

# Additional Fees

## City/County Planning Department Fees for FY 2008-2009

FEE CATEGORY	FY 07-08 APPROVED FEE	FY 08-09 APPROVED FEE	CHANGE FROM PREVIOUS FISCAL YEAR
<b>ZONING MAP CHANGE (REZONING):</b>			
Residential, Not Multi-Family, 1 acre or less:	\$250.00 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$750.00 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$500.00
Residential, Not Multi-Family or PDR, greater than 1 acre and less than 20 acres:	\$2,250.00, plus \$55.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$2,250.00, plus \$55.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	same
Residential, Not Multi-Family or PDR, greater than 20 acres:	\$3,500.00, plus \$55.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$3,500.00, plus \$55.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	same
PDR, less than or equal to 30 acres:	\$3,500.00, plus \$55.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$4,500.00, plus \$55.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$1,000.00
PDR, greater than 30 acres:	\$4,500.00, plus \$55.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$4,500.00, plus \$55.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	same
Office, Residential Multi-Family, Commercial, Industrial, or Research zones:	\$3,875.00, plus \$65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$4,000.00, plus \$65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$125.00
Revision to Adopted Design Guidelines	\$3,875.00, plus \$65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$1,000.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	(\$2,875.00)
<b>BOARD OF ADJUSTMENT APPLICATIONS:</b>			
Custodial Care (single residential unit on same lot as primary residential unit, for custodial care purposes):	\$75.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$75.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	same
Small Day Care Use Permit (up to 12 persons being cared for):	\$475.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$475.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	same

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<b>(Non-revenue Generating Single Family Use Permit (fences, etc.):</b>	\$475.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$475.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	same
<b>Wireless Communication Facilities Use Permit:</b>	\$3,165.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus \$5,000.00 for independent professional consultant review	\$3,165.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus \$5,000.00 for independent professional consultant review	same
<b>Appeal:</b>	\$300.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$300.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	same
<b>All Other BOA Applications (any other Use Permit, Variance, etc.):</b>	\$1,200.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$1,300.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$100.00
<b>MAJOR SPECIAL USE PERMIT APPLICATIONS:</b>			
<b>Wireless Communication Facilities Use Permit:</b>	\$3,165.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus \$5000.00 for independent professional consultant review	\$3,165.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus \$5,000.00 for independent professional consultant review	same
<b>Traffic Impact Analysis (TIA) Use Permit:</b>	\$1,975.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$2,025.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$50.00
<b>All Other Major Special Use Permit Applications:</b>	\$1,975.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$2,025.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$50.00
<b>SITE PLANS:</b>			
<b>Administrative Site Plan-Site plans that require Planning Department review only</b>	\$750.00, plus technology surcharge of 4%; plans which do not require an initial re-review fee	\$750.00, plus technology surcharge of 4%; plans which do not require an initial re-review fee	(\$600.00)
<b>Simplified Site Plan - Small (Less than 1000 s.f. of new building area/1 acre disturbed area/5% increase in parking area or minor amendments to site plan of record that do not involve changes to the SIA):</b>	\$750.00, plus technology surcharge of 4%; plans which do not require an initial re-review fee	\$1,000.00, plus technology surcharge of 4%; plans which do not require an initial re-review fee will be reimbursed 33% of the original review fee	\$250.00

# Additional Fees

FEE CATEGORY	FY 07-08 APPROVED FEE	FY 08-09 APPROVED FEE	CHANGE FROM PREVIOUS FISCAL YEAR
<b>Simplified Site Plan - Large (More than 1000 s.f. of new building area/ 1 acre disturbed area or other improvements that do not qualify in other categories):</b>	\$2,100.00, plus \$25.00 per 1000 square feet of gross building area (rounded up), or \$25.00 per lot, or \$25.00 per attached dwelling unit plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	\$2,500.00, plus \$25.00 per 1000 square feet of gross building area (rounded up), or \$25.00 per lot, or \$25.00 per attached dwelling unit plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	\$400.00
<b>Minor Site Plan:</b>	\$2,750.00, plus \$25.00 per 1000 square feet of gross building area (rounded up), or \$25.00 per lot, or \$25.00 per attached dwelling unit plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	\$3,500.00, plus \$25.00 per 1000 square feet of gross building area (rounded up), or \$25.00 per lot, or \$25.00 per attached dwelling unit plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	\$750.00
<b>Major Site Plan:</b>	\$3,400.00, plus \$25.00 per 1000 square feet of gross building area (rounded up), or \$25.00 per lot, or \$25.00 per attached dwelling unit, plus technology surcharge of 4%; plus surcharge for letter notice on those projects requiring governing body approval, plans which do not require an initial re-review will be reimbursed 33% of the original review fee	\$4,000.00, plus \$25.00 per 1000 square feet of gross building area (rounded up), or \$25.00 per lot, or \$25.00 per attached dwelling unit, plus technology surcharge of 4%; plus surcharge for letter notice on those projects requiring governing body approval, plans which do not require an initial re-review will be reimbursed 33% of the original review fee	\$600.00
<b>Landscape Extensions:</b>	Major non-residential greater than 25,000 square feet in gross floor area - \$300.00, minor non-residential less than 25,000 square feet in gross floor area - \$150.00, residential \$75.00 per lot, plus technology surcharge of 4%	Major non-residential greater than 25,000 square feet in gross floor area - \$300.00, minor non-residential less than 25,000 square feet in gross floor area - \$150.00, residential \$75.00 per lot, plus technology surcharge of 4%	same
<b>SUBDIVISION PLATS:</b>			
<b>Preliminary Plat:</b>	\$3,400.00, plus \$25.00 per lot, plus technology surcharge of 4%, plus surcharge for letter notice on those projects requiring governing body approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	\$3,400.00, plus \$25.00 per lot, plus technology surcharge of 4%, plus surcharge for letter notice on those projects requiring governing body approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	same

# Additional Fees

FEE CATEGORY	FY 07-08 APPROVED FEE	FY 08-09 APPROVED FEE	CHANGE FROM PREVIOUS FISCAL YEAR
Preliminary Plat, Cluster or Conservation Subdivision	\$3,400.00, plus \$25.00 per lot, plus technology surcharge of 4%, plus surcharge for letter notice on those projects requiring governing body approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	\$4,000.00, plus \$25.00 per lot, plus technology surcharge of 4%, plus surcharge for letter notice on those projects requiring governing body approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	\$600.00
Final Plats:	\$675.00, plus \$25.00 per lot, plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	\$700.00, \$25.00 per lot, plus technology surcharge of 4%; plans which do not require an initial re-review will be reimbursed 33% of the original review fee	\$25.00
Exempt Final Plats:	\$75.00, plus technology surcharge of 4%	\$75.00, plus technology surcharge of 4%	same
<b>HISTORIC PRESERVATION FEES:</b>			
Historic Landmark Designation:	\$150.00, plus technology surcharge of 4%, plus surcharges for advertising and letter notice	\$500.00, plus technology surcharge of 4%, plus surcharges for advertising and letter notice	\$350.00
Certificate of Appropriateness, Historic Preservation Commission Review:	\$150.00, plus technology surcharge of 4%, plus surcharges for advertising and letter notice	\$150.00, plus technology surcharge of 4%, plus surcharges for advertising and letter notice	same
Certificate of Appropriateness, Administrative Review:	<b>No Fee Charged</b>	\$25.00, plus technology surcharge of 4%	\$25.00
Historic Signs:	\$150.00, plus technology surcharge of 4%, plus surcharges for advertising and letter notice	\$150.00, plus technology surcharge of 4%, plus surcharges for advertising and letter notice	same
<b>OTHER FEES:</b>			
Re-Review Fees (applicable to all development applications):	Half of filing fee, up to \$5,000.00, plus technology surcharge of 4%, applicable following initial and first re-review and charged for each subsequent review.	Half of filing fee, <b>NO LIMIT</b> , plus technology surcharge of 4%, applicable to <b>all reviews</b> following initial and first re-review and charged for each subsequent review, unless the <b>only</b> outstanding comments are new staff-generated comments.	*
Landscape Re-Inspection Fees:	\$100.00 plus technology surcharge of 4% for first re-inspection, for each subsequent re-inspection the fee will increase by \$104.00 (example 1 <sup>st</sup> - \$104.00, 2 <sup>nd</sup> - \$208.00, 3 <sup>rd</sup> - \$312.00, etc)	\$100.00 plus technology surcharge of 4% for first re-inspection, for each subsequent re-inspection the fee will increase by \$104.00 (example 1 <sup>st</sup> - \$104.00, 2 <sup>nd</sup> - \$208.00, 3 <sup>rd</sup> - \$312.00, etc)	same
Land Use Plan Amendment:	\$2,000.00, plus technology surcharge of 4%, plus surcharges for advertising and letter notice	\$2,100.00, plus technology surcharge of 4%, plus surcharges for advertising and letter notice	\$100.00
Common Signage Plan Review:	\$150.00 plus technology surcharge of 4%	\$175.00 plus technology surcharge of 4%	\$25.00

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FEE CATEGORY	FY 07-08 APPROVED FEE	FY 08-09 APPROVED FEE	CHANGE FROM PREVIOUS FISCAL YEAR
Street/Alley Closing:	\$1,250.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$800.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	(\$450.00)
Street/Alley Renaming:	\$1,250.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs	\$600.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus full reimbursement cost for street sign replacement	(\$650.00)
UDO Ordinance Text Amendment:	\$1,500.00, plus technology surcharge of 4%, plus surcharge for advertising	\$3,000.00, plus technology surcharge of 4%, plus surcharge for advertising and letter notice	\$1,500.00
Zoning and Business Verification Letters:	\$15.00, plus technology surcharge of 4%	\$15.00, plus technology surcharge of 4%	same
Home Occupation Permit:	\$25.00, plus technology surcharge of 4%	\$25.00, plus technology surcharge of 4%	same
Formal Letter of Interpretation:	\$40.00 plus technology surcharge of 4%	\$40.00 plus technology surcharge of 4%	same
Vested Rights Determination:	\$1,500.00 plus technology surcharge of 4%	\$1,500.00 plus technology surcharge of 4%	same
Costs for Departmental Publications:	Publications presently available: \$5.00. Reproductions or new publications will be priced according to costs	Publications presently available: \$5.00. Reproductions or new publications will be priced according to costs	same
Large Format Copies:	\$1.00 per square foot (for example: a 3 foot by 6 foot map equals 18 square feet for a copying charge of \$18.00).	\$1.00 per square foot (for example: a 3 foot by 6 foot map equals 18 square feet for a copying charge of \$18.00).	same
<b>SURCHARGES:</b>			
Newspaper Advertising for Zoning Map Change, Land Use Plan Amendment:	\$125.00; if case has to be heard by both governing bodies, \$190.00	\$230.00 for each public hearing	\$335.00
Newspaper Advertising for BOA, Major Special Use Permit, Street Renaming, Vested Rights Determination, Certificates of Appropriateness and Historic Landmark Designations:	\$90.00	\$230.00	\$140.00
Newspaper Advertising for Street Closing	\$90.00	\$460.00	\$370.00
Newspaper Advertising for UDO Text Amendment:	\$190.00	\$690.00	\$500.00
Letter Notice for Zoning Map Change, Land Use Plan Amendment, Major Site Plan, Preliminary Plat:	\$90.00	\$95.00	\$5.00
Letter Notice for BOA, Major Special Use Permit, Street Renaming or Street Closing, Certificates of Appropriateness and Historic Landmark Designations:	\$50.00 zoning map change, BOA, Major Special Use Permit, Street Renaming or Street Closing: \$100.00. If multiple signs are necessary to adequately notify neighbors, multiple signs will be charged for at the case intake at the rate of \$100.00 per sign.	\$53.00 zoning map change, BOA, Major Special Use Permit, Street Renaming or Street Closing: \$100.00. If multiple signs are necessary to adequately notify neighbors, multiple signs will be charged for at the case intake at the rate of \$100.00 per sign.	\$3.00
Signs:			same

# Additional Fees

## DURHAM CITY-COUNTY INSPECTIONS DEPARTMENT BUILDING PERMIT FEE SCHEDULE FOR FISCAL YEAR 2008-2009 Effective March 1, 2003

FEE CATEGORY	FY 07-08 APPROVED FEE	FY 08-09 APPROVED FEE	CHANGE FROM PREVIOUS FISCAL YEAR
<b>SCHEDULE/DDESCRIPTION</b>			
<b>SCHEDULE A</b>			
New Residential Dwellings (One and Two Family, including Townhouse unit ownership)			
Up to 1200 s.f. (gross area)	\$146	\$146	same
1201 to 1800 s.f.	\$260	\$260	same
1801 to 2400 s.f.	\$302	\$302	same
2401 to 3000 s.f.	\$343	\$343	same
3001 to 3600 s.f.	\$404	\$404	same
3601 to 4200 s.f.	\$463	\$463	same
4201 to 5000 s.f.	\$532	\$532	same
5001 s.f. and over	\$579	\$579	same
<b>SCHEDULE B</b>			
New Multifamily Residential Buildings (apartments, condominiums, triplex and fourplex)			
1 <sup>st</sup> unit	\$250.00	\$250.00	same
Each additional unit, per building	\$94.00	\$94.00	same
<b>SCHEDULE C</b>			
Accessory Buildings			
No footing	\$40.00	\$40.00	same
footing	\$80.00	\$80.00	same
<b>SCHEDULE D</b>			
Residential Renovations and Additions			
Additions: 0 - \$10,000 - no footing	\$83.00	\$83.00	same
Additions: \$10,000 & over - no footing	\$166.00	\$166.00	same
(add \$40.00 if footing required)			
Interior Renovations: 0 - \$10,000	\$83.00	\$83.00	same
Interior Renovations: \$10,000 & over	\$166.00	\$166.00	same
<b>SCHEDULE E</b>			
Nonresidential Buildings (based on cost of construction using the latest publication of Southern Building Code "Building Valuation Data", referencing type of construction and occupancy group with adjustment factor for North Carolina)			
0 - \$5000	\$104.00	\$104.00	same
\$5001 to \$50,000	\$104.00	\$104.00	same

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	Plus \$7.80 per thousand or fraction thereof over \$5,000	Plus \$7.80 per thousand or fraction thereof over \$5,000	same
\$50,001 to \$100,000	\$456.00	\$456.00	same
	Plus \$6.60 per thousand or fraction thereof over \$50,000	Plus \$6.60 per thousand or fraction thereof over \$50,000	same
\$100,001 to \$500,000	\$786.00	\$786.00	same
	Plus \$4.32 per thousand or fraction thereof over \$100,000	Plus \$4.32 per thousand or fraction thereof over \$100,000	same
Over \$500,000	\$2,513.00	\$2,513.00	same
	Plus \$1.25 per thousand or fraction thereof over \$500,000	Plus \$1.25 per thousand or fraction thereof over \$500,000	same
<b>SCHEDULE F</b>			
Miscellaneous:			
Mobile Home (unit installation and foundation)	\$125.00	\$125.00	same
Modular Home (unit installation and foundation)	\$166.00	\$166.00	same
Moving permit (including new foundation)	\$83.00	\$83.00	same
Demolition Permit:			
Up to 5,000 s.f.	\$42.00	\$42.00	same
Over 5,000 s.f. (no additional cost per thousand)	\$83.00	\$83.00	same
Demolition associated with forthcoming permit	\$42.00	\$42.00	same
Residential Re-roofing (addition)	\$42.00	\$42.00	same
Commercial Roofing/Re-roofing			
0 to \$20,000	\$83.00	\$83.00	same
Over \$20,000	\$125.00	\$125.00	same
Residential Decks (single and two family)	\$83.00	\$83.00	same
Change of Occupancy permit (if no building permit is otherwise required/no construction necessary)	\$42.00	\$42.00	same
Reinspection Fees:			
Not ready for inspection	\$100.00	\$100.00	same
8 or more code violations found	\$100.00	\$100.00	same
2 <sup>nd</sup> reinspection	\$100.00	\$100.00	same
3 <sup>rd</sup> reinspection	\$200.00	\$200.00	same
4 <sup>th</sup> reinspection	\$300.00	\$300.00	same
Search and duplication fee for past permit, inspection and Certificate of Compliance records (no cost to homeowner)	\$10.00/page	\$10.00/page	same
Address change on permit:			
Detached single-family and duplex	\$10.00	\$10.00	same
Multiple units (cost per building)	\$25.00	\$25.00	same
Issuance of duplicate placard	\$3.00	\$3.00	same
Work begun without permit	Double Fee	Double Fee	same
Voiding of permits (no maximum)	15% of permit cost	15% of permit cost	same
Homeowner's Recovery Fund	\$5.00	\$5.00	same
Change of contractor (no maximum)	15% of permit cost	15% of permit cost	same
Stocking Permit	\$40.00	\$40.00	same
Partial Occupancy	\$40.00	\$40.00	same
Posting of Occupancy (not associated with a permit)	\$40.00	\$40.00	same

# Additional Fees

Department	Type of Fee	FY 2007-2008 Adopted Fees	FY 2008-2009 Approved Fees
<b>Register of Deeds</b>	Copy Fees - uncertified copies	\$ .25 /page from Copier; \$.10 /page from Computer	same
	Copy Fee-Map	18x24 \$2.00, 11X17 \$3.00 (Kodak Printer)	same
	Instruments in General	\$14 1st page (\$3 each additional page)	same
	Deeds of Trust & Mortgages	\$14 1st page (\$3 each additional page)	same
	Non-Standard Document	\$25 plus recording fee	same
	Probate	\$2	same
	Plats	\$21 (plus \$5 for certified copy)	same
	Right of Way Plans	\$21 (\$5 each additional page)	same
	Certified Copies	\$5 1st page (\$2 each additional page)	same
	Comparison of copy for certification	\$5	same
	Notary Public Qualification	\$10	same
	Marriage Licenses:		
	Issuing a license	\$50	same
	Issuing a delayed certificate w/one certified copy	\$20	same
	Proceeding for correction w/one certified copy	\$10	same
	Certified Copies of Birth, Death and Marriages	\$10	same
<b>Public Health</b>	Well Permit (includes one water sample)	\$250	\$350
<i>Environmental Health</i>	Water Sample	\$50	same
	Well & Septic Tank Reports	\$200/report	same
	Septic System Improvement Permits:		
	Conventional Systems	\$140	\$160
	Low Pressure System Installation (includes monitoring)	\$525	same
	Pump conventional permit (<601 gpd)	\$275	\$300
	Pump conv./Pressure Manifold (>600 gpd)	\$275 + \$100 per 1000 gpd or fraction additional flow >600 gpd	\$300 + \$100 per1000 gpd or fraction additional flow >600 gpd
	Reconnection Permit	\$100	\$125
	Type V System (plan review)	\$15/connect	same
	Type V System (inspection)	\$115	same
	Type V System (monitoring)	\$10/connect/annual	same
	Application for Improvement Permit 0-2 acres	\$175	\$200
	Application for Improvement Permit 2-5 acres	\$200	\$225



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Department	Type of Fee	FY 2007-2008 Adopted Fees	FY 2008-2009 Approved Fees
<i>Environmental Health</i>	Application for Improvement Permit 5+ acres	\$225 + \$10/acre	\$250 + \$10/acre
	Appeal Charge 0-2 acres	\$75	\$100
	Appeal Charge 2-5 acres	\$100	\$125
	Appeal Charge 5+ acres	\$125 + \$10/acre	\$150 + \$10/acre
	Appeal of Permit Condition	\$100	same
	Individual Swimming Pool Fee	\$150/year	same
	Each additional swimming pool per complex	\$75	same
	Wading Pool or Spa Permit	\$40	same
	Pool Plan Review (includes initial permit)	\$200	same
	Tattoo Artist Permits	\$100	same
	Flu Mist Vaccine	\$34	same
	Influenza Vaccine	\$25	same
	Hepatitis A Vaccine	\$92	same
	Hepatitis B Vaccine	\$75	same
<i>General Health Clinic</i>	Meningococcal (MPSV4) Vaccine	\$87	same
	MMR Vaccine	\$55	same
	Meningococcal (MCV4) Vaccine	\$100	same
	Pneumonia Vaccine	\$31	same
	Pre-Exposure Rabies Vaccine	\$162	same
	Rabies Titer	\$37.50	same
	Varicella Vaccine	\$86	same
	Herpes Zoster (shingles) Vaccine	\$175	same
	PPD	\$12	same
	Gun Permits	\$5-\$15	same
	Driver/Criminal History Fees	\$5	same
	Fingerprinting Fees	\$10	same
	Report Copies	\$2	same
	Civil Process (In State)	\$15	same
<i>Sheriff</i>	Civil Process (Out of State)	\$50	same
	State Prisoner Reimbursement	\$18	same
	State Inmate Backlog	\$40	same

FY 2008 - 2009 Nonprofit Funding			
Organization Proposed Program	FY 07-08 Adopted Budget	FY 08-09 Requested Budget	FY 08-09 Adopted Budget
<b>Achievement Academy</b> provides at-risk, low reading students currently living in poverty with the means to enable, enhance, and empower their lives and community by providing a program that supplies what they need to achieve a GED and post-secondary education. Funds will be used for the salary of the Education Coordinator.	\$10,000	\$30,000	\$20,000
<b>Alliance of AIDS Services</b> provides direct client services to people living with HIV/AIDS in our community; HIV/STD prevention education and outreach; and faith ministries programs. Funds will be used to support a Housing Specialist position.	\$15,000	\$30,000	\$15,000
<b>American Red Cross</b> responds to natural and man-made disasters and alleviates suffering caused by disasters; provides community education on disaster preparedness, CPR, first aid and water safety; and trains and prepares a volunteer workforce to respond to disasters. Funds will be used to support the residential fire program.	\$5,000	\$7,500	\$7,500
<b>AnimalKind, Inc.</b> provides financial assistance to the Triangle's lowest-income residents for pet spay/neuter (with rabies vaccines included when no certificate is provided). Funds will be used to offset operational costs.	\$0	\$15,000	\$10,000
<b>Big Brothers Big Sisters of the Triangle</b> provides free community-based and school-based mentoring services to children. Community-based mentoring services match children with an adult volunteer mentor who serves as a stable role model. The school-based program features mentors who volunteer during and after school to assist children with school work or social skills. The organization provides monthly enrichment activities that children and their mentors may attend. Funds will be used to support personnel costs.	\$0	\$50,000	\$35,000
<b>Child &amp; Parent Support Services'</b> mission is to prevent child abuse and neglect in Durham County by providing parents health, safety, and developmental information; parent-child interaction therapy and parenting groups; and workshops and training on issues related to children and trauma. Services are offered to both English and Spanish-speaking clients. Funds will be used to offset personnel costs for a bilingual Family Support Worker.	\$10,164	\$15,000	\$12,664
<b>Child Advocacy Commission</b> provides legal and advocacy assistance for families with children at risk. Their programs include school enrollment assistance for children placed with relatives, guardians, or non-relative caretakers; legal assistance for disadvantaged families; family mediation services; and supervised visitation and safe exchange services. Funds will be used to support operational and personnel costs.	\$38,000	\$85,000	\$40,500
<b>Child Care Services</b> provides child care referral & consultation services, subsidies to help low & moderate income working families, support services that help child care providers operate more efficiently, technical assistance to child care centers and public policy research/advocacy of early care/education. Funds will be used to support personnel costs for a bilingual family support counselor.	\$32,588	\$40,000	\$33,565

FY 2008 - 2009 Nonprofit Funding			
Organization Proposed Program	FY 07-08 Adopted Budget	FY 08-09 Requested Budget	FY 08-09 Adopted Budget
<b>Children's Home Society</b> promotes the right of every child to a permanent, safe, and loving home. Their goals are to be the state's leading resource in adoption and foster care and to facilitate and enhance permanent adoptive placements of children in foster care. Funds will be used to offset a public awareness/recruitment campaign for potential foster/adoptive parents in Durham County.	\$0	\$44,000	\$0
<b>Clean Energy Durham</b> promotes renewable energy and energy efficiency by creating neighborhood organizations for households that want to save energy; by measuring and monitoring results; by partnering with other local organizations and businesses to increase investment in local energy-saving projects; and by training other communities in Durham's successful techniques. Funds will be used to offset personnel costs.	\$0	\$5,000	\$0
<b>Communities in Schools</b> connects needed community resources with schools to help young people successfully learn, stay in school and prepare for life. Funds will be used to offer a 12-week parenting program, The Incredible Years, to 40 families.	\$5,450	\$23,825	\$5,450
<b>Coordinating Council for Senior Citizens</b> promotes the highest level of well-being for older adults by 1) keeping seniors independent in their own homes for as long as possible, 2) keeping seniors engaged and active, and 3) providing seniors with information to better manage their lives. Funds will be used to offset operational and personnel costs.	\$128,429	\$150,000	\$138,700
<b>Downtown Durham Athletic Association</b> provides athletic opportunities and health and nutrition education to inner city youth. The agency will provide a supportive network for children and their parents in downtown Durham by offering various youth sports programs. Funds will be used to offset operational costs.	\$0	\$12,342	\$0
<b>Durham Community Penalties Program</b> provides independent and reliable sentencing reports for cases which prison is authorized but not required. Their mission is to provide a safe environment for citizens while maintaining opportunities for rehabilitation and restitution for offenders, and to reduce the cost of incarceration to Durham County and the state. Funds will be used to offset operational costs.	\$0	\$5,000	\$5,000
<b>Durham Companions</b> primary purpose is to break the cycle of juvenile delinquency. Durham Companions matches troubled youth with an adult volunteer for one year to help redirect their lives. While in the program, troubled youth receive tutoring, ongoing encouragement and support to stay in school, and preparation for and assistance in finding employment. Funds will be used to offset operational costs.	\$5,000	\$15,000	\$5,000
<b>Durham Congregations in Action</b> provide teens a year of opportunity to make a difference by bringing together congregations to build an inclusive community of justice and peace and reduce human suffering. In that year, teens can improve their lives through a Summer Career Academy, mentoring, and a school year paid job internship. Funds will be used to offset operational and personnel costs as well as provide an internship stipend for one student.	\$0	\$30,000	\$5,000

FY 2008 - 2009 Nonprofit Funding			
Organization Proposed Program	FY 07-08 Adopted Budget	FY 08-09 Requested Budget	FY 08-09 Adopted Budget
<b>Durham Council for Children with Special Needs</b> promotes cooperation and joint planning among the agencies that serve families of children from birth to age five with special needs. The agency provides intervention services and services to support parents. Funds will be used to offset operational costs.	\$10,500	\$13,000	\$13,000
<b>Durham County Teen Court's</b> mission is to offer prevention & intervention strategies that hold youth accountable for their offenses, provide resources to families, and recognize victim's rights. Teen Court educates youth about the legal system and the consequences of criminal behavior in order to deter youth from criminal behavior and to reduce recidivism. Funds will be used to offset operational costs.	\$35,000	\$35,000	\$35,000
<b>Durham Crisis Response Center</b> works with the community to end domestic and sexual violence through advocacy, support, education, and prevention. Funds will be used to support the Emergency Shelter Program.	\$50,610	\$52,000	\$52,000
<b>Durham Literacy Center</b> empowers Durham County residents who want to enrich their lives by improving their literacy skills through programs in adult literacy, English-as-a-second-language, and a teen career academy. Funds will be used to support operational and personnel costs.	\$29,415	\$45,000	\$30,000
<b>Durham Symphony</b> produces, supports, promotes and encourages orchestral concerts and other musical activities to further the development of musical talent, appreciation and education. Funds would enable members of the symphony to visit and perform at local schools.	\$0	\$6,000	\$0
<b>Durham's Partnership for Children</b> mobilizes and unifies the Durham community to create and support innovative and successful collaborative approaches to serving the needs of children 0 to 5 years of age and their families. Funds will be used to support operational and personnel costs.	\$15,000	\$63,800	\$15,000
<b>El Centro Hispano</b> is dedicated to strengthening the Latino community and improving the quality of life of Latinos in Durham and the surrounding area. The agency partners with other communities and organizations in education, leadership development, and community support. Funds will be used to support operational and personnel costs.	\$25,000	\$65,000	\$35,000
<b>Eno River Association</b> is dedicated to the preservation of the Eno River Valley by sponsoring educational presentations and historic & scientific research concerning the Eno River Valley. Funds will be used to provide bus transportation to and from the County Stadium during the Festival for the Eno.	\$12,967	\$15,000	\$15,000
<b>Executive Service Corps of the Greater Triangle</b> provides professional, affordable consulting services to Triangle non-profits in order to help them achieve their mission. Funds will be used to offset consulting services fees for Durham County non-profits.	\$0	\$10,000	\$0

FY 2008 - 2009 Nonprofit Funding			
Organization Proposed Program	FY 07-08 Adopted Budget	FY 08-09 Requested Budget	FY 08-09 Adopted Budget
<b>Futures for Kids, Inc.</b> bridges the gap between the hopes and dreams of our students and the workforce development needs of our communities. Funds will be used to offset operational costs.	\$0	\$22,500	\$0
<b>Genesis Home</b> works to end homelessness for families with children and young people by providing housing and supportive services to foster independence. Funds will be used to support the cost of housing and supportive services for the Family Matters program.	\$23,100	\$24,500	\$24,500
<b>Inter-Faith Food Shuttle</b> works to alleviate hunger by developing systems to recover, prepare, and distribute wholesome, perishable food for the area's poor, hungry, and homeless. Funds will be used to offset operational and personnel costs.	\$10,000	\$28,000	\$10,000
<b>John Avery Boys &amp; Girls Club</b> works to enable young people to reach their full potential as productive, responsible and caring citizens through youth development programs targeted to those from disadvantaged circumstances and at-risk neighborhoods. Funds will be used to offset personnel costs.	\$42,000	\$60,000	\$44,100
<b>Love &amp; Respect Transitional House</b> provides housing to homeless men and women who have substance abuse issues. Love & Respect provides its residents with life skills and money and anger management training using the 12 step concept. Funds will be used to offset operational costs.	\$0	\$50,000	\$0
<b>Meals on Wheels'</b> mission is to serve homebound adults who are elderly, frail, disabled and convalescing and cannot provide proper nutrition for themselves. Funds will be used to offset operational and personnel costs. [Meals on Wheels already has a contract with DSS. To streamline the process, \$11,000 that would have normally been granted in the non-profit process has been added to the DSS contract.]	\$10,473	\$36,310	\$0
<b>Milestones Culinary Institute</b> trains participants in developing culinary talents and prepares them for a career in the culinary arts. Funds will be used to offset program expenses.	\$0	\$5,000	\$5,000
<b>North Carolinians Against Gun Violence</b> works to make citizens safe from gun violence through education about preventing gun violence, enforcement of current gun laws, and enactment of needed new laws. Funds will be used to offset operational and personnel costs.	\$0	\$10,000	\$0
<b>Operation Breakthrough, Inc.</b> assists low-wealth families in Durham with becoming more economically self-sufficient by providing (1) the family empowerment action to self-sufficiency program, (2) early childhood educational services, and (3) education regarding energy conservation in order to reduce energy consumption and expenses. Funds will be used to offset operational and personnel costs.	\$100,000	\$105,000	\$100,000
<b>Pastor DL Forbes Youth Foundation</b> provides "at-risk" youth with the proper tools and opportunities to learn how to be productive citizens in the community. Funds will be used to offset operational and personnel costs.	\$0	\$43,512	\$0

FY 2008 - 2009 Nonprofit Funding			
Organization Proposed Program	FY 07-08 Adopted Budget	FY 08-09 Requested Budget	FY 08-09 Adopted Budget
<b>Piedmont Wildlife</b> supports native North American wildlife through rehabilitation, education and scientific study with emphasis on the conservation of wildlife and its habitat in North Carolina. Funds will be used to offset operational and personnel costs.	\$5,000	\$30,000	\$0
<b>Planned Parenthood</b> works to reduce the incidence of unwanted pregnancy, HIV/AIDS and other sexually transmitted infections, especially among young people, those with limited financial resources and the uninsured. Funds will be used to offset operational costs.	\$20,000	\$20,000	\$20,000
<b>Project Graduation</b> provides an all-night, safe, and sober celebration for the graduates of Durham Public Schools and their guests. Funds will be used to offset operational costs.	\$4,200	\$5,000	\$4,500
<b>Rebuild Durham</b> works to provide a permanent stock of affordable rental housing for low and moderate income households by acquiring and renovating existing, dilapidated housing. Funds will be used for the evaluation and acquisition of properties.	\$0	\$20,000	\$0
<b>Salvation Army</b> provides young people with a safe place to learn and grow; relationships with caring, adult professionals; and life-enhancing programs and character development experiences. Funds will be used to offset operational and personnel costs.	\$15,000	\$50,000	\$15,000
<b>Senior PharmAssist</b> promotes healthier living for Durham seniors by helping them obtain and better manage needed medications and by providing health education, community referral and advocacy. Funds will be used to offset operational and personnel costs.	\$94,264	\$94,264	\$94,264
<b>The Community Chest, Inc.</b> supports community interests and needs through innovative and distinctive project-based initiatives. Funds will be used to support the Taste of Durham festival.	\$0	\$35,000	\$0
<b>The Scrap Exchange</b> promotes creativity, environmental awareness, economic development and community building through reuse of unwanted materials. Funds will be used to offset operational and personnel costs.	\$0	\$27,775	\$0
<b>Triangle Champions Track Club</b> is a track and field organization with faith-based values, comprised of a diverse group of athletes, coaches, parents and volunteers. Their mission is to build a strong and positive self-image in every athlete, teaching them to respect themselves and others, while preparing them to become champions in life and in competition. Funds will be used to offset operational costs.	\$0	\$25,000	\$10,000
<b>Triangle Radio Reading Service</b> provides access to local news and information from the print media to the elderly, blind, and print impaired living in the greater Triangle area. Funds will be used to offset operational costs.	\$4,488	\$4,625	\$4,625
<b>TROSA</b> provides comprehensive treatment, work-based vocational training, education and continuing care to substance abusers, enabling them to be productive, recovering individuals. Funds will be used to offset operational and personnel costs.	\$0	\$69,000	\$26,061

FY 2008 - 2009 Nonprofit Funding			
Organization Proposed Program	FY 07-08 Adopted Budget	FY 08-09 Requested Budget	FY 08-09 Adopted Budget
<b>Truancy Triage Center</b> will provide Durham with a single point of entry for juveniles and their families dealing with the crisis of truancy. Funds will be used to offset personnel costs.	\$0	\$30,000	\$0
<b>Victorious Community Development Corp.</b> develops, evaluates, and disseminates programs that stimulate economic growth and promote economic stability by focusing on six areas: Youth and Education, Computers and Technology, Housing, Family Preservation, Business Development and Recovery and Rehabilitation. Funds will be used to offset personnel costs.	\$10,000	\$15,000	\$15,000
<b>Volunteer Center</b> connects people of all ages with opportunities to serve, provides community agencies with essential resources and training, and coordinate programs that raise awareness of an impact local needs. Funds will be used to offset operational and personnel costs.	\$16,666	\$22,500	\$16,666
<b>Voyager Academy</b> strives to provide a child-centered, integrated curriculum, project-based educational experience in an environment characterized by a strong sense of community and cooperation. Funds will be used to provide a week-long writing workshop for 8 teachers.	\$0	\$5,000	\$0
<b>Women In Action</b> works to improve human relations and the quality of life by providing and encouraging programs that 1) help break the cycles of violence and poverty, 2) promote cultural diversity and competency and 3) improve self-reliance. Funds will be used to offset operational costs.	\$0	\$29,075	\$29,075
<b>YMCA of Triangle Area</b> works to put Christian principles into practice through programs that build healthy spirit, mind and body for all. Funds will support personnel costs in the membership supervision area of the YMCA.	\$0	\$84,065	\$0
Organizations funded in FY08 without an FY09 request	\$ 205,250	--	--
	\$ 988,564	\$ 1,813,593	\$ 947,170

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

### General Funds

	FY 2006-2007 Actual	FY 2007-2008 Estimate	FY 2008-2009 Budget
<b>Revenues</b>			
Taxes	239,318,889	252,357,554	255,647,294
Licenses and permits	882,944	1,049,141	915,900
Intergovernmental revenues	120,753,954	131,437,528	75,848,083
Contributions and donations		962,777	2,334,104
Investment income	4,806,538	3,317,209	3,229,087
Rental income	1,945,517	2,061,035	
Charges for Services	16,530,548	18,243,897	18,470,342
Other revenues and financing sources	14,119,491	1,888,604	18,623,379
<b>Total revenues</b>	<b>398,357,881</b>	<b>411,317,745</b>	<b>375,068,189</b>
<b>Expenditures</b>			
General government	44,757,353	33,907,417	36,901,464
Public safety	43,847,522	45,794,917	48,591,280
Transportation	12,500	12,500	12,500
Environmental protection	2,943,410	3,268,333	3,793,611
Economic and physical development	2,991,804	4,220,088	6,152,529
Human services	156,237,699	172,166,337	123,345,012
Education	96,175,984	102,787,849	110,014,051
Cultural and recreational	9,894,487	10,858,503	11,989,716
Utilities			89
Other		896,689	4,098,258
<b>Total expenditures</b>	<b>356,860,759</b>	<b>373,912,633</b>	<b>344,898,510</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>41,497,122</b>	<b>37,405,112</b>	<b>30,169,679</b>
<b>Other financing sources (uses)</b>			
Transfers in	6,346,701	5,966,353	7,066,114
Transfers out	(32,460,967)	(51,926,436)	(38,610,103)
Proceeds from issuance of installment purchases	2,160,000		1,374,310
<b>Total other financing sources (uses)</b>	<b>(23,954,266)</b>	<b>(45,960,083)</b>	<b>(30,169,679)</b>
<b>Net change in fund balances</b>	<b>17,542,856</b>	<b>(8,554,971)</b>	<b>0</b>
<b>Fund Balance - beginning, previously reported</b>	<b>75,260,940</b>	<b>92,803,796</b>	<b>84,248,825</b>
	<b>75,260,940</b>	<b>92,803,796</b>	<b>84,248,825</b>
<b>Fund Balance - ending</b>	<b>\$92,803,796</b>	<b>\$84,248,825</b>	<b>\$84,248,825</b>

\*The Intergovernmental revenues and Human Services function excludes pass-through funding.

The 2007-08 Estimate column is based on unaudited end of the year estimations at the time of publication.



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

	FY 2006-2007 Actual	FY 2007-2008 Estimate	FY 2008-2009 Budget
<b>Revenues</b>			
Taxes	4,407,662	5,558,572	6,118,873
Licenses and permits	(2,000)	0	19,850
Intergovernmental revenues		0	
Investment income	159,564	95,681	
Rental income		0	
Contributions and donations		0	
Charges for Services	1,517,247	716,361	
Other revenues and financing sources		0	1,223,175
<b>Total revenues</b>	<b>6,082,473</b>	<b>6,370,614</b>	<b>7,361,898</b>
<b>Expenditures</b>			
General government	8,326,410	0	
Public safety	4,236,503	3,546,524	4,338,885
Transportation		0	
Economic and physical development	307,200	657,505	651,791
Environmental protection			
Human services			
Education			
Cultural and recreational			
Other			
<b>Total expenditures</b>	<b>12,870,113</b>	<b>4,204,029</b>	<b>4,990,676</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>(6,787,640)</b>	<b>2,166,585</b>	<b>2,371,222</b>
<b>Other financing sources (uses)</b>			
Transfers in			
Transfers out	(1,958,465)	(1,412,285)	(2,371,222)
<b>Total other financing sources (uses)</b>	<b>(1,958,465)</b>	<b>(1,412,285)</b>	<b>(2,371,222)</b>
<b>Net change in fund balances</b>	<b>(8,746,105)</b>	<b>754,300</b>	<b>0</b>
<b>Fund Balance - beginning</b>	<b>11,023,695</b>	<b>2,277,590</b>	<b>3,031,890</b>
<b>Fund Balance - ending</b>	<b>\$2,277,590</b>	<b>\$3,031,890</b>	<b>\$3,031,890</b>

The 2007-08 Estimate column is based on unaudited end of the year estimations at the time of publication.

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

	FY 2006-2007 Actual	FY 2007-2008 Estimate	FY 2008-2009 Budget
<b>Revenues</b>			
Taxes			
Licenses and permits			
Intergovernmental revenues			
Contributions and donations			
Investment income	144,310	140,444	76,716
Rental income		26,717	
Charges for services	246,321	237,731	228,738
Other revenues and financing sources			50,000
<b>Total revenues</b>	<b>390,631</b>	<b>404,892</b>	<b>355,454</b>
<b>Expenditures</b>			
General government			
Public safety			
Transportation			
Economic and physical development			
Environmental protection			
Human services			
Education			
Cultural and recreational			
Other			
Debt service			
Principal retirement	25,140,527	24,668,231	26,857,499
Interest and fiscal charges	14,362,230	13,258,979	14,212,317
Other debt service		579,242	2,589,491
<b>Total expenditures</b>	<b>39,502,757</b>	<b>38,506,452</b>	<b>43,659,307</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>(39,112,126)</b>	<b>(38,101,560)</b>	<b>(43,303,853)</b>
<b>Other financing sources (uses)</b>			
Transfers in	39,623,919	39,757,674	43,303,853
Transfers out		(701,000)	
<b>Total other financing sources (uses)</b>	<b>39,623,919</b>	<b>39,056,674</b>	<b>43,303,853</b>
<b>Net change in fund balances</b>	<b>511,793</b>	<b>955,114</b>	<b>0</b>
<b>Fund Balance - beginning</b>	<b>55,841</b>	<b>567,634</b>	<b>1,522,748</b>
<b>Fund Balance - ending</b>	<b>\$567,634</b>	<b>\$1,522,748</b>	<b>\$1,522,748</b>

The 2007-08 Estimate column is based on unaudited end of the year estimations at the time of publication.

# Durham County Fiscal Policies

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

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

## Policy I: Fund Balance

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

The Undesignated General Fund Balance will be provided as follows:

- 1.03 An Undesignated General Fund Balance will be maintained at a level sufficient to provide for temporary financing of unforeseen needs of an emergency nature and to permit orderly adjustment to changes resulting from a termination of or a decline in revenue sources.
- 1.04 The Undesignated General Fund Balance goal will be eight percent (8.00%) of total actual prior fiscal year expenditures. These funds can only be appropriated by a resolution of the BOCC.
- 1.05 In the event the Undesignated General Fund Balance is used to provide for temporary funding of unforeseen emergency needs, the County shall restore the Undesignated General Fund Balance to the prior years balance within two (2) fiscal years following the fiscal year in which the event occurred. To the extent additional funds are necessary to restore the Undesignated General Fund balance to that level, such funds will be provided in at least two approximately equal contributions to be provided during each fiscal year but no later than June 30. This process would begin the first fiscal year following the fiscal year in which the event occurred.
- 1.06 Funds in excess of the annual requirements of Policy No. 1.05 above may be considered to supplement "pay as you go" capital outlay expenditures or as additions to fund balance to be utilized at a future date.
- 1.07 A Total Fund Balance ratio of 15% (LGC requires 8%) shall be the goal.
- 1.08 Once the 15% level has been achieved the amount over 15% may be used to fund pay-as-you-go capital projects or other non-reoccurring expenditures

## Policy II: Fiscal Planning

- 2.01 The County Manager shall submit to the BOCC a proposed annual budget with his recommendations and shall execute the budget as finally adopted.
- 2.02 The County Manager will budget revenues and expenditures on the basis of a fiscal year which begins July 1 and ends on the following June 30 and in conformity with the Local Budget and Fiscal Control Act.
- 2.03 The County Manager will prepare a budget, which is consistent within the guidelines established by the Government Finance Officers Association (GFOA) in its Distinguished Budget Award Program.
- 2.04 The County Manager shall provide annually a Budget Preparation Schedule outlining the preparation timelines for the proposed budget.

- 2.05 Budget packages for the preparation of the budget including forms and instructions shall be distributed to County departments to complete. Department heads and elected officials shall prepare and return their budget proposals to the Budget Officer as required in the Budget Preparation Schedule.
- 2.06 The proposed budget will contain the following:
  - a) Revenue estimates by major category.
  - b) Expenditure estimates by department and functional levels.
  - c) Debt service summarized by issues detailing principal and interest amounts by fund.
- 2.07 The proposed budget will also contain information regarding:
  - a) Proposed personnel staffing levels.
  - b) A detailed schedule of additional capital needs.
  - c) A summary schedule of capital projects.
  - d) Any additional information, data, or analysis requested of management by the BOCC.
- 2.08 The proposed budget will be balanced (e.g., estimated revenues plus appropriated fund balance equaling estimated expenditures).
- 2.09 The BOCC will adopt the budget for the subsequent fiscal year no later than June 30th.
- 2.10 Three quarterly reports on the status of the General Fund budget (budget to actual) and trends will be prepared by the Budget Officer and presented to the BOCC within forty-five (45) days of the end of the first, second and third quarters. The report will provide the BOCC with projections through the end of the current fiscal year.
- 2.11 Budgeting procedures will conform to the Local Government Budget and Fiscal Control Act.
- 2.12 Alternatives for improving the efficiency and effectiveness of the County's functions and programs and the productivity of its employees will be considered during the budget process.
- 2.13 Duplication of services and inefficiencies in the delivery of these services should be eliminated wherever they are identified. The County will continue to examine alternative service delivery options for all County functions.
- 2.14 Performance measurement and productivity indicators will be integrated into the budget process where appropriate.
- 2.15 The County will fund current expenditures with current revenues and other recurring funding revenue sources.
- 2.16 The County will not balance the current budget at the expense of meeting future years' expenditures, such as accruing future years revenues or rolling over short-term debt to avoid planned retirement.
- 2.17 If a deficit is projected during any fiscal year, the County will take steps to reduce expenditures, increase revenues or consider using the Undesignated General Fund Balance to the extent necessary to ensure continued compliance with the Local Budget and Fiscal Control Act.
- 2.18 The County will annually appropriate a contingency amount within the budget to provide for increases in costs of providing services and unanticipated needs that may arise throughout the fiscal year.
- 2.19 The contingency amount will be established at a minimum of .075% and not more than one-quarter percent (.25%) of the estimated General Fund revenues (net of pass through dollars) for the fiscal year in which the contingency amount is dedicated. The contingency amount budgeted can only be allocated to other functions (activities) within the budget by the BOCC.
- 2.21 Department heads and elected officials are required to monitor revenues and expenditures in relation to their department's (agency's) budgeted amount. This is to ensure that the actual revenue sources are as projected for funding resources and to prevent exceeding their total departmental expenditure budget.
- 2.22 The County will maintain the assets identified in the Capital Plant and Equipment Replacement Schedule at a level adequate to protect the County's capital investment and to minimize future maintenance and replacement costs by:
  - a) Developing and maintaining a five-year plan for (1) fleet and (2) capital equipment with a value greater than \$5,000 and will consider the approval of capital equipment in concert with this adopted plan.
  - b) Providing for adequate maintenance in the annual operating budget of such capital plant and equipment through the use of an adopted Capital Improvement Plan and Capital Plant and Equipment Replacement Schedule.
  - c) Providing for adequate maintenance of capital plant and equipment replacement under \$5,000 in the annual operating budget through the use of a Capital Plant and Equipment Replacement Schedule.

*Approved: November 12, 2007*

- 2.23 The County will not establish a trend of using the Undesignated General Fund Balance to finance current operations.
- 2.24 The County shall establish Memorandums of Understanding with its component unit(s) regarding the amount of annual General Fund support received each fiscal year.

**Policy III: Revenues and Collections**

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

**Policy IV: Capital Improvement Plan and Fixed Assets**

*Approved: November 12, 2007*

- 4.01 The County's policy on the financing of capital projects states that the County will dedicate the following revenues to the payment of debt and pay-as-you-go (County Contribution) capital projects: Article 40 and 42 one-half cent sales taxes; the county's share of the Occupancy tax; countywide property taxes; and enterprise revenues. The County reserves up to twenty percent (20%) of these annually dedicated revenues for pay-as-you-go projects. In addition the pay-as-you-go policy restricts dedicated property tax revenue up to 20% of a maximum of five cents (\$.05) or \$.01 in countywide property taxes.
- 4.02 The County Manager will submit a ten-year Capital Improvement Plan for review by the BOCC pursuant to established timeline. This Plan will be updated every two years and presented to the BOCC. The Capital Improvement Plan should include capital improvements for all agencies for which the County sets tax rates and assesses levies and/or establishes user fees/charges and/or approves budgets or programs. The Capital Improvement Plan shall include the following elements:
- a) An implementation plan for each of the capital projects.
  - b) An estimate of the cost and of the anticipated sources of revenue for financing the capital improvements and an estimate of the impact of each capital improvement on County revenues and the capital and operating budget.
- 4.03 The County will maintain a schedule of fixed assets that includes completed County projects and construction in process funded through the Capital Improvement Plan in its fixed asset accounting system.
- 4.04 The County will match programs and activities identified in the Capital Improvement Plan with associated revenue sources.
- 4.05 In an effort to efficiently allocate resources, the County shall establish Memorandums of Understanding with the School Board regarding the development and coordination of the County's Capital Improvement Plan. The Memorandum of Understanding will address the following areas:
- a) plan for required capital improvements,
  - b) debt issuance schedules.
- 4.06 Consistent with the intent of the Capital Improvement Plan stated in Policy No. 4.02 above, the Capital Improvement Plan should:
- a) Present a plan for required capital improvements.
  - b) Systematically improve and maintain the capital structure of the County.
  - c) Meet the debt ratio targets as defined in Policy Nos. 5.05 and 5.06.
  - d) Provide a schedule of proposed debt issuance.

**Policy V: Debt Management**

- 5.01 The County will not use long-term debt to fund current operations and will continue to emphasize "pay as you go" capital financing.
- 5.02 The County will not use tax revenue anticipation notes (TRANS) to fund current operations.
- 5.03 The County does not intend to issue bond anticipation notes (BANs) for a period longer than two years. If the BAN is issued for a capital project, the BAN will be converted to a long-term bond or redeemed at its maturity.
- 5.04 The issuance of variable rate debt by the County will be subject to the most careful review and will be issued only in a prudent and fiscally responsible manner.
- 5.05 Whenever the County finds it necessary to issue General Obligation Bonds (GOs), the following policy will be adhered to:
- a) GO Bonds are bonds that are supported by the promise of the borrowing government to levy whatever amount of tax is necessary to pay principal and interest and can be enforced by legal action of any bondholder.
  - b) Total bonded debt will not exceed 3% of the net assessed valuation of taxable property in the County (LGC sets limit of 8%).
  - c) Designated funds, when required, will be provided to adequately meet debt service requirements in subsequent years.
  - d) Interest earnings on the designated fund balances will only be used to pay debt service on the bonds.
  - e) The term of any bond issue will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.
  - f) Total debt service shall not exceed 15% of total current expenditures net of pass-through including current debt service.

*Approved: November 12, 2007*

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

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# CAPITAL IMPROVEMENT PLAN (CIP) OVERVIEW

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**Note:** The following is presented as supplementary information to the fiscal year 2008–2009 annual operating budget as a convenience to the reader. A separate CIP and financial plan is published every two years and is available at [www.durhamcountync.gov](http://www.durhamcountync.gov) or by contacting the Budget Office at (919) 560-0017.

## Background

The County maintains a 10-year Capital Improvement plan (CIP), which is fully updated every two years. The last major update of the plan was approved in June 2007 for fiscal years 2008-2017. The plan itself provides a blueprint which the County uses to meet the growing facility needs of the schools, libraries, museum, court system, public safety, human service agencies, and open space. The CIP also provides a financial overview of the financing options for the existing capital projects as well as those not yet implemented capital projects projected in the 10-year plan.

## Description of Process

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

## Impact of CIP on Operating Budget

When capital projects come online, they have potential new costs which can include: new personnel and operating expenses such as utilities, technology, security, and maintenance. The CIP does not fund related operational costs, rather, they are considered in the annual budget request for the department managing the capital project. In years where capital improvement projects are completed or become operational, special attention is given to the potential impacts on the budget process. This is assessed on a per project basis with the potential impact planned by the lead agency on the project and other relevant departments such as Information Technology and General Services who respectively support the technology and maintenance needs of buildings and staff. For instance, the opening of two regional libraries in the FY2006-2007 budget translated into additional staff and operating support in the Library system annual operating budget. Other affected departments plan their budget requests in line to ensure they can provide services to any new or expansion items realized through completion of CIP projects.

## Project Listing

The summary table on the following page includes projects and projected annual costs from the CIP. Greater detail on all projects, timelines, and costs is available in the separate publication "Durham County Capital Improvement Plan Fiscal Years 2008–2017". For more information about the Durham County CIP, email [budget@durhamcountync.gov](mailto:budget@durhamcountync.gov) or visit the Durham County website at [www.durhamcountync.gov](http://www.durhamcountync.gov).



Durham County  
2008-2017  
Capital Improvement Plan Summary of Projects

Project	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Grand Total*
New Justice Center	\$1,475,000	\$19,887,869	\$17,405,364	\$35,355,881	\$40,248,802	\$0	\$0	\$0	\$0	\$0	\$127,194,371
Judicial Building Renovation	\$471,600	\$0	\$1,381,010	\$346,240	\$4,250,028	\$7,623,820	\$0	\$0	\$0	\$0	\$14,704,570
IT-ERP Finance System	\$0	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,000	\$0	\$6,465,000
IT-Replacement Sched.	\$1,620,600	\$1,625,060	\$1,692,480	\$1,021,100	\$2,172,960	\$1,440,680	\$1,281,600	\$1,660,160	\$1,952,480	\$1,272,100	\$21,230,120
IT-Telecommunications System	\$0	\$475,000	\$0	\$0	\$0	\$450,000	\$0	\$0	\$125,000	\$0	\$2,460,000
Animal Control Facility	\$792,126	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,510,199
County Stadium Improvements	\$646,275	\$2,370,000	\$3,183,725	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,200,000
EMS-Station #5	\$0	\$0	\$0	\$0	\$1,281,556	\$0	\$0	\$0	\$0	\$0	\$1,301,556
Sheriff-Training Center & Driving Range	\$0	\$0	\$0	\$0	\$0	\$0	\$1,659,166	\$2,412,172	\$0	\$0	\$4,071,339
Sheriff-Detention Center Annex	\$438,897	\$0	\$6,000,000	\$33,000,000	\$0	\$0	\$0	\$3,800,000	\$42,100,000	\$0	\$85,606,090
Sheriff-Finger Printing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$80,000
Public Safety-Radio System Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,790,000
CIRC Renovation	\$335,101	\$3,464,899	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,301,946
Open Space Land Acquisition	\$2,333,832	\$550,000	\$650,000	\$650,000	\$750,000	\$750,000	\$850,000	\$850,000	\$0	\$0	\$11,604,832
Timberlake Rail Trail	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$50,000	\$400,000	\$400,000	\$0	\$2,350,000
Agriculture Bldg. Renovations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$823,551
Human Services Complex	\$1,250,000	\$28,249,044	\$19,836,865	\$25,299,044	\$19,836,865	\$557,042	\$0	\$0	\$0	\$0	\$102,975,501
DTCC-Newton Bldg Expansion	\$1,360,000	\$2,320,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000
DTCC-Campus Improvements	\$2,000,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,200,000
DTCC-Northern Durham Center Expansion	\$580,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
DTCC-Main Campus Expansion	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000
Durham Public Schools	\$62,126,874	\$56,115,570	\$118,952,457	\$60,958,596	\$62,264,414	\$5,687,880	\$57,548,980	\$57,548,980	\$57,548,980	\$57,548,980	\$731,467,926
Main Library Renovations	\$800,000	\$0	\$1,523,198	\$3,594,588	\$5,736,466	\$0	\$0	\$0	\$0	\$0	\$11,654,251
South Regional Branch	\$0	\$4,700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,387,262
Southwest Branch	\$0	\$3,300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,664,504
Waste Water Treatment Plant Impr.	\$15,450,750	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$51,077,565
Collection System Rehabilitation	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$6,400,000
Reused Waste Water Facilities	\$3,700,000	\$0	\$1,000,000	\$0	\$0	\$0	\$75,000	\$925,000	\$0	\$0	\$6,050,000
Boardroom Technology Upgrade	\$650,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$770,000
Main St. Parking Deck	\$0	\$0	\$0	\$0	\$0	\$1,083,016	\$7,580,506	\$7,580,506	\$0	\$0	\$16,244,028
New Hope Creek	\$1,059,886	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,559,886
EMS Station #1 Renovations	\$350,000	\$0	\$508,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$858,000
NC Museum of Life & Science	\$1,612,473	\$2,558,339	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,140,812
Civic Center	\$245,000	\$1,900,000	\$3,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,395,000
Admin. Bldg. Refurb.	\$700,000	\$0	\$600,000	\$0	\$397,656	\$3,445,313	\$0	\$0	\$0	\$0	\$5,142,968
MH Crisis Center Renovations	\$2,800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,800,000
Lincoln Comm HC Upgrade	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
<b>Grand Total</b>	<b>\$105,348,414</b>	<b>\$129,015,781</b>	<b>\$177,983,098</b>	<b>\$162,225,449</b>	<b>\$137,438,746</b>	<b>\$21,537,751</b>	<b>\$69,545,252</b>	<b>\$75,676,818</b>	<b>\$104,126,460</b>	<b>\$59,321,080</b>	<b>\$1,285,531,277</b>

\* Grand Total column includes previous years funding amounts for projects not shown on this page

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# BUDGET AND AMENDMENT PROCESS

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## OVERVIEW

The budget process is designed to ensure that taxpayer dollars are efficiently and effectively utilized to fairly deliver essential governmental services. The Budget Office serves as a coordinating resource to the Board of County Commissioners (BOCC), County Manager, departments, nonprofit organizations, and citizens who each play a pivotal role in the budget creation and review process. Through the budget, Durham County fulfills its mission to enhance the quality of life for its citizens by providing education; public safety and security, health and human services; economic development; and cultural and recreational resources in the County.

## GOVERNING STATUTES

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

- *By April 30* – Departments must submit requests to the budget officer (NCGS § 159-10)
- *By June 1* – Recommended budget must be submitted to Commissioners (NCGS § 159-11 (b))
- *Before adoption* – A public hearing must be held (NCGS § 159-12(b))
- *By July 1* – From 10 days after submitted to the Board, but by July 1, a balanced budget must be adopted (NCGS § 159-13 (a))

## BUDGET PROCESS

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

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

## AMENDMENT PROCESS

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

FY 2008-09 Budget Calendar
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Tuesday/ Wednesday	January 8 & 9, 2008	Newspaper Advertisements - Nonprofit Agency Application process
Wednesday	January 8	Distribution of Nonprofit Agency application materials
Thursday	January 10	Board of County Commissioners Annual Retreat
Tuesday	January 22	Distribution of Budget Materials/Manual to Departments (via County Intranet)
Monday	January 28	Advance Public Comments (BOCC Meeting)
Monday	January 28	SEM Budget System open for entry of Department Budget Requests
Wednesday	February 6	SEM (Strategic Enterprise Management) Training (new budget preparation module in SAP system)
Friday	February 15	Departments submit <b>to Budget Office:</b> <u>Preliminary Position Request</u> form for new positions being requested; and Departments submit <u>Information Technology Request</u> form (new requests only, not replacements) <b>to Bonnie Simons in IT</b> (form e-mailed to Departments by IT)
Wednesday	February 20	Nonprofit Agency Applications due by 5 pm to Budget Office
Monday	February 25	Nonprofit Agency Applications to Department Heads for staff review (by 1:00 p.m.)
Friday	March 7	<b>DEPARTMENTAL BUDGET REQUESTS DUE TO BUDGET OFFICE – Entered into SEM System (Transmittal Letter, Performance Measures, and Other Supporting Documentation not included on SEM System should be sent via e-mail to Budget Analyst)</b>

Friday	March 14	Staff non-profit application review due to Budget and Management Services by 3 p.m.
<b>Wednesday – Friday</b>	<b>March 19 – April 4</b>	<b><u>Departmental Budget Presentations</u> with County Manager, Deputy Manager and Budget Office</b>
Thursday	March 27	Superintendent’s Recommended Budget Request for Durham Public Schools (as submitted to Board of Education)
Friday	March 28	Volunteer Fire Districts submit requests to Fire Marshal and Budget Office
Tuesday	April 1	Human Resources submits final compensation recommendations to the County Manager
Monday	April 7	Non-profit agency funding public hearing at BOCC April work session at 1 p.m.
Thursday	April 24	Durham Public Schools and Board of Education finalize budget request
Friday	April 25	Durham Public Schools submit Board of Education request to County Manager
<b>Tuesday</b>	<b>May 27</b>	County Manager delivers <b>Recommended Budget to Board of County Commissioners-Regular BOCC Meeting 7pm</b>
Thursday – Friday	May 29 - June 13	Potential BOCC Budget work sessions (specific dates to be scheduled)
Friday	May 30	Notice of Public Hearing to be published for June 9 Public Hearing
Monday	June 9	Board holds Public Hearing on Recommended Budget
Monday	June 23	Board Adoption FY 2008-09 Annual Budget Ordinance
Tuesday	July 1, 2008	FY 2008-09 Budget available in SAP System for new fiscal year

## GLOSSARY

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

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

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

**Annualize:** Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

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

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

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

**Assessed valuation:** Set upon property by the Assessor as a basis for levying property taxes.

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

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

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

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

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

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

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

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

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

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

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

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

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

**Cafeteria plan:** An employee benefit in which options are presented for health care insurance and related services.

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

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

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

**Code:** System of numbering accounts and transactions in order to produce desired information. *See Commitment Item.*

**Commitment Item:** Accounting code used to classify and expenditure or a revenue. Examples include; 5100011000 – Salary, 5200110200 – Telephone,

**Constant dollars:** Actual dollar amounts adjusted for inflation.

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

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

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

**Department:** The organizational units of County government which provide specific services.

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

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

**Employee benefits:** Benefits beyond salary compensation including healthcare, retirement, disability, life insurance, etc.

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

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

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

**Federal and State Revenues:** Funds received from federal, state, and other local government sources.

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

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

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

**Full-time equivalent (FTE):** A position count that calculates workforce by number of hours worked relative to a standard working schedule. For instance, a part-time worker may be considered .5 FTE.

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

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

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

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

**GAAP:** Generally Accepted Accounting Principles.

**GASB:** Government Accounting Standards Board. More information at <http://www.gasb.org/>

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

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

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

**Grant:** Gift of money from one organization to another.

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

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

**Lease:** A contract where a party being the owner (lessor) of an asset (leased asset) provides the asset for use by the lessee at a consideration (rentals), either fixed or dependent on any variables, for a certain period (lease period), either fixed or flexible, with an understanding that at the end of such period, the asset, subject to the embedded options of the lease, will be either returned to the lessor or disposed off as per the lessor's instructions.

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

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

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

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

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

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

**Other Financing Sources:** A revenue category containing appropriated fund balance and transfers from other funds.

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

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

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

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

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

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

**Personal services:** Expenditures for salaries, wages, and fringe benefits.

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

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

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

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

**Recommended budget:** The County Manager presents a recommended budget to the BOCC based on requests for funding from departments. It must be provided to the BOCC by June 1.

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

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

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

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

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

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

**Statute:** North Carolina state laws.

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

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

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

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

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

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



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# DURHAM COUNTY - BACKGROUND

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## History

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

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

The first Board of County Commissioners convened its initial meeting on May 2, 1881. Durham County operated under the Commission form of government with the chairman serving as chief administrator until 1930. The manager form of government was then adopted and D.W. Newsome became the first manager of Durham County serving until his death in 1949. E.S. Swindell, Jr. succeeded him and served until his retirement in December 1984. John P. Bond, III was named County Manager and served until his resignation in January of 1991. George H. Williams became the 4<sup>th</sup> County Manager and served until October 1995. David F. Thompson served as 5<sup>th</sup> County Manager from May 1996 until March 2000. Mike Ruffin was named County Manager in November 2000 and is currently serving in that capacity.

## Organizational Overview

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

Durham County provides a full range of services, including sheriff and fire protection, emergency medical, human services (public health, mental health and social services), elections, register of deeds, animal control, youth home, criminal justice and cultural and recreational. Funding is provided for educational services of the Durham Public Schools and Durham Technical Community College. Also, the County funds services provided in conjunction with the City of Durham through inter-local agreements including economic and physical development, emergency communications, environmental engineering and inspections.

## Economy

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

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

## Quality of Life

Durham County today has evolved from an agricultural and manufacturing economy to achieve world-class status. It has become one of the country's most desirable places to live. In March of 2003, *Forbes* ranked the Raleigh-Durham-Chapel Hill area #3 for Best Place for Business and Careers, in June of 2003, *AARP* ranked Raleigh-Durham-Chapel Hill #3 in Best Places to Reinvent Your Life and in January 2004, *Plant, Sites & Parks* ranked North Carolina #1 for Favorite Location for Business.

# DURHAM COUNTY – COMMUNITY INFORMATION

**Date of incorporation:** 1881

**Form of government:** Commission - Manager

**Area:** 299 Square Miles

**Elevation:** 406 feet

**Climate:**

Mean temperature: 59.0 F

Mean annual rainfall: 41.3 inches

**Medical facilities (Durham County only):**

Number of hospitals: 4

Number of beds: 1718

**Education:**

*Higher education:*

4 institutions

*Public education:*

Elementary: 28 schools

Middle: 9 schools

Senior High: 11 schools

**Police protection (City):**

Number of stations: 5

Number of personnel: 632

**County Sheriff**

Number of stations: 5

Number of officers: 164 Sworn

211 Detention Officers

**Fire protection (City):**

Number of stations: 15

Number of personnel: 301

**County volunteer fire protection:**

Number of stations: 11

Number of personnel: 350

**Communications (Durham County only):**

Radio stations: 3

Television stations: 2

Newspapers (daily): 2

**Recreation and culture:**

Number of parks: 61

Miles of trails in county-regional park: 7.08

Number of 18-hole golf courses (public and private): 10

Number of parks with tennis courts: 13

Number of parks with basketball courts: 28

Number of public swimming pools: 5

Number of libraries: 8

**General Statistics:**

FY	Population	Unemployment Rate	School Enrollment ADM
2003	237,000	5.6%	30,889
2004	242,000	4.2%	30,947
2005	246,924	4.5%	31,719
2006	249,654	3.9%	33,981
2007	254,902	3.8%	32,749

**Major Employers:**

AW North Carolina, Inc.

Blue Cross Blue Shield of NC

Cree, Inc.

Duke University & Medical Center

Durham City Government

Durham County Government

Durham Public Schools

Fidelity Investments

Glaxo SmithKline

IBM (International Business Machines)

Lenovo Group, Ltd.

National Institute of Environmental Health Sciences

Nortel Networks

North Carolina Central University

Quintiles Transnational

Research Triangle Institute

Sterling Healthcare

US Environmental Protection Agency

Veterans Affairs Medical Center

**Top Ten Taxpayers**

Name	Type of Enterprise	% of Total Assessed Valuation
GlaxoSmithKline	Manufacturer	2.65%
IBM	Manufacturer	2.35%
AW North Carolina Inc.	Manufacturer	1.02%
Verizon South Inc.	Communications	0.99%
Cree Research	Manufacturer	0.96%
Duke Energy	Utility	0.83%
Highwoods/Forsyth	Real Estate	0.39%
Blue Cross Blue Shield	Health	0.38%
State St. Bank & Trust	Finance	0.38%
Southpoint Mall LLC	Retail	0.38%
		<u>2.65%</u>

Some information courtesy of the 2006-2007 Durham County Comprehensive Annual Financial Report, City of Durham, Duke Health, the U.S. Dept. of Veteran's Affairs, the Durham Chamber of Commerce and the Durham Convention & Visitors Bureau