Durham County
North Carolina

Approved Budget

Fiscal Year
2014-2015

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

DURHAM COUNTY, NORTH CAROLINA
FY 2014-15 APPROVED BUDGET

BOARD OF COUNTY COMMISSIONERS



Michael D. Page, Chairman



Brenda A. Howerton, Vice-Chairman



Wendy Jacobs



Fred Foster, Jr.



Ellen W. Reckhow

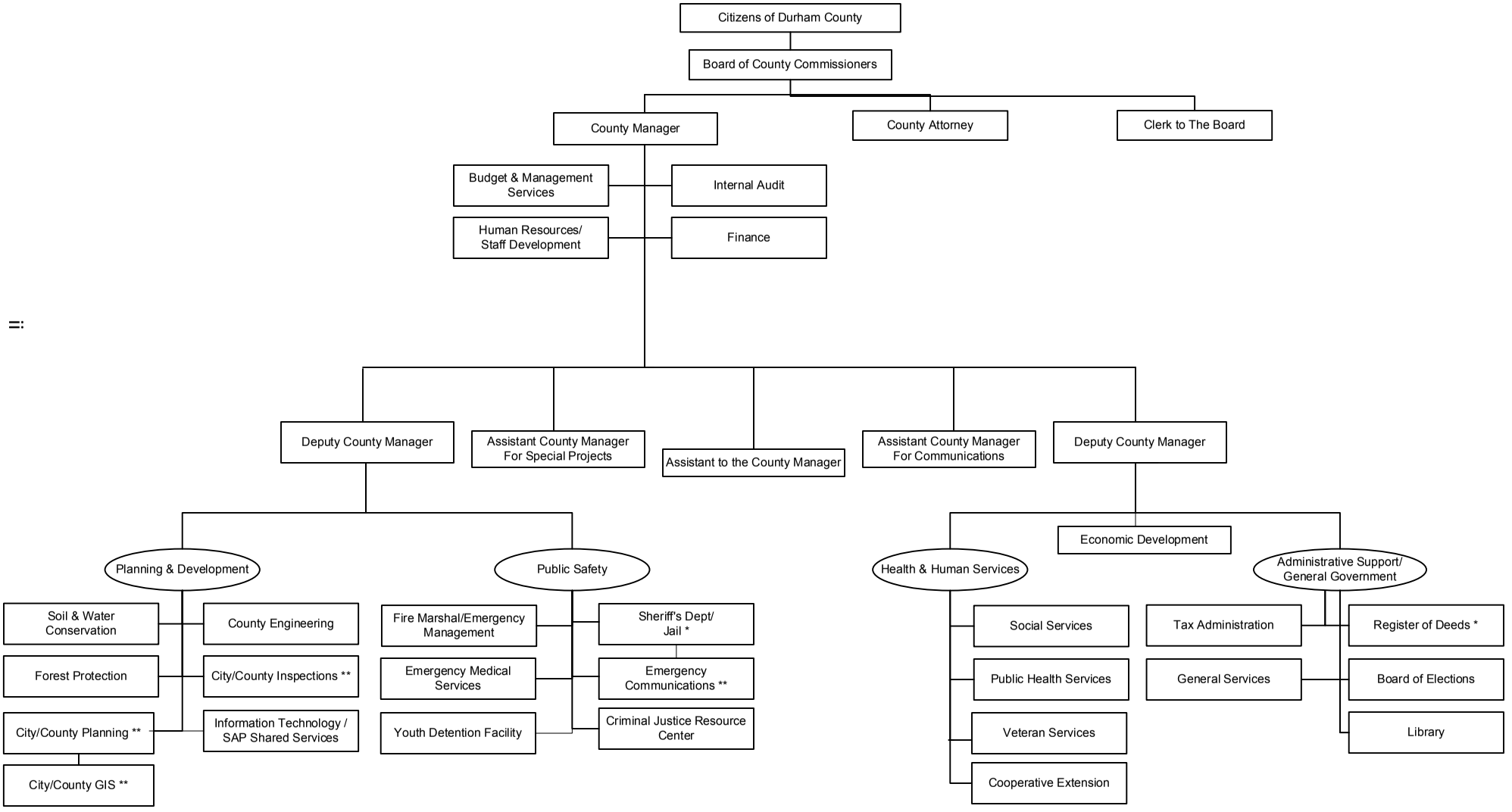
COUNTY OFFICALS:

Wendell Davis, 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:

S. Keith Lane, Interim Budget Director
Kim Connally, Budget Analyst
Bo Gattis, Budget Analyst
Andy Miracle, Budget Analyst
Mattie Sue Stevens, ICMA Fellow

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, 2013

Executive Director

READER'S GUIDE

This section is designed to help the reader understand the budget by explaining how the document is organized. This document is a financial plan for Durham County Government operations for the July 1, 2014 through June 30, 2015 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 260 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 Bethesda Fire and Rescue Service District (Fund 2002230000).**

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, 2014. In addition, the section contains a summary of FTEs for all funds.

The **Appendix** contains supplemental information that includes the FY 2014-15 Budget Calendar and the FY 2014-15 Nonprofit budget requests. 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 performance measure information on departmental pages. Departments were asked to submit a graph, analysis and strategies for improvement for two to three key performance measures.

This document was prepared by the Durham County Budget and Management Services Department and is available online at www.dconc.gov. If further information is needed, contact Budget and Management Services at 200 East Main Street, 4th Floor, Durham, North Carolina 27701, by phone at (919) 560-0012, or by e-mail at budget@dconc.gov.

DURHAM COUNTY
FY 2014-15 APPROVED BUDGET

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Community Profile

Welcome to Durham County!



Photo Credit: Advanced Aerial Photography and Durham Convention & Visitors Bureau

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 2013, the population for Durham County is 288,183. The land area is 286 square miles. The Durham Board of County Commissioners oversee the County and appoints the county manger, 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.

Historic Background



Durham County Courthouse and present location for the County's administrative offices.



Durham County Community Profile

Date Established:	April 17, 1881
Population:	288,183
Registered Voters:	201,320
Location:	North Central North Carolina, equidistant from Philadelphia and Atlanta
Land Area:	286 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

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

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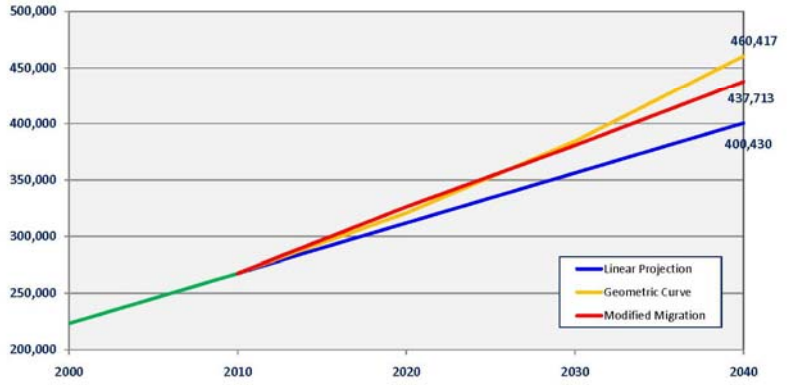
Historic Background *continued*

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 2014, there have been seven 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.

Community Profile

Organizational Overview *continued*

The County Manager is responsible for carrying out the policies and ordinances of the governing board, overseeing the day to day operations of the government, and hiring the heads of the various departments. Board members serve four-year terms. The chairman and the vice-chairman of the board are voted on by the board in its first meeting after being sworn into office. In addition, the Sheriff and Register of Deeds are elected County positions.

Durham County provides a full range of services, including Sheriff and Fire Protection, Emergency Medical Services, Human Services (Public Health, Mental Health and Social Services), Elections, Register of Deeds, Animal Control, Youth Home, Criminal Justice, and Culture and Recreation Services. Funding is provided for Educational Services of the Durham Public Schools and Durham Technical Community College. Also, the County funds services provided in conjunction with the City of Durham through inter-local agreements, including Economic and Physical Development, Emergency Communications, Environmental Engineering and Inspections.



Population

As per Census 2013 estimates, 288,183 considered Durham County 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 267,587.

Durham has a growing population of citizens 65 years or older. According to the United States Census Bureau's 2012 American Community Survey, 29,877 citizens are more that 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, transpiration, adult education, exercise classes and more!



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Population *continued*

As the senior population and the number of citizens under 65 continue to grow at a rapid pace, the population may nearly double by the year 2040.

Racial Composition

The racial composition of Durham is very diverse. While it is a predominantly Caucasian (53.1%) community, there are many backgrounds that make up the population, including African-American (38.7%), Hispanic (13.5%) Native American (1%), Asian (4.8%), Pacific Islander (0.1%), and multi-race (2.3%).

There is a strong Hispanic representation among Durham's residents. Looking at the aforementioned percentages, the following chart displays the presence of Hispanic residents in the Durham community.

	DURHAM POPULATION (%)	NORTH CAROLINA POPULATION (%)
WHITE	53.1%	71.7%
AFRICAN AMERICAN	38.7%	22.0%
HISPANIC	13.5%	8.9%
AMERICAN INDIAN	1.0%	1.6%
ASIAN	4.8%	2.6%
PACIFIC ISLANDER	0.1%	0.1%
TWO OR MORE RACES	2.3%	2.0%

Community Profile

Education



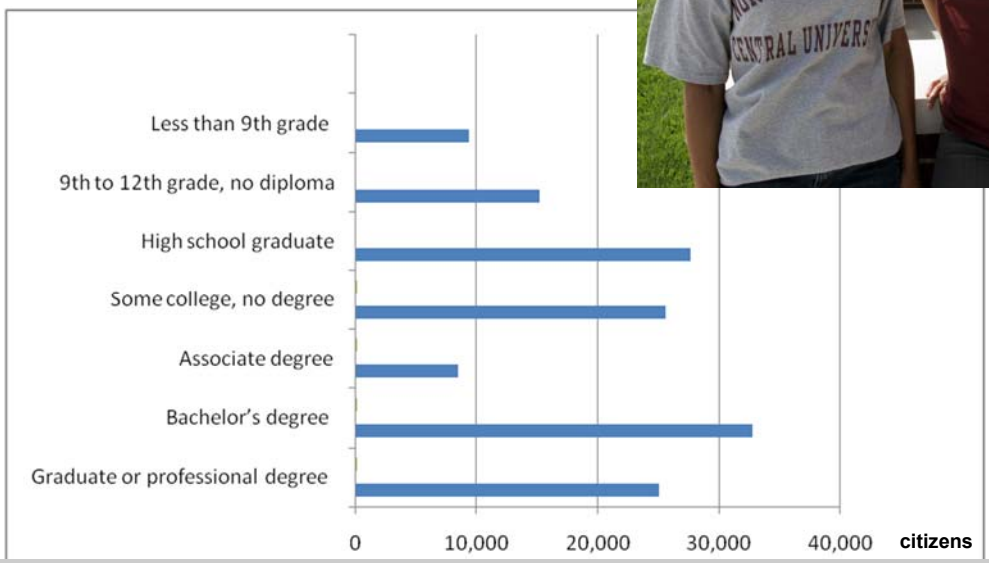
Durham Public Schools has 54 schools with an enrollment of approximately 32,263 students and is one of the largest school districts in the state. A seven member Board of Education, elected every four years on a nonpartisan basis, governs the unit.

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 2012 Census, over 44% of Durham residents age 25 or older have received a bachelor's degree or higher degree of education.



EDUCATIONAL ATTAINMENT
(Population 25 years and over)[1]



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, Quintiles Transnational, and Sumitomo Electric Lightwave. These companies and others in the park employ approximately 45,000 people. Other major research and development organizations, including BD, bioMerieux, 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 2010 was 7.8%, in 2011 the rate was 8.4%, and in 2012 the rate was 7.6%.

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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 2000-2012:

	2000	2012
Median Household Income	$43,337	$50,997
Per Capita Income	$23,156	$28,634

	Income 1999	Income 2012
Households	89,001	113,769
Less than $10,000	10.4 %	8.4 %
$10-$14,999	5.1 %	4.8 %
$15-$24,999	12.1 %	11.4 %
$25-$34,999	12.8 %	10.7 %
$35-49,999	15.9 %	13.7 %
$50- $74,999	20.3 %	17.9 %
$75- $99,999	10.5 %	11.3 %
$100- $149,999	8.6 %	13.5 %
$150- $199,999	2.2 %	4.2 %
$200,000 or more	2.1 %	4.2 %

(INCOME AND BENEFITS (IN 2012 INFLATION-ADJUSTED DOLLARS)

Community Profile

Economic Conditions

Housing



According the US Census Bureau's American Community Survey, the 2008-2012 median value of an owner-occupied housing unit in Durham, NC is $179,800.

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 sellars 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 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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July 1, 2014

Dear Durham County Residents:

I am pleased to present a document that lays out a comprehensive spending plan for Fiscal Year 2014-15, the first budget that I have prepared for Durham County as Manager. This budget includes a 1.87 cent tax rate increase, with 1.49 cents supporting General Fund needs and 0.38 cents supporting increasing capital project related debt service. However, this budget, in many respects, constitutes a maintenance budget with the County continuing to meet its debt obligations and holding Durham Public Schools' funding flat. In addition, we have some key operational increases for Public Safety functions, including Emergency Medical Services and Fire District Operations, that center around improving service levels consistant with the public's expectation. And after many years we are focusing on how we compensate our most important asset, our human capital, by implementing the first phase of the recently completed compensation and classification study.

Maintaining excellence has incredible benefits, as our long-held triple A bond rating attests, but also has costs that we must recognize and support when and where necessary. I am confident this budget does that, just as I am confident that Durham County government will continue to enhance the many areas that make this County such a stellar place to live, work and play.

Goals of the FY 2014-15 Budget

North Carolina counties are required to pass a balanced budget by June 30 each year. If departments request expenditures that exceed projected revenues, it is the difficult but necessary task of the Board of County Commissioners to cut expenditures or increase property taxes recognizing that real property tax is the County's only real source of controllable revenue.

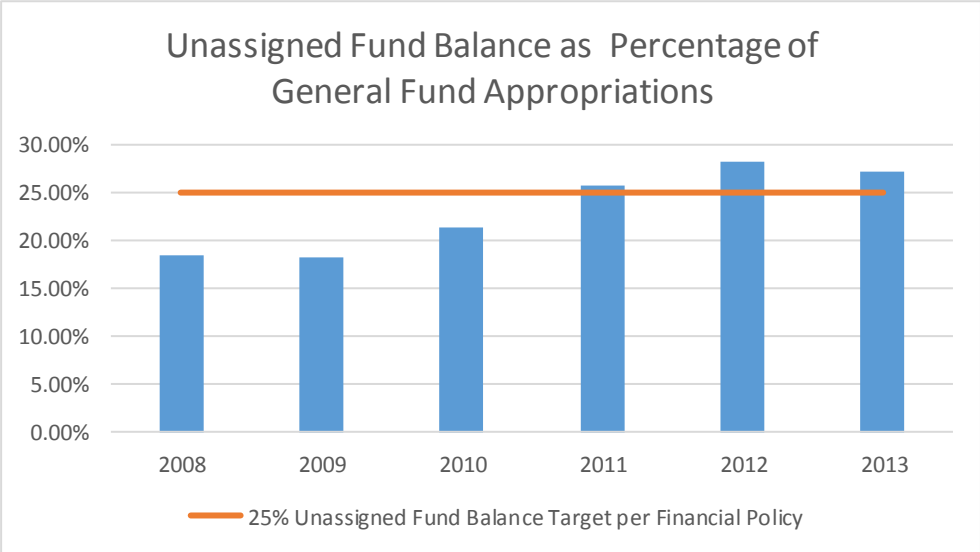
This balanced budget represents a roadmap for accomplishing the priorities of the Board of County Commissioners and the long-standing goals of Durham County. I am proud to present a budget to you that ensures Durham County continues to meet its goals, including:

- ✓ Maintaining fiscal strength;
- ✓ Providing services at sustainable levels;
- ✓ Effectively collecting our largest sources of revenue;
- ✓ Investing in human capital;
- ✓ Ensuring necessary resources are available for public safety;
- ✓ Partnering with nonprofit agencies for important county services;

Maintaining Fiscal Strength

One of the primary goals in preparing the budget each year is maintaining the County's strong financial position. The triple A bond rating Durham County holds is the highest attainable and allows the County to borrow at the lowest rates available, which is a tremendous benefit to taxpayers. Bond rating agencies expect to see triple A counties demonstrably address debt when it is growing at the levels that our debt is growing and we have responded in kind with property tax increases for this year and last to support increasing debt service.

Another part of ensuring the County's financial strength is maintaining appropriate levels of fund balance. Triple A 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 chart shows Durham County's unassigned fund balance over the last several fiscal years. Despite the economic downturn, the County has continued to grow and maintain a healthy fund balance, in line with our financial policies.



Providing Services at Sustainable Levels

Durham County is known throughout the country as a leading provider of services that matter most in the lives of citizens. The various departments of Durham County Government work hard to provide services to meet their missions, goals, and objectives. When the community needs change, departments must be responsive to meet those needs.

The FY 2014-15 budget includes 28.78 new positions in order to fulfill increasing needs in the Emergency Medical Services, Veteran Services, Fire Marshal, Information Services & Technology, Criminal Justice Resource Center, Public Health, Clerk to the Board, General Services, and Social Services departments. The following table outlines the newly-added positions.

FY 2014-15 Approved New Positions			
	Full-time Equivalency	**Salary and Benefits**	**Start Date**
Division Chief (Fire Marshal)	1.00	$93,591	07/01/14
Fire Fighter (Lebanon Fire)	1.00	$35,836	07/01/14
Veteran Services Officer (Veteran Services)	1.00	$45,875	07/01/14
Programmer Analyst (IST)	1.00	$77,819	07/01/14
ABAP Developer (IST)	1.00	$101,763	07/01/14
Child Support Agent I (DSS)	1.00	$34,110	07/01/14
Case Manager/Coordinator (CJRC)	1.00	$47,888	07/01/14
Case Management Aide (CJRC)	1.00	$29,931	07/01/14

	Full-time Equivalency	Salary and Benefits	Start Date
Environmental Health Specialist (Public Health)	2.00	$123,246	07/01/14
Public Health Nurse II (Public Health)	0.11	$8,515	07/01/14
Public Health Nurse I (Public Health)	0.20	$17,218	07/01/14
Staff Assistant III (Clerk to the Board)	1.00	$30,902	07/01/14
Security Manager (General Services)	1.00	$95,782	07/01/14
Assistant County Attorney (Legal)	1.00	$82,974	07/01/14
EMT Basic (EMS)	6.00	$113,148	01/01/15
Paramedic I (EMS)	9.00	$188,208	01/01/15
Volunteer Services Coordinator (Cooperative Ext.)	0.47	$20,819	07/01/14
	28.78	$1,147,625	

In addition the County eliminates 5.53 full-time equivalents (FTEs). Departmental budget pages explain these reductions in more detail.

The following table shows the multiple funds comprising Durham County's entire budget. The total appropriation for all funds in FY 2014-15 is just over $550.5 million. The General Fund will see a 5.1 percent increase in funding from the FY 13-14 Orginal Budget. The increase largely due to support for significant Public Safety upgrades in personnel, vehicles and equipment.

FY 2014-15 Total Appropriation for All Funds				
	2013-14 Original Budget	2014-15 Department Requested	2014-15 Commissioner Adopted	Percent Change FY 2014-15 from FY 2013-14
General Fund	$360,340,396	$ 389,354,491	$ 378,794,804	5.1%
Risk Management Fund	$ 3,440,111	$ 4,407,980	$ 4,102,925	19.3%
SWAP Fund	$ 4,811,041	$ 2,750,000	$ 2,750,000	-42.8%
Capital Financing Plan Fund	$ 55,597,881	$ 59,693,708	$ 57,518,774	3.5%
Benefits Plan Fund	$ 19,414,926	$ 20,264,695	$ 20,264,695	4.4%
Bethesda Fire & Rescue Service District	$ 2,132,065	$ 2,159,341	$ 2,242,393	5.2%
Lebanon Fire District Fund	$ 1,094,859	$ 1,148,566	$ 1,171,926	7.0%
Parkwood Fire District Fund	$ 1,501,988	$ 1,535,966	$ 1,515,932	0.9%
Redwood Fire District Fund	$ 754,319	$ 918,268	$ 909,085	20.5%
New Hope Fire District Fund	$ 78,871	$ 82,548	$ 86,915	10.2%
Eno Fire District Fund	$ 32,029	$ 31,391	$ 31,391	-2.0%
Bahama Fire District Fund	$ 861,160	$ 1,324,967	$ 1,321,275	53.4%
Special Park District Fund	$ 690,250	$ 690,250	$ 710,883	3.0%
Debt Service Fund	$ 59,871,757	$ 63,967,954	$ 60,566,168	1.2%
Sewer Utility Fund	$ 11,345,634	$ 8,323,145	$ 8,521,269	-24.9%
George R. Linder Memorial Fund	$250	$250	$250	0.0%
Community Health Trust Fund	$4,159,115	$10,241,158	$9,705,493	133.4%
Law Enforcement Officers Trust Fund	$313,779	$349,084	$349,084	11.3%
TOTAL	$ 526,440,431	$ 567,243,762	$ 550,563,262	4.6%

Effectively collecting our largest sources of revenue

Previous to FY 2014-15, over the last five years, Durham County has only experienced one year in which residential and commercial building value increased more than 2 percent. In the three years prior to that (FY 2005-06 through FY 2007-08), the County had experienced 2.4 percent, 3.44 percent and 4.06 percent growth,

respectively. Today, we are confronted with a new reality: our property tax base is experiencing signficantly slower growth.

The 2.01 percent growth in valuations budgeted for FY 2014-15 means $4.36 million in new property tax funds through "natural" growth—that is, revenue growth without raising property taxes. Due to the excellent work of our Tax Administration department and our Tax Administrator, we were also able to raise the property tax collection rate from 98.80 percent to 99.3 percent in the current year (an additional $1.2 million of property tax revenue). However, becoming more efficient at collecting taxes also means there are fewer outstanding payments to be collected later as prior year property tax collections. The following table presents the estimated property values that were used to develop the budget.

	FY2013-14 Adopted	FY2014-15 Budget Estimate	% Change FY15 from FY14 Adopted
Real Property	$ 25,226,129,000	$ 25,708,434,347	1.91%
Auto Value	$ 1,771,627,310	$ 1,799,900,000	1.60%
Personal Value	$ 3,251,188,901	$ 3,373,609,112	3.77%
Public Service	$ 494,110,311	$ 489,915,862	-0.85%
Total	**$30,743,055,522**	**$31,371,859,321**	**2.05%**

When we combine the "natural" growth in property tax revenue with an additional 1.87 cent tax rate increase, Durham County has a better foundation for long-needed operational support of our service departments, compensation changes to support the “human capital” it takes to make Durham County government excel, and debt service support reflecting our infrastructure needs.

We are currently in the best financial shape in the history of our County with a healthy fund balance and a tripla A bond rating. In the past several years we have invested in our community’s infrastructure through capital projects like the new Human Services building as well as the new County courthouse. Last year former County Manager Mike Ruffin requested a 3 cent tax rate increase solely for debt service, noting that another 2 cents would most likely be necessary for future debt service growth starting in FY 2014-15. Changes in the County's debt outlook have decreased the property tax rate increase needed for debt service down to 0.38 cents in FY 2014-15, due mainly to issuing less General Obligation Bond debt than expected in FY 2013-14 and obtaining a very low interest rate on this issuance due to our triple A bond rating.

However, capital and personnel needs within the County's operating budget necessitate the use of an additional 1.49 cents of new property tax funds, which will support:

- New position requests (most in Emergency Medical Services),
- Significant operating increases such as revaluation preparation in Tax Administration,
- Increased employee medical and dental insurance costs,
- Several decreasing revenue sources such as Register of Deeds fees,
- Increased vehicle and large equipment purchases,
- And increases in ongoing operating needs of many departments.

Another long-discussed issue within the County has been a compensation study for Durham County employees. Such a study has not been completed in 28 years and was needed as a roadmap for how the organization will be managed in the future. The compensation study found that Durham County employee salaries are below market levels in almost all areas (details below). The consulting firm who carried out the study made recommendations costing up to $11 million to make Durham County competitive in pay structures, grades, and even salaries for many employees across many job classes.

County administration understands that any adjustment to the compensation plan can only be supported with new and ongoing revenue. However, we believe that adjustments are needed to keep Durham County

competitive as an employer. This budget supports a total compensation and classification adjustment implementation of $7.25 million, carried out over two years. Half of this total adjustment would be carried out in FY 2014-15, at an approximate cost of $3.8million, with a 1 cent property tax increase to support those additional costs. FY 2015-16 would see an additional 1 cent tax rate increase to support the final 40 percent of the compensation adjustment.

Investing in human capital

Durham County's success ultimately depends on what I call our "human capital." When I spoke of human capital at my swearing-in, I was including all County citizens: young, old, those struggling, and those on the cutting edge. Our human capital is our County's greatest asset and it requires our highest level of investment. In fact, Enrico Moretti in his recent book - The New Geography of Jobs – points out that "a solid base of human capital keeps attracting good employers and offering high wages, while those at the other extreme with a limited human capital base are stuck with dead-end jobs and low average wages".

With that larger theme in mind, I look at the 1,920-plus employees who provide remarkable service to our citizens and see the positive effects in action. County employees provide the energy that turns policy into action – the human capital that makes Durham County government work. Without them, the goals of our Strategic Plan and the benefits of a performance measurement system will never be fully realized.

Until this past year, Durham County had not implemented a classification and compensation study since 1986. Annual market surveys showed that 70 percent of our positions were paid at a level 2.5 percent or more below comparable positions in other organizations. This year, Durham County contracted with Evergreen Solutions to carry out a comprehensive compensation study. Evergreen's review of 13 market peers (including 9 public sector peers) considered average market compensation at the minimum, midpoint, and maximum of our pay ranges across all Durham County positions. At each point, whether viewed against public sector peers or private sector peers, Durham County's pay ranges were even further behind than our market surveys had suggested.

Survey	Minimum Average Percent Differential	Midpoint Average Percent Differential	Maximum Average Percent Differential
Public Sector Market Data	-6.4%	-4.6%	-3.7%
Private Sector Market Data	-5.5%	-9.1%	-16.8%

Source: Evergreen Solutions January 2014

These differentials show that our pay ranges do not allow Durham County to be as competitive as we must be in attracting and retaining the best talent in our region. The study also demonstrated that our system must be more consistent in considering internal and external equity. Evergreen provided a detailed set of recommendations to help us address these issues, those recommendations include the following:

- Retitle jobs to reflect work performed and develop consistency in the job structure.
- Implement a new, banded salary structure to bring the County to the average market minimum and transition employee salaries into the new structure.
- Implement classification parity with 25 percent credit for related past experience phased in over 2 years. For example, 4 years of similar type prior work experience at another job would count as 1 year (25%) of experience at the job currently held.
- Implement new hiring and promotion salary guidelines to ensure consistency and to attract and retain high quality individuals.

- Introduce career ladders to provide clear view of career development and professional growth opportunities.
- Conduct a comprehensive classification and compensation study every three to five years, with a review of the salary structure each year to determine if adjustments are needed.

The cost of implementing all of these changes is significant, but is a needed investment in the future of our organization. It is important to create a work environment that recognizes our employees value and reward them accordingly. Implementing the compensation study's recommendations is a key step toward accomplishing that goal. Most importantly, these changes allow us to lead by example in Durham County as we invest in our human capital and, by extension, our community.

In addition to setting an example with our internal practices, Durham County directly invests in our community's human capital with our support of Durham Public Schools (DPS). We recognize that providing a great education for every child is an essential part of Durham's long-term success and because of that recognition, we invested over $600 more per pupil in K-12 education than our peer counties in FY 2012-13. Durham Public Schools continues to be the single largest source of expenditure for Durham County government.

This budget includes a $629,835 increase for Durham Public Schools related to additional Article 46 sales tax allotted by the Board of County Commissioners for the school system. Significant growth in Durham Public Schools' fund balance will support additional DPS needs. Even with new students entering the system in FY 2014-15, Durham Public Schools will continue to have one of the highest local "per pupil" funding amounts in the state at $3,069. In addition, Durham County will pay $30,114,672 in debt service for school facilities this year. Total current expense funding for Durham Public Schools for FY 2014-15 is $120,233,146, or 31.75 percent of the entire General Fund budget.

Looking long term, it is time to begin working with Durham Public Schools to develop a flexible but fair formula for school local funding growth based upon growth factors the County and Durham Public Schools may experience annually. With a new economic climate of slow revenue growth there is a limit to how much "new" County funding can be allocated to Durham Public Schools each year. It will also be beneficial for both parties to understand and plan for what short term and long term increases mean for both entities. Simply lurching back and forth between large funding increases to small or no funding increases creates planning uncertainty that limits both institutions' long range goals. Therefore, it will be critical for Durham County and Durham Public Schools to work together this year to develop a new Memorandum of Understanding and clearly define our funding relationship going forward.

Ensuring necessary resources are available for public safety

Durham County Emergency Medical Services (EMS), the Sheriff's Office, Emergency Management, and our volunteer fire departments provide services few think about until needed, but when they're needed the service is expected to be extraordinary. Durham County provides that extraordinary service, but in order to continue doing so, we sometimes have to take a close, critical look at our existing operations. We are in the process of doing just such a review with both Durham County EMS and our volunteer fire departments.

Under the direction of its new director, EMS has worked diligently during the past year on a comprehensive internal assessment of its performance and capabilities, including the development and implementation of a robust set of performance measures. This internal assessment was accompanied by two external studies, one on the sufficiency of allocated positions to sustain ambulance operations, and one on the efficiency of the present, in-house billing service. Both of these assessments were undertaken to help us provide the absolute best service to Durham County residents, including lower response times for EMS emergency calls.

These studies identified a number of significant needs and issues and EMS began to address these in FY 2013-14 through re-allocation of existing funds. Several other needs are being addressed in this year's budget, as

described below, and several more will be tackled in years to come, with continued in-depth measurements to support those recommendations. Bringing EMS to an improved operating level is neither inexpensive nor quick, but the benefits to all County citizens can be counted in lives saved and health more quickly restored.

Ambulance Availability and Deployment

Responsibility for ambulance operation has changed over the last few years with volunteer fire departments dropping their ambulance service and Durham County EMS slowly picking them up. Overall, Durham County citizens have been served by a daily deployment of 15 ambulances across the County during peak hours of the day, falling to 13 ambulances at night, for the last fifteen years. During the same period, the County's population has grown from 213,000 to nearly 296, 000, or nearly 38 percent. This growth is significant: more residents translate to more calls per hour, which reduces the number of available ambulances, which in turn extends response times. The number of ambulances available today is simply insufficient to meet the demand for service.

Compounding this problem, Durham County EMS does not have sufficient paramedic positions available to allow for normal vacation and sick leave or to support the large special events burden. EMS historically relied on part time employees to backfill these staffing shortages, but the availability of these types of personnel has decreased over the years because most want and find full time jobs. As a result, EMS has only been able to staff 85 percent of its authorized ambulance capacity. EMS conducted, in cooperation with the Budget department, a zero-based "justify every hour" budgeting exercise for the coming year as well as an overall staffing study based on the issues stated above. Both studies substantiated the need for additional positions to support the necessary ambulance capacity.

EMS System Response Performance

Response performance is an essential measure of the quality of an EMS system. In critical, life-threatening emergencies such as cardiac arrest, stroke, heart attack, and acute pulmonary edema, "time to definitive treatment" is vital to positive patient outcomes. There is no universal standard for acceptable EMS response performance, but the most common standard adopted by EMS systems is "9 minutes or less, 90 percent of the time." This standard has also become Durham County's long-stated response performance goal.

As a result of the ambulance and personnel shortages described above, Durham County EMS' response performance has suffered since FY 2009-10. Over the course of FY 2013-14 EMS has achieved its 9 minute response goal less than 65 percent of the time. This standard is not acceptable. The ninetieth percentile response performance has hovered between 13-16 minutes for the last five years, with responses to outlying areas of the County often ranging to 20 minutes or more. In other words, Durham County EMS currently responds to 90 percent of its calls in 16 minutes or less, rather than our goal of 9. In addition, during hours of peak demand, the County can run out of ambulances allotted to a particular area one or more times in a day. When this happens we must call upon adjacent counties to provide EMS services for Durham County residents.

On May 4, 2014, Durham County EMS became the sole provider of 911 emergency medical services throughout the entire County. This is a significant change from when volunteer fire departments provided similar services in their districts (Parkwood, Redwood, Bethesda and Bahama). It will be essential for the County to have enough EMTs, paramedics, and first-line supervisors to reliably staff all of its authorized ambulances to meet increasing needs and coverage areas.

Based on these studies, response times, and our new role as sole provider of EMS services throughout the County, this budget provides for 15 new paramedic positions for EMS. These positions will provide the necessary workforce to reliably staff ambulances and supervisor vehicles. With fully staffed vehicles, and sufficient funding such that ambulances need not be taken off-line to attend to special events, expect to see the beginning of a trend toward improved response time performance in FY 2014-15.

In addition to increasing staffing, Durham County EMS is taking steps to maximize its available resources. Using technology purchased in the current fiscal year, the department will re-allocate some of its resources from the

traditional 24-hour deployment plan to better provide ambulances during times of peak demand. An EMS facilities study will be completed and an EMS component will be added to the Capital Improvement Plan in the fall. The department will also begin a transition to a smaller, more fuel-efficient ambulance vehicle, which is expected to reduce the department's carbon footprint and the ongoing cost of fuel and repairs.

While Durham County EMS services may be the single biggest increased budget area for FY 2014-15, the changes in this area will not be completed in one year. As noted earlier the upgrades in personnel, equipment, training, and facilities needed to provide extraordinary service will have to be implemented over several years. There are additional items to be considered, including procurement of improved two-way radios for our ambulance vehicles, additional equipment to support the large EMS special events obligation, and continued replacement of older model ambulances, just to name a few. These needs will be addressed in future budgets as resources permit.

Fire Study/Fire Marshal/Volunteer Fire Departments

Durham County has seven non-profit contract fire departments serving its unincorporated areas. Five of the seven Fire Tax Districts tax rates are increased for FY 2014-15. Tax rates for Eno and New Hope Fire Districts are set by an interlocal agreement with the Orange County Board of Commissioners. At the request of Bethesda's Board of Directors, Durham County assumed operation of the Bethesda fire department beginning July 1, 2013. The approved rates for these districts are as follows:

District	FY 2013-14 Adopted Tax Rate	FY 2014-15 Requested Tax Rate	FY 2014-15 Approved Tax Rate
Lebanon	0.1000	0.1070	0.1065
Parkwood	0.1150	0.1150	0.1135
Redwood	0.1125	0.1400	0.1386
New Hope	0.0945	0.0945	0.0995
Eno	0.0799	0.0799	0.0799
Bahama	0.0600	0.0990	0.0987
Bethesda Fire & Rescue Service	0.1300	0.1300	0.1350

Based on the fire study completed in FY 2013-14, this budget provides for the creation of a Division Chief to oversee and manage the operations of the Fire Suppression Division. This new role will provide additional management and support to the County-operated Bethesda Fire and Rescue Service and the contracted Volunteer Fire Departments. This position will be partially funded using Fire District tax proceeds for the services the positions will provide to those Districts.

The fire study also made recommendations about the minimum staffing levels required to maintain the safety of firefighters and increase effectiveness of fire protection services. The Lebanon Fire Department has requested an additional full-time firefighter, a County employee, funded using Fire Tax District proceeds, to enhance coverage levels and meet the minimum staffing recommendations for the district. This additional position along with increased operational costs requires a tax increase of 0.65 cents for the Lebanon Fire District.

In Bethesda, fire service is provided by firefighters who are County employees. These firefighters are affected by the Countywide compensation study, even though they are paid using service district tax funds. As a result, additional resources are needed for Bethesda Fire & Rescue Service District to fund firefighter compensation at market rate. These needs will require a 0.5 cent tax rate increase for the district, bringing the total district tax rate to 13.5 cents.

Redwood Fire Department has requested additional funds to support 3 full-time firefighters for the safety of existing staff and to address coverage needs highlighted through the study. This request requires an additional 2.61 cents to the existing rate, for a total of 13.86 cents for the Redwood Fire District.

The fire study identified similar needs for the Bahama Fire District, and these are addressed with a request for funding an additional 9 full-time firefighters to adequately staff existing fire stations. The request requires an additional 3.87 cents to the existing rate, a total of 9.87 cents for the Bahama Fire District. The enhanced coverage levels for Redwood and Bahama Fire District should eventually lead to a decrease in homeowner insurance rates as reviews of the Departments' activities are completed by state agencies.

Although there are increased costs to providing these enhanced services today, the long-term benefits of better firefighter safety, increased efficiency and effectiveness of fire protection services, and decreased homeowner insurance rates in future years will better serve the Durham County residents served by County Fire Suppression Services and Volunteer Fire Departments. I greatly appreciate the work of County Staff and our Volunteer Fire Department partners in working to improve emergency services in Durham County.

Partnering with Nonprofit Agencies for Important County Services

There are many important partners who 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 61 nonprofit funding applications from area organizations this year with requests totaling over $1.5 million. Unfortunately, the County was unable to fund every applicant. For FY2014-15, $818,669 is allocated to support 46 non-profit programs or organizations. The following table lists the nonprofit agencies receiving funding. More detailed information about all applicants is available in the Appendix.

FY 2014-2015 Non-Profit Funding Agency	FY 14-15 Requested Budget	FY 14-15 Approved Amount
A Helping Hand	$26,404	$15,000
Achievement Academy	$25,000	$20,000
African American Dance Ensemble, Inc.	$10,000	$5,000
Big Brothers Big Sisters of the Triangle	$25,000	$15,005
Bridge II Sports	$40,000	$6,000
Child and Parent Support Services, Inc.	$13,828	$11,237
Child Care Services Association	$29,783	$29,783
Clean Energy Durham	$12,970	$5,000
D3 Community Outreach, Inc.	$15,000	$5,000
Dress for Success Triangle NC	$23,380	$5,000
Durham Center for Senior Life	$105,685	$105,685
Durham County Teen Court and Restitution Program	$36,183	$21,183
Durham Crisis Response Center, Inc.	$40,000	$36,912
Durham Economic Resource Center	$25,000	$14,496
Durham Interfaith Hospitality Network	$23,000	$20,000
Durham Literacy Center	$45,000	$26,619

FY 2014-2015 Non-Profit Funding Agency	FY 14-15 Requested Budget	FY 14-15 Approved Amount
Durham Striders Youth Association, Inc.	$30,000	$15,750
Durham Symphony Orchestra	$10,000	$5,000
Durham Teacher Warehouse Corporation (also known as Crayons2Calculators)	$15,000	$5,000
Durham's Partnership for Children	$35,000	$13,310
El Centro Hispano, Inc.	$36,167	$29,421
El Futuro, Inc.	$40,000	$6,000
Elna B. Spaulding Conflict Resolution Center, Inc.	$22,550	$17,597
Eno River Association	$20,000	$6,655
First in Families of North Carolina	$6,885	$5,000
Food Bank of Central and Eastern North Carolina	$30,000	$5,000
Genesis Home, Inc.	$24,000	$21,739
InStepp, Inc.	$7,500	$5,000
Inter-Faith Food Shuttle	$20,000	$10,000
Mental Health America of Triangle	$52,113	$23,588
Operation Breakthrough, Inc.	$100,000	$71,451
Partners for Youth	$16,000	$16,000
People's Channel	$14,850	$14,850
Piedmont Wildlife Center, Inc.	$12,000	$8,190
Planned Parenthood of Central North Carolina, Inc.	$20,000	$17,746
Playworks Education Energized	$25,000	$10,000
Reality Ministries, Inc.	$10,000	$7,200
Reinvestment Partners	$30,000	$5,000
Scrap Exchange	$13,000	$5,000
Senior PharmAssist, Inc.	$120,000	$94,080
Southeastern Efforts Developing Sustainable Spaces (SEEDS)	$10,000	$3,600
Triangle Champions Track Club	$25,000	$7,098
Triangle Residential Options for Substance Abusers, Inc. (TROSA)	$35,000	$23,124
Victorious Community Development Corporation	$10,000	$8,100
Voices Together	$25,000	$11,250
Walltown Children's Theatre	$15,000	$5,000
	$1,326,298	**$818,669**

Focusing on our strategic goals

FY 2014-15 will see a renewed focus on making our Strategic Plan a living document for how the County strives to excel in providing services in our community. We will continue making progress in critical initiatives related to our strategic goals of community and family prosperity and enrichment, health, safety, environmental stewardship, and government accountability.

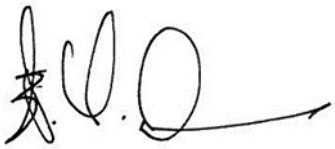
Our Strategic Plan, adopted by the Board of County Commissioners in the spring of 2012, is a road map for continuous cultural change and improvement. As we continue working to improve we will remain focused not only on our goal areas, but also on our core values: accountability, commitment, exceptional customer service, integrity and teamwork and collaboration. By focusing on our strategic plan Durham County will begin building another future. It is my aim to take our government to a very different place—a place where we base decisions on measurable outcomes, where we can consistently invest in our human capital, and where we can pursue and achieve our loftiest strategic goals.

Doing so will require new structures, new systems, new engagements, new partnerships, new thinking, new attitudes toward problem solving, new ways of how we approach service delivery, and most importantly, a new vision.

In conclusion, this budget was carefully and thoughtfully prepared. The Board of County Commissioners, while recognizing the need to seek out new revenue streams to support our goals, services, and increasing capital debt needs, also expect to meet important community needs in the context of goals that our citizens, the Board, and our dedicated workforce share. In short, a reasonable spending plan has been approved that maintains high levels of service and continues to support the County's strong fiscal position at a cost our community can afford.

Thank you for your support of Durham County, and all who call it home.

Sincerely,



Wendell M. Davis

Durham County Manager

FY 2014-15 BUDGET HIGHLIGHTS

- The tax rate will increase from 77.44 cents to 79.31 cents/$100 valuation, a 1.49 cent increase for operating needs, and a 0.38 cent increase for debt service support.
- Property tax collection percentage increases from 98.80% to 99.30%, with overall property valuation increasing 2.05% from last year's budgeted values.
- Sales taxes, including an Interlocal Agreement with the City of Durham, are estimated to increase 4.84% from the current year Approved budget. See the Revenue Highlights page for more detail.
- Various fee increases in these departments: Public Health, Inspections, solid waste and the Enterprise Utility Fund.
- Adding 28.78 new General Fund FTE's, Eliminating 5.53 FTEs, Net General Fund increase of 23.25 FTEs for FY 2014-15.
- Decrease in the participation rate for the County contribution to the Local Government Employees Retirement System (LGERS) from7.28% to 7.27% for local LEO class.
- Continued pay-for performance salary increases for employees for FY 2014-15. 2% to 3%, down from 3.25% to 4.25%.
- The total cost of the County benefits plan fund has increased $849,769, or 4.38%
- The General Fund fund balance appropriation increases from $10.6 million to $10.8 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. $755,049 was transferred to support health related capital expenditures, and $500,000 was transferred to support a payment to Lincoln Community Health Center.
- Funding of $152,000 to implement strategic plan initiatives. Initiatives were moved out of the Strategic Plan budget and into departmental budgets to reflect the correct functional area in which these services are provided.
- Ongoing current expense funding to Durham Public Schools increases to $118,863,146; no increase in capital outlay funding. Article 46 sales tax revenue for DPS (including Article 46 sales tax funding of Pre-K programs) increases by $629,835, and accounts for the total increase in DPS funding.
- Durham Technical Community College funding increases by 1.9% or $114,726. Article 46 sales tax support for student scholarships and tuition costs makes up $81,536 of this total.
- North Carolina Museum of Life and Science current expense funding increases 1.04%.
- Purchase of 56 vehicles (new (3) and replacement (53) vehicles) for EMS, General Services, Fire Marshal, Library, Sheriff and Social Services, and new equipment for General Services, EMS, Social Services and Sheriff (detailed on the Vehicle & Equipment page in the document).
- 61 non-profit agencies applied for funding with requests totaling $1,524,747; 46 agencies were approved for funding in FY 2014-15 for a total of $818,669.
- Reduction in the County share of the Durham Convention Center subsidy by $28,824.
- Funding for Durham County's participation for 45 slots in the Durham Youth Works Internship Program: $75,280.
- Four Fire Tax Districts have property tax rate increases. Lebanon – 0.65 cents, Redwood – 2.61 cents, Bahama – 3.87 cents, New Hope – 0.5 cents. One Fire Tax District has a property tax decrease: Parkwood – 0.15 cents. One Service District has also has a property tax increase: Bethesda Service – 0.5 cents.
- Debt Service increases to $60.56 million, with property tax dedicated to support debt service increasing 0.38 cents to 9.32 cents to support the debt service payments. Additional funding from Lottery funds, the Community Health Trust Fund and dedicated Sales Tax also support debt service needs for FY2014-2015.

Ordinance

The legally adopted plan for raising and spending money in Fiscal Year 2013-2014 for Durham County.

ANNUAL BUDGET ORDINANCE

Durham County

North Carolina

FY 2013-14

WHEREAS, the proposed budget for FY 2013-14 was submitted to the Board of Commissioners on May 28, 2013 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 10, 2013, the Durham County Board of Commissioners held a public hearing on the budget pursuant to G.S. 159-12;

WHEREAS, on June 24, 2013, 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, 2013 and ending June 30, 2014, 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 2013-14

Function	General Fund	Swap Fund	Capital Financing Fund	Special Revenue Funds	Debt Service Fund	Enterprise Fund	Total Appropriaton
General Government	$82,977,269	$4,811,041	$55,597,881	$2,742,601	$59,871,757	$894,119	$206,894,668
Public Safety	$48,612,566	---	---	$3,712,690	---	---	$52,325,256
Transportation	$12,500	---	---	---	---	---	$12,500
Environmental Protection	$3,521,812	---	---	---	---	---	$3,521,812
Economic and Physical	$4,472,375	---	---	$690,250	---	---	$5,162,625
Human Services	$83,836,226	---	---	---	---	---	$83,836,226
Education	$125,721,000	---	---	---	---	---	$125,721,000
Cultural and Recreation	$11,186,648	---	---	---	---	---	$11,186,648
Utilities	---	---	---	---	---	$10,451,515	$10,451,515
Total Appropriations	**$360,340,396**	**$4,811,041**	**$55,597,881**	**$7,145,541**	**$59,871,757**	**$11,345,634**	**$499,112,250**

Section 2. Summary of Revenues by Fund and Revenue Category - FY 2013-14

Category	General Fund	Swap Fund	Capital Financing Fund	Special Revenue Funds	Debt Service Fund	Enterprise Fund	Total Appropriaton
Taxes	$271,806,919	---	$27,154,480	$7,039,266	---	---	$306,000,665
Licenses and Permits	$679,200	---	---	---	---	$3,000	$682,200
Intergovernmental	$51,988,818	---	---	---	---	---	$51,988,818
Contributions and Donations	$42,257	---	---	---	---	---	$42,257
Investment Income	$130,000	$3,000	$10,000	---	$533,303	$9,000	$685,303
Rental Income	$562,105	---	$423,929	---	---	---	$986,034
Service Charges	$16,688,195	---	---	---	$250,000	---	$16,938,195
Enterprise Charges	---	---	---	---	---	$10,824,694	$10,824,694
Sewer Connection Fees	$115,800	---	---	---	---	$508,940	$624,740
Other Revenues	$630,562	$3,000,000	---	---	---	---	$3,630,562
Other Financing Sources	$17,696,540	$1,808,041	$28,009,472	$106,275	$59,088,454	---	$106,708,782
Total Revenue	**$360,340,396**	**$4,811,041**	**$55,597,881**	**$7,145,541**	**$59,871,757**	**$11,345,634**	**$499,112,250**

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, 2013 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	$.7744

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, 2013 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%	New Hope District	$.0945	98.7%
Bethesda Fire District	$.0000	0.00%	Parkwood Fire District	$.1150	98.7%
Eno Fire District	$.0799	98.3%	Redwood Fire District	$.1125	98.3%
Lebanon Fire District	$.1000	98.7%	Bethesda Fire & Rescue Service District	$.1300	98.7%

Section 5. There is hereby levied a tax at the rate shown below, per $100.00 valuation of property listed for taxes as of January 1, 2013, 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	$.0368	$690,250

There is hereby appropriated to the Durham-Wake Counties Research and Production Service District from the net proceeds of this tax the amount of $690,250 for use in said district in such manner and for such expenditures as is permitted by law from the net proceeds of this tax. In the event the actual net proceeds from the tax levy of the Research and Production Service District exceed the appropriated amount, the actual net proceeds from the tax shall constitute the appropriation from said tax levy.

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

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

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

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

Current Expense	$5,725,689
Capital Outlay	$302,500
Total Appropriation	$6,028,189

a) It is the intent of the Durham County Board of County Commissioners in appropriating these funds that Durham Technical Community College allocates current expense funding of $888,030 for needs based financial assistance for enrolled students from Durham County and the Gateway to College program (an educational option for DPS students between the ages of 16-21 who have dropped out of high school but have a desire to now earn a diploma.)

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

The total local appropriation for Durham Public Schools for FY 2013-14 is as below:

Current Expense	$118,233,311
Capital Outlay	$1,370,000
Total Appropriation	$119,603,311

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 10-19 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

Revenue	$3,440,111
Expense	$3,440,111

BENEFITS PLAN FUND

Revenue	$19,414,926
Expense	$19,414,926

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	$313,779
George Linder Memorial Fund	$250
Community Health Trust Fund	$4,159,115

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 2013-14, the County Contribution is designated at 8.88%.

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 24th day of June 2013.

Fee and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2012-13 Adopted Fees and Other Charges	FY 2013-14 Adopted Fees and Other Charges
All Departments			
	8.5 x 11 paper copies	$0.05/page (unless otherwise stated)	$0.05/page (unless otherwise stated)
Animal Services			
	Impoundment		
	1st offense + boarding fee + civil penalty	$25	$25
	2nd offense + boarding fee + civil penalty	$60	$60
	3rd offense + boarding fee + civil penalty	$95	$95
	4th offense and subsequent offenses	$150	$150
	Boarding		
	Dogs	$12/day	$12/day
	Cats	$8/day	$8/day
	Civil penalties		
	1st offense	$50	$50
	2nd offense	$100	$100
	3rd offense and subsequent offenses	$150	$150
	Failure to vaccinate dog/cat	$250	$250
	Animal Rabies vaccination (at shelter or animal control office)	$15	$10
	Animal Rabies vaccination (field vaccinations)	$20	$20
	Euthanasia at the shelter	$50	$50
	Surrendered animals picked up in the field	$20	$20
Board of Elections			
	Reports - 8.5 x 11 paper	Free	Free
	Diskettes and CDs - processing fee	$25	$25
	Labels - duplex on 8.5 x 11 paper	Free with furnished labels	Free with furnished labels
	Certificates	$1	$1
	Maps		
	8.5 x 11 paper	Free	Free
	34 x 42 paper	$10	$10
Fire Marshal			
	See attached detail		
General Services			
	Solid Waste Management fee (County)	$105/year	$122/year
	Solid Waste Management fee (City)	$105/year	$122/year
	Solid Waste Management fee (out of County users)	$165/year	$191/year
Library			
	Overdue fines on all materials (books, DVDs, CDs, etc.)	Fee structure is the same for all materials: 3-day grace period, $1 on 4th day, $0.25/day, maximum $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
	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

Fee and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2012-13 Adopted Fees and Other Charges	FY 2013-14 Adopted Fees and Other Charges
Library			
	Meeting room rental fee	Nonprofits: no refreshments - free; refreshments - $25 Commercial/For-profit: meetings up to 4 hours - $100; meetings more than 4 hours - $200 (no separate fee for refreshments; fee included in room rental) Partners: free	Nonprofits: no refreshments - free; refreshments - $25 Commercial/For-profit: meetings up to 4 hours - $100; meetings more than 4 hours - $200 (no separate fee for refreshments; fee included in room rental) Partners: free
Environmental Engineering			
	Land Disturbance Plan Review Fees		
	Land Disturbance Plan Review, per acre charge	$80	$80
	Land Disturbance Fees		
	Permits for 12,000 sq. ft. to 1 acre (per job charge)	$250	$250
	Permits for 1 acre to 10 acres (per acre charge)	$515	$515
	Permits for more than 10 acres (per acre charge)	$775	$775
	Reinspection fee	$210	$210
	Second reinspection fee	$420	$420
	Unauthorized Land Disturbance Activities		
	Permits for 12,000 sq. ft. to 1 acre (per job charge)	$500	$500
	Permits for 1 acre to 10 acres (per acre charge)	$1,030	$1,030
	Permits for more than 10 acres (per acre charge)	$1,550	$1,550
	Stormwater Plan Review		
	Stormwater Plan Review 21,780 sq. ft. to 1 acre (per job charge)	$210	$210
	Stormwater Plan Review more than 1 acre (per acre charge)	$315	$315
	Stream Delineation Cape Fear River Basin	$600 base fee plus $25 per acre	$600 base fee plus $25 per acre
	Stormwater Permit Renewal Fee		
	Permits for 21,780 sq. ft. to 1 acre	$105	$105
	Permits for more than 1 acre	$160/disturbed acre	$160/disturbed acre
	Reissuance of Revoked Permits		
	Permits for more than 10 acres (per acre charge)	$775	$775
	Permits for 1 acre to 10 acres (per acre charge)	$515	$515
	Permits for 12,000 sq. ft. to 1 acre (per job charge)	$250	$250
	Extensions		
	Permits for more than 10 acres (per acre charge)	$193.75	$193.75
	Permits for 1 acre to 10 acres (per acre charge)	$128.75	$128.75
	Permits 12,000 sq. ft. to 1 acre (per job charge)	$62.50	$62.50
Utilities			
	Monthly service fees (County customers with City water)	$3.80/hundred cubic feet	$3.87/hundred cubic feet
	Monthly service fees (County customers without City water)		
	1 or 2 bedrooms	$20.61	$20.99
	3 bedrooms	$46.38	$47.23
	4 or more bedrooms	$74.47	$75.84
	Plan review fee (per submittal)	$300 for first submittal; $150 for each resubmittal	$300 for first submittal; $150 for each resubmittal
	Pollutant Headworks Analysis Fee	At cost	At cost
	Inspection/Management fee	$2/linear foot	$2/linear foot
	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	$655 each
	Single family (each bedroom above 2)	$323/bedroom	$328/bedroom
	Multi-family units (apartments, duplexes, condominiums; min. 2 bedrooms)	$647 each	$655 each

Department	Fee and Other Charge Type	FY 2012-13 Adopted Fees and Other Charges	FY 2013-14 Adopted Fees and Other Charges
Utilities			
	Multi-family units (apartments, duplexes, condominiums; each bedroom above 2)	$323/bedroom	$328/bedroom
	Multi-family (motels, hotels)	$323/room	$328/room
	Multi-family (motels, hotels with cooking facilities in room)	$472/room	$478/room
	Nursing/Rest home	$161/bed	$164/bed
	Nursing/Rest home with laundry	$323/bed	$328/bed
	Office - per shift	$67/person	$68/person
	Factory - per shift	$67/person	$68/person
	Factory with showers - per shift	$93/person	$96/person
	Store/Shopping Center/Mall	$323/1,000 sq. ft.	$273/1,000 sq. ft.
	Store/Shopping Center/Mall with food service (ADD)	$93/person	$82/person
	Restaurant (greater of per seat or per 15 sq. ft. of dining area)	$323/1,000 sq. ft.	$109/1,000 sq. ft.
	Restaurant - 24-hour service	$135/seat	$140/seat
	Restaurant - single service (exclusive of fast food)	$67/seat	$55/seat
	School - day with cafeteria, gym, showers	$40/student	$41/student
	School - day with cafeteria only	$32/student	$33/student
	School - day with neither cafeteria nor showers	$28/student	$27/student
	School - boarding	$161/person	$164/person
	Church (not including food service, day care, camps)	$7/seat	$8/seat
	Miscellaneous (based on daily average flow of facilities not described above)	$2.69/gallon	$2.73/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) *Surcharge is applied for discharge concentrations greater than 250 mg/L*	$349.18/1,000 lbs.	$349.18/1,000 lbs.
	TSS (Total Suspended Solids) *Surcharge is applied for discharge concentrations greater than 180 mg/L*	$60.44/1,000 lbs.	$60.44/1,000 lbs.
	TKN (Total Kjeldahl Nitrogen) *Surcharge is applied for discharge concentrations greater than 40 mg/L*	$0.75/lb.	$0.75/lb.
	TP (Total Phosphorous) *Surcharge is applied for discharge concentrations greater than 5 mg/L*	$6.87/lb.	$6.87/lb.
	Permit Applications		
	Initial application fee for all applicants	$300	$300
	Permit modification fee	$200	$200
	Authorization to Construct review	$300	$300
	Monitoring Charges		
	Sampling without Mercury 1631	$95	$95

Department	Fee and Other Charge Type	FY 2012-13 Adopted Fees and Other Charges	FY 2013-14 Adopted Fees and Other Charges
Utilities			
	Sampling with Mercury 1631	$95	$95
	Aluminum	$10	$12
	Ammonia	$11	$11
	Antimony	$10	$10.50
	Arsenic	$10	$10
	BOD5	$17	$17
	Cadmium	$10	$10.50
	CBOD5	$17	$20
	Chloride	$10	$10
	Chromium	$10	$10.50
	COD	$25	$25
	Copper	$10	$10.50
	Cyanide	$22	$22
	Ethanol	$150	$150
	Fluoride	$19	$19
	Gallium	$12	$12
	Indium	$12	$12
	Lead	$10	$10.50
	Mercury (Method 1631)	$120	$120
	Molybdenum	$10	$10.50
	Nickel	$10	$10.50
	NO2 + NO3	$13	$14
	Oil and grease	$50	$50
	Oil and grease (nonpolar)	$75	$75
	pH	$10	$10
	Selenium	$10	$10.50
	Silver	$10	$10.50
	SVOC (EPA 624)	New	$275
	Tin	$10	$10.50
	TKN	$19	$19
	Total Phosphorous	$10	$11
	TSS	$8	$8
	Total Toxic Organics	$610	$610
	Volatile Organic Chemicals	$120	$120
	Zinc	$10	$10.50
	Acetone	$120 for complete Pharma test group	$120 for complete Pharma test group
	Ethyl Acetate		
	Isopropyl Acetate		
	Methylene Chloride		
	n-Amyl Acetate		
Emergency Medical Services (EMS)			
	Basic Life Support (BLS) service fee + mileage	$525 + $9/mile	$575 + $10/mile
	Advanced Life Support #1 (ALS #1) service fee + mileage	$610 + $9/mile	$660 + $10/mile
	Advanced Life Support #2 (ALS #2) service fee + mileage	$635 + $9/mile	$685 + $10/mile
	Extra attendant	$25/transport	$25/transport
	Special event coverage (30-hour minimum)	$200/hour	$200/hour
	Waiting time (after initial 30 minutes)	$75/half hour	$75/half hour
	Treatment (without transport)	$250	$250
	QRV Standby	$80/hour	$80/hour
	Bike Team/QRV Transport	$125/hour	$125/hour

Fee and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2012-13 Adopted Fees and Other Charges	FY 2013-14 Adopted Fees and Other Charges
Sheriff			
	Gun Permits (Issued)	$5	$5
	Driver/Criminal History Fees	$10	$10
	Fingerprinting Fees (2 cards)	$15	$15
	Fingerprinting Fees (Concealed Weapon)	$10	$10
	Fingerprinting Fees (thumbprint)	$5	$5
	Concealed Weapon Permits	$90	$90
	Concealed Weapon Permits - Renewal	$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	$10
	State Prisoner Reimbursement	$18	$18
	State Inmate Backlog	$40	$40
	Inmate Mail Returns	$0.48	$0.48
	DVD/CD copy	$5	$5
Public Health			
Environmental Health	Well permit (includes one water sample)	$425	$425
	Water sample	$20	$20
	Bacteriological or Inorganic Water Sample	$50	$50
	Pesticide or Petroleum Water Sample	$70	$70
	Conventional Septic Permit	$160	$160
	Pump conventional permit 600 gpd or less	$300	$300
	Low pressure Pipe Permit 600 gpd or less	$525	$525
	Pump conventional/pressure manifold >600 gpd	$300 + $100/per 500 gpd or fraction thereof	$300 + $100/per 500 gpd or fraction thereof
	Low pressure Pipe Permit >600 gpd	$525 + $100/per 500 gpd or fraction thereof	$525 + $100/per 500 gpd or fraction thereof
	Type V system (plan review)	$15 per 500 gpd design flow	$15 per 500 gpd design flow
	Type V system (monitoring)	$10 per 500 gpd design flow	$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
	Reconnection permit	$150	$150
	Additions and Structural Modifications	$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 estalishment plan review	$250	$250
	Mobile Food Unit/Push Cart Plan Review	$75	$75
	Existing food establishment plan review (ownership change)	$100	$100
	Temporary Food Stand Permit	$75	$75
Community Health	FluMist Vaccine	$31	$31
	Flu Vaccine, 3 yrs & up, IM	$29	$29
	Rabies vaccine	$229	$229

Department	Fee and Other Charge Type	FY 2012-13 Adopted Fees and Other Charges	FY 2013-14 Adopted Fees and Other Charges
Public Health			
Community Health	Rabies vaccine	$229	$229
	Hepatitis A Vaccine	$42	$42
	Hepatitis B Vaccine	$51	$51
	MMR Vaccine	$74	$74
	IPV	$30.99	$30.99
	Meningococcal Polysaccharide Vaccine	$140	$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	$24.06	$24.06
	Tdap	$58	$58
	Human Papilloma Virus	$174	$174
	Varivax	$113	$113
	Pneumococcal (PCV7)	$147	$147
	Rotovirus	$91	$91
	Insert Drug Implant Device	$229.21	$229.21
	Removal non-biodegradable drug delivery implant	$102	$102
	Removal with reinsertion, non-biodegradable drug delivery implant	$228.40	$228.40
	Diaphragm fitting	$104.87	$104.87
	Colpo w/o biopsy	$125.68	$125.68
	Colpo w/ biopsy	$181.18	$181.18
	IUD Insert	$108.02	$108.02
	IUD Removal	$115.60	$115.60
	Pregnancy Test (urine)	$10.07	$10.07
	TB PPD	$12	$12
	IM Admin	$17.25	$17.25
	IM Admin (additional vaccine)	$17.25	$17.25
	OV, New, Minimal	$50	$50
	OV, New, Limited	$116.44	$116.44
	OV, Comprehensive	$165.60	$165.60
	OV, New, Detailed	$243.23	$243.23
	OV, New, Comprehensive	$305.33	$305.33
	OV, Est, Minimal	$42.70	$42.70
	OV, Est, Limited	$71.16	$71.16
	OV, Est, Expanded	$98.33	$98.33
	OV, Est, Detailed	$152.66	$152.66
	OV, Est, Comprehensive	$227.20	$227.20
	New FP Preventive Age 5-11	$192.50	$192.50
	New Preventive Age 12-17	$211.25	$211.25
	New Preventive Age 18-39	$208.75	$208.75
	New Preventive Age 40-64	$248.75	$248.75
	Est Preventive Age 12-17	$182.50	$182.50
	Est Preventive Age 18-39	$197.50	$197.50

Fee and Other Charges Schedule

Department	Fee and Other Charge Type	FY 2012-13 Adopted Fees and Other Charges	FY 2013-14 Adopted Fees and Other Charges
Public Health			
Community Health	Est Preventive Age 40-64	$197.50	$197.50
	Depo	$48.80	$48.80
	IUD Device	$483.61	$483.61
	Levonorgestrel IU Contraceptive	$596.50	$596.50
	Etongestrel Implant System	$596.50	$596.50
	Childbirth Education Class	$10.86	$10.86
	Maternal Health Package 4-6 vs	$425.25	$425.25
	Maternal Health Package 7+ vs	$760.78	$760.78
Nutrition	Diabetes Self Management Training	$25.24/ 30 minute increment unit indivdual; $14.14/ 30 minute increment unit group	$52/ 30 minute increment unit indivdual; $16/ 30 minute increment unit group
	Diabetic Management (BCBS)	$43.13	$35.00
	MNT initial visit, 15 minutes	$30.90	$33
	MNT subsequent visit, 15 minutes	$27.32	$29
	MNT group visit, 30 minute unit	$8.98	$8.98
Dental	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
	Topical fluoride, mod to high caries risk patients	$40	$40
	Topical application of fluoride	$40	$40
	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+ srfs/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 and Other Charge Type	FY 2012-13 Adopted Fees and Other Charges	FY 2013-14 Adopted Fees and Other Charges
Public Health			
Dental	Prefabricated stainless steel crown, primary tooth	$226	$226
	Prefabricated stainless steel crown, permanent tooth	$268	$268
	Prefabricated resin crown	$295	$295
	Prefabricated esthetic coated	$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)	$240	$240
	Pulp Caps	$20	$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.	$236	$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
	Periodontal Maintenance	New	$62
	Extraction, coronal remnants – deciduous tooth	$126	$126
	Extraction, erupted tooth	$138	$138
	Surgical extract, erupted tooth	$228	$228
	Removal of impacted tooth - soft tissue	$263	$263
	Removal Impacted Tooth Completely Bony	$199	$199
	Removal Impacted Tooth Completely Bony, Complications	$230	$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
Laboratory			
Chemistry	Basic Metabolic Panel	$12.40	$12.40
	Comprehensive Metabolic Panel	$13.06	$13.06
	Hepatic Function Panel	$12.40	$12.40
	Lipid Panel	$21.18	$21.18
	BUN (Blood Urea Nitrogen	$6.10	$6.10
	Calcium	$7.97	$7.97
	Carbon Dioxide	$7.56	$7.56
	Chloride	$7.10	$7.10
	Creatinine (blood)	$7.93	$7.93
	Creatinine (urine)	$8	$8
	Glucose	$6.07	$6.07
	Potassium	$7.10	$7.10
	Sodium	$7.45	$7.45
	Albumin	$7.66	$7.66
	Bilirubin, Total	$7.77	$7.77
	Bilirubin, Direct	$7.77	$7.77
	Alkaline Phosphatase	$8	$8
	Aspartate Amino Transferase (AST)	$8	$8
	Alanine Amino Transferase (ALT)	$8.18	$8.18

Department	Fee and Other Charge Type	FY 2012-13 Adopted Fees and Other Charges	FY 2013-14 Adopted Fees and Other Charges
Public Health			
Laboratory			
Chemistry	Iron	$10.03	$10.03
	Cholesterol, Total	$6.72	$6.72
	Triglycerides	$8.91	$8.91
	Uric Acid	$6.99	$6.99
	Total Protein	$5.66	$5.66
	Total Protein, Urine	$5.66	$5.66
Hematology	CBC	$10	$10
	Blood Count w/ Platelet Count	$10	$10
	Hemoglobin	$3.66	$3.66
	Hematocrit	$3.66	$3.66
Immunohematology (Blood Bank)	ABO	$4.61	$4.61
	Rh	$4.61	$4.61
	Antibody Screen	$18.02	$18.02
Immuno Assay	Ferritin	$21.08	$21.08
	Folic Acid	$22.74	$22.74
	Vitamin B12	$23.31	$23.31
	Free T4	$13.95	$13.95
	TSH	$25.21	$25.21
	βhCG	$13.53	$13.53
Serology	RPR	$6.60	$6.60
	RPR Titer	$6.83	$6.83
	Urinalysis	$3.48	$3.48
	Urine Micro	$4.70	$4.70
	Urine Culture	$12.48	$12.48
Microscopy	Wet Prep	$5.90	$5.90
	Gram Stain	$6.60	$6.60
	Dark Field	$9.80	$9.80
Microbiology	Gonorrhea Culture	$8.93	$8.93
	Chlamydia by DNA Probe	$31	$31
Pharmacy	Medication dispensing	$5.60 dispensing fee + cost of medication	Fees are calculated based on Medication costs + Medicaid allowed dispensing fee
Register of Deeds			
	Copy fees - uncertified copies	$.25/page from copier; $.10/page from computer	$.25/page from copier; $.10/page from computer
	Copy fee - map	18 x 24 $2, 11 x 17 $3 (Kodak printer)	18 x 24 $2, 11 x 17 $3 (Kodak printer)
	Instruments in general *(Effective October 1, 2011)*	$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 *(Effective Oct 1, 2011)*	$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 *(Effective October 1, 2011)*	$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 *(Effective October 1, 2011)*	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 1st page, $2 each additional page
	Comparison of copy for certification	$5	$5
	Notary public qualification	$10	$10
	Marriage licenses:		
	Issuing a license	$60	$60
	Issuing a delayed certificate with 1 certified copy	$30	$30
	Proceeding for correction with 1 certified copy	$20	$20
	Certified Copies of birth, death and marriages	$10	$10

FY 2013-14

Durham County Fire Prevention and Protection Code

Adopted Fee Schedule for Inspections, Permit Services and Violations

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

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Durham County Fire Prevention and Protection Code

Adopted Fee Schedule for Inspections, Permit Services and Violations

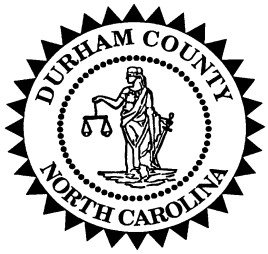
Penalties and Fees (continued)		
105.2	Failure to obtain permits required by code	$500.00
112.1	All other violations of the code	$65.00
NOTE: The term "Immediate" as it appears above means that the Fire Marshal's Office may issue a citation immediately and the violation must be corrected by the violating party immediately.		
Fire Prevention Permit Fees		
Section 1: The fees set forth in this section are fixed for the issuance of the permits required by the Fire Prevention Code. Such 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		
Technical Code #	**Activities Requiring Permits**	**Fee**
105.6.2	Amusement Buildings	$65.00
105.7.1	Automatixc Fire Extinguishing Systems	$65.00
105.6.3	Aviation Facilities	$65.00
105.6.5	Battery Systems	$65.00
105.6.9; 105.7.2	Compressed Gases	$65.00
105.6.9	Covered Malls, Buildings	$65.00
105.6.12	Cutting and Welding	$65.00
105.6.16	Fire Hydrants and Valves	$65.00
105.6.9	**Manufacturing, Storage, Handling, & Sale or use of explosives, fireworks, explosive material (6*0-day permit*)**	$150.00
105.7.3	Fire Alarm & Detection Systems & Related Equipment	$50.00
105.7.4	Fire Pumps & Related Equipment	$65.00
105.6.17	Flammable and Combustible Liquids (per site or service station)	$65.00
105.6.20	Fumigation & Thermal Insecticide Fogging	$65.00
105.7.6	Hazardous Materials	$65.00
105.6.23	High-Piple 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	Pryroxylin 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
All other permit fees required by the Technical Code and not listed shall be $65.00		

FY 2013-14

Durham County Fire Prevention and Protection Code

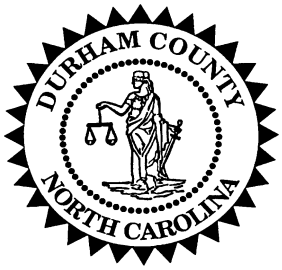
Adopted Fee Schedule for Inspections, Permit Services and Violations

User Fees		
Description		**Fee**
Plans Review for all Life Safety Permits:		
	Subdivision (plus $20 per fire hydrant required)	$30.00
Building - New and Renovations:		
	Building less than 5,000 sq. ft.	$75.00
	Building 5,000 - 10,000 sq. ft.	$125.00
	Building 10,000 sq. ft. or more (plus $25 per 5,000 sq. ft. over 10,000 sq. ft.	$125.00
Hazardous Chemicals:		
	Class A - 55 gals. or 500 lbs.	$50.00
	Class B - 55 to 550 gals. or 550 to 5,000 lbs.	$200.00
	Class C - 550 to 5,500 gals. or 5,000 to 50,000 lbs.	$300.00
	Class D - 5,500 gals. or 50,000 lbs.	$400.00
Inspection Fee Schedule		
All owners or tenants of buildings in Durham County, which are required to be inspected by the Durham County Fire Marshal's Office are subject to the following inspection fee schedule:		
Inspection Activities		**Fee**
	Periodic Inspection	None
	First inspection pursuant to permit application	None
	First re-inspection for non-compliance if code requirements are met	None
	First re-inspection for non-compliance if code requirements are not met	$200.00
	Second and subsequent re-inspections for non-compliance	$400.00



Summary

A brief account of all funds budgeted for the fiscal year beginning July 1, 2014.

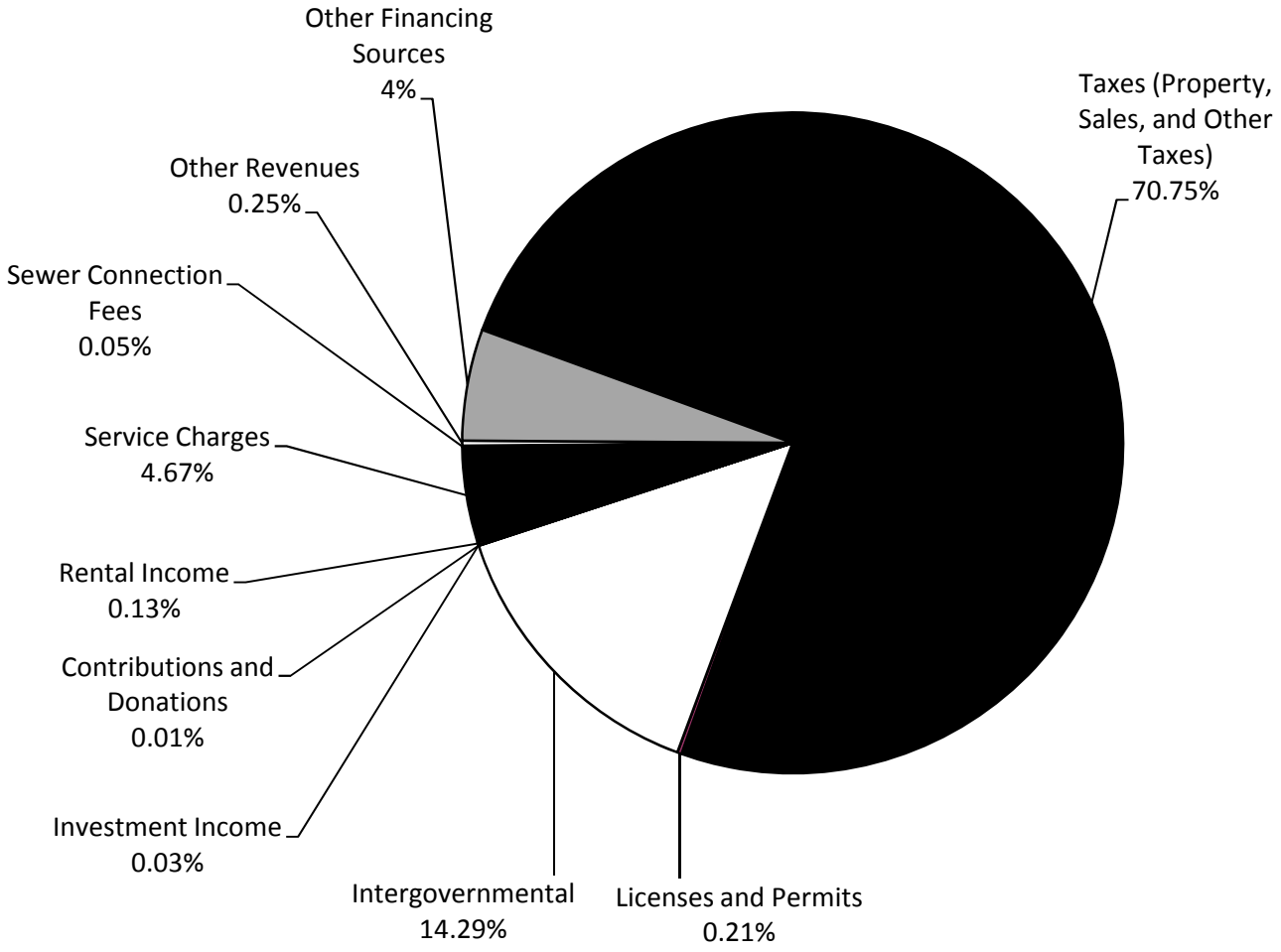


Fund summaries, tax rates, and graphs.

General Fund Revenues

FY 2014-15 Approved Budget

Total General Fund Revenue: $378,794,804



General Funds Revenues

Funds: 101, 102, 103, 125, 150

Source of Revenue	2012-2013 Actual Expenditures	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
General Fund					
Taxes	**$ 274,028,884**	**$ 271,806,919**	**$ 276,826,927**	**$ 277,496,032**	**$ 283,741,515**
Current Taxes	$ 209,230,377	$ 208,062,852	$ 200,027,514	$ 211,814,159	$ 218,034,642
Prior Year Taxes	$ 2,693,615	$ 2,200,000	$ 2,888,200	$ 1,700,000	$ 1,725,000
1 Cent Sales Tax (39)	$ 17,442,536	$ 16,962,829	$ 17,543,870	$ 17,899,671	$ 17,899,671
1/2 Cent Sales Tax (40)	$ 9,595,897	$ 9,630,019	$ 9,938,938	$ 10,137,717	$ 10,137,717
1/2 Cent Sales Tax (42)	$ 11,780,002	$ 11,553,634	$ 11,963,008	$ 12,211,133	$ 12,211,133
1/4 Cent Sales Tax (46)	$ 10,608,984	$ 9,900,000	$ 10,171,552	$ 10,300,000	$ 10,300,000
City Sales Tax Distribution	$ 9,508,720	$ 9,683,585	$ 9,786,068	$ 9,976,852	$ 9,976,852
County Occupancy Taxes	$ 2,436,586	$ 2,225,000	$ 2,500,000	$ 2,500,000	$ 2,500,000
Other Misc. Taxes	$ 732,165	$ 1,589,000	$ 12,007,779	$ 956,500	$ 956,500
Licenses and Permits	**$ 826,580**	**$ 679,200**	**$ 807,960**	**$ 791,500**	**$ 791,500**
FINANCE	$ 450,456	$ 400,000	$ 232,172	$ 430,000	$ 430,000
TAX ADMINISTRATION	$ 17,130	$ 20,000	$ 2,192	$ 20,000	$ 20,000
COUNTY SHERIFF	$ 8,575	$ 5,000	$ 7,209	$ 7,000	$ 7,000
ENVIRONMENTAL ENGINEERING	$ 350,418	$ 254,200	$ 566,387	$ 334,500	$ 334,500
Intergovernmental	**$ 51,678,434**	**$ 51,988,818**	**$ 48,863,287**	**$ 53,871,292**	**$ 54,114,346**
COUNTY ADMINISTRATION	$ 29,712	$ 31,729	$ 31,729	$ 32,831	$ 32,831
FINANCE	$ 2,187,755	$ 1,730,000	$ 2,279,870	$ 1,740,000	$ 1,740,000
ELECTIONS	$ 8,150	$ 0	$ 0	$ 0	$ 0
GENERAL SERVICES	$ 67,574	$ 75,570	$ 50,384	$ 48,000	$ 48,000
INFORMATION TECHNOLOGY	$ 0	$ 0	$ 0	$ 74,367	$ 0
VETERANS SERVICES	$ 1,452	$ 0	$ 0	$ 0	$ 0
COUNTY SHERIFF	$ 1,334,228	$ 879,777	$ 1,129,798	$ 858,726	$ 1,021,946
FIRE MARSHAL	$ 247,705	$ 197,348	$ 212,909	$ 203,015	$ 202,589
CRIMINAL JUSTICE PARTNERSHIP	$ 654,056	$ 808,805	$ 703,015	$ 745,328	$ 828,473
YOUTH HOME	$ 23,209	$ 18,000	$ 18,000	$ 18,000	$ 18,000
EMERGENCY MEDICAL SERVICES	$ 2,222,513	$ 2,225,000	$ 2,345,072	$ 2,427,000	$ 2,427,000
ENGINEERING & ENVIRON SVCS	$ 53,717	$ 87,884	$ 87,884	$ 90,669	$ 90,526
COOPERATIVE EXTENSION SERVICE	$ 545,612	$ 540,071	$ 558,830	$ 523,444	$ 544,559
SOIL AND WATER CONSERVATION	$ 72,972	$ 59,159	$ 59,159	$ 26,390	$ 26,390
ECONOMIC DEVELOPMENT	$ 114,000	$ 0	$ 0	$ 0	$ 0
PUBLIC HEALTH	$ 6,032,817	$ 5,500,514	$ 5,360,540	$ 5,721,771	$ 5,763,879
MENTAL HEALTH	$ 1,618,638	$ 2,240,856	$ 457,553	$ 0	$ 0
SOCIAL SERVICES	$ 35,312,506	$ 35,985,990	$ 34,426,099	$ 40,217,677	$ 40,243,694
OTHER HUMAN SERVICES	$ 929,066	$ 1,282,443	$ 915,898	$ 919,074	$ 901,459
LIBRARY	$ 222,753	$ 325,672	$ 226,548	$ 225,000	$ 225,000
Contributions and Donations	**$ 761,856**	**$ 42,257**	**$ 235,144**	**$ 49,767**	**$ 49,767**
LEGAL	$ 387	$ 0	$ 0	$ 0	$ 0
COUNTY SHERIFF	$ 2,200	$ 0	$ 0	$ 0	$ 0
CRIMINAL JUSTICE PARTNERSHIP	$ 0	$ 0	$ 700	$ 0	$ 0
COOPERATIVE EXTENSION SERVICE	$ 400	$ 0	$ 0	$ 820	$ 820
SOCIAL SERVICES	$ 758,370	$ 1,504	$ 207,734	$ 28,947	$ 28,947
LIBRARY	$ 500	$ 40,753	$ 26,710	$ 20,000	$ 20,000

Source of Revenue	2012-2013 Actual Expenditures	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Investment Income	**$ 156,519**	**$ 130,000**	**$ 145,381**	**$ 130,000**	**$ 130,000**
FINANCE	$ 156,408	$ 130,000	$ 145,337	$ 130,000	$ 130,000
COUNTY SHERIFF	$ 111	$ 0	$ 45	$ 0	$ 0
Rental Income	**$ 392,490**	**$ 562,105**	**$ 595,566**	**$ 599,975**	**$ 505,751**
FINANCE	$ 7,820	$ 6,100	$ 6,101	$ 6,100	$ 6,100
GENERAL SERVICES	$ 379,870	$ 551,205	$ 511,345	$ 516,955	$ 422,731
FIRE MARSHAL	$ 0	$ 0	$ 69,000	$ 69,000	$ 69,000
CRIMINAL JUSTICE PARTNERSHIP	$ 4,800	$ 4,800	$ 9,120	$ 7,920	$ 7,920
Service Charges	**$ 16,140,014**	**$ 16,688,195**	**$ 15,911,717**	**$ 17,397,953**	**$ 17,683,185**
TAX ADMINISTRATION	$ 1,787,157	$ 1,728,155	$ 1,635,354	$ 1,661,155	$ 1,661,155
LEGAL	$ 239	$ 2,000	$ 48	$ 2,000	$ 2,000
ELECTIONS	$ 237	$ 324,000	$ 324,018	$ 500	$ 500
REGISTER OF DEEDS	$ 3,009,855	$ 3,000,000	$ 2,670,005	$ 2,770,000	$ 2,770,000
GENERAL SERVICES	$ 1,955,604	$ 2,276,362	$ 2,240,930	$ 2,271,766	$ 2,513,298
HUMAN RESOURCES	$ 9,202	$ 15,000	$ 0	$ 0	$ 0
COUNTY SHERIFF	$ 1,478,664	$ 1,383,800	$ 1,327,770	$ 1,306,800	$ 1,306,800
FIRE MARSHAL	$ 148,760	$ 110,000	$ 110,000	$ 110,000	$ 140,000
CRIMINAL JUSTICE PARTNERSHIP	$ 253,654	$ 301,859	$ 146,041	$ 177,300	$ 233,000
YOUTH HOME	$ 596,092	$ 500,000	$ 500,000	$ 500,000	$ 500,000
EMERGENCY MEDICAL SERVICES	$ 5,775,876	$ 6,318,268	$ 6,368,268	$ 7,877,900	$ 7,820,900
ENGINEERING & ENVIRON SVCS	$ 702	$ 0	$ 0	$ 0	$ 0
COOPERATIVE EXTENSION SERVICE	$ 24,523	$ 25,380	$ 13,708	$ 26,380	$ 26,380
PUBLIC HEALTH	$ 520,181	$ 351,562	$ 327,196	$ 333,012	$ 348,012
SOCIAL SERVICES	$ 280,427	$ 160,309	$ 71,130	$ 166,140	$ 166,140
LIBRARY	$ 298,180	$ 191,500	$ 177,247	$ 195,000	$ 195,000
NONDEPARTMENTAL	$ 660	$ 0	$ 0	$ 0	$ 0
Sewer Connection Fees	**$ 534,589**	**$ 115,800**	**$ 125,826**	**$ 201,000**	**$ 201,000**
ENVIRONMENTAL ENGINEERING	$ 1,050	$ 800	$ 1,476	$ 1,000	$ 1,000
OTHER ENVIRONMENTAL PROTECTION	$ 533,539	$ 115,000	$ 124,349	$ 200,000	$ 200,000
Other Revenues	**$ 973,510**	**$ 630,562**	**$ 859,786**	**$ 649,062**	**$ 929,062**
COUNTY ADMINISTRATION	$ 420	$ 0	$ 0	$ 0	$ 0
FINANCE	$ 83,770	$ 36,000	$ 86,723	$ 5,000	$ 35,000
TAX ADMINISTRATION	$ 637,580	$ 200,000	$ 500,081	$ 250,000	$ 500,000
LEGAL	$ 0	$ 0	$ 1,050	$ 0	$ 0
GENERAL SERVICES	$ 917	$ 0	$ 0	$ 0	$ 0
HUMAN RESOURCES	$ 0	$ 0	$ 25,000	$ 25,000	$ 25,000
COUNTY SHERIFF	$ 180,106	$ 169,000	$ 138,884	$ 166,000	$ 166,000
FIRE MARSHAL	$ 11,334	$ 10,304	$ 12,211	$ 12,211	$ 12,211
CRIMINAL JUSTICE PARTNERSHIP	$ 0	$ 930	$ 0	$ 0	$ 0
ENGINEERING & ENVIRON SVCS	$ 825	$ 0	$ 385	$ 0	$ 0
COOPERATIVE EXTENSION SERVICE	$ 675	$ 500	$ 1,175	$ 16,370	$ 16,370
PUBLIC HEALTH	$ 221	$ 1,350	$ 501	$ 10,350	$ 10,350
SOCIAL SERVICES	$ 57,630	$ 212,278	$ 92,252	$ 163,931	$ 163,931
LIBRARY	$ 32	$ 200	$ 1,523	$ 200	$ 200

Source of Revenue	2012-2013 Actual Expenditures	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Other Financing Sources	**$ 6,880,737**	**$ 17,696,540**	**$ 7,024,872**	**$ 20,194,074**	**$ 20,648,678**
Transfers from Other Funds	$ 1,591,546	$ 2,742,601	$ 2,673,601	$ 2,707,052	$ 2,906,119
Transfer from Community Health	$ 4,917,819	$ 4,159,115	$ 4,159,115	$ 5,703,338	$ 5,417,673
Transfer from Other General Funds	$ 234,788	$ 3,000	$ 0	$ 1,500,000	$ 1,500,000
Fund Balance Appropriated	$ 0	$ 10,599,668	$ 0	$ 10,090,684	$ 10,824,886
Transfer from Enterprise Fund	$ 136,584	$ 192,156	$ 192,156	$ 193,000	$ 0
General Fund Total	**$ 352,373,612**	**$ 360,340,396**	**$ 351,396,466**	**$ 371,380,655**	**$ 378,794,804**
Risk Management	**$ 2,659,253**	**$ 3,440,111**	**$ 2,916,506**	**$ 4,407,980**	**$ 4,102,925**
Charges for Services	$ 2,490,605	$ 2,790,111	$ 2,790,111	$ 2,902,923	$ 2,102,923
Interest/Other	$ 16,751	$ 0	$ 6,089	$ 5,057	$ 2
Other Revenues	$ 151,897	$ 0	$ 120,306	$ 0	
Fund Balance Appropriated	$ 0	$ 650,000	$ 0	$ 1,500,000	$ 2,000,000
Swap Fund	**$ 3,435,099**	**$ 4,811,041**	**$ 3,053,000**	**$ 2,750,000**	**$ 2,750,000**
Capital Financing	**$ 49,834,917**	**$ 55,597,881**	**$ 55,772,881**	**$ 59,693,708**	**$ 57,518,774**
Current Taxes	$ 18,131,714	$ 27,154,480	$ 27,481,034	$ 31,134,238	$ 29,033,897
Prior Year Taxes	$ 192,577	$ 0	$ 272,515	$ 53,800	$ 53,800
Interest Income/Other Rev.	$ 435,645	$ 433,929	$ 433,929	$ 433,929	$ 533,929
Transfer from General Fund	$ 31,074,981	$ 25,794,413	$ 26,672,176	$ 27,600,223	$ 27,600,223
Fund Balance Appropriated	$ 0	$ 2,215,059	$ 913,227	$ 471,518	$ 296,925
Benefits Plan	**$ 19,769,740**	**$ 19,414,926**	**$ 18,243,160**	**$ 20,264,695**	**$ 20,264,695**
Total General Funds Revenue	**$ 428,072,620**	**$ 443,604,355**	**$ 431,382,012**	**$ 458,497,038**	**$ 463,431,198**
Transfer from GF to Benefits Plan	-$ 16,242,694	-$ 15,250,169	-$ 15,269,479	-$ 16,238,787	-$ 16,238,787
Transfer from GF to CFP	-$ 31,074,981	-$ 25,794,413	-$ 26,672,176	-$ 27,600,223	-$ 27,600,223
Transfer from Risk to GF	-$ 234,788	$ 0	$ 0	-$ 1,500,000	-$ 1,500,000
Transfer from Risk to Benefits Plan	-$ 16,885	-$ 17,562	-$ 17,562	-$ 18,560	-$ 18,560
Transfer from SWAP to GF	$ 0	-$ 3,000	$ 0	$ 0	$ 0
Total General Funds Revenue	**$ 380,503,272**	**$ 402,539,211**	**$ 389,422,796**	**$ 413,139,468**	**$ 418,073,628**

REVENUE HIGHLIGHTS

Assessed Valuation/Property Taxes

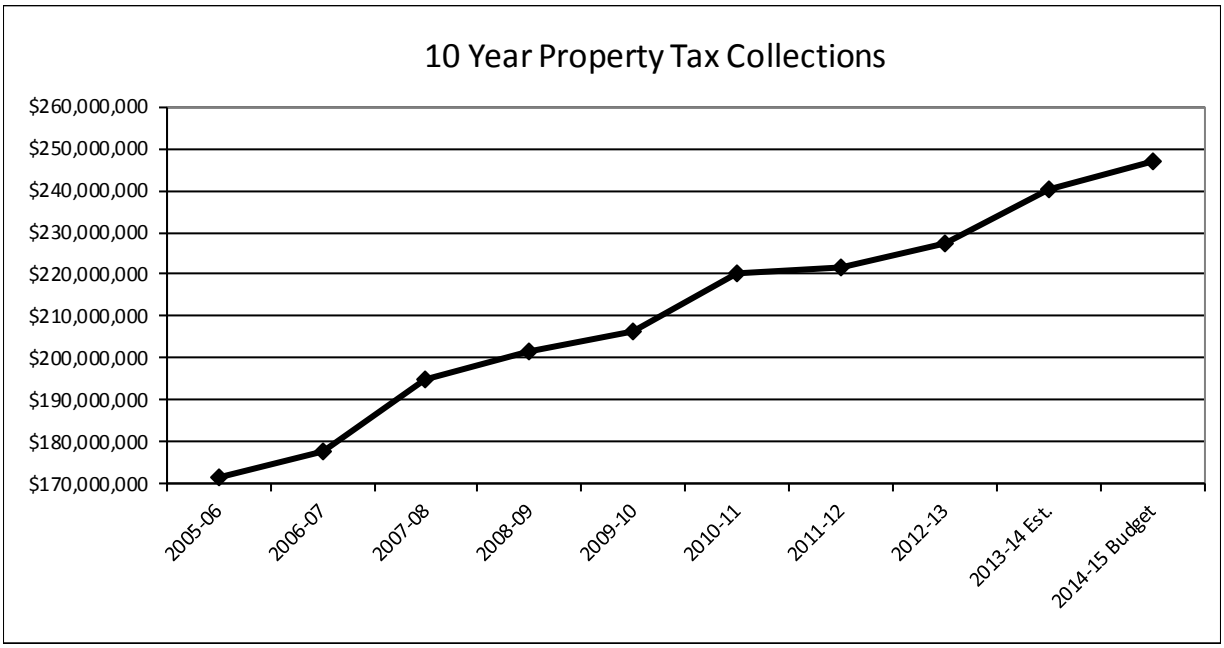
Durham County's largest source of revenue to support operations is derived from the ad valorem property tax. For FY 2014-15, the property tax rate is 79.13 cents per $100 of assessed valuation, a 1.87 cent property tax rate increase from FY 2013-14. Overall, the increase in property valuation is estimated at 2.05%.

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 2013-14, the county will receive an estimated $2.05 million in prior years' taxes; $1.7 million is budgeted for FY 2014-15.

	FY2013-14 Adopted	FY2014-15 Budget Estimate	% Change FY15 from FY14 Adopted
Real Property	$ 25,226,129,000	$ 25,708,434,347	1.91%
Auto Value	$ 1,771,627,310	$ 1,799,900,000	1.60%
Personal Value	$ 3,251,188,901	$ 3,373,609,112	3.77%
Public Service	$ 494,110,311	$ 489,915,862	-0.85%
Total	**$30,743,055,522**	**$31,371,859,321**	**2.05%**

Growth in real property tax valuation increases slightly due to new construction permits or construction permits that have finally reached 100% completion. Auto valuation increased for the second straight year indicating the number of new cars being purchased is increasing, but a new state Motor Vehicle tax collection program is limiting growth in this area while the system is fully implemented. The county's property tax collection rate increases from 98.80% in FY 2013-14 to 99.30% in FY 2014-15. One cent on the property tax rate will generate approximately $3.115 million.

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



Sales Tax

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

Article 39 sales tax is a one cent tax on every retail dollar and is collected based on where the retail item is actually received ("point of delivery"). An example is when an individual purchases a shirt at a local mall. This shirt may cost $50, creating a collection of Article 39 sales tax of $0.50 which will go to the county and/or municipality 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 Durham County no longer collects any Article 44 sales tax.

Article 46 sales tax is a quarter cent tax on every retail dollar and is collected based on where the retail item is actually received ("point of delivery"), similar to Article 39 sales tax. This sales tax, unlike any of the others, had to be approved by Durham County voters, and was in 2011. It also will not be split with the city of Durham or any other municipality 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 1st 2012. FY 2014-15 is second full year this tax will be collected.

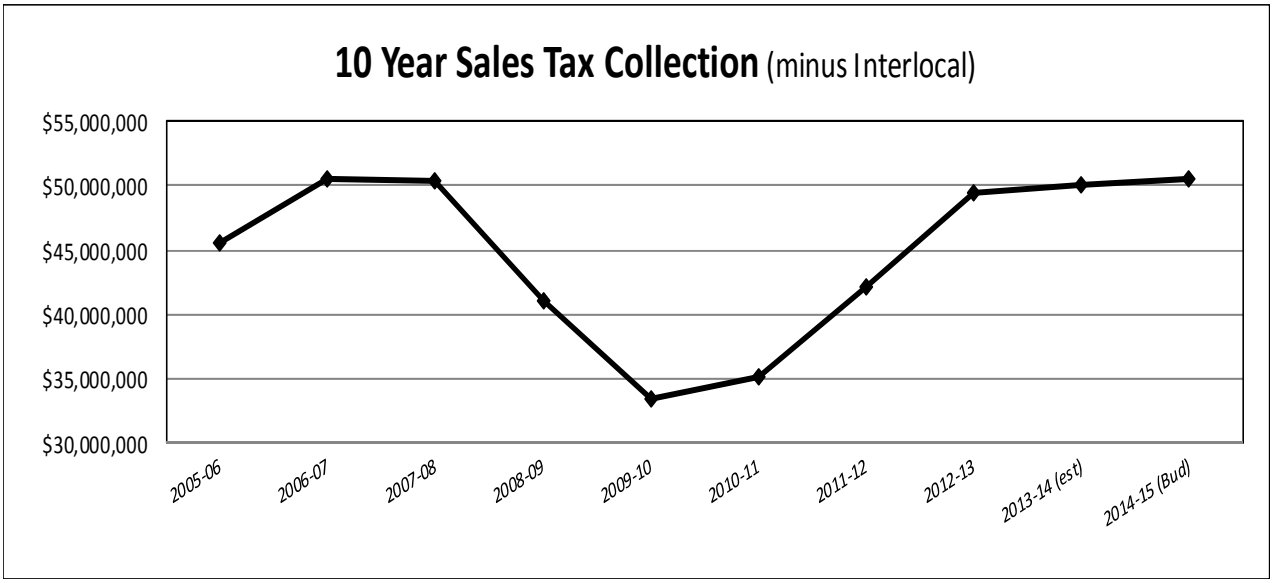
Estimating sales tax revenue collection as part of a budget process is highly dependent on historical trending of sales tax growth and variability, as well as assessing the economic outlook of the state, the county and/or municipalities. The Budget and Management Services Department has generally used conservative growth estimates and will continue with that methodology for FY 2014-15.

The county is estimating an increase in total sales tax collection for the upcoming year based on current year collections, which are up significantly (3.9%) current year. The increase in current year collections (FY 2013-14) is largely due to increased economic activity within Durham County and across the state, as all articles of sales tax are up versus FY 2013-14 budget estimates.

Reimbursements, which affect Durham County more than any other county in the state, are sales tax given back to non-profits in Durham County, by the state, that made purchases within the county. This reimbursement amount which had been decreasing over the past several years, helping drive increases in sales tax collection for the county, are now starting to increase as economic activity increases (non-profits purchase more goods). These reimbursements to non-profits will cut slightly into future sales tax growth, but that is to be expected.

Budget staff believe Article 46 collections will behave similarly to Article 39 and 42 in FY 2014-15, although non-profit reimbursements may be more volatile for this particular sales tax and we have estimated the collection amount accordingly. While an increase is estimated for FY 2013-14, growth of 2% for all sales tax is also estimated for FY 2014-15 (from FY 2013-14 end of year estimate). Economic activity is picking up across the county (increased non-profit reimbursements are one indication), but that increase may be limited by continued inflationary increases in non sales tax related items such as food and gas. The FY 2014-15 budget growth, budget to budget is an increase of 4.84%.

Durham County has estimated an overall 4.84% increase in all local sales taxes for FY 2014-15. Sales Tax 15 Budget vs. 14 Budget					
	FY2013-14 Budget	**FY 2013-14 Estimate**	**% From FY 2013-14 Budget**	**FY2014-15 Budget**	**% From FY 2013-14 Bud.**
Article 39	$16,962,829	$17,663,761	4.13%	$17,899,671	5.52%
Article 40	$9,630,019	$10,071,902	4.59%	$10,137,717	5.27%
Article 42	$11,553,634	$12,083,341	4.58%	$12,211,133	5.69%
Article 44	$0	$18,037	N/A	$0	N/A
Article 46	$9,900,000	$10,275,517	3.79%	$10,300,000	4.04%
Interlocal	$9,683,585	$9,869,219	1.92%	$9,976,851	3.03%
Total	**$57,730,067**	**$59,981,777**	**3.90%**	**$60,525,372**	**4.84%**



Intergovernmental Revenues

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

Public Health has a total budget of $21,802,806, of which $15,734,673 is county dollars and $6,068,133 is received from other sources. Of the $6,068,133 in revenues from other sources, 94% comes from intergovernmental sources, mostly the state and federal government, and currently is budgeted at $5,724,771 for FY2014-15. 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 $55,887,716, of which $15,303,746 is county dollars and $40,583,970 is received from other sources. Of the $40,583,970 in revenues from other sources, 99% comes from intergovernmental sources, mostly the state and federal government, and currently is budgeted at $40,224,952 for FY2014-15. 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 and key county services. Below are a few of those key revenues that the county takes note of every year when developing its annual budget.

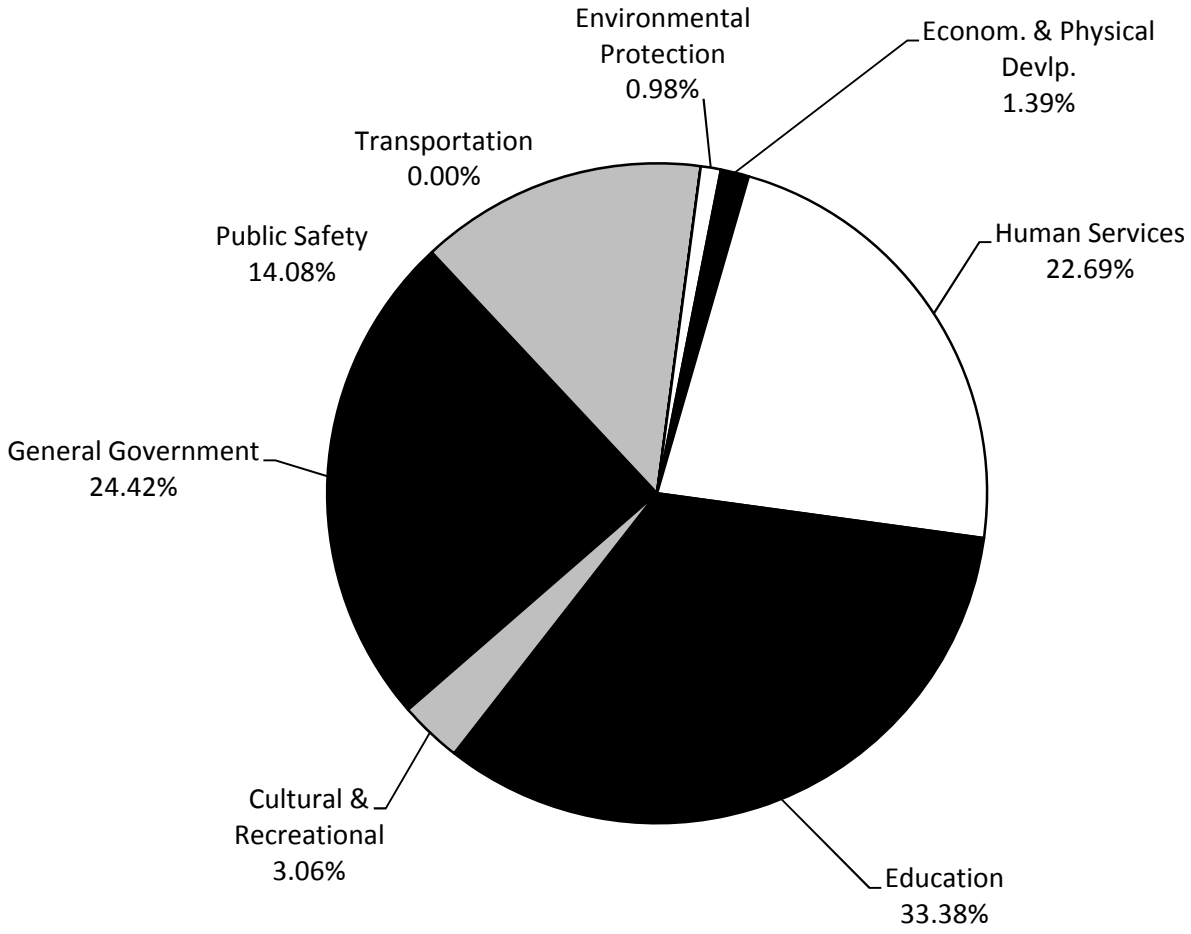
Other Key Revenues	2012-13 Actual Revenues	2013-14 Original Budget	2013-14 12 Month Estimate	2014-15 Department Requested	2014-15 Commissioner Approved
Animal Tax	$594,756	$0	$35,794	$0	$0
ABC Profit Distribution	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000
Register of Deed Fee	$2,868,267	$2,800,000	$2,470,004	$2,550,000	$2,550,000
Investment Income	$156,519	$130,000	$145,381	$130,000	$130,000
EMS Patient Income	$5,325,577	$5,793,268	$5,843,268	$7,020,900	$7,020,900
Solid Waste Management Fee	$1,487,189	$1,713,324	$1,704,425	$1,704,425	$1,945,957

- On June 3, 2013, the Board of county Commissioners repealed the county's Animal Tax. A review of the tax assessment process and the rabies vaccination certificates indicated that the tax discourages citizens from vaccination of their animals. The Tax department determined that it would save nearly the amount of the tax collected by not having to do the work required to collect the tax.
- 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. A slight dip in the amount budgeted for FY 2014-15 is due to higher interest rates and increased scrutiny of banks offering home loans limiting the number of new deeds being issued from housing sales.
- 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. A large part of the increase in EMS patient income for FY 2014-15 is related to EMS taking over EMS functions that were previously supported by Parkwood Volunteer Fire Department.
- 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 2014-15 Approved Budget

Total General Fund Expenditures: $378,794,804



General Funds Expenditures

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

Fund	2012-2013 Actual Expenditures	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
General Government	**$ 88,232,847**	**$ 82,977,269**	**$ 81,476,681**	**$ 90,480,692**	**$ 92,496,650**
BOARD OF COUNTY COMMISSIONERS	$ 477,853	$ 510,120	$ 482,198	$ 592,835	$ 596,380
COUNTY ADMINISTRATION	$ 2,002,373	$ 2,339,528	$ 2,384,586	$ 2,457,660	$ 2,307,204
FINANCE	$ 2,035,476	$ 2,442,936	$ 2,482,169	$ 2,357,865	$ 2,351,857
TAX ADMINISTRATION	$ 11,620,053	$ 6,304,241	$ 5,851,285	$ 6,515,971	$ 6,447,202
LEGAL	$ 1,629,343	$ 1,799,338	$ 1,677,430	$ 2,158,845	$ 2,086,845
COURT FACILITIES	$ 287,344	$ 276,354	$ 274,056	$ 397,650	$ 369,474
ELECTIONS	$ 1,118,096	$ 1,399,524	$ 1,313,273	$ 1,274,234	$ 1,199,746
REGISTER OF DEEDS	$ 1,550,627	$ 1,681,366	$ 1,581,378	$ 1,750,668	$ 1,744,981
GENERAL SERVICES	$ 9,150,658	$ 12,575,630	$ 11,509,781	$ 14,127,337	$ 12,649,738
INFORMATION TECHNOLOGY	$ 4,255,051	$ 4,953,378	$ 4,904,221	$ 7,202,437	$ 6,884,503
HUMAN RESOURCES	$ 1,432,054	$ 1,706,336	$ 1,769,111	$ 1,918,693	$ 1,878,858
BUDGET & MANAGEMENT SERVICES	$ 480,477	$ 516,468	$ 449,872	$ 547,348	$ 560,902
VETERANS SERVICES	$ 100,655	$ 112,657	$ 103,605	$ 159,410	$ 158,841
GEOGRAPHIC INFORMATION SYSTEMS	$ 389,292	$ 402,389	$ 381,431	$ 408,614	$ 416,314
SAP SHARED SERVICES	$ 1,127,270	$ 1,319,365	$ 1,076,434	$ 0	$ 0
*NONDEPARTMENTAL**	$ 50,576,225	$ 44,637,639	$ 45,235,848	$ 48,611,125	$ 52,843,805
Other	$ 3,258,550	$ 3,593,057	$ 3,098,986	$ 4,772,115	$ 9,004,795
Transfer to Capital Finance Fund	$ 31,074,981	$ 25,794,413	$ 26,672,176	$ 27,600,223	$ 27,600,223
Transfer to Benefits Plan Fund	$ 16,242,694	$ 15,250,169	$ 15,464,686	$ 16,238,787	$ 16,238,787
Public Safety	**$ 45,053,507**	**$ 48,612,566**	**$ 48,057,575**	**$ 62,888,775**	**$ 53,324,193**
COUNTY SHERIFF	$ 28,729,245	$ 29,977,704	$ 30,206,255	$ 33,247,116	$ 31,092,880
EMERGENCY COMMUNICATIONS	$ 1,005,995	$ 1,049,410	$ 994,753	$ 1,064,214	$ 1,064,214
FIRE MARSHAL	$ 2,530,801	$ 3,379,931	$ 3,147,034	$ 3,807,808	$ 3,593,029
MEDICAL EXAMINER	$ 90,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000
CRIMINAL JUSTICE PARTNERSHIP	$ 2,811,988	$ 3,258,633	$ 2,892,301	$ 3,359,280	$ 3,430,597
VFD - PARAMEDIC SERVICES	$ 890,609	$ 923,725	$ 829,725	$ 0	$ 0
YOUTH HOME	$ 1,040,063	$ 1,086,658	$ 1,075,663	$ 1,170,117	$ 1,113,954
EMERGENCY MEDICAL SERVICES	$ 7,896,710	$ 8,778,410	$ 8,753,749	$ 20,070,057	$ 12,871,424
OTHER PUBLIC SAFETY	$ 58,095	$ 58,095	$ 58,095	$ 70,183	$ 58,095
Transportation	**$ 12,500**	**$ 12,500**	**$ 12,500**	**$ 12,500**	**$ 12,500**
OTHER TRANSPORTATION	$ 12,500	$ 12,500	$ 12,500	$ 12,500	$ 12,500
Environmental Protection	**$ 3,137,140**	**$ 3,521,812**	**$ 3,494,258**	**$ 4,054,193**	**$ 3,720,399**
SOLID WASTE	$ 1,675,863	$ 1,876,980	$ 1,858,686	$ 2,394,297	$ 2,114,484
ENVIRONMENTAL ENGINEERING	$ 1,406,680	$ 1,604,226	$ 1,552,479	$ 1,618,762	$ 1,564,781
OTHER ENVIRONMENTAL PROTECTION	$ 54,598	$ 40,606	$ 83,093	$ 41,134	$ 41,134
Econom. & Physical Devlp.	**$ 4,035,615**	**$ 4,472,375**	**$ 5,283,213**	**$ 5,488,801**	**$ 5,269,761**
OPEN SPACE MANAGEMENT	$ 315	$ 77,175	$ 114,400	$ 77,175	$ 77,175
PLANNING	$ 989,748	$ 950,670	$ 901,156	$ 1,076,514	$ 1,076,514
COOPERATIVE EXTENSION SERVICE	$ 1,101,457	$ 1,169,912	$ 1,123,740	$ 1,331,193	$ 1,257,699
SOIL AND WATER CONSERVATION	$ 311,155	$ 334,771	$ 323,733	$ 500,583	$ 395,037
ECONOMIC DEVELOPMENT	$ 1,632,941	$ 1,939,847	$ 2,820,184	$ 2,503,336	$ 2,463,336

Fund	2012-2013 Actual Expenditures	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Human Services	**$ 80,860,229**	**$ 83,836,226**	**$ 79,903,473**	**$ 87,228,817**	**$ 85,939,210**
PUBLIC HEALTH	$ 18,578,433	$ 20,876,989	$ 20,227,673	$ 22,308,540	$ 21,841,914
MENTAL HEALTH	$ 8,576,953	$ 8,902,298	$ 7,118,994	$ 6,727,442	$ 6,661,442
SOCIAL SERVICES	$ 52,176,206	$ 52,151,722	$ 50,691,194	$ 56,179,958	$ 55,887,716
OTHER HUMAN SERVICES	$ 1,528,637	$ 1,905,217	$ 1,865,612	$ 2,012,877	$ 1,548,138
Education	**$ 122,877,101**	**$ 125,721,000**	**$ 125,721,000**	**$ 127,379,612**	**$ 126,454,721**
DURHAM PUBLIC SCHOOLS	$ 117,166,662	$ 119,603,311	$ 119,603,312	$ 120,949,146	$ 120,233,146
COMMUNITY COLLEGES	$ 5,628,189	$ 6,028,189	$ 6,028,189	$ 6,294,806	$ 6,142,915
OTHER EDUCATION	$ 82,250	$ 89,500	$ 89,500	$ 135,660	$ 78,660
Cultural & Recreational	**$ 10,367,156**	**$ 11,186,648**	**$ 11,415,331**	**$ 11,821,101**	**$ 11,577,370**
LIBRARY	$ 8,702,994	$ 9,478,231	$ 9,706,914	$ 9,916,151	$ 9,856,287
OTHER CULTURAL & RECREATIONAL	$ 1,664,162	$ 1,708,417	$ 1,708,417	$ 1,904,950	$ 1,721,083
General Fund Total	**$ 354,576,096**	**$ 360,340,396**	**$ 355,364,032**	**$ 389,354,491**	**$ 378,794,804**
Risk Management Fund	**$ 1,905,404**	**$ 3,440,111**	**$ 2,548,908**	**$ 4,407,980**	**$ 4,102,925**
Swap Fund	**$ 3,200,000**	**$ 4,811,041**	**$ 4,808,041**	**$ 2,750,000**	**$ 2,750,000**
MCO Implementation	**$ 5,496,953**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Capital Financing Fund	**$ 49,068,264**	**$ 55,597,881**	**$ 55,747,881**	**$ 59,693,708**	**$ 57,518,774**
Transfer to Debt Service	$ 47,708,264	$ 53,255,413	$ 53,255,413	$ 55,528,543	$ 54,075,127
Transfer to PAYGO	$ 1,360,000	$ 2,342,468	$ 2,492,468	$ 3,639,847	$ 3,389,847
Other	$ 0	$ 0	$ 0	$ 53,800	$ 53,800
Benefits Plan Fund	**$ 18,072,988**	**$ 19,414,926**	**$ 20,236,331**	**$ 20,264,695**	**$ 20,264,695**
General Funds Total	**$ 432,319,704**	**$ 443,604,355**	**$ 438,705,193**	**$ 476,470,874**	**$ 463,431,198**
To Benefits Plan Fund from GF	-$ 16,242,694	-$ 15,250,169	-$ 15,464,686	-$ 16,238,787	-$ 16,238,787
To General Fund from Risk Management	-$ 234,788	$ 0	$ 0	-$ 1,500,000	-$ 1,500,000
To General Fund from SWAP Fund	$ 0	-$ 3,000	$ 0	$ 0	$ 0
To Benefits Plan Fund from Risk	-$ 16,885	-$ 17,562	-$ 17,562	-$ 18,560	-$ 18,560
To CFP from GF	-$ 31,074,981	-$ 25,794,413	-$ 26,672,176	-$ 27,600,223	-$ 27,600,223
General Funds Total	**$ 384,750,356**	**$ 402,539,211**	**$ 396,550,769**	**$ 431,113,304**	**$ 418,073,628**

All Funds Summary of Revenues

Fund	2012-2013 Actual Revenues	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
General Funds	**$ 428,072,620**	**$ 443,604,355**	**$ 432,489,023**	**$ 460,603,038**	**$ 463,431,198**
Taxes	$ 292,353,175	$ 298,961,399	$ 304,580,476	$ 308,684,070	$ 312,829,212
Licenses and Permits	$ 826,580	$ 679,200	$ 807,960	$ 791,500	$ 791,500
Intergovernmental	$ 51,733,608	$ 51,988,818	$ 48,863,287	$ 53,871,292	$ 54,114,346
Contributions and Donations	$ 761,856	$ 42,257	$ 235,144	$ 49,767	$ 49,767
Investment Income	$ 189,714	$ 143,000	$ 167,204	$ 145,057	$ 140,002
Rental Income	$ 824,103	$ 986,034	$ 1,019,495	$ 1,023,904	$ 1,029,680
Service Charges	$ 18,630,619	$ 19,478,306	$ 18,703,625	$ 20,300,876	$ 19,990,268
Sewer Connection Fees	$ 534,589	$ 115,800	$ 125,826	$ 201,000	$ 201,000
Other Revenues	$ 7,803,071	$ 6,500,332	$ 6,779,717	$ 6,362,586	$ 6,642,586
Other Financing Sources	$ 54,415,305	$ 64,709,209	$ 51,206,290	$ 69,172,986	$ 67,642,837
Special Revenue Fund	**$ 6,799,974**	**$ 7,145,541**	**$ 7,161,444**	**$ 7,891,297**	**$ 7,989,800**
Taxes	$ 6,797,552	$ 7,039,266	$ 7,161,165	$ 7,860,197	$ 7,930,097
Investment Income	$ 2,422	$ 0	$ 279	$ 0	$ 0
Other Financing Sources	$ 0	$ 106,275	$ 0	$ 31,100	$ 59,703
Debt Service	**$ 178,012,706**	**$ 59,871,757**	**$ 59,546,116**	**$ 63,967,954**	**$ 60,566,168**
Investment Income	$ 513,847	$ 533,303	$ 243,100	$ 418,221	$ 383,221
Other Revenues	$ 178,566	$ 250,000	$ 239,562	$ 400,000	$ 400,000
Other Financing Sources	$ 177,320,293	$ 59,088,454	$ 59,063,454	$ 63,149,733	$ 59,782,947
Enterprise Funds	**$ 11,767,666**	**$ 11,345,634**	**$ 11,354,774**	**$ 8,323,145**	**$ 8,521,269**
Licenses and Permits	$ 4,500	$ 3,000	$ 5,100	$ 3,000	$ 3,000
Investment Income	$ 18,657	$ 9,000	$ 17,308	$ 17,500	$ 17,500
Service Charges	$ 450	$ 0	$ 101	$ 0	$ 0
Enterprise Charges	$ 11,108,013	$ 10,824,694	$ 11,119,265	$ 8,044,625	$ 7,742,749
Sewer Connection Fees	$ 636,001	$ 508,940	$ 213,000	$ 258,020	$ 258,020
Other Revenues	$ 44	$ 0	$ 0	$ 0	$ 0
Other Financing Sources	$ 0	$ 0	$ 0	$ 0	$ 500,000
Trust Funds	**$ 5,283,508**	**$ 4,473,144**	**$ 4,820,559**	**$ 10,590,492**	**$ 10,054,827**
Taxes	$ 11,939	$ 0	$ 0	$ 0	$ 0
Intergovernmental	$ 3,950,000	$ 3,950,000	$ 3,950,000	$ 3,950,000	$ 3,950,000
Contributions and Donations	$ 314,454	$ 314,029	$ 297,619	$ 349,334	$ 349,334
Investment Income	$ 950,816	$ 0	$ 538,932	$ 0	$ 0
Service Charges	$ 56,300	$ 0	$ 34,008	$ 0	$ 0
Other Financing Sources	$ 0	$ 209,115	$ 0	$ 6,291,158	$ 5,755,493
Total All Funds	**$ 629,936,475**	**$ 526,440,431**	**$ 515,371,917**	**$ 551,375,926**	**$ 550,563,262**

All Funds Summary of Expenditures

Fund	2012-2013 Actual Expenditures	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
General Funds	**$ 432,782,435**	**$ 443,604,355**	**$ 438,730,193**	**$ 476,470,874**	**$ 463,431,198**
General	$ 354,576,096	$ 360,340,396	$ 355,364,032	$ 389,354,491	$ 378,794,804
Risk Management	$ 1,905,404	$ 3,440,111	$ 2,548,908	$ 4,407,980	$ 4,102,925
Swap Agreement	$ 3,200,000	$ 4,811,041	$ 4,808,041	$ 2,750,000	$ 2,750,000
MCO Implementation	$ 5,496,953	$ 0	$ 0	$ 0	$ 0
Capital Improvement Plan	$ 49,530,996	$ 55,597,881	$ 55,772,881	$ 59,693,708	$ 57,518,774
Benefits Plan	$ 18,072,988	$ 19,414,926	$ 20,236,331	$ 20,264,695	$ 20,264,695
Special Revenue Funds	**$ 7,258,409**	**$ 7,145,541**	**$ 7,196,396**	**$ 7,891,297**	**$ 7,989,800**
Bethesda Fire District	$ 2,092,684	$ 0	$ 0	$ 0	$ 0
Lebanon Fire District	$ 1,128,169	$ 1,094,859	$ 1,094,858	$ 1,148,566	$ 1,171,926
Parkwood Fire District	$ 1,618,991	$ 1,501,988	$ 1,501,988	$ 1,535,966	$ 1,515,932
Redwood Fire District	$ 770,000	$ 754,319	$ 754,319	$ 918,268	$ 909,085
New Hope Fire District	$ 73,288	$ 78,871	$ 78,872	$ 82,548	$ 86,915
Eno Fire Distrcit	$ 23,582	$ 32,029	$ 32,028	$ 31,391	$ 31,391
Bahama Fire District	$ 820,843	$ 861,160	$ 912,019	$ 1,324,967	$ 1,321,275
Special Park District	$ 730,851	$ 690,250	$ 690,249	$ 690,250	$ 710,883
Bethesda Service District	$ 0	$ 2,132,065	$ 2,132,064	$ 2,159,341	$ 2,242,393
Special Butner	$ 0	$ 0	$ 0	$ 0	$ 0
Debt Service	**$ 178,993,269**	**$ 59,871,757**	**$ 58,692,753**	**$ 63,967,954**	**$ 60,566,168**
Debt Service	$ 178,993,269	$ 59,871,757	$ 58,692,753	$ 63,967,954	$ 60,566,168
Enterprise Funds	**$ 2,298,322**	**$ 11,345,634**	**$ 8,919,255**	**$ 8,323,145**	**$ 8,521,269**
Sewer Utility	$ 2,298,322	$ 11,345,634	$ 8,919,255	$ 8,323,145	$ 8,521,269
Trust Funds	**$ 5,203,582**	**$ 4,473,144**	**$ 4,456,734**	**$ 10,590,492**	**$ 10,054,827**
George R. Linder Memorial	$0	$250	$0	$250	$250
Community Health Trust	$4,917,819	$4,159,115	$4,159,115	$10,241,158	$9,705,493
L.E.O. Retirement Trust	$285,763	$313,779	$297,619	$349,084	$349,084
Total All Funds	**$ 626,536,018**	**$ 526,440,431**	**$ 517,995,331**	**$ 567,243,762**	**$ 550,563,262**

All Funds FTEs (Full Time Equivalent Positions)

	2012-13 Actual FTEs	2013-14 Original Budget	2013-14 12 Month Estimate	2014-15 Department Requested	2014-15 Commissioner Approved
General Fund					
Clerk to the Board	3.00	3.00	3.00	4.00	4.00
County Administration	12.00	13.00	13.00	15.00	13.00
Finance	21.00	21.00	21.00	21.00	21.00
Tax Administration	67.00	67.00	67.00	67.00	67.00
Legal	17.00	17.00	17.00	18.00	18.00
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	63.00	59.00	59.00	70.00	60.00
Information Technology	33.00	34.00	42.00	45.00	44.00
Human Resources	19.00	19.00	19.00	19.00	19.00
Budget & Management Services	5.00	5.00	5.00	5.00	5.00
Veterans Services	2.00	2.00	2.00	3.00	3.00
SAP Enterprise Resource Planning	8.00	8.00	0.00	0.00	0.00
Function - General Government	**277.00**	**275.00**	**275.00**	**294.00**	**281.00**
County Sheriff	453.00	453.00	453.00	458.00	453.00
Fire Marshall	51.00	51.00	51.00	54.50	53.00
Criminal Justice Resource Center	41.90	42.90	42.50	42.97	42.97
Youth Home	21.12	21.12	21.12	22.12	21.12
Emergency Medical Services	114.00	114.00	150.00	203.00	165.00
Function - Public Safety	**681.02**	**682.02**	**717.62**	**780.59**	**735.09**

All Funds FTEs (Full Time Equivalent Positions)

	2012-13 Actual FTEs	2013-14 Original Budget	2013-14 12 Month Estimate	2014-15 Department Requested	2014-15 Commissioner Approved
General Services - Solid Waste	17.00	17.00	17.00	20.00	17.00
County Engineering	16.00	16.00	16.00	16.00	16.00
Function - Environmental Protection	**33.00**	**33.00**	**33.00**	**36.00**	**33.00**
Cooperative Extension Service	18.79	18.79	18.79	19.26	19.26
Soil and Water Conservation	4.00	4.00	4.00	6.00	4.00
Function - Economic & Physical Development	**22.79**	**22.79**	**22.79**	**25.26**	**23.26**
Public Health	216.36	214.56	216.56	223.27	215.87
Mental Health	0.00	0.00	0.00	0.00	0.00
Social Services	475.45	467.35	467.35	472.35	468.35
Other Human Services	2.00	2.00	2.00	2.00	2.00
Function - Human Services	**693.81**	**683.91**	**685.91**	**697.62**	**686.22**
Library	136.93	136.93	136.93	136.93	136.93
Function - Culture & Recreation	**136.93**	**136.93**	**136.93**	**136.93**	**136.93**
General Fund Total	**1844.55**	**1833.65**	**1871.25**	**1970.40**	**1895.50**
Risk Management Fund	2.00	2.00	2.00	2.00	2.00
Sewer Utility Fund	23.00	23.00	23.00	22.00	22.00
All Funds Total	**1869.55**	**1858.65**	**1896.25**	**1994.40**	**1919.50**

FY 2014-15 APPROVED NEW FULL TIME EQUIVALENTS (FTEs)

Position	FTEs	Salary and Benefits	Starting Date
Division Chief (Fire Marshal)	1.00	$ 93,591	07/01/14
Fire Fighter (Lebanon Fire)	1.00	$ 35,836	07/01/14
Veteran Services Officer (Veteran Services)	1.00	$ 45,875	07/01/14
Programmer Analyst (IST)	1.00	$ 77,819	07/01/14
ABAP Developer (IST)	1.00	$ 101,763	07/01/14
Child Support Agent I (DSS)	1.00	$ 34,110	07/01/14
Case Manager/Coordinator (CJRC)	1.00	$ 47,888	07/01/14
Case Management Aide (CJRC)	1.00	$ 29,931	07/01/14
Environmental Health Specialist (Public Health)	2.00	$ 123,246	07/01/14
Public Health Nurse II (Public Health)	0.11	$ 8,515	07/01/14
Public Health Nurse I (Public Health)	0.20	$ 17,218	07/01/14
Staff Assistant III (Clerk to the Board)	1.00	$ 30,902	07/01/14
Security Manager (General Services)	1.00	$ 95,782	07/01/14
Assistant County Attorney (Legal)	1.00	$ 82,974	07/01/14
EMT Basic (EMS)	6.00	$ 113,148	01/01/15
Paramedic I (EMS)	9.00	$ 188,208	01/01/15
Volunteer Services Coordinator (Cooperative Extension Welcome Baby)	0.47	$ 20,819	07/01/14
	28.78	**$1,147,625**	

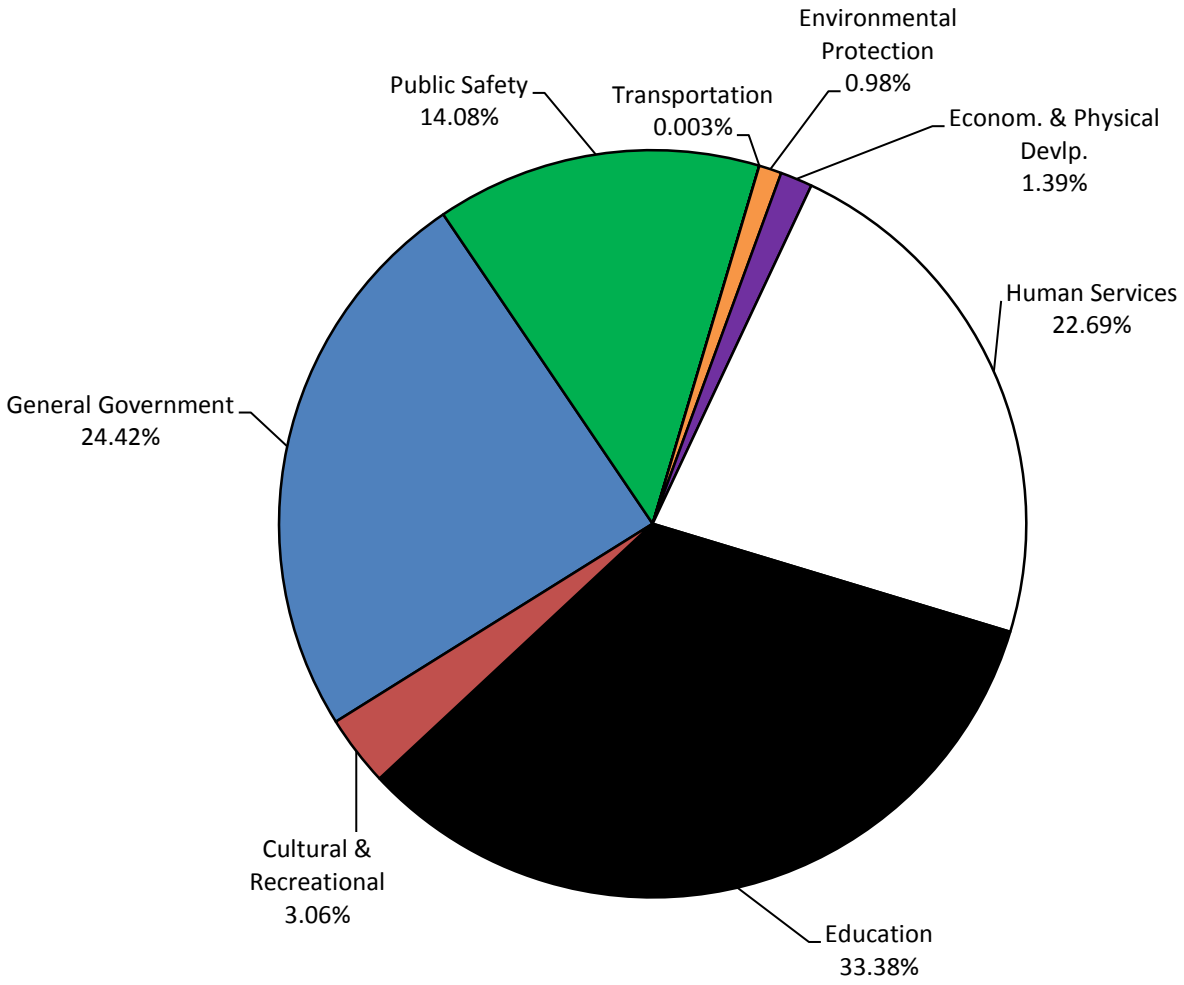
FY 2014-15 APPROVED ELIMINATED FULL TIME EQUIVALENTS (FTEs)

Position	FTEs	Salary and Benefits	Ending Date
Pretreatment Laboratory Technician (Sewer Utility)	1.00	$35,836	06/30/14
Case Manager (CJRC)	1.00	$39,559	06/30/14
PT Case Manager (CJRC)	0.53	$20,966	06/30/14
Public Health Education Specialist (Public Health)	1.00	$45,875	06/30/14
Human Services Coordinator III (Public Health)	1.00	$48,200	06/30/14
Community Health Assistant (Public Health)	1.00	$26,647	06/30/14
	5.53	**$217,083**	

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



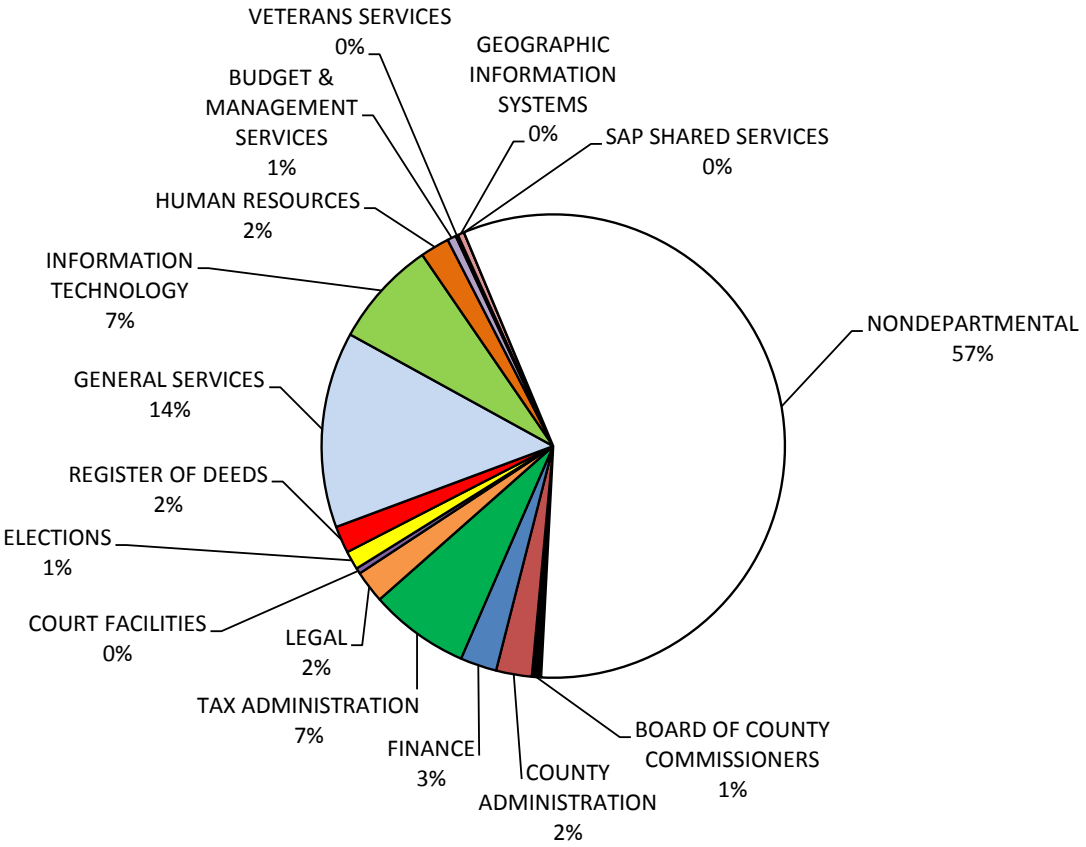
Functional area	2012-2013 Actual Expenditures	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
General Government	$ 88,232,847	$ 82,977,269	$ 81,476,681	$ 90,480,692	$92,496,650
Public Safety	$ 45,053,507	$ 48,612,566	$ 48,057,575	$ 62,888,775	$53,324,193
Transportation	$ 12,500	$ 12,500	$ 12,500	$ 12,500	$12,500
Environmental Protection	$ 3,137,140	$ 3,521,812	$ 3,494,258	$ 4,054,193	$3,720,399
Econom. & Physical Devlp.	$ 4,035,615	$ 4,472,375	$ 5,283,213	$ 5,488,801	$5,269,761
Human Services	$ 80,860,229	$ 83,836,226	$ 79,903,473	$ 87,228,817	$85,939,210
Education	$ 122,877,101	$ 125,721,000	$ 125,721,000	$ 127,379,612	$126,454,721
Cultural & Recreational	$ 10,367,156	$ 11,186,648	$ 11,415,331	$ 11,821,101	$11,577,370
Overall Result	**$ 354,576,096**	**$ 360,340,396**	**$ 355,364,032**	**$ 389,354,491**	**$ 378,794,804**

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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	2012-2013 Actual Expenditures	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
BOARD OF COUNTY COMMISSIONERS	$ 477,853	$ 510,120	$ 482,198	$ 592,835	$ 596,380
COUNTY ADMINISTRATION	$ 2,002,373	$ 2,339,528	$ 2,384,586	$ 2,457,660	$ 2,307,204
FINANCE	$ 2,035,476	$ 2,442,936	$ 2,482,169	$ 2,357,865	$ 2,351,857
TAX ADMINISTRATION	$ 11,620,053	$ 6,304,241	$ 5,851,285	$ 6,515,971	$ 6,447,202
LEGAL	$ 1,629,343	$ 1,799,338	$ 1,677,430	$ 2,158,845	$ 2,086,845
COURT FACILITIES	$ 287,344	$ 276,354	$ 274,056	$ 397,650	$ 369,474
ELECTIONS	$ 1,118,096	$ 1,399,524	$ 1,313,273	$ 1,274,234	$ 1,199,746
REGISTER OF DEEDS	$ 1,550,627	$ 1,681,366	$ 1,581,378	$ 1,750,668	$ 1,744,981
GENERAL SERVICES	$ 9,150,658	$ 12,575,630	$ 11,509,781	$ 14,127,337	$ 12,649,738
INFORMATION TECHNOLOGY	$ 4,255,051	$ 4,953,378	$ 4,904,221	$ 7,202,437	$ 6,884,503
HUMAN RESOURCES	$ 1,432,054	$ 1,706,336	$ 1,769,111	$ 1,918,693	$ 1,878,858
BUDGET & MANAGEMENT SERVICES	$ 480,477	$ 516,468	$ 449,872	$ 547,348	$ 560,902
VETERANS SERVICES	$ 100,655	$ 112,657	$ 103,605	$ 159,410	$ 158,841
GEOGRAPHIC INFORMATION SYSTEMS	$ 389,292	$ 402,389	$ 381,431	$ 408,614	$ 416,314
SAP SHARED SERVICES	$ 1,127,270	$ 1,319,365	$ 1,076,434	$ 0	$ 0
NONDEPARTMENTAL	$ 50,576,225	$ 44,637,639	$ 45,235,848	$ 48,611,125	$ 52,843,805
OVERALL RESULT	**$ 88,232,847**	**$ 82,977,269**	**$ 81,476,681**	**$ 90,480,692**	**$ 92,496,650**

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Board of County Commissioners

Business Area: 4110

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$337,978	$359,249	$332,454	$398,519	$398,519
Operating	$139,875	$150,871	$149,745	$194,316	$197,861
Total Expenditures	**$477,853**	**$510,120**	**$482,198**	**$592,835**	**$596,380**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$477,853***	***$510,120***	***$482,198***	***$592,835***	***$596,380***
FTEs	3.00	3.00	3.00	4.00	4.00

BOARD OF COUNTY COMMISSIONERS

MISSION

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

PROGRAM DESCRIPTION

The Durham County Board of Commissioners is the County's legislative and policy-making body, consisting of five members serving four-year terms. The Board is elected at-large by a countywide election in November every four years. 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.

2013-14 ACCOMPLISHMENTS

- The second phase of the Human Services Complex on Main Street was completed and in November, 2013, the entire Social Services Department moved into the new location from its two previous Main Street and Duke Street locations.
- The Board of County Commissioners elected Michael D. Page as its Chair; and re-elected Brenda A. Howerton as its Vice-Chair.
- The Board conducted an executive search and hired County Manager Wendell Davis.
- The Durham Board of County Commissioners approved a resolution honoring the life and legacy of Commissioner Becky M. Heron who passed on January 23rd. Commissioner Heron was the first woman to chair the Board and was highly regarded for opening doors for other women to serve in political leadership positions. She faithfully served the community as an elected official for 29 years.
- The Board of Commissioners approved the proposed Interlocal Agreement with the City of Durham, the City of Raleigh and the Town of Chapel Hill and the proposed Implementation Agreement with the Durham-Chapel Hill-Carrboro Metropolitan Planning Organization (MPO) and the Research Triangle Regional Public Transportation Authority (TTA) both regarding the administrative distribution and use of the $7 Vehicle Registration tax, subject to non-substantive changes by the County Attorney.
- Durham County assisted AW North Carolina with its sixth expansion in fall 2013. The company's automatic transmission manufacturing operation announced a new investment of $129 million dollars which will create 56 new jobs. Since its 1998 establishment in this community, AW has invested some $612 million dollars and currently employs 1600 fulltime workers. Durham County will provide $900,000 in incentives to assist this expansion.
- GE Aviation received $200 thousand dollars in an economic development contract to support a $29 million dollar expansion at its Durham facility. In addition the company will hire 50 new fulltime workers. The expansion will increase the capacity of the Durham facility to assemble new fuel efficient, lower emissions engines which is an economic and environmental benefit.
- The Board also approved up to $1 million in economic development incentives to encourage Purdue Pharma Manufacturing to build a 120,000-square-foot manufacturing plant in Treyburn. Purdue plans to invest $59 million in the plant and to create 100 new jobs. This company produces pain medications.
- The Board also approved a community development grant for Concord Hospitality Enterprises Company in the amount of $400,000 to preserve the historic McPherson Hospital façade that will be incorporated into its Marriott Residence Inn Hotel at 1108 West Main.
- The Board partnered with the Lincoln Community HealthCare foundation by providing a donation of $50,000 from our County Community Health Trust Fund. This donation helped purchase services, products and equipment to help this historic facility that has been a major institution in helping Durham residents become healthy.

BOARD OF COUNTY COMMISSIONERS

Funds Center: 4110110000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$144,856	$157,063	$149,246	$157,225	$157,225
Operating	$91,714	$96,423	$91,055	$99,513	$106,791
Total Expenditures	**$236,570**	**$253,486**	**$240,301**	**$256,738**	**$264,016**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$236,570***	***$253,486***	***$240,301***	***$256,738***	***$264,016***

2013-14 ACCOMPLISHMENTS (continued)

- As Durham County strives to support and sustain a Safe and Secure Community, we've employed several varying initiatives, like the bystander "hands only" CPR initiative that has trained about 4,000 Durham County residents through a City-County partnership that focused efforts on Durham Public Schools students. Meanwhile, the County placed defibrillators throughout our own buildings as a way to be ready should a visitor or an employee suffer cardiac arrest.
- Giving back is an expectation of an accountable government, and many of our employees participated in a City-County Habitat for Humanity home rehab project.

CLERK TO THE BOARD

MISSION

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

PROGRAM DESCRIPTION

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

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

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

2013-14 ACCOMPLISHMENTS

- Improved County staff time management by streaming Worksessions so staff would be able to use their time more effectively and monitor when their agenda item would be heard on the agenda.
- Attended over seventy-five (75) BOCC-related meetings and events.
- Administered oath to 21 citizen appointees (as of March).
- Initiated having agendas scroll on screens outside Chambers to increase visibility of meeting agenda items.
- Completed County Administration Records Retention Schedule which was approved by Board of County Commissioners.
- Co-sponsored an orientation and ethics training with the County Attorney's Office for 19 BOCC new citizen board and commission appointees.
- Enhanced Website to assist customers with access to information including County ordinances; instructions for preparing applications, etc.
- Co-sponsored training for 20 citizen board chairs and liaisons to ensure that the leadership was following open meeting laws and procedures.
- Expanded recruiting for citizen boards and commissions which has resulted in filling vacancies more expeditiously.

2014-15 HIGHLIGHTS

- One new Staff Assistant III to maintain the responsibilities of the front desk, process applications for boards and commissions, assist with agenda preparation and the scheduling of meetings.

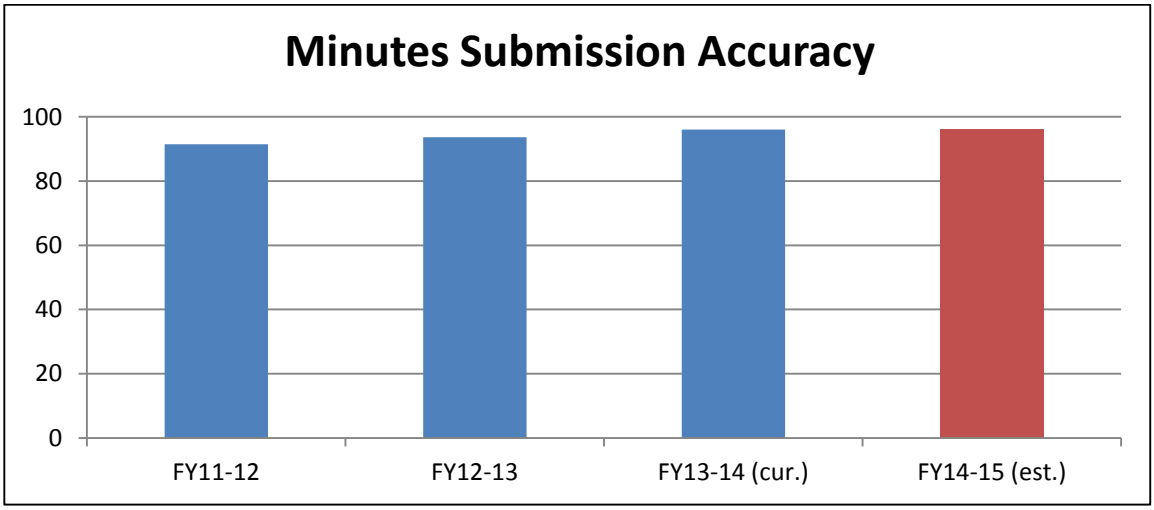
Clerk to the Board

Funds Center: 4110115000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$193,122	$202,186	$183,208	$241,294	$241,294
Operating	$48,161	$54,448	$58,690	$94,803	$91,070
Total Expenditures	**$241,283**	**$256,634**	**$241,898**	**$336,097**	**$332,364**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$241,283***	***$256,634***	***$241,898***	***$336,097***	***$332,364***
FTEs	3.00	3.00	3.00	4.00	4.00

2014-15 PERFORMANCE MEASURE

Performance Measure: Minutes Submission Accuracy



The numbers represent the total number of minutes approved by the Board within a particular fiscal year. Please see below for the percentage of accuracy (comparing number of minutes approved by the Board of County Commissioners to number of minutes submitted for approval): We anticipate an increase in minutes submissions for the upcoming fiscal year due to additional special meetings, closed session minutes from previous years, and community forums at the request of the Board of County Commissioners. However, our goal is to maintain accuracy and authenticity of the minutes recorded during FY14-15.

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?

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 2014-15 will your department take on to improve or maintain the overall performance of the related program or goal?

The Clerk to the Board will continue to work closely with the Deputy Clerk and Administrative Assistant II to encourage attention to detail and accuracy with regard to recording minutes for Board of County Commissioners meetings. For FY 2014-2015 a Staff Assistant III position has been requested in order to provide additional office assistance, thereby affording the Deputy Clerk and Administrative Assistant II additional time to prepare accurate minutes for approval the first time that they are submitted to the Board.

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County Administration

Business Area: 4120

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$1,364,879	$1,506,372	$1,324,497	$1,641,343	$1,533,283
Operating	$637,495	$753,156	$1,060,089	$816,317	$773,921
Capital	$0	$65,000	$0	$0	$0
Transfers	$0	$15,000	$0	$0	$0
Total Expenditures	**$2,002,373**	**$2,339,528**	**$2,384,586**	**$2,457,660**	**$2,307,204**
Revenues					
Intergovernmental	$29,712	$31,729	$31,729	$32,831	$32,831
Other Revenues	$420	$0	$0	$0	$0
Total Revenues	**$30,132**	**$31,729**	**$31,729**	**$32,831**	**$32,831**
Net Expenditures	***$1,972,241***	***$2,307,799***	***$2,352,857***	***$2,424,829***	***$2,274,373***
FTEs	20.00	20.00	20.00	20.00	20.00

2014-15 HIGHLIGHTS

County Manager

- The Urban Ministries contract $164,440
- Homeless Shelter position $35,000
- Durham Sports Commission $10,000
- Male initiative $20,000
- Project Graduation $3,500
- History Museum $20,000
- Made In Durham $101,000
- Preservation Durham $10,000
- Annual dues payment and local match portions for the Triangle J Council of Governments (TJCOG) $70,925
- UNRBA Annual Dues $72,299
- Alliance for Innovation dues $8,250
- ICMA Intern. The City of Durham will share 50% of the cost.
- 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 third year initiatives was moved to County departments

COUNTY MANAGER

MISSION

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

PROGRAM DESCRIPTION

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

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

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

2013-14 ACCOMPLISHMENTS

- Continued guiding implementation of the County's Strategic Plan
- Managed transition from retiring County Manager Mike Ruffin and welcomed new County Manager Wendell Davis
- Approved economic development incentives for the following developments:
  - $94 million, 150 job expansion at Syngenta Biotechnology in RTP
  - $59 million, 85 job expansion of Purdue Pharmaceuticals in Treyburn
  - $40 million expansion of BioMerieux in Treyburn retaining 55 jobs and adding 44 more
  - $85 million investment in City Center / Jack Tar project
- Maintained AAA bond rating with Moody's Investor Services
- Continued formative work for a joint, City-County Economic Development Strategic Plan
- Completed a Fire Study of Volunteer Fire Departments that contract with the County and moved into implementation over 90% of the study's recommendations
- Promoted County value of "teamwork and collaboration" through Habitat for Humanity home rehabilitation project on North Hyde Park Avenue. City of Durham and Durham County employees contributed labor to the home, which was dedicated in March 2014.

PUBLIC INFORMATION BROADCASTING

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

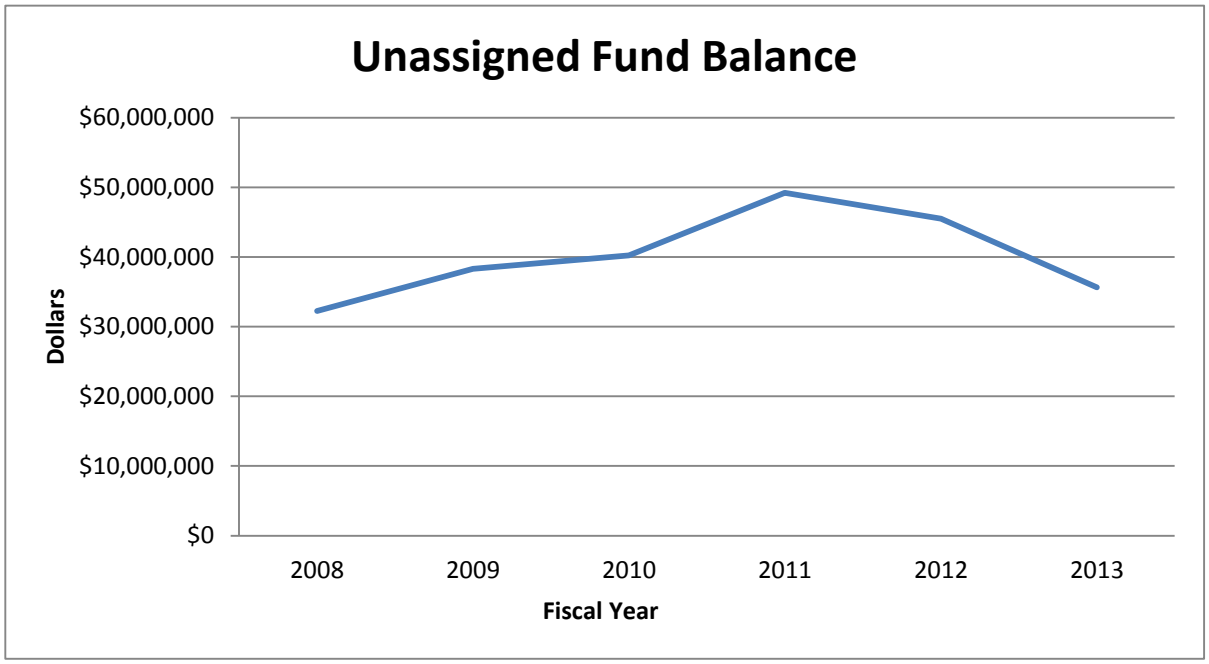
The goal of this program is to produce a wide array of informational programming to help Durham County citizens understand the operations of their local government. In addition, citizens are able to view their elected Board of County Commissioners as they meet to conduct the county's business on their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

2013-14 ACCOMPLISHMENTS

- Produced County's TV show - "In Touch with Durham County" – on Durham Television Network (Cable Channel 8). This year, County Commissioners rotated co-hosting the monthly shows. Topics included: Public Education on the Importance of Organ Donation; Cooperative Extension Youth Programs; Introduction and tour of the New Durham Human Services Building; a review of Open Space, Trails and Farmland Preservation; Tips for Summer Safety by the Sheriff's Office; Fitness Tips for the New Year, A Healthier Durham; and Celebrating 10 years of Neighborhood College.
- Produced New Chairman's State of the County Address which highlighted achievements of the past year, introduced the new County Manager and other leaders, and focused on collaborative efforts countywide to reduce poverty.
- Coordinated a Special Program celebrating the tenure of Mike Ruffin, former County Manager who retired after 14 years with Durham County.
- Expanded programming for large screens in lobby and second floor lobby of Administration building along with other county locations. Second floor lobby screen now airs live DTN programming. Screens provide timely information on way finding, announcements, special awards, public service announcements, department highlights, new services, contact information, strategic initiative presentations, special events, TV programs and BOCC meetings.
- Coordinated Durham County's first ever live Twitter Chats. Topics included "Know Your Sheriff's Office" with Deputy Paul Sherwin and "National County Government Month 2014 themed: Ready and Resilient Counties", with EMS Director Skip Kirkwood and Public Health Preparedness Coordinator Pat Gentry.
- Produced "Strategic Solutions" videos to air during "In Touch with Durham County "TV show, and as standalone segments on the County's lobby screens and YouTube site. Topics included: Summer Youth Employment for *Goal 1 Community and Family Prosperity*; Charge Ahead Durham for *Goal 4 Environmental Stewardship*; Veggie Van for *Goal 2 Health and Well-being* for all; Installation of AED devices in County buildings for *Goal 3 Safe and Secure Community* and Habitat Humanity Joint Initiative with the City of Durham for *Goal 5 Accountable, Efficient and Visionary Government.*
- Produced a PSA to market Durham Technical Community College's "Durham ConnectFunds" program that provides scholarship money and other financial aid to Durham residents only who attend the educational institution. In November 2011, Durham voters passed a 1/4 cent sales and use tax for education to support quality educational opportunities. "Durham ConnectFunds" assist individuals who need further education, career training, or retraining.
- Produced special events with departments: Dedication of New Human Services Building, Take A Loved One to the Doctor Day, and Dedication of Plaque at Memorial Stadium honoring former Commissioner Becky Heron.
- Upgraded emailed news releases with Constant Contact, increased the number of recipients and enhanced the frequency of use of social media Twitter and adding more graphics to Facebook to communicate with citizens.
- Continued Interlocal agreement with the City of Durham to air replays of Durham County Commissioners' meetings several days a week, In Touch with Durham County, NCACC programs Welcome to your County and This week at the General Assembly, Living Healthy Diabetes Coalition show and other programs and announcements.

2014-15 PERFORMANCE MEASURES

Performance Measure: Fund Balance Management



	Audited FY Ending 6/30/2008	Audited FY Ending 6/30/2009	Audited FY Ending 6/30/2010	Audited FY Ending 6/30/2011	Audited FY Ending 6/30/2012	Audited FY Ending 6/30/2013
	2008	**2009**	**2010**	**2011**	**2012**	**2013**
Non-spendable	802,015	790,316	810,373	869,092	1,055,346	1,002,364
Restricted Fund Balance	32,479,932	27,353,153	27,702,979	25,392,181	30,431,788	30,539,412
Committed Fund Balance	12,053,302	18,151,896	26,675,483	33,904,565	47,694,892	51,109,294
Assigned Fund Balance	17,548,466	7,592,000	6,203,505	8,148,653	11,612,648	16,348,230
Unassigned Fund Balance	32,229,265	38,300,379	40,241,722	49,205,996	45,477,059	35,630,010
Total Fund Balance	**95,112,980**	**92,187,744**	**101,634,062**	**117,520,487**	**136,271,733**	**134,629,310**

Story Behind the Last Two Years of Performance

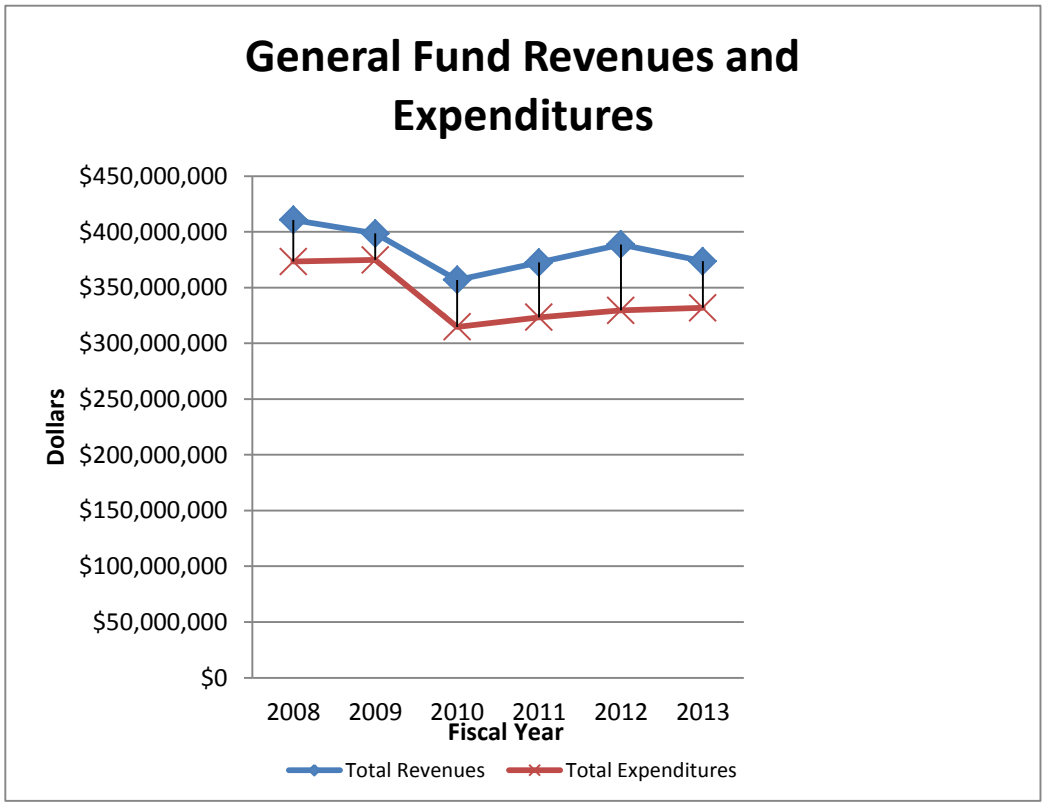
Maintenance of a healthy level of fund balance is one of the indicators of the financial stability of the county. The North Carolina Local Government Commission recommends that local governments maintain a minimum fund balance of 8% of total general fund expenditures. Durham County's goal is to maintain the undesignated fund balance in a range of 15-20% of general fund expenditures. At the end of the current fiscal year, Durham County's fund balance available for appropriation in the general fund was $104,924,557, while total fund balance reached $134,629,310. The Board of County Commissioners of Durham County has determined that the County should maintain an available fund balance of 25 percent of general fund expenditures in case of unforeseen needs or opportunities, in addition to meeting cash flow needs of the County. As of June 30, 2013, the County has an available fund balance of 27.24 percent of general fund expenditures, while total fund balance represents 34.95 percent of that same amount. The percentage of available fund balance to total general fund expenditures decreased slightly from 28.24 percent for fiscal year 2012 to 27.24 percent for fiscal year 2013 a decrease of 1.00 percent. The net change in fund balance for fiscal 2013 was a decrease of over $4.7 million. The primary reasons for the decrease are that while revenue collections as a percentage of budget decreased slightly from 102.9 percent in fiscal year 2012 to 102.64 in fiscal year 2013, expenditures as a percentage to budget increased from 92.52 percent in fiscal year 2012 to 95.03 percent of budget in fiscal year 2013 combined with an increase of transfers out of over $4.8 million (10.05 percent). There were decreases in human services expenditures with offsetting decreases in the intergovernmental revenues primarily because of the implementation of Medicaid Waiver 1915 (b)(c), whereby LMEs would operate as risk-based MCOs to manage local

mental health, substance abuse and developmental disabilities services. As such, effective for fiscal year 2013, the County no longer provided these services but rather contracted with the established MCO, Alliance Behavioral Healthcare, Inc. This significant reduction in expenditures was offset by considerable increases in other functional areas such that total expenditures increased by over $2.3 million while actual revenues collected decreased by over $15 million. General government and education had substantial increases in expenditures of over $9.2 million and $8.1 million, respectively. Restricted fund balance decreased by over $10.4 million with unrestricted fund balance increasing by over $4 million. The net change in fund balance decreased by over $23.4 million in fiscal year 2013 from fiscal year 2012. The primary reasons for the decrease are the decrease in excess of revenues over expenditures of over $17.3 million, the increase in transfers out of almost $4.9 million, the decrease in transfers in of over $400 thousand and the decrease in the issuance of installment purchases of over $800 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.

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

Performance Measure: Revenues and Expenditures Management



	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
General Fund	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
Total Revenues	410,763,108	398,565,676	356,864,244	372,482,660	388,677,122	373,657,427
Total Expenditures	373,328,462	374,809,528	314,831,306	323,375,838	329,489,901	331,823,530
Excess of revenues over expenditures	**37,434,646**	**23,756,148**	**42,032,938**	**49,106,822**	**59,187,221**	**41,833,897**

Story Behind the Last Two Years of Performance

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

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

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

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INTERNAL AUDIT

MISSION

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

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

PROGRAM DESCRIPTION

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

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

Internal Audit

Funds Center: 4120123000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$188,382	$289,775	$194,318	$347,240	$287,380
Operating	$5,636	$13,278	$5,612	$18,771	$15,818
Total Expenditures	**$194,018**	**$303,053**	**$199,930**	**$366,011**	**$303,198**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$194,018***	***$303,053***	***$199,930***	***$366,011***	***$303,198***
FTEs	2.00	3.00	3.00	4.00	3.00

2013-14 ACCOMPLISHMENTS

- The Internal Audit Department has undertaken the conduct of a County-wide Enterprise Risk Assessment. Upon completion, the assessment will provide management and policy makers a clearer picture of operational, security, financial, and governance risks that need to be managed. Risk Assessment is part of the Enterprise Risk Management process designed to assist County leaders with its efforts to identify risks and manage them within a tolerable range of performance and avoid the rare potent for a catastrophic event that disrupts operations.
- The Department has completed development of quality control procedures to comply with 2012 revisions of Generally Accepted Government Auditing Standards (GAGAS). These Standards for government auditing, promulgated by the Comptroller General of the United States, are designed to provide assurances that GAGAS audits contain reliable and relevant conclusions based upon independent and scientific analysis. The quality control procedures will be tested in a Peer Review scheduled for November 2014.
- The Department has completed audits of (1) management and monitoring processes and procedures of vehicle repair and maintenance contracts, (2) gift card usage and controls in the Departments of Social Services and Public Health, (3) High-level Information Technology risks, and (4) Cooperative Extension compliance and management of grant expenditures.

STRATEGIC PLAN

MISSION

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

VISION

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

Core Values: Ace-It

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

Creating the Strategic Plan

In the fall of 2010, the Durham Board of County Commissioners 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. 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, is 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 Progress Report 2013

http://strategicplan.dconc.gov/DCOStratPlanProgress.pdf

Strategic Plan

Funds Center: 4120124000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$59,549	$60,472	$59,647	$63,941	$63,941
Operating	$57,867	$201,910	$146,161	$216,500	$8,500
Transfers	$0	$15,000	$0	$0	$0
Total Expenditures	**$117,417**	**$277,382**	**$205,808**	**$280,441**	**$72,441**
Revenues					
Other Revenues	$420	$0	$0	$0	$0
Total Revenues	**$420**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$116,997***	***$277,382***	***$205,808***	***$280,441***	***$72,441***
FTEs	0.00	0.00	1.00	1.00	1.00

2014-15 HIGHLIGHTS

- Continue working with ongoing initiatives from previous fiscal years.
- Implement new initiatives for FY14-15
- Publish annual progress report.

FINANCE

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.

2013-14 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.
- Received the Government Finance Officers Association Certificate of Excellence in financial Reporting for FY 2013.
- Completed a $51.2 million General Obligation Bond Issuance.
- Completed our FY 2013 audit with no management letter comments for the fourth consecutive year.
- Implemented a new web-based system for ordering stationery.
- Developed and implemented a new purchasing and contract process to meet the new requirements of law pertaining to E-Verify.
- Entered into an inter-local agreement with the City of Durham to conduct a joint Disparity Study in the award of contracts to minorities.
- Revised monthly reporting format provided to the Volunteer Fire Departments (VFDs).
- Working with the Tax Department successfully implemented the North Carolina Vehicle Tax System (NCVTS) also known as the "Tag and Tax Together," which included developing the accounting structure, internal controls, monthly processes and monthly reconciliation processes.
- Working with the County Manager's Office, Fire Marshall's Office, Legal and Budget, finalized County recommendations regarding the Fire Study approved by the BOCC for implementation including revised County fire contracts to be effective for fiscal year 2015.

2014-15 OBJECTIVES

- Implement an on-line solution for procurement cardholders to reconcile, approve card payments and enter account assignments.
- Implement an automated interface for general ledger posting for the P-Card transactions from the Bank of America system into the County's financial system (SAP).
- Implement a new policy on the contract Evaluation Process.
- Complete MWBE study and update.
- Implement the A/P archival of documents within the SAP system which includes the archival of this data into the BW Software System.
- Conversion of the County's contract process to paperless.
- Working with the County Manager's Office, Fire Marshall's Office, Legal and Budget, complete the implementation of the recommendations of the Fire Study as approved by the BOCC.

Finance

Funds Center: 4130131000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$1,599,347	$1,650,608	$1,585,527	$1,714,869	$1,714,869
Operating	$436,129	$792,328	$896,642	$642,996	$636,988
Total Expenditures	**$2,035,476**	**$2,442,936**	**$2,482,169**	**$2,357,865**	**$2,351,857**
Revenues					
Taxes	$59,047,561	$57,730,067	$59,409,648	$60,525,373	$60,525,373
Licenses & Permits	$450,456	$400,000	$232,172	$430,000	$430,000
Intergovernmental	$2,187,755	$1,730,000	$2,279,870	$1,740,000	$1,740,000
Investment Income	$156,408	$130,000	$145,337	$130,000	$130,000
Rental Income	$7,820	$6,100	$6,101	$6,100	$6,100
Other Revenues	$83,770	$36,000	$86,723	$5,000	$35,000
Other Fin. Sources	$0	$10,599,668	$0	$10,090,684	$10,824,886
Total Revenues	**$61,933,770**	**$70,631,835**	**$62,159,851**	**$72,927,157**	**$73,691,359**
Net Expenditures	***($59,898,294)***	***($68,188,899)***	***($59,677,681)***	***($70,569,292)***	***($71,339,502)***
FTEs	21.00	21.00	21.00	21.00	21.00

2014-15 HIGHLIGHTS

- The $91,079 net decrease from the FY 2013-14 budget reflects the completion of the Minority and Women's Business Enterprise Disparity study in FY 2013-14 and savings from renegotiated banking fees.
- The 12 Month Estimate for expenditures in FY 2013-14 is well within the 2013-14 modified budget of $2,663,211.

2014-15 PERFORMANCE MEASURES

Performance Measure: Implementation of Bank of America's Works Program, an on-line solution, for procurement cardholders to have a comprehensive card management tool, in which they can better manage, reconcile and approve card payments electronically. The system will also allow users to input the County's general ledger account assignments for the purchases which will interface into the County's financial system. This process will be faster and more efficient.

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

In the past, the reconciliation process has been done manually by each cardholder inputting monthly purchases into an accounts payable (AP) label with their respective general ledger account assignments, printing the AP label, and reconciling/matching it and the detail receipts with their monthly statement received through the mail. After cardholders have reconciled their accounts manually, provided and received department supervisor approval(s), the AP label, monthly statement and individual receipts are sent to accounts payable to be reviewed and a journal entry manually input into the financial system. This has been an effective way to review, monitor, reconcile and account for monthly procurement card charges, but very time consuming for the cardholder and AP staff.

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

- Streamline and accelerate the reconciliation process, by eliminating the manual paper process.
- Give cardholders the ability to view pending action items, alerts, announcements and their account dashboard upon login.
- Provide receipt imaging for cardholders to attach receipts directly from the desktop to their transactions in the Works program.

- Provide all statements by email to cardholders, instead of sending them through the mail.
- Establish ongoing controls to ensure that employees are using the cards in compliance with Durham County's Procurement Policies and Procedures.
- Eliminate the manual JE processing of data by AP staff by fully automating procure to pay, input of the County's general ledger account assignments in the Works program and interfacing monthly procurement activity into the County's general ledger accordingly.

Performance Measure: Working with General Services and HDR Engineering, Inc., consultant, on the completion of a Solid Waste Study. Once completed, the study should show whether it is recommended for the County to move toward a Solid Waste Fund (proprietary fund) which would eventually be fully supported through user fees or to continue to provide these services through the County's General Fund, only partially funded through user fees (e.g., charges for services) with the remainder of funding being other General Fund revenues (e.g., taxes, etc.). If the former is recommended, there will then be an implementation phase that will follow creating the fund, account structure and assignments, internal controls, documented processes and procedures, etc. The study provides a rate model to implement over time until the proprietary fund is self-supporting. If the latter is recommended, the County will continue to provide these services in the general fund but will have performed due diligence to ensure that the County is providing these services in the most efficient manner for the County's citizens.

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 has always accounted for and currently accounts for solid waste services in the general fund. This service has never been fully self-supporting through the revenues generated (e.g., charges for services/user fees). As such, the funding to provide these services has been supplanted with other general fund revenues (e.g., taxes, etc.). Other entities have moved to providing these services in proprietary funds being supported through user fees which relieves the general fund and allows for the current revenue sources supplanting these services to be used elsewhere (e.g., enhancing other general fund services or funding new general fund services).

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

- The improved program performance would be through accounting and funding method rather than improving the solid waste service provided.
- Complete the study and analyze the study and recommendation provided.

Either:

- Move forward with the implementation; create fund and account assignments in general ledger, internal controls, documented processes and procedures, etc.
- Implement rate model and plan to move forward for the Solid Waste Fund (proprietary fund) to be self-supporting through user fees.
- Other General Fund revenue sources currently used to fund solid waste services can be used to enhance other current services or to fund new services for the County's citizens.

Or:

- Continue to provide these services in the General Fund but will have performed due diligence to ensure that the County is providing these services in the most efficient manner for the County's citizens.

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TAX ADMINISTRATION

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), Tangible Personal Property (Individual and Business), and Motor Vehicles.

Land Records/Cadastral Mapping
Land Records Division is responsible for creation and maintenance of the Durham County cadastre (109,120 parcels); information obtained through Register of Deeds, Clerk of Superior Court Estates Division, Department of Transportation, City/County Planning and City of Durham Public Works Engineering Division. As required by North Carolina General Statute, Land Records Division reviews all plats prior to Register of Deeds recordation and maintains the Geographic Information System (GIS) cadastral layer. Creation and maintenance of the cadastre (register and spatial) numbers approximately 20,000 records annually.

Appraisal Division (Real Property - Annual and General Reappraisal/Revaluation)
Appraisal Division has direct responsibility for ad valorem real estate appraisals (109,120 parcels). Appraisal tasks include annual cycle and general reappraisal. Valuation, based on market value as of County's most recent general reappraisal, exceeds $25.7 billion. Appraisal Division administers Present-Use program and defends Assessor's opinion of value before Durham County Board of Equalization and Review and North Carolina Property Tax Commission. Land Records/Cadastral Mapping and Appraisal function as an integrated unit.

Tangible Personal Property and Motor Vehicle Division
Appraisal of business and individual personal property, manufactured homes, and motor vehicles is the responsibility of Tangible Personal Property and Motor Vehicle Division. This division assesses $3.3 billion dollars of taxable personal property representing 8,330 business accounts, 680 manufactured homes, 3,020 boats/motors, 2,692 unregister vehicles and motor vehicles in the number of 193,051 with an assessed value of $1.7 billion.

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

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

Tax Administration

Business Area: 4140

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$3,829,620	$4,033,836	$3,727,716	$4,146,277	$4,146,277
Operating	$7,756,712	$2,270,405	$2,123,569	$2,369,694	$2,300,925
Capital	$33,721	$0	$0	$0	$0
Total Expenditures	**$11,620,053**	**$6,304,241**	**$5,851,285**	**$6,515,971**	**$6,447,202**
Revenues					
Taxes	$214,953,143	$214,057,852	$217,417,278	$216,970,659	$223,216,142
Licenses & Permits	$17,130	$20,000	$2,192	$20,000	$20,000
Service Charges	$1,787,157	$1,728,155	$1,635,354	$1,661,155	$1,661,155
Other Revenues	$637,580	$200,000	$500,081	$250,000	$500,000
Total Revenues	**$217,395,010**	**$216,006,007**	**$219,554,906**	**$218,901,814**	**$225,397,297**
Net Expenditures	***($205,774,957)***	***($209,701,766)***	***($213,703,621)***	***($212,385,843)***	***($218,950,095)***
FTEs	67.00	67.00	67.00	67.00	67.00

2013-14 ACCOMPLISHMENTS

- Expanded subdivision database to include historical Land Records plats
- Created and maintained Cadastre (register and graphical); Land Records/Cadastral Mapping
- Analyzed Real Estate sales for subject year including appraisal physical characteristics review and neighborhood delineation review in preparation of 2016 revaluation
- Appraised Real Estate annual cycle new construction, land, and such in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Appraised Tangible Personal Property; business, individual, and such in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Appraised Motor Vehicles in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Implemented new Online Business Listing Program
- Expanded Real Property Appraisal in-house training program
- Successful implementation of HB 1779 data conversion
- Implemented GIS-based analysis and valuation mass appraisal tool (Spatialest)
- Implemented a comparable sales tool (Comper) to be utilized in conjunction with GIS-based analysis and revaluation mass appraisal tool (Spatialest).
- Initial introduction of an online conflict resolution program to be tailored for Durham County in the processing, tracking and resolution of real property appeals.
- Successfully billed registered motor vehicles in dual computer systems as result of new NC Vehicle Tax and Tag conversion (HB1779) from April thru October
- Overall collection rate; 98.92%
- Total dollars collected $230,495,516 (including prior year collections)
- Continued use of Northgate Mall and 200 E Main Street payment kiosks (Tax Department)
- Held monthly Real Estate foreclosure sales
- Continued use of batch processes (wage garnishment and bank attachments) for collection of delinquent taxes
- Continued implementation of ONETax “Case” module – increased agent use of module
- Increased use of rental payment attachments as enforcement measure for delinquent Real Estate bills
- Implemented mass pre-foreclosure processes for collection of delinquent taxes

- Standardized process for timely reconciliation of revenue collected through newly implemented NCVTS (North Carolina Vehicle Tax System) for registered motor vehicles
- Redesign Payment Center to comply with ADA guidelines for accessibility Enhanced website FAQ's (Frequently Asked Questions) by adding Spanish translation of questions
- Continued Call Center staff rotations including cross-training in Delinquent and Current Collections
- Reduced number of abandoned telephone calls
- Implementation of Durham County General Government Call Center
- Assist with coverage for County Customer Relations Ambassador

2014-15 WORK OBJECTIVES

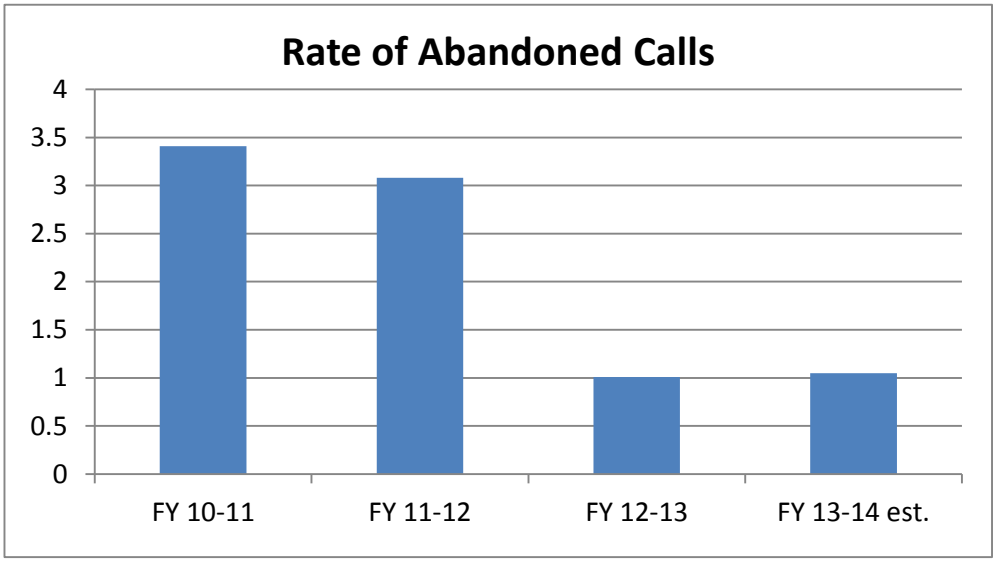
- Continue to enhance the knowledge of staff members in the use of GIS-based analysis and valuation mass appraisal tool (Spatialest)
- Appraise Real Estate annual cycle new construction, land, and such in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Appraise Tangible 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 Department of Revenue Billing Schedule
- Create and maintain Cadastre (register and graphical); Land Records/Cadastral Mapping
- Continue working with City/County Technology Department to establish data transfer files and upload into One Tax Work order module, building permits.
- Ongoing analysis of Real Estate sales for subject year including appraisal physical characteristics review and neighborhood delineation review in preparation of 2016 revaluation
- Utilization of the real property online dispute resolution program to be used in processing, tracking and resolving real property appeals.
- Real estate imaging update project – approximately 19,000 targeted for re-imaging
- Redesign appraisal section to accommodate appeal hearings in preparation of upcoming revaluation
- Continue identification of all Business Personal Property; by physical address, Real Estate parcel reference number, and North American Industry Classification System (NAICS)
- Match current collection rate
- Ensure effective collection measures of delinquent taxes.
- Continue enhancements to Collectors' area of Tax Administration website
- Continue monthly foreclosure sales
- Increase use of "In Rem" foreclosure proceedings
- Continue regular meetings with three foreclosure Attorney firms to review cases assigned
- Continue with in-house staff training and cross training program
- More field calls and follow-up by revenue agents
- Implementation of Electronic Check Acceptance Verification Service Restructure staff training/cross training to include various Tax divisions
- Continue reduction of abandoned phone calls
- Reorganization of Tax Administration website

2014-15 HIGHLIGHTS

Revaluation is fast approaching and the budget reflects this increased activity to meet statutory requirements. This is the first revaluation coupled with the retirement of the long time Deputy Assessor last year, therefore additional help is needed to ensure staff is prepared and the Tax department carries out a successful revaluation. You will see this area of the County's budget has increased significantly to cover the expertise of additional reviews of our data and increases of our software capabilities related to property valuation. As this is a once every eight year statutory requirement, it is incumbent that the County carry out this large and complex process correctly using all available technical tools and experienced personnel to ensure Durham County citizens receive the appropriate valuation for their property.

2014-15 PERFORMANCE MEASURES

Performance Measure: Abandoned Calls Volume

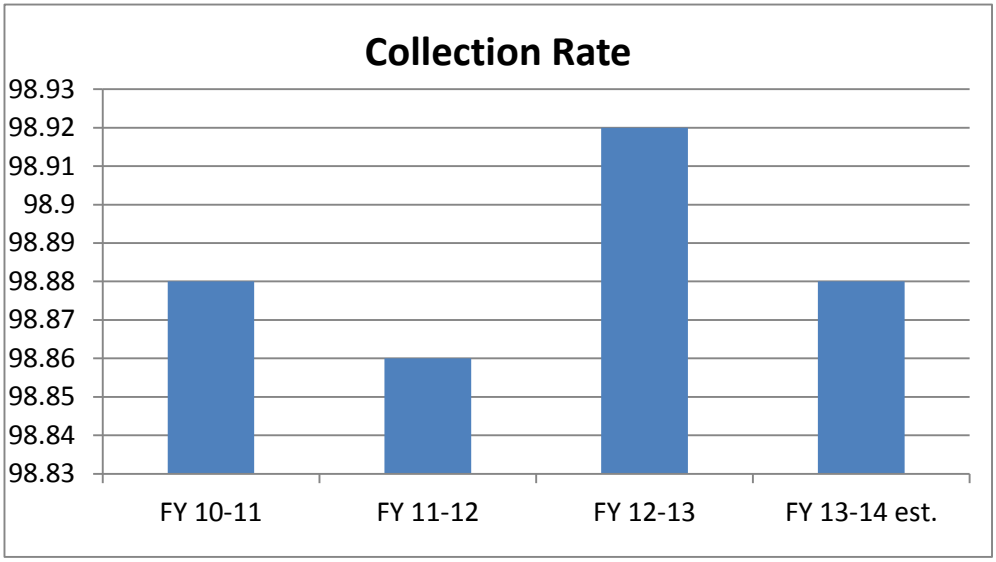


Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?
The strategic plan provides direction on the level of customer service expected. Therefore the number of abandoned calls indicates citizens who were not able to reach a customer service representative.

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

a. With the implementation of North Carolina's New Vehicle Tag and Tax Together Program effective July 1, 2013, we anticipate the number of telephone calls into the tax office will increase. Registered motor vehicle billings will be generated on dual systems for approximately six months resulting in double the number of notices being mailed during that time period. Although additional agents have been trained and will be dedicated to responding to customer inquiries we expect that tax offices across the state will be inundated with questions about the new system
b. Additional enhancements to website
c. Continued training of staff

Performance Measure: Collection Rate Baselines

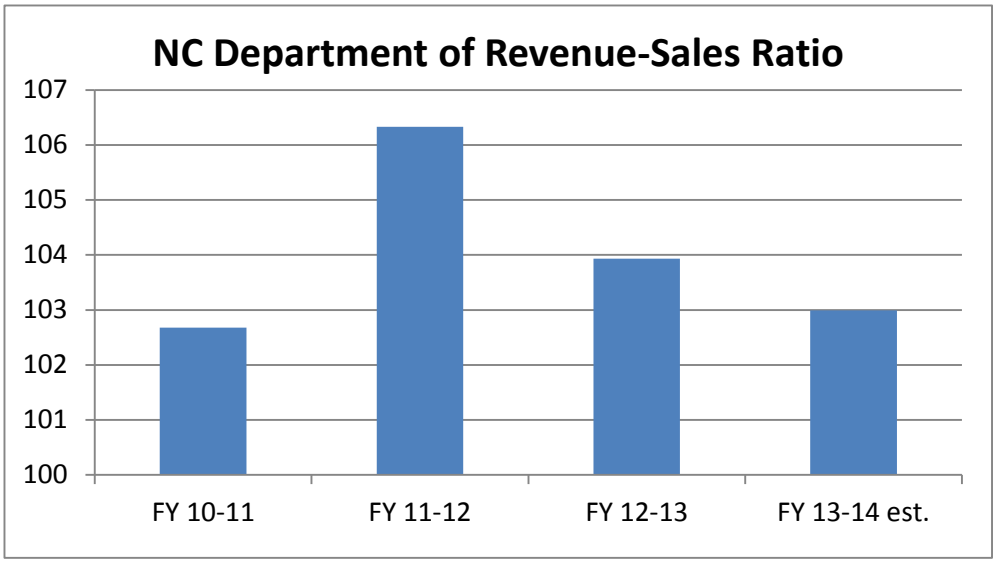


Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?
Collection rate is a measure of available tax revenue in comparison to a tax levy. The tax levy is derived from total value of all taxable property in Durham County (as of January 1) multiplied by the tax rate.

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

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

Performance Measure: Projected Sales Ratio



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

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

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

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

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

LEGAL

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.

2013-14 ACCOMPLISHMENTS

- Successfully negotiated the establishment of the Bethesda Fire and Rescue Service District under County authority.
- Provided extensive input on major Court Improvement Project Bill, which were adopted by the drafters and passed into law effective October 2013.
- Attorneys invited as expert presenters on various topics at Statewide Conferences.
- Mediated and settled numerous Workers' Compensation claims below anticipated costs.

2014-15 HIGHLIGHTS

- 1 new FTE - Assistant County Attorney in the DSS Division dedicated to child support Animal Services civil penalties litigation funding.
- Restructure and reclass of current positions.

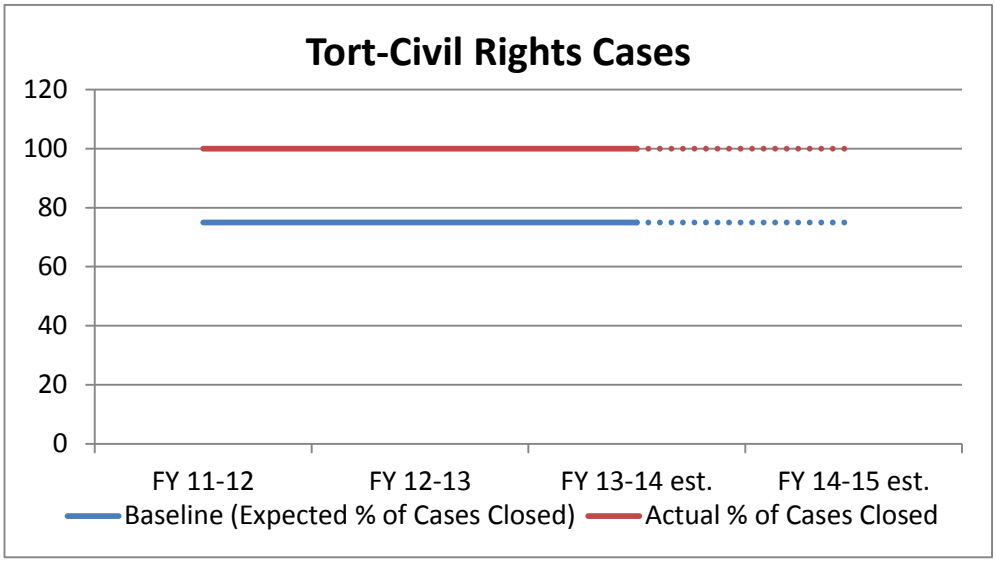
Legal

Funds Center: 4150160000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$1,528,262	$1,611,960	$1,536,774	$1,970,539	$1,903,374
Operating	$101,081	$187,378	$140,657	$188,306	$183,471
Total Expenditures	**$1,629,343**	**$1,799,338**	**$1,677,430**	**$2,158,845**	**$2,086,845**
Revenues					
Contrib. & Donations	$387	$0	$0	$0	$0
Service Charges	$239	$2,000	$48	$2,000	$2,000
Other Revenues	$0	$0	$1,050	$0	$0
Total Revenues	**$626**	**$2,000**	**$1,098**	**$2,000**	**$2,000**
Net Expenditures	***$1,628,717***	***$1,797,338***	***$1,676,332***	***$2,156,845***	***$2,084,845***
FTEs	17.00	17.00	17.00	18.00	18.00

2014-15 PERFORMANCE MEASURE

Performance Measure: Tort/Civil Rights Performance Measure



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

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

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

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

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Court Supportive Services

Business Area: 4160

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$287,344	$276,354	$274,056	$397,650	$369,474
Total Expenditures	**$287,344**	**$276,354**	**$274,056**	**$397,650**	**$369,474**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$287,344***	***$276,354***	***$274,056***	***$397,650***	***$369,474***

2014-15 HIGHLIGHTS

- Furniture budgets will remain at $1,000 due to moving into a new courthouse in FY14 that was furnished with new furniture.
- Funding for an Assistant District Attorney (ADA) for Jail Population Management

COURT SUPPORTIVE SERVICES

MISSION

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

PROGRAM DESCRIPTION

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

Since the early 1990s, Durham County has contracted with the Administrative Office of the Courts to provide one Assistant District Attorney 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	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$3,791	$1,000	$2,095	$71,913	$67,579
Total Expenditures	**$3,791**	**$1,000**	**$2,095**	**$71,913**	**$67,579**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$3,791***	***$1,000***	***$2,095***	***$71,913***	***$67,579***

Clerk of Superior Court

Funds Center: 4160312000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$10,311	$15,689	$12,307	$22,244	$14,689
Total Expenditures	**$10,311**	**$15,689**	**$12,307**	**$22,244**	**$14,689**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$10,311***	***$15,689***	***$12,307***	***$22,244***	***$14,689***

Adult Probation and Parole Facilities

Funds Center: 4160314000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$248,430	$250,011	$250,011	$277,777	$277,777
Total Expenditures	**$248,430**	**$250,011**	**$250,011**	**$277,777**	**$277,777**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$248,430***	***$250,011***	***$250,011***	***$277,777***	***$277,777***

Public Defender

Funds Center: 4160315000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$6,317	$1,000	$1,000	$6,429	$1,000
Total Expenditures	**$6,317**	**$1,000**	**$1,000**	**$6,429**	**$1,000**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$6,317***	***$1,000***	***$1,000***	***$6,429***	***$1,000***

Superior Court

Funds Center: 4160316000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$9,659	$1,225	$1,225	$6,429	$1,000
Total Expenditures	**$9,659**	**$1,225**	**$1,225**	**$6,429**	**$1,000**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$9,659***	***$1,225***	***$1,225***	***$6,429***	***$1,000***

Department of Juvenile Justice

Funds Center: 4160317000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$5,453	$6,429	$6,419	$6,429	$6,429
Total Expenditures	**$5,453**	**$6,429**	**$6,419**	**$6,429**	**$6,429**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$5,453***	***$6,429***	***$6,419***	***$6,429***	***$6,429***

District Court

Funds Center: 4160318000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$3,383	$1,000	$1,000	$6,429	$1,000
Total Expenditures	**$3,383**	**$1,000**	**$1,000**	**$6,429**	**$1,000**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$3,383***	***$1,000***	***$1,000***	***$6,429***	***$1,000***

ELECTIONS

MISSION

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

PROGRAM DESCRIPTION

This agency is responsible for 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.

2013-14 ACCOMPLISHMENTS

- Published updated precinct workers and help desk manuals to incorporate the significant changes in the elections process. These law changes required revisions to poll worker training and several new forms and documents. We continued printing all of our training manuals and documents in-house to maintain the cost saving established in previous years.
- Conducted precinct official training and trained approximately 400 poll workers, Emergency Judges and support staff. Also recruited, hired and trained approximately 30 One-stop workers.
- Performed continuous voter registration database maintenance to maintain the accuracy and integrity of that database.
- Continued ongoing maintenance of our Geocode database to ensure registered voters are assigned to the correct precincts and voting districts.
- Managed the campaign finance reporting process.
- Successfully conducted the City of Durham Municipal Primary and Election and the 2014 Partisan Primary and School board Election. 3 Early Voting locations and 57 polling locations were adequately equipped and staffed.
- Conducted one stop early voting at 3 locations. We provided day, evening, and weekend voting opportunities prior to the election. All voters were provided with prompt, courteous service and accurate information. This contact with voters allowed us to educate them on voting changes.
- Successfully conducted mandated public post-election hand eye recounts of randomly selected precincts which positively verified the accuracy and reliability of our vote tabulation and reporting systems.
- Made presentations to numerous community and political groups on the changes to and the impact of election laws in HB 589. HB 589, also known as VIVA and the photo ID law, contained 60 sections and made changes to numerous BOE functions and processes.
- Conducted mandated (HB 589) Multipartisan Assistance Team sessions at local retirement communities. The MAT sessions provide on-site voter registration, absentee by mail request and ballot return assistance at facilities requesting this assistance. This required the training and certification additional temporary staff members.
- Continued the use of document processing equipment to reduce the need for temporary staff. The document folding equipment has also been used by other county departments to eliminate the manual task of folding thousands of documents.
- Worked closely with numerous Durham County departments to coordinate the planned FY14-15 relocation of the Board of Elections office into a county owned facility. This will be a significant cost saving for the county and provide a more suitable space for BOE staff, citizens, candidates and elected officials to conduct elections related business.

Elections

Funds Center: 4170210000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$760,804	$832,463	$617,412	$758,552	$758,552
Operating	$357,293	$567,061	$695,862	$515,682	$441,194
Total Expenditures	**$1,118,096**	**$1,399,524**	**$1,313,273**	**$1,274,234**	**$1,199,746**
Revenues					
Intergovernmental	$8,150	$0	$0	$0	$0
Service Charges	$237	$324,000	$324,018	$500	$500
Total Revenues	**$8,387**	**$324,000**	**$324,018**	**$500**	**$500**
Net Expenditures	***$1,109,709***	***$1,075,524***	***$989,255***	***$1,273,734***	***$1,199,246***
FTEs	7.00	7.00	7.00	7.00	7.00

2014-15 HIGHLIGHTS

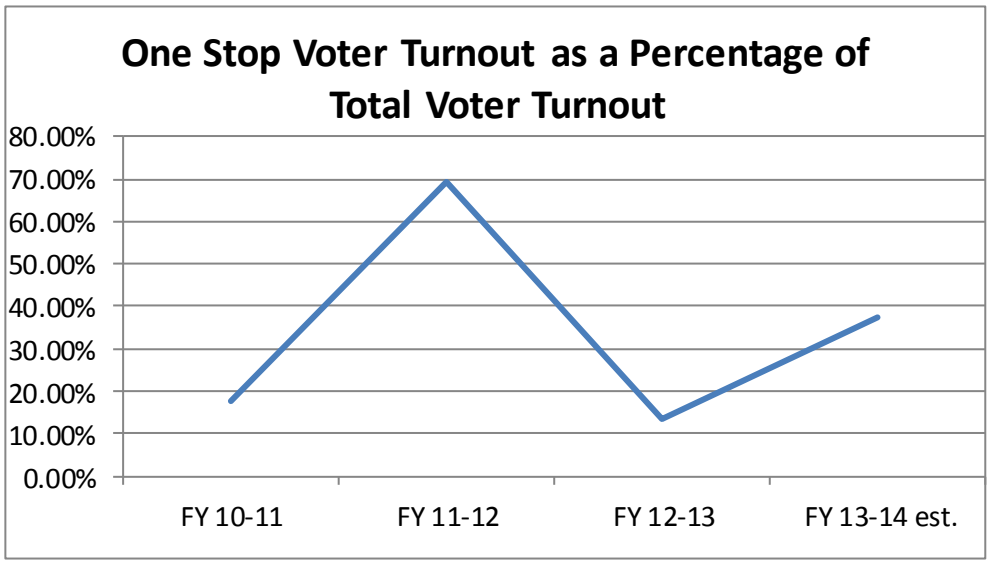
- Funding appropriated for 1 election and 1 primary election.

2014-15 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.
- 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.

2014-15 PERFORMANCE MEASURES

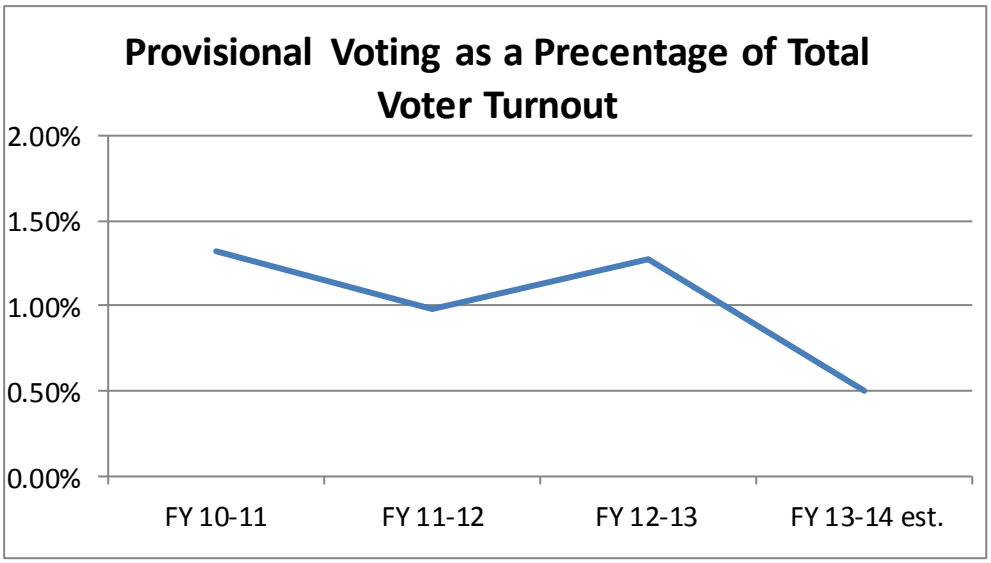
Performance Measure: One Stop Voter Turnout as Percentage of Total Voter Turnout



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 early voting continues to increase. 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.

What initiatives or changes to programs will the department take on in hopes to improve the overall performance of the related program or goal?
The BOE plans to continue advertising and educating the public about the benefits of voting early at a One Stop location. Our outreach efforts include the following actions: posters in DATA buses, increased frequency and content of newspaper ads, and communication with political parties, community groups and the media. In order to meet the increasing demands of early voting, especially with the reduced time period, the BOE will continue to provide an adequate number of locations with sufficient equipment and properly trained staff. Early voters should experience minimal waiting time at all Durham County One Stop early 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. Even with the early voting period being reduced from 17 days to 10 days, the BOE expects the FY14-15 elections to have high voter turnout due to increased voter interest and candidate campaigning. To meet the challenges of early voting it must be appropriately advertised and funded.

Performance Measure: Provisional Voting as a Percentage of Total 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?
The percentage of voters who must vote a provisional ballot was trending downward due to the availability of same day registration. New law changes have eliminated SDR and prohibits the approval of provisional ballots cast outside a voter home precinct. These changes may significantly reduce the number or provisional ballots submitted and the number approved for counting.

What initiatives or changes to programs will the department take on in hopes to improve the overall performance of the related program or goal?
The NCOA (National Change of Address) program has been instrumental in getting voters to update their address information and allowing us to remove voters that have confirmed they no longer reside within Durham County. This reduces the number of provisional ballots submitted because voters will be properly registered in their correct precinct.
Other activities that improve the provisional voting process:

- Training of poll workers on new provisional rules and process
- New provisional envelope with instructions that also simplifies the process.
- Making voters aware same day registration is no longer available and encouraging them to register or make updates before the deadline for doing so.

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REGISTER OF DEEDS

Business Area: 4180

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$1,030,964	$1,062,567	$981,758	$1,105,947	$1,105,947
Operating	$488,012	$618,799	$599,620	$644,721	$639,034
Capital	$31,650	$0	$0	$0	$0
Total Expenditures	**$1,550,627**	**$1,681,366**	**$1,581,378**	**$1,750,668**	**$1,744,981**
Revenues					
Service Charges	$3,009,855	$3,000,000	$2,670,005	$2,770,000	$2,770,000
Total Revenues	**$3,009,855**	**$3,000,000**	**$2,670,005**	**$2,770,000**	**$2,770,000**
Net Expenditures	***($1,459,229)***	***($1,318,634)***	***($1,088,627)***	***($1,019,332)***	***($1,025,019)***
FTEs	20.00	20.00	20.00	20.00	20.00

REGISTER OF DEEDS

MISSION

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

PROGRAM DESCRIPTION

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

2013-14 ACCOMPLISHMENTS

Real Estate
Additional submitters and vendors were added to our E-Recording Module. This module allows documents to be submitted electronically, and then they interface seamlessly into our Aumentum recording system. Over 47,400 documents have been submitted using this technology during the current fiscal year (29.61% of the document recorded in our office.)

Our Electronic Index from 1962 to 1977 has been imported into our Test Environment. It is currently being review for quality and will be imported into the Production environment once this step is complete. Images to the index will be stapled during our next fiscal year due to the high cost of performing this task.

The Disaster and Recovery Mobile Kit has been delivered. It is currently being configured for compliance with our departments and statutory requirements.

Vital Records – DD214 Project
The Durham County Register of Deeds has completed Phase III of the Vital Records Preservation Project. The records are currently in the test region, and waiting for the vendor to schedule a date to import into production. As part of the Vital Records Conservation efforts, over 5,945 DD214's (Military Discharge Records) were digitized and indexed. These records are not available on the Internet as they contain pertinent personal information of these service members, and records within 80 years are not public records. The Military Discharge records' project has improved the efficiency of the maintenance, and the issuance of certified copies to Veterans and their surviving spouse.

Training/Continuing Education
Register of Deeds staff have logged over 490 hours of training by completing required and elective courses offered by Durham County Human Resources, through workshops, classes, and training seminars offered by the North Carolina Association of Registers of Deeds (NCARD), and the International Association of Clerks, Recorders, Election Officials and Treasurers (IACREOT), and the National Association of County Recorders, Election Officials and Clerks (NACRC), our state and international professional organizations. Two employees, James Tabron and Jeanette Thompson, completed Neighborhood College, the joint County and City Program which allowed them to learn more about our local governments. Jeanette Thompson also obtained her initial certification from NCARD. Valita Holmes completed a class on Electronic Notarization offered through the NC Secretary of State's office. Education and training are very important to our area as the duties we are charged to uphold are established by statutory authority and are continually updated by legislative initiatives.

Upgrade of Record Management Software
During the month of May, the Register of Deeds Office upgraded from the Anthem product of our Records Management Software to a new product called Aumentum. Aumentum is a full-featured recording, imaging, and document management system which represents the next generation in recording and management applications for County Clerks and Recorders. The software is built on a .NET platform and provides new levels of implementation flexibility, document routing, and built-in

Register of Deeds

Funds Center: 4180220000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$1,030,964	$1,062,567	$981,758	$1,105,947	$1,105,947
Operating	$415,340	$418,799	$400,072	$424,721	$419,034
Total Expenditures	**$1,446,305**	**$1,481,366**	**$1,381,829**	**$1,530,668**	**$1,524,981**
Revenues					
Service Charges	$2,868,267	$2,800,000	$2,470,004	$2,550,000	$2,550,000
Total Revenues	**$2,868,267**	**$2,800,000**	**$2,470,004**	**$2,550,000**	**$2,550,000**
Net Expenditures	***($1,421,962)***	***($1,318,634)***	***($1,088,175)***	***($1,019,332)***	***($1,025,019)***
FTEs	20.00	20.00	20.00	20.00	20.00

reporting and template designers. Prior to the installation of this software, we had a week of training for all staff in our new Conference/Training room.

Vital Records' Kiosk Workstation

We have installed a Kiosk workstation in the Vital Records' division of our office. Because we strive for effectiveness and efficiency, this Kiosk allows the customers who are applying for a marriage license to sit at the Kiosk and enter their information, as they would online at home, and submit their online application to a Vital Record clerk. The clerk then prints a draft copy of the couple's submission for verification of entered data and produces their marriage license. This saves paper, the clerk's time from having to key the information, and is better for convenience.

We also have the applications on this Kiosk available in English and in Spanish versions, as well as access to Durham County's Website for access to other departments.

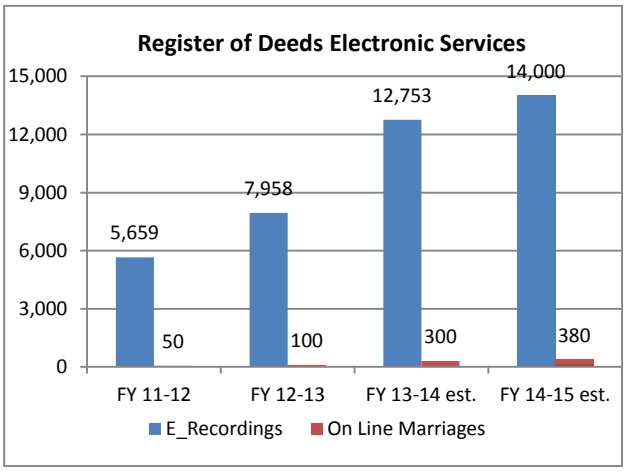
2014-15 OBJECTIVES

- The conversion of our index to an electronic format will continue to be a focal point. We have converted data from 1962 to 1977; however, we still need to staple the images to the index.
- An additional kiosk will be added to our Vital Record unit. This kiosk will allow our customer to complete the marriage application and transfer the information to the vital clerks. This will increase accuracy and decrease the wait time for those customers which choose to use this service.
- We will implement Permitium, a web-based Vital Records request systems which performs background checks prior to submitting a request for a copy of a Vital Record to our office. The enhanced security provided by this service will help to prevent identity theft and ensure that only the proper party will obtain a copy of the Vital Record.

2014-15 HIGHLIGHTS

- In light of the prior years' strong upward trend, budgeted revenue for Register of Deed (ROD) fees increased for FY14, but real estate sales have not yet caught up with general economic recovery and higher mortgage interest rates have limited what sales are occurring. Projected ROD fee revenue has decreased by $250,000 for FY15.

2014-15 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?

Providing exemplary customer service has always been a goal for the office of the Register of Deeds. E-Recording and the Online Marriage Application both increases the productivity of our staff by reducing document handling therefore helping us to improve our customer service. The documents are scanned by the Submitter directly to the E-Recording Vendor. The documents are then encrypted and sent to our E-Recording Module. This prevents the mishandling, or delays that can be caused when submitting documents by mail, or by courier. Upon receipt of the documents in the E-Recording queue, they are reviewed, recorded and returned with minutes. The On-Line Marriages application reduces the wait time for our customers who wish to obtain a marriage license. The couple would enter the information into our system via kiosk or their own computer thus eliminating the need for the processing clerk to manually type the application. When the on-line application is utilized, our accuracy rate increases, and we are able to provide a higher level of customer service and maintain the integrity of the records.

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

Our goal is to increase the use of the E-Recording Modules and On-Line Marriage Application. An additional kiosk will be installed in the Vital Records Division which will allow our walk-in customer to enter their own information. An additional E-Recording vendor has also been added, which should increase the number of documents submitted. We have also increased the presence of information about E-Recording at the recording stations and plan to update our website providing a link to all of our approved submitters.

REGISTER OF DEEDS AUTOMATION

PROGRAM DESCRIPTION

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

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

Funds Center: 4180230000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$72,672	$200,000	$199,549	$220,000	$220,000
Capital	$31,650	$0	$0	$0	$0
Total Expenditures	**$104,322**	**$200,000**	**$199,549**	**$220,000**	**$220,000**
Revenues					
Service Charges	$141,588	$200,000	$200,000	$220,000	$220,000
Total Revenues	**$141,588**	**$200,000**	**$200,000**	**$220,000**	**$220,000**
Net Expenditures	***($37,267)***	***$0***	***($452)***	***$0***	***$0***

2014-15 HIGHLIGHTS

- The creation of an electronic index for our older real estate indices from 1881 to 1962 will continue to be a priority.

GENERAL SERVICES DEPARTMENT

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

MISSION

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

PROGRAM DESCRIPTION

Administration
The General Services Administration Division is responsible for the planning, organization, control, management, and staffing of the General Services Department. The Administration Division is made up of the Director, Assistant Director for Operations, Assistant Director for Administration, Quality Control and Contract Compliance Officer, Project Facilitator, Administrative Assistance, Fleet Management and Inventory Control. 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
The Public Buildings Division maintains, repairs and insures proper operations of facilities owned and (or) operated by Durham County Government. This includes a total of 1,955,029 building square feet consisting of; 1,858,613 SF (county-owned), 52,206 SF (county-leased), and 44,210 SF (ABC Board), all maintained by General Services. This total indicates a 500,359 SF increase of County property over the 2011-2012 Budget. This increase includes: The new Courthouse, 318,533 SF, Human Services PH II, 117,965 SF, Bethesda Fire Station One, 16,070 SF, Bethesda Fire Station Two, 2,870 SF, and the Hillsborough Warehouse, 44,921 SF. Activities performed include, but are not limited to; plumbing, heating, air conditioning and ventilation (HVAC), electrical services; minor renovations to county facilities; energy management and utilities; snow and ice removal; and Miscellaneous Service contracts for janitorial, elevators, chillers, cooling towers, HVAC and water treatment.

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 insecticides 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 72 county properties, including ABC stores, and EMS facilities for the control of pest and the prevention of mosquito breeding. The activities also include; cutting, clearing and cleaning low lying areas and applying pesticides, and herbicides in drainage areas. The program provides policy enforcement 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 County Department it serves; handles bulk purchase and provides courier services weekly or as needed to members of the Board of County Commissioners.

Grounds Maintenance
The Grounds Maintenance Division maintains and repairs all assigned landscaped areas for facilities owned or operated by Durham County. 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 service contract administration; parking lot maintenance, repair and striping; maintenance of green roof systems; sign creation, fabrication, installation and maintenance at county roads and facilities; maintenance of the synthetic athletic field and parking lot at the

General Services Department

Business Area: 4190

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$2,730,829	$3,124,591	$2,885,719	$3,772,238	$3,314,302
Operating	$6,322,673	$9,401,039	$8,596,303	$9,105,659	$8,931,486
Capital	$97,157	$0	$27,759	$1,199,440	$353,950
Transfers	$0	$50,000	$0	$50,000	$50,000
Total Expenditures	**$9,150,658**	**$12,575,630**	**$11,509,781**	**$14,127,337**	**$12,649,738**
Revenues					
Intergovernmental	$59,213	$75,570	$50,384	$48,000	$48,000
Rental Income	$379,870	$551,205	$511,345	$516,955	$422,731
Service Charges	$431,192	$546,938	$513,869	$524,691	$524,691
Other Revenues	$917	$0	$0	$0	$0
Total Revenues	**$871,192**	**$1,173,713**	**$1,075,598**	**$1,089,646**	**$995,422**
Net Expenditures	***$8,279,466***	***$11,401,917***	***$10,434,183***	***$13,037,691***	***$11,654,316***
FTEs	63.00	59.00	59.00	70.00	60.00

PROGRAM DESCRIPTION CONTINUED

County stadium, and provides event staffing support for County stadium events; and snow and ice removal. Grounds provide a full service sign shop that prepares road signs as well as signage request from County Departments.

2014-15 HIGHLIGHTS

Administration

- Negotiate with the City a memorandum of understanding for salt supply for inclement weather
- Implement the Facility Use policy for internal and citizen use of County conference rooms
- Develop performance measures to demonstrate departmental effectiveness
- Funding for vehicle and capital equipment is included in the Vehicle and Equipment Funds Center found on page 126.

Pest Control

- Conducted Pest control Seminar at Elementary school level children, encouraged the classes to do a Mosquito Day research project
- Provided mosquito control services and educational materials to county residents as requested.
- Performed Pesticide Safety courses for County employees.

Public Buildings

- Renovate the Judicial Annex for the Board of Election and Emergency Management Administrative Services to be housed on the first and second floor
- Complete the renovation of the Administration Elevator Project
- Upgrade the hot water system at the Detention Center
- Replace the flooring in the Detention Center kitchen
- Refurbish the Bocks boardroom and conference room

Grounds Maintenance

- Continue in participating of “Trees across America”
- Paving of 3 parking lots

Sign Shop

- Provide enhanced level of service to internal customer for sign, placards, banners using the upgraded systems
- Complete room numbering for all County facilities
- Work to develop way finding signage for County facilities

Mail Services

- Continue working with County staff to educate users on how to maximize pre-sort mailing.
- Bid the mail services contract.

2013-14 ACCOMPLISHMENTS

Administration

- The new Human Services Facility Phase 2 opening ceremony was held on November 16, 2013. This requires the Division to increase janitorial services and transfer security staff from DSS main and Duke Street to new facility. Establish the Ambassadors to provide customer service and support for the community's use of the new facility.
- Canteen Vending Services provides, supply, install, maintain and service new drink and snack vending machines. Canteen's goal is to provide our employees and public who do business in our buildings, healthy drink and snack choices at the lowest price, and provide uniformity throughout the County's facilities.
- Courthouse PM Janitorial Services RFP 13-010 document advertised December 2nd, pre-proposal and site visit were December 11th. Bid responses were due January 15th. Review Committee recommended A Plus Group, LLC (also the interim contractor).
- Administration Bldg. Elevator Modification & Upgrade Engineering Services RFQ 13-008 Roughton Nickelson Deluca Architects (RND) design Architect and Progressive Contractors has been awarded the project.
- Summer Youth Job replacement, generated 35 jobs from various departments within the County. This was an opportunity to help 3,000 Durham youth who applied for positions with the City and County.
- Performance Contracting: Construction meetings were held bi- weekly for Stanford Warren Library, Operation Breakthrough, Durham Access, Homeless Shelter, Fire Marshal, Detention Center, and General Service for installation of conservation measures (i.e. light fixtures, pumps, motors, HVAC, etc.) project was completed February 2014 . One year warranty is in place.
- Opening Ceremony for the Hillsborough Warehouse was held on February 28, 2014.
- Recruited for the Assistant Director of Building Services and appointment awarded to internal candidate Scott Saterlund.

Public Buildings

- Increase building O&M responsibilities by 500,359 SF. This increase will include: The new Courthouse, 318,533 SF, Human Services PH II, 117,965 SF, Bethesda Fire Station One, 16,070 SF, Bethesda Fire Station Two, 2,870 SF, and the Hillsborough Warehouse, 44,921 SF.
- Modernize 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.
- Upgrade the surveillance system at the Detention Center $220,000 presently out for bid.
- Replaced flooring in the dishwashing room ($30,000) and employee lounge (performed by staff creating a cost savings of$15,000) areas at the Detention Center.
- Renovated the Tax office and Register of Deeds.
- Constructed the Stadium concession area for cooking and serving of customers first design build application by staff.
- Performed 18,704 work orders from July 1, 2013 to May 1, 2014.

Pest Control

- Maintain current levels of service.

Mail Services

- As of May 1, 2014 processed a total of 390,741 pieces of US Mail.
- Continued working to educate users on how to reduce first class mail and maximize pre-sort mailing.

- Educate and training County employee to use and recycle paper from the purchasing office paper and other environmentally preferred products.
- Mail services reorganized mail process to better serve the County and the new tenants in the Human Services building.

Grounds

- Relocation of the Grounds shop and sign shop to the new warehouse on Hillsborough Road
- Offer County Department with more signage options and produced in-house over 10,000 signs.
- Created memorial tribute to Becky Heron at the Stadium
- Participated in “Trees across of America” and planted trees at Stadium and libraries
- Tyler Currin, Maintenance Technician 1 participated in the DCo Leadership Academy

COUNTY STADIUM

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.

2013-14 ACCOMPLISHMENTS

- Market event provided new clients to include lacrosse, battle of the bands, semi-pro male football league
- Both Stadium IFB 13-012 Add walkway and railing on east side to connect north to south and Stadium
- IFB 13-013 Concession Stand Up-Fit South-Home side was constructed and project managed by General Services staff.
- Conducted first Stadium Authority Retreat with focus on Authority's operations and decision making.

2014-15 HIGHLIGHTS

- Upgraded the sound system to increase the hearing coverage throughout the stadium.
- Increased Stadium bookings by 30%.
- Stadium successful facilitated in conjunction with the National Guard Armory, Veteran's Administration, along with local & regional non- profits serving the needs of veterans at the annual Bull City Veteran's Stand Down.
- Reestablish CIAA finals competition in November
- Attract national championships to the stadium
- Create a seasonal workforce for events

County Stadium

Funds Center: 4190470000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$73,175	$76,898	$72,295	$76,898	$76,898
Operating	$157,366	$154,558	$134,243	$191,402	$191,117
Capital	$10,527	$0	$0	$92,000	$0
Total Expenditures	**$241,067**	**$231,456**	**$206,538**	**$360,300**	**$268,015**
Revenues					
Rental Income	$130,424	$160,750	$120,890	$118,955	$118,955
Service Charges	$19,701	$19,000	$7,604	$17,754	$17,754
Total Revenues	**$150,125**	**$179,750**	**$128,494**	**$136,709**	**$136,709**
Net Expenditures	***$90,943***	***$51,706***	***$78,043***	***$223,591***	***$131,306***
FTEs	1.00	1.00	1.00	1.00	1.00

INFORMATION SERVICES AND TECHNOLOGY

MISSION

Enable the County to provide the highest level of services to its customers through innovative technology solutions.

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
The Information Services & Technology (IS&T) department, led by the Chief Information Officer, provides technology solutions and services to Durham County Agencies to fulfill the diverse needs of our citizens and employees.

During fiscal year 2014, the Information Technology and SAP Shared Services departments combined to form one department called IS&T. IS&T is organized into three divisions today, Technology Operations, Business Applications, and Strategic Planning and Administration. It is our intent to add a fourth division in the future entitled Enterprise Security.

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

The Business Applications and Support division plans, develops, implements and maintains software systems. The division manages the County's web portal and intranet services, software applications used by various County Agencies, such as the Document Management and Inventory applications, and the County's Enterprise Resource Planning (ERP) system that supports Finance, Budget and Human Resources.

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

The Enterprise Security division, funding dependent, will be a division focused on Information assurance, security policies and standards to mitigate risks to technology assets and data across all County Agencies.

Information Services and Technology

Business Area: 4200

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$2,690,373	$2,996,739	$2,789,605	$4,365,939	$4,138,469
Operating	$1,564,678	$1,956,639	$2,114,616	$2,776,499	$2,746,034
Capital	$0	$0	$0	$59,999	$0
Total Expenditures	**$4,255,051**	**$4,953,378**	**$4,904,221**	**$7,202,437**	**$6,884,503**
Revenues					
Intergovernmental	$0	$0	$0	$74,367	$0
Total Revenues	**$0**	**$0**	**$0**	**$74,367**	**$0**
Net Expenditures	***$4,255,051***	***$4,953,378***	***$4,904,221***	***$7,128,070***	***$6,884,503***
FTEs	33.00	34.00	42.00	45.00	44.00

2014-15 HIGHLIGHTS

- Please note that the combined Information Services and Technology Business Area also includes County SAP ERP operations. These operations became merged in FY 2013-14.
- Funds an additional Programmer Analyst to support the growing needs related to Laser Fiche document imaging.
- Funds an additional ABAP Developer to support the Business Information data warehouse and additional SAP modules.
- Provides resources for an Open Data pilot program in cooperation with Durham City Technology Solutions.

2013-14 ACCOMPLISHMENTS

- One Service Desk was established to integrate SAP, Telephone, and Information Technology Help Desks increasing effectiveness and efficiency of operations and simplifying support and increasing self-service support options for county employees.
- Entered into an Enterprise Agreement with Microsoft simplifying and reducing licensing cost in preparation for a move to Microsoft Office 365 cloud based services.
- Network bandwidth and reliability were increased to numerous departments including public safety: Emergency Medical Services, Sheriff, Fire Marshal and Emergency Management for improved access to Internet and County network resources. In addition: Phase II of Health and Human Services building opening was a major success in many aspects:
    - Network infrastructure and services provisioned and ready ahead of schedule
    - Over 500 computers and other technology components were moved and set up mostly after hours to minimize operational impact to Social Services and the Durham public
    - Nine conference rooms were added to total 28 state of the art conference rooms equipped with large screen displays, 6 conference rooms capable of video conferencing
- Courthouse opened successfully and well received with modern technology throughout the building including digital recording capabilities, digital signage, surveillance and security systems, public and secured wireless networking throughout the building, and standardized backbone infrastructure to support County and the Administrative Office of the Courts.
- Completed several enhancements to the County's Enterprise Resource Planning System (ERP):
    - Configured Annual Benefits Enrollments incorporating new HRA enhancements
    - Completed enhancements to the Budget Planning cycle in the Business Warehouse
    - Added FMLA time recording functions for Benefits
    - Added more communication options to Employee Self Service to support Code Red Emergency Communications
    - Created new DMV Tax refund interface from the NCVTS (Vehicle Tax System)

2014-15 PERFORMANCE MEASURES

For FY 2014-15, IS&T will begin to use to measure or assess performance of the information services and technology functions here at the County. The following metrics will be tracked going forward:

	MEASURE
Financial performance – metrics to understand IT spending in the context of service levels, strategy implementation, and project progress.	1. Total IT expenditures (operating & capital expenditures) 2. IT Operations as a percent of County Budget 3. Spending by IT Asset Class (operations, business, strategic) 4. Total IT spending by business function
Operational & Project Performance– an aggregate business view of IS&T operations	1. Network uptime 2. Rate of failure incidents impacting the business 3. Number of business applications supported per department 4. Annual security audit findings/needing attention 5. Percentage of projects delivered on time/budget 6. Percentage of projects delivering new business functionality 7. Sponsor satisfaction score
Client Satisfaction– assessment of end-user satisfaction	1. Overall end-user satisfaction versus target 2. First call resolution rate 3. Business alignment index (executive management survey) 4. Communication and leadership rating (executive management survey)
Talent Management– IS&T organization's human capital	1. Total number of staff 2. Employee morale/satisfaction 3. Percentage of performance assessments completed on time 4. Percentage of budget spent on training 5. Number of training hours per employee per quarter
Project performance – tracking of project progress and status, with a focus on enterprise projects	1. Number of incidents/service requests 2. Web traffic 3. Storage utilization 4. Mass storage (backups) 5. Device utilization/growth

SAP ENTERPRISE RESOURCE PLANNING

2014-15 HIGHLIGHTS

- Information Technology and SAP Enterprise Resource Planning combined under one agency as of July 1, 2013.

Funds Center: 4280100000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$861,331	$874,908	$671,687	$0	$0
Operating	$265,940	$444,457	$404,747	$0	$0
Total Expenditures	**$1,127,270**	**$1,319,365**	**$1,076,434**	**$0**	**$0**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$1,127,270***	***$1,319,365***	***$1,076,434***	***$0***	***$0***
FTEs	8.00	8.00	0.00	0.00	0.00

HUMAN RESOURCES

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.

2013-14 ACCOMPLISHMENTS

- Completed review and updating of County policy manual
- Launched leadership academy
- Completed initial phase of county-wide classification and compensation study, additional phases to be completed in next fiscal year
- Developed Benefits open enrollment audio and u-perform video instructions
- Continued to enhance implementation and utilization of e-recruitment (SAP)system
- Continue with efforts to automate the historical personnel records for separated employees
- Met all Affordable Care Act requirements that went into effect in the FY 13-14.

2014-15 WORK OBJECTIVES

- Complete and implement additional phases of recommendations from the classification and compensation study
- Work with departments to develop individual position descriptions
- Increase web and e-learnings capabilities for staff training

2014-15 HIGHLIGHTS

- Maintained current levels of service.

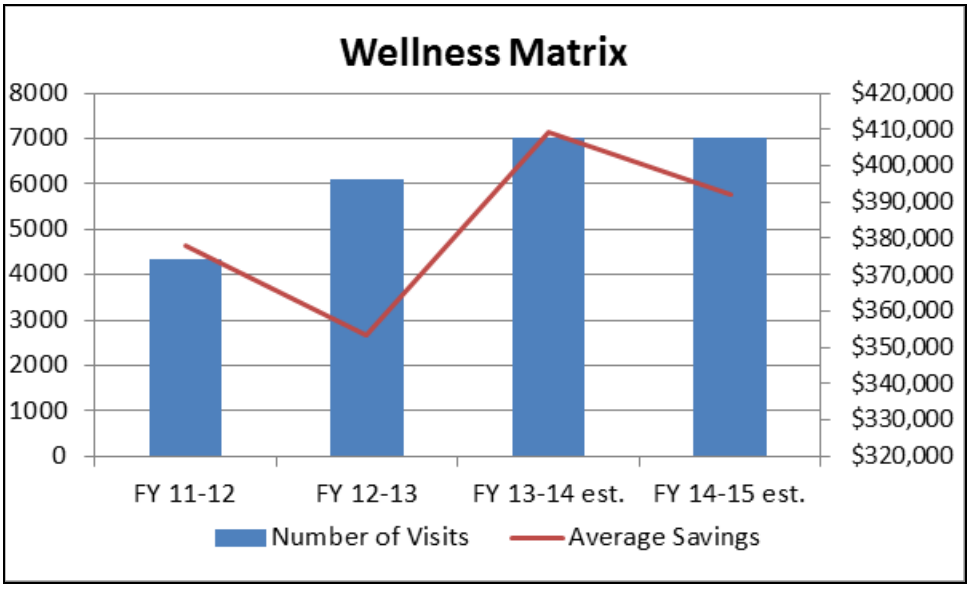
Human Resources

Funds Center: 4240170000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$1,260,713	$1,401,958	$1,626,688	$1,483,431	$1,483,431
Operating	$171,341	$304,378	$142,301	$435,262	$395,427
Total Expenditures	**$1,432,054**	**$1,706,336**	**$1,768,989**	**$1,918,693**	**$1,878,858**
Revenues					
Service Charges	$9,202	$15,000	$0	$0	$0
Other Revenues	$0	$0	$25,000	$25,000	$25,000
Total Revenues	**$9,202**	**$15,000**	**$25,000**	**$25,000**	**$25,000**
Net Expenditures	***$1,422,852***	***$1,691,336***	***$1,743,989***	***$1,893,693***	***$1,853,858***
FTEs	19.00	19.00	19.00	19.00	19.00

2014-15 PERFORMANCE MEASURES

Performance Measure: Wellness Center

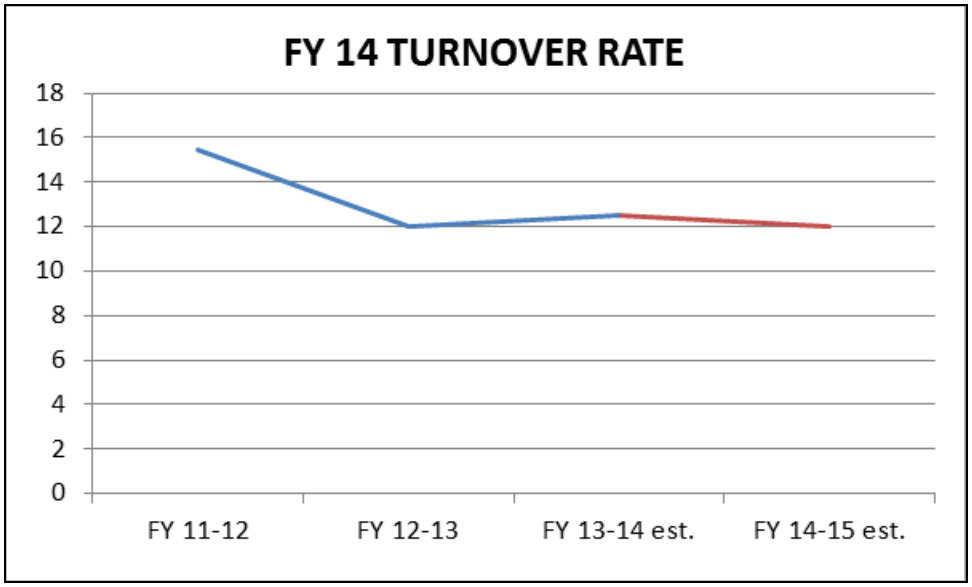


Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

The County's Wellness Initiatives were established in 2006 with the goal of encouraging employees and their families to adopt healthier lifestyles and decrease employee absences. Ultimately, this would also inhibit or moderate increases to the County's medical claims costs. A key component of the Wellness initiative is the Wellness Clinic.
In October of 2012 the Clinic's hours were expanded and a second Nurse Practitioner was hired. This was done to provide more appointment times during the workday for employees with acute health needs. By providing employees with more opportunities to use the clinic, the County should realize increased claims savings. In addition, employees would avoid the higher claims costs incurred from seeing a BCBSNC or personal care provider (PCP), and they would also reduce their time away from work.
The Annual Average Net Visit Savings metric identifies the cost savings the County realizes every time an employee visits our Clinic instead of making an appointment with their PCP. For the four fiscal years beginning July 2009 and ending June 2013, the visit savings continue to more than pay for the Clinic contract cost not including the cost of the Health Risk Assessments.
All Wellness Initiatives are aligned with the Strategic Plan's Goal 2 – Health and Wellbeing.

What initiatives or changes to programs will the department take on in hopes to improve the overall performance of the related program or goal?
Encouraging every employee to get an annual, comprehensive physical has been one of the County's wellness efforts for the past 5 years. Self-reported data compiled from the annual 2013 Health Risk Assessments (HRAs) revealed a small number of employees (49) who had not gotten a physical in the 2011 or the 2012 calendar years. These individuals were contacted directly by Clinic staff and made aware of a pilot project whereby modified physicals were available to them in the Clinic during the specified designated time frame.
Based on the project outcomes we plan to recommend the ongoing use of the Wellness Clinic for annual physicals specifically to those employees indicating a gap of one or more years since their last physical on their Health Risk Assessment questionnaire. The ability to utilize targeted outreach in this manner is one of the many advantages of the County's decision to contract for Clinical services with an external vendor that uses a robust electronic medical records software program. The County hopes to make additional targeted outreach efforts to employees based on the employee's specific health needs which are identified by electronic claims data exchanges between the Clinic vendor, our medical third party administrator and our pharmacy third party administrator.

Performance Measure: Turnover Rate



Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?
The mission of Durham County Government's Human Resources Department is to advance organizational goals by recruiting, developing and retaining excellent employees. Considering one of the largest costs organizations face is hiring and retaining qualified, competent employees, trying to reduce and ultimately eliminate undesired turnover is a key business imperative. Working with Durham County Managers and supervisors to reduce turnover is aligned with the Strategic Plan Goal (#1) to facilitate the development of a skilled workforce aligned with current and future business need. 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 will the department take on in hopes to improve the overall performance of the related program or goal?
In order to positively affect the turnover rate, Human Resources will:

- Implement a new County Classification and Compensation system based on best practices, if approved by Board of County Commissioners.
- Continue with the efforts to develop employees for advancement and leadership opportunities.
- Recommend that the County implement a reward and incentive program for all employees.
- Work with hiring supervisors to enhance the interviewing and selection process.

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BUDGET AND MANAGEMENT SERVICES

MISSION

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

PROGRAM DESCRIPTION

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

2013-14 ACCOMPLISHMENTS

- Received Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.
- Prepared the annual operating budget for public distribution.
- Placed the county's Recommended and Approved Budget documents on the county's website for public access – http://dconc.gov/index.aspx?page=114.
- Prepared 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.

2014-15 HIGHLIGHTS

- The FY 2014-15 budget will allow the Budget and Management Services Department to maintain current service levels.
- The department will be an integral part of data monitoring and customer service initiatives for the Strategic Plan.

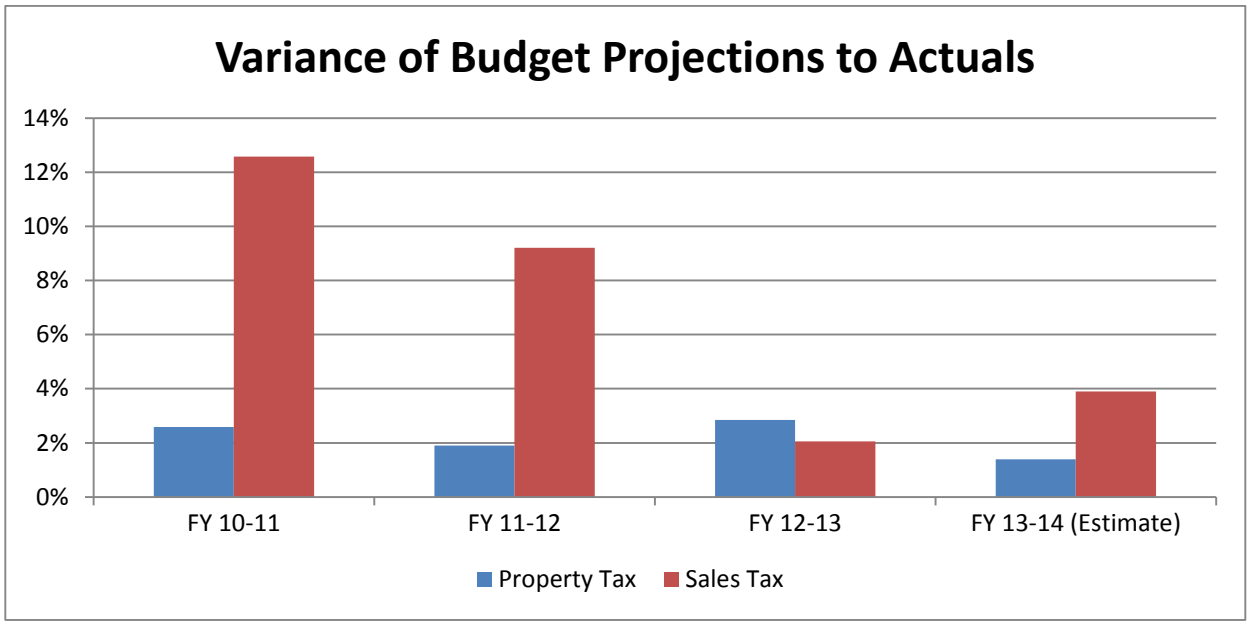
Budget and Management Services

Funds Center: 4250134000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$456,278	$473,858	$430,829	$504,465	$504,465
Operating	$24,199	$42,610	$19,043	$42,883	$56,437
Total Expenditures	**$480,477**	**$516,468**	**$449,872**	**$547,348**	**$560,902**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$480,477***	***$516,468***	***$449,872***	***$547,348***	***$560,902***
FTEs	5.00	5.00	5.00	5.00	5.00

2014-15 PERFORMANCE MEASURES

Performance Measure: Variance of Budget Projections to Actuals



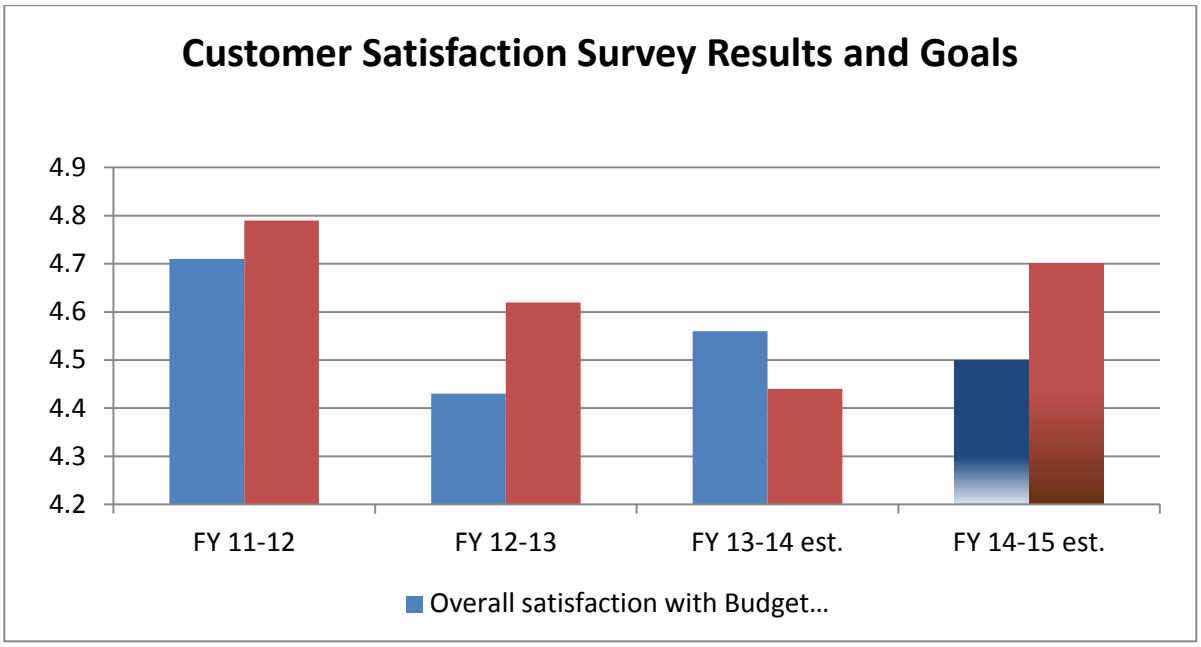
Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

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

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

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

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 will the department take on next year 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

MISSION

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

PROGRAM DESCRIPTION

The Durham County Department of Veteran Services Officer primary role is to provide: (1) Comprehensive benefits counseling; (2) Claims preparation and submission; (3) Claims follow-up to ensure final decisions; (4) Initiate and develop Notice of Disagreements and Appeals on behalf of the veteran/dependents when appropriate; (5) Networking and advocacy with federal, state and local agencies for all of its military veterans, surviving spouses and or dependent children; (6) Provide assistance to active duty military service members and their dependents. The work is complex and exacting due to numerous state and federal laws involved and the regulations by which they are administered.

The Veteran Service Officer as an National Accredited Authorized Representative takes power of attorney to legally represent veterans seeking benefits such as: (A) Medical care from the Department of Veterans Affairs Medical Centers; (B) Financial compensation for service-related injuries or diseases; (C) Re-open compensation claims for increase in financial benefits or re-evaluation; (D) Non-service-connected pension benefits (for wartime veterans only); (E) Survivor pension benefits (for survivors of wartime era veterans only); (F) Dependency and Indemnity Compensation(DIC) benefits for surviving spouses or child(s) of decease veterans based upon service-connected disability of the deceased veteran or other eligible criteria); (G) VA Educational- Vocational and Rehabilitation Employment benefits; (H) VA Home Loan Guarantee Eligibility; (I) Veteran Adaptive Home Modification; (J) Veterans Homelessness Programs; (K) VA Disability Life Insurance; (L) Burial Benefits; (M) Securing Military Records(DD-214), Awards, Decorations and Certificates; (N) Application For Discharge Upgrade And Correction Of Military Records; (O) Making application for North Carolina State Veterans Dependent Scholarship Program For Dependent Children of Eligible Veterans; (P) Assistance with application for admission to NC State Veteran Nursing Homes; (Q) Provides outreach services to incapacitated, hospitalized or Veterans in nursing home and others. (R) and provide community educational outreach service about VA benefits and programs.

2013-14 ACCOMPLISHMENTS

- **First Annual Veterans' Day Appreciation Celebration Program** – Veteran Services planned and executed its first Annual Veterans Day Program on 11.11.2013. In addition to honoring our local veterans and employed veterans of Durham County Government for their contribution to our nation's security; we honored Gale Harris, Director of Public Health and former County Manger, Mike Ruffin for their support in advancing the cause and needs of our local veterans and their families.
- **Durham County's Veterans Treatment Court-** The Durham County Veteran Service Officer is a member of the Planning Committee chaired by Judge Nancy Gordon, to initiate the County of Durham, first Veterans' Treatment Court with a begin target date of 11.11.2014.
- **Laser Fiche-** 21,000 pages of veteran's files have been scanned into Laser Fiche by staff and a summer Intern as Veteran Services made strides in moving from a total paper driven environment.
- **Community Outreach**- The Veteran Services Officer participated in over 20 community educational outreach programs; appeared as guest speaker at more than a half dozen events at our local military association organizations, Durham VA Medical Center, Duke University School of Law and North Carolina Central University Faculty Retreat; remained a key partners in both the Bull City Homeless Veterans Stand Down and Project Homeless Connect annual events; and remains an active appointed member of the Durham Homeless Services Advisory Committee(HSAC).
- **Training/Continuation Educations-** Veteran Services staff has participated in both internal county elective training workshops conducted by Durham County Human Resources Department; training conducted by the U. S. Department of Veterans Affairs, Winston-Salem Regional Office; North Carolina Division of Veterans Affairs; North Carolina Association of County Veteran Service Officers(NCACVSO); National Association of County Veteran Service Officers(NACVSO) and Congressional Workshop Seminar conducted by Representative Price.

Veterans Services

Funds Center: 4260160000

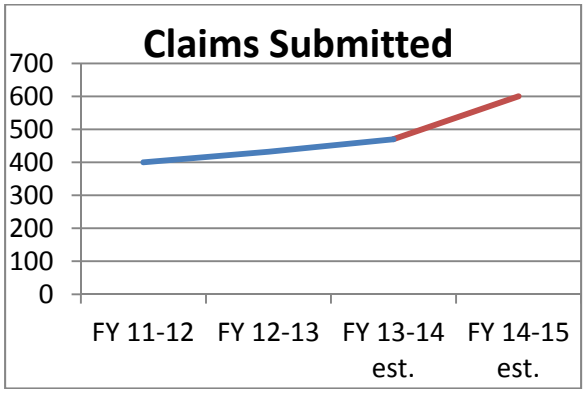
Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$95,510	$107,547	$98,855	$152,256	$152,256
Operating	$5,145	$5,110	$4,749	$7,154	$6,585
Total Expenditures	**$100,655**	**$112,657**	**$103,605**	**$159,410**	**$158,841**
Revenues					
Intergovernmental	$1,452	$0	$0	$0	$0
Total Revenues	**$1,452**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$99,203***	***$112,657***	***$103,605***	***$159,410***	***$158,841***
FTEs	2.00	2.00	2.00	3.00	3.00

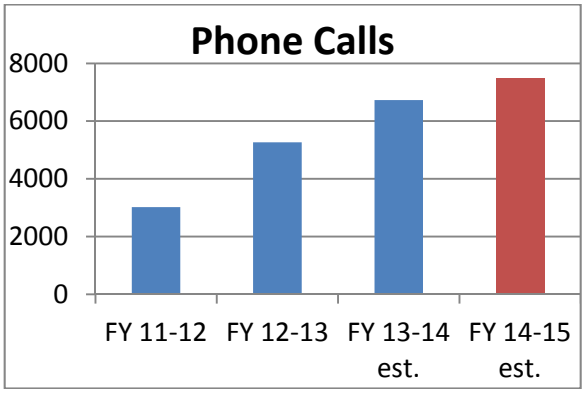
2014-15 HIGHLIGHTS

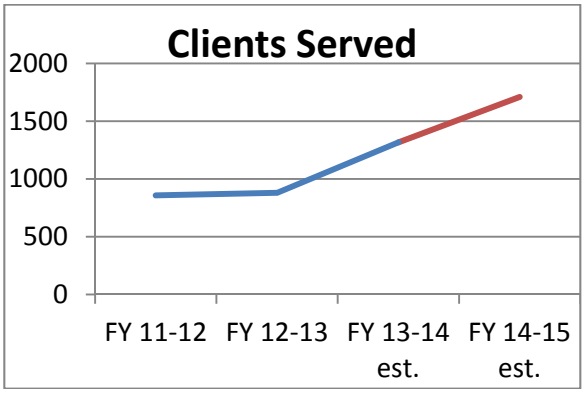
- Provides funds for expected client support needs and the hosting of one event for community veterans.
- Provides for an additional Veteran Services officer.

2014-15 PERFORMANCE MEASURES

Performance Measure: Claims Submitted/Clients Served/Phone Calls







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

These performance measures are key in assessing Veteran Services performance and needs. We have an estimated 16,000 veterans residing within Durham County. During FY 2013-2014 this office served an estimated 1,300 veteran; handled 6,700 telephone calls and prepared and presented 470 new claims before the U. S. Department of Veterans Affairs for adjudication.

Our performance is significant in the continuation of Durham County veterans receiving 51 million dollars annually through direct monthly allotments and 82 million dollars annually in VA healthcare benefits based on FY 12 Geographic Distribution of VA Expenditures Report for the County of Durham.

It is important that the Veteran Services Department accurately reflects the performance of key duties of the Veteran Services Officer and staff. This allows the Deputy County Manager to assess the productivity of this department and help in determining if the department has sufficient staff and resources to meet the needs of the department's targeted population and its ability to maintain exceptional customer services in accordance with the established Goal 5 of the Strategic Plan both now and in future.

What initiative or changes to programs will your department take on in hopes to improve the overall performance of the related program or goal?
With our small staff and the steadily increase for services overall, but specifically from walk-ins, telephone calls and emails that has the potential to negatively impacted the exceptional quality of service; Veteran Services looks to Goal 5 of the Strategic Plan in applying innovation, visionary governing and efficiency to better improve the overall performance of the departments' program in the delivery of services by initiating and requesting the following:

- Introduce an additional Veterans Service Officer Position
- Continue extended hours until a permanent solution can be achieved
- Designate one day a week for walk-ins only
- Move to appointments only (with flexibility to address emergency cases) for claim filing.
- Initiate and conduct claims preparation telephonically and via mail.
- Initiate and conduct "Claim Clinics" during the spring and summer months to educate and better prepare veterans/dependents for the preparation and presentation of claims to be presented for benefits before the U. S. Department of Veterans Affairs, with the expectation of minimizing the high volume of walk-ins and telephone calls seeking information and emails that adversely affect the quality and delivery of service from our limited staff

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GEOGRAPHIC INFORMATION SYSTEMS

MISSION

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

PROGRAM DESCRIPTION

The 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.

2013-14 ACCOMPLISHMENTS

- Completed Phase I of the Durham Compass neighborhood vitality application.
- Completed the implementation of multiple Workflow Automation System enhancements for City/County Planning and Inspections.
- Updated the technology behind all public facing GIS web applications.

2014-15 HIGHLIGHTS

- The FY 2014-15 budget continues service levels from the previous fiscal year.

Geographic Information Services (GIS)

Business Area: 4270

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$389,292	$402,389	$381,431	$408,614	$416,314
Total Expenditures	**$389,292**	**$402,389**	**$381,431**	**$408,614**	**$416,314**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$389,292***	***$402,389***	***$381,431***	***$408,614***	***$416,314***

2014-15 OBJECTIVES

- Increase the number of ESRI licenses available to internal users.
- Continue to support Durham Compass.
- Continue to support the missions of all County and City Departments.

Performance Indicators	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Estimate	FY 2014-15 Projected
% IT overall Satisfaction (Help Desk)	92.00%	90.00%	92.00%	90.00%
% Help-desk satisfaction rating	98.00%	98.00%	98.00%	98.00%
Number of tickets closed per analyst	224	224	224	224
% Requests completed within 24 hours or by customer approved due date	97.00%	90.00%	90.00%	90.00%

NONDEPARTMENTAL

PROGRAM DESCRIPTION

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

- Miscellaneous contracted services for county-wide contracts $300,000;
- Strategic Plan Goal 1 Gateways initiative $15,000
- Personnel cost plan adjustments $65,000;
- Classification and compensation study $3,867,068
- Pay for performance reduction from 3.25% and 4.25% to 2% and 3% ($665,000)
- Lincoln Community Care Center $500,000
- Board of County Commissioners Contingency Fund $150,000.

Nondepartmental

Funds Center: 9800981000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$0	$25,000	$0	$4,192,115	$3,267,068
Operating	$44,807	$486,667	$190,938	$430,000	$830,000
Transfers	$0	$190,000	$0	$150,000	$150,000
Total Expenditures	**$44,807**	**$701,667**	**$190,938**	**$4,772,115**	**$4,247,068**
Revenues					
Service Charges	$660	$0	$0	$0	$0
Total Revenues	**$660**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$44,147***	***$701,667***	***$190,938***	***$4,772,115***	***$4,247,068***

TRANSFERS

PROGRAM DESCRIPTION

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

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

Transfers from General Fund	
Capital Finance Fund	$27,600,223
Benefits Plan Fund	$16,238,787
TOTAL TRANSFERS OUT	**$43,839,010**

Beginning in FY 2004-05, certain dedicated revenues were budgeted directly into the Capital Finance Fund. Those revenue sources are the two one-half cent sales taxes (Article 40 and Article 42) and the county's portion of the occupancy tax. To meet accounting standards, these revenue sources were moved back to the General Fund in FY 2006-07, where they are collected and need to be transferred to the Capital Finance Fund. In 2011 Durham County voters approved a new quarter cent sales tax (Article 46) of which a portion is allocated to support Durham Public School debt service. This portion is collected in the General Fund and is transferred to the Capital Finance Fund similar to Article 40 and Article 42 sales tax. The total amount of the transfer represents the budgeted amount of each of the four individual revenues (see Capital Finance Fund pages).

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

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

Transfers to General Fund	
Community Health Trust Fund	$5,417,673
Volunteer Fire District Funds	$2,906,119
Risk Management Fund	$1,500,000
TOTAL TRANSFERS IN	**$9,823,792**

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

Transfers

Funds Center: 9800982000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Transfers	$48,438,875	$41,044,582	$42,136,862	$43,839,010	$43,839,010
Total Expenditures	**$48,438,875**	**$41,044,582**	**$42,136,862**	**$43,839,010**	**$43,839,010**
Revenues					
Other Fin. Sources	$6,880,737	$7,096,872	$8,131,884	$12,209,390	$9,823,792
Total Revenues	**$6,880,737**	**$7,096,872**	**$8,131,884**	**$12,209,390**	**$9,823,792**
Net Expenditures	***$41,558,137***	***$33,947,710***	***$34,004,979***	***$31,629,620***	***$34,015,218***

VEHICLES AND EQUIPMENT

PROGRAM DESCRIPTION

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

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

2014-15 HIGHLIGHTS

The FY 2014-15 vehicle and equipment needs total $4,757,727 and include 56 vehicles and various equipment. The majority of these purchases will replace older vehicles and equipment according to our regular replacement cycles. Of this total, $4,002,678 will be funded by the General Fund, and $755,049 will be funded by the Community Health Trust Fund for Emergency Medical Services equipment purchases.

New Vehicles

General Services	Replacement	Ford Silverado 4x4	2	$46,000
		Ford Escape	1	$25,000
		Ford Ranger	1	$19,000
		Ford F-550 Super Duty	1	$38,500
		Ford Transit Connect	1	$23,000
		Ford F-650 Flat Bed	1	$60,000
	New	Ford Escape	1	$25,000
EMS	Replacement	Sprinter Vans	7	$1,253,000
		Ford Expedition 4x4	2	$58,000
		Ford F350 SRW	2	$102,300
	New	Rehab/Mass Casualty Truck	1	$330,000
Library	Replacement	Ford E250	1	$24,500
Fire Marshal	Replacement	Full-size SUV 4x4	1	$39,000
Social Services	New	Chevy Malibu	1	$19,200
Sheriff	Replacement	Dodge Durangos	4	$130,800
		Dodge Rams	4	$104,000
		Pursuit Vehicles	25	$656,000
Total			**56**	**$2,953,300**

New Equipment

General Services	John Deere Utility Tractor	$41,809
	Generator for Hillsborough Warehouse	$70,000
EMS	Ferno Power Stretchers	$27,000
	Sims Electronic Manikins (3)	$57,000
	Powerflex Stretchers	$135,000
	Zoll Series E Monitors Replacements	$893,120
	Vehicle Equipment	$206,000
	Acetech Vehicle Monitoring Equipment	$49,000
	Safety & Ergonomics Hover Jack	$11,000
Social Services	Vehicle Equipment	$662
Sheriff	Vehicle Equipment	$265,983
	Video Cameras for Vehicles	$47,853
Total		**$1,804,427**

Vehicles and Equipment

Funds Center: 9800983000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$208,386	$336,540	$525,283	$0	$520,498
Capital	$1,884,158	$2,554,850	$2,382,765	$0	$4,237,229
Total Expenditures	**$2,092,543**	**$2,891,390**	**$2,908,048**	**$0**	**$4,757,727**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$2,092,543***	***$2,891,390***	***$2,908,048***	***$0***	***$4,757,727***

2014-15 HIGHLIGHTS

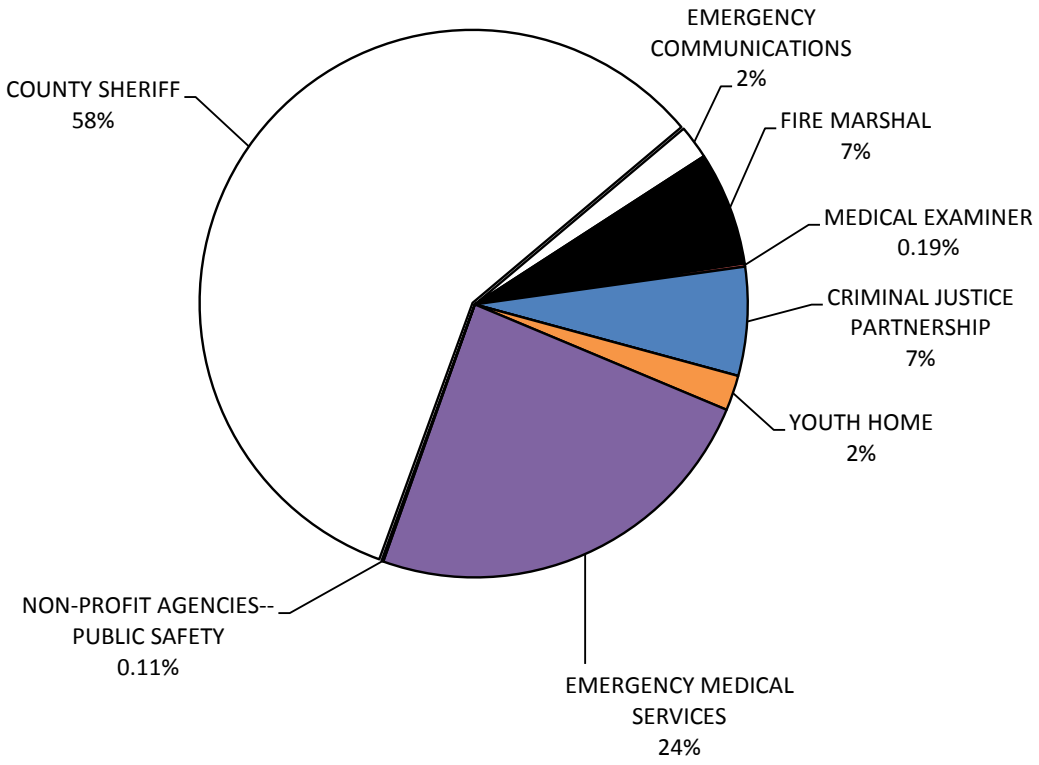
- The $1,866,337 increase in expenditures for FY 2014-15 is largely driven by significant vehicle and equipment replacements in Emergency Medical Services.
- A transfer from the Community Health Trust Fund of $755,049 will fund a portion of the EMS equipment purchases.
- Items in this funds center are initially submitted as part of individual department requests. When approved for funding, vehicle and equipment purchases are moved out of department budgets and into this funds center. As a result, the “Department Requested” column in the table above is empty.
- The FY 2013-14 estimate of $2,908,048 is within the FY 2013-14 modified budget of $2,957,948.

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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	2012-2013 Actual Expenditures	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
COUNTY SHERIFF	$ 28,729,245	$ 29,977,704	$ 30,206,255	$ 33,247,116	$ 31,092,880
EMERGENCY COMMUNICATIONS	$ 1,005,995	$ 1,049,410	$ 994,753	$ 1,064,214	$ 1,064,214
FIRE MARSHAL	$ 2,530,801	$ 3,379,931	$ 3,147,034	$ 3,807,808	$ 3,593,029
MEDICAL EXAMINER	$ 90,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000
CRIMINAL JUSTICE PARTNERSHIP	$ 2,811,988	$ 3,258,633	$ 2,892,301	$ 3,359,280	$ 3,430,597
VFD - PARAMEDIC SERVICES	$ 890,609	$ 923,725	$ 829,725	$ 0	$ 0
YOUTH HOME	$ 1,040,063	$ 1,086,658	$ 1,075,663	$ 1,170,117	$ 1,113,954
EMERGENCY MEDICAL SERVICES	$ 7,896,710	$ 8,778,410	$ 8,753,749	$ 20,070,057	$ 12,871,424
NON-PROFIT AGENCIES--PUBLIC SAFETY	$ 58,095	$ 58,095	$ 58,095	$ 70,183	$ 58,095
Overall Result	**$45,053,507**	**$48,612,566**	**$48,057,575**	**$62,888,775**	**$53,324,193**

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Sheriff

Business Area: 4310

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$24,163,625	$24,859,827	$24,812,846	$25,852,783	$25,566,250
Operating	$4,521,132	$5,091,637	$5,346,127	$6,037,913	$5,485,630
Capital	$44,488	$26,240	$47,282	$1,356,420	$41,000
Total Expenditures	**$28,729,245**	**$29,977,704**	**$30,206,255**	**$33,247,116**	**$31,092,880**
Revenues					
Taxes	$602	$0	$0	$0	$0
Licenses & Permits	$8,575	$5,000	$7,209	$7,000	$7,000
Intergovernmental	$1,334,228	$879,777	$1,129,798	$858,726	$1,021,946
Contrib. & Donations	$2,200	$0	$0	$0	$0
Investment Income	$111	$0	$45	$0	$0
Service Charges	$1,478,664	$1,383,800	$1,327,770	$1,306,800	$1,306,800
Other Revenues	$180,106	$169,000	$138,884	$166,000	$166,000
Total Revenues	**$3,004,485**	**$2,437,577**	**$2,603,706**	**$2,338,526**	**$2,501,746**
Net Expenditures	***$25,724,760***	***$27,540,127***	***$27,602,549***	***$30,908,590***	***$28,591,134***
FTEs	453.00	453.00	453.00	458.00	453.00

2013-14 ACCOMPLISHMENTS

- A new website feature called "Civil Paper Lookup" was launched in 2013 with the use of existing agency resources and assistance from the County's Information Services & Technology Department. Expected to improve customer service, citizens can now view the status of civil process paperwork dating back to one year from the date of issuance. This effort also aims to increase efficiency. In particular, the service will provide an additional outlet of information, which will lessen the telephone inquiries related to the more than 40,000 civil process papers that require service each year, allowing clerks to focus on their numerous other responsibilities.
- Grant funding ($73,898) was received through the Office of Justice Programs to more efficiently manage inmate movement through the use of tamper-resistant wristbands and barcode scanning. These funds will also be used to support the purchase and installation of eight video visitation stations to be allocated between the lobby and inmate housing of the Durham County Detention Facility. Through the use of video visitation stations, the agency will realize increased facility security, be able to more effectively manage the nearly 30,000 annual visitors, expend less staff time associated with the movement of inmates, and give officers greater capability to monitor and record visitations.
- Justice Assistance Grant funds have also been used to expand an agency document imaging/management program.

2014-15 HIGHLIGHTS

- Thirty-four replacement vehicles and associated equipment ($1,156,783) are included in the FY 2014-15 budget. These twenty-five patrol sedans, four SUVs and four trucks will replace vehicles ranging in age from 1997 – 2008 currently with 115,000 to 144,000 miles.
- Nine additional patrol vehicles will be equipped with in-car cameras.
- Thirty additional tasers and twenty additional sets of riot protection gear will enhance officers' ability to respond to violent disturbances while minimizing risks to those involved, the public, and officers.
- Suicide prevention grills will be added to an additional twenty special cells in the Detention Center to ensure the health of inmates with mental health issues.
- The agency will continue its implementation of Laserfiche, an electronic records management system. Converting documents to an electronic format enables the agency to further reduce its dependence on paper, collect data more efficiently, and create additional conduits for gathering information from the public. The agency will also update its Crystal Reports Server, which provides essential reporting for crime analysis and resource allocation.

SHERIFF LAW ENFORCEMENT SERVICES

MISSION

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

PROGRAM DESCRIPTION

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

The Support Services Division includes Investigations, SAC/NARC (vice unit), Gangs, Domestic Violence, Crime Scene Investigation, Property and Evidence, Crime Analysis, Records/Permits, Sex Offender Management, Civil Process, Court & Building Security, Transportation (inmates, prisoners, and 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.

2013-2014 ACCOMPLISHMENTS

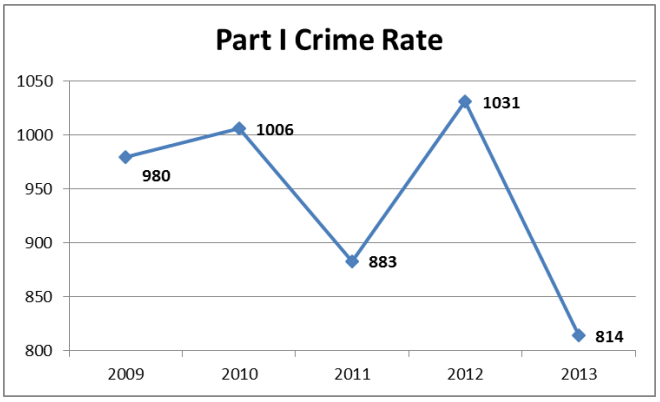
- The Patrol Division responded to 31,713 calls for service. The average response time to all calls was 11 minutes, four seconds. The average response time to Priority 1 calls (calls in progress, traffic crashes with injury, and panic alarms) was seven minutes, 42 seconds.
- The Warrant Control Center entered a total of 42,267 warrants into the agency records management system and recorded service of 24,941 warrants, orders for arrest and criminal summons.
- Records Division staff assisted walk-in clients with record requests, fingerprinting, permit applications and sex offender registrations. Division personnel received 996 applications to purchase firearms. The Records Division also received 1,487 concealed handgun permits, a 43% increase from 2012.
- The Sex Offender unit conducted 1,218 address verifications and investigated 48 cases involving possible violations of the sex offender registration laws. Of the 48 cases investigated, 26 cases resulted in the issuance of warrants. Durham County currently has 337 registered offenders.
- The Criminal Investigations Division received 1,136 incident reports and assigned 836 cases in 2013. Of the assigned cases, 39% were cleared.
- Investigators recovered property valued at $337,564.
- The Forensics Unit assisted in 285 investigations, took 2,407 photographs, collected 299 latent fingerprints and transported 148 pieces of evidence to the State Crime Laboratory. Fingerprint comparisons resulted in 10 matches leading to the identity of possible suspects.
- The Civil Process Division received 33,344 process papers and served 78% of the civil process papers it received. The Division also collected $705,251 in delinquent taxes in 2013.
- The Transportation Division, Patrol Division, and Detention Services transported 2,572 individuals. The Transportation Division conducted 68% percent of agency transports, while Detention Services was responsible for 27% and the Patrol Division was responsible for 5% of agency transports.

Sheriff Law Enforcement (LEO) Services Organization

Funds Center: 4310320000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$11,757,291	$12,246,901	$12,331,433	$12,898,015	$12,701,727
Operating	$2,269,432	$2,630,778	$2,670,010	$3,148,048	$2,596,455
Capital	$39,174	$26,240	$9,658	$1,284,420	$41,000
Total Expenditures	**$14,065,897**	**$14,903,919**	**$15,011,101**	**$17,330,483**	**$15,339,182**
Revenues					
Licenses & Permits	$8,575	$5,000	$7,209	$7,000	$7,000
Intergovernmental	$514,657	$489,689	$494,725	$500,526	$500,526
Contrib. & Donations	$2,200	$0	$0	$0	$0
Service Charges	$1,275,141	$1,207,000	$1,130,370	$1,120,000	$1,120,000
Other Revenues	$26,025	$3,000	$8,128	$5,000	$5,000
Total Revenues	**$1,826,597**	**$1,704,689**	**$1,640,432**	**$1,632,526**	**$1,632,526**
Net Expenditures	***$12,239,300***	***$13,199,230***	***$13,370,669***	***$15,697,957***	***$13,706,656***
FTEs	208.00	208.00	208.00	211.00	208.00

2013-2014 PERFORMANCE MEASURES

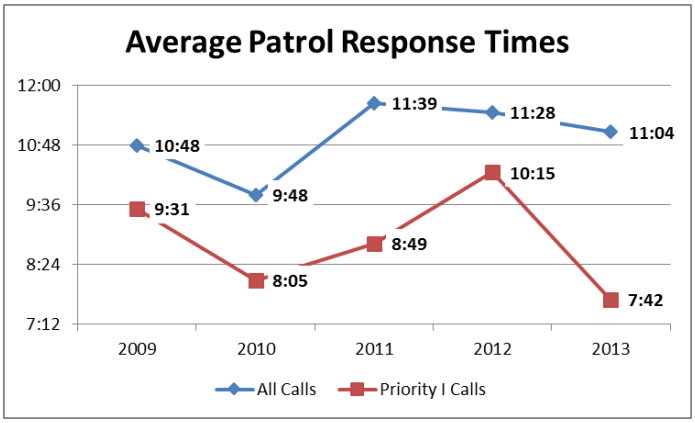


Performance Measure: Part 1 Crime Rate

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 Durham County Sheriff's Office serves as the primary law enforcement agency for the approximately 200 square miles of unincorporated area within Durham County. The Office operates sixteen distinct divisions to provide a comprehensive approach to reducing crime and its effect on our community. The 166 sworn officers and 54 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.

Criminal activity in the unincorporated area within Durham County is tracked and reported monthly by the Crime Analysis Unit to the North Carolina State Bureau of Investigation (SBI) according to the Uniform Crime Reports (UCR) standards. UCR Part I crime data is divided into two primary areas – Violent Crime and Property Crime. Violent Crimes include Murder and non-negligent manslaughter, Rape, Robbery, and Aggravated Assault. Property Crimes include Burglary, Larceny, Motor Vehicle Theft and Arson. UCR Part I crime decreased by 21% from 2012 to 2013, which represented a 41% decrease in Part I violent crime and a 19% decrease in Part I property crime. Investigators were assigned 836 cases in 2013 and reported an overall clearance rate of 39%.



Performance Measure: Average Patrol Response Times

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 10-deputy squads, responded to 31,713 calls for service within their 200 mile coverage area with an average response time to all calls of 11 minutes, four seconds. The average response time to Priority 1 calls (those in progress, traffic crashes with injury, and panic alarms) was seven minutes, 42 seconds. This Division performed 4,749 property checks and conducted 5,528 directed patrols. Officers also provided 24 hour security coverage at the public entrance of the Detention Facility.

Other Divisions such as Transportation, Warrants and SCOPE also served an essential role in responding to and reducing crime. The Transportation Division conducted 75% of the agency transports allowing Detention and Patrol staff to focus on their primary responsibilities. The dedicated Warrant Officers served 6,052 warrants, which allowed other deputies to answer and investigate complaints. Agency participation in the Governor's Highway Safety Program initiatives, such as Booze It & Lose It and Click It or Ticket, resulted in the recovery of a stolen vehicle, seven drug charges, and 115 charges for driving while license revoked or driving with no operator license. Traffic enforcement conducted by the agency's SCOPE unit resulted in the issuance of 451 warning tickets and 547 citations.

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

During the coming fiscal year the Sheriff's Office will continue to focus on reduction of crime, officer safety, citizen engagement, and implementation of technology solutions to "work smarter." The agency will continue to rely on enhanced analytic software, which allows officers to visualize and analyze crime activity in a variety of means customizable to their assignment. Use of social media, our website, and community watch presentations will continue to be an impactful information sharing tool as we move to increase citizen awareness and engagement. Additionally, the planned introduction of Intrado, a next generation 9-1-1 network solution, will improve response capabilities initiated from our Communications Center.

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SHERIFF'S DETENTION SERVICES

MISSION

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

PROGRAM DESCRIPTION

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

2013-14 ACCOMPLISHMENTS

- The average daily population at the Detention Facility for 2013 was 512, an 8.5% decrease from the previous prior.
- The average length of stay for inmates in the Durham County Detention Facility during 2013 was 16 days, a decrease from 23 days in 2012.
- The number of persons processed at the facility during 2013 was 11,388, the lowest number in five years.
- Detention staff accommodated and processed 28,966 inmate visitors during regular visitation hours representing a 6% decrease from the prior year.
- Fourteen detention officers completed Crisis Intervention Team (CIT) training, bringing the total number of CIT trained detention officers to 62. These newly acquired CIT skills will be used to more effectively manage the estimated 22% of incarcerated individuals that have mental health issues.

Sheriff's Detention Services

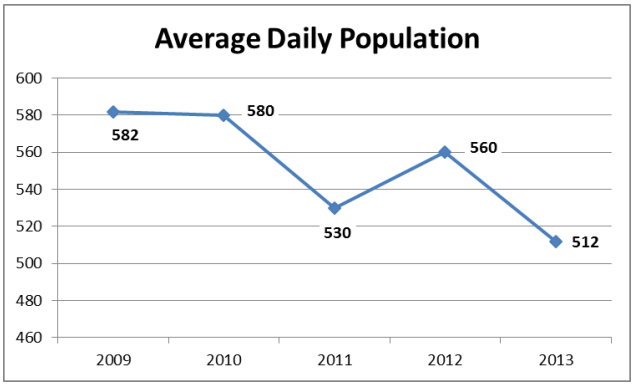
Funds Center: 4310330000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$11,439,795	$11,558,825	$11,472,180	$11,790,374	$11,790,374
Operating	$1,266,103	$1,538,615	$1,504,477	$1,566,582	$1,444,587
Capital	$0	$0	$21,124	$0	$0
Total Expenditures	**$12,705,898**	**$13,097,440**	**$12,997,781**	**$13,356,956**	**$13,234,961**
Revenues					
Intergovernmental	$429,612	$345,200	$426,115	$343,200	$343,200
Service Charges	$150,642	$130,800	$155,300	$140,800	$140,800
Other Revenues	$2,860	$2,000	$1,455	$2,000	$2,000
Total Revenues	**$583,114**	**$478,000**	**$582,869**	**$486,000**	**$486,000**
Net Expenditures	***$12,122,783***	***$12,619,440***	***$12,414,912***	***$12,870,956***	***$12,748,961***
FTEs	222.00	222.00	222.00	222.00	222.00

2014-15 HIGHLIGHTS

- Health care for Durham County Detention Facility inmates is managed by the Department of Public Health. The $3,293,044 cost of these services is accounted for in the Public Health budget.

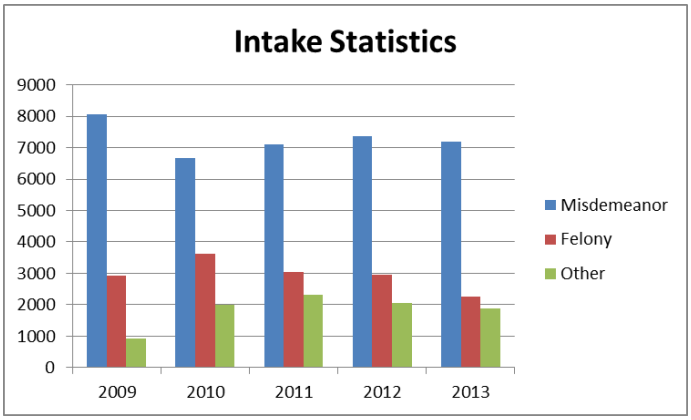
2013-14 PERFORMANCE MEASURES



Performance Measure: Average Daily Population

Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?
The Sheriff's Office is responsible for the administration and operation of the Durham County Detention Facility. The duty of Detention Services is to house inmates in a safe and secure environment while ensuring the protection of staff and the surrounding community. Staffed with 222 employees (204 Detention Officers and 18 civilians), the Sheriff's Office is dedicated to fulfilling these duties by providing education, treatment, and confinement when needed to reduce and eliminate the opportunity for crime in Durham County.

The average daily inmate population for 2013 was 512, an 8.5% decrease from the previous year.
The average length of stay for inmates in the Durham County Detention Facility during 2013 was 16 days, a decrease from 23 days in 2012. This total includes both sentenced and pre-trial inmates. Staff members responsible for addressing inmates' mental health issues continue to be instrumental in identifying and managing these inmates, ensuring that they receive appropriate services. In 2013, 22% of the Detention Facility's population was diagnosed with a mental illness, an increase from 20% in 2012. The Sheriff's Office is closely monitoring this trend and continually evaluates methods to address this important issue.



Performance Measure: Intake Release Charges

Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?
The number of persons processed at the facility during 2013 was 11,388, the lowest number in five years. Of the total charges processed within Detention Booking, 20 percent were felony charges, 63 percent were misdemeanor charges and 17 percent were other. Of the individuals processed, 71 percent were admitted into the facility's housing units.

What initiatives or changes to programs will the department take on in hopes to improve the overall performance of the related program or goal?
The Sheriff's Detention staff will continue their efforts to manage the inmate population through program delivery and partnerships with judicial and mental health officials. Crisis Intervention Training will continue as it has proven effective in enhancing 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 support, and increasing safety for all.

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ANIMAL SERVICES

MISSION

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

PROGRAM DESCRIPTION

This division enforces both state and local laws pertinent to the field of Animal Services by use of North Carolina State Statues 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

2013-14 ACCOMPLISHMENTS

- In July 2012, the Sheriff's Office assumed responsibility of Animal Services. Prior to the Sheriff's Office assuming control of Animal Services, the average response time for calls was 60 hours. The average response time dropped to 48 minutes in 2012. In 2013, the average response time further decreased to 40 minutes.

- In calendar year 2013, the Animal Services Division averaged 975 calls for service per month. A majority of the calls for service are reports of animal abuse and stray animals. In 2013, the number of animal abuse calls increased to 1,331. Each case is thoroughly investigated to determine the merit of the allegations. The Animal Services Division issued 771 verbal warnings, 981 written warnings, 221 civil penalties and 26 miscellaneous criminal processes.

- The Animal Services Division provided 1,043 rabies vaccinations in 2013 through its rabies vaccination clinic.

Animal Services

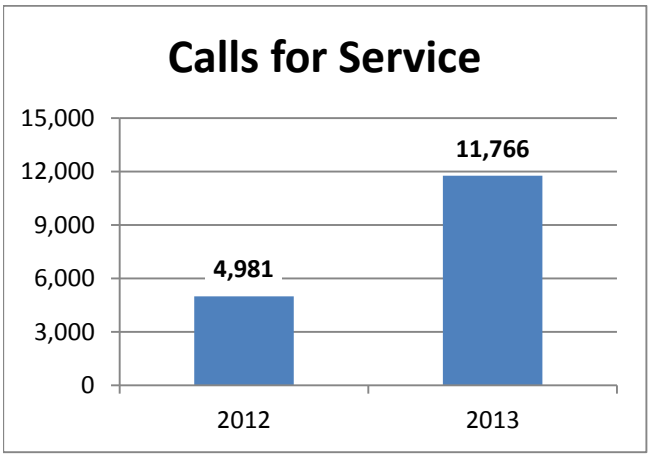
Funds Center: 4310350000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$661,387	$865,244	$821,803	$992,802	$902,557
Operating	$728,220	$750,894	$758,621	$772,377	$726,278
Capital	$0	$0	$0	$72,000	$0
Total Expenditures	**$1,389,607**	**$1,616,138**	**$1,580,425**	**$1,837,179**	**$1,628,835**
Revenues					
Taxes	$602	$0	$0	$0	$0
Intergovernmental	$15,363	$0	$13,032	$15,000	$15,000
Service Charges	$52,881	$46,000	$42,101	$46,000	$46,000
Other Revenues	$23,589	$20,000	$14,616	$15,000	$15,000
Total Revenues	**$92,435**	**$66,000**	**$69,749**	**$76,000**	**$76,000**
Net Expenditures	***$1,297,172***	***$1,550,138***	***$1,510,676***	***$1,761,179***	***$1,552,835***
FTEs	18.00	18.00	18.00	20.00	18.00

2014-2015 HIGHLIGHTS

- The reclassification of civilian animal control officers to Sheriff's deputies continues with three positions this year.

2013-14 PERFORMANCE MEASURES

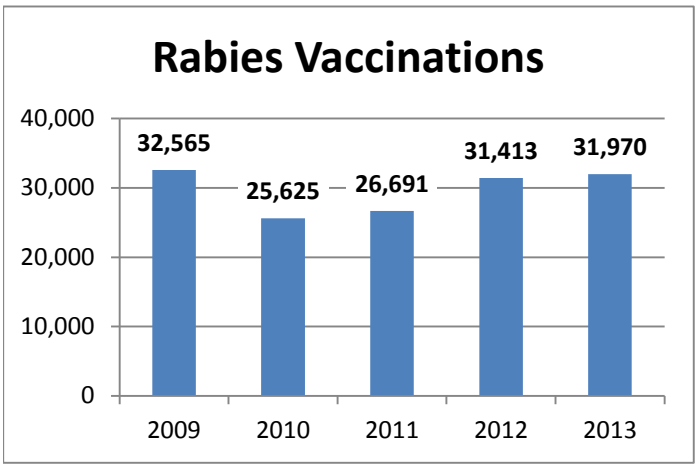


Performance Measure: Calls for Service

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

Management of Animal Services was transferred from Durham County General Services to the Sheriff's Office in July 2012. The Sheriff's Office has focused on improving customer service, responding to citizen complaints in a timely manner, enforcing applicable laws and ensuring that animals are treated compassionately. As the agency continues to adapt to this new challenge, we have maintained expanded business hours and the Sheriff's Communications Center continues to accept animal related calls 24 hours a day and track reports electronically. Prior to the Sheriff's Office assuming control of Animal Services, the average response time for calls was 60 hours. The average response time dropped to 48 minutes in 2012. In 2013, the average response time further decreased to 40 minutes.

The Animal Services Division averages 975 calls for service per month. A majority of the calls for service are reports of animal abuse and stray animals. From 2009–2011 the average number of abuse calls annually was 1,059. Prior to the Sheriff's Office creation of the Animal Services Division in July 2012, 494 abuse calls were received during the first six months of 2012. Upon transfer of animal services responsibilities to the Sheriff's Office, that number increased to 635 animal abuse calls from July 2012 through December 2012. In 2013, the number of animal abuse calls increased to 1,331. Each case is thoroughly investigated to determine the merit of the allegations. With the exception of severe violations, we focus on progressive enforcement action. Members of our office issued 771 verbal warnings, 981 written warnings, 221 civil penalties and 26 miscellaneous criminal processes.



Performance Measure: Rabies Vaccinations

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

The Animal Services Division continues efforts to combat rabies, a deadly disease caused by a virus found in the saliva of rabid animals that can be transmitted by a bite. Left untreated, rabies attacks the nervous system and causes death. North Carolina General Statute 130A-185 requires that every dog, cat, or ferret over four months of age is vaccinated against rabies. These vaccinations are available at local private veterinarian offices, and at locally organized rabies vaccination clinics. The Sheriff's Office Animal Services Division offers a rabies vaccination clinic on Tuesdays and Thursdays at 3005 Glenn Road, available to all Durham County citizens. It is open from 10:00am-12:00pm and 2:00pm-4:00pm. There were 12 confirmed rabies cases in Durham County during 2013.

What initiatives or changes to programs in FY 2014-15 will your department take on in hopes to improve the overall performance of the related program?

The health and safety of animals that reside in Durham County is important. Vital collaboration with the Animal Protection Society and its management of the Animal Shelter will continue. Also, we will further our partnership with Animal Kind, a non-profit organization that provides spay and neuter assistance to low income residents. The Sheriff's Office will continue efforts to increase public awareness of animal related issues through social media, neighborhood watch presentations, and community events. The agency will maintain its focus on reducing response times, transitioning civilian positions to law enforcement positions, and furthering compliance and trapping efforts.

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EMERGENCY COMMUNICATIONS

MISSION

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

PROGRAM DESCRIPTION

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 an Enhanced 9-1-1, communications system with Automatic Number Identification (ANI) and Automatic Location Identification (ALI). The 9-1-1 Center also provides direct texting through Verizon Wireless, AT&T Wireless, Sprint and Cricket cellular providers.

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.

2013-14 ACCOMPLISHMENTS

- Implemented automated dispatching for Fire/EMS agencies.
- Completed the installation of a NG-911 network that allows for texting and other enhancements.
- Implemented Emergency Fire Dispatch (EFD) protocols.
- Accredited and Nationally recognized by the National Center for Missing and exploited Children.

2014-15 HIGHLIGHTS

- For FY 2014-15, Durham County's portion of the Code Red contract is being funded through this appropriation.

Emergency Communications

Funds Center: 4320360000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$1,005,995	$1,049,410	$994,753	$1,064,214	$1,064,214
Total Expenditures	**$1,005,995**	**$1,049,410**	**$994,753**	**$1,064,214**	**$1,064,214**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$1,005,995***	***$1,049,410***	***$994,753***	***$1,064,214***	***$1,064,214***

2014-15 PERFORMANCE MEASURES

MEASURE	Actual FY 2012-13	Adopted FY 2013-14	Estimated FY 2013-14	Goal FY 2014-15
Percent 9-1-1 calls answered in 10 seconds or less	89%	95%	88%	90%
Percent Priority calls dispatched within 90 seconds or less	78%	90%	82%	90%
Percent Accuracy of EMD protocols	97%	95%	97%	95%
Operational Vacancy Rate	5%	5%	7%	5%

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Fire Marshal

Business Area: 4340

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$1,952,113	$2,601,506	$2,394,472	$2,920,987	$2,835,065
Operating	$547,938	$711,300	$691,422	$780,696	$755,418
Capital	$30,750	$0	$117,203	$39,000	$0
Transfers	$0	$67,125	$0	$67,125	$2,546
Total Expenditures	**$2,530,801**	**$3,379,931**	**$3,203,097**	**$3,807,808**	**$3,593,029**
Revenues					
Intergovernmental	$247,705	$197,348	$212,909	$203,015	$202,589
Rental Income	$0	$0	$69,000	$69,000	$69,000
Service Charges	$148,760	$110,000	$110,000	$110,000	$140,000
Other Revenues	$11,334	$10,304	$12,211	$12,211	$12,211
Total Revenues	**$407,799**	**$317,652**	**$404,120**	**$394,226**	**$423,800**
Net Expenditures	***$2,123,002***	***$3,062,279***	***$2,798,976***	***$3,413,582***	***$3,169,229***
FTEs	51.00	51.00	51.00	54.50	53.00

2014-15 HIGHLIGHTS

- Funding is included for a Division Chief over Fire Suppression services.
- An additional Fire Fighter position is funded for Lebanon Fire Department.
- Funding for vehicle and capital equipment is included in the Vehicle and Equipment Funds Center found on page 126.

FIRE MARSHAL

MISSION

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

PROGRAM DESCRIPTION

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

The Department responds to various types of fires in the County to conduct cause and origin investigations. Investigations are coordinated with Local and State authorities, and Federal agencies when required. Detailed investigative reports are prepared to document the findings of the 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 and volunteers employed by the County through the Fire Marshal's Office, working at the Lebanon Volunteer Fire Department and Durham County Fire and Rescue, formerly 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.

2013-14 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 92 Fire Cause and Origin investigations and or responses, involving over 126 staff hours.
- Conducted 131 site assessments for requesting agencies, which involved 175 staff hours. 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.

Fire Marshal

Funds Center: 4340381000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$425,900	$439,940	$471,345	$665,940	$550,018
Operating	$388,872	$325,060	$329,344	$339,703	$335,739
Capital	$0	$0	$0	$39,000	$0
Total Expenditures	**$814,772**	**$765,000**	**$800,689**	**$1,044,643**	**$885,757**
Revenues					
Service Charges	$148,760	$110,000	$110,000	$110,000	$140,000
Other Revenues	$11,334	$10,304	$12,211	$12,211	$12,211
Total Revenues	**$160,094**	**$120,304**	**$122,211**	**$122,211**	**$152,211**
Net Expenditures	***$654,678***	***$644,696***	***$678,478***	***$922,432***	***$733,546***
FTEs	6.00	6.00	6.00	8.50	7.00

2013-14 ACCOMPLISHMENTS (cont'd)

The Division of Fire Suppression:

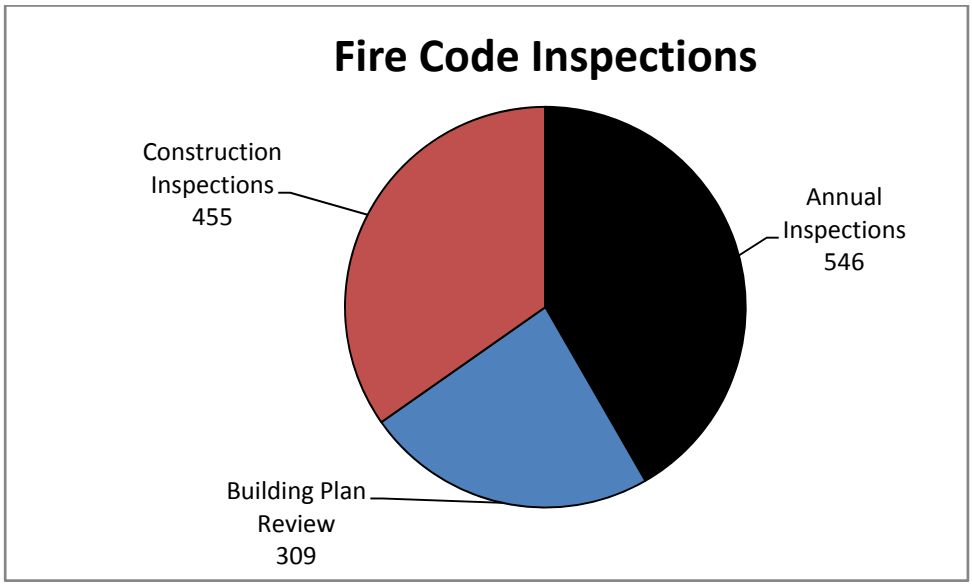
- Durham County Fire and Rescue has 31 full-time County employees and 25 volunteer employees. In 2013, the department responded to 1452 fire and first responder calls. The average response time was 5 minutes, 45 seconds. Suppression personnel spent over 12,500 hours in training to make sure they maintain and enhance their skill level.
- Lebanon has 11 full-time County employees. In 2013, the department responded to 779 fire and first responder calls. The average response time for was 5 minutes, 8 seconds. Suppression personnel spent 7,913 hours in training to make sure they maintain and enhance their skill level.

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, Blood borne Pathogens training, General Fire Safety, and Disaster Preparedness, Staff also acts as certified live burn instructors to our County Fire Departments. In all we had over 200 hours of classroom instruction, reaching over 795 people.
- Our activities continue to follow the Durham County Strategic Plan. As a department we primarily support Goal 2 – Health and Well-being for All; Goal 3 – Safe and Secure Community, and Goal 5 – Accountable, Efficient and Visionary Government. We support the Ad-hoc Team for Critical Incident Training for our public safety employees. We are also involved in a joint initiative with Durham Public Schools and the City of Durham for Bystander Hands Only CPR/AED. We are also tasked with implementing the Fire District Consolidation Feasibility Study and cooperative Services Study.
- 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 2013 calendar year our 5 Fire Departments continue to be at 100% compliance in incident reporting.

2014-15 PERFORMANCE MEASURES

Performance Measure: Fire Code Inspections



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

The inspection of all businesses in Durham County is mandated by the North Carolina State Fire Code and the Durham County Fire Prevention and Protection Ordinance to ensure the safety and well-being of all who would work in or do business in each occupancy. Tracking these performance measures helps us track compliance while also identifying opportunities to provide fire and life safety training. These opportunities will help us create a "Safe and Secure Community" (Durham County Strategic Plan: Goal 3).

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

As the economy continues to improve, we expect to see additional growth that will require new construction and the renovation of existing buildings. This growth will require site and plan review processes, construction inspections, and continuing compliance inspections. These processes will give us more opportunity to provide excellent customer service, opportunities to promote fire and life safety, and ensure that Durham County is a "Safe and Secure Community" (Durham County Strategic Plan: Goal 3).

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LEBANON FIRE DEPARTMENT

MISSION

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

PROGRAM DESCRIPTION

The 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	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$403,143	$506,475	$418,379	$547,203	$557,203
Operating	$11,500	$7,524	$12,227	$8,124	$4,996
Total Expenditures	**$414,643**	**$513,999**	**$430,605**	**$555,327**	**$562,199**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$414,643***	***$513,999***	***$430,605***	***$555,327***	***$562,199***
FTEs	11.00	11.00	11.00	12.00	12.00

BETHESDA FIRE DEPARTMENT

MISSION

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

PROGRAM DESCRIPTION

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

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 service 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.

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

Funds Center: 4340384000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$925,990	$1,444,177	$1,343,620	$1,488,886	$1,508,886
Operating	$22,277	$194,020	$253,014	$247,576	$230,243
Capital	$0	$0	$117,203	$0	$0
Transfers	$0	$67,125	$0	$67,125	$2,546
Total Expenditures	**$948,267**	**$1,705,322**	**$1,713,837**	**$1,803,587**	**$1,741,675**
Revenues					
Rental Income	$0	$0	$69,000	$69,000	$69,000
Total Revenues	**$0**	**$0**	**$69,000**	**$69,000**	**$69,000**
Net Expenditures	***$948,267***	***$1,705,322***	***$1,644,837***	***$1,734,587***	***$1,672,675***
FTEs	31.00	31.00	31.00	31.00	31.00

EMERGENCY MANAGEMENT

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.

2013-14 ACCOMPLISHMENTS

- Responded to 124 incidents involving over 158 staff hours.
- 25 partial activations (EM/FM staff only) of the City/County Emergency Operation Center for weather-related events.
- 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.
- Participated in State Training Committee Meeting to coordinated State Training and Exercises.
- Reviewed Emergency Operation Plans from local agencies/business
- Developed, conducted and/or participated in numerous multi-agencies exercises. These exercises include tabletop, functional, and full-scale. Some examples of the types of exercises are as follows: NCCU full scale exercise on the NCCU campus, and a NCCU tabletop exercise. We sponsored 7 Web Emergency Operation Classes. There was a NC School of Science and Math tabletop exercise. There were 5 Durham Public Schools tabletop exercises; a tabletop exercise at the City of Medicine Academy; tabletop exercise at Sharon Harris Nuclear Facility; and tabletop exercise at Duke Medical Center.
- We have a staff member that provides medical support to the Durham County Sheriff's Departments High Explosive Unit (Bomb Squad). This includes 56 hours of training and 14 hours of emergency responses.
- 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. This past year Mark Schell, who is assigned to the team, received a community service award from the Durham Police Department, for his outstanding leadership and support to the BCERT.

Emergency Management

Funds Center: 4340383000

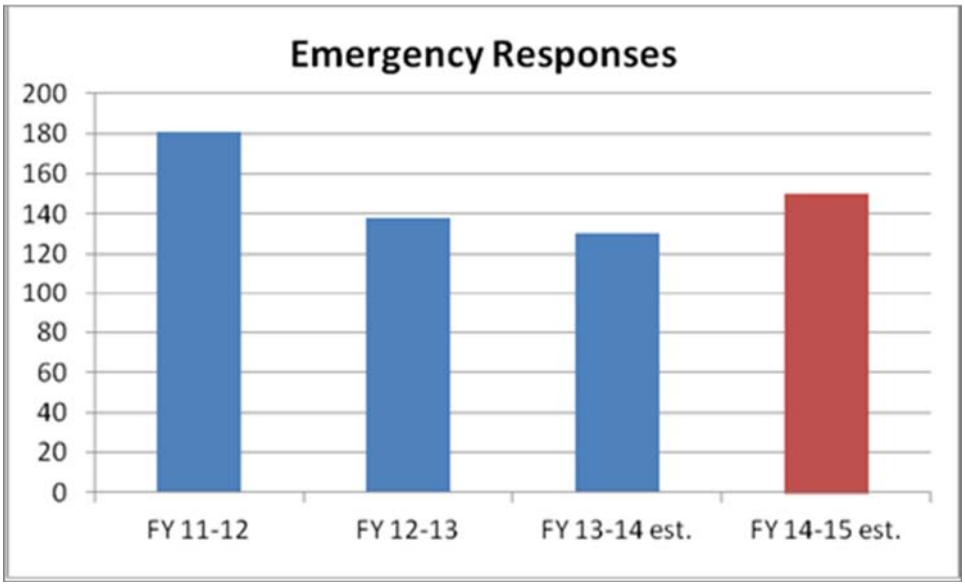
Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$197,080	$210,914	$161,129	$218,958	$218,958
Operating	$125,289	$184,696	$96,837	$185,293	$184,440
Capital	$30,750	$0	$0	$0	$0
Total Expenditures	**$353,119**	**$395,610**	**$257,966**	**$404,251**	**$403,398**
Revenues					
Intergovernmental	$247,705	$197,348	$212,909	$203,015	$202,589
Total Revenues	**$247,705**	**$197,348**	**$212,909**	**$203,015**	**$202,589**
Net Expenditures	***$105,414***	***$198,262***	***$45,056***	***$201,236***	***$200,809***
FTEs	3.00	3.00	3.00	3.00	3.00

2014-15 HIGHLIGHTS

- Includes re-appropriation of unspent grant monies from FY2013-14 and prior years.

2014-15 PERFORMANCE MEASURES

Performance Measure: Emergency Responses



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MEDICAL EXAMINER

PROGRAM DESCRIPTION

The current medical examiners' system is a statewide system supervised and financed largely at the state level. Medical Examiner fees are set by the state at $100 per examination and $1,250 per autopsy.

Funds Center: 4360313000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$90,000	$100,000	$100,000	$100,000	$100,000
Total Expenditures	**$90,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$90,000***	***$100,000***	***$100,000***	***$100,000***	***$100,000***

CRIMINAL JUSTICE RESOURCE CENTER

MISSION

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

PROGRAM DESCRIPTION

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

Community-Based Corrections offers several programs with varying degrees of intensity. These programs are located at 326 E Main Street in Downtown Durham and operate Monday through Thursday from 8:30 am to 8:30 pm, as well as Friday from 8:30 am to 5:00 pm. The Criminal Justice Resource Center provides four community based corrections programs for adult offenders, the Community Intervention Center (CIC), the Treatment for Effective Community Supervision (TECS), the Second Chance Program and the Reentry Program. Individuals must be at least 18 years old, Durham County residents and on supervised probation, post-release supervision or parole.

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

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

Court and Mental Health Services A contract between Alliance Behavioral Healthcare (formerly The Durham Center) and CJRC outlines a number of adult and juvenile mental health services funded through Alliance and provided by CJRC staff.

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 Division of Juvenile Justice by engaging community leaders and organizations to reduce and prevent juvenile crime.

2013-14 ACCOMPLISHMENTS

- CBC was awarded two NC Department of Public Safety contracts to provide outpatient substance abuse and cognitive behavior treatment to offenders.
- CBC improved overall client attendance by 11% for fiscal year 2012-13 and is on track to improve by an additional 20% this fiscal year, while the number of clients increased by 22%.
- Consumer Satisfaction Surveys administered in 2013 showed that over 90% of STARR and GRAD clients, and 80% of CBC clients reported receiving quality services.
- CJRC hosted Recovery Month Celebrations for over four-hundred attendees.
- Pretrial Services, Drug Treatment Court and STARR made program adjustments to provide specialized services to persons with mental health and/ or co-occurring disorders.
- The anticipated graduation rate for DTC is 70% in FY14, a 66% increase, due to following best practices in the consistent use of sanctions and rewards to achieve program compliance and completion.

Criminal Justice Resource Center

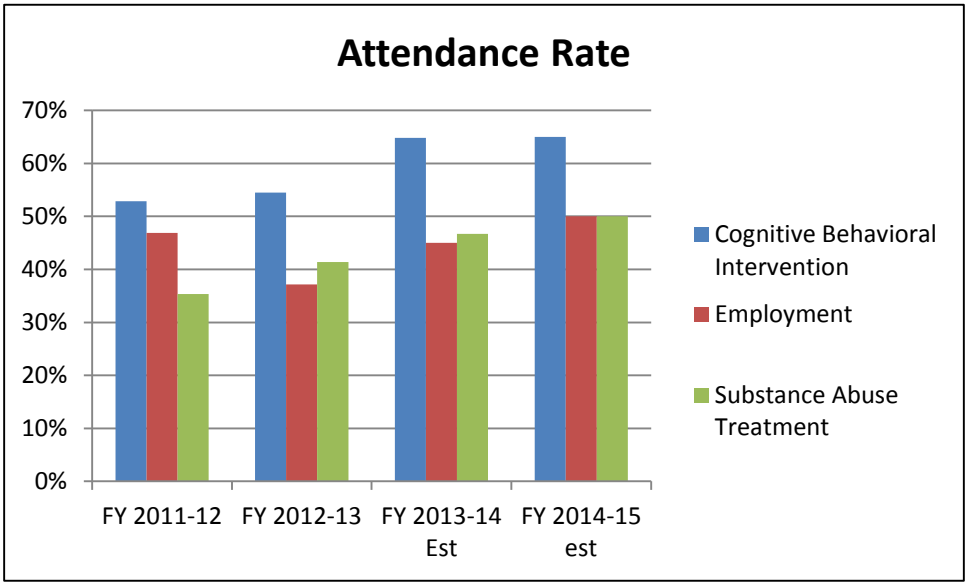
Business Area: 4370

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$2,306,976	$2,625,859	$2,366,286	$2,723,833	$2,741,956
Operating	$505,012	$603,632	$501,015	$606,305	$659,499
Transfers	$0	$29,142	$25,000	$29,142	$29,142
Total Expenditures	**$2,811,988**	**$3,258,633**	**$2,892,301**	**$3,359,280**	**$3,430,597**
Revenues					
Intergovernmental	$654,056	$808,805	$703,015	$745,328	$828,473
Contrib. & Donations	$0	$0	$700	$0	$0
Rental Income	$4,800	$4,800	$9,120	$7,920	$7,920
Service Charges	$253,654	$301,859	$146,041	$177,300	$233,000
Other Revenues	$0	$930	$0	$0	$0
Total Revenues	**$912,510**	**$1,116,394**	**$858,876**	**$930,548**	**$1,069,393**
Net Expenditures	***$1,899,477***	***$2,142,239***	***$2,033,425***	***$2,428,732***	***$2,361,204***
FTEs	41.90	42.90	42.50	42.97	42.97

2014-15 HIGHLIGHTS

- One new Case Manager/Coordinator will be added to the Youth Services division to coordinate the court diversion program for 16 and 17 year old first-time offenders, one of the Strategic Plan Goal 3 initiatives.
- One Case Management Aid is being converted from temporary full-time to permanent full-time. This position will allow the Adult Drug Treatment Court to serve more offenders and greatly reduce the waiting list for participants.

2014-15 PERFORMANCE MEASURES



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

CJRC provides treatment interventions and supportive services for persons referred by NC Courts and NC Department of Public Safety, Division of Community Corrections ("Probation") as a condition of probation or in response to a violation or non-compliance. Clients are assigned to cognitive behavioral interventions (CBI), employment services, substance abuse treatment counseling and other classes as needed and as determined by Probation, Treatment Alternatives for Safer Communities (TASC) and CJRC staff.

Attendance rate measures client engagement in treatment and compliance with probation and court ordered conditions. Better client engagement and compliance lead to higher completion rates, sustained abstinence, and less criminal activity, which hopefully result in higher long-term success and lower recidivism.

The FY 14 estimated attendance rate is 65% for CBI, 45% for Employment and 47% for Substance Abuse treatment. The attendance rate increased from FY 13 due to several initiatives including

- Ongoing collaboration with Probation and TASC to shorten the number of days from referral for treatment to intake and start of treatment
- Treatment staff engaging clients sooner when they fail to come to assigned treatment and services
- Treatment staff using a variety of interventions with clients that have unexcused absences and are non-compliant with program requirements
- Contingency management initiatives to increase attendance such as a toy give away, ceremonies and celebrations, coffee and snacks
- Using client information management system to quickly notify treatment staff of clients that have excessive absences
- Obtaining customer feedback through Client Satisfaction Surveys
- Establishment of a Client Rights Committee to include more input from clients and assure that clients rights are protected,
- Clinical Services Committee to insure best practices are implemented and maintained
- Monitoring attendance rate bi-weekly

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

Attendance rate is an indicator of clients accepting treatment and interventions to change and reduce their criminogenic risk factors. Systematically tracking this performance measure allows CJRC to evaluate strengths and weaknesses of provided services and implement necessary steps and corrective actions to improve attendance.

3. What initiatives or changes to programs in FY 2014-15 will your department take on to improve or maintain the overall performance of the related program or goal?

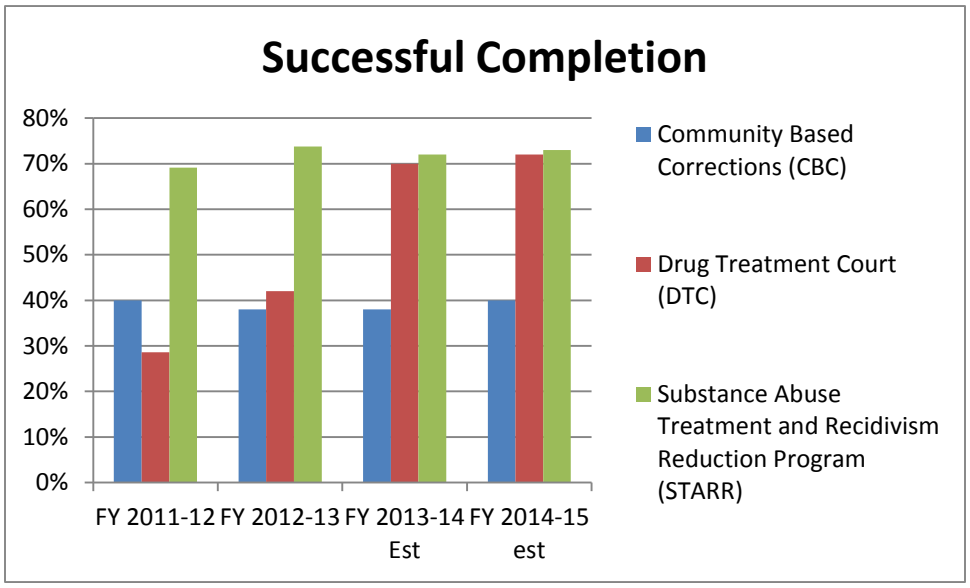
In FY 2015, CJRC will insure FY 13 and 14 initiatives that were effective are maintained and institutionalized. In addition, in FY 2015, CJRC will expand contingency management initiatives to increase attendance. Contingency management is the use of prizes, vouchers, etc. to reinforce positive behaviors during treatment.

Community Based Corrections

Funds Center: 4370315000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$1,012,189	$1,300,460	$1,159,926	$1,333,472	$1,323,745
Operating	$188,970	$212,387	$178,908	$210,267	$199,461
Total Expenditures	**$1,201,159**	**$1,512,847**	**$1,338,834**	**$1,543,739**	**$1,523,206**
Revenues					
Intergovernmental	$132,146	$250,956	$175,417	$150,000	$150,000
Contrib. & Donations	$0	$0	$700	$0	$0
Rental Income	$4,800	$4,800	$9,120	$7,920	$7,920
Service Charges	$94,240	$166,859	$57,041	$87,300	$87,300
Total Revenues	**$231,186**	**$422,615**	**$242,279**	**$245,220**	**$245,220**
Net Expenditures	***$969,974***	***$1,090,232***	***$1,096,556***	***$1,298,519***	***$1,277,986***
FTEs	19.50	22.50	22.50	20.97	20.97

Performance Measure: Successful 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?

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

Completion rate measures the percent of admissions that complete individual case plans and program requirements, which include compliance with established attendance rate, engagement with a treatment plan, cognitive behavioral intervention, employment services, substance abuse treatment, and/or court appearances. Completion rates for Community-Based Corrections (CBC), Drug Treatment Court (DTC) and Substance Abuse Treatment and Recidivism Reduction Program (STARR) are measured because individuals who complete treatment are more likely to sustain drug free lifestyles and are less likely to continue involvement in criminal activity.

The FY 14 estimated completion rate for DTC is 70%, a 66% increase, due to following best practices of serving the target population and consistent use of sanctions and rewards to achieve program compliance and completion. For CBC and STARR, the estimated completion rates are similar to FY 2013 rates (38% for CBC and 72% for STARR).

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

Completion rate measures the percent of clients that successfully finish the assigned treatment program. Clients that graduate have lower recidivism rates and are more likely to become contributing members of their community. A higher completion rate is also an indication staff are engaging and impacting clients.

3. What initiatives or changes to programs in FY 2014-15 will your department take on to improve or maintain the overall performance of the related program or goal?

Community Based Corrections

Community Based Corrections (CBC) provides substance abuse treatment, cognitive behavioral programming, employment, housing, and other wrap around services to court involved adults living in Durham County. The individuals are at least 16 years old and referred by NC Department of Public Safety Division of Community Corrections (DCC) and the NC Courts. Individuals are referred for specific programs like Community Intervention Center (CIC), Treatment for Effective Community Supervision (TECS), Reentry (REP), or Second Chance Program (SCP). The programs use evidence based practices to reduce criminal activity and substance use.

Community Intervention Center (CIC), Treatment for Effective Community Supervision (TECS) and Reentry

CJRC will continue to work with NC Department of Public, Safety Division of Community Corrections (DCC), and the local Treatment Alternatives for Safe Communities (TASC) office to increase appropriate referrals and expedite access to treatment. CJRC will expand use of contingency management to improve completion rates. CJRC will expand outreach to the community and enhance the relationship with organizations working with CJRC clients to increase their likelihood of success in all life domains.

Employment Program

Obtaining and maintaining a job is co-related to reduction in recidivism, therefore CJRC is continually examining the employment services offered. CJRC is seeking stronger partnerships with Durham Technical Community College and other agencies to improve and expand services at no cost. CJRC will also explore job development options for clients that are ready for employment, including placing clients in temporary County positions to improve their work experience and skills. CJRC will continue to focus on training clients for jobs that pay a living wage.

Substance Abuse Treatment

Research shows that quicker engagement in treatment, consistent attendance and participation in treatment result in a higher likelihood of completion. CJRC implemented many changes in FY 2013 and FY 2014 to decrease the wait time to treatment and increase continuation in treatment. Major changes included revising the treatment format, replacing intake appointments with a walk-in intake process, improved responses to unexcused absences, and contingency management plans. In FY 2015, CJRC will make those changes systematic for all staff in their interactions with clients. CJRC will also expand contingency management which has been shown to increase attendance, retention in treatment, and increased abstinence.

Drug Treatment Court

Drug Treatment Court (DTC) has existed in Durham since 1999 and has been effective in addressing the correlation between crime and drug use. The DTC graduation rate continues to be above the state average of approximately 40%, and Alliance Behavioral Healthcare's expectations and requirements of the contract (40-45%).

In FY 2014, CJRC expanded coordination and treatment services to clients dually diagnosed with substance abuse and mental health issues. If adequate funding is obtained in FY 2015, CJRC will continue the services for clients with co-occurring disorders and will develop a specialized court docket to serve and provide court supervision for Veterans of the Armed Services.

Substance Abuse Treatment and Recidivism Reduction (STARR) Program

Research has shown that aftercare services will increase the likelihood of reducing recidivism. Therefore, CJRC has initiated a concerted effort to target the referral and connection to treatment and ancillary services for STARR graduates who are expected to be released shortly after graduation. We track referrals and what services are more commonly utilized, which will help our focus on service connections more pointedly moving forward.

In FY 2014, STARR initiated several pre- and post-test assessments of motivation for treatment and engagement in treatment, as well as information and coping mechanisms learned in STARR. In FY 2015, STARR will evaluate post-test responses to enhance and adapt curricula as needed.

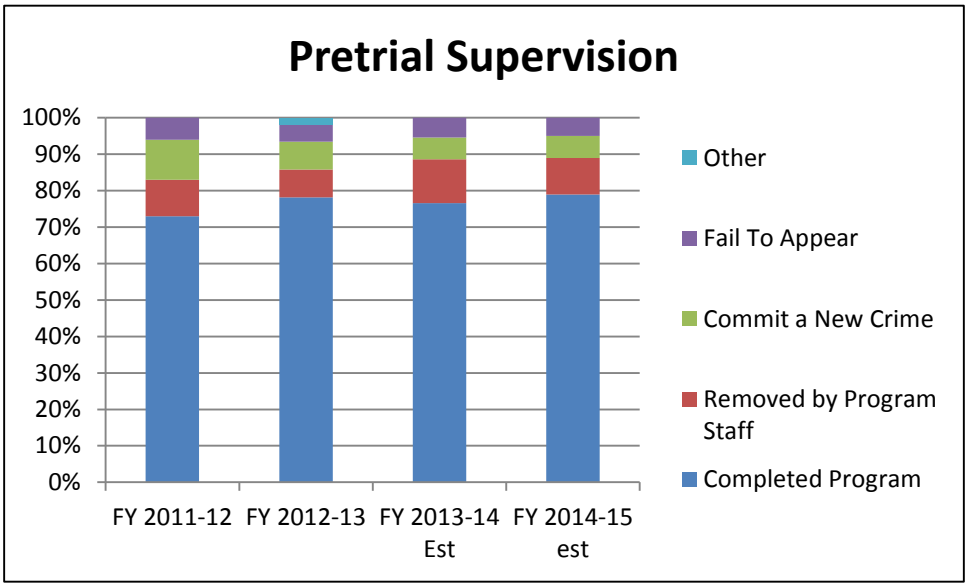
Best practices indicate that individuals diagnosed with substance abuse and mental health issues need treatment for both conditions to recover successfully. Therefore, CJRC will continue a Mental Health Screening conducted at STARR intake to identify persons' treatment needs. In addition, CJRC will continue a Co-Occurring Disorder Group for incarcerated inmates who meet the criteria and are participating in STARR.

Pretrial Program

Funds Center: 4370315600

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$231,464	$239,467	$230,845	$247,805	$247,805
Operating	$168,753	$170,414	$155,199	$173,221	$173,221
Total Expenditures	**$400,217**	**$409,881**	**$386,043**	**$421,026**	**$421,026**
Revenues					
Other Revenues	$0	$930	$0	$0	$0
Total Revenues	**$0**	**$930**	**$0**	**$0**	**$0**
Net Expenditures	***$400,217***	***$408,951***	***$386,043***	***$421,026***	***$421,026***
FTEs	5.00	5.00	5.00	5.00	5.00

Performance Measure: Pretrial Supervision



1. Why is the measure you are presenting important to the overall goal or mission of your department?

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 overall goal of the program is to relieve jail crowding and to ensure that defendants return to court for disposition.

The Pretrial Services Outcomes Performance Measure indicates the percent of defendants supervised by CJRC who appear in court and do not reoffend until disposition of their court case.

In FY 2013, 78% of Pretrial clients successfully completed supervision for a potential $2,761,281 in cost savings to the County because the individuals were not in jail. In FY 2014, we anticipate 76.5% will complete supervision for a potential annual cost savings of $2,909,940.

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

The measure advises whether our risk assessment tool and supervision practices are effective.

3. What initiatives or changes to programs in FY 2014-15 will your department take on in hopes to improve the overall performance of the related program or goal?

In February 2013, Pretrial Services moved from the Criminal Justice Resource Center to the new Durham County Courthouse. Co-location with the Courts has increased the program's visibility and accessibility for court personnel and clients.

Pretrial Services will continue to work with the Courts and the Durham County Detention Facility to evaluate defendants who have been diagnosed with mental health or medical needs and may be better served in the community if the individual is released on pretrial supervision pending trial.

Pretrial staff will continue to provide assistance to those not eligible for Pretrial Services by notifying inmates' family members or friends of court dates and bond amounts.

In October 2012, CJRC adopted a nationally accepted Risk Assessment tool to objectively assess a person's risk of not appearing for court and/or reoffending. During FY 2014 and FY 2015, CJRC will begin the process of validating the Risk Assessment Tool for Durham and make adjustments to the instrument as needed.

In FY 2014, in collaboration with the Courts and law enforcement, CJRC initiated a court diversion program for 16-17 year olds that are first time offenders and potentially face a non-violent misdemeanor charge. Completing the diversion program will mean that the youth will avoid prosecution, thus avoiding an adult criminal record. If funding is available, the diversion program will continue in 2015 and evaluated throughout the pilot period.

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YOUTH HOME

MISSION

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

PROGRAM DESCRIPTION

The Durham County Youth Home is a secure detention facility that provides care for children between the ages of six (6) and seventeen (17) who have been detained by the courts. Durham's Youth Home is one of Twelve (12) juvenile detention facilities in North Carolina, designated to detain children needing secure custody supervision determined by the courts. The Youth Home has the capacity to provide juveniles with custodial care including meals, clothing, bedding, routine medical attention, structured programs, and counseling in an emotionally safe environment while being detained at the facility. The residents are monitored and supervised twenty (24) hours a day, seven (7) days a week by both male and female counseling staff, thus insuring that the juveniles being detained will be kept in safe custody pending future disposition by the courts.

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

Presently, the Youth Home has an annual operating budget of 1,113,954. The Youth Home's budget has traditionally operated in a fiscally conservative manner. In addition, the Director continues to secure additional revenue from programs such as the Federal Food Program and renting bed space to other North Carolina jurisdictions in need of placement of their county juvenile offenders.

2013-14 ACCOMPLISHMENTS

- Maintained 3 Boundovers at facility.
- Completed County Campaign.
- Participated in DSS Christmas for needy families.
- MOA with Health Department to maintain accessible HIV/STD counseling and testing through education and prevention programs offered at Youth Home.

2014-15 HIGHLIGHTS

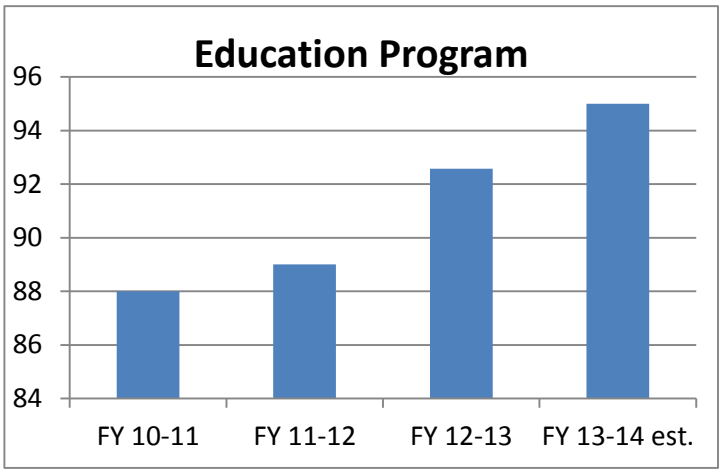
- The budget allows the Youth Home to maintain current levels of service.

Youth Home

Funds Center: 4400340000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$883,472	$921,483	$928,008	$995,863	$947,663
Operating	$156,592	$140,175	$147,655	$149,254	$141,291
Transfers	$0	$25,000	$0	$25,000	$25,000
Total Expenditures	**$1,040,063**	**$1,086,658**	**$1,075,663**	**$1,170,117**	**$1,113,954**
Revenues					
Intergovernmental	$23,209	$18,000	$18,000	$18,000	$18,000
Service Charges	$596,092	$500,000	$500,000	$500,000	$500,000
Total Revenues	**$619,301**	**$518,000**	**$518,000**	**$518,000**	**$518,000**
Net Expenditures	***$420,762***	***$568,658***	***$557,663***	***$652,117***	***$595,954***
FTEs	21.12	21.12	21.12	22.12	21.12

Performance Measure: Education Program

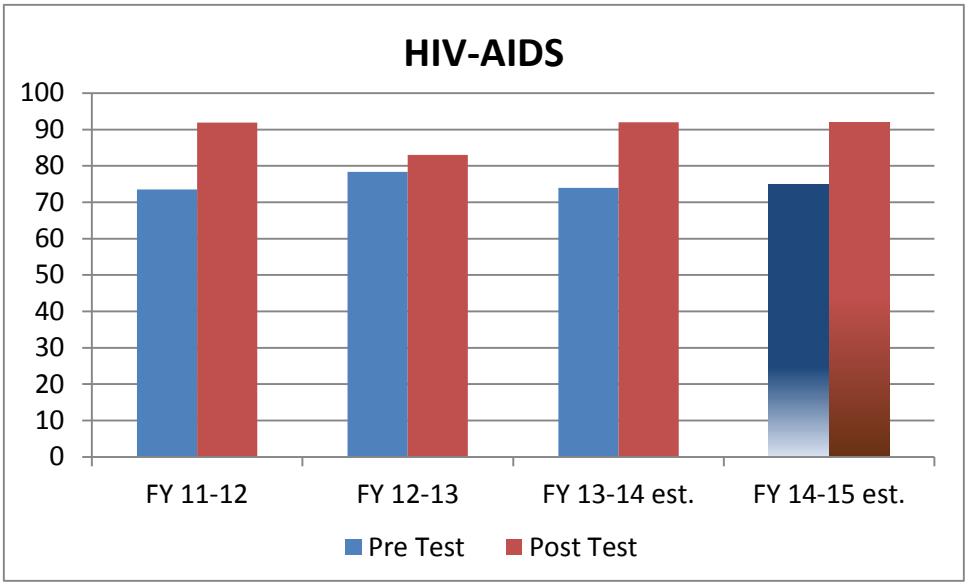


Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

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

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

The Apex program was installed to increase school performance this past year. The budget request for a Clinical Social Worker will enhance a seamless transition back to their home school and community which will facilitate better outcomes for the juvenile's mental and physical health, parents, and our court. This position will hopefully assist the courts in getting good treatment recommendations and connect services to the juvenile upon release which will reduce recidivism.



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 and emotional care and positive services. We established an MOA with Public Health to maintain accessible HIV/STD counseling and prevention. Tracking this improves our service by offering education and testing and measuring the effectiveness of the program. We hope to decrease the spread of disease and improve the health disparities within the community and reduce barriers to access education, testing, risk reduction counseling and improvements to quality of life.

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

Further collaboration with community stakeholders to reduce the spread of HIV and STD among at risk youth.

VOLUNTEER FIRE DEPARTMENTS-PARAMEDIC SERVICES

Historically four Volunteer Fire Departments provided ambulance and first-responder assistance throughout their districts. The departments included Bahama, Bethesda, Redwood and Parkwood. Ambulance and first-responder assistance for Bahama, Bethesda and Redwood have been provided with County EMS staff and as of May 4, 2014 Parkwood is included as well. Durham County EMS is now the sole provider of 911 emergency medical services throughout the entire county.

Department	FY 2013-14 Approved	FY 2014-15 Requested	FY 2014-15 Approved
Bahama	$0	$0	$0
Bethesda	$0	$0	$0
Parkwood	$923,725	$0	$0
Redwood	$0	$0	$0
Total	**$923,725**	**$0**	**$0**

Funds Center: 4390316000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$890,609	$829,725	$829,725	$0	$0
Capital	$0	$94,000	$0	$0	$0
Total Expenditures	**$890,609**	**$923,725**	**$829,725**	**$0**	**$0**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$890,609***	***$923,725***	***$829,725***	***$0***	***$0***

EMERGENCY MEDICAL SERVICES

MISSION

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

PROGRAM DESCRIPTION

The Department of Emergency Medical Services (EMS) serves the entire population of Durham County estimated to be approximately 276,000 currently and a service area of 299 square miles. The department is divided in two four divisions – Operations, Clinical Affairs, Finance and Administration, and Support Services.

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

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

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

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

On or about July 1, 2014, Durham County EMS will assume responsibility for EMS delivery in the area formerly served by the Parkwood Volunteer Fire Department. Although station arrangements are not yet final, the following are expected:

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

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

- Enforcing the Durham County Ambulance Franchise Ordinance, providing medical direction and oversight to the franchised non-emergency ambulance providers in the county.
- Providing emergency medical support for special events in the county (collegiate athletic events, marathons, festivals, etc.) that numbered 106 events in 2012-13, generating $135,090 in additional revenue and 68 events in the first half of 2013-14, generating $97,600 in additional revenue.
- Providing continuing professional education for nearly 150 credentialed EMS personnel employed by the county. Providing direction and oversight to continuing professional education of EMS first responders (primarily firefighters and police officers) and to EMTs and paramedics employed by other EMS agencies.
- Participating in and providing support to the Durham County Safe Kids Coalition and other community injury prevention programs. Durham County EMS is a state certified child safety seat installation program, offering three sites for installation of car seats for infants and small children: Durham County Fire-Rescue (Bethesda) Station 1, Parkwood VFD Station 1, and Durham County EMS Station 6. Durham County EMS has been able to offer more car seat checks and installations at EMS Station 6 by utilizing volunteers within the community who are certified car seat installers.

Emergency Medical Services

Funds Center: 4410310000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$6,464,930	$6,860,295	$6,753,970	$11,627,517	$9,441,568
Operating	$1,431,780	$1,768,115	$1,849,779	$4,191,194	$3,412,856
Capital	$0	$150,000	$150,000	$4,251,346	$17,000
Total Expenditures	**$7,896,710**	**$8,778,410**	**$8,753,749**	**$20,070,057**	**$12,871,424**
Revenues					
Intergovernmental	$2,222,513	$2,225,000	$2,345,072	$2,427,000	$2,427,000
Service Charges	$5,775,876	$6,318,268	$6,368,268	$7,877,900	$7,820,900
Total Revenues	**$7,998,389**	**$8,543,268**	**$8,713,340**	**$10,304,900**	**$10,247,900**
Net Expenditures	***($101,679)***	***$235,142***	***$40,409***	***$9,765,157***	***$2,623,524***
FTEs	114.00	114.00	150.00	203.00	165.00

- Providing specialist medical support to the Durham Police Department Selective Enforcement Team, the Durham County Sheriff's Office Special Response Team, and the Durham County Sheriff's Office Dive Rescue-Recovery Team, using specially selected and trained Tactical Emergency Medical Support (TEMS) Team. The TEMS unit also provided support to several presidential/VIP visits in cooperation with the United States Secret Service.

2013-14 ACCOMPLISHMENTS

- Responded to approximately 36,000 911 calls for service and transported approximately 28,000 patients.
- Developed, adopted, or adapted industry-standard performance measures to benchmark the clinical and operational performance of the department.
- Conducted an in-depth employee survey in furtherance of efforts to reduce turnover. Initiated a variety of focused process improvement initiatives in response to employee input.
- Developed and implemented a new employee EMS Academy to improve and standardize employee knowledge and skills before assignment to field ambulance duty. Implemented the nationally-renowned EMS Field Training and Evaluation Program to improve induction of new employees in to the service.
- Procured 14 Ferno PowerFlex® ambulance stretchers, StatTrac® stretcher mounts, EzGlide® Stair Chairs, orthopedic scoop stretchers, Reeves 101 patient lifting devices, and other tools to improve patient handling and reduce employee injuries.
- Conducted phase 1 of the Fit Responder™ ergonomics, fitness, and injury reduction program for all employees. Developed 11 in-house Ergonomic Safety Officers who are responsible for on-shift implementation of Fit Responder procedures.
- Procured and implemented the Mobile Area Response Vehicle Location Information System (MARVLIS) to provide improved in-vehicle navigation and system deployment management throughout the county.
- Developed contingency plans and obtained approval for positions and items necessary to assume responsibility for territories formerly served by Parkwood VFD EMS.

2014-15 HIGHLIGHTS

- Fully assume responsibility for all 911 EMS responses in the county
- Reduce lost unit hours due to staffing through sufficient FTEs to staff assigned ambulances.
- Improve fleet efficiency, safety, and economy by changing to a more efficient ambulance chassis and box with safer, more ergonomic design.
- Improve response performance through application of new technologies.
- Complete the ergonomic improvement project by procuring and deploying to the balance of the ambulance fleet Ferno PowerFlex® ambulance stretchers, StatTrac® stretcher mounts, EzGlide® Stair Chairs, orthopedic scoop stretchers, Reeves 101 patient lifting devices, and other tools to improve patient handling and reduce employee injuries.

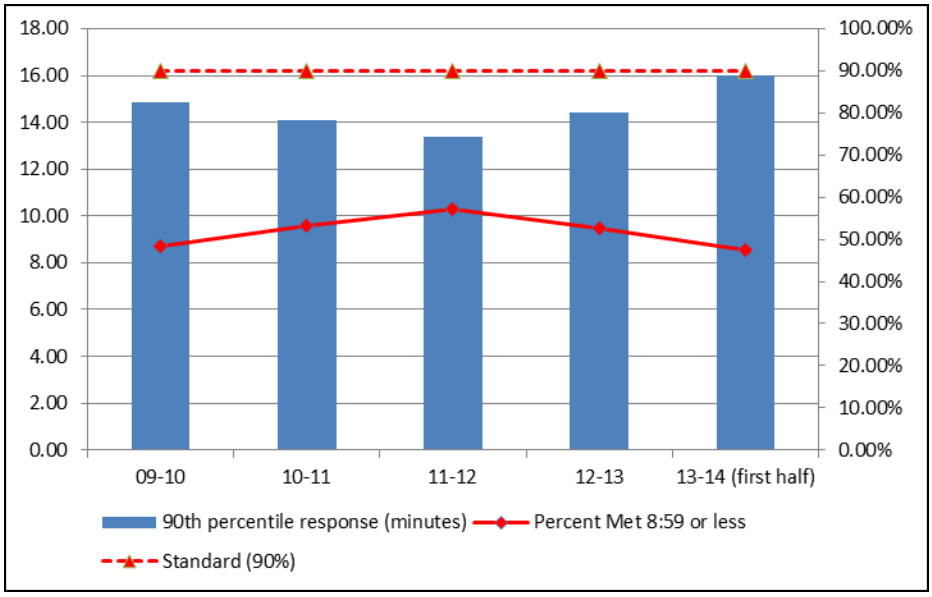
- Prepare for the upcoming "Project 25 upgrade" to be performed on the Durham County 800 MHz radio system.
- Consider options for revenue stream management and development of additional revenue stream through Ambulance Subscription Program
- Funding for vehicle and capital equipment is included in the Vehicle and Equipment Funds Center found on page 126.

2014-15 OBJECTIVES

- Improve response performance through improved deployment, improved navigation, deployment of peak-hour staffed ambulances, and reduction in lost unit hours due to inadequate staffing.
- Implement industry standard performance measures for operational, clinical, financial, and customer satisfaction performance and develop plans to improve performance based on information obtained.
- Determine the feasibility and likely financial impact of an ambulance membership subscription program. Consider mid-year implementation.
- Partner with other EMS agencies, educational institutions, and health care providers to improve the availability of EMT and paramedic education in our community.
- Conduct a station location study and station suitability (condition) study to prepare for upcoming Capital Improvement Plan process; such that EMS needs are fully represented in the next CIP.

2014-15 PERFORMANCE MEASURES

Performance Measure: EMS Response Performance

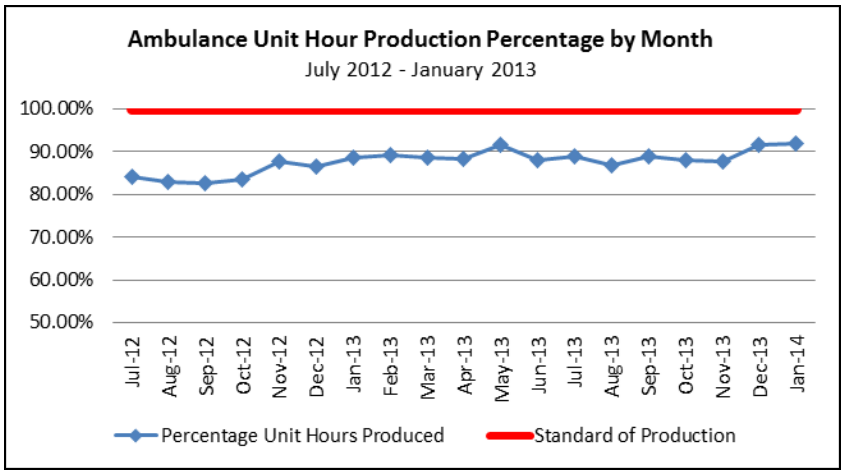


1. **Why is the measure you are presenting important to the overall goal or mission of your department? How does tracking this performance measurement improve or help maintain a high level of service?** Response performance is one measure of the performance of an EMS system. While there are no formal "standards" for EMS system response performance, EMS agencies and their governing jurisdictions make policy decisions about the level of service desired in their communities. The most common adopted standard, in communities with varying levels of fire first response performance, is that an ambulance will arrive at an emergency call in 8 minutes, 59 seconds or less, 90% if of the time. Durham County EMS has publicly adopted that standard, but has not had the resources necessary to achieve it for many years. Rapid EMS response is associated with improved clinical care for certain categories of patients, and is an important factor in citizen satisfaction with the emergency medical services that they receive – citizens expect an ambulance to arrive quickly when they call 911.

2. **What initiatives or changes to programs will your department take on in hopes to improve the overall performance of the related program or goal?** EMS response performance is influenced by many factors, including traffic conditions, the quality of the road network, and others. The single largest determinant for response performance is the placement of an adequate number of ambulances throughout the county. Historically, Durham County has not increased ambulance numbers, ambulance staffing, or improved ambulance deployment, despite growing population and growing demand for ambulance services. In addition, during FY 2013-14, EMS implemented the Mobile Area Routing and Vehicle Information System (MARVLIS), a computer-based deployment management and in-vehicle navigation tool. The results of this effort

will be measured and reported during 2014 – 15.

PERFORMANCE MEASURE: Ambulance Unit Hour Production Percentage



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?** The "unit of production" of an emergency ambulance service is the "unit hour," which means that an ambulance is fully staffed and ready to respond for one hour. A 24-hour ambulance is supposed to produce 24 unit-hours per day, etc. "Perfect production" means that an organization produces 100% of the unit-hours for which it is scheduled.

   Durham County EMS experiences less than perfect production. There are three reasons for this:

   - There are insufficient FTE allocated to fully staff the county's authorized number of ambulances. Current allocation is 8.0 FTE per 24-hour ambulance. This is insufficient, in that it does not allow for vacation, sick leave, etc. A study performed this fiscal year by the county's ICMA Fellow indicates that a 24-hour ambulance requires 9.35 FTE to fully staff it. Single responder vehicles (supervisors) are currently allocated 4.0 FTE, while full staffing requires require 4.68 FTE.
   - General shortage of available EMS paramedics in North Carolina. For the last several years, there has been a decline in availability of licensed paramedics to fill our work force. This phenomenon is true generally across the state. However, it has worsened in Durham County due to the lack of competitive salary, higher workload, and difficult conditions faced by Durham County paramedics and due to the re-location of the Durham Technical Community College EMS Program to Orange County. DTCC has not run a paramedic program in Durham County for the last three years.
   - Lack of available relief employees to fill gaps in scheduling. Historically, Durham County EMS relied on relief employees to fill gaps in the schedule. However, the availability of relief employees has declined precipitously in recent years. Moreover, given the increasing sophistication of the EMS environment, it is virtually impossible to provide the necessary orientation, field training, and continuing education to a relief employee at a reasonable cost. Many thousands of dollars would be expended before the relief employee worked their first productive hour.

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

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

PUBLIC SAFETY NONPROFIT AGENCIES

MISSION

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

PROGRAM DESCRIPTION

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

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

- Durham County Teen Court and Restitution Program
- Durham Crisis Response Center, Inc.

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

Public Safety Nonprofit Agencies

Business Area: 4490

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$58,095	$58,095	$58,095	$70,183	$58,095
Total Expenditures	**$58,095**	**$58,095**	**$58,095**	**$70,183**	**$58,095**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$58,095***	***$58,095***	***$58,095***	***$70,183***	***$58,095***

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Transportation

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

RALEIGH-DURHAM AIRPORT AUTHORITY

PROGRAM DESCRIPTION

This funds center includes the county's share of funding for the Raleigh-Durham Airport Authority. The Raleigh-Durham Airport Authority is governed by a board appointed to plan and conduct the operations of the Raleigh-Durham International Airport. The eight member governing body is jointly appointed by the City of Durham, 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

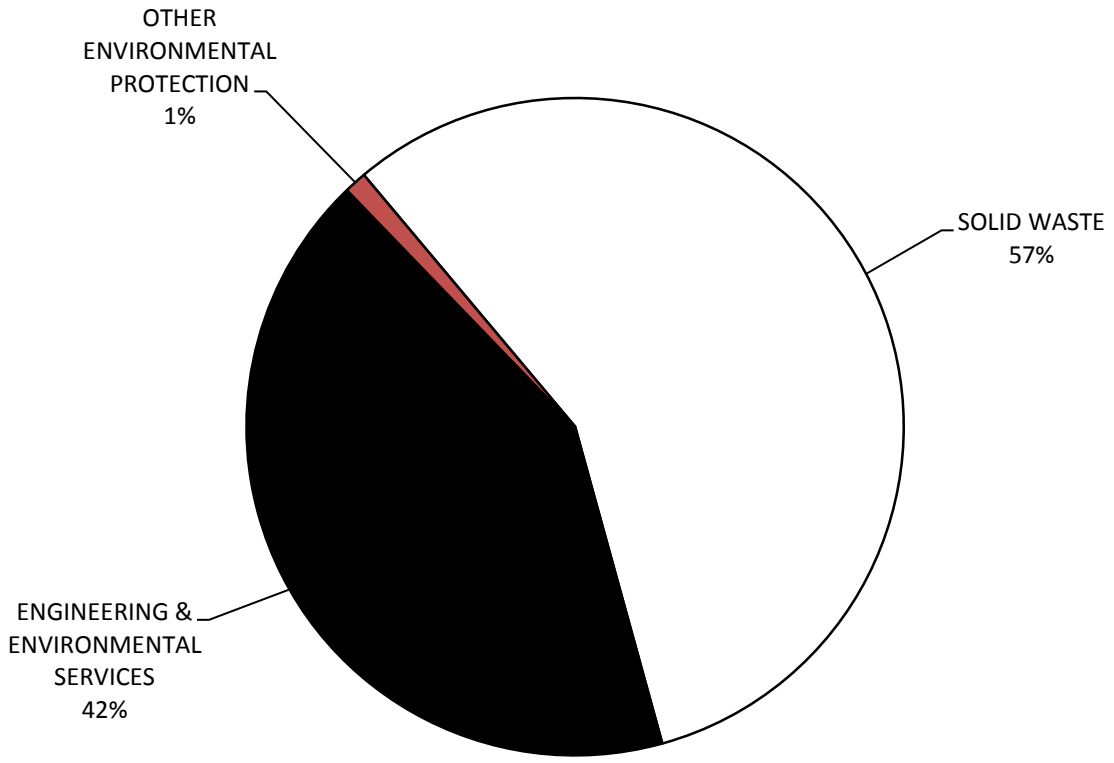
Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$12,500	$12,500	$12,500	$12,500	$12,500
Total Expenditures	**$12,500**	**$12,500**	**$12,500**	**$12,500**	**$12,500**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$12,500***	***$12,500***	***$12,500***	***$12,500***	***$12,500***

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Environmental Protection

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

Environmental Protection Approved Budget



Business area	2012-2013 Actual Expenditures	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
SOLID WASTE	$ 1,675,863	$ 1,876,980	$ 1,858,686	$ 2,394,297	$ 2,114,484
ENGINEERING & ENVIRONMENTAL SERVICES	$ 1,406,680	$ 1,604,226	$ 1,552,479	$ 1,618,762	$ 1,564,781
OTHER ENVIRONMENTAL PROTECTION	$ 54,598	$ 40,606	$ 83,093	$ 41,134	$ 41,134
Overall Result	**$ 3,137,140**	**$ 3,521,812**	**$ 3,494,258**	**$ 4,054,193**	**$ 3,720,399**

GENERAL SERVICES-SOLID WASTE

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 Durham County Solid Waste Program is administered by the Department of General Services' Division of Solid Waste Management which has four (4) site locations and headquarters located at 4527 Hillsborough Road. This program consists of the maintenance and operation of four solid waste and recycling convenience sites (Parkwood, Bahama, Redwood and Rougemont); maintenance of the closed Durham County Landfill located on Redwood Road; county-wide roadside recycling collection; county-wide litter control and enforcement; beauty enhancement programs, and the utilization of court appointed community service workers for roadside cleanups and office moves. The Division is also responsible for the County surplus and storage facility. Staff consists of a total of 16 FTEs and 1 Supervisor.

2013-14 ACCOMPLISHMENTS

- As of May 1, 2014 a total of 1,723 tons of recyclable materials have been collected by the Solid Waste Division. 746 tons originated from the convenience sites and 977 tons originated from the roadside recycling collection program.
- As of May 1, 2014 a total of 4,371 tons of municipal solid waste, a total of 519 tons of yard waste and a total of 47 tons of appliances has been collected from the County's Convenience Sites.
- As of May 1, 2014 a total of 154,571 visitors have used the County's convenience sites to dispose of solid waste and/or recyclable materials. The breakdown of visitors per Site is 45,442 visitors at the Bahama Site, 44,119 visitors at the Redwood Site, 41,368 visitors at the Rougemont Site and 23,642 visitors at the Parkwood Site.
- In November, 2013 the Solid Waste Division began an 8 month Roll Cart Recycling Program for 2,000 households within the unincorporated areas of Durham County where household recyclables were collected from 95 gallon roll carts instead of 18 gallon bins.
- Received a matching Waste Reduction Grant from the North Carolina Department of Environment Protection for the purchase of a compactor to collect household recyclables at the Rougemont Convenience Site.
- Sponsor a household hazardous waste (HHW) collection event at a location in the unincorporated areas of Durham County. Materials to be collected include chemicals commonly found at home like paints, thinners, and pesticides.
- Integrated the new County Warehouse and its property and file storage capacity features into the service offerings of the Department of General Services

General Services-Solid Waste

Funds Center: 4190430000

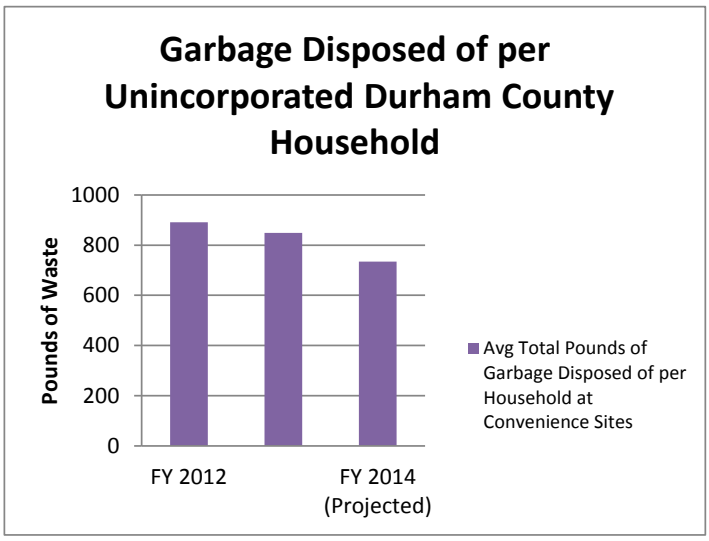
Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$673,035	$704,457	$657,242	$843,481	$750,775
Operating	$1,002,828	$1,172,523	$1,201,444	$1,390,258	$1,363,709
Capital	$0	$0	$0	$160,558	$0
Total Expenditures	**$1,675,863**	**$1,876,980**	**$1,858,686**	**$2,394,297**	**$2,114,484**
Revenues					
Taxes	$27,578	$19,000	$0	$0	$0
Intergovernmental	$8,361	$0	$0	$0	$0
Service Charges	$1,524,412	$1,729,424	$1,727,061	$1,747,075	$1,988,607
Total Revenues	**$1,560,351**	**$1,748,424**	**$1,727,061**	**$1,747,075**	**$1,988,607**
Net Expenditures	***$115,511***	***$128,556***	***$131,625***	***$647,222***	***$125,877***
FTEs	17.00	17.00	17.00	20.00	17.00

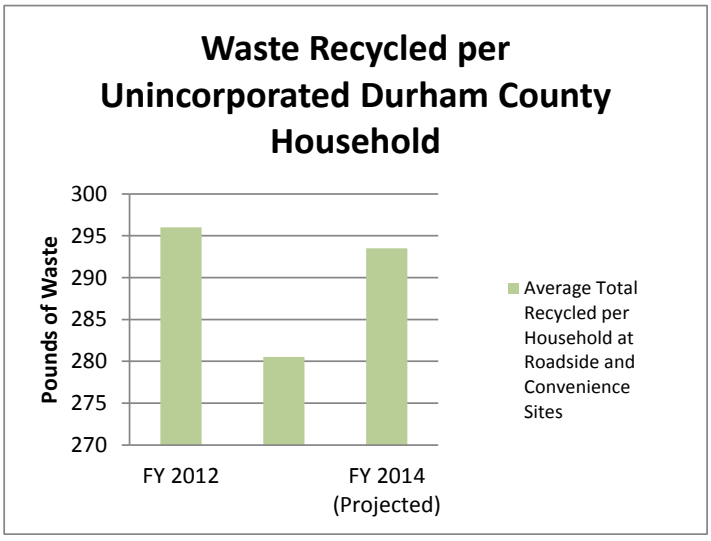
2014-15 HIGHLIGHTS

- Implement 96 gallon recycling containers for the 7,000 County residents
- Solid waste sticker fee increase beginning July 1, 2014. New County/City residential rate $139 and Out of County residents' rate $218.
- Keep Durham Beautiful Interlocal Agreement with the City of Durham for a total County share of $16,465
- Establish 2 community recycling opportunities.

2014-15 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 County's Strategic Plan specifically Goal 4 - Environmental Stewardship. Expanding recycling programs and increasing the tons of waste diverted for recycling are the two measures the Department focuses on. To that end, the Department tracks the amount of garbage disposed of at our Convenience Sites compared to the amount of recyclables collected at the Convenience Sites and through the Roadside Recycling Program. In order to attain the Plan's measures, there must be a decrease in the tons of garbage disposed of and an increase in the tons of waste recycled. Striving to increase the tons of waste recycled and reducing the amount of garbage disposed of through making containers at the convenience "single stream" and launching a Roll Cart Recycling Pilot Program are initiatives that help us maintain a high level of service and attain the measures of Strategic Plan Goal 4.

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

Fully implement the transition of all residents living in the unincorporated areas of Durham County to 95/96 gallon recycling roll carts from 18 gallon bins.

FOREST PROTECTION

PROGRAM DESCRIPTION

Durham County provides financial support for state-administered forest protection services under contract with the North Carolina Department of Agriculture and Consumer Services of N.C. Forest 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 and stationed in 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	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$54,598	$40,606	$83,093	$41,134	$41,134
Total Expenditures	**$54,598**	**$40,606**	**$83,093**	**$41,134**	**$41,134**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$54,598***	***$40,606***	***$83,093***	***$41,134***	***$41,134***

COUNTY ENGINEERING & ENVIRONMENTAL SERVICES

MISSION

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

PROGRAM DESCRIPTION

The Engineering and Environmental Services Department includes the Stormwater and Erosion Control, Sustainability, Project Management, Open Space/Real Estate Management and Utility divisions. The Sustainability division is funded by both Durham County and the City of Durham based on an interlocal agreement between the two governments. Budget information for the Utility division can be found under the Enterprise Fund tab in the FY2013-14 budget document.

2013-14 ACCOMPLISHMENTS

Open Space/Real Estate:

- Permanently protected another 241 acres of open space, as further described below that brings Durham County's total protected open space to 3223 acres, of which 1280 acres are owned by Durham County in fee-simple owned, and an additional 1943 acres are protected with permanent conservation easements. The Division has an additional five farms totaling 322 acres of conservation easements that have been awarded federal Farm and Ranchlands Protection Program grants and are in progress.
- Partnered with the City of Durham to protect a 134-acre significant open space property in eastern Durham County adjacent to Falls Lake. The City has initially acquired the property as the first step of the Southview City-County park partnership, and will convey 104 acres to Durham County after the two entities have developed an Interlocal agreement for the partnership. The City will retain 30 acres that will be developed as a park in the future. This is the County's second implementation measure for the Eastern Durham open space plan.
- Completed two farmland conservation easements – the 68-acre Carrington siblings' farm and the 69-acre Van Ellis farm, which are both located in northern Durham near Camp Butner. Both easements were financed with grants from the federal Farm and Ranchlands Protection Program that paid for 50% of the easement's appraised value.
- Was awarded a $200,000 State of North Carolina Recreational Trails Grant to assist the County with the development of the Hollow Rock Preserve, a joint Orange and Durham partnership project. The Division applied for these funds to help to pay for the parking lot and required bridge crossings on the nature trails.
- Held active bidding cycles on eleven surplus properties for which public bids were received. The Division is responsible for managing the surplus bidding on county surplus real estate properties.

Project Management:

- Awarded contracts:
    - Criminal Justice Resource Center Multipurpose Room Renovation – Design
    - Criminal Justice Resource Center Water Intrusion Repairs - Design
    - Durham County Main Street Parking Lot Improvement – Design
    - Durham County Southwest Parking Lot Expansion - Design
    - Durham County Detention Facility - Master Plan Update/Remote Site Expansion Study
- Completed contracts:
    - Durham County Performance Contracting - Construction
    - Human Services Facility – Construction/Moving
    - Carmichael Building Surplus Furniture – Removal
    - Durham County Courthouse – Construction/Moving
    - Durham County Storage Facility – Construction
    - Durham County Fiber Optics Network Connectivity Project (Phase IV) – Construction
- Project Progress Reporting: Presented updates of Bond and CIP Projects to the County Manager's Office; Completed quarterly updates of the Capital Improvement Projects for the BOCC in accordance with the County Manager's work plan 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	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$1,161,325	$1,303,444	$1,191,844	$1,300,842	$1,300,842
Operating	$245,354	$300,782	$360,635	$317,920	$263,939
Total Expenditures	**$1,406,680**	**$1,604,226**	**$1,552,479**	**$1,618,762**	**$1,564,781**
Revenues					
Licenses & Permits	$350,418	$254,200	$566,387	$334,500	$334,500
Intergovernmental	$53,717	$87,884	$87,884	$90,669	$90,526
Service Charges	$702	$0	$0	$0	$0
Sewer Connect. Fees	$1,050	$800	$1,476	$1,000	$1,000
Other Revenues	$825	$0	$385	$0	$0
Total Revenues	**$406,712**	**$342,884**	**$656,132**	**$426,169**	**$426,026**
Net Expenditures	***$999,968***	***$1,261,342***	***$896,348***	***$1,192,593***	***$1,138,755***
FTEs	16.00	16.00	16.00	16.00	16.00

2013-14 ACCOMPLISHMENTS (cont'd)

Stormwater and Erosion Control:

- July 8, 2013 – A stormwater manager (Ryan Eaves) was hired to fill the newly approved stormwater manager position. Ryan has been instrumental in performing field inspections, making required submittals to state agencies, and ensuring the County is compliant with all state stormwater rules.
- October 29, 2012 - 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.
- October 29, 2012 - Submitted to NCDWQ the Annual Neuse report that complies with the Neuse Nutrient Strategy Rules.
- February 6, 2014 – Division Manager made a presentation on excellent customer service at the state local erosion control program meeting.

Sustainability:

- Created and launched Charge Ahead Durham (www.ChargeAheadDurham.org), a social marketing campaign to educate and inspire Durhamites to take actions in their lives to improve the environment. Charge Ahead Durham is a joint City-County strategic initiative.
- Convened a multi-stakeholder group called Trees Across Durham (TAD), dedicated to making Durham a healthier and greener community now and in the future through the planting and protection of trees, the education of tree care-takers and the general public about how to maintain healthy trees, and the measurement and communication of the benefits trees provide to our environment and community. TAD planted over 1,000 trees, including more than 400 at 29 DPS elementary schools and held several workshops including a 15 hour Tree Keeper training.
- Worked with Project Management and General Services to complete the construction period of Performance Contracting for the County, managed the Owner's Representative and Measurement and Verification contracts.
- Worked with Jennifer Brooks as co-champions for the Environmental Stewardship (Goal 4) Goal for the County Strategic Plan.
- Participated in the City Strategic Planning process through Goal 3, including attending meetings, participating in a subgroup to develop a Neighborhood Vitality Index, and providing data.
- Implemented the City and County Electric Vehicle and Charging Station Plan, including publicizing the availability of stations, evaluating use of those stations, replacing broken stations, and training staff on the use of the electric vehicles and stations. Conducted analysis of electric vehicles and charging station usage and costs.

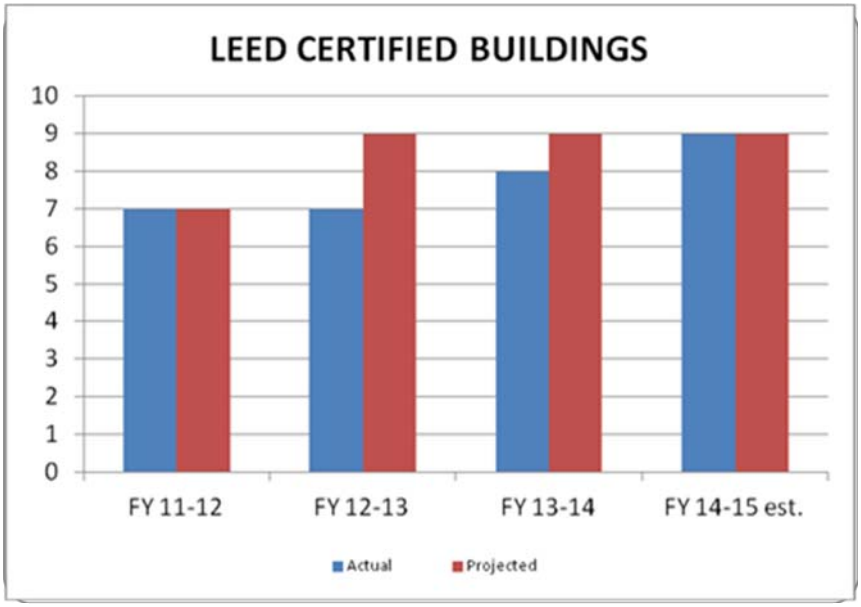
- Participated in state-wide and regional sustainability efforts including sitting on the Steering Committee of the Southeast Sustainability Directors Network, collaborate with other NC municipalities and the NC League of Municipalities to work with Duke Energy to offer a favorable LED streetlight rate, and assist in drafting a report related to Climate Change and Public Health in NC.
- Work with the State Energy Office and educational institutions in Durham to find ways we can collaborate to improve sustainability practices.
- Oversaw the installation of BuildingLogix energy monitoring/analysis systems at 13 county facilities. Worked with the City General Services department to make their Periscope energy monitoring/analysis system more effective.
- Expanded our pen recycling program out into the public by putting special collection bins at all libraries, recreation centers, City Hall, the County Administration building, and the Human Services building.
- Created and posted signs about the green features of the new Human Services Building. Created a factsheet and website to educate the public on the green features.

2014-15 HIGHLIGHTS

- The budget for County Engineering and Environmental Services will allow the department to maintain current service levels.

2014-15 PERFORMANCE MEASURES

Performance Measure: LEED Certified Buildings



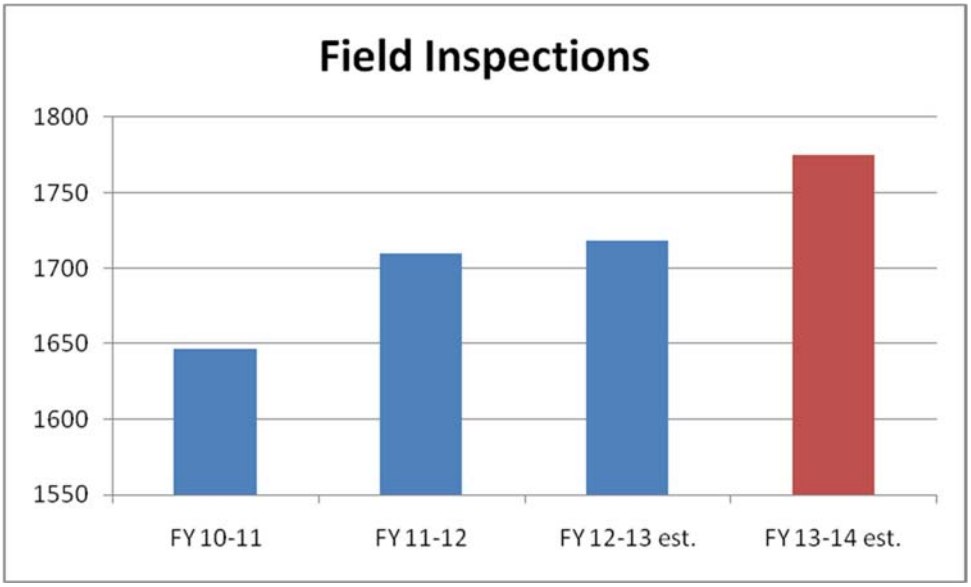
Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?
The overall mission of this division is to improve County facilities through the management of capital projects. Adherence to the Durham County High Performance Building Policy adopted by the BOCC on October 27, 2008 is an excellent measurement of completed County projects. The adoption of this policy required LEED Certification for both new construction and renovation projects. The incorporation of sustainable design into County building projects has resulted in seven (8) LEED (Leadership in Energy and Environmental Design) certified buildings. The Triangle Wastewater Treatment Plant (TWWTP) Administrative Building obtained LEED Certification in April 2005. The East Regional Library achieved LEED Certification on February 1, 2007 and the North Regional Library achieved LEED Certified "Silver" on June 22, 2007. The Animal Control Office building which received a "Silver" level Certification in August 2009. The Southwest Regional Library Renovation and Addition received "Silver" level Certification in December 2010. Also, the Criminal Justice Resource Center (CJRC) Renovation received "Silver" level Certification in March 31, 2011 and the South Regional Library achieved a "Gold" level Certification in June 14, 2011. The Durham County Courthouse achieved a "Gold" level Certification in June 2013 and the recently completed Durham County Human Services facility is also expected to receive Gold certification. The LEED Green Building Rating System has become the industry standard for evaluating a building's intended performance from a whole building perspective over a building's life cycle. Green building practices substantially reduce negative environmental impacts and reverse the trend of

unsuitable building activities. It also reduces operating costs, enhances building marketability, increases worker productivity and reduces potential liability resulting from indoor air quality problems. Our continued adherence to this policy and the completion of projects following these guidelines helps maintain a high level of service.

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

- Continue to utilize sustainable guidelines for renovation and new County buildings in accordance with the Durham County High Performance Building Policy adopted by the Board of County Commissioners on October 27, 2008.
- Evaluate sustainable materials and technologies that can be utilized cost effectively.
- Continue to send staff to free or low-cost construction and project management training workshops.

Performance Measure: Number of Field Inspections



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

The overall mission of this department is to protect water quality. Field inspections of active land disturbance activities, permanent stormwater facilities, and water bodies 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. A slight increase in the number of inspections for the FY 2013-14 is reflective of the addition of the Stormwater Manager.

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

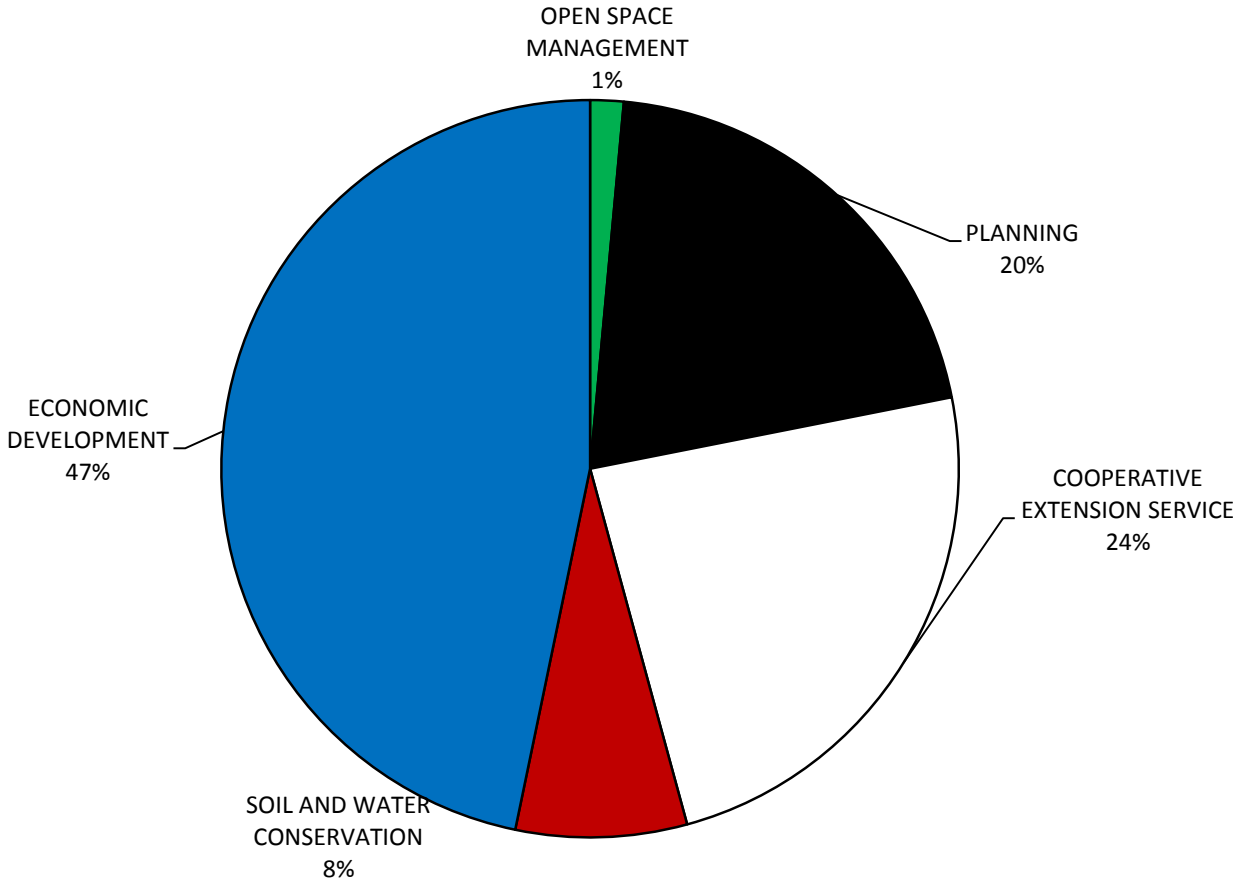
Following the approval of both the Falls Lake and Jordan Lake Nutrient Reduction Rules by the State Legislature, state mandated deadlines are beginning to severely impact this division's resources during this fiscal year and beyond. Other impacts for the next fiscal year will include: enforcement of increased regulations post-implementation of these rules, adherence to the County Strategic Plan Goal #4, and a possible increase in economic activities.

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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	2012-13 Actual Expenditures	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
OPEN SPACE MANAGEMENT	$ 315	$ 77,175	$ 114,400	$ 77,175	$ 77,175
PLANNING	$ 989,748	$ 950,670	$ 901,156	$ 1,076,514	$ 1,076,514
COOPERATIVE EXTENSION SERVICE	$ 1,101,457	$ 1,169,912	$ 1,123,740	$ 1,331,193	$ 1,257,699
SOIL AND WATER CONSERVATION	$ 311,155	$ 334,771	$ 323,733	$ 500,583	$ 395,037
ECONOMIC DEVELOPMENT	$ 1,632,941	$ 1,939,847	$ 2,820,184	$ 2,503,336	$ 2,463,336
Overall Result	**$ 4,035,615**	**$ 4,472,375**	**$ 5,283,213**	**$ 5,488,801**	**$ 5,269,761**

OPEN SPACE MATCHING GRANTS

MISSION

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

PROGRAM DESCRIPTION

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

2013-14 ACCOMPLISHMENTS

- Two new Matching Grant projects were approved in FY 2013-14.

Open Space Matching Grants

Funds Center: 4800470000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$315	$77,175	$114,400	$77,175	$77,175
Total Expenditures	**$315**	**$77,175**	**$114,400**	**$77,175**	**$77,175**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$315***	***$77,175***	***$114,400***	***$77,175***	***$77,175***

CITY/COUNTY PLANNING

MISSION

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

PROGRAM DESCRIPTION

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.

2013-14 ACCOMPLISHMENTS

- Provided timely review and processing of development applications.
- Provided timely enforcement of the UDO.
- Coordinated the review of Selective Vegetation Removal Permits for consideration by NCDOT.
- Coordinated with the Police Department to verify use for 80 ABC permit applications.
- Coordinated with the City-County Inspections Department to verify use prior to electrical reconnection for 200 properties.
- Coordinated with the City Business License Office to verify use or change of use for 508 properties.
- Coordinated with the County Sedimentation and Erosion Control Office for single-family grading permits for 40 properties.
- Continued development process improvements, including “Development Roundtable” committee, where representatives from the development community meet monthly with the directors from Planning, Public Works, and Inspections on issues or concerns.
- Completed recertification of Durham County’s participation in the National Flood Insurance Program (NFIP) Community Rating System (CRS).
- Developed, implemented, and managed the consolidated annexation process.
- Implemented and enforced new standards for mobile vendor.
- Implemented and enforced new standards for outdoor seating standards in Design Districts.
- Implemented and enforced new standards for group and family care home spacing.
- Completed or worked on significant revisions to the UDO.
- Completed the annual Evaluation and Assessment Report of the Durham Comprehensive Plan.
- Prepared an affordable housing inventory and began work on regulatory incentives for affordable housing.
- Participated in a multi-departmental effort to work with the Triangle Transit Authority to develop and implement a regional Transit Plan.
- Continued work on the multi-year Station Area Strategic Infrastructure (SASI) project to evaluate needed infrastructure improvements around proposed regional transit stations.
- Worked with Budget and Management Services to prepare an annexation analysis for the Eno Economic Development District in Orange County.

2014-15 HIGHLIGHTS

- The budget allows Planning to maintain current levels of service.

City/County Planning

Business Area: 4910261000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$989,748	$950,670	$901,156	$1,076,514	$1,076,514
Total Expenditures	**$989,748**	**$950,670**	**$901,156**	**$1,076,514**	**$1,076,514**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$989,748***	***$950,670***	***$901,156***	***$1,076,514***	***$1,076,514***

2014-15 OBJECTIVES

- Continue work on the multi-year Station Area Strategic Infrastructure study.
- Will complete the annual Evaluation and Assessment Report for the Durham Comprehensive Plan.
- Begin to implement affordable housing incentives in the UDO.
- Review two major plan amendments, zoning map changes, and zoning text amendments related to Design Districts in Compact Neighborhoods.
- Continue ongoing technical amendments to the UDO.
- Respond to mandates from the NC General Assembly regarding development regulations.
- Adoption of the Urban Open Space Plan by the City Council.
- Adoption of merged historic criteria by the City Council.
- Continue to develop a scope for a major Comprehensive Plan Update.
- Maintain Certified Local Government status.
- Maintain the NFIP Community Rating System certification for Durham County.
- Begin work on the next Compact Neighborhood station area design district.
- Work with the Durham-Chapel Hill-Carrboro Metropolitan Planning Organization on data collection and analysis as well as transportation modelling for development of the next Metropolitan Transportation Plan.

2014-15 PERFORMANCE MEASURES

MEASURE	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2013-14 Estimated	FY 2014-15 Goal
% of reviews of public and private land development proposals completed by the established deadlines.	95%	95%	85%	95%
% of reviews of public and private land development proposals evaluated by the appropriate Work Group Supervisor as high quality	95%	95%	95%	95%
% of surveyed customers evaluating the review of public and private land development proposals as “good” or better on customer satisfaction surveys	90%	90%	90%	90%
% of work products completed or milestones reached within established guidelines	95%	95%	90%	95%
Number of site plans	423	328	375	375

COOPERATIVE EXTENSION SERVICE

MISSION

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

PROGRAM DESCRIPTION

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

North Carolina Cooperative Extension is an educational partnership between county government 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; Motheread/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.

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

Cooperative Extension Service

Business Area: 4950

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$887,898	$911,344	$863,559	$1,020,841	$1,020,841
Operating	$213,559	$258,568	$260,181	$310,352	$236,858
Total Expenditures	**$1,101,457**	**$1,169,912**	**$1,123,740**	**$1,331,193**	**$1,257,699**
Revenues					
Intergovernmental	$545,612	$540,071	$558,830	$523,444	$544,559
Contrib. & Donations	$400	$0	$0	$820	$820
Service Charges	$24,523	$25,380	$13,708	$26,380	$26,380
Other Revenues	$675	$500	$1,175	$16,370	$16,370
Total Revenues	**$571,210**	**$565,951**	**$573,714**	**$567,014**	**$588,129**
Net Expenditures	***$530,247***	***$603,961***	***$550,027***	***$764,179***	***$669,570***
FTEs	18.79	18.79	18.79	19.26	19.26

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.

Durham County Cooperative Extension no longer serves as a county coordinator for the NC Seniors' Health Insurance Information Program (SHIIP), however we still provide this service to Durham seniors. Seniors eligible to receive Medicare medical and Medicare Part D prescription benefits receive assistance to evaluate their numerous and complex options. Family and Consumer Science provides one-on-one counseling to Durham Medicare beneficiaries,

Expanded Food and Nutrition Education Programs (EFNEP) assists families (Adult EFNEP) and youth (Youth EFNEP) with limited resources in making simple changes in eating behaviors and daily physical activities so that, over time, healthy choices become healthy habits. Limited resource families must have young children , the youth must be school aged and teens must be pregnant or have a child.

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 Gardner** 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.

Cooperative Extension relies on the expertise and experience of trained Volunteers. All of Extension program areas benefits from a variety of volunteers and the wise counsel of an Advisory Board of community members, who work to support and improve programming. Extension provides volunteers with opportunities to further develop their own skills. Program design and leadership is driven by a core group of local advisory boards that include: Extension Advisory Leadership Council, Transportation Advisory Board, Project B.U.I.L.D. Intervention Team, Welcome Baby Advisory Committee, and Extension Community Association. There are seven additional advisory boards/councils dedicated to specific program area.

2013-14 ACCOMPLISHMENTS

- Durham County 4-H has experienced a resurgence of interest, programs and activities. 2013-2014 has been a banner year for 4-H in the establishment of a partnership that placed 4-H activities in 28 elementary and 9 middle schools within the Durham Public Schools system. In addition there was the establishment of 3 new clubs; a horse club, a general interest faith-based club, and a drumming and chess club. The Durham County meat goat club continued its' activity in the community, winning medals at the Piedmont Livestock show in Orange County and taking home Grand Champion meat goat at the NC State Fair. As the Science Technology, Engineering and Math (STEM) initiative expands, Durham County 4-H is at the forefront, receiving training and all necessary materials to disseminate knowledge in robotics, energy conservation, technology and more to our teachers, partners and youth leaders. Along with the STEM initiatives, 4-H has supplied materials and training for the startup of 5 elementary school gardens: EK Powe, Little River, Hillandale, Creekside and Bethesda. In an effort to revive the profile of Durham County 4-H, all areas of study and focus are being implemented.

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- A Good Agricultural Practices (GAP) Safety Training was conducted in Durham County at the beginning of 2014 to fifteen local farmers interested in learning about the safety measures needed to produce healthy food for the Durham Community. This training was in response to the county's desire to purchase locally produced food for the Durham school system and the Durham County Jail. These farmers learned about the practices that will need to be implemented in order to become a GAP certified farm as well as the barriers which could prevent certification. They learned about the steps needed to ensure safe produce including: annual water sampling, training for produce handlers, measures for keeping wildlife and animals off the farm, safety measures around the use of composted manure, the importance of sanitation, signage, and hand washing needed around restroom facilities, as well as the cost of the annual certification. Ten of the farmers who went through the training also completed a farm safety plan. This plan is the first step to implementing on farm food safety and is needed for GAP certification if they decide to pursue it.

- FCS Food and Nutrition improves the health and well-being of Durham County residents through effective food and nutrition programs, such as Color Me Healthy (training for childcare providers to promote preschoolers moving and eating healthy), *Color Me Healthy* teaches children that healthy food and physical activity are fun, *Eat Smart, Move More, Weigh Less*, (focuses on lifestyle habits that help participants achieve a healthy weight, built on strategies proven to work, including mindful eating and physical activity.) *Servsafe* (food safety certification for restaurant managers and persons in charge, PIC) Consumers develop healthy habits through eating healthy, being active, handling food safely, managing resources for food security and practicing health-promoting behaviors.

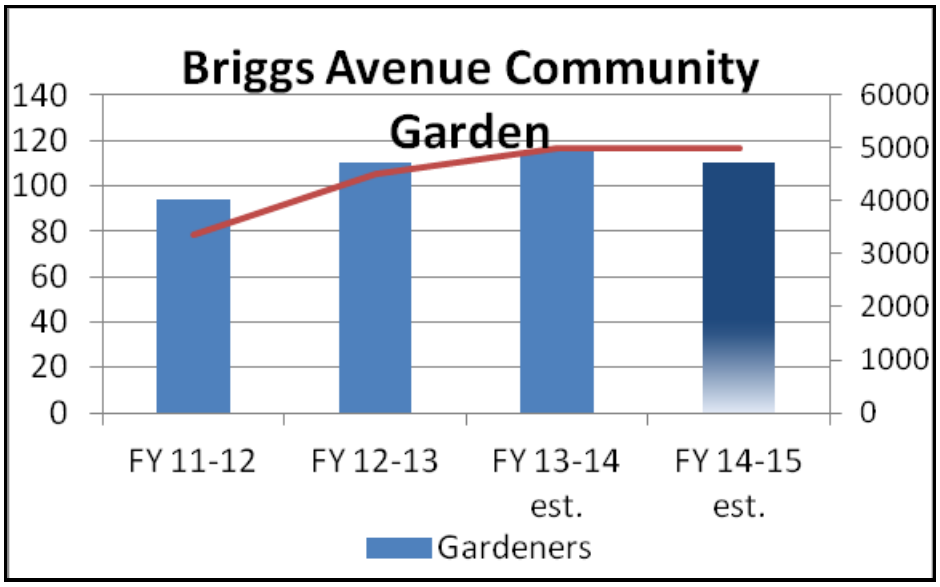
- Obesity and related chronic diseases are prevalent among North Carolinians. North Carolina ranks 13th in the nation for obesity, and 9th and 17th highest for adult diabetes and hypertension, respectively. Poor eating practices and physical inactivity are not limited to adults. Children are following closely in their footsteps, with only 1 and 4 eating recommended amounts of fruits and vegetables and almost half spending more than 2 hours watching television every day. Durham County Family and Consumer Sciences Agents partnered with Operation Breakthrough Head Start Program and Durham Public Schools to offer the *Steps to Health* program. *Steps to Health* educates and inspires limited resource North Carolinians to eat smart and move more through nutrition and food resource management education programming targeting preschoolers, kindergarteners, 2nd grade students, 3rd grade students, adults, older adults, families, and Latino families. This year the FCS agent focused on preschoolers and 2nd graders offering a sensory- rich experience through taste tests and educational strategies. Recipes and information on nutrition and physical activity were sent home to parents to promote a continuum of learning. 80% of parents stated they were able to see a positive change in their child in regards to healthy eating and or/physical activity. Parent's remarks included students wanting to eat more vegetables, willingness to try new foods, interested in drinking more water and wanting to participate in physical activity with parents and or family.

2014-15 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.

2014-15 PERFORMANCE MEASURES

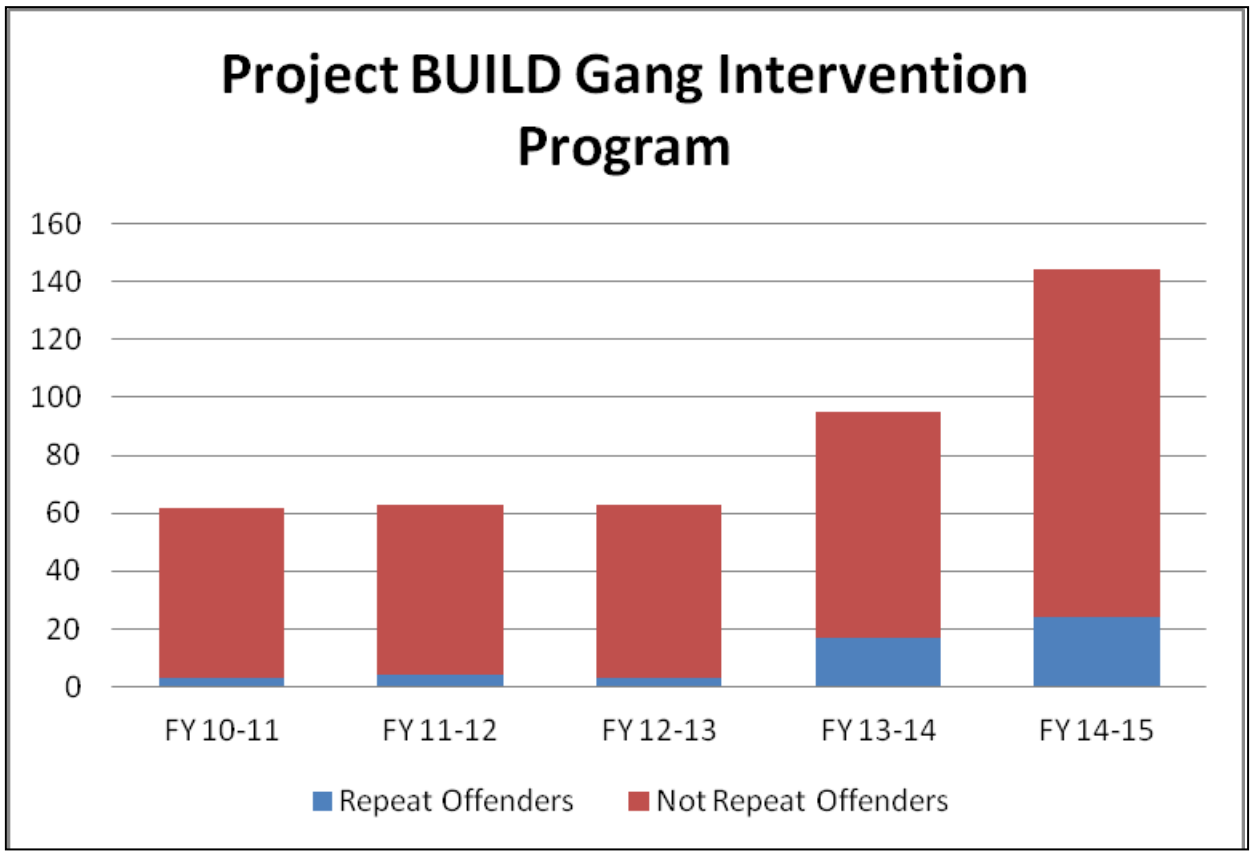
Performance Measure: Briggs Avenue Garden



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?
The overall number of gardeners working at the Briggs Ave Community Garden is comprised of plot owners, youth student entrepreneurs, Durham Tech Student Garden Plot Owners, and Volunteers. Produce collected and weighed is only one of the ways we tract the gardens performance. The garden is intended to improve the quality of the lives of the participants. The garden enables them the ability to grow their own food and as a result, reduces their annual grocery budget, be more active, eat healthier, and engage in community building activities.

What initiatives or changes to programs will the department take on in hopes to improve the overall performance of the related program or goal?
We expect some changes in this program during the 2014-15 year as a result of the ending of the five year CYFAR (Children, Youth, and Families at Risk) Grant that has been the primary source of funding for the garden and has included a part time community garden coordinator position. As a result, we have been working toward program sustainability which has involved the plot owners taking on more leadership and management roles within the garden. Durham County Extension Master Gardeners will also take on some additional roles in volunteer management to help sustain a needed level of service. This will all lead towards program ownership among the plot owners and stakeholders in the garden, however, we expect that the changes will take some time to get used to and require some adjustment. Our goal for 2014-15 will be managing this transition and ensure program sustainability. In addition, the garden is expanding to include a ¾ acre demonstration orchard and vineyard, which will be used to provide the larger Durham community with hands on demonstration site for fruit production. This site will include and open air pavilion which will be used for educational and social events. The produce generated from this site will go to both the plot owners and the Durham Tech Food Pantry.

Performance Measure: Project BUILD Crime Prevention

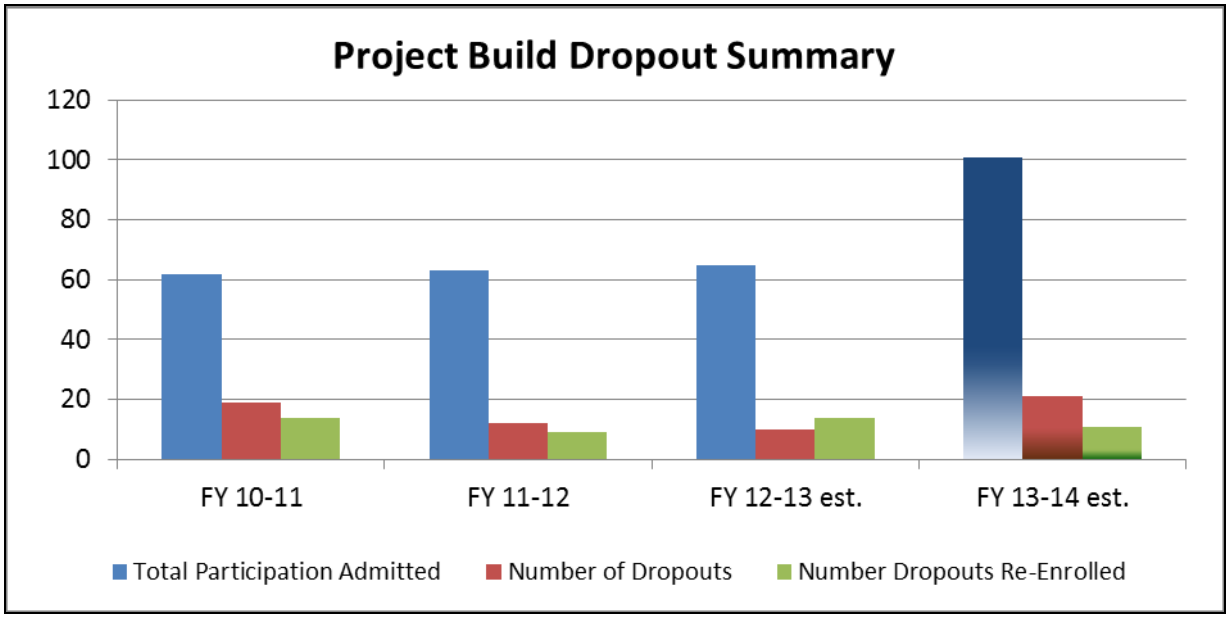


Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?
Project BUILD provides intensive gang intervention services to youth at high risk of gang involvement. The goal of these services is to reduce violent crime in the community and improve educational and social outcomes for these clients. During 2013-14, a higher percentage of clients receiving services from Project BUILD recidivated in comparison to previous years. However, this is somewhat attributable to the emphasis by the North Carolina Department of Juvenile Justice pursuing community-based placements for clients who in previous years would have been mandated to secure youth correctional facilities. By tracking recidivism rates for clients, we are able to assess the effects of services provided, as well as the need for additional services and resources. One of the goals of Project BUILD is to address the reality of the school to prison pipeline for youth in Durham. By measuring recidivism by Project BUILD clients, we ensure that the services we offer are making a difference in the community and in the lives of the young people that we serve.

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

During 2013-14, Project BUILD pursued and received funding from the Governor's Crime Commission to hire two gang prevention specialists. These prevention specialists work with 12- 14 year old clients who are at high risk of gang membership, or who have already become involved in gangs. The addition of two staff members will allow Project BUILD to serve 40-50 additional clients annually, and to reach youth at high risk of gang involvement at an earlier age. During 2013-14, Project BUILD also developed a partnership with Durham Public Schools to have outreach workers stationed on-site at five schools for 6 hours per week. These schools include Lakeview Alternative School, Riverside High School, Northern High School, Lucas Middle School, and Lowes Grove Middle School. This partnership allows Project BUILD to provide administrators with alternatives to suspension and to work directly with teachers and school personnel to help students achieve higher levels of school success.

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 other subgroups. By tracking, we can determine if our services and support are making a difference in the lives of Durham youth. We can also use the tracked measurements to determine if we need to alter our services in any way. By the same token, a high level of impact is an asset when seeking additional funding and support. For example, when a youth who has dropped out returns to school, they are less apt to return to crime. Furthermore, upon successfully completing their secondary education they are in a better position to elude a life of poverty and involvement in adult criminal activity which often leads to entrance into the adult penal system.

What initiatives or changes to programs 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-to-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; possibly enter the criminal justice system. We hope to stop this trend with a solid foundation in reading and math. In addition to helping youth acquire basic math and reading skills, we must be prepared to assist them further once they have mastered this academic deficiency. This can be accomplished through engaging trained tutors and the utilization of a credit recovery program. This measure specifically addresses Goal 1, 2, & 3 of Durham County Strategic Plan.

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SOIL AND WATER CONSERVATION

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 of the agricultural entity 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.

2013-14 ACCOMPLISHMENTS

- Thus far received $459,995 for Stream Restoration & Stormwater with an additional $976,500 of grant applications being submitted.
- Allocated State, Local & Federal Cost Share Funds estimated at $149,794 to landowners and users for water quality purposes.
- Increased knowledge of 63,696 citizens.
- Conducted County's Big Sweep efforts with 411 volunteers, 10,580 pounds of trash, and 23 sites cleaned.
- Implemented the National Institute of Food and Agriculture (NIFA) Grant for $30,000 to carry out the Bionomic Education Training Centers (BETC) Program at Southern High School.
- Entered into an interlocal agreement with the City of Durham to install Best Management Practices (BMP) in an urban area.

2014-15 HIGHLIGHTS

- Funding allocated for contracted services to register agricultural operations that engage in commercial food production and research activities as well as certify all commercial applicators that apply nutrients in order to maintain compliance with the mandates of the watershed rules.

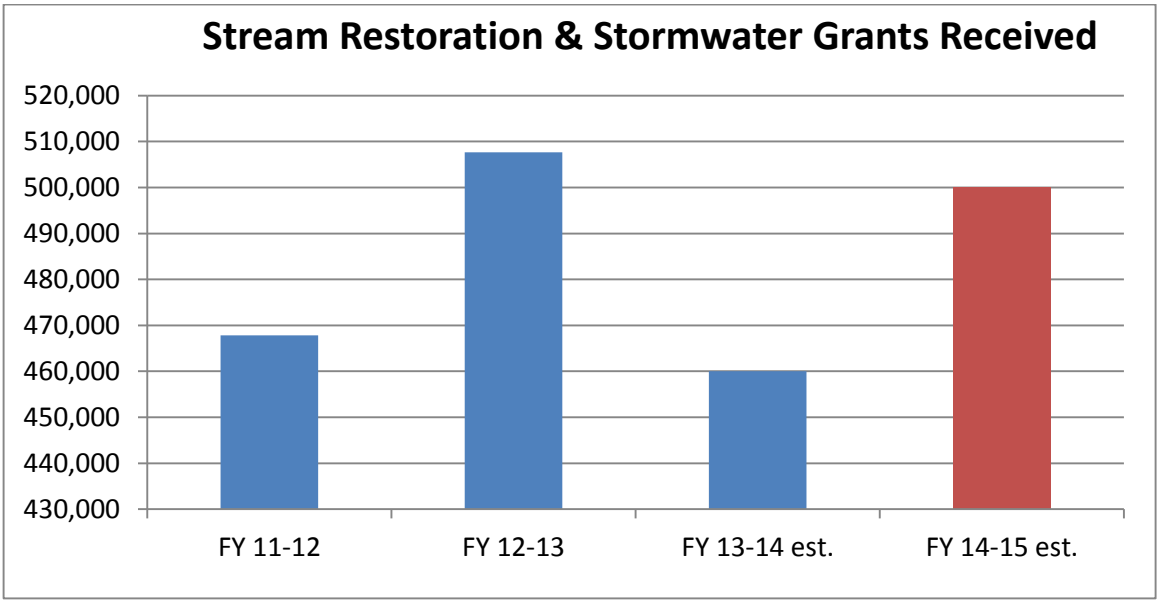
Soil and Water Conservation

Funds Center: 4960240000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$285,293	$295,997	$295,174	$431,450	$312,182
Operating	$25,861	$33,774	$28,559	$44,133	$82,855
Capital	$0	$5,000	$0	$25,000	$0
Total Expenditures	**$311,155**	**$334,771**	**$323,733**	**$500,583**	**$395,037**
Revenues					
Intergovernmental	$72,972	$59,159	$59,159	$26,390	$26,390
Total Revenues	**$72,972**	**$59,159**	**$59,159**	**$26,390**	**$26,390**
Net Expenditures	***$238,183***	***$275,612***	***$264,574***	***$474,193***	***$368,647***
FTEs	4.00	4.00	4.00	6.00	4.00

2014-15 PERFORMANCE MEASURES

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



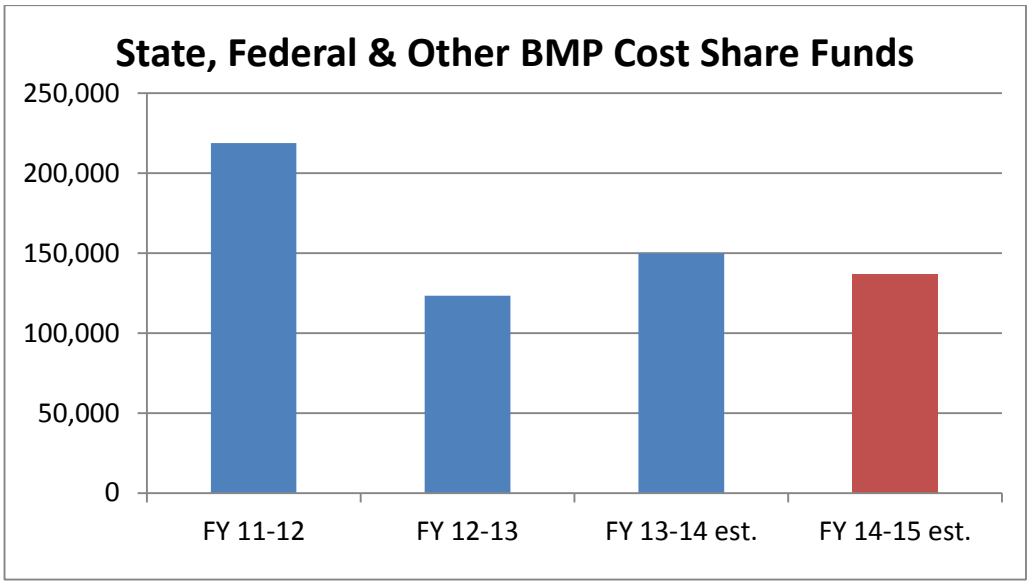
Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

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

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

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

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?
These funds are a result of the installation of Best Management Practices (BMP's) on privately owned property. Tracking this performance measure helps determine the amount of funding that will be needed for the entity of Agriculture to comply with watershed rules.

What initiatives or changes to programs will the department take on next year in hopes to improve the overall performance of the related program or goal?
Gather data from landowners to determine BMP's needed, as a result of the watershed rules.

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ECONOMIC DEVELOPMENT

MISSION

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

PROGRAM DESCRIPTION

Durham County's Economic Development Program is managed and staffed through the County Manager's Office. A contract with the Greater Durham Chamber of Commerce provides for assistance in coordinating economic development initiatives and activities in the county. This contract is budgeted at $265,000. In addition, this budget includes operational support funding for Downtown Durham, Inc. (DDI) and membership dues for the Research Triangle Regional Partnership (RTRP) in the amount of $150,000 and $42,138 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 2014-15 include:

BioMerieux	$80,000
Capitol Broadcasting Company	$612,961
Cree Corporation	$387,857
EMC	$150,857
GE Aviation	$80,000
Purdue Pharma	$142,857
Sentinel Data Center	$266,666
Syngenta	$135,000
Total	$1,856,198

Economic Development

Funds Center: 4990124000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$386,552	$455,339	$761,064	$497,138	$457,138
Transfers	$0	$150,000	$0	$150,000	$150,000
Other	$1,246,389	$1,334,508	$2,059,120	$1,856,198	$1,856,198
Total Expenditures	**$1,632,941**	**$1,939,847**	**$2,820,184**	**$2,503,336**	**$2,463,336**
Revenues					
Intergovernmental	$114,000	$0	$0	$0	$0
Total Revenues	**$114,000**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$1,518,941***	***$1,939,847***	***$2,820,184***	***$2,503,336***	***$2,463,336***

2014-15 HIGHLIGHTS

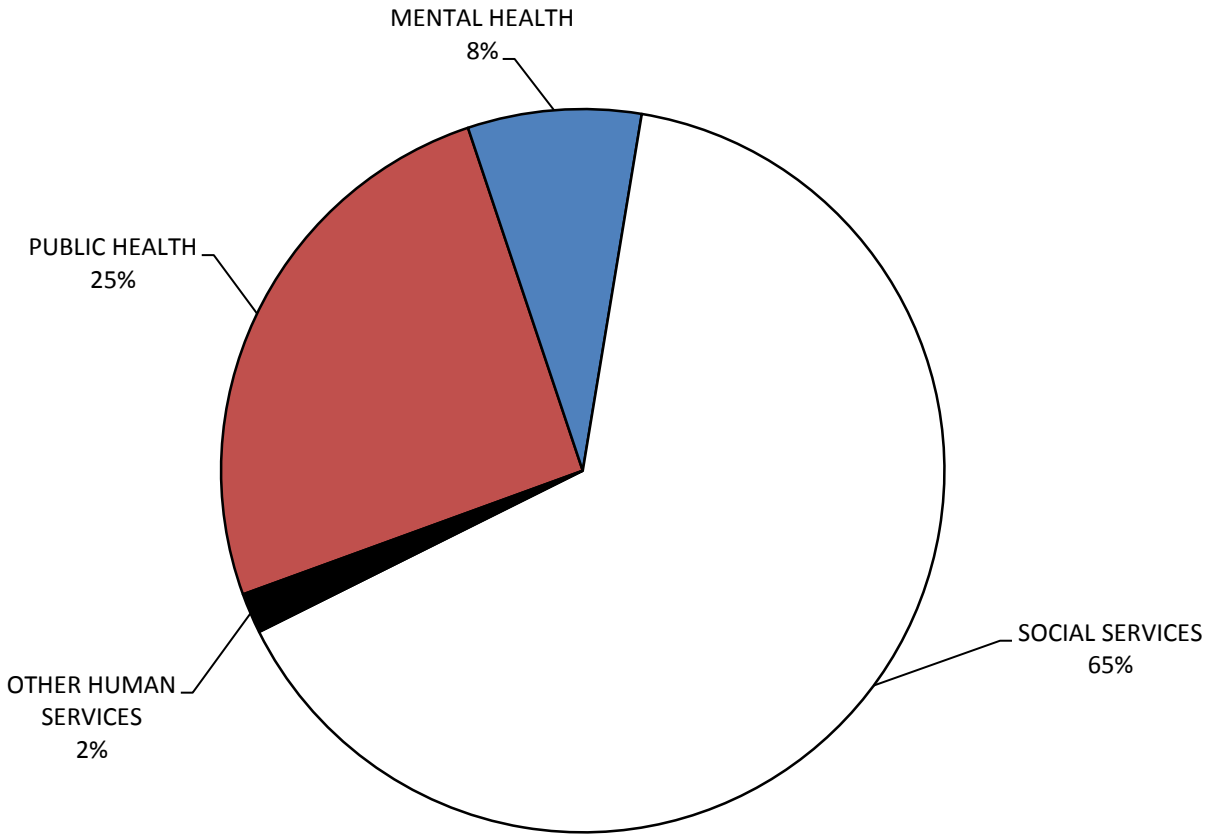
- The total amount budgeted for economic incentives has increased $523,489, largely due to incentive contracts signed in FY 2012-13 and FY2013-14, signaling increased activity in the local economic region for new business location or existing business expansion.
- With increasing economic activity in the county, the reserve is budgeted at $150,000 for FY 2014-15 to cover any unplanned, but approved economic incentives that may occur.

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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	2012-2013 Actual Expenditures	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
PUBLIC HEALTH	$ 18,578,433	$ 20,876,989	$ 20,227,673	$ 22,308,540	$ 21,841,914
MENTAL HEALTH	$ 8,576,953	$ 8,902,298	$ 7,118,994	$ 6,727,442	$ 6,661,442
SOCIAL SERVICES	$ 52,176,206	$ 52,151,722	$ 50,691,194	$ 56,179,958	$ 55,887,716
OTHER HUMAN SERVICES	$ 1,528,637	$ 1,905,217	$ 1,865,612	$ 2,012,877	$ 1,548,138
Overall Result	**$ 80,860,229**	**$ 83,836,226**	**$ 79,903,473**	**$ 87,228,817**	**$ 85,939,210**

PUBLIC HEALTH

MISSION

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

PROGRAM DESCRIPTION

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

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

In addition to conducting the day-to-day work of public health, the department is also focusing on: workforce development; communication and marketing; technology; access to medical and dental care; obesity and chronic illness; and education.

2013-14 ACCOMPLISHMENTS

- The DINE program provided nutrition education classes and healthy taste tests or cooking demonstrations to 731 classes in 10 qualifying elementary schools and five middle schools reaching 5,314 students.
- Hosted Take a Loved One to the Doctor on October 25, 2013. The event included health screenings such as blood pressure, diabetes and HIV/syphilis/hepatitis C, flu shots, health information and healthy cooking and physical activity demonstrations. Overall, 130 people registered and 18 vendors participated.
- A state of the art fitness facility was opened for employees. This effort has been led by Health Education staff who have offered fitness orientations and regular classes. Over 400 employees have registered to use the facility.
- Held *Back to School Smiles* Program providing free exams and limited services to youth under 21 years of age. Community dentists participated in the event, providing $6,000 in free dental care to 26 patients.
- Provided 6,008 client STD visits.
- Administered 7,359 vaccinations during 3,761 client visits at the immunization Clinic/Refugee Health Clinic in 2013.
- Investigated 574 cases of communicable disease and reported 155 confirmed, suspected or probable cases to the NC Division of Public Health.
- Screened 68 women in the BCCCP Clinic at public Health and 20 women through CAARE for pap smear and mammogram services through the first half of the fiscal year.
- Performed 9,250 HIV tests and provided counseling and referral for all who were tested.
- School Health nurses, in collaboration with Durham Public Schools, organized immunization clinics in each DPS middle school to provide one booster of Tdap vaccine for 6th graders.
- Continued laboratory analysis in support of Environmental Health recreational water sampling program at Rolling View Beach.
- Worked with Correct Care Solutions to lower the County's medication cost at the Detention Center.

2014-15 HIGHLIGHTS

The budget for Public Health includes the following items:

- 2.31 new FTEs are budgeted for FY15. Two of the positions are full time Environmental Health Specialists that will be responsible for the mandated enforcement of local and state rules as they apply to the permitting, plan review, inspections and complaint investigations of food, lodging and other institutions within the County. A current PHN II will increase by .11 making it a 1.0 FTE in order to provide additional school nurse services. A PHN I will increase by .2 making it a 1.0 FTE in order to reduce clinic waiting time and improve retention.
- 2 vacant grant-funded FTEs are eliminated to match grant funding and 1 vacant County-funded FTE is eliminated to offset the reduction of revenue in a grant-funded position.

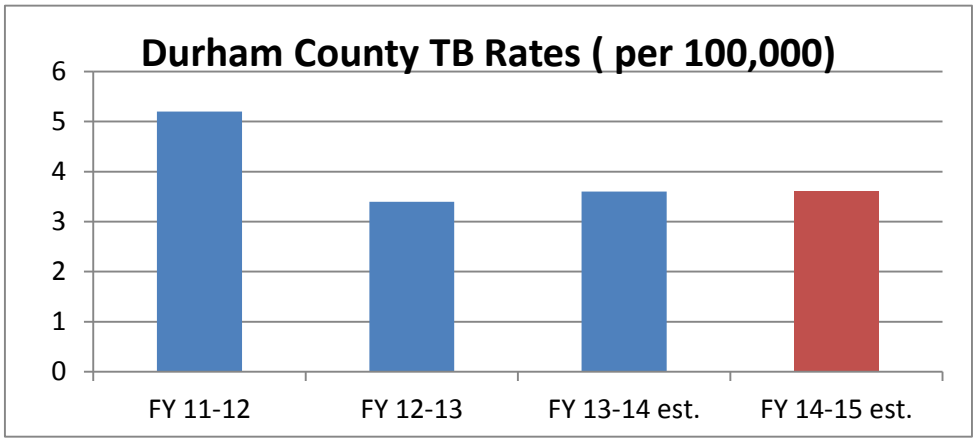
Public Health

Business Area: 5100

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$11,284,788	$13,531,228	$12,376,565	$14,111,172	$13,832,228
Operating	$7,264,038	$7,177,193	$7,787,939	$7,934,721	$7,759,868
Capital	$29,608	$0	$0	$12,829	$0
Transfers	$0	$168,568	$63,169	$249,818	$249,818
Total Expenditures	**$18,578,433**	**$20,876,989**	**$20,227,673**	**$22,308,540**	**$21,841,914**
Revenues					
Intergovernmental	$6,032,817	$5,500,514	$5,360,540	$5,721,771	$5,763,879
Service Charges	$520,181	$351,562	$327,196	$333,012	$348,012
Other Revenues	$221	$1,350	$501	$10,350	$10,350
Total Revenues	**$6,553,219**	**$5,853,426**	**$5,688,237**	**$6,065,133**	**$6,122,241**
Net Expenditures	***$12,025,214***	***$15,023,563***	***$14,539,436***	***$16,243,407***	***$15,719,673***
FTEs	212.46	214.56	216.56	223.27	215.87

2014-15 PERFORMANCE MEASURES

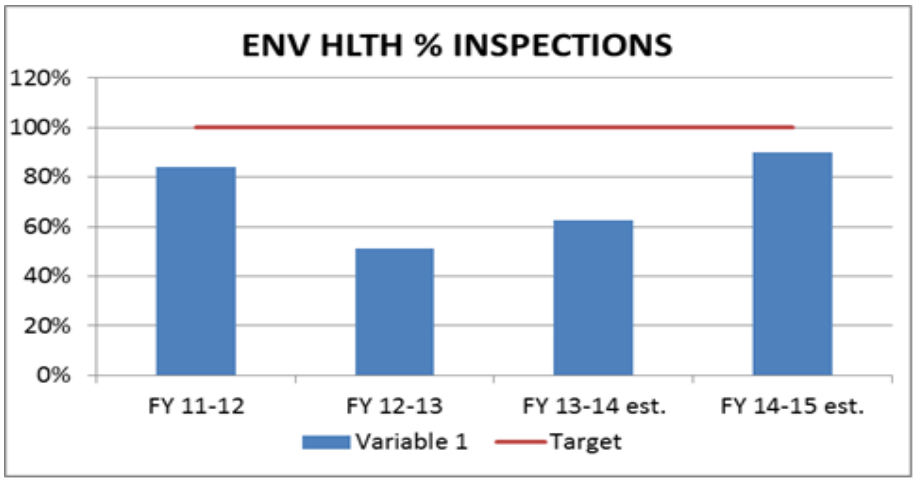
Performance Measure:
Communicable Disease Control - Tuberculosis Rate



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 (TB) is a communicable disease that can be transmitted from person to person through airborne spread, and has the potential for causing long-term disability or death. It requires multi-drug treatment regimens both to lessen its impact on the individual and to prevent transmission between individuals. TB is endemic in some countries, and refugees or immigrants from those countries typically do not have adequate treatment for latent TB infection. Durham County has become a major relocation site for refugees, which has increased refugee health service delivery in out clinics and screening for TB. Reducing the incidence and spread of TB is essential to maintaining the health of the public. We track this measure in order to assure that we are reducing the incidence of TB as well as to identify clusters of cases associated with particular risk factors. The goals of the TB Control Program are to aggressively interrupt TB transmission through screening of high risk individuals and use of effective TB treatment regimens, and to minimize the number of people in Durham County who become newly infected with TB through aggressive contact investigation and preventive treatment for latent TB infection.

What initiatives or changes to programs will your department take on next year in hopes to improve the overall performance of the related program or goal?
DCoDPH will continue to follow all state and federal guidelines for TB disease prevention, surveillance, control, and treatment. This includes making use of new technologies for confirming disease and disease resistance. The clinic initiated use of Skype, G-texting, and e-video to provide directly observed therapy (DOT) to active TB cases unable to come to the clinic for treatment or when distance is an issue.

Performance Measure:
Environmental Health Inspections



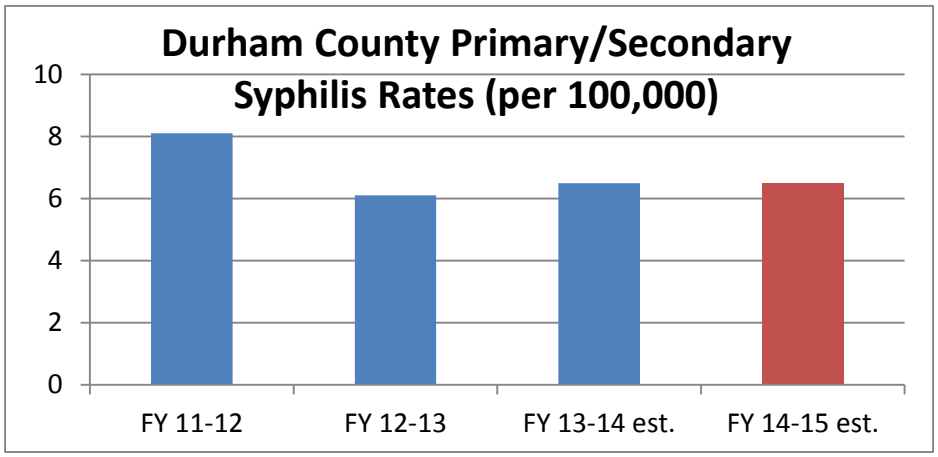
Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

The measure is important because conducting inspections at mandated frequencies protects the health of Durham County citizens and visitors, fulfills state requirements, and enables the public to make informed decisions and choices. Tracking this performance measurement helps to identify areas of concern, higher risk, and prevents delinquency. This allows priorities to be assigned and ensures best utilization of resources and personnel.

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

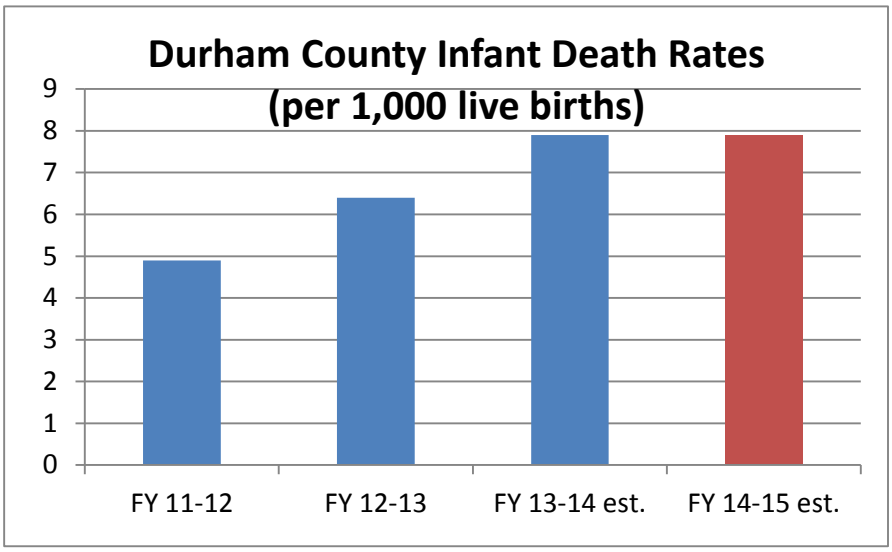
Initiatives and changes to improve the overall performance in FY 2014-15 include: increasing the number of Priority & Priority Foundation Violations corrected on-site, Decreasing the average time of inspections through increased education and training of both the inspections staff and food service establishment operators, decreased travel time through better planning, and increased field time by all inspectors through policy changes that include starting and stopping the work day "in the field". This will eventually include the use of more technology like Verizon Jetpacks (mobile internet connections). Safe, trusted, and reliable connectivity will enable staff to be much more efficient and aligned with County expectations of becoming more "cloud" based as we move forward.

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 is a sexually transmitted infection that can have long-term effects on the health of individuals, including neurosyphilis and tertiary syphilis. It can also have an effect on unborn children when the mother is infected. Screening and timely treatment of syphilis can reduce the impact on the individual, as well as decreasing 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 in screening and treating STDs. An increase in cases will prompt an evaluation of individual risk factors, partner tracing, and screening strategies in the community that can result in change.

What initiatives or changes to programs will your department take on next year in hopes to improve the overall performance of the related program or goal?
DCoDPH continues to monitor the appropriateness of treatment by outside providers, and gaps in adequate treatment are being identified. System changes are being implemented to increase opportunities for screening of high risk individuals in the community, including men who have sex with men. DCoDPH has requested another position for a Local Disease Intervention Specialist (DIS) who can assist with partner tracing and prevention strategies for syphilis and other STDs, including gonorrhea and chlamydia.



Performance Measure: Infant Death Rate

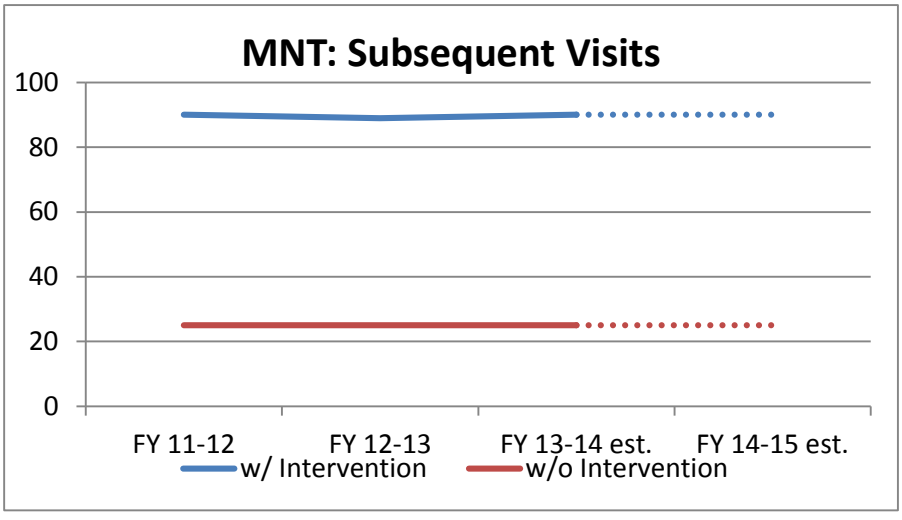
Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

Infant mortality (infant deaths occurring before the first birthday) incidence is the classic measurement of health in the community, because so many factors influence pregnancy outcomes (race/ethnicity, SES, maternal weight, substance use, infections, etc.).

Almost all activities of the agency affect infant mortality, either directly or indirectly, so tracking this performance measure is the best overall way of tracking the effectiveness of service delivery. The most significant factor in preventing infant mortality and morbidity is low birth weight reduction.

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

Investigate the possibility of cross-training nurses and other staff between Maternity Clinic and Family Planning Clinic for greater efficiency. Continue to expand the Centering Program. The most significant factor in preventing infant mortality and morbidity is low birth weight reduction. This is also a factor that the Centering Program is most likely to effect. Provide women who are seeking pregnancy and present themselves for physical examination or pregnancy testing an assessment for preconceptional risks. Counseling and referral are provided to increase the chances of a successful pregnancy outcome when pregnancy is desired. Secure funding to provide transportation for non-Medicaid patients to come to clinic and to go for ultrasounds. Deal with change in Presumptive Medicaid eligibility which will likely result in decrease in reimbursement to this agency and will discourage patients from keeping appointments for ultrasounds due to cost.



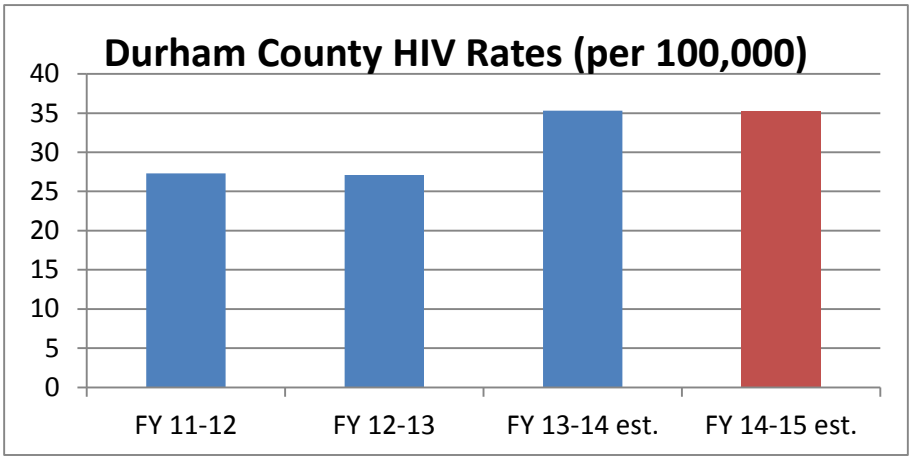
Performance Measure: Subsequent Nutrition Visits with Positive Outcomes

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?

Obesity continues to be a significant problem in Durham County and the cost of obesity is significant. According to the Community Health Assessment of 2011, North Carolina was the 10th most expensive state in the country for obesity-attributable medical expenses. Sixty-five percent of adults in Durham County are overweight or obese. Overweight individuals have or are at risk of developing co-morbidities such as insulin resistance ("prediabetes"), Type 2 diabetes, hypertension and high blood cholesterol levels, all conditions that have nutrition as a treatment component.

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

To Continue to provide quality MNT services to residents of Durham County; Maintain provider status with Blue Cross Blue Shield of North Carolina and Duke Select/Basic to allow the Health Department to bill directly for MNT services; Maintain and/or improve on the percent of subsequent nutrition visits that have positive outcomes.



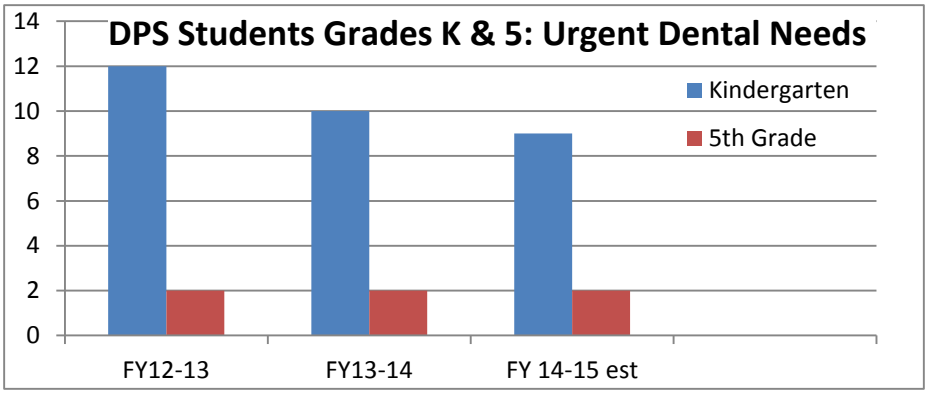
Performance Measure: Communicable Disease Control - HIV Rate

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 spread mainly by having sex with or sharing drug injection equipment with someone who is infected with HIV. Early identification of infected persons though aggressive screening and linkage to care can minimize morbidity and mortality associated with AIDS. Institution of control measures for infected persons can also prevent the continued spread of the disease. Tracking this measure allows us to monitor our success in reducing transmission.

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

DCoDPH will continue to expand HIV education to clients through a variety of means including increased media and collaboration with the Health Education Division. Accessibility to the clinics for high-risk individuals needing STD/HIV testing and treatment will be increased through improvements in the clinic process, including an express clinic model. Local Disease Intervention Specialists (DIS) will be utilized to assist with STD control efforts to decrease the persistently high rates of gonorrhea and chlamydia infections within Durham County, which are 2-fold and 1.5-fold higher than the rates for North Carolina. DIS staff will provide disease investigation and partner notification for patients diagnosed with gonorrhea, chlamydia, and other STDs as needed throughout the community, including those evaluated in the emergency rooms and by their primary care providers. DCoDPH will distribute notifications and regular reminders to area health care providers about the importance of prompt and accurate reporting of sexually transmitted diseases and other communicable diseases to the health department. Adequate numbers of competent staff in the STD clinic (including public health nurses, health educators, providers, and laboratory support personnel) will be hired in order to meet the health needs and service demands of the community.



Performance Measure: DPS Students in Grades K & 5 with Urgent Dental Needs

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 this measure is important to the Department, as one of the Dental Division's goals is to increase access to dental care for all children, including those who may be economically disadvantaged. This measure helps the Department discern if it is meeting this goal. In reviewing data from each school, it helps the Department identify where the need for dental care is greatest, and allows us to focus resources in specific areas in Durham County. Services would include strategies to address oral health education with students and parents, providing quality care through the Tooth Ferry (mobile unit) at the schools, and/or referring students with more urgent needs to the clinic for immediate treatment.

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

The Dental Division is engaging in the following initiatives in hopes of reducing the number of children in Kindergarten and 5th Grades with urgent dental needs. The Division is working with Early Head Start, East Durham Children's Initiative, and will reach out to other groups to visit community sites more frequently, including participating in summer camps and additional events. The Division will target schools in which *urgent dental needs* have risen, providing additional education and direct treatment with the goal of improving oral health.

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MENTAL HEALTH (ALLIANCE BEHAVIORAL HEALTHCARE LME/MCO)

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.

2014-15 HIGHLIGHTS

- The Durham Center will continue operating as a Managed Care Organization (MCO). **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.
- Funding rolled from FY2014 to implement the IBM Smarter Cities Program. This is a joint collaboration between Durham County, the City of Durham and DPS.

2013-14 ACCOMPLISHMENTS

On July 1, 2012 The Durham Center merged with the Wake County LME to form Alliance Behavioral Healthcare. On February 1, 2013 Alliance began operating as a behavioral health managed care organization under Medicaid 1915 (b)/(c) waivers, making it the largest managed care organization in North Carolina with responsibility for utilization review and authorization of services for approximately 186,000 Medicaid-eligible citizens and a total population of 1.7 million across a four-county region that also includes Cumberland and Johnston.

During the past year Alliance created a Crisis Collaborative in the Durham community pulling together healthcare agencies, first responders, local hospitals and others to develop a shared list of frequent users of high-cost emergency departments. The Collaborative is working to develop strategies to divert these individuals to more clinically-appropriate, cost-efficient treatment settings.

The BECOMING project, funded by a six-year, $5.4 million federal grant, reached out to over 350 disconnected transition-aged youth and through March, 136 have enrolled in mental health services. It sponsored two “real world” simulations that taught 150 youth to make the responsible financial decisions necessary for daily life, and conducted over 30 other trainings and events across the community.

Alliance continues The Durham Center’s commitment to efficiently managing effective, innovative behavioral health services that lead to positive outcomes for the citizens of Durham County.

Mental Health (Alliance Behavioral Healthcare LME/MCO)

Business Area: 5200

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$8,576,953	$8,902,298	$7,118,994	$6,727,442	$6,661,442
Total Expenditures	**$8,576,953**	**$8,902,298**	**$7,118,994**	**$6,727,442**	**$6,661,442**
Revenues					
Intergovernmental	$1,618,638	$2,240,856	$457,553	$0	$0
Total Revenues	**$1,618,638**	**$2,240,856**	**$457,553**	**$0**	**$0**
Net Expenditures	***$6,958,316***	***$6,661,442***	***$6,661,442***	***$6,727,442***	***$6,661,442***
FTEs	0.00	0.00	0.00	0.00	0.00

SOCIAL SERVICES

MISSION

Created by the North Carolina General Assembly and sustained with public funds, the Durham County Department of Social Services' vision is a community where families achieve well-being. The department's mission is "Partnering with families and communities in achieving well-being through prosperity, permanence, safety and support." The department operates with a Core Values Statement:

The staff members of the Durham County Department of Social Services make this commitment to individuals, families, our community and ourselves:

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

PROGRAM DESCRIPTION

Administration

This cost center includes the activities of the 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

Key components of the Customer Accountability and Program Development Division include:

- Program Integrity
- Quality Assurance and Training
- Customer Information Center (reception, call center and records management)
- Public Information

Services

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

Adult Social Work Services - provides services that allow disabled and elderly adults to remain in their own homes; protection of adults from abuse, neglect, exploitation; in-home supportive services to avoid unnecessary institutionalization; and supervision of adult care homes and facilities.

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

Child Placement and Supportive Services - provides for the safety and well-being of youth placed in the legal custody of Durham DSS by the juvenile court, and finds permanent, adoptive homes for youth who are not reunited with their families or relatives. Recruits, trains and supports foster and adoptive families.

Social Services

Business Area: 5300

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$22,378,583	$23,790,952	$21,021,341	$24,944,930	$24,672,102
Operating	$29,724,623	$28,206,434	$29,669,854	$31,190,828	$31,190,614
Capital	$0	$81,013	$0	$44,200	$25,000
Transfers	$73,000	$73,323	$0	$0	$0
Total Expenditures	**$52,176,206**	**$52,151,722**	**$50,691,194**	**$56,179,958**	**$55,887,716**
Revenues					
Intergovernmental	$35,312,506	$35,985,990	$34,426,099	$40,217,677	$40,243,694
Contrib. & Donations	$758,370	$1,504	$207,734	$28,947	$28,947
Service Charges	$280,427	$160,309	$71,130	$166,140	$166,140
Other Revenues	$57,630	$212,278	$92,252	$163,931	$163,931
Total Revenues	**$36,408,932**	**$36,360,081**	**$34,797,215**	**$40,576,695**	**$40,602,712**
Net Expenditures	***$15,767,274***	***$15,791,641***	***$15,893,979***	***$15,603,263***	***$15,285,004***
FTEs	475.45	467.35	467.35	472.35	468.35

Child Care Subsidy Services - is responsible for the administration of State child care subsidy and access to resources and referral information. In addition to providing child care subsidies, the program also provides training and technical assistance to contracted child care providers.

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

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

Community Initiatives - Community Initiatives partners with agencies including Duke Hospital and Durham Public Schools to provide social work services in the community.

Public Assistance

These programs provide entitlement benefits for health access and nutrition services, foster care and adoption payments as well as cash assistance through Work First. The programs are **Food 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. The nature of services within the Child Support Enforcement includes the location of non-custodial parents and their assets, establishing support orders, and establishing paternity. As necessary, this service is also responsible for collection and distribution of payments and enforcement for non-payment of legal child support obligations.

2014-15 HIGHLIGHTS

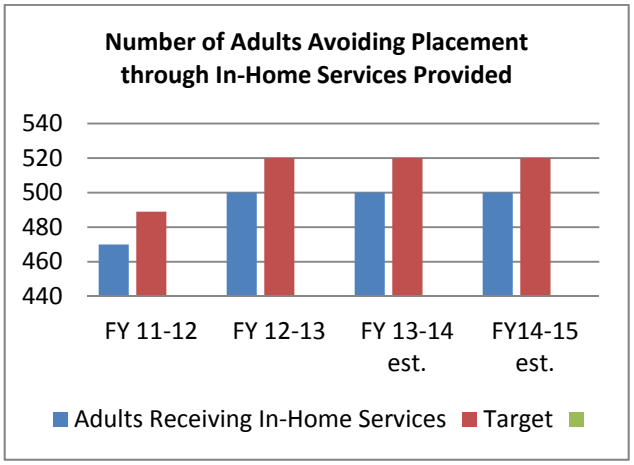
- Fifteen provisional Medicaid positions to assist in the transition to the NC Fast system.
- Child Support Agent to provide additional resources to this service area.
- Additional resources to allow for greater telecommunication and data transfer for employees that work primarily outside of DSS offices.
- Continued funding for the Document Imaging project to move to a paperless record system.
- Funding for vehicle and capital equipment is included in the Vehicle and Equipment Funds Center found on page 126.

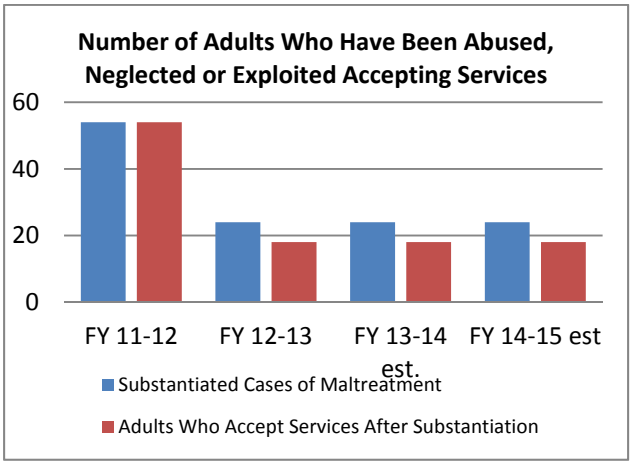
2013-14 ACCOMPLISHMENTS

- 49,281 individuals are recipients of Food and Nutrition Services.
- 83 Adults entered employment through Work First Program.
- Over $17,000,000 collected in Child Support.
- 47,525 Total Medicaid Recipients.
- 89% of Medicaid recipients linked with primary care provider.
- Served as guardian for 77 adults.
- Disbursed over $3M in emergency assistance (utilities, medicine, food, shelter) to 13,766 households.
- Met or Exceeded State goal (94%) for initiating 1,900 protection services for Adults and Children.
- 20 children were adopted.
- 2,373 children received Child Care Subsidy services.
- Hardware and Software program have been updated to increase efficiencies in all divisions (Child Support, Child Welfare, Accounting, and Eligibility).
- NCFAST implementation continues.

2014-2015 PERFORMANCE MEASURES

Performance Measure: Adult Protective Services





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 overarching goal in Performance Measure #1 is to help older and disabled adults to remain in their own homes as long as possible. This is what they want, and In-Home Services, such as home-delivered meals, aide services, and Adult Day Care services are designed to achieve this goal. The cost for maintaining a disabled or older adult in their home is significantly less than group-living costs, such as Nursing Home or Adult Care Home living. Nursing Home costs $70,000.00 a year; while an Adult Care Home costs $30,000.00 per year. The typical client served with In-Home Services costs $6,336.00 each year. For In-Home Services we are operating with finite dollars. By 2020, Durham County will be home to 50,000 adults 60 or older. As the population ages, the demand for assistance will intensify; yet we are operating with finite dollars. Waiting lists are expected to grow.

For Performance Measure #2, it ties in to #1 with respect to increasing demands, due to an aging population. Although the number of APS reports decreased, there continues to be a demand to mobilize services and resources for those coming to the agency's attention. The object of this measurement is to track those in need of protection, and their willingness to

accept services. The reasons for this are obvious. In the adult world, clients who refuse services, though they may be in need of them, are likely to come back into the system. Worse, if clients don't accept services, their circumstances deteriorate further, thereby, perhaps, requiring more invasive intervention—and more costly intervention—to protect them.

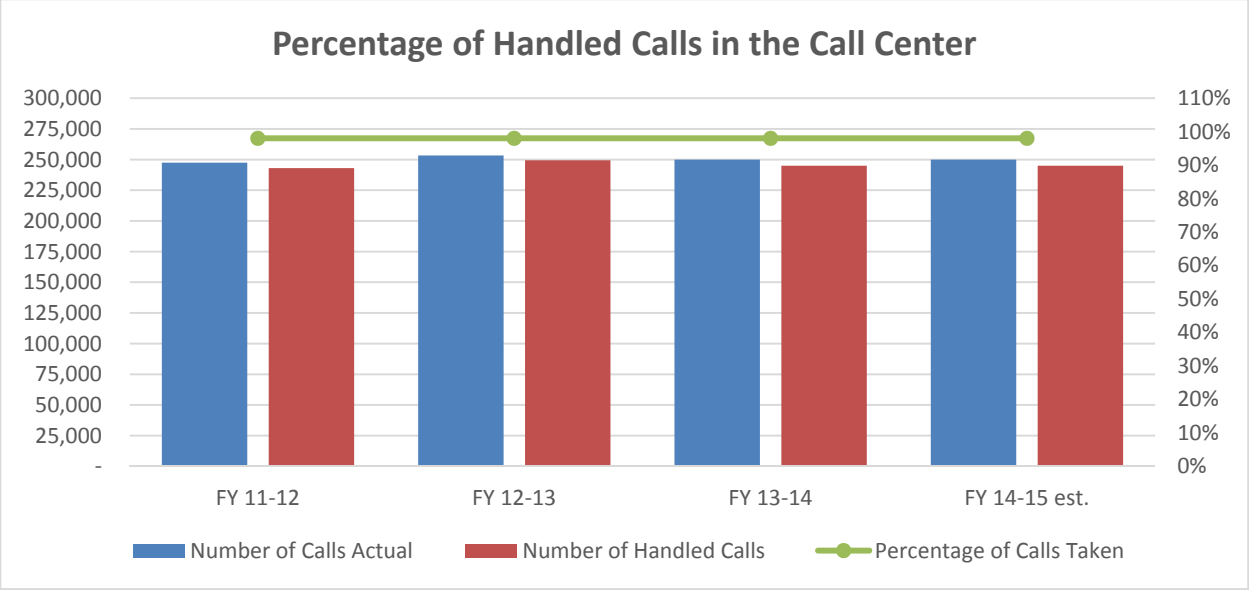
Tracking Performance Measure #1 gives the DCDSS data on the impact we are having in the community. What we know is that In-Home Services keeps clients in their homes safely and for longer because we track the placement rate of the clients. The placement rate of all clients receiving In-Home Services is only 4%.

As for Performance Measure #2, tracking this helps us understand the influence we are having in protecting disabled adults. Couple this measurement with the rate of repeat abuse, neglect or exploitation while receiving services, we know that 100% of disabled adults who have been mistreated, do not suffer repeat mistreatment.

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

The ultimate goal is to serve as many clients as possible. We know our services keeps disabled adults safe and in their homes. The Adult Services Program Manager does presentations to the BOCC and the Social Services Board emphasizing the increased demands for both In-Home Services and Adult Protective Services. It is well known that the coming tide of Baby Boomers who will be taxing the system as they continue to age will be such that this country—and this County—has never seen before. DCDSS has had conversations about what this means and what will be needed to prepare. Increased financial resources to provide protection for mistreated adults has been requested. The Adult Services Program Manager also discusses the needs the DCDSS is seeing with respect to seniors with the Durham Partnership for seniors for their input and recommendations.

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 our ability to meet the mission and provide exceptional customer service. For many customers the call center is the initial contact with the Department when they are in crisis or have questions regarding the nature of our services and/or benefits. Prompt and courteous response to the over 220,000 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." One way the agency demonstrates this partnership is by courteous and efficient initial engagement of the clients and community partners by attaining excellence in our call center. The high rate of answered and processed calls exceeds expected performance. The various reports generated by the Call Center track specific information pertaining to calls received, wait time on hold and the amount of time spent with each caller. Tracking these performance measures continues to be significant in ensuring a high level of customer service. When warranted information is shared with the Programs and is addressed as needed in terms of accountability.

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

As we move into FY 2014-15, continuing to meet the demands of The Federal Affordable Care Act (ACC) and the State's NC Fast Program is paramount. These Federal and State programs have already challenged the department's ability to provide exceptional customer service in Customer Information Center (CIC) because work processes/procedures needed to be modified to manage these significant changes. For example, in an effort to enhance efficiency and the department's ability to ensure customers receive the benefits they are entitled to in a timely fashion, tasks that could be completed at entry into the department were moved to CIC. These tasks were previously completed by staff in the benefit programs. This change coupled with the increase amount of time needed to be spent with each customer to combat their fears about ACC and NC Fast are becoming increasingly difficult to manage. As a result, maintaining exceptional customer service has been a challenge. The department will be addressing this challenge by:

- Assessing innovations for the Customer Information Center (Kiosks, self-service translation, Web chat, and etc)
- Ensuring staff have proper customer service and program training
- Redeploying staff within the agency to the Customer Information Center
- Assessing current processes/procedures for additional opportunities to enhance efficiency

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COORDINATED TRANSPORTATION SYSTEM

MISSION

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

PROGRAM DESCRIPTION

North Carolina Cooperative Extension is an educational partnership between county government and the state's land grant universities – North Carolina State University and North Carolina Agricultural and Technical State University – and the federal government. Local issues are addressed through educational programs delivered at the county center as well as in the community.

Coordinated Transportation is funded by the North Carolina Department of Transportation to assist in assuring accessibility to transportation for citizens with special needs and those living outside the urban sections of the community. Human services and nonprofit agencies use this funding to reduce transportation costs for citizens served. Staff, in conjunction with the Transportation Advisory Board, identifies needs, leverages resources and evaluates options for helping agencies and citizens meet their transportation needs.

2013-14 ACCOMPLISHMENTS

- Due to the successful passage of the transit sales tax referendum, Durham County Access received $33,700 in Bus, Rail Investment Plan (BRIP) funds in FY14-to provide new trips to meet underserved transportation needs. In FY2014-2015 $88,100 in funding is anticipated that will allow for further growth to address transportation challenged citizens in Durham County.
- Funds were made available for Durham County in the amount of $79,500 (Federal and local matching funds) for demand response service associated with the job access program. In the spring, due to reallocated funds the DCHC – MPO made available additional federal funds with a local match requirement totaling $163,958. These additional funds will be used to increase ridership for the transportation disadvantaged and rural low-income residents to assist in employment and work-related training and job seeking efforts.
- Durham County Access continues to increase the amount of trips provided to Durham County residents from the previous years. In FY 2013, over 60,000 demand response residents were transported to employment, medical, general public and social/entertain related trips. End of the FY 2013-2014 ridership projections are likely to exceed this mark.
- Durham County Access communication and outreach efforts to organizations such as the Durham Chamber, Rougemont Ruritan, DCHC MPO, and City of Durham have increase interest and advanced new and existing program and funding opportunities.

2014-15 HIGHLIGHTS

- Replace 2 lift equipped vans

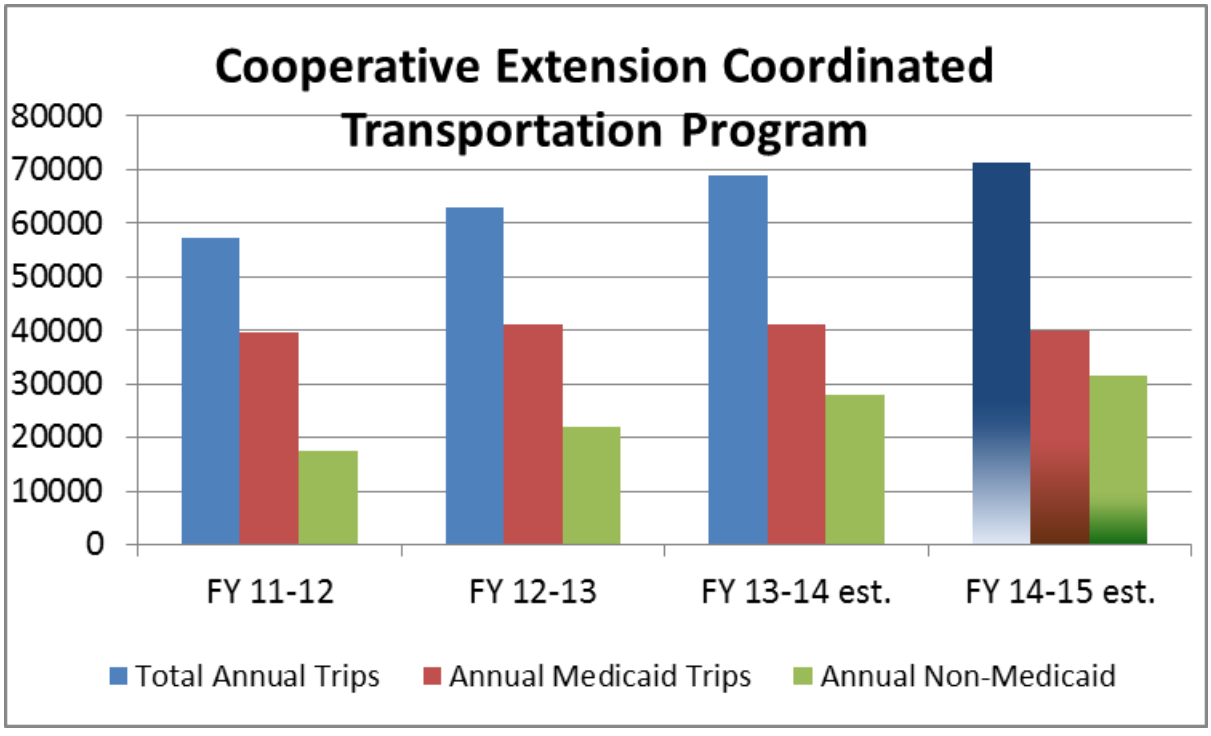
Coordinated Transportation System

Funds Center: 5800650000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$103,188	$107,120	$103,242	$100,281	$100,281
Operating	$347,457	$666,469	$629,121	$348,944	$348,944
Capital	$0	$90,000	$91,620	$96,000	$96,000
Total Expenditures	**$450,644**	**$863,589**	**$823,983**	**$545,225**	**$545,225**
Revenues					
Intergovernmental	$427,355	$854,876	$488,331	$491,507	$491,507
Total Revenues	**$427,355**	**$854,876**	**$488,331**	**$491,507**	**$491,507**
Net Expenditures	***$23,289***	***$8,713***	***$335,652***	***$53,718***	***$53,718***
FTEs	2.00	2.00	2.00	2.00	2.00

2014-15 PERFORMANCE MEASURES

Performance Measure: Number of elderly and disabled citizens transported via Coordinated Transportation



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

Coordinated Transportation, through Durham County ACCESS, provided 57,134 trips in FY11-FY12 and 63,000 trips in FY12-FY13 to residents of Durham County. In FY13-14 we estimate that we will be providing 69,000 and increasing it to 71,400 in FY14-15. 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 over, have a disability, or are transportation disadvantaged ride Durham County ACCESS vans for medical, work-related and other personal care purposes. The Coordinated Transportation program supports each of the Goals in the Durham County Strategic Plan: Goal 1 – transportation services are

provided for residents to jobs and job-training programs. Goal 2 – transportation services provide residents with access to health and wellness services as well as to other personal care destinations including grocery shopping. Goal 3 – transportation services provide residents who are transportation disadvantaged with access to community resources and support services. Goal 4 – transportation services are provided in a shared-ride model thereby contributing to a reduction in vehicle miles traveled by Durham residents. Goal 5 – customer satisfaction for transportation services is very high with 91% of passengers surveyed indicating that they are satisfied or very satisfied with the service and 100% reporting that services allow them to get to their appointments and meet their daily needs. Also coordinated transportation staff continues to use innovative approaches to harness community resources resulting in a significant increase in the amount of grant funding brought in to the county for this program. In short, the transportation services provided by the Coordinated Transportation program 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?

Coordinated Transportation expects to receive a significant increase in grant funding in FY13-FY14 to support an expansion of service through our shared-ride, demand-response program. However, the NC Department of Health and Human Services is considering changing the current method by which Medicaid transportation is provided in the State. The changes may result in Medicaid transportation being provided by an entity other than Durham County ACCESS.

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 Statues, and the N.C. Department of Juvenile Justice and Delinquency Prevention (DJJDP) procedures and guidelines. Once the applications were received, the Durham County Juvenile Crime Prevention Council (JCPC) voted to adopt the Durham Annual Funding Plan.

The administrative oversight of this program is managed by the Criminal Justice Resource Center (CJRC).

The following programs are recommended for funding contingent to inclusion in the State of North Carolina budget:

- Durham County Teen Court and Restitution $170,000
- Durham County Clinical Program (El Futuro) $35,485
- Juvenile Justice Project (Elna B. Spaulding Conflict Resolution Center) $10,000
- Parenting of Adolescents (Exchange Clubs' Family Center) $101,782
- Rites of Passage (Durham Business and Professional Chain) $8,400
- The P.R.O.U.D (Personal Responsibility to Overcome with Understanding and Determination) Program $62,285
- Rebound, Alternatives for Youth juvenile structured day $12,000
- Unallocated $10,000

Also, these programs and administrative functions are recommended for funding contingent to inclusion in the State of North Carolina budget but are located within other County agencies:

- Project BUILD - Building Uplifting and Impacting Lives Daily (Cooperative Extension) $114,714
- Juvenile Crime Prevention Council Administrative Costs (Criminal Justice Resource Center) $12,000

Funds Center: 5800273000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$501,711	$427,567	$427,567	$427,567	$409,952
Total Expenditures	**$501,711**	**$427,567**	**$427,567**	**$427,567**	**$409,952**
Revenues					
Intergovernmental	$501,711	$427,567	$427,567	$427,567	$409,952
Total Revenues	**$501,711**	**$427,567**	**$427,567**	**$427,567**	**$409,952**
Net Expenditures	***$0***	***$0***	***$0***	***$0***	***$0***

HUMAN SERVICES NONPROFIT AGENCIES

MISSION

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

PROGRAM DESCRIPTION

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

- A Helping Hand
- Big Brothers Big Sisters of the Triangle
- Child and Parent Support Services, Inc.
- Child Care Services Association
- D3 Community Outreach, Inc.
- Dress for Success Triangle
- Durham Center for Senior Life
- Durham Economic Resource Center (DERC)
- Durham Interfaith Hospitality Network
- Durham Literacy Center
- El Centro Hispano, Inc.
- El Futuro, Inc.
- Elna B. Spaulding Conflict Resolution Center, Inc.
- First in Families of North Carolina
- Food Bank of Central and Eastern North Carolina
- Genesis Home, Inc.
- Inter-Faith Food Shuttle
- Mental Health America of the Triangle
- Operation Breakthrough, Inc.
- Piedmont Wildlife Center, Inc.
- Planned Parenthood of Central North Carolina, Inc.
- Reality Ministries, Inc.
- Reinvestment Partners
- Senior PharmAssist, Inc.
- Triangle Residential Options for Substance Abusers, Inc. (TROSA)

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

Human Services Nonprofit Agencies

Business Area: 5800

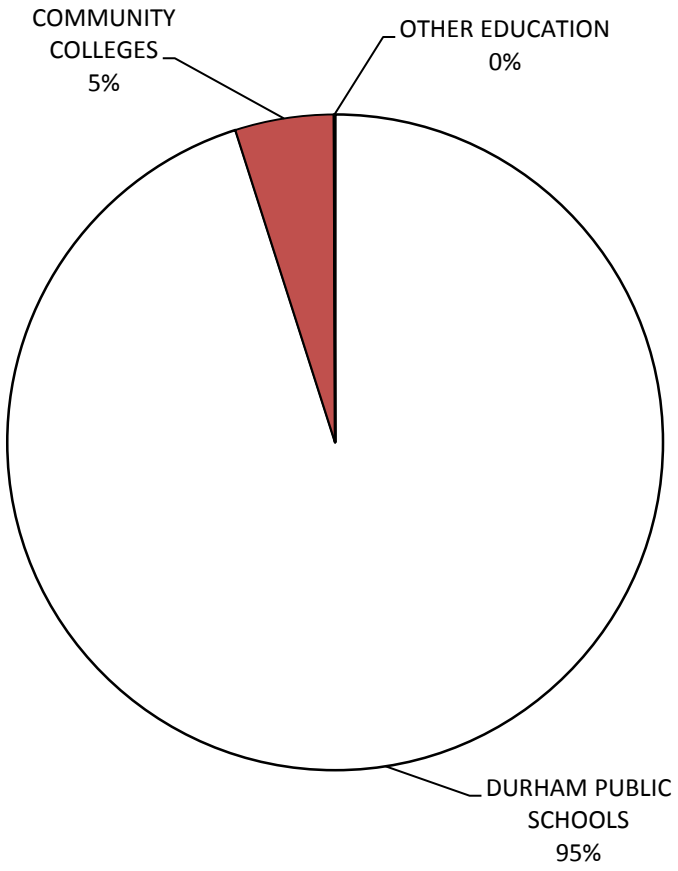
Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$576,282	$614,061	$614,061	$1,040,085	$592,961
Total Expenditures	**$576,282**	**$614,061**	**$614,061**	**$1,040,085**	**$592,961**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$576,282***	***$614,061***	***$614,061***	***$1,040,085***	***$592,961***

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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	2012-2013 Actual Expenditures	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
DURHAM PUBLIC SCHOOLS	$ 117,166,662	$ 119,603,311	$ 119,603,312	$ 120,949,146	$ 120,233,146
COMMUNITY COLLEGES	$ 5,628,189	$ 6,028,189	$ 6,028,189	$ 6,294,806	$ 6,142,915
OTHER EDUCATION	$ 82,250	$ 89,500	$ 89,500	$ 135,660	$ 78,660
Overall Result	**$ 122,877,101**	**$ 125,721,000**	**$ 125,721,000**	**$ 127,379,612**	**$ 126,454,721**

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 2014-15 ADM	33,650
Minimum funding for FY 2014-15	$65,954,000

(In addition, if the ADM for charter schools was factored in (an additional 5,084 pupils, for a total of 38,734 pupils), the calculation would equate to $75,918,640 minimum funding for FY 2014-15. Durham County funding significantly exceeds these thresholds.)

	FY 2012-13 Actual	FY 2013-14 Approved	FY 2014-15 Requested	FY 2014-15 Approved
Current Expense	$115,796,662	$118,233,311	$119,579,146	$118,863,146
Capital Outlay	$1,370,000	$1,370,000	$1,370,000	$1,370,000
Total	**$117,166,662**	**$119,603,311**	**$120,949,146**	**$120,233,146**
School Debt Service	$28,248,183	$26,820,112	$30,114,672	$30,114,672
TOTAL FUNDING	**$145,414,845**	**$146,423,423**	**$151,063,818**	**$150,347,818**

In addition to this funding, Durham County funds a number of positions and programs that provide services within Durham Public Schools. These positions/programs and their County-only funding for FY 2014-15 are shown below.

Program or Position (County Department)	Durham County Funding FY 2014-15
School Resource Officers (Sheriff)	$1,074,423
School Nurses (Public Health)	$1,445,646
Cooperative Extension Programming for DPS Students*	$26,061
Library Programming for DPS Students*	$3,620
Non-Profit Enrichment Programs (Non-Profit Grants)*	$29,440
Piedmont Wildlife Center	*$8,190*
Playworks Durham	*$10,000*
Voices Together	*$11,250*
TOTAL FUNDING	**$2,579,190**

*These programs provide services for DPS students on DPS grounds before, after, and during the school day.

2014-15 HIGHLIGHTS

The Board of Education's FY 2014-15 budget requests included a $1,345,835 increase in current expense funding over its FY 2013-14 budget. The Board of County Commissioners' approved budget includes $629,835 of this request, made up of additional Article 46 sales tax revenue.

Durham Public Schools

Funds Center: 5910540000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$115,796,662	$118,233,311	$118,233,311	$119,579,146	$118,863,146
Capital	$1,370,000	$1,370,000	$1,370,000	$1,370,000	$1,370,000
Total Expenditures	**$117,166,662**	**$119,603,311**	**$119,603,312**	**$120,949,146**	**$120,233,146**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$117,166,662***	***$119,603,311***	***$119,603,312***	***$120,949,146***	***$120,233,146***

Durham County provides funding for DPS from two revenue sources: local property taxes and Article 46 sales taxes. Article 46 revenue in FY 2014-15 is estimated to grow by $134,240 for DPS and $4,340 for Pre-K needs. In addition, Article 46 revenue collected in FY 2012-13 exceeded estimates by $491,255 ($475,870 for DPS and $15,385 for Pre-K needs). DPS will receive these over-collections this year. In total, DPS is expected to receive $629,835 in additional Article 46 revenue in FY 2014-15.

Since Article 46 funding passes through the County, total County current expense funding for DPS will also increase by $629,835, for a total allocation of $118,863,146 in FY 2014-15. Pre-K support for FY 2014-15 is $434,555 of the total $118.86 million budgeted. Capital outlay funding for FY 2014-15 will remain flat at $1,370,000. The County will also pay $30,114,672 in debt service for DPS facilities, a $3,294,560 increase over FY 2013-14.

The County estimates total FY 2014-15 Article 46 sales tax collection for DPS at $6,779,120 and for Pre-K programs at $419,170.

DPS's student projection for FY 2014-15 is 38,734 (for both DPS and charter schools). Therefore, the County's current expense funding per pupil is $3,069 per pupil, an $80 per pupil decrease from FY 2013-14. Including capital outlay and debt service funding, Durham County supports public education at $3,882 per pupil, a $58 per pupil increase from FY 2013-14. If Pre-K funding is not included in the above equation, because it is not for normally counted pupils (K-12th Grade), the current expense per pupil amount drops $36 to $3,031. The total support for public education would be $3,870 per pupil.

DURHAM TECHNICAL COMMUNITY COLLEGE

PROGRAM DESCRIPTION

Durham County provides support from the general fund to Durham Technical Community College. In accordance with North Carolina General Statute 115D-32, Durham County provides financial support under the following categories:

- Plant Fund, including acquisition of land, erection of buildings and purchases of motor vehicles.
- Current Expense Fund, including plant operation and maintenance.
- Support Services, including building and motor vehicle insurance.

	FY 2012-13 Actual	FY 2013-14 Approved	FY 2014-15 Requested	FY 2014-15 Approved
Current expense	$5,325,689	$5,725,689	$5,912,306	$5,840,415
Capital outlay	$302,500	$302,500	$382,500	$302,500
TOTAL	**$5,628,189**	**$6,028,189**	**$6,294,806**	**$6,142,915**
Debt service	$1,052,947	$1,007,594	$1,044,066	$1,044,066
TOTAL FUNDING	**$6,681,136**	**$7,035,783**	**$7,338,872**	**$7,186,981**

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	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$5,325,689	$5,725,689	$5,725,689	$5,912,306	$5,840,415
Capital	$302,500	$302,500	$302,500	$382,500	$302,500
Total Expenditures	**$5,628,189**	**$6,028,189**	**$6,028,189**	**$6,294,806**	**$6,142,915**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$5,628,189***	***$6,028,189***	***$6,028,189***	***$6,294,806***	***$6,142,915***

2014-15 HIGHLIGHTS

- As the county continues to collect revenue from the Article 46 quarter cent sales tax, by Board of County Commissioner resolution Durham Technical Community College will receive $969,566 for student scholarship support and other educational opportunities.
    - A portion, up to $130,000, of the collected sales tax designated for DTCC will support the Gateway to College high school graduation program.
- Durham Technical Community College's county funding increases $114,726 or 1.9 percent from the FY 2013-14 Original Budget.
    - Article 46 Sales Tax revenue increases by $81,536.
    - Operating expenses for salaries and benefits increase by $33,190.

EDUCATION NONPROFIT AGENCIES

MISSION

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

PROGRAM DESCRIPTION

Durham County is committed to providing financial assistance to those nonprofit agencies which assist it in carrying out its mission. Included in this cost center are nonprofit agencies and other nongovernmental agencies whose work complements the efforts of the county's educational support systems and whose mission is the provision of such services for the residents of Durham County. The following agencies are budgeted within this cost center:

- Achievement Academy
- Durham Teacher Warehouse Corporation
- Durham's Partnership for Children
- InStepp, Inc.
- Partners for Youth
- Victorious Community Development Corporation
- Voices Together

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

Education Nonprofit Agencies

Funds Center: 5930

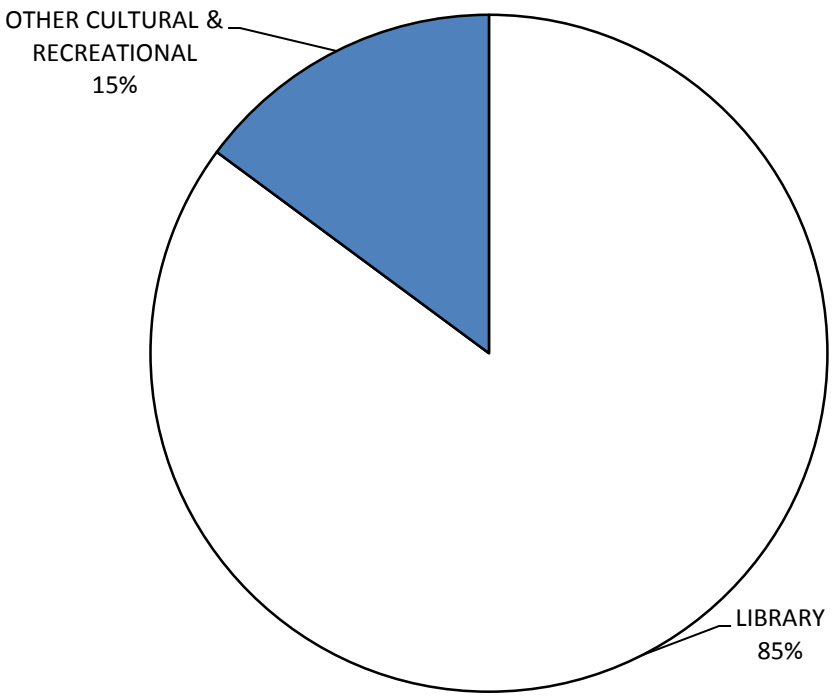
Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$82,250	$89,500	$89,500	$135,660	$78,660
Total Expenditures	**$82,250**	**$89,500**	**$89,500**	**$135,660**	**$78,660**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$82,250***	***$89,500***	***$89,500***	***$135,660***	***$78,660***

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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	2012-2013 Actual Expenditures	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
LIBRARY	$ 8,702,994	$ 9,478,231	$ 9,706,914	$ 9,916,151	$ 9,856,287
OTHER CULTURAL & RECREATIONAL	$ 1,664,162	$ 1,708,417	$ 1,708,417	$ 1,904,950	$ 1,721,083
Overall Result	**$ 10,367,156**	**$ 11,186,648**	**$ 11,415,331**	**$ 11,821,101**	**$ 11,577,370**

LIBRARY

MISSION

The mission of Durham County Library is to encourage discovery, connect the community and lead in literacy.

PROGRAM DESCRIPTION

Durham County Library is a department of Durham County. The Library Board of Trustees is appointed by the Board of County Commissioners and reviews policies. Library Director Tammy K. Baggett, who is an *ex officio* member of the Board of Trustees, reports to the Deputy County Manger. There are seven library locations: the Main Library, four full-service Regional Libraries (East, North, South, and Southwest), one branch (Stanford L. Warren), one community library (Bragtown Family Literacy Centerand McDougald Terrace) and two mobile units (Bookmobile and OASIS). The county's Capital Improvement Plan includes the expansion/renovation of the Main Library in the near future. Durham County Library is supported in part by two nonprofit organizations: Durham Library Foundation Inc. and Friends of the Durham Library Inc. We also have the Friends of Stanford L. Warren that falls under the umbrella of the Friends of the Durham Library Inc.

Libraries build community. An essential part of life for Durham County residents. Durham County Library contributes significantly to each of the goals in the County's new strategic plan. All Library materials, services, classes and programs are free and available to every Durham County resident; with its physical, mobile and virtual units the Library is uniquely positioned to reach residents throughout the County.

Goal 1: Community and Family Prosperity and Enrichment
The library fulfills all of the objectives of Goal 1. We provide support for educational opportunities and academic achievement through early literacy programs, homework help and tutoring services. The library facilitates the development of a skilled workforce with computer courses and resume help. We partner with area businesses and nonprofits to promote their services. The library expands access to technology with more than 200 computers available to the public and 24/7 Wi-Fi at every facility. The library enhances cultural and creative opportunities with arts and culture programming for adults and children.

Goal 2: Health and Well-being for All
The library fulfills the goal of improving the health and well-being of Durham County residents by providing fitness classes like zumba, dance and yoga, and by partnering with the Department of Public Health to host community-wide fitness initiatives.

Goal 3: Safe and Secure Community
The library furthers the goal of creating a safe and secure community by providing a safe place for children and teens to engage in after-school activities that build character, enhance academic achievement and foster connection to their community. The library is also a shelter-in-place site for emergencies.

Goal 4: Environmental Stewardship
With four LEED certified buildings, the library leads the county in environmentally responsible facilities. Three libraries offer charging stations for electronic vehicles, and the library is a recycling center for office supplies for staff and members of the public. The library also partners with other County departments to host environmental education events and publicize initiatives.

Goal 5: Accountable, Efficient and Visionary Government
The library provides exceptional customer service at seven locations and through mobile services that reach out into the community. We are a hub for public engagement, regularly interfacing with more than two-thirds of the County's population. Through community partnerships, the library presents relevant, timely programming and services, and we do so by maximizing County funding with private donations from the Friends, Foundation and other funders.

Library

Business Area: 6110

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$6,389,903	$6,855,577	$6,316,011	$6,974,326	$7,062,953
Operating	$2,289,909	$2,622,654	$3,390,903	$2,797,325	$2,748,334
Capital	$23,182	$0	$0	$144,500	$45,000
Total Expenditures	**$8,702,994**	**$9,478,231**	**$9,706,914**	**$9,916,151**	**$9,856,287**
Revenues					
Intergovernmental	$222,753	$325,672	$226,548	$225,000	$225,000
Contrib. & Donations	$500	$40,753	$26,710	$20,000	$20,000
Service Charges	$298,180	$191,500	$177,247	$195,000	$195,000
Other Revenues	$32	$200	$1,523	$200	$200
Total Revenues	**$521,465**	**$558,125**	**$432,028**	**$440,200**	**$440,200**
Net Expenditures	***$8,181,529***	***$8,920,106***	***$9,274,886***	***$9,475,951***	***$9,416,087***
FTEs	136.93	136.93	136.93	136.93	136.93

2014–15 HIGHLIGHTS

- The library is no longer able to operate the current bookmobile, and is using this opportunity to evaluate and expand how it can better serve the residents of Durham County. The goal is to increase bookmobile services from one point of contact to three at any given time of the day. Expanded services will allow greater access to books and technology. Plans are being made to repurpose the current bookmobile as a stationary library space The County is up fitting one 16' Sprinter van in FY2014 as a starting point for replacing the bookmobile. The sprinter van will have hybrid, diesel engines and will be far more fuel efficient that the current bookmobile.
- Funding for vehicle and capital equipment is included in the Vehicle and Equipment Funds Center found on page 126.

2014–15 OBJECTIVES

Fostering Innovation

Support staff to embrace ongoing technological change and usage so that library customers become more knowledgeable of benefits and appropriate applications.

Empowering Staff

Maximize opportunities for staff empowerment by providing comprehensive training, promoting professional development, establishing clear and uniform policies, and encouraging open and effective communication at all levels.

Maximizing Impact and Reach of Programs, Services and Collections

Embrace people of all socio-economic and cultural backgrounds, supporting the Library's renewal as a place that collaboratively addresses the needs of Durham County – including strategic initiatives that advance region's emergence as a literate community.

Achieving Service Excellence

Researching "best practices" in libraries and other service providers around the country, adopting those that would best impact our community and those served.

Creating a Welcoming and Inspiring Library Environment

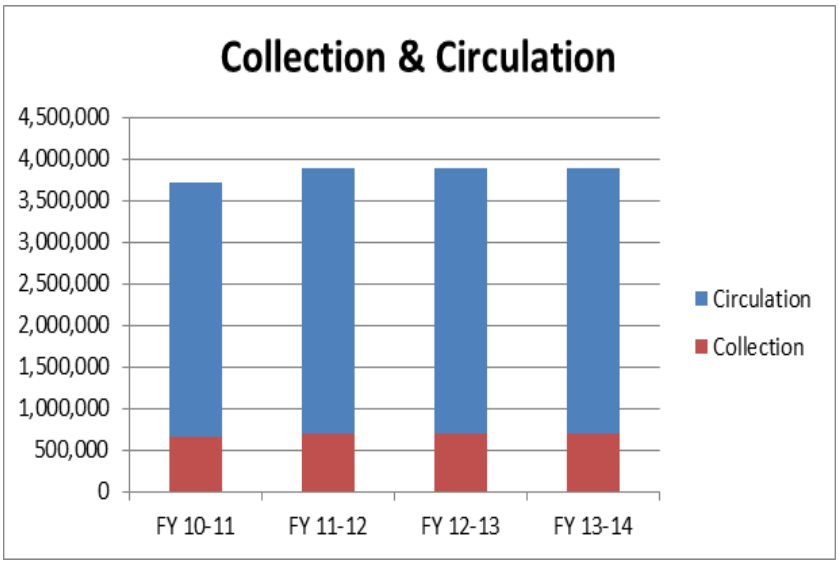
Provide facilities that are safe, comfortable, and adaptable to current and future needs.
Make spaces that empower staff and the public to create and collaborate.

2013-14 ACCOMPLISHMENTS

- A new, automated sorter was installed at Southwest Regional Library. The sorter checks in materials as patrons return them, and it begins the sorting process to help staff get books and DVDs on the shelves faster.
- The library upgraded and streamlined the catalog, and updated the website to reflect the new county branding. The new site makes it easier for patrons to find materials, including ebooks.
- Comics Fest, the library's annual program where children, teens and adults learn about the comics genre, won a National Association of County Governments Award.
- DCL became the first library in space – twice! As part of the Summer Reading Celebration, the library attached a capsule filled with stickers to a weather balloon and launched it into near space from centerfield at the Durham Bulls Athletic Park. When that capsule lost contact with the Earth, another capsule was launched. Both capsules have been recovered with spectacular footage of the flight.
- In a joint project between the Environmental Protection Agency and Durham County, the EPA installed a prototype bench at the South Regional Library that reads and records air quality and weather conditions. The Village Green Project allows members of the public to use their smart phones to get real-time data on air quality.
- The library partnered with the American Cancer Society to sign up participants for a comprehensive, multi-decade study to find the cause of cancer. The ACS campaign spanned Durham, Wake and Orange counties. Durham County Library was the number one sign up site in the Triangle.
- In a partnership with the Durham County Department of Public Health, the library hosted ChallengeWave, a fitness competition between patrons of the Main Library and the four regionals. Customers signed up and tracked their fitness minutes on a custom website for 30 days. In the end, the Southwest Regional Library patrons logged the most fitness minutes, but all 150 participants won.
- Added over 2,000 ebooks and 450 downloadable audiobooks to the library's digital materials collection.
- Launched the *eReading Room for Kids*, a new module which gathers all of Durham County Library's Overdrive e-book and downloadable audio book titles for kids into one place. Kids can browse, sample, place holds and borrow eBooks and downloadable audio books geared for their age range and reading level.
- Launched *Zinio*, a digital magazine service featuring over 75 popular magazines. Library card holders are able to access the Library's digital magazines anywhere using a computer, tablet, or smart phone from the Library website.
- Launched *Universal Class*, which offers Library card holders access to over 500 courses for self-paced online learning, with courses in Business, Computers and Technology, Office Skills, Entrepreneurship, Financial Management, Arts and Music, Home and Garden Care, Cooking, Health and Medicine, Job Assistance, Law and Legal, Parenting and Family, and Exercise and Fitness.
- Participated in World Book Night on April 23, 2014, giving away free copies of *The Zookeeper's Wife* at the Durham Transit station. World Book Night is an annual celebration dedicated to spreading the love of reading. Each April 23, tens of thousands of people in the U. S. go out into their communities and give half a million free World Book Night paperbacks to light and non-readers.
- Created new access points in the catalog for our collection of foreign language films (which includes over 1000 titles in 69 foreign languages) to make finding films by language easier.
- Purchased $50,000 of the GlaxoSmithKline grant on picture books; easy readers; children's nonfiction in print and ebooks; children's Spanish ebooks; Readalongs; children's audio books; adult science, math, health, and medicine books and ebooks; and Math and Science DVDs for all ages.
- Library conducted Tornado and Fire Drills; well-trained staff reduces injuries to customers and staff. Library was the only Durham County agency to participate in the Statewide Tornado Drill Initiative.

2014-15 PERFORMANCE MEASURES

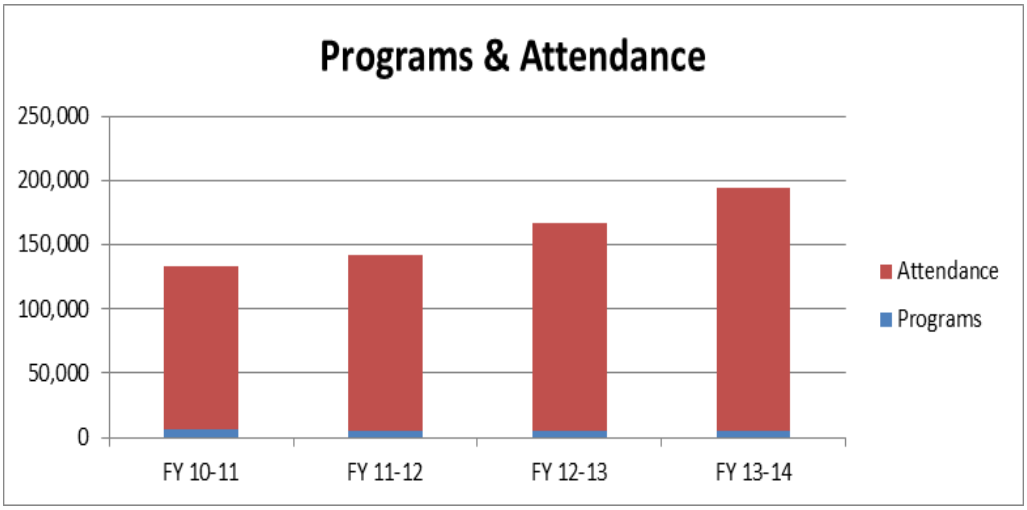
Performance Measure: Collection



Maintaining a relevant collection is the core function of the library. The collection, in both print and digital formats, is the library's primary vehicle for providing access to educational, vocational, economic and cultural information for residents – which is the basis of Goal 1 of the Strategic Plan. In order to maintain its relevance, the library collection must grow to accommodate new technologies and trends. The move toward digital information storage has put unprecedented pressure on libraries to increase these offerings in order to meet the needs of patrons. The chart above shows that while circulation has grown over the past four years, the library is beginning to reach capacity for the current collection. With additional resources, particularly digital resources, the library will be able to meet the needs of a growing population, and circulation will increase dramatically.

In FY 2014-15, the library is requesting additional funds to meet the projected 44% increase in demand for ebooks, and to support a collection of e-magazines introduced in April. The response to this new collection has already been very positive, and we anticipate that patrons will ask for new titles as they become available. In addition, the library seeks to meet the growing demand for online content by subscribing to a digital service that offers downloadable movies, music, TV shows and audio books. As our patrons purchase more tablets, readers and other technology, the library must continue to be the primary point of access for current, relevant educational and cultural resources.

Performance Measure: Programs

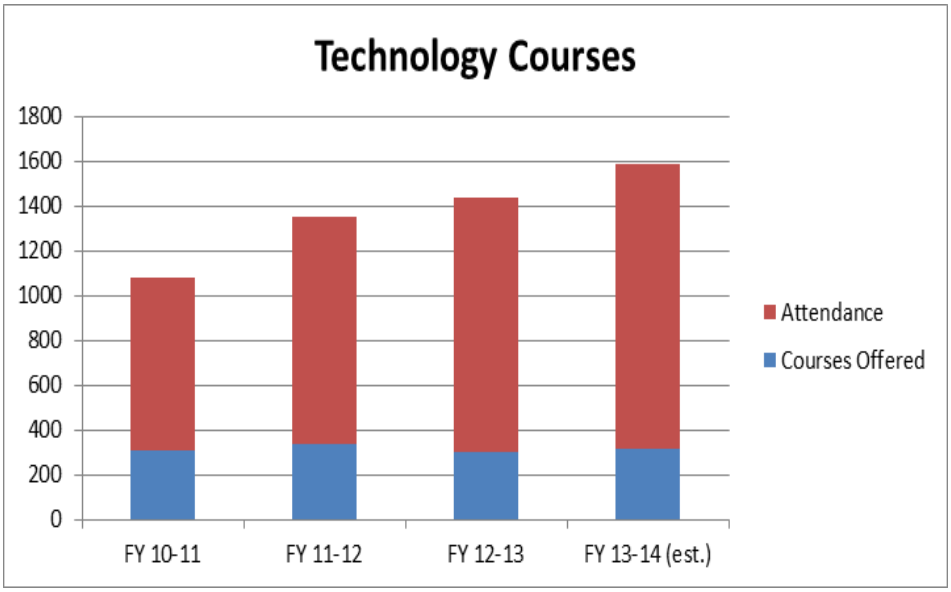


Library programming fulfills many of the objectives of Goal 1 of the Strategic Plan. A core function of the department, programming provides support for educational opportunities and academic achievement through early literacy initiatives, homework help and tutoring services. The library also enhances cultural and creative opportunities with arts and culture programming for adults, teens and children. Tracking the number of programs offered, as well as attendance, is a valuable tool in assessing service levels. More patrons each year take advantage of the educational and cultural offerings of the library. Careful assessment of specific categories of programming allows us to fine-tune services – responding quickly to patron needs by increasing programs in areas of great interest and decreasing programs that become outdated.

We are reaching the limits of what we can offer programmatically with current resources. As the chart illustrates, the number of patrons seeking library services in this area continues to grow. Many of our storytimes and other children's programs are at capacity. There are times, specifically in our most popular locations, when patrons cannot attend programs because they are full. In addition, library staff is offering more programs each year with a budget that has remained fairly flat. Additional

resources in this area will allow us to expand the quantity and variety of programs offered, and to maintain the quality level patrons expect of their library.

Performance Measure: Demand for Technology



The library supports Goal 1 of the Strategic Plan by facilitating the development of a skilled workforce with technology education, including computer courses, resume help, online job hunting and the use of social media to facilitate employment searches. Technology courses offered /attendance is a new performance measurement for the library. While the number of users of the library's public computers has stayed fairly level, we are seeing an increase in patrons who look to the library to help them understand and use new technology for education and employment. The average attendance numbers are smaller than for other programs because some of these offerings are one-on-one 'book-a-librarian' sessions, where patrons get intensive help with their specific technology. Others are small courses of up to 10 participants so that patrons can gain the technological literacy skills they need to succeed. As new technologies become part of the marketplace, the library remains a relevant, vital resource where residents can experiment, learn about and gain confidence in using these tools. One of the ways the library will address this need in FY 2014-15, is by purchasing Chromebooks to create teaching labs at each location. These portable, app-based computers will facilitate additional technology classes throughout the system for teens and adults. As library personnel are increasingly called upon to provide training in this area, it is necessary for staff to stay literate and well-versed in emerging technologies. In FY 2014-15, we are requesting additional staff development funding to meet this need.

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NORTH CAROLINA MUSEUM OF LIFE AND SCIENCE

MISSION

The North Carolina Museum of Life and Science's mission is to create a place of lifelong learning where people, from young 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.

Our overarching vision is to change our relationship with science, so that, within and across the Triangle:

- Children acquire an enduring sense of wonder and awe, the capacity for thinking scientifically, and a love of learning that lasts a lifetime.
- Students engage with science, technology, engineering and mathematics (STEM), preparing them to be full participants in their communities and in our global society.
- Adults use science as a way of knowing for understanding and addressing the problems they face in their lives and in their communities, and on issues that affect all of us across our nation and around the world.
- Community leaders, policy makers, thought leaders, and citizens recognize the Museum as an essential and trusted partner in the educational ecosystem, providing opportunities for lifelong learning.
- Local and state government, education systems, businesses, and the philanthropic community enthusiastically support out-of-school engagement with STEM as critical to growing the workforce necessary to compete in the 21st century global economy.
- People — children and adults — enjoy a quality of life enriched by an understanding of, and engagement with, science.

2013-14 ACCOMPLISHMENTS

The Museum's Board of Directors worked as a team with Museum leadership to create a new Strategic Plan in 2012-2013, and this plan continues to guide our work. The focus areas of this strategic plan include:

STRATEGY: Focus on members as learners and our primary customers

OUTCOMES:

- Maintained partnerships with social services agencies for Ignite Learning subsidized membership program. This program remains at around 200 current Ignite Learning member families; growth is expected as agency partners use this offering. Increased summer camp scholarship offerings through agency partners from 14 to 23 scholarships through additional fundraising.
- Delivered more value for members through added programming. Programs such as Summer Science Camp, Parents Morning Out, Members-Only Behind the Scenes more strongly connect members with learning experiences and offer word of mouth and social media promotion opportunities for the Museum.
- Increased member revenues through a $5 price increase; also increased member value to the Museum with effective promotions and booking of programs.
- Initiated research into segmentation; continued "member-donor" messaging resulting in increase in summer camp scholarship donations from members; beginning to "curate" first year member experience to increase retention.

North Carolina Museum of Life and Science

Funds Center: 6190310000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$1,409,752	$1,447,245	$1,447,245	$1,498,735	$1,498,735
Total Expenditures	**$1,409,752**	**$1,447,245**	**$1,447,245**	**$1,498,735**	**$1,498,735**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$1,409,752***	***$1,447,245***	***$1,447,245***	***$1,498,735***	***$1,498,735***

STRATEGY: Create new experiences and environments to maximize engagement, leading to greater mission impact and sustainability.

OUTCOMES: Our strategies for environments and experiences include maintenance and exhibit area "re- invention" as well as new exhibits. Accomplishments include:

- Installed new Math Moves exhibit components on the 2nd floor to help children understand ratio and proportion, important pre-algebra skills.
- Reopened the popular Soundspace exhibit -- new and improved.
- Added caregiver area (with nursing chairs) to Play to Learn exhibit.
- Expanded blue blocks exhibit, including new soft seating and large multimedia display, to create Shape Spot area.
- Opened Launch Lab, a fantastic yet relatively low cost re-invention of our Aerospace exhibit area that visibly increased traffic through this exhibit. Evaluation indicated the need for docents in this area, new part-time positions created that also support docent needs throughout the indoor exhibit areas.
- Added "mist bowl" and cob hut to Into the Mist exhibit.
- Retired the Treetop Shop in the Butterfly House. Converted that space into a common area with seating, programming, and photography exhibit.
- Enhanced the entrance to the Farmyard (brand new walkway, gate, and sign), and added bilingual graphics throughout.
- The Best of Springs, Sprockets & Pulleys: The Mechanical Sculptures of Steve Gerberich-- installed and opened special exhibit November 2013 through February 2014.
- Renovated gift shop and opened Elements: Museum Store & Coffee Bar in November 2013.
- Received funding from BASF for a new garden exhibit at the Museum ($53K).
- Hosted various photo exhibitions in Keva Gallery highlighting intersection of art and science.
- Maintained over 300 hands-on exhibits with common tasks such as replacing belts or upgrading technology and novel tasks such as painting the 25-foot high Seed Tower.
- Cared for live animal collection representing about 50 species.
- Raised the first 40% of $3.9 million Climbing Higher capital campaign to create a spectacular new outdoor playscape (Hideaway Woods, 2015) and an expansive outdoor exhibition on earth sciences (Earth Moves, 2016-2017).

STRATEGY: Become a force for science education in the community

This strategy will follow and build upon our Climbing Higher campaign work in making connections with community leaders and maintain and enhance our work as an educational institution.

OUTCOMES:

- Provided weekly programming at Y.E. Smith; provided every Durham 3rd grade class StarLab (portable planetarium) program.
- Held the Global Cardboard Challenge for a week in October -- essentially a weeklong visitor-designed and -constructed exhibit engaging children's imaginations and building skills.

- Continued program delivery for children, teens and adults across a wide range of science topics, both at the Museum, in the community and online. Developed new programming for camps, classes and the Lab and engaged regional business and university partners in program delivery.

OTHER MUSEUM ACHIEVEMENTS IN 2013-2014:

- We achieved a new record in member attendance – over 208,000 members visited the Museum last year.
- We hosted 56,515 free-to-the-visitor admissions (or 13% of total admissions), including our "pay what you wish" free Wednesday afternoons for Durham residents, teachers with groups, children under 3 and corporate member admission passes.
- Paid attendance of over 121,000 includes individuals, schools and groups who choose to pay admission. This represented approximately 28% of our total attendance last year.
- Birthday parties, scout programs, summer camp, community classes, special events and other groups attracted 49,474 visitors (or 11% of total admissions).
- Maintained earned income growth areas. Rentals, birthday parties, operating fundraising, are areas of earned income that have seen recent growth, and we are projecting to maintain that growth.

2014-15 HIGHLIGHTS

- County funding for NCMLS increases by $51,490 over the FY 2013-14 original budget.
- Debt service for previous and current related museum capital projects is shown below.

Museum of Life and Science Debt Service			
FY 2012-13 Actual	**FY 2013-14 Estimated**	**FY 2014-15 Requested**	**FY 2014-15 Approved**
$1,700,302	$1,663,452	$1,544,043	$1,544,043

2014-15 OBJECTIVES

Our 2015 objectives are to achieve our 2015 goals and make substantive progress toward the 2016 goals identified in our strategic plan.

Strategy: Focus on members as learners and our primary customers

By FY 2015, we will accomplish the following objectives:

- Increase the number of family memberships in Ignite Learning from 200 to 500.
- Grow membership from 9,000 to 10,000 households.
- Increase and sustain revenue generated per member household by an average of $10.
- Operationalize net promoter methodology to catalyze strength in our brand and create increasing number of Museum advocates.

Strategy: Create new experiences and environments to maximize engagement, leading to greater mission impact and sustainability

By FY 2015, we will accomplish the following objectives:

- Complete a successful capital campaign to support two major capital projects, opening in 2015 and 2016.
- Complete a 3-year marketing plan for new exhibits, environments, and programs.
- Complete a 10-year capital improvement plan, including Durham County CIP projects, as well as capital campaign projects.
- Expand our online engagement approaches, platforms, and tools, and document and share broadly with the field.

Strategy: Become a force for science education in the community

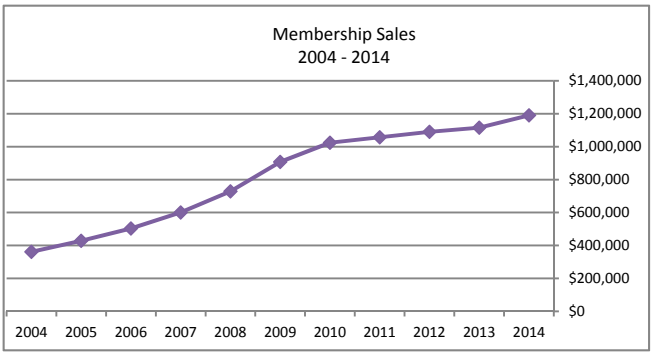
By FY 2016, we will accomplish the following objectives:

- Complete a comprehensive 5-year plan for educational programs, including new programs for tweens and teens.

- Reach over 100 leaders and influentials to catalyze conversations about science beyond the classroom, enhance the Museum's brand, and win support.
- Reach over 10,000 parents among the Museum's members and others across the Triangle to raise awareness of embracing science as a way of knowing and of opportunities to engage their children in science activities.
- The Museum will be a recognized as a leading provider of science education and as the trusted source for information about science activities for families—available from many providers throughout the Triangle and beyond—as evidenced by accolades, press, awards, and/or feedback received and by financial support.

2013-14 PERFORMANCE MEASURES

Performance Measure: Increase in membership and member visits



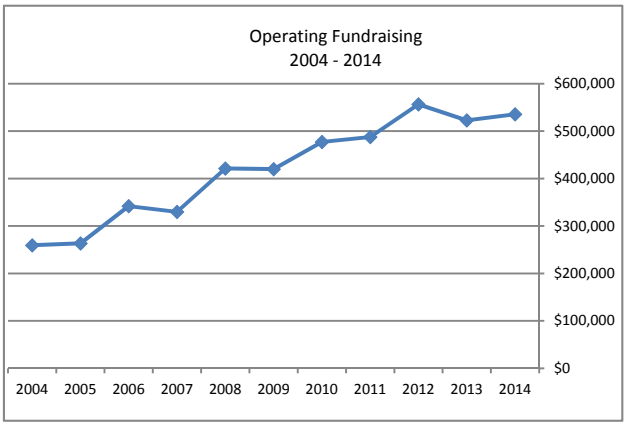
Why is this measure important to the overall goal or mission of the program? How does tracking this performance measure improve or help maintain a high level of service?
While about 40% of our members are Durham County residents (about 3,600 Durham County households), it is important to note that an even greater number of members come from across the Triangle to visit Durham, helping to create a net $13 million in annual economic impact that the Museum delivers to Durham County each year and adding positive value to Durham's brand.

Our strategy of continually improving our program offering and communications with members has resulted in the Museum's highest-ever member retention rate.

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

- Partner with community organizations to identify underserved families for membership through the Ignite Learning initiative and to sustain participation in the Museum.
- Building on last year's work, increasingly personalize membership by "curating" the first year experience to strengthen retention, and build on member-as-donor initiatives implement a communications plan that increasingly personalizes membership, raises awareness of the Museum's educational mission and prompts philanthropy.
- Implement software and systems for audience research, automatic renewal and other retention strategies.
- Strengthen our digital engagement presence to facilitate meaningful interactions, as well as exploring ways to unify social networking presence to create a cohesive brand.

Performance Measure: Increase in attracting and leveraging donor support



Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?
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 2014-2015, fundraising will be even more important as we pursue two simultaneous objectives:

1. Maintain the Museum's Annual Fund for operating funds at nearly $600,000 annually; and,
2. Continue to reach milestone goals in completing our $3.9 million Climbing Higher campaign.

The Museum has increased fundraising by achieving a healthier balance of donors representing corporations, individuals and foundations and fundraising events. Individuals and foundations now represent about 40% of the funds raised, events about

40% and corporate support is about 20%. This improves not only the amount of funds we raise, but also provides greater sustainability to renew our annual fund yearly.

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

Through the end of FY2015, 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 his 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
The Museum offers classes for children ages four 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 581 unique Durham families with safe and effective learning environments and their working parents with high quality child care.

In conjunction with DIY.org, the Museum is currently running its first six-week session of Tinker Tech, a new afterschool program and the only DIY.org club in North Carolina. Students will have the opportunity to learn computer programming, build, and explore the latest technology while earning badges in this student-driven club. We are also prototyping Saturday Tinker Tech workshops for families who want to work together on a technology-based project that they will take home at the end of their 2-hour session. Looking ahead to FY15, we look forward to growing our summer camp offerings and expanding our Tinker Tech programs.

Career Focus
We offer unique opportunities for children, teens and their parents to meet scientists in person and gain exposure to advanced education and career opportunities. This year, through our *Meet a Scientist* programs in the summer, and our Saturday events such as Engineer's Day, Robot Rumble, NanoDays, and others, we will bring in over 200 scientists to lead programs in the Museum. 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. In April 2014, as a featured event of the state-wide North Carolina Science Festival, the Museum will host the first English/Spanish bi-lingual "Meet a Scientist/ Conoce a un(a) Científico(a)" in collaboration with over 15 bi-lingual scientists from Duke University and UNC and our Latino- serving community partners: El Centro Hispano, East Durham Children's Initiative/Y.E. Smith Elementary, and the Durham Literacy Center.

Engaging Adult Learners
The Museum continued to offer adults opportunities to connect with area scientists through our series *Museum After Hours*. Adults came to the Museum to explore exhibits and learn about the science behind topics that included the Science of Eats, Beer, Risk, Space, Glow and Brains. Our last 8 *AfterHours* events have attracted approximately 3100 adults and raised an additional
$55,000 in new revenue. In addition to reaching adults as participants, our *Museum AfterHours*
series has fostered new partnerships between the Museum and area businesses and universities.

Supporting DPS

- **Field trips** include 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. FY14 has shown tremendous growth (we are forecasting approximately 50% growth compared to FY13) in our Focused

Field Trips. Also new for this year, we offered our new digital planetarium experience to every 1st and 3rd grade classroom in the district as part of our partnership with DPS.

- **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 educators 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 20 students per quarter since August 2012, 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** To help teachers teach the state of North Carolina's new science standards, DPS contracted with the Museum to write all of the activity and lesson guides for K-5, which were completed this winter. The Museum also created professional development videos to help teachers with lesson ideas and teaching strategies for the new standards. An average of 300 teachers per unit watched the videos this year. 100% of survey respondents who had watched the videos found them helpful.

- **Additional Support** Several other opportunities for DPS families and staff have both continued and been developed over the past year. The Museum hosts DPS's Countdown to Kindergarten with approximately 800 Durham caregivers and students preparing for their first day of school. This year, we're also hosting the Library's summer reading finale program. The Museum offers opportunities for teachers like *Class Dismissed: A Teacher Happy Hour* in which teachers and one guest received free admission to the Museum after hours, and had an opportunity to preview exhibits and talk to education staff about field trip and program opportunities.

CONVENTION CENTER

PROGRAM DESCRIPTION

The Durham Convention Center, jointly built by the City and County in 1987, is a core facility within the Downtown Business District and complements functions held at the Arts Council 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. Since 2011, the operating deficit continues to decline with a decrease of $28,824 from FY2014 to FY2015.

Convention Center

Funds Center: 6190280000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$181,457	$162,219	$162,219	$133,395	$133,395
Total Expenditures	**$181,457**	**$162,219**	**$162,219**	**$133,395**	**$133,395**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$181,457***	***$162,219***	***$162,219***	***$133,395***	***$133,395***

CULTURE AND RECREATION NONPROFIT AGENCIES

MISSION

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

PROGRAM DESCRIPTION

Durham County is committed to providing financial assistance to those nonprofit agencies which assist it in carrying out its mission. Included in this cost center are nonprofit agencies and other nongovernmental agencies whose work complements the efforts of the county's cultural and recreational activities and whose mission is the provision of such services for the benefit of county residents and visitors. The following organizations are budgeted within this cost center:

- African American Dance Ensemble
- Bridge II Sports
- Clean Energy Durham
- Durham Striders Youth Association, Inc.
- Durham Symphony Orchestra
- Eno River Association
- People's Channel
- Playworks Education Energized
- Scrap Exchange
- Southeastern Efforts Developing Sustainable Spaces (SEEDS)
- Triangle Champions Track Club
- Walltown Children's Theatre

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

Culture and Recreation Nonprofit Agencies

Funds Center: 6190

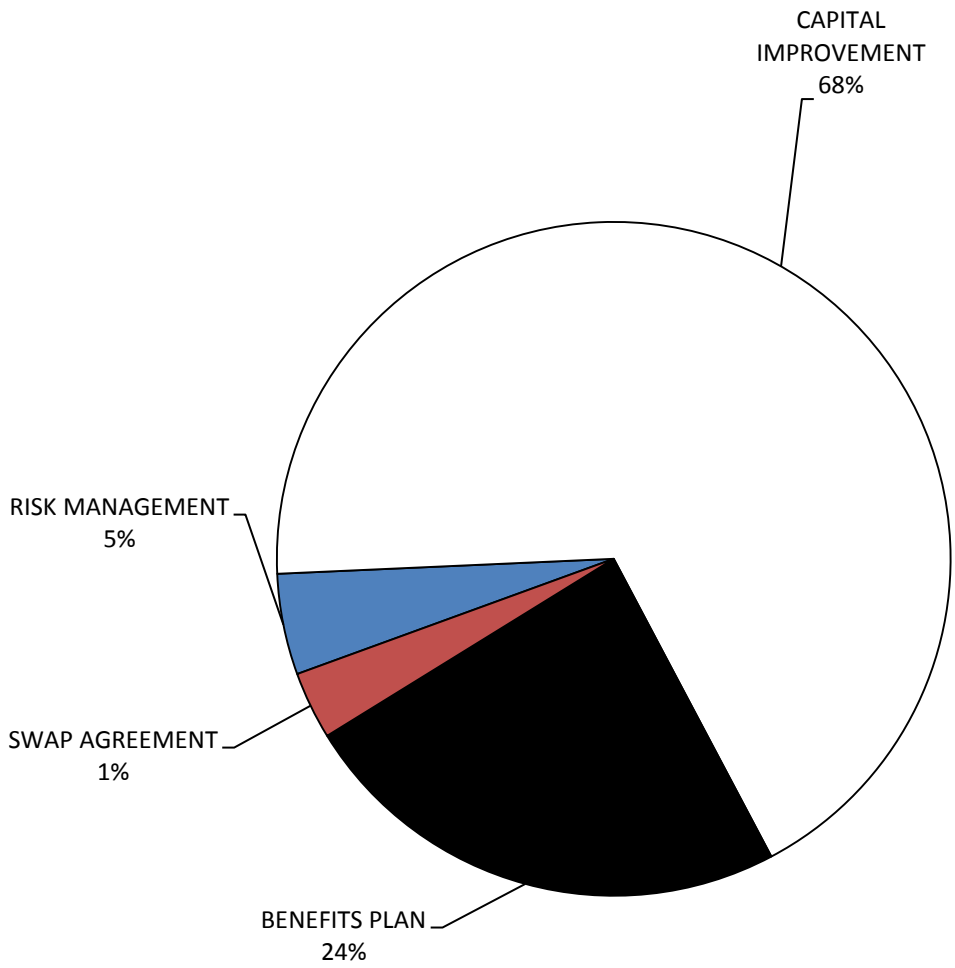
Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$72,953	$98,953	$98,953	$272,820	$88,953
Total Expenditures	**$72,953**	**$98,953**	**$98,953**	**$272,820**	**$88,953**
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Net Expenditures	***$72,953***	***$98,953***	***$98,953***	***$272,820***	***$88,953***

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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	2012-2013 Actual Expenditures	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
RISK MANAGEMENT	$ 1,905,404	$ 3,440,111	$ 2,548,908	$ 4,407,980	$ 4,102,925
CAPITAL IMPROVEMENT	$ 49,530,996	$ 55,597,881	$ 55,772,881	$ 59,693,708	$ 57,518,774
BENEFITS PLAN	$ 18,072,988	$ 19,414,926	$ 20,236,331	$ 20,264,695	$ 20,264,695
SWAP AGREEMENT	$ 3,200,000	$ 4,811,041	$ 4,808,041	$ 2,750,000	$ 2,750,000
MCO IMPLEMENTATION	$ 5,496,953	$ 0	$ 0	$ 0	$ 0
Overall Result	**$ 78,206,340**	**$ 83,263,959**	**$ 83,366,161**	**$ 87,116,383**	**$ 84,636,394**

RISK MANAGEMENT FUND

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.

2013-14 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.

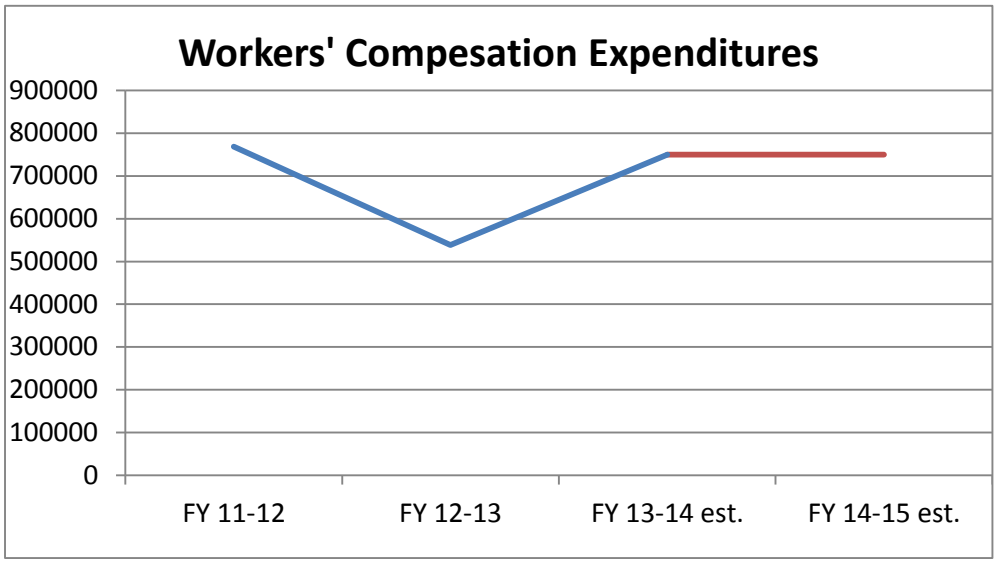
Risk Management Fund

Fund: 1001020000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$177,270	$183,340	$180,571	$195,102	$195,102
Operating	$1,476,461	$3,239,209	$2,350,647	$2,694,318	$1,889,263
Transfers	$251,673	$17,562	$17,690	$1,518,560	$2,018,560
Total Expenditures	**$1,905,404**	**$3,440,111**	**$2,548,908**	**$4,407,980**	**$4,102,925**
Revenues					
Investment Income	$16,751	$0	$6,089	$5,057	$2
Service Charges	$2,490,605	$2,790,111	$2,790,111	$2,902,923	$2,102,923
Other Revenues	$151,897	$0	$120,306	$0	$0
Other Fin. Sources	$0	$650,000	$0	$1,500,000	$2,000,000
Total Revenues	**$2,659,253**	**$3,440,111**	**$2,916,506**	**$4,407,980**	**$4,102,925**
Net Expenditures	***($753,849)***	***$0***	***($367,598)***	***$0***	***$0***
FTEs	2.00	2.00	2.00	2.00	2.00

2014-15 PERFORMANCE MEASURES

Performance Measure: Workers' Compensation Program



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

This fiscal year the Workers ' Compensation claim expenditure remained level from the previous fiscal year. Keeping these claims to a minimum saves County money and ultimately taxpayer dollars

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

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.

SWAP FUND

PROGRAM DESCRIPTION

On July 30, 2004, the county entered into a floating, or basis swap, on $125,810,000 of its outstanding fixed rate bonds. The notional amount of the swap agreement is equal to the par value of selected bonds. The swap agreement allows the county to make payments to the counterparty based on the taxable-equivalent Bond Market Association (BMA) index and for the counterparty to make reciprocal payments based on a floating rate priced at six-month LIBOR (London Interbank Offered Rate) plus a net amount of .952%. The agreement matures March 1, 2023. The balance in this fund is the reflection of this agreement, which calls for net payments to be made on March 15 and September 15 each year. Payments are accrued on a monthly basis and paid every six months.

The Board of County Commissioners established a policy requiring 50% of the savings be placed in a restricted account until such time the committed funds equal 110% of the liquidation value of the SWAP, and the balance available to support unrestricted needs. A total of $17,319,810 has been received to date; of these funds, $4,468,044 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 2014-15 (September 2014 and March 2015), and a conservative estimate is the county will receive $2,750,000. These budgeted funds are normally transferred to the Debt Service Fund to support debt service payments on the loans earning this revenue, however for FY 2014-15 the funds will accrue to support debt service payments in future years, helping keep the amount of property tax revenue needed for debt service to a minimum.

SWAP Fund

Fund: 1001030000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Transfers	$3,200,000	$4,811,041	$4,808,041	$2,750,000	$2,750,000
Total Expenditures	**$3,200,000**	**$4,811,041**	**$4,808,041**	**$2,750,000**	**$2,750,000**
Revenues					
Investment Income	$4,864	$3,000	$3,000	$0	$0
Other Revenues	$3,430,234	$3,000,000	$3,050,000	$2,750,000	$2,750,000
Other Fin. Sources	$0	$1,808,041	$0	$0	$0
Total Revenues	**$3,435,099**	**$4,811,041**	**$3,053,000**	**$2,750,000**	**$2,750,000**
Net Expenditures	***($235,099)***	***$0***	***$1,755,041***	***$0***	***$0***

CAPITAL FINANCING PLAN FUND

PROGRAM DESCRIPTION

Concurrent with the 1986 bond referendum described in the Debt Service Fund section, the Board of County Commissioners established a Capital Financing Plan for the purpose of funding all major capital projects undertaken by the county. Revenues dedicated to the Capital Financing Plan are listed below with estimates for the upcoming fiscal year. In addition to debt service on general obligation bonds, these monies will be spent to retire debt associated with certificates of participation as well as to fund pay-as-you-go (county contribution) projects. Effective July 1, 1990, up to 20% of the fund's proceeds (computation limited to the first 5 cents of property taxes) could be dedicated to financing capital projects funded on a pay-as-you-go basis. The percentage dedicated to pay-as-you-go is 12.12% for FY 2014-15 in an effort to fund capital facility improvements. The long-range Capital Financing Plan can be found in the FY 2014-23 Capital Improvement Plan. Durham County's Capital Financing Policy follows.

Revenues	FY 2014-15
Property Taxes (9.32 cents)	$29,033,897
Prior Year Taxes	$53,800
One-half Cent Sales Taxes (Art. 40, 42, & 46)	$24,698,723
Occupancy Taxes	$2,500,000
Interest Earnings	$10,000
Miscellaneous Revenue (American Tobacco)	$523,929
Transfer from General Fund	$401,500
Fund Balance	$296,925
TOTAL RESOURCES	**$57,518,774**

Expenditures	FY 2014-15
Motor Vehicle Tax Collection Fees (State)	$53,800
Transfer to Debt Service	$54,075,127
County Contribution*	$3,389,847
TOTAL EXPENDITURES	**$57,518,774**
**Projects funded with county contribution. These projects include:*	
Administration Building Refurbishment: $531,744	
Downtown Parking Deck: $250,000	
Ongoing Roof Replacement : $1,864,550	
Ongoing Parking Resurfacing: $243,553	
Open Space & Farmland Acquisition: $500,000	

For FY 2014-15, the portion of the county-wide tax rate dedicated to the Capital Financing Plan is 9.32 cents, a 0.38 cent increase from FY 2013-14.

Largely driving the increase in property tax needed is increased support of debt service related to the third issuance of 2007 General Obligation bonds ($51.05 million) and a significant increase in county contribution for various capital projects. Also one-time revenue sources that were available in FY 2013-14 are significantly reduced in FY 2014-15 (SWAP Fund and Capital Financing Fund one time support). 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, necessitating a 0.38 cent property tax rate increase to supply the funds to support debt service. A fiscal bright spot is the future planned use of available dedicated fund balances (savings accounts) and other revenue sources to keep the property tax rate dedicated for capital and debt support flat for the next several years. This is based on the current set of projects and their planned timing as set in the FY 2014-23 10 Year Capital Improvement Plan (CIP). Any unexpected changes to the CIP may cause changes in the amount of property tax needed to support the plan and its corresponding debt service.

A graphical representation of the Capital Financing Plan Debt Funding is included in this section. For more information on bonded capital projects, debt service, debt limits and principal and interest payments, refer to the Debt Service Fund section of the budget.

Capital Financing Plan Fund

Fund: 1001250000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$462,732	$0	$25,000	$53,800	$53,800
Transfers	$49,068,264	$55,597,881	$55,747,881	$59,639,908	$57,464,974
Total Expenditures	**$49,530,996**	**$55,597,881**	**$55,772,881**	**$59,693,708**	**$57,518,774**
Revenues					
Taxes	$18,324,291	$27,154,480	$27,753,549	$31,188,038	$29,087,697
Investment Income	$4,031	$10,000	$10,000	$10,000	$10,000
Rental Income	$431,614	$423,929	$423,929	$423,929	$523,929
Other Fin. Sources	$31,074,981	$28,009,472	$27,585,403	$28,071,741	$27,897,148
Total Revenues	**$49,834,917**	**$55,597,881**	**$55,772,881**	**$59,693,708**	**$57,518,774**
Net Expenditures	***($303,921)***	***$0***	***($0)***	***$0***	***$0***

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 12.12% for the FY 2014-15 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:

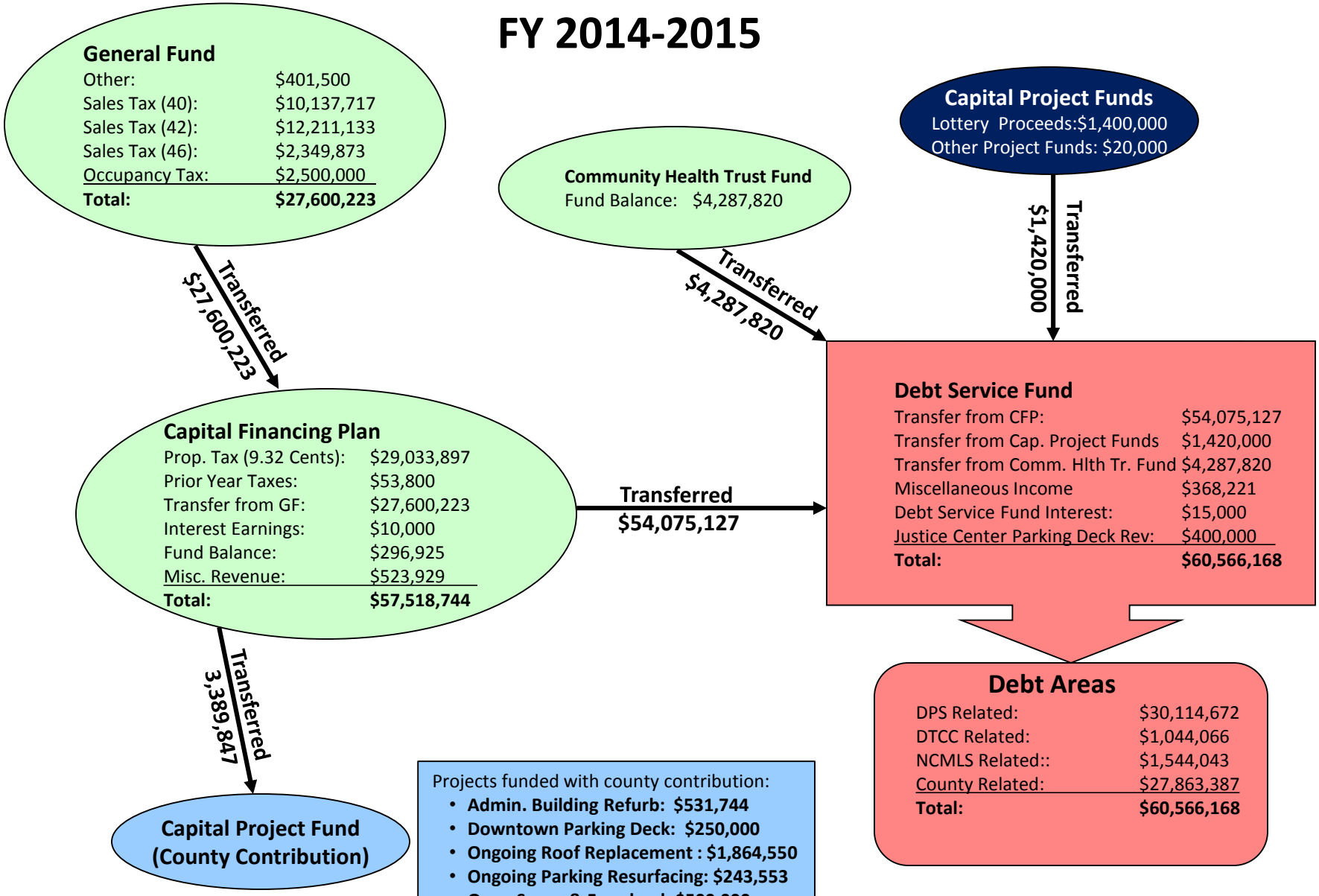
The county will annually designate:

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.

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Capital Improvement Plan Debt Funding
FY 2014-2015



BENEFITS PLAN FUND

PROGRAM DESCRIPTION

Durham County has a benefit plan that is partially self-funded. This plan allows for more effective and efficient management of health care costs for both the county and its employees. By retaining profits that would normally accrue to the administrator of a fully-insured plan, the county is able to provide a core plan for all employees that includes health, dental, vision and one time salary life insurance coverage for all employees and offers dependent coverage that more employees can afford.

Beginning in the third quarter of FY2013, The County's financial system was reconfigured to account for the self-insured benefits more efficiently. This improvement allows for better analysis and tracking of how both the health and dental plans are performing. With this change, in the payroll process the County contribution and the employee/retiree contribution will automatically post as funding sources.

The Fund Balance Policy was also revised so that unspent funds for the self-insured benefits (i.e. Health and Dental) can only be used as funding for these benefits and will be committed in the County's fund balance. By committing these unspent funds in the County's fund balance and establishing this process in amending the County's Fund Balance Policy, the Board added stronger internal controls to further ensure compliance. In order to be in compliance, the County is required to perform an annual review of the performance of the self-insured benefits and the reserves for these benefits.

For FY2015, the plan will be funded as follows: Funds will be transferred to the Benefits Plan Fund to cover the cost of the plan: $16,238,787 will be transferred from the General Fund; $204,160 will be transferred from the Sewer Utility Enterprise Fund for employees that reside in that fund; $18,559 will be transferred from the Risk Management Fund for employees that reside in that fund; $2,963,524 funding source for employee contributions booked directly to the Benefits Plan Fund and a $839,665 fund balance appropriation of unassigned fund balance for non-self-funded benefits (i.e. vision, life ins., wellness clinic, and administration fees)

FY 2014-15 Benefits Plan Fund Budget

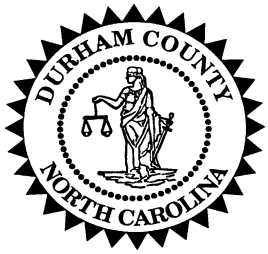
Health	$17,335,731
Dental	$1,904,429
Vision	$318,477
Life Insurance	$180,000
Wellness Clinic HealthSTAT	$445,458
Plan Administration Fees	$80,600
Total Expenditures:	$20,264,695
Less Employee/Retiree Contribution Health	$2,199,496
Less Employee/Retiree Contribution Dental	$764,028
Utility Fund Indirect Cost Charge for Service	$204,160
Total County Funding	$17,097,011

Benefits Plan Fund

Fund: 1001500000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$17,614,675	$18,853,407	$19,691,844	$19,738,637	$19,738,637
Operating	$458,313	$561,519	$544,487	$526,058	$526,058
Total Expenditures	**$18,072,988**	**$19,414,926**	**$20,236,331**	**$20,264,695**	**$20,264,695**
Revenues					
Intergovernmental	$55,174	$0	$0	$0	$0
Investment Income	$7,548	$0	$2,735	$0	$0
Service Charges	$0	$0	$1,797	$0	$204,160
Other Revenues	$3,247,431	$2,869,770	$2,749,625	$2,963,524	$2,963,524
Other Fin. Sources	$16,459,587	$16,545,156	$15,489,003	$17,301,171	$17,097,011
Total Revenues	**$19,769,740**	**$19,414,926**	**$18,243,160**	**$20,264,695**	**$20,264,695**
Net Expenditures	***($1,696,752)***	***$0***	***$1,993,171***	***$0***	***$0***

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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	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$5,654,233	$4,402,940	$4,522,796	$5,074,421	$5,083,681
Transfers	$1,591,546	$2,742,601	$2,673,600	$2,816,876	$2,906,119
Total Expenditures	**$7,245,780**	**$7,145,541**	**$7,196,396**	**$7,891,297**	**$7,989,800**
Revenues					
Taxes	$6,797,552	$7,039,266	$7,161,165	$7,860,197	$7,930,097
Investment Income	$2,422	$0	$279	$0	$0
Other Fin. Sources	$0	$106,275	$0	$31,100	$59,703
Total Revenues	**$6,799,974**	**$7,145,541**	**$7,161,444**	**$7,891,297**	**$7,989,800**
Net Expenditures	***$445,805***	***$0***	***$34,953***	***$0***	***$0***

FIRE DISTRICTS

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 approved for FY 2014-15:

District	FY 2013-14 Adopted Tax Rate	FY 2014-15 Requested Tax Rate	FY 2014-15 Approved Tax Rate
Bethesda Fire	0.0000	0.0000	0.0000
Lebanon	0.1000	0.1070	0.1065
Parkwood	0.1150	0.1150	0.1135
Redwood	0.1125	0.1400	0.1386
New Hope*	0.0945	0.0945	0.0995
Eno*	0.0799	0.0799	0.0799
Bahama	0.0600	0.0990	0.0987
Bethesda Service*	0.1300	0.1300	0.1350

*The New Hope and Eno fire district rates are established by neighboring Orange County through an interlocal agreement.

**The Bethesda Fire and Bethesda Fire & Rescue Service Districts share geographic boundaries. The Bethesda Fire & Rescue Service District provides Fire Service to these districts.

Bethesda Fire District Fund

Fund: 2002130000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$983,799	$0	$0	$0	$0
Transfers	$1,108,885	$0	$0	$0	$0
Total Expenditures	**$2,092,684**	**$0**	**$0**	**$0**	**$0**
Revenues					
Taxes	$1,735,250	$0	$36,392	$0	$0
Investment Income	$359	$0	$25	$0	$0
Total Revenues	**$1,735,609**	**$0**	**$36,417**	**$0**	**$0**
Net Expenditures	***$357,075***	***$0***	***($36,417)***	***$0***	***$0***

- Funds to provide Fire service to the Bethesda area will be collected by the Bethesda Service Tax District.

Lebanon Fire District Fund

Fund: 2002140000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$645,508	$484,323	$484,323	$468,051	$469,121
Transfers	$482,662	$610,536	$610,536	$680,515	$702,805
Total Expenditures	**$1,128,169**	**$1,094,859**	**$1,094,858**	**$1,148,566**	**$1,171,926**
Revenues					
Taxes	$1,077,579	$1,059,659	$1,060,346	$1,121,966	$1,116,723
Investment Income	$772	$0	$178	$0	$0
Other Fin. Sources	$0	$35,200	$0	$26,600	$55,203
Total Revenues	**$1,078,350**	**$1,094,859**	**$1,060,525**	**$1,148,566**	**$1,171,926**
Net Expenditures	***$49,819***	***$0***	***$34,333***	***$0***	***$0***

- Lebanon Fire District appropriated $55,203 in fund balance.
- Transfers are made to the General Fund for the personnel and benefit expenditures of county positions.

Parkwood Fire District Fund

Fund: 2002150000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$1,618,991	$1,501,988	$1,501,988	$1,520,022	$1,503,664
Transfers	$0	$0	$0	$15,944	$12,268
Total Expenditures	**$1,618,991**	**$1,501,988**	**$1,501,988**	**$1,535,966**	**$1,515,932**
Revenues					
Taxes	$1,524,946	$1,501,988	$1,522,743	$1,535,966	$1,515,932
Investment Income	$136	$0	($67)	$0	$0
Total Revenues	**$1,525,082**	**$1,501,988**	**$1,522,676**	**$1,535,966**	**$1,515,932**
Net Expenditures	***$93,910***	***$0***	***($20,688)***	***$0***	***$0***

- Transfers are made to the General Fund for the personnel and benefit expenditures of county positions.

Redwood Fire District Fund

Fund: 2002160000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$770,000	$754,319	$754,319	$902,324	$903,036
Transfers	$0	$0	$0	$15,944	$6,049
Total Expenditures	**$770,000**	**$754,319**	**$754,319**	**$918,268**	**$909,085**
Revenues					
Taxes	$766,242	$744,319	$748,164	$918,268	$909,085
Investment Income	$169	$0	($6)	$0	$0
Other Fin. Sources	$0	$10,000	$0	$0	$0
Total Revenues	**$766,411**	**$754,319**	**$748,159**	**$918,268**	**$909,085**
Net Expenditures	***$3,589***	***$0***	***$6,160***	***$0***	***$0***

- Transfers are made to the General Fund for the personnel and benefit expenditures of county positions.

New Hope Fire District Fund

Fund: 2002170000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$73,288	$78,871	$78,872	$82,548	$86,113
Transfers	$0	$0	$0	$0	$802
Total Expenditures	**$73,288**	**$78,871**	**$78,872**	**$82,548**	**$86,915**
Revenues					
Taxes	$76,114	$78,871	$80,814	$82,548	$86,915
Investment Income	$53	$0	$14	$0	$0
Total Revenues	**$76,166**	**$78,871**	**$80,828**	**$82,548**	**$86,915**
Net Expenditures	***($2,878)***	***$0***	***($1,957)***	***$0***	***$0***

- Transfers are made to the General Fund for the personnel and benefit expenditures of county positions.

Eno Fire District Fund

Fund: 2002190000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$23,582	$32,029	$32,028	$31,391	$31,029
Transfers	$0	$0	$0	$0	$362
Total Expenditures	**$23,582**	**$32,029**	**$32,028**	**$31,391**	**$31,391**
Revenues					
Taxes	$24,474	$32,029	$32,861	$31,391	$31,391
Investment Income	$63	$0	$17	$0	$0
Total Revenues	**$24,537**	**$32,029**	**$32,878**	**$31,391**	**$31,391**
Net Expenditures	***($955)***	***$0***	***($850)***	***$0***	***$0***

- Transfers are made to the General Fund for the personnel and benefit expenditures of county positions.

Bahama Fire District Fund

Fund: 2002210000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$820,843	$861,160	$912,019	$1,309,023	$1,309,023
Transfers	$0	$0	$0	$15,944	$12,252
Total Expenditures	**$820,843**	**$861,160**	**$912,019**	**$1,324,967**	**$1,321,275**
Revenues					
Taxes	$855,034	$800,085	$800,417	$1,320,467	$1,316,775
Investment Income	$652	$0	$141	$0	$0
Other Fin. Sources	$0	$61,075	$0	$4,500	$4,500
Total Revenues	**$855,686**	**$861,160**	**$800,558**	**$1,324,967**	**$1,321,275**
Net Expenditures	***($34,843)***	***$0***	***$111,461***	***$0***	***$0***

- Bahama Fire District appropriated $4,500 in fund balance.
- Transfers are made to the General Fund for the personnel and benefit expenditures of county positions.

Bethesda Service District Fund

Fund: 2002230000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$0	$0	$68,999	$70,812	$70,812
Transfers	$0	$2,132,065	$2,063,065	$2,088,529	$2,171,581
Total Expenditures	**$0**	**$2,132,065**	**$2,132,064**	**$2,159,341**	**$2,242,393**
Revenues					
Taxes	$0	$2,132,065	$2,146,197	$2,159,341	$2,242,393
Investment Income	$0	$0	($53)	$0	$0
Total Revenues	**$0**	**$2,132,065**	**$2,146,144**	**$2,159,341**	**$2,242,393**
Net Expenditures	***$0***	***$0***	***($14,079)***	***$0***	***$0***

- Transfers are made to the General Fund for the personnel and benefit expenditures of county positions, and operating costs of providing fire service.

Special Butner District Fund

Fund: 2002250000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	($12,629)	$0	$0	$0	$0
Total Expenditures	**($12,629)**	**$0**	**$0**	**$0**	**$0**
Revenues					
Taxes	$329	$0	$4	$0	$0
Investment Income	$28	$0	$10	$0	$0
Total Revenues	**$357**	**$0**	**$14**	**$0**	**$0**
Net Expenditures	***($12,986)***	***$0***	***($14)***	***$0***	***$0***

- Durham County no longer collects Special Butner District tax funds.

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, as of this printing, is set at $0.0379 for fiscal year 2014-2015. The revenue will be used on design and construction of pedestrian/jogging trails; support for travel demand management; support for the RTP Environment committee, the RTP Security Committee, and the RTP Community Outreach Committee; roadside landscaping, installation of a wetlands planting and nature walk, installation of bus shelters, installation of pedestrian trail signage, and maintenance and administrative costs.

Special Park District Fund

Fund: 2002220000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$730,851	$690,250	$690,249	$690,250	$710,883
Total Expenditures	**$730,851**	**$690,250**	**$690,249**	**$690,250**	**$710,883**
Revenues					
Taxes	$737,585	$690,250	$733,226	$690,250	$710,883
Investment Income	$190	$0	$20	$0	$0
Total Revenues	**$737,775**	**$690,250**	**$733,246**	**$690,250**	**$710,883**
Net Expenditures	***($6,923)***	***$0***	***($42,997)***	***$0***	***$0***

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.

- 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.

2001 Bond Authorization	
Durham Public Schools Facilities	$51,800,000
Library Facilities	$10,270,000
North Carolina Museum of Life and Science	$5,840,000
Recreational Facilities	$5,550,000
Health Care Facilities	$1,200,000
TOTAL	**$74,660,000**

- 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.
- 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.

2003 Bond Authorization	
Durham Public Schools Facilities	$105,315,000
Library Facilities	$4,637,262
North Carolina Museum of Life and Science	$5,184,513
Durham Technical Community College	$8,200,000
Issuance Costs	$328,225
TOTAL	**$123,665,000**

- 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.
- 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.

2007 Bond Authorization	
Durham Public Schools Facilities	$193,448,205
NC Museum of Life and Science	$4,170,812
Durham Technical Community College	$8,680,000
Issuance Costs	$800,983
TOTAL	**$207,100,000**

Debt Service Fund

Fund: Debt 3003040000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$1,298	$0	$0	$0	$0
Transfers	$0	$0	$0	$2,162,963	$528,482
Other	$178,991,971	$59,871,757	$58,692,753	$61,804,991	$60,037,686
Total Expenditures	**$178,993,269**	**$59,871,757**	**$58,692,753**	**$63,967,954**	**$60,566,168**
Revenues					
Investment Income	$513,847	$533,303	$243,100	$418,221	$383,221
Service Charges	$178,566	$250,000	$239,562	$400,000	$400,000
Other Fin. Sources	$177,320,293	$59,088,454	$59,063,454	$63,149,733	$59,782,947
Total Revenues	**$178,012,706**	**$59,871,757**	**$59,546,116**	**$63,967,954**	**$60,566,168**
Net Expenditures	***$980,563***	***$0***	***($853,364)***	***$0***	***$0***

- $60 million of voter approved 2007 GO Bond funds were issued in 2010 for Durham Public Schools, Durham Technical Community College (DTCC), and the NC Museum of Life & Science (NCMLS). Another $60 million was issued in 2012 for Durham Public Schools. A third issuance of $51 million was carried out in 2014 for Durham Public Schools. $39.9 million of unissued 2007 GO Bonds is expected to be spent over the next three years for Durham Public Schools and Durham Technical Community College.
- Durham County issued $125 million in non general obligation bond funds during FY 2012-13 for various projects including the new Justice Center, (former) judicial building renovations, and a county storage facility.
- Durham County issued
- For FY 2014-15 the portion of the county tax rate dedicated to fund the Capital Financing Plan, which helps support debt service payments, increases 0.38cents from 8.94 cents to 9.32 cents.
- North Carolina law limits local government net debt to 8% of assessed value. Based on current valuations, the county could issue $2.43 billion in debt. At this writing, the county has $293.1 million in outstanding general obligation debt. An additional $245.03 million in certificates of participation debt and $43.12 million of installment purchases (short term debt) is not included in this legal limit.

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.

	2012-13 Actual Expenditures	2013-14 Original Budget	2013-14 12 Month Estimate	2014-15 Department Requested	2014-15 Commissioner Approved
BOND PRINCIPAL	$23,961,340	$21,918,468	$21,918,468	$24,820,597	$24,300,597
BOND INTEREST	$12,930,987	$12,175,670	$12,175,670	$13,389,368	$12,875,159
OTHER*	$141,120,379	$25,777,619	$24,598,615	$25,757,989	$23,390,412
TOTAL	**$178,012,706**	**$59,871,757**	**$58,692,753**	**$63,967,954**	**$60,566,168**
**Includes other debt service, bond agency fees and debt sale expenditures.*					

Enterprise Fund

A fund established to account for operations
that are financed and operated in a manner
similar to private business in that the services provided are
financed through user charges.
Water and sewer operations are included in the Enterprise
Fund.

ENTERPRISE FUND

MISSION

The mission of the Durham County Engineering and Environmental Services Department is to protect regional water quality through the administration of the sewer use, stormwater and erosion control ordinances; to improve county facilities through the management of capital projects; to improve the county's environmental management particularly related to greenhouse gas emissions; and to preserve natural and scenic lands, farms and forests.

PROGRAM DESCRIPTION

The Utility Division 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. The Triangle Wastewater Treatment Plant is a 12,000,000 gallon per day 5-stage Enhanced Biological Nutrient Removal facility with tertiary filtration and ultraviolet disinfection. Wastewater residuals are dewatered using centrifuges, and the dewatered cake is transported, composted to Class A standards and distributed by McGill Environmental. A portion of the treated wastewater effluent is further disinfected with sodium hypochlorite and distributed as ReUse Water for irrigation, and industrial cooling towers.

The County has provided sewage treatment for the western portion of the Town of Cary customers since 2005. In the 2014 fiscal year, Cary was discharging approximately 2,500,000 gallons per day to the Triangle Wastewater Treatment Plant. Cary is scheduled to begin reducing their flow to the County facility in July 2014 and to stop their flow by late September 2014; however, Cary has stated they may have to continue the flow until December 2014 dependent upon the start-up of the new Western Wake Water Reclamation Facility.

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: 919-560-9033; Fax: 919-544-8590.

2013-14 ACCOMPLISHMENTS

- Met the NCDENR Division of Water Quality performance standards as an "Exceptionally Performing Facility."
- Awarded the "Collection System of the Year" award from the North Carolina American Water Works Association and the Water Environment Association for a collection system less than 100 miles in length.
- USGS Report, "Relation of Watershed Setting and Stream Nutrient Yields at Selected sites in Central and Eastern North Carolina, 1997-2008" finds that following the wastewater treatment plant improvement in 2005, the Northeast Creek – Genlee watershed had 64 percent reduction in total Nitrogen yield.

Sewer Utility Fund

Fund: 6006600000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$1,511,385	$1,631,672	$1,476,746	$1,522,462	$1,699,109
Operating	$2,609,464	$3,404,336	$3,042,530	$3,064,783	$3,466,649
Capital	$75,802	$122,750	$126,201	$160,000	$160,000
Transfers	$836,592	$3,276,876	$1,084,411	$900,900	$520,511
Other	$5,092,629	$2,910,000	$3,189,367	$2,675,000	$2,675,000
Total Expenditures	**$10,125,872**	**$11,345,634**	**$8,919,255**	**$8,323,145**	**$8,521,269**
Revenues					
Licenses & Permits	$4,500	$3,000	$5,100	$3,000	$3,000
Investment Income	$18,657	$9,000	$17,308	$17,500	$17,500
Service Charges	$450	$0	$101	$0	$0
Enterprise Charges	$11,108,013	$10,824,694	$11,119,265	$8,044,625	$7,742,749
Sewer Connect. Fees	$636,001	$508,940	$213,000	$258,020	$258,020
Other Revenues	$44	$0	$0	$0	$0
Other Fin. Sources	$0	$0	$0	$0	$500,000
Total Revenues	**$11,767,666**	**$11,345,634**	**$11,354,774**	**$8,323,145**	**$8,521,269**
Net Expenditures	***($1,641,793)***	***$0***	***($2,435,519)***	***$0***	***$0***
FTEs	23.00	23.00	23.00	22.00	22.00

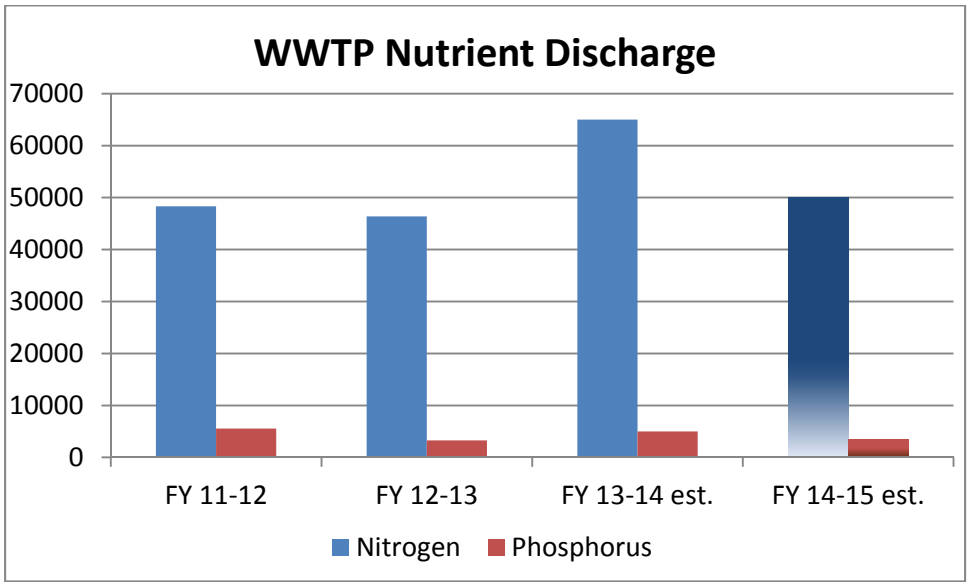
2014-15 HIGHLIGHTS

- Modify utility worker and project coordinator positions from time-limited appointment to permanent positions.
- Eliminate vacant pretreatment lab technician position.
- The operations expenditure request has decreased from the budget approved for FY 2013-2014. The decrease is primarily due to the separation of the Town of Cary from the system during FY 2014-15. A termination date of December 1, 2014, was used to develop the included budget.
- Sewer consumption rates will be increased by 2.07% (listed in the fee schedule). The increase is mainly due to the loss of the Town of Cary wastewater discharge.
- Capital recovery charges will increase 1.83% in order to recover capital costs associated with the sludge facility improvements (listed in the fee schedule).

Payments for Enterprise Fund Debt Service			
	2013-2014 Approved	**2014-2015 Requested**	**2014-2015 Approved**
PRINCIPAL	$2,100,000	$2,070,000	$2,070,000
INTEREST	$810,000	$605,000	$605,000
TOTAL	**$2,910,000**	**$2,675,000**	**$2,675,000**

2014-15 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 will the department take on next year in hopes to improve the overall performance of the related program or goal?

Further expansion of the use of the reclaimed water for irrigation, for cooling tower make-up water, and for industrial process water will reduce the nutrient load. Additionally, the new sludge dewatering facilities will reduce the summertime peak loads of nutrients associated with the previously used sludge lagoon.

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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	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$285,763	$313,779	$297,619	$349,084	$349,084
Operating	$0	$250	$0	$250	$250
Transfers	$4,917,819	$4,159,115	$4,159,115	$10,241,158	$9,705,493
Total Expenditures	**$5,203,582**	**$4,473,144**	**$4,456,734**	**$10,590,492**	**$10,054,827**
Revenues					
Intergovernmental	$3,950,000	$3,950,000	$3,950,000	$3,950,000	$3,950,000
Contrib. & Donations	$314,454	$314,029	$297,619	$349,334	$349,334
Investment Income	$950,811	$0	$538,932	$0	$0
Service Charges	$56,300	$0	$34,008	$0	$0
Other Fin. Sources	$0	$209,115	$0	$6,291,158	$5,755,493
Total Revenues	**$5,271,565**	**$4,473,144**	**$4,820,559**	**$10,590,492**	**$10,054,827**
Net Expenditures	***($67,983)***	***$0***	***($363,826)***	***$0***	***$0***

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 $3,950,000 million annually for health-related costs. It is projected that this fund will have a balance of $14,614,100 at June 30, 2014. 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 2014-15 in the General Fund.

For FY 2014-15, Community Health Trust Fund dollars are being used to support three health-related areas: Emergency Medical Services (EMS), Public Health and debt service on the Human Services Building.

County support of providing Public Health services in Durham County is budgeted at $15,734,673 for FY 2014-15. Community Health Trust Fund dollars equal to $550,325 will be used along with General Fund monies in the support of Public Health services and Home Health Agency sale proceeds equal to $212,624 will be transferred 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, and to fund a public health educator to educate the public on the new smoking ordinance.

A fund balance appropriation of $755,049 will be transferred to the General Fund to purchase EMS equipment and $4,287,820 will be transferred to the Debt Service Fund to pay debt of the Human Services Complex.

Department	Item	FY2013-14 Approved	FY2014-15 Approved
VFD-Paramedic Services	Paramedic Services	$923,725	$0
EMS	EMS Services and employee benefits (165 FTEs)	$1,236,176	$4,154,724
Public Health	Trust Fund support of Public Health Programs	$1,994,214	$762,949
Debt Service	Human Services Building		$4,287,820
Non-Departmental	Support for Lincoln Community Health Center		$500,000
Non-Profit	Community Health Coalition	$5,000	
TOTAL		**$4,159,115**	**$9,705,493**
Funds from Duke University Health System (transferred to General Fund)		$3,950,000	$3,950,000
Fund Balance Appropriation (transferred to General Fund$_1$)		$121,851	$212,624
Fund Balance Appropriation (transferred to General Fund$_2$)			$755,049
Fund Balance Appropriation (transferred to Debt Service Fund$_3$)			$4,287,820
Fund Balance Appropriation (transferred to General Fund$_4$)			$500,000
TOTAL		**$4,071,851**	**$9,705,493**
[1]Home Health Agency sale proceeds transferred to PH			
[2]Equipment purchases for EMS			
[3]Debt Service on the Human Services Complex			
[4]Linclon Community Health Center support			

Community Health Trust Fund

Funds Center: 7007080000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Transfers	$4,917,819	$4,159,115	$4,159,115	$10,241,158	$9,705,493
Total Expenditures	**$4,917,819**	**$4,159,115**	**$4,159,115**	**$10,241,158**	**$9,705,493**
Revenues					
Intergovernmental	$3,950,000	$3,950,000	$3,950,000	$3,950,000	$3,950,000
Investment Income	$948,940	$0	$538,932	$0	$0
Service Charges	$56,300	$0	$34,008	$0	$0
Other Fin. Sources	$0	$209,115	$0	$6,291,158	$5,755,493
Total Revenues	**$4,955,240**	**$4,159,115**	**$4,522,940**	**$10,241,158**	**$9,705,493**
Net Expenditures	***($37,421)***	***$0***	***($363,825)***	***$0***	***$0***

GEORGE R. LINDER MEMORIAL FUND

PROGRAM DESCRIPTION

The George R. Linder Memorial Fund, a trust fund, was established during FY 1993-94 to receive donations in memory of the former Library Director. The private-purpose trust fund is used to account for resources legally held in trust 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	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Operating	$0	$250	$0	$250	$250
Total Expenditures	**$0**	**$250**	**$0**	**$250**	**$250**
Revenues					
Contrib. & Donations	$0	$250	$0	$250	$250
Investment Income	$8	$0	$0	$0	$0
Total Revenues	**$8**	**$250**	**$0**	**$250**	**$250**
Net Expenditures	***($8)***	***$0***	***$0***	***$0***	***$0***

LAW ENFORCEMENT OFFICERS TRUST FUND

PROGRAM DESCRIPTION

The Law Enforcement Officers Trust Fund was established in July 1987 for the purpose of providing full funding for the law enforcement officers' separation allowance mandated by the North Carolina General Assembly in July 1986. In addition to regular retirement benefits budgeted within the General Fund, the county also must pay a special monthly separation allowance to retired law enforcement officers who have completed 30 or more years of creditable service. This also includes those persons 55 years of age who have completed 5 or more years of creditable service. The annual allowance is 0.85% of base compensation at the time of retirement times the number of years of service. The officer is eligible to receive this benefit until age 62.

Fund: 7007700000

Summary	2012-2013 Actual Exp/Rev	2013-2014 Original Budget	2013-2014 12 Month Estimate	2014-2015 Department Requested	2014-2015 Commissioner Approved
Expenditures					
Personnel	$285,763	$313,779	$297,619	$349,084	$349,084
Total Expenditures	**$285,763**	**$313,779**	**$297,619**	**$349,084**	**$349,084**
Revenues					
Contrib. & Donations	$314,454	$313,779	$297,619	$349,084	$349,084
Investment Income	$1,864	$0	$0	$0	$0
Total Revenues	**$316,318**	**$313,779**	**$297,619**	**$349,084**	**$349,084**
Net Expenditures	***($30,555)***	***$0***	***($1)***	***$0***	***$0***

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Appendix

Additional supplementary material.

Durham City-County Planning Department Fee Schedule

Fee Type	FY 2013-14 Adopted Fee	FY 2014-15 Adopted Fee	Change from Previous Fiscal Year
Zoning Map Change (Rezoning)			
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 then 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
Board of Adjustment Applications			
Custodial care (single residential unit on same lot as primary residential unit, for custodial care purposes)	$75, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	$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
Major Special Use Permit Applications			
Wireless communication facilities use permit	$3,165, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus $5,000 for independent professional consultant review	$3,165, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus $5,000 for independent professional consultant review	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
Site Plans			
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

Durham City-County Planning Department Fee Schedule

Fee Type	FY 2013-14 Adopted Fee	FY 2014-15 Adopted Fee	Change from 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
Subdivision Plats			
Preliminary plat	$3,400, plus $25 per lot, plus technology surcharge of 4%, plus surcharge for letter notice on those projects requiring governing body approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	$3,400, 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
Historic Preservation Fees			
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

Durham City-County Planning Department Fee Schedule

Fee Type	FY 2013-14 Adopted Fee	FY 2014-15 Adopted Fee	Change from Previous Fiscal Year
Other Fees			
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 1st -$104, 2nd - $208, 3rd -$312, etc.)	$100, plus technology surcharge of 4% for first re-inspection, for each subsequent re-inspection the fee will increase by $104 (example 1st -$104, 2nd - $208, 3rd -$312, etc.)	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
Surcharges			
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

Fee Type	FY 2013-14 Adopted Fee	FY 2014-15 Adopted Fee	Change from Previous Fiscal Year
Part 4-101 (Building Fees)			
Schedule A			
New residential dwellings (1 and 2 family, including townhouse unit ownership)			
Up to 1,200 sq. ft. (gross area)	$146	$146	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
Schedule B			
New multi-family residential buildings (apartments, condominiums, triplex and fourplex)			
1st unit	$300	$300	same
Each additional unit, per building	$150	$150	same
Schedule C			
Accessory buildings			
No footing	$50	$50	same
Footing	$100	$100	same
Schedule D			
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

Fee Type	FY 2013-14 Adopted Fee	FY 2014-15 Adopted Fee	Change from Previous Fiscal Year
$10,000 and over	$250	$250	same
Schedule E			
Nonresidential Buildings (Cost will be based on construction contracts unless a reason is identified to base cost on other information):			
$0 to $5,000	$104	$104	same
$5,001 to $50,000	$104	$104	same
(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)			
$100,001 to $500,000	$786	$786	same
(plus $4.32 per 1,000 or fraction thereof over $100,000)			
Over $500,000	$2,513	$2,513	same
(plus $1.25 per 1,000 or fraction thereof over $500,000)			
Schedule F			
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

Fee Type	FY 2013-14 Adopted Fee	FY 2014-15 Adopted Fee	Change from Previous Fiscal Year
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
2nd reinspection	$100	$100	same
3rd reinspection	$200	$200	same
4th reinspection	$300	$300	same
Search and duplication fee for past permit, inspection and Certificate of Compliance records	$10/page	$10/page	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
Stocking approval	$50	$100	$50
Partial occupancy approval	$50	$200	$150
Posting of occupancy (not associated with a permit)	$50	$50	same
Homeowner's recovery fund	$10	$10	same
Change of impervious surface on a permit		$250	new
Plans Review - re-review (applies to each trade re-review)			
1st re-review		$0	new
2nd re-review		$200	new
3rd re-review		$300	new
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
Part 4-102 (Sign Fees)			
The following schedule of fees applies to permits required by the Unified Development Ordinance (UDO)			

Fee Type	FY 2013-14 Adopted Fee	FY 2014-15 Adopted Fee	Change from Previous Fiscal Year
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:			
2nd reinspection	$50	$50	same
3rd reinspection	$75	$75	same
4th 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.			
Work begun without permit	Double fee	Double fee	same
Voiding of permits (no maximum)	15% of permit cost	15% of permit cost	same
Part 4-103 (Temporary Electrical Service)			
Application for permit for temporary electrical service	$100	$100	same
Each additional inspection	$50	$50	same
Part 4-104 (Electric Wiring and Equipment)			
Schedule A			
New residential (1 and 2 family, including townhouse unit ownership)			

Fee Type	FY 2013-14 Adopted Fee	FY 2014-15 Adopted Fee	Change from Previous Fiscal Year
Multi-family residential (apartments, condominium, triplex and fourplex)			
100 to 200 amp service	$156	$156	same
400 amp service	$187	$187	same
Schedule B			
Outlets			
1 to 10 outlets	$21	$21	same
Each additional outlet	$0.83	$0.83	same
Schedule C			
Fixtures			
1 to 10 fixtures	$21	$21	same
Each additional fixture	$0.83	$0.83	same
Schedule D			
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
Schedule E			
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			
1st circuit	$10.90	$10.90	same
Each additional circuit for same sign	$3.22	$3.22	same
Electric heat			

Fee Type	FY 2013-14 Adopted Fee	FY 2014-15 Adopted Fee	Change from Previous Fiscal Year
Wall or baseboard heaters, 1st unit	$10.90	$10.90	same
Each additional unit	$3.95	$3.95	same
Electric unit heaters			
1st 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			
1st kW	$10.90	$10.90	same
Each additional kW	$1.56	$1.56	same
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
Schedule F			
Miscellaneous wiring not covered in Schedules A, B, C, D, E			
Lampholders for marquise 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
Schedule G			

Fee Type	FY 2013-14 Adopted Fee	FY 2014-15 Adopted Fee	Change from Previous Fiscal Year
Miscellaneous			
Solar panel inspections			
Residential		$100	new
Commercial roof top		$150	new
Commercial ground-mounted		$150	new
Commercial ground-mounted, charge per trip for 3rd and subsequent inspections		$50	new
Service or saw pole - 1 inspection only	$65	$65	same
Service or saw pole - extra inspection, each (instead of 2nd, 3rd, and 4th reinspection fees listed below in this Schedule G)	$47	$47	same
Temporary service connection - commercial	$150	$150	same
Mobile home - 1 inspection	$65	$65	same
Mobile home - extra inspection, each (instead of 2nd, 3rd, and 4th reinspection fees listed below in this Schedule G)	$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
2nd reinspection	$100	$100	same
3rd reinspection	$200	$200	same
4th reinspection	$300	$300	same
HVAC replacement - one inspection		$65	new
HVAC replacement - additional inspections, each (instead of 2nd, 3rd, and 4th reinspection fees listed below in this Schedule G)		$50	new
Work begun without a permit	Double fee	Double fee	same

Fee Type	FY 2013-14 Adopted Fee	FY 2014-15 Adopted Fee	Change from Previous Fiscal Year
Voiding of permits (no maximum)	15% of permit cost	15% of permit cost	same
Minimum fee for any permit requiring a rough-in inspection:			
Commercial	$150	$150	same
Residential	$100	$100	same
Part 4-105 (Mechanical (Heating and Air) Code-related)			
Schedule A			
Residential (One- and Two-Family, including Townhouses and Condominiums, per Dwelling Unit or Side):			
Installation of a heating/cooling system with any concealed ductwork or component	$125	$125	same
Replacement or conversion of a heating/cooling system - 1st inspection	$65	$65	same
Subsequent inspections, each (instead of 2nd, 3rd, and 4th reinspection fees listed below in this Schedule G)		$50	new
Installation of fireplace stoves, factory-built fireplaces, floor furnaces and wall furnaces	$52	$52	same
Gas piping	$65	$65	same
Fuel Lines		$65	new
Schedule B			
Multi-family residential (Apartments, Triplexes and Fourplexes):			
Installation of a heating/cooling system (each dwelling unit)	$64	$100	$36
Replacement or conversion of a heating/cooling system	$52	$65	$13
Subsequent inspections, each (instead of 2nd, 3rd, and 4th reinspection fees listed below in this Schedule G)		$50	new

Fee Type	FY 2013-14 Adopted Fee	FY 2014-15 Adopted Fee	Change from Previous Fiscal Year
Schedule C			
Nonresidential heating/cooling: Installation of heating/cooling system, including boiler, furnace, duct heater, unit heater, air handling units and air distribution system			
Upfits per sq. ft. (minimum $98; maximum $3,000)	$0.058	$0.058	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	$70	$70	same
Schedule D			
Commercial cooling (with separate distribution system): Installation of a complete cooling system, including the distribution system and air handling units, with either a condenser, receiver, cooling tower or evaporative condenser coils			
Cooling or chiller in total tons:			
0 to 25 tons	$83	$83	same
Over 25 tons	$166	$166	same
Replacement of any component of cooling system	$83	$83	same
Schedule E			

Fee Type	FY 2013-14 Adopted Fee	FY 2014-15 Adopted Fee	Change from Previous Fiscal Year
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
Schedule F			
Hood for commercial type cooking, per hood	$70	$150	$80
Minimum fee for any heating/cooling permit or ventilation:	$52	$65	$13
Schedule G			
Reinspection fees			
4 or more code violations	$100	$100	same
Not ready for inspection	$100	$100	same
2nd reinspection	$100	$100	same
3rd reinspection	$200	$200	same
4th reinspection	$300	$300	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
Part 4-106 (Plumbing)			
Schedule A			
New residential construction; 1 and 2 family, including townhouse unit ownership; installation of new plumbing fixtures, building water and sewer service			
All dwellings	$170	$170	same
See Note 1.			

Fee Type	FY 2013-14 Adopted Fee	FY 2014-15 Adopted Fee	Change from Previous Fiscal Year
Schedule B			
New multi-family construction (3 and 4 family apartments); installation of new plumbing fixtures, building water and sewer			
Per fixture	$6.24	$6.24	same
Minimum, per building	$127	$127	same
See Note 1.			
Schedule C			
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
See Note 1.			
Schedule D			
Additions, residential and non-residential; installation of new plumbing fixtures, building water and sewer			
1 to 2 fixtures	$65	$65	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
See Note 1.			
Schedule E			
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
See Note 1.			
Schedule F			
Miscellaneous			

Fee Type	FY 2013-14 Adopted Fee	FY 2014-15 Adopted Fee	Change from Previous Fiscal Year
Residential sprinkler permit		$170	new
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
1st reinspection	$100	$100	same
2nd reinspection	$200	$200	same
3rd reinspection	$300	$300	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
See Note 1.			
Note 1: For inspections under all Schedules in this Part 4-106: When due to the length of water or sewer work more than two trips are required, an additional charge for each trip after the second trip is imposed, of $50.00.			
Part 4-107 (Surcharge for Paper Application)			
$5 surcharge added to the total fee for each plumbing, electrical or mechanical application submitted manually (paper submittal) as opposed to electronic submittal (paperless submittal)	$5	$5	same

FY 2014-2015 Non-Profit Funding			
Agency	FY 13-14 Approved Amount	FY 14-15 Requested Budget	FY 14-15 Approved Amount
A Helping Hand 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 the Director of Client Services and the Program Director.	$15,000	$26,404	$15,000
Achievement Academy 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 salary and operational support for the Starting Points program and instructor.	$20,000	$25,000	$20,000
African American Dance Ensemble, Inc. preserves and shares the finest traditions of African and African American dance and music through research, education and entertainment. The request is for salary and operational support of MZIMA, an exercise and cultural learning program.	$5,000	$10,000	$5,000
Assistance League of the Triangle provides elementary school children in need with new clothing, shoes, school supplies and personal care items through their Operation School Bell program. Requested funding is for operational materials.	$0	$2,160	$0
Big Brothers Big Sisters of the Triangle 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.	$15,005	$25,000	$15,005
Bridge II Sports works to create opportunities for children and adults who are physically challenged to play team and individual sports by providing equipment, coaching and space for athletics, particularly Wheelchair Basketball. Grant request is for salary and operational support.	$6,000	$40,000	$6,000
Child and Parent Support Services, Inc. works to prevent child abuse and neglect through weekly or bi-weekly home visits (in both English and Spanish) using the Parents as Teachers curriculum for up to 3 years, primarily for first-time parents with multiple risk factors. Services will include home visitation, parent group meetings, periodic developmental screening, monitoring of immunizations, case management and referrals to community services. Grant request is for salary support of bilingual clinician.	$11,237	$13,828	$11,237

FY 2014-2015 Non-Profit Funding			
Agency	FY 13-14 Approved Amount	FY 14-15 Requested Budget	FY 14-15 Approved Amount
Child Care Services Association 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 as well as public policy research, advocacy and education. Services are free of charge and in English and Spanish. Grant request is for support of one Family Support Counselor and operational expenses.	$29,783	$29,783	$29,783
Clean Energy Durham seeks to move America toward cleaner and safer energy by creating and educating organizations of neighbors helping neighbors save energy. Grant request is for salary and operational support to expand the agency's activities into unincorporated Durham County.	$5,000	$12,970	$5,000
Communities in Schools of Durham, Inc. seeks to improve outcomes for children by altering the quality of their relationships (with parents, teachers, peers, etc.) through the IY-Parent program. The program provides caregivers with new parenting strategies and a network of support. Family outcomes include increased positive and nurturing parenting, reduced critical and violent discipline approaches, including replacing spanking with positive strategies, increased child self-esteem, self-confidence and positive relationships with parents. Request is for salary and operational support.	$0	$15,000	$0
D3 Community Outreach, Inc. empowers and encourages disconnected youth and young adults to learn the competencies of entrepreneurs that support the successful transition to become gainfully employed and self-sufficient. C.O.R.E. is a comprehensive program providing entrepreneurship training, vocational training, academic support and life-skill counseling. Request is for salary and operational support.	$5,000	$15,000	$5,000
Dress for Success Triangle NC helps low-income women enter and return to the workforce by providing professional attire, career development tools, professional training and a network of support to help them thrive in work and life through their job readiness program. Grant request is for salary and operational support.	$5,000	$23,380	$5,000
Durham Center for Senior Life 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.	$105,685	$105,685	$105,685

FY 2014-2015 Non-Profit Funding			
Agency	FY 13-14 Approved Amount	FY 14-15 Requested Budget	FY 14-15 Approved Amount
Durham County Community Living Programs, Inc. provides choices and opportunities for adults with developmental disabilities to live, learn and grow in the Durham community by offering training, skills development, creative fun and fitness that can support the participants by providing social interaction, overall learning and increased physical fitness. Request is for salary and operational support.	$0	$17,789	$0
Durham County Teen Court and Restitution Program 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.	$21,183	$36,183	$21,183
Durham Crisis Response Center, Inc. provides advocacy, shelter and support services to victims of domestic and sexual violence through case management, counseling, legal advocacy and referrals. Grant request is for salary and operational support of the 24 hour emergency shelter.	$36,912	$40,000	$36,912
Durham Economic Resource Center provides job readiness skills and on-the-job training at their Distribution Center which serves as a simulated work-site through their Workforce Development Program. Grant request is for salary and operational support.	$14,496	$25,000	$14,496
Durham Interfaith Hospitality Network addresses the needs of homeless families by mobilizing churches, synagogues, and people of faith to help families move toward residential stability by providing shelter, living skills training and funding. Grant request is for support of the Alumni Support Program Director.	$20,000	$23,000	$20,000
Durham Literacy Center 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	$45,000	$26,619
Durham Striders Youth Association, Inc. integrates multiple aspects of wellness, academic reinforcement, citizenship training and total family fitness to improve the overall health and productivity of the youth in the Durham community. Grant request is for travel to track events and general operating costs.	$15,750	$30,000	$15,750

FY 2014-2015 Non-Profit Funding			
Agency	FY 13-14 Approved Amount	FY 14-15 Requested Budget	FY 14-15 Approved Amount
Durham Symphony Orchestra produces and sponsors high quality orchestral concerts and related activities that encourage the development of musical talent, appreciation, and education honoring the rich cultural heritage of Durham and the surrounding communities. The Durham Symphony Orchestra's programming reflect a commitment to American and regional composers as well as familiar classical repertoire framed in a contemporary light. Request is for partial salary support and concert production costs.	$5,000	$10,000	$5,000
Durham Teacher Warehouse Corporation (also known as Crayons2Calculators) enhances the academic and creative needs of students in Durham Public Schools by providing free school supplies to teachers in the schools with the highest poverty rates. Grant request is for general operating and salary support.	$5,000	$15,000	$5,000
Durham's Partnership for Children 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 Manager position.	$13,310	$35,000	$13,310
El Centro Hispano, Inc. employs their Youth Leaders in Action Program to work with Latino youth, ages 5 to 19 and their families to ensure high academic achievement by improving school performance, providing a safe space, promoting leadership and through referral and support services. Requested funding is for salary and operational support.	$29,421	$36,167	$29,421
El Futuro, Inc. seeks to provide bilingual and culturally informed mental health and substance abuse treatment for Latino individuals and families in Durham County through their outpatient Clinical Program by increasing access and engagement to psychiatric services, counseling and case management. Requested funding is for salary support.	$6,000	$40,000	$6,000
Elna B. Spaulding Conflict Resolution Center, Inc. works through the Juvenile Justice Project, a restorative model used to address delinquency while diverting youth from the pipeline to prison. Mediation and conflict management will be used to address youth in conflict to avoid pushing them through the courts. School based truancy court is a restorative approach to address truancy and attendance issues within the schools. Grant request is for general operating and salary support.	$17,597	$22,550	$17,597
Eno River Association is dedicated to the preservation of the Eno River Valley's open space and parkland by sponsoring educational presentations and historic and scientific research concerning the Eno River Valley. Grant request is for salary support.	$6,655	$20,000	$6,655

FY 2014-2015 Non-Profit Funding			
Agency	FY 13-14 Approved Amount	FY 14-15 Requested Budget	FY 14-15 Approved Amount
First in Familes of North Carolina intends to increase access to community resources for persons with Intellectual and Developmental Disabilities (I/DD) and/or Traumatic Brain Injuries (TBI). Specifically, DFIF proposes to expand their "Connecting Through Technology" initiative by providing iPads to children between the ages of 2-18 years who have an I/DD or TBI and have demonstrated potential benefit with an iPad. Funding request is for program materials and professional training sessions.	$5,000	$6,885	$5,000
Food Bank of Central and Eastern North Carolina accumulates and distributes high quality perishable and non-perishable food and non-food essentials to nonprofit agencies serving those with food instability. Grant request is for salary and operational support.	$5,000	$30,000	$5,000
Genesis Home, Inc. works to end homelessness for families with children and young people by providing housing and supportive services to foster independence. Grant request is for utility expenses associated with housing 15 families in the Family Matters program.	$21,739	$24,000	$21,739
HopeLine, Inc. offers caring, nonjudgmental listening and resource information in an effort to improve the overall well-being of the people living in the community. Grant request is for personnel expenses associated with the Durham County portion of the agency's activities.	$0	$5,000	$0
InStepp, Inc. provides their economic empowerment program for victims of domestic violence (DV) and sexual assault (SA). This program addresses the long-term stability and post-trauma needs of female victims of DV and SA who are referred to the program by a domestic violence provider agency. Requested funding is for salary and operational support.	$5,000	$7,500	$5,000
Inter-Faith Food Shuttle provides child nutrition through their BackPack Buddies and School Pantries programs, both activities are school-based programs that provide nutritious food to vulnerable children and their families to ensure that they have access to healthy meals when free and reduced priced school meals are unavailable. Funding is for salary and operational support.	$10,000	$20,000	$10,000
Legal Aid of North Carolina, Inc.-Durham Branch provides free legal services in the areas of expungements and certificates of relief to low-income Durham County residents with past criminal justice involvement in order to remove barriers that affect their abilities to obtain gainful employment. Funding request is for salary and operational support.	$0	$15,000	$0
Little River Community Complex, Inc. provides recreational, educational, health and social activities for the people of the Little River Region and surrounding communities. Grant request is for operational support.	$0	$12,000	$0

FY 2014-2015 Non-Profit Funding			
Agency	FY 13-14 Approved Amount	FY 14-15 Requested Budget	FY 14-15 Approved Amount
Mental Health America of Triangle supports individuals living with mental health or substance abuse problems through education, service, advocacy and free counseling sessions with a licensed clinical therapist. The FAN program provides support and parenting skills for families with behavioral/emotionally challenged children. Grant request is for salary and operational support.	$23,588	$52,113	$23,588
Museum of Durham History 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. In FY15, the Museum will be funded through the Manager's budget.	$10,000	$30,000	$0
Operation Breakthrough, Inc. assists low-wealth families through the Weatherization Assistance Program that assists individuals and families with maintaining safe and energy efficient homes. These services provide pre and post energy testing, weather stripping, caulking, furnace repair or replacement and energy efficient refrigerator replacement. Grant request is for operational support.	$71,451	$100,000	$71,451
Partners for Youth supports at-risk teens ages 14 to 16 in their efforts to graduate from high school, enroll in college and to provide Durham youth with opportunities to connect, develop, and contribute through mentoring, employment and educational support. Partners for Youth has absorbed the YO:Durham program that was funded in 13-14. 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 part-time school-year internship, mentoring, tutoring and volunteering. Grant request is for salary and operational support.	$5,000	$16,000	$16,000
People's Channel promotes the use of designated access channels by coordinating their use, 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.	$14,850	$14,850	$14,850
Piedmont Wildlife Center, Inc. fosters healthy connections among people, wildlife and nature through education, conservation and promoting the care of injured or sick wildlife through their afterschool programs with elementary schools. Grant request is for salary and operational support.	$8,190	$12,000	$8,190

FY 2014-2015 Non-Profit Funding			
Agency	FY 13-14 Approved Amount	FY 14-15 Requested Budget	FY 14-15 Approved Amount
Planned Parenthood of Central North Carolina, Inc. 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 operational support.	$17,746	$20,000	$17,746
Playworks Education Energized places trained, energetic Program Coordinators at partner schools, who run a full day play program including before or after school, all grades' recess, in-class game time for team building, a Junior Coach Peer Leadership program and developmental sports leagues. Grant request is for salary support.	$10,000	$25,000	$10,000
Reality Ministries, Inc. provides support for individuals with a wide range of disabilities who have aged out of Durham Public Schools and are unable to work regularly because of their disability. Participants will be involved in 5 different workshops each day they meet: Life skills, fitness, service, art and social skills. Funding is for salary support.	$7,200	$10,000	$7,200
Rebuilding Together of the Triangle, Inc. 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 labor and materials costs.	$0	$30,000	$0
Reinvestment Partners serves as an umbrella for strengthening VITA/LITC services in the Durham area through their Taxpayer Assistance Center (TAC). It operates as a workforce development program, offering financial education and training not only to the workforce staffing the site, but to the general public which receives services through it. Funding request is for salary and operational support.	$5,000	$30,000	$5,000
Salvation Army-Boys & Girls Club helps young people most vulnerable to dropping out of school develop the academic, behavioral and social skills needed to be successful in school and beyond. Grant request is for salary and operational support.	$0	$15,000	$0
Schoolhouse of Wonder uses outdoor exploration and adventures to create kind, curious and confident kids. Through year-round Camps, Field Trips, and Leadership Training, their team of driven and talented mentors helps children each year learn, play and grow towards being their best selves. Funding is for salary support.	$0	$5,000	$0

FY 2014-2015 Non-Profit Funding			
Agency	FY 13-14 Approved Amount	FY 14-15 Requested Budget	FY 14-15 Approved Amount
Scrap Exchange collects unwanted material resources and distributes them through its nationally renowned creative reuse center. Grant request is for general operating and salary support.	$5,000	$13,000	$5,000
Senior PharmAssist, Inc. promotes healthier living for Durham seniors by helping them obtain and better manage needed medications and by providing health education, community referrals and advocacy. Grant request is for general operating and salary/benefits support.	$94,080	$120,000	$94,080
Southeastern Efforts Developing Sustainable Spaces (SEEDS) 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 operational support for the Durham Inner-City Gardeners (DIG) program.	$3,600	$10,000	$3,600
Southern Coalition for Social Justice provides legal services for individuals with criminal records applying for expungments and Certificates of Reliefs, ameliorating the collateral consequences of criminal convictions. This will increase work and employment opportunities for this population which is disproportionately low income people of color. Funding is for salary support.	$0	$15,000	$0
Thomas Mentor Leadership Academy provides group mentoring for at-risk males between the ages of 10 and 15 who are being raised by a single parent or their grandparent(s). At-risk males are guided into mentoring relationships that will focus on education, decision making, conflict resolution, respect for self and others and service to the community. Funding is for operational support.	$0	$10,000	$0
Threshold Clubhouse, Inc. 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 FY15, Threshold will be funded through an agreement with Alliance Behavioral Healthcare.	$0	$10,000	$0
Triangle Champions Track Club develops the physical, intellectual, and emotional character of young leaders aged 6-18 with a focus on total wellness and civic responsibility through athletic training and competition, health and wellness education, family values instruction, academic assistance, community service and enrichment opportunities. Grant request is general operating support.	$7,098	$25,000	$7,098

FY 2014-2015 Non-Profit Funding			
Agency	FY 13-14 Approved Amount	FY 14-15 Requested Budget	FY 14-15 Approved Amount
Triangle Family Services, Inc. provides Financial Education and Coaching Programs that offer in-depth financial counseling and training to assist financially fragile, low-income individuals and families in our area as well as housing counseling services aimed at foreclosure prevention. Funding request is for salary support.	$0	$5,000	$0
Triangle Residential Options for Substance Abusers, Inc. (TROSA) 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	$35,000	$23,124
Victorious Community Development Corporation provides tutoring, homework assistance, cultural awareness, performing and visual arts, leadership development, as well as health and nutrition activities. This afterschool program is designed to help participants reach their full academic and social potential while fostering a supportive environment where they can learn and grow. Grant request is for salary support for an afterschool site coordinator.	$8,100	$10,000	$8,100
Voices Together uses a proprietary educational model that is music-based to help people with developmental disabilities speak, communicate and connect with others by helping them express their thoughts, feelings and needs. Grant request is for salary and operational support of the agency's programming in Durham Public Schools.	$11,250	$25,000	$11,250
Volunteer Center of Durham coordinates community service opportunities for teens referred by the Durham County Misdemeanor Diversion Program so that minors can avoid an adult criminal record as well connecting local youth to service opportunities at area nonprofits through the Community Service Youth Leadership Development Program. Funding request is for salary and operational support.	$0	$11,500	$0
Walltown Children's Theatre is dedicated to enhancing the lives of young people in Durham through the arts. Grant request is for general support.	$5,000	$15,000	$5,000
Organizations funded in FY13 without a FY14 Request	$42,940		
	$860,609	**$1,524,747**	**$818,669**

Statement of Revenues, Expenditures, and Changes in Fund Balance
General Funds

	FY 2012-2013 Actual	FY 2013-2014 Estimate	FY 2014-2015 Budget
Revenues			
Taxes	$ 292,328,737	$ 308,199,014	$ 312,829,212
Licenses and permits	826,580	1,097,977	791,500
Intergovernmental revenues	52,519,902	47,363,408	54,164,113
Investment income	3,620,060	3,170,773	140,002
Rental income	824,104	1,059,188	1,029,680
Charges for Services	19,165,208	21,081,483	20,191,268
Other revenues	4,372,836	1,045,000	6,642,586
Total revenues	373,657,427	383,016,843	395,788,361
Expenditures			
General government	47,081,564	47,053,603	74,310,500
Public safety	51,425,406	55,670,538	53,324,193
Transportation	12,500	12,500	12,500
Environmental protection	3,612,149	3,589,994	3,720,399
Economic and physical development	4,183,927	4,770,154	5,269,761
Human services	91,592,879	82,217,172	85,939,210
Education	122,877,101	125,721,000	126,454,721
Cultural and recreational	11,038,004	11,385,271	11,577,370
Total expenditures	331,823,530	330,420,232	360,608,654
Excess (deficiency) of revenues over (under) expenditures	41,833,897	52,596,611	35,179,707
Other financing sources (uses)			
Transfers in	6,845,957	7,883,002	8,323,792
Transfers out	(53,389,464)	(60,555,922)	(57,464,974)
Fund balance appropriated	-	-	13,961,475
Total other financing sources (uses)	(46,543,507)	(52,672,920)	(35,179,707)
Net change in fund balances	(4,709,610)	(76,309)	(13,961,475)
Fund Balance - beginning	139,338,920	134,629,310	134,553,001
Fund Balance - ending	$ 134,629,310	$ 134,553,001	$ 120,591,526

*The Intergovernmental revenues and Human Services function excludes direct funding to individual recipients by the state from federal and state monies.

The 2013-14 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 2012-2013 Actual	FY 2013-2014 Estimate	FY 2014-2015 Budget
Revenues			
Taxes	$ 6,797,553	$ 7,392,843	$ 7,930,097
Investment income	2,422	1,420	-
Total revenues	6,799,975	7,394,263	7,930,097
Expenditures			
Public safety	4,923,383	3,814,363	4,372,798
Economic and physical development	730,851	740,267	710,883
Total expenditures	5,654,234	4,554,630	5,083,681
Excess (deficiency) of revenues over (under) expenditures	1,145,741	2,839,633	2,846,416
Other financing sources (uses)			
Transfers in	-	200,000	-
Transfers out	(1,591,547)	(2,673,601)	(2,906,119)
Fund balance appropriated	-	-	59,703
Total other financing sources (uses)	(1,591,547)	(2,473,601)	(2,846,416)
Net change in fund balances	(445,806)	366,032	(59,703)
Fund Balance - beginning	985,373	539,567	905,599
Fund Balance - ending	$ 539,567	$ 905,599	$ 845,896

The 2013-14 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 2012-2013 Actual	FY 2013-2014 Estimate	FY 2014-2015 Budget
Revenues			
Investment income	$ 17,370	$ 11,437	$ 15,000
Charges for services	178,566	401,374	400,000
Intergovernmental revenues	496,477	434,374	368,221
Total revenues	692,413	847,185	783,221
Expenditures			
General government	1,298		528,482
Principal retirement	34,520,922	36,779,290	36,787,439
Interest and fiscal charges	19,468,651	24,129,725	23,250,247
Debt issuance costs	540,000	459,395	-
Total expenditures	54,530,871	61,368,410	60,566,168
Excess (deficiency) of revenues over (under) expenditures	(53,838,458)	(60,521,225)	(59,782,947)
Other financing sources (uses)			
Transfers in	52,317,894	59,063,454	59,782,947
Transfers out	-	(475,000)	-
Issuance of refunding bonds	125,002,399	51,201,274	-
Payment to refunded debt escrow agent	(124,462,399)	(51,200,000)	-
Fund balance appropriated	-	-	-
Total other financing sources (uses)	52,857,894	58,589,728	59,782,947
Net change in fund balances	(980,564)	(1,931,497)	-
Fund Balance - beginning	8,327,612	7,347,048	5,415,551
Fund Balance - ending	$ 7,347,048	$ 5,415,551	$ 5,415,551

The 2013-14 Estimate column is based on unaudited end of the year estimations at the time of publication.

DURHAM COUNTY FISCAL POLICIES

The County's long-term financial goal is to maintain its 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 Unassigned General Fund Balance will be maintained to provide the County with sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing.

1.02 The Unassigned General Fund Balance should not be used to support recurring operating expenditures outside of the current budget year. Use of the Unassigned General Fund Balance shall be done only to cover a shortfall in revenues. When a revenue shortfall requiring the use of the Unassigned General Fund Balance occurs, the County will increase its General Fund revenues through appropriation of unassigned fund balance or decrease its expenditures. The latter method will be used when preventing the use of Unassigned General Fund Balance two consecutive fiscal years in a row to subsidize General Fund operations.

The Unassigned General Fund Balance will be provided as follows:

1.03 An Unassigned General Fund Balance will be maintained at a level sufficient to provide for temporary financing of unforeseen needs of an emergency nature and to permit orderly adjustment to changes resulting from a termination of or a decline in revenue sources.

1.04 The Unassigned General Fund Balance goal will be nine per cent (9.00%) of total actual prior fiscal year expenditures. These funds can only be appropriated by a resolution of the BOCC.

1.05 In the event the Unassigned General Fund Balance is used to provide for temporary funding of unforeseen emergency needs, the County shall restore the Unassigned General Fund Balance to the prior year's balance within two (2) fiscal years following the fiscal year in which the event occurred. To the extent additional funds are necessary to restore the Unassigned General Fund Balance to that level, such funds will be provided in at least two approximately equal contributions to be provided during each fiscal year but no later than June 30. This process would begin the first fiscal year following the fiscal year in which the event occurred.

1.06 Funds in excess of the annual requirements of Policy No. I.1.05 above may be considered to supplement "pay as you go" capital outlay expenditures or as additions to unassigned fund balance to be utilized at a future date.

1.07 A Total Fund Balance ratio of 25% (LGC requires 8%) of fund balance available as a percentage of expenditures shall be the County's goal.

1.08 Once the 25% level has been achieved, the amount over 25% shall be used to fund the annual OPEB contribution to meet the OPEB obligation, pay-as-you-go capital projects or other non-reoccurring expenditures. This funding shall take place only after meeting requirements set out in Policy I.1.04 above.

Committed for Risk Management Fund Balance

1.09 Durham County shall maintain a Committed for Risk Management Fund Balance sufficient to provide the County with a margin of safety from self-insured liabilities.

1.10 The Committed for Risk Management Fund Balance should not be used for health, dental, life or vision covered in the County Employees Health Benefit Plan.

Date Approved: May 13, 2013

1.11 In order to provide a reasonable amount in committed for risk management fund balance, the County will have an annual actuarial analysis of self-insured liabilities performed by a reputable financial risk analysis firm. The results of the actuarial will provide the County with an estimate of expected losses as of the end of the fiscal year as well as several higher levels of statistical confidence. The higher levels of statistical confidence provide the County with information on the potential for losses to vary from the actuary's best estimate. The amount assigned for risk management can only be made after consideration of the County's own degree of risk aversion. A conservative level of funding is suggested. The County shall maintain a Committed for Risk Management Fund Balance with the level of funding being the median of the confidence levels provided in the annual actuarial study.

Committed for Debt Service Fund Balance/SWAP Agreement

1.12 Durham County shall maintain a Committed for Debt Service Fund Balance for the SWAP Agreement to provide funds should the SWAP Agreement generate dis-savings (require County payments) or the SWAP Agreement is terminated for any reason and the County is required to pay for termination/liquidation.

1.13 The amount committed is 50% of the amount the County has received to date as of fiscal year end until such time as the committed amount equals 110% of the liquidation value provided by the County's SWAP Advisor.

1.14 The liquidation value will be provided by the SWAP Advisor to the County in March of each year prior to the approval of the annual budget to allow the coverage to be confirmed prior to the appropriation of funds for the upcoming fiscal year.

Committed for Self-Insured Benefits Fund Balance

1.15 Durham County shall maintain a Committed for Self-Insured Benefits Fund Balance sufficient to protect the County from any unexpected large claims.

1.16 The insurance rates shall be adjusted on an annual basis to maintain a fund balance equal to two months of claims averaged over the past three years.

1.17 A Rate Setting Committee (RSC) of four (4) shall be established and comprised of the following:

a. Representative from Finance appointed by the Chief Financial Officer
b. Representative from Human Resources Department appointed by the Human Resources Director
c. Representative from Budget appointed by the Budget Director
d. Representative from the County Manager's Office appointed by the County Manager

1.18 The RSC shall meet annually in February to set the rates for the new fiscal year and at any time deemed necessary by the committee.

1.19 Every two years beginning FY2014 the RSC shall have an actuarial study done to establish/verify a reasonable fund balance level. The cost of this study will be funded from the self-insured funds.

Policy II: Fiscal Planning

2.01 The County Manager shall submit to the BOCC a proposed annual budget with his recommendations and shall execute the budget as finally adopted.

2.02 The County Manager will budget revenues and expenditures on the basis of a fiscal year which begins July 1 and ends on the following June 30 and in conformity with the Local Budget and Fiscal Control Act.

2.03 The County Manager will prepare a budget, which is consistent within the guidelines established by the Government Finance Officers Association in its Distinguished Budget Presentation Awards Program.

2.04 The County Manager shall provide annually a budget preparation schedule outlining the preparation timelines for the proposed budget.

2.05 Budget packages for the preparation of the budget, including forms and instructions, shall be distributed to County departments to complete. Department heads and elected officials shall prepare and return their budget proposals to the Budget Officer as required in the Budget Preparation Schedule.

2.06 The proposed budget will contain the following:

a. Revenue estimates by major category.
b. Expenditure estimates by department and functional levels.
c. Debt service summarized by issues detailing principal and interest amounts by fund.

2.07 The proposed budget also will contain information regarding:

a. Proposed personnel staffing levels.
b. A detailed schedule of additional capital needs.
c. A summary schedule of capital projects.
d. Any additional information, data, or analysis requested of management by the BOCC.

2.08 The proposed budget will be balanced (e.g., estimated revenues plus appropriated fund balance equaling estimated expenditures).

Date Approved: May 13, 2013

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 Unassigned 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 .075% and not more than one-quarter percent (.25%) of the estimated General Fund revenues 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 (1) fleet and (2) 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 Unassigned 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.

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.

Date Approved: May 13, 2013

3.06 The County will revaluate 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 1st 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 to 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: Article 40 and 42 one-half cent sales taxes; the county's share of the Occupancy tax; countywide property taxes; and enterprise revenues. The County reserves up to twenty percent (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 ($.05) or $.01 in countywide property taxes.

4.02 The County Manager will submit a ten-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

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 with the exception of capital projects funded for Durham Public School, Durham Technical Community College or the North Carolina Museum of Life and Science (e.g., where the County does not hold title to the properties).

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.

Date Approved: May 13, 2013

4.06 Consistent with the intent of the Capital Improvement Plan stated in Policy No. IV.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. *V.5.05 and V.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 Bonds (GOs), 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 (LGC sets limit of 8%).
c. Assigned funds, when required, will be provided to adequately meet debt service requirements in subsequent years.
d. Interest earnings on the committed 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 annual debt service funded by general fund proceeds shall not exceed 15% of total general fund current expenditures excluding direct costs.

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 Bonds (SOBs) 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 /special obligation 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 /SOBs should be structured to allow an approximately equal annual debt service amount over the life of the issue.
d. Assigned funds, when required, will be provided to adequately meet debt service requirements in subsequent years.
e. Interest earnings on the committed fund balances will only 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 U.S. Internal Revenue Service arbitrage rebate requirements for bonded indebtedness.

5.08 The County shall comply with all legal requirements regarding the issuance of bonds and certificates of the County and its debt issuing authorities.

5.09 The County shall establish 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. V.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: May 13, 2013

CAPITAL IMPROVEMENT PLAN (CIP) OVERVIEW

Note: The following is presented as supplementary information to the FY 2014–15 annual operating budget as a convenience to the reader. A separate CIP and financial plan is published every two years and is available at www.dconc.gov or by contacting the Budget Office at (919) 560-0017.

Background

The County maintains a 10-year Capital Improvement plan (CIP), which is fully updated every two years. The last major update of the plan was approved in June 2013 for fiscal years 2014-23. The plan itself provides a blueprint which the County uses to meet the growing facility needs of the schools, libraries, museum, court system, public safety, human service agencies, and open space. The CIP also provides a financial overview of the financing options for the existing capital projects as well as those not yet implemented capital projects projected in the 10-year plan.

Description of Process

While it presents a 10-year plan, the projects and estimated costs are subject to change. Financing options are reviewed, as well as the projects and their estimated costs by an internal CIP committee composed of representatives from the County Manager's Office, Budget, Finance, Information Technology, General Services, Fire Marshall and Engineering departments. The Board of County Commissioners approves the CIP separately from the Annual Operating Budget. Projects in the CIP are linked to the Annual Operating Budget through annual debt service appropriations and County contribution funding (pay-as-you-go). These annual appropriations are detailed each budget year in the Capital Financing Plan Fund and Debt Service Fund sections of the budget document.

Impact of CIP on Operating Budget

When capital projects come online, they have potential new costs which can include: new personnel and operating expenses such as utilities, technology, security, and maintenance. The CIP does not fund related operational costs, rather, they are considered in the annual budget request for the department managing the capital project. In years where capital improvement projects are completed or become operational, special attention is given to the potential impacts on the budget process. This is assessed on a per project basis with the potential impact planned by the lead agency on the project and other relevant departments such as Information Technology and General Services who respectively support the technology and maintenance needs of buildings and staff. For instance, the opening of phase II of the Human Services Complex in the FY 2013-14 budget translated into additional staff and operating support in the Public Health and General Services annual operating budgets. Other affected departments plan their budget requests in line to ensure they can provide services to any new or expansion items realized through completion of CIP projects.

Project Listing

The summary table on the following page includes projects and projected annual costs from the CIP. Greater detail on all projects, timelines, and costs is available in the separate publication "Durham County Capital Improvement Plan Fiscal Years 2014–2023". For more information about the Durham County CIP, email budget@dconc.gov or visit the Durham County website at www.dconc.gov.

Durham County Approved 10 Year Improvement Plan FY 2014-2023

Project	Prior Years	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	Grand Total
New Justice Center	$119,146,455	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$119,146,455
Judicial Building Renovation	$384,517	$5,537,050	$10,200,671	$0	$0	$0	$0	$0	$0	$0	$0	$16,122,238
Admin. Bldg. Refurb.	$500,000	$0	$531,744	$4,980,975	$0	$0	$0	$0	$0	$0	$0	$6,012,719
County Stadium Improvements	$8,206,833	$225,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$8,431,833
Downtown Parking Deck	$0	$0	$250,000	$0	$0	$0	$0	$0	$1,663,132	$7,663,528	$7,663,528	$17,240,188
County Storage Facility	$3,100,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,100,000
Facility Light Replacement	$71,438	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$71,438
HVAC Replacement	$0	$615,775	$411,125	$77,353	$0	$0	$0	$0	$0	$0	$0	$1,104,253
Roof Replacement	$0	$113,746	$1,864,550	$133,751	$253,866	$501,626	$198,827	$149,932	$14,876	$0	$0	$3,231,174
Parking Resurfacing	$0	$241,722	$243,553	$160,652	$66,885	$55,674	$401,722	$256,866	$589,058	$129,357	$315,134	$2,460,624
SS-ERP System	$4,500,000	$0	$0	$0	$3,000,000	$0	$0	$0	$0	$0	$0	$7,500,000
IT-Replacement Sched.	$2,690,873	$2,500,000	$2,721,040	$2,550,000	$2,040,000	$2,028,000	$2,935,000	$2,532,000	$1,975,000	$1,572,000	$2,482,000	$26,025,913
IT-Telecommunications System (Voice Over IP)	$300,000	$0	$0	$578,000	$0	$0	$578,000	$0	$0	$0	$0	$1,456,000
IT-Fiber Backbone	$781,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$781,000
IT-Major Laserfishe Upgrade	$0	$150,000	$0	$150,000	$0	$150,000	$0	$150,000	$0	$0	$0	$600,000
IT-Sheriff Technology Update	$599,900	$0	$0	$599,400	$0	$0	$0	$599,400	$0	$0	$0	$1,798,700
IT-Audio/Video Replacement	$0	$0	$0	$0	$0	$387,900	$1,530,100	$250,000	$0	$0	$0	$2,168,000
EMS Station #1 Renovations	$2,063,499	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,063,499
EMS Station #3	$0	$0	$2,052,500	$0	$0	$0	$0	$0	$0	$0	$0	$2,052,500
EMS-Station #4	$0	$0	$0	$0	$1,200,000	$0	$0	$0	$0	$0	$0	$1,200,000
Sheriff-Detention Center Annex	$0	$0	$0	$11,500,000	$0	$3,000,000	$36,017,308	$31,223,807	$0	$0	$0	$81,741,115
Sheriff-Main Jail Renovation	$0	$0	$0	$0	$0	$825,000	$8,100,000	$0	$0	$0	$0	$8,925,000
Open Space Land Acquisition	$800,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$5,800,000
Timberlake Rail Trail	$0	$0	$0	$0	$0	$2,000,000	$0	$50,000	$400,000	$400,000	$0	$2,850,000
New Hope Creek/Hollow Rock Preserve	$200,720	$300,000	$0	$0	$0	$0	$120,000	$0	$0	$0	$0	$620,720
Utility Performance Contract	$2,274,500	$2,274,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$4,549,000
Stormwater Retrofit	$0	$0	$0	$0	$200,000	$1,000,000	$250,000	$250,000	$0	$0	$0	$1,700,000
Human Services Complex	$89,588,860	$660,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$90,248,860
DSS Building Demolition	$0	$812,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$812,000
Durham Public Schools	$330,260,205	$0	$0	$0	$36,899,313	$31,644,750	$21,336,869	$10,119,068	$0	$0	$0	$430,260,205
Main Library Renovations	$0	$0	$2,242,860	$7,404,904	$6,926,602	$0	$0	$0	$0	$0	$0	$16,574,365
NCMLS Deferred Maintenance and Exhibit Refurbi	$0	$0	$0	$0	$3,064,425	$2,353,325	$839,160	$0	$0	$0	$0	$6,256,910
Waste Water Treatment Plant Improvements	$11,283,883	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$11,283,883
Collection System Rehabilitation	$3,900,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$8,900,000
Reused Waste Water Facilities	$4,012,335	$200,000	$0	$2,400,000	$300,000	$0	$5,600,000	$0	$0	$0	$0	$12,512,335
Sludge Energy Program	$0	$50,000	$50,000	$100,000	$0	$300,000	$14,500,000	$0	$0	$0	$0	$15,000,000
Grand Total	**$584,665,018**	**$14,679,794**	**$21,568,042**	**$31,635,034**	**$54,951,091**	**$45,246,275**	**$93,406,986**	**$46,581,074**	**$5,642,066**	**$10,764,885**	**$11,460,662**	**$920,600,927**

Durham County Capital Finance Plan Model FY2014-2023

Description	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Current Debt Service Payments	**$61,255,076**	**$59,034,260**	**$56,629,873**	**$54,927,498**	**$52,589,301**	**$50,407,857**	**$49,257,568**	**$47,651,299**	**$38,275,946**	**$34,754,772**
Total New Debt	**$1,331,664**	**$4,638,628**	**$11,165,710**	**$14,787,039**	**$21,499,665**	**$21,803,835**	**$29,723,503**	**$29,198,124**	**$27,503,091**	**$28,031,448**
Total County Contribution	**$3,389,847**	**$1,599,755**	**$1,020,751**	**$2,032,300**	**$1,798,549**	**$1,106,799**	**$3,167,066**	**$1,029,357**	**$815,134**	**$0**
Total Current/New Debt & County Contrb.	**$65,976,587**	**$65,272,644**	**$68,816,334**	**$71,746,837**	**$75,887,516**	**$73,318,491**	**$82,148,137**	**$77,878,781**	**$66,594,171**	**$62,786,220**
Total Reductions	**$2,020,572**	**$1,864,765**	**$1,294,709**	**$1,263,500**	**$1,264,250**	**$1,268,000**	**$1,264,500**	**$1,264,000**	**$1,261,250**	**$1,263,750**
General Fund (CFP) Debt Obligations	**$63,956,015**	**$63,407,879**	**$67,521,624**	**$70,483,337**	**$74,623,266**	**$72,050,491**	**$80,883,637**	**$76,614,781**	**$65,332,921**	**$61,522,470**
Revenues										
1/2 cent Sales Tax (40)	$10,137,717	$10,441,849	$10,755,104	$11,077,757	$11,410,090	$11,752,393	$12,104,964	$12,468,113	$12,842,157	$13,227,421
1/2 cent Sales Tax (42)	$12,211,133	$12,577,467	$12,954,791	$13,343,435	$13,743,738	$14,156,050	$14,580,731	$15,018,153	$15,468,698	$15,932,759
1/4 cent Sales Tax (46)	$2,349,873	$2,420,369	$2,492,980	$2,567,770	$2,644,803	$2,724,147	$2,805,871	$2,890,047	$2,976,749	$3,066,051
Occupancy Taxes	$2,450,000	$2,523,500	$2,599,205	$2,677,181	$2,757,497	$2,840,221	$2,925,428	$3,013,191	$3,103,587	$3,196,694
Occupancy Taxes (dedicated for NCMLS debt)	$50,000	$75,000	$75,000	$75,000	$75,000					
Transfer from General Fund (Energy Savings)	$332,500	$337,500	$342,500	$349,500	$356,500	$359,057	$361,557	$369,000	$376,500	$384,000
Transfer from General Fund (Bethesda Lease)	$69,000	$69,000	$69,000	$69,000	$69,000	$69,000	$69,000	$69,000	$69,000	$69,000
Prior Year Taxes	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Interest Earned	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000			
Capital Fund (125) Fund Balance Appropriated	$296,925	$668,403	$502,399	$91,309	$317,810	$1,275,757	$941,699	$250,000	$250,000	$0
American Tobacco South Parking Deck	$523,929	$523,929	$523,929	$523,929	$523,929	$523,929	$523,929	$523,929	$523,929	$523,929
Build America Bond Tax Refund	$368,221	$368,221	$368,221	$368,221	$368,221	$348,409	$308,416	$267,458	$225,881	$183,742
Debt Service & Bond Funds Interest Earned	$35,000	$60,000	$60,000	$60,000	$60,000	$70,000	$70,000	$70,000	$70,000	$100,000
Community Health Trust Fund Contribution	$4,287,820	$2,350,000	$250,000	$0	$0	$0	$0	$0	$0	$0
Justice Center Parking Deck Revenue	$400,000	$400,000	$400,000	$400,000	$400,000	$400,000	$400,000	$400,000	$400,000	
Fund 103 Swap Savings	$0	$0	$3,792,104	$3,512,198	$4,252,712	$1,550,358	$3,084,587	$2,000,000	$2,000,000	$2,000,000
Lottery Funds	$1,400,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
Debt Service Fund Fund Balance Appropriated	$0	$113,236	$1,414,945	$3,848,362	$2,853,457	$250,000	$250,000	$250,000	$250,000	
Non Property Tax Revenue Available for Debt Payment	**$34,922,118**	**$33,938,474**	**$37,610,178**	**$39,973,662**	**$40,842,756**	**$37,329,321**	**$39,436,184**	**$38,588,892**	**$39,556,500**	**$39,683,597**
Additional Revenue Requested - Property Tax	$29,033,897	$29,469,405	$29,911,446	$30,509,675	$33,780,510	$34,721,170	$41,447,453	$38,025,889	$25,776,421	$21,838,873
1 CENT Value	**$3,115,225**	**$3,161,953**	**$3,209,383**	**$3,273,570**	**$3,339,042**	**$3,405,823**	**$3,473,939**	**$3,543,418**	**$3,614,286**	**$3,686,572**
Total Cents Dedicated to Capital Financing	**9.32**	**9.32**	**9.32**	**9.32**	**10.12**	**10.19**	**11.93**	**10.73**	**7.13**	**5.92**

Revenue Assumptions:

Prop. Tax Growth is estimated at 1.5% for non-reval. years in the future, next reval in FY 2016-17, after reval growth for non-reval years is 2%

**Reval. Property Tax Growth Rate 1.5% through the next revaluation effective 1/1/17, and for each eight year revaluation after that at 5%*

**Sales Tax growth is estimated at 3% for FY 2015-16, 3% thereafter*

**Occupancy Tax growth is estimated at 3%*

OPERATING IMPACT OF CURRENT CAPITAL PROJECTS

DESCRIPTION

As part of the County's Capital Improvement Plan, operational impacts of non-recurring capital projects are estimated as part of the Capital Improvement Planning process. Once a project has been completed, these operational costs are made part of the budget planning process discussion. For this measure of operating impact of current capital projects, additional operating costs are included only for the first year the cost is incurred.

For FY 2014-15, no non-recurring capital projects will have additional operational costs. Normally, these additional operational costs are included in departmental budgets and are highlighted in this section.

Durham County finished the last of its largest two capital projects early in FY 2013-14, and initial operational costs were developed for that fiscal year budget. These costs have now been annualized in the FY 2014-15 budget and will continue to be in future budgets. Several upcoming projects that will have related operating costs are the Main Library renovation with expected completion in FY 2016-17 and the Judicial Building renovation project with an expected completion in FY 2016-17.

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BUDGET AND AMENDMENT PROCESS

OVERVIEW

The budget process is designed to ensure that taxpayer dollars are efficiently and effectively utilized to fairly deliver essential government services. The Budget and Management Services Department serves as a coordinating resource to the Board of County Commissioners, County Manager, departments, nonprofit agencies and citizens, each playing a pivotal role in the budget creation and review process. Through the budget, Durham County fulfills its mission to enhance the quality of life for its citizens by providing education, safety and security, health and human services, economic development, and cultural and recreational resources.

GOVERNING STATUTES

The North Carolina Local Government Budget and Fiscal Control Act provides the legal framework in which all cities and counties in the state conduct their budgetary processes. The legislation is found in Chapter 159 of the General Statutes and establishes several important dates and provisions including:

- By April 30 – Departments must submit requests to the Budget Officer (N.C. Gen. Stat. § 159-10)
- By June 1 – Recommended budget must be submitted to the Board of County Commissioners (N.C. Gen. Stat. § 159-11(b))
- Before adoption – A public hearing must be held (N.C. Gen. Stat. § 159-12(b))
- By July 1 – From 10 days after submitted to the Board of County Commissioners, but by July 1, a balanced budget must be adopted (N.C. Gen. Stat. § 159-13(a))

BUDGET PROCESS

All Durham County departments are required to submit requests for appropriation to the County Manager on or before March 15 of each year. This is done through a customized version of SAP Software that compiles requested revenues, expenditures and new positions from each department. The Budget and Management Services Department is responsible for advising and supporting county departments throughout the entire budget process; performing budget software maintenance and training; publishing recommended and approved budget documents; analyzing and assisting in the County Manager's recommendation of requests; and updating and distributing a budget manual, among other important duties.

The Budget and Management Services Department, under the direction of the County Manager, uses the departmental requests as the starting point for developing a recommended budget. Departments are asked to provide a continuation budget and identify expansion items through a priority ranking system. This information is ultimately reviewed and adjusted in order to create a balanced recommended budget that the County Manager presents to the Board of County Commissioners for review prior to May 31 of each year. The Board is required to hold public hearings on the recommended budget and to adopt a final budget no later than June 30, the close of Durham County's fiscal year. The Board typically holds multiple budget work sessions to address issues in the recommended budget. As required by North Carolina law, the Board adopts a budget ordinance setting a tax rate and spending authority for the fiscal year.

AMENDMENT PROCESS

The adopted budget is prepared by fund, function (e.g., Public Safety) and department/agency (e.g., Sheriff); however, the appropriations are formally budgeted and approved on a functional basis. The County Manager is authorized to transfer budget amounts within a function up to 15% cumulatively without reporting to the Board of County Commissioners. The County Manager is authorized to transfer budget amounts between functions of the same fund up to $20,000 with an official report of such transfer being made at the next regular meeting of the Board. Departments routinely submit budget amendments as agenda items to the Board after review by the Budget and Management Services Department. The amendments are typically placed on the consent agenda, but can be pulled for discussion. Upon approval by the Board, the Budget and Management Services Department updates the financial system to reflect the amendment.

FY 2014-15 BUDGET CALENDAR

December		
Thursday	December 19	Non-profit pre-application questionnaire due
January		
Tuesday	January 7, 2014	Online non-profit application portal open to qualified applicants
Thursday	January 16	FY2015 Non-profit Application Workshop
Monday	January 27	Distribution of budget materials to departments through intranet
February		
Tuesday	February 4	Budget Workshop and Information Session
Thursday	February 6	Budget Workshop and Information Session
Monday	February 10	SAP Budget System (BIP) opens for entry of departmental budget requests
Monday	February 17	Departments submit the Information Services &Technology Request Form (new requests only, not replacements) **to Bonnie Simons in Information Services and Technology**.
Friday	February 21	Non-profit applications due
March		
Friday	March 7	DEPARTMENTAL BUDGET REQUESTS DUE TO BUDGET AND MANAGEMENT SERVICES – Entered into SAP Budget System (BIP) as well as a transmittal letter, performance measures and other supporting documents should be e-mailed to Budget Analyst.
Monday	March 10	Advance public comments at Board of County Commissioners meeting
Monday	March 10	Distribution of FY 2014-15 non-profit applications to departmental staff for review
Thursday	March 13	BOCC Budget retreat
Friday	March 21	Volunteer Fire Districts submit requests to Fire Marshal and Budget and Management Services
Friday	March 28	Departmental staff review of non-profits due to Budget Office
Monday - Friday	March 31 – April 25	Departmental budget presentations with County Manager, Deputy Manager and Budget and Management Services
April		
Monday	April 7	Non-profit Public Comment Period at BOCC Worksession
May		
Thursday	May 15	Durham Public Schools Board of Education submits budget request to County Manager
Tuesday	May 27	County Manager delivers Recommended Budget to Board of County Commissioners – 7 pm meeting
Wednesday-Thursday	May 28-June 12	Board of County Commissioners budget work sessions
Friday	May 30	Notice of Public Hearing published for June 9 public hearing
June		
Monday	June 9	Board of County Commissioners holds public hearing on Recommended Budget 7 pm
Monday	June 23	Board of County Commissioners adoption of FY 2014-15 Annual Budget Ordinance
July		
Tuesday	July 1	FY 2014-15 budget available in SAP Budget System

GLOSSARY TERMS

Account: The detailed record of a particular asset, liability, owners' equity, revenue or expense.

Accrual basis: Where revenue and expenses are recorded in the period in which they are earned or incurred regardless of whether cash is received or disbursed in that period.

Ad valorem tax: Commonly referred to as property tax; levied on both real and personal property according to the property's valuation and the tax rate.

Appropriated fund balance: The estimated fund balance appropriated into the annual budget.

Appropriation: A legal authorization to incur obligations and make expenditures for specific purposes.

Approved budget: The final budget the Board of County Commissioners adopts by July 1.

Assessed valuation: The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

Asset: Anything owned by an individual or a business which has commercial or exchange value.

Balanced budget: Where revenues and expenditures are budgeted at equal amounts.

Base budget: Cost if continuing the existing levels of service.

Basis of accounting: Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting.

Basis of budgeting: The annual budget is prepared on the modified accrual basis of accounting as required by North Carolina law.

Board of County Commissioners (BOCC): The governing body of Durham County consisting of five commissioners elected at-large and serving for four-year terms.

Bond: A written promise to repay debt on a specific date in the future along with payment of a specified amount of interest at predetermined intervals while the debt is outstanding.

Bond agency fees: Fees charged by bond agencies for services related to debt issuance.

Bond covenant: Provision in a bond or debt contract which require the debt issuer to meet certain standards or do certain things.

Bond rating: Grade indicating a unit's investment qualities; ratings range from AAA (highest) to D (lowest).

Budget: Plan of financial activity for a specific period of time indicating all planned revenues and expenses for the budget period.

Budget amendment: A means for the Board of County Commissioners to recognize new revenues or expenditures and amend the operating budget.

Business area: Group of related activities performed by one or more organizational units (fund centers) for the purpose of accomplishing a function for which the government is responsible.

Capital expenditure (or outlay): Fixed asset which has a value of $5,000 or more and has a useful economic lifetime of more than one year.

Capital Improvement Plan (CIP): Long-range plan which outlines major capital needs and the means of financing proposed acquisitions.

Certificates of participation (COPs): Shares in a debt obligation created by a capital lease that are sold to or placed with investors. The certificates are secured by the property financed with the debt.

Code: System of numbering accounts and transactions in order to produce desired information; see *commitment item*.

Commitment item: Accounting code used to classify an expenditure or a revenue; examples: 5100011000 – Salary, 5200110200 – Telephone.

Constant dollars: Actual dollar amounts adjusted for inflation.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Debt: Money or other property lent or borrowed and that must be repaid or returned. Debt may be outstanding for a short term (one year or less) of 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*.

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.

GLOSSARY CODES

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.).

DURHAM COUNTY – COMMUNITY INFORMATION

Date of incorporation: 1881
Form of government: Commission-Manager

Area: 286 square miles
Elevation: 400 feet

Climate:
Mean temperature: 59° F
Mean annual rainfall: 48 inches

Medical facilities (Durham County only):
Number of hospitals: 5
Number of beds: 1,727

Education:
Higher education:
Universities and colleges: 9
Public education:
Elementary schools: 30
Middle schools: 10
Secondary schools: 2
High schools: 12
Alternative schools: 1
Hospital schools: 1

Police protection (City):
Number of stations: 7
Number of personnel: 632 (513 sworn; 119 non-sworn)

Sheriff protection (County):
Number of stations: 6
Number of officers: 172 sworn; 204 detention officers

Fire protection (City):
Number of stations: 16
Number of personnel: 316

Volunteer fire protection (County):
Number of stations: 12
Number of personnel: 300

Recreation and culture:
Number of parks: 68
Miles of trails in county-regional park: 24.3
Number of recreation centers: 10
Number of public swimming pools: 5
Number of parks with fishing and boating access: 2
Number of public libraries: 8

General statistics:

Year	Population	Unemployment rate	School enrollment
2008	261,206	5.5%	31,732
2009	265,670	8.0%	31,938
2010	267,849	7.8%	32,551
2011	271,238	8.4%	32,566
2012	275,960	8.2%	32,671
2013	277,588	7.6%	32,484

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
Lab Corp
Merck
National Institute of Environmental Health Sciences
North Carolina Central University
Quintiles Transnational Corp.
RTI International
United States Environmental Protection Agency
Walmart

Top ten taxpayers:

Organization	Enterprise type	Assessed valuation
IBM	Manufacturer	1.87%
GlaxoSmithKline	Manufacturer	1.71%
Cree, Inc.	Manufacturer	1.34%
AW North Carolina, Inc.	Manufacturer	1.07%
Merck	Manufacturer	0.99%
Duke Energy	Utility	0.69%
SouthPoint Mall, LLC	Retail	0.60%
EMC Corporation	Information Technology	0.56%
EISAI, Inc.	Manufacturer	0.43%
Frontier Communications	Communications	0.39%
		9.65%

Some information courtesy of the 2012-2013 Durham County Comprehensive Annual Financial Report, City of Durham and Durham Chamber of Commerce.

ESTIMATED FULL COST FOR DEPARTMENTAL SERVICES

DESCRIPTION

In an effort to fully capture all costs associated with a service, agencies with personnel or operational costs not included in the business area information page of this document were included in the analysis below. The analysis includes operational costs found in the General Fund (1001010000), Benefits costs estimated at $9,280 per FTE found in the Benefits Plan Fund (1001500000), and any vehicle and equipment purchased from the Vehicle and Equipment funds center (9800983000).

	Department Budget	Health Benefits	Vehicles/ Equipment	Total
Board of County Commissioners	$ 596,380	$ 37,120		**$ 633,500**
County Manager	$ 2,307,204	$ 120,640		**$ 2,427,844**
Finance	$ 2,351,857	$ 194,880		**$ 2,546,737**
Tax Administration	$ 6,447,202	$ 621,760		**$ 7,068,962**
Legal	$ 2,086,845	$ 167,040		**$ 2,253,885**
Elections	$ 1,199,746	$ 64,960		**$ 1,264,706**
Register of Deeds	$ 1,744,981	$ 185,600		**$ 1,930,581**
General Services	$ 14,764,222	$ 714,560	$ 348,309	**$ 15,827,091**
Information Services and Technology	$ 6,884,503	$ 408,320		**$ 7,292,823**
Human Resources	$ 1,878,858	$ 176,320		**$ 2,055,178**
Budget & Management Services	$ 560,902	$ 46,400		**$ 607,302**
Veterans Services	$ 158,841	$ 27,840		**$ 186,681**
County Sheriff	$ 31,092,880	$ 4,203,840	$ 1,204,636	**$ 36,501,356**
Fire Marshal	$ 3,593,029	$ 491,840	$ 39,000	**$ 4,123,869**
Criminal Justice Resource Center	$ 3,430,597	$ 398,762		**$ 3,829,359**
Youth Home	$ 1,113,954	$ 195,994		**$ 1,309,948**
Emergency Medical Services	$ 12,871,424	$ 1,531,200	$ 2,146,120	**$ 16,548,744**
County Engineering	$ 1,564,781	$ 148,480		**$ 1,713,261**
Cooperative Extension Service	$ 1,257,699	$ 178,733		**$ 1,436,432**
Soil and Water Conservation	$ 395,037	$ 37,120		**$ 432,157**
Public Health	$ 21,841,914	$ 2,003,274		**$ 23,845,188**
Social Services	$ 55,887,716	$ 4,346,288	$ 19,862	**$ 60,253,866**
Coordinated Transportation System	$ 545,225	$ 18,560		**$ 563,785**
Library	$ 9,856,287	$ 1,270,710	$ 24,500	**$ 11,151,497**

DURHAM COUNTY GOVERNMENT

www.durhamcountync.gov
919-560-0000

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	Keith Lane (Interim Director)	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	Chris Roberts (Interim Director)	919-560-0735
County Manager	Wendell Davis	919-560-0000
Criminal Justice Resource Center	Gudrun Parmer	919-560-0500
Emergency Management	Jeff Batten	919-560-0660
Emergency Medical Services	Skip Kirkwood	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	Greg Marrow	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
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