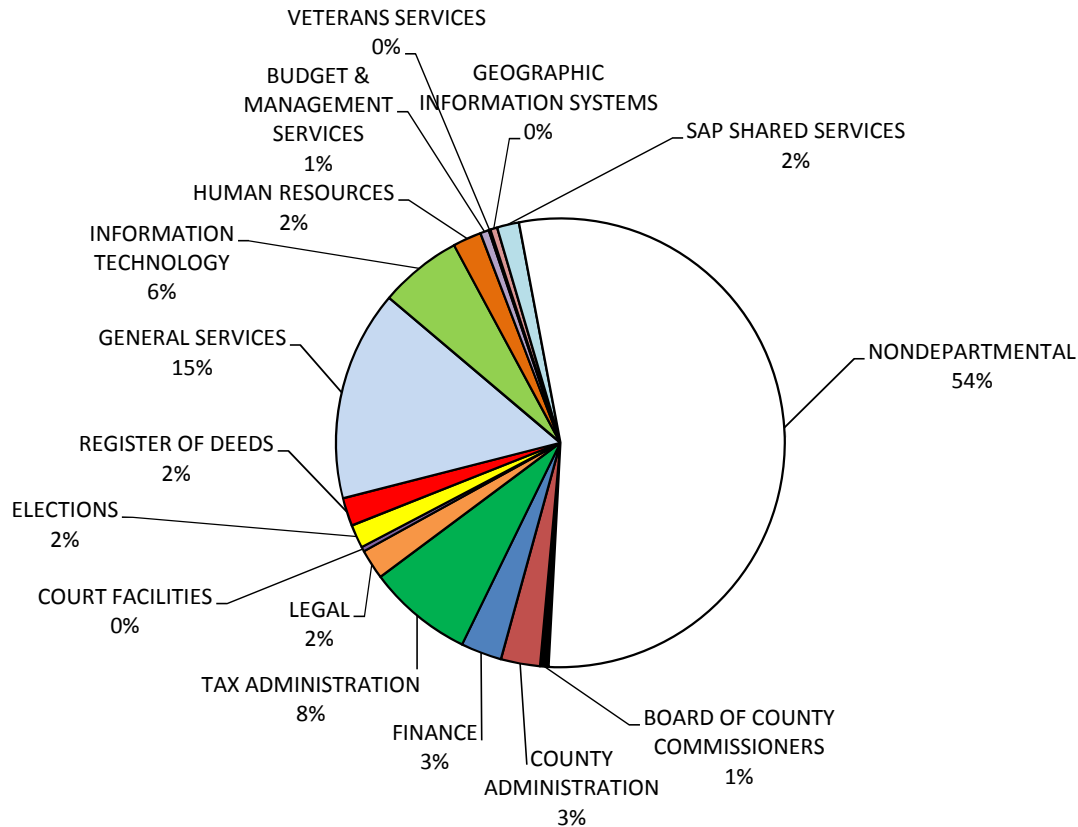




General Government

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

General Government Approved Budget



| Business area | 2011-2012 Actual Expenditures | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|--------------------------------|-------------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| BOARD OF COUNTY COMMISSIONERS | \$ 451,302 | \$ 494,328 | \$ 471,414 | \$ 528,390 | \$ 510,120 |
| COUNTY ADMINISTRATION | \$ 1,727,150 | \$ 2,121,922 | \$ 2,154,974 | \$ 2,471,794 | \$ 2,339,528 |
| FINANCE | \$ 2,028,528 | \$ 2,139,818 | \$ 2,206,085 | \$ 2,575,085 | \$ 2,442,936 |
| TAX ADMINISTRATION | \$ 5,806,503 | \$ 5,343,258 | \$ 5,676,131 | \$ 6,394,570 | \$ 6,304,241 |
| LEGAL | \$ 1,552,537 | \$ 1,670,001 | \$ 1,581,275 | \$ 1,813,283 | \$ 1,799,338 |
| COURT FACILITIES | \$ 321,548 | \$ 314,325 | \$ 293,480 | \$ 304,625 | \$ 276,354 |
| ELECTIONS | \$ 1,202,103 | \$ 1,245,673 | \$ 1,173,065 | \$ 1,408,917 | \$ 1,399,524 |
| REGISTER OF DEEDS | \$ 1,499,301 | \$ 1,672,652 | \$ 1,584,549 | \$ 1,693,890 | \$ 1,681,366 |
| GENERAL SERVICES | \$ 8,466,523 | \$ 10,489,456 | \$ 9,685,249 | \$ 13,507,387 | \$ 12,575,630 |
| INFORMATION TECHNOLOGY | \$ 3,966,780 | \$ 4,679,198 | \$ 4,212,075 | \$ 5,239,945 | \$ 4,953,378 |
| HUMAN RESOURCES | \$ 1,240,183 | \$ 1,632,003 | \$ 1,362,467 | \$ 1,711,981 | \$ 1,706,336 |
| BUDGET & MANAGEMENT SERVICES | \$ 455,331 | \$ 498,779 | \$ 490,837 | \$ 519,614 | \$ 516,468 |
| VETERANS SERVICES | \$ 98,722 | \$ 104,937 | \$ 93,578 | \$ 148,005 | \$ 112,657 |
| GEOGRAPHIC INFORMATION SYSTEMS | \$ 385,106 | \$ 389,292 | \$ 376,602 | \$ 402,389 | \$ 402,389 |
| SAP SHARED SERVICES | \$ 983,459 | \$ 1,310,484 | \$ 1,195,292 | \$ 1,535,376 | \$ 1,319,365 |
| NONDEPARTMENTAL | \$ 50,376,179 | \$ 47,669,348 | \$ 49,638,239 | \$ 46,024,645 | \$ 44,637,639 |
| OVERALL RESULT | \$ 80,561,256 | \$ 81,775,474 | \$ 82,195,312 | \$ 86,279,896 | \$ 82,977,269 |

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Board of County Commissioners

Business Area: 4110

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Personnel | \$313,121 | \$347,740 | \$337,406 | \$361,749 | \$359,249 |
| Operating | \$138,181 | \$146,588 | \$134,008 | \$166,641 | \$150,871 |
| Total Expenditures | \$451,302 | \$494,328 | \$471,414 | \$528,390 | \$510,120 |
| ▼ <i>Revenues</i> | | | | | |
| Total Revenues | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | \$451,302 | \$494,328 | \$471,414 | \$528,390 | \$510,120 |
| FTEs | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |

BOARD OF COUNTY COMMISSIONERS

MISSION

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

PROGRAM DESCRIPTION

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

2012-13 ACCOMPLISHMENTS

- The Tax department continued its aggressive collections of taxes which resulted in a very positive 98.86% rate at year's end;
- The Board of County Commissioners approved its first ever "Strategic Plan" which created a new mission and vision for Durham County Government along with five goals: Community and Family Prosperity and Enrichment; Health and Well-being for All; Safe and Secure Community; Environmental Stewardship and Accountable, Efficient and Visionary Government;
- The Durham County Board of Commissioners voted to appoint former Commissioner Philip R. Cousin, Jr. to fill the unexpired term left by the resignation of Joe W. Bowser. Cousin previously served as County Commissioner from 2000-2008;
- Fred Foster Jr. and Wendy Jacobs were elected to the Board of County Commissioners in the November general election. Fred Foster Jr. was selected as Chair of the Board, and Commissioner Brenda Howerton was selected as Vice Chair when the Board took office in December;
- The new Durham County Justice Center was completed and occupied in February with a dedication ceremony held in early March. The project includes a new courthouse and an adjacent parking deck that will serve the community for many years to come. Commissioners authorized funding for eleven full-time sworn Deputy Sheriff positions to support the new justice center. The increased size of the new Courthouse, a significant camera monitoring operation and increased inmate holding rooms required additional law enforcement to support the new facility;
- The second phase of the Human Services Complex on Main Street continues to proceed. Completion is expected in the Fall with the move in of the entire Social Services Department from its two current locations;
- The Board of County Commissioners amended the Durham County's Minority and Women Business Ordinance and extended the effective date to December 31, 2013;
- Durham County unveiled a new brand to better position the county for the future. The new strong graphic representation helps epitomize the terms frequently used to describe Durham County: Innovative, passionate, leading, accountable, proactive, and confident. In collaboration with the brand, a new website was also launched. The new Durham County website updates tools for ease of use, modernizes functionality and organization, and promotes a consistent and vibrant branding that conveys the real spirit of Durham County to the community and beyond;
- The Board of County Commissioners allocated Economic Development Investment Funds of \$605,000 to Gentian Group LLC. The \$10.1million project will convert the old Mutual Community Savings Bank building at 315 E. Chapel Hill Street in downtown Durham into a 54 room hotel;
- Sentinel Data Center, a wholesale data center, will receive up to \$800,000.00 thanks to an economic development incentive contract over a six year period from the Board of County Commissioners. The company will develop a 300,000 square foot, tier three plus data center over a three year period. Sentinel projects to spend approximately \$174,000,000 on building, machinery and equipment through 2015;
- The Board of County Commissioners also awarded an economic development incentive contract to 21c Durham, LLC in the maximum amount of \$2,000,000. 21c will invest \$45million to renovate and repurpose the iconic Hill Building to create a 125 room luxury boutique hotel, a museum and restaurant;

Board of County Commissioners

Funds Center: 4110110000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Personnel | \$118,651 | \$147,344 | \$142,463 | \$157,063 | \$157,063 |
| Operating | \$92,389 | \$97,809 | \$88,211 | \$99,554 | \$96,423 |
| Total Expenditures | \$211,039 | \$245,153 | \$230,674 | \$256,617 | \$253,486 |
| ▼ <i>Revenues</i> | | | | | |
| Total Revenues | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | \$211,039 | \$245,153 | \$230,674 | \$256,617 | \$253,486 |

2012-13 ACCOMPLISHMENTS (continued)

- Durham County Commissioners approved a joint resolution with Wake County to establish a multi-county area authority to manage mental health, substance abuse and developmental disability services for Durham and Wake counties, in order to complete the legal requirements of this action as outlined in NC General Statutes. The new group began operations on July 1, 2012 as "Alliance Behavioral Healthcare."
- Durham County Commissioners approved a resolution to reallocate a portion of unused 2007 General Obligation Bonds to pay for new technology in Durham Public Schools. The Technology Upgrade Project is \$9,039,174 and will be used for district wide technology equipment such as teacher laptops, smart board, digital cameras and classroom computers;
- The National Association of Counties presented Durham County with a "2012 National County Government Month Award." The recognition highlighted the Durham County Health and Wellness Education Fair featuring a fitness Flash mob held on April 18. NACo's theme of "Healthy Families, Healthy Counties" set the tone for the award winning activity.

CLERK TO THE BOARD

MISSION

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

PROGRAM DESCRIPTION

The County Clerk's Office provides support to the Board of County Commissioners (BOCC) by preparing, maintaining, researching, and transmitting agendas and minutes of official Board proceedings. The Clerk's Office also oversees the appointment process for 51 volunteer Boards and Commissions appointed by the BOCC; and maintains a permanent record of all documents required by North Carolina General Statutes.

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

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

2012-13 ACCOMPLISHMENTS

- Clerk completed video for Channel 8 to recruit for citizen boards and committees. This was done in conjunction with Goal 5 of the Strategic Plan;
- Clerk worked with Public Information to design a video commercial to recruit for boards and commissions. This was done in conjunction with Goal 5 of the Strategic Plan;
- Clerk completed transition of moving to electronic agendas. This has been a great cost saver and time saver for the Clerk's Office and County. This initiative has also increased transparency for the Board and County in keeping with Goal 5 of the Strategic Plan;
- Clerk's Office attended over sixty six (66) BOCC-related meetings and events;
- Clerk provided orientation for three new Commissioners;
- Clerk's Office had a complete turnover in staff; however, the Office managed to maintain service with minimal delays
- Administered oath to 28 citizen appointees (as of March);
- Co-sponsored an orientation program with the County Attorney's Office for all BOCC new citizen board and commission appointments. To date, 24 citizens have received the training. Since its inception, we have received requests from veteran appointees for training;
- Worked with Herald-Sun to publish more of the County's meeting information and Board vacancies. This has been a tremendous help in increasing transparency of all meetings and activities;
- Co-sponsored training for 27 citizen board chairs and liaisons to ensure that the leadership was following open meeting laws and procedures;
- Developed master spreadsheet for 43 boards and commissions to ensure accuracy;
- Redesigned website page for Boards and Commissions to give more detailed information;
- Expanded recruiting for citizen boards and commissions which has resulted in filling vacancies more expeditiously;
- Former Deputy Clerk completed educational process with School of Government for certification.

2013-14 HIGHLIGHTS

- The budget allows the Clerk to the Board to maintain current levels of service.

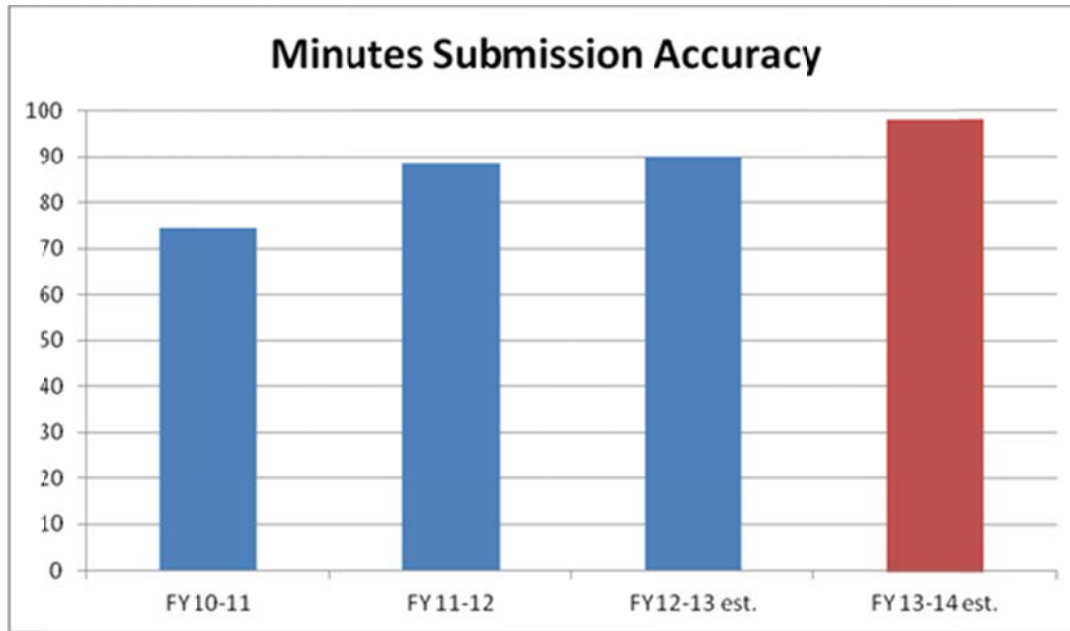
Clerk to the Board

Funds Center: 4110115000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Personnel | \$194,470 | \$200,396 | \$194,943 | \$204,686 | \$202,186 |
| Operating | \$45,793 | \$48,779 | \$45,797 | \$67,087 | \$54,448 |
| Total Expenditures | \$240,263 | \$249,175 | \$240,740 | \$271,773 | \$256,634 |
| ▼ <i>Revenues</i> | | | | | |
| Total Revenues | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | \$240,263 | \$249,175 | \$240,740 | \$271,773 | \$256,634 |
| FTEs | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |

2013-14 PERFORMANCE MEASURE

Performance Measure: Minutes Submission Accuracy



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

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

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

The Clerk's Office had a turnover of staff in 2012. The Clerk will work closely and look for training opportunities for new staff to maintain and aspire to increase the accuracy rate of minutes in 2014.

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County Administration

Business Area: 4120

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| Expenditures | | | | | |
| Personnel | \$1,171,962 | \$1,387,454 | \$1,324,805 | \$1,566,750 | \$1,506,372 |
| Operating | \$555,188 | \$734,468 | \$830,169 | \$800,044 | \$753,156 |
| Capital | \$0 | \$0 | \$0 | \$90,000 | \$65,000 |
| Transfers | \$0 | \$0 | \$0 | \$15,000 | \$15,000 |
| Total Expenditures | \$1,727,150 | \$2,121,922 | \$2,154,974 | \$2,471,794 | \$2,339,528 |
| Revenues | | | | | |
| Intergovernmental | \$0 | \$31,804 | \$31,804 | \$32,328 | \$31,729 |
| Total Revenues | \$0 | \$31,804 | \$31,804 | \$32,328 | \$31,729 |
| Net Expenditures | \$1,727,150 | \$2,090,118 | \$2,123,170 | \$2,439,466 | \$2,307,799 |
| FTEs | 12.00 | 12.00 | 12.00 | 14.00 | 13.00 |

2013-14 HIGHLIGHTS

County Manager

- The Urban Ministries contract \$164,440
- The Urban Ministries capital improvement \$65,000
- Annual dues payment and local match portions for the Triangle J Council of Governments (TJCOG)
- UNRBA dues
- ICMA Intern. The City of Durham will share 50% of the cost.
- Project Graduation
- Anchor Awards
- Neighborhood College

Public Information Broadcasting

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

Internal Audit

- Maintained current levels of service.

Strategic Plan

- Funding for second year initiatives

COUNTY MANAGER

MISSION

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

PROGRAM DESCRIPTION

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

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

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

2012-13 ACCOMPLISHMENTS

- Welcomed and oriented two new County Commissioners (Fred Foster, Jr. and Wendy Jacobs) in December of 2012.
- Guided first year of Strategic Plan implementation, which included the management of seven Goal Champions over five strategic goals. This implementation also included early steps in the joint initiatives involving the City of Durham and Durham Public Schools. These partnerships included the CPR and Automatic External Defibrillator (AED) training initiative, which won an award from the Alliance for Innovation.
- Opened new Courthouse and adjacent parking deck.
- Guided recruitment and assessment process for top quality new directors for HR and EMS as well as a new Chief Information Officer (CIO). Also welcomed a strong, new Director of Social Services chosen by the DSS Board.
- Implemented a budget that maintained important services but brought Durham County taxpayers a small tax decrease in FY12-13.
- Began a study of fire districts and County fire departments in the unincorporated areas of Durham County. The purpose of the study is to see if realistic consolidation options are available and to look for efficiencies and opportunities to provide a more consistent level of fire service.
- Launched Durham County's new comprehensive Branding Campaign, based on the tenets of the Durham County Mission expressed in the Strategic Plan, and also launched a new website.
- Approved economic development incentives to three important new endeavors in Durham:
 - Sentinel Data Centers – incentive of \$800,000 tied to \$174 million in capital investment and approximately 19 new jobs.
 - 21C (in the old Suntrust tower) – incentive of \$2 million tied to \$45 million in capital investment and at least 150 new permanent jobs
 - The Holland Hotel (in the former Home Savings bank building at 315 E. Chapel Hill St.) – incentive of \$605,000 tied to \$10.1 million in capital investment and approximately 89 new jobs.
- Selected the team of Integral Development, Forty AM, Durham Public Schools, and Belk Architecture to redevelop historic Whitted School property in the Southside community. The project will include space for senior housing and pre-kindergarten classrooms. Negotiation of a Development Agreement will be the next step in the process.
- Co-hosted economic development summit in March 2013, with conclusions that will guide City and County towards more coordinated economic development policies and *all* players in the education-to-work pipeline to find more effective ways of making sure our job training and education programs are as targeted as possible at new economic opportunities in our area.
- Approved a biennial update to Durham County's ten-year Capital Improvement Plan (CIP), which shows over \$336 million in capital investments planned for between FY13-14 and FY23-24.
- Merged the Information Technology and SAP Shared Services Department to provide a better level of technology service to our employees and to the public.
- Maintained AAA bond rating with Moody's Investor Services.

PUBLIC INFORMATION BROADCASTING

MISSION

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

PROGRAM DESCRIPTION

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

2012-13 ACCOMPLISHMENTS

- Produced County's TV show - "In Touch with Durham County" – on Channel 8. Show topics included: Introduction of new County Commissioners, Review of the Year that Was in County Government, Introduction and tour of the New Durham County Courthouse; Child Abuse Prevention, Accreditation efforts and Centennial Celebration for Public Health Department, Transportation, 2012 Elections.
- Produced Chairman's State of the County Address in a video format for the first time
- Expanded programming for large screens in lobby and second floor lobby of Administration building along with other county locations, including the new Courthouse, to broadcast photos of recent events such as the official opening of the New Courthouse, the launch event for Durham County's new brand, announcements, special awards, public service announcements, department highlights, contact information, new strategic initiative presentations, special events, TV programs and BOCC meetings (live events only)
- Produced a new series of videos called, "Strategic Solutions" designed to air in the "In Touch with Durham County" TV show, and as standalone segments on the County's lobby screens and YouTube site. Topics included: Sandy Creek Restoration for Goal 4 Environmental Stewardship; Crisis Intervention Training for Goal 2 Health and Well-being for all; CPR/AED Bystander Education for Goal 3 Safe and Secure Community and Recruitment of members of Board and Commissions for Goal 5 Accountable, Efficient and Visionary Government.
- Produced special programs on New Budget, Durham County Strategic Initiative, Marketing video to invite more citizen participation on 43 Boards and Commissions.
- Produced special events with departments: New Law Banning Smoking on Public Buildings and Grounds in Durham and Special Message from DSS Director regarding how the Food and Nutrition Services program that manages the Food Stamps will update the process to help recipients apply or recertify to receive the entitlement.
- Upgraded emailed news releases with Constant Contact, and enhanced the frequency of use of social media Twitter and adding more graphics to Facebook to communicate with citizens.
- Worked with Information Technology to ensure that traditional Public Information web streamed programs such as BOCC meetings and In Touch with Durham County transferred smoothly to the new Durham County Website.
- Extended an Interlocal agreement with the City of Durham to air replays of Durham County Commissioners' meetings several days a week, In Touch with Durham County, NCACC program This week at the General Assembly, Living Healthy Diabetes Coalition show and other programs and announcements.

INTERNAL AUDIT

MISSION

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

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

PROGRAM DESCRIPTION

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

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

Funds Center: 4120123000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Personnel | \$168,113 | \$195,414 | \$180,041 | \$289,775 | \$289,775 |
| Operating | \$7,086 | \$14,112 | \$4,930 | \$14,530 | \$13,278 |
| Total Expenditures | \$175,199 | \$209,526 | \$184,971 | \$304,305 | \$303,053 |
| ▼ <i>Revenues</i> | | | | | |
| Total Revenues | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | \$175,199 | \$209,526 | \$184,971 | \$304,305 | \$303,053 |
| FTEs | 2.00 | 2.00 | 2.00 | 3.00 | 3.00 |

2012-13 ACCOMPLISHMENTS

- The Internal Audit Department reviewed management control processes for payroll administration, making two recommendations for enhanced controls and effectiveness.
- The department reviewed the Public Health Departments efforts to implement Federal and State mandated disaster readiness and planning goals, and reported that the State representatives believe Durham County is one of the better poised counties to respond favorably in the event of a health emergency.
- The department reviewed fairness in the County’s contract solicitation and awards processes. Three recommendations were made to enhance fairness and improve effectiveness of the solicitation process.
- The department reviewed cash handling procedures at County Library facilities. The audit resulted in three recommendations to enhance controls of cash security, recording, and reporting cash transactions

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STRATEGIC PLAN

MISSION

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

VISION

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

Core Values: Ace-It

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

Creating the Strategic Plan

In the fall of 2010, the Durham Board of County Commissioners took steps to begin a strategic planning process. The BOCC initiated the process after determining that County government needed to create overarching goals and priorities to guide the organization forward. County leadership, elected leaders and staff alike agreed that all departments and all employees needed a Strategic Plan to align everyone in the same direction. The BOCC developed mission and vision statements and soon the County launched a full-blown planning process. Information gathered from the organizational analysis process was shared with staff teams and helped guide the formation of goals, objectives and other components of the Strategic Plan. The following 5 goals were established:

Goal 1 - Community and Family Prosperity and Enrichment

Goal 2 - Health and Well-being for All

Goal 3 - Safe and Secure Community

Goal 4 - Environmental Stewardship

Goal 5 – Accountable, Efficient and Visionary Government

Implementing the Strategic Plan

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

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

Strategic Plan Progress Report 2013

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

Strategic Plan

Funds Center: 4120124000

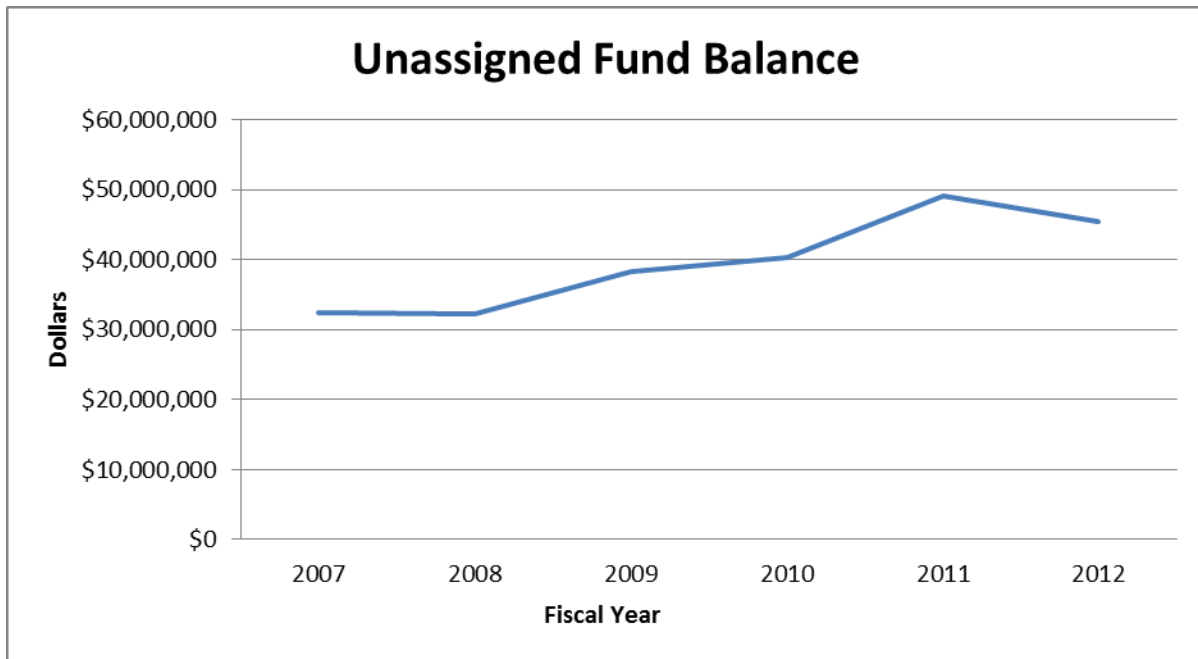
| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Personnel | \$16,558 | \$57,871 | \$57,240 | \$60,472 | \$60,472 |
| Operating | \$0 | \$217,295 | \$199,852 | \$201,910 | \$201,910 |
| Transfers | \$0 | \$0 | \$0 | \$15,000 | \$15,000 |
| Total Expenditures | \$16,558 | \$275,166 | \$257,092 | \$277,382 | \$277,382 |
| ▼ <i>Revenues</i> | | | | | |
| Total Revenues | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | \$16,558 | \$275,166 | \$257,092 | \$277,382 | \$277,382 |
| FTEs | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |

2013-14 HIGHLIGHTS

- Continue working with ongoing initiatives from year 1 (FY2012-13)
- Implement new initiatives for year 2.
- Publish second year progress report.

2013-14 PERFORMANCE MEASURES

Performance Measure: Fund Balance Management



Story Behind the Last Two Years of Performance

Maintenance of a healthy level of fund balance is one of the indicators of the financial stability of the county. The North Carolina Local Government Commission recommends that local governments maintain a minimum fund balance of 8% of total general fund expenditures. Durham County's goal is to maintain the undesignated fund balance in a range of 15-20% of general fund expenditures. At the end of the current fiscal year, fund balance available for appropriation for the general fund was \$106,747,586 or 28.24 percent of total general fund expenditures, compared to fiscal year 2011 which was \$93,335,936 or 25.73 percent of total general fund expenditures. The net change in fund balance for fiscal year 2012 was an increase of over \$18.7 million with an increase in the fund balance available as a percentage of expenditures as well. The primary reasons for the increases are the revenue collections were 102.9 percent of budget while expenditures were only 92.52 percent of budget. In addition, non-spendable and Stabilization by State Statute fund balance increased by over \$5.3 million while fund balance available for appropriation increased by over \$13.4 million. The net change in fund balance increased by over \$2.8 million in fiscal year 2012 from fiscal year 2011. The primary reasons for the increase in the net change in fund balance are the increase in excess of revenues over expenditures of over \$10 million, the increase in transfers out of over \$9.1 million, the increase in transfers in of almost \$1.1 million and the increase in the issuance of installment purchases of over \$800 thousand.

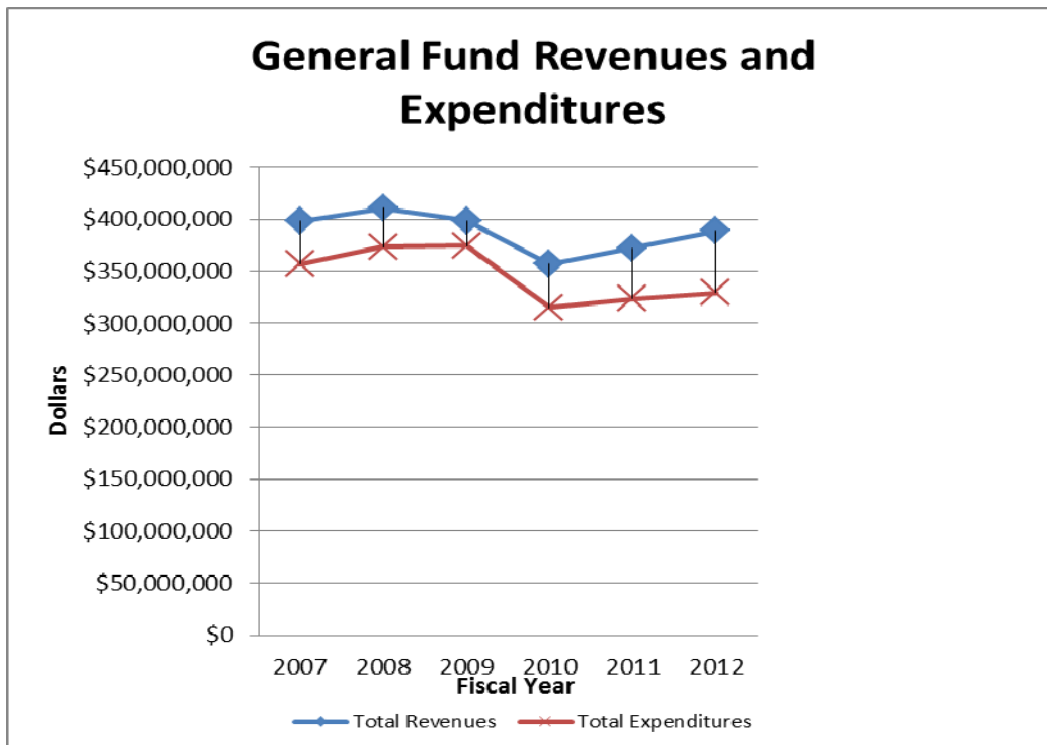
There are five basic categories of funds dealing with fund balances: Non-spendable, restricted, committed, assigned and unassigned. Non-spendable funds cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact. Restricted funds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

| | Audited FY Ending 6/30/2007 | Audited FY Ending 6/30/2008 | Audited FY Ending 6/30/2009 | Audited FY Ending 6/30/2010 | Audited FY Ending 6/30/2011 | Audited FY Ending 6/30/2012 |
|---------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
| Non-spendable | 767,010 | 802,015 | 790,316 | 810,373 | 869,092 | 1,055,346 |
| Restricted Fund Balance | 27,586,231 | 32,479,932 | 27,353,153 | 27,702,979 | 25,392,181 | 30,431,788 |
| Committed Fund Balance | 12,865,309 | 12,053,302 | 18,151,896 | 26,675,483 | 33,904,565 | 47,694,892 |
| Assigned Fund Balance | 19,209,735 | 17,548,466 | 7,592,000 | 6,203,505 | 8,148,653 | 11,612,648 |
| Unassigned Fund Balance | 32,375,511 | 32,229,265 | 38,300,379 | 40,241,722 | 49,205,996 | 45,477,059 |
| Total Fund Balance | 92,803,796 | 95,112,980 | 92,187,744 | 101,634,062 | 117,520,487 | 136,271,733 |

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

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

Performance Measure: Revenues and Expenditures Management



Story Behind the Last Two Years of Performance

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

| | FY 06-07 | FY 07-08 | FY 08-09 | FY 09-10 | FY 10-11 | FY 11-12 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| General Fund | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
| Total Revenues | 398,357,881 | 410,763,108 | 398,565,676 | 356,864,244 | 372,482,660 | 388,677,122 |
| Total Expenditures | 356,860,759 | 373,328,462 | 374,809,528 | 314,831,306 | 323,375,838 | 329,489,901 |
| Excess of revenues over expenditures | 41,497,122 | 37,434,646 | 23,756,148 | 42,032,938 | 49,106,822 | 59,187,221 |

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

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

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FINANCE

MISSION

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

PROGRAM DESCRIPTION

The primary purpose of the Finance Department is to establish and maintain a centralized countywide system of financial planning, reporting and control. The department provides for proper accounting and reporting of financial activities to ensure compliance with Generally Accepted Accounting Principles (GAAP) and state law. The Finance Department also is responsible for the administration of the investment program and debt issuance. Other functions of the department include purchasing, payroll, accounts payable and cash receipts.

The Finance Department prepares the Comprehensive Annual Financial Report (CAFR) and coordinates the annual audit by independent Certified Public Accountants. The department also is responsible for the single audit requirement and serves as the liaison between county officials and rating agencies.

2012-13 ACCOMPLISHMENTS

- Maintained bond ratings from Moody's Investors Services, Inc., Standard and Poor's and the North Carolina Municipal Advisory Council of Aaa, AAA and 90 (equivalent to AAA), respectively.
- Achieved the Government Finance Officers Association Certificate of Excellence in Financial Reporting for FY2012 Comprehensive Annual Financial Report (CAFR); the County maintained the highest rating "Proficient" in all areas of reporting.
- Completed a \$125M Limited Obligation Bonds (LOBs) issuance
- Worked with Budget and Engineering for our annual closing of completed capital projects
- Completed our FY2012 audit with no management letter comments for the third consecutive year
- Implement the new accounting treatment for the self-insured benefits
- Implement the general ledger accounting treatment for the North Carolina Vehicle Tax System (NCVTS) and begin work on automating interfaces for the data from the NCVTS and the County's financial system, SAP

2013-14 OBJECTIVES

- Continue to conduct comprehensive Volunteer Fire Department audits
- Complete MWBE study and update
- Complete and implement the Bethesda Fire and Rescue Service District accounting effective July 1
- Implement the AP archival of documents within the SAP system
- Implement the automated interface of g/l posting for the p-card transactions from the BofA System into SAP
- Complete the automated interfaces for the data from the NCVTS and the County's financial system, SAP
- Establish the unemployment insurance reserve fund with the State with the appropriate accounting treatment

Finance

Funds Center: 4130131000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Personnel | \$1,595,749 | \$1,625,535 | \$1,522,799 | \$1,645,225 | \$1,650,608 |
| Operating | \$432,779 | \$514,283 | \$683,286 | \$929,860 | \$792,328 |
| Total Expenditures | \$2,028,528 | \$2,139,818 | \$2,206,085 | \$2,575,085 | \$2,442,936 |
| ▼ <i>Revenues</i> | | | | | |
| Taxes | \$51,371,060 | \$57,788,235 | \$57,291,438 | \$57,730,067 | \$57,730,067 |
| Licenses & Permits | \$435,755 | \$400,000 | \$228,916 | \$400,000 | \$400,000 |
| Intergovernmental | \$2,323,446 | \$1,230,000 | \$1,100,000 | \$1,230,000 | \$1,730,000 |
| Investment Income | \$167,747 | \$300,000 | \$129,944 | \$130,000 | \$130,000 |
| Rental Income | \$7,694 | \$146,811 | \$6,006 | \$6,100 | \$6,100 |
| Service Charges | \$6,415 | \$206,415 | \$0 | \$0 | \$0 |
| Other Revenues | \$6,896,669 | \$38,723 | \$64,899 | \$36,000 | \$36,000 |
| Other Fin. Sources | \$0 | \$8,377,860 | \$0 | \$7,238,800 | \$10,599,668 |
| Total Revenues | \$61,208,786 | \$68,488,044 | \$58,821,203 | \$66,770,967 | \$70,631,835 |
| Net Expenditures | (\$59,180,258) | (\$66,348,226) | (\$56,615,118) | (\$64,195,882) | (\$68,188,899) |
| FTEs | 21.00 | 21.00 | 21.00 | 21.00 | 21.00 |

2013-14 PERFORMANCE MEASURES

Performance Measure: Create an interface between our Bank of America P-Card system and the County general ledger for automatic posting of activity.

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

This measure is important because it allows the department to use existing technology more efficiently.

- Manual posting brings human error into play
- Time required to perform the process is reduced
- Better use of time
- Cost to create is minimal

TAX ADMINISTRATION

MISSION

The mission of the **Tax Assessor** is to create and maintain the cadastre, appraise, assess and bill in a timely manner all real property, tangible personal property and motor vehicles for purposes of ad valorem taxation; develop land records/cadastral mapping, appraisal, assessment and listing systems that provide the public easy access with accurate information.

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

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

PROGRAM DESCRIPTION

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

Land Records/Cadastral Mapping

Land Records Division is responsible for creation and maintenance of the Durham County cadastre (108,618 parcels). Information is obtained through Register of Deeds, Clerk of Superior Court Estates Division, Department of Transportation, City/County Planning and City of Durham Public Works Engineering Division. As required by North Carolina General Statute, Land Records Division reviews all plats prior to Register of Deeds recordation and maintains the Geographic Information System (GIS) cadastral layer. Creation and maintenance of the cadastre (register and spatial) numbers approximately 20,000 records annually.

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

Appraisal Division has direct responsibility for ad valorem real property appraisals (108,618 parcels). Appraisal tasks include annual cycle and general reappraisal. Valuation, based on market value as of the County's most recent general reappraisal, exceeds \$27 billion. Appraisal Division administers Present-Use Program and defends Assessor's opinion of value before the Durham County Board of Equalization and Review and North Carolina Property Tax Commission. Land Records/Cadastral Mapping and Appraisal function as an integrated unit.

Tangible Personal Property and Motor Vehicle Division

Appraisal of business and individual personal property, manufactured homes and motor vehicles is the responsibility of Tangible Personal Property and Motor Vehicle Division. This division assesses \$3.1 billion of taxable personal property representing 10,152 business accounts, 565 manufactured homes, 3,378 boats/motors, 2,972 unregistered vehicles and motor vehicles in the number of 193,051 with an assessed value of \$1.6 billion. Fee based billing (dog/cats) includes 43,019 pets of over \$1 million.

The Durham City/County **Tax Collector** has direct responsibility for collecting and recording the collection of all property taxes levied annually by the Durham County Commission, Durham City Council, Chapel Hill Town Council, and Raleigh City Council (Real Estate, Tangible Personal Property, and Motor Vehicles). Additionally, Tax Collector responsibilities include; collecting beer and wine license taxes, fire and special district taxes, special assessments for water, sewer and street improvements, gross receipts tax, parking fees and user fees together with fee based billing of animals (dogs/cats). State statutes provide the Tax Collector authority to collect delinquent taxes by powers of foreclosure on real estate, wage garnishment, personal property attachment, Sheriff's levy personal property seizure, debt setoff program (seizure of state income tax refunds), and advertising liens. Moreover, NCGS 20-50.4(a) - Motor Vehicles Delinquent Property Taxes, provides the Tax Collector authority to "block" registration of a licensed vehicle if local property taxes on that vehicle are delinquent.

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

Tax Administration

Business Area : 4140

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Personnel | \$3,766,175 | \$3,874,956 | \$3,704,943 | \$4,033,836 | \$4,033,836 |
| Operating | \$1,998,628 | \$1,469,183 | \$1,964,017 | \$2,360,734 | \$2,270,405 |
| Capital | \$41,700 | \$216,000 | \$7,171 | \$0 | \$0 |
| Total Expenditures | \$5,806,503 | \$5,560,139 | \$5,676,131 | \$6,394,570 | \$6,304,241 |
| ▼ <i>Revenues</i> | | | | | |
| Taxes | \$209,902,718 | \$210,029,965 | \$214,971,165 | \$213,168,138 | \$213,168,138 |
| Licenses & Permits | \$20,251 | \$20,000 | \$20,000 | \$20,000 | \$20,000 |
| Service Charges | \$2,114,954 | \$1,577,454 | \$1,827,464 | \$1,728,155 | \$1,728,155 |
| Other Revenues | \$506,551 | \$200,000 | \$551,491 | \$200,000 | \$200,000 |
| Total Revenues | \$212,544,474 | \$211,827,419 | \$217,370,120 | \$215,116,293 | \$215,116,293 |
| Net Expenditures | (\$206,737,971) | (\$206,267,280) | (\$211,693,989) | (\$208,721,723) | (\$208,812,052) |
| FTEs | 66.00 | 67.00 | 67.00 | 67.00 | 67.00 |

2012-13 ACCOMPLISHMENTS

- Expanded subdivision database to include historical Land Records plats
- Create and maintain Cadastre (register and graphical); Land Records/Cadastral Mapping
- Analysis of Real Estate sales for subject year including appraisal physical characteristics review and neighborhood delineation review in preparation of future revaluation
- Appraise Real Estate annual cycle new construction, land, and such in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Appraise Tangible Personal Property; business, individual, and such in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Appraise Motor Vehicles in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Completed New Online Business Listing Program
- Expanded Real Property Appraisal in-house training program
- Discovery and audit program resulted in increase of Business Personal Property assessed valuation.
- Successful implementation of HB 1779 data conversion
- Implemented GIS-based analysis and valuation mass appraisal tool (SpatialEst)
- Reviewed and billed backlog of annual rabies-vaccination certificates from Animal Control
- Completed work with City/County GIS Department to finalize implementation of GIS "Imap" Real Estate browser.
- Overall collection rate; 98.86%
- Total dollars collected \$223,578,794.14 (including prior year collections)
- Continued collection of Animal tax (dogs/cats) from Animal Control to Tax Department
- Continued use of Northgate Mall and 200 E Main Street payment kiosks (Tax Department)
- Held monthly Real Estate foreclosure sales
- Assignment of delinquent motor vehicle accounts to outside collection agency
- Continued implementation of ONETax "Case" module – increased agent use of module
- Increased use of bank attachments as primary enforcement measure for delinquent Real Estate bills
- Implemented "Mass Bank Attachments" process (ability to garnish multiple delinquent accounts employed by a subject employer)
- Implement mass pre-foreclosure processes for collection of delinquent taxes

- Standardized use of batch processes (wage garnishment and bank attachments) for collection of delinquent taxes
- Enhanced website FAQ's (Frequently Asked Questions) by adding Spanish translation of questions
- Continued Call Center staff rotations including cross-training in Delinquent and Current Collections
- Implementation of Durham County Call Center and reduction of the number of abandoned telephone calls
- Assist with coverage for County Customer Relations Ambassador

2013-14 WORK OBJECTIVES

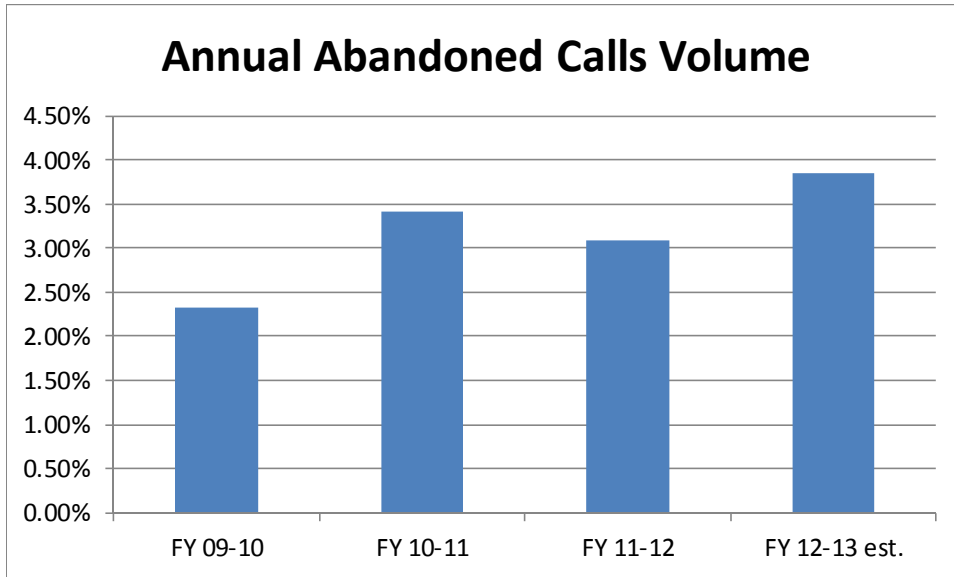
- Continue to enhance the knowledge of staff members in the use of GIS-based analysis and valuation mass appraisal tool (Spatialest)
- Appraise Real Estate annual cycle new construction, land, and such in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Appraise Tangible Personal Property; business, individual, and such in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Appraise Motor Vehicles in a timely fashion according to Property Tax Calendar (UNC School of Government)
- Create and maintain Cadastre (register and graphical); Land Records/Cadastral Mapping
- Continue working with City/County Technology Department to establish data transfer files and upload into One Tax Work order module, building permits.
- Continue identification of all Business Personal Property; by physical address, Real Estate parcel reference number, and North American Industry Classification System (NAICS)
- Ongoing analysis of Real Estate sales for subject year including appraisal physical characteristics review and neighborhood delineation review in preparation of future revaluation
- Implementation of technology that improves data entry processes for appraisal functions.
- Enhance existing Appeals module with Windows-based 'self-serve' capability
- Billing of registered motor vehicles in dual computer systems due to NC Vehicle Tag and Tax conversion (HB1779) for six (6) month minimum.
- Update Land Records deed conveyance process to allow direct interface with Register of Deeds (GRM Real Estate)
- Redesign appraisal section to accommodate appeal hearings in preparation of upcoming revaluation
- Match current collection rate
- Increase prior year collections
- Ensure effective collection measures of delinquent taxes on registered motor vehicles.
- Continue enhancements to Collectors' area of Tax Administration website
- Standardized use of batch processes (wage garnishment and bank attachments) for collection of delinquent taxes
- Continue monthly foreclosure sales
- Continued use of "In Rem" foreclosure proceedings
- Increase assignment of delinquent motor vehicle accounts to outside collection agency
- Regular meetings with three foreclosure Attorney firms to review cases assigned
- Continue with in-house staff training and cross training program
- More field calls and follow-up by revenue agents
- Implement mass pre-foreclosure processes for collection of delinquent taxes
- Redesign Payment Center to comply with ADA guidelines for accessibility
- Reorganize Payment Center to enhance functionality (receipt printers) and expand customer service area Restructure staff training/cross training to include various Tax divisions
- Continue reduction of abandoned phone calls
- Reorganization of Tax Administration website

2013-14 HIGHLIGHTS

- Increased contracted services due to implementation HB1779 Tag and Tax Program and HB462 elimination of contingency fee audits.

2013-14 PERFORMANCE MEASURES

Performance Measure: Abandoned Calls Volume



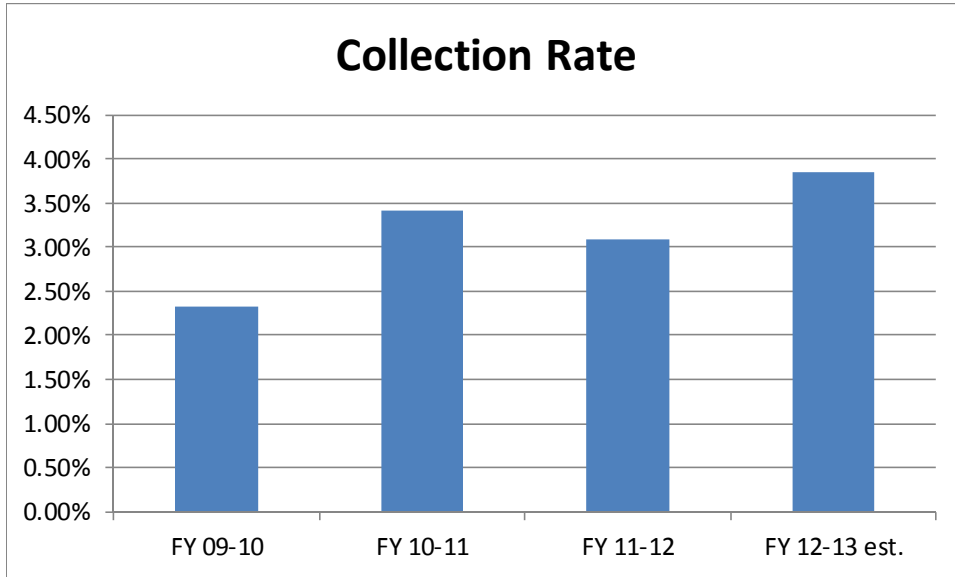
Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

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

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

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

Performance Measure: Collection Rate Baselines



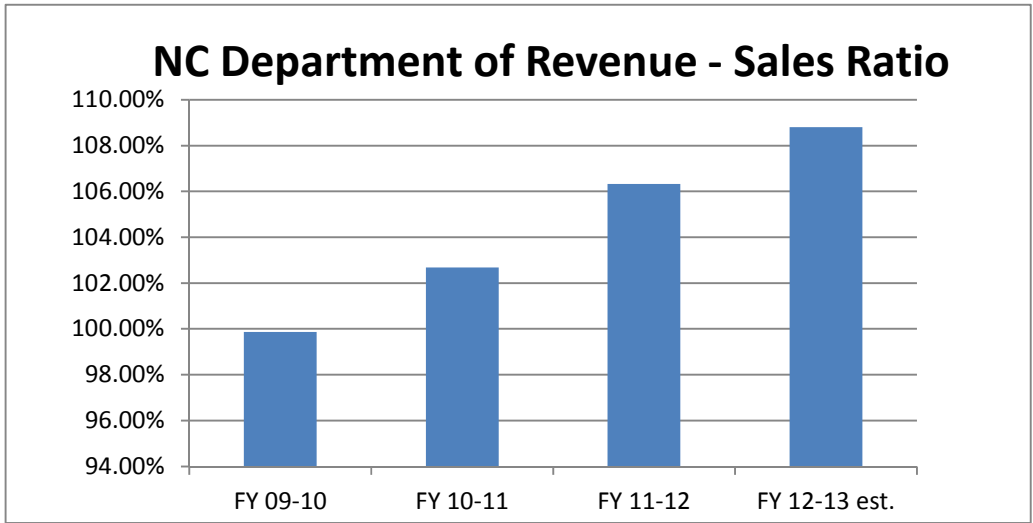
Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

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

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

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

Performance Measure: Projected Sales Ratio



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

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

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

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

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

LEGAL

MISSION

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

PROGRAM DESCRIPTION

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

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

2012-13 ACCOMPLISHMENTS

General Administration Division

- Successfully drafted and implemented the Durham County Health Department Smoking Rules. Received the Mighty Mouse Award along with Gayle Harris, Health Director, for outstanding efforts and contributions toward the promotion of Public Health through work on the Smoking Rule.
- Prevailed in every tax case that was litigated before the Property Tax Commission and continued to assist the Tax Department in successfully achieving resolution of tax cases through settlement conferences with tax payers, which avoided costly litigation
- Negotiated incentive agreements for 2 downtown hotels totaling \$2.6 M

Social Services Division

- Have reduced back log of cases in Abuse, Neglect and Dependency Court. Most cases are now meeting the statutory time frames for hearings and entry of orders
- Reconvened the child support core team consisting of lawyers, judges, clerks, AOC and DSS staff and drafted/finalized new local rules for Child Support Court. The assistance of our attorneys is essential to Durham Child Support's regular placement in the top 6 counties in the majority of markers

Risk Management Division

- Mediated and settled numerous Workers' Compensation claims below anticipated costs

2013-14 HIGHLIGHTS

- Increased operating costs to allow the Legal Department to maintain current levels of service.
- Animal Services civil penalties litigation funding
- Temporary personnel funding \$3,000

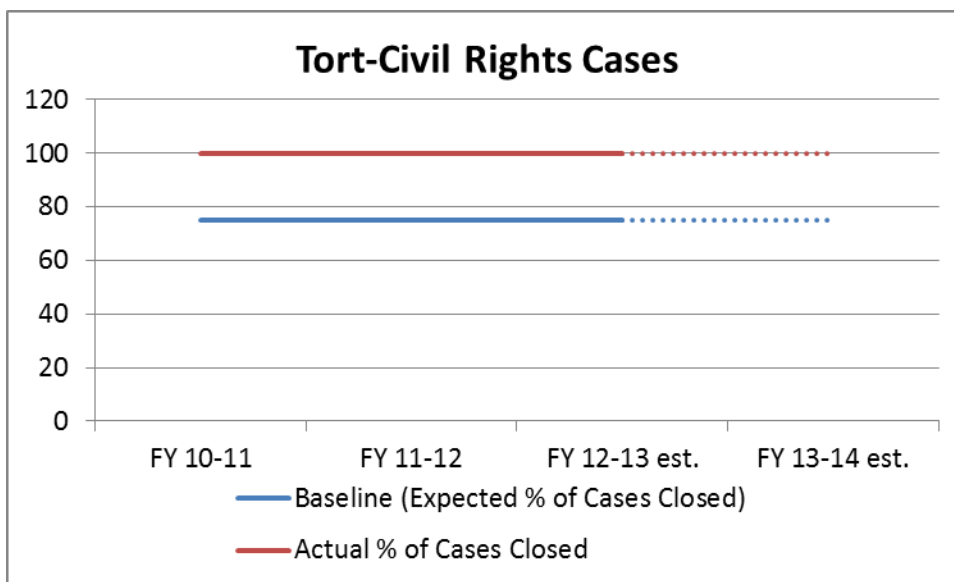
Legal

Funds Center: 4150160000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Personnel | \$1,423,222 | \$1,547,334 | \$1,457,449 | \$1,615,260 | \$1,611,960 |
| Operating | \$129,315 | \$122,667 | \$123,826 | \$198,023 | \$187,378 |
| Total Expenditures | \$1,552,537 | \$1,670,001 | \$1,581,275 | \$1,813,283 | \$1,799,338 |
| ▼ <i>Revenues</i> | | | | | |
| Service Charges | \$76 | \$2,000 | \$501 | \$2,000 | \$2,000 |
| Other Revenues | \$0 | \$0 | \$2,563 | \$0 | \$0 |
| Total Revenues | \$76 | \$2,000 | \$3,064 | \$2,000 | \$2,000 |
| Net Expenditures | \$1,552,462 | \$1,668,001 | \$1,578,211 | \$1,811,283 | \$1,797,338 |
| FTEs | 17.00 | 17.00 | 17.00 | 17.00 | 17.00 |

2013-14 PERFORMANCE MEASURE

Performance Measure: Tort/Civil Rights Performance Measure



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

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

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

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

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

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Court Supportive Services

Business Area: 4160

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Operating | \$321,548 | \$314,325 | \$293,480 | \$304,625 | \$276,354 |
| Total Expenditures | \$321,548 | \$314,325 | \$293,480 | \$304,625 | \$276,354 |
| ▼ <i>Revenues</i> | | | | | |
| Other Revenues | \$677 | \$0 | \$0 | \$0 | \$0 |
| Total Revenues | \$677 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | \$320,872 | \$314,325 | \$293,480 | \$304,625 | \$276,354 |

2013-14 HIGHLIGHTS

- The new Durham County Justice Center and Parking Deck opened in February 2013. Furniture budgets were reduced for 1 year due to the new facility being furnished with new furniture.

COURT SUPPORTIVE SERVICES

MISSION

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

PROGRAM DESCRIPTION

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

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

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

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

District Attorney

Funds Center: 4160311000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <i>Expenditures</i> | | | | | |
| Operating | \$41,438 | \$6,429 | \$4,000 | \$6,429 | \$1,000 |
| Total Expenditures | \$41,438 | \$6,429 | \$4,000 | \$6,429 | \$1,000 |
| <i>Revenues</i> | | | | | |
| Other Revenues | \$677 | \$0 | \$0 | \$0 | \$0 |
| Total Revenues | \$677 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | \$40,761 | \$6,429 | \$4,000 | \$6,429 | \$1,000 |

Clerk of Superior Court

Funds Center: 4160312000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <i>Expenditures</i> | | | | | |
| Operating | \$6,320 | \$22,244 | \$16,735 | \$22,244 | \$15,689 |
| Total Expenditures | \$6,320 | \$22,244 | \$16,735 | \$22,244 | \$15,689 |
| <i>Revenues</i> | | | | | |
| Total Revenues | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | \$6,320 | \$22,244 | \$16,735 | \$22,244 | \$15,689 |

Adult Probation and Parole Facilities

Funds Center: 4160314000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <i>Expenditures</i> | | | | | |
| Operating | \$243,888 | \$251,686 | \$251,686 | \$250,011 | \$250,011 |
| Total Expenditures | \$243,888 | \$251,686 | \$251,686 | \$250,011 | \$250,011 |
| <i>Revenues</i> | | | | | |
| Total Revenues | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | \$243,888 | \$251,686 | \$251,686 | \$250,011 | \$250,011 |

Public Defender

Funds Center: 4160315000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Operating | \$6,346 | \$6,429 | \$5,000 | \$6,429 | \$1,000 |
| Total Expenditures | \$6,346 | \$6,429 | \$5,000 | \$6,429 | \$1,000 |
| ▼ <i>Revenues</i> | | | | | |
| Total Revenues | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | \$6,346 | \$6,429 | \$5,000 | \$6,429 | \$1,000 |

Superior Court

Funds Center: 4160316000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Operating | \$19,248 | \$14,679 | \$9,750 | \$6,654 | \$1,225 |
| Total Expenditures | \$19,248 | \$14,679 | \$9,750 | \$6,654 | \$1,225 |
| ▼ <i>Revenues</i> | | | | | |
| Total Revenues | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | \$19,248 | \$14,679 | \$9,750 | \$6,654 | \$1,225 |

Department of Juvenile Justice

Funds Center: 4160317000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Operating | \$0 | \$6,429 | \$4,009 | \$6,429 | \$6,429 |
| Total Expenditures | \$0 | \$6,429 | \$4,009 | \$6,429 | \$6,429 |
| ▼ <i>Revenues</i> | | | | | |
| Total Revenues | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | \$0 | \$6,429 | \$4,009 | \$6,429 | \$6,429 |

District Court

Funds Center: 4160318000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Operating | \$4,308 | \$6,429 | \$2,300 | \$6,429 | \$1,000 |
| Total Expenditures | \$4,308 | \$6,429 | \$2,300 | \$6,429 | \$1,000 |
| ▼ <i>Revenues</i> | | | | | |
| Total Revenues | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | \$4,308 | \$6,429 | \$2,300 | \$6,429 | \$1,000 |

ELECTIONS

MISSION

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

PROGRAM DESCRIPTION

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

2012-13 ACCOMPLISHMENTS

- Published updated precinct workers and help desk manuals and improved precinct official training by making it interactive and hands-on. Repeated cost saving was accomplished by printing manuals in house and combining training into a single class.
- Conducted precinct official training and trained over 400 people.
- Performed continuous voter registration database maintenance to maintain the accuracy and integrity of that database.
- Performed biennial list maintenance. This mandated process required us to mail over 26,000 voter cards and remove over 11,000 voters.
- Continued ongoing maintenance of our Geocode database to ensure registered voters are assigned to the correct precincts and voting districts.
- Managed campaign finance reporting process.
- Successfully conducted Presidential General Election and voted over 147,000, or 69% of our registered voters. 57 polling locations were adequately equipped and staffed.
- Recruited, hired and trained over 70 one stop workers and over 400 Election Day workers.
- Conducted one stop early voting at 7 locations. We provided day, evening, and weekend voting opportunities prior to the election. All voters were provided with prompt, courteous service and accurate information. Over 102,000 or 69% of the voters participating in the election chose to vote early.
- Successfully conducted mandated public post-election hand eye recounts of randomly selected precincts which positively verified the accuracy and reliability of our vote tabulation and reporting systems.
- Spoke to numerous civic and political groups and high school classes about voting and the voter registration process.
- Conducted mandated voter registration drives at all local high schools.

Elections

Funds Center: 4170210000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Personnel | \$841,922 | \$810,500 | \$759,983 | \$832,463 | \$832,463 |
| Operating | \$360,181 | \$435,173 | \$413,082 | \$576,454 | \$567,061 |
| Total Expenditures | \$1,202,103 | \$1,245,673 | \$1,173,065 | \$1,408,917 | \$1,399,524 |
| ▼ <i>Revenues</i> | | | | | |
| Service Charges | \$174,392 | \$0 | \$142 | \$324,000 | \$324,000 |
| Total Revenues | \$174,392 | \$0 | \$142 | \$324,000 | \$324,000 |
| Net Expenditures | \$1,027,711 | \$1,245,673 | \$1,172,923 | \$1,084,917 | \$1,075,524 |
| FTEs | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |

2013-14 HIGHLIGHTS

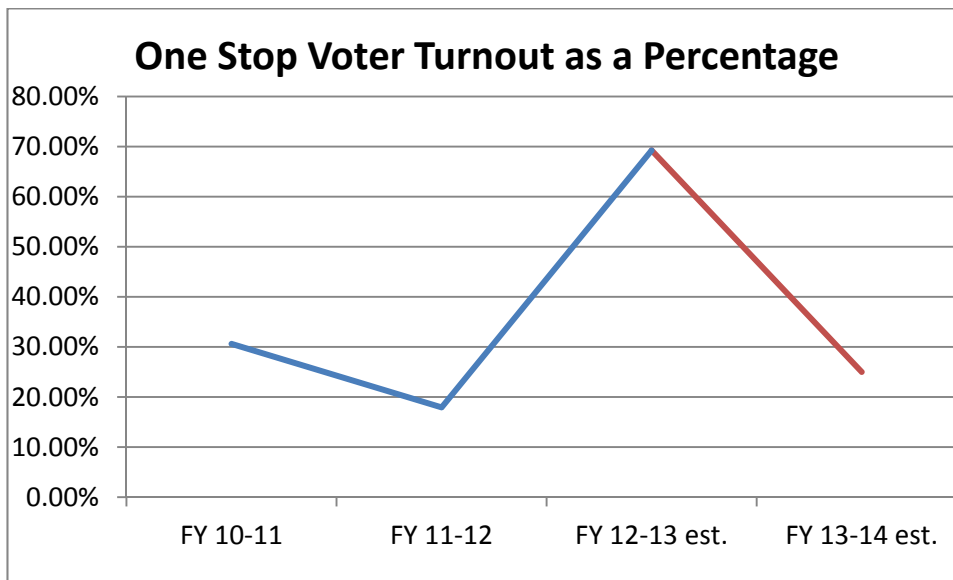
- Funding appropriated for 1 municipal and 3 primary elections.

2013-14 OBJECTIVES

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

2013-14 PERFORMANCE MEASURES

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



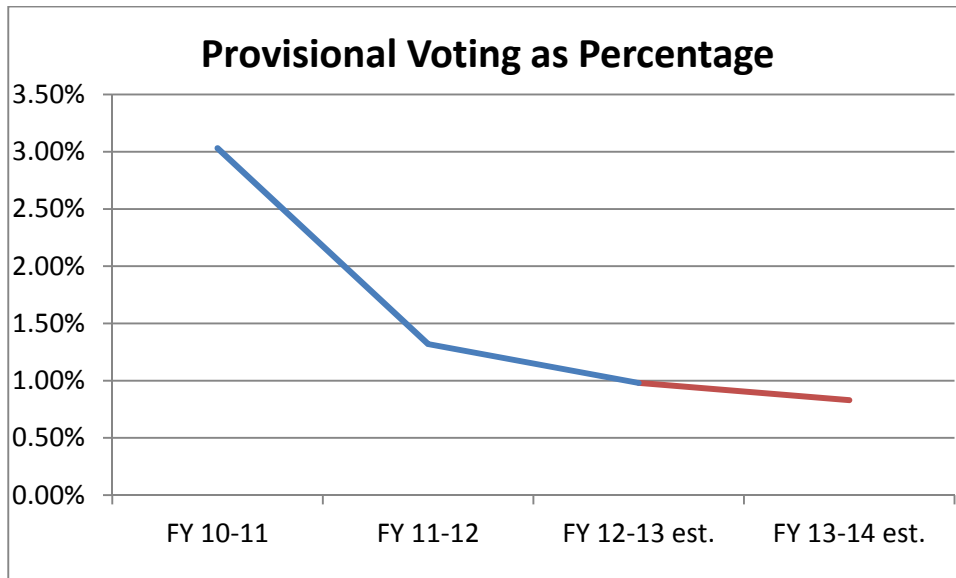
Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

Voter awareness of One Stop voting and voter confidence in early voting has continuously increased since 2002. When compared to voting in precinct on Election Day, early voting is both more convenient for voters and more efficient and cost effective for administrators.

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

The BOE plans to continue advertising and educating the public about the benefits of voting early at a One Stop location with the objective of increasing the percentage of early voter turnout. Specifically, our outreach strategy includes but is not limited to the following actions: ad inserts in Durham County tax bills and Durham City water bills, posters in DATA buses, increased frequency and content of newspaper ads, and communication with political parties, community groups and the media. In order to meet the demands of the anticipated increase of early voters, the BOE will continue to provide an adequate number of early voting locations. With an adequate sites number of sites, staffed with thoroughly trained employees, sufficient computer stations and booths, early voters should experience minimal waiting time at all Durham County One Stop early voting locations. It is important to note the nuance of Election cycles; odd-numbered years have only Municipal Elections and much less voter turnout than even-numbered years with General Elections. The BOE expects the FY13-14 election to have higher turnout numbers than FY09-10 due to increased voter interest and candidate campaigning. To successfully accommodate the shift in election trends One Stop voting must be appropriately advertised and funded.

Performance Measure: Provisional Voting as a Percentage of Total Voter Turnout



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

The percentage of voters who must vote a provisional ballot has varied widely during recent years and with a recent law change that allows for same day registration the number will continue to decrease. Another factor that will lead to fewer provisional ballots is the NCOA program. We receive a list of all county registered voters that have submitted a change of address request to the US Postal Service. We will then contact the voter for verification and request that they update their voter records. This insures that the voter is in the poll book when they go to the precinct for their new address.

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

- Training of poll workers on provisional rules and process
- Addition of an insert in every Durham County automobile tax bill that reminds voters to update their voter registration records when they move
- Addition of an announcement in every Durham City water bill newsletter that reminds voters to update their voter registration records when they move
- Addition of posters in all DATA buses that remind voters to update their voter registration records when they move
- Making voters aware that it is easier and more efficient for them to vote at their correct precinct
- Making voters aware that same day registration and voting is available during One Stop voting.

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REGISTER OF DEEDS

Business Area: 4180

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Personnel | \$973,643 | \$1,004,077 | \$912,068 | \$1,062,567 | \$1,062,567 |
| Operating | \$488,991 | \$668,575 | \$672,481 | \$631,323 | \$618,799 |
| Capital | \$36,667 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$1,499,301 | \$1,672,652 | \$1,584,549 | \$1,693,890 | \$1,681,366 |
| ▼ <i>Revenues</i> | | | | | |
| Service Charges | \$2,975,249 | \$2,800,000 | \$2,973,000 | \$3,000,000 | \$3,000,000 |
| Total Revenues | \$2,975,249 | \$2,800,000 | \$2,973,000 | \$3,000,000 | \$3,000,000 |
| Net Expenditures | (\$1,475,948) | (\$1,127,348) | (\$1,388,451) | (\$1,306,110) | (\$1,318,634) |
| FTEs | 20.00 | 20.00 | 20.00 | 20.00 | 20.00 |

REGISTER OF DEEDS

MISSION

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

PROGRAM DESCRIPTION

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

2012-13 ACCOMPLISHMENTS

Real Estate

Documents dating back to 1881, the beginning of Durham County, are now being converted to an electronic index. All of our indices have been scanned and are now being checked for quality against the original documents.

Additional submitters and vendors were added to our E-Recording Module. This module allows documents to be submitted electronically then they are interface seamlessly into our Anthem recording system. Over 8,500 documents have been submitted using this technology during the current fiscal year.

Website Upgrade

The Register of Deeds online search has been upgraded to IPAM in order to comply with the revised Indexing Standards which were effective July 1, 2012. IPAM allows our registered users to access all birth, marriages and deaths from offsite locations.

Vital Records

The Vital Records Restoration and Conservation project is near completion. Birth, Marriages and Deaths have been restored to near perfect condition and are available in-house for use by the public, legal professionals and genealogical researchers by a computerize database. As part of the Vital Records Conservation efforts, over 5,945 Military Discharge Records were also digitized and indexed.

Training/Continuing Education

Register of Deeds staff have logged over 284 hours of training by completing required and elective courses offered by Durham County Human Resources, and through workshops, classes and training seminars offered by the North Carolina Association of Registers of Deeds (NCARD), and the International Association of Clerks, Recorders, Election Officials and Treasurers (IACREOT), our state and international professional organizations.

2013-14 Objectives

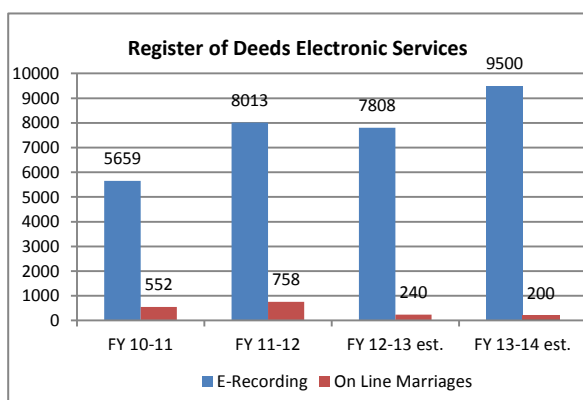
- Register of Deeds software will be upgraded to GRM Recorder which is a browser based record management system offered by Thomson Reuters.
- This upgrade will allow the Redaction of personal identifiers from our website.
- Enhancements to improve productivity and reporting are included in this software upgrade.

Register of Deeds

Funds Center: 4180220000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| Expenditures | | | | | |
| Personnel | \$973,643 | \$1,004,077 | \$912,068 | \$1,062,567 | \$1,062,567 |
| Operating | \$284,718 | \$468,575 | \$514,534 | \$431,323 | \$418,799 |
| Total Expenditures | \$1,258,361 | \$1,472,652 | \$1,426,602 | \$1,493,890 | \$1,481,366 |
| Revenues | | | | | |
| Service Charges | \$2,795,344 | \$2,600,000 | \$2,793,000 | \$2,800,000 | \$2,800,000 |
| Total Revenues | \$2,795,344 | \$2,600,000 | \$2,793,000 | \$2,800,000 | \$2,800,000 |
| Net Expenditures | (\$1,536,983) | (\$1,127,348) | (\$1,366,398) | (\$1,306,110) | (\$1,318,634) |
| FTEs | 20.00 | 20.00 | 20.00 | 20.00 | 20.00 |

2013-14 PERFORMANCE MEASURES



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

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

E-Recording increases the productivity of our staff by reducing document handling. The documents are scanned in by the Submitter directly to the E-Recording Vendor. Documents are then encrypted and sent directly to our E-Recording Module. This prevents the mishandling, damage or delays that can be caused when submitting documents by traditional delivery methods. The document can be submitted, received, reviewed, recorded and returned within minutes, while the

traditional recording return cycle is currently at 10 days. The On-Line Marriage application also reduces the wait time for our customers by an average of ten minutes. The use of the On-Line Marriage application also improves our accuracy rate and reduces the use paper within the Vital Records Division.

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

Our goal for the current year would be to increase the number to documents submitted electronically. Information sessions with our E-Recording vendors are planned along with several education sessions with potential submitters. The installation of a kiosk in the Vital Division should take place within the last quarter of FY 2012-13 or within the first quarter of FY 2013-14. The installation will allow more customers to use the On-Line Marriage Application.

*Online Marriage Application usage low in FY12/13 due to upgrade to the ROD PA Website and the County’s Website Upgrade.

REGISTER OF DEEDS AUTOMATION

PROGRAM DESCRIPTION

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

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

Funds Center: 4180230000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Operating | \$204,273 | \$200,000 | \$157,947 | \$200,000 | \$200,000 |
| Capital | \$36,667 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$240,940 | \$200,000 | \$157,947 | \$200,000 | \$200,000 |
| ▼ <i>Revenues</i> | | | | | |
| Service Charges | \$179,905 | \$200,000 | \$180,000 | \$200,000 | \$200,000 |
| Total Revenues | \$179,905 | \$200,000 | \$180,000 | \$200,000 | \$200,000 |
| Net Expenditures | \$61,035 | \$0 | (\$22,053) | \$0 | \$0 |

2013-14 HIGHLIGHTS

- The creation of an electronic index for our older real estate indices from 1881 to 1962 will continue to be a priority.
- For Business Continuity purposes, the purchase of a Grab and Go Kit will be finalized. This will allow the office to continue to operate under an emergency situation.

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GENERAL SERVICES DEPARTMENT

MISSION

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

PROGRAM DESCRIPTION

Administration

The General Services Administration Division is responsible for the planning, organization, control, management, and staffing of the General Services Department. The Administration Division is made up of the Director, Assistant Director for Operations, Assistant Director for Administration, Quality Control and Contract Compliance Officer, Project Facilitator, Administrative Assistance, Fleet Management and Inventory Control. The General Services Department is open from 7:30 am to 5:00 pm and is located at 310 South Dillard Street, Durham, North Carolina.

Public Buildings

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

Pest Control

The Pest Control Program provides services for county-owned buildings and mosquito control services for areas within the geographical boundaries of Durham County. Duties include; spraying or releasing chemical solutions or insecticides and setting traps to kill pests and vermin, such as mice, termites, bed bugs and roaches, which infest buildings and surrounding areas. Activities include regular scheduled spraying of approximately 72 county properties, including ABC stores, and EMS facilities for the control of pest and the prevention of mosquito breeding. The activities also include; cutting, clearing and cleaning low lying areas and applying pesticides, and herbicides in drainage areas. The program provides policy enforcement assistance for violation, orders of abatement, and educational information under the guidance of the North Carolina Department of Pest Management.

Mailroom

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

Grounds Maintenance

The Grounds Maintenance Division maintains and repairs all assigned landscaped areas for facilities owned or operated by Durham County. A total of 3.2 million acres of property is supported by the Grounds Division. Activities performed in this Division include, but is not limited to: minor renovations, landscaping services, fencing; miscellaneous service contract administration; parking lot maintenance, repair and striping; maintenance of green roof systems; sign creation, fabrication, installation and maintenance at county roads and facilities; maintenance of the synthetic athletic field and parking lot at the County stadium, and provides event staffing support for County stadium events; and snow and ice removal.

General Services Department

Business Area: 4190

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Personnel | \$2,251,497 | \$2,788,566 | \$2,317,993 | \$3,251,635 | \$3,124,591 |
| Operating | \$6,126,395 | \$7,264,911 | \$7,239,898 | \$10,255,752 | \$9,401,039 |
| Capital | \$88,632 | \$435,979 | \$127,358 | \$0 | \$0 |
| Transfers | \$0 | \$0 | \$0 | \$0 | \$50,000 |
| Total Expenditures | \$8,466,523 | \$10,489,456 | \$9,685,249 | \$13,507,387 | \$12,575,630 |
| ▼ <i>Revenues</i> | | | | | |
| Intergovernmental | \$101,760 | \$50,570 | \$79,365 | \$75,570 | \$75,570 |
| Rental Income | \$153,242 | \$115,000 | \$115,001 | \$542,734 | \$551,205 |
| Service Charges | \$445,253 | \$608,200 | \$444,396 | \$546,938 | \$546,938 |
| Total Revenues | \$700,255 | \$773,770 | \$638,762 | \$1,165,242 | \$1,173,713 |
| Net Expenditures | \$7,766,268 | \$9,715,686 | \$9,046,487 | \$12,342,145 | \$11,401,917 |
| FTEs | 47.00 | 59.00 | 59.00 | 63.00 | 59.00 |

2013-14 HIGHLIGHTS

Administration

- The new Human Services Facility Phase 2 will come on line in the second quarter of 2013. This requires the Division to increase janitorial services and transfer security staff from DSS main and Duke Street to new facility.
- Canteen Vending Services will provide, supply, install, maintain and service new drink and snack vending machines. Canteen's goal is to provide our employees and public who do business in our buildings, healthy drink and snack choices at the lowest price, and provide uniformity throughout the County's facilities.
- Courthouse PM Janitorial Services RFP 13-010 document advertised December 2nd, pre-proposal and site visit were December 11th. Bid responses due January 15th. Review Committee recommended A Plus Group, LLC (also the interim contractor).
- Administration Bldg. Elevator Modification & Upgrade Engineering Services RFQ 13-008 document advertised October 26th and 4 Proposals received November 27th. Review Committee on December 13th. Scope and fee proposal meeting conducted January 30th. Roughton Nickelson Deluca Architects (RND) is recommended Architect awaiting approval to proceed from BOCC.
- Summer Youth Job replacement, generated 37 jobs from various departments within the County. This was an opportunity to help 3,000 Durham youth who applied for positions with the City and County.
- Performance Contracting: Pre-constructions meetings have been held for Stanford Warren Library, Operation Breakthrough, Durham Access, Homeless Shelter, Fire Marshal, Detention Center, and General Service to prepare the clients for the construction that will occur over the next 12 months. Operational changes and outages have been explained to each client and the measures have been installed. Work is progressing as expected

Public Buildings

- Increase building O&M responsibilities by 500,359 SF. This increase will include: The new Courthouse, 318,533 SF, Human Services PH II, 117,965 SF, Bethesda Fire Station One, 16,070 SF, Bethesda Fire Station Two, 2,870 SF, and the Hillsborough Warehouse, 44,921 SF.
- Modernize the elevator in the Administration Building \$255,018
- Replace the property room conveyor belt and chain in the jail \$35,425
- Replace the underground natural gas supply line and install isolation valves to the kitchen and boiler room in the jail \$51,548
- Upgrade the Andover computer system in the jail \$65,936
- Upgrade the surveillance system at the Detention Center
- Fill three additional positions at on the Public Building II Team

Pest Control

- Maintained current levels of service.

Grounds

- Relocation of the Grounds shop and sign shop to the new warehouse on Hillsborough Road
- Offer County Department with more signage options that can be produced in-house.

2012-13 ACCOMPLISHMENTS

Administration

- Received and executed funding for the Mayor's Summer Youth Worker Program
- New Courthouse came on line February, 2013. Nine new positions have been hired, (12 FTEs) will be required to support this facility as well as the jail and Courthouse parking garage.
- Follow-up on the construction, and progress of phase 2 of the Human Services Complex.
- Human Services Complex phase 1, assist staff as needed for support during warranty period.

Mail Services

- Ensured consistency of the day-to-day operation of handling outgoing mail, and interoffice mail in the New Human Services Complex.
- Maintained current mail services and courier to 41 County facilities.

Pest Control

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

Public Buildings

- Assumed the O&M responsibilities for the new Courthouse Complex and the Detention Center
- Created a new work center in the Public Building Division with nine newly hired FTE technicians and designated this group as the Public Buildings II Maintenance Team lead by new Building Supervisor Scott Saterlund.
- Began upgrading the lighting and HVAC systems at seven County facilities as part of the Energy Performance Contracting program (Detention Center, Durham Center Access, Fire Marshal Office, General Services, Homeless Shelter, Operation Breakthrough and Stanford Warren Library)
- Repair the Southern Steel service lost gate operator with a slide operator HD at the jail \$13,543
- Completed 3,056 work orders as of Jan. 31, 2012, out of 3,182 assigned as of same date

Grounds Maintenance

- Improved the landscaping/grounds at the new South Regional Library; provided enhanced lawn care at East Regional and Main Library.
- Improved the drainage at the Stadium driveway to divert water away from the field
- Division personnel attended a mandatory nutrient management training course at the Cooperative Extension Center as required by DENR.

Sign Shop

- Developed signage for Judicial parking structure, special event for the Rockets.
- Created 37 new signs and frames for the New Parking Garage
- Created 3,000 new No-Smoking signs and are installing them at County Bus Stop Shelters, Sidewalks, Parks, Trails, Schools and hospital.
- Graphically designed pharmacy logo for installation at the Center for Senior Life

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COUNTY STADIUM

MISSION

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

PROGRAM DESCRIPTION

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

2012-13 ACCOMPLISHMENTS

- Upgraded the sound system to increase the hearing coverage throughout the stadium.
- Increased Stadium bookings by 30%.
- Stadium successful facilitated in conjunction with the National Guard Armory, Veteran's Administration, along with local & regional non- profits serving the needs of veterans at the annual Bull City Veteran's Stand Down.

2013-14 HIGHLIGHTS

- Market event that will provide revenue of \$179,750
- Stadium IFB 13-012 Add walkway and railing on east side to connect north to south. Stadium IFB 13-013 Concession Stand up fit (South-Home side).

County Stadium

Funds Center: 4190470000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Personnel | \$72,649 | \$74,277 | \$72,404 | \$76,898 | \$76,898 |
| Operating | \$99,323 | \$244,268 | \$238,777 | \$155,402 | \$154,558 |
| Total Expenditures | \$171,973 | \$318,545 | \$311,181 | \$232,300 | \$231,456 |
| ▼ <i>Revenues</i> | | | | | |
| Rental Income | \$151,741 | \$115,000 | \$114,999 | \$160,750 | \$160,750 |
| Service Charges | \$9,354 | \$20,000 | \$18,205 | \$19,000 | \$19,000 |
| Total Revenues | \$161,095 | \$135,000 | \$133,204 | \$179,750 | \$179,750 |
| Net Expenditures | \$10,877 | \$183,545 | \$177,977 | \$52,550 | \$51,706 |
| FTEs | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |

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Information Technology

Business Area: 4200

| | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <i>Expenditures</i> | | | | | |
| Personnel | \$2,704,662 | \$3,048,224 | \$2,861,116 | \$3,262,641 | \$2,996,739 |
| Operating | \$1,515,330 | \$1,890,974 | \$1,645,745 | \$1,977,304 | \$1,956,639 |
| Total Expenditures | \$4,219,992 | \$4,939,198 | \$4,506,861 | \$5,239,945 | \$4,953,378 |
| <i>Revenues</i> | | | | | |
| Other Fin. Sources | \$8,461,400 | \$0 | \$0 | \$0 | \$0 |
| Total Revenues | \$8,461,400 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | (\$4,241,408) | \$4,939,198 | \$4,506,861 | \$5,239,945 | \$4,953,378 |
| FTEs | 33.00 | 33.00 | 33.00 | 38.00 | 34.00 |

2013-14 HIGHLIGHTS

- Funds an additional Network Database Administrator to maintain and service the growing number of County databases.
- Increase to telecommunications budget to increase bandwidth to County facilities outside of Downtown fiber network.
- Information Technology and SAP Enterprise Resource Planning combine under one agency as of July 1, 2013.

2012-13 ACCOMPLISHMENTS

- Completed implementation of fiber optic network rings connecting downtown Durham facilities and a point-to-point wireless pilot to support emergency medical services.
- Health department business analysis, work flow and processes reviews that significantly improved the effectiveness and efficiency of the department staff, operations and billing.
- Published a new and rebranded County web presence, expanded social media use across the County, and supported the County strategic planning projects.
- Implemented a new jury summons application with automated voice response capability to improve service to citizens and the efficiency and effectiveness of the system.
- Implemented a major upgrade of the Granicus media system supporting the Board of County Commissioners and the public; improved document management access including accessibility for mobile devices.
- Supported opening of the new County Courthouse with modern technologies: networks, public WiFi, telephony, digital signage, and audio visual technologies.

INFORMATION TECHNOLOGY

MISSION

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

PROGRAM DESCRIPTION

Department Purpose

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

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

Organization Description

Information Technology is organized into four divisions, Application Services, Network Services, Customer Support Services, and Administration.

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

The Network Services division supports the network infrastructure and communications services. They are responsible for architecture, implementation and support of Durham County's local and wide area networks, wireless networks, data centers, servers, databases, storage networks, backup and recovery operations, and associated equipment.

The Customer Services division consists of the departments' Help Desk responsible for the first-line support, recording and often solving technical network problems and forwarding other trouble reports to appropriate IT Department staff for resolution. This team also is responsible for the day-to-day support of personal computer hardware and software and the coordination of live applications across agencies inside and outside county government.

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

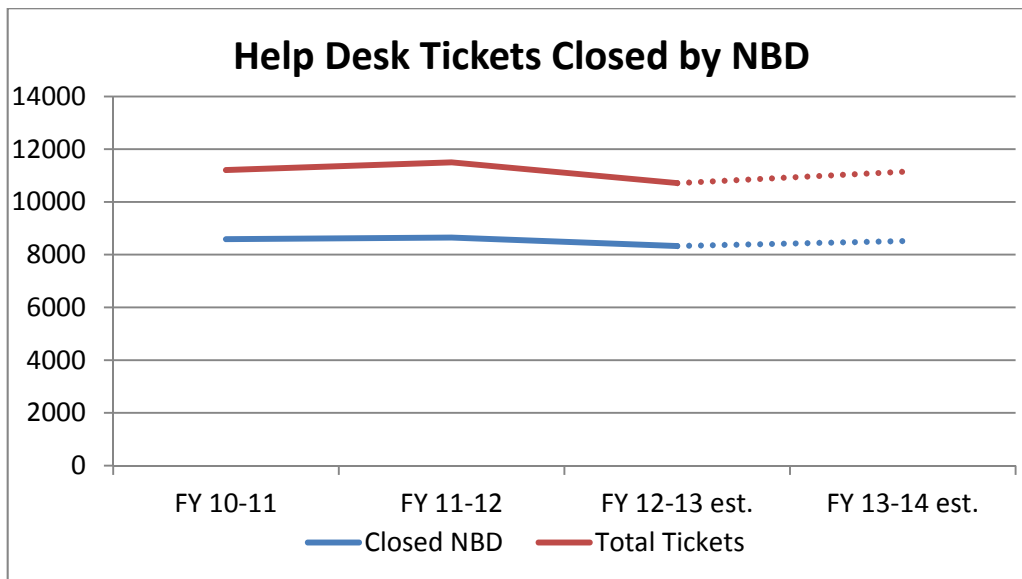
Information Technology

Funds Center: 4200191000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <i>Expenditures</i> | | | | | |
| Personnel | \$2,451,449 | \$2,788,224 | \$2,566,330 | \$3,262,641 | \$2,996,739 |
| Operating | \$875,350 | \$1,156,617 | \$936,324 | \$1,271,194 | \$1,250,529 |
| Total Expenditures | \$3,326,799 | \$3,944,841 | \$3,502,654 | \$4,533,835 | \$4,247,268 |
| <i>Revenues</i> | | | | | |
| Total Revenues | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | \$3,326,799 | \$3,944,841 | \$3,502,654 | \$4,533,835 | \$4,247,268 |
| FTEs | 33.00 | 33.00 | 33.00 | 38.00 | 34.00 |

2013-14 PERFORMANCE MEASURES

Performance Measure: Help Desk Tickets Closed by Next Business Day



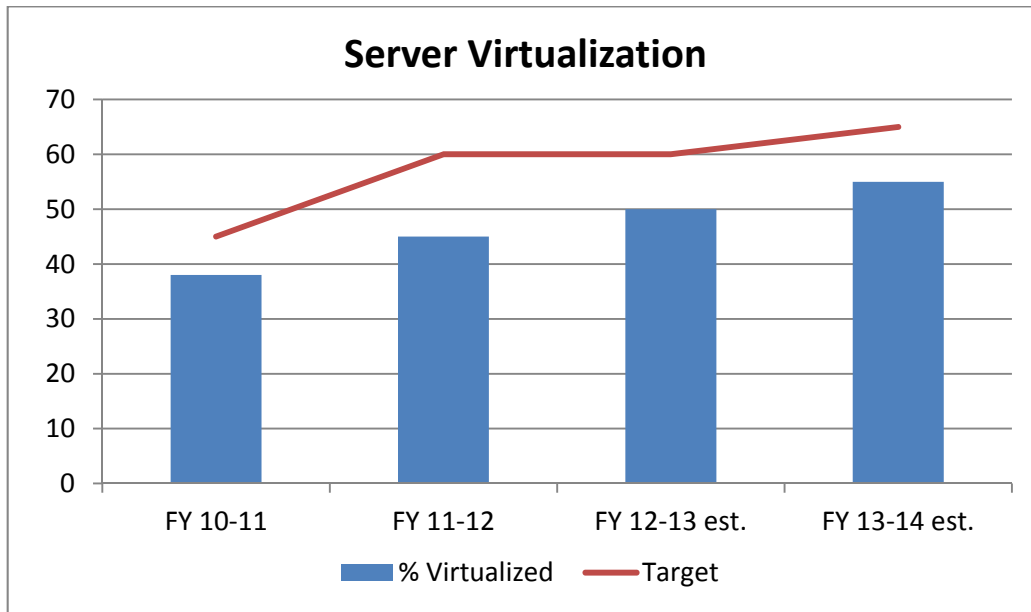
Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

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

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

In FY 13-14 we plan to implement a self-service option giving staff the ability to reset their own passwords if lost or forgotten, as well as, focusing on mobile computing, virtual desktop/application solutions, and Microsoft Windows 8. Self-service options may reduce calls but new technologies will bring new challenges and likely more than offset gains of self-service.

Performance Measure: Server Virtualization



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

The IT Department began consolidation of the server environment through virtualization in FY09-10 and has significantly reduced hardware and maintenance requirements, increased the efficiency and performance of our datacenter, and improved the County’s disaster recovery capabilities. Server virtualization has reduced our total cost of ownership for the County server environment; not only reducing the cost and time needed for implementation, but also reducing yearly operating costs. The county datacenter hosts 170 servers, 80 being virtualized in our internal cloud. Currently, datacenters of our class typically have goals of 60 to 75 percent virtualization. Our goal is to continue consolidating resources through virtualization as servers reach the end of their production life cycle, and as new projects are implemented by the County that need server resources.

In FY12-13 we upgraded our virtual infrastructure to better support our increasing needs, and to improve performance and reliability. We have implemented a high speed 10 Gigabyte Ethernet network as our backbone for connectivity of our VMware environment to our Storage Area Network, and to the core switches. We also upgraded our VMware environment to the latest version of the host software and increased the number of hosts in our virtual environment, allowing us to continue to increase the number of servers we can virtualize and host in our internal cloud.

Voice Communications

Funds Center: 4200192000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <i>Expenditures</i> | | | | | |
| Operating | \$639,981 | \$734,357 | \$709,421 | \$706,110 | \$706,110 |
| Total Expenditures | \$639,981 | \$734,357 | \$709,421 | \$706,110 | \$706,110 |
| <i>Revenues</i> | | | | | |
| Total Revenues | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | \$639,981 | \$734,357 | \$709,421 | \$706,110 | \$706,110 |

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HUMAN RESOURCES

MISSION

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

PROGRAM DESCRIPTION

The Human Resources Department's purpose is to maximize the county's human resources investment by removing barriers to productivity. The HR Department achieves this goal through the following functional programs: (A) Recruitment and Selection – attracting and hiring the best available candidates; (B) Classification and Compensation – maintaining internal equity and external competitiveness; (C) Employee Relations – maintaining an organizational climate conducive to positive and effective communication; (D) Policy Development – ensuring clear, consistent application of processes and procedures; (E) Training and Development – improving and expanding workforce capability and productivity; (F) Benefits Management – ensuring comprehensive, competitive, and cost-effective coverage; (G) Records Management – maintaining an efficient and legal records system; and (H) Performance Review – providing specific feedback to improve performance and reward for results achieved, thereby providing motivation.

2012-13 ACCOMPLISHMENTS

- Revised and implemented new ID Badge/Access Policy/Procedure and refined supporting process
- Completed the annual benchmark study
- Implemented Wellness Initiative Network (WIN) -a coordinated program of health and wellness activities sponsored by Human Resources and its Wellness Clinic, Public Health and Cooperative Extension, that awards employees who amass the requisite number of participation points
- Increased Wellness Clinic hours and added a second Nurse Practitioner with no increase in contract cost
- Developed and issued administrative procedure for Conducting Criminal Background Investigations in the Recruitment and Selection Process in support of Ban-the-Box initiative
- Launch of Core Values training

2013-14 WORK OBJECTIVES

- Fully implement the transition to e-recruitment, contingent on resolution of SAP system issues
- Develop framework for and launch Leadership Academy
- Conduct a comprehensive county-wide compensation review and develop compensation strategy (pending funding of consultant)

2013-14 HIGHLIGHTS

- Maintained current levels of service.

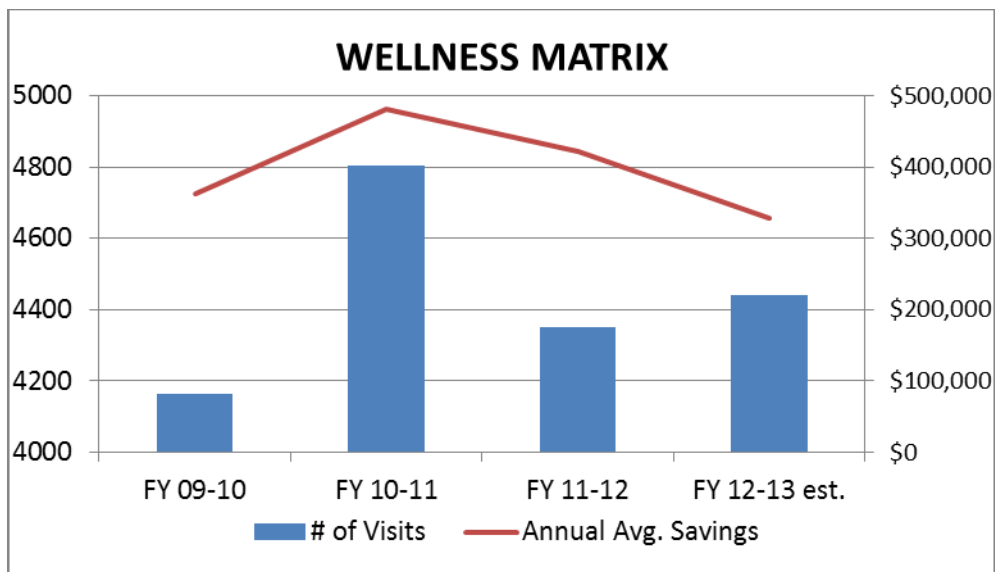
Human Resources

Funds Center: 4240170000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| Expenditures | | | | | |
| Personnel | \$1,105,536 | \$1,347,647 | \$1,201,787 | \$1,401,958 | \$1,401,958 |
| Operating | \$134,648 | \$284,356 | \$160,680 | \$310,023 | \$304,378 |
| Total Expenditures | \$1,240,183 | \$1,632,003 | \$1,362,467 | \$1,711,981 | \$1,706,336 |
| Revenues | | | | | |
| Service Charges | \$0 | \$0 | \$0 | \$15,000 | \$15,000 |
| Total Revenues | \$0 | \$0 | \$0 | \$15,000 | \$15,000 |
| Net Expenditures | \$1,240,183 | \$1,632,003 | \$1,362,467 | \$1,696,981 | \$1,691,336 |
| FTEs | 17.00 | 19.00 | 19.00 | 19.00 | 19.00 |

2013-14 PERFORMANCE MEASURES

Performance Measure: Wellness Center



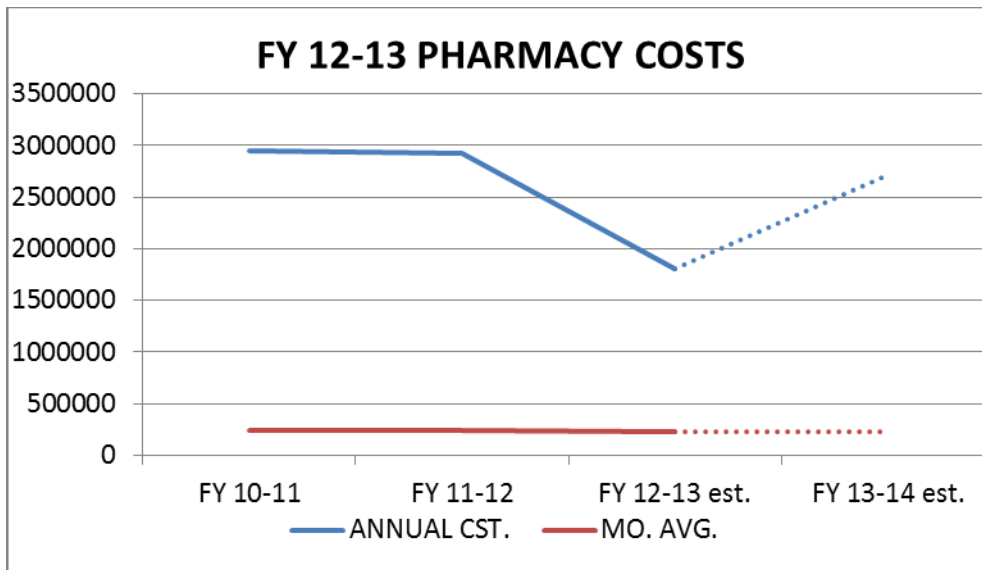
Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

The employee Wellness Clinic was established in 2007 with several goals including to encourage employees and their families to adopt healthier lifestyles, decrease absences and reverse or moderate health insurance cost increases. The Annual Average Net Visit Savings metric determines what, if any, cost savings the County realizes every time an employee visits our Clinic instead of making an appointment with their personal care provider (PCP). For the three fiscal years beginning July 2009 and ending June 2012, the visit savings more than paid for the Clinic contract cost. We expanded the Clinic's hours and added a second Nurse Practitioner October of 2012 to provide more appointment times for employees with acute health needs during their work day. We hope to realize increased costs savings by diverting these employees from utilizing their PCP and the associated greater visit cost while also reducing their time away from work.

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

Since the 2nd Nurse Practitioner came on board in October of 2012, we plan to promote the use of the Wellness Clinic as a resource for acute needs in addition as THE place to go for assistance for eliminating the risk factors that have always been tracked by our annual Health Risk Assessments (high blood pressure, high cholesterol levels, high triglyceride levels, diabetes, body mass index, and the use of tobacco products. Our promotion will include the utilization of a new online Wellness Program offered by BCBSNC that will include services and activities provided by Wellness Clinic staff, as well as rolling out a diabetes care program offered by our pharmacy benefit manager that may drive employees with diabetes to adhere more closely to the recommended care guidelines by working with Clinic staff on an ongoing basis.

Performance Measure: Pharmacy Costs



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

The County's pharmacy costs comprise a significant portion of our healthcare expenditures, with the more expensive specialty drugs accounting for 24.8% of our total pharmacy cost. Though employee medication compliance can reduce or eliminate the need for more costly services such as emergency room visits, outpatient procedures or hospitalization, the County must also constantly monitor drug utilization and costs and do all it can to enhance employee health and disease management while realizing pharmacy cost efficiencies wherever possible. We utilize metrics including the generic dispensing rate, generic substitution rate, the share of prescriptions dispensed via mail order, and the member cost share percentage upon which to base future pharmacy plan changes.

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

We intend to offer a diabetes management program through our pharmacy benefit manager (PBM) that provides free diabetes testing supplies to all employees and covered dependents who have been diagnosed with diabetes, provided they participate in the Active Care Preferred Diabetes Treatment Plan. Plan participants automatically receive the Diabetes Wellness kit, testing supplies automatically shipped to the participant's home (no copays or deductibles), access to an online glucose level logbook, and the ability to talk with Active Care Wellness Coordinators about healthy lifestyle habits that can help them better manage their diabetes. Better managed diabetes can lead to lower pharmaceutical AND lower health plan costs.

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BUDGET AND MANAGEMENT SERVICES

MISSION

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

PROGRAM DESCRIPTION

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

2012-13 ACCOMPLISHMENTS

- Received Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.
- Prepared the annual operating budget for public distribution.
- Placed the county's Recommended and Approved Budget documents on the county's website for public access – <http://dconc.gov/index.aspx?page=114>.
- Prepared three quarterly reports for the Board of County Commissioners, County Manager and management staff, monitoring departmental revenues and expenditures during the year.
- Prepared updated budget manual and other materials distributed to departments and agencies on schedule. Placed budget manual on the county intranet site for convenience and cost effectiveness.
- Managed capital project budgets related to the county's 10-year Capital Improvement Program.
- Managed the county's non-profit agency funding application process.
- Participated in development and implementation of the county's Strategic Plan

2013-14 HIGHLIGHTS

- The FY 2013-14 budget will allow the Budget and Management Services Department to maintain current service levels.
- The department will be an integral part of data monitoring and customer service initiatives for the Strategic Plan.

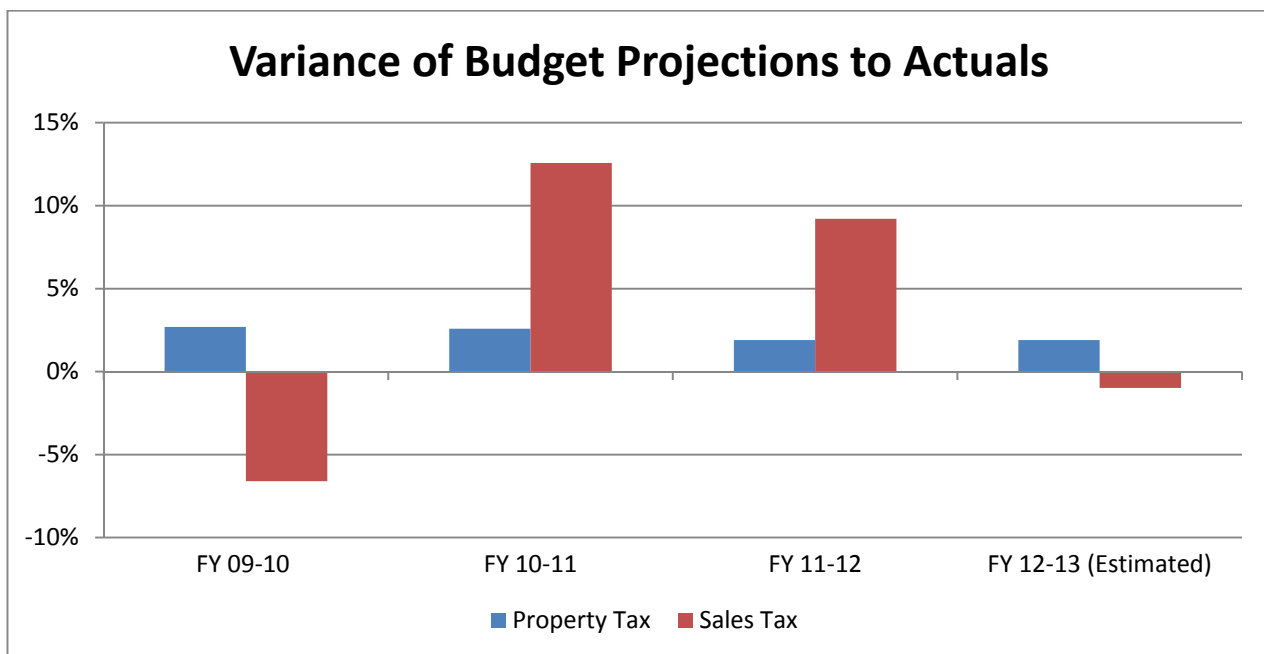
Budget and Management Services

Funds Center: 4250134000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| Expenditures | | | | | |
| Personnel | \$439,286 | \$453,309 | \$453,309 | \$473,858 | \$473,858 |
| Operating | \$16,045 | \$45,470 | \$37,528 | \$45,756 | \$42,610 |
| Total Expenditures | \$455,331 | \$498,779 | \$490,837 | \$519,614 | \$516,468 |
| Revenues | | | | | |
| Total Revenues | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | \$455,331 | \$498,779 | \$490,837 | \$519,614 | \$516,468 |
| FTEs | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |

2013-14 PERFORMANCE MEASURES

Performance Measure: Variance of Budget Projections to Actuals



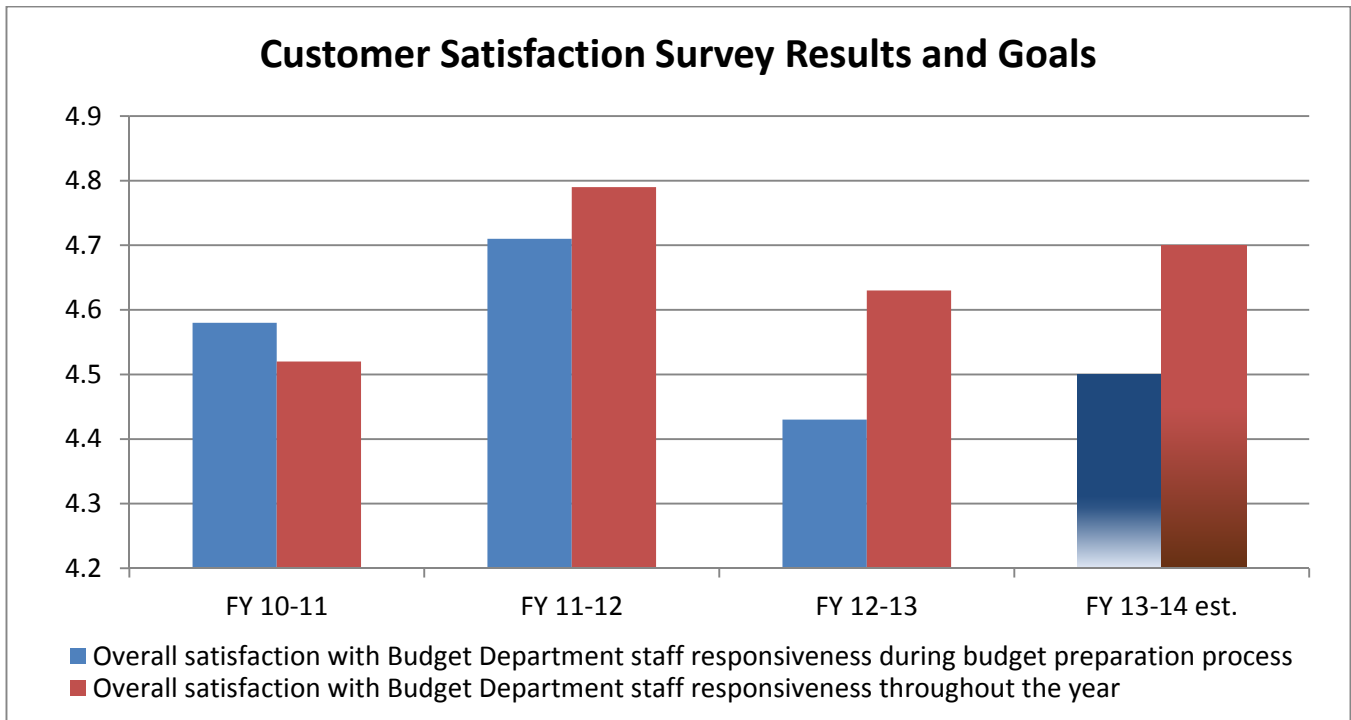
Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

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

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

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

Performance Measure: Customer Satisfaction



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

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

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

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

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VETERANS SERVICES

MISSION

The mission of the Veterans Service Office in Durham County is to provide professional services to Durham County military veterans, their dependents and survivors who are entitled to Federal Benefits from the U.S. Department of Veterans Affairs, the State of North Carolina and other agencies as applicable.

PROGRAM DESCRIPTION

Durham County Department of Veteran Services Office primary role is to provide comprehensive benefits counseling, claims preparation and submission, claims follow-up to ensure final decisions, initiate and develop appeals when appropriate, networking and advocacy with federal, state and local agencies for all of its military veterans, surviving spouses and or dependent children as well as provide assistance to active duty service member and their dependents. The Veterans Service Officer is an Accredited Authorized VA Representative who takes power of attorney to legally represent veterans seeking benefits from the U.S. Department of Veterans Affairs, primarily Disability Compensation.

This office assists and advises veterans in accessing; medical care at VA medical facilities; securing certification of discharge papers (DD-214) for filing claims with the VA; complete claims for compensation (service-related injuries or disease); re-open compensation claim for increase or re-evaluation; file claims for survivors for Dependency and Indemnity Compensation (based upon service-connected disability or death of the veteran); Non-service-connected pension (for wartime veterans only); death pension (for survivors of wartime era veterans only); request for military records and decorations, discharge upgrade and correction of military records; VA educational and vocational rehabilitation employment; Veterans Homelessness Programs; VA Home Loan Guarantee Eligibility; VA disability life insurance; VA burial benefits; and North Carolina State Veterans Dependent Scholarship Program for dependents of eligible veterans and admission assistance to NC Department of Veterans Affairs State Veterans Homes. The Veteran Services Office provides outreach services if veterans, their dependents and survivors cannot come to the office because of a disability.

As a result of our advocacy work this program helps generate millions of dollars to veterans and their dependents living here in Durham County; benefits, which benefits the veterans as well as ensuring disabled veterans are supported by federal programs instead of county programs.

The Veterans Service Office has a staff of two.

The operating hours are Monday Through Friday from 8:30 to 5pm.

2012-13 ACCOMPLISHMENTS

- The Veterans Service Department served an estimated 858 clients, submitted 475 claims and fielded an estimated 5,415 telephone calls. This assisted in the total VA expenditures for Durham County veteran's receipt of \$55.8 million in Federal Benefits for Durham County veterans. This was an increase of \$9.7 million from the previous fiscal year.
- The Veteran Services Department was a key partner in the Bull City Veterans Stand Down project serving 857 veterans and participated in the Project Homeless Connect; providing access to meals, hygiene items, healthcare services, clothing, housing and job assistance, and information related to Veterans Services benefits for veterans and their dependents and survivors. The events linked a network of providers to veterans to aide in homelessness prevention and assist homeless veteran in moving toward securing housing and self-sufficiency.
- Veteran Services participated in 10 or more community outreach events since May 2012.

2013-14 HIGHLIGHTS

- The FY 2013-14 Budget appropriates funds for expected client support needs and the hosting of one event for community veterans.
- Provides for reclassification to Veteran Services officer.

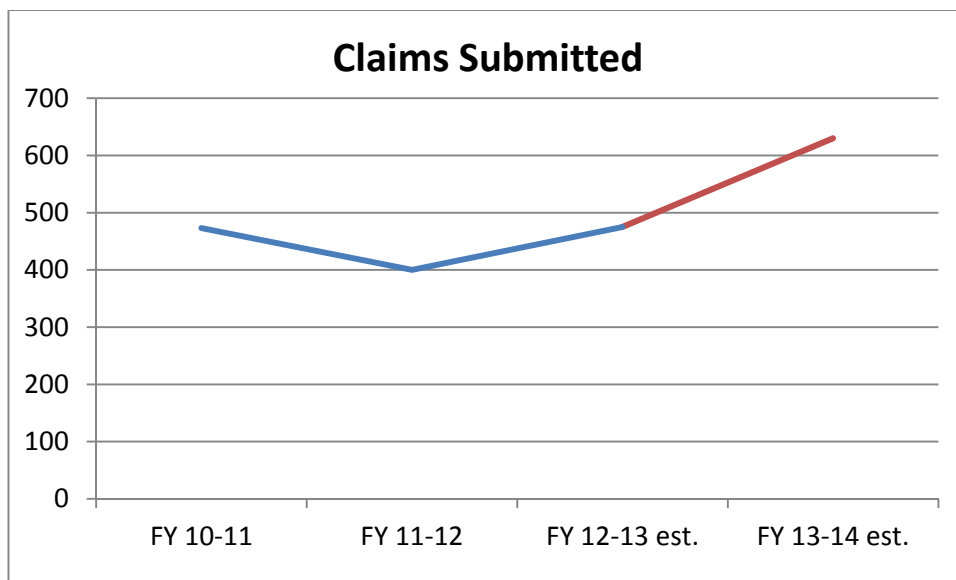
Veterans Services

Funds Center: 4260160000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Personnel | \$93,765 | \$99,288 | \$89,767 | \$107,547 | \$107,547 |
| Operating | \$4,956 | \$5,649 | \$3,811 | \$40,458 | \$5,110 |
| Total Expenditures | \$98,722 | \$104,937 | \$93,578 | \$148,005 | \$112,657 |
| ▼ <i>Revenues</i> | | | | | |
| Intergovernmental | \$1,452 | \$1,452 | \$1,452 | \$1,452 | \$0 |
| Total Revenues | \$1,452 | \$1,452 | \$1,452 | \$1,452 | \$0 |
| Net Expenditures | \$97,270 | \$103,485 | \$92,126 | \$146,553 | \$112,657 |
| FTEs | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |

2013-14 PERFORMANCE MEASURES

Performance Measure: Claims Submitted



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

Claims submitted is important to the overall goal and mission of the Veteran Services Office in tracking and measuring the number of veterans applying and receiving Federal benefits from the U.S. Department of Veterans Administration through our office. This is a true indicator of the effectiveness of the county veterans program in reaching the target population. These numbers are also an indicator of the quality of customer service as well as an indicator of the confidences that the military veterans community has in its county veteran officials. This measure of tracking allows us to see the direct correlation between the number of veterans served and the dollars generated on behalf of our disabled veterans.

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

We will engage in extensive community outreach both during the day as well as providing evening outreach to accommodate veterans or supporting family members who work during the day and are unable to negotiate the normal business hours of operation.

We will push to target the county's aged and disabled veterans and their surviving spouses. This segment of the veteran population is under-served. We want to insure they are knowledgeable and have every opportunity to gain access to a VA program that has been underutilized; Pension with Aid and Attendant Benefits. We believe the financial benefits from this program can significantly improve the quality of life for many of them.

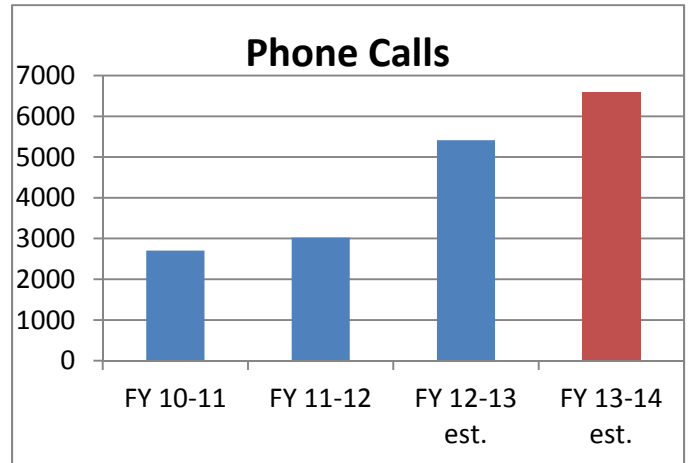
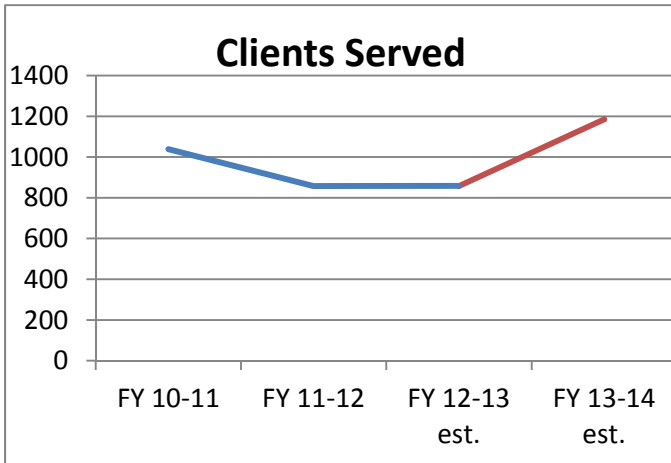
This year our goal includes forging a relationship with the county DSS to insure any veteran applying for public assistance is referred to the County Veteran Service Office to assess their eligibility for VA benefits.

Once we move to our new location we will conduct weekly informational sessions to insure our veterans are knowledgeable of all VA benefits and help them perfect their claim for better preparation and presentation before the U.S. Department of Veterans Affairs.

We will have an annual Veterans' Day Appreciation Program each November to honor our county veterans and their contribution to our nation's security. The program will give veterans who have often been ignored or embarrassed by their service the opportunity to stand proud. We will also have an annual Veterans' Memorial Day Program each May, which gives the public the opportunity to reflect and remember those who gave all in the defense of our nation.

Each of these programs will serve the true purpose intended but they will also allow the military veterans community to know Durham County Government Veterans Program is actively engaged in the community. Each of these programs allows us to further reach and teach our veteran and the community about federal benefits veterans might be potentially eligible for. The FY 2013-14 Budget appropriates funds for expected client support needs and the hosting of the Veterans' Day Appreciation program for community veterans.

Performance Measure: Clients Served/Phone Calls



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

This measure is important to the overall goal and mission of our department in insuring we are reaching a percentage of the approximately 17,000 veterans residing here in Durham County. The total numbers of veterans seeking services both in person (858) and telephonically (5,415) reflects a truer demand for services. This measure helps to determine if we have sufficient staff and means to meet the demand and the ability to maintain the high level of service both now and future.

The tracking helps to assess the critical need for alternative means of trying to maintain a high level of service in the ever increasing demand for veterans services.

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

Veteran Services continues to utilize electronic resources to streamline and find efficiencies in order to meet growing needs of Durham County's veteran population.

VA claims are now being completed electronically. Continuing to utilize electronic calendars shows a remarkable improvement in the flow of services. The use of technology allows for greater use of resources on client needs, and the implementation of client tracking software for scheduling and data aggregation will be completed in FY 13-14. This will afford the ability to record, manage and track clients and claim files on demand. It will improve the overall performance and provide a better quality of services to our veterans.

GEOGRAPHIC INFORMATION SYSTEMS

MISSION

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

PROGRAM DESCRIPTION

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

2012-13 ACCOMPLISHMENTS

- Enhanced GIS interfaces for internet access:
 - Planning – Development Viewer
 - Durham Public Schools – Student Assignment Viewer
- Completed a two year project to acquire new countywide topographic data, including LiDAR.
- Completed the implementation of multiple Workflow Automation System enhancements for City/County Planning and Inspections.
- Assisted Soil and Water Conservation with data and analysis in support of their Nutrient Management Plan and Farmland Protection Program.
- Assisted the Environmental Health Division to improve their inventory of on-site waste disposal systems (septic systems and sand filters) for Falls Lake Watershed rules compliance.
- Completed a hardware and software upgrade of all GIS infrastructure servers.
- Neighborhood Vitality Index – Participated in the launch of the Durham Neighborhood Vitality Index project and provided support to departments participating in the NVI. Developed a dashboard application to display information on various community indices measured by the NVI.

2013-14 HIGHLIGHTS

- The FY 2013-14 budget continues service levels from the previous fiscal year.

Geographic Information Services (GIS)

Business Area: 4270

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| <i>Expenditures</i> | | | | | |
| Operating | \$385,106 | \$389,292 | \$376,602 | \$402,389 | \$402,389 |
| Total Expenditures | \$385,106 | \$389,292 | \$376,602 | \$402,389 | \$402,389 |
| <i>Revenues</i> | | | | | |
| Total Revenues | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | \$385,106 | \$389,292 | \$376,602 | \$402,389 | \$402,389 |

2013-14 OBJECTIVES

- Update public facing web applications.
- Support Durham Public Health - Patagonia Health project.
- Support Neighborhood Vitality Index Project
- Reconstitute GIS Users Group
- Start GIS Strategic Vision Group

| Performance Indicators | FY 2011-12 Actual | FY 2012-13 Budget | FY 2012-13 Estimate | FY 2013-14 Projected |
|---|----------------------|----------------------|------------------------|-------------------------|
| % Customer rating satisfaction (Bi-annual) | 89.00% | 92.00% | 92.00% | 92.00% |
| % IT overall Satisfaction (Help Desk) | 98.00% | 98.00% | 100.00% | 98.00% |
| % Requests completed within 24 hours or by customer approved due date | 89.00% | 97.00% | 95.00% | 97.00% |
| % Customer rating satisfaction (Bi-annual) | 89.00% | 92.00% | 92.00% | 92.00% |

SAP ENTERPRISE RESOURCE PLANNING

MISSION

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

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

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

PROGRAM DESCRIPTION

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

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

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

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

2012-13 ACCOMPLISHMENTS

- Continued support of the SAP ERP software
- Internal SAP Entitlements Audit
- Financial Audit
- SAP License Compliance Audit
- Project Management of the BW Upgrade
- Technical NETWEAVER Portal Upgrade in preparation for the HCM Functional Upgrade
- In-house implementation of the SAP u-Perform Documentation Software
- Annual Benefits Enrollment configuration
- In-house Finance and Budget support for the HCM Functional upgrade
- Pharmacy Interface
- Installation of the newest SAPGUI logon pad
- Application Support for the Payroll Audit
- Year-end Support (Support Packs and Tax Updates)
- E-payables project support
- Summer Interns
- ABAP Support for the HCM functional upgrade
- Knowledge Sharing
- 100% Participation in the Hand-Only CPR class
- HCM post-upgrade support
- Benefits Leadership Academy Application
- Benefits Badge System Design

2013-14 HIGHLIGHTS

- The FY 2013-14 Budget appropriates \$200,000 for contractual services for the ongoing maintenance and support of the SAP ERP system.
- Information Technology and SAP Enterprise Resource Planning combine under one agency as of July 1, 2013.

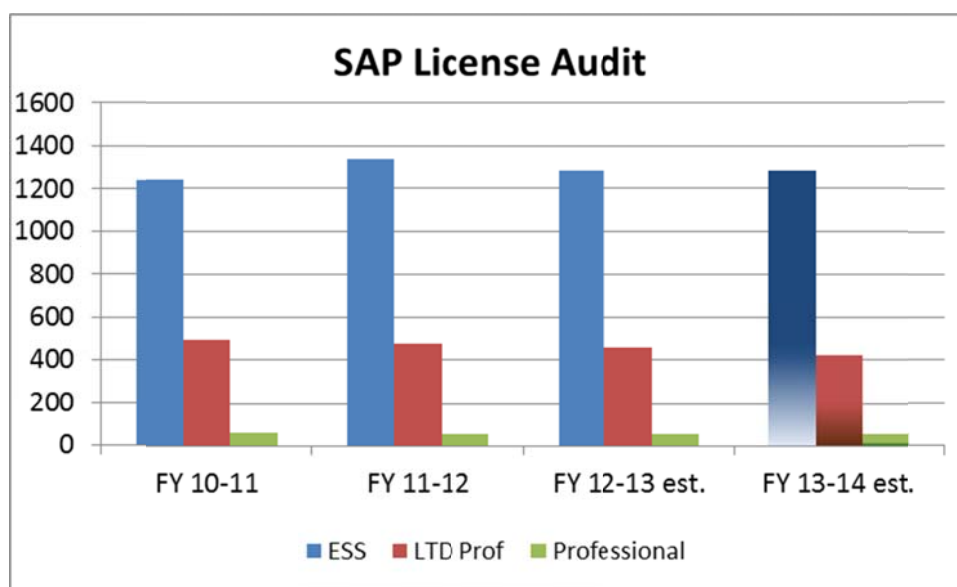
SAP Enterprise Resource Planning

Funds Center: 4280100000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| Expenditures | | | | | |
| Personnel | \$825,803 | \$848,539 | \$830,001 | \$1,128,110 | \$874,908 |
| Operating | \$157,656 | \$461,945 | \$365,291 | \$365,266 | \$444,457 |
| Capital | \$0 | \$0 | \$0 | \$42,000 | \$0 |
| Total Expenditures | \$983,459 | \$1,310,484 | \$1,195,292 | \$1,535,376 | \$1,319,365 |
| Revenues | | | | | |
| Total Revenues | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Expenditures | \$983,459 | \$1,310,484 | \$1,195,292 | \$1,535,376 | \$1,319,365 |
| FTEs | 8.00 | 8.00 | 8.00 | 10.00 | 8.00 |

2013-14 PERFORMANCE MEASURES

Performance Measure: SAP License Audit



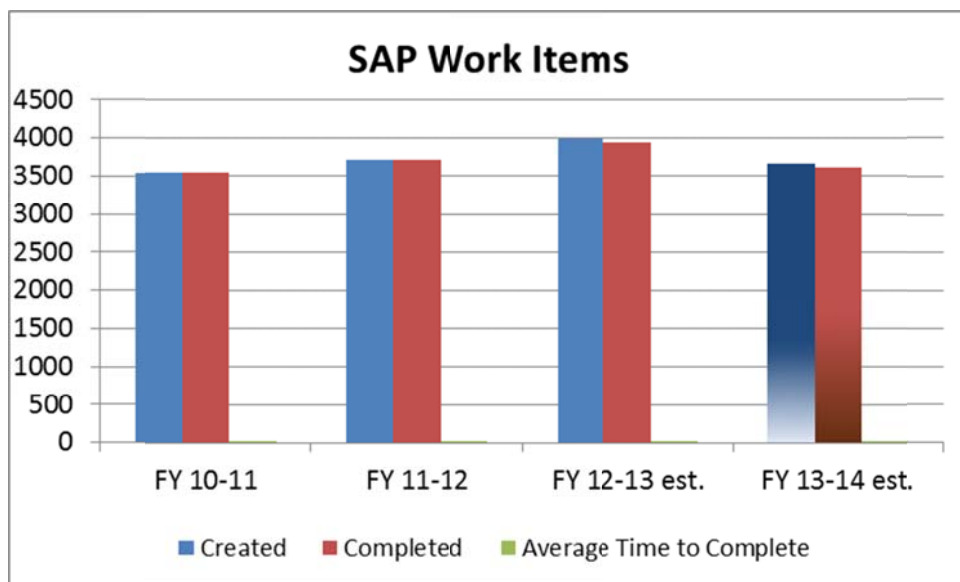
Why is this measure important to the overall goal or mission of the department? How does tracking this performance measure improve or help maintain a high level of service?

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

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

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

Performance Measure: SAP Work Items Completion



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

SAP is a very high profile system that is utilized by the entire county. Our goal is to leave every customer satisfied. We are driven to help anyone who reaches out to us in the shortest amount of time possible. Maintaining a high awareness of how we are performing keeps us cognizant of how well and how quickly we are servicing the SAP user community. In addition as we monitor work items, we evaluate the conditions under which the increased call volume occurs as well as how long it takes to resolve an open work item to ensure that we are handling the processes correctly. We continuously and consciously make adjustments in order to serve the SAP community efficiently.

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

Customer satisfaction is one of those elusive targets that require a constant review of work being performed and the amount of time it takes to complete a task. As a result of SAP being a high profile system, regardless of the call, we take seriously any call we receive. However, because we are small in number, part of improving the service means that we are stretching our resources to always learn and advance their current level of skills and knowledge of SAP. Building upon what we did this past year, which was hiring temps to help with the call volume. We also utilized and see the value in participating in the Mayor's Summer Youth program to bring in youth to learn some very important customer service skills. Though taking the calls and recording the information is important, exposing youth to what is involved in excellent customer service is a critical measure that we do not take for granted. Anyone working the front line of the SAP Help Desk undergoes strenuous training and are constantly monitored and assessed for quality assurance. This is essential in the overall image of SAP and the high level of service we are committed to maintaining.

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NONDEPARTMENTAL

PROGRAM DESCRIPTION

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

- Personnel cost plan adjustments \$25,000;
- Miscellaneous contracted services for county-wide contracts \$200,000;
- Classification and compensation study \$200,000
- Community resource center for older adults and people with disabilities with Durham CAN \$20,000
- Durham County contribution to Alliance for the IBM Smarter Cities Challenge 2 FTEs \$66,667
- Board of County Commissioners Contingency Fund \$190,000.

Nondepartmental

Funds Center: 9800981000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Personnel | \$0 | \$100,000 | \$0 | \$100,000 | \$25,000 |
| Operating | \$148,876 | \$195,600 | \$27,416 | \$225,000 | \$486,667 |
| Transfers | \$0 | \$150,000 | \$0 | \$150,000 | \$190,000 |
| Total Expenditures | \$148,876 | \$445,600 | \$27,416 | \$475,000 | \$701,667 |
| ▼ <i>Revenues</i> | | | | | |
| Service Charges | \$0 | \$0 | \$660 | \$0 | \$0 |
| Total Revenues | \$0 | \$0 | \$660 | \$0 | \$0 |
| Net Expenditures | \$148,876 | \$445,600 | \$26,756 | \$475,000 | \$701,667 |

TRANSFERS

PROGRAM DESCRIPTION

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

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

| Transfers from General Fund | |
|-----------------------------|---------------------|
| Capital Finance Fund | \$25,794,413 |
| Benefits Plan Fund | \$15,250,169 |
| TOTAL TRANSFERS OUT | \$41,044,582 |

Beginning in FY 2004-05, certain dedicated revenues were budgeted directly into the Capital Finance Fund. Those revenue sources are the two one-half cent sales taxes (Article 40 and Article 42) and the county's portion of the occupancy tax. To meet accounting standards, these revenue sources were moved back to the General Fund in FY 2006-07, where they are collected and need to be transferred to the Capital Finance Fund. In 2011 Durham County voters approved a new quarter cent sales tax (Article 46) of which a portion is allocated to support Durham Public School debt service. This portion is collected in the General Fund and is transferred to the Capital Finance Fund similar to Article 40 and Article 42 sales tax. The total amount of the transfer represents the budgeted amount of each of the four individual revenues (see Capital Finance Fund pages). Included in the transfer to the Capital Finance Fund for FY 2013-14 is a transfer of other General Fund revenue to support Bethesda fire district debt taken on by the County and energy savings revenue to offset performance contract capital project debt.

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

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

| Transfers to General Fund | |
|-------------------------------|--------------------|
| Community Health Trust Fund | \$4,159,115 |
| SWAP Fund | \$3,000 |
| Volunteer Fire District Funds | \$2,742,601 |
| Enterprise Fund | \$192,156 |
| TOTAL TRANSFERS IN | \$7,096,872 |

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

Transfers

Funds Center: 9800982000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Transfers | \$49,124,645 | \$45,045,268 | \$47,610,247 | \$42,480,478 | \$41,044,582 |
| Total Expenditures | \$49,124,645 | \$45,045,268 | \$47,610,247 | \$42,480,478 | \$41,044,582 |
| ▼ <i>Revenues</i> | | | | | |
| Other Fin. Sources | \$5,652,181 | \$5,916,321 | \$6,011,353 | \$7,035,964 | \$7,096,872 |
| Total Revenues | \$5,652,181 | \$5,916,321 | \$6,011,353 | \$7,035,964 | \$7,096,872 |
| Net Expenditures | \$43,472,464 | \$39,128,947 | \$41,598,894 | \$35,444,514 | \$33,947,710 |

VEHICLES AND EQUIPMENT

PROGRAM DESCRIPTION

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

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

2013-14 HIGHLIGHTS

The FY 2013-14 vehicle and equipment purchases equal \$2,891,390 and will support 51 vehicles, 3 ambulance box remounts, and various equipment. In previous years a short term bank loan (usually termed to four years) was used to purchase the equipment, and debt service for the bank loan was paid through the Debt Service Fund. For FY 2013-14 the County will use cash reserves (General Fund fund balance) to purchase vehicles and equipment rather than a bank loan. This will lessen the amount of debt service the County will have to pay in FY 2014-15.

| New vehicles | | | | |
|------------------|-------------|--|-----------|--------------------|
| General Services | Replacement | Ford F-250 Van | 1 | \$32,857 |
| | | Ford Escape | 1 | \$29,355 |
| | | Ford Explorer | 1 | \$35,000 |
| | | Ford F-250 4x4 | 3 | \$72,000 |
| | | Ford passenger van | 1 | \$21,461 |
| EMS | New | E450 Ford Ambulance | 1 | \$154,000 |
| | Replacement | Ambulance Box Remount | 3 | \$282,000 |
| | | Chevy Tahoe 4x4 | 1 | \$31,500 |
| Library | New | Sprinter van | 1 | \$45,000 |
| Sheriff | Replacement | Ford 250 Super Cab 4x4 | 4 | \$82,000 |
| | | SUV | 5 | \$127,600 |
| | | Electric vehicle – Courthouse parking deck | 1 | \$13,180 |
| | | Pursuit Vehicles | 31 | \$819,206 |
| Total | | | 54 | \$1,745,159 |

| New equipment | | |
|------------------|--|--------------------|
| General Services | 4 wheel tractor and hitch | \$19,581 |
| | Bobcat skid-steer loader | \$27,298 |
| | Lift gates for F-250 (2) | \$10,000 |
| | Under tailgate salt spreader | \$5,000 |
| | Video storage system in Detention Center | \$232,000 |
| | Zero turn commercial mower 60'cut (2) | \$18,030 |
| | Printer for sign shop | \$19,944 |
| EMS | County Stadium Striper | \$12,645 |
| | Tractor | \$13,950 |
| | Electric stair chairs (2) | \$13,800 |
| | Sims Jr. electronic manikin | \$25,000 |
| | Stretchers (18) | \$126,126 |
| | Zoll Series E Monitors (3) Replacements | \$78,000 |
| | Vehicle Equipment | \$24,500 |
| Sheriff | Vehicle Equipment (40) | \$312,040 |
| | Video cameras for vehicles (31) | \$208,317 |
| Total | | \$1,146,231 |

Vehicles and Equipment

Funds Center: 9800983000

| Summary | 2011-2012 Actual Exp/Rev | 2012-2013 Original Budget | 2012-2013 12 Month Estimate | 2013-2014 Department Requested | 2013-2014 Commissioner Approved |
|---------------------------|--------------------------------|---------------------------------|-----------------------------------|--------------------------------------|---------------------------------------|
| ▼ <i>Expenditures</i> | | | | | |
| Operating | \$101,720 | \$194,915 | \$208,386 | \$363,140 | \$336,540 |
| Capital | \$1,000,938 | \$1,983,565 | \$1,792,190 | \$2,706,027 | \$2,554,850 |
| Total Expenditures | \$1,102,658 | \$2,178,480 | \$2,000,576 | \$3,069,167 | \$2,891,390 |
| ▼ <i>Revenues</i> | | | | | |
| Other Fin. Sources | \$817,200 | \$2,178,480 | \$0 | \$3,069,167 | \$0 |
| Total Revenues | \$817,200 | \$2,178,480 | \$0 | \$3,069,167 | \$0 |
| Net Expenditures | \$285,458 | \$0 | \$2,000,576 | \$0 | \$2,891,390 |

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