

DURHAM COUNTY STRATEGIC PLAN

2017 UPDATE



A Refreshed Plan for the Future

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

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

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

This 2017-2021 Durham County Strategic Plan, like the first document from 2012, is a dynamic guiding vehicle for the organization. It will be updated each year through the County's annual operating budget process. And it will serve as a framework for future conversations and decisions about ways that the County can continue to improve service delivery to prepare for whatever the future brings. Durham County is a passionate, growing community of employees and residents. We look forward to continuing to serve you, the community, and to working with you as residents to help us address the challenges and opportunities ahead.

Wendell M. Davis, County Manager

Wendy Jacobs, Chair; James Hill, Vice Chair; Heidi Carter, Brenda Howerton and Ellen Reckhow
Durham Board of County Commissioners



CONTENTS

03 MISSION, VISION, CORE VALUES

04 MANAGING FOR RESULTS

05 COMMUNITY & EMPLOYEE
ENGAGEMENT

05 THE PATH AHEAD

06 GOAL 1: COMMUNITY
EMPOWERMENT AND ENRICHMENT

12 GOAL 2: HEALTH AND
WELL-BEING FOR ALL

20 GOAL 3: SAFE COMMUNITY

26 GOAL 4: ENVIRONMENTAL
STEWARDSHIP AND COMMUNITY
PROSPERITY

32 GOAL 5: ACCOUNTABLE,
EFFICIENT AND VISIONARY
GOVERNMENT

MISSION, VISION AND CORE VALUES

In a few words, Durham County's mission, vision and core values distill the organization's purpose and aspirations. All of these elements support the County's commitment to provide excellent services to residents as they strive to have safe, healthy and prosperous lives.

OUR MISSION

Durham County provides high-quality, fiscally responsible services vital to a safe, healthy and vibrant community.

OUR VISION

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

OUR CORE VALUES

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

WE ARE "DEE-CO": ABOUT DURHAM COUNTY GOVERNMENT

Durham County Government (or DCo, pronounced "dee-co") is a dynamic organization, roughly 2,000 people strong. The County spans 27 different departments and almost 100 program service areas that impact and support the lives of residents. From economic development to human services to enrichment and education to public safety and law enforcement, there is little in local public life that Durham County does not touch.

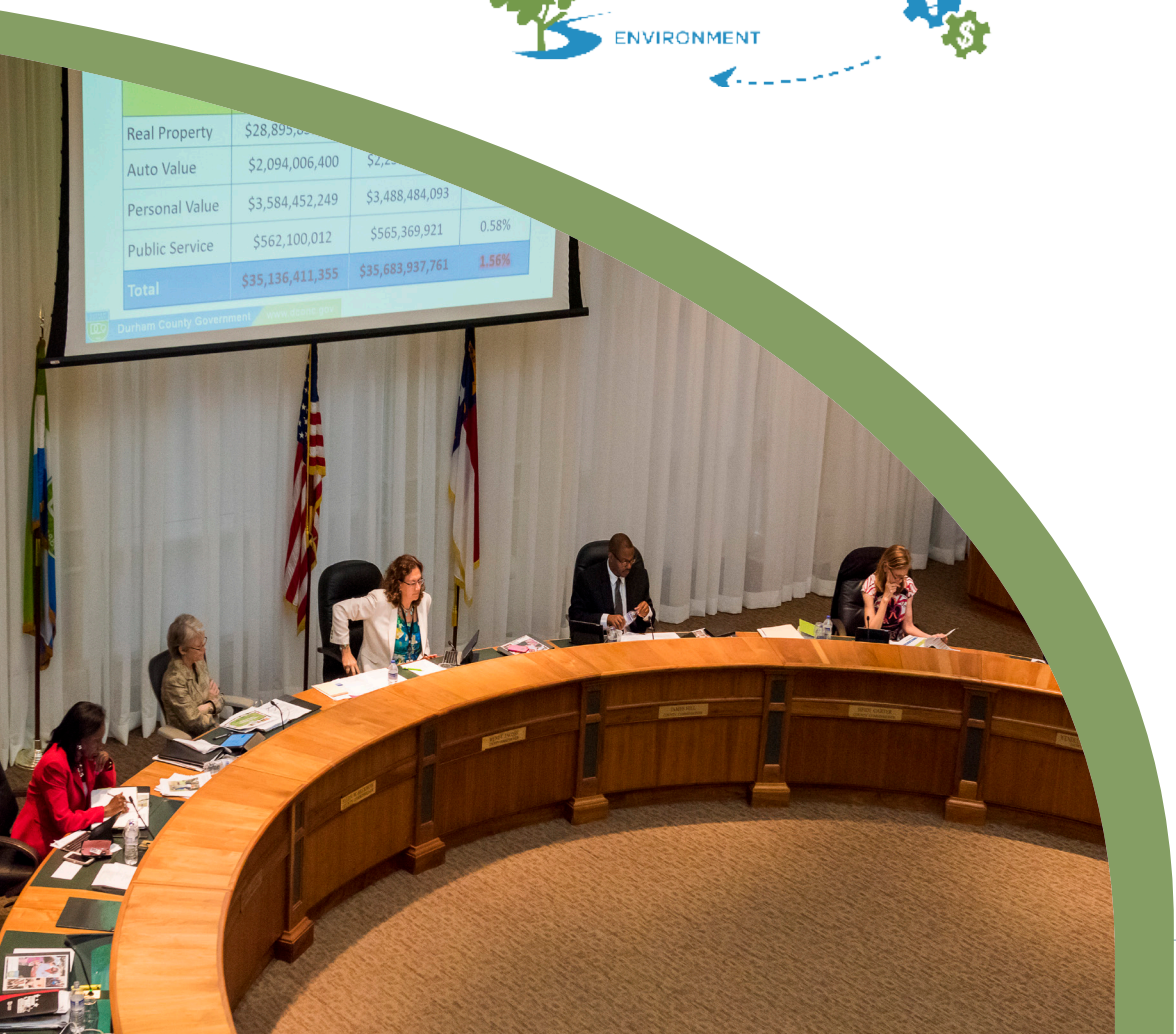
County Departments:

- Board of Commissioners
- Board of Elections
- Budget and Management Services
- City-County Geographic Information Systems
- City-County Inspections
- City-County Planning
- Clerk to the Board
- Cooperative Extension
- County Attorney
- County Manager
- Criminal Justice Resource Center
- Emergency Medical Services
- Engineering and Environmental Services
- Finance
- Fire Marshal and Emergency Management
- General Services
- Human Resources
- Information Services & Technology
- Internal Audit
- Library
- Public Health
- Register of Deeds
- Sheriff's Office
- Social Services
- Soil and Water Conservation District
- Tax Administration
- Veteran Services
- Youth Home

In 2016, Durham County reorganized its management structure to align responsibility and accountability to implement the Strategic Plan and achieve its objectives. Now, five General Managers oversee departmental portfolios that align closely with the five Strategic Plan goals. Structurally, this is an opportunity for Durham County to operationalize the Strategic Plan.

MANAGING FOR RESULTS: DURHAM COUNTY'S CHANGE MANAGEMENT MODEL

When Durham County approved its first Strategic Plan in 2012, the document – while creating a strong framework of goals and objectives – lacked a system of support behind it. In 2014, the County adopted a full change management model called Managing for Results (MFR). MFR is a systems approach to governmental performance, change and accountability that helps the organization plan strategically and operationally, budget for the outcomes it desires, manage service delivery to achieve those outcomes and evaluate continuously in order to learn, tweak and improve. Four elements support MFR with a foundation of exceptional customer service: effective communications and stakeholder engagement, effective partnerships and collaboration, results-focused leadership and governance, and core values and a high-performance culture. Managing for Results and the Strategic Plan are truly linked: Durham County sees MFR as the “engine” under the hood moving the organization forward, and the Strategic Plan is the “road map” crafted by leadership to move the County in the right direction.



Real Property	\$28,895,800			
Auto Value	\$2,094,006,400	\$2,250,000,000		
Personal Value	\$3,584,452,249	\$3,488,484,093		
Public Service	\$562,100,012	\$565,369,921		0.58%
Total	\$35,136,411,355	\$35,683,937,761		1.56%

AT A GLANCE:

550 Employees

Inclusion and outreach were top priorities in this process: County leaders and goal teams reached about 550 employees through targeted efforts to listen and learn more about what is working within the organization, what can be improved and how that can be achieved.

COMMUNITY AND EMPLOYEE ENGAGEMENT

Intentional resident and employee engagement was an overriding value for the 2016-2017 Strategic Plan refresh process. County leadership began the process with a different guiding principle: to take the conversation to the community, rather than having the community come to County government. There was an intentional focus on bringing discussions to population groups that may have been under-engaged in the past. Some examples included millennials, citizens 55 years of age and older, the Hispanic community and residents outside the city limits. Productive meetings were held with 17 groups throughout the community, including El Centro Hispano, Bahama Ruritan Club and Friends of Durham. The County also worked to develop a new model of community engagement aimed specifically at millennials. Nearly 400 members of this age group were engaged via social media, one-on-one encounters and several small and large events. The County also sought public feedback through online community forums. In general, these efforts were well received and have yielded improved relationships with the larger community. Additionally, Durham County worked with the City of Durham to conduct its second annual Resident Satisfaction Survey. This collaborative effort will continue to provide scientifically valid resident opinion data to County leadership, enabling the County to track public opinion year to year.

The County also bolstered employee engagement for this refresh process. For the first Strategic Plan in 2012, a single cross-departmental staff team of about 15 employees served as the primary authors of the document. This time around, County executives led five staff teams – one for each strategic goal – which pulled in more departments and more perspectives. County leaders and goal teams also reached employees through surveys, staff forums and conversations in offices.

All this input – from residents and employees alike – was compiled and shared with strategic planning teams as they shaped and molded the document.

STRATEGIC PLAN IMPLEMENTATION AND CONTINUOUS IMPROVEMENT

This 2017-2021 Strategic Plan is a four-year living document for the organization. Leadership and staff will remain focused on the measurable objectives and strategies that drive each strategic goal. Those measures will be tracked and reported online for any resident, visitor or employee to see through a public-facing dashboard. Additionally, each County department will complete an operational plan that will link to the Strategic Plan. Meanwhile, each budget year, the Strategic Plan will be reviewed and initiatives will be identified to help make impacts in targeted strategies. By tracking performance metrics, studying those measures to improve service delivery and annually revisiting the Strategic Plan, the County will remain focused on continuous improvement, with the end goal of providing the highest possible value to residents.



GOAL 1: COMMUNITY EMPOWERMENT AND ENRICHMENT



Provide access to educational, vocational, economic and cultural opportunities while empowering citizens to choose pathways for their own success.

The Community Empowerment and Enrichment goal focuses on Durham County's efforts to uplift individuals, households and families regardless of their circumstance, composition or aspirations. The County pursues this goal by helping residents find opportunities to achieve success for themselves and their families. This goal relies heavily on collaborative efforts and clear, trusting communication between Durham County, its partners and its residents. One key area of this goal highlights the County's continued investments in and concern for the publicly-funded institutions providing early childhood, K-12 and post-secondary education. Durham County plans significant new investments in high-quality preschool so that all Durham children and youth have a stronger chance to succeed. In addition to pushing greater coordination and emphasis on the birth-to-8 continuum, Durham County continues to prioritize high K-12 funding levels for students receiving a public education. For decades, Durham County has stayed among the top five county governments in local funding per student in K-12 public education. These investments occur with an ultimate goal of achieving successful educational outcomes for all students receiving a publicly funded K-12 education.

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

Durham County supports a growing population of senior citizens and at-risk groups through departments such as Social Services, Veterans Services and the Criminal Justice Resource Center. Such services work with individuals and families to prevent and address the wide range of forces disrupting their lives and to help them quickly get back on their feet after a destabilizing event. Community partnerships with strong local institutions such as Urban Ministries of Durham and the Durham Center for Senior Life further help Durham County serve other vulnerable populations. Other nonprofits bolster efforts to strengthen literacy, promote affordable housing and enhance public transit. Durham County recognizes that a vibrant and diverse cultural environment is critical to making Durham a great place to live. By supporting the arts, appearance and other place-making endeavors, Durham can maintain and build upon the richness that has made it a desired destination for residents and visitors alike.

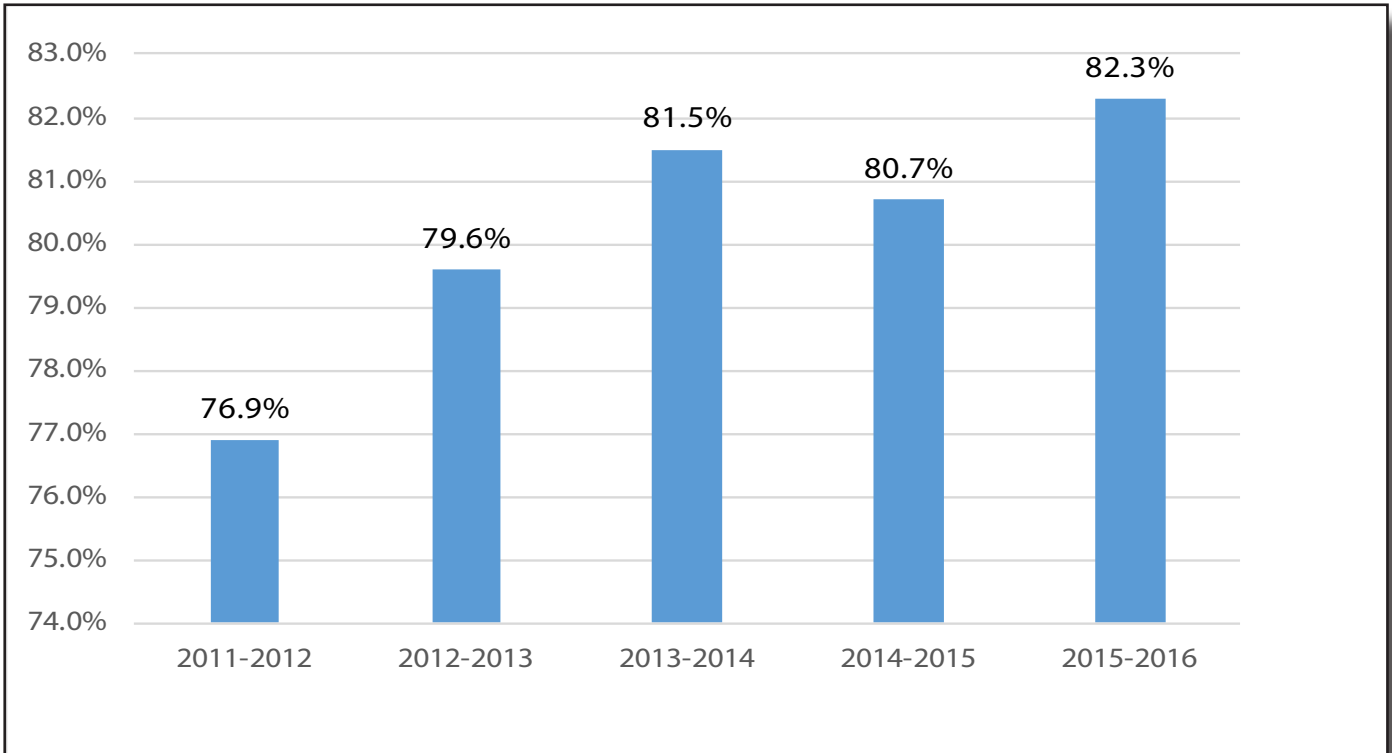
Goal 1 Community Indicators:

- DPS high school / four-year graduation rate
 - Percentage of population living in poverty (also a Goal 2 community indicator)
 - Local unemployment rate
 - Percentage of households spending more than 30 percent of household income on housing
-



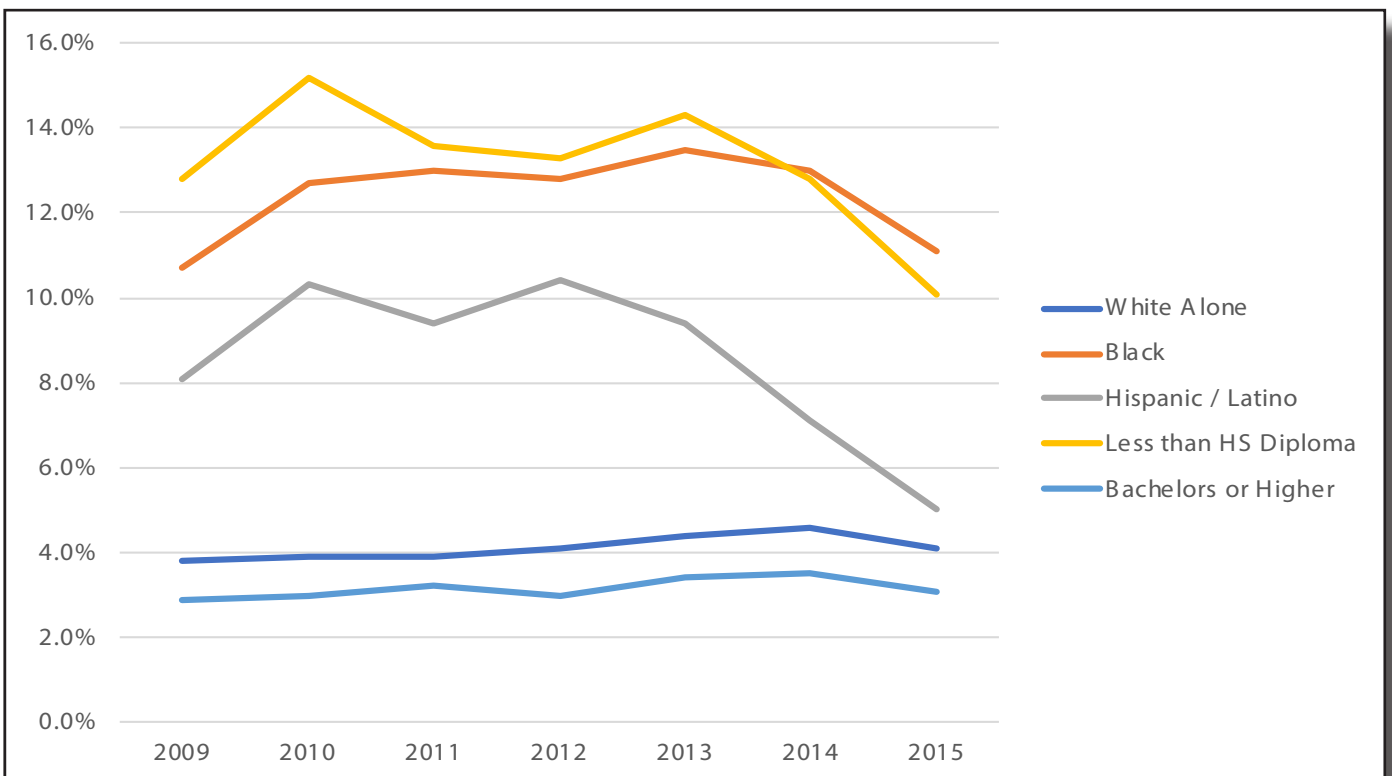
COMMUNITY EMPOWERMENT AND ENRICHMENT

High School Graduation Rate



Source: N.C. Department of Public Instruction

Unemployment Rates for Durham County



Source: N.C. Department of Commerce



COMMUNITY EMPOWERMENT AND ENRICHMENT



Objective 1.1: Education – Provide and support learning and enrichment opportunities that support educational achievement and life success

Durham County has valued and capitalized on the education of its residents from its inception. The County has historically supported its institutions of public education more generously than most of its peers. Education-related bond referenda receive strong support, and local survey results show public education as an area of substantial concern and the area deserving most emphasis over the next two years. The County continues to build on these commitments through a wide range of learning and enrichment strategies.

Measure: Percentage of high school students who are college and career ready

- Strategy 1.1A: Early Childhood Education – Provide support for children from birth–5 with early childhood educational outreach programming and services
 - o Measure: Percentage of low-income birth–5 year-olds in publicly subsidized high-quality child care or pre-K
 - o Measure: Percentage of students showing age-appropriate readiness when entering kindergarten
- Strategy 1.1B: K-12 Education – Support Durham Public Schools (DPS) and the Board of Education to ensure a successful K-12 educational system through local public and charter schools
 - o Measure: Percentage of DPS elementary and middle school students proficient on end-of-grade testing in Reading, Math and Science
 - o Measure: Percentage of DPS 3rd graders scoring proficient on end-of-grade reading test
- Strategy 1.1C: Youth Enrichment – Provide youth and adolescent enrichment programs
 - o Measure: Total youth served by non-DPS enrichment programs (at or supported by the County)
 - o Measure: Total Durham County dollars spent on non-DPS youth enrichment programs (at or supported by the County)



COMMUNITY EMPOWERMENT AND ENRICHMENT

Objective 1.2: Workforce Development – Strengthen the workforce by supporting the provision of effective education, training and workforce supports, particularly for hard-to-employ groups

Durham County, like any progressive community, must consider the strength of its workforce and how its residents are prepared to succeed in a rapidly changing economy. The County supports educational efforts for the very young all the way up to Durham's senior citizens with a wide range of learning opportunities, extending beyond traditional classroom settings to vocational, experiential and service learning. The County works directly and through community partnerships to support diverse workforce development programs, from youth entrepreneurship to green jobs preparation to adult retraining. The County also prioritizes skills training for people who historically have had difficulty finding and keeping living wage jobs. By seeking to identify and break down barriers, including access to transportation and criminal history, the County is focused on ensuring that the community's resurgence is realized equitably.

Measure: Percentage of DSS Work First and Criminal Justice Resource Center work program participants that secure employment upon program completion

Measure: Percentage of Durham Workforce Development Board-supported training program participants who gain employment in that field within six months of completing training

- Strategy 1.2A: Lifelong Learning – Provide and support lifelong learning opportunities for adults
 - o Measure: Total number of individuals completing an associate's degree, diploma and/or certificate at Durham Technical Community College
 - o Measure: Number of individuals that participate in adult education programs run or funded by the County
 - Strategy 1.2B: Jobs and Career Support – Provide support and resources for residents seeking job opportunities
 - o Measure: Number of DSS Work First program participants
 - Strategy 1.2C: Workforce Development Opportunities Within Government – Support in-house training and job opportunities
 - o Measure: Number of internships and other temporary, training-style positions at the County (by type, including those targeted at the hard to employ)
 - o Measure: Percentage of County contracts that are with Minority and Women-Owned Businesses
-



COMMUNITY EMPOWERMENT AND ENRICHMENT



Objective 1.3: Family Success – Support and provide programs, services and systems which improve life skills and increase family success and prosperity

Durham County wants to help everyone find opportunities to achieve their full potential while recognizing that success looks different to every individual and household. The County has placed special emphasis on supporting at-risk populations such as the homeless and those who first need help meeting basic needs like stable housing and food. The County administers direct assistance, outreach and enrichment programs designed to inform and equip residents with tools to achieve family success.

Measure: Annual number of Durham County residents experiencing homelessness

Measure: Median family income in Durham County

- Strategy 1.3A: Resources and Training – Support family success by increasing awareness, access to resources and training
 - o Measure: Total number of individuals/families served by Cooperative Extension resource and training programs
 - o Measure: Total number of individuals/families served by Library resource and training programs
- Strategy 1.3B: Case Management and Benefits – Support household prosperity by providing case management and access to benefits
 - o Measure: Number of residents accessing DSS services and resources for the first time
 - o Measure: Percentage of DSS emergency services clients who utilized services more than once in the previous fiscal year
 - o Measure: Percentage of eligible applicants served through DSS child care subsidy
- Strategy 1.3C: Care and Protection – Protect vulnerable adults and children
 - o Measure: Number of unduplicated overnight users of Urban Ministries of Durham shelter
 - o Measure: Percentage of adults served by Adult Protective Services with no further maltreatment within 12 months
 - o Measure: Percentage of children removed from family placed back with family members that face no further incidents within 12 months
- Strategy 1.3D: Affordable Housing – Facilitate workforce housing efforts along Durham’s light rail corridor
 - o Measure: Number of workforce housing partnerships supported or facilitated by the County
 - o Measure: Percentage of light rail station areas with at least 15 percent of units affordable to households earning below 80 percent of median family income for Durham County



COMMUNITY EMPOWERMENT AND ENRICHMENT

Objective 1.4: Cultural Opportunities – Foster a strong, diverse, artistic and cultural environment

Durham County understands that cultural opportunities not only lead to an increased sense of community and a better understanding of the world, but they also are powerful economic drivers that spur local growth and make the community a more attractive place to live, visit and do business. The Durham Convention and Visitors Bureau estimates that up to 12 percent of Durham's economic activity is connected to cultural enrichment assets like museums and historic sites. Durham County Library is the primary cultural enrichment institution within County government, providing resources such as the North Carolina Collection as well as a wide range of programs for all ages. Durham County also supports cultural opportunities through partnerships with a broad range of community organizations.

Measure: Number of unique Library visitors per year

- Strategy 1.4A: Library Services – Provide for cultural enrichment and diversity through library services, programming and collections
 - o Measure: Number of attendees of Library cultural events
 - o Measure: Total number of participants in Hispanic outreach programs hosted by the Library
- Strategy 1.4B: Cultural Nonprofits – Fund direct provision of diverse arts and culture programming through nonprofits in the community
 - o Measure: Total number of attendees at cultural events held across Durham annually

GOAL 2: HEALTH AND WELL-BEING FOR ALL



Improve the quality of life across the lifespan through protecting the health of community, reducing barriers to access services and ensuring a network of integrated health and human services available to people in need.

The Health and Well-being for All goal takes a comprehensive view of health, in keeping with the World Health Organization's definition of health as a "state of complete physical, mental, and social wellbeing, and not merely the absence of disease or infirmity." Durham County recognizes the significance of health and well-being not only in the resources it allocates and cross-sector collaboration it encourages, but also in a publicly displayed statement on the votive wall of the Durham County Human Services Building: "Durham's vitality is built upon the health of our residents and the capacity of our community to foster and enhance the well-being of every citizen." The County acknowledges that individual behaviors, disease and injury contribute to health and well-being, but also understands that social, political, cultural and historical factors such as education, poverty, housing and inequities must be addressed to improve health. The County and its partners must commit to understanding the root causes of these differences – factors like history, institutional power and discriminatory policies – without penalizing, judging or blaming those who are adversely impacted. Durham County historically provides significant funding for health and human services – comprising 22 percent of the FY16-17 annual budget – through County government programs and nonprofit organizations that support this strategic goal.

Average life expectancy is a key health indicator, and in Durham it can vary considerably depending on race and geographic location. In the most recently reported trend data from 2013 to 2015, total average life expectancy for Durham County residents was 79.8 years, but the racial breakdown showed life expectancy for whites as 82.0 while for African Americans it was 76.7. While Durham County's average life expectancy is 1.6 years higher than the state average, the County's average life expectancy by zip code can differ by as many as 11 years, from 75 years in 27701 to 86 years in 27517. Meanwhile, key metrics at the beginning and toward the end of the lifespan tell important stories about Durham County's health and opportunities to find improvements. For example, infant mortality is generally viewed as a window to the health of a community. In 2015, Durham County's infant mortality rate was nearly three times higher for African Americans than for whites. Durham County also is challenged to care for and be responsive to its growing aging population. From 2010 to 2015, U.S. Census estimates show the percentage of the total population in Durham County that is 65 and older grew from 9.8 percent to 11.5 percent of the population. By 2035, it is estimated that 19 percent of Durham's population will be over 65 years old.

In pursuing this goal, the County will have to consider and plan for many other current and emerging issues of considerable community concern. These issues include the opioid abuse epidemic, toxic stress, adverse childhood experiences and mental health issues. Meanwhile, the County must examine factors that are outside of its control but will nonetheless impact the future of this strategic goal. Those factors include the future of the Affordable Care Act, Medicare and Medicaid reform, other health and health-related laws and policies and the economy. These County departments are actively engaged in the work of health and well-being for all: Public Health, Social Services, Cooperative Extension, the Sheriff's Office and the Criminal Justice Resource Center. Critical community partners include the City of Durham, Duke Health, Lincoln Community Health Center, community health care providers, Alliance Behavioral Healthcare, Durham Public Schools, faith-based organizations, employers and nonprofit organizations such as United Way of the Greater Triangle.

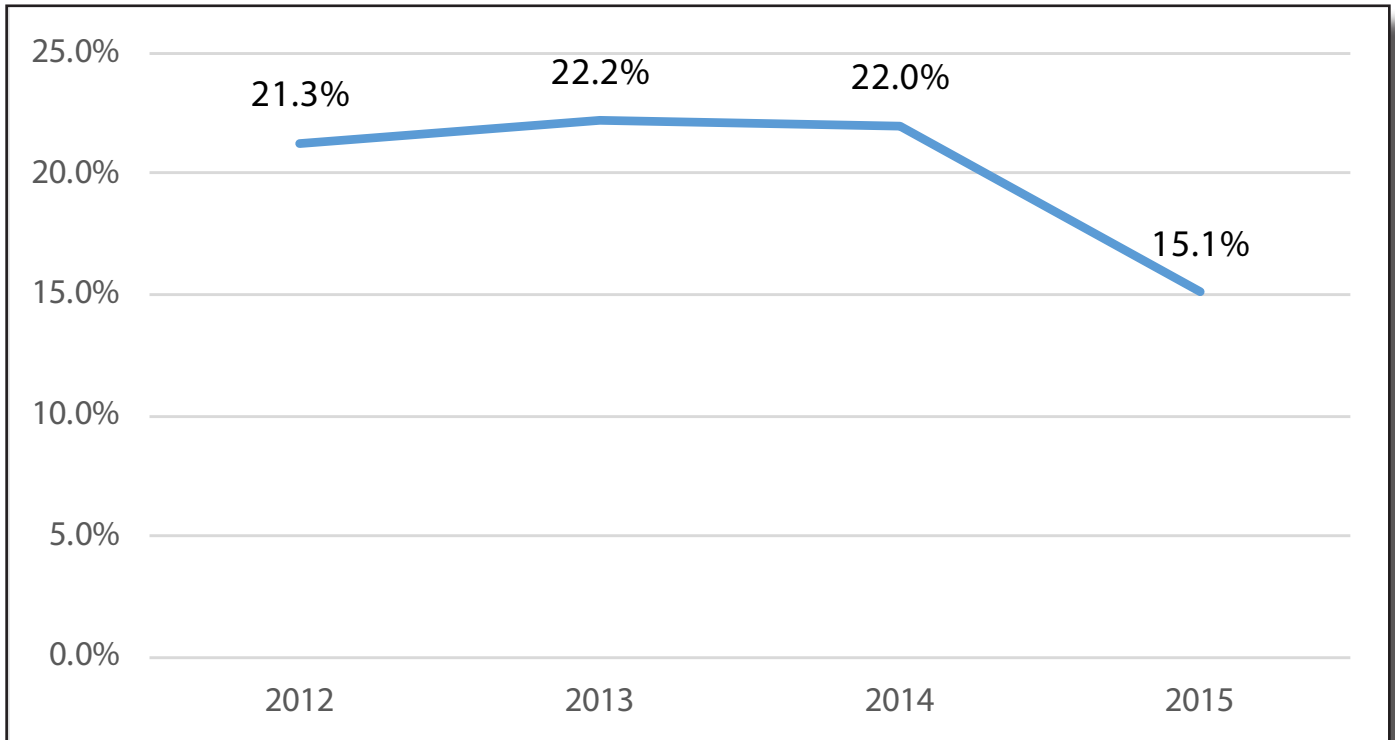
Goal 2 Community Indicators:

- Percentage of population living in poverty (also a Goal 1 community indicator)
 - Percentage of uninsured adults and children
 - Infant mortality rates by race/ethnicity
 - Drug overdose death rate
-



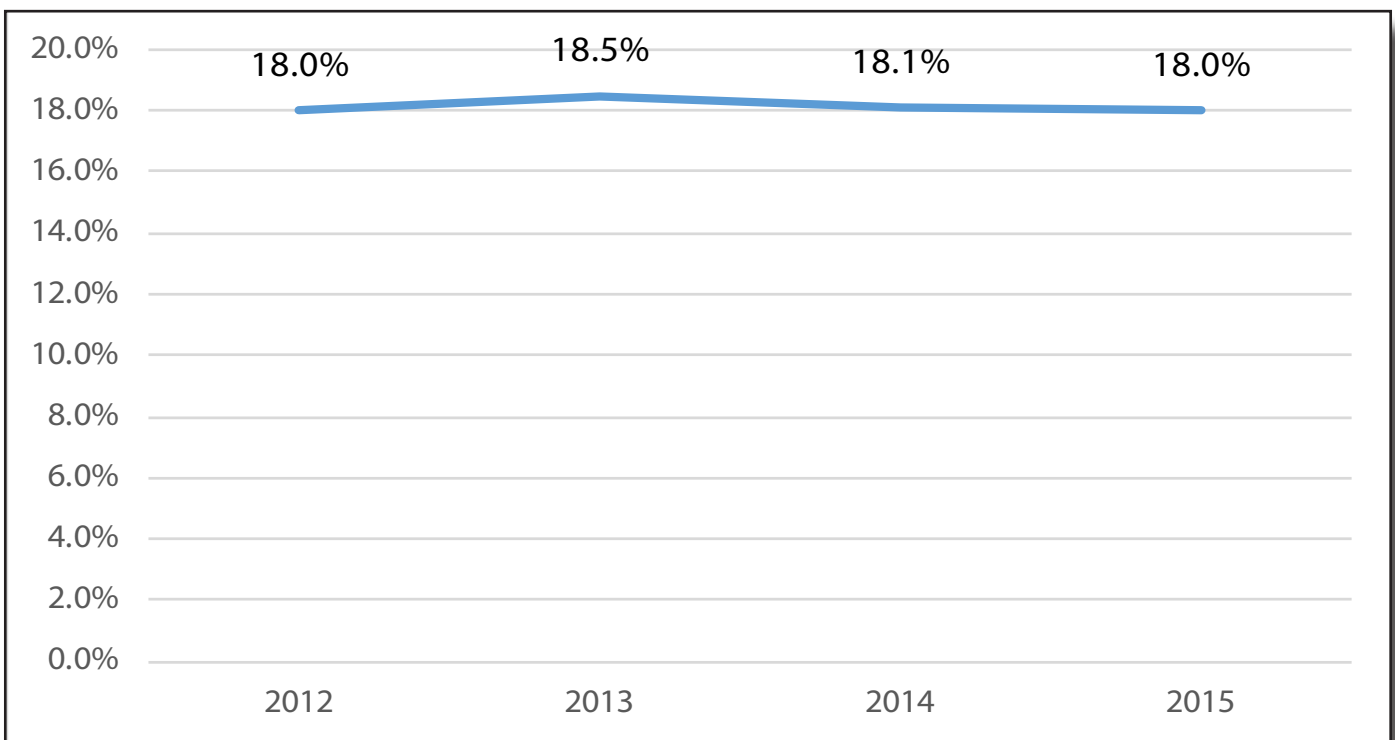
HEALTH AND WELL-BEING FOR ALL

Percentage of Uninsured Adults and Children



Source: U.S. Census

Percentage of Population Living in Poverty



Source: U.S. Census



HEALTH AND WELL-BEING FOR ALL



Objective 2.1: Healthy Lives – Increase the number of healthy years that residents live

Durham County wants to ensure all of its residents reach their maximum lifespan. Social determinants of health like income, education, ethnicity and race all impact health status and number of years lived. The County invests in programs, policies and initiatives aimed at reducing violence, providing health care, managing chronic illness and creating access to a network of services that help people out of crisis and into stable lives. This objective provides health education, addresses the leading causes of poor health and premature death, implements policies and interventions to reduce health disparities, increases access to affordable and quality health services and supports a more seamless system of services for people in crisis or in jail to help them return to healthy lives more quickly. Healthy workforces also are critical, which is why the County invests in a robust employee wellness plan.

Measure: Average number of years lived by race/ethnicity and income

- Strategy 2.1A: Healthy Lives Programming – Initiate, implement and coordinate programs that prevent the leading causes of poor health and premature death, including injuries and violence
 - Measure: Morbidity/mortality rates for the top causes of injury/death (cancer, diseases of the heart, cerebrovascular disease, chronic lower respiratory disease, Alzheimer’s disease and homicide)
 - Strategy 2.1B: Access to Care – Ensure access to affordable, appropriate and quality physical and behavioral health services
 - Measure: Percentage of people with a problem getting the health care needed personally or for someone in their household within the past 12 months
 - Strategy 2.1C: Health Education – Provide education that promotes individual health across the life cycle
 - Measure: Number of individuals reached through evidence-based educational programs
 - Measure: Percentage of women receiving prenatal care in first trimester
 - Strategy 2.1D: Health Disparities – Implement policies and interventions to reduce health disparities
 - Measure: Percentage of adults with diabetes in Durham County
 - Strategy 2.1E: Interfaces with Mental Health, EMS and Criminal Justice – Work toward a more seamless system of services that touch people in crisis or in jail to help them gain stability, recover and return to healthy lives more quickly
 - Measure: Percentage of detainees released from jail that keep their first scheduled mental health appointment
 - Strategy 2.1F: Employee Health – Promote employee wellness and health
 - Measure: Percentage of employees who reduce or maintain their number of health risk factors from the previous year
-



HEALTH AND WELL-BEING FOR ALL

Objective 2.2: Healthy Community – Increase the quality of life in Durham County

Durham County should be a place in which all communities enable residents from birth to seniors to have a good quality of life with access to healthy food, clean water and environments that encourage physical activity. Fifty percent of an individual's health can be attributed to social and economic factors and physical environment. Therefore, neighborhoods with features such as public transportation, bike lanes and sidewalks, affordable housing and grocery stores with fresh produce within a mile radius all make it easier for residents of all ages to lead healthier lives. This objective promotes healthy choices being easy choices by ensuring the safety of food and water for County residents and making policy, system and built environment changes such as eliminating food deserts. Age-friendly communities allow older residents to maintain active lives and age in place.

Measure: AARP Livability Index rating

- Strategy 2.2A: Environmental Health – Ensure the safety of food and water
 - Measure: Number of food and lodging reinspections performed annually
- Strategy 2.2B: Healthy Choices – Impact social determinants of health by making healthy choices easy choices through policy, system and built environment changes such as safe, affordable housing, safe places to exercise and the elimination of food deserts
 - Measure: Robert Wood Johnson Foundation food environment index
- Strategy 2.2C: Age-Friendly Communities – Ensure an age-friendly community so everyone from birth to seniors can live well in Durham
 - Measure: Health score in AARP Livability Index rating



HEALTH AND WELL-BEING FOR ALL



Objective 2.3: Healthy Children and Youth – Support the optimal growth and development of children and youth

Durham County recognizes that children thrive when they have access to health care, high-quality education programs and a supportive family environment. When children have safe, stable homes free from abuse and neglect, they are able to focus on learning. Healthy children are not just developed at home but also at school. Enhancing school wellness programs that promote healthy behaviors and ensure the availability of school nurses help lay the groundwork for a successful future. Research shows that healthy children perform better in school. This objective focuses on prevention and intervention programs for children most at risk for poor health outcomes by providing behavioral health and human services. Collaborating across sectors and building partnerships help leverage resources and reach larger segments of the population.

Measure: Number of children living below the federal poverty level

- Strategy 2.3A: Prevention and Intervention – Support prevention and early intervention programs for children and youth most at risk by providing or contracting for behavioral health and human services
 - Measure: Percentage of age appropriately vaccinated 2-year-olds
 - Measure: Percentage of children screened for adverse childhood experiences
- Strategy 2.3B: Education Partnerships – Build partnerships with local education systems to enhance their health and wellness programs
 - Measure: Number of established memoranda of understanding with education partners





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.

The Safe Community goal seeks to ensure that essential criminal justice and public safety services are provided to residents in a collaborative and coordinated approach. Operationally, Durham County fulfills these safety and security services through law enforcement, emergency medical services, fire prevention and suppression, detention services, criminal justice services, emergency management services and child and adult protective services. This refreshed plan emphasizes the role a fair and accessible criminal justice system plays in creating a safe community.

Durham is a caring and compassionate community that seeks to provide a safe environment while also improving life outcomes for those who have been involved in the criminal justice system. Well-trained first responder professionals are vital to the County's success, and collaborative and supportive relationships with the City of Durham, other governmental agencies, nonprofits, faith communities, education and health care partners also play a critical role. The County's services and programs in this goal area range from planning and responding to emergency events to supporting individuals involved in the criminal justice system. This holistic, forward-thinking approach sets Durham apart from many other communities in North Carolina.

As Durham plans for the future, several key trends need to be highlighted and addressed in order to ensure a safe community. For example, the County must continue to maintain service levels even as population continues to grow at a rate of 1.6 percent annually, according to the City-County Planning Department. The County also has had to combat the opioid epidemic, recording 337 calls between July 2015 and December 2016 in which EMS responders had to administer the antidote Narcan, according to EMS data. In 2014 alone, the County responded to 15 cases that involved opiate-related deaths. Meanwhile, the County continues to work steadfastly to reduce the average daily jail population, seeing that figure drop 17 percent between 2011 and 2016, according to the Durham County Sheriff's Office.

Goal 3 Community Indicators:

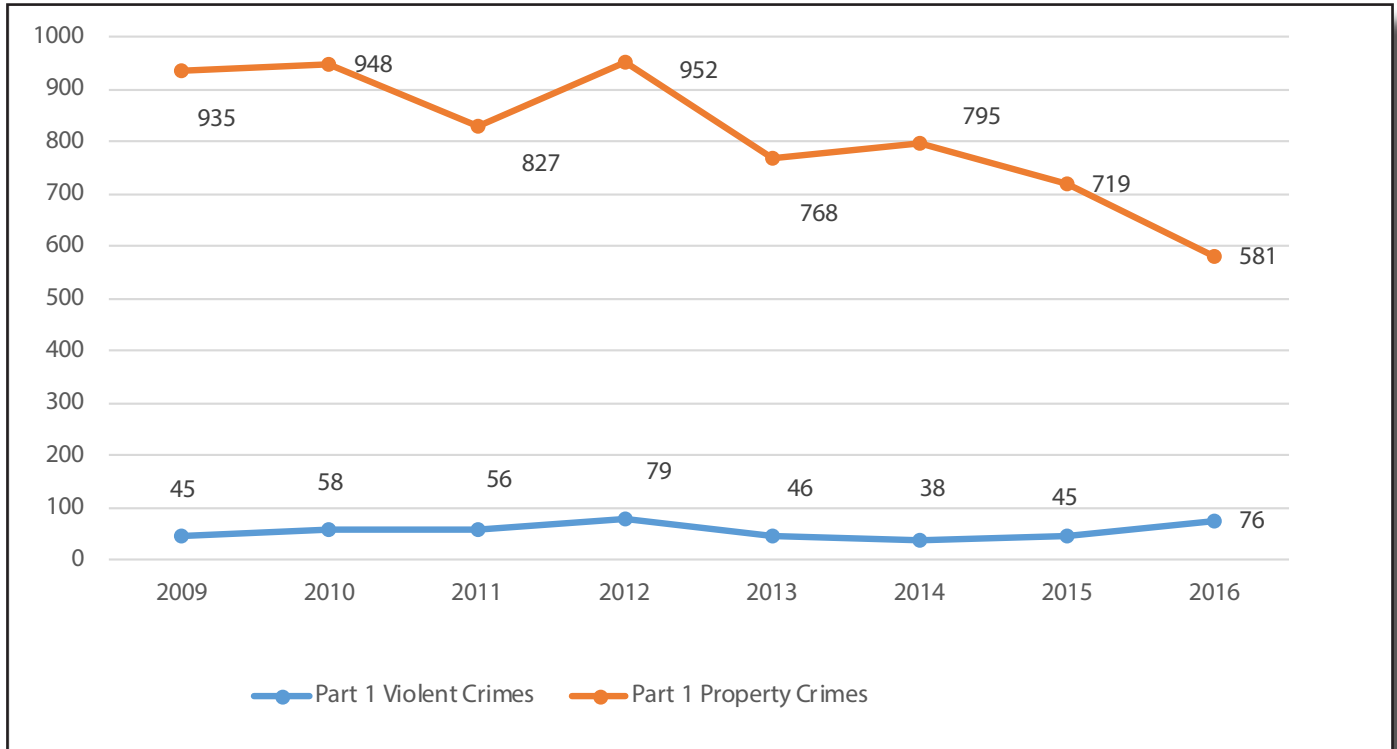
- Part 1 Crime rate for unincorporated Durham County (violent and property crime)
- Percentage of residents that reported that they feel very safe or safe (day/night in neighborhood), according to the Resident Satisfaction Survey
- Number of residents involved in the criminal justice system
- ISO Insurance Ratings for each fire department





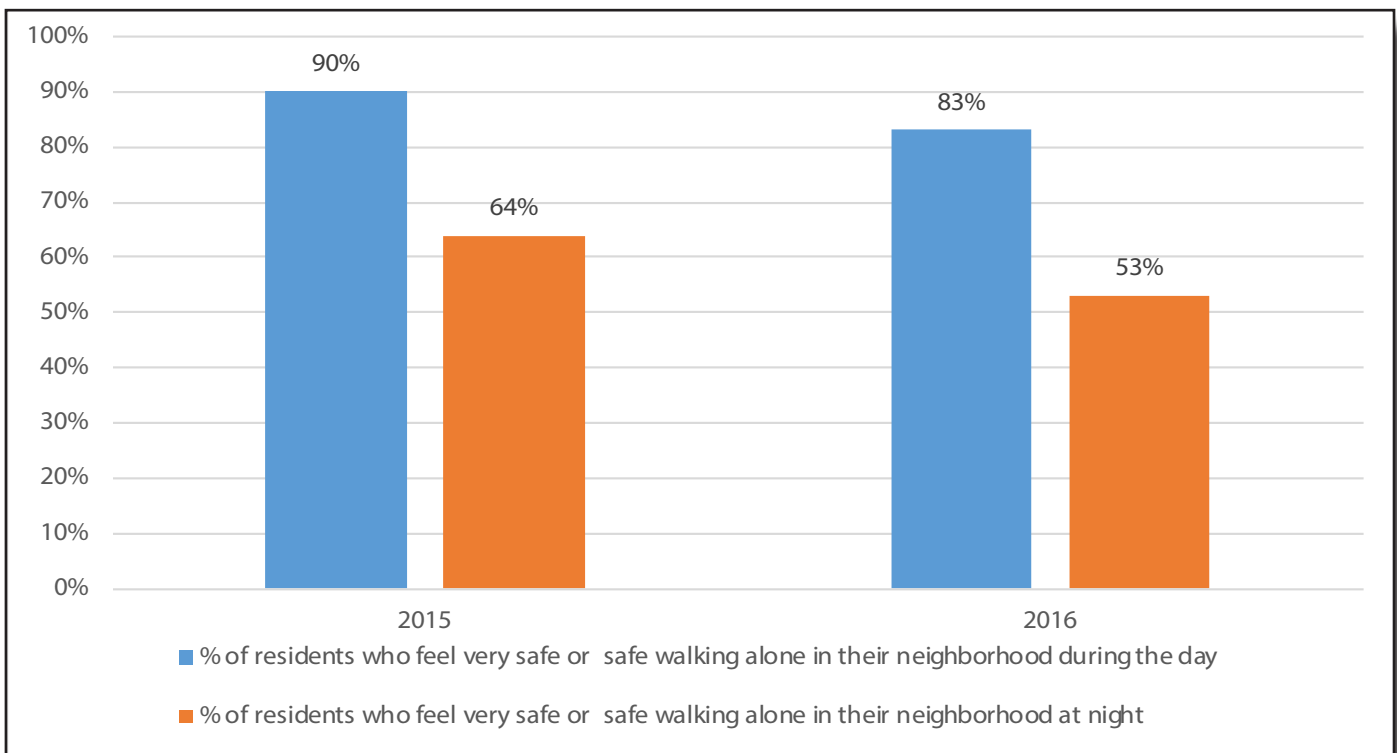
SAFE COMMUNITY

Unincorporated Durham County Part 1 Crimes



Source: Durham County Sheriff's Office

Resident Perception of Safety in Their Neighborhood



Source: City-County Resident Satisfaction Survey



SAFE COMMUNITY



Objective 3.1: Emergency Response Services – Increase safety and security throughout the community by responding to emergency crisis situations

Durham County's core public safety services – the Sheriff's Office, EMS, Social Services and Fire & Rescue – respond to emergency crisis situations. Durham currently has some of the higher violent crime and property crime rates in the state. Despite those figures, in a recent Resident Satisfaction Survey 83 percent of residents reported feeling safe or very safe in their neighborhood during the day. This objective focuses on coordinating services, ensuring necessary infrastructure to provide timely responses and building strong relationships with the Durham community.

Measure: Percentage of residents who feel safe or very safe in Durham overall, according to the Resident Satisfaction Survey

- Strategy 3.1A: Timely Service – Provide timely emergency response services in collaboration with public safety partners
 - Measure: Percentage of emergency responses meeting the established response time standards
- Strategy 3.1B: Infrastructure – Develop and implement a more rigorous and concentrated strategy for providing and maintaining essential public safety infrastructure
 - Measure: Percentage of projects delivered on time and within budget
- Strategy 3.1C: Agency Collaboration – Strengthen collaborative planning and preparation with public safety stakeholders to promote coordinated and efficient emergency services
 - Measure: Percentage of Durham County public safety personnel who have completed National Incident Management System (NIMS) training
- Strategy 3.1D: Community Relationships – Build stronger relationships with the Durham community
 - Measure: Percentage of residents who are satisfied or very satisfied with EMS services, Sheriff protection, Animal Control and Fire protection, according to the Resident Satisfaction Survey



SAFE COMMUNITY

Objective 3.2: Criminal Justice Services – Improve life outcomes for people involved in the criminal justice system

Durham County's criminal justice services provide pretrial and reentry services and support local court services to improve life outcomes for people currently involved in the criminal justice system. As many peer counties struggle with increasing jail populations, innovations and strategic investments such as the youth misdemeanor diversion and pretrial services programs have resulted in Durham County's average daily jail population (per 100,000 residents) decreasing 17 percent between 2011 and 2016, according to the Durham County Sheriff's Office.

Measure: Percentage of Criminal Justice Resource Center participants with successful program completion

- Strategy 3.2A: Court Services Partners – Enhance Durham's ability to work with court services partners in order to provide fair and equitable criminal justice services
 - o Measure: Average daily jail population by year
 - o Measure: Average daily jail population per 100,000 residents
- Strategy 3.2B: Diversion and Reentry – Increase Durham's ability to provide effective diversion and reentry services
 - o Measure: Number of persons served by diversion and reentry services annually
 - o Measure: Percentage of Reentry Substance Use Disorder Services graduates not rearrested within 12 months of program completion



SAFE COMMUNITY



Objective 3.3: Prevention Services – Reduce the number of people entering and involved with the criminal justice system

Durham County, in an effort to reduce crime and improve community outcomes, works with key partners to make strategic investments in programs like youth misdemeanor diversion and Bull City United, an anti-violence initiative, in order to help prevent individuals from entering the criminal justice system. Additionally, Durham County continues to work with stakeholders to ensure appropriate trainings and interventions are used to prevent those who are involved in the criminal justice system from getting further involved with the system.

Measure: Number of justice-involved youth (ages 11-24) per 100,000 population served by Durham County-funded services

- Strategy 3.3A: Coordinated Intervention – Increase Durham County’s capacity to offer effective and coordinated intervention services
 - Measure: Percentage of youth who do not have a new adjudication in the 12 months following program completion
 - Measure: Number of persons (ages 11-24) booked at Youth Home and Durham County Detention Facility
 - Measure: Percentage of Part 1 Violent Crimes where either the suspect or victim was a validated gang member and where a firearm was used
- Strategy 3.3B: Coordinated Prevention – Increase Durham County’s capacity to offer effective and coordinated prevention services
 - Measure: Percentage of child protective services clients with no further maltreatment within 12 months
 - Measure: Percentage of adult protective services clients with no further maltreatment within 12 months



SAFE COMMUNITY

Objective 3.4: Emergency Management Services – Enhance Durham’s ability to decrease harmful impacts of emergency events on people and property

Durham County emergency management services is a shared function with the City of Durham to prevent, protect from, respond to, recover from and mitigate emergency events and their impact on people and property. Investment in this area has increased by 46 percent between FY15-16 and FY16-17. Meanwhile, the County reorganized the department to provide more effective and efficient emergency management services, thus providing better coordinated planning and training with stakeholders.

Measure: Percentage of emergency management accreditation requirements completed

- Strategy 3.4A: Emergency Prevention, Mitigation and Recovery – Improve Durham’s ability to prevent, mitigate and recover from emergency events in collaboration with community partners
 - o Measure: Dollar value of property damage from emergency events
- Strategy 3.4B: Emergency Communication – Increase Durham’s ability to communicate timely emergency information to the community
 - o Measure: Percentage of households that are signed up to receive emergency Alert Durham notifications



SAFE COMMUNITY



Objective 3.5: Community Services – Increase residents’ ability to help themselves and others be safe and secure

Durham County encourages all stakeholders to work together collectively and to communicate together openly. A safe community requires participation and engagement by all Durham residents in partnership with public safety agencies. Key focus areas include increased positive engagement between public safety agencies and residents and greater community safety education, including fire prevention efforts.

Measure: Percentage of cardiac arrest calls where bystander CPR is performed prior to first responder arrival

Measure: Percentage of Community Emergency Response Team (CERT) members meeting training growth target

- Strategy 3.5A: Public Safety Awareness – Improve and increase community and employee awareness of existing public safety services
 - Measure: Number of unique visitors to Durham County Public Safety agency websites
- Strategy 3.5B: Public Safety Engagement – Expand public safety community engagement
 - Measure: Number of community events attended
 - Measure: Number of Durham County fire inspections performed annually
- Strategy 3.5C: Community Response – Increase the community’s capacity to respond to individual crisis events through public education
 - Measure: Number of Community Emergency Response Teams
 - Measure: Number of Community Emergency Response Team members trained in CPR



GOAL 4: ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY



Protect natural resources and support and promote community and economic vitality for all residents of Durham County.

The Environmental Stewardship and Community Prosperity goal is dedicated to fostering a high quality of life for the community through a clean environment and diversified economic opportunities. The County provides progressive utility, stormwater, open space and sustainability programs to protect and enhance its natural resources. Additionally, the County offers a range of environmental education programs to increase community awareness, knowledge and participation in efforts to maintain, protect and improve natural resources and open space. Economically, Durham County continues to be home to a strong talent pool of knowledge-based workers, as evident by 45.8 percent of the County's population holding a bachelor's degree or higher in 2015. According to U.S. News & World Report, Durham and neighboring communities are recognized as one of the best places to live in the United States. Additionally, Durham is home to the Research Triangle Park, one of the most prominent high-tech research areas in the country, and a thriving startup culture, as evidenced by the American Underground, which CNBC dubbed the "Startup Capital of the South." These accolades and qualities will help the County in its efforts to increase the percentage of residents who rate the community as a good or excellent place to live.

Key strengths in this goal area include the County's efforts to promote smart growth by providing high-quality public infrastructure, such as utility systems, Soil & Water Conservation, energy conservation and Open Space programs. Another notable example of the County's commitment to smart growth principles is evidenced in the recent advancement of the Durham-Orange Light Rail project. The County also continues to demonstrate its commitment to a high-quality built environment by creating strong policy standards such as Greenhouse Gas Emissions reduction targets and a High Performance Buildings policy with LEED certification requirements. With projected population growth of more than 30 percent from 2010 to 2020 in the Triangle region, according to the North Carolina Office of State Budget and Management, Durham County will need to continue participating in regional planning efforts for transportation and other regional growth coordination initiatives in order to maintain a high quality of life for both existing and new residents. The County also will continue its practice of engaging in key relationships with strategic partners to advance this goal area.

Durham County is cognizant of several key external factors and trends that may impact efforts to address the goal of environmental stewardship and community prosperity. These factors include the slowing growth of Durham's local revenue base combined with significant external uncertainties such as the legislative/regulatory landscape at the federal and state levels. Additionally, significant population growth in the County and region continue to place increasing demands on the County's services portfolio. Other key factors that will impact the County include workforce/educational preparedness, challenges related to public education system outcomes and climate change implications.

Goal 4 Community Indicators:

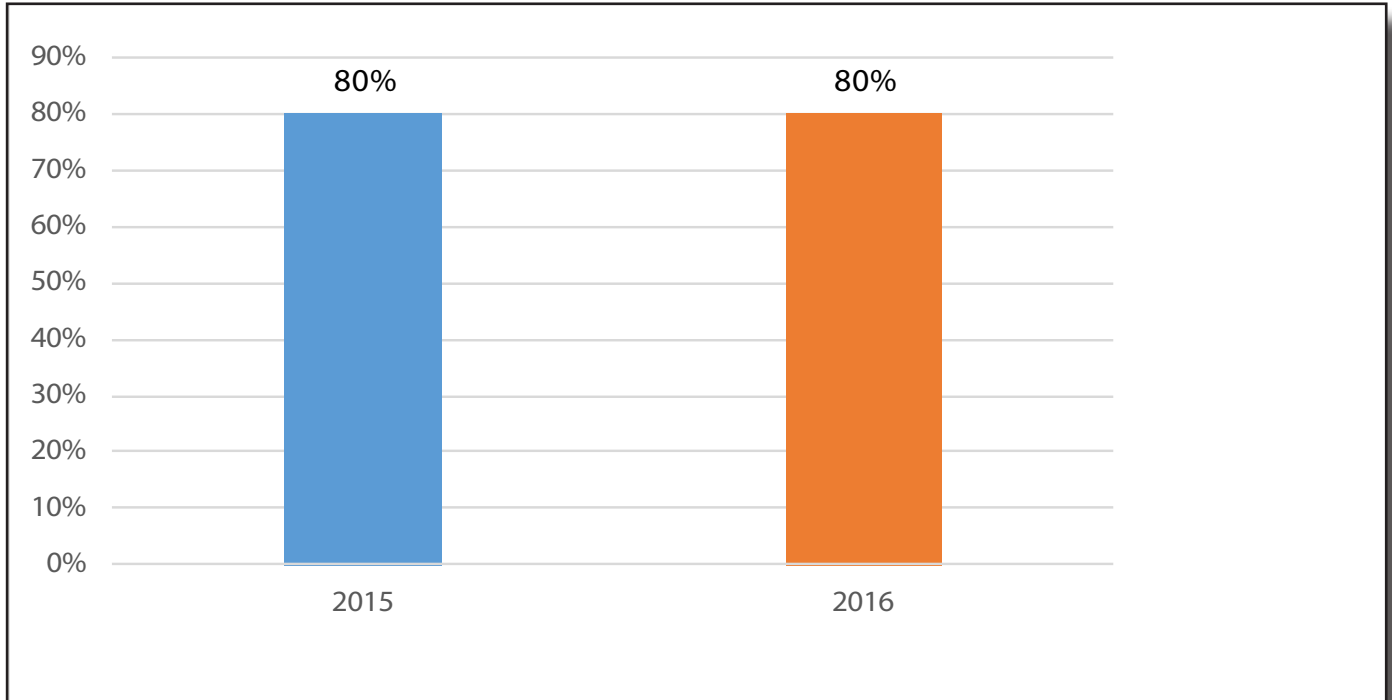
- Percentage of residents who rated the community as good or excellent as a place to live, according to the Resident Satisfaction Survey
- Employment growth





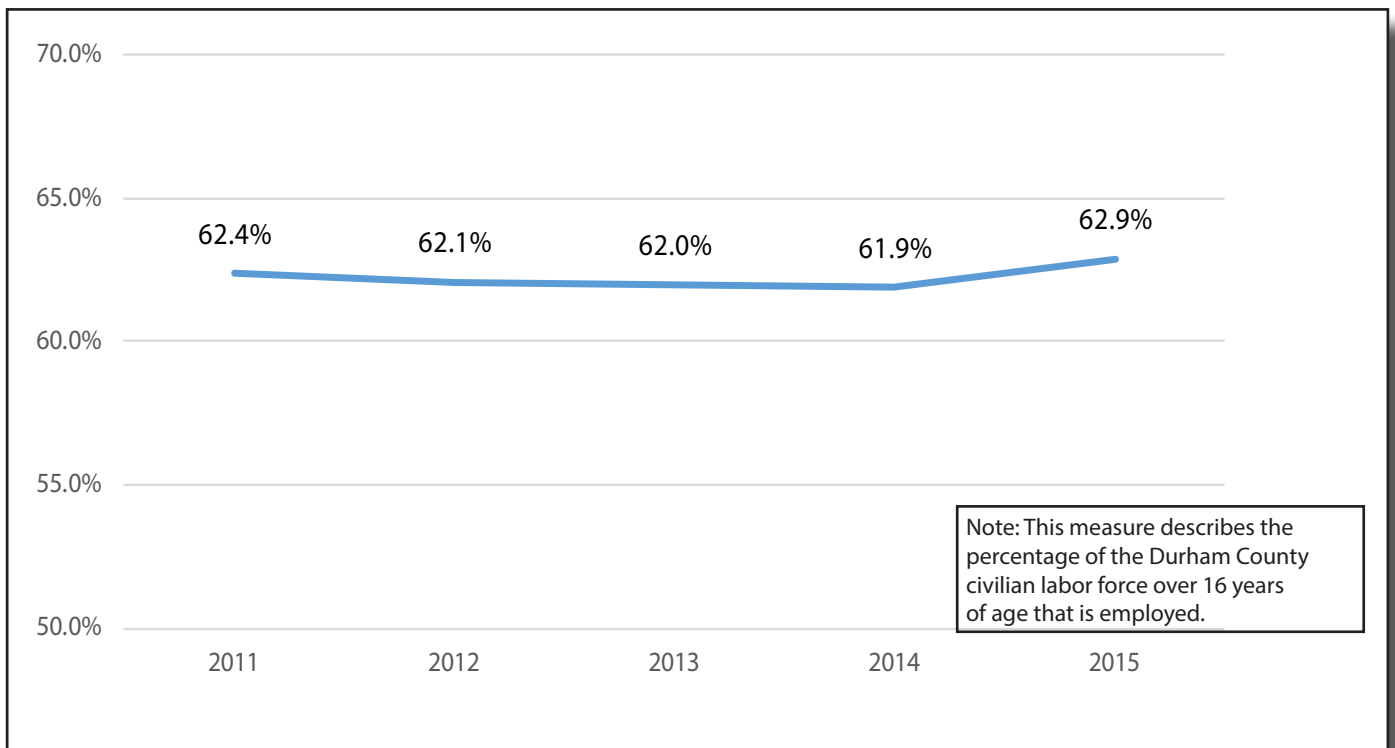
ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY

Percentage of Residents Who Rated the Community as a Good or Excellent Place to Live



Source: City-County Resident Satisfaction Survey

Employment Growth



Source: U.S. Census



ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY



Objective 4.1: Natural Resource Stewardship and Protection – Protect and steward natural resources through comprehensive compliance and educational programs

Durham County is dedicated to setting and meeting strict environmental standards for natural resources like water, air, land and open space. The County protects water resources by providing high-quality water/sewer/reclaimed water utilities, watershed protection, floodplain administration, soil and water conservation programs and enforcement of local erosion and stormwater ordinances. While the County does not have a large impact on the region's overall air quality, it does model environmental stewardship by setting strong internal policy standards through Greenhouse Gas Emissions reduction targets and a High Performance Buildings policy with LEED certification requirements. Lastly, this objective aims to protect and preserve Durham County's open spaces and rural character by implementing County Open Space Corridor Plans to protect identified lands, natural resources and waterways.

Measure: Percentage of County environmental indicators showing positive response

- Strategy 4.1A: Water Quality – Maintain, protect and improve water quality
 - o Measure: Net number of Durham streams removed from EPA Impaired Waters 303(d) list
- Strategy 4.1B: Air and Land Quality – Maintain, protect and improve natural resources such as air and recreational lands
 - o Measure: Number of Air Quality Action Days
- Strategy 4.1C: Open Space Preservation – Protect open space and preserve rural character
 - o Measure: Number of total acres of open space and farmland that have been protected/influenced by Durham County



ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY

Objective 4.2: Community Prosperity – Promote and support the community and economic vitality for all residents of Durham County

Durham County, as part of its efforts to support community vitality, promotes local economic development by actively recruiting and incentivizing employers to locate and remain in the community. This promotes job creation, creates key community investments and increases economic activity within the County. With expected population growth continuing in the Triangle, the County will continue to participate in regional planning partnerships to encourage smart growth. The County also continues to support the community's long-standing history of agricultural economic development by providing programmatic assistance to Durham County farmers.

Measure: Annual percentage increase in overall tax base

Measure: Net job growth

- Strategy 4.2A: Economic Development Support – Actively recruit and incentivize employers consistent with the Durham County economic development plan
 - Measure: Total number of announced and retained jobs tied to Durham County incentives
- Strategy 4.2B: Support agricultural economic development in Durham
 - Measure: Total acres enrolled in the Durham farmland Voluntary Agricultural District (VAD) program
- Strategy 4.2C: Regional Planning – Participate in smart growth practices and support regional planning partnerships to promote high quality of life for all
 - Measure: Percentage of residents who are satisfied or very satisfied with the quality of life in Durham, according to the Resident Satisfaction Survey



ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY



Objective 4.3: Development and Community Services – Provide responsive and efficient services to promote community prosperity, smart growth and quality development for all residents of Durham County

Durham County provides responsive and efficient development and community services through the joint City-County Planning and Inspections departments, the County's Register of Deeds department, the County's Engineering and Environmental Services department and the City-County Geographic Information Systems (GIS) department. The joint City-County Planning and Inspections departments provide efficient and customer-service friendly development review processes. The joint City-County Development Services Center provides a centralized point of contact for residents seeking development-related information and support. The Durham County Register of Deeds maintains all vital records and provides expedient documentation for the community. The Durham County Engineering and Environmental Services department provides high-quality public infrastructure through the provision of advanced water/sewer/reclaimed water utilities, management of capital improvement projects, real estate services, Sustainability programs and Open Space preservation, while the City-County GIS department provides technical support via provision of data analysis and visualization services.

Measure: Percentage of residents satisfied or very satisfied with the overall management of development and growth of Durham, according to the Resident Satisfaction Survey

- Strategy 4.3A: Development Review – Provide an efficient and customer-friendly development review process
 - Measure: Percentage of development review applications successfully completed within scheduled period
- Strategy 4.3B: Vital Records – Maintain vital records to provide accurate and expedient documentation for Durham County community
 - Measure: Total number of vital records transactions
- Strategy 4.3C: Public Infrastructure – Provide high-quality public infrastructure to facilitate and support provision of outstanding County services
 - Measure: Percentage of Capital Improvement Plan (CIP) projects delivered within budget

GOAL 5: ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT



An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

The Accountable, Efficient and Visionary Government goal is about maximizing the County's performance, transparency and fiscal stewardship. For more than 20 years, Durham County has developed and refined the financial goals necessary to be awarded a Triple A bond rating, a designation attained by only 69 counties in the United States and only six of North Carolina's 100 counties. Such long-term recognition shows an ongoing commitment by Durham County to be an accountable and efficient government. Yet, the realities of managing increased expenditure pressures, declines in certain revenue streams, potential legislative actions that decrease revenues available to local governments and other incremental policy changes continue to increase stress on Durham County's financial course. These factors prompt the need for visionary government.

More than 70 percent of Durham County's budget relies on property and sales taxes. For decades, Durham County's natural property tax base has grown annually, yet in recent years, the growth has been at a slower pace. For example, in FY07-08, the natural property tax base growth rate was 5 percent, but the projected FY17-18 growth is estimated at only 1.56 percent. Sales taxes have suffered similar declines due to legislative changes in how tax dollars are distributed to counties, increased online sales and impacts from overall state and regional economic factors. For the last 13 fiscal years, overall sales tax growth totaled 4 percent. For FY17-18, sales tax revenues grew 2.53 percent. Slower economic growth patterns are the new fiscal norm facing not only Durham County, but many communities across the nation. Although the County faces slower growth in key revenues, the population continues to grow at the rate of 1.6 percent annually, according to the City-County Planning Department. This trend is projected to continue for the foreseeable future, making it imperative to take a strategic approach to managing both finances and services and also making it more challenging to maintain the Triple A bond rating. Meanwhile, 60 percent of residents are satisfied with County services, according to 2016 survey data. This rating is significantly higher than the national benchmark of 45 percent. Although this rating is high, Durham County aspires to continually improve and attain even higher levels of satisfaction.

The North Carolina Office of State Budget and Management projects overall growth in the Research Triangle area to exceed 30 percent between 2010 and 2020. Such pressures are forcing Durham County to evaluate operational approaches to providing internal and external services on an ongoing basis so that the goal of a continually accountable, efficient and visionary government is an expectation as much as an aspiration. Durham County's long-term viability rests on the strategic and measured resource allocations made to support the community. Amid constrained budgets, an influx of new residents and demands for increased services and accountability, Durham County must make every effort to bolster responsiveness, engagement and communication with external and internal customers. Durham County will focus efforts to attract, recruit and retain a talented and diverse workforce and continue to promote and enhance sound fiscal, operational and technology systems. In addition, Durham County will foster an organizational culture that promotes continuous innovation, operational effectiveness, process improvement and accountability – key principles anchoring the County's Managing for Results change management model, in which data and performance indicators provide organizational accountability and efficiency guidance to support a clear vision for current and future resource allocation.

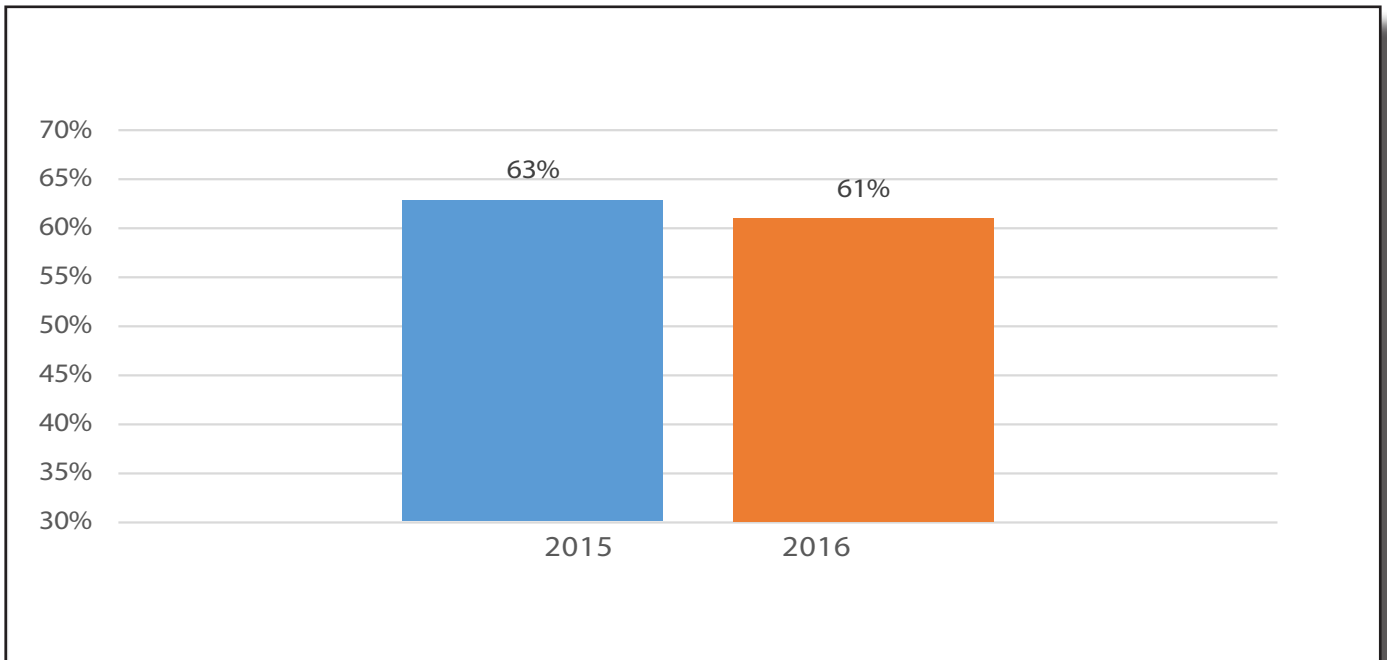
Goal 5 Community Indicators:

- Percentage of residents who were very satisfied or satisfied with the overall quality of services provided by the County, according to the Resident Satisfaction Survey
- Percentage of residents who rated the value received for local taxes and fees as good or excellent, according to the Resident Satisfaction Survey
- Maintain Durham County Triple A bond rating



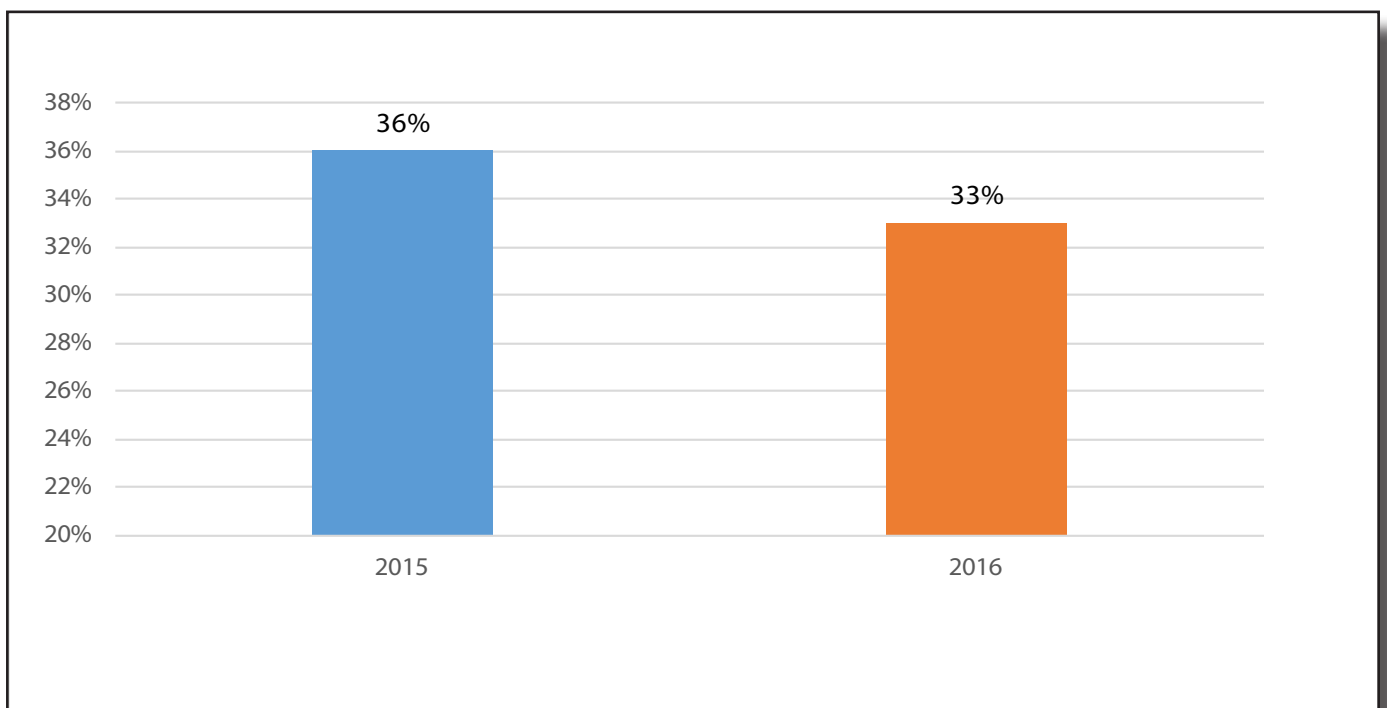
ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT

Percentage of Residents Who Were Very Satisfied or Satisfied with the Overall Quality of Services Provided by the County



Source: City-County Resident Satisfaction Survey

Percentage of Residents Who Rated the Value Received for Local Taxes and Fees as Good or Excellent



Source: City-County Resident Satisfaction Survey



ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT



Objective 5.1: Customer Engagement and Responsiveness – Bolster engagement and responsiveness to both internal and external customers

Durham County knows excellent customer engagement is paramount to effective service delivery. Supporting more than 300,000 residents and almost 2,000 employees, Durham County commits to creating a culture that fosters a responsive, courteous and helpful environment for external and internal customers. County government employees provide critical work across a spectrum of important services. Whether responding to more than 42,000 annual 911 requests for EMS service, assisting more than 200,000 registered voters during an election period or serving more than 113,000 residents each month with vital Public Health and Social Services, exceptional customer service is critical. With a customer-centered focus, Durham County strives to meet three standards: respond to the customer in a prompt manner with an understanding of the customer's needs, offer opportunities for community participation through various avenues and provide customers with diverse and engaged boards and commissions.

Measure: Percentage of residents who rated the courtesy of County government employees as good or excellent, according to the Resident Satisfaction Survey

- Strategy 5.1A: Customer Service – Provide prompt response to internal and external customers
 - o Measure: Percentage of residents who contacted the County and who were satisfied or very satisfied with how easy the County government was to contact, according to the Resident Satisfaction Survey
 - o Measure: Percentage of County-related Durham One requests using mobile app completed within 72 hours
 - o Measure: Percentage of employees who say Durham County seeks feedback/input from customers
 - Strategy 5.1B: Community Participation – Increase the percentage of community participation and awareness in County government-related activities
 - o Measure: Percentage of direct service departments that participate in face-to-face community engagement
 - o Measure: Percentage of direct service departments that participate in web-based community engagement
 - o Measure: Percentage of voting precincts represented on County-appointed boards and commissions
-



ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT

Objective 5.2: Talented Workforce – Attract, recruit and retain talented workforce

Durham County's most vital asset is its employees. Attracting and retaining a talented workforce is critical to serving the public at the highest level. High performing organizations value professional development, compensation competitiveness and progressive and robust training at all levels of the organization. Such investments help ensure organizational stability despite attrition, retirements or other unforeseen events. More than 17 percent of Durham County's active employee base is eligible to retire between 2017 and 2022. Due to many employees nearing retirement, workforce planning must consider future skills gaps that emerge from lost leadership as well as the needed infrastructure to attract and retain future talent. Continuous evaluation must occur to ensure Durham County is an appealing place to work and to ensure the organization attracts and retains the best talent for generations to come.

Measure: Percentage of employees that would recommend Durham County Government as an excellent or good place to work

Measure: Percentage of employees who are very satisfied or satisfied with their job

- Strategy 5.2A: Training and Professional Development – Develop a Countywide training and professional development strategy to promote continuity of government services
 - o Measure: Percentage of managers and supervisors who have gone through leadership development training
 - o Measure: Percentage of employees who report that County-sponsored training was effective six months after completion
 - o Measure: Number of employees that received internal or external training
 - Strategy 5.2B: Business and Technology System Education – Establish recurring employee training courses in critical office productivity tools and business systems used throughout the enterprise leveraging the County's Learning Management System
 - o Measure: Total number of employees trained (facilitated by Human Resources, Information Services & Technology, Finance and Budget)
 - o Measure: Percentage of employees who receive business system trainings
 - Strategy 5.2C: Recruitment and Hiring – Streamline the hiring process to reduce the time it takes to fill positions
 - o Measure: Average number of days to fill vacant positions
 - o Measure: Percentage of employees that voluntarily leave the organization within two years of starting employment
-



ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT



Objective 5.3: Sound Business Systems – Ensure sound fiscal, operational and technology systems

Durham County has maintained financial stability and its Triple A bond rating for more than three decades. As the County continues to grow, the organization continues to enhance its comprehensive business plans by implementing best practices. The County is improving existing technology and implementing new and advanced business solutions to strengthen management of the County’s massively growing data. Ensuring proper upkeep of over 1.8 million square feet of building space and 160 acres of grounds requires systematic evaluation of best practices to implement eco-friendly approaches to building and ground maintenance. Furthermore, as the County plans for outlying years and projected increased service demands due to population growth, continued updates of the County’s Capital Improvement Plan (CIP) will ensure major construction and infrastructure improvements align with the financing required to support future building projects, major maintenance systems and vehicle and technology life-cycle replacements.

Measure: Percentage of revenue budgeted for long-term business infrastructure and capital improvement needs

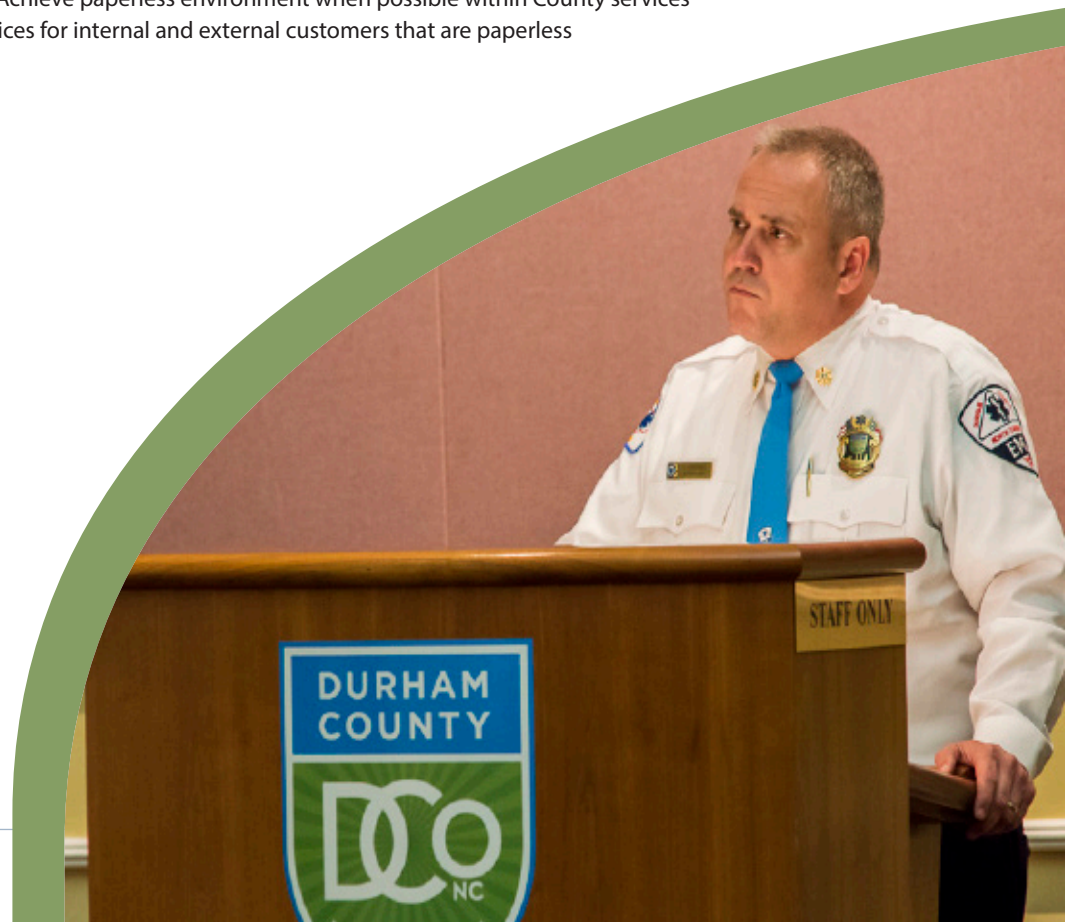
- Strategy 5.3A: Financial Stability and Stewardship – Maintain fiscal accountability and bond ratings, maximize earnings on County investments and increase multi-year fiscal forecasting
 - o Measure: Moody’s and Standard & Poor’s bond ratings
 - o Measure: Contingency reserve as a percentage of operating budget
 - o Measure: Tax collection rate
- Strategy 5.3B: Business Continuity – Develop comprehensive business continuity plans and training strategies to ensure organizational stability
 - o Measure: Percentage of departments with updated business continuity plans
 - o Measure: Percentage of departments with current Standard Operating Procedure documentation
- Strategy 5.3C: Capital Assets – Enhance plans to address long-term capital needs and recurring maintenance, improvements or replacement of building, grounds and infrastructure
 - o Measure: Percentage of County facilities with condition ratings ranging from good to excellent
 - o Measure: Percentage of capital project and repair and renovation projects on time and on budget
 - o Measure: Percentage of building maintenance and grounds staffing ratios that align with national industry standards
 - o Measure: Percentage of new construction projects that meet LEED-certified standards



ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT

Objective 5.3 Continued.....

- Strategy 5.3D: Technology Solutions – Develop technology business solutions that drive automation in business processes, enable efficient data management across the enterprise and improve the delivery of services to citizens
 - o Measure: Percentage of key Information Services & Technology projects successfully completed within project budget, scope and timeframe
- Strategy 5.3E: Paperless Services – Achieve paperless environment when possible within County services
 - o Measure: Percentage of services for internal and external customers that are paperless





ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT



Objective 5.4: Performance Management and Accountability – Improve the strategic use of data to promote ongoing process improvement, innovation and accountability

Durham County's recent undertaking of Managing for Results (MFR) and corresponding work to link budget requests and funding with programs that are critical and desired by citizens and customers have created significant avenues for realignment. The change management business model ensures quality and progress toward organizational goals by driving departmental effectiveness, performance and accountability through the use of data. As an innovative organization, Durham County will continue to strive to make meaningful changes that will streamline processes, create easy access and provide factual information to the general public. Further, the County will continue to implement and expand platforms and analytical tools for data-driven decision making, assessing outcomes and continuously improving services and business operations.

Measure: Percentage of departments with a recurring, rigorous process in place to review and improve performance as defined by County standards

- Strategy 5.4A: Program Budget Alignment and Review – Train departments on Managing for Results (MFR) model and evaluate base budget alignment
 - o Measure: Percentage of departments that have participated in MFR training
- Strategy 5.4B: Performance Management – Implement viable performance management system to inform departments and the public about County performance
 - o Measure: Percentage of departments reporting quarterly performance data
- Strategy 5.4C: Process Improvement and Innovation – Develop effective and efficient business processes and procedures for optimization of resources and results and to ensure positive outcomes
 - o Measure: Percentage of departments that have implemented process improvement recommendations
 - o Measure: Percentage of departments that have implemented innovative business solutions



Connect with Us

Website: dconc.gov

Facebook: Durham County Government

Twitter: @durhamcounty

Instagram: [durhamcountygov](https://www.instagram.com/durhamcountygov)

Phone: (919) 560-0000



COUNTY NONPROFIT FUNDING PROGRAM

DESCRIPTION

In the fall of 2015, the County's Nonprofit Funding Program was benchmarked against North Carolina peer jurisdictions to establish best practices and make process improvements where applicable. The resulting changes were shared with the Board of County Commissioners and a funding approach was selected that would support nonprofit organizations by implementing key findings from the program process review that align with the County's "Managing For Results" program.

During the last 20 years, the County has awarded approximately \$20 million through the Nonprofit Funding Program and looks forward to continuing these important relationships. Of the process modifications that resulted from the benchmarking review, central among them were:

1. Soliciting nonprofits in a more focused manner rather than simply asking them to align with our Strategic Plan, and;
2. Elevating the decision-making authority of our own subject matter experts at the departmental level.

To achieve the first goal, in FY 2017-18, specific elements of the Strategic Plan were identified as priorities where the County would engage in relationships with nonprofit service providers. The types of prioritized services were called "Target Areas." To achieve the second goal, in FY 2017-18, subject-matter experts reviewed applications both individually as well as a group, and community partners were brought in for the first time where the County lacked "in-house" subject-matter expertise.

The subsequent pages detail nonprofit approved funding in FY2017-18 year as well as approved funding for FY2018-19. All these nonprofits had originally been funded through a rigorous "Request for Proposal" process which included a subject matter expert review of their applications. "Flat" funding is approved across multiple fiscal years to glean additional data to determine if these nonprofit partners are having a measurable impact in their target areas. The nonprofits listed here are not to be confused with other agencies that receive funding through Durham County, who are also nonprofits, but provide services that bolster Durham County Department level service provision.

FY 2018-19 Nonprofit Funding

Goal 1 Target Area: Provide resources and opportunities that increase family success and prosperity

<i>Outcome 1-a: Individuals and families have stable housing</i>	FY 17-18 Approved Funding	FY 18-19 Requested Funding	FY 18-19 Approved Funding
<p>Durham Collaborative to End Family Homelessness - Comprising the efforts of four area non-profit agencies [Families Moving Forward (FMF), Urban Ministries of Durham (UMD), Housing for New Hope (HNN), and Durham's Partnership for Children (DPfC)] to provide a multi-generational, seamless system that helps homeless and unstably housed families: secure and maintain housing; improve economic, mental, and physical well-being in order to build the capacity needed to become self-sufficient and break the cycle of poverty.</p>	\$70,000	\$70,000	\$70,000
<p>Durham Home Repair Collaborative - The Collaborative Pilot will test a trial program that will complete essential repairs for low-income homeowners to make the homes ready for weatherization. The Home Repair Collaborative Pilot will help set up an operational system to increase the efficiency of existing home repair programs by 1) sharing waiting lists, 2) providing centralized housing intake and administration for homeowners in the pilot, and 3) coordinating repair assessments and repair strategies.</p>	\$40,000	\$40,000	\$40,000
<p>LIFE Skills Foundation - LIFE Skills operates a small housing program, primarily consisting of six two-bedroom apartments located in central Durham. LIFE Skills housing provides a safe and secure, hands-on opportunity for young adults to learn and practice independent living skills, and to eventually transition into their own stable housing. Youth in the transitional housing program are either in an educational program or employed at least 30 hours per week. Additionally, mental health and</p>	\$20,000	\$20,000	\$20,000
<i>Outcome 1-b: Youth and adults seeking workforce opportunities are provided support and resources</i>	FY 17-18 Approved Funding	FY 18-19 Requested Funding	FY 18-19 Approved Funding
<p>Durham Literacy Center - The DLC provides tuition-free literacy instruction to adults and out-of-school youth. Our four core programs include: 1) Adult Literacy - one-on-one literacy tutoring, small group pre-GED classes, and one-on-one GED tutoring for adults; 2) English for Speakers of Other Languages (ESOL) - English classes for adults (10-25 students per class); 3) Youth Education Program (YEP) - one-on-one GED tutoring for out-of-school youth; and 4) Computer Literacy - small-group and one-on-one instruction for DLC students and community members on topics such as typing, completing</p>	\$30,000	\$30,000	\$30,000

<i>Outcome 1-b: Youth and adults seeking workforce opportunities are provided support and resources</i>	FY 17-18 Approved Funding	FY 18-19 Requested Funding	FY 18-19 Approved Funding
<p>TROSA - TROSA is the largest licensed residential substance abuse treatment center in NC. Through a multi-year program, TROSA gives people the tools they need to overcome addiction; enjoy sober, productive, law-abiding lives; and reconnect with their families and communities. TROSA provides 24/7 care and treatment—housing, food, clothing, and personal care items—at no charge. We focus on treating the whole person through our comprehensive services—counseling, health care, vocational training, and educational opportunities.</p>	\$30,000	\$30,000	\$30,000
<p>Durham Economic Resource Center - DERC responds to and empowers Durham’s most vulnerable population who function with major barriers to employment, citizens living in poverty, homelessness, and/ or citizens under functioning due to lack of basic literacy skills. Through intensive job training, case management, and career counseling DERC provides “hard-to-employ” individuals with the skills, efficacy, and connections needed to enter the workforce. The core programs that supports the mission of DERC are: Workforce Development and Training, The Resource Program, and Community Resource and Action.*</p>	\$20,000	\$0	\$0
<p>El Centro Hispano, Inc. - ECH serves Hispanic/Latino community members, particularly those from low-income communities, in the areas of Education, Economic Development, and Health and Well-being Initiatives. This is accomplished through with interventions for community members that include information and referral services, one-on-one counseling & case management, legal assistance, workshop, forums, job skills/worksite safety training, leadership training, basic literacy and vocational ESL classes, and access to our network of employers and organizations for additional support.</p>	\$20,000	\$20,000	\$20,000
<p>Partners for Youth Opportunity - PYO enrolls students who meet at least one criteria: 1) qualify for the free and reduced lunch program 2) have an immediate family member who is incarcerated or 3) be a first-generation immigrant. Many of our youth meet at least two of these qualifications. Participants that qualify for our longitudinal, strengths-based and innovative program, which includes mentoring, academic support from 8th grade through the second year of college, workforce training/internships paired with financial literacy and savings, as well as leadership opportunities.</p>	\$20,000	\$20,000	\$20,000

<i>Outcome 1-b: Youth and adults seeking workforce opportunities are provided support and resources</i>	FY 17-18 Approved Funding	FY 18-19 Requested Funding	FY 18-19 Approved Funding
<p>Achievement Academy of Durham - Achievement Academy of Durham successfully reconnects our students to the life opportunities accessible through attainment of a quality education. We offer a rolling admission, year-round program in a school-like setting. Based on reading level, students are placed in either our Starting Points literacy program or our GED Prep program. In Starting Points, students receive one-on-one, reading tutoring from trained, volunteer tutors. Starting Points is supported by our teachers and monitored by our Americorps member.</p>	\$20,000	\$20,000	\$20,000
<p>StepUp Ministry - StepUp provides (1) pre-employment training and post-employment support for youth and adults, (2) referrals to a network of 50 companies that are in a candidate referral partnership with StepUp, and (3) assistance on reaching a working adult's personal, financial, and professional goals. Employment seekers enter StepUp through a one week, 32-hour Employment Readiness Workshop. Staff train participants on resume writing, effective interviewing, time management, effective communication, and more.</p>	\$10,000	\$10,000	\$10,000
<p>Community Empowerment Fund - CEF assists Durham residents who are unemployed or experiencing financial insecurity to gain and maintain employment, interweaving financial capability building services with flexible one-on-one support. Primary services include Incentivized Savings as a Tool for Financial Stability (Account-holders have limited access to withdrawals until they reach their goals, and once savers achieve their goal, CEF matches their accomplishments at 10%), No-Hassle Checking/Savings Accounts, Financial Coaching and Person-Centered Support.</p>	\$10,000	\$10,000	\$10,000
<p>Dress for Success Triangle NC - DFST provides job acquisition skills, workforce development tools, career counseling, resume building, interview skills, financial literacy and financial management skills and professional attire with an ongoing network of support. The coaching, clothing, counseling and services are offered free of charge to women who are referred by over one hundred partnering nonprofits, community colleges and faith-based agencies.</p>	\$10,000	\$10,000	\$10,000
<p>Reinvestment Partners - Reinvestment partners operate the Taxpayer Assistance Center (TAC) that serves low- and moderate-income families in Durham that earn less than \$54,000 annually. In addition, the TAC operates as a workforce development program, offering financial education and training, not only to the workforce staffing the site, but to the general public which receives services through it. RP will provide tax assistance for Durham County taxpayers throughout the year.</p>	\$10,000	\$10,000	\$10,000
<p>Triangle Literacy Council - Bull City YouthBuild serves East Durham young adults, aged 16 to 24, who are from zip codes 27701 and 27703. Participants must also meet one of the following criteria: member of a low-income family, in foster care, are offenders, have disabilities, have an incarcerated parent, are homeless and/or migrant, or are school dropouts or a re-enrolled dropout. BCYB offers three integrated components: high school equivalency preparation, occupational training through the Home Builder's Institute Pre-Apprenticeship Certificate Training and construction experience.</p>	\$10,000	\$10,000	\$10,000

<i>Outcome 1- c: Children and youth are provided learning and enrichment opportunities that support educational achievement</i>	FY 17-18 Approved Funding	FY 18-19 Requested Funding	FY 18-19 Approved Funding
Child Care Services Association - CCSA's Family Support Program provides child care consumer education and referral services for families in Durham County in order to inform families about high quality child care and facilitate their selection of high quality programs that foster children's development and support their school readiness. Through phone-based and in-person counseling, families receive information about North Carolina's star-rated child care license system; information about research-based indicators of child care quality; counseling on how to select a child care setting; and customized lists of child care programs that match the child's and family's needs.	\$30,000	\$30,000	\$30,000
Durham's Partnership for Children - Durham's Partnership for Children will launch TS Gold, the acclaimed observation-based assessment system that allows teachers and administrators in pre-k classrooms to focus on each individual child's development. TS Gold is an evidence-based education observational assessment mechanism that tracks progress and identifies a young child's strengths and weaknesses. The TS Gold system is tied to curriculum that is already in use. TS Gold's online portal is designed to support teachers in the process of individual child-level assessment.	\$15,000	\$15,000	\$15,000
Big Brothers Big Sisters of the Triangle - Community-Based mentoring provides children from single parent homes or other children in need of adult role models with a one-to-one mentor relationship with a volunteer from the community. The Community-Based "Bigs" routinely provide 8-10 hours a month of quality one-to-one time for each child. These "Bigs" play an integral role of the lives of their "Littles" by providing a stable adult role model to help guide these children in the right direction. These matches last at least 12 months, though many continue on until the Little graduates from HS.	\$10,000	\$10,000	\$10,000
Rebound, Alternatives for Youth - Rebound serves high school students who are short-term suspended in Durham. During a student's suspension, Rebound provides strengths and resiliency based supervision, assessment, crisis intervention, referrals, skill building, academic help and advocacy to students. Rebound supports students' return to school by improving each student's connection to his or her parents or guardians, schools and caring adults. Rebound increases protective factors and fosters reengagement with all systems: individual, family, school, and community.	\$7,500	\$7,500	\$7,500
Book Harvest - Book Harvest's Community Book Bank provides ready access to free books so that families can build book-rich environments in their homes. We target our outreach to communities that have historically lacked books for their children, driven by research that demonstrates that transforming book deserts will enrich and even transform children's lives. Community Book Bank is a vast network of shelves of free books that we maintain at more than 60 locations in Durham County that are frequent destinations for children and families, including health clinics, social service agencies, after school and tutoring programs, and community centers.	\$5,000	\$5,000	\$5,000

<i>Outcome 1- c: Children and youth are provided learning and enrichment opportunities that support educational achievement</i>	FY 17-18 Approved Funding	FY 18-19 Requested Funding	FY 18-19 Approved Funding
<p>Voices Together - The program is a weekly motivational program for individuals with developmental disabilities targeted to unlock language and social/emotional learning. Because of its engaging and spontaneous elements, students with developmental disabilities are able to unlock language, problem-solve, socially connect with others and communicate their most basic needs while increasing their ability to advocate and learn. With these skills, other areas in their lives begin to improve; they become more active participants in their classroom, their family and their community.</p>	\$5,000	\$5,000	\$5,000
<p>Walltown Children's Theatre - As part of our mission, youth will gain a sense of the commitment, dedication, training, and professionalism that are requirements of any career path chosen. Along with exemplary arts programming, youth receive educational tutoring and mentoring services in health and welfare. We inspire positive social change to under-served youth in partnership with Self-Help Credit Union and the Walltown Neighborhood Ministries. WCT inspires positive social change by developing and reconnecting under-served youth in Walltown and the surrounding communities.</p>	\$5,000	\$5,000	\$5,000
Goal 2 Target Area: Increase the number of healthy years lived			
<i>Outcome 2-a: Individuals and families have increased access to health care</i>	FY 17-18 Approved Funding	FY 18-19 Requested Funding	FY 18-19 Approved Funding
<p>Planned Parenthood South Atlantic - Our program strives to make information and effective methods of contraception available to women who want them, but cannot otherwise afford to use them consistently and correctly. Our Durham health center—through prescription and on-site insertion, administration, and dispensing—offers a broad range of effective, FDA-approved family planning methods. In addition, we provide basic preventive health services such as cervical cancer screening, clinical breast exams and screening and treatment for sexually transmitted infections.</p>	\$17,750	\$17,750	\$17,750
<p>El Futuro, Inc. - El Futuro provides proven, outpatient mental health and substance use treatments in a culturally welcoming environment of healing and hope. We offer individual, family, and group treatment approaches that are trauma-informed and geared toward low-income, immigrant families. Our approach is holistic, providing the treatments that are needed to help children and adults feel better and function better in their lives, regardless of insurance status or ability to pay.**</p>	\$6,000	\$0	\$0

Goal 2 Target Area: Increase the number of healthy years lived

<i>Outcome 2-b: Individuals and families decrease incidence of preventable disease</i>	FY 17-18 Approved Funding	FY 18-19 Requested Funding	FY 18-19 Approved Funding
<p>Farmer Foodshare - Farmer Foodshare, Bull City Cool food hub, Durham County Soil and Water, and the Durham County Detention Facility are partnering to supply detainees and staff at the detention facility with additional fresh fruits and vegetables. Increasing the amount and quality of fresh produce served will increase consumption and help improve nutritional outcomes at the facility. This program will cover the cost of local suppliers, supplement current meals with fruits and vegetables and fund safety compliance upgrades.</p>	\$20,000	\$20,000	\$20,000
<p>Inter-Faith Food Shuttle - We Feed, Teach and Grow. Programs pertinent to this application include: BackPack Buddies—whereby elementary school children who are determined by school administrators to be at particular risk of hunger in the home, are provided with a weekend’s worth of nonperishable food for 38 weeks each school year; School Pantries—designed to serve middle- and high-school age children and their families by making wholesome food easily accessible to them at the schools where they already spend their days; and finally and Nutrition Education.</p>	\$10,000	\$10,000	\$10,000
<i>Outcome 2-b: Individuals and families decrease incidence of preventable disease</i>	FY 17-18 Approved Funding	FY 18-19 Requested Funding	FY 18-19 Approved Funding
<p>Triangle Champions Track Club - Our program educates youth and families in order to decrease incidents of preventable disease, by increasing physical activity and providing knowledge for healthier food options. Our program also provides weekly nutrition and wellness education to participants and their families throughout the year. We visit our local farmers market to increase access to healthy foods. Our program provides group exercise activities with proper training as well as opportunities to compete and gain national exposure.</p>	\$6,500	\$6,500	\$6,500
<p>African American Dance Ensemble - Healthy eating classes - many low income people cannot afford organic foods, quality lessons on how to not only purchase good foods, but prepare the foods in a manner consistent with sustaining, promoting and increasing longevity. To know what oils not to use when cooking, what vegetables or fruits may or may not be good the type of medication they are on. How to prepare such foods that will cause energy for healthy movement which is pivotal for healthy lifestyle changes.</p>	\$5,000	\$5,000	\$5,000

<i>Outcome 2-c: Individuals and families reduce causes of poor physical and mental health</i>	FY 17-18 Approved Funding	FY 18-19 Requested Funding	FY 18-19 Approved Funding
<p>Durham Crisis Response Center - DCRC provides a comprehensive range of services to victims of domestic and sexual violence including: crisis intervention, such as 24 hour crisis line, hospital response, safety planning and crisis counseling; legal advocacy, such as assistance with reporting to law enforcement, assistance in filing protective orders, court accompaniment, legal representation in partnership with Legal Aid, assistance and support throughout the criminal justice process; residential services including emergency shelter, case management and support with basic needs.</p>	\$37,250	\$37,250	\$37,250
<p>A Helping Hand - A Helping Hand provides essential services to low income seniors that include: 1) Escorted Medical Transportation - AHH's escorted "door-through-door" transportation is critical to ensuring physically-disabled or cognitively-impaired seniors are able to travel safely. 2) In-Home Assistance - The natural aging process often brings about physical and cognitive limitations that require assistance in the home. 3) Socialization - Social isolation among the elderly is an often overlooked threat to the health and quality of life of our community's older adults.</p>	\$25,000	\$25,000	\$25,000
<p>Durham Striders Youth Association - The Durham Striders Program has three major priorities: Improving and Enhancing the Health status of children to support healthy lifestyles and creating healthy outcomes from which academic, social, and vocational goals can be achieved. These are integrated into a program of physical fitness, dietary education and habits, ("adjustments"), and development of healthy attitudes toward overall fitness and part of their over development, thus enhancing self-image and self-confidence.</p>	\$15,000	\$15,000	\$15,000
<p>Center for Child & Family - Healthy Families Durham utilizes two core evidence-based services (provided in both English and Spanish) designed to address the needs of the proposed target population: the traditional Healthy Families service (using the Parents as Teachers curriculum) and the Child Parent Psychotherapy (CPP) service. For traditional Healthy Families, weekly or bi-weekly home visits begin during pregnancy or in the first three months of life and continue up to three years. The curriculum addresses attachment, child development, early literacy, health, and safety.</p>	\$12,000	\$12,000	\$12,000
<p>Playworks Education Energized - The Playworks Junior Coach Corps program provides a part-time AmeriCorps member to low-income elementary schools to create an inclusive environment where all students are physically active, feel safe and engaged. These objectives are achieved through supported play at recess and through the Junior Coach Leadership program for 4th and 5th grade students. Playworks is the leading national organization delivering and teaching play in elementary schools. We use play - to establish new norms for respectful social behavior and increased activity.</p>	\$10,000	\$10,000	\$10,000

<i>Outcome 2-c: Individuals and families reduce causes of poor physical and mental health</i>	FY 17-18 Approved Funding	FY 18-19 Requested Funding	FY 18-19 Approved Funding
<p>Reality Ministries - Reality Ministries is requesting funding from Durham County for our two primary programs, "Daytime" and "The Gathering." Both create opportunities for friendship, meaningful activities, and build community between people with and without development disabilities. Daytime is our weekday program with activities centered on community and personal growth, including meals, exercise, field trips, crafts, and life skills projects. The Gathering is an evening program featuring shared meals, fellowship, singing, and games.</p>	\$10,000	\$10,000	\$10,000
<p>Diaper Bank of North Carolina - Diaper Bank of North Carolina (DBNC) distributes diapers to families in need through established partnerships with Durham-based community organizations, including: Urban Ministries Durham, Healthy Families Durham, Durham Connects, Duke Family Care Program, Duke Outpatient Clinic, Durham County Department of Public Health, Durham Early Head Start, Durham First in Families, East Durham Children’s Initiative, REAL Durham - End Poverty Durham, Families Moving Forward, Church World Service, and Welcome Baby.</p>	\$10,000	\$10,000	\$10,000
<p>Food Bank of Central & Eastern North Carolina - Working through our Durham branch distribution center, FBCENC distributes nourishing food to 110 community-based nonprofit partners, such as food pantries, soup kitchens, shelters, meal programs for seniors, and low income child care centers. Using our relationships with local, state, and national farmers, food distributors, and retail grocers to obtain donated food, last year FBCENC distributed over 3.8 million pounds of nutritious food—equivalent to 3.2 million meals—reaching individuals and families struggling with food insecurity in Durham County.</p>	\$10,000	\$10,000	\$10,000
<p>Bridge II Sports - Adapted sports is an opportunity to establish the mental and physical strength of individuals with disabilities in an accessible, safe environment. This population is oftentimes missed, leading to a lack of physical and mental development. Through organized sport and recreation, athletes of all ages learn life skills such as independence, teamwork, accountability and responsibility. By competing in BIIS programs and engaging with peers on an equal playing field, athletes’ confidence and self- esteem increases, helping them to understand their purpose and worth.</p>	\$6,000	\$6,000	\$6,000
<p>Believers United for Progress - Community members will be served nutritious meals at least once a day through a community kitchen setting. While there, they will have the opportunity to engage with at least one social service organization which can introduce and enroll them in services that address the reason(s) they are food insecure (i.e. physical and mental health issues, access to jobs and/or employable skills, and lack of stable housing). Recipients of the daily community kitchen will be recruited as volunteers and encouraged to develop employable skills.</p>	\$5,000	\$5,000	\$5,000

Goal 3 Target Area: Improve life outcomes for people involved in the criminal justice system			
<i>Outcome 3-b: Individuals are provided effective diversion services</i>	FY 17-18 Approved Funding	FY 18-19 Requested Funding	FY 18-19 Approved Funding
Durham County Teen Court & Restitution Program - Teen Court is an alternative court for youth who commit first time misdemeanor offenses. This court allows youth to take responsibility for their actions by admitting guilt and literally being judged by a jury of their peers. Youth who participate have the privilege of keeping a conviction off of their record, youth 16 and up are getting a charge dismissed from their permanent record. Youth who are ordered to complete Teen Court are exposed to several different sentencing requirements, which provide skills they can utilize throughout their lives.	\$22,000	\$22,000	\$22,000
<i>Outcome 3-b: Individuals are provided effective diversion services</i>	FY 17-18 Approved Funding	FY 18-19 Requested Funding	FY 18-19 Approved Funding
Elna B. Spaulding Conflict Resolution Center - The In School Truancy Court Program is a collaboration between the Elna B. Spaulding Conflict Resolution Center and Durham Public Schools (DPS). Using a restorative justice model of conferencing, the Program is designed to identify the underlying cause of truancy and put a plan in place to correct the problem. The Program targets DPS students with six or more days of absence and is now used throughout the district—elementary, middle and high school.	\$15,000	\$15,000	\$15,000
Goal 4 Target Area: Protect natural resources through comprehensive compliance and educational programs			
<i>Outcome 4-a: Protect and improve water quality</i>	FY 17-18 Approved Funding	FY 18-19 Requested Funding	FY 18-19 Approved Funding
Ellerbe Creek Watershed Association - ECWA's Creek Smart® Program has engaged hundreds of community volunteers in one of the community's most critical environmental management challenges—to restore water quality in our streams, rivers, and drinking water supplies. In addition to our traditional work of restoring stream buffers on 150 acres of public nature preserves and removing tons and tons of trash from Ellerbe Creek, Creek Smart® has taken the battle of water quality to the neighborhood level.	\$10,000	\$10,000	\$10,000
Totals:	\$650,000	\$630,000	\$630,000

*Approved for funding in FY2017-18, but contract was never executed.

**Funding moved late in FY17-18 to Alliance, as part of the Alliance DSS Nonprofit budget. For more detail see Budget Highlights on MENTAL HEALTH (ALLIANCE BEHAVIORAL HEALTHCARE LME/MCO) page.

Statement of Revenues, Expenditures, and Changes in Fund Balance
General Fund

	FY 2016-2017 Actual	FY 2017-2018 Estimate	FY 2018-2019 Budget
Revenues			
Taxes	\$ 344,906,054	\$ 364,661,166	\$ 377,251,288
Licenses and permits	1,393,097	1,440,082	1,052,000
Intergovernmental revenues	58,968,170	45,339,310	45,013,707
Investments	3,733,571	2,518,830	983,838
Rent	972,562	1,104,595	840,098
Charges for Services	27,337,639	27,308,163	28,316,093
Other revenues	1,090,502	903,954	1,763,391
Total revenues	438,401,595	443,276,100	455,220,415
Expenditures			
General government	54,395,897	57,646,898	68,954,437
Public safety	66,162,654	69,945,219	69,076,856
Transportation	353,001	124,916	512,500
Environmental protection	4,487,423	4,967,847	5,690,151
Economic and physical development	5,145,544	4,637,514	7,359,645
Human services	92,909,696	84,315,630	86,668,977
Education	134,879,723	143,829,149	150,213,073
Cultural and recreational	13,017,397	12,751,613	13,937,168
Total expenditures	371,351,335	378,218,786	402,412,807
Excess (deficiency) of revenues over (under) expenditures	67,050,260	65,057,314	52,807,608
Other financing sources (uses)			
Transfers in	8,699,617	11,447,519	6,165,730
Transfers out	(63,697,563)	(73,442,668)	(78,470,924)
Issuance of installment purchases	-	-	-
Fund balance appropriated	-	-	19,497,586
Total other financing sources (uses)	(54,997,946)	(61,995,149)	(52,807,608)
Net change in fund balances	12,052,314	3,062,165	-
Fund Balance - beginning	182,746,576	194,798,890	197,861,055
Fund Balance - ending	\$ 194,798,890	\$ 197,861,055	\$ 197,861,055

*The Intergovernmental revenues and Human Services function excludes direct funding to individual recipients by the state from federal and state monies.

The 2017-18 Estimate column is based on unaudited end of the year estimations at the time of publication.

Statement of Revenues, Expenditures, and Changes in Fund Balance
Special Revenue Funds

	FY 2016-2017 Actual	FY 2017-2018 Estimate	FY 2018-2019 Budget
Revenues			
Taxes	\$ 9,089,860	\$ 8,964,923	\$ 9,282,822
Intergovernmental revenues	341,217	315,361	-
Investments	25,140	28,639	-
Total revenues	9,456,217	9,308,923	9,282,822
Expenditures			
Public safety	3,625,190	3,245,611	7,473,068
Economic and physical development	1,211,792	1,123,609	1,091,706
Total expenditures	4,836,982	4,369,220	8,564,774
Excess (deficiency) of revenues over (under) expenditures	4,619,235	4,939,703	718,048
Other financing sources (uses)			
Transfers in	-	-	-
Transfers out	(4,749,602)	(5,036,277)	(798,939)
Fund balance appropriated	-	-	80,891
Total other financing sources (uses)	(4,749,602)	(5,036,277)	(718,048)
Net change in fund balances	(130,367)	(96,574)	-
Fund Balance - beginning	2,946,944	2,816,577	2,720,003
Fund Balance - ending	\$ 2,816,577	\$ 2,720,003	\$ 2,720,003

The 2017-18 Estimate column is based on unaudited end of the year estimations at the time of publication.

Statement of Revenues, Expenditures, and Changes in Fund Balance
Debt Service Fund

	FY 2016-2017 Actual	FY 2017-2018 Estimate	FY 2018-2019 Budget
Revenues			
Investments	\$ 91,731	\$ 142,174	\$ -
Charges for services	567,610	565,369	500,000
Intergovernmental revenues	482,463	483,241	368,221
Total revenues	1,141,804	1,190,784	868,221
Expenditures			
Principal retirement	37,427,611	37,322,892	45,564,036
Interest and fiscal charges	18,653,456	19,606,512	27,213,773
Debt issuance costs	617,443	247	-
Total expenditures	56,698,510	56,929,651	72,777,809
Excess (deficiency) of revenues over (under) expenditures	(55,556,706)	(55,738,867)	(71,909,588)
Other financing sources (uses)			
Transfers in	61,149,701	67,612,918	72,953,467
Transfers out	(4,291,000)	-	(626,791)
Premium on issuance of refinancing	17,940,846	-	-
Issuance of refunding bonds	96,460,000	-	-
Payment to refunded debt escrow agent	(115,022,770)	-	-
Fund balance appropriated	-	-	(417,088)
Total other financing sources (uses)	56,236,777	67,612,918	71,909,588
Net change in fund balances	680,071	11,874,051	-
Fund Balance - beginning	7,371,500	8,051,571	19,925,622
Fund Balance - ending	\$ 8,051,571	\$ 19,925,622	\$ 19,925,622

The 2017-18 Estimate column is based on unaudited end of the year estimations at the time of publication.

DURHAM COUNTY FISCAL POLICIES

The County's long-term financial goal is to maintain its AAA bond rating. Some factors required for a AAA bond rating (e.g., a stabilized rate of population growth and diversification of the County's tax base) can be influenced, but not controlled by county government. However, the county government should ensure that factors under its control – the quality of its financial and overall management – meet the standards required of highly-rated communities. Characteristics of the County's financial operation should not stand in the way of the County maintaining its AAA bond rating. Durham County operates on a sound financial basis, as indicated by its AAA bond rating with Moody's Investors Service, Standard & Poor's, and the Carolinas Municipal Advisory Council. The bond rating serves as a shorthand statement of a locality's economic, financial, and managerial condition.

Municipal bond ratings represent the business community's assessment of the investment quality of a local government. The most obvious advantage of a AAA bond rating is Durham County's ability to successfully market its bonds when required and to borrow money at lower, more favorable interest rates than communities with lower ratings. Since bond ratings are based on demonstrated managerial competence and financial health, high bond ratings also relate to economic development activities and provide citizens with an indication of the quality of their local government. The following financial policies are consistent with the standards associated with the highest bond ratings available. For the complete list of financial policies, contact the Finance Department at (919) 560-0035.

Policy I: Fund Balance

- 1.01 Durham County's Unassigned General Fund Balance will be maintained to provide the County with sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing.
- 1.02 The Unassigned General Fund Balance should not be used to support recurring operating expenditures outside of the current budget year. Use of the Unassigned General Fund Balance shall be done only to cover a shortfall in revenues. When a revenue shortfall requiring the use of the Unassigned General Fund Balance occurs, the County will increase its General Fund revenues through appropriation of unassigned fund balance or decrease its expenditures. The latter method will be used when preventing the use of Unassigned General Fund Balance two consecutive fiscal years in a row to subsidize General Fund operations.

The Unassigned General Fund Balance will be provided as follows:

- 1.03 An Unassigned General Fund Balance will be maintained at a level sufficient to provide for temporary financing of unforeseen needs of an emergency nature and to permit orderly adjustment to changes resulting from a termination of or a decline in revenue sources.
- 1.04 The Unassigned General Fund Balance goal will be sixteen per cent (16.00%) of total actual prior fiscal year expenditures. These funds can only be appropriated by a resolution of the BOCC.
- 1.05 In the event the Unassigned General Fund Balance is used to provide for temporary funding of unforeseen emergency needs, the County shall restore the Unassigned General Fund Balance to the prior year's balance within two (2) fiscal years following the fiscal year in which the event occurred. To the extent additional funds are necessary to restore the Unassigned General Fund Balance to that level, such funds will be provided in at least two approximately equal contributions to be provided during each fiscal year but no later than June 30. This process would begin the first fiscal year following the fiscal year in which the event occurred.
- 1.06 Funds in excess of the annual requirements of Policy No. I.1.05 above may be considered to supplement "pay as you go" capital outlay expenditures or as additions to unassigned fund balance to be utilized at a future date.
- 1.07 A Total Fund Balance ratio of 35% (LGC requires 8%) of fund balance available as a percentage of expenditures shall be the County's goal.
- 1.08 Once the 35% level has been achieved, the amount over 35% shall be used to fund the annual Other Post Employment Benefits (OPEB) contribution to meet the OPEB obligation, pay-as-you-go capital projects or other non-reoccurring expenditures. This funding shall take place only after meeting requirements set out in Policy I.1.04 above. In addition, the OPEB portion of the Total Fund Balance for the General Fund shall not exceed 25% of the Total Fund Balance to ensure that the Committed for OPEB portion of fund balance remains reasonably proportionate to the Total Fund Balance for the General Fund as a whole to include unassigned fund balance.

Approved by BOCC: November 12, 2007
Revised Approved by BOCC: April 11, 2017

Policy II: Fiscal Planning

- 2.01 The County Manager shall submit to the BOCC a proposed annual budget with his recommendations and shall execute the budget as finally adopted.
- 2.02 The County Manager will budget revenues and expenditures on the basis of a fiscal year, which begins July 1 and ends on the following June 30, and in conformity with the Local Budget and Fiscal Control Act.
- 2.03 The County Manager will prepare a budget, which is consistent within the guidelines established by the Government Finance Officers Association in its Distinguished Budget Presentation Awards Program.
- 2.04 The County Manager shall provide annually a budget preparation schedule outlining the preparation timelines for the proposed budget.
- 2.05 Budget packages for the preparation of the budget, including forms and instructions, shall be distributed to County departments to complete. Department heads and elected officials shall prepare and return their budget proposals to the Budget Officer as required in the budget preparation schedule.
- 2.06 The proposed budget will contain the following:
 - a) Revenue estimates by major category
 - b) Expenditure estimates by department and functional levels
 - c) Debt service summarized by issues detailing principal and interest amounts by fund
 - d) Reappraisal reserve funding as per G.S. 153A-150.
- 2.07 The proposed budget also will contain information regarding:
 - a) Proposed personnel staffing levels
 - b) A detailed schedule of additional capital needs
 - c) A summary schedule of capital projects
 - d) Any additional information, data, or analysis requested of management by the BOCC
- 2.08 The proposed budget will be balanced (e.g., estimated revenues plus appropriated fund balance equaling estimated expenditures).
- 2.09 The BOCC will adopt the budget for the subsequent fiscal year no later than June 30.
- 2.10 Three quarterly reports on the status of the General Fund budget (budget to actual) and trends will be prepared by the Budget Officer and presented to the BOCC within 45 days of the end of the first, second, and third quarters. The report will provide the BOCC with projections through the end of the current fiscal year.
- 2.11 Budgeting procedures will conform to the Local Government Budget and Fiscal Control Act.
- 2.12 Alternatives for improving the efficiency and effectiveness of the County's functions and programs and the productivity of its employees will be considered during the budget process.
- 2.13 Duplication of services and inefficiencies in the delivery of these services should be eliminated wherever they are identified. The County will continue to examine alternative service delivery options for all County functions.
- 2.14 Performance measurement and productivity indicators will be integrated into the budget process where appropriate.
- 2.15 The County will fund current expenditures with current revenues and other recurring funding revenue sources.
- 2.16 The County will not balance the current budget at the expense of meeting future years' expenditures, such as accruing future years' revenues or rolling over short-term debt, to avoid planned retirement.
- 2.17 If a deficit is projected during any fiscal year, the County will take steps to reduce expenditures, increase revenues, or consider using the Undesignated General Fund Balance to the extent necessary to ensure continued compliance with the Local Budget and Fiscal Control Act.
- 2.18 The County will annually appropriate a contingency amount within the budget to provide for increases in costs of providing services and unanticipated needs that may arise throughout the fiscal year.
- 2.19 The contingency amount will be established at a minimum of 0.075% and not more than 0.25% of the estimated General Fund revenues (net of pass-through dollars) for the fiscal year in which the contingency amount is dedicated. The contingency amount budgeted can only be allocated to other functions (activities) within the budget by the BOCC.
- 2.21 Department heads and elected officials are required to monitor revenues and expenditures in relation to their department's (agency's) budgeted amount. This is to ensure that the actual revenue sources are as projected for funding resources and to prevent exceeding their total departmental expenditure budget.
- 2.22 The County will maintain the assets identified in the Capital Plant and Equipment Replacement Schedule at a level adequate to protect the County's capital investment and to minimize future maintenance and replacement costs by:
 - a) Developing and maintaining a five-year plan for fleet and capital equipment with a value greater than \$5,000 and will consider the approval of capital equipment in concert with this adopted plan

Approved by BOCC: November 12, 2007
Revised Approved by BOCC: April 11, 2017

- b) Providing for adequate maintenance in the annual operating budget of such capital plant and equipment through the use of an adopted Capital Improvement Plan and Capital Plant and Equipment Replacement Schedule
 - c) Providing for adequate maintenance of capital plant and equipment replacement under \$5,000 in the annual operating budget through the use of a Capital Plant and Equipment Replacement Schedule.
- 2.23 The County will not establish a trend of using the Undesignated General Fund Balance to finance current operations.
- 2.24 The County shall establish Memoranda of Understanding with its component unit(s) regarding the amount of annual General Fund support received each fiscal year.

Policy III: Revenues and Collections

- 3.01 The County's goal is a revenue system balanced between ad valorem taxes, other local taxes, licenses and permits, intergovernmental grants and transfers, investment and rental, charges for services, and other revenue sources.
- 3.02 Major revenue sources should provide for the following principles:
- a) Vertical Equity: Revenue sources should provide appropriate treatment of taxpayers at different levels of economic well-being
 - b) Horizontal Equity: Revenue sources should treat taxpayers with the same income or wealth equally
 - c) Neutrality: Revenue sources should not unduly influence economic decisions by consumers or businesses
 - d) Administrative and Compliance Costs: Revenue administration and enforcement should not absorb an undue percentage of total revenues
- 3.03 The County will monitor all taxes to ensure they are equitably administered and collections are timely and accurate.
- 3.04 Fees and charges should be based on benefits and/or privileges received from the County or based on costs of a particular service.
- 3.05 Periodically, the County will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other attendant costs. It is recognized that occasionally competing policy objectives may result in user fee levels that recover only a portion of service costs.
- 3.06 The County will reevaluate all property at least every eight years, with a goal of every four years, to be effective as of January 1 of the tax year. Real property revaluations shall be based on market value and follow standards established by the International Association of Assessing Officers. On October 24, 2016 by resolution, the BOCC advanced the general reappraisal to conduct a three year reappraisal effective for tax year January 1, 2019 and then a four year reappraisal cycle thereafter. The North Carolina (NC) Department of Revenue provided new reappraisal standards and guidelines in 2016 and recommended that all counties in NC move to a four year reappraisal cycle.
- 3.07 Personal property assessments are set on an annual basis, as of January 1, based on the market value of the property. Nationally recognized valuation guides, North Carolina Department of Revenue Trending Schedules, and market based appraisals are used to establish market value.
- 3.08 The County will provide, as appropriate, funding or tax exemptions to churches and governmental entities pursuant to the state and local guidelines. Other charitable or beneficial activities may be subsidized through direct grants irrespective of whether or how much property they own. Such grants should be part of the annual appropriation process and based on such consideration as benefits to the County as well as fiscal capacity of the County.
- 3.09 The County's goal is to achieve an annual assessment to sales ratio of 100% under current real estate market conditions when the January 1 assessment is compared to sales in the succeeding calendar year.
- 3.10 The County will maintain a diversified and stable revenue system to shelter it from short-term fluctuations in any one revenue source by doing the following:
- a) Establishing new charges and fees as needed and as permitted by law at reasonable levels
 - b) Pursuing legislative change, when necessary, to permit changes or establishment of user charges and fees
 - c) Aggressively collecting ad-valorem tax revenues, late penalties, and related interest as authorized
- 3.11 The County should pursue intergovernmental revenue sources (grants) for those programs and activities that address a recognized need and are consistent with the County's long-range objectives. Any decision to pursue intergovernmental revenue sources (grants) should include the consideration of the following:
- a) Present and future funding requirements
 - b) Cost of administering the funds
 - c) Costs associated with special conditions or regulations attached to the grant award
- 3.12 The County will attempt to recover all allowable costs, both direct and indirect, associated with the administration and implementation of programs funded through intergovernmental revenue sources (grants). In the case of state and

Approved by BOCC: November 12, 2007
Revised Approved by BOCC: April 11, 2017

federally mandated programs, the County will attempt to obtain full funding for the services from the governmental entity requiring the service be provided.

Policy IV: Capital Improvement Plan and Fixed Assets

- 4.01 The County's policy on the financing of capital projects states that the County will dedicate the following revenues to the payment of debt and pay-as-you-go (County contribution) capital projects: Articles 40 and 42 one-half cent sales taxes, the County's share of the Occupancy Tax, county-wide property taxes, and enterprise revenues. The County reserves up to 20% of these annually dedicated revenues for pay-as-you-go projects. In addition, the pay-as-you-go policy restricts dedicated property tax revenue up to 20% of a maximum of five cents, or one cent, in county-wide property taxes.
- 4.02 The County Manager will submit a 10-year Capital Improvement Plan for review by the BOCC pursuant to established timeline. This plan will be updated every two years and presented to the BOCC. The Capital Improvement Plan should include capital improvements for all agencies for which the County sets tax rates and assesses levies and/or establishes user fees/charges and/or approves budgets or programs. The Capital Improvement Plan shall include the following elements:
 - a) An implementation plan for each of the capital project
 - b) An estimate of the cost and of the anticipated sources of revenue for financing the capital improvements and an estimate of the impact of each capital improvement on County revenues and the capital and operating budget
- 4.03 The County will maintain a schedule of fixed assets that includes completed County projects and construction in process funded through the Capital Improvement Plan in its fixed asset accounting system.
- 4.04 The County will match programs and activities identified in the Capital Improvement Plan with associated revenue sources.
- 4.05 In an effort to efficiently allocate resources, the County shall establish Memoranda of Understanding with the School Board regarding the development and coordination of the County's Capital Improvement Plan. The Memorandum of Understanding will address the following areas:
 - a) Plan for required capital improvements.
 - b) Debt issuance schedules.
- 4.06 Consistent with the intent of the Capital Improvement Plan stated in Policy No. 4.02 above, the Capital Improvement Plan should:
 - a) Present a plan for required capital improvements
 - b) Systematically improve and maintain the capital structure of the County
 - c) Meet the debt ratio targets as defined in Policy Nos. 5.05 and 5.06
 - d) Provide a schedule of proposed debt issuance

Policy V: Debt Management

- 5.01 The County will not use long-term debt to fund current operations and will continue to emphasize pay-as-you-go capital financing.
- 5.02 The County will not use tax revenue anticipation notes (TRANS) to fund current operations.
- 5.03 The County does not intend to issue bond anticipation notes (BANs) for a period longer than three years. If the BAN is issued for a capital project, the BAN will be converted to a long-term bond or redeemed at its maturity.
- 5.04 The issuance of variable rate debt by the County will be subject to the most careful review and will be issued only in a prudent and fiscally responsible manner.
- 5.05 Whenever the County finds it necessary to issue General Obligation (GO) Bonds, the following policy will be adhered to:
 - a) GO Bonds are bonds that are supported by the promise of the borrowing government to levy whatever amount of tax is necessary to pay principal and interest and can be enforced by legal action of any bondholder.
 - b) Total bonded debt will not exceed 3% of the net assessed valuation of taxable property in the County (Local Government Commission sets limit of 8%).
 - c) Designated funds, when required, will be provided to adequately meet debt service requirements in subsequent years.
 - d) Interest earnings on the designated fund balances will only be used to pay debt service on the bonds.
 - e) The term of any bond issue will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.

Approved by BOCC: November 12, 2007
Revised Approved by BOCC: April 11, 2017

- f) Total debt service shall not exceed 15% of total current expenditures net of pass-through including current debt service.
- 5.06 Whenever the County finds it necessary to issue revenue bonds, the following guidelines will be adhered to:
- a) Revenue Bonds are defined as bonds on which the debt service is payable solely from the revenue generated from the operation of the project being financed or a category of facilities or from other non-tax sources of the County.
 - b) Revenue Bonds/Special Obligation (SO) Bonds of the County and any of its agencies will be analyzed carefully by the Finance Department for fiscal soundness. The issuance of County Revenue Bonds/SO Bonds will be subject to the most careful and critical review and must be secured by covenants sufficient to protect the bondholders and the name of the County.
 - c) Revenue Bonds/SO Bonds should be structured to allow an approximately equal annual debt service amount over the life of the issue.
 - d) Designated funds, when required, will be provided to adequately meet debt service requirements in subsequent years.
 - e) Interest earnings on the designated fund balances only will be used to pay debt service on the bonds.
 - f) The term of any debt issued will not exceed the useful life of the capital project/facility of equipment for which the borrowing is intended.
- 5.07 The County shall comply with all Internal Revenue Service arbitrage rebate requirements for bonded indebtedness.
- 5.08 The County shall comply with all legal requirements regarding the issuance of bonds and certificates of the County and its debt issuing authorities.
- 5.09 The County shall establish Memoranda of Understanding with the School Board and any other agency prior to the issuance of debt establishing guidelines regarding the issuance of debt which would be included in Policy No. 5.05(e) above.
- 5.10 Whenever the County finds it necessary to issue Certificates of Participation (COPs) or Installment Purchase Contracts, the following guidelines will be adhered to:
- a) When COPs are issued, the County should attempt to deal with only one financial institution.
 - b) The terms of the debt issued should not exceed the life of the asset.
 - c) The terms should not exceed 25 years.
 - d) An escrow account may be used.

MULTI-YEAR BUDGET FORECAST

The multi-year budget forecast reflects the FY 2018-19 adopted budget with estimated revenues and expenditures for FY2019-20 to FY 2022-23. The estimate focuses on the County's General funds and Debt Service fund.

The General Funds are comprised of six sub-funds including the primary General operating Fund, Risk Management fund, SWAP fund, Reappraisal Reserve Fund, Capital Finance fund and Benefits Plan fund. For the General Funds, outlying year estimates are based on conservative revenue growth and contained expenditure growth to mitigate increased property tax increases for standard operations. No property tax increases are forecasted to support the multi-year General Funds forecast.

The projected multi-year debt service budget aligns with the updated Capital Improvement Plan (CIP) and multi-year capital finance plan presented during the FY 2016-17-budget process. That CIP review included recommendations made in a new Facility Master Plan update. The last facility master plan update occurred in FY 2000. Although the CIP evaluated project requests for a 10- year period, financial emphasis was on projects that may occur during the next four-year period with increased focus on major projects that started in FY 2016-17.

The updated Capital Improvement Plan includes projects funded by a General Obligation bond referendum in November 2016 to support building repair and replacement for Durham Public Schools, Community College, the Main Library and the NC Museum of Life & Science. The FY 2017-18 budget included a planned property tax increase related to voter support for a bond referendum appropriated to support related debt service in FY 2017-18 and subsequent years. This approach allowed for improved cash management and ensure that funds are in place to liquidate future bond related debt.

The following sections provides further highlights on the multi-year estimates.

GENERAL FUND MULTI-YEAR FORECAST

Revenue Assumptions

- Property valuation was reappraised in FY 2015-16 with overall market rate value increasing 9.71% from 2008 revaluation. In general, property valuation growth is steady from year to year. While FY 2018-19 valuation growth was a more significant increase than usual, the conservative approach is being maintained in these projections for future year estimates.
- Overall taxes, including property and sales taxes, grow 4%, consistent with historical years while outlying years are projected at a conservative rate of 3%
- Intergovernmental Revenues: State and federal collected revenues project no growth due to state and federal budget volatility changing the availability and reliability of these funds
- Rental Income is projected at 1% annual growth rate
- Service charges grew at 1.9% in FY 2018-19. Subsequent years are conservatively projected averaging 2% annually over the multi-year period.
- Decrease of Community Health Trust Fund annual revenue support, down to \$2.6 million from \$3.95 million in FY 2018-19, to \$1.25 million for the next ten years, will put a strain on revenues to meet growing expenditure needs. In fact, projected expenditures are expected to slightly outpace revenues for several of the out years seen below.
- Fund balance use as a revenue is projected for one-time cost including vehicle replacement and major equipment purchases, and as a balancing number to offset General Fund(s) expenditure totals. Historically, although the appropriation occurred, funds were not actually appropriated due to year-end revenue over-collection and under-spending of budgeted expenditures.

Expenditure Assumptions

- Overall growth in the FY 2018-19 budget is 0% compared to FY 2017-18; due primarily to a significant amount of Social Services intergovernmental "pass-through funds" no longer being accounted for in the General Fund. Both revenues and expenditures were reduced by an equal amount.
- Forecasted growth in the General Fund is at 2.5% with the growth in all General Funds forecasted at 2.4%. This amount includes dollars to support the County's current merit pay plan structure. The forecast also includes funds to support inflationary operating expenses.
- The projected forecast does not include additional dollars for annually approved expansion items (as they are decided by the Board of County Commissioners on a year by year basis).
- The County will continue realignment of budgeted expenditures where possible to contain overall budget growth.

General Funds Five - Year Forecast

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

101: General Fund Revenues	FY2017-18 Adopted Revenues	FY2018-19 Adopted Revenues	FY2019-20 Forecasted Revenues	FY2020-21 Forecasted Revenues	FY2021-22 Forecasted Revenues	FY2022-23 Forecasted Revenues
Taxes	\$324,720,170	\$341,369,595	\$351,473,393	\$361,879,489	\$372,596,946	\$383,635,094
Licenses and Permits	\$1,172,500	\$1,052,000	\$1,052,000	\$1,052,000	\$1,052,000	\$1,052,000
Intergovernmental	\$60,261,540	\$44,948,614	\$44,948,614	\$44,948,614	\$44,948,614	\$44,948,614
Contributions and Donations	\$70,093	\$65,093	\$65,093	\$65,093	\$65,093	\$65,093
Investment Income	\$400,000	\$950,000	\$950,000	\$950,000	\$950,000	\$950,000
Rental Income	\$364,207	\$253,470	\$256,005	\$258,565	\$261,150	\$263,762
Sewer Connection Fees	\$43,150	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Service Charges	\$21,811,080	\$22,226,423	\$22,670,951	\$23,124,370	\$23,586,858	\$24,058,595
Enterprise Charges	\$10,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000
Other Revenues	\$587,302	\$513,391	\$513,391	\$513,391	\$513,391	\$513,391
Transfers In	\$10,951,621	\$6,665,730	\$6,665,730	\$6,665,730	\$6,665,730	\$6,665,730
Fund Balance Appropriated	\$14,371,763	\$16,689,637	\$16,689,637	\$16,689,637	\$16,689,637	\$16,689,637
101: General Fund Total	\$434,763,426	\$434,752,953	\$445,303,814	\$456,165,890	\$467,348,419	\$478,860,916

Other General Fund Revenues	FY2017-18 Adopted Revenues	FY2018-19 Adopted Revenues	FY2019-20 Forecasted Revenues	FY2020-21 Forecasted Revenues	FY2021-22 Forecasted Revenues	FY2022-23 Forecasted Revenues
102: Risk Management	\$3,423,808	\$3,641,863	\$3,678,282	\$3,715,064	\$3,752,215	\$3,789,737
103: Swap Agreement 05	\$2,225,000	\$3,162,949	\$3,194,578	\$3,226,524	\$3,258,790	\$3,291,377
105: Reappraisal Reserve Fund	\$1,327,492	\$1,476,006	\$1,490,766	\$1,505,674	\$1,520,730	\$1,535,938
125: Capital Improvement Plan	\$72,680,412	\$75,397,976	\$76,151,956	\$76,913,475	\$77,682,610	\$78,459,436
150: Benefits Plan	\$23,442,744	\$27,185,058	\$27,456,909	\$27,731,478	\$28,008,792	\$28,288,880
Other General Funds Total	\$103,099,456	\$110,863,852	\$111,972,491	\$113,092,215	\$114,223,138	\$115,365,369

Total General Funds Revenue	\$537,862,882	\$545,616,805	\$557,276,305	\$569,258,105	\$581,571,556	\$594,226,285
Transfers (between General Funds)*	(\$59,754,166)	(\$64,733,074)	(\$64,733,074)	(\$64,733,074)	(\$64,733,074)	(\$64,733,074)
General Funds Revenue	\$478,108,716	\$480,883,731	\$492,543,231	\$504,525,031	\$516,838,482	\$529,493,211

*These transfers are between General Funds. They are removed to capture actual All General Funds Revenues (so they aren't duplicated). See "Transfers In" line for items that are from outside of the General Funds.

101: General Fund Expenditures	FY2017-18 Adopted Expenditures	FY2018-19 Adopted Expenditures	FY2019-20 Forecasted Expenditures	FY2020-21 Forecasted Expenditures	FY2021-22 Forecasted Expenditures	FY2022-23 Forecasted Expenditures
General Government	\$109,584,024	\$115,885,679	\$118,521,353	\$121,220,655	\$123,985,173	\$126,816,535
Public Safety	\$63,133,100	\$62,370,410	\$64,166,709	\$66,015,090	\$67,917,072	\$69,874,216
Transportation	\$512,500	\$512,500	\$525,313	\$538,445	\$551,906	\$565,704
Environmental Protection	\$4,458,542	\$5,054,486	\$5,191,839	\$5,333,045	\$5,478,213	\$5,627,455
Econom. & Physical Devlp.	\$5,714,727	\$7,204,000	\$7,335,819	\$7,471,131	\$7,610,029	\$7,752,608
Human Services	\$95,683,882	\$80,560,102	\$82,799,247	\$85,101,268	\$87,467,944	\$89,901,105
Education	\$143,038,856	\$150,213,073	\$153,925,462	\$157,730,661	\$161,630,990	\$165,628,828
Cultural & Recreational	\$12,637,795	\$12,952,703	\$13,311,881	\$13,681,181	\$14,060,891	\$14,451,306
101: General Fund Total	\$434,763,426	\$434,752,953	\$445,777,622	\$457,091,477	\$468,702,219	\$480,617,757

Other General Fund Expenditures	FY2017-18 Adopted Expenditures	FY2018-19 Adopted Expenditures	FY2019-20 Forecasted Expenditures	FY2020-21 Forecasted Expenditures	FY2021-22 Forecasted Expenditures	FY2022-23 Forecasted Expenditures
102: Risk Management	\$3,423,808	\$3,641,863	\$3,678,282	\$3,715,064	\$3,752,215	\$3,789,737
103: Swap Agreement 05	\$2,225,000	\$3,162,949	\$3,194,578	\$3,226,524	\$3,258,790	\$3,291,377
105: Reappraisal Reserve Fund	\$1,327,492	\$1,476,006	\$1,490,766	\$1,505,674	\$1,520,730	\$1,535,938
125: Capital Improvement Plan	\$72,680,412	\$75,397,976	\$76,151,956	\$76,913,475	\$77,682,610	\$78,459,436
150: Benefits Plan	\$23,442,744	\$27,185,058	\$27,456,909	\$27,731,478	\$28,008,792	\$28,288,880
Other General Funds Total	\$103,099,456	\$110,863,852	\$111,972,491	\$113,092,215	\$114,223,138	\$115,365,369

Total General Funds Revenue	\$537,862,882	\$545,616,805	\$557,750,113	\$570,183,692	\$582,925,356	\$595,983,126
Transfers (between General Funds)*	(\$59,754,166)	(\$64,733,074)	(\$65,380,405)	(\$66,034,209)	(\$66,694,551)	(\$67,361,496)
General Funds Revenue	\$478,108,716	\$480,883,731	\$492,369,708	\$504,149,483	\$516,230,805	\$528,621,630

*These transfers are between General Funds. They are removed to capture actual All General Funds Expenditures (so they aren't duplicated).

DEBT SERVICE FUND MULTI-YEAR FORECAST

Revenue Assumptions

The County updated projected capital improvement needs for the ten-year period from FY 2016-17 to FY 2026-27 including dedicated revenues to support these capital needs.

- The Board of County Commissioners increased the property tax rate dedicated for capital financing and related debt service by 1.75 cents to support voter approved current and future 2016 General Obligation debt service in FY 2017-18. The property tax rate increase is initially high enough to support current 10-year CIP needs, although any updates to the CIP including adding additional capital projects may necessitate the need for additional property tax revenue. This approach allows for improved cash management and ensures funds are in place to liquidate future bond related debt obligations.
- The projected debt service forecast aligns with the Capital Finance Fund projections presented during FY 2018-19 budget deliberations.
 - An updated review of future expected capital financing projections is done annually, as part of the budget process, in order to explain debt service amounts that have to be paid in the developing budget fiscal year as well as showing expected costs in future years.

Expenditure Assumptions*

- Existing debt expense payments stay relatively flat until FY 2024-25 after debt service from a planned 2020 General Obligation bond referendum occurs and debt service begins to accrue.
- The Debt Service fund establishes an account that will reserve dollars collected related to the General Obligation bond referendum to support future debt service payments. This approach mitigates outlying year tax increases and ensures a dedicated revenue stream is in place to support referendum debt.

*See “Durham County Capital Finance Plan Model FY2019-2026” (under Appendix – Capital Improvement Plan (CIP) Overview) for detailed projection tables for Debt Service and overall Durham County Capital Finance Plan

CAPITAL IMPROVEMENT PLAN (CIP) OVERVIEW

Note: *The following is presented as supplementary information to the FY 2018–19 annual operating budget as a convenience to the reader. A separate CIP and financial plan is published every two years and is available at www.dconc.gov or by contacting the Budget Office at (919) 560-0017.*

Background

The County maintains a 10-year Capital Improvement plan (CIP) which is fully updated every two years (see special note below). The last major update of the plan was approved in June 2016 for fiscal years 2017-26. The plan itself provides a blueprint which the County uses to meet the growing facility needs of the schools, libraries, museum, court system, public safety, human service agencies, and open space. The CIP also provides a financial overview of the financing options for the existing capital projects as well as those not yet implemented capital projects projected in the 10-year plan.

Description of Process

While it presents a 10-year plan, the projects and estimated costs are subject to change. Financing options are reviewed, as well as the projects and their estimated costs by an internal CIP committee composed of representatives from the County Manager’s Office, Budget, Finance, Information Technology, General Services, Fire Marshall and Engineering departments. The Board of County Commissioners approves the CIP separately from the Annual Operating Budget. Projects in the CIP are linked to the Annual Operating Budget through annual debt service appropriations and County contribution funding (pay-as-you-go). These annual appropriations are detailed each budget year in the Capital Financing Plan Fund and Debt Service Fund sections of the budget document.

Impact of CIP on Operating Budget

When capital projects come online, they have potential new costs which can include: new personnel and operating expenses such as utilities, technology, security, and maintenance. The CIP does not fund related operational costs, rather, they are considered in the annual budget request for the department managing the capital project. In years where capital improvement projects are completed or become operational, special attention is given to the potential impacts on the budget process. This is assessed on a per project basis with the potential impact planned by the lead agency on the project and other relevant departments such as Information Technology and General Services who respectively support the technology and maintenance needs of buildings and staff. For instance, the opening of phase II of the Human Services Complex in the FY 2013-14 budget translated into additional staff and operating support in the Public Health and General Services annual operating budgets. Other affected departments plan their budget requests in line to ensure they can provide services to any new or expansion items realized through completion of CIP projects.

Project Listing

The summary table on the following page includes projects and projected annual costs from the CIP. Greater detail on all projects, timelines, and costs is available in the separate publication “Durham County Capital Improvement Plan Fiscal Years 2017–2026”. For more information about the Durham County CIP, email budget@dconc.gov or visit the Durham County website at www.dconc.gov.

Special Note for FY 2018-19

The County generally updates the 10 year CIP biannually, however, during FY 2018-19 the County is completing an update of its Facility Master Plan which will greatly inform any CIP update process. With that in mind the County will begin a CIP update during the fall of FY 2018-19, with a 10 year outlook spanning FY 2019-2028. This updated CIP will consider future General Obligation bond referendums as well as major project updates on the horizon. Several major projects such as the Main Library renovations and Administration II building renovations will have been completed or be near completion. New and significant projects on the horizon will include additional downtown parking decks, possible affordable housing expansion, significant renovations to existing County buildings, EMS station expansion throughout the County, and continued support of Durham Public Schools capital needs. A significantly more expensive construction environment as well current and future County debt capacity (and its effect on annual budgets) will apply considerable restraints on future capital project inclusion in the updated CIP.

Durham County 10 Year Capital Improvement Plan FY2017-2026

Function	Project	Prior Years	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Grand Total
Education	Durham Public Schools	\$215,648,205	\$13,050,476	\$26,713,879	\$39,354,490	\$9,253,655	\$16,627,500	\$45,000,000	\$45,000,000	\$45,000,000	\$0	\$0	\$455,648,205
	Durham Technical Community College	\$0	\$500,000	\$700,000	\$7,300,000	\$7,300,000	\$2,250,000	\$15,850,000	\$12,800,000	\$5,300,000	\$0	\$0	\$52,000,000
Education Total		\$215,648,205	\$13,550,476	\$27,413,879	\$46,654,490	\$16,553,655	\$18,877,500	\$60,850,000	\$57,800,000	\$50,300,000	\$0	\$0	\$507,648,205
Culture & Recreation	Main Library Renovations	\$2,242,860	\$1,107,400	\$22,868,136	\$20,868,136	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$47,086,532
	Bragtown Branch Library Upgrade	\$0	\$0	\$0	\$55,125	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$55,125
	Stanford L. Warren Library Upgrade	\$0	\$50,000	\$0	\$892,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$942,500
	NCMLS Deferred Maintenance and Exhibit Refurbishment	\$0	\$0	\$7,109,670	\$2,455,654	\$4,502,379	\$889,850	\$2,593,816	\$4,945,576	\$3,827,396	\$2,713,899	\$5,155,139	\$34,193,379
Culture & Recreation Total		\$2,242,860	\$1,157,400	\$29,977,806	\$24,271,415	\$4,502,379	\$889,850	\$2,593,816	\$4,945,576	\$3,827,396	\$2,713,899	\$5,155,139	\$82,277,536
Enterprise Fund	Collection System Rehabilitation	\$5,400,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$9,900,000
	Reused Waste Water Facility	\$3,947,967	\$2,400,000	\$300,000	\$5,600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,247,967
	Sludge Energy Program	\$5,200,000	\$0	\$300,000	\$14,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000,000
	Sewer Outfall Expansion	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000
Enterprise Fund Total		\$14,547,967	\$4,400,000	\$1,100,000	\$20,600,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$43,647,967
Grand Total		\$265,667,134	\$66,967,772	\$106,477,390	\$124,654,337	\$53,921,497	\$73,267,225	\$86,966,850	\$84,435,773	\$119,775,356	\$59,929,727	\$28,674,981	\$1,070,738,044

OPERATING IMPACT OF CURRENT CAPITAL PROJECTS

DESCRIPTION

As part of the County's Capital Improvement Plan, operational impacts of non-recurring capital projects are estimated as part of the Capital Improvement Planning process. Once a project has been completed these operational costs are made part of the budget planning process discussion. For this measure of operating impact of current capital projects, additional operating costs are included only for the first year the cost is incurred.

For FY 2018-19, a single project, renovations of the Administration II building, coming to completion will have additional operational costs. Normally these additional operational costs are included in departmental budgets and are highlighted in this section.

Durham County is expected to open its newest, nearly \$50 million, renovation of the Administration II building. Before renovations, and before completion of the newest County Courthouse, this building used to be the County Courthouse. It will now be used to consolidate County service departments currently spread throughout various downtown and County locations.

New operating costs related to this project largely fall under the General Services departmental operating budget. General Services oversees maintenance, upkeep, and general operation of all County buildings including security. Several new positions have been created and supported along with contracted security services to provide operational support for the newly renovated Administration II building. Costs for estimated utilities have also been included within the General Services department for this building's operation.

Several upcoming projects that will have related operating costs are the Main Library renovation with expected completion in FY 2018-19 and additional EMS station projects with expected completion times within the next several fiscal years.

BUDGET AND AMENDMENT PROCESS

OVERVIEW

The budget process is designed to ensure that taxpayer dollars are efficiently and effectively utilized to fairly deliver essential government services. The Budget and Management Services Department serves as a coordinating resource to the Board of County Commissioners, County Manager, departments, nonprofit agencies, and citizens, each playing a pivotal role in the budget creation and review process. Through the budget, Durham County fulfills its mission to enhance the quality of life for its citizens by providing education, safety and security, health and human services, economic development, and cultural and recreational resources.

GOVERNING STATUTES

The North Carolina Local Government Budget and Fiscal Control Act provides the legal framework in which all cities and counties in the state conduct their budgetary processes. The legislation is found in Chapter 159 of the General Statutes and establishes several important dates and provisions including:

- By April 30 – Departments must submit requests to the Budget Officer (N.C. Gen. Stat. § 159-10)
- By June 1 – Recommended budget must be submitted to the Board of County Commissioners (N.C. Gen. Stat. § 159-11(b))
- Before adoption – A public hearing must be held (N.C. Gen. Stat. § 159-12(b))
- By July 1 – From 10 days after submitted to the Board of County Commissioners, but by July 1, a balanced budget must be adopted (N.C. Gen. Stat. § 159-13(a))

BUDGET PROCESS

All Durham County departments are required to submit requests for appropriation to the County Manager on or before March 15 of each year. This is done through a customized version of SAP Software that compiles requested revenues, expenditures, and new positions from each department. The Budget and Management Services Department is responsible for advising and supporting county departments throughout the entire budget process; performing budget software maintenance and training; publishing recommended and approved budget documents; analyzing and assisting in the County Manager's recommendation of requests; and updating and distributing a budget manual, among other important duties.

The Budget and Management Services Department, under the direction of the County Manager, uses the departmental requests as the starting point for developing a recommended budget. Departments are asked to provide a continuation budget and identify expansion items through a priority ranking system. This information is ultimately reviewed and adjusted in order to create a balanced recommended budget that the County Manager presents to the Board of County Commissioners for review prior to May 31 of each year. The Board is required to hold public hearings on the recommended budget and to adopt a final budget no later than June 30, the close of Durham County's fiscal year. The Board typically holds multiple budget work sessions to address issues in the recommended budget. As required by North Carolina law, the Board adopts a budget ordinance setting a tax rate and spending authority for the fiscal year.

AMENDMENT PROCESS

The adopted budget is prepared by fund, function (e.g., Public Safety) and department/agency (e.g., Sheriff); however, the appropriations are formally budgeted and approved on a functional basis. The County Manager is authorized to transfer budget amounts within a function up to 15% cumulatively without reporting to the Board of County Commissioners. The County Manager is authorized to transfer budget amounts between functions of the same fund up to \$20,000 with an official report of such transfer being made at the next regular meeting of the Board. Departments routinely submit budget amendments as agenda items to the Board after review by the Budget and Management Services Department. The amendments are typically placed on the consent agenda but can be pulled for discussion. Upon approval by the Board, the Budget and Management Services Department updates the financial system to reflect the amendment.

FY 2018-19 BUDGET CALENDAR

December		
Wednesday	December 13	FY 2018-19 Budget Kick-off at December Department Heads Meeting
Friday	December 15	Departments submit Replacement vehicle, Building Renovation and General Maintenance forms to General Services
January		
Tuesday - Friday	January 2 -19	Pre-Budget Meetings with General Managers
Friday	January 5	Departments submit Information Services & Technology Request Form (new requests only, not replacements) to Kim Cook in Information Services and Technology
Monday	January 22	Distribution of budget materials to departments through intranet
Monday	January 22	SAP Budget System (BIP) opens for entry of departmental budget requests
	January	Budget System SAP Individual Training – Schedule with your Budget Analyst
February		
Friday	February 16	DEPARTMENTAL BUDGET REQUESTS DUE TO BUDGET AND MANAGEMENT SERVICES – Requests entered into SAP Budget System (BIP) and supporting documents placed in MyDCo
Tuesday-Wednesday	February 20-21	BOCC Annual Budget Retreat
March		
Monday	March 12	Advance public comments at Board of County Commissioners meeting
Monday-Thursday	March 12 – April 5	Departmental budget presentations with County Manager, General Manager and Budget and Management Services
April		
Monday-Thursday	March 12 – April 5	Departmental budget presentations with County Manager, General Manager and Budget and Management Services
May		
Monday	May 14	County Manager delivers Recommended Budget to Board of County Commissioners – 7 pm
Tuesday-Thursday	May 22- June 14	Board of County Commissioners budget worksessions
Friday	May 25	Notice of Public Hearing published for June 11 public hearing
June		
Tuesday-Thursday	May 22- June 14	Board of County Commissioners budget worksessions
Monday	June 11	Board of County Commissioners holds public hearing on Recommended Budget
Monday	June 25	Board of County Commissioners adoption of FY 2018-19 Annual Budget Ordinance
July		
Sunday	July 1	FY 2018-19 budget available in SAP Budget System

GLOSSARY TERMS

Account: The detailed record of a particular asset, liability, owners' equity, revenue, or expense.

Accrual basis: Where revenue and expenses are recorded in the period in which they are earned or incurred regardless of whether cash is received or disbursed in that period.

Ad valorem tax: Commonly referred to as property tax; levied on both real and personal property according to the property's valuation and the tax rate.

Appropriated fund balance: The estimated fund balance appropriated into the annual budget.

Appropriation: A legal authorization to incur obligations and make expenditures for specific purposes.

Approved budget: The final budget the Board of County Commissioners adopts by July 1.

Assessed valuation: The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

Asset: Anything owned by an individual or a business which has commercial or exchange value.

Balanced budget: Where revenues and expenditures are budgeted at equal amounts.

Base budget: Cost if continuing the existing levels of service.

Basis of accounting: Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting.

Basis of budgeting: The annual budget is prepared on the modified accrual basis of accounting as required by North Carolina law.

Board of County Commissioners (BOCC): The governing body of Durham County consisting of five commissioners elected at-large and serving for four-year terms.

Bond: A written promise to repay debt on a specific date in the future along with payment of a specified amount of interest at predetermined intervals while the debt is outstanding.

Bond agency fees: Fees charged by bond agencies for services related to debt issuance.

Bond covenant: Provision in a bond or debt contract which require the debt issuer to meet certain standards or do certain things.

Bond rating: Grade indicating a unit's investment qualities; ratings range from AAA (highest) to D (lowest).

Budget: Plan of financial activity for a specific period of time indicating all planned revenues and expenses for the budget period.

Budget amendment: A means for the Board of County Commissioners to recognize new revenues or expenditures and amend the operating budget.

Business area: Group of related activities performed by one or more organizational units (fund centers) for the purpose of accomplishing a function for which the government is responsible.

Capital expenditure (or outlay): Fixed asset which has a value of \$5,000 or more and has a useful economic lifetime of more than one year.

Capital Improvement Plan (CIP): Long-range plan which outlines major capital needs and the means of financing proposed acquisitions.

Certificates of participation (COPs): Shares in a debt obligation created by a capital lease that are sold to or placed with investors. The certificates are secured by the property financed with the debt.

Code: System of numbering accounts and transactions in order to produce desired information; see *commitment item*.

Commitment item: Accounting code used to classify an expenditure or a revenue; examples: 5100011000 – Salary, 5200110200 – Telephone.

Constant dollars: Actual dollar amounts adjusted for inflation.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Debt: Money or other property lent or borrowed and that must be repaid or returned. Debt may be outstanding for a short term (one year or less) or for a long term (one year or more).

Debt service: Cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Department: The organizational unit of county government providing a specific service.

Designated fund balance: Designations of fund balance represent tentative management plans that are subject to change.

Elected officials: Positions decided upon by voters and include the Board of County Commissioners, Sheriff, and Register of Deeds.

Employee benefits: Benefits beyond salary compensation, including health care, retirement, disability, life insurance, etc.

Encumbrances: A reservation of budget authority for a particular purpose. An encumbrance typically occurs when a purchase order or contract is approved.

Enterprise fund: A separate fund that accounts for a government-owned enterprise, such as solid waste or water-sewer systems.

Expenditure: Payment of cash on the transfer of property or services for the purpose of acquiring an asset or service, or settling a loss.

Federal and state revenues: Funds received from federal, state, or other local government sources.

Fire district: Special district taxes are levied for fire protection in seven districts: Bahama, Bethesda, Eno, Lebanon, New Hope, Parkwood and Redwood.

Fiscal year: A declared accounting year, not necessarily a calendar year. The fiscal year for Durham County is July 1 to June 30.

Fixed asset: Assets of long-term character that are intended to continue to be held or used such as land, buildings, furniture and other equipment.

Full-time equivalent (FTE): A position count that calculates workforce by number of hours worked relative to a standard working schedule. For instance, a part-time worker may be considered 0.5 FTE.

Function: Grouping of agencies that provide similar services. For example the “Public Safety” function includes the Sheriff, Emergency Medical Services, Criminal Justice Resource Center, Fire Marshal, and Emergency Communications, among others.

Fund: Fiscal entity with revenues and expenses that are segregated for the purpose of carrying out a specific purpose or activity.

Fund balance: Funds accumulated through the under expenditure of appropriations and/or the act of exceeding anticipated revenues.

Funds center: One organizational unit within a department or business area that has a specific purpose in accomplishing a function for which the agency is responsible.

General Fund: The main operating fund accounting for governmental functions supported by general taxes and revenues as well as financial resources that legal requirements do not require to be accounted for in another fund.

General obligation bond: Bond that is backed by the full faith, credit, and taxing power of the government.

Generally Accepted Accounting Principles (GAAP): Accounting rules used to prepare, present and report financial statements. For local and state governments, GAAP is determined by the Governmental Accounting Standards Board (GASB).

Goal: A broad statement of desired conditions to be maintained or achieved through the efforts of an organization; standard against which progress is measured.

Governmental Accounting Standards Board (GASB): A private, nongovernmental organization that establishes and improves standards of local and state governmental accounting and financial reporting; see www.gasb.org.

Grant: Gift of money from one organization to another.

Intergovernmental revenues: Funds received from federal, state and other local government sources.

Internal service fund: A fund that may be used to account for any activity that provides goods or services to other departments or funds within the same government.

Lease: A contract where a party being the owner of an asset provides the asset for use at a consideration (rental), for a certain period with an understanding that at the end of such period the asset either will be returned to the lessor or disposed of as per the lessor's instructions.

Liability: A loan, expense, or any other form of claim on the assets of an entity that must be paid or otherwise honored by that entity.

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

Modified accrual basis: Under this accounting basis, revenues are considered available when collectible, either during the current period or after the end of the current period, but in time to pay year-end liabilities. Expenditures are recognized when a transaction or event is expected to draw upon current spendable resources rather than future resources.

Net assets: The difference between total assets and current liabilities including non-capitalized, long-term liabilities.

Object of expenditure: An expenditure classification related to the type of goods or services purchased, such as office supplies.

Objective: A specific statement of desired results which represents a single step in the achievement of a goal. Objectives are measurable and can be accomplished within a specific time interval.

Operating expense: Cost for personnel, materials, and equipment required for a department to function.

Ordinance: A legal document adopted by the governing body setting policy and procedures.

Other financing sources: A revenue category containing appropriated fund balance and transfers from other funds.

Pass-through funds: Funds from other jurisdictions, such as the federal government, which are used often for a specific purpose or activity administered by the county.

Performance budget: A budget in which expenditures are based primarily upon measurable performance of activities and work programs.

Performance indicator: Specific quantitative and qualitative measures of work performed.

Personal property: Classified within two divisions: 1) Tangible property includes items that are visible and movable; 2) Intangible property includes stocks, bonds, bank deposits, etc.

Personnel services: Expenditures for salaries, wages, and fringe benefits.

Property taxes: Levied on real and personal property and set at a rate of cents on each dollar of value of the property.

Real property: Land, buildings, and items permanently affixed to land or buildings.

Reappraisal (or revaluation): The process of revaluing a jurisdiction's real property in order to adjust the tax value to the market value.

Reclassification: A change in the classification and corresponding job title of an existing position, which results from a major change in assigned responsibilities.

Recommended budget: The County Manager presents a recommended budget to the Board of County Commissioners based on requests for funding from departments. By North Carolina law, the recommended budget must be provided to the Board by June 1.

Reserved fund balance: Amounts that are not appropriable or legally segregated for a specific purpose.

Revenue: Any type of funds that can be used to pay for expenses. Types of revenue include property taxes, sales taxes, state funds, federal funds, grant funds, fees, interest earnings, loans, etc.

Revenue bond: Bond secured by and repaid from specific and limited revenues. The pledged revenues are most often net revenues, or earnings, from a self-supporting utility or enterprise.

Service level: The amount of service provided during a fiscal year as indicated by one or more performance indicators.

Special assessments: Charges to property owners which finance public improvements or services deemed to benefit specific properties.

Special revenue fund: A fund used to account for the proceeds of special revenue sources (other than for capital projects) that are legally restricted to expenditures for a specific purpose.

Statute: A law enacted by the North Carolina General Assembly.

Tax levy: Revenue produced by applying a given tax rate to a property's assessed, or tax, value.

Transfers in/out: Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Trend: A continuing direction of movement of a chronological series of data charted on a graph.

Trust fund: Used to account for assets the county holds on behalf of others.

Unassigned fund balance: The amount of fund balance which is available for future appropriations.

User charges: Payment of a fee for direct receipt of a public service by the party who benefits from the service.

GLOSSARY CODES

Personnel Services

- 5100011000 SALARIES AND WAGES - REGULAR: Salaries and wages paid to full-time employees.
- 5100012000 SALARIES AND WAGES - PART TIME: Salaries and wages paid to part-time employees.
- 5100020500 PHONE ALLOWANCE: Compensation to employees and elected officials for county-business use of personal phone devices.
- 5100020600 TRAVEL ALLOWANCE: Compensation to employees and elected officials for expenses incurred while travelling on county business.
- 5100051000 BOARD MEMBER FEES: Regular compensation paid to boards and commissions.
- 5100050200 CONSULTING FEES: Fees paid directly to individuals and firms providing contracted personnel services to the county. These services replace or augment those provided by program personnel.

Employee Benefits

- 5100061000 FICA EXPENSES: Social security expenses incurred by the county for all employees.
- 5100061300 RETIREMENT: The county's cost for retirement benefits under the Local Government Employees' Retirement System.
- 5100063300 SUPPLEMENTAL RETIREMENT: The county's contribution to deferred compensation accounts for employees eligible for the Local Government Employees' Retirement System.

Operating Expenses

- 5200110200 TELEPHONE: The cost of local and long distance telephone service and installation charges.
- 5200110300 POSTAGE: Expenditures for mailing and shipping.
- 5200110400 PRINTING: Expenditures for printing and duplicating.
- 5200114300 OFFICE SUPPLIES AND MATERIALS: Expenditures for all consumable office supplies, small fixtures, or furniture valued under \$1,000.
- 5200114400 NON-CAPITAL OFFICE FURNITURE AND EQUIPMENT: The purchase of tangible, individual office furniture and equipment items costing less than \$1,000.
- 5200120100 BUILDING RENT: Payments for space rented by the county.
- 5200120200 EQUIPMENT RENTAL: Charges for lease and rental of equipment.
- 5200120300 UTILITIES: Charges for electricity, water, fuel oil, and natural gas.
- 5200120500 VEHICLE LEASE: Lease payments for vehicles leased or lease-purchased by the county.
- 5200120600 EQUIPMENT LEASE: Lease payments for equipment leased or lease-purchased by the county.
- 5200130100 TRAINING-RELATED TRAVEL: The cost incurred for travel, fees, subsistence and registrations in connection with employee development.
- 5200130300 DUES AND SUBSCRIPTIONS: The cost of memberships, dues, and subscriptions to periodicals and journals.
- 5200140300 M & R EQUIPMENT: The cost incurred in maintaining and repairing county-owned equipment, including service contracts.
- 5200140400 M & R VEHICLES: The cost incurred in maintaining and repairing county-owned vehicles.
- 5200150100 OPERATIONAL TRAVEL: The cost of travel associated with department and program operations.
- 5200150200 VEHICLE SUPPLIES: The cost of operating and maintaining county-owned vehicles.

- 5200151000 SOFTWARE: Expenditures for computer software valued under \$1,000.
- 5200159500 OTHER SUPPLIES AND MATERIALS, also called MISCELLANEOUS SUPPLIES: The cost of operating supplies and materials not otherwise classified.
- 5200160100 MISCELLANEOUS CONTRACTED SERVICES: Expenditures for services contracted out by the county, including consultant or personnel services contracts (security, janitorial, audit, etc.).
- 5200180100 ADVERTISING: The cost incurred for advertising including legal notices, recruitment, etc.
- 5200180300 UNIFORMS: The cost of providing uniforms to employees.
- 5200184000 INSURANCE AND BONDS: The cost of insuring county property, such as buildings and equipment and employee fidelity bonds.
- 5200190300 INDIRECT COSTS: The administrative, or overhead, costs associated with a department or program.
- 5200191000 MISCELLANEOUS EXPENSE: Items not categorized in other expense lines.
- 5200200000 NON-CAPITAL COMPUTER: The cost of non-capital, computer-related, individual hardware purchases less than \$750 (laser printer).

Capital Outlay

- 5300230000 BUILDINGS: Refurbishing.
- 5300240000 OFFICE FURNITURE AND EQUIPMENT: Expenditures for office and equipment (except computer hardware) with a unit cost of \$1,000 or more and a useful life exceeding one year (desks, chairs, calculators, fax machines, etc.).
- 5300250000 MISCELLANEOUS MACHINERY & EQUIPMENT: Expenditures for machinery and major equipment with a unit cost of \$1,000 or more and a useful life exceeding one year (mowers, lab equipment, etc.).
- 5300250100 VEHICLES: Expenditures for automobiles, vans, trucks, etc.
- 5300253500 SOFTWARE: Expenditures for all individual computer software purchases with a unit cost of \$1,000 or more.
- 5300254000 COMPUTER HARDWARE: Expenditures for computer hardware and related equipment with a unit cost of \$1,000 or more and a useful life exceeding one year (computers, monitors, printers, modems, mainframe processors, etc.).

DURHAM COUNTY - BACKGROUND

History

Durham began as a railroad station and settlement named for Dr. Bartlett Durham. While the official birth date is April 26, 1853, when the U.S. Post Office was established, the town was not incorporated until April 10, 1869. The tobacco manufacturing industry focused worldwide attention on the area after the Civil War. As a result of this thriving business, Durham grew and prospered tremendously.

In 1881, Durham officials sought to become an autonomous political subdivision and decided to separate from Orange County. Durham County was formed on April 17, 1881 from portions of land transferred into the County from Wake and Orange counties. In 1911, an additional portion of land was transferred into the County from Wake County.

The first Board of County Commissioners convened its initial meeting on May 2, 1881. Durham County operated under the Commission form of government with the chairman serving as chief administrator until 1930. The manager form of government was then adopted and D.W. Newsome became the first manager of Durham County, serving until his death in 1949. E.S. Swindell, Jr. succeeded him and served until his retirement in December 1984. John P. Bond, III was named County Manager and served until his resignation in January 1991. George H. Williams became the fourth County Manager and served until October 1995. David F. Thompson served as fifth County Manager from May 1996 until February 2000. Michael M. Ruffin was the sixth county manager. He retired after 13 years of service in January 2014. Wendell Davis is the seventh and current County Manager.

Organizational Overview

Policy-making and legislative authority are vested in the Board of County Commissioners consisting of the chairman, vice-chairman and three members. The governing board is responsible, among other things, for passing ordinances, adopting the budget, appointing committees, and hiring the County Manager, Attorney, and Tax Administrator. The County Manager is responsible for carrying out the policies and ordinances of the governing board, overseeing the day-to-day operations of the government, and hiring the heads of the various departments. Board members serve four-year terms. The chairman and the vice-chairman of the board are voted on by the board in its first meeting after being sworn into office. In addition, the Sheriff and Register of Deeds are elected County positions.

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

Economy

Durham is located at the pinnacle of North Carolina's famous Research Triangle Park (RTP), which was formed in 1959 by Duke University in Durham, North Carolina State University in Raleigh, and the University of North Carolina at Chapel Hill. Most of the currently-developed portion of RTP, 75% of its 6,800 acres, is in Durham County. RTP is home to more than 50 major research and development organizations, including IBM and GlaxoSmithKline.

The success of RTP is evidenced by the growth of Durham County as a major center for healthcare activity and as a focal point for high technology research business. Research being conducted in Durham County covers a broad range of fields, such as biotechnology, medical instrumentation, health care products, metallurgy, electronic hardware, software, digital switching, digital transmission, electronics, and telecommunications. Other leading organizations are located in the northern section of Durham County, such as a new Merck manufacturing location, representing an investment of approximately \$300 million and the creation of 200 jobs.

Quality of Life

Durham County today has evolved from an agricultural and manufacturing economy to achieve world-class status. It has become one of the country's most desirable places to live. In February 2018, *U.S. News & World Report* ranked the Raleigh-Durham-Chapel Hill area #13 out of 125 U.S. Metro Areas for best places to live. In April 2018, *Growella* ranked Durham, NC #1 as Best Cities for Millennials in the U.S. And, in April 2018, *Forbes* ranked the Research Triangle Area #1 on its List of the Best Places to Rent.

DURHAM COUNTY – COMMUNITY INFORMATION

Date of incorporation: 1881

Form of government: Commission-Manager

Land Area: 286 square miles

Elevation: 332 feet

Climate:

Mean temperature: 59° F

Mean annual rainfall: 48 inches

Medical facilities (Durham County only):

Number of hospitals: 5

Number of beds: 1,625 (*General 1,374; 251 Durham VA*)

Education:

Higher education:

Universities and colleges: 10

Public education:

Elementary schools: 30

Middle schools: 9

K-8 Schools: 1

Secondary schools: 2

High schools: 11

Specialty Schools: 3

Hospital Schools: 1

Police protection (City):

Number of stations: 7 (*6 Substations + 1 HQ*)

Number of personnel: 672 (*548 sworn; 124 non-sworn*)

Sheriff protection (County):

Number of stations: 5

Number of officers: 392 (*181 sworn; 211 detention*)

Fire protection

City:

Number of stations: 16

Number of personnel: 348

Durham County Fire and Rescue (County):

Number of stations: 5

Number of personnel: 53

Volunteer fire protection (County):

Number of stations: 8

Number of personnel: 163 (*49 Volunteer*)

Recreation and culture:

Number of parks: 68

Miles of trails: 29

Number of recreation centers: 9

Number of aquatic centers & Outdoor Pools: 8

Number of tennis courts: 14

Number of parks with fishing and/or boating access: 8

Number of public libraries: 8

General statistics:

Year	Population ¹	Unemployment Rate ¹	School Enrollment ^{1,2}
2012	280,921	7.6%	35,711
2013	286,053	6.7%	36,711
2014	292,191	5.2%	37,951
2015	297,219	4.9%	38,596
2016	301,520	4.5%	39,124
2017	306,184	4.0%	39,308

¹ Log In North Carolina (LINC)

² Average Daily Membership

Major Employers (1000+ Employees)³

Duke University & Health System
 International Business Machines (IBM)
 Durham Public Schools
 GlaxoSmithKline
 Blue Cross & Blue Shield of North Carolina
 Durham City Government
 Fidelity Investments
 IQVIA (*Formerly Quintiles Transnational Corp.*)
 Research Triangle Institute (RTI)
 Veterans Affairs (VA) Medical Center
 Cree, Inc.
 AW North Carolina, Inc.
 U.S. Environmental Protection Agency
 Durham County Government
 North Carolina Central University
 Biogen Idec Inc.
 Network Appliance Inc.

³NC Department of Commerce

Top ten taxpayers⁴

Organization	Enterprise type	% total assessed valuation
AW North Carolina Inc.	Manufacturer	1.00%
Cree, Inc.	Manufacturer	.94%
IBM Corporation ⁵	Manufacturer	.69%
Duke Energy	Manufacturer	.66%
GlaxoSmithKline	Manufacturer	.65%
EMC Corporation	Manufacturer	.57%
Southpointe Mall LLC	Retail	.52%
Int. Business Machines ⁵	Manufacturer	.51%
Merck Sharp & Dohme	Manufacturer	.50%
Biomeriux Inc.	Manufacturer	.39%

⁴Durham County Tax Department

⁵IBM registered under two separate entity names

DURHAM COUNTY GOVERNMENT

www.durhamcountync.gov

919-560-0000

Agency	Director	Telephone
Animal Services	Michael D. Andrews	919-560-0897
Board of County Commissioners	Wendy Jacobs	919-560-0027
Board of Elections	Derek Bowens	919-560-0691
Budget and Management Services	Keith Lane	919-560-0012
City/County Inspections	William Bradham	919-560-4144
City/County Planning	Patrick Young	919-560-4137
Clerk to the Board of County Commissioners	Michelle Parker-Evans	919-560-0025
Cooperative Extension Service	Morris White III	919-560-0525
County Attorney	Lowell Siler	919-560-0705
County Engineering	Jay Gibson	919-560-0735
County Manager	Wendell Davis	919-560-0000
Criminal Justice Resource Center	Gudrun Parmer	919-560-0500
Emergency Management	Jim Groves	919-560-0660
Emergency Medical Services	Kevin Underhill - interim	919-560-8285
Finance	Susan Tezai	919-560-0035
Fire Marshal	Jim Groves	919-560-0660
General Services	Motiryo Keambiroiro	919-560-0430
Human Resources	Kathy Everett-Perry	919-560-7900
Information Technology	Greg Marrow	919-560-7000
Internal Audit	Darlana Moore	919-560-0042
Library	Tammy Baggett	919-560-0100
Public Health	Gayle Harris	919-560-7600
Register of Deeds	Sharon Davis	919-560-0480
Sheriff	Michael D. Andrews	919-560-0897
Social Services	Ben Rose	919-560-8000
Soil and Water Conservation	Eddie Culberson	919-560-0558
Tax Administration	Kim Simpson	919-560-0300
Veteran Services	Lois Harvin-Ravin	919-560-8387
Youth Home	Angela Nunn	919-560-0840

