

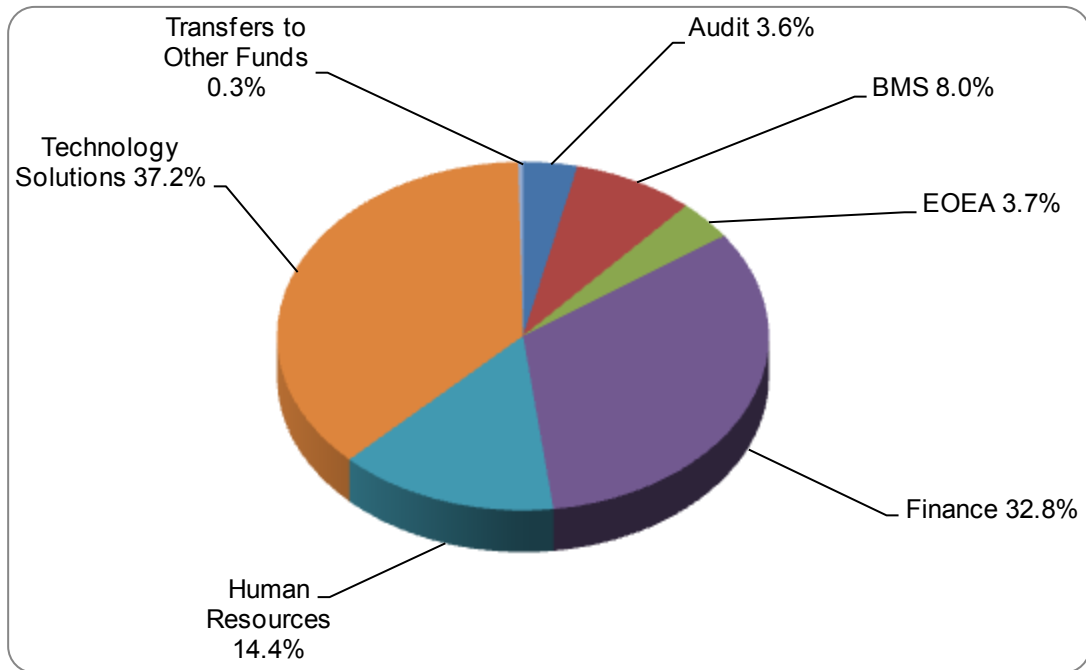
**ADMINISTRATIVE AND SUPPORT  
BUDGET SUMMARY**

<b>General Fund</b>	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Change</b>
<b>Appropriations</b>	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>	
Audit Services	\$ 571,288	\$ 540,855	\$ 545,528	\$ 545,601	0.9%
Budget and Management Services	1,165,602	1,209,935	1,219,096	1,224,579	1.2%
Equal Opportunity and Equity Assurance	546,181	655,948	658,403	567,872	-13.4%
Mayor's Committee for Disabled	-	-	-	5,550	100.0%
Finance	5,708,056	5,586,707	5,349,168	5,023,427	-10.1%
Human Resources	1,633,597	1,663,558	1,641,323	1,783,151	7.2%
Drug Testing	47,849	-	3,057	-	0.0%
Hospital Reimbursement	17,274	150,000	50,000	30,000	-80.0%
Unemployment Compensation	285,000	350,000	407,127	400,000	14.3%
Technology Solutions	5,447,982	5,898,738	5,845,801	5,705,648	-3.3%
Pay Adjustments/Others	40,717	-	-	-	0.0%
Transfers to Other Funds	-	48,709	48,709	48,709	0.0%
<b>Total Appropriations</b>	<b>\$ 15,463,546</b>	<b>\$ 16,104,450</b>	<b>\$ 15,768,212</b>	<b>\$ 15,334,537</b>	<b>-4.8%</b>
Full Time Equivalents	131	132	132	130	(2.0)
Part Time	3	2	2	2	-
<b>Revenues</b>					
General Fund					
Discretionary	\$ 14,564,230	\$ 15,425,399	\$ 15,073,537	\$ 13,984,021	-9.3%
Program	463,998	495,104	502,654	674,212	36.2%
General Fund Subtotal	\$ 15,028,228	\$ 15,920,503	\$ 15,576,191	\$ 14,658,233	-7.9%
Water and Sewer Fund	148,468	183,947	192,021	190,960	3.8%
Debt Service Fund	286,850	-	-	-	0.0%
Risk Claims Fund	-	-	-	406,379	100.0%
Employee Insurance Fund	-	-	-	78,965	100.0%
<b>Total Revenues</b>	<b>\$ 15,463,546</b>	<b>\$ 16,104,450</b>	<b>\$ 15,768,212</b>	<b>\$ 15,334,537</b>	<b>-4.8%</b>

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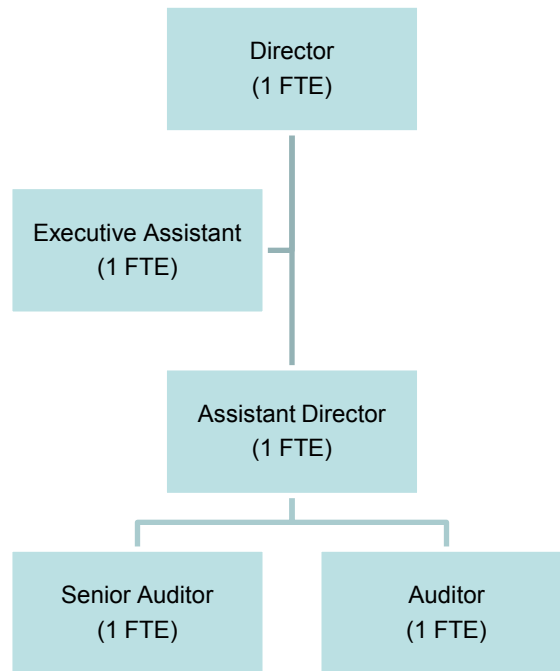
## ADMINISTRATIVE AND SUPPORT

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# Audit Services (5 FTEs)



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## AUDIT SERVICES

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### Purpose Statement

To provide independent, objective assurance and investigative services.

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### DEPARTMENT DESCRIPTION

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#### Audit Services

**\$545,601**  
**5 FTEs**

Auditing is an independent appraisal function designed to examine and evaluate activities within the City as a service to management, the Audit Services Oversight Committee, and elected officials. Auditing provides assurance that internal controls are adequate to minimize risks and add value through effective and efficient operations. External entities are also subject to review to determine whether revenues have been properly remitted to the City, and whether grant or pass-through funds are appropriately utilized.

The Audit Services Department conducts compliance and performance audits, and performs investigations and special reviews. The department is responsible for administration of the external audit contract as well as obtaining an external peer review of the department's activities. The department maintains a confidential Fraud, Waste, and Abuse Hotline to help ensure fiscal responsibility and accountability throughout the organization.

#### Audit Program

Provides independent assurance that internal controls are adequate to minimize risks and add value.

#### Fraud, Waste and Abuse

Promotes an anonymous means to detect, deter and prevent fraud, waste or abuse.

#### Administration

Organizes human and capital resources through planning, leading, staffing and controlling activities.

#### External Audit

Project management of City-wide financial audit including administration of the contract and RFP process.

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### RESOURCE ALLOCATION

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	Actual FY 2011-12	Adopted FY 2012-13	Estimated FY 2012-13	Adopted FY 2013-14	Change
<b>Appropriations</b>					
Personal Services	\$ 453,189	\$ 455,713	\$ 460,326	\$ 447,466	-1.8%
Operating	118,099	83,992	85,202	96,135	14.5%
Capital and Other	-	1,150	-	2,000	73.9%
<b>Total Appropriations</b>	<b>\$ 571,288</b>	<b>\$ 540,855</b>	<b>\$ 545,528</b>	<b>\$ 545,601</b>	<b>0.9%</b>
Full Time Equivalents	5	5	5	5	-
Part Time	-	-	-	-	-
<b>Revenues</b>					
Discretionary	\$ 571,288	\$ 540,855	\$ 545,528	\$ 545,601	0.9%
Program	-	-	-	-	0.0%
<b>Total Revenues</b>	<b>\$ 571,288</b>	<b>\$ 540,855</b>	<b>\$ 545,528</b>	<b>\$ 545,601</b>	<b>0.9%</b>

**GOALS, OBJECTIVES, & STRATEGIES FOR FY 2013-14**

**Program:** Audit Program **General Fund: \$325,409**  
**FTEs: 3**

**Goal:** Well-Managed City  
**Objective:** To provide independent and objective assurance and consulting services that enhance the efficiency and effectiveness of the City's services; and ensure resources are used in accordance with established laws.

**Initiative:** Complete comprehensive audits and quarterly follow-up reports and provide useful recommendations for management.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# Comprehensive audits completed	10	11	11	10
# Audits/Reports completed during the year per FTE	5	4	5	4

**Program:** Fraud, Waste and Abuse **General Fund: \$68,810**  
**FTEs: 0.625**

**Goal:** Well-Managed City  
**Objective:** To increase awareness about fraud, waste and abuse by communicating the need for ethical behavior regarding City financial transactions and relationships with customers, vendors and employees.

**Initiative:** Market the fraud, waste and abuse Hotline in at least 2 different media during the year in conjunction with City wide training on ethics.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# of Fraud, waste and abuse allegations investigated	19	10	19	19
% of Fraud hotline tips substantiated	50%	20%	30%	30%

**Program:** Administration **General Fund: \$137,620**  
**FTEs: 1.25**

**Goal:** Well-Managed City  
**Objective:** Ensure effective communication.

**Initiative:** Develop an action plan to address any issues on the employee opinion survey scoring below 70%. Evaluate the level of effectiveness of various means of internal communication. Implement communication strategies identified as most effective.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
% of Questions on employee opinion survey rating at or above 70	100%	80%	100%	80%

**Program:** External Auditor **General Fund: \$13,762**  
**FTEs: 0.125**

**Goal:** Well-Managed City  
**Objective:** To conform to requirements for contracting for the annual audit per North Carolina G.S.159-34.  
**Initiative:** Comply with invoice processing and audit completion deadlines.

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### **BUDGET ISSUES FOR FY 2013-14**

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- The external audit contract fee will increase by approximately 3% for FY 2014.

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### **ACCOMPLISHMENTS FOR FY 2012-13**

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- Emphasized increased monitoring and internal control implementation through a combination of compliance and performance audits for activities such as the Overtime Audit, Storm Water Utility Fee Audit, Contract Administration Audit and Travel Expense Audit.
- Developed performance measures for new departmental Strategic Plan.
- Served as Citywide Strategic Plan Goal Champion for the Performance Monitoring Team.
- Completed the Fraud Prevention Awareness training for front line and senior management staff.
- Volunteered in programs such as Habitat for Humanity with 100% participation from staff.
- Utilized the ACL software application, Benford's Law, and computer aided audit techniques to better assess risks during audit engagements.
- Obtained a total of 160 hours of required continuing professional education in the department including 8 hours of ethics training for the professional staff.
- Completed ten (10) activities towards improvement of the employee opinion survey rating.
- Submitted an article for the ALGA Spring quarterly journal on various techniques used in performance auditing.
- Monitored the Fraud, Waste and Abuse hotline; investigated over 19 allegations.
- Evaluated and developed specific training and career development plans for Audit staff.
- Participated in City College to provide employees a general overview of the Audit Services Department.
- Service to the Community: Mentored two interns for a total of six months, providing them with practical work experience.
- Participated in the 2013 IIA Speaker Forum for the Raleigh, NC Chapter.

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### **ANTICIPATED ACCOMPLISHMENTS FOR FY 2013-14**

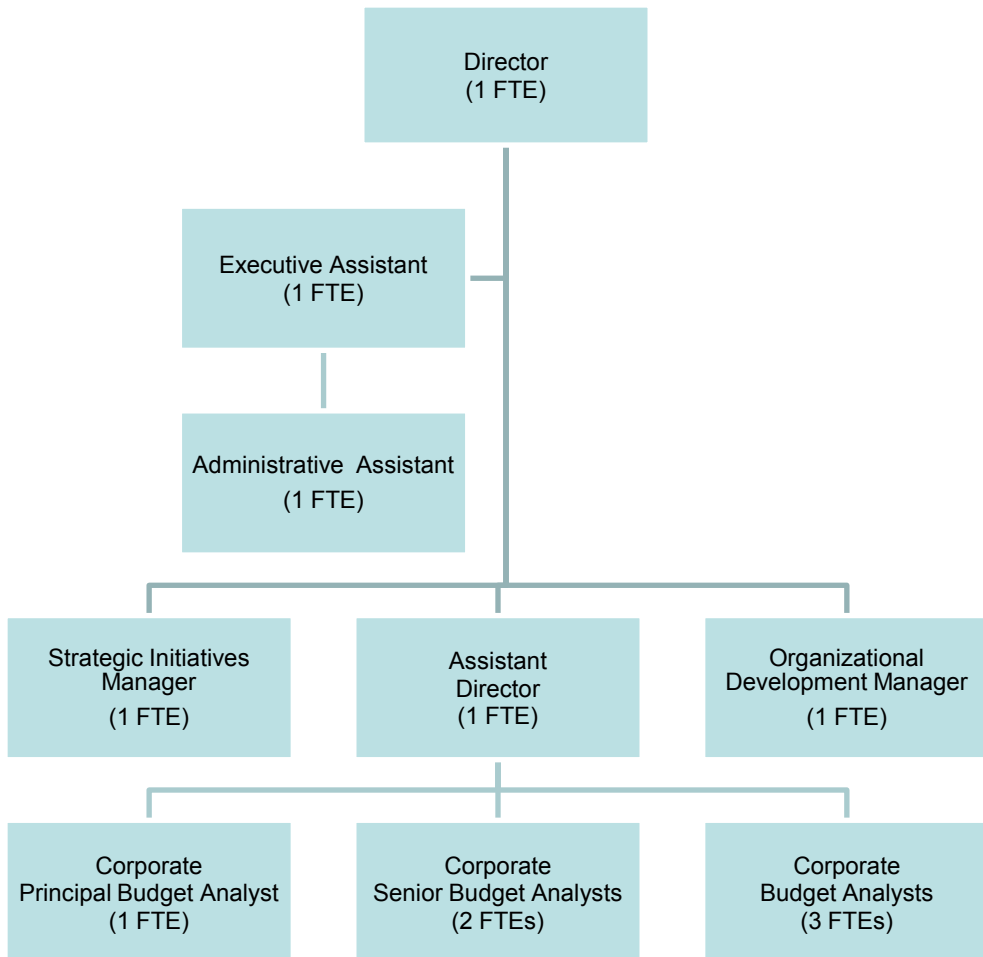
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- Focus on creative approaches to a risk based approach to auditing.
- Plan out and actively engage in activities to meet the timelines for the departmental Strategic Plan initiatives.
- Apply continuous monitoring for selected processes as a result of using the MUNIS integrated modules.
- Present a training module targeted to City staff accountable for developing, implementing, and monitoring internal controls.
- Evaluate and continue to develop specific training, career development and certification plans for Audit staff.
- Enhance sustainability initiatives to gain efficiencies in the auditing program, thus reducing costs.
- Develop relationships guided by industry best practices to complement the risk-based audit work plan developmental process.
- Produce a semi-annual newsletter that will provide "best practices" of specific targeted control issues, and update the community on fraud and abuse issues.
- Participate in City College to provide a general overview to employees of the Audit Services Department.
- Participate in the building of at least two Habitat for Humanity houses.
- Develop and implement strategies to improve employee satisfaction within the department by using results from the Employee Opinion Survey to impact positive change.
- Seek to integrate outside experts in the areas of ethics and internal controls to supplement in house staff training.



# Budget & Management Services

(12 FTEs)



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## BUDGET AND MANAGEMENT SERVICES

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**Purpose Statement:**

To inform decision making, align resources with organizational priorities, and improve the performance of employees and processes.

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### DEPARTMENT DESCRIPTION

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**Budget and Management Services**

**\$1,224,579**  
**12 FTEs**

The department is primarily responsible for the development and oversight of the City's annual budget and Capital Improvement Program (CIP). The department is also responsible organizational development, performance management and strategic planning. The department provides policy and management analysis to support decision making. The department primarily supports two Strategic Plan goals; Well Managed City and Stewardship of the City's Physical Assets.

Other departmental responsibilities include training and support for the MUNIS / ERP budgeting module, the coordination of cross-organization training and leadership initiatives such as Culture of Service, and participation in downtown and neighborhood economic strategies. Overall the department is focusing on furthering the goal of transparency and accountability with its operations and communications and enhancing citizen and employee engagement.

**Administration**

Administration provides leadership and administrative support both within the department and throughout the City government.

**Annual Budget and Capital Improvement Program (CIP) Development, Monitoring and Reporting**

This program provides for the development and oversight of the City's annual budget and CIP. Also, supports the Citizen Capital Improvement Panel (CCIP) and CIP project website.

**Strategic Initiatives/Organizational Development**

Maintains the citywide Strategic Plan and provides support in the development of departmental strategic plans. Also, conducts operational and organizational studies as identified by City Council, City Manager's Office, department and budget staff. Works with departments to build and implement performance measurement monitoring and evaluation. Provides oversight of the resident and employee opinion surveys.



**RESOURCE ALLOCATION**

	Actual FY 2011-12	Adopted FY 2012-13	Estimated FY 2012-13	Adopted FY 2013-14	Change
<b>Appropriations</b>					
Personal Services	\$ 992,036	\$ 1,099,575	\$ 1,099,575	\$ 1,110,667	1.0%
Operating	173,566	100,227	109,388	113,912	13.7%
Capital and Other	-	10,133	10,133	-	-100.0%
<b>Total Appropriations</b>	<b>\$ 1,165,602</b>	<b>\$ 1,209,935</b>	<b>\$ 1,219,096</b>	<b>\$ 1,224,579</b>	<b>1.2%</b>
<b>Full Time Equivalents</b>					
Full Time Equivalents	11	12	12	12	-
Part Time	1	-	-	-	-
<b>Revenues</b>					
Discretionary	\$ 1,163,852	\$ 1,208,935	\$ 1,217,846	\$ 1,224,579	1.3%
Program	1,750	1,000	1,250	-	-100.0%
<b>Total Revenues</b>	<b>\$ 1,165,602</b>	<b>\$ 1,209,935</b>	<b>\$ 1,219,096</b>	<b>\$ 1,224,579</b>	<b>1.2%</b>

**DEPARTMENT PROGRAMS & PERFORMANCE MEASURES**

**Program:** Annual Budget Development, Monitoring and Reporting **General Fund: \$584,486**  
**FTEs: 6.0**

**Goal:** Well Managed City

**Objective:** To provide a budget document that meets the program criteria of the Government Finance Officers Association (GFOA) and serves as a policy document, operations guide, and financial plan for the City.

**Initiative:** Develop a budget document that qualifies for GFOA Distinguished Budget Presentation Award.

	Actual FY12	Adopted FY13	Estimated FY13	Adopted FY14
<b>Measure:</b> Received GFOA distinguished budget award	YES	YES	YES	YES

**Objective:** To project General Fund discretionary revenues to within 1% of actual revenues received.

**Initiative:** Develop revenue estimates based on information obtained from other city departments, state agencies, and the Durham County Tax Office.

	Actual FY12	Adopted FY13	Estimated FY13	Adopted FY14
<b>Measure:</b> % Accuracy of discretionary General Fund revenue projection	-3.9%	±1.0%	0.9%	±1.0%

**Objective:** To provide timely and accurate reports to update the City Manager and City Council on the City's current and future financial position and to support decision making.

**Initiative:** Present quarterly financial reports to the City Manager and City Council and post reports on the City's internet.

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>
<b>Measure:</b>	<b>FY12</b>	<b>FY13</b>	<b>FY13</b>	<b>FY14</b>
% Reports issues on schedule	100%	100%	100%	100%

**Objective:** To project City department budgets and fund budgets at or below budget.

**Initiative:** Provide monthly reconciliations of City budgets, and work with departments to ensure that revenues and expenditures are monitored and accurately forecasted.

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>
<b>Measure:</b>	<b>FY12</b>	<b>FY13</b>	<b>FY13</b>	<b>FY14</b>
% Departments at or below net funding	96%	100%	100%	100%

**Program:** Annual Capital Improvement Program Development, Monitoring and Reporting **General Fund: \$79,779**  
**FTEs: 1.0**

**Goal:** Stewardship of City's Capital Assets

**Objective:** To invest in public infrastructure.

**Initiative:** Manage decision-making process and information that allows for strategic investment in infrastructure.

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>
<b>Measures:</b>	<b>FY12</b>	<b>FY13</b>	<b>FY13</b>	<b>FY14</b>
% of requested General Fund CIP projects approved for funding	87%	80%	36%	70%
% Dollar value of approved General Fund CIP/requested funding	48%	60%	56%	60%

**Program:** Strategic Initiatives **General Fund: \$301,319**  
**FTEs: 3.0**

**Goal:** Well-Managed City

**Objective:** To initiate process improvements in City government that will increase the efficiency and effectiveness of operations.

**Initiative:** To implement process improvement initiatives.

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>
<b>Measures:</b>	<b>FY12</b>	<b>FY13</b>	<b>FY13</b>	<b>FY14</b>
# of Process improvement initiatives completed	2	2	2	2
% of Approved process improvement recommendations implemented by original target date	100%	100%	74%	100%
% of No cost process improvement recommendations implemented within 6 months of final approval	N/A	100%	100%	100%
Staff hours/cost per process improvement	N/A	125/\$4,200	100/\$3,360	150/\$5,100

**Objective:** Engage in Continuous Process Improvements.

**Initiative:** Ensure implementation of all department strategic plan initiatives.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
% of Citywide Strategic Plan intermediate measures at or above target	21%	50%	34%	50%
% of FY14 Citywide Initiatives at or above milestone or target	61%	70%	61%	70%
% of Departments with Strategic Plans	25%	100%	60%	100%

**Program:** Organizational Development

**General Fund: \$193,340**

**FTEs: 1.0**

**Goal:** Well Managed City

**Objective:** To establish an exceptional, diverse, and engaged workforce.

**Initiative:** Increase employee engagement through organizational development initiatives.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# of employees participating in Durham First initiatives	1,500	1,500	1,800	1,800
City College	39	40	32	40
Leadership Academy	15	16	16	16
Leadership Conference	239	240	249	300
Admin. Professionals Conference	120	120	120	120
Average cost/employee				
Durham First initiatives	\$3	\$3	\$3	\$3
City College	\$70	\$70	\$70	\$50
Leadership Academy	\$860	\$860	\$860	\$860
Leadership Conference	\$5	\$17	\$17	\$17
Admin. Professionals Conference	\$13	\$13	\$13	\$13

**Objective:** Manage talent and ensure continuity of leadership.

**Initiative:** Increase employee engagement through organizational development initiatives.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
% Increase in employee engagement index	0%	1%	7%	1%
# of existing employees promoted to management positions	56	50	51	55
# of leadership program graduates promoted within 2 years	9	6	6	6

**Program:** Administration

**General Fund: \$65,655**

**FTEs: 1.0**

**Goal:** Well-Managed City

**Objective:** Ensure effective internal and external communication/satisfaction.

**Initiative:** Develop an action plan to address any issues on the employee opinion survey scoring below 70%. Improve communication and satisfaction with external customers (City Departments). Evaluate the level of effectiveness of various means of internal communication. Implement communication strategies identified as most effective.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
% of departments surveyed rating the budget process at satisfied or above	70%	80%	83%	80%
% of questions on Employee Opinion Survey rated at or above 70	96%	80%	96%	80%

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#### **BUDGET ISSUES FOR FY 2013-2014**

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- Implementation of the City strategic plan.
- Development and implementation of departmental strategic plans.
- Development of departmental performance measures.
- Implementation of performance based budgeting for all departments.

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#### **ACCOMPLISHMENTS FOR FY 2012-13**

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- Granted the Distinguished Budget Document award for the FY2011-12 budget from the Government Finance Officers Association. This is the 24th consecutive year that the City has received this award.
- Staffed the Citizen's Capital Improvement Panel (CCIP) Advisory Committee for the 10<sup>th</sup> year to enhance citizen participation in the prioritization and oversight of capital needs, as well as an Internal CIP Advisory Committee to improve coordination of capital projects within the City.
- Coordinated five Coffees with Council, a citywide PAC meeting, internet engagement activities, an e-Town Hall with Council, and two public hearings in an effort to solicit feedback from Durham residents and City employees on budget priorities for the upcoming fiscal year.
- Maintained a website for citizens and City staff to track annexation requests and further the goal of enhanced communications.
- Processed seven voluntary annexation petitions.
- Developed the City Manager recommended annual budget for FY2013-14 and the Capital Improvement Plan for FY2014-19 on May 20, 2012.
- Posted the FY2012-13 final budget document to the City web site on June 30, 2012, and distributed thereafter.
- Maintained the CIP website to enable citizens to track the progress of capital improvement projects.
- Provided quarterly financial updates to the City Manager and Council. Proactively evaluated the fiscal impact of the economic slowdown, particularly with respect to revenues and development activity, and proposed effective financial strategies to prevent overspending and ensure a balanced FY2012-13 budget.
- Provided ongoing education opportunities to the public on the budget process and development of the FY2013-14 budget.
- Led organization-wide Culture of Service initiatives.
- Facilitated Executive Team retreats.
- Coordinated implementation of the FY2013 Employee Opinion Survey.
- Continued implementing recommendations from the FY2011 Employee Opinion Survey.
- Conducted Leadership Academy, City College, the fifth Annual Fall Leadership Conference and the fifth Annual Administrative Professionals Conference.

- Created and maintained a strategic plan dashboard for citizens and City staff to track progress on objectives, measures and initiatives and to obtain general information about the City's Strategic Plan.
- Continued to manage and implement the Human Resources process improvement recommendations.
- Continued coordination and oversight of the departmental Strategic Planning process.
- Expanded use of the SharePoint platform to provide better collaboration with departments on the Strategic Plan, annual budget and CIP development, and budget monitoring.

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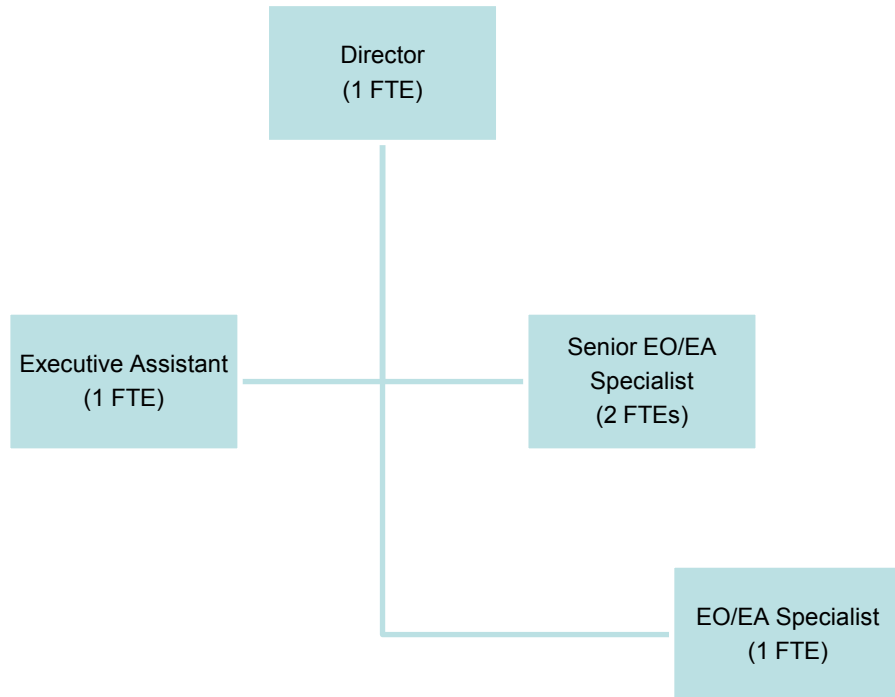
**ANTICIPATED ACCOMPLISHMENTS FOR FY 2013-14**

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- Develop and publish the FY2014-15 Budget and FY2015-20 Capital Improvement Plan.
- Monitor annual operating and CIP budgets.
- Refine the multi-year financial model.
- Refine the CIP model.
- Continue implementation of the Citywide strategic plan to include all joint City/County/DPS initiatives.
- Coordinate and provide oversight on the Departmental strategic planning process and implementation.
- Coordinate the development and implementation of strategic plan departmental dashboards.
- Continue implementation and oversight of the Solid Waste, Risk Management and Human Resources process improvement recommendations.
- Identify and implement two process improvement initiatives.
- Provide quarterly financial updates to the City Manager and Council.
- Coordinate annual Coffees with Council and other budget outreach efforts.
- Coordinate the evaluation and updating of departmental performance measures.
- Perform cost benefit analyses on voluntary annexation petitions as received.
- Maintain the annexation and CIP websites.
- Continue to integrate Strategic Initiatives resources within the department to enhance the citywide focus on performance and delivery of services, leadership development, and a culture of service.
- Coordinate and provide oversight on biennial Resident Opinion Survey.
- Coordinate organizational Culture of Service initiative.
- Continue to refine departmental performance measures.



# Equal Opportunity/ Equity Assurance (5 FTEs)



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## EQUAL OPPORTUNITY AND EQUITY ASSURANCE

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**Purpose Statement:**

To promote an environment that supports small business growth and inclusion.

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### DEPARTMENT DESCRIPTION

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**Equal Opportunity and Equity Assurance**

**\$573,422**  
**5 FTEs**

The Department of Equal Opportunity/Equity Assurance is responsible for the implementation of the City's Equal Business Opportunity Program (EBOP) and Small Local Business Enterprise Program (SLBEP). Responsibilities include:

- Recruitment of small disadvantaged business enterprises (SDBEs) and small local business enterprises (SLBEs) eligible to participate in the EBOP and SLBEP.
- Certification of businesses to service City contracts in the areas of construction, professional services, supplier/vendor, and non-professional services.
- Maintenance of the SDBE and SLBE databases of all currently certified businesses.
- Business development through the provision of technical assistance and support.
- Staff support to the EBOP Advisory Committee and the Mayor's Committee for Persons with Disabilities.
- Project identification for potential contracting opportunities from City departments.
- SDBE participation goal setting.
- EBOP and SLBEP compliance determination.
- Monitoring of SDBE and SLBE participation in City contracting activity.
- Reporting of SDBE and SLBE participation on City contracts and reporting on special projects as requested.
- Monitoring City compliance with Senate Bill 914 reporting requirements.

**Business Services**

Services consist of business recruitment, certification /recertification, database management, goal setting, compliance reporting, news brief and SDBE Spotlight.

**Administrative Services**

Services consist of program operations, financial operations, Human Resources functions, program monitoring, city and state compliance.

**Technical Assistance Services**

Series of small business education programs to include business finance, legal issues, bidding/estimating, small business technology, project management and other topics based on identified need.

**RESOURCE ALLOCATION**

	Actual FY 2011-12	Adopted FY 2012-13	Estimated FY 2012-13	Adopted FY 2013-14	Change
<b>Appropriations</b>					
Personal Services	\$ 481,959	\$ 483,275	\$ 485,730	\$ 487,553	0.9%
Operating	64,222	172,673	172,673	80,319	-53.5%
Capital and Other	-	-	-	-	0.0%
<b>Subtotal Appropriations</b>	<b>\$ 546,181</b>	<b>\$ 655,948</b>	<b>\$ 658,403</b>	<b>\$ 567,872</b>	<b>-13.4%</b>
<b>Mayor's Committee for Persons with Disabilities</b>					
	\$ -	\$ -	\$ -	\$ 5,550	100.0%
<b>Subtotal Nondepartmental</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,550</b>	<b>100.0%</b>
<b>Total Appropriations</b>	<b>\$ 546,181</b>	<b>\$ 655,948</b>	<b>\$ 658,403</b>	<b>\$ 573,422</b>	<b>-12.6%</b>
<b>Full Time Equivalents</b>					
	5	5	5	5	-
<b>Part Time</b>					
	1	1	1	1	-
<b>Revenues</b>					
Discretionary	\$ 546,181	\$ 655,948	\$ 658,403	\$ 573,422	-12.6%
Program	-	-	-	-	0.0%
<b>Total Revenues</b>	<b>\$ 546,181</b>	<b>\$ 655,948</b>	<b>\$ 658,403</b>	<b>\$ 573,422</b>	<b>-12.6%</b>

**DEPARTMENT PROGRAMS & PERFORMANCE MEASURES**

**Program:** Business Services **General Fund: \$279,950**  
**FTEs: 3.25**

**Goal:** Strong and Diverse Economy

**Objective:** SDBEs will receive a percentage of City of Durham construction and professional services contracting dollars.

**Initiative:** Recruit SDBE firms, seek and make available economic and business development opportunities for SDBE firms and monitor participation.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
% of dollars spent with minority-owned SDBEs in professional services	6%	10%	8%	8%
% of dollars spent with minority-owned SDBEs in construction	4%	15%	8%	10%
% of dollars spent with women-owned SDBEs in professional services	8%	5%	5%	5%
% of dollars spent with women-owned SDBEs in construction	1%	5%	5%	5%

**Objective:** To make economic and business development opportunities in construction of up to \$500,000 and professional services \$100,000 or less available to Small Local Business Enterprises (SLBEs) in the Durham Metropolitan Statistical Area (MSA).



**Initiative:** Implement Durham Small Local Business Enterprise Program and monitor contracts awarded to SLBEs.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
% of professional services dollars spent with SBEs from contracts \$100,000 or less	N/A	100%	5%	25%
% of construction dollars spent with SBEs from contracts \$500,000 or less	N/A	100%	5%	25%

**Program:** Administrative Services **General Fund: \$268,131**  
**FTEs: 1.50**

**Goal:** Well-Managed City

**Objective:** To find City contracting activity in compliance with the Ordinance to Promote Equal Business Opportunities in City Contracting 100% of the time.

**Initiative:** Audit contract compliance in the OnBase Contract Workflow System.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
% of contracts found in compliance with ordinance	93%	100%	93%	100%

**Objective:** To maintain a high level of departmental employee satisfaction.

**Initiative:** Implement departmental Employee Recognition Program; implement low/no cost morale boosters; allow staff participation in departmental decision-making.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
% of questions on the Employee Opinion Survey rated at 80% or above	100%	80%	100%	80%

**Program:** Technical Assistance Program **General Fund: \$25,341**  
**FTEs: 0.25**

**Goal:** Strong and Diverse Economy

**Objective:** Provide at least six educational programs to at least 10 small businesses per session.

**Initiative:** Offer series of educational programs focused on identified needs of small businesses and promote participation in programs.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# of small business participants per session	18	10	18	18
Average cost per session	\$280	\$504	\$280	\$280

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**BUDGET ISSUES FOR FY 2013-14**

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- Maintaining current departmental service level to fulfill the responsibilities of the Equal Business Opportunity Program and implement Small Local Business Enterprise Program.

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**ACCOMPLISHMENTS FOR FY 2012-13**

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- Actively sought business opportunities for certified small disadvantaged business enterprises (SDBEs) in all City contracting, as well as Durham County Government, Durham Public Schools projects and private sector projects.
- Conducted successful Minority Enterprise Development Week activities that included: an Awards Luncheon attended by approximately 75 persons and was highlighted by honoring three small businesses, two educational programs with approximately 60 attendees, a Business After Hours event attended by approximately 75 participants, a Meet the Purchaser networking event attended by approximately 200 participants and a Golf With A Minority Business Day with approximately 20 participants.
- Conducted six technical assistance seminars on various business development topics with an average of eighteen persons in attendance.
- Published monthly "SDBE Spotlights" to acquaint internal and external customers with the services of our certified firms.
- Sent bid news brief to SDBEs every two weeks to advise them of business and educational opportunities and other information of interest to business owners.
- Sponsored two minority business networking events in coordination with the N.C. Institute of Minority Economic Development and the Greater Durham Black Chamber of Commerce with approximately 50-75 attendees at each event.

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**ANTICIPATED ACCOMPLISHMENTS FOR FY 2013-14**

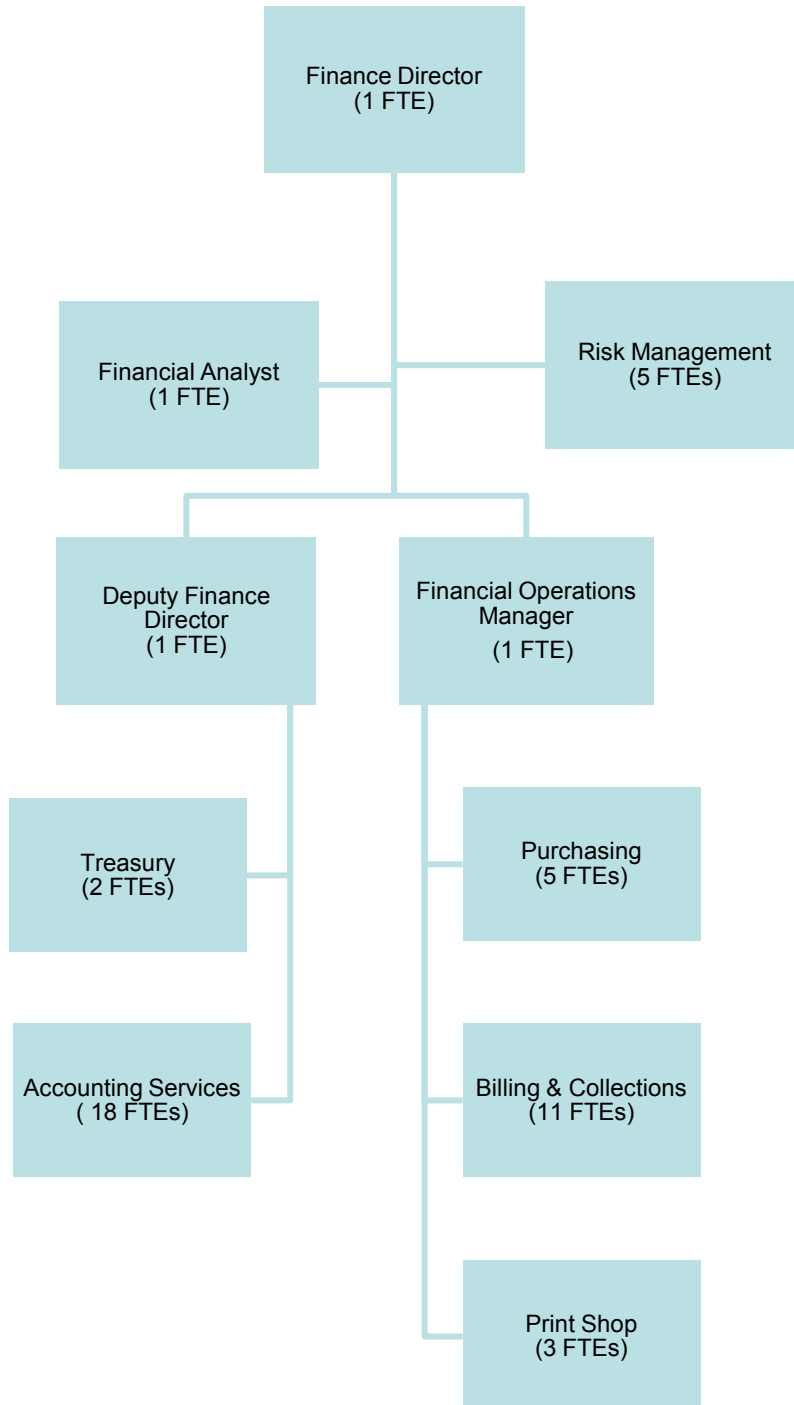
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- Continue Technical Assistance Services component to include educational programs designed to support small business development.
- Continue efforts to increase the numbers of SDBEs.
- Actively seek specific business opportunities for SDBEs on all City projects.
- Implement Small Local Business Enterprise Program.
- Maintain high level of departmental employee satisfaction.



# Finance

(48 FTEs)



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## FINANCE

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### **Purpose Statement:**

To protect the City's assets, efficiently process and record financial transactions, maintain fiscal integrity, provide timely, accurate and comprehensive financial reporting and analysis, and to professionally and prudently enhance the City's financial position.

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### DEPARTMENT DESCRIPTION

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#### **Finance**

**\$5,023,427**  
**48 FTEs**

The department is primarily responsible for enhancing the City's financial position. The department is divided into seven divisions: the office of the director, accounting services, treasury management, billing and collections, risk management and safety, purchasing, and the print shop.

Among other things, the department's budget includes the fees associated with the following contract payments to outside service providers: the fees to Durham County associated with the collection of property tax revenue under the interlocal tax contract; the fees associated with the provision of banking and lockbox services for the maintenance of the City's bank accounts; and, the fees for investment advisory services to manage a portion of the City's portfolio.

#### **Office of the Director**

This program provides leadership and management direction for the department and policy formulation and analysis for the City.

#### **Payroll**

This program processes the biweekly payroll checks for approximately 2,300 City employees.

#### **Accounts Payable**

This program provides accounts payable for approximately 50,000 invoices per year.

#### **Financial Reporting**

This program provides financial reporting including CAFR, annual and quarterly financial reports, and federal, state, and other agency reports.

#### **Purchasing**

This program provides a centralized approach for bid specifications and solicitations for apparatus, supplies, equipment, and materials for all departments. Also included are contract compliance and disposal of surplus property.

#### **Treasury Management**

This program provides cash, investment portfolio, debt management, and banking services oversight and management.

#### **Interlocal Tax Contract**

Interlocal property tax collection contract with Durham County.

#### **Billing and Collections**

This program provides a centralized approach for non-utility billing, issues business licenses, and provides a centralized approach for cash collections of all revenues due the City.

**Print Shop**

This program provides a full service copy and printing shop as well as mail services.

**Risk Management & Safety**

This program provides claim management, supports departments in occupational safety and OSHA compliance, and coordinates occupational health services.

<b>RESOURCE ALLOCATION</b>					
	Actual FY 2011-12	Adopted FY 2012-13	Estimated FY 2012-13	Adopted FY 2013-14	Change
<b>Appropriations</b>					
Personal Services	\$ 3,484,572	\$ 3,504,320	\$ 3,512,832	\$ 3,505,153	0.0%
Operating	2,223,484	2,082,387	1,836,336	1,518,274	-27.1%
Capital and Other	-	-	-	-	0.0%
<b>Total Appropriations</b>	<b>\$ 5,708,056</b>	<b>\$ 5,586,707</b>	<b>\$ 5,349,168</b>	<b>\$ 5,023,427</b>	<b>-10.1%</b>
<b>Full Time Equivalents</b>					
Full Time	50	49	49	48	-1
Part Time	-	-	-	-	-
<b>Revenues</b>					
Discretionary	\$ 5,202,260	\$ 5,321,416	\$ 5,068,503	\$ 4,329,744	-18.6%
Program	70,478	81,344	88,644	96,344	18.4%
<b>Total General Fund</b>	<b>\$ 5,272,738</b>	<b>\$ 5,402,760</b>	<b>\$ 5,157,147</b>	<b>\$ 4,426,088</b>	<b>-18.1%</b>
Water and Sewer Fund	148,468	183,947	192,021	190,960	3.8%
Debt Service Fund	286,850	-	-	-	0.0%
Risk Claims Fund	-	-	-	406,379	100.0%
<b>Total Revenues</b>	<b>\$ 5,708,056</b>	<b>\$ 5,586,707</b>	<b>\$ 5,349,168</b>	<b>\$ 5,023,427</b>	<b>-10.1%</b>

**DEPARTMENT PROGRAMS & PERFORMANCE MEASURES**

**Program:** Office of the Director **General Fund: \$476,868**  
**FTEs: 3**

**Goal:** Well-Managed City

**Objective:** To maintain the highest possible credit ratings from all ratings agencies.

**Initiative:** To present information to the rating agencies that illustrates the City's financial, administrative, and economic strengths.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
Credit rating issued by S&P	AAA	AAA	AAA	AAA
Credit rating issued by Fitch	AAA	AAA	AAA	AAA
Credit rating issued by Moody's	Aaa	Aaa	Aaa	Aaa

**Objective:** Ensure effective internal communication.

**Initiative:** Develop an action plan to address any issues on the employee opinion survey scoring below 65%.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
% of questions on employee opinion survey regarding communication rating at or above 65%	95%	95%	100%	100%
% of questions on employee opinion survey rated at or above 70	96%	80%	96%	80%

**Program:** Payroll **General Fund: \$274,747**  
**FTEs: 3.5**

**Goal:** Well-Managed City

**Objective:** To process each bi-weekly payroll on time with error rate of less than 0.02%.

**Initiative:** To utilize best practices and continuously improve quality.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# Payroll checks issued	2,713	3,375	2,700	3,000
# Direct deposits	69,613	68,800	69,800	70,000
# Checks/advices issued with errors	12	12	8	12
% Checks/advices issued without error	99.98%	99.98%	99.99%	99.98%

**Objective:** To ensure that all balance sheet general ledger accounts associated with payroll are maintained accurately.

**Initiative:** To perform account reconciliations thoroughly each accounting period according to the established schedule.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# GL accounts reconciled	1,467	1,930	1,475	1,450
% GL accounts reconciled (corrected if necessary) each month	100%	100%	100%	100%

**Program:** Accounts Payable **General Fund: \$349,029**  
**FTEs: 5.5**

**Goal:** Well-Managed City

**Objective:** To pay 90% of all invoices within 30 days of invoice date.

**Initiative:** To utilize best practices and continuously improve quality.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# Invoices	52,095	50,000	52,000	52,500
% Invoices paid within 30 days	88.5%	95%	89.4%	90%

**Objective:** To maximize the number and percentage of invoices paid by electronic payment.

**Initiative:** To utilize best practices, reduce printing/postage costs, and continuously improve quality.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# Checks issued	36,203	N/A	31,720	30,188
# Electronic payments	15,892	N/A	20,280	22,312
% Electronic payments	30.5%	N/A	39.0%	42.5%

**Program:** Financial Reporting **General Fund: \$750,256**  
**FTEs: 9**

**Goal:** Well-Managed City

**Objective:** To prepare financial reports that are timely and of the quality warranting an unqualified audit opinion and GFOA awards for excellence in financial reporting.

**Initiative:** To prepare quality financial reports.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
Was audit opinion unqualified?	Yes	Yes	Yes	Yes
Did CAFR receive GFOA award?	Yes	Yes	Yes	Yes
Did Popular Report receive GFOA award?	Yes	Yes	Yes	Yes
# Significant material findings in internal and external audits	0	0	0	0

**Program:** Purchasing **General Fund: \$450,376**  
**FTEs: 6**

**Goal:** Well-Managed City

**Objective:** To complete the purchasing cycle (requisition to PO) for 90% of purchases of commodities within 2 business days.

**Initiative:** To utilize best practices and continuously improve quality.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# Purchase orders (PO)	21,475	23,000	20,600	20,000
% Purchase orders issued within 2 business days	85.8%	N/A	87.5%	90%

**Objective:** To increase the number of Purchasing card users and transactions.

**Initiative:** To utilize best practices in procurement.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# Pcard users	274	N/A	320	340
# Pcard transactions	7,391	N/A	10,400	12,000

**Objective:** To complete 95% of all Finance Officer's pre-audit certification of contracts within 3 days of notification via OnBase.

**Initiative:** To manage and follow-up on the process.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# Contracts	1,029	800	1,000	1,000
% Contracts certified within 3 days	95%	95%	95%	95%

**Program:** Treasury Management **General Fund: \$435,351**  
**FTEs: 2**

**Goal:** Well-Managed City

**Objective:** To ensure that investment earnings for idle funds exceed the cost of managing those funds and contribute to the "bottom line."

**Initiative:** To more actively manage the City's investment portfolio.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
Investment % yield vs. average daily 2 year treasury yield for same period	+0.32%	+0.10%	+0.30%	+0.10%
Investment earnings vs. budgeted investment earnings	842,042	N/A	731,846	706,000

**Program:** Interlocal Tax Contract **General Fund: \$1,046,080**  
**FTEs: 0**

**Goal:** Well-Managed City

**Objective:** To ensure that the County Tax Collector maximizes the property tax collection rate.

**Initiative:** To utilize best practices and to maximize the collection rate.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
% Collection rate	98.75%	98.5%	98.5%	98.5%

**Program:** Billing and Collections **General Fund: \$479,998**  
**FTEs: 7**

**Water & Sewer Fund: \$190,960**  
**FTEs: 4**

**Goal:** Well-Managed City

**Objective:** To ensure that adjustments are made to false alarm bills as infrequently as possible.

**Initiative:** To monitor performance of outside service provider and make recommendations to continuously improve quality.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
\$ Value of false alarm bills issued	225,800	209,000	234,000	238,800
% False alarm bills adjusted	2.18%	N/A	0.65%	0.5%



**Objective:** To maximize earnings from business licensing by ensuring that discovery efforts result in an increase in the number of licensed businesses.

**Initiative:** To increase diligence in identifying unlicensed businesses operating within the City and develop an "audit" program.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# Business licenses issued	11,362	12,000	11,500	11,900
# New licenses issued resulting from discovery efforts	5	25	170	400
\$ Generated from business licenses issued from discovery efforts	N/A	N/A	37,054	87,188

**Objective:** To ensure that payments received are posted accurately.

**Initiative:** To utilize best practices and continuously improve quality.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
% Payments posted accurately	N/A	N/A	98.9%	99%

**Objective:** To reduce the amount of delinquent accounts and increase collection rates.

**Initiative:** To pursue more aggressive collection efforts utilizing new tools such as collection agency, wage garnishment, bank account attachment, and other strategies as appropriate or allowed by law.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
% Delinquent UB accounts placed with collection agency	N/A	N/A	76%	68%
% Collection/recovery UB accounts - collection agency	9%	N/A	10%	10%
Internal collections rate - select GB segments	N/A	N/A	60%	65%

**Program:** Risk Management and Safety

**General Fund:** \$406,379  
**FTEs:** 5

**Goal:** Safe and Secure Community

**Objective:** To ensure the safety of city facilities and work-sites by increasing the number of safety inspections and by evaluating facility and site inspection reports to identify and correct hazards and potential hazards.

**Initiative:** To maintain continuous process improvement in the City's risk management and safety process.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# Inspections	13	16	35	48
% Change in number of inspections	44.4%	23%	169.2%	37%
# Deficiencies noted	45	20	200	300
% Deficiencies corrected within 90 days	N/A	100%	65%	75%

**Objective:** To reduce the average number of loss workdays per claim by 5%.

**Initiative:** To develop new employee safety program that will include training more closely targeted at work hazards and exposures and other risks identified through claims analysis.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# Worker's compensation claims	300	295	295	295
Average loss workdays per claim	2.14	N/A	7	6

**Objective:** To reduce at fault automobile accidents by 5%.

**Initiative:** To maintain continuous process improvement in the City's risk management and safety process.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# At fault auto accidents	195	180	180	171
% Reduction in number of at fault automobile accidents	N/A	7.7%	7.7%	5%

**Program:** Print Shop **General Fund: \$163,383**  
**FTEs: 3**

**Goal:** Well-Managed City

**Objective:** To ensure that the Print Shop is utilized to the maximum extent possible to minimize total printing and duplicating services expenses.

**Initiative:** To utilize best practices and manage expenses.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# Print jobs	960	1,100	2,100	2,300
% Print jobs produced in-house	N/A	N/A	95%	96%
% Impressions generated	N/A	N/A	3,276,000	3,600,000

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**BUDGET ISSUES FOR FY 2013-14**

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- Reductions in staffing levels over the past several budget years will continue to create challenges within the department as workloads and demands for services have not declined.
- Attracting and retaining qualified employees, succession planning, and maintaining the current high levels of morale will all continue to be issues for the upcoming fiscal year.

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**ACCOMPLISHMENTS FOR FY 2012-13**

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- Developed and implemented strategies to improve employee satisfaction within the department by using results from employee opinion survey.
- Contributed to the Culture of Service to Co-workers initiative by hosting a Safety Expo, this year to be conducted jointly with Durham County.
- Transitioned service provider for occupational health services from Duke OEM to Concentra.
- Helped implement improvements to the special events permitting process.
- Implemented Cry Wolf automated false alarm system (i.e., third-party administration of billing and collections of false alarm fees).
- Implemented changes to the Beer/Wine licensing procedure.

- Developed a comprehensive methodology to track, budget, and account for all costs and funding sources related to the Southside redevelopment.
- Received a “clean” and unqualified audit opinion, with no issues to report in the Management Letter, on the FY 2011-12 financial statements along with a single audit report that identified no findings related to the City’s expenditure of Federal Funds all while having transitioned to a new audit firm.
- Increased the use of procurement cards by City departments and e-payables program to take advantage of rebates and to lower accounts payable costs.
- Wrote several new Finance policies and conducted training regarding compliance (e.g., Personal Use of a City Vehicle).
- Filled open Financial Operations Manager position.
- Maintained credit ratings that make the city one of the highest rated public entities in the country.
- Issued remaining 2005 GO Bond authorization and the entire 2010 GO Streets authorization; par of \$44,595,000 at a rate of 2.63%.
- Issued 2/3rds Bonds to finance FY2012 and FY2013 General Fund CIP Projects; par of \$9,150,000 at a rate of 2.63%.
- Issued 2/3rds Bonds to finance FY2013 Fleet financing; par of \$2,765,000 at a rate of 0.88%.
- Issued GO Refunding Bonds in the amount of \$11,790,000 at a rate of 1.88% which generated gross savings of \$1,215,000.
- Identified opportunities to enhance relationships with financial institutions and drive down banking costs.
- Received 27<sup>th</sup> consecutive Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR).
- Received eighth consecutive Award for Outstanding Achievement in Popular Annual Financial Reporting.
- Received tenth consecutive Sustained Professional Purchasing Award from the Carolinas Association of Governmental Purchasing.

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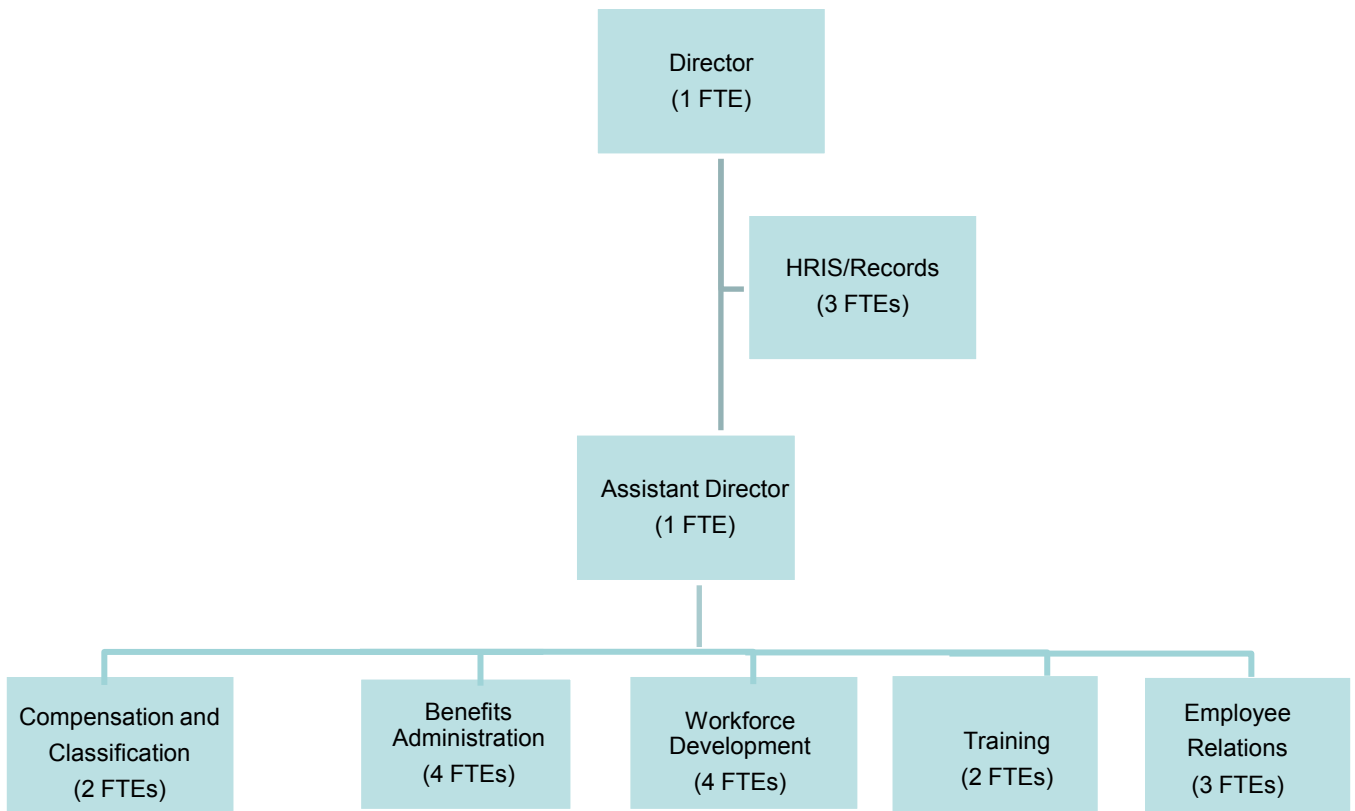
**ANTICIPATED ACCOMPLISHMENTS FOR FY 2013-14**

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- Improve Risk Management and Safety functions and continue working on the improvement plan.
- Identify methods to increase collections on amounts owed to the City.
- Develop tracking system that will keep CAO and Finance departments apprised of the status of all claims.
- Improve upon how City projects are advertised for bid.
- Implement a lockbox solution for business license receipts and renewal of beer/wine licenses.
- Improve investment policy and strategy.
- Finish work on proposed standardized appeals procedure for protests of bid awards.
- Finalize Department strategic plan.
- Conduct overall review of procurement process.
- Continue the oversight of program accountants responsible for administering grants.
- Continue to work as financial “consultants” for departments across the organization.
- Provide quarterly financial updates to the City Manager and Council (joint project with BMS Department).
- Maintain the City’s credit ratings.
- Monitor recent, upcoming, and anticipated GASB pronouncements, how they are being addressed, and the impacts they are expected to have on financial reporting and budgeting.



# Human Resources (20 FTEs)



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## HUMAN RESOURCES

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### **Purpose Statement:**

To recruit, retain and develop the best possible workforce for the City of Durham.

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### DEPARTMENT DESCRIPTION

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#### **Human Resources**

**\$1,783,151**  
**20 FTEs**

The Human Resources Department provides the City of Durham with personnel based services. These services are dedicated to attracting and retaining well qualified employees and to creating a positive environment in which the employees work. The services provided to departments include: benefits, selection and recruiting, compensation and classification, training, employee relations, wellness, and consultation on employee relations matters and organizational issues. The department provides administration and oversight of the City's benefit plans, wellness and Employee Assistance Program (EAP), substance abuse testing, coordinates training, and ensures compliance with federal and state regulations and consults/advises on organization policies.

The department assists the City's administration through advice and consultation on personnel related issues, policy development and maintenance as well as participation in the City's organizational development and strategic planning activities. The Human Resources Department administers the City's pay and classification system, benefits program, recruitment and selection process, personnel records process, regulatory compliance and response process, and employee relations activities; coordinates with Technology Solutions regarding the ERP system.

#### **General Administration**

The Administration unit is responsible for consistent development, application, interpretation and communication of personnel policies to management, supervisors, employees and the public; for the development and coordination of responses to various compliance agency cases; and for the overall operation of the department including the day-to-day operations, finances, and the budget. This team provides technical and clerical support to the Human Resources Department including office reception, office management, personnel record maintenance, storage and disclosure, providing database reports, and provision of appropriate forms and procedural information to employees who contact the Human Resources Department.

#### **HRIS/Records**

The team coordinates the MUNIS system needs of the HR Department with the Technology Solutions Department concerning the organization's HRIS systems. This divisional team is responsible for personnel action processing and leave adjustments, for the disclosure, security and maintenance of personnel files, payment of department invoices, contract entry, and leave maintenance and entry for the Human Resources Department. The team works with the other staff and the Technology Solutions Department in determining Human Resources technology needs and software/hardware solutions to meet the needs for the HRIS system. Activities include review and upgrades of MUNIS (with Technology Solutions), administration of an applicant tracking system, Personnel action entry and approval.

#### **Benefits Administration**

The Benefits Administration team is responsible for the central management of employee benefit programs, substance abuse policy administration, the employee assistance program, the Medicare Supplement program, Paid Temporary Disability coordination; HIPAA and FMLA management and training and coordination of the retiree benefits program and retiree planning; COBRA administration; preparation of benefit survey responses, and benefit regulation compliance for the department. Develops the request for proposal for benefits and benefits brokerage services. Responsibility for coordination of the military leave process and personal illness process and for the preparation of any benefits request for proposals is included.

#### **Workforce Development**

The Workforce Development Team provides complete HR staffing and selection services to all departments. This includes: screening applications, ensuring that jobs are appropriately advertised, assisting with interview panels and assessment processes in departments, conducting targeted and specialized recruitment, job fair attendance, re-entry program coordination, personnel action processing, and providing information and assistance to employees in departments. The team also provides a part of the MUNIS module management for HR and prepares and executes the RFP for temporary staffing agency services. Administers and proctors Police and Fire testing for various promotional processes.

**Compensation and Classification**

The Compensation and Classification Team provides guidance in the fair and equitable management of positions for all city employees by conducting position audits and market surveys, maintaining the full-time classification and pay plans, reviewing or advising departments concerning any departmental part time pay plans; administering the performance management system, providing FLSA guidance and providing training in related areas. The unit also provides oversight for the various pay plans that the City maintains.

**Training**

The Training and Development Team provides a variety of services that enhance employees' overall value to the organization and maximize service delivery to the citizens of Durham. The services provided include training and educational opportunities including technical skills and communication skills (workshops, courses, and career development), customized facilitations, MUNIS Employee Self Service administration and request for proposals for professional training consultants and facilitators. Monitors the fund from which organization-wide training is paid. This includes trainers, consultants, facilitators, training resources, and tuition reimbursement for all City employees. This team also provides coordination of two community services programs, Durham Neighborhood College and Junior Leadership Durham, ensures the bi-annual survey for the HR Department is conducted and develops and implements the Request for Proposal for records.

**Employee Relations**

The Employee Relations Team provides services including coordinating, facilitating and monitoring Employment Security Commission (ESC) hearings, assigned investigations, grievances, mediations and responses. The team assists in responding to Equal Employment Opportunity Commission (EEOC) and Retaliatory Employment Discrimination Act (REDA) complaints. Conducts various trainings related to employee relations in New Employee Orientation (NEO) as well as in stand-alone training.

**RESOURCE ALLOCATION**

	Actual FY 2011-12	Adopted FY 2012-13	Estimated FY 2012-13	Adopted FY 2013-14	Change
<b>Appropriations</b>					
Personal Services	\$ 1,520,977	\$ 1,566,609	\$ 1,540,730	\$ 1,679,066	7.2%
Operating	112,620	93,972	100,593	104,085	10.8%
Capital and Other	-	2,977	-	-	-100.0%
<b>Subtotal Appropriations</b>	<b>\$ 1,633,597</b>	<b>\$ 1,663,558</b>	<b>\$ 1,641,323</b>	<b>\$ 1,783,151</b>	<b>7.2%</b>
<b>Nondepartmental</b>					
Drug Testing	\$ 47,849	\$ -	\$ 3,057	\$ -	0.0%
Flex Reimbursement	17,274	150,000	50,000	30,000	-80.0%
Unemployment Compensation	285,000	350,000	407,127	400,000	14.3%
<b>Subtotal Nondepartmental</b>	<b>\$ 350,123</b>	<b>\$ 500,000</b>	<b>\$ 460,184</b>	<b>\$ 430,000</b>	<b>-14.0%</b>
<b>Total Appropriations</b>	<b>\$ 1,983,720</b>	<b>\$ 2,163,558</b>	<b>\$ 2,101,507</b>	<b>\$ 2,213,151</b>	<b>2.3%</b>
Full Time Equivalents	20	20	20	20	-
Part Time	1	1	1	1	-
<b>Revenues</b>					
Discretionary	\$ 1,983,720	\$ 2,163,558	\$ 2,101,507	\$ 2,134,186	-1.4%
Program	-	-	-	-	0.0%
<b>Total General Fund</b>	<b>\$ 1,983,720</b>	<b>\$ 2,163,558</b>	<b>\$ 2,101,507</b>	<b>\$ 2,134,186</b>	<b>-1.4%</b>
Employee Insurance Fund	-	-	-	78,965	100.0%
<b>Total Revenues</b>	<b>\$ 1,983,720</b>	<b>\$ 2,163,558</b>	<b>\$ 2,101,507</b>	<b>\$ 2,213,151</b>	<b>2.3%</b>

**DEPARTMENT PROGRAMS & PERFORMANCE MEASURES**

**Program:** General Administration **General Fund: \$499,890**  
**FTEs: 5**

**Goal:** Well-Managed City

**Objective:** To maintain customer satisfaction with HR services.

**Initiative:** Survey organization at least once annually.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
Surveys Completed	530	N/A	326	550
% Employees completing Survey	24%	25%	15%	25%
# Employees rating HR services satisfactory or better	62%	85%	61%	85%

**Program:** HRIS/Records (Division of General Administration)

**Goal:** Well-Managed City

**Objective:** To provide comprehensive, secure Human Resources documentation, information and data management.

**Initiative:** Maintain accurate MUNIS records, personnel records, Employee Self Service (ESS), document management intake.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# Requests for records	N/A	100	52	60
% Response to request (defining scope of data needed with customer within 48 hours)	N/A	90%	94%	90%

**Program:** Benefit Administration

**General Fund:** \$314,545  
**FTEs:** 4

**Goal:** Well-Managed City

**Objective:** To have a healthy workforce.

**Initiative:** To provide wellness activities and information to employees.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# Wellness activities or programs provided	N/A	30	45	50
# Health risk assessment surveys or studies conducted	N/A	800	800	900
Average claim amount (PEPM)	N/A	\$145	\$725	\$650

**Program:** Workforce Development

**General Fund:** \$361,729  
**FTEs:** 4

**Goal:** Well-Managed City

**Objective:** To recruit and retain applicants for City employment.

**Initiative:** Reduce recruitment/selection time from posting to hire.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# Days from posting to hire	51	50	45	50

**Goal:** Well-Managed City

**Objective:** Ensure effective internal and external communication/satisfaction.

**Initiative:** Develop an action plan to address any issues on the employee opinion survey scoring below 65%. Improve communication and satisfaction with external customers (City departments). Evaluate the level of effectiveness of various means of internal communication. Implement communication strategies identified as most effective.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
% Questions on annual survey to departments rating at satisfied or above	N/A	70%	35%	65%



% Questions on the Employee  
Opinion Survey rated at or above  
70

78%

80%

78%

80%

**Program:** Compensation and Classification

**General Fund:** \$198,036

**FTEs:** 2

**Goal:** Well-Managed City

**Objective:** To maintain satisfaction with salary and classification services.

**Initiative:** To recognize employees' work and align job duties/responsibilities with City goals and market values.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# Reclassification studies (occupied positions) completed during annual process	11	15	55	43
% Appeals that are upheld	96%	95%	96%	95%
% City employees ranking the compensation and classification systems as satisfactory or better	48	75%	49	75%

**Goal:** Well-Managed City

**Objective:** To maintain satisfaction with salary and classification services.

**Initiative:** To recognize employees' work and align job duties/responsibilities with City goals and market values.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# Pay system adjustments needed	25	25	33	25
% Pay system adjustments implemented	97%	85%	100%	85%
% Studied classifications whose midpoint is within 90% of market *Study has not been completed	97%	95%	86%	95%

**Program:** Training

**General Fund:** \$196,087

**FTEs:** 2

**Goal:** Well-Managed City

**Objective:** To promote a positive work environment, increasing the number of positive contacts.

**Initiative:** To promote employee professionalism and respect for coworkers.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# Workshops and training events held	68	40	86	60
% Registered employees who attend workshops or training	N/A	90%	90%	90%

% Employees rating meetings, workshops, trainings as effective	N/A	85%	96%	85%
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**Goal:** Well-Managed City

**Objective:** To provide training to individuals to enhance their career development.

**Initiative:** To survey training participants to learn if training was beneficial.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# Training participants	464	2,200	800	800
% Rating training classes as satisfactory or above	97%	94%	96%	94%
% Stating training was beneficial to career enhancement and/or job performance	98%	90%	95%	90%

**Program:** Employee Relations

**General Fund:** \$212,864  
**FTEs:** 3

**Goal:** Well-Managed City

**Objective:** To promote a positive work relationship between employees and the organization and with each other regarding equal employment opportunity, fairness and consistency in treatment, and complaint resolution.

**Initiative:** To reduce number of complaints/grievances

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
# of Complaints	N/A	22	22	26
% of Complaints resolved	N/A	90%	91%	95%
# of Grievances	N/A	16	16	25
% of Grievances resolved	N/A	75%	75%	85%
% of Complaints/Grievances held within 30 days	N/A	50%	50%	75%

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**BUDGET ISSUES FOR FY 2013-2014**

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- Reorganization of the department from a generalist to a specialist model.
- Train Human Resources staff in specialist activities while maintaining adequate service levels.
- Continue development of targeted and active recruitment strategies.
- Manage insurance costs, review and modify employee health benefits.
- Continue development of wellness program and review case management with insurance providers.
- Implementation of an applicant tracking system.

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**ACCOMPLISHMENTS FOR FY 2012-13**

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- Continued targeted recruitment and outreach programs (staff participated in job fairs, re-entry hiring, direct contact with schools).
- Completed Human Resources policy updates.
- Developed updated job descriptions for most positions and maintained compensation system.
- The Neighborhood College and Junior Leadership Day were completed.
- Participated in the ERP project.

- Conducted City-wide wellness program activities.
- Participated in a process improvement project.
- Developed a departmental strategic plan.

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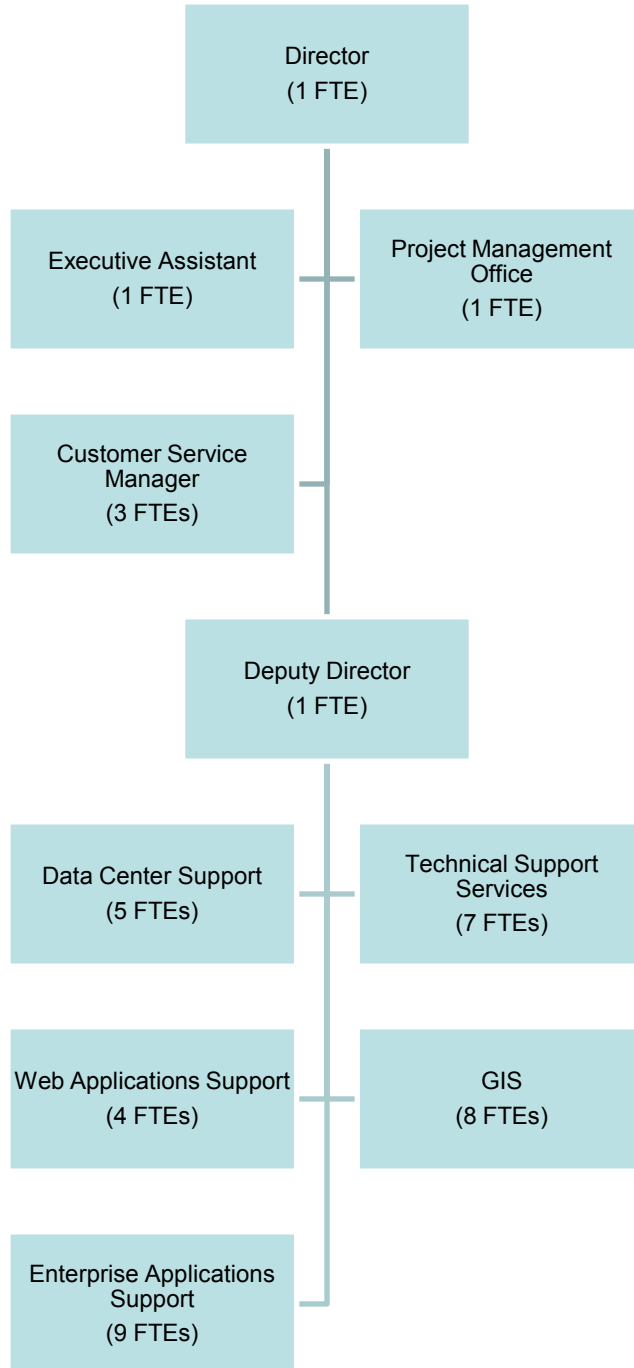
**ANTICIPATED ACCOMPLISHMENTS FOR FY 2013-14**

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- Contain healthcare costs through usage analysis and providing member education.
- Implementation of strategic planning
- Continue updates as needed to maintain current and accurate job descriptions
- Maintain compensation systems (Executive, Exempt, Non-Exempt, General, Part-time) to ensure competitiveness.
- Continue the Neighborhood College and Junior Leadership Day.
- Implement Applicant Tracking System.
- Continue City wide wellness program activities.
- Complete reorganization of department.



# Technology Solutions (40 FTEs)



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## Technology Solutions

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**Purpose Statement:**

To provide quality Information Technology (IT) services and solutions that brings optimal business value to our customers.

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### DEPARTMENT DESCRIPTION

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**Technology Solutions Department**

**\$5,754,357**  
**40 FTEs**

The core business of the Technology Solutions (TS) Department is to align the City's crucial information technology infrastructure, systems and human capital to the business needs of the City's departments. Within the TS department's administrative program, there are three additional business programs: Project Management Office, IT Governance, and Customer Service Management.

**Administration**

This program provides for strategic planning and executive management of the Technology Solutions Department.

**Technical Support Services**

The Technical Support Services Program supports the maintenance of desktop systems, network services and data center operations. This division of the TS department also manages the PC Replacement Program and systems administration of the metropolitan voice/data network and datacenter. It provides efficient and effective computer and infrastructure support services for employees, desktop systems and application, telecommunications, security, network and data center infrastructure and operations. This program also manages the multifunctional print devices (copiers) contract for the City of Durham.

**Innovation & Solutions**

The Innovations and Solutions Program provides business analysis, web applications development, database development and administration, and enterprise systems support. This program works with the business units to effectively align IT solutions to their business needs. Critical applications such as Payroll, Accounts Payable, Water Billing, Budget, Human Resources, Contract and Document Management, Work Order Management, etc. are supported by this division.

**The Geographic Information Systems**

This program operates under an inter-local agreement between the City and County governments to manage the enterprise Geographic Information System and provide related services to internal and external customers. GIS provides and supports critical spatial analytic services that support decision makers in the City and County of Durham.

**Technology Surcharge / Land Development Office (LDO)**

The City's Planning and Inspections Departments collect a technology surcharge fee applicable to development permits. These revenues are designated to improving technology associated with the LDO. This application provides automation for permit and case management. It also provides interoperability between departments involved in land development activities throughout the County.

**RESOURCE ALLOCATION**

	Actual FY 2011-12	Adopted FY 2012-13	Estimated FY 2012-13	Adopted FY 2013-14	Change
Appropriations					
Personal Services	\$ 3,260,958	\$ 3,684,629	\$ 3,405,650	\$ 3,727,967	1.2%
Operating	2,115,280	1,969,602	2,351,464	1,977,681	0.4%
Capital and Other	71,744	244,507	88,687	-	-100.0%
Transfers	-	48,709	48,709	48,709	0.0%
<b>Total Appropriations</b>	<b>\$ 5,447,982</b>	<b>\$ 5,947,447</b>	<b>\$ 5,894,510</b>	<b>\$ 5,754,357</b>	<b>-3.2%</b>
Full Time Equivalents	40	41	41	40	-1
Part Time	-	-	-	-	-
Revenues					
Discretionary	\$ 5,056,212	\$ 5,534,687	\$ 5,481,750	\$ 5,176,489	-6.5%
Program	391,770	412,760	412,760	577,868	40.0%
<b>Total Revenues</b>	<b>\$ 5,447,982</b>	<b>\$ 5,947,447</b>	<b>\$ 5,894,510</b>	<b>\$ 5,754,357</b>	<b>-3.2%</b>

**DEPARTMENT PROGRAMS & PERFORMANCE MEASURES**

**Program:** Administration **General Fund: \$713,272**  
**FTEs: 7**

**Goal:** Well-Managed City

**Objective:** To efficiently and effectively align resources and services with business needs maintaining operating costs at less than 5% of City overall budget; and receive a 90% or better customer satisfaction rating.

**Initiative:** Establish Citywide IT Governance Framework based on best practice methodologies focused on information technology (IT) systems, their performance and risk management to accomplish goal. Create new programs to manage and align to business needs.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
% IT overall satisfaction (Bi-annual)	85%	90%	90%	90%
% of TS work plan projects completed on time	N/A	N/A	95%	90%
% of Questions on Employee Opinion Survey rating at or above 70	88%	80%	88%	80%

**Program:** Technical Support Services **General Fund: \$2,310,527**  
**FTEs: 12**

**Goal:** Well-Managed City

**Objective:** Meet or exceed a 90% or better customer satisfaction rating and complete 90% of all service requests within 24 hours or a due date set with customer.

**Initiative:** Align TS Infrastructure and computer support services and resources to the business needs of the City using best practice methodologies.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
% IT overall Satisfaction (Help Desk)	96%	97%	97%	97%
% Requests completed within 24 hours or by customer approved due date	69%	80%	77%	80%

**Program:** Innovation & Solutions **General Fund: \$1,713,305**  
**FTEs: 13**

**Goal:** Well-Managed City

**Objective:** Meet or exceed a 90% or better customer satisfaction rating and complete 90% of all service requests within 24 hours or a due date set with customer.

**Initiative:** To deliver innovative solutions, and support to meet the business needs of the City. This is done using best practice methodologies while effectively aligning resources and services.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
% IT overall Satisfaction (Help Desk)	98%	95%	96%	95%
% Requests completed within 24 hours or by customer approved due date	86%	88%	80%	88%

**Program:** Geographic Information Systems **General Fund: \$812,467**  
**FTEs: 8**

**Goal:** Well-Managed City

**Objective:** Meet or exceed a 90% or better customer satisfaction rating and complete 90% of all service requests within 24 hours or a due date set with customer.

**Initiative:** To deliver innovative solutions, and support to meet the business needs of the City. This is done using best practice methodologies while effectively aligning resources and services.

<b>Measures:</b>	<b>Actual FY12</b>	<b>Adopted FY13</b>	<b>Estimated FY13</b>	<b>Adopted FY14</b>
% IT overall Satisfaction (Help Desk)	98%	98%	100%	98%
% Requests completed within 24 hours or by customer approved due date	89%	97%	95%	97%

**Technology Surcharge / Land Development Office (LDO) \$204,786**

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**BUDGET ISSUES FOR FY 2013-14**

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- Unanticipated departmental requested projects have an impact on TS ability to complete its work plan.

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**ACCOMPLISHMENTS FOR FY 2012-13**

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- Completed GIS Topographic Data Acquisition project.
- Upgraded Broadband Internet access.
- Established internal TS support for CityWorks.
- Implemented new City Intranet (SharePoint).

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**ANTICIPATED ACCOMPLISHMENTS FOR FY 2013-14**

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- Establish Internal VoIP System Initiative.
- Establish Cloud Backup System.