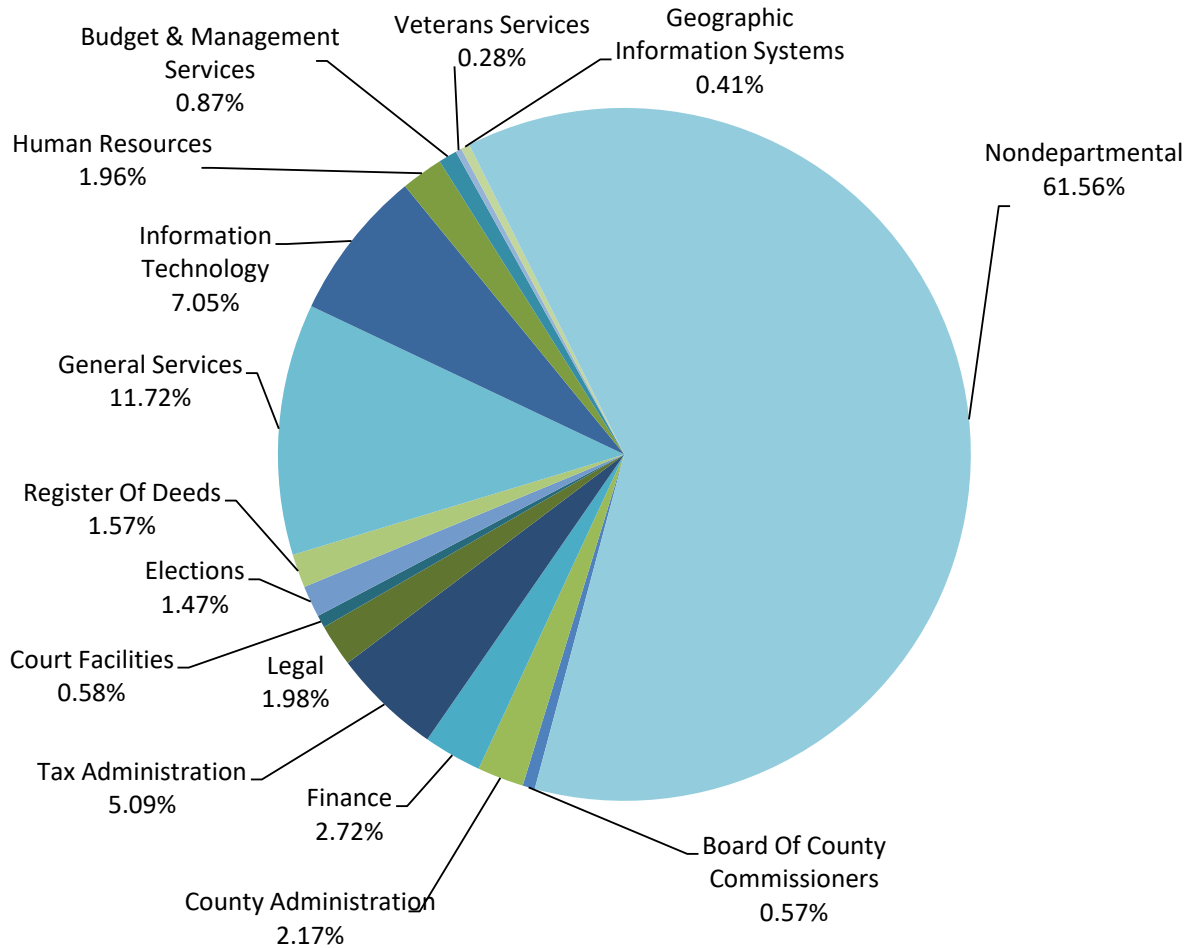


General Government Recommended Budget



Business Area	2016-2017 Actual Expenditures	FY2017-18 Original Budget	FY2017 12 Month Estimate	FY2018-19 Department Requested	FY2018-19 Manager Recommended
Board Of County Commissioners	\$646,432.24	\$648,936.00	\$729,894.52	\$675,024.00	\$674,182.00
County Administration	\$2,347,091.85	\$2,287,180.00	\$2,053,511.53	\$2,627,678.00	\$2,547,535.00
Finance	\$3,060,417.41	\$3,002,033.00	\$3,131,182.94	\$3,671,218.00	\$3,199,121.00
Tax Administration	\$5,275,008.49	\$5,925,787.00	\$5,764,604.48	\$6,008,079.00	\$5,980,759.00
Legal	\$2,181,754.37	\$2,194,061.00	\$1,900,947.34	\$2,539,601.00	\$2,323,386.00
Court Facilities	\$416,360.99	\$457,305.00	\$443,887.81	\$637,185.00	\$687,545.00
Elections	\$1,816,293.28	\$1,979,443.00	\$1,780,195.14	\$1,735,208.00	\$1,730,854.00
Register Of Deeds	\$1,515,573.73	\$1,852,649.00	\$1,839,680.33	\$1,846,114.00	\$1,841,715.00
General Services	\$11,339,086.18	\$13,132,908.00	\$13,036,619.60	\$13,940,046.00	\$13,773,830.00
Information Technology	\$6,853,486.05	\$8,447,272.00	\$8,132,866.14	\$9,238,797.00	\$8,288,919.00
Human Resources	\$2,059,146.34	\$2,187,567.00	\$2,359,340.20	\$2,302,042.00	\$2,301,142.00
Budget & Management Services	\$426,017.40	\$952,877.00	\$696,798.46	\$1,039,705.00	\$1,020,579.00
Veterans Services	\$232,123.53	\$270,052.00	\$261,079.88	\$383,316.00	\$330,967.00
Geographic Information Systems	\$438,833.00	\$467,619.00	\$405,270.67	\$478,968.00	\$477,968.00
Nondepartmental	\$67,830,571.06	\$65,778,335.00	\$62,761,066.00	\$72,108,822.00	\$72,352,001.00
Grand Total	\$106,438,196	\$109,584,024	\$105,296,945	\$119,231,803	\$117,530,503

BOARD OF COUNTY COMMISSIONERS

MISSION

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

DEPARTMENT DESCRIPTION

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

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	\$165,087	\$173,172	\$162,571	\$176,052	\$176,052
Operating	\$130,929	\$112,477	\$178,480	\$112,177	\$114,395
Total Expenditures	\$296,016	\$285,649	\$341,051	\$288,229	\$290,447
Revenues					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$296,016	\$285,649	\$341,051	\$288,229	\$290,447

2017-18 ACCOMPLISHMENTS

- The Board of County Commissioners joined the Durham City Council and Durham Public School Board in convening three first-ever community conversation sessions to solicit citizen input on public safety, affordable housing, human services, education, and economic development
- The Board of County Commissioners appointed Terri Lea Hugie as the new Clerk to the Board following the retirement of Michelle Parker-Evans
- Funded the \$1.5 million needed to operate the 8 pre-k classrooms at the newly renovated Whitted School, which serves many low-income families and Title 1 elementary schools in the surrounding neighborhoods
- Provided an additional \$6.06 million in local funding to Durham Public Schools, including a one-cent property tax increase to support the increase, for a total allocation of more than \$134 million for Durham Public Schools
- Funded more than \$4.3 million to support dental and health nurses, health education and school resource officers for our schools
- Adopted an amendment to the Unified Development Ordinance (UDO) to modify, clarify, and re-organize the Design District zoning regulations

CLERK TO THE BOARD



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

MISSION

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

DEPARTMENT DESCRIPTION

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

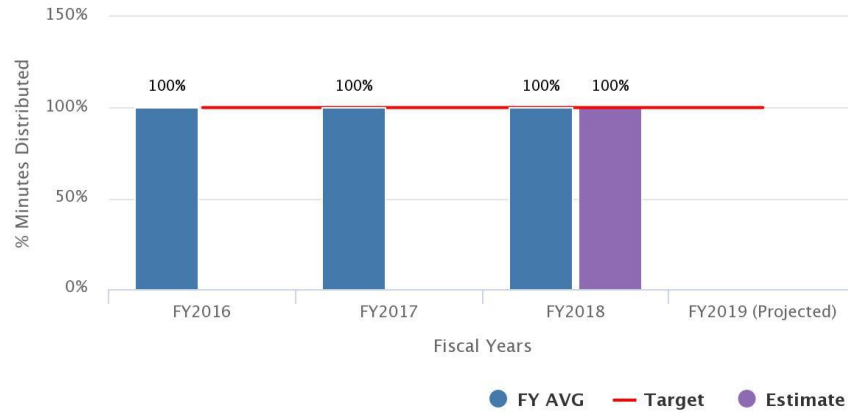
Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	\$278,633	\$283,270	\$269,868	\$292,572	\$292,572
Operating	\$71,795	\$80,017	\$118,976	\$94,223	\$91,163
Total Expenditures	\$350,428	\$363,287	\$388,844	\$386,795	\$383,735
Revenues					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$350,428	\$363,287	\$388,844	\$386,795	\$383,735
FTEs	4.00	4.00	4.00	4.00	4.00

2018-19 BUDGET HIGHLIGHTS

- The FY 18-19 Recommended Budget maintains current levels of service.

PERFORMANCE MEASURES:

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

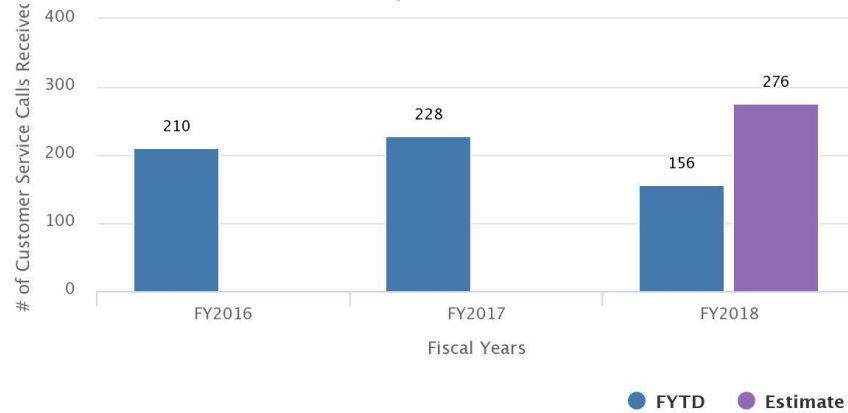


Measure description: This measures the rate at which minutes are distributed to the Board of County Commissioners for approval within 40 days of a meeting. Receiving the minutes in a timely manner helps the Commissioners follow up with directives given to staff. The measure aligns with Strategic Plan Goal 5 - Accountable, Efficient and Visionary Government.

Trend explanation: Longer meetings are requiring more time to turn around minutes, especially minutes for work sessions. This may be fixed by looking at outsourcing minutes or hiring additional staff.

FY2018-19 target projection: The target is set at 100% due to Commissioner request.

Measure: NUMBER OF CUSTOMER SERVICE REQUESTS RECEIVED AND COMPLETED WITHIN 48 HOURS

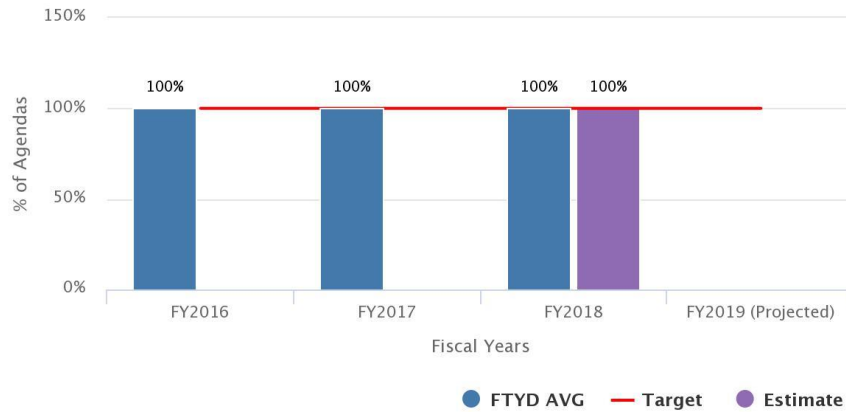


Measure description: This measures the number of customer service requests received and completed within 48 hours by the Clerk's Office. This is a workload measure. The measure aligns with Strategic Plan Goal 5 - Accountable, Efficient and Visionary Government.

Trend explanation: The spike in requests received was due to the Confederate Statue being toppled. Citizens called to have their voices heard by the Commissioners. Having one person to handle citizen requests, research, and follow-up would help the department improve customer service response time. Some requests can be completed promptly, while other requests require research and may take days to complete.

FY2018-19 target projection: There is no specific target for this measure. The goal of 48 hours gives staff time to research most requests that come to the office.

Measure: PERCENTAGE OF AGENDAS DISTRIBUTED TO THE BOARD OF COUNTY COMMISSIONERS AT LEAST FOUR BUSINESS DAYS PRIOR TO A MEETING



Measure description: This measures the percentage of agendas distributed to the Board of County Commissioners at least four business days prior to a meeting. Agendas allow the public and the Commissioners to know which topics will be discussed at meetings and which official actions may take place. The measure aligns with Strategic Plan Goal 5 - Accountable, Efficient and Visionary Government.

Trend explanation: The measure data has remained steadily around 100%. This is a measure of the Clerk's Office compliance with the Board of County Commissioners' request. For the Clerk's Office, receiving the information for the agenda in a timely manner helps to ensure the agenda goes out in a timely manner.

FY2018-19 target projection: The target is set at 100% to ensure citizens, the media, and the Commissioners have ample time to familiarize themselves with topics that will be discussed during the Board of County Commissioners meeting.

COUNTY MANAGER



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

MISSION

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

DEPARTMENT DESCRIPTION

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

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

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
▼ <i>Expenditures</i>					
Personnel	\$1,773,523	\$1,969,448	\$1,697,992	\$2,063,565	\$2,063,565
Operating	\$573,570	\$317,732	\$355,520	\$489,113	\$408,970
Transfers	\$0	\$0	\$0	\$75,000	\$75,000
Total Expenditures	\$2,347,093	\$2,287,180	\$2,053,512	\$2,627,678	\$2,547,535
▼ <i>Revenues</i>					
Intergovernmental	\$31,839	\$34,228	\$64,614	\$33,968	\$33,968
Total Revenues	\$31,839	\$34,228	\$64,614	\$33,968	\$33,968
Net Expenditures	\$2,315,254	\$2,252,952	\$1,988,898	\$2,593,710	\$2,513,567
FTEs	16.00	17.00	18.00	18.00	18.00

2018-19 BUDGET HIGHLIGHTS

- This budget funds the activities of the Count Manager, Internal Audit, Strategic Planning, and Public Information. Included in this budget is funding for the My Brother’s Keeper program, peer-lead review (Internal Audit), and continued support for all public information releases.
- ICMA Fellow position was included in the 12 month estimate FTE count as an annually renewing position in the County Manager’s Department.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
County Manager						
Community Engagement and Partnerships	\$768,525	6.08	\$965,935	5.08	\$880,811	5.08
Executive Leadership and Management	\$1,180,962	8.59	\$1,292,232	9.59	\$1,292,232	9.59
Internal Audit	\$278,622	3.00	\$304,874	3.00	\$309,855	3.00
State and Legislative Affairs	\$59,071	0.33	\$64,637	0.33	\$64,637	0.33
Grand Total	\$2,287,180	18.00	\$2,627,678	18.00	\$2,547,535	18.00

Community Engagement and Partnerships

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

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

Executive Leadership and Management

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

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

Internal Audit

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

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

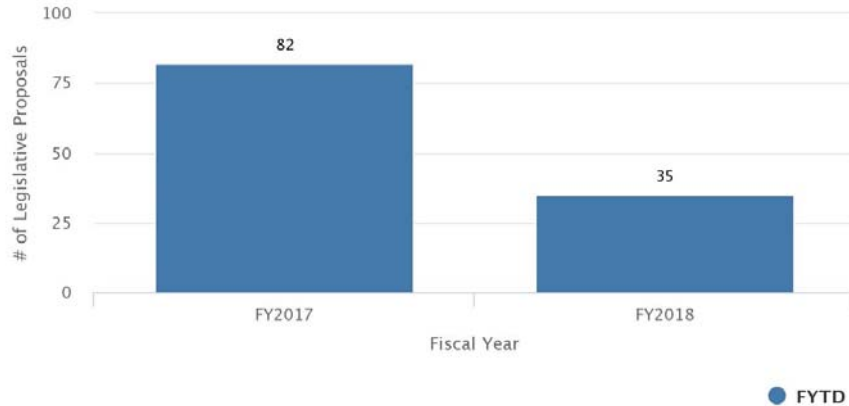
State and Legislative Affairs

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

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

PERFORMANCE MEASURES:

Measure: NUMBER OF LEGISLATIVE PROPOSALS RESPONDED TO BY DURHAM COUNTY STAFF

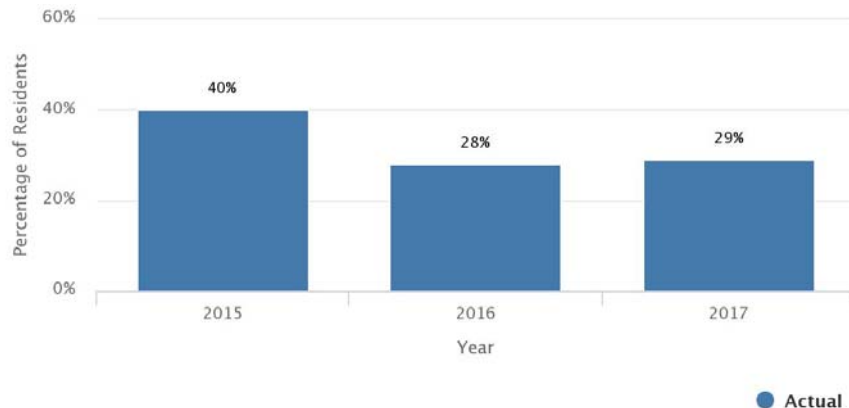


Measure description: Through an understanding of historical, political, economic, and social trends, Durham County staff evaluates how potential bills will positively or adversely affect the County’s service delivery, daily operations, and financial condition. The measure of the number of legislative proposals responded to by staff identifies how comprehensively staff remain aware of State and Federal policies that will positively or adversely affect the County’s interests.

Trend explanation: The measure does not have a target and does not have trend data. The number of proposals responded to is a direct result of the amount of State and Federal legislation. Legislative proposals are collected from department directors and County Commissioners to develop an annual legislative agenda that informs legislators of a set of philosophies and priorities relevant to Durham County operations. Staff works to maintain positive working relationships with State and Federal lawmakers to ensure that proposed legislative issues are thoroughly vetted and that any potential impacts on Durham County operations are shared, regardless of the outcome of the final legislation.

FY2018-19 target projection: There is no specific target for this measure; legislative proposals are responded to as they occur. State and Federal legislative data is only available for the period in which the General Assembly and Congress are in session.

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

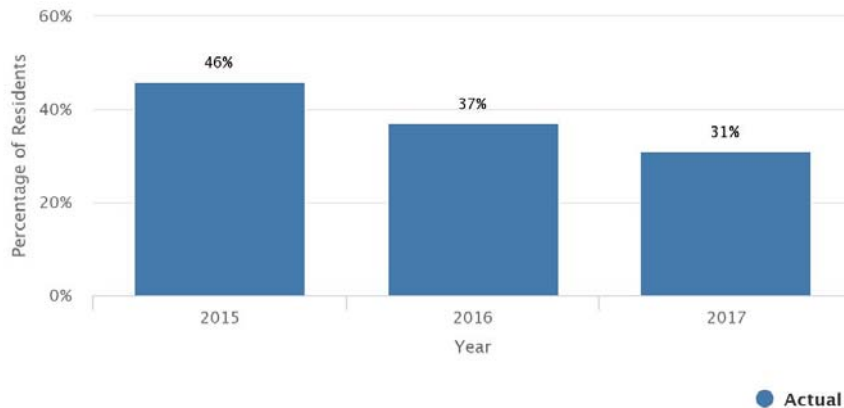


Measure description: Public participation is an essential component of the local decision-making process. Residents affected by local decisions have the right to be involved in the decision-making process. The measure of resident satisfaction with public involvement in local decision-making processes identifies the effectiveness of the County’s communication strategy, facilitation and participation processes, and transparency in how the public’s input affects decisions.

Trend explanation: Data for this measure is collected annually via the City/County Resident Satisfaction Survey. The rating for this measure may increase with improvement along the public participation spectrum, to include informing, consulting, involving, collaborating and empowering the public.

FY2018-19 target projection: This measure does not currently have a target. The County is in the early years of administering the survey and determining the interdependent influences that affect the responses to chosen measures.

Measure: PERCENTAGE OF RESIDENTS SATISFIED OR VERY SATISFIED WITH COUNTY EFFORTS TO KEEP THEM INFORMED ABOUT LOCAL ISSUES

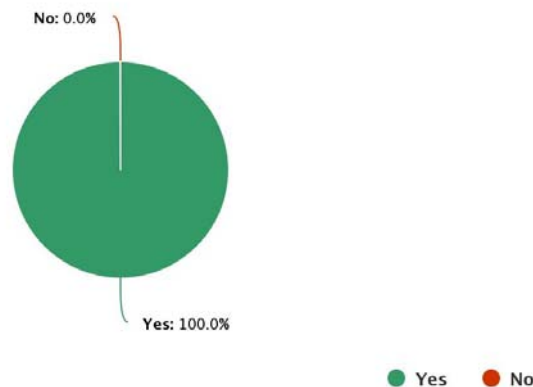


Measure description: The measure of overall satisfaction with County efforts to keep residents informed about local issues identifies the effectiveness of the County’s communication mechanisms.

Trend explanation: Data for this measure is collected annually via the City/County Resident Satisfaction Survey. The rating for this measure may increase with improvement along the public participation spectrum, to include informing, consulting, involving, collaborating and empowering the public.

FY2018-19 target projection: There is no specific target for this measure; the County is in the early years of administering the survey and determining the interdependent influences that affect the responses to the chosen measures.

Measure: MAINTAIN AAA BOND RATING

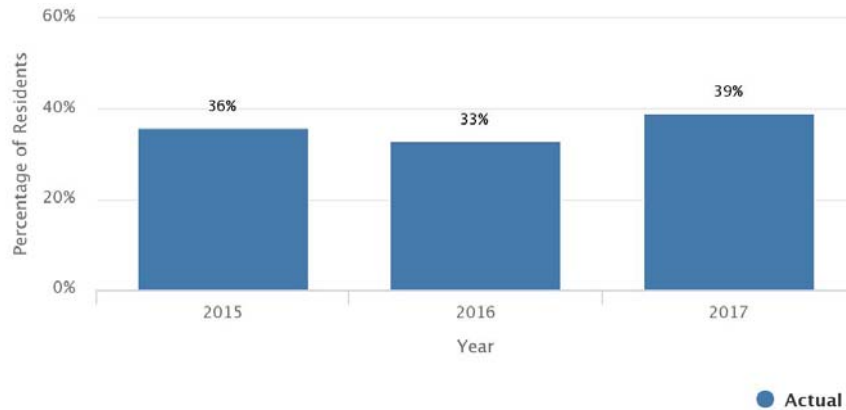


Measure description: Issuers given a AAA rating from the bond agencies are judged to have the lowest credit risk. AAA is the highest rating that can be awarded to an entity. The County's financial strength, fiscal management, economy, adherence to County policies and procedures, strength in the County's internal controls, policies and procedures, etc. are assessed by the bond rating agency. Upon completion of the assessment, the rating agency provides the County the awarded rating. Strategy 5.3A(1) stipulates that the County "Maintain the County’s Triple AAA bond rating through prudent fiscal management, ongoing for each fiscal year for debt issuances, refundings, etc." The funds that are freed up by attaining a AAA rating allows the County the opportunity to provide increased services for any of the 5 Strategic Goal areas.

Trend explanation: This measure is trending favorably as the result of Durham County's continued financial strength, fiscal management, economy, adherence to federal laws, State statutes, County policies and procedures, strength in the County's internal controls, policies and procedures, etc. Durham County continues to maintain its AAA bond rating. According to Moody's Investors Service Inc., as of December 31, 2017, it is one of only 103 counties in the United States out of a total of 3,007 counties with a AAA bond rating, which represents 3.4% of counties nationwide. The County is also one of 7 counties out of 100 in North Carolina with a AAA bond rating.

FY2018-19 target projection: Entities rated at AAA are judged to be of the highest credit quality and thus subject to the lowest level of credit risk. Therefore, the County continues to set the target for this measure at AAA to receive the lowest interest rates on issued debt freeing up funds for use in funding other needs.

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

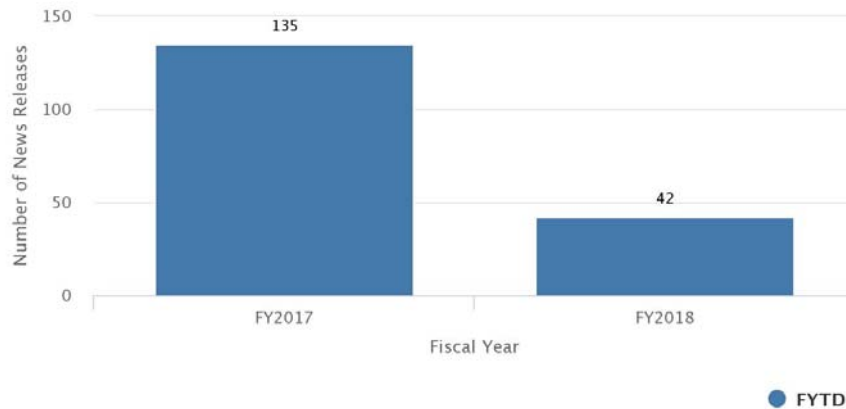


Measure description: The degree to which residents are satisfied with the return on investment of their tax dollars measures how they view their quality of life per the contributing County services. This quality of life measure identifies resident satisfaction with the County’s fiscal responsibility and the conversion of local capital into well-being for residents.

Trend explanation: Data for this measure is collected annually via the City/County Resident Satisfaction Survey. The rating for this measure may increase with more information sharing to include how the County is fiscally responsible and how the County converts tax dollars into quality of life services.

FY2018-19 target projection: This measure does not currently have a target. The County is in the early years of administering the survey and determining the interdependent influences that affect the responses to chosen measures.

Measure: NUMBER OF NEWS RELEASES DISTRIBUTED



Measure description: News releases help to publicize important information in a balanced and objective manner to inform the public of services, policies, crises, events, key staff, and awards. The measure of distributed news releases identifies the amount of information consistently shared with the public.

Trend explanation: The measure does not have a target and does not have trend data; there is a natural ebb and flow of activity throughout the year, in any given quarter, activity may be higher or lower than the average. Durham County Government communicates emergency information, service and program updates, announces upcoming events and reports on past events, introduces new employees and highlights accomplishments of existing employees, and awards.

FY2018-19 target projection: There is no specific target for this measure. News releases are drafted and distributed as news occurs. The Public Affairs Office collects information from County departments. Staff keeps a constant pulse on departmental and related activities.

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FINANCE



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

MISSION

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

DEPARTMENT DESCRIPTION

The primary purpose of the Finance Department is to establish and maintain a centralized county-wide system of financial planning, reporting, and control. The department provides for proper accounting and reporting of financial activities to ensure compliance with Generally Accepted Accounting Principles (GAAP), the Governmental Accounting Standards Board (GASB), General Statutes and County Policy. Finance also is responsible for the administration of the County's investment program and debt. Other functions of Finance include compliance, financial and accounting systems management, procurement, payroll, accounts payable, asset management, and cash receipts.

Finance prepares the Comprehensive Annual Financial Report (CAFR) and coordinates the annual audit by an independent external audit firm. The department also is responsible for managing the Single Audit conducted by an independent external audit firm that prepares the Annual Compliance Report. Finance prepares the Schedule of Expenditures of Federal and State Awards (SEFSA). In addition, Finance serves as the liaison between County officials and rating agencies.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	\$1,924,513	\$2,196,566	\$2,128,221	\$2,397,594	\$2,233,824
Operating	\$663,909	\$805,467	\$867,647	\$1,233,624	\$925,297
Capital	\$471,995	\$0	\$135,315	\$40,000	\$40,000
Total Expenditures	\$3,060,417	\$3,002,033	\$3,131,183	\$3,671,218	\$3,199,121
Revenues					
Taxes	\$77,195,717	\$80,835,787	\$79,526,496	\$82,386,964	\$82,373,575
Licenses & Permits	\$489,246	\$490,000	\$480,341	\$490,000	\$490,000
Intergovernmental	\$5,123,036	\$2,500,000	\$2,305,130	\$2,500,000	\$2,500,000
Investment Income	\$893,398	\$400,000	\$500,192	\$950,000	\$950,000
Rental Income	\$8,442	\$8,100	\$7,883	\$9,300	\$9,300
Other Revenues	\$158,108	\$121,840	\$554,078	\$20,000	\$20,000
Other Fin. Sources	\$0	\$14,371,763	\$0	\$14,931,420	\$16,479,637
Total Revenues	\$83,867,947	\$98,727,490	\$83,374,120	\$101,287,684	\$102,822,512
Net Expenditures	(\$80,807,530)	(\$95,725,457)	(\$80,242,937)	(\$97,616,466)	(\$99,623,391)
FTEs	25.00	26.00	27.00	29.00	27.00

2018-19 BUDGET HIGHLIGHTS

- Recommended budget maintains current levels of service for the department

PROGRAM BUDGET	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY18-19 Department Requested Budget	FY18-19 Department Requested FTE	FY18-19 Manager Recommended Budget	FY18-19 Manager Recommended FTE
Finance						
Financial Reporting & Control	\$ 1,684,199	16.30	\$ 2,229,757	17.02	\$ 1,877,553	15.85
Minority & Women Owned Businesses	\$ 275,376	2.30	\$ 375,129	2.70	\$ 297,849	2.51
Purchasing	\$ 319,596	5.85	\$ 737,049	7.00	\$ 772,202	6.52
Treasury & Debt Management	\$ 722,862	2.55	\$ 329,283	2.28	\$ 251,517	2.12
Grand Total	\$ 3,002,033	27.00	\$ 3,671,218	29.00	\$ 3,199,121	27.00

Financial Reporting & Control

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

Program Description: The Finance Department manages the County's financial activity through the financial systems. The department maintains accurate financial records by ensuring adherence to internal controls over the County's financial and accounting activity, allowing Finance to produce relevant and reliable reports for end-users. The Financial Reporting and Control Program ensures we have strong fiscal control and management, while ensuring adherence to Generally Accepted Accounting Principles (GAAP), Governmental Accounting Standards Board (GASB), State Statutes, and County Policy. Due to the strong fiscal control, management, and financial reporting, the County has continued to attain the Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR).

Minority & Women Owned Businesses

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

Program Description: The Minority and Women Owned Businesses (MWBE) Program ensures the County provides the opportunity for minority and women-owned businesses to provide goods and services and to participate in County projects whenever possible. The program is designed to assist MWBE firms in participating in all aspects of the County's procurement and contracting activities.

Procurement

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

Program Description: The Procurement Program ensures the efficient acquisition of goods and services through monitoring County departments' purchases of goods and services and contracts and contract processes ensuring they are in compliance with State laws and statutes and County policies.

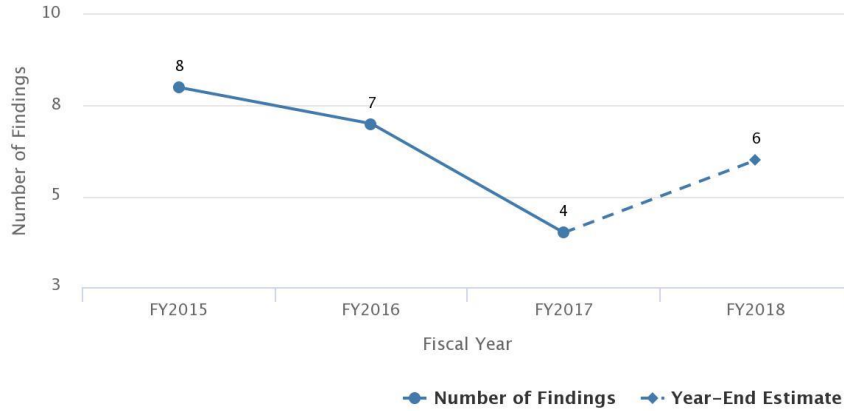
Treasury & Debt Management

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

Program Description: The Treasury and Debt Management Program will maximize earnings while safeguarding that funds are invested per State statutes. Maintaining the AAA rating under this program ensures that debt is issued at the lowest interest rate possible. In addition, through this program debt is constantly monitored as to when it is advantageous for a refunding of County debt to occur, which is when a lower interest rate or savings can be acquired. When refundings occur, the savings become additional resources for funding of County services.

PERFORMANCE MEASURES:

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

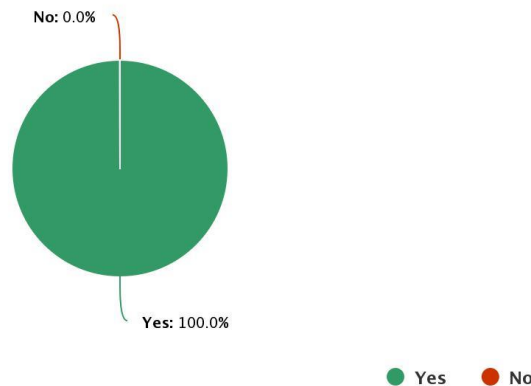


Measure description: This measures the number of findings received during the annual Single Audit related to grant and federal/state award programs. Strategy 5.3A(2) states the goal is to "Successfully complete the single audit with limited findings and no recurring findings for services funded with grants and/or federal and state awards and successfully complete the Compliance Report." Therefore, the goal is to reduce the number of new and recurring findings. A lack of sufficient monitoring of Durham County’s funded programs to ensure compliance could result in a negative impact in the amount of federal, state, and/or grant funding (e.g. reduced funding and/or loss of funding) received, affecting the level of service the County is able to provide which, in addition, could have a negative impact on any of the 5 Strategic Goal areas.

Trend explanation: The trend in findings has been progressing toward target due to enacting testing and monitoring during the fiscal year of both the programs and the corrective action plans by the Finance Compliance Manager and DSS Quality Assurance staff. As of FY2017, the County has attained the target.

FY2018-19 target projection: Over the last three fiscal years, the lowest number of findings the County has achieved is 4, which is excellent given the large volume of program funds flowing through the County. As a result, 4 is the target goal going forward.

Measure: SUBMISSION OF THE CAFR & COMPLIANCE REPORT BY OCT 31ST TO THE LOCAL GOVERNMENT COMMISSION (LGC)

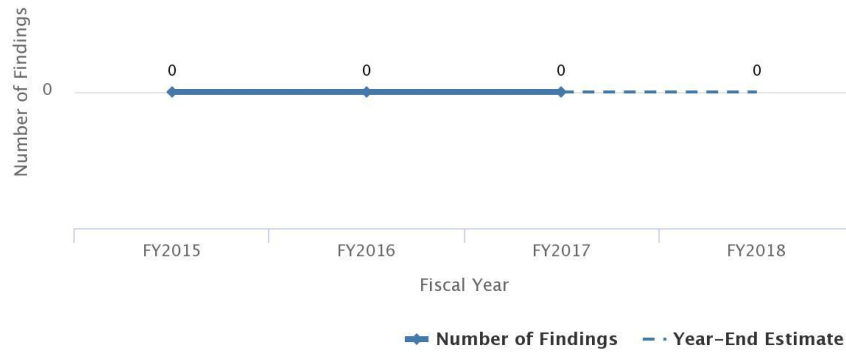


Measure description: This measures Durham County's adherence to the October 31st submission deadline for the County's Comprehensive Annual Financial Report (CAFR) to the Local Government Commission (LGC). Durham County's ability to submit an accurate CAFR and Compliance Report to the LGC on time highlights the County's dedication to excellence in the completion of both the annual financial audit and the annual single audit and the completion of the CAFR and Compliance Report, directly relating to Strategy 5.3A(2) and Strategy 5.3A(3).

Trend explanation: Per the LGC, for the FY2017 annual audit, 377 units submitted their CAFRs by the October 31st deadline out of 1,202 units, which represents approximately 31 percent. Durham County was one of those 377 units. For each of the years measured, the County has achieved the target goal of submitting the completed CAFR to the LGC by the October 31st deadline.

FY2018-19 target projection: This measure is set at this level to adhere to the October 31st submission deadline for the County's CAFR and Compliance Report to the LGC.

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

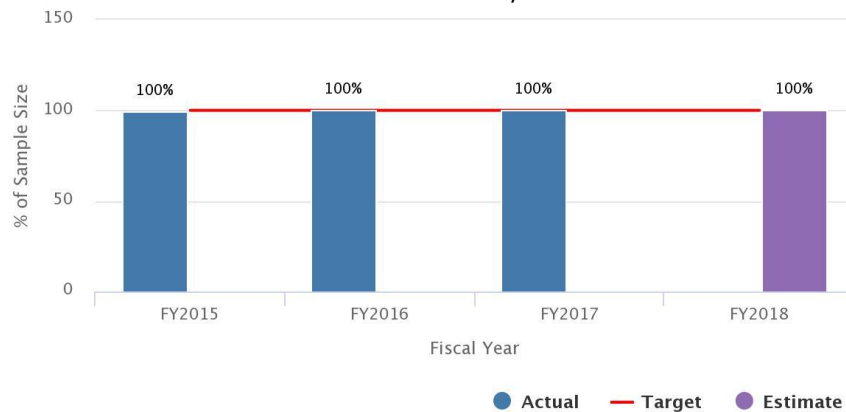


Measure description: This measure is based on the results of the financial audit conducted at the end of each fiscal year. The Finance Department is evaluated on the financial accounting, reporting and monitoring of the County's financial activity. Strategy 5.3A(2) for meeting Strategic Goal 5 states the goal is to "Successfully complete the required annual financial audit with the audit results receiving an unqualified (clean) audit opinion and successfully complete the Comprehensive Annual Financial Report (CAFR)." Having zero audit management letter findings attests to the County's strong fiscal management, sound financial control, and adherence to internal controls.

Trend explanation: The ideal result upon completion of the annual audit is to have zero management letter findings. To achieve zero findings is an excellent outcome for any governmental entity, especially for a county the size of Durham County. As such, it is Durham County's goal to achieve zero management letter findings for each annual audit. The Finance Department has had no findings that would warrant an audit management letter in the past three fiscal years.

FY2018-19 target projection: The County's goal is to minimize audit management letter findings to the lowest possible level.

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

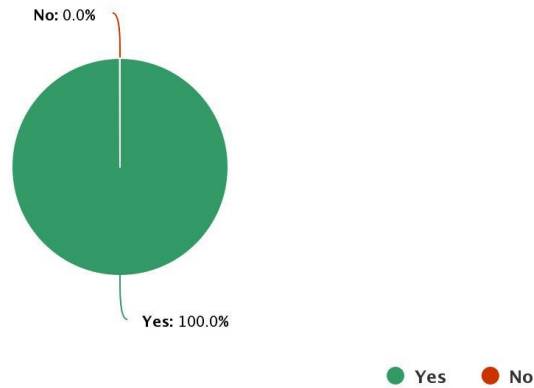


Measure description: Sample sizes for selected programs to be audited are determined by external auditors based on the level of risk for each program. The County is measuring the percentage of the sample size that did not produce material findings for the testing of grants and federal/state awards. Strategy 5.3A(2) states that the goal is to "Successfully complete the single audit with limited findings and no recurring findings for services funded with grants and/or federal and state awards and successfully complete the Compliance Report." Increased material findings could mean questioned costs that would have to be returned to the grantor or federal or state government, and if significant, a risk of the loss of program funding, potentially affecting the level of service the County is able to provide in the area(s) receiving the material finding(s) and/or questioned cost(s).

Trend explanation: The results of the testing of each fiscal year's sample has found a minimum number of material findings (e.g. in FY2015 there was only 1 material finding). There were no material findings for FY2016 or FY2017.

FY2018-19 target projection: A material finding indicates that a grant or award is materially non-compliant or lacks sufficient controls. A material weakness is a deficiency, or a combination of deficiencies, such that there is a reasonable possibility that a material misstatement will not be prevented or detected and corrected on a timely basis. The target is set at this level because the optimal outcome is for 100% of the sample of the audited grants and awards to be without material findings.

Measure: MAINTAIN AAA BOND RATING



Measure description: Issuers given a AAA rating from the bond agencies are judged to have the lowest credit risk. AAA is the highest rating that can be awarded to an entity. The County's financial strength, fiscal management, economy, adherence to County policies and procedures, strength in the County's internal controls, policies and procedures, etc. are assessed by the bond rating agency. Upon completion of the assessment, the rating agency provides the County the awarded rating. Strategy 5.3A(1) stipulates that the County "Maintain the County's Triple AAA bond rating through prudent fiscal management, ongoing for each fiscal year for debt issuances, refundings, etc." The funds that are freed up by attaining a AAA rating allows the County the opportunity to provide increased services for any of the 5 Strategic Goal areas.

Trend explanation: This measure is trending favorably as the result of Durham County's continued financial strength, fiscal management, economy, adherence to federal laws, State statutes, County policies and procedures, strength in the County's internal controls, policies and procedures, etc. Durham County continues to maintain its AAA bond rating. According to Moody's Investors Service Inc., as of December 31, 2017, it is one of only 103 counties in the United States out of a total of 3,007 counties with a AAA bond rating, which represents 3.4% of counties nationwide. The County is also one of 7 counties out of 100 in North Carolina with a AAA bond rating.

FY2018-19 target projection: Entities rated at AAA are judged to be of the highest credit quality and thus subject to the lowest level of credit risk. This allows AAA rated entities to issue debt at lower interest rates. Therefore, Durham County continues to set the target for this measure at AAA in order to continue to receive the lowest interest rates on issued debt freeing up funds for use in funding other County needs.

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TAX ADMINISTRATION



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

MISSION

Tax Administration has responsibility to create and maintain the cadastre (metes and bounds land recording), appraise, assess, and bill in a timely manner all real property, tangible personal property, and motor vehicles for purposes of ad valorem (according to value) taxation in accordance with North Carolina General Statute 105; furthermore, to develop land records/cadastral mapping, appraisal, assessment, and listing systems that provide the public easy access with accurate information.

DEPARTMENT DESCRIPTION

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

The Durham County Tax Assessor has direct responsibility for creation and maintenance of the Durham County cadastre (register and spatial), the appraisal of real, tangible personal property and motor vehicles per North Carolina General Statutes, including administering exemption programs set forth. Ad valorem real estate appraisal include annual cycle and general reappraisal.

Durham County has chosen to combine the offices of Tax Assessor and Tax Collector to operate under a joint appointment of Tax Administrator.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	\$3,553,895	\$4,208,520	\$3,941,760	\$4,194,370	\$4,122,100
Operating	\$1,656,978	\$1,717,267	\$1,822,845	\$1,780,209	\$1,825,159
Capital	\$64,141	\$0	\$0	\$33,500	\$33,500
Total Expenditures	\$5,275,014	\$5,925,787	\$5,764,604	\$6,008,079	\$5,980,759
Revenues					
Taxes	\$239,375,700	\$243,840,383	\$247,282,239	\$252,159,814	\$260,219,147
Licenses & Permits	\$20,300	\$20,000	\$20,000	\$20,000	\$20,000
Investment Income	\$9,849	\$0	\$4,226	\$0	\$0
Service Charges	\$1,953,460	\$1,862,935	\$1,966,279	\$1,862,000	\$1,862,000
Other Revenues	\$88,343	\$100,000	\$79,125	\$80,000	\$80,000
Total Revenues	\$241,447,652	\$245,823,318	\$249,351,869	\$254,121,814	\$262,181,147
Net Expenditures	(\$236,172,638)	(\$239,897,531)	(\$243,587,265)	(\$248,113,735)	(\$256,200,388)
FTEs	67.00	56.00	55.00	56.00	55.00

2018-19 BUDGET HIGHLIGHTS

- This budget includes increases in operating accounts to provide the level of services needed to complete the Revaluation process, including:
 - Software and hardware upgrades to make the revaluation process efficient and effective
 - Funding for multiple accounts requiring one-time increases to provide for increased demand during revaluation

- The focus of the Tax office this fiscal year will be on completing the Reappraisal that will be complete January 1, 2019.
 - While the Revaluation Fund Center encumbers much of these expenses, the process affects all areas of the tax office.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
Tax Administration						
Citizen Support	\$1,205,336	12.00	\$1,537,890	14.00	\$1,537,890	14.00
Revenue Collection	\$904,001	9.00	\$988,644	9.00	\$988,644	9.00
Tax Base Assessment	\$3,816,450	35.00	\$3,481,545	33.00	\$3,454,225	32.00
Grand Total	\$5,925,787	56.00	\$6,008,079	56.00	\$5,980,759	55.00

Citizen Support

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

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

Revenue Collection

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

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

Tax Base Assessment

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

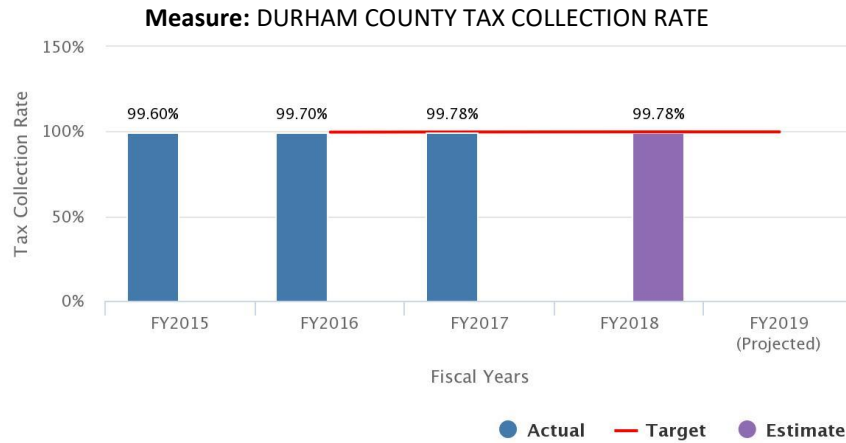
Program Description: Tax revenues are a major source of funding for county services. Statutorily the Assessor has general charge of the listing, appraisal and assessment of all property in the county from which tax revenue is derived.

General Reappraisal

Program Purpose: The purpose of the General Reappraisal program is to meet statutory obligations to fairly appraise all real property within the county to determine its true value.

Program Description: Each county is required to reappraise all real property in accordance with North Carolina General Statute 105-283. Durham County's most recent general reappraisal of over 110,000 was effective January 1, 2016. Durham County Board of County Commissioners has set January 01, 2019 as the date of the next general reappraisal and every four (4) year thereafter.

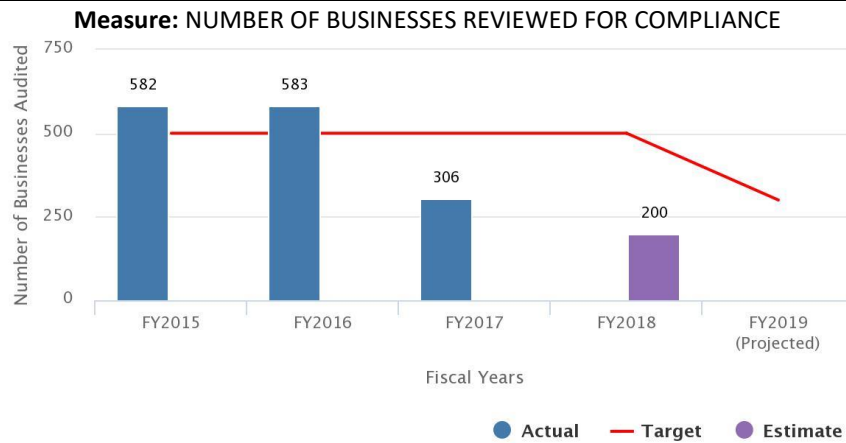
PERFORMANCE MEASURES:



Measure description: This is a measure of the percentage of property taxes collected for budgetary purposes. This measure aligns with Strategy 5.3 - Sound Business Systems - Ensure sound fiscal, operational and technology systems. Revenues derived from property taxes are a primary source of funding for local governments. A high collection rate is an indication of taxpayers paying their fair share to help fund the services and programs used by the citizens of Durham County.

Trend explanation: The overall year-end collections rate has continued to increase over the past five years. This measure has experienced an upward trend due to taxpayers paying property taxes in a timely manner as well as retaining tax staff experienced in tax collections.

FY2018-19 target projection: The target for this measure is set based on revenue required to meet Durham County budgetary needs. The Local Government Budget & Fiscal Control Act requires that the collection percentage be used as a benchmark when budgeting for the next fiscal year.

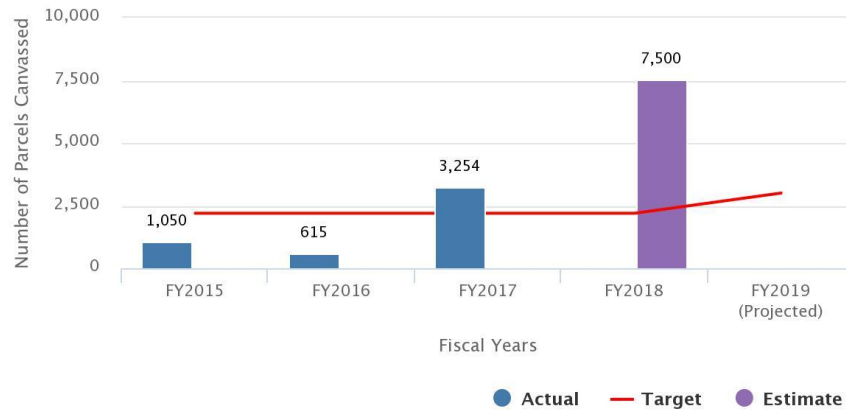


Measure description: This measures the number of businesses reviewed for compliance of listing personal property assets. Compliance reviews are used to ensure that personal property listings are accurately filed therefore fairly and equitably distributing the tax burden. According to NC General Statute 105-312 'It shall be the duty of the assessor to see that all property not properly listed during the regular listing period be listed, assessed and taxed.' Property owners who correctly file their business assets are presumed to carry more than their fair share of the tax burden than those business owners who under-list or fail to list at all. In accordance with N.C.G.S. 105-299-Employment of Experts four audit firms are contracted to assist the assessor in carrying out this task.

Trend explanation: The measure is currently on a downward trend due to budget restriction. To increase the number of accounts reviewed for compliance, it is necessary for funds to be allocated for compensation of the audit firms.

FY2018-19 target projection: The target is set based on an estimate of the number of accounts that can be reviewed according to funds budgeted for this item.

Measure: NUMBER OF COMMERCIAL/INDUSTRIAL/EXEMPT PARCELS FIELD CANVASSED

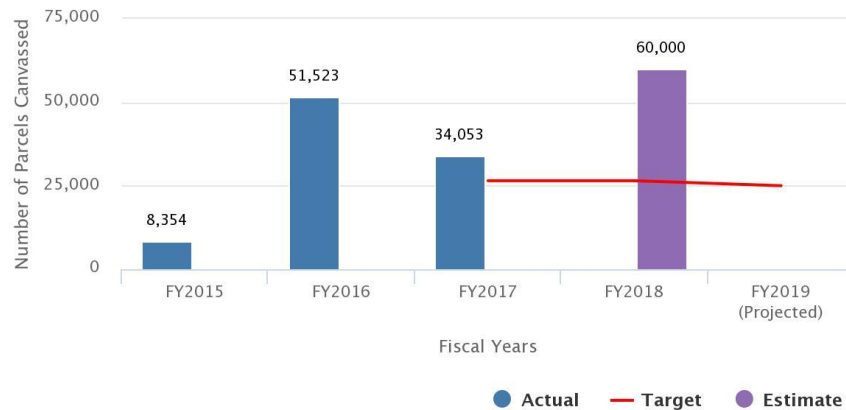


Measure description: This is a measure of the number of commercial parcels in Durham County that are visited on a yearly basis. Regular re-inspections of properties should occur every four years to be consistent with the guidelines outlined by the NCDOR as well as the Standards on Mass Appraisal published by the International Association of Assessing Officers. Correct valuations for the 2019 revaluation require complete and accurate data, therefore this measure is imperative to the success of that project. Complete and accurate data ensures not only best practice, but also fairness and equity to the citizens of Durham County.

Trend explanation: Canvassing rates each year will vary dependent upon the additional projects also associated with the reappraisal.

FY2018-19 target projection: The target comes from guidelines outlined by the NCDOR as well as the Standards on Mass Appraisal published by the International Association of Assessing Officers. Durham County has 8,777 commercial parcels. This apportioned over the four-year standard equates to the target level for this measure.

Measure: NUMBER OF RESIDENTIAL PARCELS FIELD CANVASSED



Measure description: This is a measure of the number of residential parcels in Durham County that are visited on a yearly basis. Regular re-inspections of properties should occur every four years to be consistent with the guidelines outlined by the NCDOR as well as the Standards on Mass Appraisal published by the International Association of Assessing Officers. Correct valuations for the 2019 revaluation require complete and accurate data, therefore this measure is imperative to the success of that project. Complete and accurate data ensures not only best practice, but also fairness and equity to the citizens of Durham County.

Trend explanation: Canvassing rates each year will vary dependent upon the additional projects also associated with the reappraisal.

FY2018-19 target projection: The target comes from guidelines outlined by the NCDOR as well as the Standards on Mass Appraisal published by the International Association of Assessing Officers. Durham County has 105,792 residential parcels. This apportioned over the four-year standard equates to the target level for this measure.

COUNTY ATTORNEY



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

MISSION

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

DEPARTMENT DESCRIPTION

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

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

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	\$1,866,745	\$2,014,432	\$1,788,777	\$2,317,660	\$2,143,007
Operating	\$315,017	\$179,629	\$112,171	\$221,941	\$180,379
Total Expenditures	\$2,181,762	\$2,194,061	\$1,900,947	\$2,539,601	\$2,323,386
Revenues					
Contrib. & Donations	(\$666)	\$0	\$1,250	\$0	\$0
Service Charges	\$0	\$0	\$0	\$2,000	\$2,000
Total Revenues	(\$666)	\$0	\$1,250	\$2,000	\$2,000
Net Expenditures	\$2,182,428	\$2,194,061	\$1,899,697	\$2,537,601	\$2,321,386
FTEs	19.00	19.00	19.00	21.00	19.00

2018-19 BUDGET HIGHLIGHTS

- This budget permits the County Attorney to provide the Board of County Commissioners and all other County Government departments with impeccable legal representation in defense of all legal challenges, as well as legal representation for Social Services related matters.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
County Attorney						
DSS Legal Services	\$1,166,584	10.00	\$1,380,224	11.00	\$1,262,715	10.00
General Legal Services	\$1,027,477	9.00	\$1,159,377	10.00	\$1,060,671	9.00
Grand Total	\$2,194,061	19.00	\$2,539,601	21.00	\$2,323,386	19.00

DSS Legal Services

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

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

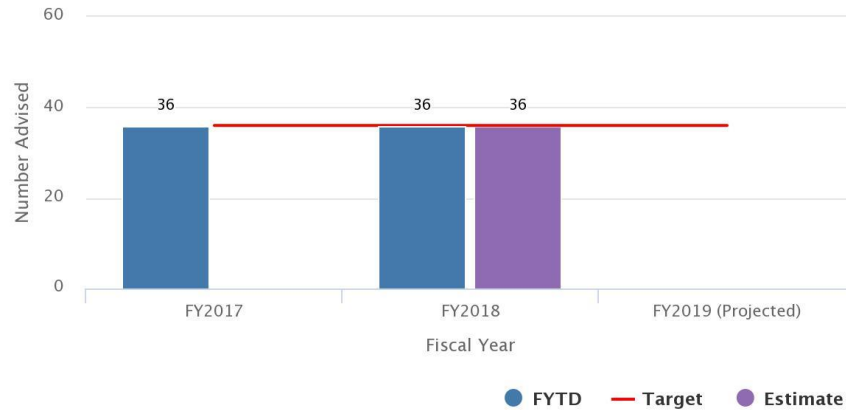
General Legal Services

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

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

PERFORMANCE MEASURES:

Measure: NUMBER OF DEPARTMENTS, BOARDS, AND COMMISSIONS ADVISED

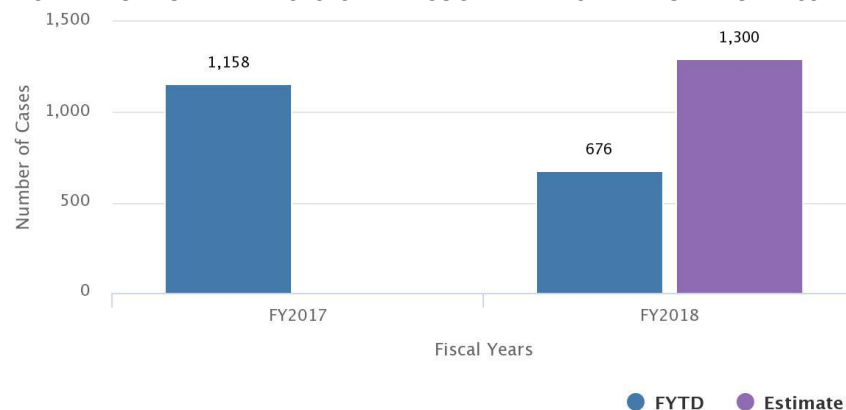


Measure description: Legal representation is provided to all departments, boards, and many commissions by the County Attorney’s Office to ensure accountability and efficiency.

Trend explanation: This measure is dependent on the number of departments, boards, and commissions the department is required to advise and the number of cases/transactions referred by these departments, boards and commissions. If there is an increase in the number of cases/transactions that must be handled on behalf of departments, the number of active cases/transactions will see an increase. Additionally, while the number of cases may not see huge increases, when dealing with the increased complexity and/or duration of litigation cases, the amount of staff time for these cases/transactions increases. Provided there is adequate staff, the department should not see a shortage. The department is in the process of filling two vacant attorney positions; despite this shortage, all departments, boards, and applicable commissions are being covered.

FY2018-19 target projection: The target for this measure should be to provide legal representation for cases/transactions produced by the applicable number of departments, boards, and commissions as needed. If there are any changes to the number of entities and/or the number of cases/transactions referred to Legal, the target will change accordingly.

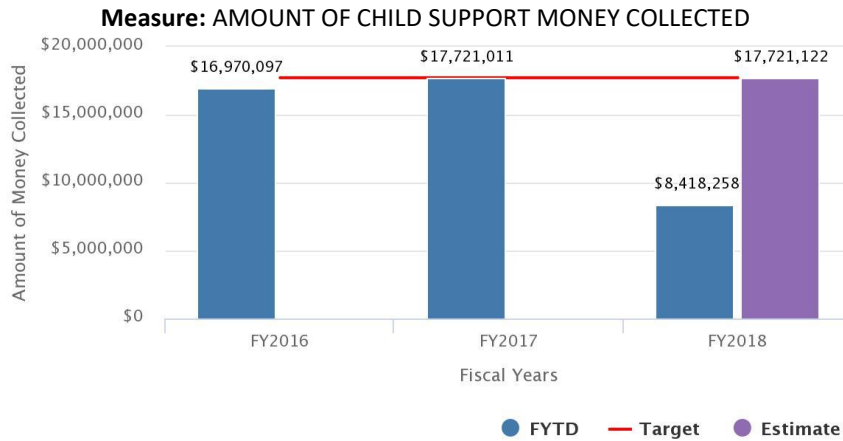
Measure: NUMBER OF TOTAL AND CASES WITH COURT REPRESENTATION FROM DSS ATTORNEYS



Measure description: This measures the legal representation provided by the County Attorney's Office to the Department of Social Services (DSS) and their clients in all Abuse, Neglect and Dependency (AND) matters. Child Protective Services is legally mandated to conduct assessments of reports of suspected abuse and neglect as defined in Chapter 7B of the North Carolina General Statutes. Without legal representation in the Court on these matters, DSS would be at a disadvantage to intercede and protect children living in homes with reports of abuse and neglect.

Trend explanation: These cases fluctuate depending on various factors, including newly enacted laws, changing policies, and population changes. These laws and/or policies can affect the number of incoming cases staff will handle. The County Attorney's Office has seen consistent increases over the past year not just in numbers, but also in case complexity.

FY2018-19 target projection: There is no target for this measure; the County Attorney's Office projects roughly 1,500 of these cases for FY19.

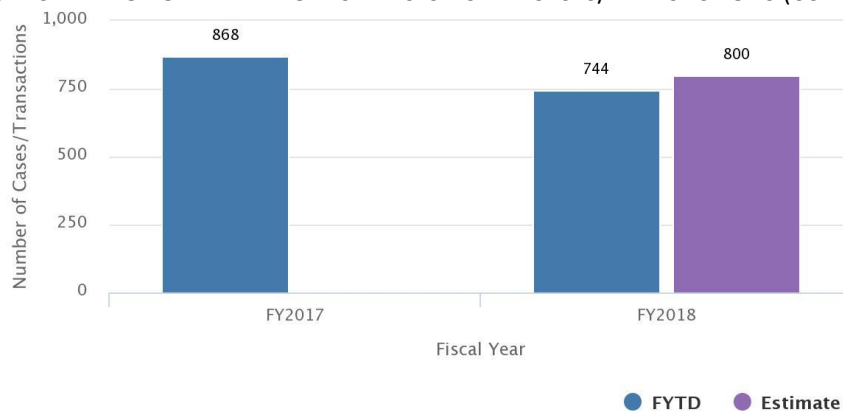


Measure description: This measures the legal representation provided by the County Attorney's Office to the Department of Social Services (DSS) and their clients in all Child Support Services matters. The Child Support Services division of DSS promotes parental responsibility by locating non-custodial parents, establishing paternity, medical obligations and support, enforcement of existing Child Support orders, and the collection and distribution of Child Support payments. Without legal representation on these matters, DSS would be at a disadvantage to collect monetary support for children with an absentee parent(s).

Trend explanation: These cases fluctuate depending on various factors, including newly enacted laws, changing policies, and population increases/decreases. These laws and/or policies can drastically affect the number of incoming cases staff will handle in a given year. The County Attorney's Office has seen consistent increases over the past year in not just numbers, but also increased complexity in the types of cases handled.

FY2018-19 target projection: This target is set by the State of NC Department of Health and Human Services - Child Support Enforcement Division. For FY18, the target is \$17,721,122. No target has been set yet for FY19.

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



Measure description: This measures the total number of cases the County Attorney's Office has open on the internal case list going back 10 years. Any items that have not been marked "closed" are considered active/open and are counted in this measure. This data encompasses all case types, except for non-personnel DSS matters, including but not limited to civil litigation, contracts, property tax appeals, public records review, personnel matters, real estate closings, etc. These case types, particularly those that are related to litigation, are very complex and are generally active/open over several years.

Trend explanation: This measure generally trends around the same number. There were many cases/transactions that were not officially closed because the attorney(s) previously assigned to the matter did not close the case/transaction file prior to departure. However, there was a push in Q2 of FY18 to close any files that could be closed. This caused the number of open cases to decrease, giving a more accurate picture of workload. The department had vacancies in two attorney positions, which caused an increase in workloads for the remaining attorneys. Additionally, public records review requests have increased, causing the one paralegal to be dedicated solely to public records reviews many times throughout the year.

FY2018-19 target projection: A target is not necessary for this measure, as the department generally has little to no indicators about the number and/or types of matters upcoming in a fiscal year.

COURT SUPPORTIVE SERVICES



GOAL 3 SAFE COMMUNITY: Partner with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies and ensure accessible and fair justice.

MISSION

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

PROGRAM DESCRIPTION

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

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

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

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

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Operating	\$416,360	\$457,305	\$443,888	\$637,185	\$687,545
Total Expenditures	\$416,360	\$457,305	\$443,888	\$637,185	\$687,545
Revenues					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$416,360	\$457,305	\$443,888	\$637,185	\$687,545

2018-19 BUDGET HIGHLIGHTS

- Continue funding for an Assistant District Attorney (ADA) for Jail Population Management
- Continue funding for an Assistant Public Defender (APD) for first appearances for inmates to expedite first court appearances, particularly identifying those with low bond amounts.
- Public Defender’s office is receiving funding for:
 - Renovations to existing facility to create additional office space for future expansion in personnel
 - Hardware and software to facilitate the conversion from paper file storage to electronic file storage
- District Attorney’s office is receiving funding for:
 - Renovations to existing offices
- District Court’s office is receiving funding for:
 - 6 magistrate chairs
- Furniture budgets are still funded at FY2013 levels due to relocation to a new courthouse

District Attorney

Funds Center: 4160311000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
<i>Expenditures</i>					
Operating	\$73,714	\$75,615	\$77,635	\$94,876	\$103,236
Total Expenditures	\$73,714	\$75,615	\$77,635	\$94,876	\$103,236
<i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$73,714	\$75,615	\$77,635	\$94,876	\$103,236

Clerk of Superior Court

Funds Center: 4160312000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
<i>Expenditures</i>					
Operating	\$2,665	\$14,689	\$3,721	\$14,689	\$14,689
Total Expenditures	\$2,665	\$14,689	\$3,721	\$14,689	\$14,689
<i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$2,665	\$14,689	\$3,721	\$14,689	\$14,689

Adult Probation and Parole Facilities

Funds Center: 4160314000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
<i>Expenditures</i>					
Operating	\$275,376	\$282,565	\$285,365	\$296,980	\$296,980
Total Expenditures	\$275,376	\$282,565	\$285,365	\$296,980	\$296,980
<i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$275,376	\$282,565	\$285,365	\$296,980	\$296,980

Public Defender

Funds Center: 4160315000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
<i>Expenditures</i>					
Operating	\$58,799	\$76,007	\$71,858	\$220,011	\$262,011
Total Expenditures	\$58,799	\$76,007	\$71,858	\$220,011	\$262,011
<i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$58,799	\$76,007	\$71,858	\$220,011	\$262,011

Superior Court

Funds Center: 4160316000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
<i>Expenditures</i>					
Operating	\$933	\$1,000	\$799	\$1,000	\$1,000
Total Expenditures	\$933	\$1,000	\$799	\$1,000	\$1,000
<i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$933	\$1,000	\$799	\$1,000	\$1,000

Department of Juvenile Justice

Funds Center: 4160317000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
<i>Expenditures</i>					
Operating	\$3,903	\$6,429	\$3,536	\$6,429	\$6,429
Total Expenditures	\$3,903	\$6,429	\$3,536	\$6,429	\$6,429
<i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$3,903	\$6,429	\$3,536	\$6,429	\$6,429

District Court

Funds Center: 4160318000

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
<i>Expenditures</i>					
Operating	\$970	\$1,000	\$973	\$3,200	\$3,200
Total Expenditures	\$970	\$1,000	\$973	\$3,200	\$3,200
<i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$970	\$1,000	\$973	\$3,200	\$3,200

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ELECTIONS



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

MISSION

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

DEPARTMENT DESCRIPTION

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

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

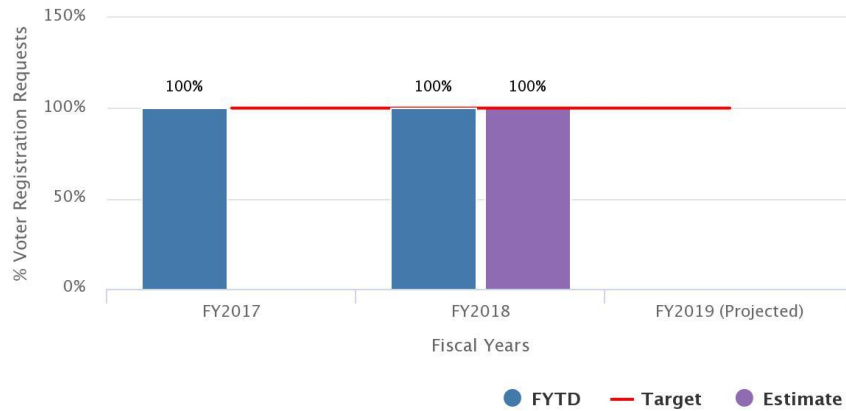
Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	\$1,242,316	\$1,342,470	\$1,173,253	\$1,272,372	\$1,272,372
Operating	\$573,980	\$636,973	\$606,942	\$450,956	\$446,602
Capital	\$0	\$0	\$0	\$11,880	\$11,880
Total Expenditures	\$1,816,296	\$1,979,443	\$1,780,195	\$1,735,208	\$1,730,854
Revenues					
Service Charges	\$125	\$485,600	\$400,020	\$315	\$315
Total Revenues	\$125	\$485,600	\$400,020	\$315	\$315
Net Expenditures	\$1,816,171	\$1,493,843	\$1,380,175	\$1,734,893	\$1,730,539
FTEs	10.00	10.00	10.00	10.00	10.00

2018-19 BUDGET HIGHLIGHTS

- Due to the cyclical nature of elections the expense and revenue from one fiscal year to another is often significantly variable.
 - This budget includes a reduction in the base budget due to a reduction from three elections to two elections.
 - The revenue is also decreased FY2018-19 due to there not being a municipal election whose expenses are reimbursed by the City of Durham
- State requirements have mandated an additional board member be added to the Board of Elections, this is included in FY2018-19 Budget.
- Additional funding is approved for Temporary and Part-Time Salaries to accommodate the increased use of one-stop and early voting sites, allowing the Elections Department the ability to provide the best possible services to residents.
- This budget also reflects significant reallocation of fund support services without substantial increases in overall funding.
- Fees for department of Elections have been adjusted to be more in-line with Benchmark counties and other County departments. See Fee Schedule for details.

PERFORMANCE MEASURES:

Measure: PERCENT OF VOTER REGISTRATION REQUESTS PROCESSED WITHIN 48 HOURS

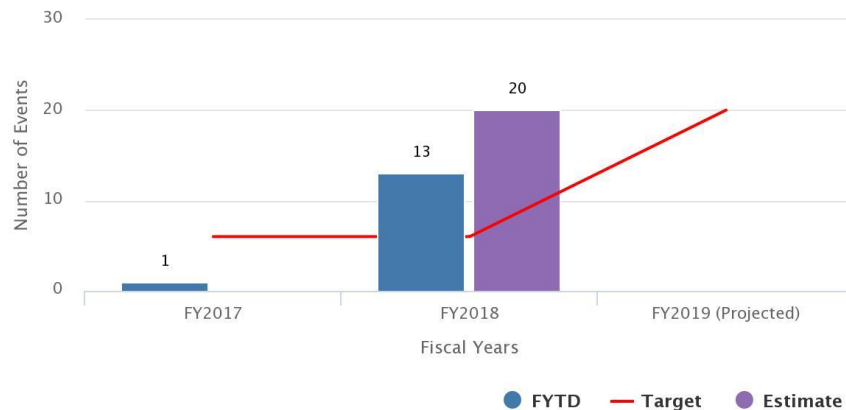


Measure description: For optimal efficiency and customer service, it is the mission of the Board of Elections to process all Voter Registration Applications received timely at our office within 2 business days of their receipt.

Trend explanation: Processing of voter registration applications is given the highest organizational priority and professional staff is dedicated to the task and assisted by temporary relief staff when volume demands. This task will continue to receive high levels of support and be prioritized at or near the top of the organization.

FY2018-19 target projection: Voter registration is fundamental to all activities undertaken at Board of Elections. Voters have a right to expect that this service be done with the utmost expediency. The target is currently set at 100%.

Measure: NUMBER OF PUBLIC OUTREACH EVENTS

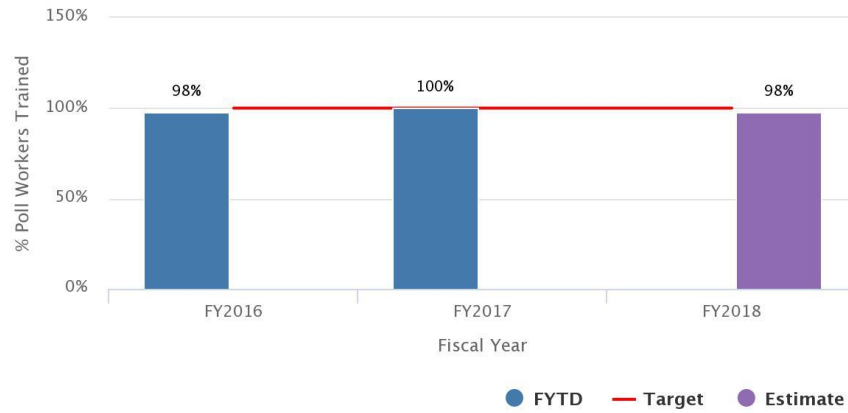


Measure description: This measure shows the number of events in Durham County in which the Board of Elections staff is able to participate. The continuous effort to bring the Board of Elections services to the citizens of Durham County is vital in ensuring community involvement.

Trend explanation: This demonstrates the commitment of the Board of Elections to engage with the community and ensure individuals are aware of the services provided by their Board of Elections as well as the seasonal nature of interest in elections. Greater community engagement and presence will lead to more invitations extended to Board of Elections staff.

FY2018-19 target projection: Continuous engagement with the community is the goal and seeing a growing presence from the Board of Elections is vital to public perception and confidence. The target has been increased for FY19 based on FY18 actuals.

Measure: PERCENT OF POLL WORKERS TRAINED FOR EACH ELECTION



Measure description: The measure shows the percentage of poll workers who receive instructional training prior to the start of an election event. This data is tied to election cycles. Every poll worker scheduled to work an election is enrolled in at least one training class. Attendance is tracked in an internal database and verified before they work during an election event.

Trend explanation: The trend reflects the commitment to ensuring that poll workers have all the resources necessary to provide excellent service to the community by (1) offering variable training resources, times, and accommodations to poll workers, (2) creating greater access to training times and courses, and (3) developing and innovating new interactive and engaging forms of training opportunities.

FY2018-19 target projection: This measure reflects a commitment to fully support not only the poll workers who conduct the election, but also the community who depends on their service to exercise their most fundamental liberty. The target is currently set at 100% of poll workers trained per election.

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REGISTER OF DEEDS



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

MISSION

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

DEPARTMENT DESCRIPTION

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

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

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	\$1,096,592	\$1,153,782	\$1,134,331	\$1,164,116	\$1,164,116
Operating	\$418,982	\$698,867	\$705,349	\$681,998	\$677,599
Total Expenditures	\$1,515,574	\$1,852,649	\$1,839,680	\$1,846,114	\$1,841,715
Revenues					
Service Charges	\$4,783,369	\$4,680,000	\$4,920,000	\$4,970,000	\$5,170,000
Other Revenues	\$3,388	\$0	\$1,486	\$0	\$0
Total Revenues	\$4,786,757	\$4,680,000	\$4,921,486	\$4,970,000	\$5,170,000
Net Expenditures	(\$3,271,183)	(\$2,827,351)	(\$3,081,806)	(\$3,123,886)	(\$3,328,285)
FTEs	0.00	19.00	19.00	19.00	19.00

2018-19 BUDGET HIGHLIGHTS

- Conservation of original deed books will continue to be a focus for FY2018-19. The collection has been inventoried with a detailed list of the condition of each book. We will begin a multi-year project to preserve and minimize further physical deterioration of this historic collection. The funds for this endeavor will come from our Automation and Preservation Account. A total of \$300,000 is included from this fund for the upcoming year.
- Our focus for the past few years has been to complete the conversion of our documents into an electronic format. This project has been divided into two different phases. Phase one involved the conversion of Deed Books for years 1881 – 1962. Phase two will cover our Deed of Trust Books, Corporation and Plat indexes and the import of the phase one indexes. These funds are reflected in our request under Miscellaneous Contracted Services.
- Our Public Service Initiative for the year in partnership with our Veteran Services Office, will be the implementation of the Thank-a-Vet Program. This program is a partnership with our local businesses to celebrate and honor the military service of veterans. The office of the Register of Deeds has always recorded Military Discharge Records (DD214) for service members. As an incentive to file the discharge records, we will provide ID cards which will enable our Veterans to receive discounts from the businesses. The funds for this project will come from reallocation of existing dollars.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
Register of Deeds						
Real Estate Intake	\$1,388,832	14.00	\$1,496,114	14.00	\$1,491,715	14.00
Vital Records Intake	\$463,817	5.00	\$350,000	5.00	\$350,000	5.00
Grand Total	\$1,852,649	19.00	\$1,846,114	19.00	\$1,841,715	19.00

Real Estate Intake

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

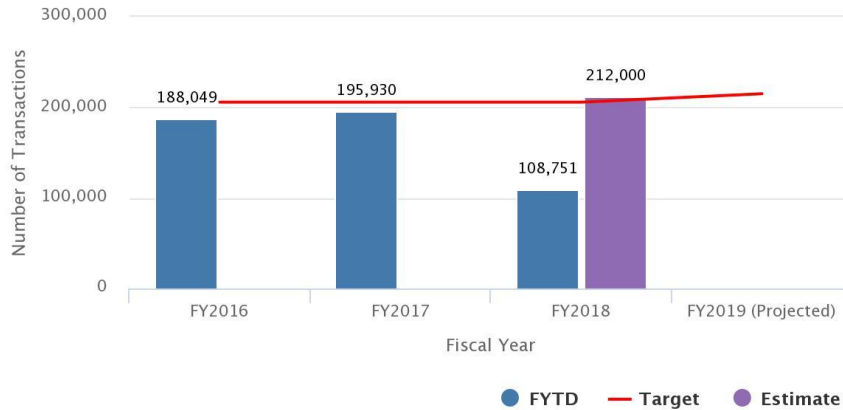
Vital Records Intake

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

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

PERFORMANCE MEASURES:

Measure: TOTAL NUMBER OF VITAL RECORDS TRANSACTIONS COMPLETED ANNUALLY

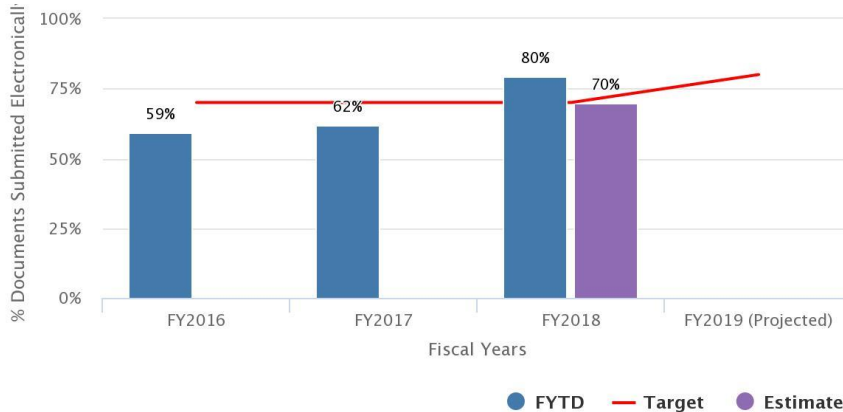


Measure description: The measure indicates the total number of vital record transactions in the Durham County Register of Deeds office. The significance of this number is that it helps create a statement of utilization of the office by citizens and ensures effective resource management within the office. The tracking of the number and some of its components also helps provide information on certain demographic points such as births and deaths within Durham County. This measure aligns with County Strategic Plan Objective 4.3: Development and Community Services – Provide responsive and efficient services to promote community prosperity, smart growth, and quality development; Strategy 4.3B: Vital Records – Maintain vital records to provide accurate and expedient documentation for Durham County community.

Trend explanation: This measure is a function of several external factors including births, deaths, and military discharges, which are conducted in Durham County.

FY2018-19 target projection: This target is based on historical trends. The Register of Deeds is projecting to reach 212,000 total vital records transactions in FY19, based both on historical trends as well as increases in migration to Durham County.

Measure: PERCENTAGE OF REAL ESTATE DOCUMENTS SUBMITTED ELECTRONICALLY

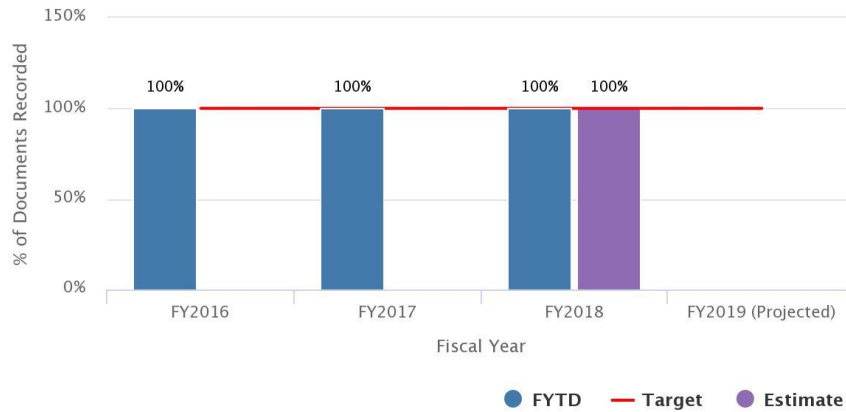


Measure description: This is a measure of the number of real estate documents filed electronically through the department. This is important because it indicates the effectiveness and overall utility of the technological services available to customers in the office. These services reduce wait times for filing, increase the speed at which services can be delivered, and provide a platform for customers to interact with the office remotely.

Trend explanation: The upward trend in the measure is due largely to the quality and ease with which the electronically-submitted documents can be processed. As awareness of the technology continues to spread, more regular customers have begun to utilize the service. By continuing to provide a high level of service and raising awareness, the Register of Deeds can continue to improve the trend.

FY2018-19 target projection: The target is set at 70% based on continuing increases in electronic recording due to growing awareness and availability of the technology to customers.

Measure: PERCENTAGE OF REAL ESTATE DOCUMENTS COMPLETELY AND ACCURATELY RECORDED WITHIN 10 DAYS OF PRESENTATION

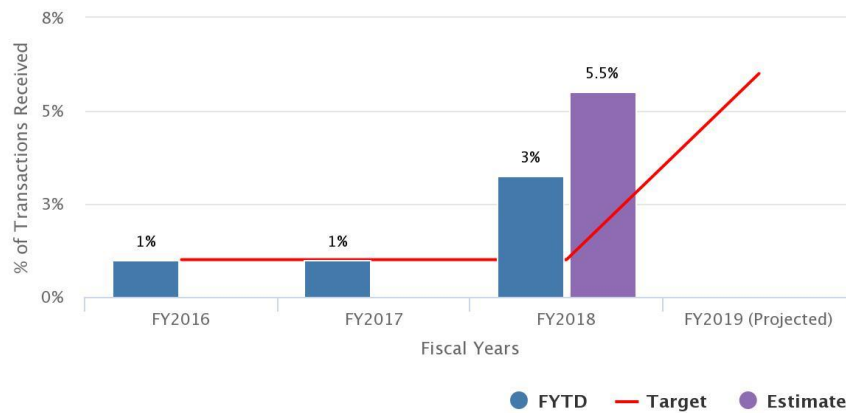


Measure description: The Register of Deeds is the legal custodian of all land records filed in Durham County, and this measure is a demonstration of total accuracy in the filing of documents in the office. When issues arise in either the efficiency or accuracy of filings, completion of personal and commercial transactions can be impeded due to recordkeeping deficiencies.

Trend explanation: This level of accuracy is required from the office because of both the need to complete previous work before new work can be completely processed and State statute that requires fulfilling within a specified time.

FY2018-19 target projection: NC General Statute 161-14 requires that each filed document be set to a permanent index within 30 days of filing. This permanent index is the legal public notice for all records filed in Durham County and as a result must be 100% accurate. The FY19 target of 100% of documents to be completely and accurately recorded within 10 days of presentation is based on the continued commitment to exceed what is currently mandated by State statute.

Measure: PERCENTAGE OF VITAL RECORDS TRANSACTIONS RECEIVED ELECTRONICALLY



Measure description: This is a measure of the number of vital records documents received electronically through the department. This value is important because it indicates the effectiveness and overall utility of the technological services available to customers in the office. Electronic services reduce wait times for filing, increase the speed at which services can be delivered, and provide a platform for customers to interact with the office remotely.

Trend explanation: As new technologies have been implemented within the office, this number has increased. Initiatives such as creating new ways for customers to interface with the office electronically, encouraging citizens to explore the use of the office's automated features, and community outreach campaigns have been factors in the development of the most recent trends for this measure. By continuing to provide a high level of service as well as continuing to raise awareness of new services, the Register of Deeds can elevate the trend.

FY2018-19 target projection: This number is set based on historical averages in the office. The FY19 target of 6% of vital records transactions being received electronically is based on technology and process upgrades in the office which will allow for a higher volume of these types of transactions to be processed electronically.

GENERAL SERVICES DEPARTMENT



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

MISSION

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

DEPARTMENT DESCRIPTION:

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

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	\$3,675,609	\$4,172,790	\$3,781,492	\$4,652,325	\$4,533,309
Operating	\$7,533,679	\$8,960,118	\$8,836,279	\$9,287,721	\$9,240,521
Capital	\$129,812	\$0	\$418,848	\$0	\$0
Total Expenditures	\$11,339,100	\$13,132,908	\$13,036,620	\$13,940,046	\$13,773,830
Revenues					
Intergovernmental	\$47,857	\$45,000	\$37,806	\$45,000	\$45,000
Rental Income	\$390,857	\$348,187	\$562,559	\$473,750	\$236,250
Service Charges	\$361,237	\$427,665	\$305,952	\$318,500	\$318,500
Other Revenues	\$209	\$0	\$49,415	\$11,379	\$11,379
Total Revenues	\$800,160	\$820,852	\$955,732	\$848,629	\$611,129
Net Expenditures	\$10,538,940	\$12,312,056	\$12,080,888	\$13,091,417	\$13,162,701
FTEs	67.00	73.00	73.00	79.00	76.00

2018-19 BUDGET HIGHLIGHTS

Business Services

- The main focus of efforts to prepare FY2018-19 budget for General Services revolved around preparing to bring the new Administration Building (Admin II) on line.
 - Through General Services continued efforts to reallocate existing budget funds through efficiencies and refined expense tracking the impact of Admin II's cost is reduced due this diligence.
 - The projected cost of placing Admin II online is \$1.25 million.

Building and Grounds Maintenance

- Two additional staff are being recommended for the General Services department to support the additional square feet with Admin II, as well as in recognition of increased contracted services costs for these specialties.
 - A new HVAC technician and a new Electrician will be primarily dedicated to the new building, but will also support the other County buildings as needed to ensure the safety and comfort of citizens and employees.
 - The addition of these two positions is in line with industry standards that recommend 1 FTE per 47,000 square feet.
 - With these positions the ratio for Durham County will be: 1 FTE per 60,838

Janitorial

- A pilot project was funded and started in FY2017-18 to provide Janitorial services for the Durham County Courthouse, with Durham County employees.
 - This program is still being assessed for efficiency, improved services, and sustainability with County staff
 - For FY2018-19 janitorial services in Admin II will be covered through contracted services with a plan to reassess during the year.

Security

- With the continued growth of Durham County’s employee base and buildings an additional security position is being recommended to provide locksmith and badge access services for all County personnel.
 - Finding contracted services at a responsible cost to cover locksmith needs has become increasingly challenging and led to the support of this increases FTE.

Solid Waste

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

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
General Services						
Building & Grounds Operation	\$6,918,632	54.00	\$5,742,813	51.00	\$5,686,667	50.00
Business Services	\$3,660,659	12.00	\$3,819,536	12.00	\$3,819,536	12.00
Janitorial	\$0	0.00	\$1,198,855	7.00	\$1,138,785	6.00
Security	\$2,034,148	2.00	\$2,553,384	3.00	\$2,553,384	3.00
Stadium	\$227,682	1.00	\$280,753	2.00	\$230,753	1.00
Warehouse / Fleet	\$291,787	4.00	\$344,705	4.00	\$344,705	4.00
Grand Total	\$13,132,908	73.00	\$13,940,046	79.00	\$13,773,830	76.00

Building & Grounds Operation

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

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

Business Services

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

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

Security

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

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

Stadium

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

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

Warehouse / Fleet

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

Program Description: The Warehouse program facilitates the movement and storage of goods from departments, sale,

disposal and reuse of inventory stock (i.e. furniture, furnishing, vehicles etc.). Fleet Services supports the acquisition and disposal County owned vehicles and equipment, purchase and manage the 3 fueling station that supply regular and diesel fuel for County vehicle consumption.

Solid Waste

Program Purpose: The purpose of the Solid Waste Management Program is to provide residents living in the unincorporated areas of Durham County with an efficient and cost-effective means of properly disposing municipal solid waste (MSW), recyclable materials and special wastes.

Program Description: The County's Solid Waste Management Program consists of the maintenance and operation of the County's four residential solid waste and recycling convenience sites (Bahama, Parkwood, Redwood and Rougemont); roadside recycling collection services; litter control cleanup and investigation program; maintenance and monitoring of the closed landfills formerly operated by the County; education and outreach about proper disposal and diversion opportunities; and the enforcement of the Solid Waste and Junked and Abandoned Vehicles ordinances. Additional services provided by the Division include County Government building recycling collection. Staff consists of a total of 17 FTEs.

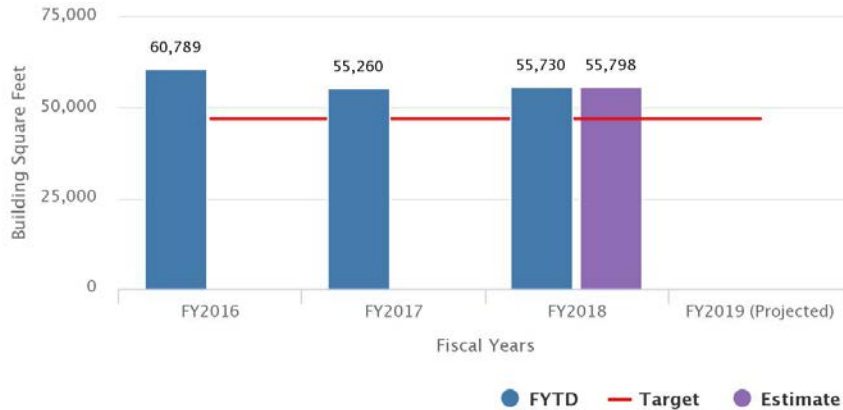
Janitorial Services

Program Purpose: There are two programs for janitorial services. The first being Contracted Janitorial services where we extend opportunities to companies that can perform commercial cleaning services that qualify for LEED buildings. These services are competitively bid with the potential for offering services for a total of five years based on performance. The second program is an in-service janitorial program which is presently being conducted at the Durham County Courthouse to determine if providing a living wage, county benefits to staff members, and using Orbital system if we can compete with contractual services and save taxpayer funding.

Program Description: Janitorial services are performed in 17 county owned facilities to maintain the health and well-being of the staff and customers that use these government facilities.

PERFORMANCE MEASURES:

Measure: DURHAM COUNTY BUILDING SQUARE FEET MAINTAINED PER FTE



Measure description: This measurement defines the correlation between the total facility square footage maintained and the number of full time employees (FTE) for building maintenance. It is important to ascertain if the division is properly staffed to adequately and appropriately maintain the facilities owned/leased by Durham County Government and those agencies with interlocal agreements.

Trend explanation: The explanation of how this measure is trending directly correlates by dividing the total square feet of facilities maintained by the number of building maintenance FTEs. Improvements for trending this measure could be made through coordination within various County departments to share related info as facilities are added to the inventory or taken away. Also, by keeping the staffing levels current in reports and continuously filled.

FY2018-19 target projection: The target for this measure is set at standards that are determined by the International Facility Management Association (IFMA), for appropriate square footage of buildings maintained per FTE. IFMA's Operations and Maintenance Benchmark Research Report #26 shows 1 Maintenance FTE per 47,000 Sq. Ft.

Measure: DURHAM COUNTY GROUNDS ACRES MAINTAINED PER FTE



Measure description: This measurement defines the correlation between the total property acreage maintained and the number of full time employees (FTE) for grounds maintenance. It is important to ascertain if the division is properly staffed to adequately and appropriately maintain the properties owned/leased by Durham County Government and those agencies with interlocal agreements.

Trend explanation: The explanation of how this measure is trending directly correlates by dividing the total acreage of properties maintained by the number of grounds maintenance FTEs. Improvements for trending this measure could be made through coordination within various County departments to share related info as properties are added to the inventory or taken away. Also, by keeping the staffing levels current in reports and continuously filled.

FY2018-19 target projection: The target for this measure is set in accordance with APPA Operational Guidelines for Grounds Standards, which states 1 FTE per 14 acres maintained.

INFORMATION SERVICES AND TECHNOLOGY



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

MISSION

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

DEPARTMENT DESCRIPTION

Department Purpose

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

- **Enhances and Improves Services** to offer more advance and timely technology implementations and streamline processes
- **Works to Expand Strategic Role with Agencies** to be more aligned with their needs.
- **Invests in Human Capital** to cultivate and diversify IS&T’s talent resources to best deliver services.
- **Provides Robust Infrastructure** to protect the County’s technology and information assets, and maintain service operations
- **Optimizes Countywide Technology Administration** to drive County-wide business process improvements resulting in improved efficiencies, productivity and vendor accountability

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	\$4,144,602	\$4,687,066	\$4,135,364	\$5,172,043	\$4,937,165
Operating	\$2,659,542	\$3,163,365	\$3,205,376	\$3,766,754	\$3,351,754
Capital	\$49,345	\$596,841	\$792,126	\$300,000	\$0
Total Expenditures	\$6,853,489	\$8,447,272	\$8,132,866	\$9,238,797	\$8,288,919
Revenues					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$6,853,489	\$8,447,272	\$8,132,866	\$9,238,797	\$8,288,919
FTEs	45.00	45.50	47.00	48.00	46.00

2018-19 BUDGET HIGHLIGHTS

- Made \$48,579.00 in various operational cuts and realigned those dollars for other operational purposes.
- Capital Budget is reduced by \$296,841.00 as ongoing maintenance of countywide software cost are transferred to IS&T's Departmental budget. New dollars increase of \$206,920.00.
- Included in the FY 18-19 Recommended Budget are funds for a 0.5 FTE Senior Business Analyst (bringing this position to a full FTE) to support both Laserfiche and Open Text by performing the configuration of SAP and Open Text to support the Vendor Invoice Management function as well any new functionality required and implemented by Finance.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
IS&T						
Business Application Development and Support	\$1,880,429	11.11	\$2,056,629	12.61	\$1,845,178	11.61
Data Management and Information Security	\$932,874	4.68	\$1,020,286	5.68	\$915,386	4.68
End User (Client) Productivity and Support Services	\$2,213,510	9.10	\$2,420,920	9.10	\$2,172,015	9.10
Leadership and Executive Management	\$1,156,156	8.97	\$1,264,490	8.97	\$1,134,483	8.97
Technology Communications and Infrastructure	\$2,264,303	11.64	\$2,476,472	11.64	\$2,221,856	11.64
Grand Total	\$8,447,272	45.50	\$9,238,797	48.00	\$8,288,919	46.00

Business Application Development and Support

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

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

Data Management and Information Security

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

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

End User (Client) Productivity and Support Services

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

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

Project and Business Management

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

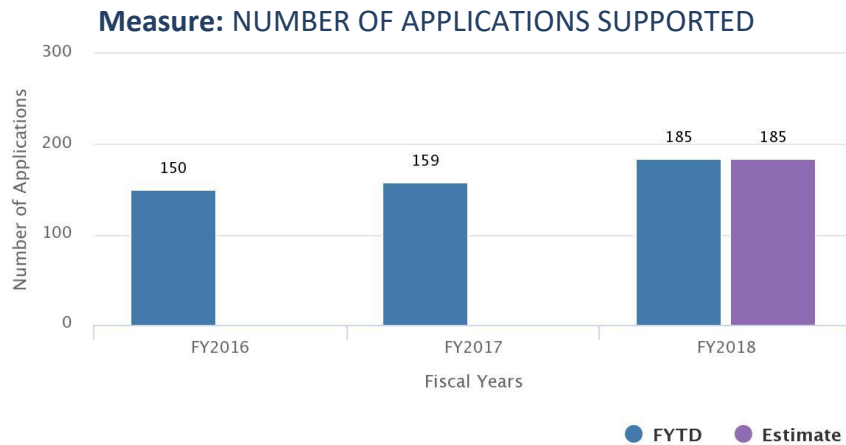
Program Description: The Leadership and Executive Management Program provides guidance and support for all of Information Services & Technology (IS&T) including strategic planning initiatives and governance. This program includes; Budget and Financial Management for IS&T, Project Management, Marketing,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

Technology Communications and Infrastructure

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

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

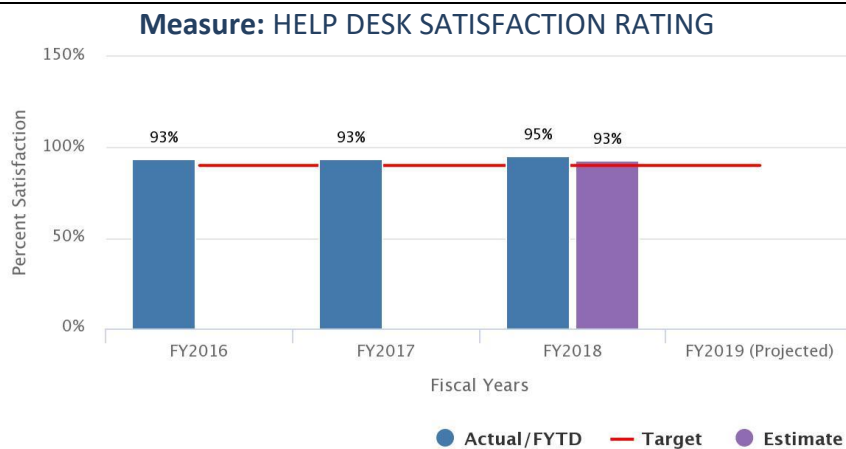
PERFORMANCE MEASURES:



Measure description: This measure shows the number of software applications directly supported by the IS&T Department. This data matters because it helps determine what, where, and how IS&T resources should be allocated. This helps show that as more applications are being supported, more resources will be needed. This measure aligns with being a visionary government through innovative applications which can lead to fiscal responsibility and transparency.

Trend explanation: This measure recently rose by 35 new applications the development team is responsible for supporting without a change in staffing level. Implementing more cloud-based software as service applications will slow the growth of onsite applications that require County resources to support.

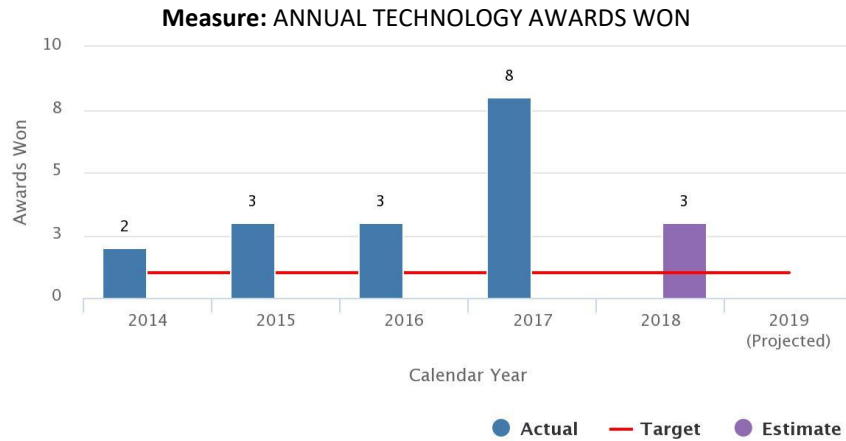
FY2018-19 target projection: This measure currently does not have a target, but the applications need support regardless of the number. The development team is working to create a capacity target of what can be efficiently and effectively supported. This target has a high level of complexity involved as each application will need rating against the level of support required. Ultimately the target will show the number of applications able to be supported at current staffing levels.



Measure description: This measures the rating of overall customer satisfaction of the IS&T Service Desk. This is important because it shows how effective and efficient the IS&T support staff is at completing problem incidents and service requests and aligns with County Strategic Plan Goal 5; Strategy 5.1A: Customer Service – Provide prompt response to internal and external customers.

Trend explanation: This measure shows that IS&T support staff consistently operate with a high level of service. It is important to maintain the current level of satisfaction, so continued technical and customer service training of IS&T staff will help maintain the departmental ability to provide effective and efficient support.

FY2018-19 target projection: The target is set at 90% customer satisfaction which IS&T believes to be a reasonably high expectation of satisfaction for Durham County.



Measure description: This measure shows the recognition Durham County has received for technology initiatives implemented to improve the quality of life for Durham County citizens and for the overall technology advancement of the County. This measure matters because it shows how Durham County ranks in technology innovation locally and nationwide. This aligns with the strategic goal of being a visionary government, specifically encouraging innovation.

Trend explanation: This measure is on an upward trend—2017 was an excellent year for Durham County and technology recognition. Durham County was nationally ranked as a top 10 digital county, a tech savvy organization, and received top honors in a state award program by the UNC School of Government. Durham County should continue to utilize technology for business process improvements to aid departments in improving the quality of life for Durham County citizens.

FY2018-19 target projection: IS&T believes winning one technology award per year is a reasonable expectation in showing Durham County is innovative with technology.

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HUMAN RESOURCES



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

MISSION

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

DEPARTMENT DESCRIPTION

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

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
▼ <i>Expenditures</i>					
Personnel	\$1,665,318	\$1,792,036	\$1,748,103	\$1,899,069	\$1,899,069
Operating	\$393,834	\$395,531	\$661,821	\$402,973	\$402,073
Total Expenditures	\$2,059,152	\$2,187,567	\$2,409,924	\$2,302,042	\$2,301,142
▼ <i>Revenues</i>					
Other Revenues	\$37,258	\$30,000	\$17,165	\$30,000	\$30,000
Total Revenues	\$37,258	\$30,000	\$17,165	\$30,000	\$30,000
Net Expenditures	\$2,021,894	\$2,157,567	\$2,392,759	\$2,272,042	\$2,271,142
FTEs	20.00	20.00	20.00	20.00	20.00

2018-19 BUDGET HIGHLIGHTS

- The FY2019 budget allows Human Resources to provide exceptional customer service in pursuit its role as a strategic partner to the Durham County Community and to Durham County Government’s Internal Services departments.
- The County will be adopting a Universal Anniversary Date to streamline the process for performance appraisal.
- The budget includes the implementation of a Classification and Compensation study to ensure Durham County is competitive and equitable in the recruitment of new talent and the retention of existing personnel.

Program Budget	FY2017-18 Approved Budget	FY2017-18 Approved FTE	FY2018-19 Department Request Budget	FY2018-19 Department Request FTE	FY2018-19 Manager Recommended Budget	FY2018-19 Manager Recommended FTE
Human Resources						
Benefits	\$436,178	3.75	\$459,003	3.75	\$459,003	3.75
Employee Relations	\$537,585	4.75	\$565,717	4.75	\$565,717	4.75
Employee Services (Recruitment)	\$561,950	4.75	\$591,357	4.75	\$591,357	4.75
Human Resources Classification, Compensation and Information Management Program	\$651,854	6.75	\$685,965	6.75	\$685,065	6.75
Grand Total	\$2,187,567	20.00	\$2,302,042	20.00	\$2,301,142	20.00

Employee Relations

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

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

Employee Services (Recruitment)

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

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

Human Resources Classification, Compensation and Information Management Program

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

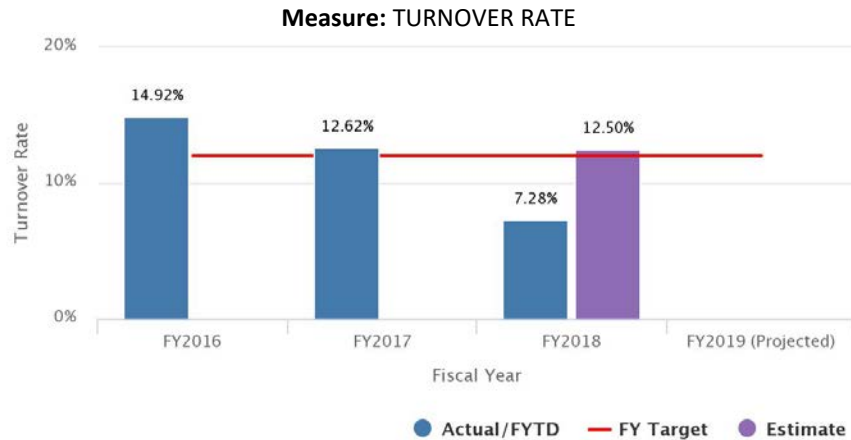
Program Description: The program is responsible for the maintenance of all official employee records in accordance with G.S. 153A-98; conducting activities to maintain the County Classification Plan; creating and updating job specifications; performing activities to maintain a competitive Compensation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

Benefits

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

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

PERFORMANCE MEASURES:



Measure description: Durham County's turnover rate metric signifies employee retention and provides useful information to identify when competent and talented staff begin to leave the County and their reason for leaving. High turnover rates can negatively affect an organization and its employees in many ways. Excessive turnover can result in low employee morale. This may stem from increased workloads and responsibilities, lack of a trained and competent workforce, as well as stress and fatigue related to work demands. Excessive turnover also impacts the organizational effectiveness and overall budget, due to increased use of resources to retrain new employees. Further, there are seen and unseen costs associated with employee turnover. These costs include, but are not limited to, increased overtime pay for current staff, as well as recruiting, hiring and training of new employees. This measure aligns with County Strategic Plan Goal 5: Accountable, Efficient and Visionary Government; Objective 5.2: Talented Workforce – Attract, recruit and retain talented workforce.

Trend explanation: There has been a slight reduction in the number of separations in the Deputy Sheriff, EMS Officer, and Income Maintenance Caseworker classifications for FY18 Q2. In addition, there has been a notable reduction in the number of separations in the Detention Officer classification. This decrease is likely attributed to the implementation of the Public Safety study and the increase in the living wage minimum wage to \$15 per hour.

FY2018-19 target projection: Research revealed that the average annual turnover rate ranges from 10% - 15% depending on the industry. The County's target level for this measure is 3% per quarter. This equates to an annual 12% percentage rate.

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BUDGET AND MANAGEMENT SERVICES



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

MISSION

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

DEPARTMENT DESCRIPTION

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

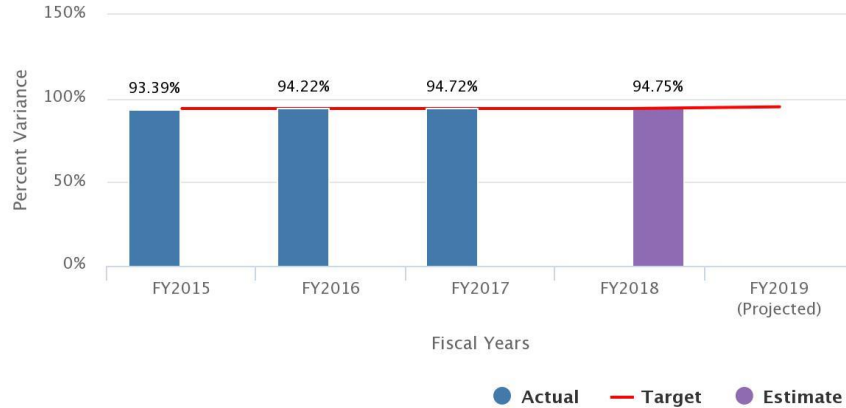
Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	\$384,685	\$759,323	\$516,263	\$807,800	\$807,800
Operating	\$41,329	\$193,554	\$180,536	\$231,905	\$212,779
Total Expenditures	\$426,014	\$952,877	\$696,798	\$1,039,705	\$1,020,579
Revenues					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$426,014	\$952,877	\$696,798	\$1,039,705	\$1,020,579
FTEs	6.00	8.00	8.00	8.00	8.00

2018-19 BUDGET HIGHLIGHTS

- This budget includes annual software costs related to the “Managing For Results” (MFR) program and Strategic Plan refresh.
 - OpenGov software - \$99,000
 - ClearPoint software - \$65,000
- This budget allows for the continued support of the “Managing For Results” (MFR) program and associated analysis of performance metrics. The approved FY2017-2018 staff are supporting the department directors and liaisons while the performance software ClearPoint is implemented and providing support to the General Managers in the analysis of department budget submissions.
- There is continued and expanding interest in the use of data analytics software and the Budget and Management Services Department is moving forward with a variety of analytics tools to fill this need.

PERFORMANCE MEASURES:

Measure: VARIANCE BETWEEN ACTUAL AND PROJECTED EXPENDITURES

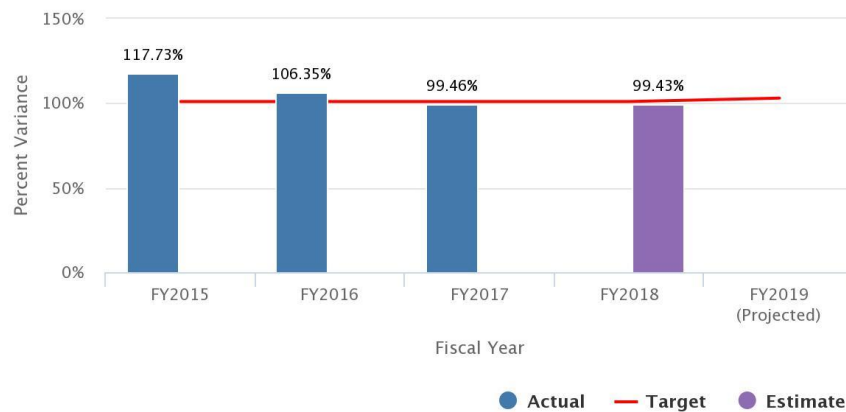


Measure description: Measuring how close actual expenditures are to budgeted expenditures for a fiscal year, this measure is a key insight into how well the Budget Office forecasts planned expenditures versus how much is actually spent. The budgeting process begins 18 months in advance of the end of the fiscal year and such a lead time means that expenditure estimates can vary from actual expenditures. A positive outcome ensures that budgets accurately reflect services and products produced by the County. This measure aligns with Countywide Strategic Plan Goal 5; Strategy 5.3A: Financial Stability and Stewardship.

Trend explanation: Actual expenditures as a percentage of budgeted expenditures are consistently around 94%, largely due to unspent salaries of vacant positions. Other reasons for a lower than 100% actual expenditure amount are savings in operating costs, process improvements, and some planned purchases not happening in the current fiscal year.

FY2018-19 target projection: The 94% target allows the County to continue to operate in a financially conservative, yet functional range. The target for FY2018-19 is set at 95% due to continuing emphasis during the budget development process to reallocate budgeted dollars to ensure actual and appropriate spending.

Measure: VARIANCE BETWEEN PROJECTED SALES TAX REVENUES AND ACTUAL SALES TAX REVENUES

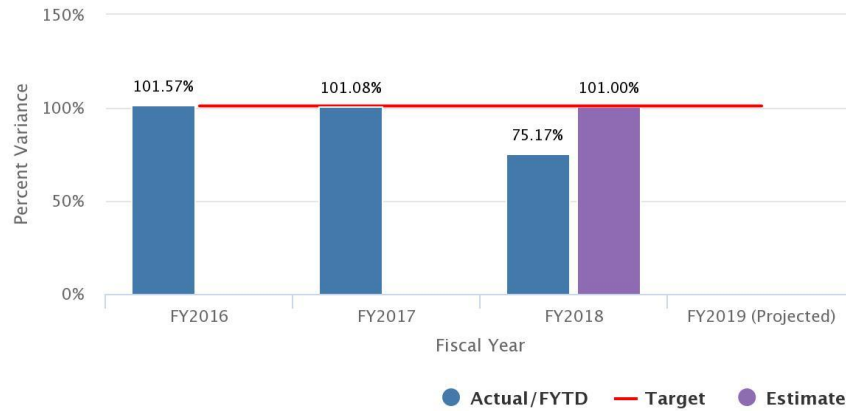


Measure description: Sales tax is the second largest revenue source collected by the County. It is also the most variable as it is directly related to current economic conditions. The Budget Office/County must develop estimates that are representative of previous trends and a future economic outlook. This revenue is budgeted at least 14 months before the last month of actual collection. This measure aligns with Countywide Strategic Plan Goal 5; Strategy 5.3A: Financial Stability and Stewardship.

Trend explanation: FY2016-17 shows lower collections than targeted because of legislation passed at the State level that redistributed some sales tax collections from urban counties to rural counties. FY2017-18 will likely also be affected by this legislation due to the timing of budget adoption. These changes have been accounted for in the FY2018-19 budget and should provide the opportunity to meet or exceed the target again.

FY2018-19 target projection: The target is set at 103% for FY2018-19, reflecting a desire to collect sales tax at a slight margin over the budgeted amount. This will continue the policy of budgeting in a slightly conservative fashion to best handle unknown economic and legislative changes that can potentially negatively affect collections.

Measure: VARIANCE BETWEEN PROJECTED CURRENT YEAR PROPERTY TAX REVENUES AND ACTUAL PROPERTY TAX REVENUES



Measure description: Property tax is the single largest revenue source for Durham County government. This measure shows the predictive capability of the Budget Office/County to collect at least the budgeted amount of property tax by showing the actual amount collected as a percentage of budgeted property tax revenue. As the largest revenue source, it is important that the budgeted revenue amount be very close to the actual amount collected. Budgeted revenue estimates are made more than a year in advance of actual revenue collection and in turn expenditure budgets are made in response to revenue estimates. To have the available actual revenue to support budgeted expenditures, the measure percent shown needs to be very high, if not above 100%. This measure aligns with Countywide Strategic Plan Goal 5; Strategy 5.3A: Financial Stability and Stewardship.

Trend explanation: Most property tax revenue is collected in the second and early third quarter of each fiscal year. There are two main reasons for a collection percentage of 100%: (1) conservative estimates by the Budget Office/County and (2) a budgeted collection rate of 99.6% for the last two fiscal years due to collection trends.

FY2018-19 target projection: The target is set at 101% to reflect the desire to collect property tax above the budgeted amount. This will continue the County policy of budgeting in a slightly conservative fashion to best handle inter-year economic changes.

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VETERANS SERVICES



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

MISSION

The mission of Durham County Department of Veteran Services is to make a positive difference in the lives of our veterans and their families. This mission is achieved by honoring, enriching, educating, and advocating to improve their lives long-term through professional quality services, advising and counseling our military veterans and their dependents of their rights and entitlement to federal benefits under the laws and regulations administered by the U. S. Department of Veterans Affairs and other various federal, state and local agencies. We also actively assist them with the application preparation and presentation of their claims for benefits before the U. S. Department of Veterans Affairs and other agencies.

DEPARTMENT DESCRIPTION

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

Program Description: Durham County Veteran Services helps veterans, members of the active duty military, and their families. Services include, but are not limited to: benefits counseling, claims preparation and submission, processing of appeals, healthcare, employment, and efforts to prevent and end veteran homelessness. Helping our military, our veterans and their families shows respect and honor to those men and women who serve(d) our country, it also brings financial resources into Durham County via the monetary benefits veterans receive through VA disability and pension payments. Veteran Services Officers are Nationally Accredited Authorized Representatives who take power of attorney to legally represent veterans seeking benefits.

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	\$186,663	\$250,869	\$211,657	\$356,648	\$308,950
Operating	\$45,460	\$19,183	\$49,423	\$26,668	\$22,017
Total Expenditures	\$232,123	\$270,052	\$261,080	\$383,316	\$330,967
Revenues					
Intergovernmental	\$2,000	\$1,525	\$0	\$2,000	\$2,000
Total Revenues	\$2,000	\$1,525	\$0	\$2,000	\$2,000
Net Expenditures	\$230,123	\$268,527	\$261,080	\$381,316	\$328,967
FTEs	4.00	4.00	4.00	6.00	5.00

2017-18 ACCOMPLISHMENTS

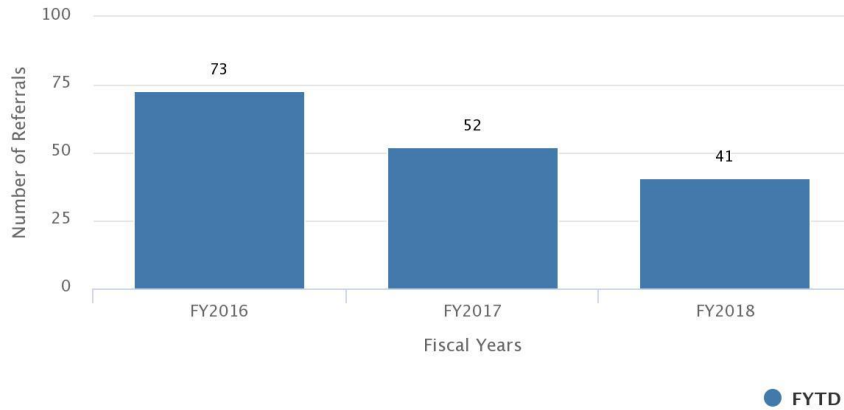
- Sponsored a USDVA Claim Clinic resulting in the awarding of \$426,224 of available funds to some 125 Veterans
- Assisted Veterans in Durham County in obtaining an increase of \$5.46M in Compensation and Pension cash benefits totaling \$77.84M; and an increase of \$6.42M in total VA cash benefits for a grand total of 84.26M
- New Outreach Veterans Service Officer accredited to prepare and present benefit claims
- Extended hours one Saturday out of each month from 8:30 a.m. to 12:00 p.m. to help reach more Veterans
- Community Outreach- provided outreach services to in-home, nursing home, Assisted Living Facilities (ALF), Senior Living community event, and homeless Veteran outreach events
- Provided key leadership on a community wide collaborative for Durham County to be recognized as achieve the goal effectively ending chronic homelessness among Veterans

2018-19 BUDGET HIGHLIGHTS

- Recommended budget adds one additional Veteran Services Officer (1 FTE) to assist with unmet need for benefits claims processing

PERFORMANCE MEASURES:

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

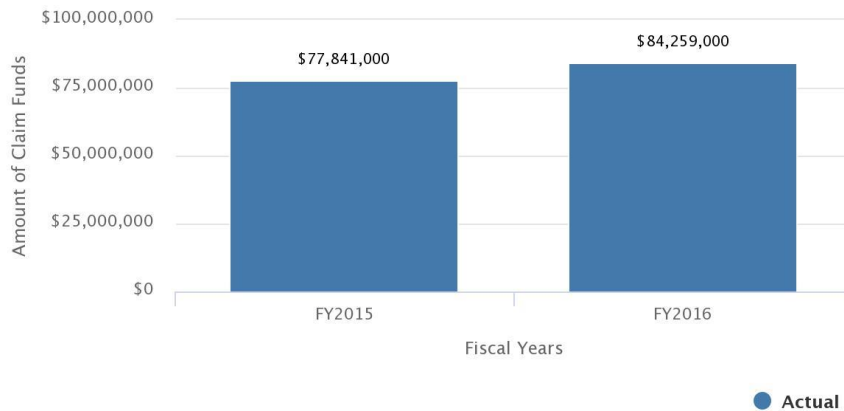


Measure description: This measure shows the number of homeless and at-risk Veterans who have been counseled, advised, and referred to community partners. The department is tracking this measure because the data, among other things: (1) enables identification of homeless Veterans, (2) measures progress and performance of service delivery and the need for additional staff, (3) enables staff to understand some of the issues and causes that create homelessness, (4) enables staff to identify and help remove barriers Veterans face in securing permanent housing, and (5) helps identify the need to advocate for better access to federal funds to help combat Veteran homelessness. This measure aligns with County Goals 1, 2, and 5.

Trend explanation: Since the US Department of Veterans Affairs launched its initiative to end Veteran homelessness by 2015, the primary gauge of progress has been the Point-in-Time (PIT) Count. The trend is stabilizing.

FY2018-19 target projection: There is no target for this measure. When the community better understands what the homeless population looks like, it will be easier to determine what types of programs are needed. The goal is to prevent or quickly end homelessness, coordinating efforts and resources with various partner agencies to help fill urgent and emerging gap services.

Measure: ANNUAL AMOUNT OF CLAIM FUNDS COMING INTO DURHAM COUNTY

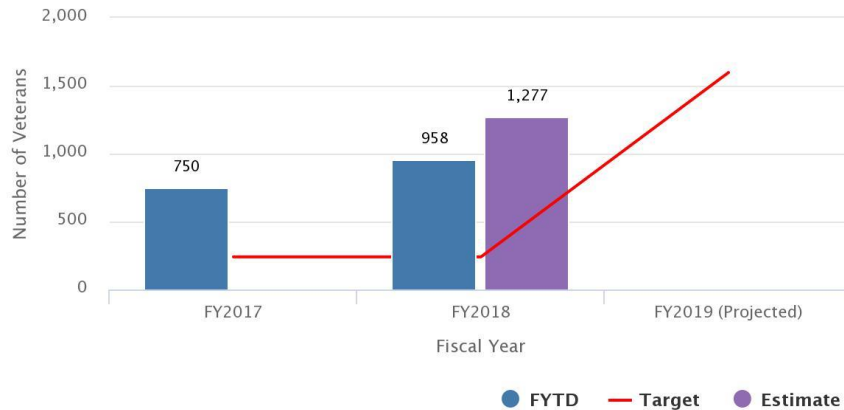


Measure description: This measures the annual amount of claim funds coming into Durham County. This data is important because it shows the economic impact Veterans have on the community. It is important to note that while the department has not had a direct impact on every Veteran listed, staff do have the potential to encounter every veteran and/or their family member(s) reflected. In FY16, claim funds for Durham County Veterans, their dependents, and survivors resulted in the receipt of \$84,259,000 from the US Department of Veterans Affairs for compensation, pension, education, and death benefits. This is an increase of \$6,418,000 over FY15. The FY17 report is still pending and should be available mid-May of 2018. This measure aligns with Strategic Goals 1, 2, and 5.

Trend explanation: Data is from the US Department of Veterans Affairs Geographical Data Expenditures Report. Most of the 100 NC counties utilize the data from this report in supporting their budgets. This data can help assess future projected benefit outcomes based on past historical performance data.

FY2018-19 target projection: There is no target for this measure. Data is collected from the US Department of Veterans Affairs Geographical Data Expenditures. FY17 and FY18 data are not complete; FY17 data should be available mid-May of 2018.

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



Measure description: This measures the number of underserved aged and disabled Veterans reached by the department. Roughly 6,371 Veterans in Durham are 65 years of age or older and about 5,017 of these individuals are not receiving benefits. Providing robust community outreach is necessary to serve this population. The department provides outreach via assisted living facilities, nursing home facilities, homeless shelters, senior living communities, independent living communities, and community events. This measure aligns with County Strategic Goals 1, 2, and 5.

Trend explanation: Efforts to conduct outreach have historically been hampered by limited/unaccredited staffing. The department anticipates an upward trend in this measure due to the recent accreditation of the Outreach Coordinator and additional staff. Efforts are already underway to conduct outreach in Northern Durham and public housing. A recent successful outreach was conducted at Carolina Arbors with 100 plus Veterans in attendance.

FY2018-19 target projection: Prior to the start of the new Outreach Coordinator in March 2017, the target was set at 240 Veterans reached based on one VSO being able to conduct outreach in addition to other primary VSOs duties. With the new Outreach Coordinator, the department has been able to increase focus on the underserved aged and disabled Veteran population. The figures for FY18 are reflective of this work. The Outreach Coordinator has been able to quickly obtain certification, which has contributed to the ability of the department to exceed expectations for FY18. As a result, the FY19 target has been increased to 1,597 Veterans reached based on a better understanding of new staff capacity.

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GEOGRAPHIC INFORMATION SYSTEMS



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

MISSION

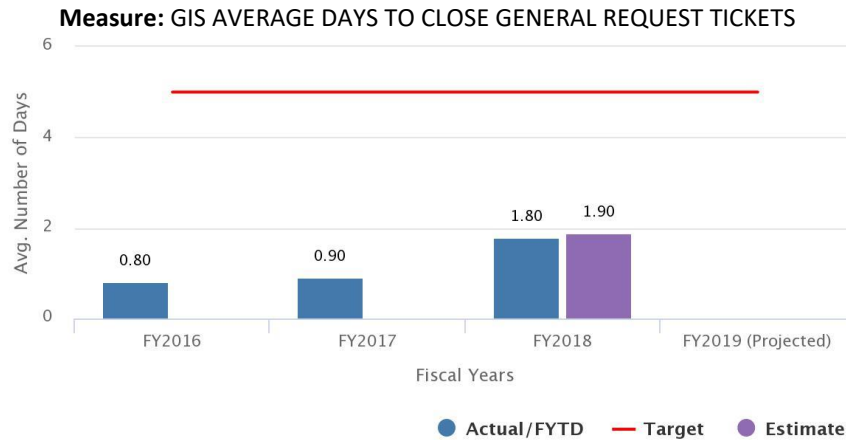
To provide a quality service that improves our customers' productivity and decision-making process through the use of technology; efficient system configuration; network and database management; customized and acquired applications; and training.

DEPARTMENT DESCRIPTION

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

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
▼ <i>Expenditures</i>					
Operating	\$438,830	\$467,619	\$405,271	\$478,968	\$477,968
Total Expenditures	\$438,830	\$467,619	\$405,271	\$478,968	\$477,968
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$438,830	\$467,619	\$405,271	\$478,968	\$477,968

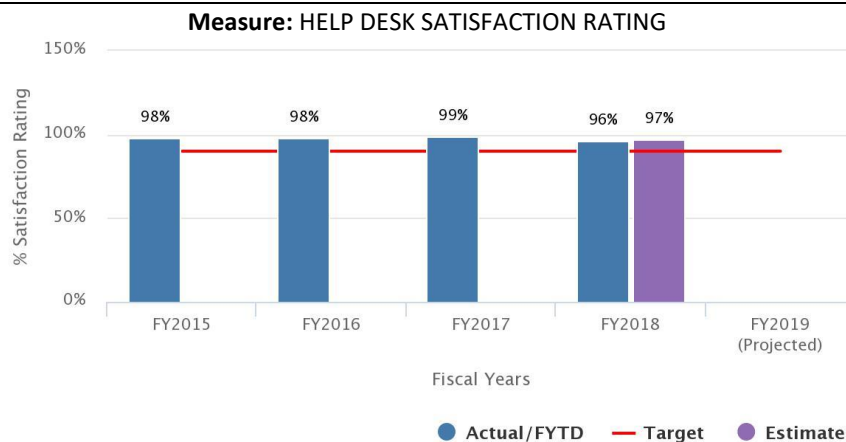
PERFORMANCE MEASURES:



Measure description: This measures the number of days it takes the GIS Division to close a ‘general request’ ticket. Currently the tickets are broken down into three categories: (1) Keep the Lights On (KTLO), (2) General Request, (3) and Incidents/Issues. These are service requests that come directly from users, and those that are generated internally for work necessary to keep the system running in an efficient and dependable manner. This measure is important because customers rely on GIS products and analysis to help them make informed decisions and meet their own deadlines.

Trend explanation: The type of tickets the department receives are constantly evolving due to the ever-changing technologies supported. Requests vary from map generation, to spatial analysis, to application development, each having a longer turnaround time (i.e. more application development needs equate to longer ticket times). In addition, there have been two retirements from the GIS division in the last year. While there is an uptick in ticket closure times so far this year, the department would need more data to consider this a trend. The GIS division is performing well within the target for this measure, which is set for the entire Technology Solutions Department.

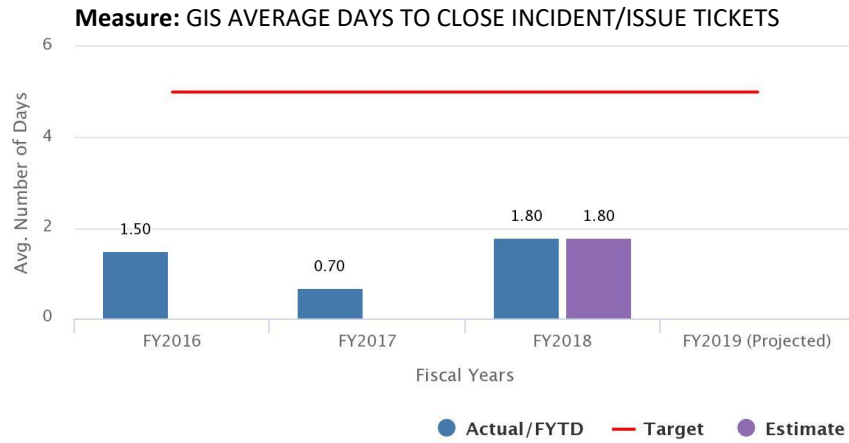
FY2018-19 target projection: The target of five days is not specific to the division alone. The City’s Technology Solutions Department, in which the City/County GIS program is housed, has a five-day target for all tickets.



Measure description: This measure shows how satisfied customers are with the service they are receiving. The goals are to make sure that the department is meeting the needs of customers, letting them know that their input is valued, and identifying areas in which the department can improve.

Trend explanation: The rating is virtually unchanged and falls within the normal margin of error (3%-5%) and still exceeds the target.

FY2018-19 target projection: The target is not specific to the GIS division alone. The City’s Technology Solutions Department, in which the City/County GIS program is housed, has set the service level satisfaction rating target to 90% for all divisions.



Measure description: This measures the number of days it takes the GIS division to close an ‘incident/issue’ ticket. Currently the tickets are broken down into three categories: (1) Keep the Lights On (KTLO), (2) General Request, (3) and Incidents/Issues. Incident/issue tickets are those reporting a problem with access to data or a malfunctioning piece of software.

Trend explanation: Closure times for these types of tickets can vary. These issues often necessitate support from partner vendors. Factors that affected this measure include a major system upgrade and two retirements in the past year. While the FY18 number is higher than FY17, it is in line with the FY16 data, and well below the target of five days.

FY2018-19 target projection: The target of five days is not specific to the division alone. The City’s Technology Solutions Department, in which the City/County GIS program is housed, has a five-day target for all tickets.

NONDEPARTMENTAL



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

PROGRAM DESCRIPTION

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

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
Expenditures					
Personnel	\$0	\$1,567,921	\$0	\$3,000,000	\$4,000,000
Operating	\$1,242,823	\$1,402,306	\$1,265,856	\$1,064,012	\$1,020,218
Transfers	\$0	\$200,000	\$0	\$450,000	\$631,217
Total Expenditures	\$1,242,823	\$3,170,227	\$1,265,856	\$4,514,012	\$5,651,435
Revenues					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$1,242,823	\$3,170,227	\$1,265,856	\$4,514,012	\$5,651,435

2018-19 BUDGET HIGHLIGHTS

- Comprehensive Pay Study and potential related adjustments \$4,000,000
- Triangle J Council of Governments (TJCOG) dues \$73,555
- Highway 147 Gateways initiative \$20,000
- Urban Ministries annual contribution \$321,863, increase of 5% for shelter operations
- Exceptional Service Initiative \$35,000
- Programs that serve to connect community life and government programs with data (DataWorks) \$92,700
- Library Services \$127,600
- Satisfaction surveys \$24,500
- Made in Durham Initiative \$125,000
- Funding for non-profit agencies that alleviate food insecurity by providing access to sufficient and healthy food \$200,000
- Non-Profit funding for housing \$130,000. Agencies are listed in the Appendix under Goal 1.
- Youth Opportunity Initiative \$70,000
- Reserve for future purchases \$281,217
- Board of County Commissioners Contingency Fund \$150,000.

TRANSFERS



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

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	\$38,342,558
Benefits Plan Fund	\$23,787,488
Reappraisal Reserve Fund	\$1,476,006
TOTAL TRANSFERS OUT	\$63,606,052

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

One-half Cent Sales Taxes (Art. 40, 42, & 46)	\$33,451,073
County Occupancy Taxes	\$3,400,000
NCMLS Designated Occupancy Tax for related debt service	\$500,000
Restricted Fund Balance - NC Museum of Life & Science Debt Service	\$350,000
Restricted Fund Balance - Education: Art 46	\$215,985
Other General Fund Transfers	\$425,500
Total	\$38,342,558

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

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

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

Transfers to General Fund	
Community Health Trust Fund	\$4,768,500
Volunteer Fire District Funds	\$770,439
Benefits Plan Fund	\$500,000
Debt Service Fund	\$626,791
TOTAL TRANSFERS IN	\$6,665,730

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
▼ <i>Expenditures</i>					
Transfers	\$63,360,672	\$59,704,241	\$58,796,794	\$63,613,484	\$63,606,052
Total Expenditures	\$63,360,672	\$59,704,241	\$58,796,794	\$63,613,484	\$63,606,052
▼ <i>Revenues</i>					
Other Fin. Sources	\$8,699,617	\$10,951,621	\$11,447,519	\$4,348,699	\$6,665,730
Total Revenues	\$8,699,617	\$10,951,621	\$11,447,519	\$4,348,699	\$6,665,730
Net Expenditures	\$54,661,055	\$48,752,620	\$47,349,275	\$59,264,785	\$56,940,322

Revenues in this fund center are transfers in to the General Fund from other funds. The transfer from the Community Health Trust Fund supports health-related needs paid for out of the General Fund. The transfer from the Lebanon Volunteer Fire District supports county positions and operational costs funded through Fire District property taxes as provided in various interlocal agreements. The transfer from the Debt Service Fund supports one-time purchases of vehicles and equipment. And finally, the transfer from the Benefits Plan Fund supports dental benefits.

VEHICLES AND EQUIPMENT



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

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.

2018-19 BUDGET HIGHLIGHTS

The FY 2018-19 vehicle and equipment needs total \$3,094,514 and include 55 vehicles and various equipment. The majority of these purchases will replace older vehicles and equipment according to our regular replacement cycles.

Vehicles

Department	New / Replacement	Type	Quant.	Cost
General Services	New	Ford Transit 150 Van	1	\$23,000
		Ford F-150	1	\$40,000
	Replacement	Ford F-550	1	\$54,000
Sheriff	New	Dodge Charger	7	\$245,000
		Chevy 2500 Van	1	\$22,872
		Chevy 3500 Van	1	\$26,727
	Replacement	Dodge Charger - Unmarked	6	\$201,000
		Dodge Truck SSV	1	\$32,000
		Dodge Charger	15	\$522,225
		Dodge Truck 2500	1	\$34,099
		Dodge Durango	5	\$175,000
		Motorcycle	1	\$22,750
Clandestine Vehicles	1	\$29,000		
Fire Marshal	New	SUV for EM Staff	1	\$39,000
	Replacement	Ford F-150	1	\$42,445
EMS	New	Large SUV	1	\$50,000
	Replacement	DEMERS MX-152 Ambulances	5	\$1,100,000
Soil and Water	Replacement	Ford F-150 4x4 truck	1	\$37,120
Social Services	New	Nissan Pathfinder	4	\$106,476
Total			55	\$2,802,714

Equipment

Department	Equipment	Cost
Fire Marshal	Vehicle Equipment	\$13,000
Sheriff	Vehicle Equipment	\$87,500
Emergency Management	Generator	\$60,000
EMS	Vehicle Equipment	\$18,300
	Radios	\$51,000
	Cardiac Monitor	\$38,000
	Medical Equipment	\$24,000
Total		\$291,800

Summary	2016-2017 Actual Exp/Rev	2017-2018 Original Budget	2017-2018 12 Month Estimate	2018-2019 Department Requested	2018-2019 Manager Recommended
▼ <i>Expenditures</i>					
Operating	\$326,853	\$271,217	\$219,144	\$326,517	\$55,300
Capital	\$2,900,226	\$2,632,650	\$2,479,272	\$3,654,809	\$3,039,214
Total Expenditures	\$3,227,079	\$2,903,867	\$2,698,416	\$3,981,326	\$3,094,514
▼ <i>Revenues</i>					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Net Expenditures	\$3,227,079	\$2,903,867	\$2,698,416	\$3,981,326	\$3,094,514

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