



General Government

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

Business Area Name	FY 2018-19 Actuals	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.	Dept. % of Funct. Area
Board Of County Commissioners	\$662,090	\$688,998	\$760,732	\$639,548	-7.18%	0.52%
County Administration	\$2,371,512	\$2,811,317	\$3,104,314	\$2,708,272	-3.67%	2.21%
Finance	\$2,884,535	\$3,312,080	\$4,011,234	\$3,230,695	-2.46%	2.63%
Tax Administration	\$4,832,438	\$5,860,226	\$6,348,111	\$6,173,714	5.35%	5.03%
Legal	\$2,290,775	\$2,566,942	\$2,628,997	\$2,562,529	-0.17%	2.09%
Court Facilities	\$396,115	\$677,087	\$381,977	\$342,977	-49.35%	0.28%
Elections	\$1,417,855	\$2,683,771	\$2,378,370	\$2,374,482	-11.52%	1.94%
Register Of Deeds	\$1,620,165	\$1,815,573	\$1,993,722	\$1,954,097	7.63%	1.59%
General Services	\$12,420,126	\$13,315,115	\$15,087,578	\$12,929,433	-2.90%	10.54%
Information Technology	\$7,965,257	\$10,369,494	\$11,800,299	\$10,996,099	6.04%	8.96%
Human Resources	\$2,047,390	\$2,317,663	\$2,674,334	\$2,375,161	2.48%	1.94%
Budget & Management Services	\$834,987	\$969,125	\$914,712	\$914,171	-5.67%	0.75%
Veterans Services	\$286,423	\$339,313	\$372,039	\$365,431	7.70%	0.30%
Geographic Information Systems	\$477,968	\$498,843	\$519,091	\$519,091	4.06%	0.42%
Nondepartmental	\$68,711,062	\$76,530,417	\$73,225,667	\$74,609,604	-2.51%	60.81%
Total	\$109,218,698	\$124,755,964	\$126,201,177	\$122,695,304	-1.65%	100.00%

BOARD OF COUNTY COMMISSIONERS

Description

Durham County Government's goals are to provide fiscally responsible, quality services necessary to promote a healthy, safe, and vibrant community. The Durham County Board of Commissioners is the County's legislative and policy-making body, consisting of five members serving four-year terms. Elected at-large by a countywide election in November every four years concurrent, the major duties include the adoption of the annual budget, establishment of the annual tax rate, appointment of various officials, enactment of policies concerning the operation of the County, and enactment of local ordinances. The Board also has the authority to call bond referendums.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$662,090	\$688,998	\$760,732	\$639,548	-7.18%
Personnel	\$426,455	\$481,886	\$453,144	\$449,460	-6.73%
Operating	\$235,635	\$207,112	\$207,588	\$190,088	-8.22%
Transfers Out			\$100,000		
Net County Cost	\$662,090	\$688,998	\$760,732	\$639,548	-7.18%

CLERK TO THE BOARD



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

Description

The Durham County Clerk's Office provides support to the Board of County Commissioners (BOCC) by preparing, maintaining, researching, and transmitting agendas and minutes of official Board proceedings. The Clerk's Office oversees the appointment process for 43 active volunteer Boards and Commissions appointed by the BOCC. It maintains a permanent record of all documents required by North Carolina General Statutes. The County Clerk oversees the operations of the Clerk's Office; manages the official County seal; administers oaths, and attests legal documents on behalf of the County. The Clerk is also responsible for providing proper meeting notice in keeping with the North Carolina Open Meetings Law

Programs

Agenda Management Process

The purpose of this program is to provide vital support to the elected Board of County Commissioners (BOCC) by preparing, maintaining, researching, and transmitting agendas of official Board proceedings. Accurate, efficient, and transparent agendas ensure that internal and external customers are provided with information regarding the topics to be discussed at meetings and official actions that may take place. Meeting agendas also provide the BOCC with a guided focus and direction.

Citizen Boards & Appointments

Citizen Boards and Commissions allow for citizen participation and involvement in County Government through the appointment process, with over 40 active Boards and Commissions of appointed volunteers. Not only do the Boards and Commissions serve to advise the BOCC on a wide range of policy issues, they also provide accurate, transparent and current information to all County citizens. Some of these boards are designated by statute for a specific purpose. The Clerk to the Board strives to meet the needs and expectations of every customer in a timely manner. Providing a positive customer experience to individuals who contact our office is critical to improving County interactions and aligns with the Strategic Plan Goal 5 - Accountable, Efficient and Visionary Government.

General Government Records Management

The General Government Records Management program controls of the creation, recording, identification, receipt, maintenance, preservation, retrieval, use and disposition of government records—this includes the processes for capturing and maintaining documentation of and information about activities and transactions relating to the BOCC, Clerk to the Board, and Boards and Commissions in the form of records. The Clerk to the Board follows the Department of Natural and Cultural Resources records retention and disposition schedules, which complies with the provisions of G.S. 121 and 132 and meets accepted standards for administrative, legal, and archival values. This program enables the Clerk to the Board to provide accurate official historical records for present and future generations.

Open Meeting Laws Compliance

Open Meetings Law (§ 143-318.12), which dictates that public notice of official sessions of public bodies, must take place at least 48 hours before the start of a meeting. The Open Meeting Laws Compliance program is used to ensure the County publicizes official meetings that must be open to the public in accordance with the The official meetings publicized by the Clerk to the Board include those held by the BOCC and Boards and Commissions as well as events in which a BOCC quorum will be present.

Public Documents/Ordinances & Minutes

The Documents/Ordinances & Minutes program provides vital support to the elected Board of County Commissioners (BOCC) and citizens by preparing, maintaining, researching, and transmitting accurate public documents— documents such as Ordinances and Minutes which are not considered confidential and pertain to the conduct of Durham County government and the BOCC. Minutes serve as an official and legal record of meeting decisions and can be used to track

progress and detail future plans. An ordinance is a law passed by a municipal government. Accurate public documents provide official, transparent, historical, and current information to County citizens and ensure accountability is maintained.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$375,707	\$388,666	\$368,110	\$357,426	-8.04%
Personnel	\$251,964	\$295,892	\$274,992	\$271,308	-8.31%
Operating	\$123,743	\$92,774	\$93,118	\$86,118	-7.17%
Net County Cost	\$375,707	\$388,666	\$368,110	\$357,426	-8.04%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
4.00	4.00	4.00	4.00	4.00

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COUNTY ADMINISTRATION



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

Description

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

County Administration identifies, recommends, and monitors financial, capital, human and strategic resources to meet current and future needs of Durham County. This office ensures that budgeted service levels are provided to Durham County residents in a satisfactory and timely manner. As chief executive officer, the County Manager is mandated by the laws of North Carolina to direct and supervise all county offices, departments, boards, commissions and agencies under the general control and direction of the Board of County Commissioners.

Programs

Community Engagement and Partnerships

Community Engagement and Partnerships creates a two-way process that drives effective decision making to enhance the quality of life for our community members. The approach provides information and education about programs and services provided by Durham County Government. We use a variety of communications techniques including social media, printed materials, broadcast videos, blogs, online forums and regular meetings across the community to ensure that residents receive timely communication about the operations of Durham County.

Executive Leadership and Management

Executive Leadership and Management provides internal oversight of County policies, practices, procedures, and service delivery. The structure helps ensure effective leadership in the community and in the organization by facilitating the work of the Board, supporting strategic planning and departmental operations, creating a culture of innovation, and encouraging leadership development within the organization.

Internal Audit

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

State and Legislative Affairs

The State and Legislative Affairs program exists to protect, advocate, serve, remain lawful, support policy making, work collaboratively, guard against unfunded mandates, support legislation that benefits our community members and operations, and seek legislative funding for residents to enhance their quality of life. Legislative Affairs provides advocacy between Durham County Commissioners, administration and state and federal lawmakers to ensure that Durham County's perspectives are included as a part of major state and federal legislation being introduced and ultimately enacted. The County works intentionally with the advocates from NCACC and other urban communities on similar areas of interest.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$2,371,512	\$2,811,317	\$3,104,314	\$2,708,272	-3.67%
Personnel	\$1,852,751	\$2,235,111	\$2,502,207	\$2,337,515	4.58%
Operating	\$518,761	\$526,206	\$542,107	\$370,757	-29.54%
Capital					
Transfers Out		\$50,000	\$60,000		-100.00%
Revenue	\$71,053	\$35,632	\$51,694	\$51,694	45.08%
Intergovernmental	\$21,053	\$35,632	\$51,694	\$51,694	45.08%
Contributions and Donations	\$50,000				
Net County Cost	\$2,300,459	\$2,775,685	\$3,052,620	\$2,656,578	-4.29%

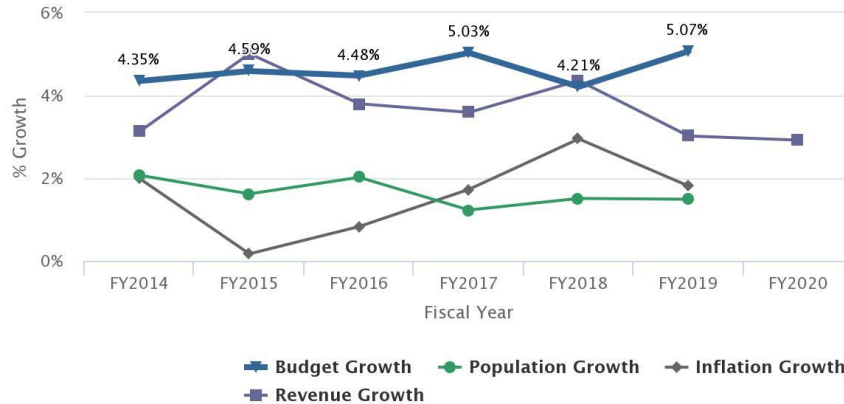
FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
18.00	20.00	19.00	20.00	20.00

Budget Highlights

- This Budget funds the activities of the County Manager’s Office, Internal Audit, Strategic Planning, and Public Information Broadcasting. Included in this budget is funding for the In Touch with Durham County Public Access Television program, continued support of outreach to young men and boys through the My Brother’s Keeper Program, and funding of internal process review and improvement through the Strategic Initiatives Office.
- There is continued funding for the Innovate Durham program, which received the J. Robert Havlick award for creating partnership for startups and local government collaboration.

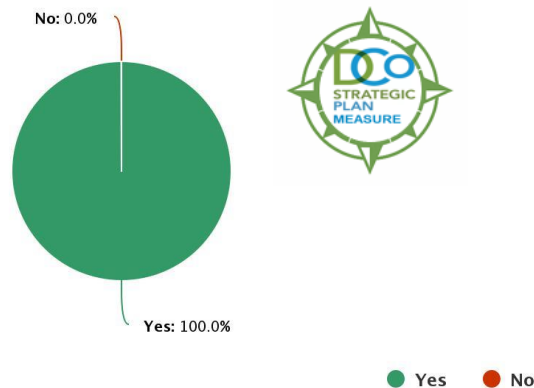
Performance Measures

Measure: DURHAM COUNTY BUDGET GROWTH COMPARED TO POPULATION AND INFLATION GROWTH



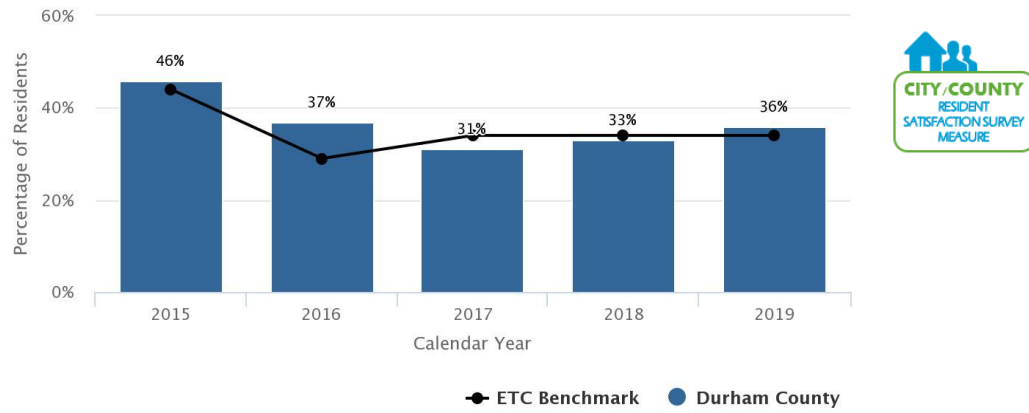
Measure description: This measure is intended to be a broad guide for comparing annual growth of the General Fund budget to other potential “growth in cost” drivers each year: inflation growth, population growth of Durham County, and natural growth of primary revenue sources. While the Durham County General Fund budget may not be directly responsive with these other variables, this measure is intended to provide high-level comparative insight. Historically, growth of the Durham County General Fund budget has tracked similarly to the other three variables. The higher percent annual budget growth is the result of several factors, including increased demand (expansion) for government programs and services, pressures of the current local economy and workforce, and external funding requests. There is not a specified target for this measure. In an ideal environment, the growth of General Fund expenses would mirror inflation and population growth; however, the demands, expectations, and requests of the current local environment make this simplified target difficult to achieve. *Note: budget, revenue, and population growth are fiscal year and inflation growth is calendar year.*

Measure: MAINTAIN TRIPLE A BOND RATING



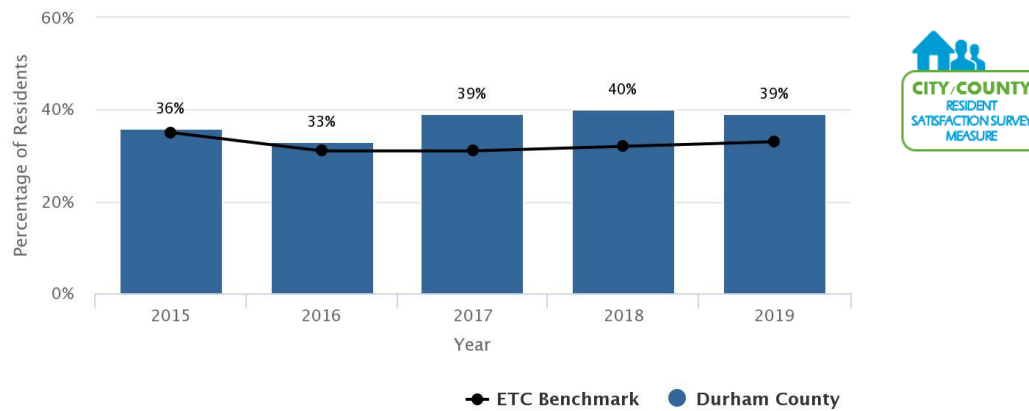
Measure description: Issuers given a Triple A rating from the bond agencies are judged to have the lowest credit risk (the Moody’s designation is Aaa; the S&P designation is AAA). Triple A is the highest rating that can be awarded to an entity. The County’s financial strength, fiscal management, economy, adherence to County policies and procedures, strength in the County’s internal controls, policies and procedures, etc. are assessed by the bond rating agency. Upon completion of the assessment, the rating agency provides the County the awarded rating. This measure is trending favorably. According to Moody’s Investors Service Inc., as of December 18, 2019, Durham County will maintain its Aaa rating for outstanding general obligation debt. Durham County is one of 9 counties out of 100 in North Carolina with a Aaa bond rating. According to S&P Global Ratings, as of December 18, 2019, Durham County is also one of 10 counties out of 100 in North Carolina with a AAA bond rating. To be in such a small pool of counties that achieve the top bond ratings for Moody’s and S&P is excellent. The AAA rating is the highest possible bond rating attainable. The County is committed to maintaining the AAA bond rating in future years. Entities rated at AAA are judged to be of the highest credit quality. This allows AAA rated entities to issue debt at lower interest rates. Durham County continues to set the target for this measure at AAA in order to continue to receive the lowest interest rates on issued debt freeing up funds for use in funding other County needs.

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



Measure description: The measure of overall satisfaction with Durham County efforts to keep residents informed about local issues identifies the effectiveness of the County’s communication mechanisms. Data for this measure is collected annually via the City/County Resident Satisfaction Survey. The rating for this measure may increase with improvement along the public participation spectrum, to include informing, consulting, involving, collaborating, and empowering the public. There is no specific target for this measure; the County is in the early years of administering the survey and determining the interdependent influences that affect the responses to the chosen measures. The ETC Benchmark is the national average for participating communities with populations of 250,000 or more residents. Data for this measure has been trending positively for the past few years.

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



Measure description: The degree to which residents are satisfied with the return on investment of their tax dollars measures how they view their quality of life per the contributing County services. This quality of life measure identifies resident satisfaction with Durham County’s fiscal responsibility and the conversion of local capital into well-being for residents. Data for this measure is collected annually via the City/County Resident Satisfaction Survey. The rating for this measure may increase with more information sharing to include how the County is fiscally responsible and how the County converts tax dollars into quality of life services. This measure does not currently have a target. The County is in the early years of administering the survey and determining the interdependent influences that affect the responses to chosen measures. The ETC Benchmark is the national average for participating communities with populations of 250,000 or more residents. Resident satisfaction with the overall value they received for local property taxes has remained relatively consistent and above the national average.

FINANCE



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

Description

The mission of the Finance Department is to provide financial security and stability for the County's financial information. The Finance Department strives to provide complete, accurate, effective and efficient financial information for management and all user departments; ensure compliance with grants and federal and state awards; ensure compliance with federal, state and local legislation; maintain an attitude of teamwork; and provide customer service to internal departments and the community. Finance is committed to contributing to the prosperity of Durham County through active investment management, debt management, financial management and planning, and financial accounting, analysis, and reporting. The primary purpose of the Finance Department is to establish and maintain a centralized county-wide system of financial planning, reporting, and control. The department provides for proper accounting and reporting of financial activities to ensure compliance with Generally Accepted Accounting Principles (GAAP), the Governmental Accounting Standards Board (GASB), General Statutes and County Policy. Finance also is responsible for the administration of the County's investment program and debt. Other functions of Finance include compliance, financial and accounting systems management, procurement, payroll, accounts payable, asset management, and cash receipts. Finance prepares the Comprehensive Annual Financial Report (CAFR) and coordinates the annual audit by an independent external audit firm. The department also is responsible for managing the Single Audit conducted by an independent external audit firm that prepares the Annual Compliance Report. Finance prepares the Schedule of Expenditures of Federal and State Awards (SEFSA). In addition, Finance serves as the liaison between County officials and rating agencies.

Programs

Financial Reporting & Control

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

Minority & Women-Owned Businesses

The Minority and Women-Owned Businesses (MWBE) Program promotes development of a diverse and thriving business community by recruiting and attracting MWBEs for increased participation with the County to review bid proposals for compliance with County MWBE requirements and to track participation to the County's goals. The Minority and Women-Owned Businesses (MWBE) Program ensures the County provides the opportunity for minority and women-owned businesses to provide goods and services and to participate in County projects whenever possible. The program is designed to assist MWBE firms in participating in all aspects of the County's procurement and contracting activities.

Procurement

The Procurement Program purchases goods and services at the best price, value, and timeline to meet the needs of County departments while also ensuring strong financial control by monitoring the purchases, contracts, and contract process of the County for compliance with laws and policies. The Procurement Program ensures the efficient acquisition of goods and services through monitoring County departments' purchases of goods and services and contracts and contract processes ensuring they are in compliance with State laws and statutes and County policies.

Treasury & Debt Management

The Treasury and Debt Management Program monitors and manages the County's funds and debt in accordance with laws, policies and principles of sound financial management to safely maximize earnings and minimize interest costs to increase

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

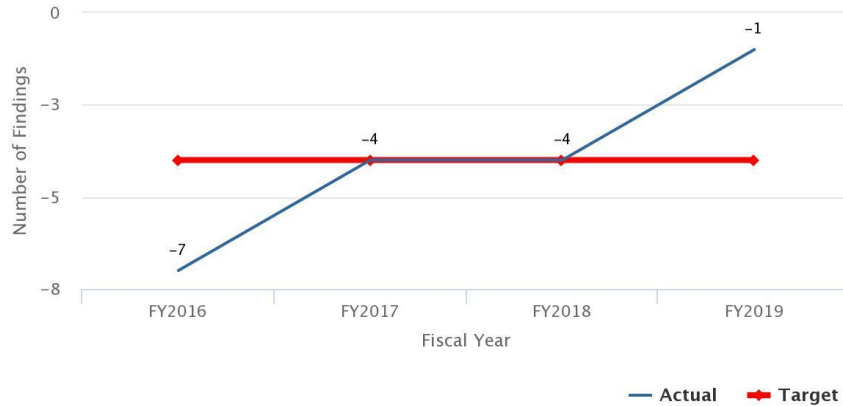
Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$2,884,535	\$3,312,080	\$4,011,234	\$3,230,695	-2.46%
Personnel	\$2,103,694	\$2,353,728	\$2,861,809	\$2,415,120	2.61%
Operating	\$769,696	\$958,352	\$1,087,174	\$815,575	-14.90%
Capital	\$11,145		\$62,251		
Revenue	\$94,397,739	\$110,337,756	\$106,091,479	\$106,219,775	-3.73%
Taxes	\$84,753,707	\$87,771,000	\$84,604,202	\$83,739,212	-4.59%
Licenses and Permits	\$451,004	\$490,000	\$475,000	\$475,000	-3.06%
Intergovernmental	\$5,693,966	\$2,700,000	\$3,590,000	\$2,590,000	-4.07%
Investment Income	\$3,329,612	\$2,000,000	\$2,000,000	\$2,000,000	0.00%
Rental Income	\$13,139	\$9,300	\$11,200	\$11,200	20.43%
Other Revenues	\$156,310				
Transfers In		\$17,367,456	\$15,411,077	\$17,404,363	0.21%
Net County Cost	(\$91,513,204)	(\$107,025,676)	(\$102,080,245)	(\$102,989,080)	-3.77%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
27.00	27.00	27.00	31.00	26.00

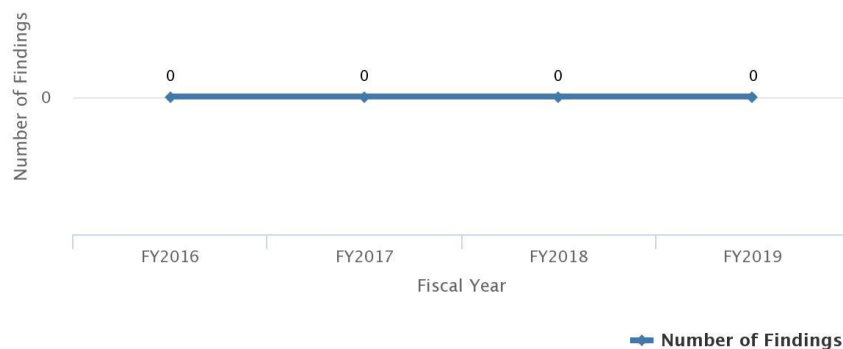
Performance Measures

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



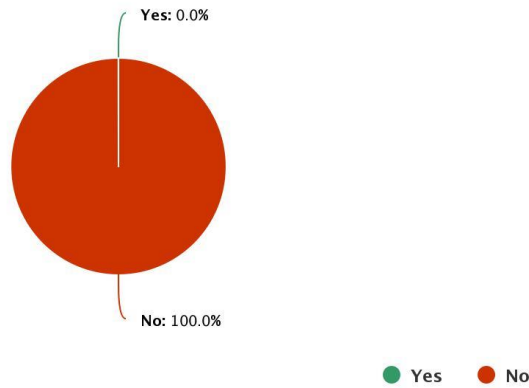
Measure description: This measures the number of findings received during the annual Single Audit related to grant and federal/state award programs. The goal is to "successfully complete the single audit with limited findings and no recurring findings for services funded with grants and/or federal and state awards and successfully complete the Compliance Report." Therefore, the goal is to reduce the number of new and recurring findings. A lack of sufficient monitoring of Durham County's funded programs to ensure compliance could result in a negative impact in the amount of federal, state, and/or grant funding (e.g. reduced and/or loss of funding) received, affecting the level of service the County is able to provide. The trend in findings has been progressing toward our target due to enacting testing and monitoring during the fiscal year of both the programs and the corrective action plans by the Finance Compliance Manager and the DSS Quality Assurance staff. This measure is trending favorably. Given the large volume of program funds flowing through the County, achieving or exceeding the target of only four findings is excellent. Having a target of zero Single Audit findings would be unrealistic primarily due to the large volume of program funding flowing through the County per fiscal year. Having exceeded the target for fiscal year 2019, the County is committed to continuing to try to achieve this target in future fiscal years. Data for updating this measure will be available for fiscal year 2020 after October 31, 2020.

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



Measure description: This measure is based on the results of the financial audit conducted at the end of each fiscal year. The Finance Department is evaluated on the financial accounting, reporting, and monitoring of the County's financial activity. The goal is to "successfully complete the required annual financial audit with the audit results receiving an unqualified (clean) audit opinion and successfully complete the Comprehensive Annual Financial Report (CAFR)." Having zero audit management letter findings attests to the County's strong fiscal management, sound financial control, and adherence to internal controls. The ideal result upon completion of the annual audit is to have zero management letter findings. To achieve zero management letter findings is an excellent outcome for any governmental entity, especially for a county the size of Durham County. As such, it is Durham County's goal to achieve zero management letter findings for each annual audit. The County had no findings that would warrant an audit management letter in the past five fiscal years. Data for updating this measure will be available for fiscal year 2020 after October 31, 2020.

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



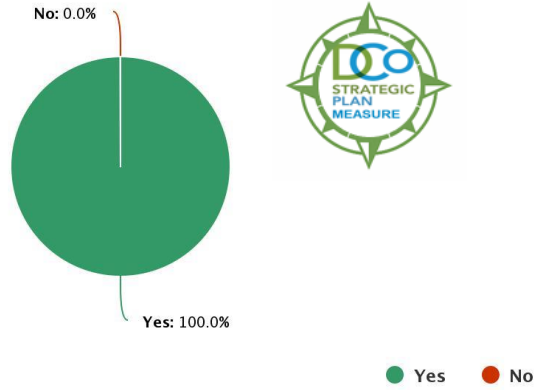
Measure description: This measures Durham County's adherence to the October 31st submission deadline for the County's Comprehensive Annual Financial Report (CAFR) to the Local Government Commission (LGC). Durham County's ability to submit an accurate CAFR and Compliance Report to the LGC on time highlights the County's dedication to excellence in the completion of both the annual financial audit and the annual single audit and the completion of the CAFR and Compliance Report. For the fiscal year 2019 annual audit (the most recent fiscal year for which data is available), Durham County did not meet the October 31st target date for filing the audit with the Local Government Commission (LGC), a Division of the State Treasurer's Office, but did file the annual audit on November 22nd, which is well within the 30-day grace period allowed by the LGC. The target date was not met due to the moving of office locations by Finance, accounting system down time, and personnel considerations. Per the LGC, 420 units submitted their CAFRs by the end of the 30-day grace period after the October 31st deadline out of 652 expected submissions. For each of the years being measured, the County has achieved the target goal of submitting the completed CAFR to the LGC by the October 31st deadline with the exception of fiscal year 2019. Finance will continue striving to achieve the target goal for future fiscal years. Data for updating this measure will be available for fiscal year 2020 after October 31, 2020.

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



Measure description: Sample sizes for selected programs to be audited are determined by external auditors based on the level of risk for each program. The County is measuring the percentage of the sample size that did not produce material findings for the testing of grants and federal/state awards. The goal is to "successfully complete the single audit with limited findings and no recurring findings for services funded with grants and/or federal and state awards and successfully complete the Compliance Report." Increased material findings could mean questioned costs that would have to be returned to the grantor or federal or state government, and if significant, a risk of the loss of program funding, potentially affecting the level of service the County is able to provide in the area(s) receiving the material finding(s) and/or questioned cost(s). Since there were no material findings for any of the previous fiscal years, this measure is trending favorably. Given the sample size tested for Durham County, having only one Single Audit finding, which was not material, is excellent. Data for updating this measure will be available for fiscal year 2020 after October 31, 2020.

Measure: MAINTAIN TRIPLE A BOND RATING



Measure description: Issuers given a Triple A rating from the bond agencies are judged to have the lowest credit risk (the Moody’s designation is Aaa; the S&P designation is AAA). Triple A is the highest rating that can be awarded to an entity. The County’s financial strength, fiscal management, economy, adherence to County policies and procedures, strength in the County’s internal controls, policies and procedures, etc. are assessed by the bond rating agency. Upon completion of the assessment, the rating agency provides the County the awarded rating. This measure is trending favorably. According to Moody’s Investors Service Inc., as of December 18, 2019, Durham County will maintain its Aaa rating for outstanding general obligation debt. Durham County is one of 9 counties out of 100 in North Carolina with a Aaa bond rating. According to S&P Global Ratings, as of December 18, 2019, Durham County is also one of 10 counties out of 100 in North Carolina with a AAA bond rating. To be in such a small pool of counties that achieve the top bond ratings for Moody’s and S&P is excellent. The AAA rating is the highest possible bond rating attainable. The County is committed to maintaining the AAA bond rating in future years. Entities rated at AAA are judged to be of the highest credit quality. This allows AAA rated entities to issue debt at lower interest rates. Durham County continues to set the target for this measure at AAA in order to continue to receive the lowest interest rates on issued debt freeing up funds for use in funding other County needs.

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TAX ADMINISTRATION



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

Description

The mission of Tax Administration is to equitably and accurately assess property valuation and to collect county tax revenues together with providing courteous, timely and efficient customer service. The department holds responsibility for creation and maintenance of the cadastre (register and spatial), fair market property appraisal and timely billing of all real property (annual cycle and general reappraisal), tangible personal property, and motor vehicles for purposes of ad valorem taxation in accordance with North Carolina General Statute 105. Furthermore, direct responsibility for collecting and reconciling the collection of all property taxes levied annually by the governing body of Durham County and those municipalities located within county boundaries. Tax Administration also serves as Durham County General Government Call Center providing direct and indirect response to all incoming telephone calls, walk-in taxpayers and visitors.

Programs

Citizen Support

Citizen Support provides service and assistance to internal & external stakeholders whether walk-in or over the telephone. Also extends administrative assistance to departmental divisions in any capacity needed to ensure program objectives are completed timely and within budget. The goal is to strive to satisfy all outside inquiries thus avoiding redirection to technical staff in other areas of the department. Also aids other workgroups as necessary in completing special projects.

General Reappraisal

North Carolina (via General Statute 105-286) requires all counties to conduct a reappraisal at least once every eight years. Durham County's most recent reappraisal of over 112,000 parcels was effective January 1, 2019 and will be conducted every four (4) years going forward as determined by Durham County Board of County Commissioners. The goal of reappraisal is to help ensure the county's tax burden is distributed equitably based on current property values.

Revenue Collection

The Revenue Collection program ensures the highest possible tax revenue collection rate in a timely and transparent manner for the operation of the county, city and fire districts. In addition to collection of ad valorem taxes on real property, personal property, registered motor vehicles and public service included is beer and wine license tax, animal civil penalties, occupancy tax and gross receipts. North Carolina General Statutes provide the Tax Collector authority to collect delinquent taxes by powers of foreclosure on real estate, wage garnishment, personal property attachment, Sheriff's levy personal property seizure, debt setoff program (seizure of state income tax refunds or lottery winnings), and advertising liens.

Tax Base Assessment

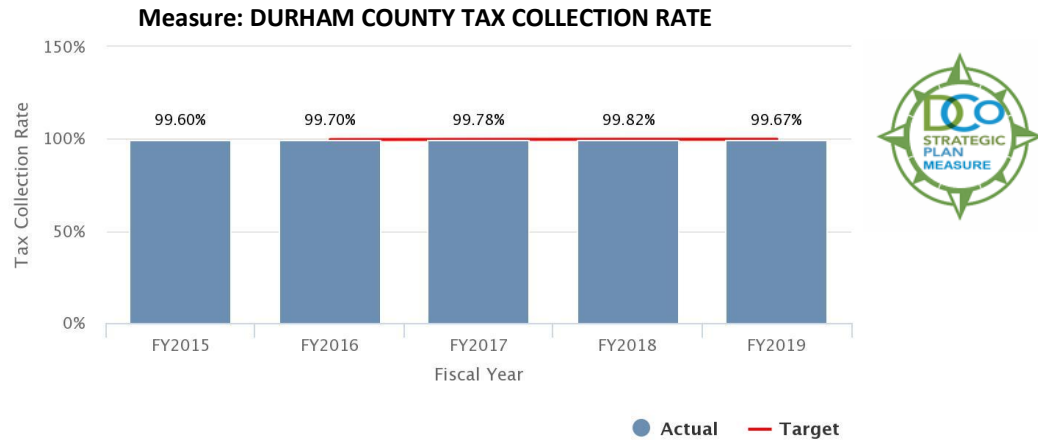
North Carolina General Statute 105-296 mandates the assessor shall have general charge of the listing, appraisal and assessment of all property in the county and that all taxable property is listed and assessed uniformly and accurately. All property subject to ad valorem taxation shall be listed annually with value of personal property being determined annually as of January 1. Real property value is determined as of January 1 of the most recent general reappraisal year. Tax revenues are a major source of funding for county services. This program establishes a tax scroll showing assessed values for all properties. It is imperative that the tax scroll be accurate as this is used to generate the annual bills revenue is derived.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$4,832,438	\$5,860,226	\$6,348,111	\$6,173,714	5.35%
Personnel	\$3,524,489	\$4,162,508	\$4,662,625	\$4,570,418	9.80%
Operating	\$1,307,949	\$1,697,718	\$1,685,486	\$1,603,296	-5.56%
Revenue	\$262,387,830	\$277,132,603	\$279,787,933	\$279,787,933	0.96%
Taxes	\$260,343,273	\$275,162,603	\$277,818,008	\$277,818,008	0.97%
Licenses and Permits	\$21,250	\$20,000	\$20,000	\$20,000	0.00%
Investment Income	\$21,367	\$10,000	\$10,000	\$10,000	0.00%
Service Charges	\$1,935,676	\$1,890,000	\$1,889,925	\$1,889,925	-0.00%
Other Revenues	\$66,265	\$50,000	\$50,000	\$50,000	0.00%
Net County Cost	(\$257,555,392)	(\$271,272,377)	(\$273,439,822)	(\$273,614,219)	0.86%

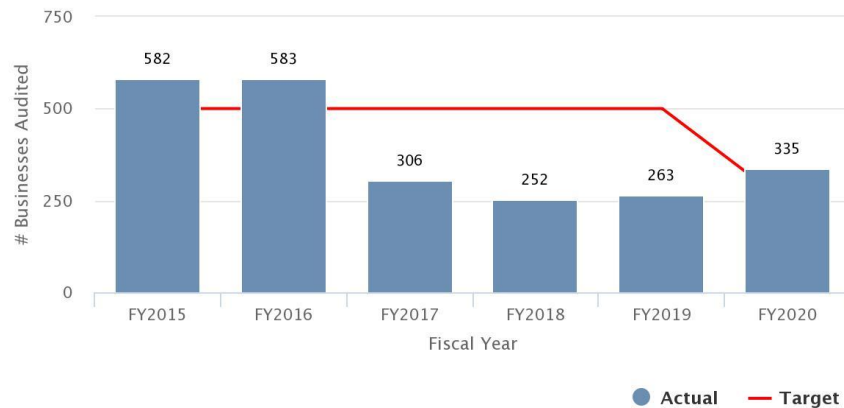
FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
62.00	62.00	62.00	62.00	62.00

Performance Measures



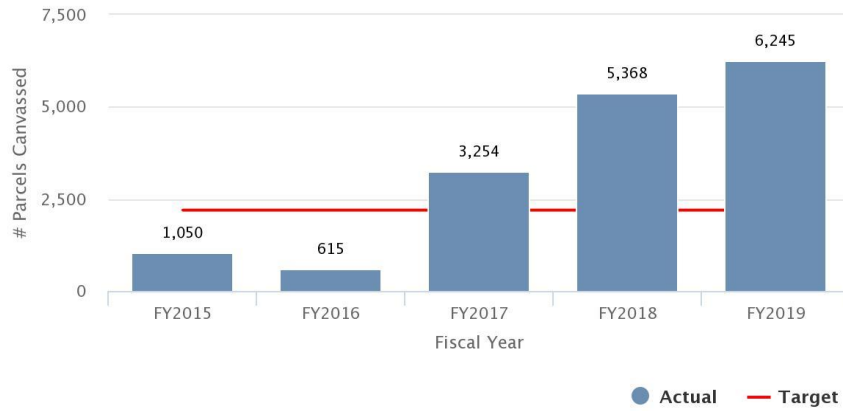
Measure description: This is a measure of the percentage of property taxes collected for budgetary purposes. Revenues derived from property taxes are a primary source of funding for local governments. A high collection rate is an indication of taxpayers paying their fair share to help fund the services and programs used by the citizens of Durham County. In February 2018 Tax Administration began monthly assessment and billing of GAP bills. GAP billing of property taxes occurs when there are one or more months (a gap) in billed property taxes between the expiration of a vehicle’s registration and the renewal of that registration or the issuance of a new registration. The first year of GAP bills were due September 1, 2018 with a delinquent date of January 6, 2019. The collection rate for this category is very low affecting the overall collection rate. Removal of this class of property increases the collection rate to 99.76%. The target for this measure (99.75%) is set based on revenue required to meet Durham County budgetary needs. The Local Government Budget & Fiscal Control Act requires that the collection percentage be used as a benchmark when budgeting for the next fiscal year.

Measure: NUMBER OF BUSINESS PERSONAL PROPERTY ACCOUNTS REVIEWED FOR LISTING COMPLIANCE



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

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



Measure description: This is a measure of the number of commercial parcels visited annually. Regular re-inspections of properties should occur during the general reappraisal cycle to be consistent with the guidelines outlined by the NCDOR as well as the Standards on Mass Appraisal. Effective after the 2019 reappraisal, Durham County will move to a 4-year cycle. Canvassing rates each year will vary dependent upon the additional projects also associated with the reappraisal. The target comes from guidelines outlined by the NCDOR as well as the Standards on Mass Appraisal published by the International Association of Assessing Officers.

Measure: NUMBER OF RESIDENTIAL PARCELS FIELD CANVASSED



Measure description: This is a measure of the number of residential parcels visited annually. Regular re-inspections of properties should occur during the general reappraisal cycle to be consistent with the guidelines outlined by the NCDOR as well as the Standards on Mass Appraisal. Correct valuations for the 2019 reappraisal and all reappraisals going forward require complete and accurate data, therefore this measure is imperative to the success of that project. Complete and accurate data ensures not only best practice, but also fairness and equity to the citizens of Durham County. Canvassing rates each year will vary dependent upon the additional projects also associated with the reappraisal. The target comes from guidelines outlined by the NCDOR as well as the Standards on Mass Appraisal published by the International Association of Assessing Officers.

COUNTY ATTORNEY



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

Description

The County Attorney's Office serves as the legal advisor to and provides legal representation/defense (in matters other than workers' compensation) for the Board of County Commissioners, the County, and the agencies of the County from actions brought against them, to aid in carrying out the mission of the County. Within the County Attorney's Office, the division of Risk Management serves to strategically address risks and provide a safe work environment for County employees by purchasing liability insurance, providing an occupational safety program, as well as handling claims against the County to resolve them prior to any court action being necessary.

Programs

DSS Legal Services

DSS Legal Services is a division of the Office of the County Attorney, which provides legal advice and court representation to the Department of Social Services so that the Department can minimize liability and maximize effectiveness while addressing the needs of its target population.

General Legal Services

General Legal Services is a division of the Office of the County Attorney, which provides legal advice/representation to the Board of Durham County Commissioners, the departments of Durham County Government, as well as various Boards and Commissions, in order to comply with laws and mitigate liability.

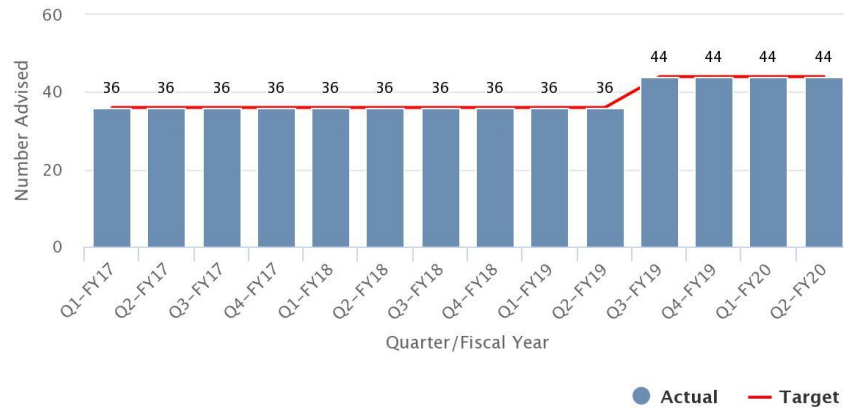
Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$2,290,775	\$2,566,942	\$2,628,997	\$2,562,529	-0.17%
Personnel	\$2,098,601	\$2,371,571	\$2,440,224	\$2,393,456	0.92%
Operating	\$192,175	\$195,371	\$188,773	\$169,073	-13.46%
Revenue	\$0	\$2,000			-100.00%
Contributions and Donations					
Service Charges		\$2,000			-100.00%
Net County Cost	\$2,290,775	\$2,564,942	\$2,628,997	\$2,562,529	-0.09%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
20.00	20.00	20.00	20.00	20.00

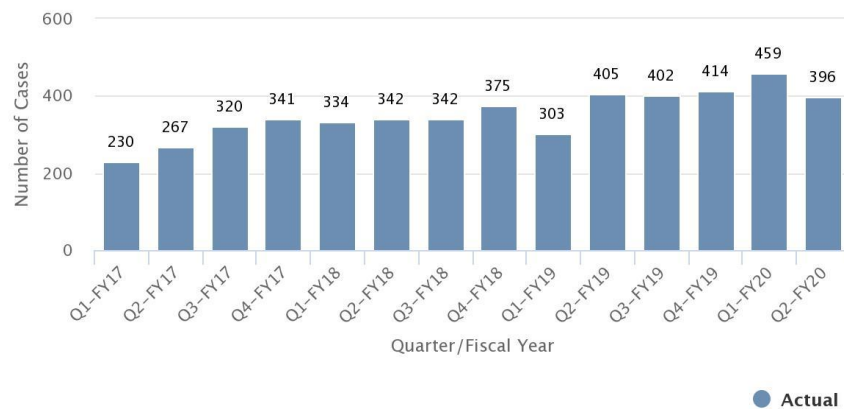
Performance Measures

Measure: NUMBER OF DEPARTMENTS, BOARDS, AND COMMISSIONS ADVISED



Measure description: Legal representation is provided to all departments, boards, and many commissions by the County Attorney’s Office to ensure accountability and efficiency. This measure remains consistent unless the County adds or removes departments, boards and/or commissions. The target for this measure should be to cover the applicable number of departments, boards and commissions as needed. If there are any changes to the number of entities the County Attorney’s Office is required or requested to counsel, the target will change accordingly.

Measure: NUMBER OF TOTAL ABUSE, NEGLECT, AND DEPENDENCY (AND) CASES WITH COURT REPRESENTATION FROM DSS ATTORNEYS



Measure description: This measures the legal representation provided by the County Attorney's Office to the Department of Social Services (DSS) and their clients in all Abuse, Neglect, and Dependency (AND) matters. Child Protective Services is legally mandated to conduct assessments of reports of suspected abuse and neglect as defined in Chapter 7B of the North Carolina General Statutes. Without legal representation in the Court on these matters, DSS would be at a disadvantage to intercede and protect children living in homes with reports of abuse and neglect. These cases fluctuate depending on various factors, including newly enacted laws, changing policies, and population changes. These laws and/or policies can affect the number of incoming cases staff will handle. The County Attorney's Office has seen increases in caseloads due to increased number of petitions, but staff have also been able to close several cases over the last few months.

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



Measure description: This measures the total number of cases the County Attorney’s Office has open on the internal case list going back 10 years. Any items that have not been marked "closed" are considered active/open and are counted in this measure. This data encompasses all case types, except for non-personnel DSS matters, including but not limited to civil litigation, contracts, property tax appeals, public records review, personnel matters, real estate closings, etc. These case types, particularly those that are related to litigation, are very complex and are generally active/open over several years. As of the third quarter of FY 2017-18, staff closed many old files that were simply not marked as closed. Therefore, the overall number of active cases/transactions is a more accurate number. The process to close case files has now been given a higher priority to make certain that this measure is accurate. However, these numbers fluctuate depending on the number of issues clients (other County departments, boards, and commissions) require legal assistance with during a given quarter.

COURT SUPPORTIVE SERVICES



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

Description

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

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

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

Fund centers for each of the primary areas have been set up and are as follows: District Attorney, Clerk of Superior Court, Public Defender, Superior Court, District Court, Office of Juvenile Justice and Adult Probation and Parole Facilities. The Adult Probation and Parole Facilities cost center provides funding for office space for the Adult Probation and Parole Program.

Budget

Fund Center Name	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
District Attorney	\$37,142	\$108,022	\$108,022	\$108,022	0.00%
Clerk Of Superior Court	\$3,606	\$14,689	\$14,689	\$14,689	0.00%
Court Facilities	\$262,180	\$305,396	\$134,164	\$134,164	-56.07%
Public Defender	\$85,604	\$238,351	\$75,473	\$75,473	-68.34%
Superior Court	\$1,037	\$1,000	\$40,000	\$1,000	0.00%
Dept Of Juvenile Justice	\$3,328	\$6,429	\$6,429	\$6,429	0.00%
District Court	\$3,218	\$3,200	\$3,200	\$3,200	0.00%
Total	\$396,115	\$677,087	\$381,977	\$342,977	-49.35%
Net County Cost	\$396,115	\$677,087	\$381,977	\$342,977	-49.35%

Budget Highlights

- Continued funding for an Assistant Public Defender (APD) and Assistant District Attorney (ADA)

ELECTIONS



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

Description

The Durham County Board of Elections is charged with providing free, open, honest and professionally-managed election services to the Durham County community. The Board of Elections is unique among government agencies providing goods and services to citizens. The office has the responsibility for protecting the will of the people; protecting democracy as a concept and form of government; and for establishing fairness and equity for all in the process of self-governance. In executing this charge, the Board of Elections is responsible for conducting all elections within Durham County in accordance with all applicable federal and state laws. This office also establishes and maintains election precincts; appoints election officials; registers, removes and updates voter records; and examines voter petitions. The duties also include maintaining voting equipment and election records; conducting jurisdictional auditing and assignments; administering absentee voting; canvassing election returns; issuing certificates of election; providing statistical, demographic and geographical information to citizens and candidates; auditing and publishing campaign finance reports; hearing appeals; conducting investigations of alleged voting irregularities; and maintaining voter registration records. The Board of Elections also advises the public and media on all aspects of elections and elections services.

Programs

Campaign Finance

The auditing of campaign finance reports submitted by political committees under the purview of the Durham County Board of Elections ensures compliance with statutory requirements surrounding reporting, contributions, and expenditures. These functions include making reports publicly available and submitting violations to the State Board of Elections. Auditing occurs at various points during each fiscal year consistent with statutory timeframes.

Community Outreach and Engagement

Facilitating community education on elections administration is a priority for the Durham County Board of Elections. This is achieved through voter registration drives, providing a robust and user-friendly website, and distributing literature and compliance materials to third-party organizations seeking to engage the community.

Elections Management

As per our statutory charge and rules promulgated by the State Board of Elections, ensuring the execution of honest, fair, equitable, and accurate elections is critical to organizational operations. Activities related to this program include maintaining ADA compliant polling places, ensuring accurate voter rolls, conducting election results audits, and performing logic and accuracy of critical election equipment.

Precinct Official Recruitment and Retention

Maintaining a consistent and educated precinct official base will facilitate honest, fair, equitable, and accurate elections. Activities related to this program include providing officials with in-depth training and comprehensive documentation, creating feedback loops for election officials which facilitates continuous process improvement, and awarding service as a means of retention.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$1,417,855	\$2,683,771	\$2,378,370	\$2,374,482	-11.52%
Personnel	\$1,019,317	\$1,925,607	\$1,629,329	\$1,625,441	-15.59%
Operating	\$398,538	\$758,164	\$749,041	\$749,041	-1.20%
Capital					
Revenue	\$55	\$662,800	\$175	\$175	-99.97%
Service Charges	\$55	\$662,800	\$175	\$175	-99.97%
Net County Cost	\$1,417,800	\$2,020,971	\$2,378,195	\$2,374,307	17.48%

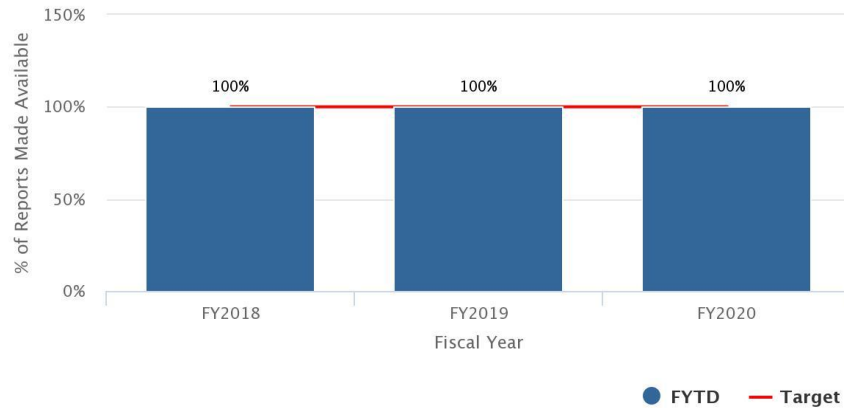
FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
11.00	11.00	11.00	11.00	11.00

Budget Highlights

- Election's budget is reduced from the prior fiscal year due to fewer elections occurring during FY 2020-21. Although the Presidential Election is significant, there are no additional Municipal or County-wide elections.

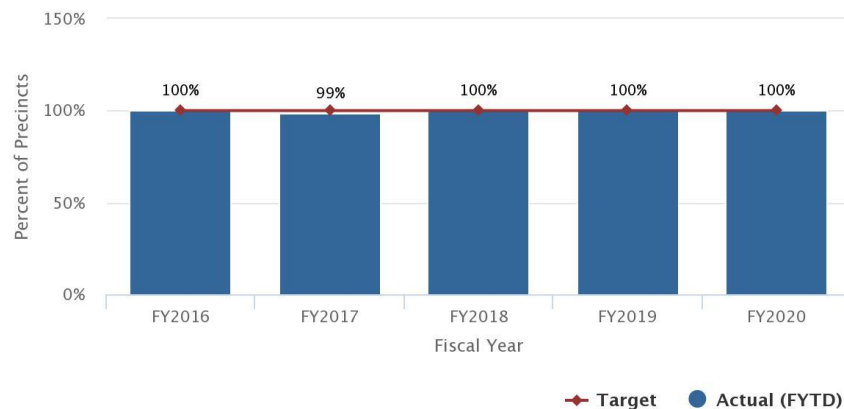
Performance Measures

Measure: AVERAGE PERCENTAGE OF CAMPAIGN FINANCE REPORTS MADE PUBLICLY AVAILABLE



Measure description: This measure shows the percentage of reports made by registered committees that file campaign finance reports on the County level that are made publicly available via the department’s website. This is information that ensures transparent elections, by making public candidate activity publicly available at the earliest possible opportunity. The commitment to ensure full transparency is shared throughout the organization. Staff is empowered with the tools necessary to use technology for the purposes of reporting on this important piece of information for our community. The target will continue to be 100%.

Measure: AVERAGE PERCENTAGE OF PRECINCTS WITH BI-PARTISAN REPRESENTATION



Measure description: This measure shows the percentage of polling places where Democrats and Republicans (the State’s two largest parties by number of registered voters) are represented by election workers in precincts. Bi-partisan representation in polling places requires the commitment of staff and the cooperation of local political parties. Cooperation is fostered by staff throughout the year, and close communication is needed to address any deficiency that presents itself, despite all efforts of advanced planning. The flexibility of election officials to move where needed is appreciated, and something that the Board of Elections proactively screens for when selecting people to work an election. Strengthening relationships with both main political parties in Durham County will ensure a welcoming and cooperative spirit, and to that end, maximize apolitical civic involvement amongst their membership. Commitment from staff to work flexibly and consider a variety of needs in precinct placement is also essential.

Measure: AVERAGE PERCENTAGE OF ELECTION OFFICIALS TRAINED FOR EACH ELECTION



Measure description: The measure shows the percentage of election officials who receive instructional training prior to the start of an election event. This data is tied to election cycles. Every election official scheduled to work an election is enrolled in at least one training class. Attendance is tracked in an internal database and verified before they work during an election event. The Board of Elections goes through an exhaustive internal audit to ensure that every election official is signed up for a training most germane to their functions in the polling place. By law, all precinct officials assigned to work early voting or election day must be trained on relevant election material. Attendance is tracked and no official is assigned without certification of completion. There is a commitment (1) to have a robust training calendar that meets the needs of the polling officials and is completed timely before the election and (2) to train more workers than are needed for an election, as to never need election officials after the training calendar is completed (which is why some fiscal years show above 100%). The target will remain at 100%, reflecting a further commitment to training election officials on all specialized tasks done in a polling place and providing flexible training hours that allow for evening and weekend sessions.

REGISTER OF DEEDS



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

Description

The mission of the Office of Register of Deeds is to act as the legal custodian of all land title and land transaction documents, as well as vital records documents for marriages, births, and deaths that occur in Durham County. Additionally, the Office files military discharge records, certain business name registration, and administers the oath to notaries public. The Office is committed to providing exemplary state-of-the-art services to the citizens, legal professionals, and other Office users. In carrying out this mission, the Durham County Office of Register of Deeds adheres to guidelines set forth by North Carolina General Statutes, North Carolina state law and the principles of the professional organizations for Registers of Deeds. Of additional significance to the Office is that in 2002, pursuant to G.S. 161-10, the North Carolina General Assembly created The Automation Enhancement and Preservation Fund. The proceeds of this fund, at the direction of the Register of Deeds, shall be expended on computer or imaging technology and needs associated with the preservation and storage of public records in the Office of the Register of Deeds. The statute further provides that “Nothing in this section shall be construed to affect the duty of the board of county commissioners to furnish supplies and equipment to the Office of the Register of Deeds.”

Programs

Administration

The administration program is designed to capture the revenue generated by the Office of Register of Deeds. Total revenue collected is an accounting function for combining all of the payments made to different divisions of the Office. This total is distributed to various local and state governmental entities based on NC General Statute. Since the amount of revenue generated can speak to the general strength of certain community sectors, this program works as a measure of performance, this number and its benchmarks can help to paint a picture associated with that general strength. This measure can be associated with the Community Empowerment and Visionary Government Goals of Durham County Government

Real Estate Intake

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

Vital Records Intake

The purpose of the Vital Records Intake Program is to record, maintain, and preserve vital record documents for retrieval and issuance in perpetuity. The Vital Records Department is also responsible for maintenance and issuance of birth, death and marriage certificates, as well as military discharge records (DD-214's) and oaths of Office for notaries that take place in Durham County. The maintenance, conservation, and preservation of these documents in perpetuity is a statutory requirement for this division of the Office.

Budget

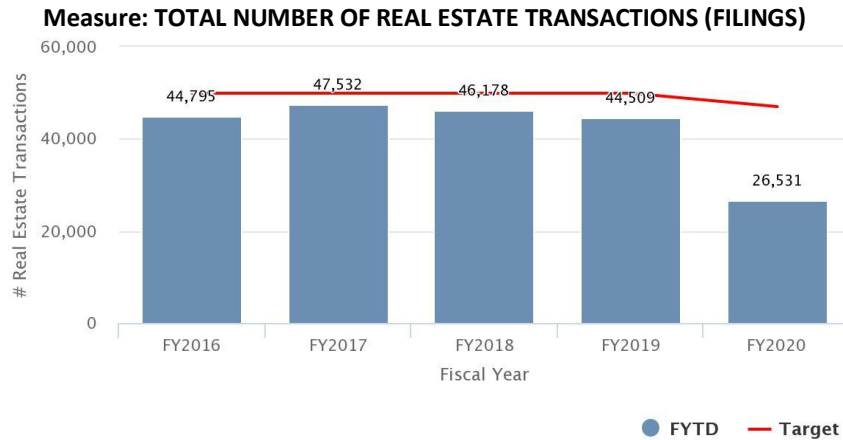
Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$1,620,165	\$1,815,573	\$1,993,722	\$1,954,097	7.63%
Personnel	\$1,166,590	\$1,208,288	\$1,282,136	\$1,270,364	5.14%
Operating	\$451,287	\$607,285	\$711,586	\$683,733	12.59%
Capital	\$2,287				
Revenue	\$5,297,469	\$5,580,000	\$5,600,000	\$5,600,000	0.36%
Service Charges	\$5,297,205	\$5,580,000	\$5,600,000	\$5,600,000	0.36%
Other Revenues	\$264				
Net County Cost	(\$3,677,305)	(\$3,764,427)	(\$3,606,278)	(\$3,645,903)	-3.15%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
19.00	19.00	19.00	19.00	19.00

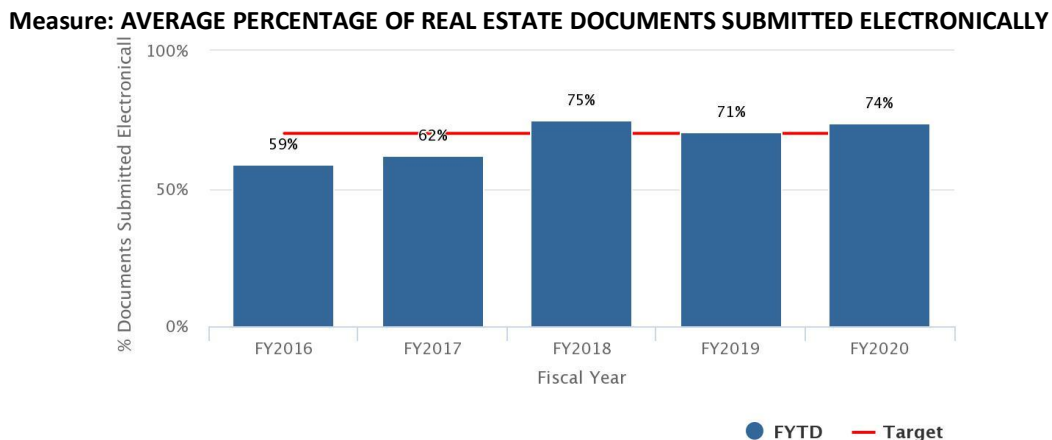
Budget Highlights

- The focus for the next few years will be the conservation, preservation, and digitizing of our original deed books. These books suffered damage with mold, mildew, and brittle pages when they were stored in the jail cells of the old Judicial Building. Automation fund will be used to fund this process and the remaining fund will be used for scanners, printers, credit card terminals, and Professional Consulting Services
- The Thank-a-Vet initiative will continue to be a focus. We will collaborate with Veteran Services and Project Stand Down to increase awareness of the importance of recording of Military Discharge documents (DD-214).
- Opening passport office and providing passport services within the Office of Register of Deeds

Performance Measures



Measure description: This measure is for a full accounting of all the documents filed in the real estate division of the Register of Deeds. The value of this measure is that it provides a number for the total volume of documents recorded and can also be broken down into document type. This number can provide a high-level view of information about Durham County. While there are a number of documents filed in the real estate division, this measure continues to be largely driven by real estate transactions. As a function of Durham’s growth and low interest rates, these numbers have remained consistently high, even across quarters that tend to slow down historically at certain times of the year. The target number for this measure is based on historical data, which again is a function of external factors. A revision of the target will likely occur in the near future.



Measure description: This measures the real estate documents filed electronically and is important because it indicates the effectiveness and overall utility of the technological services available to customers. These services reduce wait times, increase the speed at which services can be delivered, and provide a platform for customers to interact with the office remotely. As individuals gain access to more sophisticated technology, options such as electronically recording documents becomes easier to do. Users who conduct business regularly with the Register of Deeds Office have found that using this method of filing can save time and money by reducing transportation and filing times, which in turn allows them to operate their business more efficiently. This measure will likely remain static since the entities most likely to benefit from this service have already been contacted and integrated. While the electronic submission of documents continues to rise, the office has and will continue to allow for documents to be filed either in person or through the mail. By continuing to allow multiple avenues for customers to utilize the office, the goal is to present options in which customers can choose the filing method which works best for their situation. The purpose of setting this target is that since electronic submission is the most efficient method of document filing for space saving (through the reduction of paper use) and time saving, the more of it that can be done, the more resources the office can conserve. Therefore, the office would like this number to continue to rise, while still allowing citizens to use the previously mentioned methods as well. The target is set at 70% of documents submitted electronically - this is based on continuing increases in electronic recording due to growing awareness and availability of the technology to customers.

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GENERAL SERVICES DEPARTMENT



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

Description

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

Programs

Buildings Operation

The Public Buildings maintains, repairs and ensures proper operations of facilities owned and or operated by Durham County government. This includes a total of 2,500,952 building square feet consisting of; 1,927,135 SF (County owned 54 properties), 43,497 SF (county leased 14 properties), and 51,301 SF (ABC Board 12 properties), some major facilities the General Services supports are Courthouse, 318,533 SF Human Services 293,507, Hillsborough Warehouse, 44,921 SF. Activities performed include, but are not limited to; plumbing, heating, air conditioning and ventilation (HVAC), electrical services; minor renovations, energy management and utilities; snow and ice removal; and miscellaneous service contracts, elevators, chillers, cooling towers, and water treatment. Building Division encompasses of Assistant Director for Operations, 2 Building Supervisor, Project Facilitator, and 33 Technicians FTEs.

Business Services

The General Services Business Services Division is responsible for the planning, organization, control management and staffing of the General Services Department. The Administration Division is made up of the Director, Deputy Director, Quality Control and Contract Compliance Officers, Administrative Assistance, Ambassador, Accounts Receivable/Payable, County Facility Rental, Fleet Coordination, Mail Services, Janitorial and Sign Shop which will be limited to only creating street signs. Twenty-four (24) County facilities are serviced by contractual Janitorial services. In 2017 General Service began to self-preform Janitorial services for Durham County Courthouse. Additionally, the mailroom provides the pick-up and delivery of interdepartmental mail, and the metering and processing of out-going US Mail, Federal Express and UPS request. The Division meters and charge-backs postal charges to each County Department it services for bulk purchase and provides courier services weekly or as needed. Business Services includes 19FTE's and operates on multiple shifts from 7:30 a.m. to 11 p.m.

Grounds Operation

The Grounds Maintenance Division maintains and repairs all assigned landscaped areas for facilities owned or operated by Durham County. A total of 245 acres of property is supported by the Grounds Division. Activities performed in this division include, but are not limited to: minor renovations, landscaping services, fencing, miscellaneous service contract administration, parking lot maintenance, repair and striping, maintenance of green roof systems, sign creation, fabrication, installation and maintenance at County roads and facilities, maintenance of the synthetic athletic field and parking lot at the County stadium, event staffing support for County stadium events, and snow and ice removal. Grounds Division staff consists of a total of 12 FTEs.

Security

The purpose of the Security program is to provide safe and secure facilities for County citizens, employees, and visitors to use and enjoy. The Security program provides uniformed contract security officers, access control, camera systems surveillance, lock and keys to all County facilities. Staffing is Security Manager and two locksmiths.

Stadium

The division facilitates the safe operation of quality sporting and entertainment events that enhance the quality of life in the local community. The stadium is available for rent at a nominal fee. The facility accommodates track and field, football, soccer,

lacrosse and other activities from carnivals to food rodeos. Program is supported by Stadium Manager, who reports to a 5-member Stadium Authority.

Warehouse/Fleet

The Warehouse logistic program facilitates the movement of goods from departments within the County for storage. This allows for control of all types of inventory stock for usability, traceability and security. It also includes maintaining a section for surplus items to be utilized by other departments and prepare surplus items for sale to the public. The purpose of the Vehicle program is to provide a fair and equitable methodology for the acquisition, fueling, replacement and disposal of County owned vehicles and equipment. The division consists of Warehouse Manager, Fleet Coordinator and 3 Maintenance Technicians, regularly this division is supported on a 6-month basis with CJRC participants.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$12,255,746	\$13,315,115	\$15,087,578	\$12,929,433	-2.90%
Personnel	\$4,219,197	\$4,688,920	\$5,284,634	\$4,985,438	6.32%
Operating	\$7,722,798	\$8,626,195	\$9,770,764	\$7,943,995	-7.91%
Capital	\$313,751		\$32,180		
Revenue	\$647,673	\$636,000	\$399,500	\$399,500	-37.19%
Intergovernmental	\$42,758	\$35,000	\$30,000	\$30,000	-14.29%
Rental Income	\$288,301	\$273,000	\$110,000	\$110,000	-59.71%
Service Charges	\$316,614	\$323,000	\$259,500	\$259,500	-19.66%
Other Revenues	\$0	\$5,000			-100.00%
Net County Cost	\$11,608,074	\$12,679,115	\$14,688,078	\$12,529,933	-1.18%

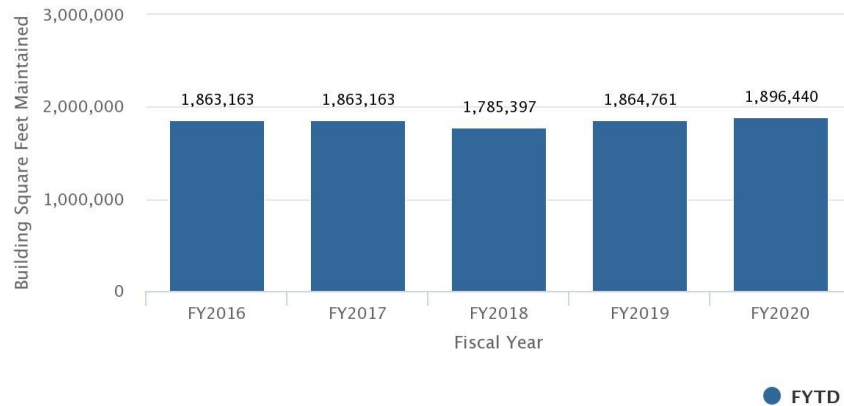
FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
73.00	76.00	76.00	81.00	76.00

Budget Highlights

- The primary driver of the decrease in revenue for General Services reflects (Alliance Mental Health Services) moving out of the Health and Human Services Building, and the related rental income has decreased.

Performance Measures

Measure: AVERAGE TOTAL DURHAM COUNTY BUILDING SQUARE FEET MAINTAINED BY BUILDING SERVICES



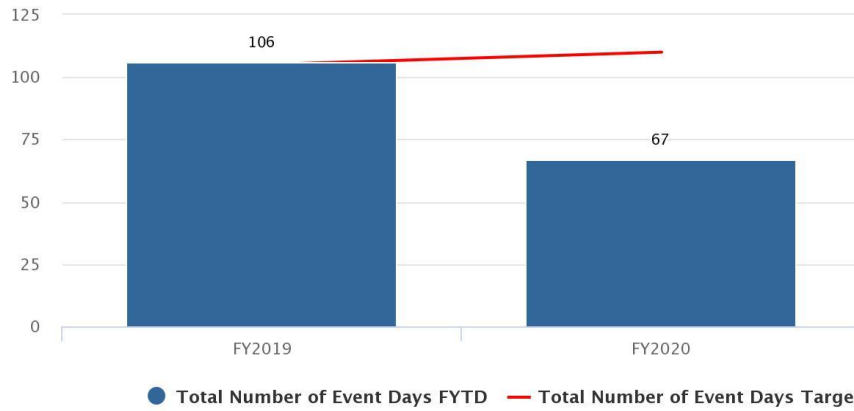
Measure description: This measure is depicting the total square feet of facilities that General Services is responsible for maintaining. It is important to keep track in order to know how many staff are needed to employ to keep facilities running at an optimum level for the citizens and clients of Durham County to conduct their business. This measure trends up or down depending on facilities being renovated, new facilities coming on line, or spaces rented by the County. The recent increase is due to facilities being renovated coming back on line.

Measure: AVERAGE DURHAM COUNTY BUILDING SQUARE FEET MAINTAINED PER FTE



Measure description: This measure shows the relationship between total facility square footage maintained and number of full-time employees (FTE) for building maintenance. It is important to ascertain if the division is properly staffed to adequately maintain the facilities owned/leased by Durham County and those agencies with interlocal agreements. The target for this measure is set at standards that are determined by the International Facility Management Association (IFMA), for appropriate square footage of buildings maintained per FTE. IFMA's Operations and Maintenance Benchmark Research Report #26 sets a target at 1 maintenance FTE per 47,000 square feet.

Measure: NUMBER OF EVENT DAYS FOR DURHAM COUNTY MEMORIAL STADIUM



Measure description: This measure is one of the venue management industry standards on measuring facility usage. These data reflect the number of opportunities for the greater community to participate and/or experience an event at Durham County Memorial Stadium. The department has had some additional openings to the stadium schedule in the fall season. With the loss of Shaw University, the department lost 5-10 event days due to their games and associated events in conjunction with their football season. Due to the timing of these events being withdrawn, staff were unable to recover these events into the schedule. In the long term, that presents additional opportunities to book the facility on Saturday dates from September - November. Otherwise, the fall season was at the usual level. Northern High School had a successful season with the varsity team hosting a playoff game at the stadium, North Carolina Senior Games hosted their annual track meet, and Durham Firebirds hosted their youth football season at the stadium.

INFORMATION SERVICES AND TECHNOLOGY



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

Description

It is the mission of the Information Services & Technology (IS&T) Department to ensure efficient and accurate leadership to sustained, effective and efficient delivery of information and technology services to enhance service delivery to the County's residents, businesses, employees and visitors. Responsibilities include maintaining the core IT Infrastructure and systems for every aspect of county life -incorporating emergency management, human, data and information and economic development services with the full spectrum of governmental operations.

IS&T:

- Enhances and Improves Business Services to offer more advance and timely technology implementations and streamlined processes
- Works to Expand Strategic Roles with Agencies to improve aligning their business needs with technology
- Invests in Human Capital to cultivate and diversify IS&T's talent resources to better deliver services
- Provides Robust Infrastructure to protect the County's technology and information assets, and maintain service operations
- Optimizes Countrywide Technology Administration to drive County-wide business process improvements resulting in improved efficiencies, productivity and vendor accountability.

Programs

Business Application Development and Support

The Business Application Development and Support program provides best-in-class, 3rd party or custom-built software applications for departments to efficiently manage internal business processes and to deliver services effectively to citizens. Support, administration and development of software applications includes Durham County Websites, the County Intranet, and business applications supporting our HR and Financial functions.

Data Management and Information Security

The Data Management and Information Security program manages County data and provides a set of technologies, tools and processes to assist departments, decision makers and citizens in using data to understand and analyze organizational performance in addition to providing leadership in the development, delivery and maintenance of an information security program in order to protect the County's cyber security infrastructure by designing programs that protect confidentiality, integrity and availability of all information assets. Associated tools include GIS, Open Data and various software for data reporting and analysis.

End User (Client) Productivity and Support Service

The End Users Productivity and Support Services Program provides efficient and effective end-user technologies and services, training, service management and enhancements to ensure County departments and employees can fulfill their business in service to the public by providing services and repairs through a county-wide Service Desk which includes desktop, audio-visual and technology consulting support enabling all County departments and employees are able to meet technological business needs.

Leadership and Executive Management

The Leadership and Executive Management Program provides leadership, guidance and support for all Information Services & Technology to ensure deployment of business solutions that incorporate strategic planning initiatives and governance effectively. This includes Budget and Financial Management for IS&T, Project Management, End-user communications and training, Managing for Results, Human Resource Representation, Strategic Consulting and Planning.

Technology Communications and Infrastructure

The Technology Communications and Infrastructure program provides a technologic and communicative infrastructure focused towards effective and efficient availability, security and accessibility to meet the needs of the County departments and fulfill citizen services. Programming includes Network (wireless/wired internet), Email, Data Center, Telephones, Cabling, Data Storage, and Audio Visual.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$6,509,580	\$10,369,494	\$11,800,299	\$10,996,099	6.04%
Personnel	\$3,633,114	\$5,128,469	\$5,260,190	\$5,212,490	1.64%
Operating	\$2,656,790	\$5,241,025	\$6,540,109	\$5,783,609	10.35%
Capital	\$219,676				
Net County Cost	\$6,509,580	\$10,369,494	\$11,800,299	\$10,996,099	6.04%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
38.00	46.00	46.00	50.00	50.00

Budget Highlights

- Four new FTEs to address the cyber security needs for the county. These positions and the funding will be identified from the current vacant positions in the General Fund
 - Two vacant positions have been identified and reallocated to IST budget. The other two positions are still pending.
- This budget includes new operating dollars to provide the county with critical software upgrades, predominantly access to the latest in the Microsoft Office Suite of applications
- Durham County business departments will retain the familiar Microsoft Office applications: Word, Excel, PowerPoint, Access, OneNote, and Outlook, and cloud services including email, calendaring, collaboration tools, and the benefit of cloud-based services supporting business continuity and disaster recovery. Cloud services continuously evolve to improve and expand capabilities increasing effectiveness and efficiency in business departments. Reduced on premise servers and associate support cost including and increases protection from hardware failures, loss of services, and increases security against data loss and theft.

Performance Measures

Measure: AVERAGE TOTAL NUMBER OF APPLICATIONS DIRECTLY SUPPORTED



Measure description: This measure shows the number of software applications directly supported by the IS&T Department. This data matters because it helps determine what, where, and how IS&T resources should be allocated. This helps show that as more applications are being supported, more resources will be needed. This measure currently does not have a target, but the applications need support regardless of the number. The development team is working to create a capacity target of what can be efficiently and effectively supported. This target has a high level of complexity involved as each application will need rating against the level of support required. Ultimately the target will show the number of applications able to be supported at current staffing levels.

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HUMAN RESOURCES



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

Description

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

Programs

Benefits

The Benefits Division administers the County's comprehensive benefits package which emphasizes work-life programs that include benefits education and problem resolution to employees, retirees and their dependents. The division's focus is on providing health and financial benefit options that maintain or improve the physical, mental and financial health of the employees and their families which serves to enhance the employees' overall personal and professional well-being. A robust set of benefit offerings enhances our ability to attract talented and committed employees in the highly competitive Research Triangle area.

Classification and Compensation

The Classification and Compensation Division ensures the appropriate classification of County positions; administers a fair, equitable and competitive compensation plan that attracts qualified applicants and rewards and retains competent employees; and processes and maintains personnel records in accordance with G.S. 153A-98.

Employee Relations

The purpose of the Employee Relations unit is to consistently enforce and provide guidance in all aspects of employment law to ensure a work environment free of any distractions that may hinder a harmonious work environment. The unit provides oversight over the establishment of work objectives and the performance evaluation process to ensure the effective and efficient delivery of quality services and programs to the residents of Durham County.

Human Resources Information Systems (HRIS) & Training

Human Resource Information Systems (HRIS) & Training is a dual functioning division with the responsibility to support the strategic initiatives of Durham County Government. The HRIS mission is to develop, implement and support information systems that meet the Human Resources requirements. The training mission is to, promote and foster individual and organizational effectiveness by developing and offering an array of innovative and diverse programs in support of the organization's commitment to employee development and organizational enrichment.

Talent Acquisition

The purpose of the Talent Acquisition Team is to carry-out the County's long-term strategy to recruit and retain a skilled and diverse workforce. This strategy is accomplished by assisting hiring managers with identifying, assessing and hiring the best candidates for open positions.

Equal Employment Opportunity

The mission of EEO Counsel is to educate, train and ensure employer compliance with Federal and State laws and Durham County Policies that make it illegal to discriminate against applicants and employees on the basis of a person's race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), disability or

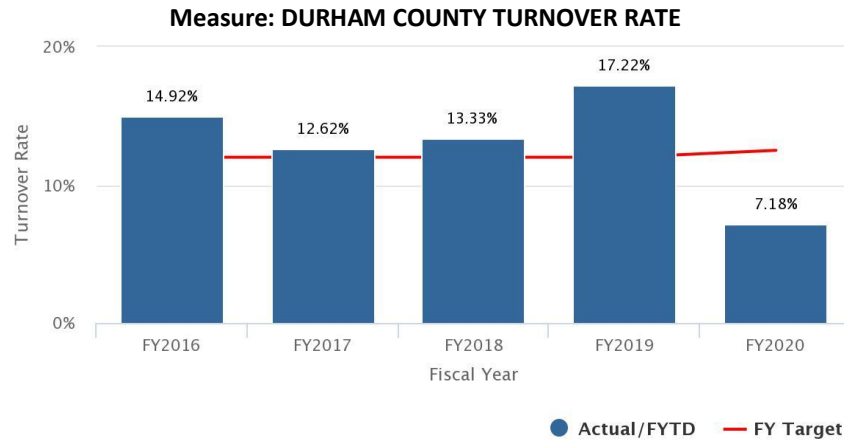
genetic information or for having complained about and/or having participated in an employment discrimination investigation or lawsuit.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$2,047,390	\$2,317,663	\$2,674,334	\$2,375,161	2.48%
Personnel	\$1,729,768	\$1,928,720	\$2,161,397	\$2,066,724	7.16%
Operating	\$317,622	\$388,943	\$512,937	\$308,437	-20.70%
Revenue	\$43,507	\$30,000	\$35,000	\$35,000	16.67%
Other Revenues	\$43,507	\$30,000	\$35,000	\$35,000	16.67%
Net County Cost	\$2,004,060	\$2,287,663	\$2,639,334	\$2,340,161	2.29%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
20.00	20.00	20.00	21.00	20.00

Performance Measures



Measure description: Durham County's turnover rate metric signifies employee retention and provides useful information to identify when competent and talented staff begin to leave the County and their reason for leaving. High turnover rates can negatively affect an organization and its employees in many ways. Excessive turnover can result in low employee morale. This may stem from increased workloads and responsibilities, lack of a trained and competent workforce, as well as stress and fatigue related to work demands. Excessive turnover also impacts the organizational effectiveness and overall budget, due to increased use of resources to retrain new employees. Further, there are seen, and unseen costs associated with employee turnover. These costs include, but are not limited to, increased overtime pay for current staff, as well as recruiting, hiring and training of new employees. The overall turnover rate for Q2 of FY 2020 was 3.41%. This is a slight decrease from Q1, which was 3.77%. During this quarter sixty-five (65) employees separated from the County. This represents 0.097% less than Q1, in which seventy-two (72) employees separated from the County. In addition, there was an increase in the number of employees retiring in Q2. In this quarter, eighteen (18) employees left for retirement purposes verses eleven (11) employees in Q1. This equates to an approximately 3.89% increase in the number of employees leaving the County for retirement. To reduce the turnover rate, Human Resources staff will continue to work with County administration to maintain a competitive pay plan and offer competitive salaries for employees. Also, staff will: (1) continue with efforts to create advancement opportunities for employees, (2) ensure supervisors and managers are properly trained, (3) continue with efforts to develop a culture to ensure employees feel appreciated, (4) continue to provide Work-Life Balance Initiatives, (5) focus on hiring the right candidates, (6) continue with flexible work schedule options, and (7) encourage departments to provide cross-training opportunities. The target has increased slightly from 12% to 12.5%. According to Eliza Jacobs, Strategic Research Analyst for the Society for Human Resources Management (SHRM), the average annual turnover rate of employees across industries in the United States is 15%. The County would like to set a level that is at or slightly lower than the average turnover rate.

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BUDGET AND MANAGEMENT SERVICES



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

Description

It is the mission of the Budget Department to ensure efficient and accurate preparation and day-to-day administration of the annual operating budget in accordance with North Carolina General Statute 159. In pursuit of this mission, the Budget and Management Services Department provides technical and professional support and assistance to the County Manager and County departments. This system of support includes oversight of the annual budget process, assisting departments with budget preparation, analysis of all budget requests, and preparation of the County Manager's annual recommended budget. In addition, the Budget Department prepares and maintains the County's Capital Improvement Plan; performs management analyses and program evaluations for the County Manager, Board of County Commissioners, and County departments; and oversees the administration of the County's operating budgets. The Budget and Management Services Department also provides revenue and fee analyses, conducts customer service surveys, provides budget and administration support, performs cost reduction analyses, and coordinates the County's Nonprofit Agency Funding Program and administers other grant programs. The Budget Department also provides guidance, support, and analysis of departmental performance data as well as the production of quarterly metrics in support of the County Manager's "Managing for Results (MFR) program.

Programs

Budget Development and Implementation

The annual budget development process starts every year with the adoption of a budget on July 1, includes analyst review and analysis of department proposed budgets for the next fiscal year, while also maintaining and reviewing current year departmental spending and revenue collection. Maintenance of the current budget includes approval of transfers, amendments to expenditures and revenue, and allocation of fund balance for emergency expenses.

Capital Improvement Plan Development and Implementation

The biannual 10-year Capital Improvement Plan update process gathers capital project-related needs for the County, including Durham Public Schools, Durham Technical Community College, and County departments, as well as developing financially sound support of these projects. The Budget department also oversees capital project budget management and changes throughout the fiscal year.

Management Analysis and Special Review

Per requests by County management and the Board of County Commissioners, the Budget Office provides an in-depth analysis of specific policies or outcomes of County departments or programs. This requested analysis attempts to lead to innovative solutions, process improvement, and efficient use of County fiscal and human capital.

Managing For Results Implementation

Supported by one dedicated Performance & Management Analysts, the Budget Department has created and implemented tools and processes for departments to develop, collect, and analyze actionable performance data. These staff work collaboratively with departments to foster continuous learning and improvement of data systems in order to maximize efficient collection of insightful performance data with the goal of promoting a culture of data-driven decision making Countywide.

Nonprofit Grant Management

Administration of the nonprofit grant process in Durham County Government. The County annually funds 40 nonprofit contracts with Budget and Management staff acting as the contract administrators. The RFP process has ended on June 30, 2020, and the County is creating a new revised Community Outcomes Funding Process for nonprofits to begin on Jan. 1, 2021.

Technology Innovation and Data Analysis

The Budget department supports constant innovation through the maximization of available technology. The department also works to disseminate use of these innovative tools to departments. Largely based around data analysis, the Budget Office continues to develop data reporting tools using Microsoft PowerBI and ClearPoint software to manage and visualize growing data sets throughout the County.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$834,987	\$969,125	\$914,712	\$914,171	-5.67%
Personnel	\$669,059	\$809,607	\$804,737	\$820,696	1.37%
Operating	\$165,929	\$159,518	\$109,975	\$93,475	-41.40%
Net County Cost	\$834,987	\$969,125	\$914,712	\$914,171	-5.67%

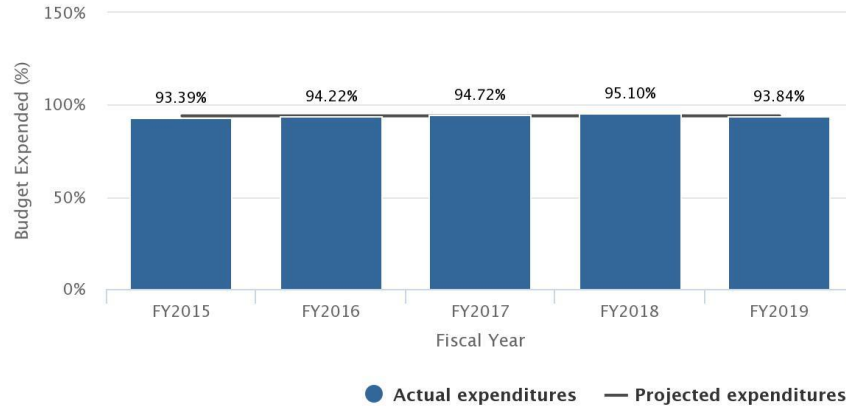
FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
8.00	8.00	8.00	8.00	7.00

Budget Highlights:

- Reduced one FTE: One vacant Performance Analyst position was reallocated from Budget and Management Services to Information Technology Services to support cyber security needs and provide additional support to IST staff

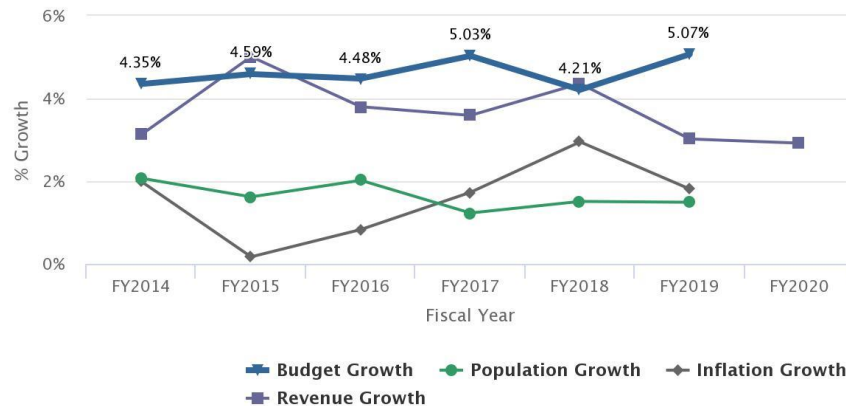
Performance Measures

Measure: VARIANCE BETWEEN ACTUAL AND PROJECTED DURHAM COUNTY EXPENDITURES



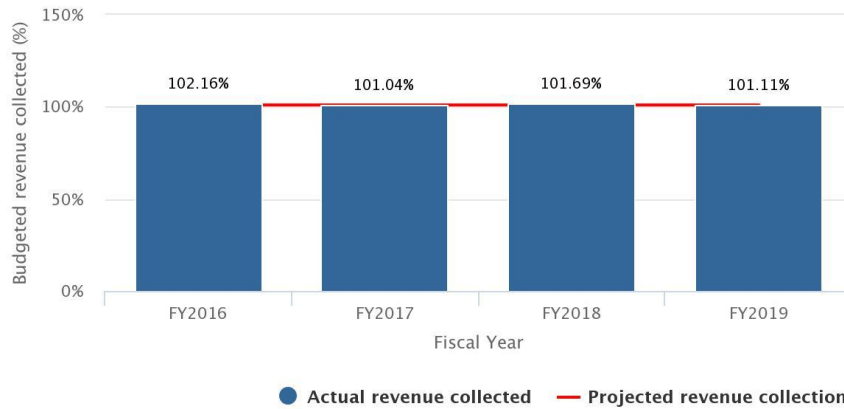
Measure description: This is a measure of how close actual expenditures are to budgeted expenditures for a fiscal year. This measure is a key insight into how well the Budget Office, and by extension, the County does in comparing how much is planned to be spent versus how much is actually spent. The budget development process begins 18 months in advance of the end of the fiscal year and such a lead time means that expenditure estimates can vary significantly from actual expenditures. A positive outcome ensures that budgets accurately and consistently reflect actual services and products delivered by Durham County. Actual expenditures as a percentage of budgeted expenditures are consistently around 94%, largely due to unspent salaries of vacant positions. Other reasons for a lower than 100% actual expenditure amount are savings in operating costs, process improvements, and some planned purchases not happening in the fiscal year. This measure is trending in accordance with prior years and remains under target. The historical 94% target allows Durham County to operate in a financially conservative, yet functional range. The target has been increased to 95% due to continuing emphasis during the budget development process on reallocating budgeted dollars to ensure actual and appropriate spending.

Measure: DURHAM COUNTY BUDGET GROWTH COMPARED TO POPULATION AND INFLATION GROWTH



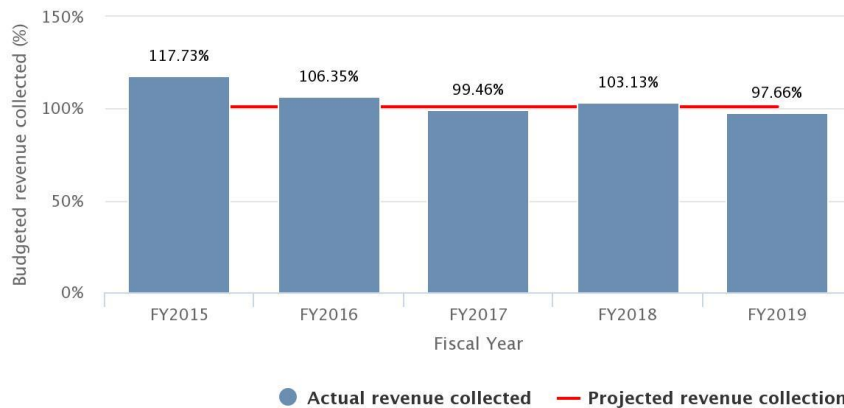
Measure description: This measure is intended to be a broad guide for comparing annual growth of the General Fund budget to other potential “growth in cost” drivers each year: inflation growth, population growth of Durham County, and natural growth of primary revenue sources. While the Durham County General Fund budget may not be directly responsive with these other variables, this measure is intended to provide high-level comparative insight. Historically, growth of the Durham County General Fund budget has tracked similarly to the other three variables. The higher percent annual budget growth is the result of several factors, including increased demand (expansion) for government programs and services, pressures of the current local economy and workforce, and external funding requests. There is not a specified target for this measure. In an ideal environment, the growth of General Fund expenses would mirror inflation and population growth; however, the demands, expectations, and requests of the current local environment make this simplified target difficult to achieve. *Note: budget, revenue, and population growth are fiscal year and inflation growth is calendar year.*

Measure: VARIANCE BETWEEN PROJECTED AND ACTUAL DURHAM COUNTY PROPERTY TAX REVENUES



Measure description: Property tax is the single largest revenue source for Durham County. This measure shows the predictive capability of the Budget Office/County to collect at least the budgeted amount of property tax by showing the actual amount collected as a percentage of budgeted property tax revenue. As the largest revenue source, it is important that the budgeted revenue amount be very close to the actual amount collected. Budgeted revenue estimates are made more than a year in advance of actual revenue collection and in turn expenditure budgets are made in response to revenue estimates. To have the available actual revenue to support budgeted expenditures, the measure percent shown needs to be very high. The target is set at 101%, reflecting the ongoing desire to collect property tax above the budgeted amount. This continues the Durham County policy of budgeting in a slightly conservative fashion to best handle inter-year economic changes. There are two main reasons for a collection percentage of over 100%: (1) conservative property tax revenue estimates by the Budget Office/County and (2) a property tax collection rate of nearly 100% (99.6%). Property tax collection through the second quarter of FY 2020 continues to be very strong. The current percent collected to date is the greatest in the past four years. All indications through the second quarter are that Durham County should meet the FY 2020 target of 101%.

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



Measure description: Sales tax is the second largest revenue source collected by Durham County. It is also the most variable as it is directly related to current economic conditions. The Budget Office/County must develop estimates that are representative of previous trends as well as a future economic outlook. This revenue is budgeted at least 14 months before the last month of actual sales tax collection. This measure fell well under the targeted amount for FY 2018-19. While gross collections for Durham County sales tax were on pace with prior years (consistent growth of 5-7%), the amount of refunds (sales tax reimbursed to non-profit agencies) increased by 75%, which caused the under-performance. The anticipated budget for FY 2019-20 was built in a conservative fashion, as a reaction to this refund issue, while the analysis does show this was more likely a one-time occurrence. Close monitoring will continue throughout the current fiscal year. The target is set at 101%, reflecting the desire to collect sales tax at a slight margin over the budgeted amount. This continues the policy of budgeting in a slightly conservative fashion to best handle inter-year economic changes, such as policy-driven changes to the percent disbursed to all 100 North Carolina counties and their municipalities.

VETERANS SERVICES



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.

Description

The mission of the Veteran Services Department is to make a positive difference in the lives of our veterans and their families by honoring, enriching, educating, and advocating to improve the quality of their lives long-term. This is achieved through professional and technical assistance provided cost-free for all, by our Veteran Services Officers who are National. State Authorized Accredited Representatives under the U.S. Department of Veterans Affairs (USDVA), who take power of attorney to legally represent our area military veterans and their dependents, counseling them of their rights and entitlements to help maximize eligible federal benefits under the laws and regulations administered by the USDVA and other various federal, state and local agencies, and to assist with efforts to prevent and end veteran homelessness amongst our veteran population. We assist veterans in obtaining some of the best healthcare through VA Healthcare System, enabling them to move from sick care to healthcare, assist veterans in securing cash VA benefits to help move them from poverty to prosperity. We help to obtain, maintain, and retain VA disability, pension, Dependent Indemnity Compensation, vocational rehabilitation, employment, educational, Life Insurance, and burial payments for veterans and their dependents. Finally, we give our Veterans the utmost respect and help with their final honors as they are laid to rest. Helping our military veterans and their families shows respect and honor to those men and women who served our country.

Programs

Benefits Counseling

National and State Accredited Authorized Veteran Services Officers provide free professional expert benefit counseling advice on eligibility criteria for all VA benefits, empowering veterans to improve their well-being.

Claims Preparation

Veteran Services provides professional technical assistance for the preparation, presentation, and filing of all claim type applications under Title 38 U. S. Code and 38 Code of Federal Regulations. Claims preparation, presentation, and the submission to VA is executed to help obtain, maintain, and retain some \$72 million in VA benefits entitled by our county Veterans.

Community Outreach to Aged and Disabled

Outreach services are provided for aged and disabled veterans, surviving spouses, and other eligible disabled beneficiaries. Telephonic assistance is also provided for the preparation, presentation, and submission of VA claims to ensure equal access as we work to connect the unconnected county Veterans to all VA benefits and services.

Homeless Services for Veterans

Veterans Services counsels, advises, and makes referrals to VA and to VA grant-funded community partners, federal and other partners to help promote permanent housing stability for very low-income veterans and veterans with families who are **homeless** and or at risk of **homelessness**. Veteran Services help veterans make homelessness, history by connecting them to services promoting housing stability.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$286,423	\$339,313	\$372,039	\$365,431	7.70%
Personnel	\$263,704	\$316,020	\$347,808	\$346,200	9.55%
Operating	\$22,718	\$23,293	\$24,231	\$19,231	-17.44%
Capital					
Revenue	\$2,216	\$2,000	\$2,000	\$2,000	0.00%
Intergovernmental	\$2,216	\$2,000	\$2,000	\$2,000	0.00%
Net County Cost	\$284,206	\$337,313	\$370,039	\$363,431	7.74%

FY 2018-19 Actual FTE	FY 2019-20 Original FTE	FY 2019-20 Estimated FTE	FY 2020-21 Requested FTE	FY 2020-21 Approved FTE
5.00	5.00	5.00	5.00	5.00

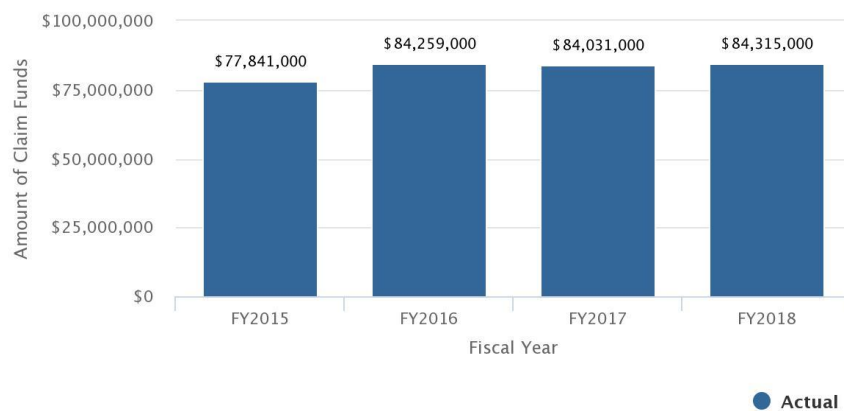
Performance Measures

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



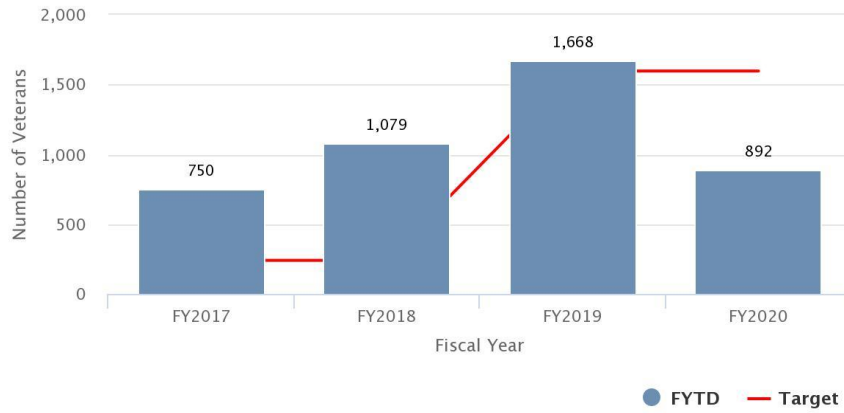
Measure description: This measure shows the number of homeless and at-risk Veterans who have been counseled, advised, and referred to community partners. The department is tracking this measure because the data, among other things: (1) enables identification of homeless Veterans, (2) measures progress and performance of service delivery and the need for additional staff, (3) enables staff to understand some of the issues that create homelessness, (4) enables staff to identify and help remove barriers Veterans face in securing permanent housing, and (5) helps identify the need to advocate for better access to federal funds to help combat Veteran homelessness. Since the US Department of Veterans Affairs launched its initiative to end Veteran homelessness by 2015, the primary measure of progress has been the Point-in-Time (PIT) Count. The trend is stabilizing. While it may still be too early to gauge, Durham County's effort to create a single portal/universal coordinated entry intake process may have a positive impact on how this measure is trending. Part of the effort behind this coordinated entry is to divert those facing homelessness toward resources that can prevent them entering homelessness. There is no target for this measure. When the community better understands what the homeless population looks like, it will be easier to determine what types of programs are needed. The goal is to prevent or quickly end homelessness, coordinating efforts and resources with various partner agencies to help fill urgent and emerging gap services.

Measure: ANNUAL AMOUNT OF CLAIM FUNDS COMING INTO DURHAM COUNTY



Measure description: This measures the claim funds coming into Durham County and is important because it shows the economic impact Veterans have on the community. It is important to note that while the department has not had a direct impact on every Veteran listed, staff do have the potential to encounter every Veteran and/or their family member(s) reflected. Claim funds for Durham County Veterans, their dependents, and survivors result in the receipt of compensation, pension, education, and death benefits. Data is from the US Department of Veterans Affairs Geographical Data Expenditures Report. Most of the 100 NC counties utilize the data from this report in supporting their budgets. This data can help assess future projected benefit outcomes based on past historical performance data. Data for FY2018-19 is not yet available.

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



Measure description: This measures the number of underserved aged and disabled Veterans reached by the department annually. Roughly 6,371 Veterans in Durham County are 65 years of age or older and about 5,017 of these individuals are not receiving benefits. Providing robust community outreach is necessary to serve this population. The department provides outreach via assisted living facilities, nursing home facilities, homeless shelters, senior living communities, independent living communities, and community events. This measure tends to trend up and down, which staff believes is the nature of outreach and part of the process. The department had a vacancy that will be filled soon. This vacancy affected outreach efforts and the ability to serve Veterans and their families once they came into the office. Department staff continues to make presentations throughout the community and is in the process of acquiring a Mobile Unit that will allow staff to take services on the road and into the neighborhoods and communities where Veterans and their families are less likely to come into the office.

GEOGRAPHIC INFORMATION SYSTEMS



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

Description

To provide a quality service that improves our customers' productivity and decision-making process through the use of technology, efficient system configuration; network and database management; customized and acquired applications; and training. The Geographic Information Systems (GIS) program evaluates and deploys new innovative technology that provides optimal business value to our customers. This program operates under an inter-local agreement between the City and County governments to manage the enterprise Geographic Information System and provide related services to internal and external customers. GIS provides and supports critical spatial analytic services that support decision-makers in the City and County of Durham. The GIS program provides mapping services, web application development services, address creation, geospatial modeling and analytics, and citizen/business data request. The program maintains the county-wide 911 address database, public safety data layers, the enterprise spatial database, and GIS applications and platforms

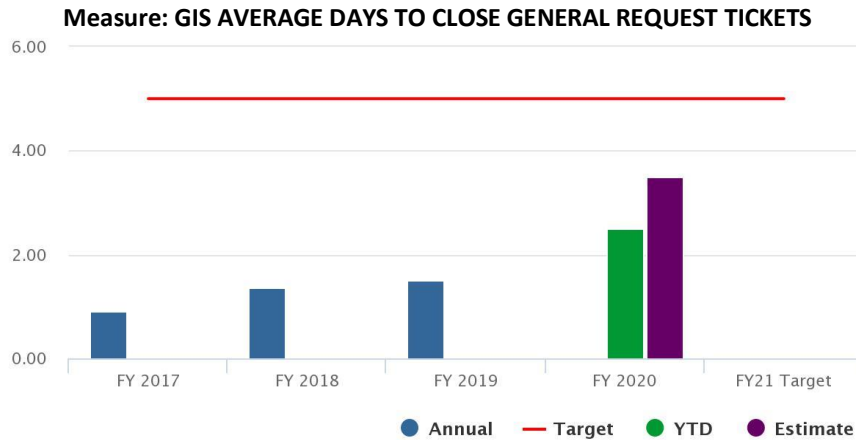
Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$477,968	\$498,843	\$519,091	\$519,091	4.06%
Operating	\$477,968	\$498,843	\$519,091	\$519,091	4.06%
Net County Cost	\$477,968	\$498,843	\$519,091	\$519,091	4.06%

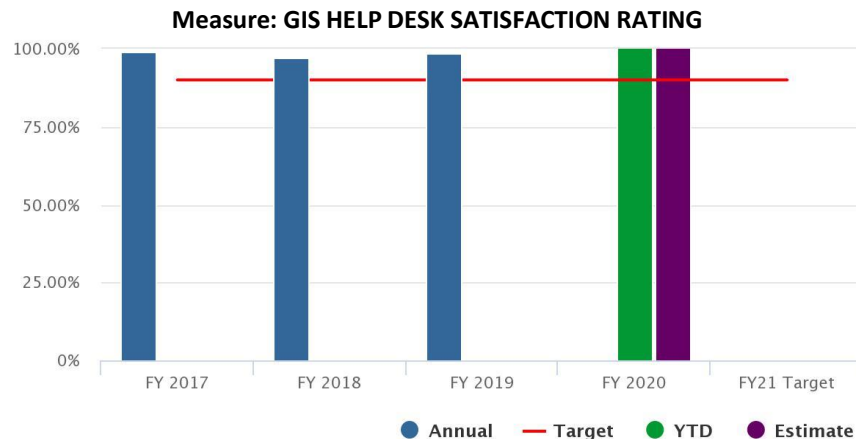
Budget Highlights

- This budget maintains current level of service.

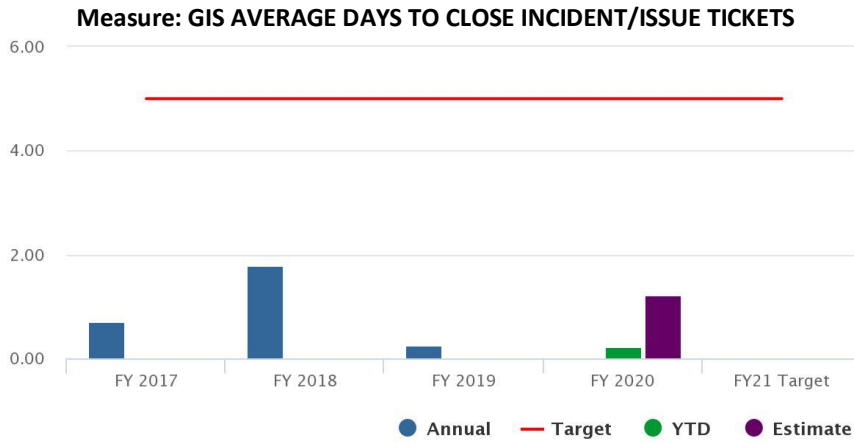
Performance Measures



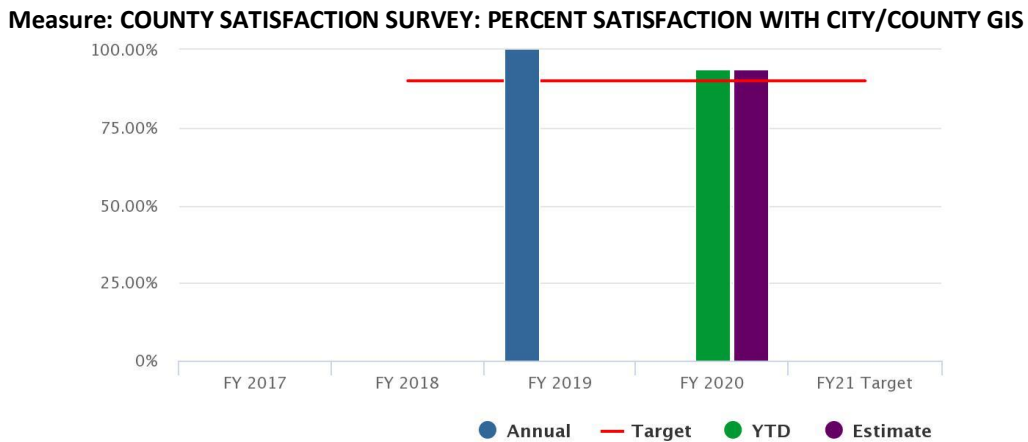
Measure description: This measures the number of days it takes the GIS division to close a ‘general request’ ticket. Currently the tickets are broken down into three categories: (1) Keep the Lights On (KTLO), (2) General Request, (3) and Incidents/Issues. These are service requests that come directly from users, and those that are generated internally for work necessary to keep the systems running in an efficient and dependable manner. This measure is important because customers rely on GIS products and analyses to help them make informed decisions and meet their own deadlines. The type of tickets the department receives are constantly evolving due to the ever-changing technologies supported. Requests vary from map generation, to spatial analysis, to application development, each having a longer turnaround time (i.e. more application development needs equate to longer ticket times). In addition, there have been two retirements from the GIS division in the last year. There is an uptick in ticket closure times so far this year; the department would need more data to consider this a trend. The GIS division is performing well within the target for this measure. The target of five days is not specific to the division alone. The City Technology Solutions department, in which the City/County GIS division is housed, has a five-day target for all tickets.



Measure description: This measure shows how satisfied customers are with the GIS service they are receiving. The goals are to (1) make sure that the department is meeting the needs of customers, (2) let customers know that their input is valued, and (3) identify areas in which the department can improve. The rating is virtually unchanged and falls within the normal margin of error (3%-5%) and still exceeds the target. The target is not specific to the GIS division alone. The City Technology Solutions department, in which the City/County GIS division is housed, has set the service level satisfaction rating target at 90% for all divisions.



Measure description: This measures the number of days it takes the GIS division to close an ‘incident/issue’ ticket. Currently the tickets are broken down into three categories: (1) Keep the Lights On (KTLO), (2) General Request, (3) and Incidents/Issues. Incident/issue tickets are those reporting a problem with access to data or a malfunctioning piece of software. Closure times for these types of tickets can vary. These issues often necessitate support from partner vendors. FY 2020 data are lower than the previous three fiscal years. The measure is well below the target of five days. The target of five days is not specific to the division alone. The City Technology Solutions department, in which the City/County GIS division is housed, has a five-day target for all tickets.



Measure description: This is a new measure for the City/County GIS division in FY 2018-19; it measures customer satisfaction. There was a slight decrease in score while it still currently exceeds the target of 90%. The target is not specific to the GIS division alone. The City Technology Solutions department, in which the City/County GIS division is housed, has set the service level satisfaction rating target to 90% for all divisions.

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NONDEPARTMENTAL



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

Description

The Nondepartmental Business Area is comprised of three distinct Fund Centers that help track items that are not related to a specific department. These Fund Centers are: Nondepartmental, Transfers, and Vehicles and Equipment. The first table below reflects the Expenditures and Revenues for the entire Business Area, while the following sections display and highlight the more specific intention of each Fund Center.

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$68,711,062	\$76,530,417	\$73,225,667	\$74,609,604	-2.51%
Personnel		\$3,579,228	\$500,000		-100.00%
Operating	\$1,367,372	\$1,105,737	\$470,000	\$624,000	-43.57%
Capital	\$1,373,998	\$2,416,065	\$2,871,581	\$1,043,583	-56.81%
Transfers Out	\$65,969,692	\$69,429,387	\$69,384,086	\$72,942,021	5.06%
Revenue	\$6,305,539	\$4,435,534	\$2,208,327	\$12,532,453	182.55%
Intergovernmental		\$150,000			-100.00%
Service Charges	\$870				
Transfers In	\$6,304,669	\$4,285,534	\$2,208,327	\$12,532,453	192.44%
Net County Cost	\$62,405,523	\$72,094,883	\$71,017,340	\$62,077,151	-13.90%

NONDEPARTMENTAL Fund Center

Description

This budget reflects expenditures that are made on a non-departmental, or county-wide basis, or expenditures that will be distributed to specific departments at a later time.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$1,100,669	\$4,964,965	\$970,000	\$4,437,048	-10.63%
Personnel		\$3,579,228	\$500,000		-100.00%
Operating	\$1,100,669	\$1,105,737	\$470,000	\$624,000	-43.57%
Transfers Out		\$280,000		\$3,813,048	1261.80%
Revenue	\$870	\$150,000			-100.00%
Intergovernmental		\$150,000			-100.00%
Service Charges	\$870				
Net County Cost	\$1,099,799	\$4,814,965	\$970,000	\$4,437,048	-7.85%

Budget Highlights

Items Included:

- Reserved for Future – Recognizing the dynamic nature of the ongoing response to COVID-19 the County is reserving **\$3.5 million** in funds to address related expenses that arise in the next fiscal year. These funds will be moved as necessary to ensure seamless operations of departments to best serve our community
- Reserved for Future – Acknowledging the unique economic climate and the difficulty in projecting accurate revenue for the upcoming fiscal year, a reserve balance of expense funds will be held here from vacant positions being frozen

for the full fiscal year. Up to **\$4.6 million** will be transferred to this fund center from identified vacant positions across the General Fund as a “back stop” for potential revenue shortfalls or other economic related issues.

- Operating – City-County jointly funded Youth Initiatives Manager \$70,000
- Operating – Made in Durham Initiative \$200,000
- Operating – Half a year of Nonprofit RFP funding is stored here, pending the new RFP process which will redistribute these funds accordingly once decisions are made \$352,000
- Operating – Funding to replenish Register of Deeds Escrow Account - \$2,000
- *Personnel – In the Manager’s Recommended Budget the 57 FTEs for Social Services Medicaid compliance were temporarily located here allowing time for final information to be received. In the final budget the 39 positions approved for this and the funding has been moved to the Department’s budget.*

Significant Changes from Prior Year:

- Personnel – Comprehensive leave annual payout is traditionally budgeted here and moved to departments once that amount needed is known. Due to the economic constraints of FY 2020-21 the decision has been made to minimize employees earning Compensatory Time by providing compensation as time off work for the upcoming fiscal year.
- Operating – Triangle J Council of Governments (TJCOG) dues have been moved to Economic Development
- Operating – The nonprofit agencies that were previously housed here have been moved to related departments. See nonprofit tables for specific agencies.
- Personnel and Operating – Funding for 1 FTE and related operating costs supporting the County’s proactive role in future transit planning has moved to the Engineering Department
- Personnel and Operating – Funding to support Early Childhood Innovation and Implementation Initiatives has been moved to Cooperative Extension
- Personnel and Operating – Funding to support Durham ACEs (Adverse Childhood Experiences) Resilience Taskforce (DART) Innovation and Implementation Initiative has been moved to Public Health
- Transfers - Board of County Commissioners contingency funds (as well as County Manager’s) have been reduced to \$0 for FY 2020-21 as part of overall departmental reductions. As necessary General Fund fund balance can be used to ensure responsiveness to Commissioner needs if necessary.

TRANSFERS Fund Center

Description

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

Transfers from the General Fund will be made to the Capital Finance Fund, Benefits Plan Fund, Reappraisal Reserve Fund, and Leo Special Separation Allowance Fund as follows:

Transfers from General Fund	
Capital Finance Fund	\$38,234,247
Benefits Plan Fund	\$29,623,911
Reappraisal Reserve Fund	\$840,700
LEO Special Separation Allowance Fund	\$525,000
TOTAL TRANSFERS OUT	\$69,223,858

Beginning in FY2004-05, certain dedicated revenues were budgeted for Capital Finance Fund support (largely annual debt service payments for County and DPS capital projects). Those revenue sources are the two one-half cent sales taxes (Article 40 and Article 42) and the county’s portion of the occupancy tax. In 2011 Durham County voters approved a new quarter cent sales tax (Article 46) of which a portion is allocated to support Durham Public School debt service. This portion is collected in the General Fund and is transferred to the Capital Finance Fund similar to Article 40 and Article 42 sales tax. The total amount of the transfer represents the budgeted amount of each of the four individual revenues (see Capital Finance Fund pages). Other General Fund transfers includes support for an Energy Modification project carried out by the County’s Sustainability program and support for Bethesda Fire District debt taken on by the General Fund

One-half Cent Sales Taxes (Art. 40, 42, & 46)	\$34,617,814
County Occupancy Taxes (after Sports Commission Amount)	\$2,578,263
NCMLS Designated Occupancy Tax for related debt service	\$500,000
Restricted Fund Balance - Education: Art 46	\$107,613
Other General Fund Transfers	\$430,557
Total	\$38,234,247

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

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

Transfers to the LEO Special Separation Allowance Fund provides full funding for the law enforcement officers' separation allowance mandated by the North Carolina General Assembly in July 1986. In addition to regular retirement benefits budgeted within the General Fund, the County also must pay a special monthly separation allowance to retired law enforcement officers who have completed 30 or more years of creditable service. This also includes those persons 55 years of age who have completed 5 or more years of creditable service. The annual allowance is 0.85% of base compensation at the time of retirement times the number of years of service. The officer is eligible to receive this benefit until age 62.

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr..
Expenditure	\$65,969,692	\$69,149,387	\$69,384,086	\$69,128,973	-0.03%
Transfers Out	\$65,969,692	\$69,149,387	\$69,384,086	\$69,128,973	-0.03%
Revenue	\$6,304,669	\$4,285,534	\$2,208,327	\$12,532,453	192.44%
Transfers In	\$6,304,669	\$4,285,534	\$2,208,327	\$12,532,453	192.44%
Net County Cost	\$59,665,023	\$64,863,853	\$67,175,759	\$56,596,520	-12.75%

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

Transfers to General Fund	
Community Health Trust Fund	\$1,250,000
Volunteer Fire District Funds	\$950,971
Capital Financing Plan Fund	\$7,431,482
Capital Projects PAYG Fund	\$2,900,000
TOTAL TRANSFERS IN	\$12,532,453

Revenues in this fund center are transfers into the General Fund from other funds. The transfer from the Community Health Trust Fund supports health-related needs paid for out of the General Fund. The transfer from the Lebanon Volunteer Fire District supports county positions and operational costs funded through Fire District property taxes as provided in various interlocal agreements. The transfer from the Debt Service Fund supports one-time purchases of vehicles and equipment. The transfer from Capital Projects PAYGO fund reflects the recent availability of County cash being freed up from a capital project after the estimated cost came in significantly under budget. These one-time funds will support potential one-time potential costs in the General Fund

VEHICLES Fund Center

Description

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

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

Budget

Category	FY 2018-19 Actual	FY 2019-20 Original	FY 2020-21 Requested	FY 2020-21 Approved	% Change Orig. v. Appr.
Expenditure	\$1,640,700	\$2,416,065	\$2,871,581	\$1,043,583	-56.81%
Operating	\$266,703				
Capital	\$1,373,998	\$2,416,065	\$2,871,581	\$1,043,583	-56.81%

Budget Highlights

The FY 2020-21 budget includes only replacement vehicles and there required upfit for use across Durham County Government. As part of the efforts to limit new expenditures in FY 2019-20 only Public Safety replacement vehicles were being funded that fiscal year. For FY 2020-21 a few essential replacement vehicles across government are being funded. One additional issue keeping this budget under the prior fiscal years is that EMS has not requested any new ambulance for FY 2020-21 but is anticipating continuing their replacement schedule in future fiscal years.

Department	New / Replacement	Type	Quantity	Vehicle Cost	Equipment Cost	Revenue Offset	Total DCo Expense
Sheriff	Replacement	Ford Explore (Hybrids)	7	\$258,181	\$74,319		\$332,500
		Ford Explore (Eco Boost)	7	\$258,181	\$74,319		\$332,500
		Ford F-150 Truck	3	\$89,004	\$15,996		\$105,000
General Services	Replacement	Ford Escape 4x4 (Security Staff)	1	\$23,878			\$23,878
Office of Emergency Services	Replacement	SUV for Emergency Management (Cost share w/ City of Durham)	1	\$39,167		\$19,584	\$19,584
		SUV for EMS Supervisors	2	\$78,334			\$78,334
Social Services	Replacement	Toyota Camry (State and County are splitting cost 50%)	4	\$105,604		\$52,802	\$52,802
Library	Replacement	Ford Transit Van	1	\$26,600			\$26,600
Total			26	\$878,949	\$164,634	\$72,386	\$971,198