIMA, an exercise and cultural learning program for seniors and the disabled community in Durham.                                                                                                      | \$0                            | \$9,850                         | \$5,000                       |
| <b>AnimalKind</b> provides financial assistance to the Triangle's lowest-income residents for pet spay/neuter (with rabies vaccines included when no certificate is provided). Grant request is for veterinarian fee reimbursements to provide 1000 spay/neuter surgeries. In FY13, AnimalKind will be funded through a service contract with Animal Control in the Sheriff's Department.                              | \$11,723                       | \$72,000                        | \$0                           |
| <b>Big Brothers Big Sisters of the Triangle</b> provides free community-based and school-based mentoring services to children. Community-based mentoring services match children with an adult volunteer who serves as a stable role model. The school-based program features mentors who volunteer during and after school to assist children with school work or social skills. Grant request is for salary support. | \$16,672                       | \$25,000                        | \$15,005                      |
| <b>Bridge II Sports</b> works to create opportunities for children and adults who are physically challenged to play team and individual sports by providing equipment, developing sports, teams, and coaching. Grant request is for partial salary support.                                                                                                                                                            | \$0                            | \$5,000                         | \$0                           |

| FY 2012-2013 Non-Profit Funding                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                |                                 |                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------------------|-------------------------------|
| Agency                                                                                                                                                                                                                                                                                                                                                                                                                                                            | FY 11-12<br>Approved<br>Budget | FY 12-13<br>Requested<br>Budget | FY 12-13<br>Adopted<br>Budget |
| <b>Child Advocacy Commission</b> provides legal and advocacy assistance for families with children at risk. Their programs include school enrollment assistance for children placed with relatives, guardians, or non-relative caretakers; legal assistance for disadvantaged families; family mediation services; and supervised visitation and safe exchange services. Grant request is for partial salary support of two staff members and operating expenses. | \$0                            | \$30,000                        | \$0                           |
| <b>Child and Parent Support Services</b> works to prevent child abuse and neglect in Durham County by providing parents health, safety, and developmental information; parent-child interaction therapy and parenting groups; and workshops and training on issues related to children and trauma. Services are offered to both English- and Spanish-speaking clients. Grant request is for partial salary/benefits support of one bilingual clinician.           | \$11,237                       | \$13,828                        | \$11,237                      |
| <b>Child Care Services Association</b> provides child care referral and consultation services, subsidies to help low and moderate income working families, support services that help child care providers operate more efficiently, technical assistance to child care centers and public policy research/advocacy of early care/education. Grant request is for support of one bilingual Family Support Counselor.                                              | \$29,783                       | \$40,000                        | \$29,783                      |
| <b>Communities In Schools of Durham, Inc.</b> focuses on increasing Durham's graduation rate through a combination of later intervention and early prevention programs. Grant request is for partial salary and benefits support of three graduation coaches and a coach supervisor.                                                                                                                                                                              | \$3,869                        | \$10,000                        | \$0                           |
| <b>Community Alternatives for Supportive Abodes (CASA)</b> strives to develop affordable housing and opportunities for successful living. Grant request is for salary support and rental subsidies.                                                                                                                                                                                                                                                               | \$0                            | \$30,000                        | \$0                           |
| <b>Dress for Success Triangle</b> helps low-income women enter and return to the workforce by providing professional attire, career development tools, and a network of support to help them thrive in work and life. Grant request is for general operating support.                                                                                                                                                                                             | \$5,000                        | \$20,000                        | \$5,000                       |

| FY 2012-2013 Non-Profit Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                |                                 |                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------------------|-------------------------------|
| Agency                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | FY 11-12<br>Approved<br>Budget | FY 12-13<br>Requested<br>Budget | FY 12-13<br>Adopted<br>Budget |
| <b>Durham Center for Senior Life</b> provides socialization activities, exercise classes, social services, and other activities to keep seniors healthy, active, and independent. Grant request is for general operating and salary support.                                                                                                                                                                                                                                          | \$117,428                      | \$130,000                       | \$105,685                     |
| <b>Durham Companions (also known as Durham Mentors for Youth)</b> offers a therapuetic mentoring model, which provides an adult mentor for a youthful person deemed at-risk of engaging in or continuing to engage in status offenses and/or delinquent behaviors. Grant request is for general operating and salary support.                                                                                                                                                         | \$2,802                        | \$15,000                        | \$0                           |
| <b>Durham Congregations in Action</b> educates and prepares youth for career opportunities they otherwise probably would not encounter through the YO: Durham program. YO:Durham helps students develop skills for success in school and work, while directing them away from harmful and illegal activities, through a full-time summer career academy, a parttime school-year internship, mentoring, tutoring, and volunteering. Grant request is for operating and salary support. | \$10,000                       | \$11,100                        | \$11,100                      |
| <b>Durham County Teen Court and Restitution Program</b> offers prevention and intervention strategies that hold youth accountable for their offenses, provide resources to families, and recognize victims' rights. Teen Court educates youth about the legal system and the consequences of criminal behavior in order to deter youth from criminal behavior and to reduce recidivism. Grant request is for general operating and salary support.                                    | \$23,537                       | \$29,421                        | \$21,183                      |
| <b>Durham Crisis Response Center</b> is the only agency in Durham dedicated to providing advocacy, shelter and support services to victims of domestic and sexual violence. Grant request is for salary support of staff at the 24 hour emergency shelter.                                                                                                                                                                                                                            | \$36,912                       | \$42,000                        | \$36,912                      |
| <b>Durham Economic Resource Center</b> works to eliminate poverty through job training and the availability of basic needs items. Grant request is for salary support, on-the-job stipends, and freight costs.                                                                                                                                                                                                                                                                        | \$14,496                       | \$25,000                        | \$14,496                      |

| FY 2012-2013 Non-Profit Funding                                                                                                                                                                                                                                                                                                                                                                                                |                                |                                 |                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------------------|-------------------------------|
| Agency                                                                                                                                                                                                                                                                                                                                                                                                                         | FY 11-12<br>Approved<br>Budget | FY 12-13<br>Requested<br>Budget | FY 12-13<br>Adopted<br>Budget |
| <b>Durham Interfaith Hospitality Network</b> addresses the needs of homeless families by mobilizing churches, synagogues, and people of faith to help families move toward residential stability. Grant request is for support of the aftercare program director's service contract.                                                                                                                                           | \$15,000                       | \$20,000                        | \$20,000                      |
| <b>Durham Literacy Center</b> empowers Durham County residents who want to enrich their lives by improving their literacy skills through programs in adult literacy, English-as-a-second-language, and a teen career academy. Grant request is for general operating and salary support.                                                                                                                                       | \$26,619                       | \$28,000                        | \$26,619                      |
| <b>Durham Striders Youth Association, Inc.</b> integrates multiple aspects of wellness, academic reinforcement, citizenship training, and total family fitness to improve the overall health and productivity of the youth in our community. Grant request is for travel to track events and general operating costs.                                                                                                          | \$17,500                       | \$30,000                        | \$15,750                      |
| <b>Durham Teacher Warehouse Corporation (also known as Crayons2Calculators)</b> enhances the academic and creative needs of students in Durham Public Schools by providing free school supplies to teachers. Grant request is for general operating and salary support.                                                                                                                                                        | \$5,000                        | \$15,000                        | \$5,000                       |
| <b>Durham's Partnership for Children</b> mobilizes and unifies the Durham community to create and support innovative and successful collaborative approaches to serving the needs of children 0 to 5 years of age and their families. Grant request is for partial salary support of the fund development specialist position.                                                                                                 | \$13,310                       | \$30,000                        | \$13,310                      |
| <b>El Centro Hispano</b> is dedicated to strengthening the Latino community and improving the quality of life of Latinos in Durham and the surrounding area. The agency partners with other communities and organizations in education, leadership development, and community support. Grant request is for general operating and salary/benefits support for the Jóvenes Lideres en Acción - Youth Leaders in Action program. | \$29,421                       | \$31,628                        | \$29,421                      |

| FY 2012-2013 Non-Profit Funding                                                                                                                                                                                                                                                                                                                                                                                |                                |                                 |                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------------------|-------------------------------|
| Agency                                                                                                                                                                                                                                                                                                                                                                                                         | FY 11-12<br>Approved<br>Budget | FY 12-13<br>Requested<br>Budget | FY 12-13<br>Adopted<br>Budget |
| <b>Elna B. Spaulding Conflict Resolution Center</b> works to improve human relations and the quality of life by providing and encouraging programs that help break the cycles of violence and poverty; promote cultural diversity and competency; and improve self-reliance. Grant request is for general operating and salary support.                                                                        | \$19,552                       | \$25,000                        | \$17,597                      |
| <b>Eno River Association</b> is dedicated to the preservation of the Eno River Valley by sponsoring educational presentations and historic and scientific research concerning the Eno River Valley. Grant request is for bus transportation to and from the County Stadium during the Festival for the Eno.                                                                                                    | \$13,310                       | \$15,000                        | \$6,655                       |
| <b>Genesis Home</b> works to end homelessness for families with children and young people by providing housing and supportive services to foster independence. Grant request is for utilities expenses associated with housing 15 families in the Family Matters program.                                                                                                                                      | \$21,739                       | \$22,826                        | \$21,739                      |
| <b>Hill Center, Inc.</b> trains early childhood professionals in the Hill Early Literacy Program (HELP) to enhance the ability of Durham preschool and childcare professionals to provide literacy-rich experiences for young children, thus increasing school readiness and the prospects of school success for Durham's youngest citizens. Grant request is for operating and salary support of the program. | \$10,000                       | \$25,000                        | \$9,000                       |
| <b>InStepp</b> helps US-born and immigrant women fleeing domestic violence to become economically self-sufficient in the aftermath of abuse through their Culturally-specific Economic Empowerment Program (CSEEP). Grant request is for salary support.                                                                                                                                                       | \$0                            | \$11,500                        | \$5,000                       |
| <b>Inter-Faith Food Shuttle</b> works to alleviate hunger by developing systems to recover, prepare, and distribute wholesome, perishable food for the area's poor, hungry, and homeless. Grant request is for salary support of two positions supporting the agency's efforts in Durham County.                                                                                                               | \$10,000                       | \$179,227                       | \$10,000                      |

| FY 2012-2013 Non-Profit Funding                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                |                                 |                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------------------|-------------------------------|
| Agency                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | FY 11-12<br>Approved<br>Budget | FY 12-13<br>Requested<br>Budget | FY 12-13<br>Adopted<br>Budget |
| <b>John Avery Boys &amp; Girls Club</b> works to enable young people to reach their full potential as productive, responsible and caring citizens through youth development programs targeted to those from disadvantaged circumstances and at-risk neighborhoods. Grant request is for operational support and the agency's mortgage payment.                                                                                                                                         | \$21,007                       | \$46,000                        | \$0                           |
| <b>Little River Community Complex</b> provides a senior citizens center for residents in the the northern part of Durham County. Grant request is for salary and operational support.                                                                                                                                                                                                                                                                                                  | \$0                            | \$178,405                       | \$0                           |
| <b>Museum of Durham History</b> serves the people of Durham and its visitors by presenting Durham's history and encouraging research, interpretation, and appreciation. Grant request is for salary support.                                                                                                                                                                                                                                                                           | \$0                            | \$30,000                        | \$10,000                      |
| <b>North Carolinians Against Gun Violence Education Fund</b> strives to make North Carolina safe from gun violence through the education of the public about preventing gun violence, the enforcement of current gun laws, and the enactment of needed new laws. Grant request is for salary and operational support.                                                                                                                                                                  | \$0                            | \$10,000                        | \$0                           |
| <b>Operation Breakthrough</b> assists low-wealth families in Durham with becoming more economically self-sufficient by providing the family empowerment action to self-sufficiency program; early childhood educational services; and education regarding energy conservation in order to reduce energy consumption and expenses. Grant request is for operational expenses for the agency's weatherization and Community Services Block Grant Self-Sufficiency programs.              | \$79,390                       | \$100,000                       | \$71,451                      |
| <b>People's Channel</b> promotes use of designated access channels by coordinating the use of public access channels, providing production facilities, and by providing technical assistance and media training to any individual, group, or organization interested in producing cultural, informational, entertainment, or educational media productions of interest to the community. Grant request is for general operating and salary support for the agency's efforts in Durham. | \$16,500                       | \$22,830                        | \$14,850                      |

| FY 2012-2013 Non-Profit Funding                                                                                                                                                                                                                                                                                                                                                                                                                    |                                |                                 |                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------------------|-------------------------------|
| Agency                                                                                                                                                                                                                                                                                                                                                                                                                                             | FY 11-12<br>Approved<br>Budget | FY 12-13<br>Requested<br>Budget | FY 12-13<br>Adopted<br>Budget |
| <b>Piedmont Wildlife Center</b> fosters healthy connections among people, wildlife and nature through education, conservation and promoting the care of injured or sick wildlife. Grant request is for an salary and operational support for an afterschool program at Creekside Elementary School.                                                                                                                                                | \$0                            | \$8,190                         | \$8,190                       |
| <b>Planned Parenthood of Central North Carolina</b> works to reduce the incidence of unwanted pregnancy, HIV/AIDS, and other sexually transmitted infections, especially among young people, those with limited financial resources, and the uninsured. Grant request is for partial salary/benefits support of a bilingual community educator and a bilingual health care assistant, as well as operating support for the peer education program. | \$17,746                       | \$20,000                        | \$17,746                      |
| <b>Playworks Education Energized</b> places trained, energetic Program Coordinators at partner schools, who run a full day play program including before or after school, all grades' recess, inclass game time for team building, a Junior Coach Peer Leadership program and developmental sports leagues. Grant request is for salary support of program coordinators.                                                                           | \$0                            | \$15,000                        | \$10,000                      |
| <b>RAM Organization</b> provides after-school educational programs and services to students in grades K-5 who are not meeting grade-level proficiencies in reading and mathematics and are at risk of school failure. Grant request is for salary support.                                                                                                                                                                                         | \$10,000                       | \$33,540                        | \$15,000                      |
| <b>Reality Ministries, Inc.</b> focuses on three areas: serving teenagers through afterschool educational, recreational, and mentoring programs; providing opportunities to those with disabilities for personal, social, and spiritual development; and creating a community of service in Durham. Grant request is for salary support of the Real Academic Progress program.                                                                     | \$8,000                        | \$40,000                        | \$7,200                       |

| FY 2012-2013 Non-Profit Funding                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                |                                 |                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------------------|-------------------------------|
| Agency                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | FY 11-12<br>Approved<br>Budget | FY 12-13<br>Requested<br>Budget | FY 12-13<br>Adopted<br>Budget |
| <b>Rebuilding Together of the Triangle</b> provides low-income homeowners with home repairs, disability modifications and resource-conservation upgrades. The agency coordinates volunteer labor, donated supplies and financial resources to keep low-income homeowners who are elderly, disabled, military veterans, or dealing with long-term unemployment in safe, healthy and efficient homes. Grant request is for salary support and labor and materials costs. | \$0                            | \$30,000                        | \$15,000                      |
| <b>Salvation Army Boys &amp; Girls Club</b> provides young people with a safe place to learn and grow; relationships with caring, adult professionals; and life-enhancing programs and character development experiences. Grant request is for general operating and salary support.                                                                                                                                                                                   | \$10,087                       | \$15,010                        | \$9,078                       |
| <b>Scrap Exchange</b> collects unwanted material resources and distributes them through its nationally renowned creative reuse center. Grant request is for general operating and salary support.                                                                                                                                                                                                                                                                      | \$0                            | \$30,000                        | \$0                           |
| <b>Senior PharmAssist, Inc.</b> promotes healthier living for Durham seniors by helping them obtain and better manage needed medications and by providing health education, community referral, and advocacy. Grant request is for general operating and salary/benefits support.                                                                                                                                                                                      | \$93,282                       | \$100,745                       | \$94,080                      |
| <b>Shodor Education Foundation</b> is dedicated to improving mathematics and science education by promoting the effective use of interactive computer modeling and simulation technologies. Grant request is for general operating and salary/benefits support.                                                                                                                                                                                                        | \$7,600                        | \$25,000                        | \$6,840                       |
| <b>Southeastern Efforts Developing Sustainable Spaces (SEEDS)</b> operates a youth-driven, urban farming leadership development program that empowers underserved teenagers by teaching organic gardening, sound business practices, non-violent communication and healthy food choices while providing meaningful employment and job skills. Grant request is for salary and materials for the Durham Inner-City Gardeners (DIG) program.                             | \$4,000                        | \$15,000                        | \$3,600                       |

| FY 2012-2013 Non-Profit Funding                                                                                                                                                                                                                                                                                                                                                                         |                                |                                 |                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------------------|-------------------------------|
| Agency                                                                                                                                                                                                                                                                                                                                                                                                  | FY 11-12<br>Approved<br>Budget | FY 12-13<br>Requested<br>Budget | FY 12-13<br>Adopted<br>Budget |
| <b>Southern Documentary Fund</b> supports independent documentary artists by providing access to production resources and referrals, networking with other documentary artists, public screening and exhibition opportunities, and fiscal sponsorship services. Grant request is for salary support.                                                                                                    | \$0                            | \$20,000                        | \$0                           |
| <b>Threshold Clubhouse, Inc.</b> helps adults in Durham county with a severe mental illness stay out of the hospital, succeed at work, advance their education, and reach their goals. Grant request is for salary and operational support. In FY13, Threshold will be funded through an agreement with The Durham Center.                                                                              | \$5,000                        | \$30,000                        | \$0                           |
| <b>Triangle Champions Track Club</b> strives to build a strong and positive self-image in each participating athlete, teaching them to respect themselves and others, while preparing them to become champions in life and in competition. Grant request is general operating support.                                                                                                                  | \$7,098                        | \$24,000                        | \$7,098                       |
| <b>Triangle Radio Reading Service</b> provides access to local news and information from the print media to the elderly, blind, and print impaired living in the greater Triangle area. Grant request is for general operating support.                                                                                                                                                                 | \$3,888                        | \$3,000                         | \$3,000                       |
| <b>Triangle Residential Options for Substance Abusers, Inc. (TROSA)</b> provides comprehensive treatment, work-based vocational training, education, and continuing care to substance abusers, enabling them to be productive, recovering individuals. Grant request is for occupancy support.                                                                                                          | \$23,124                       | \$70,000                        | \$23,124                      |
| <b>Victorious Community Development Corporation</b> develops, evaluates, and disseminates programs that stimulate economic growth and promote economic stability by focusing on six areas: youth and education; computers and technology; housing; family preservation; business development; and recovery and rehabilitation. Grant request is for salary support for an afterschool site coordinator. | \$9,000                        | \$10,000                        | \$8,100                       |
| Organizations funded in FY12 without a FY13 Request                                                                                                                                                                                                                                                                                                                                                     | \$35,035                       |                                 |                               |
|                                                                                                                                                                                                                                                                                                                                                                                                         | <b>\$835,667</b>               | <b>\$1,878,100</b>              | <b>\$794,849</b>              |

## Statement of Revenues, Expenditures, and Changes in Fund Balance

### General Funds

|                                                                  | FY 2010-2011 Actual   | FY 2011-2012 Estimate | FY 2012-2013 Budget  |
|------------------------------------------------------------------|-----------------------|-----------------------|----------------------|
| <b>Revenues</b>                                                  |                       |                       |                      |
| Taxes                                                            | \$ 253,764,502        | \$ 265,209,072        | \$ 267,430,631       |
| Licenses and permits                                             | 688,093               | 614,936               | 659,000              |
| Intergovernmental revenues                                       | 80,214,451            | 76,004,030            | 47,352,959           |
| Contributions and donations                                      | -                     | -                     | 30,023               |
| Investment income                                                | 3,124,665             | 2,378,021             | 300,000              |
| Rental income                                                    | 480,354               | 517,053               | 266,611              |
| Charges for Services                                             | 17,838,863            | 16,586,429            | 15,315,907           |
| Sewer Connection Fees                                            | -                     | -                     | 234,113              |
| Other revenues                                                   | 753,316               | 5,718,563             | 368,917              |
| <b>Total revenues</b>                                            | <b>356,864,244</b>    | <b>367,028,104</b>    | <b>331,958,161</b>   |
| <b>Expenditures</b>                                              |                       |                       |                      |
| General government                                               | 33,866,458            | 36,039,112            | 36,730,206           |
| Public safety                                                    | 46,874,492            | 47,859,577            | 45,864,742           |
| Transportation                                                   | 12,500                | 12,500                | 12,500               |
| Environmental protection                                         | 3,673,944             | 3,842,970             | 3,525,212            |
| Economic and physical development                                | 4,759,495             | 5,363,017             | 4,076,217            |
| Human services                                                   | 107,552,239           | 113,893,059           | 79,460,742           |
| Education                                                        | 106,950,853           | 113,025,293           | 122,877,101          |
| Cultural and recreational                                        | 11,141,325            | 11,366,374            | 10,838,834           |
| <b>Total expenditures</b>                                        | <b>314,831,306</b>    | <b>331,401,902</b>    | <b>303,385,554</b>   |
| <b>Excess (deficiency) of revenues over (under) expenditures</b> | <b>42,032,938</b>     | <b>35,626,202</b>     | <b>28,572,607</b>    |
| <b>Other financing sources (uses)</b>                            |                       |                       |                      |
| Transfers in                                                     | 5,717,625             | 6,180,703             | 5,916,321            |
| Transfers out                                                    | (39,191,458)          | (39,383,389)          | (45,045,268)         |
| Issuance of installment purchases                                | 887,213               | -                     | 2,178,480            |
| Fund balance appropriated                                        | -                     | -                     | 8,377,860            |
| <b>Total other financing sources (uses)</b>                      | <b>(32,586,620)</b>   | <b>(33,202,686)</b>   | <b>(28,572,607)</b>  |
| <b>Net change in fund balances</b>                               | <b>9,446,318</b>      | <b>2,423,516</b>      | <b>(8,377,860)</b>   |
| <b>Fund Balance - beginning</b>                                  | <b>92,187,744</b>     | <b>101,634,062</b>    | <b>104,057,578</b>   |
| <b>Fund Balance - ending</b>                                     | <b>\$ 101,634,062</b> | <b>\$ 104,057,578</b> | <b>\$ 95,679,718</b> |

\*The Intergovernmental revenues and Human Services function excludes direct funding to individual recipients by the state from federal and state monies.

The 2011-12 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 2010-2011 Actual | FY 2011-2012 Estimate | FY 2012-2013 Budget |
|------------------------------------------------------------------|---------------------|-----------------------|---------------------|
| <b>Revenues</b>                                                  |                     |                       |                     |
| Taxes                                                            | \$ 6,394,162        | \$ 6,338,891          | \$ 6,560,623        |
| Investment income                                                | 10,767              | 3,855                 | -                   |
| <b>Total revenues</b>                                            | <b>6,404,929</b>    | <b>6,342,746</b>      | <b>6,560,623</b>    |
| <b>Expenditures</b>                                              |                     |                       |                     |
| Public safety                                                    | 4,264,073           | 4,166,142             | 4,463,335           |
| Economic and physical development                                | 619,487             | 637,161               | 706,636             |
| <b>Total expenditures</b>                                        | <b>4,883,560</b>    | <b>4,803,303</b>      | <b>5,169,971</b>    |
| <b>Excess (deficiency) of revenues over (under) expenditures</b> | <b>1,521,369</b>    | <b>1,539,443</b>      | <b>1,390,652</b>    |
| <b>Other financing sources (uses)</b>                            |                     |                       |                     |
| Transfers out                                                    | (2,001,256)         | (1,688,905)           | (1,706,558)         |
| Fund balance appropriated                                        | -                   | -                     | 315,906             |
| <b>Total other financing sources (uses)</b>                      | <b>(2,001,256)</b>  | <b>(1,688,905)</b>    | <b>(1,390,652)</b>  |
| <b>Net change in fund balances</b>                               | <b>(479,887)</b>    | <b>(149,462)</b>      | <b>(315,906)</b>    |
| <b>Fund Balance - beginning</b>                                  | <b>1,502,560</b>    | <b>1,022,673</b>      | <b>873,211</b>      |
| <b>Fund Balance - ending</b>                                     | <b>\$ 1,022,673</b> | <b>\$ 873,211</b>     | <b>\$ 557,305</b>   |

The 2011-12 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 2010-2011 Actual | FY 2011-2012 Estimate | FY 2012-2013 Budget |
|------------------------------------------------------------------|---------------------|-----------------------|---------------------|
| <b>Revenues</b>                                                  |                     |                       |                     |
| Investment income                                                | \$ 7,253            | \$ 266,763            | \$ 528,221          |
| Rental income                                                    | 26,717              | 26,717                | -                   |
| Charges for services                                             | 219,323             | 209,466               | -                   |
| Intergovernmental revenues                                       | 16,000              | 14,000                | -                   |
| <b>Total revenues</b>                                            | <b>269,293</b>      | <b>516,946</b>        | <b>528,221</b>      |
| <b>Expenditures</b>                                              |                     |                       |                     |
| Principal retirement                                             | 25,431,125          | 23,658,145            | 34,274,523          |
| Interest and fiscal charges                                      | 16,568,325          | 16,492,882            | 21,715,125          |
| Debt issuance costs                                              | 397,239             | 222,104               | 350,000             |
| <b>Total expenditures</b>                                        | <b>42,396,689</b>   | <b>40,373,131</b>     | <b>56,339,648</b>   |
| <b>Excess (deficiency) of revenues over (under) expenditures</b> | <b>(42,127,396)</b> | <b>(39,856,185)</b>   | <b>(55,811,427)</b> |
| <b>Other financing sources (uses)</b>                            |                     |                       |                     |
| Transfers in                                                     | 45,390,000          | 42,384,034            | 52,311,427          |
| Refunding bond proceeds                                          | 49,171,920          | -                     | -                   |
| Payment to refunded debt escrow agent                            | (48,776,331)        | -                     | -                   |
| Fund balance appropriated                                        | -                   | -                     | 3,500,000           |
| <b>Total other financing sources (uses)</b>                      | <b>45,785,589</b>   | <b>42,384,034</b>     | <b>55,811,427</b>   |
| <b>Net change in fund balances</b>                               | <b>3,658,193</b>    | <b>2,527,849</b>      | <b>(3,130,205)</b>  |
| <b>Fund Balance - beginning</b>                                  | <b>1,013,465</b>    | <b>4,671,658</b>      | <b>7,199,507</b>    |
| <b>Fund Balance - ending</b>                                     | <b>\$ 4,671,658</b> | <b>\$ 7,199,507</b>   | <b>\$ 4,069,302</b> |

The 2011-12 Estimate column is based on unaudited end of the year estimations at the time of publication.

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# DURHAM COUNTY FISCAL POLICIES

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The County's long-term financial goal is to maintain its Triple A bond rating. Some factors required for a Triple A 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 insure 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 Triple A bond rating. Durham County operates on a sound financial basis, as indicated by its Triple A 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 Triple A bond rating is the ability of Durham County to successfully market its bonds when required and by borrowing money at lower, more favorable interest rates than communities with lesser 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 Undesignated General Fund Balance will be maintained to provide the County with sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing.
- 1.02 The Undesignated General Fund Balance should not be used to support recurring operating expenditures outside of the current budget year. Use of the Undesignated General Fund Balance shall be done only to cover a shortfall in revenues. When a revenue shortfall requiring the use of the Undesignated General Fund Balance occurs, the County will increase its General Fund revenues through appropriation of undesignated fund balance or decrease its expenditures. The latter method will be used when preventing the use of Undesignated General Fund Balance two consecutive fiscal years in a row to subsidize General Fund operations.

The Undesignated General Fund Balance will be provided as follows:

- 1.03 An Undesignated General Fund Balance will be maintained at a level sufficient to provide for temporary financing of unforeseen needs of an emergency nature and to permit orderly adjustment to changes resulting from a termination of or a decline in revenue sources.
- 1.04 The Undesignated General Fund Balance goal will be 8% of total actual prior fiscal year expenditures. These funds can only be appropriated by a resolution of the Board of County Commissioners (BOCC).
- 1.05 In the event the Undesignated General Fund Balance is used to provide for temporary funding of unforeseen emergency needs, the County shall restore the Undesignated General Fund Balance to the prior year's balance within two fiscal years following the fiscal year in which the event occurred. To the extent additional funds are necessary to restore the Undesignated General Fund Balance to that level, such funds will be provided in at least two approximately equal contributions to be provided during each fiscal year but no later than June 30. This process would begin the first fiscal year following the fiscal year in which the event occurred.
- 1.06 Funds in excess of the annual requirements of Policy No. 1.05 above may be considered to supplement pay-as-you-go capital outlay expenditures or as additions to fund balance to be utilized at a future date.
- 1.07 A Total Fund Balance ratio of 15% (Local Government Commission requires 8%) shall be the goal.
- 1.08 Once the 15% level has been achieved the amount over 15% may be used to fund pay-as-you-go capital projects or other non-reoccurring expenditures.

## **Policy II: Fiscal Planning**

- 2.01 The County Manager shall submit to the BOCC a proposed annual budget with his recommendations and shall execute the budget as finally adopted.
- 2.02 The County Manager will budget revenues and expenditures on the basis of a fiscal year which begins July 1 and ends on the following June 30 and in conformity with the Local Budget and Fiscal Control Act.
- 2.03 The County Manager will prepare a budget, which is consistent within the guidelines established by the Government Finance Officers Association in its Distinguished Budget Presentation Awards Program.

**Date Approved: November 12, 2007**

- 2.04 The County Manager shall provide annually a budget preparation schedule outlining the preparation timelines for the proposed budget.
- 2.05 Budget packages for the preparation of the budget, including forms and instructions, shall be distributed to County departments to complete. Department heads and elected officials shall prepare and return their budget proposals to the Budget Officer as required in the budget preparation schedule.
- 2.06 The proposed budget will contain the following:
  - a) Revenue estimates by major category.
  - b) Expenditure estimates by department and functional levels.
  - c) Debt service summarized by issues detailing principal and interest amounts by fund.
- 2.07 The proposed budget also will contain information regarding:
  - a) Proposed personnel staffing levels.
  - b) A detailed schedule of additional capital needs.
  - c) A summary schedule of capital projects.
  - d) Any additional information, data, or analysis requested of management by the BOCC.
- 2.08 The proposed budget will be balanced (e.g., estimated revenues plus appropriated fund balance equaling estimated expenditures).
- 2.09 The BOCC will adopt the budget for the subsequent fiscal year no later than June 30.
- 2.10 Three quarterly reports on the status of the General Fund budget (budget to actual) and trends will be prepared by the Budget Officer and presented to the BOCC within 45 days of the end of the first, second, and third quarters. The report will provide the BOCC with projections through the end of the current fiscal year.
- 2.11 Budgeting procedures will conform to the Local Government Budget and Fiscal Control Act.
- 2.12 Alternatives for improving the efficiency and effectiveness of the County's functions and programs and the productivity of its employees will be considered during the budget process.
- 2.13 Duplication of services and inefficiencies in the delivery of these services should be eliminated wherever they are identified. The County will continue to examine alternative service delivery options for all County functions.
- 2.14 Performance measurement and productivity indicators will be integrated into the budget process where appropriate.
- 2.15 The County will fund current expenditures with current revenues and other recurring funding revenue sources.
- 2.16 The County will not balance the current budget at the expense of meeting future years' expenditures, such as accruing future years revenues or rolling over short-term debt, to avoid planned retirement.
- 2.17 If a deficit is projected during any fiscal year, the County will take steps to reduce expenditures, increase revenues, or consider using the Undesignated General Fund Balance to the extent necessary to ensure continued compliance with the Local Budget and Fiscal Control Act.
- 2.18 The County will annually appropriate a contingency amount within the budget to provide for increases in costs of providing services and unanticipated needs that may arise throughout the fiscal year.
- 2.19 The contingency amount will be established at a minimum of 0.075% and not more than 0.25% of the estimated General Fund revenues (net of pass-through dollars) for the fiscal year in which the contingency amount is dedicated. The contingency amount budgeted can only be allocated to other functions (activities) within the budget by the BOCC.
- 2.21 Department heads and elected officials are required to monitor revenues and expenditures in relation to their department's (agency's) budgeted amount. This is to ensure that the actual revenue sources are as projected for funding resources and to prevent exceeding their total departmental expenditure budget.
- 2.22 The County will maintain the assets identified in the Capital Plant and Equipment Replacement Schedule at a level adequate to protect the County's capital investment and to minimize future maintenance and replacement costs by:
  - a) Developing and maintaining a five-year plan for fleet and capital equipment with a value greater than \$5,000 and will consider the approval of capital equipment in concert with this adopted plan.
  - b) Providing for adequate maintenance in the annual operating budget of such capital plant and equipment through the use of an adopted Capital Improvement Plan and Capital Plant and Equipment Replacement Schedule.
  - c) Providing for adequate maintenance of capital plant and equipment replacement under \$5,000 in the annual operating budget through the use of a Capital Plant and Equipment Replacement Schedule.
- 2.23 The County will not establish a trend of using the Undesignated General Fund Balance to finance current operations.
- 2.24 The County shall establish Memorandums 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, investment and rental, charges for services, and other revenue sources.

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- 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 insure 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.
- 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 projects.

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- 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 Memorandums of Understanding with the School Board regarding the development and coordination of the County's Capital Improvement Plan. The Memorandum of Understanding will address the following areas:
  - a) Plan for required capital improvements.
  - b) Debt issuance schedules.
- 4.06 Consistent with the intent of the Capital Improvement Plan stated in Policy No. 4.02 above, the Capital Improvement Plan should:
  - a) Present a plan for required capital improvements.
  - b) Systematically improve and maintain the capital structure of the County.
  - c) Meet the debt ratio targets as defined in Policy Nos. 5.05 and 5.06.
  - d) Provide a schedule of proposed debt issuance.

**Policy V: Debt Management**

- 5.01 The County will not use long-term debt to fund current operations and will continue to emphasize pay-as-you-go capital financing.
- 5.02 The County will not use tax revenue anticipation notes (TRANS) to fund current operations.
- 5.03 The County does not intend to issue bond anticipation notes (BANs) for a period longer than two years. If the BAN is issued for a capital project, the BAN will be converted to a long-term bond or redeemed at its maturity.
- 5.04 The issuance of variable rate debt by the County will be subject to the most careful review and will be issued only in a prudent and fiscally responsible manner.
- 5.05 Whenever the County finds it necessary to issue General Obligation (GO) Bonds, the following policy will be adhered to:
  - a) GO Bonds are bonds that are supported by the promise of the borrowing government to levy whatever amount of tax is necessary to pay principal and interest and can be enforced by legal action of any bondholder.
  - b) Total bonded debt will not exceed 3% of the net assessed valuation of taxable property in the County (Local Government Commission sets limit of 8%).
  - c) Designated funds, when required, will be provided to adequately meet debt service requirements in subsequent years.
  - d) Interest earnings on the designated fund balances will only be used to pay debt service on the bonds.
  - e) The term of any bond issue will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.
  - f) Total debt service shall not exceed 15% of total current expenditures net of pass-through including current debt service.
- 5.06 Whenever the County finds it necessary to issue revenue bonds, the following guidelines will be adhered to:
  - a) Revenue Bonds are defined as bonds on which the debt service is payable solely from the revenue generated from the operation of the project being financed or a category of facilities or from other non-tax sources of the County.
  - b) Revenue Bonds/Special Obligation (SO) Bonds of the County and any of its agencies will be analyzed carefully by the Finance Department for fiscal soundness. The issuance of County Revenue Bonds/SO Bonds will be subject to the most careful and critical review and must be secured by covenants sufficient to protect the bondholders and the name of the County.
  - c) Revenue Bonds /SO Bonds should be structured to allow an approximately equal annual debt service amount over the life of the issue.
  - d) Designated funds, when required, will be provided to adequately meet debt service requirements in subsequent years.
  - e) Interest earnings on the designated fund balances only will be used to pay debt service on the bonds.
  - f) The term of any debt issued will not exceed the useful life of the capital project/facility 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.

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- 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 Memorandums 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.

**Date Approved: November 12, 2007**

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# CAPITAL IMPROVEMENT PLAN (CIP) OVERVIEW

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**Note:** The following is presented as supplementary information to the FY 2012–13 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.durhamcountync.gov](http://www.durhamcountync.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. The last major update of the plan was approved in June 2011 for fiscal years 2012-21. 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 the new Durham County courthouse in the FY 2012-13 budget translated into additional staff and operating support in both the Sheriff and General Services departmental 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 2012–2021". For more information about the Durham County CIP, email [budget@durhamcountync.gov](mailto:budget@durhamcountync.gov) or visit the Durham County website at [www.durhamcountync.gov](http://www.durhamcountync.gov).

**Approved Durham County 10 Year Capital Improvement Plan FY2012-2021**

| Sum of Value                          |                                                      | Year2                |                      |                     |                     |                     |                     |                     |                    |                     |                    |                    |                      |
|---------------------------------------|------------------------------------------------------|----------------------|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|---------------------|--------------------|--------------------|----------------------|
| Functional Area                       | Project                                              | Prior Years          | 2011-12              | 2012-13             | 2013-14             | 2014-15             | 2015-16             | 2016-17             | 2017-18            | 2018-19             | 2019-20            | 2020-21            | Grand Total          |
| General Government                    | New Justice Center                                   | \$63,517,091         | \$41,925,360         | \$13,704,004        | \$0                 | \$0                 | \$0                 | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$119,146,455        |
|                                       | Judicial Building Renovation                         | \$2,703,989          | \$412,372            | \$5,710,564         | \$10,374,186        | \$0                 | \$0                 | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$19,201,111         |
|                                       | Admin. Bldg. Refurb.                                 | \$1,825,000          | \$0                  | \$500,000           | \$0                 | \$4,821,143         | \$0                 | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$7,146,143          |
|                                       | Boardroom Technology Upgrade                         | \$964,548            | \$0                  | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$964,548            |
|                                       | County Stadium Improvements                          | \$8,206,833          | \$0                  | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$8,206,833          |
|                                       | Civic Center                                         | \$5,345,000          | \$0                  | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$5,345,000          |
|                                       | Main St. Parking Deck                                | \$0                  | \$0                  | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                | \$0                 | \$1,493,209        | \$0                | \$1,493,209          |
|                                       | Durham County Storage Facility                       | \$3,100,000          | \$0                  | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$3,100,000          |
|                                       | Facility Light Replacement                           | \$0                  | \$474,601            | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$474,601            |
|                                       | SS-ERP System                                        | \$5,892,345          | \$2,000,000          | \$500,000           | \$435,000           | \$0                 | \$0                 | \$3,000,000         | \$0                | \$0                 | \$0                | \$0                | \$11,827,345         |
|                                       | IT-Replacement Sched.                                | \$11,423,500         | \$1,791,000          | \$1,710,000         | \$1,798,000         | \$2,589,000         | \$2,151,000         | \$1,787,000         | \$1,815,000        | \$3,179,000         | \$2,076,000        | \$1,683,000        | \$32,002,500         |
|                                       | IT-Telecommunications System                         | \$1,977,800          | \$0                  | \$300,000           | \$0                 | \$0                 | \$350,000           | \$0                 | \$0                | \$806,000           | \$0                | \$0                | \$3,433,800          |
|                                       | IT-Fiber Backbone                                    | \$304,000            | \$343,000            | \$134,000           | \$0                 | \$0                 | \$0                 | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$781,000            |
|                                       | IT-Data Center                                       | \$0                  | \$0                  | \$0                 | \$355,000           | \$0                 | \$0                 | \$861,000           | \$0                | \$0                 | \$0                | \$0                | \$1,216,000          |
|                                       | IT-Major Laserfisher Upgrade                         | \$0                  | \$0                  | \$0                 | \$300,000           | \$0                 | \$0                 | \$0                 | \$300,000          | \$0                 | \$0                | \$0                | \$600,000            |
|                                       | IT-Sheriff Technology Update                         | \$0                  | \$599,900            | \$0                 | \$0                 | \$0                 | \$599,400           | \$0                 | \$0                | \$0                 | \$599,400          | \$0                | \$1,798,700          |
|                                       | IT-Network Communication Services                    | \$0                  | \$0                  | \$0                 | \$310,000           | \$280,000           | \$0                 | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$590,000            |
| <b>General Government Total</b>       |                                                      | <b>\$105,260,106</b> | <b>\$47,546,233</b>  | <b>\$22,558,568</b> | <b>\$13,572,186</b> | <b>\$7,690,143</b>  | <b>\$3,100,400</b>  | <b>\$5,648,000</b>  | <b>\$2,115,000</b> | <b>\$3,985,000</b>  | <b>\$2,675,400</b> | <b>\$3,176,209</b> | <b>\$217,327,245</b> |
| Public Safety                         | EMS Station #1 Renovations                           | \$890,000            | \$1,173,499          | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$2,063,499          |
|                                       | EMS Station #3                                       | \$0                  | \$0                  | \$0                 | \$0                 | \$2,052,500         | \$0                 | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$2,052,500          |
|                                       | Sheriff-Detention Center Annex                       | \$706,090            | \$0                  | \$0                 | \$0                 | \$5,000,000         | \$25,000,000        | \$25,000,000        | \$0                | \$0                 | \$0                | \$0                | \$55,706,090         |
| <b>Public Safety Total</b>            |                                                      | <b>\$1,596,090</b>   | <b>\$1,173,499</b>   | <b>\$0</b>          | <b>\$5,000,000</b>  | <b>\$27,052,500</b> | <b>\$25,000,000</b> | <b>\$0</b>          | <b>\$0</b>         | <b>\$0</b>          | <b>\$0</b>         | <b>\$0</b>         | <b>\$59,822,089</b>  |
| Environmental Protection              | Open Space Land Acquisition                          | \$9,900,755          | \$300,000            | \$500,000           | \$500,000           | \$500,000           | \$500,000           | \$500,000           | \$500,000          | \$500,000           | \$500,000          | \$500,000          | \$14,700,755         |
|                                       | New Hope Creek/Hollow Rock Preserve                  | \$1,614,000          | \$50,000             | \$60,000            | \$300,000           | \$0                 | \$0                 | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$2,024,000          |
|                                       | Utility Performance Contract                         | \$0                  | \$2,500,000          | \$2,500,000         | \$0                 | \$0                 | \$0                 | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$5,000,000          |
| <b>Environmental Protection Total</b> |                                                      | <b>\$11,514,755</b>  | <b>\$2,850,000</b>   | <b>\$3,060,000</b>  | <b>\$800,000</b>    | <b>\$500,000</b>    | <b>\$500,000</b>    | <b>\$500,000</b>    | <b>\$500,000</b>   | <b>\$500,000</b>    | <b>\$500,000</b>   | <b>\$500,000</b>   | <b>\$21,724,755</b>  |
| Human Services                        | Human Services Complex                               | \$61,471,508         | \$15,257,634         | \$12,557,500        | \$660,000           | \$0                 | \$0                 | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$89,946,642         |
| <b>Human Services Total</b>           |                                                      | <b>\$61,471,508</b>  | <b>\$15,257,634</b>  | <b>\$12,557,500</b> | <b>\$660,000</b>    | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>         | <b>\$0</b>          | <b>\$0</b>         | <b>\$0</b>         | <b>\$89,946,642</b>  |
| Education                             | Durham Public Schools                                | \$298,712,899        | \$44,556,688         | \$41,669,833        | \$0                 | \$0                 | \$0                 | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$384,939,420        |
| <b>Education Total</b>                |                                                      | <b>\$298,712,899</b> | <b>\$44,556,688</b>  | <b>\$41,669,833</b> | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>         | <b>\$0</b>          | <b>\$0</b>         | <b>\$0</b>         | <b>\$384,939,420</b> |
| Culture & Recreation                  | Main Library Renovations                             | \$800,000            | \$0                  | \$0                 | \$0                 | \$2,242,860         | \$7,404,904         | \$6,926,602         | \$0                | \$0                 | \$0                | \$0                | \$17,374,365         |
|                                       | NCMLS Deferred Maintenance and Exhibit Refurbishment | \$0                  | \$0                  | \$0                 | \$0                 | \$2,045,410         | \$3,432,844         | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$5,478,254          |
|                                       | NCMLS Classroom and Exhibit Refurbishment            | \$0                  | \$0                  | \$0                 | \$0                 | \$46,856            | \$399,933           | \$478,423           | \$244,334          | \$0                 | \$0                | \$0                | \$1,169,546          |
| <b>Culture &amp; Recreation Total</b> |                                                      | <b>\$800,000</b>     | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>          | <b>\$4,335,126</b>  | <b>\$11,237,681</b> | <b>\$7,405,025</b>  | <b>\$244,334</b>   | <b>\$0</b>          | <b>\$0</b>         | <b>\$0</b>         | <b>\$24,022,166</b>  |
| Enterprise Fund                       | Waste Water Treatment Plant Improvements             | \$36,358,598         | \$11,589,000         | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$47,947,598         |
|                                       | Collection System Rehabilitation                     | \$2,258,078          | \$1,141,922          | \$500,000           | \$500,000           | \$500,000           | \$500,000           | \$500,000           | \$500,000          | \$500,000           | \$500,000          | \$500,000          | \$7,900,000          |
|                                       | Reused Waste Water Facility                          | \$3,097,205          | \$2,202,795          | \$0                 | \$200,000           | \$2,400,000         | \$0                 | \$0                 | \$0                | \$0                 | \$0                | \$0                | \$7,900,000          |
|                                       | Sludge Energy Program                                | \$0                  | \$0                  | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$500,000          | \$14,500,000        | \$0                | \$0                | \$15,000,000         |
| <b>Enterprise Fund Total</b>          |                                                      | <b>\$41,713,881</b>  | <b>\$14,933,717</b>  | <b>\$500,000</b>    | <b>\$700,000</b>    | <b>\$2,900,000</b>  | <b>\$500,000</b>    | <b>\$500,000</b>    | <b>\$1,000,000</b> | <b>\$15,000,000</b> | <b>\$500,000</b>   | <b>\$500,000</b>   | <b>\$78,747,598</b>  |
| <b>Grand Total</b>                    |                                                      | <b>\$521,069,239</b> | <b>\$126,317,771</b> | <b>\$80,345,901</b> | <b>\$20,732,186</b> | <b>\$42,477,769</b> | <b>\$40,338,081</b> | <b>\$14,053,025</b> | <b>\$3,859,334</b> | <b>\$19,485,000</b> | <b>\$3,675,400</b> | <b>\$4,176,209</b> | <b>\$876,529,915</b> |

**Durham County Capital Finance Plan Model FY2012-2021**

| Description                                                | FY 2012             | FY 2013             | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018             | FY 2019             | FY 2020             | FY 2021             |
|------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b><u>General Long-Term Debt (Fund 304)</u></b>            |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Current General Fund Debt (304)                            | \$47,380,606        | \$43,250,344        | \$38,144,257        | \$36,606,175        | \$35,119,151        | \$33,946,606        | \$32,822,678        | \$30,814,383        | \$29,094,506        | \$28,323,180        |
| Current Water & Sewer Debt (660)                           | \$2,145,947         | \$2,107,184         | \$2,061,161         | \$2,020,572         | \$1,864,765         | \$1,294,709         | \$1,263,500         | \$1,264,250         | \$1,268,000         | \$1,264,500         |
| <b>Current Debt Service Payments</b>                       | <b>\$49,526,553</b> | <b>\$45,357,528</b> | <b>\$40,205,418</b> | <b>\$38,626,746</b> | <b>\$36,983,916</b> | <b>\$35,241,316</b> | <b>\$34,086,178</b> | <b>\$32,078,633</b> | <b>\$30,362,506</b> | <b>\$29,587,680</b> |
| New Debt (General Fund)                                    | \$4,924,544         | \$14,650,344        | \$31,052,155        | \$32,446,305        | \$33,371,282        | \$37,686,002        | \$38,643,178        | \$38,349,934        | \$38,265,781        | \$36,756,864        |
| <b>Total County Contribution</b>                           | <b>\$1,998,100</b>  | <b>\$1,784,601</b>  | <b>\$1,949,601</b>  | <b>\$2,879,356</b>  | <b>\$1,249,933</b>  | <b>\$978,423</b>    | <b>\$1,044,334</b>  | <b>\$1,306,000</b>  | <b>\$500,000</b>    | <b>\$1,993,209</b>  |
| <b>Total Current/New Debt &amp; County Contrb.</b>         | <b>\$56,449,198</b> | <b>\$61,792,473</b> | <b>\$73,207,174</b> | <b>\$73,952,408</b> | <b>\$71,605,131</b> | <b>\$73,905,741</b> | <b>\$73,773,691</b> | <b>\$71,734,567</b> | <b>\$69,128,287</b> | <b>\$68,337,754</b> |
| <b>Total Reductions</b>                                    | <b>\$2,145,947</b>  | <b>\$2,107,184</b>  | <b>\$2,061,161</b>  | <b>\$2,020,572</b>  | <b>\$1,864,765</b>  | <b>\$1,294,709</b>  | <b>\$1,263,500</b>  | <b>\$1,264,250</b>  | <b>\$1,268,000</b>  | <b>\$1,264,500</b>  |
| <b>General Fund (CFP) Debt Obligations</b>                 | <b>\$54,303,250</b> | <b>\$59,685,289</b> | <b>\$71,146,013</b> | <b>\$71,931,836</b> | <b>\$69,740,366</b> | <b>\$72,611,032</b> | <b>\$72,510,191</b> | <b>\$70,470,317</b> | <b>\$67,860,287</b> | <b>\$67,073,254</b> |
| <b>Revenues</b>                                            |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| 1/2 cent Sales 1                                           | \$8,576,782         | \$8,834,085         | \$9,099,108         | \$9,372,081         | \$9,700,104         | \$10,039,608        | \$10,390,994        | \$10,754,679        | \$11,131,093        | \$11,520,681        |
| 1/2 cent Sales 2                                           | \$10,704,650        | \$11,025,790        | \$11,356,563        | \$11,697,260        | \$12,106,664        | \$12,530,397        | \$12,968,961        | \$13,422,875        | \$13,892,676        | \$14,378,919        |
| Occupancy Taxes                                            | \$1,989,000         | \$2,048,670         | \$2,110,130         | \$2,173,434         | \$2,238,637         | \$2,305,796         | \$2,374,970         | \$2,446,219         | \$2,519,606         | \$2,595,194         |
| Occupancy Taxes (dedicated for NCMLS debt)                 | \$0                 | \$25,000            | \$25,000            | \$75,000            | \$75,000            | \$75,000            | \$75,000            | \$75,000            |                     |                     |
| Reserved County Contribution (Property Sale)               | \$6,681,697         |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Interest Earned                                            | \$5,000             | \$10,000            | \$10,000            | \$10,000            | \$10,000            | \$10,000            | \$10,000            | \$10,000            | \$10,000            | \$10,000            |
| Community Health Trust Fund Contribution                   | \$1,173,499         |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Capital Fund (125) Fund Balance Appropriated               | \$100,000           | \$250,000           | \$250,000           | \$250,000           | \$250,000           | \$250,000           | \$250,000           | \$250,000           | \$250,000           | \$250,000           |
| American Tobacco South Parking Deck                        | \$387,550           | \$392,218           | \$423,929           | \$423,929           | \$423,929           | \$423,929           | \$423,929           | \$423,929           | \$423,929           | \$423,929           |
| Carmichael Lease (GF)                                      | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |
| Build America Bond Tax Refund                              | \$518,221           | \$518,221           | \$518,221           | \$518,221           | \$518,221           | \$518,221           | \$518,221           | \$518,221           | \$498,409           | \$458,416           |
| Debt Service & Bond Funds Interest Earned                  | \$125,000           | \$650,000           | \$650,000           | \$200,000           | \$200,000           | \$200,000           | \$200,000           | \$200,000           | \$200,000           | \$200,000           |
| Transfer from General Fund (Energy Savings)                | \$0                 | \$0                 | \$0                 | \$560,304           | \$560,435           | \$560,573           | \$560,718           | \$560,871           | \$561,031           | \$561,199           |
| Community Health Trust Fund Contribution                   | \$1,000,000         | \$0                 | \$3,935,820         | \$2,552,000         | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |
| Premium Revenue                                            | \$0                 | \$0                 |                     |                     |                     |                     |                     |                     |                     |                     |
| Fund 103 Swap Savings                                      | \$1,550,000         | \$1,200,000         | \$1,200,000         | \$750,000           | \$750,000           | \$750,000           | \$750,000           | \$750,000           | \$750,000           | \$750,000           |
| New Justice Center Parking Deck Revenue                    | \$0                 | \$1,213,980         | \$1,213,980         | \$1,213,980         | \$1,213,980         | \$1,213,980         | \$1,213,980         | \$1,213,980         | \$1,213,980         | \$1,213,980         |
| Lottery Funds                                              | \$1,017,500         | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |
| Debt Service Fund Fund Balance Appropriated                | \$3,130,205         | \$1,000,000         | \$988,098           | \$1,000,000         | \$250,000           | \$250,000           | \$250,000           | \$250,000           | \$250,000           | \$250,000           |
| <b>Non Property Tax Revenue Available for Debt Payment</b> | <b>\$36,959,104</b> | <b>\$27,167,963</b> | <b>\$31,780,849</b> | <b>\$30,796,209</b> | <b>\$28,296,970</b> | <b>\$29,127,504</b> | <b>\$29,986,773</b> | <b>\$30,875,774</b> | <b>\$31,700,723</b> | <b>\$32,612,319</b> |
| Additional Revenue Requested - Property Tax                | \$17,344,146        | \$32,517,326        | \$39,365,163        | \$41,135,627        | \$41,443,396        | \$43,483,527        | \$42,523,417        | \$39,594,543        | \$36,159,564        | \$34,460,935        |
| <b><u>1 CENT Value</u></b>                                 | <b>\$2,917,583</b>  | <b>\$2,946,759</b>  | <b>\$2,976,227</b>  | <b>\$3,125,038</b>  | <b>\$3,187,539</b>  | <b>\$3,251,290</b>  | <b>\$3,316,315</b>  | <b>\$3,482,131</b>  | <b>\$3,551,774</b>  | <b>\$3,622,809</b>  |
| <b>Total Cents Dedicated to Capital Financing</b>          | <b>5.94</b>         | <b>11.03</b>        | <b>13.23</b>        | <b>13.16</b>        | <b>13.00</b>        | <b>13.37</b>        | <b>12.82</b>        | <b>11.37</b>        | <b>10.18</b>        | <b>9.51</b>         |

*Revenue Assumptions:*

*Property Tax Growth is estimated at 1% for non-revaluation years in the future, next reval in FY 2014-15, after reval growth for non-reval years is 2%*

*\*Revaluation Property Tax Growth Rate 5% through the next revaluation effective 1/1/14, and for each five year revaluation after that at 5%*

*\*FY 11-12 Sales Tax growth is estimated at 1% a year, after that 3%*

*\*FY 11-12 Occupancy Tax growth is estimated at 2%, after that 2%*

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# OPERATING IMPACT OF CURRENT CAPITAL PROJECTS

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## 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 FY 2012-13, two non-recurring capital projects will have additional operational costs, the Human Services Complex and the Justice Center Parking Structure. These additional operational costs are included in departmental budgets and are highlighted below by capital project.

For this measure of operating impact of current capital projects, additional operating costs are included only for the first year the cost is incurred. Subsequent yearly operating costs are not included in this table.

| <b>Human Services Complex – phase II</b>                                           |                    |
|------------------------------------------------------------------------------------|--------------------|
| Increased Utilities – General Services                                             | \$103,167          |
| Janitorial Services – General Services                                             | \$103,368          |
| <b>Total</b>                                                                       | <b>\$206,535</b>   |
| <b>Justice Center and Related Parking Structure</b>                                |                    |
| Increased Utilities (Judicial Parking Deck) – General Services                     | \$150,000          |
| Increased Utilities (Justice Center) – General Services                            | \$44,267           |
| Operational and Janitorial Services (Judicial Parking Deck) – General Services     | \$193,106          |
| Operational and Janitorial Services (Justice Center) – General Services (12 FTEs*) | \$516,483          |
| Security (11 FTEs Sheriff's Deputies)                                              | \$580,770          |
| <b>Total</b>                                                                       | <b>\$1,484,626</b> |
| <b>Total Operating Impact of Capital Projects</b>                                  | <b>\$1,691,161</b> |

\*annualized cost

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# BUDGET AND AMENDMENT PROCESS

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## 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 2012-13 BUDGET CALENDAR

|                     |                 |                                                                                                                                                                                                                              |
|---------------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>December</b>     |                 |                                                                                                                                                                                                                              |
| Thursday            | December 15     | Non-profit pre-application questionnaire due                                                                                                                                                                                 |
| <b>January</b>      |                 |                                                                                                                                                                                                                              |
| Tuesday             | January 3, 2012 | Online non-profit application portal open to qualified applicants                                                                                                                                                            |
| Tuesday             | January 10      | FY2013 Nonprofit Application Workshop                                                                                                                                                                                        |
| <b>February</b>     |                 |                                                                                                                                                                                                                              |
| Monday              | February 6      | Distribution of programs inventory survey                                                                                                                                                                                    |
| Monday              | February 6      | Distribution of budget materials to departments through intranet                                                                                                                                                             |
| Monday              | February 13     | SAP Budget System opens for entry of departmental budget requests                                                                                                                                                            |
| Monday              | February 13     | Advance public comments at Board of County Commissioners meeting                                                                                                                                                             |
| Tuesday             | February 14     | Budget Workshop and Information Session                                                                                                                                                                                      |
| Thursday            | February 16     | Budget Workshop and Information Session                                                                                                                                                                                      |
| Thursday            | February 16     | Non-profit applications due                                                                                                                                                                                                  |
| Wednesday           | February 22     | Departments submit Information Technology Request Form (new requests only, not replacements) <b>to Bonnie Simmons in Information Technology.</b>                                                                             |
| Monday              | February 20     | Board of County Commissioners Annual Retreat                                                                                                                                                                                 |
| Monday              | February 27     | Distribution of FY 2012-13 nonprofit applications to departmental staff for review                                                                                                                                           |
| <b>March</b>        |                 |                                                                                                                                                                                                                              |
| Friday              | March 9         | Programs inventory survey due to Budget Analyst                                                                                                                                                                              |
| Friday              | March 9         | DEPARTMENTAL BUDGET REQUESTS DUE TO BUDGET AND MANAGEMENT SERVICES – Entered into SAP Budget System as well as transmittal letter, performance measures and other supporting documents should be e-mailed to Budget Analyst. |
| Monday              | March 19        | Departmental staff review of nonprofits due to Budget Office                                                                                                                                                                 |
| Friday              | March 23        | Volunteer Fire Districts submit requests to Fire Marshal and Budget and Management Services                                                                                                                                  |
| <b>April</b>        |                 |                                                                                                                                                                                                                              |
| Wednesday - Friday  | April 4-20      | Departmental budget presentations with County Manager, Deputy Manager and Budget and Management Services                                                                                                                     |
| <b>May</b>          |                 |                                                                                                                                                                                                                              |
| Monday              | May 14          | Durham Public Schools Board of Education submits budget request to County Manager                                                                                                                                            |
| Tuesday             | May 29          | County Manager delivers Recommended Budget to Board of County Commissioners – 7 pm meeting                                                                                                                                   |
| Wednesday-Wednesday | May 30-June 13  | Board of County Commissioners budget work sessions                                                                                                                                                                           |
| <b>June</b>         |                 |                                                                                                                                                                                                                              |
| Friday              | June 1          | Notice of Public Hearing published for June 11 public hearing                                                                                                                                                                |
| Monday              | June 11         | Board of County Commissioners holds public hearing on Recommended Budget 7 pm                                                                                                                                                |
| Monday              | June 25         | Board of County Commissioners adoption of FY 2012-13 Annual Budget Ordinance                                                                                                                                                 |
| <b>July</b>         |                 |                                                                                                                                                                                                                              |
| Sunday              | July 1          | FY 2012-13 budget available in SAP Budget System                                                                                                                                                                             |

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## GLOSSARY TERMS

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**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, service or settling a loss.

**Federal and state revenues:** Funds received from federal, state and 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 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 off 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 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.

**Undesignated 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.

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## GLOSSARY CODES

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### Personal 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 occurred 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 personal services to the county. These services replace or augment those provided by program personnel.

### Employee Benefits

- 5100060000 FLEXIBLE BENEFITS: A program which allows employees to choose health benefits to best meet their individual needs.
- 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 personal 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.).



## Community Profile



Photo Credit: Advanced Aerial Photography and Durham Convention & Visitors Bureau

### Welcome to Durham County!

Durham is centrally located in the piedmont region of North Carolina, 23 miles from the Virginia border, 140 miles from the Appalachian highlands and 130 miles from the coast. Durham has one major city, the City of Durham, which is the fifth largest city in the state. As of 2010, the population for Durham is 267,593. The land area is 299 square miles. The Durham Board of County Commissioners oversee the County and appoints the county manager, appointed by the Durham Board of County Commissioners, to serve as the chief administrator of the County. Durham is home to two major universities, Duke University and North Carolina Central University. Durham is known as the County of MERIT, which is the acronym for the main areas of

trade for the county: *Medicine, education, Research, Industry and Technology*. Durham is also known as the City of Medicine due to the major presence of the healthcare industry including more than 300 medical and health-related companies.



Durham County Courthouse and present location for the County's administrative offices.



### Durham County Community Profile

|                     |                                                                                                    |
|---------------------|----------------------------------------------------------------------------------------------------|
| Date Established:   | April 17, 1881                                                                                     |
| Population:         | 267,593                                                                                            |
| Registered Voters:  | 182,102                                                                                            |
| Location:           | North Central North Carolina, equidistant from Philadelphia and Atlanta                            |
| Land Area:          | 299 square miles                                                                                   |
| County Seat:        | Durham                                                                                             |
| Townships:          | Durham, Carr, Oak Grove, Mangum, Lebanon & Triangle Location of General Historic County Courthouse |
| Main County Office: | 200 E. Main Street, Durham, NC 27701                                                               |

### Historic Background

As early as colonial days, the area known as Durham County was important to North Carolina history. The English, Scottish and Irish settled along the waterways of the present Northeast

[www.durhamcountync.gov](http://www.durhamcountync.gov)



# Community Profile

## Historic Background *continued*

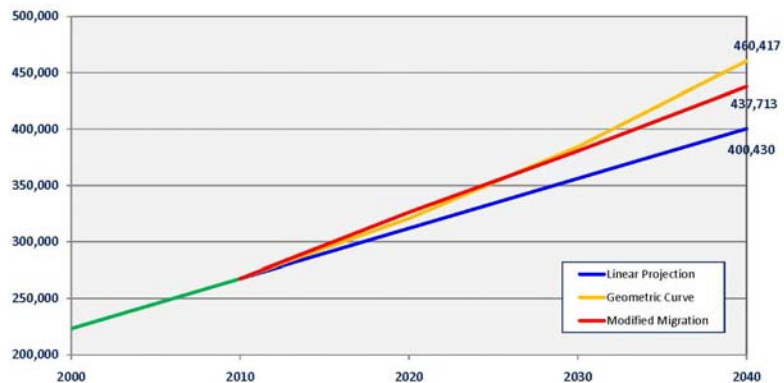
corner of the county on land given to the Earl of Granville by the British Crown. As a result of the hard work of those early settlers, the area soon became a prosperous section of the state.

The City of Durham, named for Dr. Bartlett Durham, began as a railroad station and settlement. While Durham's official birth date is April 26, 1853 (the date that the U.S. Post Office was established), the town was not incorporated by the General Assembly until April 10, 1869. The tobacco manufacturing industry focused worldwide attention on the area after the Civil War. As a result of that thriving business, Durham County grew and prospered tremendously.

In 1881, Durham officials sought to become an autonomous political subdivision and decided it was time to separate from Orange County. Durham County was formed on April 17, 1881 from portions of land transferred from neighboring Wake and

Orange counties. In 1911, an additional portion of land was added from Wake County. The first Durham County Board of Commissioners convened its initial meeting May 2, 1881. Durham County operated under the commission form of government with the chairman serving as chief administrator, until 1930 when it adopted the county manager form of government. As of 2001, there have been six county managers.

| DURHAM COUNTY POPULATION PROJECTIONS 2010-2040 |         |         |         |         |         |
|------------------------------------------------|---------|---------|---------|---------|---------|
|                                                | 2000    | 2010    | 2020    | 2030    | 2040    |
| Linear Projection                              | 223,314 | 267,593 | 311,872 | 356,151 | 400,430 |
| Geometric Curve                                | 223,314 | 267,593 | 320,652 | 384,231 | 460,417 |
| Modified Migration                             | 223,314 | 267,593 | 326,073 | 380,563 | 437,713 |



## 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,

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## Community Profile

### Organizational Overview *continued*

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.



### Population

As per Census 2010, 267,593 considered Durham, NC their home. Since 1950, the population has steadily increased, making the biggest jump between 2000 and 2010. In 2000, the population was 223,314. By 2010, the population was 267,593.

Durham has a growing population of citizens 65 years or older. According to the United States Bureau's American Community Survey, 25,392 citizens are more than 65

years of age. Nearly 60% of the senior population being females and the remaining 40% being males.

Durham recognizes the growing needs of its senior population and has established many programs to enhance opportunities for older adults. The Durham Center for Senior Life, located in near downtown Durham, is made up of four centers that offer diverse programs and services to its senior guests. Services included meals, transportation, adult education, exercise classes and more!



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# Community Profile

## Education



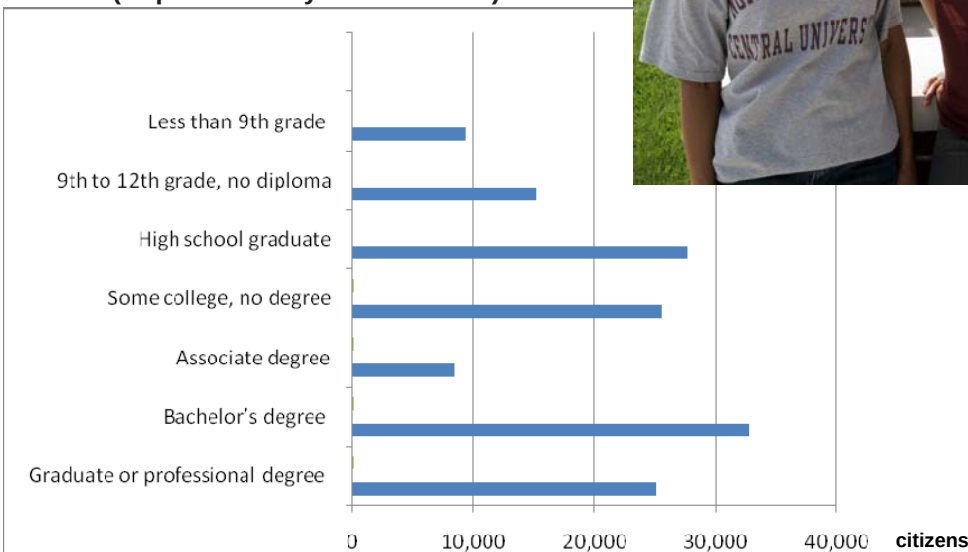
Durham Public Schools has 54 schools with an enrollment of approximately 32,500 students. A seven member Board of Education, elected every four years on a nonpartisan basis, governs the unit.

Durham Public Schools has 54 schools with an enrollment of approximately 32,500 students and is one of the largest school districts in the state. A seven member Board of Education, elected every four years on a nonpartisan basis, governs the unit.

In addition to Durham Public Schools and many private schools, Durham is home to several notable colleges and universities including Duke University, North Carolina Central University and Durham Technical Community College. The North Carolina School of Science and Math is also situated in Durham.

Durham residents make a well educated population where most of the population have pursued degrees from institutions of higher learning. According to results from the 2000 Census, 32,700 residents of 143,804,100 that answered a question about educational attainment received a bachelor's degree.

### EDUCATIONAL ATTAINMENT (Population 25 years and over)<sup>1</sup>



[www.durhamcountync.gov](http://www.durhamcountync.gov)



## Community Profile

### Economic Conditions

#### Durham County Today

Durham County has evolved from an agricultural and manufacturing economy to attain world-class status in the areas of medicine and high technology. In the process, it has become one of the country's most desirable places to live. The internationally known Research Triangle Park is home to more than 170 major research and development organizations including IBM, GlaxoSmithKline, BASF, CREE, Cisco, RTI International and Sumitomo Electric Lightwave. These companies and others in the park employ approximately 42,000 people. Other major research and development organizations, including BD, Borealis, Cormetech, Organon, Technika, Freudenberg Nonwovens and AW North Carolina are located in the northern section of the county.



#### Major Business

Durham County has an expanding, diversified economy with a strong foundation in telecommunications, financial services, healthcare, medical related industries, manufacturing, pharmacological research and development, a growing life sciences cluster, service industries, general manufacturing, and education.

#### Employment by Industry

According to the North Carolina Employment Security Commission Office of Economic and Workforce Development, the number of Durham County residents employment between 2006-2008 steadily increased from 130,000 to approximately 135,000. From 2008-2009, employment rates took a deep nose dive to nearly 128,000. Since 2009, the employment rate has slowly increased to just over 130,000.

The unemployment rate for 2009 was 7.9% and in 2010 the rate was 8%. In March 2011, the unemployment percentage for Durham County was 7.4%.



[www.durhamcountync.gov](http://www.durhamcountync.gov)



## Community Profile

### Economic Conditions

Like many counties across the country, Durham County's residents have been impacted by the economic downturn. Despite the downswing in the economy, Durham continues to be one of few places that have fared well in comparison to other places with similar demographics.

Since 2001, nearly 125 business have opened or relocated to Durham, including IEM, a Louisiana-based company that advises federal agencies on how to manage threats to public safety and property, relocated its headquarters from Baton Rouge to the Research Triangle Park in 2010. The move created approximately 430 jobs. While businesses like IEM added to the community, more than four times the amount of business that opened or relocated to Durham closed since 2001.

| COMPANY                    | INVESTMENT  | JOBS |
|----------------------------|-------------|------|
| Cree                       | 392,000,000 | 330  |
| AW NC                      | 106,000,000 | 360  |
| Duke University            | 100,000,000 | -    |
| Glaxo Smith Kline          | 70,000,000  | -    |
| Medicago                   | 42,000,000  | 85   |
| RTI                        | 30,000,000  | 130  |
| Bayer Crop Science         | 25,840,000  | 100  |
| GE Aviation                | 16,000,000  | 50   |
| Duke Medicine              | 8,225,000   | 130  |
| ACW                        | 5,200,000   | 155  |
| HCL Clean Tech             | 4,000,000   | 13   |
| IBM                        | 3,700,000   | 600  |
| IPS                        | 3,000,000   | 30   |
| Duke University Healthcare | 3,000,000   | -    |
| Zenph                      | 2,500,000   | 50   |
| IEM                        | 2,020,000   | 430  |
| HTC                        | 1,385,000   | 99   |
| TRANSENTERIX               | 1,000,000   | 50   |

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## Community Profile

### Economic Conditions *continued*

Businesses hiring Durham citizens is vital to resident's livability and the survivability of Durham's economy. The following is a breakdown of the effect of income on households in Durham from the years 2000-2009:

|                         | 2000     | 2009     |
|-------------------------|----------|----------|
| Median Household Income | \$43,337 | \$49,928 |
| Per Capita Income       | \$23,156 | \$27,698 |

|                    | Income 1999 | Income 2009 |
|--------------------|-------------|-------------|
| Households         | 89,001      | 103,268     |
| Less than \$10,000 | 10.4 %      | 8.1 %       |
| \$10-\$14,999      | 5.1 %       | 5.1 %       |
| \$15-\$24,999      | 12.1 %      | 10.5 %      |
| \$25-\$34,999      | 12.8 %      | 11.2 %      |
| \$35-49,999        | 15.9 %      | 15.2 %      |
| \$50- \$74,999     | 20.3 %      | 18.8 %      |
| \$75- \$99,999     | 10.5 %      | 11.4 %      |
| \$100- \$149,999   | 8.6 %       | 12.3 %      |
| \$150- \$199,999   | 2.2 %       | 3.9 %       |
| \$200,000 or more  | 2.1 %       | 3.6 %       |

(INCOME AND BENEFITS (IN 2009 INFLATION-ADJUSTED DOLLARS))



# Community Profile

## Economic Conditions

### Housing

The median value of a single family dwelling in Durham, NC is \$162,455.

From 2001-2010, the median cost of a single family dwelling has increased year-to-year.

The economic downturn faced across the nation has brought challenges and benefits to buyers and sellers in Durham's housing market. Between 2006-2007, there was a peak in housing sales.

According to Durham County tax records, 5,150 homes sold in comparison to 4,934 the previous year and 4,813 the following year.



| Tax Year<br>SFD Median Tax Value | Number       |
|----------------------------------|--------------|
| 2001                             | \$123,671.00 |
| 2002                             | \$125,081.00 |
| 2003                             | \$126,580.00 |
| 2004                             | \$127,632.00 |
| 2005                             | \$128,884.00 |
| 2006                             | \$130,317.00 |
| 2007                             | \$132,007.00 |
| 2008                             | \$159,613.00 |
| 2009                             | \$160,449.00 |
| 2010                             | \$161,558.00 |

The least homes were sold in Durham between 2010 and 2011. During those year, 2,730 homes were sold in comparison to the previous year's sales of 2,849.

These sales numbers are recognized as qualified sales and does not include foreclosures sales or short sales.



## Community Profile

### Recreation and Points of Interest

- American Tobacco Historic District
- Carolina Theatre
- Duke Chapel
- Duke Homestead and Tobacco Museum
- Duke University
- Duke University Medical Center
- Durham Arts Council Building
- Durham Bulls Athletic Park
- Durham Performing Arts Center
- The Hayti Heritage Center
- The Heritage Room
- North Carolina Central University
- North Carolina Museum of Life and Science
- Research Triangle Park
- The Streets at Southpoint
- West Point on the Eno

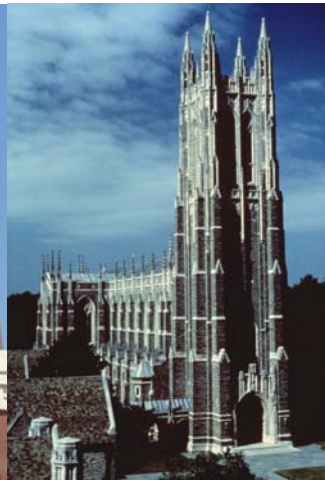


**North Carolina Museum of Life and Science**



**Historic Durham Athletic Park**

*Photo Credit: Durham Convention & Visitors Bureau*



**Duke Chapel**

*Photo Credit: Duke University and  
Durham Convention & Visitors Bureau*



**Wool E. Bull, Durham Bulls  
Mascot**

*Photo Credit: Durham Convention &  
Visitors Bureau*

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# DURHAM COUNTY – COMMUNITY INFORMATION

**Date of incorporation:** 1881

**Form of government:** Commission-Manager

**Area:** 290 square miles

**Elevation:** 400 feet

**Climate:**

Mean temperature: 59° F

Mean annual rainfall: 48 inches

**Medical facilities (Durham County only):**

Number of hospitals: 5

Number of beds: 1,645

**Education:**

*Higher education:*

Universities and colleges: 9

*Public education:*

Elementary schools: 30

Middle schools: 11

Secondary schools: 2

High schools: 12

**Police protection (City):**

Number of stations: 6

Number of personnel: 631

**Sheriff protection (County):**

Number of stations: 6

Number of officers: 166 sworn  
204 detention officers

**Fire protection (City):**

Number of stations: 16

Number of personnel: 302

**Volunteer fire protection (County):**

Number of stations: 12

Number of personnel: 447

**Communications (Durham County only):**

Radio stations: 3

Television stations: 2

Newspapers (daily): 2

**Recreation and culture:**

Number of parks: 67

Miles of trails in county-regional park: 21.1

Number of 18-hole golf courses (public and private): 10

Number of parks with tennis courts: 13

Number of parks with basketball courts: 28

Number of public swimming pools: 5

Number of public libraries: 8

**General statistics:**

| Year | Population | Unemployment rate | School enrollment |
|------|------------|-------------------|-------------------|
| 2007 | 254,902    | 3.8%              | 32,749            |
| 2008 | 261,206    | 5.5%              | 31,732            |
| 2009 | 265,670    | 8.0%              | 31,938            |
| 2010 | 267,849    | 7.8%              | 32,566            |
| 2011 | 271,238    | 7.6%              | 32,566            |

**Major employers:**

|                                                     |
|-----------------------------------------------------|
| AW North Carolina, Inc.                             |
| BlueCross BlueShield of North Carolina              |
| Cree, Inc.                                          |
| Duke University and Duke University Health System   |
| Durham City Government                              |
| Durham County Government                            |
| Durham Public Schools                               |
| Durham VA Medical Center                            |
| Fidelity Investments                                |
| GlaxoSmithKline                                     |
| IBM                                                 |
| Lenovo                                              |
| National Institute of Environmental Health Sciences |
| North Carolina Central University                   |
| Quintiles Transnational Corp.                       |
| RTI International                                   |
| United States Environmental Protection Agency       |

**Top ten taxpayers:**

| Organization            | Enterprise type | % total assessed valuation |
|-------------------------|-----------------|----------------------------|
| GlaxoSmithKline         | Manufacturer    | 1.87%                      |
| IBM                     | Manufacturer    | 1.57%                      |
| AW North Carolina, Inc. | Manufacturer    | 0.96%                      |
| Cree, Inc.              | Manufacturer    | 0.87%                      |
| Merck                   | Manufacturer    | 0.70%                      |
| Duke Energy             | Utility         | 0.62%                      |
| Verizon                 | Communications  | 0.61%                      |
| Southpoint Mall, LLC    | Retail          | 0.58%                      |
| Eisai, Inc.             | Manufacturer    | 0.44%                      |
| Highwoods/Forsyth       | Real Estate     | 0.34%                      |
|                         |                 | <u>9.38%</u>               |

*Some information courtesy of the 2011-2012 Durham County Comprehensive Annual Financial Report, City of Durham and Durham Chamber of Commerce.*

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## DURHAM COUNTY GOVERNMENT

[www.durhamcountync.gov](http://www.durhamcountync.gov)

919-560-0300

| Agency                                     | Director              | Telephone    |
|--------------------------------------------|-----------------------|--------------|
| Animal Services                            | Michael D. Andrews    | 919-560-0897 |
| Board of County Commissioners              | Michael D. Page       | 919-560-0027 |
| Board of Elections                         | Michael Perry         | 919-560-0691 |
| Budget and Management Services             | Pam Meyer             | 919-560-0012 |
| City/County Inspections                    | William Bradham       | 919-560-4144 |
| City/County Planning                       | Steve Medlin          | 919-560-4137 |
| Clerk to the Board of County Commissioners | Michelle Parker-Evans | 919-560-0025 |
| Cooperative Extension Service              | Delphine Sellars      | 919-560-0525 |
| County Attorney                            | Lowell Siler          | 919-560-0705 |
| County Engineering                         | Glen Whisler          | 919-560-0735 |
| County Manager                             | Mike Ruffin           | 919-560-0000 |
| Criminal Justice Resource Center           | Gudrun Parmer         | 919-560-0500 |
| Emergency Management                       | Jeff Batten           | 919-560-0660 |
| Emergency Medical Services                 | Mike Smith            | 919-560-8285 |
| Finance                                    | George K. Quick       | 919-560-0035 |
| Fire Marshal                               | Jeff Batten           | 919-560-0660 |
| General Services                           | Motiryo Keambiroiro   | 919-560-0430 |
| Human Resources                            | Cora Wilson           | 919-560-7900 |
| Information Technology                     | Perry Dixon           | 919-560-7000 |
| Internal Audit                             | Richard Edwards       | 919-560-0042 |
| Library                                    | Tammy Baggett         | 919-560-0100 |
| Public Health                              | Gayle Harris          | 919-560-7600 |
| Register of Deeds                          | Willie L. Covington   | 919-560-0480 |
| SAP Shared Services                        | Barbara Torian        | 919-560-7314 |
| Sheriff                                    | Michael D. Andrews    | 919-560-0897 |
| Social Services                            | Michael Becketts      | 919-560-8000 |
| Soil and Water Conservation                | Eddie Culberson       | 919-560-0558 |
| Tax Administration                         | Kim Simpson           | 919-560-0300 |
| Veteran Services                           | Lois Harvin-Ravin     | 919-560-8387 |
| Youth Home                                 | Angela Nunn           | 919-560-0840 |