CITY OF DURHAM

FISCAL YEAR 2020-21

ADOPTED BUDGET

JULY 1, 2020 TO JUNE 30, 2021

CITY OF
DURHAM

City of Durham, North Carolina
Budget
Fiscal Year 2020-21

Durham – Where Great Things Happen

City Vision Statement

Durham is the leading city in providing an excellent and sustainable quality of life.

City Mission Statement

To provide quality services to make Durham a great place to live, work and play.

Council Goals

- Shared Economic Prosperity
- Creating a Safer Community Together
- Connected, Engaged and Diverse Communities
- Innovative & High Performing Organization
- Sustainable Natural and Built Environment

About the Cover

In March 2020, the City of Durham issued a stay-at-home order to slow the spread of COVID-19. The cover of this year's budget book reflects community solidarity as residents abide by stay-at-home orders and City employees continue to serve during an unprecedented time.

Fiscal Year 2020-21 City Council

Steve Schewel
Mayor

Jillian Johnson
Mayor Pro Tempore

DeDreana Freeman
Ward 1

Mark-Anthony Middleton
Ward 2

Javiera Caballero
At-Large

Charlie Reece
At-Large

**Note: At the time of FY21 budget adoption, the elected position for Ward 3 is vacant.*

City Manager's Office

Thomas J. Bonfield, City Manager
Wanda Page, Deputy City Manager
Keith Chadwell, Deputy City Manager
Bo Ferguson, Deputy City Manager

Budget and Management Services

Bertha T. Johnson, Director

Budget and Capital Improvement Plan (CIP)

John Allore, Assistant Director, Budget and CIP
Christina Riordan, Budget Coordinator
Christina Tookes, CIP Coordinator
Pat Madej, Senior Budget and Management Analyst
Toney Thompson, Budget and Management Analyst
Lindsey Bineau, Budget and Management Analyst
Molly Gaskin, Graduate Budget and Management Intern

Participatory Budgeting

Andrew Holland, Community Engagement Manager
Robin Baker, Senior Community Engagement Coordinator

Office of Performance and Innovation

Monica Croskey Chaparro , Assistant Director, Strategy and Performance
Shari Metcalfe, Strategy and Performance Manager
Ryan Smith, Innovation and Performance Manager
Erin Parish, Design and Performance Strategist
Shannon Delaney, Design and Performance Strategist
Darin Johnson, Strategy and Performance Analyst
Chukwuemeka Manning, Community Engagement Coordinator

Cherine Robinson, Senior Executive Assistant

CITY OF DURHAM

The Governmental Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Presentation to the City of Durham for its annual budget for the fiscal year beginning July 1, 2019. This award is valid for period of one year only.

In order to receive the award, a governmental unit must publish a budget document that meets program criteria as a policy department, as an operational guide, as a financial plan and as a communications device.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Durham

North Carolina

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

CITY OF DURHAM

Schewel

Ward 3 (vacant)

Caballero

Freeman

Johnson

Middleton

Reece

Mayor and City Council

Kimberly M. Rehberg
City Attorney

Thomas J. Bonfield
City Manager

Diana Schreiber
City Clerk

Office of Public Affairs

Audit Services

Administrative and Support
Wanda S. Page
Deputy City Manager

Operations
W. Bowman Ferguson
Deputy City Manager

Community Building
Keith Chadwell
Deputy City Manager

- Budget and Management Services
- Equity & Inclusion
- Finance
- Human Resources
- Technology Solutions

- * City/County Emergency Management
- Fire
- Police
- * City/County Emergency Communications
- Fleet Management

- General Services
- Parks and Recreation
- Public Works
- Solid Waste Management
- Water Management

- * City/County Inspections
- * City/County Planning
- Community Development
- Transportation
- Economic and Workforce Development
- Neighborhood Improvement Services

* City/County Department

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Introduction

The budget document is the annual financial plan for City operations for the period covering a fiscal year, July 1 - June 30. This plan describes sources of revenues and how funds will be spent during the year.

The Annual Budget has four basic functions. First, it expresses the policy of the City Council. Through the budget, the City Council exercises its authority to allocate resources. As part of the budget review process, the City Council determines the tax rate for each fiscal year. Other fees, such as water and sewer rates, tipping fees, parking rates and cemeteries fees, may be reviewed and adjusted if necessary. At that time, the Council also makes appropriate salary adjustments.

Secondly, the budget is a management and planning tool. The budget and subsequent accounting reports allow managers to isolate potential problems and ensure that City resources are used effectively and efficiently. The process of preparing the budget provides managers the opportunity to evaluate their operations and to formulate goals and objectives for the upcoming year. The budget system also provides a means of monitoring progress toward those goals throughout the year.

Thirdly, the Annual Budget is a means of communicating the City's spending plan to the residents of Durham and others. The budget is a tangible expression of the City Council's policy direction. To residents, the budget is a symbol of the policy of the City Council and the actions of the City Administration.

Finally, the budget is the foundation for the proper accounting of City funds. It expresses in financial terms the goals and plans of the City Council.

The types and amounts of authorized expenditures and the means for financing them are set forth in the budget. Once the budget is recorded in the accounting system, it serves as a control device to keep spending within authorized limits.

Budget Document Organization

The **Letter of Transmittal** is an overview of the budget. It serves as the City Manager's roadmap to moving the organization towards achieving the Strategic Plan goals adopted by the City Council. It provides the City Council and residents a narrative of significant trends and factors affecting the budget and highlights budget priorities. Also included in the letter is an outline of the Capital Improvement Plan for the following fiscal year. In addition, the operational issues that the administration has faced in the current fiscal year are addressed.

Another indication of the City's plan for service is expressed in the **City Priorities and Policies** section. This section contains the performance indicators that measure the City's success in achieving the community's goals as well as strategies that departments will employ for the upcoming fiscal year.

The actions that a city takes in one year may affect its ability to fund other initiatives in future years. The **Multi-Year Fund Projections** section includes five-year projections for the General Fund and the Enterprise Funds.

The next two sections, **Budget Summaries** and **Fund Summaries**, show the actual amount spent in each of the funds during Fiscal Year 2019, the budget for Fiscal Year 2020, an estimate of revenues received and expenditures made at June 30, and the budget as proposed by the City Council for Fiscal Year 2021. The Budget Summaries look broadly at revenues and expenditures on a fund level. The sections are provided to give the reader an overview of the adopted budget. Although the budget ordinance represents the official adopted ordinance, the total revenues and appropriations in terms of actual dollars is net of intrabudget transactions. This prevents counting the transfer amounts twice, once in the receiving fund and once in the sending fund.

The Fund Summaries look more specifically at revenues and expenditures by appropriation categories and revenue categories.

The next five sections show budgetary performance and operational information by functional category: Governance, Administrative and Support, Community Building, Public Safety and Public Services. Each department describes its mission statement, overall performance and context indicators and service changes requested for the proposed budget. A budget summary is provided on appropriation and program revenue information by departments for the previous year (actual), the current year (budgeted and estimated) and the new budget year (adopted).

The **Debt Management** section is provided to give the reader an overview of the city's debt service obligations, both for the following fiscal year and in the future. The section also provides information on the City's legal debt limit and the City's overlapping debt (County debt borne by City taxpayers).

The **Capital and Grant Project Information** section of the budget describes the capital projects that have been approved as part of the Capital Improvements Program (CIP). The CIP is the companion document to the budget and outlines the plan of capital improvements over a six-year cycle. In order to be included in the CIP, a project must require the expenditure of at least $100,000 in any one of the six years. Projects associated with normal scheduled maintenance activities are not included in the CIP.

Supplemental Information provides information on the Budget Ordinance and the Financial Plan that the City Council adopts in June. Also, information on the City of Durham and a glossary are provided in this section.

Adherence to State Statutes

The General Statutes of North Carolina require that the City adopt an annual balanced budget. The annual budget is prepared using the modified accrual basis of accounting. This basis of accounting recognizes revenues either when they are received in cash (such as licenses or fines) or when the collection of the amount can be reasonably estimated to be received in the near future (such as property taxes). Expenditures in a modified accrual system are generally recognized in the period in which goods or services are received or when a liability is incurred.

The General Fund has an officially adopted annual budget. The appropriations in the budget ordinance for the various operating funds are on a functional basis. Although General Statutes and generally accepted accounting principles do not require an annual balanced budget for the remaining funds, they do have legally adopted balanced budgets.

The adopted Budget Ordinance includes the budget for the General Fund, the Enterprise Funds and the Fiduciary Funds. The Special Revenue Funds are comprised of grant funds that are included in grant project ordinances. State Statutes give local governments the option of either including grant funds in the operating funds or approving grants through grant project ordinances. Financial plans for each of the City's internal service funds are adopted by the City Council in a separate document that conforms to State Statutes.

The General Statutes also require balanced project ordinances for the life of projects, including both capital and grant activities, which are expected to extend beyond the end of the fiscal year. The descriptions of capital projects included in the budget document are also provided in order to conform to State Statutes that require the inclusion of this information.

June 15, 2020

Mayor Schewel and Members of the Durham City Council,

I am grateful to present the fiscal year 2020-21 budget. This has been an extraordinarily challenging year for the City of Durham, and thus a particularly challenging budget cycle. In January, 325 Durham families were displaced from their homes in McDougald Terrace due to elevated levels of carbon monoxide. In April, a malware attack forced some City services offline for several weeks, compelling City staff to identify alternative locations and technologies to continue serving Durham residents. Finally, COVID-19 necessitated communities across the world, including our own, to effectively press pause on “normal” for the foreseeable future.

These have been tough times for everyone, but Durham residents and employees have demonstrated resiliency and bravery in the face of these hardships. Residents have complied with stay-at-home orders to protect those most at-risk in our community. Employees in Technology Solutions worked for weeks to clean computers affected by the malware attack so that City employees could continue their work. Front-line employees from numerous departments have continued to serve residents despite the challenges involved. Our internal service departments, like Human Resources, Finance, and Budget, have adapted to the effects of COVID-19 by setting up employees to telecommute in order to continue serving operational departments; creating new emergency leave policies, including five weeks of COVID-19 leave; transitioning to a virtual budget process and balancing the budget despite significant expected revenue loss; and more.

These challenges have created difficult budgetary decisions for fiscal year 2020-21. There is still much uncertainty about exactly how COVID-19 will continue to affect Durham. The City administration has put together a balanced budget for FY 2020-21 that allows us to adapt to these uncertain conditions, as much as possible. As we continue to learn more about the effects of the novel coronavirus on the Durham community, the City will, first and foremost, keep in mind how our budgetary decisions affect Durham residents and employees.

The following pages provide an overview of the FY 2020-21 budget, including our Budget Guidelines, highlights of the budget as it relates to the City’s Strategic Plan, and Capital Improvement Program (CIP).

BUDGET GUIDELINES

The City Council adopted budget guidelines to inform the development of the budget. These guidelines, along with the Strategic Plan, served as the framework for developing the budget.

REVENUES

The City must use a strategic approach to balance the budget by assessing revenue enhancement opportunities and cost control. **The FY 2020-21 budget must support the City's Strategic Plan, and identify funding to enhance priority programs and services while considering potential revenue losses.**

- The tax rate for the General Fund will remain at the current rate of **30.83 cents** (per $100 assessed value).
- Fund balance in the General Fund will not be projected to fall below **12.0%** at the end of FY 2020-21.
- **Fund balance** may be considered to cover projected revenue losses.
- The tax rate for the **Debt Service Fund** will remain at the current rate of **11.00 cents** (per $100 assessed value).
- The tax rate for the **Solid Waste Fund** will remain at the current rate of **5.59 cents** (per $100 assessed value).
- The tax rate for the **Dedicated Housing Fund** will remain at **2.0 cents** (per $100 assessed value).
- The tax rate for the **Transit Operating Fund** will remain at **3.75 cents** (per $100 assessed value).
- The tax rate for the downtown **Business Improvement District (BID)** will remain at **7.00 cents** (per $100 assessed value).
- The allocation for the **Half Penny for Parks Program** will remain at 1/2 cent of the proposed tax rate.
- **Non-recurring funds will not be directed toward recurring uses**.
- Proposed **water and sewer rate increases** will not exceed an average of **3.0%.**
- **Fee adjustments** will be considered, as appropriate, to align fee revenues with cost of services for better cost recovery rates.
- Proposed increase in **Stormwater rates** for a typical residential customer (tier 2) shall not exceed **$0.50** per month.

EXPENDITURES

To balance expenditures against forecasted revenues, the City Manager will continue to monitor performance data to guide focused discussions with City departments regarding program and service priorities. This includes possible areas for elimination, reduction, reorganization, new

partnerships, and/or alternative service delivery models that address the performance and efficiency of City programs.

- City employees are at the core of City services. One objective under the City's **Innovative & High Performing Organization Goal is to "cultivate a diverse, engaged, and healthy workforce dedicated to public service."** Attracting, training and retaining a competent, high quality workforce is essential to being a high performing organization. Therefore, we will continue to consider employee compensation adjustments as a priority.

  The following pay and benefit components will be proposed:

  - As we move through the budget development process and fiscal year, pay adjustments for full-time and part-time employees will be considered.
  - Supplemental Retirement 401(k) – a reduction of the 5.0% city contribution may be considered**.**
  - Medical Insurance for all employees - 9.0% average increase for the City
  - Dental insurance – 7% average increase for the City
  - 10.15% budgeted for employer contribution to the Local Government Employees' Retirement System (LGERS); a 1.20% increase over the FY 2019-20 budget of 8.95%.

- The dedicated **street resurfacing funding** will remain at **$6,000,000** for FY 2020-21.

- Funding for the **Maintenance Replacement Project Plan** will **remain at $1,000,000** for **FY 2020-21.**

- **Fleet replacement funding** for the General Fund will be provided in accordance with the Fleet department's **10-year recommendation plan** within the debt model.

- Funds will be held in reserve up to **$5,000,000** for future **COVID-19 response**.

- Programs may be considered for **down-sizing or discontinuation.**

BUDGET OVERVIEW

The total **budget** for **FY 2020-21 is $502.6 million** compared to **$477.8 million** for FY 2019-20, an **increase of $24.8 million (5.2%).**

Property Tax Rate The **property tax rate is 53.17 cents** per $100 of assessed value. There is no change proposed to the tax rate from the prior fiscal year.

- Assessed value $35,932,756,799 compared to $35,120,070,552 for FY 2019-20.
- Overall, increase in revenue generated from property taxes is $4.3M or 2.31%.

- The property **tax rate is allocated** as follows:
    - 30.83 cents per $100 for General Fund operations
    - 11.00 cents per $100 for Debt and Capital Projects
    - 5.59 cents per $100 for Solid Waste
    - 3.75 cents per $100 for Transit
    - 2.00 cent per $100 for Dedicated Housing Fund

A tax rate of 53.17 cents (per $100 assessed value) generates a tax bill of $1,229 on a house valued at $231,176, which is the median house value for the City of Durham according to the Durham County Office of Tax Administration.

Expenditures (budget-to-budget)

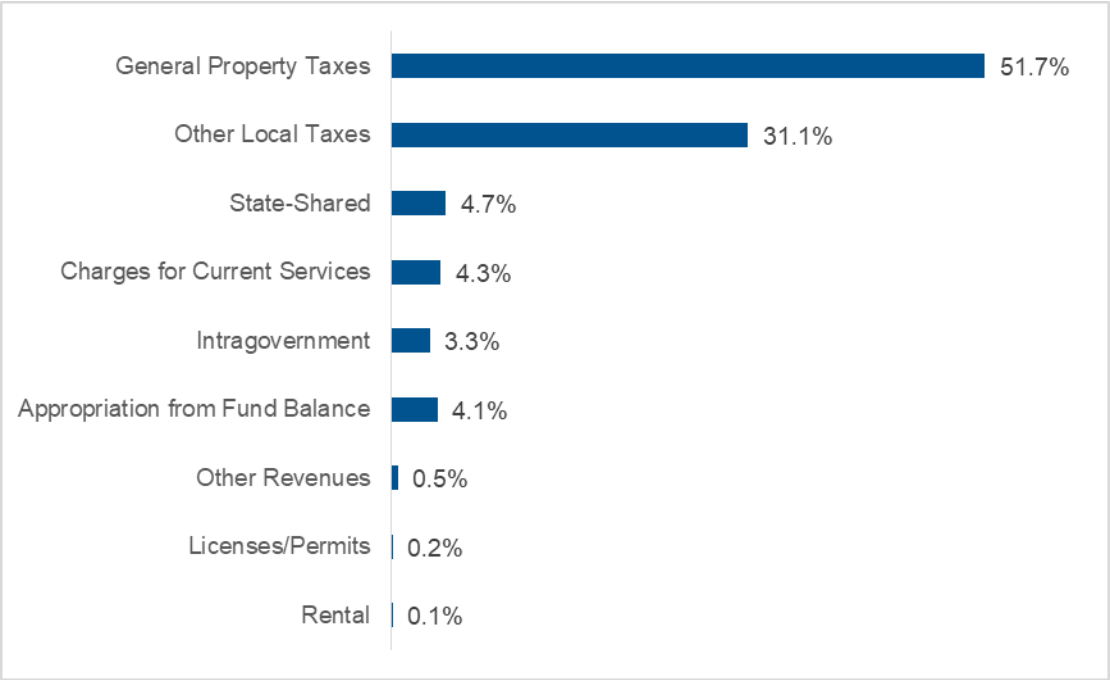
- **Personne**l expenditures increased by **$5.9 million (2.65%)**
- **Operating** expenditures decreased by **$629,622 (.049%)**
- **Transfers** decreased by **$10.9 million (17.94%)**

GENERAL FUND

The General Fund budget (which provides funding for core city services) is **$214.6 million** and represents a **$1.2 million (0.6%) budget decrease** from the **FY 2019-20 budget of $215.8 million**.

Revenues (Budget-to-Budget)

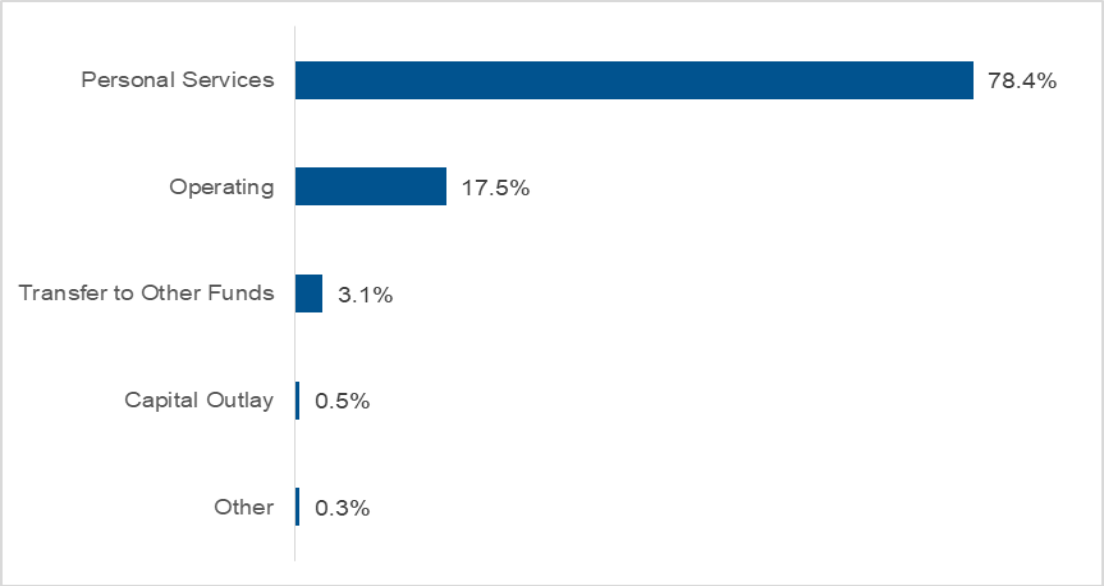
- A 2.3% increase in property tax revenues recognized in the General Fund. **General Fund property tax rate is 30.83 cents** per $100.
- A 7.4% decrease in **Other Local Taxes.**
    - A 6.6% decrease in Sales Tax revenue
    - A 30% decrease in Hotel Occupancy Tax
- A 14.9% decrease in **State Collected Local Government Revenues**.
    - A 25% decrease in Powell Bill revenue
    - A 0.6% increase in Beer and Wine tax
    - A 9.0% decrease in Telecommunications Franchise tax
    - A 2.0% decrease in Video Utility Franchise tax
    - A 0.0% increase in ABC revenues (flat)
- A 0.5% decrease in **Charges for Services**.



This budget appropriates $8.7 million from fund balance, which is a 47.6% increase from FY 2019-20. The City is projected to have a 16.27% general fund reserve at the end of FY 2020-21. This reserve is crucial to safeguard against economic uncertainty or emergency conditions.

Expenditures (budget-to-budget)

- **Personnel** expenditures increased by **$2.6 million (1.6%)**
- **Operating** expenditures increased by **$322,089 (0.9%)**
- **Transfers** decreased by **$4.1M (37.8%)**



DOWNTOWN BUSINESS IMPROVEMENT DISTRICT (BID)

- The **property tax rate for the BID** is proposed at **7.00 cents** (per $100 of assessed value).
- A budget of **$1.5M** is an 8% increase over FY 2019-20 budget of $1.4M.
- Funded with a **tax rate appropriation of 7 cents** (per $100 assessed value) on the property within the boundaries of the BID.
- Assessed value $1,759,703,658 compared to $1,714,141,569 for FY 2019-20.
- Increase in revenue generated from property taxes is **$104,188 or 7.6%.**

WATER AND SEWER FUND

The **Water and Sewer Fund budget of $108.9M** supports water and sewer operations as well as the capital projects related to replacing and upgrading the City's water infrastructure.

Revenues

Moderate increases for water and sewer volume charges and service charges are budgeted for FY 2020-21. **The total rate increase to the average customer is approximately 2.1%**. Rate changes become effective July 1, 2020, with implementation in the August and September billings.

	FY 20 Rates	FY 21 Rates
Monthly Water Rates (inside)		
Service Charge (5/8 inch meter)	$7.51	$7.81
Volume Charge - Tiered Rates (per 100 cubic foot - ccf)		
Tier 1 (0 - 2 ccf)	$2.00	$2.03
Tier 2 (>2 - 5 ccf)	$3.01	$3.06
Tier 3 (>5 - 8 ccf)	$3.30	$3.35
Tier 4 (>8 - 15 ccf)	$4.31	$4.38
Tier 5 (>15 ccf)	$6.46	$6.56
Monthly Sewer Rates (inside)		
Service Charge (5/8 inch meter)	$8.33	$8.65
Volume Charge (per ccf)	$4.33	$4.39

These rate changes account for the increase in water and sewer user revenues over the FY 2019-20 budget. Overall Water and Sewer Fund operating revenues are budgeted to decrease 0.9%.

Expenditures

Water and wastewater operating expenditures are $24.3 million for FY 2020-21, an increase of 3.4%, and personnel is at $33.4 million, an 8.4% increase. A $31.8 million transfer to the CIP and fleet is planned for FY 2020-21.

HIGHLIGHTS OF THE FY 2020-21 BUDGET BY STRATEGIC PLAN GOAL

This budget serves to support our five adopted Strategic Plan goals, which serve as the guiding vision and action plan for the City of Durham:

- Innovative & High Performing Organization
- Connected, Engaged and Diverse Communities
- Shared Economic Prosperity
- Sustainable Natural and Built Environment
- Building a Safer Community Together

Upon adoption of the current Strategic Plan, the Budget and Management Services Department embarked on a mission to better assist City staff with achieving greater success on strategic initiatives. Initiatives are the heart and soul of a Strategic Plan, providing a list of actions that drive the organization forward. Durham Strategy and Performance (DSAP) was developed to add more structure, support, and accountability around implementing the Strategic Plan. During these meetings, initiative teams have the opportunity to share their current status, milestones, and performance metrics. Initiative owners also gain clarity from leadership as they discuss issues and/or roadblocks to their initiatives' advancement. The City has already seen the benefits of DSAP and will continue to test out new ideas to determine what works best for Durham.

The Strategic Plan's objectives, measures, and initiatives will be reported during FY 2020-21 at DurhamNC.gov/StrategicPlan.

INNOVATIVE AND HIGH-PERFORMING ORGANIZATION

Provide professional management that encourages a **culture of innovation, collaboration and transparency,** to deliver quality services through an exceptional, healthy, diverse and engaged workforce.

We are continuing our work of becoming an **Innovative & High Performing Organization**. The City of Durham created an **Innovation Team** in July 2017, with Bloomberg Philanthropies support. Employees of the Innovation Team are now permanently funded within the Office of Performance and Innovation (OPI) within Budget and Management Services. Two of the programs that resulted from the Innovation Team's work are transitioning to other partners due

to their success. The **Welcome Home program**, which offers peer support and a package of essential items to residents returning to Durham from state prison, will henceforth be administered in the City's Office of Economic and Workforce Development with their other justice-involved programs. The **DEAR program** removes barriers to employment and housing by providing legal services to Durham residents who cannot afford attorneys to expunge charges and convictions from their criminal records, as well as restores suspended or revoked drivers' licenses. The program was recognized as a national model of excellence this year. DEAR received the Navigator Award for Innovative Leadership and was also recognized as an honorable mention for Fast Company's World Changing Ideas. This program will be administered by Legal Aid and the NC Justice Center in FY 2020-21 using City funds.

The FY 2020-21 budget includes $10,000 to support employee idea generation and innovation training through the **IdeaStarter program.** These ideas have the potential to create a cost savings for the City, make a process or service more efficient or effective, and/or improve the overall community. Over 25 new ideas were submitted from Durham employees during November-December 2019, and five were selected as finalists to be developed and prototyped during FY 2019-20. IdeaStarter participants learn collaboratively as a cohort, with individual mentorship from OPI staff, in a "hands-on" learning environment that builds creative problem solving skills, including human-centered research, concept development and testing. Participants meet monthly, learn new tools and incorporate creative problem solving methods to iterate on their ideas, culminating in a final pitch to City leadership and fellow colleagues. The recent work-from-home climate of Spring 2020 has given the cohort new opportunities to practice these tools as they work to collaborate and innovate during unprecedented times. As IdeaStarter submissions have grown in ambition and complexity, "IdeaScaler" has been planned as a Phase Two prototype for FY2020-21 to support promising ideas that would benefit from additional support towards implementation.

During FY 2020-21, the City and County of Durham will continue to make time and space for innovation through IdeaLab. The Office of Performance and Innovation supports this effort through staff time and working with departments to identify and facilitate innovations. In April, we held our first virtual session that convened a record-breaking number of participants. Over 80 people from across the country and Canada joined to discuss how innovation has changed during the pandemic. Moving forward, we will continue offering virtual sessions and exploring ways to do hybrid in-person and virtual meetings that will allow people throughout the state of North Carolina to participate.

During FY 2020-20, the Office of Performance and Innovation complemented the **annual Resident Survey** with focus groups, community tabling outreach, and interviews. The engagement provided robust opportunities for reaching historically hard-to-reach populations, and the resulting data provided an additional opportunity to better learn how residents experience City services, and how we can continue to improve. **The City will conduct the FY 2020-21 joint City/County Resident Survey in fall 2020.**

Continuing with the City's commitment to address equity, the City was awarded a **$50,000 grant from Policy Link to further evaluate how fines and fees impact residents within our community.** During FY 2020-21, the City will participate in a national cohort of local governments. The City will engage local community members to further explore residents' experiences with City fines and fees, and identify opportunities for applying the insights gained. This project will look to create more equitable City practices as it relates to fines and fees.

The City of Durham will continue to develop and implement a continuous improvement program that includes evaluation and process improvement to analyze the effectiveness and efficiency of current programs, and to increase departments' use of data when requesting new funding. Budget and Management Services staff have continued to evaluate various City programs and conduct projects using LEAN methodology.

Employee Compensation and Benefits:

The City offers comprehensive benefits to all employees. This spring during the COVID-19 pandemic the City was forced to close all facilities to the public and direct as many employees as possible to telecommute. The City's Human Resources Department developed several temporary policies to recognize the unforeseen health, family and possible financial challenges that employees might face. All employees were provided with five weeks of "COVID leave," and the City provided temporary Premium Pay for employees identified as essential, who continued to provide critical City services in the field or at a work site.

In accordance with State Statute, the city's contribution to the Local Government Employees Retirement System (LGERS) for general employees is increasing from 8.95% to 10.15%. Law enforcement officers will increase from 9.70% to 10.9%. The City also provides additional retirement savings through an employee 401(k) plan, which remains funded at a rate of 5.0% of eligible employees' salary. State statute requires local governments to contribute 5% for sworn law enforcement officers. The City will remain with Aetna for health insurance this year. Dental insurance premiums will increase by 7% for FY 2020-21. **In light of the expected loss of revenue in FY 2020-21, the City made the difficult decision not to fund pay increases for employees**.

Leadership & Employee Development:

The City's learning and organizational development strategies have evolved to include increased developmental options for all City of Durham employees. We continue to evaluate our programs and offerings to ensure we are leveraging technology and innovation to deliver the engagement and learning opportunities that our employees need during these changing times. This budget includes continued funding to implement the Strategic Training Plan.

Highlights for the FY 2020-21 fiscal year include:

- Implementing a new virtual training & engagement platform rollout
    - Midday Moments – virtual engagement video series

    - Facilitated virtual trainings for employees and leaders
        - Franklin Covey
        - On call professional developed curriculums
        - Executive Leadership Academy (Directors and Assistant Directors)
- Expansion of PeopleMap to improve Citywide communication
- Delivery of the fourth annual enterprise-wide leadership conference
- Enhanced new employee on-boarding to better prepare new hires for success
    - Two-day format for new employee orientation (including required trainings)
    - New Employee Reunion (held quarterly)
    - Increased Surveying (5 day, 30 day, 180 day) for gathering data

Awards and Recognitions

The City of Durham has won three national recognitions for its financial accountability and reporting to Durham's residents, **which makes it one of only two North Carolina cities to hold all three major awards from the Government Finance Officers Association of the United States and Canada (GFOA).**

- **The City of Durham has been recognized for the 31st consecutive year for its budget reporting by the Government Finance Officers Association (GFOA),** a professional association of more than 18,000 members throughout North America that has served the public finance profession since 1906. The GFOA's Distinguished Budget Presentation Awards Program is the only national awards program and the highest form of recognition in governmental budgeting.
- **For the 15th consecutive year**, the GFOA recognized the City for outstanding achievement in **Popular Annual Financial Reporting for its annual publication, the Citizens' Financial Report**. The Citizens' Financial Report provides an overview of the City's financial condition and summary of the City's progress during the previous fiscal year. This year's award is for the fiscal year that ended June 30, 2019.
- In addition, **for the 34th consecutive year**, the GFOA has also awarded the **Certificate of Achievement for Excellence in Financial Reporting for the City's Comprehensive Annual Financial Report (CAFR).** The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management.

Durham Named 2019 Digital Cities Survey Winner. The survey recognizes cities using technology to improve citizen services, enhance transparency, and encourage citizen engagement. Durham once again placed 2nd in its population category.

This year, a total of 10 City projects were honored for excellence in design and preservation of their properties at the 2020 Golden Leaf Awards. Sponsored by the Durham City-County Appearance Commission and Keep Durham Beautiful, Inc., The Golden

Leaf Awards are given to properties to honor excellence in design, preservation, and stewardship of the natural and built environment, as well, The City received a Gold designation from the national SolSmart Program, which recognizes communities for taking steps to encourage solar energy growth and remove obstacles to solar development.

For the second year in a row, Durham took top honors at the Annual Conference of the North Carolina American Water Works Association – Water Environment Association (NC AWWA-WEA). This is the fourth time Durham's tap water has been named the best tasting in the state since the NC AWWA-WEA competition began in 1985.

Fleet Awards:

- **Recognized as a Smart Fleet Champion by NC Mobile Care and the NC Clean Energy Technology Center. N.C. Smart Fleet** focuses on fleet commitment and accomplishments in reducing petroleum use, thus reducing CO2 emissions and other harmful emissions. North Carolina based fleets (both public and private sector) are recognized by the N.C. Clean Energy Technology Center as supporters, leaders or champions based on their sustainability practices.
- **Recognized by the "Leading Fleets" award and Government Fleet magazine for 2020 as a top 50 Leading Fleet (9th in the nation).** The awards program, co-produced with the American Public Works Association, and sponsored by Ford, recognizes operations that are performing at a high level, particularly in fleet leadership, competitiveness and efficiency, planning for the future, and overcoming challenges.
- **Recognized as the 18th best Government Green Fleet by the Government Green Fleet Awards.** The Government Green Fleet Award is a comprehensive set of criteria specifically tailored around the challenges and requirements of the government fleet manager. The evaluation standards are divided into several key categories: fleet composition, fuel & emissions, policy & planning, fleet utilization, education, executive & employee involvement, and supporting programs.
- **Recognized as the 44th best managed Fleet in the North America by the "100 Best Fleets" award and Governing Magazine for 2019.** This program recognizes and rewards peak-performing fleet operations in the Americas. *The 100 Best Fleets* identifies and encourages ever-increasing levels of performance improvement and innovation within the public fleet industry. The 100 Best Fleets award is based on numerous criteria including standard operating procedures, business plans, emergency operations planning, service level agreements, insourcing guidance, cost analysis, safety, audit criteria, and benchmarking.

CREATING A SAFER COMMUNITY TOGETHER

Steward a community that allows residents to live, work, and play safely, free from harm and hazards.

After nearly two years of successful operations following the **City-County merger**, **the Fire Department continue to strategically plan for how to best serve the growing City.** This budget includes funding for the Fire Department to replace aging equipment for maintaining turnout gear. The department will continue to maintain a state of readiness that will allow them to respond quickly and competently to life-threatening events and emergencies occurring in our community.

Funding is included to support contracts with the Administrative Office of the Courts (AOC) for a **Domestic Violence Judge, Domestic Violence Assistant District Attorney, Witness/Victim Legal Assistant, and Gang Assistant District Attorney** within the Police Department.

Funding is included for the joint City-County **Gang Reduction Strategy** initiative, with additional focus being given to a **FY 2020-21 Comprehensive Gang Assessment Study**. The City contributes 50% for this initiative.

CONNECTED, ENGAGED AND DIVERSE COMMUNITIES

Foster cohesive, engaged and diverse communities where residents have equitable access to community resources, and the opportunity for a high quality of life.

The Community Development department continues to make progress with its **Affordable Housing Plan** after Durham residents passed a historic **$95 million housing bond** this past November. The department in FY 2020-21 will continue to focus on its major areas of **homelessness prevention, neighborhood stabilization, and multifamily housing creation and preservation.** The FY 2020-21 Dedicated Housing Fund budget includes funding for minority and women owned enterprise (MWBE) support as well as a communications plan to keep residents informed of Affordable Housing Plan and bond progress.

When the Federal Government passed the **Cares Act that provided economic impact payments ("stimulus payments")** through the IRS, the Office of Performance and Innovation immediately set to work to ensure all eligible residents received this crucial form of cash assistance. OPI built partnerships with the City Attorney's Office, Neighborhood Improvement Services, Parks and Recreation, General Services, Reinvestment Partners, Durham Affordable Housing Authority, North Carolina Central University, and the Community Empowerment Fund to **help some of our most vulnerable residents -- those living in public housing, returning home from prison, and living in homeless shelters -- access stimulus payments**. **This effort was recognized nationally by the Consumer Financial Protection Bureau as a model for other cities to replicate.**

On July 1, 2019, the City of Durham's Equal Opportunity and Equity Assurance Department was renamed the Equity and Inclusion Department. The focus has been organizing the department for equity, in conjunction with the Government Alliance on Race and Equity (GARE). Accomplishments have included:

- Organization of the Racial Equity Core Team, a 25 person team made up of representatives from 19 City of Durham Departments
- Core team participation in a year- long training cohort with eight (8) other jurisdictions, facilitated by GARE
- Development of the vision, mission and language that will be the foundation of racial equity work, in the City of Durham
- Administration of the City of Durham's first racial equity survey
- Fostering the parallel development of the City of Durham Leadership Team

FY21 goals include:

- **Presentation of the City of Durham's first Racial Equity Action Plan**
- **Rollout of the City of Durham's Racial Equity Toolkit**
- **Development and implementation of training that will be available to all employees**
- **Implementation of resources to support more collaborative and equitable community engagement**
- **Enhancement of contracting and procurement policies and practices**
- **Review of key Human Resource policies and practices with an equity lens**

Last year, Neighborhood Improvement Services drafted and piloted an **Equitable Community Engagement Blueprint** as a guide to operationalize equitable engagement and civic participation for Durham's historically under-represented communities. This year COVID-19 presents many unique challenges in the City's ability to engage with the public through traditional means. Despite these challenges, Neighborhood Improvement Services is committed to finding ways to make sure all Durham resident voices are heard. As the second year of the Equitable Engagement Blueprint pilot begins, several additional City departments have agreed to collaborate with Neighborhood Improvement Services, and will incorporate an equity lens to their own engagement activities.

Durham's **arts and culture** is enriched by its history, heritage, and diversity. Thoughtful investment in arts and culture initiatives also generates significant economic benefits for cities. With the FY 2020-21 budget, funding will continue for **public art at the allocation of $125,000. Funding in the amount of $45,400 has been allocated for the Annual Durham Holiday Parade scheduled on December 12, 2020.** This year will mark our fifth year of bringing this long-standing, family-friendly and entertaining tradition back to Durham. Our hugely successful Holiday Parade in 2019 boasted 112 units, including thirteen (13) local bands.

In light of the COVID-19 crisis, **Durham Parks & Recreation will need to re-assess community engagement and accessibility throughout the city. DPR will continue to collaborate with partners to increase access to food where needed**. Life International Church provides a Food Pantry, through the Food Bank, monthly every 1st and 3rd Friday at the

Holton Career and Resource Center. This is the 5th year of this partnership, serving approximately 2,000 families per year. DPR continues to work with Believers United for Progress (BUFP), a non-profit awarded funding through the Durham County Non-Profit Funding for Food Insecurity Program, to provide meals at the Weaver Street Recreation Center and the Durham Teen Center at Lyon Park. Additionally, we have established a new relationship with the Interfaith Food Shuttle (IFS) to provide additional meals and snacks through FLIK Hospitality and Sheets Gas Station. Working with BUFP and IFS has allowed DPR to further help address the food insecurities in these communities. These programs also align with DPR's Strategic Plan.

In FY 2020-21, DPR will continue to utilize a half-penny tax (initially approved by City Council in FY 2015) dedicated to long-deferred maintenance (parks and trails) on items such as driveways and parking lots that require paving, park restrooms in need of renovation, damaged fencing, and the many other amenities requiring attention in the parks. **The half-penny tax for FY 2020-2021 will be $1,738,443, the same amount as budgeted in FY 2019-2020.**

The City will continue its management agreements with the **Carolina Theatre,** the **Durham Arts Council** and **St. Joseph's Historic Foundation** for $692,198, $704,572 and $292,000 respectively.

SHARED ECONOMIC PROSPERITY

Enable an environment in which human and workforce development and business growth occur to encourage an inclusive economy.

The FY 2020-21 budget includes steps toward our vision of **Shared Economic Prosperity**. **With a focus on a more inclusive and equitable Durham economy, the Office of Economic and Workforce Development (OEWD) seeks to better connect the Durham economy to the most vulnerable in our community.** The department's goal is to unlock the full potential of our local economy by dismantling barriers, increasing local capacity to compete, and expanding opportunities for low-income people and communities of color.

The Office of Economic and Workfoce Develoment's small business website, DurhamBusiness360.com, was created this year to help reach this goal. The website connects small, minority, and women-owned businesses with key resources**.** Business owners can access information about starting and growing a business, applying for small business loans, networking, and more.

With many local businesses facing the economic challenges that COVID-19 has brought to our community, City Council has authorized $1M to be used as loans in the Durham Small Business Recovery Fund. These funds will assist small businesses in weathering the storm of COVID-19. The fund currently totals $2M, with the other $1M coming from Duke

University to be used for grants. Durham County has also agreed to contribute to the Durham Small Business Recovery Fund, with details still being finalized. Carolina Small Business Development Fund (CSBDF) will be administering this program. According to CSBDF, which also administers a similar small business loan program for Mecklenburg County and a similar grant program for Raleigh, more than half of the grant and loan recipients in each program were businesses owned by people of color.

The City also recognizes that a key part of the vision for shared economic prosperity is the support for residents touched by the justice system. These programs are pivotal now more than ever as individuals are released early from prison, as a result of COVID-19. **To this end, funding of $243,093 is included for the Transitional Jobs Program and Welcome Home Program.** The Transitional Jobs program provides employment opportunities to formerly-incarcerated individuals. The Welcome Home Program helps orient people recently returning from prison to the resources available in our community, provides social and emotional support, and illustrates to returning residents that their community wants them to succeed in reentry.

SUSTAINABLE NATURAL AND BUILT ENVIRONMENT

Guide equitable, efficient, and environmentally sound investments in the City's built and green infrastructure assets.

In FY 2018-19 the Planning Department was approved for $250,000 over three (3) budget years to implement a new Comprehensive Plan to be developed to guide Durham's growth. The Comprehensive Plan will better coordinate City and County services and infrastructure with growth, and ensure that the costs of growth are adequately managed. In the fall of 2019 the department launched a public kickoff of the plan, the Listening and Learning phase, to raise awareness and gather feedback from Durham residents. Approximately 1200 community members participated in the first round of pubic engagement through traditional workshops, an online survey, and community member-facilitated small group sessions. T**he COVID-19 crisis has delayed the completion of the Listening and Learning phase. Staff is currently re-evaluating how to move the project forward.**

In 2018, City Council committed **$2.4 M for Participatory Budgeting (PB) projects**. Residents in each of the three City Council wards were allocated $800,000 to directly decide how to improve their neighborhoods with one-time projects. PB is currently in the implementation phase which includes implementing approximately 20 projects. **These projects include bus shelters with reclaimed art, accessible ramps for persons with disabilities, and youth STEM programs, among others. The goal is to complete all projects during FY 2020-21.**

The **Solid Waste Department** continues to remain committed to addressing services with an emphasis on operational efficiency and reducing the amount of trash that gets disposed in the landfill. The Department recently revamped its strategic plan and proposed three new

objectives: Promote environmentally sound practices; Improve operational efficiencies and decision-making capabilities; and Cultivate an exceptional and engaged workforce.

The department still faces significant challenges with the dwindling revenue from recycling. Last fiscal year the priorities were finding ways to navigate through the downturn in the recycling markets and staffing. **While those continue to be major priorities, a third and possibly the most vital, is establishing a composting program**. The composting program will offset at least some of the surging recycling costs by reducing disposal tipping fees. Rather than landfilling food waste the Department will compost it with yard waste and bio-solids from Water Management's North Durham Water Reclamation Facility.

The biggest uncertainty for the Department continues to be the recycling market which is next to impossible to forecast. Two years ago newspaper and office paper paid dividends, but those revenue streams have all but disappeared. There are so many uncontrollable elements such as politics and trade deals that municipalities are aggressively looking for ways to offset the costs, rather than simply hoping that the market fluctuates in their favor. The City's current processing contract expires June 30, 2020 and the Department has had to negotiate a new processing contract that will increase the cost to provide recycling.

To continue to address maintenance needs outside of the CIP, General Services has continued with its five-year **Facility and Asset Maintenance** plan, with 16 projects proposed in FY 2020-21. The updated five-year request totals $6M. **This budget includes $1M in FY 2020-21 for the plan**.

The **Transportation** budget includes 3.75 cents per $100 assessed value of the property tax rate to provide continued funding of core transit services. **Transit Operations anticipates receipt of $12.2M through a grant to offset cost associated with the COVID-19 pandemic.** In FY 2020-21, the Transportation department will increase on-street parking rates as recommended by the 2018 Parking Study**.** The department will also continue to implement performance parking in high-demand parking areas.

Sidewalks are important to advancing pedestrian safety and supporting the mobility of Durham residents and visitors. While the Transportation department has made progress in improving sidewalk infrastructure in FY 2019-20, there are still sidewalk gaps and substandard sidewalks in many locations throughout the City. **In FY 2020-21, the Transportation department will continue to refine its process for identifying, prioritizing, and constructing new sidewalks.**

The General Services Department continues to guide the City's long standing commitment to environmental excellence, as evidenced by the economic, social and, environmental strategies that support a more sustainable Durham. Completion of sustainability projects, like the Lime Energy LED retrofits and the Roadmap online dashboard are key goals in our continued

implementation of the City's Sustainability Roadmap. The expansion of the Smart Buildings Analytics Platform utilizes sensors, data, insights, and visualization tools to reduce energy consumption and optimize key building in the City. **In FY 2020-21 General Services will continue to advance the City's Sustainability Roadmap and adopted City Council goals of carbon neutrality and transition to 100% renewable energy by 2050.**

CAPITAL IMPROVEMENT PROGRAM (CIP) AND DEBT

The FY 2021-26 Capital Improvement Program (CIP) would traditionally be presented to the City Council in a companion document to the FY 2020-21 annual budget. This year new non-enterprise projects will come forward at a later date, as CIP can be adopted at any given City Council Meeting. **The capital improvement budget will continue to complete existing projects.** Funding is provided through Water and Sewer revenues and revenue bonds, general fund financings, pay-as-go funding and stormwater fees.

Funding is included for $17.85 million in General Fund capital projects for projects that were deemed a priority and essential to the City's capital infrastructure needs. There is an additional **$69.08 million of CIP funding dedicated to Water and Sewer, Stormwater, and other enterprise projects**. The City is committed to providing complete and ongoing communications to residents and the City Council about the progress of all projects. To monitor the status of any capital project, residents can visit our website at https://durhamnc.gov/223/Capital-Improvement-Plan-CIP.

The FY 2020-21 budget includes **11.00 cents** per $100 assessed value tax for debt and capital projects, to continue to fund capital and infrastructure needs.

The FY 2021-2026 Capital Improvement Program (CIP)

a. **General Capital Projects FY 2020-21:**
   I. $5.0 million set aside for COVID-19.
   II. $0.35 million for Motorola SUAII Upgrades (addresses maintenance and upgrade needs for emergency communication services).

b. **Stormwater Projects:**
   I. $2.2 million to address drainage repairs and major stormwater infrastructure.

c. **Water and Sewer Projects:**
   I. $62.5 million for water and sewer improvements including water and sewer rehabilitation, future water supply, Jordan Lake and construction.

d. **Fleet Replacement Program:**

I. $10.8 million for **General Fund ($6.5M)**, Solid Waste ($2.92M), Stormwater ($594K), and Water Management ($854K) fleet replacement vehicles. New fleet vehicles are not included under this program until approved by the City Manager under the annual new budget request process.

e. **Street Maintenance:**

I. $6.0 million to address annual ongoing maintenance of streets. In FY 2020-21, there will be no additional one-time fund balance allocated.

Other capital needs will be met in the operating budget:

I. **Maintenance Replacement Project Plan - $1M for FY 2020-21 –** General Services refreshed its five-year maintenance replacement plan in FY 2019-20 and anticipated completing 16 projects in FY 2020-21. Due to a flat budget allocation of $1 million, the department is revising the plan in order to meet new resource requirements. The department anticipates the FY 2019-20 budgeted amount to be fully spent/encumbered by the end of FY 2019-20.

CONCLUSION

I am proposing several measures to help financially sustain the City through our changing economic climate**.** Perhaps the most significant of these measures is the decision to forgo pay-for-performance and other raises for all employees in FY 2020-21. This was a particularly difficult decision given the tremendous contributions our employees make to the Durham community. Recognizing this, one of my goals during this time of economic uncertainty is to maintain as many full-time employees as possible. City administrators propose holding salaries constant to decrease our personnel expenses with minimal impact to the livelihoods of our employees.

In addition, the City has decreased its training and travel budget by 50% organization-wide. This decision was made as a cost-savings measure and as recognition that travel will likely be significantly impacted by COVID-19 throughout the fiscal year as we continue social distancing measures. By decreasing travel budgets, the City anticipates saving approximately $0.5M. The City also anticipates fuel savings of approximately $475,000 in the General Fund in light of COVID-19. Savings from travel budget cuts and fuel savings prolongs our ability to provide the same services to residents despite anticipated revenue losses of more than $12.7M.

In an effort to buffer against long-term impacts of COVID-19 on our community, I have allocated $5M, originally included in our Capital Improvement Program for FY 2020-21, to be used as Coronavirus Aid. Of this $5M, the City has allocated $1M to the COVID-19 Small Business Recovery Fund. These funds will be used to provide loans to small, women, and minority-owned businesses who have been adversely affected by the pandemic. In addition, Duke University is

contributing an additional $1M to the Small Business Recovery Fund to be used for grants and Durham County has agreed to contribute, with details still being finalized.

The remaining $4M of Coronavirus Aid will provide us with flexibility to address as-yet-unknown community needs. Some of these funds may be used to adopt proper safety practices for employees and the public as the City adapts its practices to better promote public health. The Office of Performance and Innovation, housed within the Budget and Management Services Department, is working closely with all City departments to collectively identify infrastructural and programmatic changes that may be necessary to increase service levels during the pandemic.

There are many unknowns about what the future holds for Durham but one thing remains constant: City employees will continue to serve residents with dedication, keeping in mind the importance of equity and transparency during this time.

I would like to offer my appreciation for City Council's continued leadership as we adapt to these changing circumstances. Mayor Schewel and Councilmembers have been quick to make adjustments to the way we operate – holding virtual City Council meetings, work sessions, and Public Hearings – so that they can continue representing every Durham resident. Mayor Schewel, in collaboration with County Commissioner Chair Jacobs, has also convened the Durham Recovery and Renewal Task Force to support community-wide efforts to safely reopen and recover from the many hardships associated with the coronavirus. The advisory group of community leaders they have assembled, along with the many ways they are engaging our community throughout the process, better positions us as a City to come back stronger.

Of course, this work would not be possible without the commitment of hundreds of front-line employees who have continued to show up for work day after day, adapting to new methods of safely serving residents. I am thankful we have been able to recognize these employees by offering Premium Pay to front-line public servants.

Finally, thank you to Budget and Management Services Director, Bertha Johnson, and Budget and Management Services staff for leading the budget development process through this turbulent time.

I'm confident that with the continued leadership of City Council, City Administration and Durham residents, our community will come out of this stronger than we were before.

Sincerely,

Tom Bonfield
City Manager

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THE CITY OF DURHAM STRATEGIC PLAN
FY 2019-2021

City of Durham employees work hard every day to provide the quality services that make Durham a great place to live, work, and play. The City of Durham has a strategic plan that serves as a road map outlining the organizational priorities and necessary initiatives that will lead to the city providing an excellent and sustainable quality of life.

At the June 18th, 2018 Council Meeting the Durham City Council adopted the FY 2019-2021 Strategic Plan for the City and five over-arching goals:

1. Innovative and High Performing Organization
2. Creating a Safer Community Together
3. Shared Economic Prosperity
4. Connected, Engaged, and Diverse Communities
5. Sustainable Natural and Built Environment

The Strategic Plan continues to serve as the framework for accomplishing priorities. To ensure success, the organization will continue to integrate the plan into annual budgets, daily operations, and organizational measurements in an effort to direct our financial resources and planning in almost every area of government.

COVID-19 has impacted and will continue to impact the organization's ability to address the initiatives outlined in the Strategic Plan. Some initiatives have been fast-tracked, primarily those related to enhancing electronic and virtual accessibility, while others are being paused while staff evaluates how best to move forward.

To monitor the Strategic Plan, a performance dashboard was created. Residents can easily view progress made on specific citywide measures and initiatives, while also identifying potential trends. The performance dashboard is updated biannually with data displayed from the fiscal year as well as calendar year-end results. To learn more, visit www.DurhamNC.gov/StrategicPlan and dive into the performance dashboard to explore the organization's successful progress. Please find the adopted FY 2019-2021 Strategic Plan on the following pages.

CITY OF DURHAM

FY 2019-2021

Strategic Plan

Durham: What's Next?

WWW.DURHAMNC.GOV/STRATEGICPLAN

One Vision, Five Goals

The City of Durham Strategic Plan serves as a roadmap to make Durham a diverse, welcoming and innovative community. Over 2,600 City of Durham employees provide services every day that make Durham a great place to live, work, and play. While our mission remains the same, the City's Strategic Plan and the five goals that are the framework for the activities, programs, and services associated with them, are new – **changed to build on how Durham is transforming to meet the needs of the growing, diverse, and inclusive community that we strive to be.** Over the past year the Strategic Plan has been undergoing a refresh, getting input from our employees who serve on strategic goal teams, and reflecting the feedback provided by residents. This plan will serve as the **guiding vision and action plan for the City of Durham over the next three years.**

Our Goals

- Innovative and High-Performing Organization
- Creating a Safer Community Together
- Shared Economic Prosperity
- Connected, Engaged, and Diverse Communities
- Sustainable Natural and Built Environment

GOAL

Innovative and High Performing Organization

Provide professional management that encourages a culture of innovation, collaboration, and transparency in order to deliver quality services through an exceptional workforce.

OBJECTIVES

- **Promote Internal and External Collaboration to Deliver Outstanding Service to All Customers**
  The City achieves better results when departments work together to ensure seamless service delivery.
- **Promote Organizational Sustainability**
  Improve Durham by encouraging innovation and strategically utilizing resources to achieve efficiency, resiliency and adaptability.
- **Enable the Community to Effectively Engage with Local Government**
  Effectively involve the community in decision making, problem solving and continuous improvement through information sharing, collaboration and partnerships.
- **Cultivate a Diverse, Engaged, and Healthy Workforce Dedicated to Public Service**
  Attract and retain high performing employees with diverse talents, skills, abilities, backgrounds and experiences who are committed to excellence.

OBJECTIVE

Promote Internal and External Collaboration to Deliver Outstanding Service to All Customers

Innovative and High Performing Organization

INITIATIVES

- Develop and implement customer service improvements for Durham One Call, Water Management, and Solid Waste with a focus on ***process***.
- Develop and implement customer service improvements for Durham One Call, Water Management, and Solid Waste focusing on ***people***.
- Develop and implement customer service improvements for Durham One Call, Water Management, and Solid Waste with the focus on ***technology***.

OBJECTIVE

Promote Organizational Sustainability

Innovative and High Performing Organization

INITIATIVES

- Develop and implement a continuous improvement program that includes evaluation and process improvement to analyze and improve City services.
- Utilize lessons learned from IdeaStarter to increase funding and develop training for employees to expand innovation and process improvement.
- Develop a Data Academy to create a common set of skills in research, data visualization, experimentation, data gathering and analysis.
- Create opportunities for strategic and collaborative leadership development.
- Develop and implement a citywide STAT model to better use data and implement the Strategic Plan.
- Enhance partnerships with businesses and community organizations to solve organizational problems and test new technologies.
- Identify internal structure and implementation framework for the City's racial equity program.

OBJECTIVE

Enable the Community to Effectively Engage with Local Government

Innovative and High Performing Organization

INITIATIVES

- Make all legally available data freely accessible to public, share tools on how to use it.
- Create new opportunities for youth to engage in local government planning and decision-making processes.
- Develop a democratic process to give residents direct decision-making power over a portion of the budget.
- Develop and implement a Language Access Plan to provide guidance to departments to help prioritize efforts to improve access.
- Reconvene Neighborhood College to provide residents an opportunity to learn about local government services.
- Provide internal support to departments so they can disaggregate data to understand racial disparities to ensure equitable provision to all communities.

OBJECTIVE

Cultivate a Diverse, Engaged, and Healthy Workforce dedicated to Public Service

Innovative and High Performing Organization

INITIATIVES

- Create and implement an organization-wide process to define core values.
- Identify groups that the City should recruit to address inequities or align with City values (i.e., justice involved, local residents).
- Lead the City in strategic workforce and succession planning.
- Develop an outcome based wellness program.

GOAL

Creating a Safer Community Together

Build a community that allows residents to live, work, and play safely, free from harm and hazards.

OBJECTIVES

- **Reduce Harm**
  Keep our residents safe.
- **Prioritize Building Relationships**
  Strengthen community relations and improve public perception through proactive community engagement.
- **Improve Operational Efficiency**
  Improve departmental effectiveness through increased operational and administrative efficiency.
- **Improve Public Safety Outcomes**
  Facilitate high survivability of fire, medical, and other hazardous emergencies.

OBJECTIVE

Reduce Harm

Creating a Safer Community Together

INITIATIVES

- Increase focus on reducing gun crimes through a variety of enforcement strategies and education.
- Expand use of Crisis Intervention Team (CIT) and de-escalation training, thus enabling officers to utilize situationally appropriate response techniques.
- Develop joint community risk reduction activities based on community needs and data trends.
- Develop internal partnerships to create new innovative approaches to reducing harm. (DPR, NIS, WM Code Enforcement Collaborative)
- Address issues related to gang violence through public/private partnerships.
- Create Vision Zero action plan and deliver speed management projects.
- Decrease amount of time from referral for CIT intervention to patient contact.

OBJECTIVE

Proactive Relationship Building

Creating a Safer Community Together

INITIATIVES

- Increase the use of the Police Community Engagement Unit, especially in socio-economically challenged areas and within Durham's housing community, to create meaningful engagement opportunities.
- Expand educational opportunities for both residents and employees to encourage a mutual appreciation and understanding of issues facing Durham.
- Implement strategies aimed to diversify each public safety agency so that they reflect the community.
- Partner with local Hispanic organizations and residents to create opportunities to learn about, and understand, the specific challenges facing the Hispanic community.
- Emphasize the core values and expectations of the public safety departments and encourage employees to demonstrate these through personal interactions with community members.
- Implement strategies to increase mutual appreciation and understanding of vulnerable communities.

OBJECTIVE

Improve Operational Efficiency

Creating a Safer Community Together

INITIATIVES

- Analyze and adjust Police patrol work schedule to align resources with operational demand.
- Analyze beat structure to help improve integrity and "in district" call response.
- Implement quality assurance systems that support divisional programming efforts.
- Develop a program for all public safety non-sworn employees that can aid them in their professional development while also soliciting input on problem solving and innovative ideas.
- Transition to contemporary dispatch methods that allow emergency communications to better process 911 calls and deploy first responders.

OBJECTIVE

Improve Public Safety Outcomes

Creating a Safer Community Together

INITIATIVES

- Evaluate delivery of calls related to emergency medical services to identify opportunities to improve patient outcomes.
- Design and deploy innovative first responder training to ensure preparedness for emerging and evolving threats.
- Improve the quality and speed of fire and medical emergency medical responses.
- Utilize key metrics to identify gaps in response strategies and implement protocols and programs to reduce the occurrence and severity of the community's most detrimental incidents.
- Design, deliver, and deploy effective community risk reduction programs.

GOAL

Shared Economic Prosperity

Enable an environment in which human and workforce development and business growth occur to encourage an inclusive economy.

OBJECTIVES

- **Create an Inclusive Development Environment**
  Create an efficient, transparent, and cost effective development environment, which encourages equity, access and inclusion.
- **Build a Talented, Competitive Workforce**
  Meet the talent demands of Durham businesses while facilitating career opportunities for residents to be gainfully employed by using innovative worked-based learning, career pathways and job training programs.
- **Grow a Civic Infrastructure**
  Cultivate public private partnerships toward shared economic prosperity.

OBJECTIVE

Create an Inclusive Development Environment

Shared Economic Prosperity

INITIATIVES

- Evaluate full cost recovery model for the development review program, where program application fees cover the cost of City review.
- Evaluate and propose a grant program or other means of ensuring equitable access to development review program permits and approvals, especially for low and moderate-income homeowners and entrepreneurs.
- Create a dedicated fund for development review activities, which will allow for investments such as digital submittal and review and retention of employees during brief periods of reduced development activity.
- Establish consistent and committed service levels between all development review departments.
- Conduct annual evaluation of the development review program.
- Implement a system of digital submittal, review and approval.
- Evaluate and propose new development review products, such as face-to-face reviews, expedited reviews and after-hours inspections.
- Evaluate and propose an approach and governance program for consolidated records management between development review departments and conversion of historic paper records to digital format.

OBJECTIVE

Build a Talented, Competitive Workforce

Shared Economic Prosperity

INITIATIVES

- Grow the Durham Youth Internship Program from 200 to 1,000 placements.
- Re-design and implement an employment program for justice-involved residents.
- Engage the business community to gather data to understand their workforce needs and employment skill gaps within the local and regional labor market.
- Engage residents as well as internal and external partners to understand the barriers residents face to employment and career advancement.
- Fulfill the workforce needs of the business community by connecting residents to career pathways and work-based learning programs.
- Explore three apprenticeship tracks across non-traditional industry sectors in partnership with Durham Public Schools and Durham Technical Community College.

OBJECTIVE

Grow a Civic Infrastructure

Shared Economic Prosperity

INITIATIVES

- Re-evaluate City's Economic Incentive Policy to create jobs for Durham residents.
- Convene national and international foundations to leverage resources and establish relationships.
- Convene financial institutions to leverage access to capital for small businesses.
- Host private sector roundtables to discuss the potential leveraging of Corporate Social Responsibility (CSR) resources.
- Establish an initiative centered on collaboration with area educational institutions that will focus on talent and technical assistance.
- Improve community capacity to provide economic opportunities for justice-involved individuals.
- Identify and recommend an approach to strategic community partnerships.
- Assess the barriers for small, minority-owned and women-owned businesses.
- Create a financial inclusion strategy with community partners.

GOAL

Connected, Engaged, and Diverse Communities

Foster cohesive, engaged and diverse communities where residents have equitable access to community resources, and the opportunity for a high quality of life.

OBJECTIVES

- **Promote Community Capacity through Engagement**
  Engage residents and partners to invest in and model collaboration that builds community capacity to solve community issues.
- **Advance a More Inclusive and Equitable Durham**
  Promote equitable access to community programs and services for all residents.
- **Make Durham more Affordable**
  Identify and encourage initiatives to make Durham more affordable for all residents.
- **Cultivate Stronger Connections between Neighbors**
  Create opportunities for residents to build relationships within their neighborhoods to foster social cohesion as Durham grows and changes.

OBJECTIVE

Promote Community Capacity through Engagement

Connected, Engaged, and Diverse Communities

INITIATIVES

- Develop an organizational engagement plan focused on building community capacity.
- Expand outreach to and engagement with residents who have limited English proficiency by developing and executing strategies specifically designed to build relationships and community trust.
- Connect residents to resources to identify and advance community priorities together.
- Partner with Durham Public Schools to better understand and address community issues as they pertain to Durham's youth and families.

OBJECTIVE

Advance a More Inclusive and Equitable Durham

Connected, Engaged, and Diverse Communities

INITIATIVES

- Facilitate the process of defining the terms “Equity” and “Inclusion” that the City will adopt, and work with departments to operationalize.
- Explore and implement strategies to better connect youth and their families to resources and programs.
- Planning when, where, and how we coordinate delivery of City of Durham services and investments at the neighborhood level to expand resident opportunities and increase equity.
- Identify and lower barriers for residents who are justice involved to access programs and services.

OBJECTIVE

Make Durham More Affordable

Connected, Engaged, and Diverse Communities

INITIATIVES

- Identify and reduce regulatory impediments to housing affordability.
- Develop and implement strategies to ensure housing and transportation services support affordability.
- Implement the five year Affordable Housing Plan.
- Increase the use of the Earned Income Tax Credit (EITC) and property tax exemptions.

OBJECTIVE

Cultivate Stronger Connections between Neighbors

Connected, Engaged, and Diverse Communities

INITIATIVES

- Utilize placemaking to facilitate natural interactions among community members to develop connections and build relationships.
- Target specific parks for multi-departmental community-based events. Use parks, centers, and programs to build relationships where multiple neighborhoods intersect.
- Invest in and create public art experiences – both downtown and in neighborhoods – that illuminate residents' history, sparks reflection and dialogue, and enhances daily life.
- Engage residents and community stakeholders to develop strategies to strengthen and stabilize neighborhoods.

GOAL

Sustainable Natural and Built Environment

Guide equitable, efficient, and environmentally sound investments in the City's built and green infrastructure assets.

OBJECTIVES

- **Invest in Sustainable Infrastructure**
  Make intentional and sustainable infrastructure investments through comprehensive planning that considers the social, environmental, and economic life cycle costs.
- **Improve Mobility Networks**
  Expand equitable access to transportation networks and facilities for all residents in Durham.
- **Create a More Sustainable Durham**
  Protect and enhance the natural and built environment through programs, services, and community partnerships that foster a sustainable and resilient city.

OBJECTIVE

Invest in Sustainable Infrastructure

Sustainable Natural and Built Environment

INITIATIVES

- Evaluate and implement maintenance and replacement plans (Street, Park Amenities, Infrastructure and Fleet).
- Reduce energy consumption and expand life cycle of buildings with the use of building automation systems, sensors, and analytics.
- Develop a new Comprehensive Land Use Plan that aligns infrastructure, service standards, and capital and operational budgeting priorities with desired future land uses in Durham.

OBJECTIVE

Improve Mobility Networks

Sustainable Natural and Built Environment

INITIATIVES

- Invest in road network to increase the average Pavement Condition Index (PCI) rating of arterial and residential streets.
- Increase the usage of contracted sidewalk repair to achieve sidewalk repair targets.
- Provide an equitable, accessible, multi-modal transportation service that meets the needs of our growing community and consumer demands.
- Create a more walkable and bike friendly community.
- Expand and enhance trail network of the City.
- Encourage residents and commuters to utilize multi-modal transportation choices.

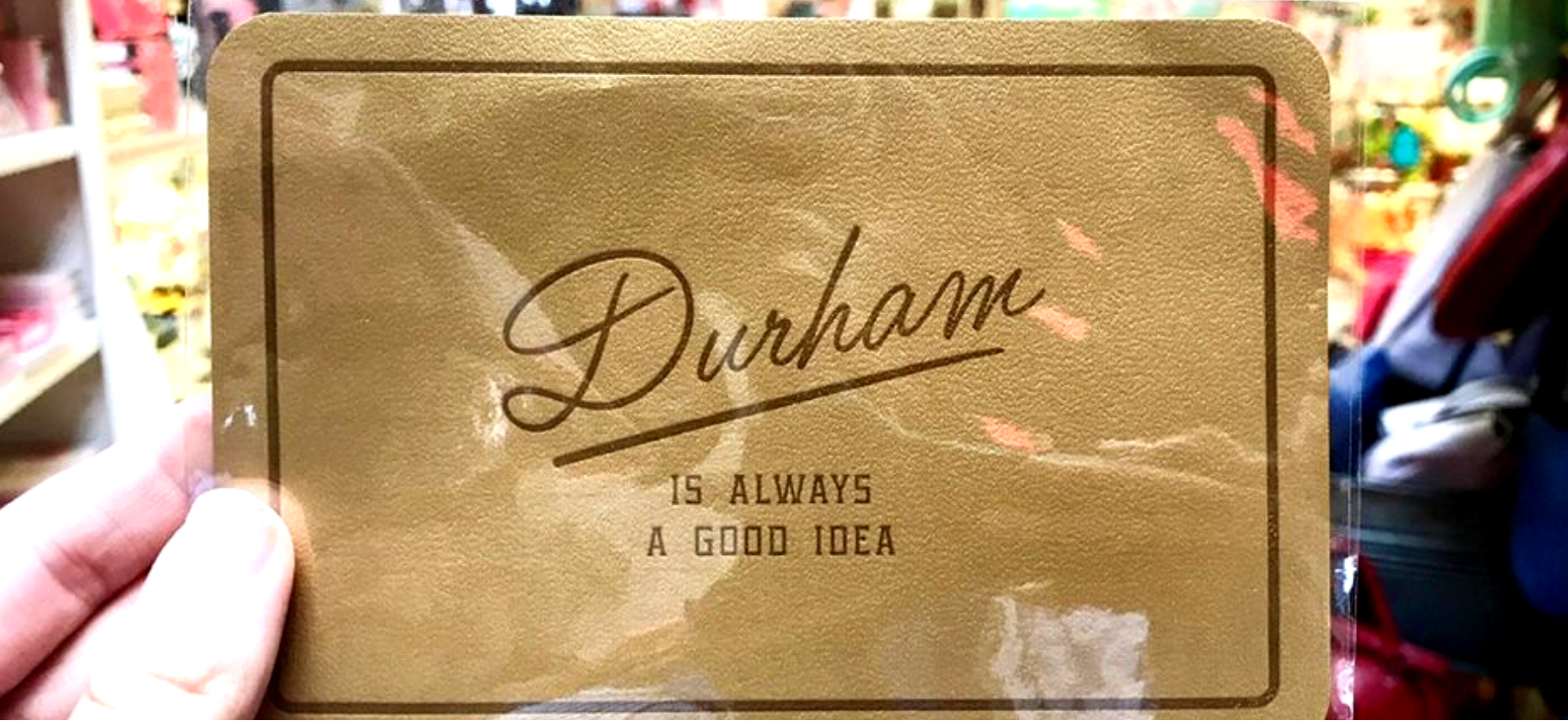
OBJECTIVE

Create a More Sustainable Durham

Sustainable Natural and Built Environment

INITIATIVES

- Increase amount of green infrastructure in the City of Durham by developing recommendations to reduce regulatory barriers.
- Pilot a cross-departmental composting effort to evaluate scalability of residential composting services.
- Develop and execute urban forestry management plan to achieve the City's goals and priorities for achieving equitable tree canopy goals.
- Improve water quality through stormwater and land use best practices.
- Implement and track progress of the Sustainability Roadmap.



Strategic Plan FY 2019-2021

CITY OF DURHAM CROSSWALK
DEPARTMENT GOALS, OBJECTIVES & STRATEGIES
TO CITY GOALS

City department budget pages list departmental goals, objectives and strategies that are tracked and managed at the department level in support of City Council goals in the Strategic Plan.

Departmental goals, objectives and strategies in support of these Council goals are outlined in the crosswalk produced below. The reference noting which Council goals the departmental goals support is as follows (see reference word in parentheses):

Goal 1: Shared Economic Prosperity.
(ECONOMIC)

Goal 2: Creating A Safer Community Together.
(SAFER COMMUNITY)

Goal 3: Connected, Engaged and Diverse Communities.
(COMMUNITIES)

Goal 4: Innovative & High-Performing Organization.
(HIGH-PERFORMING)

Goal 5: Sustainable Natural and Built Environment
(SUSTAINABLE)

			Council Goals				
Department	**Departmental Objective**	**Budget Page**	**Economic**	**Safer Community**	**Communities**	**High-Performing**	**Sustainable**
City Clerk	To encourage community engagement and resident participation	131			■	■	
City Clerk	To maintain official records and provide access to public records	131				■	
City Manager	Create and manage strategic communications to connect the City with its employees and the greater Durham community.	136			■	■	
City Manager	Provide exceptional customer services through consistent, professional, and clear communication.	136				■	
Audit Services	Reduce fraud, waste & abuse for the City.	143				■	
Audit Services	Improve efficiencies and effectiveness in the City operations (actual audit engagements).	143				■	
Audit Services	Increase overall awareness of Audit Services through training and face to face engagement.	144				■	
Budget	Enhance the use of strategy, data and engagement to manage and allocate the City of Durham's resources effectively.	149				■	
Budget	Develop the organization's problem-solving capacity through partnerships, projects, and trainings to sustain continuous improvement culture.	149				■	
Budget	Collaborate with internal departments & external stakeholders to identify solutions to complex problems through evidence based and innovative approaches.	150				■	
Equity & Inclusion	Increase the number of UBE's and small businesses participating in City of Durham contracting.	155-156	■				
Finance	To promote a culture of safety that will help protect the city's assets.	161				■	
Finance	To execute core processes under standardized controls to protect financial assets and promote operational efficiency.	161				■	
Finance	To promote strong financial management to ensure adequate resources to meet programmatic and capital needs of the city.	162				■	
Human Resources	Make the City of Durham a nationally-recognized employer of choice.	167				■	
Human Resources	Establish human capital leadership across the organization.	167				■	
Human Resources	Create customer experiences that delight and amaze	168				■	

			Council Goals				
Department	**Departmental Objective**	**Budget Page**	**Economic**	**Safer Community**	**Communities**	**High-Performing**	**Sustainable**
Technology Solutions	Align IT services to provide innovative solutions according to evolving industry standards	174				■	
Technology Solutions	Maintain all the City IT assets governed by Technology Solutions	174				■	
Inspections	Provide outstanding customer service through efficient and effective inspection processes	182	■				
Inspections	Build departmental capacity to ensure long-term sustainability of high-performing service levels	182				■	
Planning	Manage a process for reviewing development that is coordinated, efficient, predictable, fair, and transparent	190	■				
Planning	Enforce the UDO fairly and equitably across the City and County of Durham	190	■				
Planning	Improve the efficacy of the Department's outreach and public information accessibility efforts	191				■	
Planning	Guide the development of Durham in accordance with the community's vision, and the ability to provide efficient infrastructure and services to new development	191			■		
Economic & Workforce Development	Connect job seekers to job and/or job training opportunities	209	■				
Neighborhood Improvement Services	Increase fair and equitable housing opportunities through the enforcement of the federal and local fair housing laws, and by educating citizens and housing providers on these laws	219			■		
Neighborhood Improvement Services	Improve public perception of safety and quality of the total built environment through the removal of public nuisances that contribute to crime, unsafe and unhealthy conditions in neighborhoods	220			■		
Neighborhood Improvement Services	Improve housing and other built environment conditions to provide safe and sanitary housing and neighborhoods by increasing community awareness and responsiveness to City ordinances and codes	220			■		
Neighborhood Improvement Services	Increase community capacity through building relationships with residents and community organizations	221			■		

Department	Departmental Objective	Budget Page	Council Goals: Economic	Safer Community	Communities	High-Performing	Sustainable
Emergency Communications	Ensure calls are processed in the most timely and effective manner to ensure safety of residents, first responders and visitors	230		■			
Emergency Communications	Provide service and support of the radio system to ensure continual communications capabilities	230		■			
Fire	Enhance Emergency Response Capabilities	238		■			
Fire	Increase Code Enforcement and Community Education Efforts	238		■			
Fire	Increase Preparedness	239		■		■	
Police	Reduce incidents of violent crime	247		■			
Police	Improve operational efficiency and effectiveness	247-248		■		■	
Police	Increase the public's trust through transparency, partnerships, and improved communication	248		■	■		
Police	Effectively recruit, train, and retain well qualified and diverse employees	249		■		■	
Fleet Management	To utilize existing reports in conjunction with an asset index to create a business plan to effectively manage City Resources	256					■
Fleet Management	Maintain an acceptable level of vehicle/equipment availability through a comprehensive Preventive Maintenance program and the use of data analytics (descriptive and predictive)	256-257					■
General Services	Exceed customer expectations by delivering excellent customer service and demonstrated performance measures outcomes within functional areas	267				■	
General Services	Construct, deliver, and maintain sustainable, high-quality, visually appealing infrastructure and facilities	268					■
General Services	Promote environmental sustainability to achieve energy efficiency, pollution and litter reduction, and support global warming prevention	269					■
Parks & Recreation	Increase connectivity to programs and services through reductions in physical and economic barriers, and increasing relationships and awareness	277			■		

			Council Goals				
Department	**Departmental Objective**	**Budget Page**	**Economic**	**Safer Community**	**Communities**	**High-Performing**	**Sustainable**
Parks & Recreation	Creating opportunities to connect youth to health, wellness, the outdoors and to continue lifelong learning by developing and implementing a Teen (13-18) Strategy for Durham	277			■		
Parks & Recreation	Increase opportunities through quality, diverse program offerings, physical spaces, natural areas, and lifelong learning	278			■		
Parks & Recreation	Continue developing and improving current facilities and parks according to current departmental plans in an effort to eliminate deferred maintenance, harden, and update dated equipment	278					■
Public Works	Manage a proactive street maintenance program that is cost effective at an accepted level of service	286					■
Public Works	Build a sidewalk network that meets community needs and creates a connected community	286			■		■
Public Works	Maintain a stormwater system to meet or exceed all federal, state and local stormwater and environmental requirements	287					■
Solid Waste	Develop and implement strategies to promote environmentally sound practices (to include the diversion of reusable and recyclable products from the waste stream thus increasing the diversion rate)	293					■
Solid Waste	Improve collaboration with partner departments increasing resident education to deliver high quality services	294				■	■
Solid Waste	Reduce carbon footprint and improve operational efficiencies	294				■	■
Transportation	Enhance safety and accessibility of crosswalks, walkways, school zones, trails, and bikeways for residents and visitors to get from one point to another	302		■	■		■
Transportation	Promote zero fatalities on our roadways through the Vision Zero program, a program where community members share responsibility for ensuring the safety of the community	302		■	■		

			Council Goals				
Department	**Departmental Objective**	**Budget Page**	**Economic**	**Safer Community**	**Communities**	**High-Performing**	**Sustainable**
Transportation	Promote multi-modal transportation options that are environmentally sustainable, affordable, clean, safe, and efficient	303		■			■
Transportation	Proactively address situations associated with single occupant vehicles, such as parking and congestion, with hired vehicle usage and transportation delivery to reduce vehicle miles traveled	304				■	■
Water Management	Maintain satisfied customers	312				■	
Water Management	Develop and build water/wastewater systems to meet growth needs and regulatory requirements	313-314					■

BUDGET AND FINANCIAL POLICIES

The City of Durham's budget and financial policies serve as the basis for developing the annual operating budget and the six-year Capital Improvement Program. The policies also serve as the basis for the City's overall financial management.

The Local Government Budget and Fiscal Control Act governs much of the activities that occur in budget preparation and execution. The City has instituted other policies voluntarily in order to address issues that are specific to Durham. Both types of policies are noted below.

Operating Budget Policies

State Statutes:

- The City of Durham will operate under an annual balanced budget ordinance in which the sum of estimated net revenues and appropriated fund balance is equal to appropriations.

- By State Statute, the annual budget for all City funds, including enterprise funds, is prepared using the modified accrual basis of accounting. This basis of accounting recognizes revenues either when they are received in cash (such as licenses or fines) or when the collection of the amount can be reasonably estimated to be received in the near future (such as property taxes). Expenditures in a modified accrual system are generally recognized in the period in which goods or services are received or when a liability is incurred. Beginning with the FY 2001-02 Comprehensive Annual Financial Report, the City is accounting for its funds on both a full accrual and a modified accrual basis, in compliance with GASB 34.

- The General Fund has an officially adopted annual budget. The appropriations in the budget ordinance within the General Fund are shown at the fund level. Although General Statutes and generally accepted accounting principles do not require an annual balanced budget for the remaining funds, all governmental and enterprise funds have legally adopted balanced budgets.

- The City may establish and operate one or more internal service funds. At the same time that it adopts the budget ordinance, the City Council must approve a balanced financial plan for each internal service fund. A financial plan is balanced when estimated expenditures do not exceed estimated revenue.

- All grants received from the federal or state governments for operating or capital purposes will be recognized in separate grant project ordinances. A balanced grant project ordinance must be adopted prior to beginning the project. A grant project ordinance is balanced when estimated expenditures do not exceed estimated revenue. Information on each grant project ordinance is included in the Annual Budget.

- The City's budget ordinance will cover a fiscal year beginning July 1 and ending June 30. In order to have the budget ordinance approved by July 1, the Preliminary Budget, together with a budget message, will be submitted to the City Council no later than June 1.

- A public hearing will be held on the Preliminary Budget prior to adoption of the budget ordinance. Notice of this public hearing will be published in the Herald-Sun. This notice will

also state that the Preliminary Budget has been submitted to the City Council and that a copy of the budget is available for review in the City Clerk's office.

City Policies:

- The City's budget will be presented in a program budget format that includes program summaries, current year accomplishments, proposed year budgetary changes, proposed strategies to be employed, and performance measures for each major program or service.

- The City's budget will include five-year revenue and appropriation projections for the General Fund and major enterprise funds. These projections integrate the current financial picture with the outlook over the next five years.

- The City Manager has the authority to transfer funds within a departmental budget or within a fund as set in the budget ordinance. The Budget and Management Services Department staff reviews all budget transfer requests and authorizes all transfers. All administrative budget transfers are documented by the Budget and Management Services Department and tracked in the City's general ledger.

- A budget ordinance amendment is necessary whenever a change is required in the original Budget Ordinance. Those changes primarily involve changes to a fund total. Any amendment must ensure that revenues and appropriations remain balanced. Budget ordinance amendments must be approved by the City Council. All budget ordinance amendments are documented by the City Clerk and the Budget and Management Services Department and tracked in the City's general ledger.

Fund Balance Levels

General Fund

- Fund balance and reserve maintenance are important because they provide financial safety nets in the event of emergencies, economic downturns, or other unforeseen circumstances. Fund balance and reserve maintenance are also major factors considered by bond rating agencies when evaluating the City's credit worthiness.

- To maintain Unassigned Fund Balance ("UFB") in an amount no less than the greater of 16.7% of the current year's originally adopted Adjusted Budgeted Expenditures, or the amount required by the Local Government Commission (LGC).

- UFB could fall to a level below 16.7% only at the direction of Council and if it is determined that it is prudent to do so to mitigate current or future risks (e.g., significant revenue shortfalls or unanticipated expenditures), to address unforeseen opportunities or for other emergency purposes.

- If Council directs actions which result in a UFB of less than 16.7%, then the next year's budget must include a plan to restore the UFB to the minimum level within a reasonable amount of time.

- Any portion of the UFB in excess of 16.7% of Adjusted Budgeted Expenditures may be considered only for one-time (i.e., non-recurring) expenditures.

Capital Improvement Program

State Statutes

- The City will appropriate all funds for capital projects with a capital project ordinance in accordance with State Statutes.

City Policies

- The Capital Improvement Program (CIP) is a statement of the City of Durham's policy regarding long-range physical development. This plan is developed for a six-year period and is updated and revised annually. To be included in the CIP, each project must require a total expenditure of $100,000.

- In all likelihood, the completion of capital projects will impact the departments' operating budgets as projects are completed and require maintenance and upkeep. Consequently, the impacts of capital projects on the annual operating budget are estimated and noted in the CIP.

- It is essential that CIP project proposals support, rather than contradict, plans and policies previously adopted by the City Council in order to coordinate and direct the physical development of the City. In evaluating each CIP proposal, particular attention is given to conformity of proposals with the Comprehensive Plan, the City's broadest overall policy and planning tool for managing growth.

- The CIP assumes the use of installment sales financing exclusively for either facilities that house City functions or facilities that are joint private-public ventures. This assumption is consistent with the stated goals of maintaining the existing infrastructure and providing City services in an effective and efficient manner.

- The CIP assumes the dedication of investment income toward general capital projects. By City Council resolution, all investment income derived by the General and Capital Projects Funds is dedicated to the Capital Projects Fund. This allows the City flexibility to accelerate or decelerate the spending schedules for capital projects funded on a pay-as-you-go basis, depending on the rate of return received for the City's pooled cash.

- The City will plan the use of Water and Sewer Operating Fund appropriations to capital projects on a multi-year basis to ensure that any future rate increases will be as level as possible throughout the planning period.

Multi-Year Fund Projections

The City includes multi-year fund projections in the annual budget. These projections incorporate the current year budget information with the budget outlook over the next five years. Projections include only the current levels of activity and do not include estimates of future service expansions.

Multi-year projections are prepared for the General Fund, the Debt Fund, and major Enterprise Funds.

GENERAL FUND
PROJECTION

	FY 2020-21	FY 2021--22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Revenues						
General Property Taxes	$ 109,672,882	$ 112,963,069	$ 116,351,961	$ 119,842,520	123,437,795	127,140,929
Taxes: Prior Year Levy/Interest	1,314,677	1,252,997	1,299,640	1,324,972	1,350,928	1,377,524
Other Local Taxes	66,701,608	67,364,374	68,033,768	68,709,855	69,392,704	70,082,381
State-Shared Revenues	10,179,123	10,179,123	10,288,422	10,399,907	10,513,621	10,629,609
Licenses and Permits	326,300	328,200	330,138	332,115	334,131	336,188
Investment/Rental Income	117,001	117,001	117,001	117,001	117,001	117,001
Charges for Current Services	9,355,718	9,536,521	9,668,207	9,802,843	9,940,505	10,081,266
Intragovernmental Services	7,050,644	7,240,590	7,535,703	7,818,511	8,149,909	8,199,695
Other Revenues	1,175,000	1,175,000	1,175,000	1,175,000	1,175,000	1,175,000
Additional Revenues	8,702,596	4,608,099	4,000,000	4,608,099	4,000,000	4,608,099
Total Revenues	**$ 214,595,549**	**$ 214,764,974**	**$ 218,799,840**	**$ 224,130,823**	**228,411,594**	**233,747,692**
Appropriations						
Personal Services	$ 168,268,743	$ 172,658,819	$ 177,624,034	$ 182,140,019	186,923,572	191,983,309
Operating	37,583,355	39,369,949	40,180,687	42,101,618	44,115,983	41,951,687
Capital Outlay	992,275	1,030,897	1,071,064	1,112,838	1,156,283	1,201,465
Others	1,011,935	711,935	641,935	641,935	641,935	641,935
Transfers to Other Funds	6,739,241	10,741,454	10,743,777	10,746,217	10,748,779	10,751,470
Total Appropriations	**$ 214,595,549**	**$ 224,513,055**	**$ 230,261,497**	**$ 236,742,628**	**$ 243,586,552**	**$ 246,529,866**
Property Taxes Needed	$ 107,192,426	$ 122,711,150	$ 127,813,618	$ 132,454,325	$ 138,612,755	$ 139,923,106
Projected Levy	107,192,426	112,963,069	116,351,961	119,842,520	123,437,795	127,140,929
Surplus/(Shortfall)	$ -	$ (9,748,081)	$ (11,461,657)	$ (12,611,805)	$ (15,174,960)	$ (12,782,177)
One Cent on Tax Rate	$ 3,557,343	$ 3,664,063	3,773,985	3,887,205	4,003,821	4,123,935
Tax Rate (General Fund Only)	0.3083	0.3083	0.3083	0.3083	0.3083	0.3083
Tax Rate Equivalent	**0.0000**	**0.0266**	**0.0304**	**0.0324**	**0.0379**	**0.0310**
Tax Rate (cents)	**0.3083**	**0.3349**	**0.3387**	**0.3407**	**0.3462**	**0.3393**
Undesignated Fund Balance	$ 33,823,854	$ 29,215,755	$ 25,215,755	$ 20,607,656	$ 16,607,656	$ 11,999,557
12% Undesignated Fund Balance	$ 24,942,757	$ 25,652,592	$ 26,342,126	$ 27,119,569	$ 27,940,533	$ 28,293,408
16.7% Undesignated Fund Balance	$ 34,712,003	$ 35,699,857	$ 36,659,459	$ 37,741,401	$ 38,883,908	$ 39,374,993
Fund Balance %	16.27%	13.67%	11.49%	9.12%	7.13%	5.09%

GENERAL FUND PROJECTION

Revenue Assumptions
FY2022 – FY2026

- Property Tax Base is projected to grow at 3.00% annually overall.
- Other Local Taxes: Sales tax is projected at 1.00% growth annually. Hotel / Motel Occupancy Tax is projected at 1.00% growth annually.
- Intergovernmental projection: State Collected Revenues are assumed to have slow growth of 0.00%.
- Licenses & Permits are projected to have slow growth (between 1% and 2%).
- Rental Income is projected to have slow growth (between 1% and 2%).
- Charges for Current Services are projected to have slow growth (1%)

Appropriation Assumptions
FY2022 – FY2026

- Personal Services (all salaries and benefits) appropriations are projected to grow at 4.5% - 5% per year over the next five years.
- Operating appropriations are generally projected to grow at 1%. Other periodic costs such as election year expenses, as well as gradual increases for preventative maintenance and street maintenance funding are also included in future years.
- Capital outlay is projected to stay flat.
- Transfers to Other Funds are generally projected to grow overall by 2%, but fund subsidies are also included with best estimates based upon multi-year projections for those funds.

DEBT FUND
PROJECTION

	FY 2020-2021	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Revenues						
Property Taxes	$ 39,130,772	$ 38,509,413	$ 39,740,176	$ 41,010,125	$ 42,320,506	$43,672,600
Other Revenue	267,866	-	-	-	-	-
Durham County	111,967	-	-	-	-	-
Interest	1,266,891	-	-	-	-	-
Appropriation from Fund Balance	23,295,093	-	-	-	-	-
Total Revenues	**$ 64,072,589**	**$ 38,509,413**	**$ 39,740,176**	**$ 41,010,125**	**$ 42,320,506**	**$ 43,672,600**
Appropriations						
Debt Service	$ 30,240,915	$ 27,478,258	$ 24,219,927	$ 22,382,515	$ 21,615,768	$ 17,389,387
Tax Collection Fee	391,307	463,586	477,435	491,730	506,502	521,493
Transfer to Capital	4,470,365	1,894,623	1,862,909	1,191,939	2,081,618	2,812,767
Transfer to Other Funds	1,842,180	2,274,222	2,247,687	2,220,648	2,195,040	1,674,608
Refunding	27,127,822	-	-	-	-	-
Appropriation to Fund Balance	-	6,398,723	10,932,218	14,723,293	15,921,578	21,274,346
Total Appropriations	**$ 64,072,589**	**$ 38,509,412**	**$ 39,740,176**	**$ 41,010,125**	**$ 42,320,506**	**$ 43,672,601**

DEBT PROJECTION

Revenue Assumptions

- Property Taxes – Property Tax Base is projected to grow at 3.00% annually.
- Other Revenue – Subsidy payments from Build America Bonds (BABs).
- Interest – Revenue earned through the commitment of City's funds to investments.
- Durham County – Transfers from Durham County to pay for a portion of a communications infrastructure project.
- Appropriation from Fund Balance – Any portion not covered by revenues must be covered by fund balance.

Appropriation Assumptions

- Debt Service – Principal and interest payments on the City's debt service. Interest is projected at 4.5%.
- Tax Collection Fee - A portion of the tax collection interlocal contract with the County is allocated in this fund.
- Transfer to Capital / Other Funds – Transfers to funds that have debt obligations.
- Refunding - Crossover Refunding
- Appropriation to Fund Balance – Any surplus in the fund is returned to fund balance.

WATER AND SEWER FUND
PROJECTION

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Revenues						
Operating Revenue	$ 107,978,499	112,543,352	117,799,029	123,600,282	129,731,117	136,712,205
Permits	215,560	217,716	219,893	222,092	224,313	226,556
Non-Operating Revenue	399,819	355,436	358,991	362,581	366,206	369,869
Investment Income	278,384	508,915	779,490	1,054,590	1,059,449	1,058,835
Transfers from Other Funds	-	-	-	-	-	-
Other Financing Sources	-	-	-	-	-	-
Appropriations from Fund Balance	-	-	-	-	16,527	1,536,095
Total Revenues	**$ 108,872,262**	**$ 113,625,419**	**$ 119,157,403**	**$ 125,239,544**	**$ 131,397,612**	**$ 139,903,559**
Appropriations						
Personnel Services	$ 33,462,196	$ 34,800,684	$ 36,192,711	$ 37,640,419	$ 39,146,036	$ 40,711,877
Operating Expenditures	24,307,860	25,158,635	26,039,187	26,950,559	27,893,829	28,870,113
Non-Departmental Administration	5,795,010	6,055,785	6,328,295	6,613,068	6,910,656	7,221,636
Capital Outlay	127,000	132,715	138,687	144,928	151,450	158,265
Debt Service Principal and Interest	12,160,881	15,408,956	33,550,101	35,710,993	37,295,641	38,941,668
Transfers to Other Funds	31,854,000	29,000,000	15,000,000	17,500,000	20,000,000	24,000,000
Transfers to Fund Balance	1,165,315	3,068,644	1,908,422	679,577	-	-
Total Appropriations	**$ 108,872,262**	**$ 113,625,419**	**$ 119,157,403**	**$ 125,239,544**	**$ 131,397,612**	**$ 139,903,559**

Revenue Assumptions

- The projection reflects a reserve for debt coverage that is intended to ensure that the City meets or exceeds the revenue bond rate covenants contained in the water and sewer revenue bonds. Adverse conditions such as water restrictions due to drought, or unseasonably wet years, place the City in jeopardy of not recognizing sufficient revenues to meet these covenants.
- A rate increase for water and sewer service charges is included for FY 2020-21. This rate increase equates to about a 2.1% increase for the average residential customer.
- The rate model utilized for the projection includes future rate increases based on growth in operating expenses. The rate model also assumes full funding of the proposed CIP by utilization of funds from capital facility fees, pay-as-you-go transfers from the operating fund, and revenue and/or General Obligation bond issues.
- Water and Sewer Sales include both consumption and service fee charges to all direct water and sewer customers, inside and outside the City. It does not include contractual water sales to other utilities.

Appropriation Assumptions

- Personnel, operating, and capital costs increase each year to cover expected system expansions and increased regulatory requirements.
- Transfers to Other Funds include a transfer of capital funds to pay for fleet needs.
- Debt Service projections, provided by the City's Finance Department, include all existing and estimated future debt service to be paid by the Utility System.
- Appropriation to Fund Balance builds the reserves in the Water and Sewer Fund in order to be able to continue to meet debt covenants.

SOLID WASTE FUND
PROJECTION

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Revenues						
General Property Taxes	$ 19,885,547	$ 20,482,113	$ 21,096,577	$ 21,729,474	$22,381,358	$23,052,799
Interest and Rental Income	113,000	110,000	90,000	75,000	50,000	50,000
Charges for Services	9,170,902	9,471,377	9,735,224	10,009,223	10,293,772	10,589,279
Intergovernmental Revenues	180,000	180,000	180,000	180,000	180,000	180,000
Landfill Gas	131,712	129,078	126,496	123,966	121,487	119,057
Other Financing Sources	922	300	300	300	300	300
Transfers From Other Funds	554,117	82,422	82,422	82,422	82,422	82,422
Appropriation From Fund Balance	930,678	1,310,350	1,211,706	1,744,170	2,376,539	2,296,808
Total Revenues	**$ 30,966,878**	**$ 31,765,640**	**$ 32,522,725**	**$ 33,944,555**	**$35,485,877**	**$36,370,665**
Appropriations						
Personal Services	$ 9,074,745	$ 9,713,311	$ 10,418,849	$ 10,942,950	$11,496,583	$11,956,446
Operating	17,585,996	18,237,652	18,763,945	19,236,532	19,758,010	20,350,750
Capital and Other	84,700	50,000	50,000	50,000	50,000	50,000
Debt Service	4,221,437	3,764,676	3,289,931	3,715,074	4,181,284	4,013,468
Transfers To Other Funds	-	-	-	-	-	-
Transfer to Fund Balance	-	-	-	-	-	-
Total Appropriations	**$ 30,966,878**	**$ 31,765,640**	**$ 32,522,725**	**$ 33,944,555**	**$35,485,877**	**$36,370,665**

SOLID WASTE PROJECTION

Revenue Assumptions

- General Property Taxes represents the portion of the City's tax rate that is dedicated to the Solid Waste Fund. For FY19, this rate is 5.59 cents per $100 valuation. Future years project the same rate. Consistent with the City's General Fund Multi-Year projection, this revenue is expected to grow 3% per year.

- Interest and Rental Income is revenue earned through the commitment of City funds to investments.

- Charges for Services represents all revenues that are received as a direct result of the department's operations. These revenues include the per ton tipping fee, fees for yard waste collection, brush pickup fees, and white good disposal revenue. These fees are projected to grow or decline at various rates depending upon the specific source.

- Intergovernmental Revenues includes the State Solid Waste Disposal Tax and is projected to be constant.

- Landfill Gas is methane produced by the landfill and sold to a vendor. It is a limited resource, and as production drops, revenue is projected to decrease by 2% annually.

- Other Financing Sources is generally for bond refunding transactions and debt collection related activities.

- Transfers from Other Funds has historically been a transfer from the Business Improvement District (BID) Fund to cover the costs of providing extra services in the downtown area. In FY21 there is an additional transfer from the Debt Service Fund to cover the cost of financing of the department's fleet purchases.

- Appropriation from Fund Balance is used when projected expenses exceed projected revenues for the Fund.

Appropriation Assumptions

- Personal Services projections are based upon assumptions in the City's General Fund Multi-Year projection and are projected to grow between 4% per year over the next six years.
- Operating costs are projected to grow due primarily to contractual and vehicle repair costs.
- Capital and Other captures the costs for several improvements at the Waste Reduction and Recycling Center.
- Debt Service costs cover most vehicle purchases and other large capital needs that are financed.
- Transfer to Fund Balance is used when projected revenues exceed projected expenses.

STORMWATER MANAGEMENT FUND
PROJECTION

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Revenues						
Operating Revenues	$ 16,744,331	$ 17,246,661	$ 17,764,061	$ 18,296,983	$ 18,845,892	$ 19,411,269
Interest and Rental Income	129,000	130,290	131,593	132,909	134,238	135,580
Miscellaneous Revenue	344,000	354,320	364,950	375,898	387,175	398,790
Transfers from Other Funds	109,047	109,047	109,407	109,407	109,407	109,407
Subtotal Revenues	**$ 17,326,378**	**$ 17,840,318**	**$ 18,370,010**	**$ 18,915,196**	**$ 19,476,712**	**$ 20,055,046**
Appropriation from Fund Balance	-	382,319	889,490	3,281,800	-	-
Total Revenues	**$ 17,326,378**	**$ 18,222,637**	**$ 19,259,501**	**$ 22,196,997**	**$ 19,476,712**	**$ 20,055,046**
Appropriations						
Personal Services	$ 9,178,570	$ 9,591,606	$ 10,023,228	$ 10,474,273	$ 10,945,615	$ 11,438,168
Operating	3,731,761	3,881,031	4,036,273	4,197,724	4,365,633	4,540,258
Transfers to Other Funds	2,734,000	$ 4,750,000	5,200,000	7,525,000	4,000,000	$ 4,000,000
Transfers to Fund Balance	1,682,047	-	-	-	165,464	76,620
Total Appropriations	**$ 17,326,378**	**$ 18,222,637**	**$ 19,259,501**	**$ 22,196,997**	**$ 19,476,712**	**$ 20,055,046**

STORMWATER MANAGEMENT PROJECTION

Revenue Assumptions

- Stormwater Charges – Property owners are billed for Stormwater Charges based on the impervious area of their property (measured in Equivalent Residential Units (ERU), or 2,400 square feet). There is a proposed rate increases for FY 2020-21 of $0.50 per month.

- The single-family residential Stormwater monthly fee structure reflects three tiers tied to square footage of impervious surface:

  - $3.50 for less than 2,000 square feet
  - $7.25 for more than 2,000 and less than 4,000 square feet
  - $14.52 for 4,000 square feet or more

- The monthly charge for each commercial ERU is $7.25. The Stormwater Fee ordinance exempts City streets, but not City buildings, from Stormwater Fees.

- Miscellaneous revenues include permit fees for plan review and inspection of any required Stormwater management facilities (e.g., detention basin, sand filter) associated with development plans. Also included in this category are fees for the removal of dead animals from veterinary hospitals, a service provided by the Street Cleaning division. Increases are budgeted at approximately 3%.

- Transfers from other funds include transfers from the Transit Fund.

- Appropriations from fund balance represents any costs not covered from revenue sources.

Appropriation Assumptions

- Personal Services costs are projected to grow at a rate of approximately 4.5% -5% annually over the next six years.

- Operating costs are projected to grow at approximately 4.0% annually.

- The Transfers to Other Funds includes the transfer from the Stormwater Fund to the CIP fund for private property projects and watershed planning and design and to the Fleet Fund for vehicle replacements.

- Transfer to fund balance is present in years in which revenue are anticipated to exceed expenditures.

TRANSIT FUND
PROJECTION

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Revenues						
General Property Taxes	$ 13,429,476	$ 13,832,360	$ 14,247,331	$ 14,674,751	$ 15,114,994	$ 15,568,443
Licenses and Permits	2,861,100	2,918,322	2,976,688	3,036,222	3,096,947	3,158,886
Intergovernmental	9,088,967	5,791,832	5,653,840	5,508,627	5,605,589	5,705,459
Charges for Current Services	2,551,512	2,302,712	2,307,084	2,311,544	2,316,094	2,320,734
Other Revenue	277,998	304,927	312,447	308,192	352,170	324,387
Appropriation from Fund Balance	-	1,482,369	1,509,267	2,131,333	2,354,870	2,650,438
Total Revenues	**$ 28,209,053**	**$ 26,632,523**	**$ 27,006,658**	**$ 27,970,669**	**$ 28,840,663**	**$ 29,728,347**
Appropriations						
Operating	$ 23,727,491	$ 24,557,953	$ 25,417,482	$ 26,307,093	$ 27,227,842	$ 28,044,677
Capital	1,675,633	125,000	125,000	125,000	125,000	125,000
Debt Service	240,377	205,778	205,778	205,778	205,778	205,778
Transfers to Other Funds	2,030,509	1,743,791	1,258,398	1,332,797	1,282,043	1,352,892
Appropriation to Fund Balance	535,043	-	-	-	-	-
Total Appropriations	**$ 28,209,053**	**$ 26,632,523**	**$ 27,006,658**	**$ 27,970,669**	**$ 28,840,663**	**$ 29,728,347**

TRANSIT PROJECTION

Revenue Assumptions

- This fund does not capture the full revenues or costs associated with Transit operations. Several grants are accounted for in grant funds. Changes in future grant allocations affect overall Transit operations.
- The Transit Fund tax rate for FY 2020-21 is 3.75 cents. Growth in the tax base is projected at 3.00% annually.
- Licenses and Permits are projected to grow by 2% annually.
- Intergovernmental (State grant) revenue base is projected flat overall, but increases are tied to growth in the transit system as new service is added, based on the funding formula. This line also includes transfers from Triangle Transit for new services and approved transfers for existing service from the half cent sales tax and increased motor vehicle fee approved as part of the Bus and Rail Investment Plan.
- Charges for Services are projected to grow at 1% for Transit Fixed Route services and to grow at 3% for Paratransit services after FY 2020-21.
- Other Revenue is variable based upon expected activities in each fiscal year.
- Appropriation from Fund Balance is budgeted in years where expenses are projected to exceed revenues.

Appropriation Assumptions

- As noted in Revenue Assumptions, some Transit operating costs are captured in grant funds and not shown here. Changes in those grant allocations will also affect Transit operations funding.
- This projection does not include capital costs for significant expansion of the fleet. Those costs are captured in grant and capital projects.
- Transit service operating costs are projected to rise at an annual rate of 3.05% on average without any increase in service levels. The other increases in FY 2021-22 through FY 2025-26 also reflect costs associated with projected new services as part of the Bus and Rail Investment Plan.
- Transfers to Other Funds show grant matches required to leverage grant funding for Transit operations.
- Appropriation to Fund Balance is budgeted in years when revenues are projected to exceed expenses.

PARKING FACILITIES FUND
PROJECTION

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY2024-25	FY2025-26
Revenues						
Interest and Rental Income	$ 153,429	$ 156,498	$ 159,628	$ 162,821	$ 166,077	$ 169,399
Charges for Current Services	6,031,158	7,923,090	7,851,752	8,352,079	8,739,004	9,072,056
Appropriation from Fund Balance	4,161,900	-	-	2,400,000	-	-
Transfers from Other Funds	420,125	869,075	420,125	404,852	389,457	375,400
Total Revenues	**$ 10,766,612**	**$ 8,948,663**	**$ 8,431,505**	**$ 11,319,752**	**$ 9,294,538**	**$ 9,616,855**
Appropriations						
Personal Services	$ 1,825,574	$ 1,898,597	$ 1,974,541	$ 2,053,522	$ 2,135,663	$ 2,221,090
Operating	2,948,222	3,644,675	3,269,428	6,041,886	3,775,673	4,040,905
Capital	12,000	-	-	-	-	-
Debt Service	5,845,214	3,405,391	3,187,536	3,224,344	3,383,202	3,354,860
Tranfert to Other Funds	40,000					
Transfer to Fund Balance	95,602	-	-	-	-	-
Total Appropriations	**$ 10,766,612**	**$ 8,948,663**	**$ 8,431,505**	**$ 11,319,752**	**$ 9,294,538**	**$ 9,616,855**

PARKING FACILITIES PROJECTION

Revenue Assumptions

- Since FY 2002-2003 a private vendor is contracted to operate the City garages and parking lots. Effective January1, 2019, the City eliminated the private contractor services and insourced all parking administration.
- The Parking Fund has a multi-year financial plan. Some of the significant assumptions include:
  - Bi-annual increases of 10% for monthly garage and surface lot parking rates effective July 1st, 2019.
- Transfers from Other Funds are a subsidy from the Debt Service Fund, covering existing debt service. Any new debt the fund incurs is expected to be covered by the Parking Fund.

Appropriation Assumptions

- Personal Services are projected to grow by 4.5% per year over the next six years.
- Operating costs are projected based on the timing of the assumptions listed above.
- New debt is anticipated in FY 2022-23 to fund parking capital improvement needs.

BALLPARK FUND
PROJECTION

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Revenues						
Interest Income	$ 32,000	$ 32,032	$ 32,064	$ 32,096	$ 32,128	$ 32,160
Charges for Service	370,582	383,844	397,546	411,704	426,330	441,441
Transfers from Other Funds	1,150,360	1,150,360	1,150,360	1,150,360	1,150,360	1,150,360
Transfer from Reserve	909,910	500,333	-	51,986	580,543	537,945
Total Revenues	**$ 2,462,852**	**$ 2,066,569**	**$ 1,579,970**	**$ 1,646,146**	**$ 2,189,362**	**$ 2,161,907**
Appropriations						
Debt Service	1,218,752	1,207,017	1,195,126	1,188,558	1,185,314	1,174,390
Capital Repair/Replacement	1,224,574	859,552	49,027	457,588	1,004,048	987,517
Transfer to Reserve	19,526	-	335,817		-	-
Total Appropriations	**$ 2,462,852**	**$ 2,066,569**	**$ 1,579,970**	**$ 1,646,146**	**$ 2,189,362**	**$ 2,161,907**

BALLPARK PROJECTION

Revenue Assumptions

- Interest income is revenue earned through the commitment of City funds to investments.

- Charges for Services includes base rental and revenue sharing. Per the lease agreement approved by City Council on June 03, 2013, the City will receive an annual base rent with a projected 2% escalation, based on CPI. Additionally, the City will receive 3% of any gross revenues in excess of $11,030,904 as well as 1.25% of revenues collected from Third Party and Special Events.

- The Transfers from Other Funds represents a subsidy from the General Fund and Debt Service Fund. The General Fund is providing $200K annually through FY24. The Debt Service Fund will subsidize the Ballpark Fund approximately $950K in FY21.

- Transfer from Reserve is used when projected expenses exceed projected revenues for the Fund.

Appropriation Assumptions

- Debt Service costs account for the issuance of $12 million in taxable limited obligation bonds per the development agreement approved by City Council on May 22, 2013. These bonds were used to provide $6 million in deferred maintenance repairs and $6 million in renovations to the Ballpark, completed in April 2014. Debt Service estimates are supplied by the Finance Department.

- Capital Repair/Replacement captures the anticipated replacement costs of maintenance items, such as electrical equipment, elevators, and HVAC system replacements/upgrades.

- Transfer to Reserve represents any surplus transferred back to fund balance.

DURHAM PERFORMING ARTS FUND
PROJECTION

	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Revenues						
Other Local Taxes	$ 1,400,000	$ 1,400,000	$ 1,400,000	$ 1,400,000	$ 1,400,000	$ 1,400,000
Other Revenues	1,052,500	1,017,500	956,250	956,250	1,052,500	956,250
Interest Income	85,524	95,325	94,791	103,288	114,082	101,502
Operating Revenues	1,806,437	1,699,222	1,446,190	1,414,253	1,656,230	1,656,230
Appropriation from Fund Balance	-	-	98,961	-	-	-
Total Revenues	**$ 4,344,461**	**$ 4,212,047**	**$ 3,996,192**	**$ 3,873,791**	**$ 4,222,812**	**$ 4,113,982**
Appropriations						
Operating	632,650	528,081	544,099	560,729	577,998	570,754
Capital and Other	1,122,463	211,000	1,214,896	261,250	367,864	322,864
Debt Service	2,234,005	2,237,119	2,237,197	2,238,665	2,231,745	2,231,745
Appropriation to Fund Balance	355,343	1,235,847	-	813,147	1,045,205	988,619
Total Appropriations	**$ 4,344,461**	**$ 4,212,047**	**$ 3,996,192**	**$ 3,873,791**	**$ 4,222,812**	**$ 4,113,982**

Revenue Assumptions

- Other Local Taxes represents Occupancy Tax collections from Durham County. Durham Performing Arts Center is funded with 1% of collections, up to a maximum of $1,400,000 annually.

- Other revenues represent Ticket Facility Fee Revenue and Naming Rights. Ticket facility fees are a $1.50 surcharge charged on each ticket purchased for events and performances held at DPAC. Naming Rights fluctuate year to year as organizations' contractual rights to naming change.

- Operating revenues represents the City's share of the net operating revenue of the facility. The City of Durham receives a percentage of net operating revenue, based upon how much revenue falls into various reimbursement tiers. The current reimbursement schedule is as follows:
    - Tier 1: 40% of revenue below $2,000,000
    - Tier 2: 30% of revenue between $2,000,000 and $2,300,000
    - Tier 3: 40% of revenue between $2,300,000 and $3,000,000
    - Tier 4: 20% of revenue above $3,000,000

- Interest Income represents revenues gained through the commitment of City funds to investment instruments allowed under State Statue.

- Appropriations from Fund Balance represents any costs not covered from revenue sources.

Appropriation Assumptions

- Operating costs represent commissions and fees to meet contractual obligations for the operation of the facility.

- Capital and other represents expenses related to the maintenance, improvement, and repairs to the facility. These expenses were previously captured in the DPAC Capital Facilities fund, which was consolidated with the annual operating fund for the 2014-15 fiscal year.

- Debt service represents expected debt service on Certificates of Participation issued to finance the theatre.

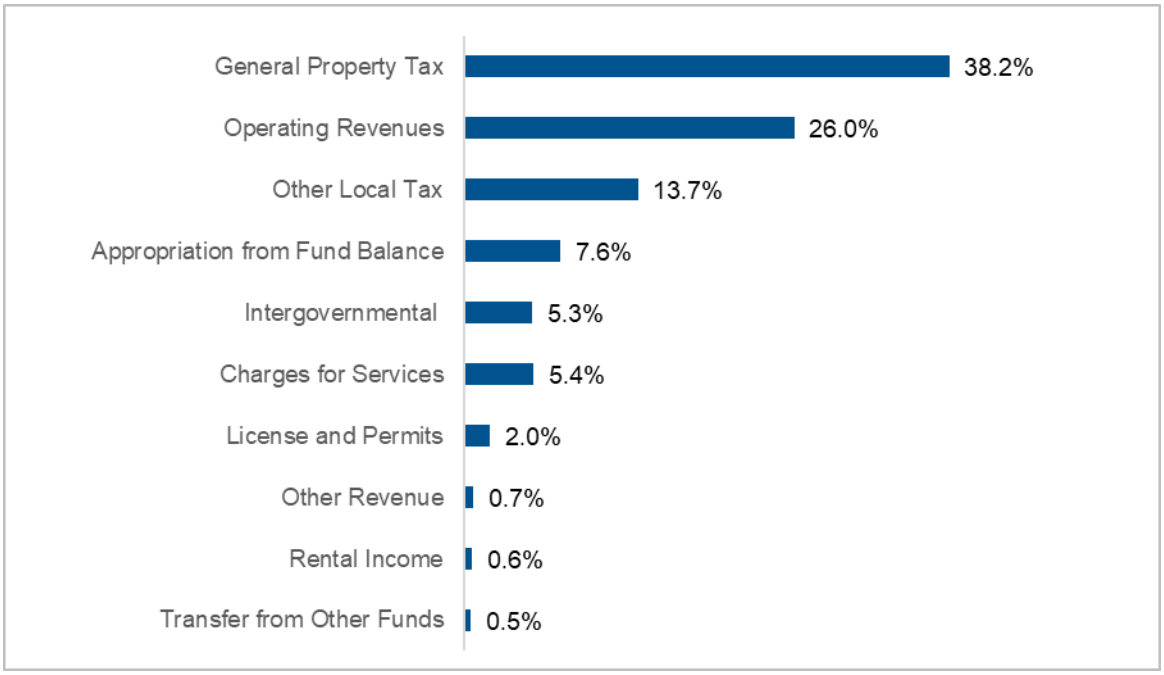
- Appropriation to Fund Balance represents transfers for any surplus revenue beyond expenditures.

SUMMARY OF REVENUES AND APPROPRIATIONS FOR ALL FUNDS

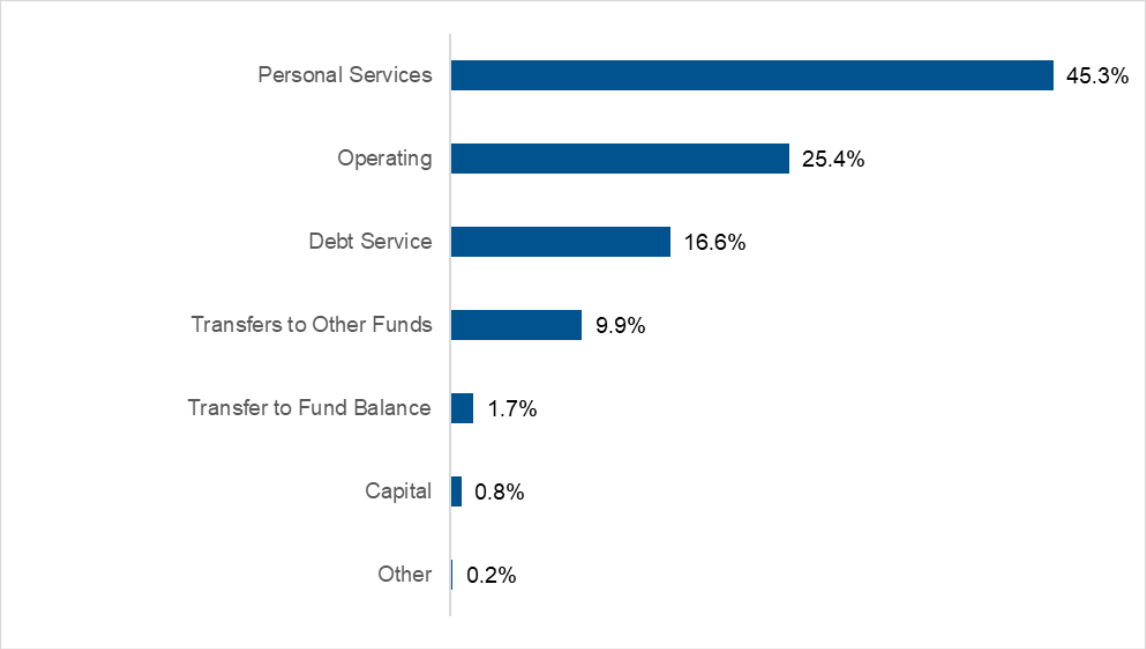
	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21
General Property Taxes	$ 175,966,600	$ 187,254,083	$ 188,521,437	$ 191,767,515
Other Local Taxes	73,376,195	75,130,623	73,452,682	68,915,695
Intergovernmental	23,845,163	24,405,858	25,678,962	26,736,015
Licenses and Permits	11,758,248	10,090,077	9,999,881	10,288,530
Rental and Other Income	4,043,464	4,318,916	4,375,748	2,845,654
Charges for Current Services	24,687,989	26,026,273	22,185,993	27,336,583
Operating Revenues	126,594,585	127,275,643	126,524,526	130,657,253
Transfers from Other Funds	3,604,057	2,445,400	2,445,400	2,483,649
Appropriation from Fund Balance	38,931,948	16,612,730	38,232,718	38,015,179
Other Revenue	4,480,140	4,228,385	3,735,231	3,549,792
Total Revenues	**$ 487,288,387**	**$ 477,787,989**	**$ 495,152,578**	**$ 502,595,865**
Personal Services	$ 207,983,132	$ 221,947,097	$ 224,189,327	$ 227,827,632
Operating	109,996,082	128,527,373	141,670,354	127,897,751
Capital	5,072,553	2,286,117	4,804,040	4,140,587
Debt Service	52,911,924	56,300,571	56,218,561	83,289,405
Transfers To Other Funds	92,272,493	60,681,043	64,683,140	49,792,717
Other	-	856,520	648,169	1,011,935
Transfer to Fund Balance	19,052,203	7,189,267	2,938,986	8,635,838
Total Appropriations	**$ 487,288,387**	**$ 477,787,989**	**$ 495,152,578**	**$ 502,595,865**

SUMMARY OF REVENUES AND APPROPRIATIONS FOR ALL FUNDS

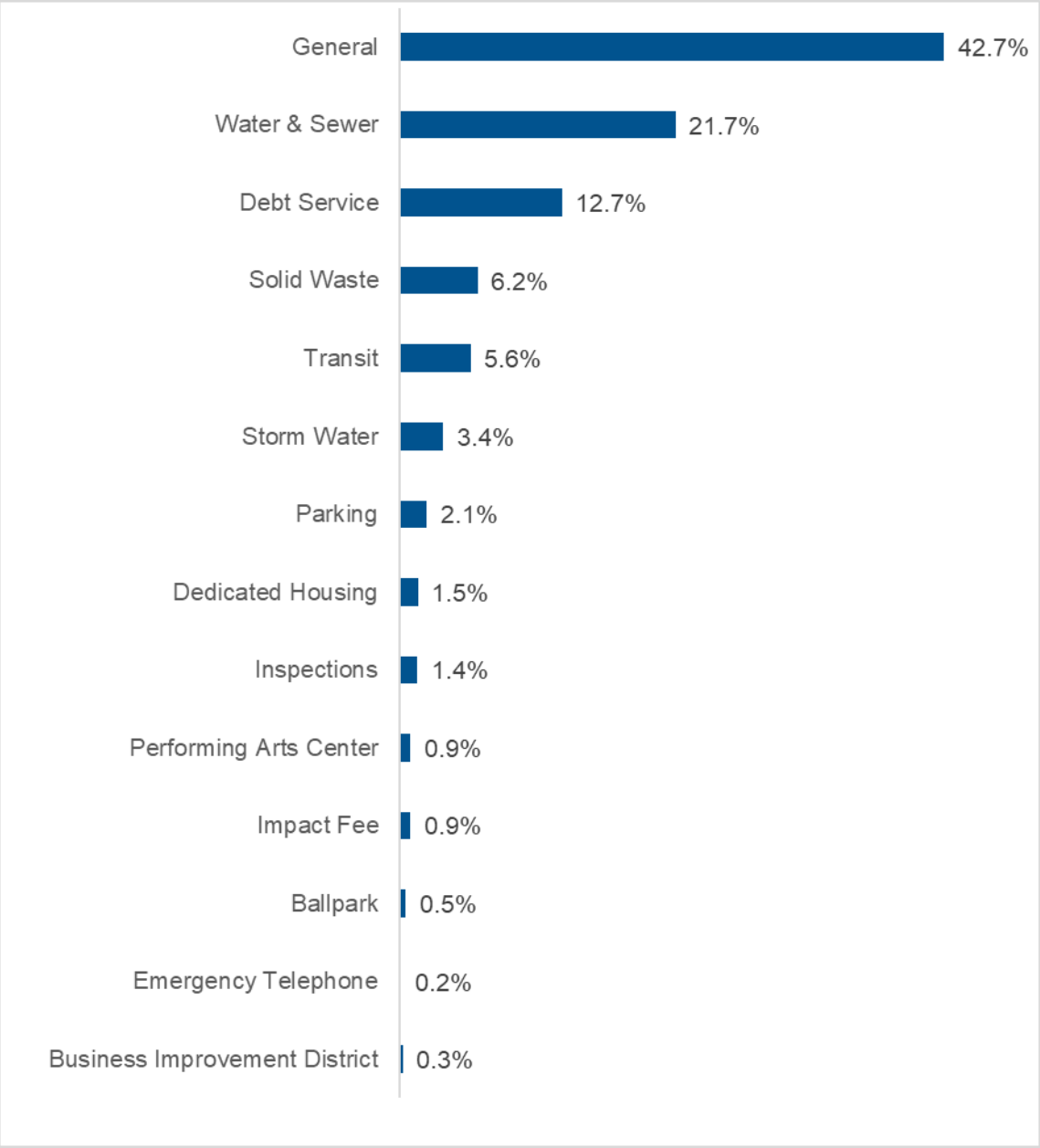
FY 2021-21 REVENUES



FY 2020-21 APPROPRIATIONS



SUMMARY OF ALL FUNDS
RECOGNIZED IN THE BUDGET ORDINANCE



SUMMARY OF REVENUES FOR ALL FUNDS RECOGNIZED IN BUDGET ORDINANCE

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21
General Fund				
General Property Taxes	$ 100,954,982	$ 108,465,141	$ 109,007,467	$ 110,987,559
Other Local Taxes	70,207,412	72,063,828	70,385,573	66,701,608
State-Shared Revenues	11,432,665	11,962,793	11,650,404	10,179,124
Licenses and Permits	454,678	354,500	413,375	326,300
Interest and Rental Income	100,576	114,263	114,263	117,001
Charges for Current Services	9,461,315	9,278,748	7,886,937	9,230,717
Intragovernmental Revenues	6,478,930	6,520,127	6,432,371	7,175,644
Other Revenues	1,127,207	1,151,550	1,151,400	1,175,000
Subtotal Current Revenues	**$ 200,217,765**	**$ 209,910,950**	**$ 207,041,790**	**$ 205,892,953**
Appropriation from Fund Balance	-	5,896,006	16,441,959	8,702,596
Total Revenues	**$ 200,217,765**	**$ 215,806,956**	**$ 223,483,749**	**$ 214,595,549**
Debt Service Fund				
General Property Taxes	$ 38,400,347	$ 38,245,757	$ 38,245,757	$ 39,130,772
Interest	1,457,516	816,000	816,000	1,266,891
Other Revenue	403,796	549,309	549,309	267,866
Intergovernmental	-	112,381	112,381	111,967
Subtotal Current Revenues	**$ 40,261,659**	**$ 39,723,447**	**$ 39,723,447**	**$ 40,777,496**
Appropriations from Fund Balance	-	-	-	23,295,095
Total Revenues	**$ 40,261,659**	**$ 39,723,447**	**$ 39,723,447**	**$ 64,072,591**
Water and Sewer Fund				
Investment and Rental Income	$ 834,999	$ 2,252,408	$ 2,252,408	$ 278,384
Water and Sewer Sales	98,328,311	103,185,076	103,023,587	106,141,677
Other Operating Revenue	3,002,226	2,599,600	2,052,617	2,236,641
Licenses and Permits	209,599	209,250	174,411	215,560
Bond Refunding		-	-	-
Other		-		-
Transfer from Other Funds				
Subtotal Current Revenues	**$ 102,375,135**	**$ 108,246,334**	**$ 107,503,023**	**$ 108,872,262**
Appropriations from Fund Balance	34,355,941	1,574,166	2,738,388	-
Total Revenues	**$ 136,731,076**	**$ 109,820,500**	**$ 110,241,411**	**$ 108,872,262**
Solid Waste Disposal Fund				
General Property Taxes	$ 18,988,968	$ 19,435,798	$ 19,435,798	$ 19,885,547
Interest and Rental Income	228,838	141,000	145,000	113,000
Charges for Services	8,051,958	8,237,137	7,998,052	9,020,902
Solid Waste Fee	-	-	-	-
Intergovernmental Revenues	182,284	167,322	180,280	180,313
Landfill Gas	164,115	134,400	134,400	131,712
Other Financing Sources	47,831	40,300	155,594	150,609
Transfers From Other Funds	82,422	82,422	82,422	554,117
Subtotal Current Revenues	**$ 27,746,416**	**$ 28,238,379**	**$ 28,131,546**	**$ 30,036,200**
Appropriation From Fund Balance	-	-	-	930,678
Total Revenues	**$ 27,746,416**	**$ 28,238,379**	**$ 28,131,546**	**$ 30,966,878**
Stormwater Management Fund				
Interest and Rental Income	$ 280,135	$ 191,000	$ 191,000	$ 129,000
Operating Revenues	17,037,401	16,393,888	16,361,717	17,088,331
Transfer from Other Funds	227,782	109,047	109,047	109,047
Subtotal Current Revenues	**$ 17,545,318**	**$ 16,693,935**	**$ 16,661,764**	**$ 17,326,378**
Appropriations from Fund Balance	1,730,649	2,018,853	2,968,313	-
Total Revenues	**$ 19,275,967**	**$ 18,712,788**	**$ 19,630,077**	**$ 17,326,378**

Transit Fund				
General Property Taxes	$ 10,747,068	$ 13,038,326	$ 13,688,726	$ 13,429,476
Licenses and Permits	2,719,883	2,805,000	2,803,742	2,861,100
Intergovernmental	5,743,581	5,643,235	7,285,438	9,088,967
Charges for Current Services	2,445,079	2,298,426	1,731,742	2,551,512
Other Revenue	406,968	278,626	133,094	277,998
Subtotal Current Revenues	**$ 22,062,579**	**$ 24,063,613**	**$ 25,642,742**	**$ 28,209,053**
Appropriation from Fund Balance	843,709	-	-	-
Total Revenues	**$ 22,906,288**	**$ 24,063,613**	**$ 25,642,742**	**$ 28,209,053**
Parking Facilities Fund				
Interest and Rental Income	$ 206,401	$ 138,000	$ 84,730	$ 153,429
Charges for Current Services	4,220,805	5,799,602	4,156,902	6,031,158
Inergovernmental	7,703	-	18,088	-
Transfers from Other Funds	918,176	903,571	903,571	420,125
Subtotal Current Revenues	**$ 5,353,085**	**$ 6,841,173**	**$ 5,163,291**	**$ 6,604,712**
Appropriations from Fund Balance	2,001,649	1,138,056	3,221,447	4,161,900
Total Revenues	**$ 7,354,734**	**$ 7,979,229**	**$ 8,384,738**	**$ 10,766,612**
Ballpark Fund				
Interest and Rental Income	$ 37,444	$ 11,355	$ 34,069	$ 32,000
Charges for Services	344,717	277,960	277,960	370,582
Transfers from Other Funds	1,072,528	1,100,360	1,100,360	1,150,360
Subtotal Current Revenues	**$ 1,454,689**	**$ 1,389,675**	**$ 1,412,389**	**$ 1,552,942**
Appropriation from Fund Balance	-	272,903	272,903	909,910
Total Revenues	**$ 1,454,689**	**$ 1,662,578**	**$ 1,685,292**	**$ 2,462,852**
Durham Performing Arts Center Fund				
Other Local Taxes	$ 1,428,320	$ 1,400,000	$ 1,400,314	$ 1,400,000
Other Revenues	1,155,704	$ 1,000,000	1,000,000	1,052,500
Interest and Rental Income	147,938	$ 63,581	93,647	85,524
Operating Revenues	2,782,733	$ 1,611,219	1,611,219	1,806,437
Transfer From Other Funds	121,102	$ -	-	-
Subtotal Current Revenues	**$ 5,514,695**	**$ 4,074,800**	**$ 4,105,180**	**$ 4,344,461**
Appropriation from Fund Balance	-	-	1,254,902	-
Total Revenues	**$ 5,514,695**	**$ 4,074,800**	**$ 5,360,082**	**$ 4,344,461**
Business Improvement District Fund				
General Property Taxes	$ 836,953	$ 1,115,287	$ 1,189,915	$ 1,219,475
Transfers from Other Funds	250,000	250,000	250,000	250,000
Subtotal Current Revenues	1,086,953	1,365,287	1,439,915	1,469,475
Appropriations from Fund Balance	-	-	854,647	-
Total Revenues	**$ 1,086,953**	**$ 1,365,287**	**$ 2,294,562**	**$ 1,469,475**
Dedicated Housing Fund				
General Property Taxes	$ 6,038,282	$ 6,953,774	$ 6,953,774	$ 7,114,686
Charges For Current Services	378,252	226,000	226,000	226,000
Transfer from Other Funds	932,047	-	-	-
Subtotal Current Revenues	**$ 7,348,581**	**$ 7,179,774**	**$ 7,179,774**	**$ 7,340,686**
Appropriations from Fund Balance	-	5,712,746	10,352,671	15,000
Total Revenues	**$ 7,348,581**	**$ 12,892,520**	**$ 17,532,445**	**$ 7,355,686**
Emergency Telephone Surcharge Fund				
Charges for Services	$ 1,740,463	$ 1,666,795	$ 1,666,795	$ 814,087
Interest and Rental Income	3,122	-	-	-
Transfer from Other Funds	-	-	-	-
Subtotal Current Revenues	**$ 1,743,585**	**$ 1,666,795**	**$ 1,666,795**	**$ 814,087**
Appropriations from Fund Balance	-	-	127,488	-
Total Revenues	**$ 1,743,585**	**$ 1,666,795**	**$ 1,794,283**	**$ 814,087**
Inspections Fund				
Licenses and Permits	$ 8,374,088	$ 6,721,327	$ 6,608,353	$ 6,885,570
Interest and Rental Income	192,364	122,184	122,623	171,842
Total Revenues	**$ 8,566,452**	**$ 6,843,511**	**$ 6,730,976**	**$ 7,057,412**

Impact Fee Fund				
Operating Revenues	$ 6,404,296	$ 4,468,460	$ 3,995,220	$ 3,783,986
Interest and Rental Income	554,130	469,125	522,008	498,583
Appropriations from Fund Balance	-	-	-	-
Total Revenues	**$ 6,958,426**	**$ 4,937,585**	**$ 4,517,228**	**$ 4,282,569**
Total Budget Ordinance	**$ 487,167,286**	**$ 477,787,989**	**$ 495,152,578**	**$ 502,595,865**

SUMMARY OF ALL REVENUES FOR ALL
FUNDS RECOGNIZED IN INTERNAL SERVICE FUND SPENDING PLANS

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21
Risk Reduction Fund				
Interest and Rental Income	$ 219,749	$ 75,275	$ 71,399	$ 126,128
Charges for Current Services	5,780,754	6,554,071	6,554,071	7,584,700
Transfer from Other Funds	-	-	-	-
Subtotal Current Revenues	**$ 6,000,503**	**$ 6,629,346**	**$ 6,625,470**	**$ 7,710,828**
Appropriation from Fund Balance	562,063	-	179,553	-
Total Revenues	**$ 6,562,566**	**$ 6,629,346**	**$ 6,805,023**	**$ 7,710,828**
Employee Insurance Fund				
Charges for Current Services	$ 39,543,645	$ 41,408,249	41,408,249	44,635,480
Interest	1,069,582	65,650	65,650	265,650
Subtotal Current Revenues	**$ 40,613,227**	**$ 41,473,899**	**$ 41,473,899**	**$ 44,901,130**
Appropriation from Fund Balance	-	-	310,505	-
Total Revenues	**$ 40,613,227**	**$ 41,473,899**	**$ 41,784,404**	**$ 44,901,130**
Total Internal Service Funds	**$ 47,175,793**	**$ 48,103,245**	**$ 48,589,427**	**$ 52,611,958**

SUMMARY OF ALL REVENUES FOR ALL
FUNDS RECOGNIZED IN MAJOR GRANT FUND ORDINANCES

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21
Administrative and Support	330,000	-	30,000	-
Community Development	2,625,942	6,938,692	10,693,919	6,937,294
Employment and Training	1,951,590	2,272,849	1,705,695	1,843,023
Transit	7,124,283	5,973,576	7,288,495	7,288,495
Transportation Planning	2,499,081	2,500,070	2,526,588	2,506,550
Public Safety	2,254,142	1,277,866	2,248,341	1,945,862
Total Major Grant Funds	**$ 16,785,038**	**$ 18,963,053**	**$ 24,493,038**	**$ 20,521,224**
TOTAL ALL REVENUES	**$ 551,128,117**	**$ 544,854,287**	**$ 568,235,043**	**$ 575,729,047**

ALL FY 2020-21 OPERATING FUNDS BY APPROPRIATION CATEGORY

	Personal Services	Operating	Capital Outlay	Debt Service	Transfers to Other Funds	Other	Total
Budget Ordinance							
General Fund	$ 168,268,743	$ 37,583,355	$ 992,275	$ -	$ 6,739,241	$ 1,011,935	$ 214,595,549
Water & Sewer Fund	33,462,196	30,102,870	127,000	12,160,881	31,854,000	1,165,315	108,872,262
Debt Service Fund	-	391,307	-	57,368,739	6,312,545	-	64,072,591
Solid Waste Disposal Fund	9,074,745	17,585,996	84,700	4,221,437	-	-	30,966,878
Stormwater Fund	9,178,570	3,605,245	126,516	-	2,734,000	1,682,047	17,326,378
Transit Fund	-	23,727,491	1,675,633	240,377	2,030,509	535,043	28,209,053
Parking Facilities Fund	1,825,574	2,948,222	12,000	5,845,214	40,000	95,602	10,766,612
Ballpark Fund	-	1,224,574	-	1,218,752	-	19,526	2,462,852
Durham Performing Arts Center	-	632,650	1,122,463	2,234,005	-	355,343	4,344,461
Business Improvement District	-	1,195,524	-	-	82,422	191,529	1,469,475
Dedicated Housing Fund	485,996	6,869,690	-	-	-	-	7,355,686
Emergency Telephone Fund	193,432	620,655	-	-	-	-	814,087
Inspections Fund	5,338,376	1,410,172	-	-	-	308,864	7,057,412
Impact Fee Fund	-	-	-	-	-	4,282,569	4,282,569
Total Budget Ordinance	**$ 227,827,632**	**$ 127,897,751**	**$ 4,140,587**	**$ 83,289,405**	**$ 49,792,717**	**$ 9,647,773**	**$ 502,595,865**
Internal Service Funds							
Risk Retention Fund	$ 627,445	$ 6,159,086	$ -	$ -	$ 165,000	$ 759,297	$ 7,710,828
Employee Insurance Fund	703,459	43,660,186	-	-	-	537,485	44,901,130
Total Internal Service Funds	**$ 1,330,904**	**$ 49,819,272**	**$ -**	**$ -**	**$ 165,000**	**$ 1,296,782**	**$ 52,611,958**
Grant Project Ordinances							
Administrative & Support Grants	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Community Development Grants	622,984	6,314,310	-	-	-	-	6,937,294
Employment and Training	434,735	1,408,288	-	-	-	-	1,843,023
Transit Grants	192,394	4,881,508	2,214,593	-	-	-	7,288,495
Transportation Planning	1,495,545	1,011,005	-	-	-	-	2,506,550
Public Safety	489,062	1,151,994	304,806	-	-	-	1,945,862
Total Grant Proj Ordinances	**$ 3,234,720**	**$ 14,767,105**	**$ 2,519,399**	**$ -**	**$ -**	**$ -**	**$ 20,521,224**
Total - All Funds	**$ 232,393,256**	**$ 192,484,128**	**$ 6,659,986**	**$ 83,289,405**	**$ 49,957,717**	**$ 10,944,555**	**$ 575,729,047**

INTRABUDGET TRANSFERS

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
To Ballpark Fund					
From General Fund	$ 100,000	$ 150,000	$ 150,000	$ 200,000	33.3%
From Debt Service Fund	972,528	950,360	950,360	950,360	0.0%
Subtotal	$ 1,072,528	$ 1,100,360	$ 1,100,360	$ 1,150,360	4.5%
To Solid Waste Fund					
From BID Fund	82,422	82,422	82,422	82,422	0.0%
To Parking Fund					
From Debt Service Fund	$ 918,176	$ 903,571	$ 903,571	$ 420,125	-53.5%
To BID Fund					
From General Fund	$ 250,000	$ 250,000	$ 250,000	$ 250,000	0.0%
To Stormwater Fund					
From Transit Fund	109,047	109,047	109,047	109,047	0.0%
To Other Post Employment Fund					
Charges for Services General Fund	$ 4,038,629	$ 4,014,071	$ 4,014,071	$ 4,218,827	5.1%
Charges for Services Other Funds	1,380,250	1,385,624	1,385,624	1,503,741	8.5%
Subtotal	$ 5,418,879	$ 5,399,695	$ 5,399,695	$ 5,722,568	6.0%
To Risk Retention Fund					
Charges for Services General Fund	3,614,504	4,190,009	4,190,009	4,989,031	19.1%
Charges for Services Other Funds	2,166,250	2,364,061	2,364,061	2,595,669	9.8%
Subtotal	$ 5,780,754	$ 6,554,070	$ 6,554,070	$ 7,584,700	15.7%
From the General Fund - Transfers	$ 350,000	$ 400,000	$ 400,000	$ 450,000	12.5%
From Other Funds - Transfers	$ 2,082,173	$ 2,045,400	$ 2,045,400	$ 1,561,954	-23.6%
Internal Service Charges - General Fund	$ 7,653,133	$ 8,204,080	$ 8,204,080	$ 9,207,858	12.2%
Internal Service Charges - Other Funds	$ 3,546,500	$ 3,749,685	$ 3,749,685	$ 4,099,410	9.3%
Total Intrabudget Transfers	$ 13,631,806	$ 14,399,165	$ 14,399,165	$ 15,319,222	6.4%

SUMMARY OF APPROPRIATIONS FOR ALL FUNDS

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21
Budget Ordinance				
General Fund				
Governance	$ 6,968,323	$ 7,784,421	$ 7,874,923	$ 7,507,702
Administrative and Support	19,360,859	20,746,007	21,028,685	21,303,185
Community Building	15,804,518	18,894,847	20,674,241	18,823,465
Public Safety	105,401,678	109,125,516	110,790,702	110,630,101
Public Services	47,331,069	50,981,473	54,980,826	55,114,021
Non-assigned	7,302,907	8,274,692	9,840,067	1,217,075
Total General Fund	**$ 202,169,354**	**$ 215,806,956**	**$ 225,189,444**	**$ 214,595,549**
Water & Sewer Fund				
Public Services	$ 52,433,396	$ 52,484,908	$ 55,214,245	$ 55,659,831
Administrative and Support	88,044	87,513	87,513	94,622
Non-departmental	84,209,636	57,248,079	54,939,653	53,117,809
Total Water & Sewer Fund	**$ 136,731,076**	**$ 109,820,500**	**$ 110,241,411**	**$ 108,872,262**
Ballpark Fund	$ 1,454,689	$ 1,662,578	$ 1,685,292	$ 2,462,852
Business Improvement District Fund	1,086,953	1,365,287	2,294,562	1,469,475
Debt Service Fund	40,261,659	39,723,447	39,723,447	64,072,591
Dedicated Housing Fund	7,348,581	12,892,520	17,532,445	7,355,686
Durham Performing Arts Center Fund	5,514,695	4,074,800	5,360,082	4,344,461
Emergency Telephone System Fund	1,743,585	1,666,795	1,794,283	814,087
Impact Fee Fund	6,958,426	4,937,585	4,517,228	4,282,569
Inspections Fund	8,566,452	6,843,511	6,730,976	7,057,412
Parking Facilities Fund	7,354,734	7,979,229	8,384,738	10,766,612
Solid Waste Disposal Fund	27,746,416	28,238,379	28,131,546	30,966,878
Stormwater Fund	19,275,967	18,712,788	19,630,077	17,326,378
Transit Fund	22,906,288	24,063,613	25,642,742	28,209,053
Total Budget Ordinance	**$ 489,118,874**	**$ 477,787,989**	**$ 496,858,273**	**$ 502,595,865**
Internal Service Funds				
Employee Insurance Fund	$ 40,613,227	$ 41,473,899	$ 41,784,404	$ 44,901,130
Risk Reduction Fund	6,562,566	6,629,346	6,805,023	7,710,828
Total Internal Services Funds	**$ 47,175,793**	**$ 48,103,245**	**$ 48,589,427**	**$ 52,611,958**
Major Grant Funds				
Administrative and Support	$ 330,000	$ -	$ 30,000	$ -
Community Development	2,625,942	6,938,692	10,693,919	6,937,294
Employment and Training	1,951,590	2,272,849	1,705,695	1,843,023
Transit	7,124,283	5,973,576	7,288,495	7,288,495
Transportation Planning	2,499,081	2,500,070	2,526,588	2,506,550
Public Safety	2,254,142	1,277,866	2,248,341	1,945,862
Total Major Grant Funds	**$ 16,785,038**	**$ 18,963,053**	**$ 24,493,038**	**$ 20,521,224**
Subtotal All Funds	**$ 553,079,705**	**$ 544,854,287**	**$ 569,940,738**	**$ 575,729,047**
Less: Intrabudget Transfers	(2,556,476)	(2,432,173)	(2,432,173)	(2,445,400)
Less: Internal Service Charges	(9,047,801)	(11,199,633)	(11,199,633)	(11,953,765)
Total All Funds	**$ 541,475,428**	**$ 531,222,481**	**$ 556,308,932**	**$ 561,329,882**

PROPERTY TAX BASE INFORMATION

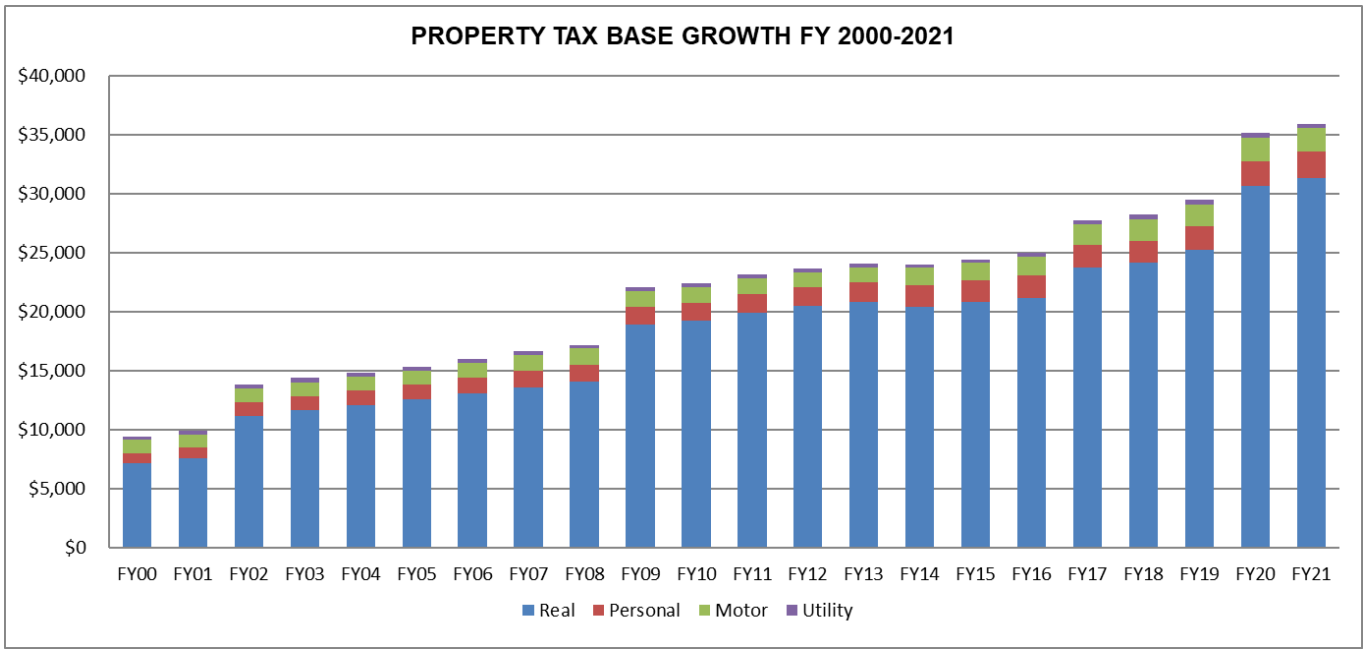
Tax Base Components:

Real Property is comprised of all land and buildings that are taxable. An increase of 2.08% is projected when compared with the FY 2019-20 budget. The assessed value data is obtained from the Durham County Tax Assessor's Office. Real property makes up over 87.1% of the tax base for FY 2020-21.

Personal Property is comprised of property located in businesses. Based on data from the County Tax Assessor's office, changes at the State level to tax policy, and recent trends, an increase of 7.44% is projected for FY 2020-21. Personal property makes up over 6.2% of the tax base for FY 2020-21.

Motor Vehicle is comprised of items such as automobiles, boats, trailers and equipment. No increase is projected for motor vehicle personal property based on data from the County Tax Assessor's office. Motor Vehicle property makes up over 5.6% of the tax base for FY 2020-21.

Public Utility Property is a state-certified value consisting of businesses such as electric utility, telephone, railroad and trucking companies. Based on data from the County Tax Assessor's office an increase of 4.96% is projected for FY 2020-21. Public utility property makes up over 1.1% of the tax base in FY 2020-21.



The table below depicts the annual property valuation changes that have occurred in the four components of the tax base since FY 2010-11. The last revaluation was completed effective with the 2019-20 (current) fiscal year. (source: County Tax Office).

Fiscal Year	Real	% Chg	Personal	% Chg	Motor	% Chg	Utility	% Chg
FY11	19,886	3.35%	1,555	1.97%	1,358	2.03%	342	14.00%
FY12	20,457	2.87%	1,607	3.34%	1,230	-9.43%	323	-5.56%
FY13	20,839	1.87%	1,605	-0.12%	1,315	6.91%	300	-7.12%
FY14	20,391	-2.15%	1,850	15.26%	1,449	10.19%	323	7.67%
FY15	20,840	2.20%	1,785	-3.51%	1,493	3.04%	300	-7.12%
FY16	21,179	1.63%	1,890	5.88%	1,583	6.03%	329	9.67%
FY17	23,756	12.17%	1,918	1.48%	1,731	9.35%	365	10.94%
FY18	24,187	1.81%	1,805	-5.89%	1,849	6.82%	367	0.55%
FY19	25,266	4.46%	1,926	6.70%	1,898	2.65%	374	1.91%
FY20	30,654	21.33%	2,084	8.20%	1,998	5.27%	383	2.41%
FY21	31,293	2.08%	2,239	7.44%	1,998	0.00%	402	4.96%

Dollars (millions)

TAX RATE AND ESTIMATED TAX COLLECTIONS

	Actual FY2018-19	Adopted FY2019-20	Estimated FY2019-20	Adopted FY2020-21
Assessed Value				
Real Property	$ 25,535,758,240	$ 30,654,398,252	$ 31,271,500,299	$ 31,293,492,005
Personal Property	4,114,375,200	2,084,236,169	2,296,189,227	2,238,943,705
Motor Vehicles	-	1,998,264,510	2,171,688,964	1,998,264,510
Public Utility Property	384,064,703	383,171,621	403,035,014	402,056,579
Assessed Valuation	$ 30,034,198,143	$ 35,120,070,552	$ 36,142,413,504	$ 35,932,756,799
Tax Rate Per $100 Valuation				
General Fund	$ 0.3299	$ 0.3083	$ 0.3083	$ 0.3083
Dedicated Housing	0.0200	0.0200	0.0200	0.0200
Transit Fund	0.0356	0.0375	0.0375	0.0375
Solid Waste Fund	0.0629	0.0559	0.0559	0.0559
Debt Reserve Fund	0.1302	0.1100	0.1100	0.1100
Total Tax Rate	$ 0.5786	$ 0.5317	$ 0.5317	$ 0.5317
Tax Levy	$ 177,587,323	$ 186,733,415	$ 192,169,213	$ 191,054,468
Less: Uncollected Taxes	(582,338)	(1,867,334)	(1,921,692)	(1,910,545)
Estimated Collectable Levy	$ 177,004,985	$ 184,866,081	$ 190,247,521	$ 189,143,923
Less: Discounts	-	-	-	-
Estimated Collections	$ 177,004,985	$ 184,866,081	$ 190,247,521	$ 189,143,923
Appropriated to:				
General Fund	$ 100,569,613	$ 107,192,426	110,312,790	109,672,882
Dedicated Housing Fund	6,875,237	6,953,774	7,156,198	7,114,686
Transit Fund	10,747,068	13,038,326	13,417,871	13,340,036
Solid Waste Fund	18,988,969	19,435,798	20,001,573	19,885,547
Debt Reserve fund	38,400,347	38,245,757	39,359,088	39,130,772
*one cent equals	$ 3,059,194.35	$ 3,476,887	$ 3,578,099	$ 3,557,343

The FY2020-21 adopted tax rate is 53.17 cents per $100 of assessed value. The proposed property tax rate of 53.17 cents per $100 for FY2019-20 represents no increase over the FY2019-20 property tax rate. A tax bill is calculated by taking the product of the tax rate and the assessed valuation divided by 100.The budget for current property taxes is based on the amount of estimated property tax collections. The tax levy is adjusted for an assumed amount of uncollected taxes. By state law, the City must account for uncollected taxes at the level of uncollected taxes projected at June 30. For FY 2020-21 the amount of uncollected taxes is equal to 1% of the tax levy. Tax bills are sent as soon as practical after July 1 and are considered delinquent on January 5.

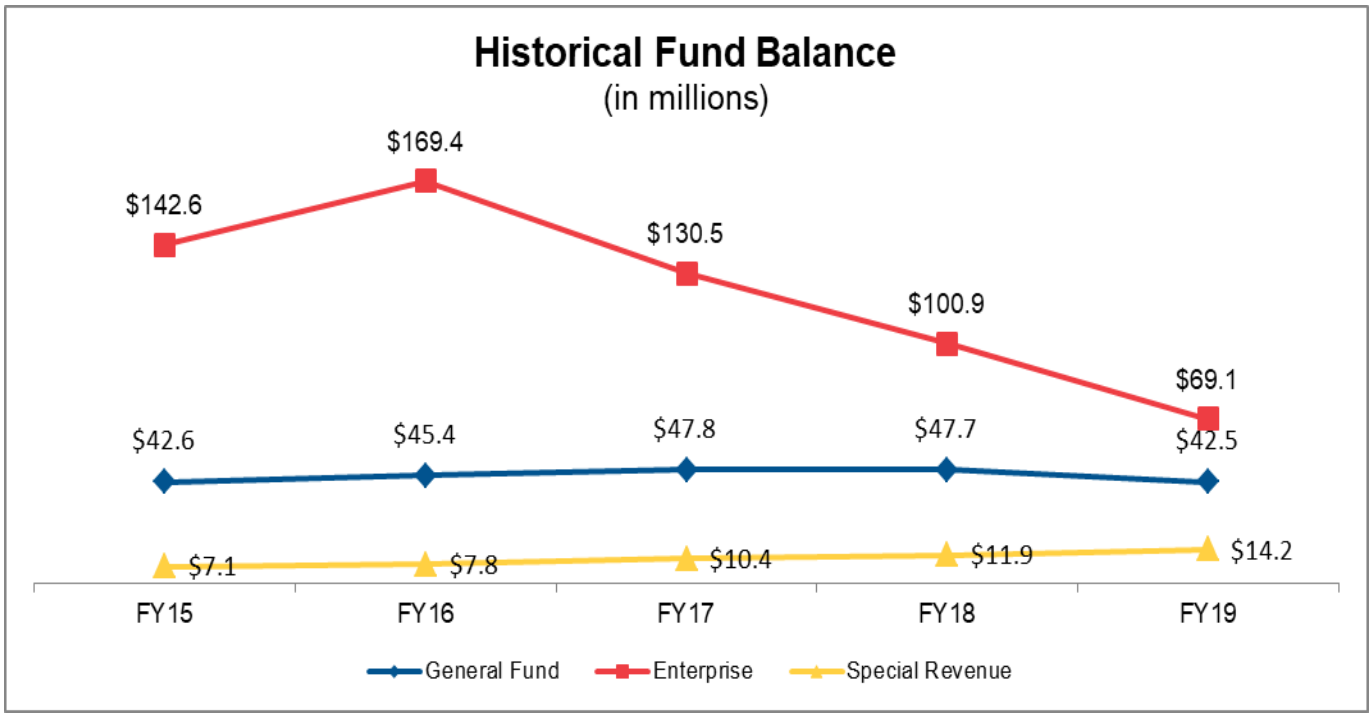
FUND BALANCE

It is important to maintain fund balance in the major operating funds at a level that would be sufficient to provide a financial cushion in the event of unanticipated events, such as a loss or major reduction of a revenue source, a sudden economic downturn, or natural disasters.

For the General Fund, the North Carolina Local Government Commission (NCLGC) strongly recommends an unreserved fund balance of 8% of prior year's total budget appropriations. The NCLGC defines fund balance in a prescribed manner that is not exactly the same as the CAFR unrestricted fund balance. The City calculates fund balance on the total of the General Fund next year budget appropriation, minus appropriations for debt service and transfers to other funds. The two calculations are, therefore, not directly comparable. Bond rating agencies regard the level of fund balance in the General Fund as one indicator of credit worthiness when considering bond ratings.

Estimated Change In Unrestricted Fund Balance – General Fund

	Fund Balance Amount	Percent of Adjusted Appropriations
Total unrestricted fund balance available for appropriation at June 30, 2019	$ 49,759,770	
Minus: appropriation from Fund Balance for projected expenditures	(16,292,593)	
Add: Encumbered Funds Released	9,059,273	
Total unrestricted fund balance at June 30, 2020	$ 42,526,450	20.75%

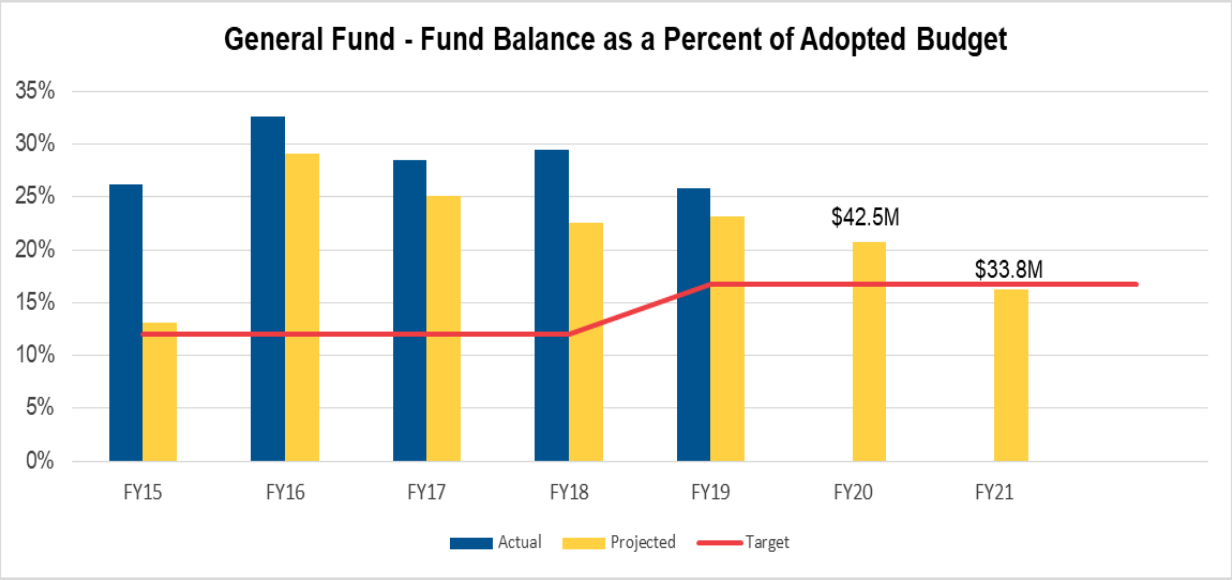


In fiscal year 2017-18 the City adopted a Fund Balance policy of 16.7% (see section II – City Priorities and Policies). For FY 2020-21 fund balance is projected to end the year at 16.27%. The actual Undesignated Fund Balance will be determined following the annual audit of revenues and expenditures for FY 2020-21. The City does not have a Fund Balance policy for the Enterprise and Special Revenue Funds; however financial prudence dictates that these funds should also maintain a reasonable level of Net Cash Assets to cover unanticipated costs.

Estimated Changes in Fund Balance – Appropriated Funds

	General Fund Unrestricted	Enterprise Funds (*)	Special Revenue Funds (*)
Estimated Beginning Balance FY 20	$ 42,526,450	$ 69,085,315	$ 14,246,988
Budget Revenues FY 21	205,892,953	190,367,898	12,215,960
Budgeted Expenditures FY 21	(207,856,308)	(158,447,993)	(12,215,960)
Transfers In	-	8,236,137	-
Transfers Out	(6,739,241)	(40,156,042)	(2,542,869)
Estimated Ending Balance FY 21	$ 33,823,855	$ 69,085,315	$ 11,704,119
Percent of Adjusted Appropriations	16.27%	51%	126%

(*) Note: Transfers to specific capital project funds will impact the fund balance of Enterprise and Special Revenue Funds. Enterprise fund balance is not inclusive of enterprise funds in capital project accounts.



SUMMARY OF AUTHORIZED POSITIONS BY DEPARTMENT
(All Funds)

	Actual FY 2018-19		Adopted FY 2019-20		Estimated FY 2019-20		Adopted FY 2020-21		Change	
Department	**FT**	**PT**	**FT**	**PT**	**FT**	**PT**	**FT**	**PT**	**FT**	**PT**
Governance										
City Council	-	7	-	7	-	7	-	7	-	-
City Attorney	11	1	12	1	12	1	12	1	-	-
City Clerk	7	-	7	-	7	-	7	-	-	-
City Manager	33	-	34	-	34	-	35	-	1	-
Subtotal Governance	**51**	**8**	**53**	**8**	**53**	**8**	**54**	**8**	**1**	**-**
Administrative and Support										
Audit Services	5	-	5	1	5	1	5	1	-	-
Budget & Management Services	13	1	17	1	17	1	16	1	(1)	-
Equity & Inclusion	6	-	7	-	7	-	7	-	-	-
Finance	41	-	41	-	41	-	41	-	-	-
Human Resources	23	2	25	-	25	-	25	-	-	-
Technology Solutions	41	2	42	6	42	6	42	6	-	-
Subtotal Administrative and Support	**129**	**5**	**137**	**8**	**137**	**8**	**136**	**8**	**(1)**	**-**
Community Building										
City/County Inspections	57	4	57	4	57	4	57	4	-	-
City/County Planning	49	1	50	3	50	3	50	3	-	
Community Development	23	-	29	-	29	-	30	-	1	-
Economic Development	18	1	18	1	18	1	19	1	1	-
Neighborhood Improvement	44	-	44	-	44	-	43	-	(1)	-
Subtotal Community Building	**191**	**6**	**198**	**8**	**198**	**8**	**199**	**8**	**1**	**-**
Public Safety										
Communications	88	-	88	-	88	-	88	-	-	-
Fire	421	-	421	-	421	-	421	-	-	-
Police	631	-	672	-	681	-	681	-	9	-
Subtotal Public Safety	**1,140**	**-**	**1,181**	**-**	**1,190**	**-**	**1,190**	**-**	**9**	**-**
Public Services										
Fleet	45	-	48	-	48	-	48	-	-	-
General Services	124	3	124	3	124	3	124	3	-	-
Parks and Recreation	124	76	127	76	127	76	127	76	-	-
Public Works	222	-	222	-	222	-	228	-	6	-
Solid Waste Management	114	-	114	-	114	-	114	-	-	-
Transportation	87	3	89	3	89	3	90	3	1	-
Water Management	350	2	357	2	357	2	368	2	11	-
Subtotal Public Services	**1,066**	**84**	**1,081**	**84**	**1,081**	**84**	**1,099**	**84**	**18**	**-**
Total All Departments	**2,577**	**103**	**2,650**	**108**	**2,659**	**108**	**2,678**	**108**	**28**	**-**
									-	
Population Estimates		**269,451**		**275,150**		**277,902**		**280,681**		
Employees Per 1,000		**9.6**		**9.6**		**9.6**		**9.5**		

SUMMARY OF AUTHORIZED POSITIONS BY FUND

	Actual FY 2018-19		Adopted FY 2019-20		Estimated FY 2019-20		Adopted FY 2020-21		Change	
Function	**FT**	**PT**	**FT**	**PT**	**FT**	**PT**	**FT**	**PT**	**FT**	**PT**
General Fund										
Governance	51.0	8.0	53.0	8.0	53.0	8.0	54.0	8.0	1.0	-
Administrative and Support	115.0	5.0	129.0	8.0	129.0	8.0	128.0	8.0	(1.0)	-
Community Building	116.0	2.0	120.0	4.0	120.0	4.0	120.0	4.0	-	-
Public Safety	1,122.0	-	1,164.0	-	1,185.0	-	1,185.0	-	21.0	-
Public Services	454.5	79.0	436.5	79.0	436.5	79.0	442.5	79.0	6.0	-
Total General Fund	**1,858.5**	**94.0**	**1,902.5**	**99.0**	**1,923.5**	**99.0**	**1,929.5**	**99.0**	**27.0**	**-**
Enterprise Funds										
Water & Sewer Fund										
Water Management	349.5	2.0	356.5	2.0	356.5	2.0	367.5	2.0	11.0	-
Public Works	36.5	-	36.5	-	36.5	-	36.5	-	-	-
Subtotal Water & Sewer Fund	**386.0**	**2.0**	**393.0**	**2.0**	**393.0**	**2.0**	**404.0**	**2.0**	**11.0**	**-**
Solid Waste Disposal Fund										
Water Management	0.5	-	0.5	-	0.5	-	0.5	-	-	-
Solid Waste Management	114.0	-	114.0	-	114.0	-	114.0	-	-	-
Subtotal Solid Waste Fund	**114.5**	**-**	**114.5**	**-**	**114.5**	**-**	**114.5**	**-**	**-**	**-**
Dedicated Housing Fund										
Community Development	-	-	5.0	-	5.0	-	6.0	-	1.0	-
Stormwater Fund										
Public Works	94.5	1.0	95.5	1.0	95.5	1.0	96.5	1.0	1.0	-
Inspections Fund										
Fire	2.0	-	2.0	-	2.0	-	2.0	-	-	-
Parking Facilities Fund										
Transportation	2.0	-	27.0	-	27.0	-	27.0	-	-	-
Transit Fund										
Transportation		-							-	-
Total Enterprise Funds	**599.0**	**3.0**	**637.0**	**3.0**	**637.0**	**3.0**	**650.0**	**3.0**	**13.0**	**-**
Special Revenue, Grants and Internal Service Funds										
Budget and Management Services	6.0	-	-	-	-	-	-	-	-	-
Economic and Workforce Development	6.0		5.0	-	5.0	-	5.0	-	-	-
Police	16.0	-	15.0	-	3.0	-	3.0	-	(12.0)	-
Inspections	57	4	57	4	57	4	57	4	-	-
Planning	1	-	1	-	1	-	1	-	-	-
Transportation	14.5	2.0	14.5	2.0	14.5	2.0	14.5	2.0	-	-
Community Development	7.0	-	9.0	-	9.0	-	9.0	-	-	-
Neighborhood Improvement Services	4.0	-	1.0	-	1.0	-	1.0	-	-	-
Employee Insurance	1.0	-	1.0	-	1.0	-	1.0	-	-	-
Risk	7.0	-	7.0	-	7.0	-	7.0	-	-	-
Total Special Revenue, Grants and Internal Service Funds	**119.5**	**6.0**	**110.5**	**6.0**	**98.5**	**6.0**	**98.5**	**6.0**	**(12.0)**	**-**
Total All Funds	**2,577.0**	**103.0**	**2,650.0**	**108.0**	**2,659.0**	**108.0**	**2,678.0**	**108.0**	**28.0**	**-**

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FUND SUMMARIES

This section provides summaries of the revenues and appropriations for each of the operating funds included in the FY 2020-21 Budget. In addition, detailed information is provided on revenue sources and non-departmental appropriations.

- **General Fund** - the general operating fund of the City. It is used to account for all financial resources except those to be accounted for in another fund.

- **Debt Service Fund** – accounts for General Fund related debt service.

- **Enterprise Funds** – are established to account for revenues resulting from charges for services provided to the general public and the related costs of such services. Although General Statutes and generally accepted accounting principles do not require an annual balanced budget for Enterprise Funds, the City does adopt balanced budgets for these funds.
  These funds include:
  - Water and Sewer Fund
  - Solid Waste Fund
  - Stormwater Management Fund
  - Transit Fund
  - Parking Facilities Fund
  - Ballpark Fund
  - Durham Performing Arts Center Fund

- **Special Revenue Funds** – are used to finance particular activities from the receipts of specific taxes or other revenue. Such a fund is legally created to provide for certain activities with special purpose or restricted revenues.
  These funds include:
  - Business Improvement District Fund
  - Dedicated Housing Fund
  - Emergency Telephone System Surcharge Fund
  - Inspections Fund

- **Capital Projects Funds** – are used to account for capital projects, including major municipal buildings, public improvement projects, major repairs, and capital equipment needs.
  These funds include:
  - General Capital Projects Fund – Provided by separate ordinance.
  - Impact Fee Fund

- **Internal Service Funds** – are used to account for the financing of goods and services provided by one department to others within the government on a cost-reimbursement basis. Please refer to sections IV (Budget Summaries) for information on Internal Service Funds. These funds include:
  - Risk Reduction Fund
  - Employee Insurance Fund

GENERAL FUND SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Revenues					
General Property Taxes	$ 100,954,982	$ 108,465,141	$ 109,007,467	$ 110,987,559	2.3%
Other Local Taxes	70,207,412	72,063,828	70,385,573	66,701,608	-7.4%
State-Shared Revenues	11,432,665	11,962,793	11,650,404	10,179,124	-14.9%
Licenses and Permits	454,678	354,500	413,375	326,300	-8.0%
Investment/Rental Income	100,576	114,263	114,263	117,001	2.4%
Charges for Current Services	9,461,315	9,278,748	7,886,937	9,230,717	-0.5%
Intragovernmental Services	6,478,930	6,520,127	6,432,371	7,175,644	10.1%
Other Revenues	1,127,207	1,151,550	1,151,400	1,175,000	2.0%
Approp From Fund Balance		5,896,006	16,441,959	8,702,596	47.6%
Total Revenues	**$ 200,217,765**	**$ 215,806,956**	**$ 223,483,749**	**$ 214,595,549**	**-0.6%**
Appropriations					
Personal Services	$ 155,289,818	$ 165,657,356	$ 166,224,383	$ 168,268,743	1.6%
Operating	33,304,510	37,261,266	42,665,436	37,583,355	0.9%
Capital Outlay	1,532,153	1,191,448	1,717,976	992,275	-16.7%
Other	-	856,520	648,169	1,011,935	18.1%
Transfers to Other Funds	9,257,595	10,840,366	12,227,785	6,739,241	-37.8%
Transfers to Fund Balance	833,689	-	-	-	0.0%
Total Appropriations	**$ 200,217,765**	**$ 215,806,956**	**$ 223,483,749**	**$ 214,595,549**	**-0.6%**
Appropriations by Function					
Governance	$ 6,968,323	$ 7,784,421	$ 7,874,923	$ 7,507,702	-3.6%
Administrative and Support	19,360,859	20,746,007	21,028,685	21,303,185	2.7%
Community Building	15,804,518	18,894,847	20,674,241	18,823,465	-0.4%
Public Safety	105,401,678	109,125,516	110,790,702	110,630,101	1.4%
Public Services	47,331,069	50,981,473	54,980,826	55,114,021	8.1%
Non-assigned	7,302,907	8,274,692	9,840,067	1,217,075	-85.3%
Total Appropriations	**$ 200,217,764**	**$ 215,806,956**	**$ 223,483,749**	**$ 214,595,549**	**-0.6%**

The General Fund is the major operating fund of the City. It is used to account for all financial resources not accounted for in another fund.

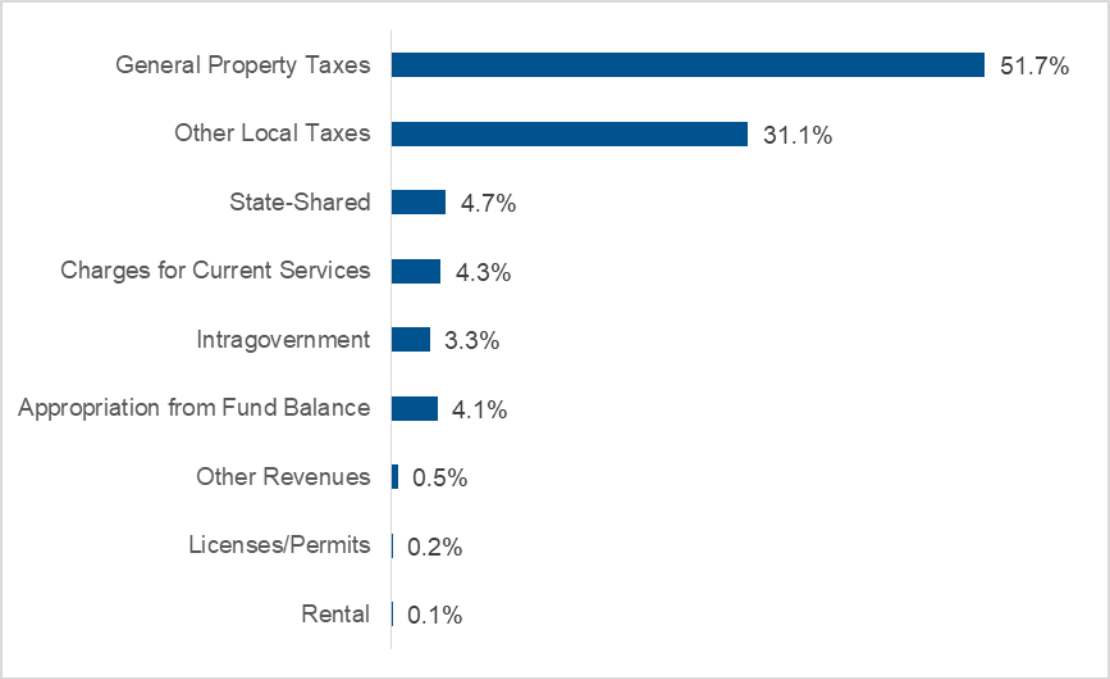
Revenue in the general fund falls into two categories:

- **Discretionary** – Revenue not derived from or dependent upon direct activity from a single department. Examples include property tax and state shared revenues.

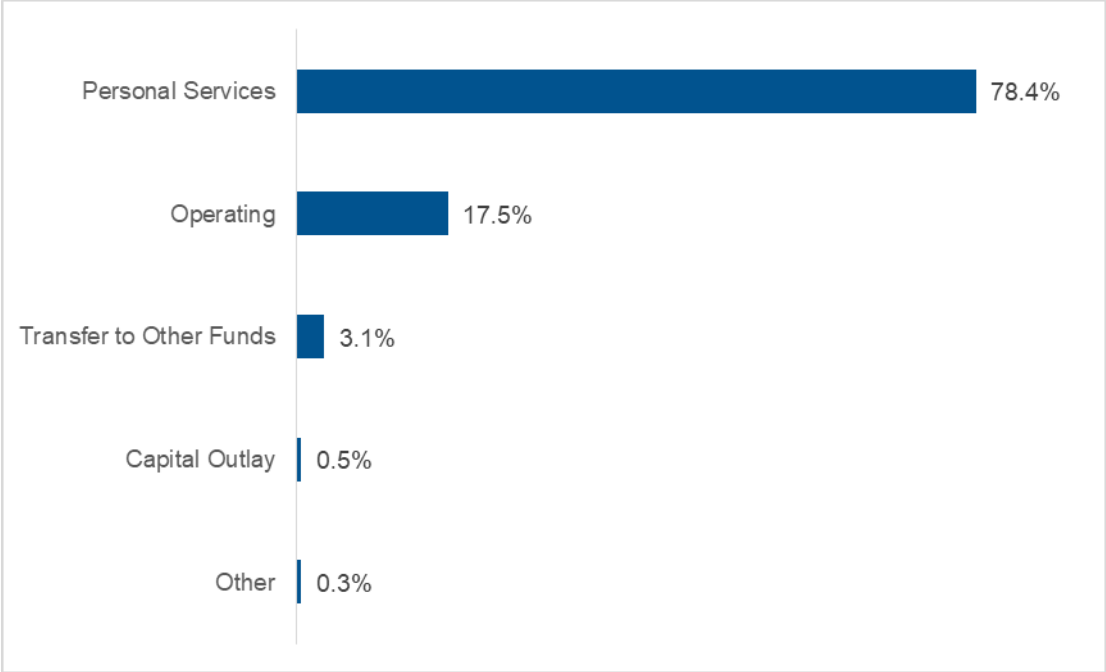
- **Program** – Revenue derived from or dependent upon direct activity from a single department. Examples include user fees, building inspection permits, or grants for a specific activity.

GENERAL FUND SUMMARY

Revenues

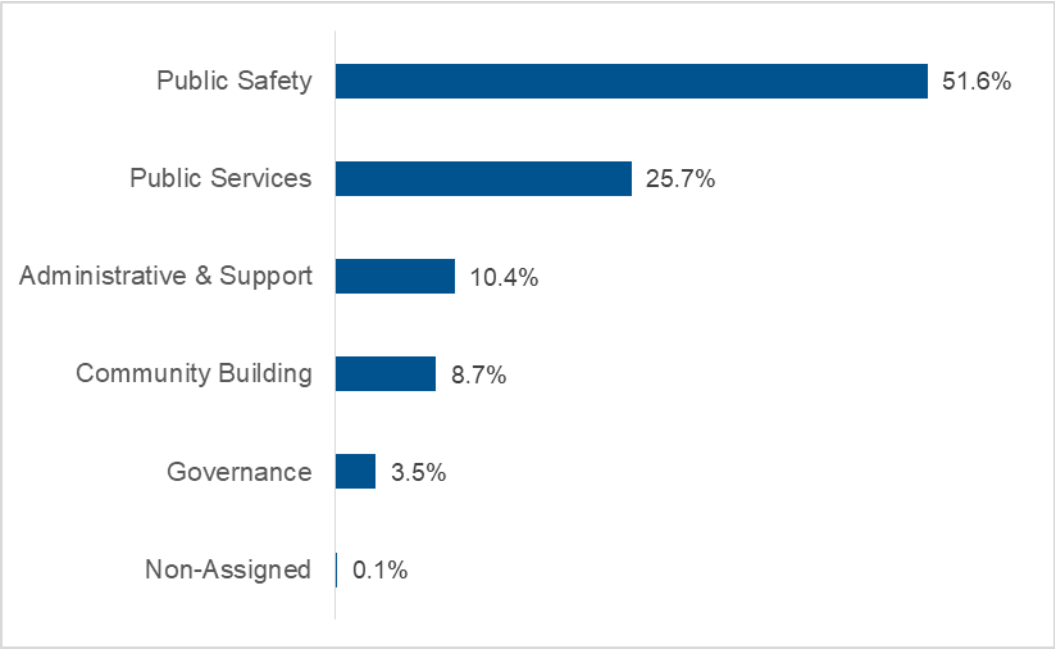


Appropriations



GENERAL FUND SUMMARY

Appropriations by Function

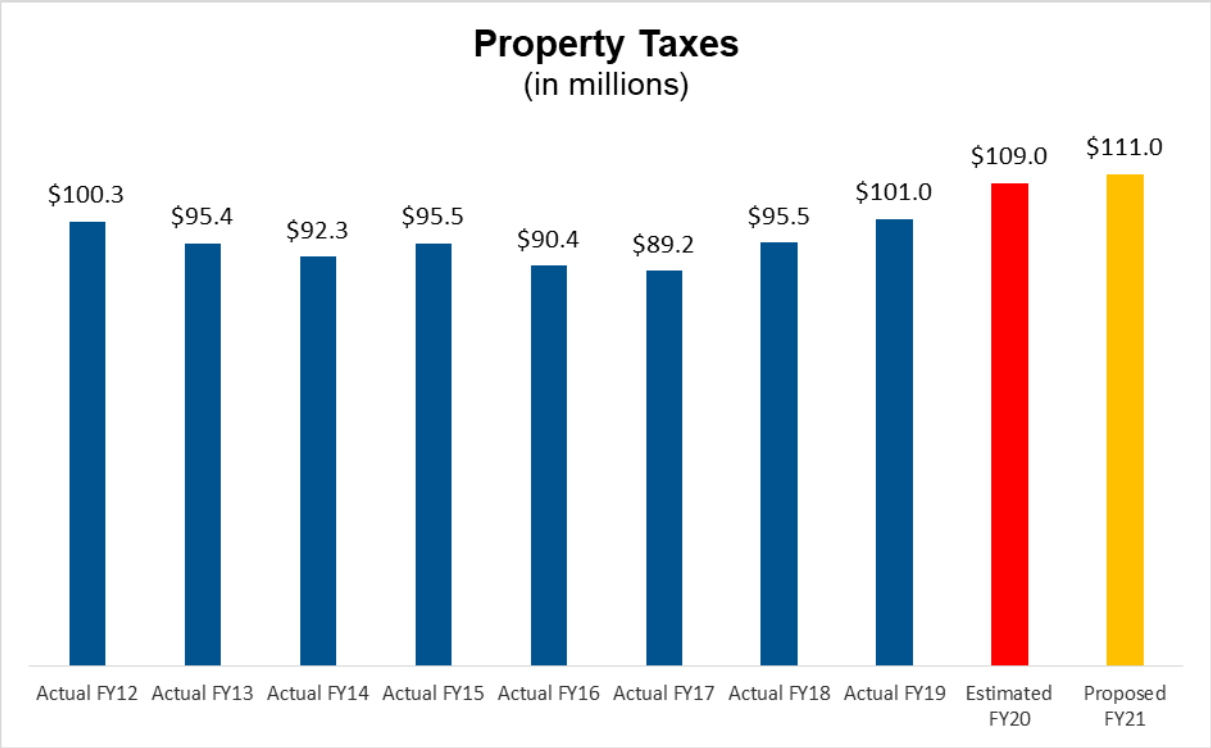


General Fund – Discretionary Revenues

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
General Property Taxes					
Current Levy	$ 100,328,020	$ 107,192,426	$ 107,734,752	$ 109,672,882	2.3%
Prior Years Levy	227,256	663,065	663,065	669,393	1.0%
Interest & Penalties	399,706	609,650	609,650	645,284	5.8%
Subtotal	**$ 100,954,982**	**$ 108,465,141**	**$ 109,007,467**	**$ 110,987,559**	**2.3%**
Other Local Taxes					
Local Option Sales Tax	$ 61,911,105	$ 68,711,111	$ 67,742,973	$ 64,185,206	-6.6%
Heavy Equipment	100,627	85,000	85,000	85,000	0.0%
Rental Car Gross Receipts	385,306	280,000	316,812	340,000	21.4%
Hotel/Motel Occupancy Tax	2,756,486	2,987,717	2,240,788	2,091,402	-30.0%
Subtotal	**$ 65,153,524**	**$ 72,063,828**	**$ 70,385,573**	**$ 66,701,608**	**-7.4%**
Intergovernmental Revenues					
Utility Franchise Tax	$ 3,581,296	$ 4,229,821	$ 4,018,330	$ 4,016,846	-5.0%
Gasoline Tax (Powell Bill)	6,313,103	6,285,588	6,184,690	4,714,191	-25.0%
Beer & Wine Tax	1,124,499	1,235,142	1,235,142	1,235,845	0.1%
Alcoholic Beverage Control	255,555	212,242	212,242	212,242	0.0%
Subtotal	**$ 11,274,453**	**$ 11,962,793**	**$ 11,650,404**	**$ 10,179,124**	**-14.9%**
Other Major Revenue					
Sale Of Surplus Equipment	556,366	750,000	643,074	750,000	0.0%
Subtotal	**$ 556,366**	**$ 750,000**	**$ 643,074**	**$ 750,000**	**0.0%**
Appropriations From Fund Balance	**$ -**	**$ 5,896,006**	**$ 6,443,428**	**$ 8,702,596**	**47.6%**
Total Revenues	**$ 177,939,325**	**$ 199,137,768**	**$ 198,129,946**	**$ 197,320,887**	**-0.9%**

GENERAL PROPERTY TAXES

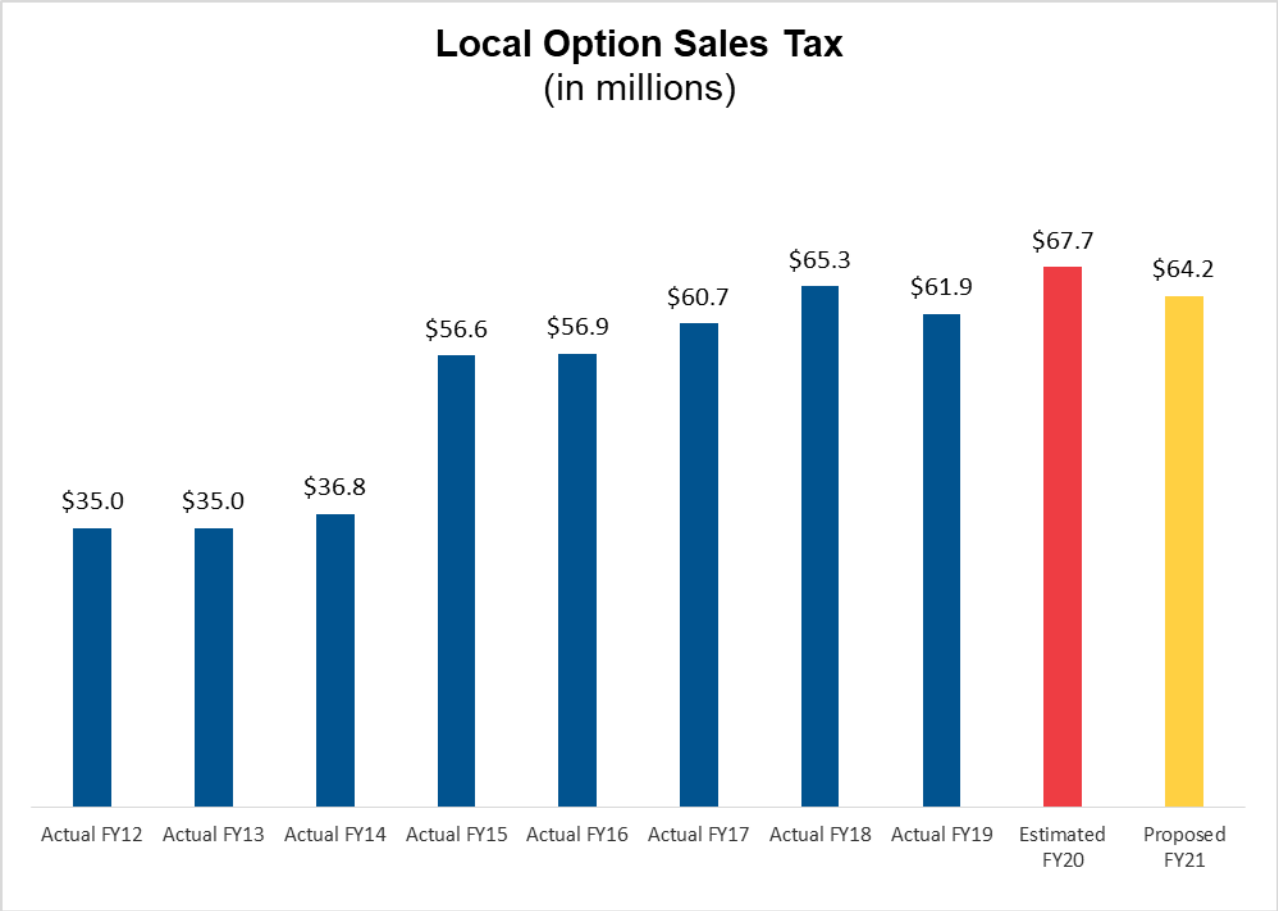
The FY2020-21 property tax rate is adopted at 53.17 cents (per $100 of assessed value), which is the same rate as the previous tax year. This chart shows the portion of the rate dedicated to the General Fund. The property tax rate is established annually during the budget *process. The City's property tax is levied based on 100% of the assessed value of property from the previous January* 1 as determined by the Durham County Tax Administrator, the office that bills and collects property tax. Please refer to Section IV - Budget Summaries for tax base information.



OTHER LOCAL TAXES

Sales Tax - Sales tax is levied on the sale, lease or rental of all taxable goods and services within Durham County. Purchasers of these goods and services pay the tax. Sales tax is collected by businesses at the time of the sale and then paid periodically to the North Carolina Department of Revenue, Sales and Use Tax Division. The Department of Revenue then remits that portion due to the County and all municipalities in the County based on a *per capita* formula.

The sales tax rate of 7.50 cents per dollar is on all retail sales except food purchases to be consumed at home, which are taxed at 2.0 cents per dollar. The 2009 North Carolina General Assembly passed legislation that provided for a temporary additional 1% State sales tax effective September 1, 2009. This temporary addition expired in 2011. In November 2011, an additional 0.25% Local Sales Tax was approved by referendum for education. At this time, authority for an additional 0.50% Local Sales Tax was also approved by referendum for Transit, and began collections on April 1, 2013. The 2014 North Carolina General Assembly enacted significant changes to sales tax statutes, expanding the items for which sales tax is levied. The State retains 4.25 cents for retail (0.00 cents in the case of food sales) and returns on average 2.5 cents to local governments. The State's elimination of the electrical and gas franchise tax, replacing it with sales tax, contributed to the large increase in sales tax revenues from FY 2013-14 to FY 2014-15.



Sales tax is an important revenue source for the City, representing nearly 35% of the projected General Fund revenues for FY 2019-20. The City of Durham is projecting a decrease of 2.5% compared to the FY2018-19 budget of 5%. Cities and Counties must adjust this estimate based on local conditions. In the past the projections were applied to Article 40 and Article 42 taxes and a portion of Article 44. The elimination of the *per capita* portion of Article 44, the conversion of Article 42 to a point of sale distribution, and its replacement by the new municipal hold harmless payment makes the projection only applicable to Article 39 and Article 40 taxes.

Sales tax continues to be distributed by the state on a *per capita* basis between Durham County and the City of Durham through an interlocal agreement. The proposed distribution ratio is 44% for the City and 56% for the County. This proposed agreement set for adoption on June 1st, 2020 will remain in effect for one year from July 1, 2020 through June 30, 2021. Due to economic conditions in the wake of the COVID-19 pandemic the city anticipates a 6.6% reduction in sales tax revenue based on the prior year budget.

Hotel/Motel Tax - A tax of 6% is levied on hotel/motel rentals in Durham County as authorized by the General Assembly in the 2001 session. Of the first 5%, the City receives 25.5%, Durham County receives 34.5%, and the Durham Convention and Visitors Bureau receives 40%. The last 1% is for the Durham Performing Arts Center. For FY 2020-21 an occupancy tax reduction of 30% based on the prior year budget is anticipated due to economic conditions and projections on hotel usage from the Durham Convention and Visitors Bureau (DCVB) related to the COVID -19 pandemic.

LICENSES AND PERMITS

Business Licenses - Businesses were assessed a fee for the privilege of doing business in the City. The North Carolina General Assembly abolished the ability for cities to charge this fee. The FY 2020-21 budget projects slight growth from beer and wine licenses.

STATE SHARED REVENUES

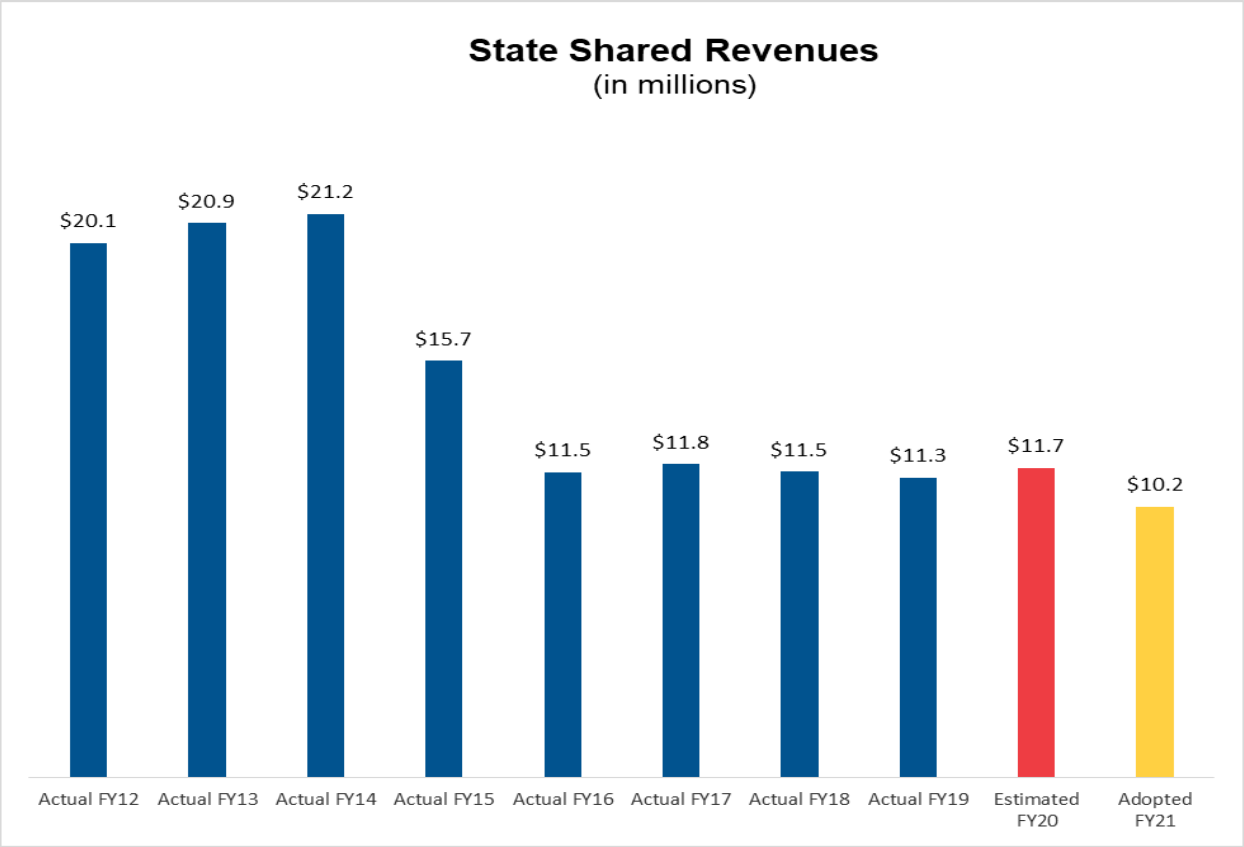
Intergovernmental revenue consists of revenue received by the City from federal, state, and county government in the form of grants, shared revenues or reimbursements. Charges to other governments for services rendered, such as for interlocal agreements, are not included in this category.

- **Utility Franchise Tax** – In its 2014 session, the General Assembly replaced the utility franchise tax on gas and electric to a sales tax. Fiscal Year 2014-15 marked the first year of a new distribution method for both of these revenue sources. As of the current fiscal year, the general sales tax rate was applied to the sale of both electricity and natural gas, and a percentage of the proceeds were to be returned to cities and towns. In the case of electricity, that percentage is 44 percent. That number was chosen with the intention that every municipality could receive the same amount of electricity franchise tax revenues that they received in Fiscal Year 2013-14. Given actuals received this fiscal year, and projections forecasted by the North Carolina League of Municipalities in light of the COVID-19 pandemic, the city projects a decrease of 5.0% for Fiscal Year 2020-21.

- **Gasoline Tax (Powell Bill)** - The revenue generated from Powell Bill collections is used to support the maintenance of non-state system streets. The City's share is based on population (75%) and local street mileage (25%) relative to those of other municipalities. For FY 2019-20 the City projects Powell Bill revenue to be flat over the FY 2018-19 budget. The State Highway Trust Fund is used to supplement the State Highway Fund in the funding of the Powell Bill distribution. This projection assumes that the proportion of City street miles and population before annexation to street miles and populations of other municipalities remains constant. Based on initial projections from the state legislature, the City is proposing a 25% reduction in Powell Bill revenues for FY 2020-21.

- **Beer and Wine Tax** - The tax on malt beverages and unfortified wines is paid by the final purchaser and administered by the State. Taxes are distributed to entitled municipalities according to population. For FY 2020-21 the City projects slight growth compared to FY 2019-20.

- **Alcoholic Beverage Control Tax** - The City receives 10% of the profit from ABC operations in the County. The FY 2020-21 budget projects no growth in revenue.



INVESTMENT

Investment Income - Revenues into the General Fund do not occur evenly over the fiscal year. Most property tax, for example, is collected during December and January of each year. The Finance Director is authorized to invest these funds in short-term investments. The resulting interest accrued on the invested funds is considered interest revenue for the City.

By resolution of the City Council, all investment income derived from the General Fund is transferred to the Capital Projects Fund. For FY 2020-21 all investment income derived from the General Fund, be added directly to the Capital Improvement Plan (CIP) budget.

OTHER MAJOR REVENUE

This category is used to record those revenues that are miscellaneous in nature.

Sale of Surplus Equipment - Annually the City auctions surplus equipment. The FY 2020-21 budget of $750k projects no increase in revenue over the FY 2019-20 budget from sales of surplus equipment.

APPROPRIATION FROM FUND BALANCE

Revenues from prior years are often necessary to balance the budget. To the extent revenues exceed expenditures at year end (June 30, 2021) excess funds will be transferred to Fund Balance. The final year-end figure will be based on actual revenues and expenditures as determined through the City's FY 2019-20 financial audit. For FY 2020-21, there is a proposed transfer from fund balance in the amount of $8,702,596 to cover revenue shortfalls anticipated due to forecasted economic conditions in the wake of the COVID-19 pandemic. If funds are spent as projected, the General Fund Balance is projected to be approximately 16.27% at fiscal year-end 2020-21.

General Fund – Program Revenues

LICENSES AND PERMITS
This section is used to record those revenues associated with fees charged for permits. Permits provide authorization of a specific activity.

Fire
Fire Permits - This fee covers the costs associated with issuing permits for controlled fires and special event operation requirements as required by the North Carolina Fire Prevention Code.

City/County Planning
Sign Permits - Revenue generated from the issuance of sign permits.

Police
Precious Metals Dealer Permit - Revenue from permits as set by NC General Statutes

Public Works
Street Cut Permits - Revenue from permits issued primarily for gas, electric, telephone and cable television utility right-of-way excavations.

Driveway Permits - Revenue from permits issued for cutting driveways into existing curbs.

Transportation
Taxicab Inspection Fees - Revenue from inspecting taxicabs and shuttles for permits.

CHARGES FOR CURRENT SERVICES
Charges for services include user fees for recreation, police, fire, transportation, engineering, cemeteries, planning and other city services. Charges to the State and Durham County for services that the City provides are also included in this category (services provided under an interlocal agreement).

City Clerk
Sale of City Code supplements and copies of public records.

City/County Planning
Technology Surcharges - Revenue related to inspections.

Police
Officers' Fees - A reimbursement from the General Court of Justice for the service of legal process documents.

Wrecker Service Dispatch Fee - Assessed against wrecker services which are registered and dispatched from the Police Department to clear accident scenes. During FY 2004-05, the City increased the fee from $3.00 to $10.00 per tow to cover the costs of police officers associated with this program.

Fire
Fire Protection - State-Owned Buildings - In FY 1983-84, the State began to reimburse local governments for providing fire protection services for State-owned facilities. In FY 1997-98, the General Assembly raised the reimbursement amounts paid to cities. The General Assembly reduced the reimbursement rate for FY 2007-08 but also re-assessed the value of its property, which resulted in an increased payment. In addition, Duke University makes an annual payment to the City of Durham for fire protection services based on the same principle used by the State of North Carolina.

Fire Inspections Fees - In 1991 the State of North Carolina began mandating all municipalities conduct fire inspections in accordance with the North Carolina Fire Code. A fee structure was established based on the type of inspection or permit required, and it was last updated in FY 2012-13. Inspection fees and permits for hazardous materials, fireworks, tents, tank removal and construction are included in this category.

The City budgets revenues received from the County of Durham to offset the expenses assumed with the consolidation of county fire services from Southern Durham into the city under an inter-local agreement adopted in FY2018-19.

Finance
Bank of America Rebate - A rebate offered by the Bank of America on their procurement card and e-Payables programs.

Administrative Fee - An administrative fee charged by the Payroll Division to process wage garnishments for child support payments.

Technology Solutions
GIS Sales - Revenue generated from public map and data requests.

Technology Surcharges - Revenue related to inspections.

General Services
Cemetery Lot Sales - The sale of grave plots at Beechwood and Maplewood cemeteries.

Cemetery Interment Fees - Burial fees at both Beechwood and Maplewood cemeteries.

Cemetery Upkeep and Design - Fee charged to residents who request additional maintenance at specific gravesites.

Columbarium Charges - Fees charged for burial niches, urns, burial plaque engraving, and miscellaneous upkeep charges.

Public Works
NCDOT Winter Weather Reimbursement - Paid by the State Department of Transportation to reimburse expenses incurred to treat roadways due to winter weather.

Special Street Maintenance - Charges made to utility companies for utility cut repairs and fees charged to individuals for private street maintenance services.

Engineering Inspection Fees - Revenues included in this category are for the inspection by City staff of new street construction in private subdivisions including stormwater drainage and sidewalks. New street construction drawing review and fire flow test fees are also included.

Topographic and Other Maps - Revenue generated from the sale of maps.

Construction Drawing Revenue - Revenue from street or minimum construction drawings.

Parks and Recreation
Due to the Covid 19 pandemic, the city is anticipating losses to recreational fees, and has budgeted an anticipated loss of 20% of revenues compared to the prior budget year.

Registration Fees - Fees charged for Summer Day Camp and After School programming.

Special Activities - Items in this category include: entry fees for adult athletic organization leagues, gymnastics, special interest camps, road races, instructional classes, Senior Games, etc. Fees for these activities are intended to recover expenses involved for services provided. Registration rates are set to recover direct and indirect costs of each activity.

Admissions - Swimming pool fees and picnic shelter reservations.

Entry Fees - Entry fees for youth softball, basketball, baseball and volleyball.

Use Charges - Revenues generated through rental of City equipment, Lake Michie, Durham Athletic Park, West Point on the Eno, Little River Lake, the Armory, Durham Centre Plaza and the Civic Center Plaza.

Transportation
Street Signs and Markings - Reimbursement from the State for maintenance of signs and markings on State system streets and highways within the city limits.

Traffic Signals - Reimbursement from the State for maintenance of traffic signals on State system streets and highways within the City Limits.

Traffic Impact Analysis - Development review fees associated with the review of traffic impact.

INTERGOVERNMENTAL SERVICES
This section is used to record those revenues associated with services provided by the City to another local governmental entity or agency through interlocal agreements.

City Manager's Office
Durham County Youth Contribution - Durham County will contribute $70,000 to the City towards its youth initiatives.

Technology Solutions
Durham County GIS Service - The City is responsible for coordinating and managing overall countywide GIS operations, which includes GIS software installation and maintenance, GIS databases management, technical support, customized maps and application development and training. It currently operates under an interlocal cooperation agreement effective since July 1, 1998, which was amended in December 2005 and provides service to all City and County departments. Durham County reimburses the City 50% of the GIS operation cost each year, after offsetting revenue received for GIS data sales. The department began providing mapping and data distribution services to the public in 1999. The fees are based on two policies. The GIS data access and distribution policy went into effect on July 1, 1999 and the GIS data distribution policy for commercial use was adopted by the City Council on August 7, 2000.

Durham County Open Data Service - The City is responsible for the management and publishing of data sets for the City-County Open Data project. Durham County reimburses the City 50% of Open Data operating costs, which includes web hosting software and contracted staff.

City / County Planning
Planning Fees - This category includes fees for reviewing proposed development plans, annexations, zoning change requests, site plan compliance, flood plain, and variance and use permits.

Durham County Planning Services - Under an interlocal agreement, Durham County reimburses the City for its share of joint City/County Planning services. Since FY 1999-00, the City and County have each assumed 50% of the Planning budget net of Planning fees unless one entity elects to solely fund a position. The City and County are each projected to fund 50% of the Planning budget with no positions solely funded by either entity.

Emergency Communications
Communications Services - This item represents the reimbursement by Durham County for the costs associated with dispatching County volunteer fire departments and ambulances and receiving 911 calls for the Sheriff's Department. The County assumes 21% of the Communications Center budget in accordance with an interlocal agreement.

Radio Maintenance Charges - This item represents fees for servicing radios outside of the City owned radios for Durham County and North Carolina Central University.

Transportation
Durham County - Durham County pays for 12.5% of the Bicycle and Pedestrian Coordinator's personnel costs to cover support of the Bicycle and Pedestrian Advisory Committee (BPAC).

General Fund – Non-Departmental Appropriations

	Actual FY2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Personal Services					
Compensation	$ -	$ 1,704,990	$ 1,596,640	$ (7,665,780)	-549.6%
Health Insurance - Retirees	4,163,009	5,275,024	5,275,024	4,218,827	-20.0%
Subtotal	**$ 4,163,009**	**$ 6,980,014**	**$ 6,871,664**	**$ (3,446,953)**	**-149.4%**
Operating					
Risk Management Charges	$ 3,614,504	$ 4,190,009	$ 4,190,009	$ 4,989,031	19.1%
Donations	40,000	40,000	40,000	40,000	0.0%
Indirect Cost Reimbursements	(10,759,533)	(11,082,320)	(11,082,320)	(11,414,790)	3.0%
Other Operating Costs / Savings	368,325	386,610	386,610	386,609	0.0%
Subtotal	**$ (6,736,704)**	**$ (6,465,701)**	**$ (6,465,701)**	**$ (5,999,150)**	**-7.2%**
Transfer to Other Funds					
Transfer to BID	$ 250,000	$ 250,000	$ 250,000	$ 250,000	0.0%
Transfer to Ballpark Fund	$ 100,000	$ 150,000	$ 150,000	$ 200,000	33.3%
Transfer to Fleet / CIP	1,143,769	-	-	-	0.0%
Transfer to Technology / CIP	290,769	-	-	-	0.0%
Transfer to Street Paving / CIP	$ 7,000,000	$ 10,000,000	$ 1,000,000	$ 6,000,000	-40.0%
Subtotal	**$ 8,784,538**	**$ 10,400,000**	**$ 1,400,000**	**$ 6,450,000**	**-38.0%**
Total General Fund Nondepartmental Appropriations	**$ 6,210,843**	**$ 10,914,313**	**$ 1,805,963**	**$ (2,996,103)**	-127.5%

PERSONAL SERVICES

Compensation - This is primarily used for pay for performance increases for the upcoming year, and allocations for lapsed-salaries (vacancies). In FY2020-21 there are no proposed increases for pay increases. The negative entry represents the amount budgeted to account for personnel vacancies.

Health Insurance-Retirees - Pays for the City's share of health insurance for eligible retirees.

OPERATING

Risk Management Fund Charges - Premium to recoup a proportionate share of expected liability and workers' compensation claims obligations is included here.

Donations - Reserve for small miscellaneous donations.

Indirect Cost Reimbursements - Financial policy prescribes budgeting indirect cost reimbursements from other funds as contra-expenses on a city wide basis.

Other Operating Costs / Savings – Other non-departmental miscellaneous adjustments and costs.

TRANSFERS TO OTHER FUNDS

Transfer to BID - Transfer to the Business Improvement District Fund for contractual services.

Transfer to Ballpark Fund – Subsidy provided to the Ballpark Fund.

Transfers to Steet Paving Fund (CIP) - Transfers related to capital expenditures for street maintenance.

DEBT SERVICE FUND

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Revenues					
General Property Taxes	$ 38,400,347	$ 38,245,757	$ 38,245,757	$ 39,130,772	2.3%
Interest	1,457,516	816,000	816,000	1,266,891	55.3%
Other Revenue	403,796	549,309	549,309	267,866	-51.2%
Intergovernmental	-	112,381	112,381	111,967	-0.4%
Appropriation from Fund Balance	-	-	-	23,295,095	0.0%
Total Revenues	**$ 40,261,659**	**$ 39,723,447**	**$ 39,723,447**	**$ 64,072,591**	**61.3%**
Appropriations					
Debt Service Principal	$ 23,999,355	23,587,140	$ 23,587,140	48,646,545	106.2%
Debt Service Interest	10,504,992	10,237,225	10,237,225	8,722,194	-14.8%
Tax Collection Fee	433,308	439,826	439,826	391,307	-11.0%
Transfer to Other Funds	4,125,178	3,896,018	3,896,018	6,312,545	62.0%
Transfer to Fund Balance	1,198,826	1,563,238	1,563,238	-	-100.0%
Total Appropriations	**$ 40,261,659**	**$ 39,723,447**	**$ 39,723,447**	**$ 64,072,591**	**61.3%**

FUND DESCRIPTION

The Debt Service Fund accounts for the City's General Fund debt service obligations.

REVENUE DESCRIPTIONS

General Property Taxes – The portion of property tax allocated to pay for debt service. This is 11.00 cents for FY 2010-21

Interest - Investment income is gained through the commitment of City funds to investment instruments allowed under State Statute.

Other Revenue – Subsidy payments from Build America Bonds (BABs).

Intergovernmental – Revenue from Durham County to be received for their portion of the radio infrastructure capital project. Please refer to the Capital and Grant Project Information section of this document (Section XII) for detailed information on City capital projects.

Appropriations from Fund Balance – Any costs not covered by revenue sources must be covered by fund balance.

EXPENDITURE DESCRIPTIONS

Debt Service Principal – Principal payments on the City's debt service.

Debt Service Interest – Interest payments on the City's debt service.

Tax Collection Fee - A portion of the tax collection interlocal contract with the County is allocated in this fund.

Transfer to Other Funds / Fund Balance – Transfers to the Solid Waste, Ballpark, and Parking Funds which represents their portion of debt obligations, and transfers of excess revenues over expenses to Fund Balance.

WATER AND SEWER FUND

REVENUE AND APPROPRIATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
REVENUES					
Operating Revenue	$ 100,370,155	$ 104,802,076	$ 104,556,370	$ 107,978,499	3.0%
Permits	209,599	209,250	174,411	215,560	3.0%
Non-Operating Revenue	960,382	982,600	519,834	399,819	-59.3%
Investment Income	834,999	2,252,408	2,252,408	278,384	-87.6%
Transfers from Other Funds	-	-	-	-	0.0%
Other Financing Sources	-	-	-	-	0.0%
Appropriations from Fund Balance	34,355,941	1,574,166	2,738,388	-	-100.0%
TOTAL REVENUES	**$ 136,731,076**	**$ 109,820,500**	**$ 110,241,411**	**$ 108,872,262**	**-0.9%**
APPROPRIATIONS					
Personnel Services	$ 30,056,156	$ 30,880,660	$ 32,349,703	$ 33,462,196	8.4%
Operating Expenditures	23,689,229	23,512,794	24,655,093	24,307,860	3.4%
Non-Departmental Administration	5,462,352	5,626,223	5,626,223	5,795,010	3.0%
Capital Outlay	721,733	140,500	258,294	127,000	-9.6%
Debt Service Principal and Interest	7,636,503	12,305,323	12,315,323	12,160,881	-1.2%
Transfers to Other Funds	69,165,102	37,355,000	35,036,774	31,854,000	-14.7%
Transfers to Fund Balance	-	-	-	1,165,315	100.0%
TOTAL APPROPRIATIONS	**$ 136,731,076**	**$ 109,820,500**	**$ 110,241,411**	**$ 108,872,262**	**-0.9%**
Department Appropriations					
Water Management	$ 47,919,140	$ 47,887,652	$ 50,688,712	$ 50,478,650	5.4%
Public Works	4,498,656	4,581,656	4,494,333	5,165,581	12.7%
Finance	88,044	87,513	87,513	94,622	8.1%
General Services	15,600	15,600	31,200	15,600	0.0%
Nondepartmental Appropriations	84,209,636	57,248,079	54,939,653	53,117,809	-7.2%
TOTAL APPROPRIATIONS	**$ 136,731,076**	**$ 109,820,500**	**$ 110,241,411**	**$ 108,872,262**	**-0.9%**

FUND DESCRIPTION

The Water and Sewer Fund accounts for revenues and expenses related to the provision of water and sewer services to the customers of the City and adjacent areas. Water and Sewer CIP projects are part of the annual adopted Capital Improvement Program budget adoption and are not part of the operating fund.

WATER AND SEWER FUND
WATER AND SEWER REVENUES

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Operating Revenues					
Water & Sewer Services	$ 98,135,840	$ 102,966,348	$ 102,819,409	$ 105,922,949	2.9%
Sewer Surcharge	192,471	218,728	204,178	218,728	0.0%
Industrial Monitoring	11,550	12,000	10,388	12,000	0.0%
Suspended Solids	54,829	45,000	57,815	45,000	0.0%
Miscellaneous	66,091	20,000	47,700	63,851	219.3%
Subtotal	**$ 98,460,781**	**$ 103,262,076**	**$ 103,139,490**	**$ 106,262,528**	**2.9%**
Other Operating Revenues					
Water Line Connection Fees	$ 916,133	$ 750,000	$ 660,000	$ 934,548	24.6%
Sewer Line Connection Fees	481,740	300,000	330,000	491,423	63.8%
Septic Tank Disposal	293,580	290,000	326,880	290,000	0.0%
Water & Sewer Permits	209,599	209,250	174,411	215,560	3.0%
Backflow Testing Service	-	-	-	-	0.0%
Utility Damages	-	-	-	-	0.0%
Engineering Inspection Fee	217,921	200,000	100,000	-	-100.0%
Subtotal	**$ 2,118,973**	**$ 1,749,250**	**$ 1,591,291**	**$ 1,931,531**	**10.4%**
Total Operating	**$ 100,579,754**	**$ 105,011,326**	**$ 104,730,781**	**$ 108,194,059**	**3.0%**
Non-Operating Revenues					
Investment Income	$ 834,999	$ 2,252,408	$ 2,252,408	$ 278,384	-87.6%
Interest on Assessments	32,398	30,000	6,500	32,398	8.0%
Intergovernmental Revenue	180,222	-	-	21,198	100.0%
Rent, Non-Operating Property	486,931	400,000	404,098	319,519	-20.1%
Assessments & Frontage	18,050	540,000	55,784	26,604	-95.1%
Miscellaneous	86,403	100	40,952	100	0.0%
Disposals of Property & Equipment	156,378	12,500	12,500	-	-100.0%
Total Non-Operating	**$ 1,795,381**	**$ 3,235,008**	**$ 2,772,242**	**$ 678,203**	**-79.0%**
Other Financing Sources					
Bonds Issued	$ -	$ -	$ -	$ -	0.0%
Bonds Premium	-	-	-	-	0.0%
Transfers from Other Funds	-	-	-	-	0.0%
Transfers from Reserves	-	-	-	-	0.0%
Appropriation from Fund Balance	34,355,941	1,574,166	2,738,388	-	-100.0%
Total Other Financing Sources	**$ 34,355,941**	**$ 1,574,166**	**$ 2,738,388**	**$ -**	**-100.0%**
TOTAL W & S FUND REVENUES	**$ 136,731,076**	**$ 109,820,500**	**$ 110,241,411**	**$ 108,872,262**	**-0.9%**

WATER AND SEWER FUND REVENUE DESCRIPTIONS

Operating Revenues

Water and Sewer Services – This includes both consumption and service fee charges to all direct water and sewer customers, inside and outside the City. It does not include contractual water sales to other utilities. Rates for water and sewer charges for FY 2020-21 are set to increase about 2.1% for the average residential customer.

Sewer Surcharges - Surcharges are applied to high strength waste per pounds of biochemical oxygen demand.

Industrial Monitoring Charge - The Environmental Protection Agency requires the recovery of costs incurred in monitoring potentially high strength and toxic wastes. The rate schedule is based on the types of tests required.

Suspended Solids - Charges on suspended solids are applied per 1,000 pounds.

Other Operating Revenues

Water and Sewer Line Connection Fees - Fees are charged at the time of initial connection to water and sewer mains. These fees vary with the size of the connection.

Septic Tank Disposal - Charges for septic waste discharged at the North Durham Water Reclamation Facility.

Water and Sewer Permit Fees - These fees are paid by developers and the City for permits to extend water and sewer lines.

Backflow Tester School - The Water Resources Department offers certification classes for backflow testers. An enrollment fee is charged for each participant in the school.

Engineering Inspection Fees - The Water and Sewer Engineering Division charges fees for water main, sewer main, and sewer outfall inspections.

Non-Operating Revenues

Investment Income - Investment income is gained through the commitment of City funds to investment instruments allowed by State Statute, and interest is charged on water and sewer assessments.

Rental Income - The City owns property and houses, purchased for other purposes with Water and Sewer Fund monies, which are temporarily rented. This also includes revenue from cellular tower leases.

Assessments & Frontage - Frontage Fees are applicable when property is developed and the developer or property owner has not installed a water and/or sewer line across the street frontage or street right-of-way abutting the project. This item reflects confirmations of water and sewer assessment rolls.

Miscellaneous - This item includes revenues from broken water meter charges, water cut-off penalties and after-hours service charges.

Other Financing Sources

Transfers from Other Funds – The Water and Sewer Fund financed an Information Technology Infrastructure project in FY 2011-12, and the General Fund paid back its portion of the project over five years.

Appropriation from Fund Balance - An appropriation from Fund Balance is used to balance the budget when expenditures are anticipated to exceed revenues in a given year.

WATER AND SEWER NON-DEPARTMENTAL APPROPRIATIONS

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Operating					
Indirect Costs	$ 5,462,352	$ 5,626,223	$ 5,626,223	$ 5,795,010	3.0%
Insurance Risk/Post Employment	1,945,679	1,961,533	1,961,533	2,142,603	9.2%
Subtotal	**$ 7,408,031**	**$ 7,587,756**	**$ 7,587,756**	**$ 7,937,613**	**4.6%**
Transfers					
Water & Sewer Construction Fund	$ 65,600,000	$ 35,000,000	$ 32,647,250	$ 31,000,000	-11.4%
Water & Sewer Fleet Fund	3,565,102	2,355,000	2,355,000	854,000	-63.7%
Other Transfer to Capital Projects	-	-	34,324	-	
Appropriations to Fund Balance	-	-	-	1,165,315	100.0%
Subtotal	**$ 69,165,102**	**$ 37,355,000**	**$ 35,036,574**	**$ 33,019,315**	**-11.6%**
Debt Service					
Debt Service Principal	$ 4,769,886	$ 4,735,931	$ 4,735,931	$ 4,615,672	-2.5%
Debt Service Interest	2,866,617	7,569,392	7,579,392	7,545,209	-0.3%
Subtotal	**$ 7,636,503**	**$ 12,305,323**	**$ 12,315,323**	**$ 12,160,881**	**-1.2%**
TOTAL NON-DEPARTMENTAL	**$ 84,209,636**	**$ 57,248,079**	**$ 54,939,653**	**$ 53,117,809**	**-7.2%**

WATER AND SEWER FUND NON-DEPARTMENTAL APPROPRIATIONS

Operating

Indirect Costs - Funds are appropriated each year to reimburse the General Fund for services provided to the Water and Sewer Fund.

Insurance Risk/Post Employment - Each fund pays a proportionate share of expected liability and workers' compensation claims obligations, as well as a share of general insurance, post-employment benefits, and safety and health costs.

Transfers

Water & Sewer Construction Fund (CIP) – Water and Sewer operating funds are appropriated to the Capital Improvement Program to address specific critical capital maintenance needs.

Water & Sewer Fleet Fund – Transfers are made to a capital project to cover fleet vehicle replacement costs, and new vehicle acquisition costs.

Appropriations to Fund Balance – This is budgeted to increase the Fund Balance to meet debt covenants and plan for future pay-as-you-go transfers to the Water and Sewer CIP.

Debt Service

Debt Service **-** Debt service for water and sewer projects is paid directly from the Water and Sewer Operating Fund.

SOLID WASTE FUND

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Revenues					
General Property Taxes	$18,988,968	$19,435,798	$19,435,798	$19,885,547	2.3%
Interest and Rental Income	228,838	141,000	145,000	113,000	-19.9%
Charges for Services	8,051,958	8,237,137	7,998,052	9,020,902	9.5%
Solid Waste Fee	-	-	-	-	0.0%
Intergovernmental Revenues	182,284	167,322	180,280	180,313	7.8%
Landfill Gas	164,115	134,400	134,400	131,712	-2.0%
Other Financing Sources	47,831	40,300	155,594	150,609	273.7%
Transfers From Other Funds	82,422	82,422	82,422	554,117	572.3%
Appropriation From Fund Balance	-	-	-	930,678	100.0%
Total Revenues	**$27,746,416**	**$28,238,379**	**$28,131,546**	**$30,966,878**	**9.7%**
Appropriations					
Personal Services	$ 8,533,058	$ 8,923,366	$ 8,960,755	$ 9,074,745	1.7%
Operating	15,310,163	15,835,120	15,662,075	17,585,996	11.1%
Capital and Other	52,370	263,500	403,968	84,700	-67.9%
Debt Service	3,602,692	3,042,513	3,042,513	4,221,437	38.7%
Transfers To Other Funds	6,750	-	-	-	0.0%
Transfer to Fund Balance	241,383	173,880	62,235	-	-100.0%
Total Appropriations	**$27,746,416**	**$28,238,379**	**$28,131,546**	**$30,966,878**	**9.7%**
Department Appropriations					
Solid Waste Management	$19,821,613	$20,350,185	$20,832,592	$22,661,980	11.4%
Water Management	277,811	271,969	273,723	274,814	1.0%
Nondepartmental Appropriations	7,646,992	7,616,225	7,025,231	8,030,084	5.4%
Total Appropriations	**$27,746,416**	**$28,238,379**	**$28,131,546**	**$30,966,878**	**9.7%**

FUND DESCRIPTION

The Solid Waste Fund provides for the City's solid waste disposal and reduction needs. Household solid waste collection, recycling collection, yard waste collection, transfer station operations, code enforcement and administrative costs are budgeted in this Fund.

Solid Waste Management Appropriations – These appropriations are directly tied to the department, and include personnel expenditures, operating costs such as contracts, fuel, and vehicle maintenance, and capital asset purchases.

Water Management Appropriations – Appropriations to the Department of Water Management for maintenance of the closed landfill.

Nondepartmental Appropriations – This appropriation includes expenditures not directly associated with the department, including debt service, salary and benefit increase placeholders, indirect costs, risk charges, and intragovernmental transfers.

REVENUE DESCRIPTIONS

General Property Taxes – Beginning in FY16, a portion of the City's tax rate was allocated to the Solid Waste Fund in place of the former transfers from the General Fund and the Debt Service Fund. The adopted rate for FY21 of 5.59 cents per $100 valuation fully covers budgeted indirect costs in the Fund.

Interest and Rental Income – Interest earned on the investment of fund balance.

Charges for Services – These include the per ton tipping fee for solid waste charged at the transfer station, fees for yard waste collection, scrap tire rebates, sales of recyclables, brush pickup fees, and white good disposal revenue.

Intergovernmental Revenues – State solid waste rebates and subsidy payments from Build America Bonds (BABs).

Landfill Gas – Revenues generated from methane produced from the City's closed landfill.

Other Financing Sources – Bond refunding transactions and debt collection related activities. The large increase in FY21 is due to sale of surplus property.

Transfer from Other Funds – In the past, the General Fund subsidized the Solid Waste Fund on an annual basis. Beginning in FY16, a portion of the property tax rate was dedicated to this Fund replacing these transfers. Currently, the fund receives a transfer from the Business Improvement District (BID) Fund. This transfer covers the costs to provide service to those downtown businesses and residents located in the BID. In FY21 there is an additional transfer from the Debt Service Fund to cover the cost of financing of the department's fleet purchases.

Appropriation from Fund Balance – These include transfers from reserves each year to cover encumbrance carry forward amounts for contracts.

EXPENDITURE DESCRIPTIONS

Personal Services – All of the City's Solid Waste Management employees and one half of a Water Management position are accounted for in this area.

Operating – Major items include fuel purchases, contracts and indirect costs. The FY21 budget includes increases in the City's contracts for recycling ($1M) and transfer station ($700K).

Capital and Other – Funds for compactors and other equipment.

Debt Service – To cover the cost of capital projects, vehicles, and other large asset purchases.

Transfers to Other Funds – Transfers to cover projects paid for out of other funds.

Transfer to Fund Balance – Used when projected revenues exceed projected expenditures.

STORMWATER MANAGEMENT FUND

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Revenues					
Interest and Rental Income	$ 280,135	$ 191,000	$ 191,000	$ 129,000	-32.5%
Operating Revenues	17,037,401	16,393,888	16,361,717	17,088,331	0.0%
Transfers From Other Funds	227,782	109,047	109,047	109,047	0.0%
Appropriation From Fund Balance	1,730,649	2,018,853	2,968,313	-	-100.0%
Total Revenues	**$ 19,275,967**	**$ 18,712,788**	**$ 19,630,077**	**$ 17,326,378**	**-7.4%**
Appropriations					
Personal Services	$ 8,119,183	$ 8,916,721	$ 8,813,184	$ 9,178,570	2.9%
Operating	3,041,609	3,562,067	3,852,913	3,605,245	1.2%
Capital and Other	132,162	-	339,304	126,516	100.0%
Transfers To Other Funds	7,983,013	6,234,000	6,624,676	2,734,000	-56.1%
Transfer to Fund Balance	-	-	-	1,682,047	100.0%
Total Appropriations	**$ 19,275,967**	**$ 18,712,788**	**$ 19,630,077**	**$ 17,326,378**	**-7.4%**
Department Appropriations					
Public Works	$ 9,734,355	$ 10,551,380	$ 11,442,248	$ 11,502,196	9.0%
Nondepartmental Appropriations	9,541,612	8,161,408	8,185,329	5,824,182	-28.6%
Total Appropriations	**$ 19,275,967**	**$ 18,712,788**	**$ 19,630,077**	**$ 17,326,378**	**-7.4%**

FUND DESCRIPTION

The Stormwater Fund accounts for revenues and expenses related to Stormwater Management. In fiscal year 2009-10 the City moved from monthly billing to annual billing for property owners.

REVENUE DESCRIPTIONS

Operating Revenue – This revenue stream is comprised of two sources:

Stormwater Utility Charges: Property owners are billed for Stormwater Charges based on the impervious area of their property. There is a rate increase for FY 2020-21. The single-family residential stormwater monthly fee structure reflects three tiers tied to square footage of impervious surface: $3.50 for less than 2,000 square feet, $7.25 for 2000 square feet or more but less than 4,000 square feet; $14.52 for 4,000 square feet or more. The Stormwater Fee ordinance exempts public streets, but not public buildings, from Stormwater Fees. Residential customers are billed annually for stormwater charges but may request monthly billing from the Public Works Department.

Other residential and nonresidential land is charged $7.25 per month for each equivalent residential unit (ERU). (1 ERU = 2,400 square feet of impervious area)

Fees are charged for the removal of dead animals from veterinary hospitals, a service provided by the Street Cleaning division.

Stormwater Permit Fees: The Stormwater Permit Fee is for plan review and inspection of any required Stormwater management facility (e.g., detention basin, sand filter) associated with development plans.

Interest and Rental Income – Income is gained through the commitment of City funds to investment instruments allowed by State Statute.

Miscellaneous – Revenues received from inspection of stormwater infrastructure in new development.

Transfer from Other Funds – Revenues received from the Transit Fund to support bus shelter cleaning services.

EXPENDITURE DESCRIPTIONS

Personal Services – Supports all Stormwater staff in Public Works and a stormwater related position located in the Planning Department.

Operating – This includes all ongoing and one-time costs associated with NPDES permit requirements. This supports three work units in the Public Works department: Stormwater Management, providing water quality inspections & certification of all stormwater structures, and design and construction of capital infrastructure projects; Stormwater Maintenance, addressing the above ground and underground system components; and Street & Bus Stop Cleaning. The Solid Waste department administers and manages the Hazardous Household Waste contract.

Capital – This provides for maintenance of equipment.

Transfer to Other Funds – This is a transfer to the CIP for stormwater projects and transfer to Fleet for purchase of vehicles.

Transfer to Fund Balance – Any surplus in the Fund is returned to fund balance.

Nondepartmental Appropriations – These charges include a payment to the General Fund for indirect costs and a payment to the Risk Fund for insurance (liability, workers' compensations, general insurance, safety and health programs).

TRANSIT FUND

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Revenues					
General Property Taxes	$ 10,747,068	$ 13,038,326	$ 13,688,726	$ 13,429,476	3.0%
Licenses and Permits	2,719,883	2,805,000	2,803,742	2,861,100	2.0%
Intergovernmental	5,743,581	5,643,235	7,285,438	9,088,967	61.1%
Charges for Current Services	2,445,079	2,298,426	1,731,742	2,551,512	11.0%
Other Revenue	406,968	278,626	133,094	277,998	-0.2%
Appropriation from Fund Balance	843,709	-	-	-	0.0%
Total Revenues	**$ 22,906,288**	**$ 24,063,613**	**$ 25,642,742**	**$ 28,209,053**	**17.2%**
Appropriations					
Operating	$ 20,579,239	$ 21,851,015	$ 23,099,966	$ 23,727,491	8.6%
Capital	520,468	325,633	240,654	1,675,633	414.6%
Debt Service	239,451	235,249	235,249	240,377	2.2%
Transfers to Other Funds	1,567,130	1,386,149	1,386,149	2,030,509	46.5%
Transfer to Fund Balance	-	265,567	680,724	535,043	101.5%
Total Appropriations	**$ 22,906,288**	**$ 24,063,613**	**$ 25,642,742**	**$ 28,209,053**	**17.2%**
Departmental Appropriations					
Transportation Department	$ 21,950,113	$ 22,802,812	$ 23,947,679	$ 26,654,120	16.9%
Nondepartmental Appropriations	956,175	1,260,801	1,695,063	1,554,933	23.3%
Total Appropriations	**$ 22,906,288**	**$ 24,063,613**	**$ 25,642,742**	**$ 28,209,053**	**17.2%**

FUND DESCRIPTION

The Transit Fund provides for the operation of the City's mass transportation system, which includes GoDurham (formerly the Durham Area Transit Authority (DATA)) and the Para-Transit transportation system, ACCESS. Triangle Transit provides management oversight over the operations of the system. GoDurham is currently operated by Durham City Transit Company (DCTC), which is staffed and operated by a contracted vendor. Transit operations also involve significant grant awards which are appropriated in separate, multi-year Grant Project Ordinances, so they are not included in the Annual Operating Budget Ordinance or in this fund summary.

REVENUE DESCRIPTIONS

General Property Taxes – The tax rate dedicated to Transit is proposed at 3.75 cents per $100 of valuation.

Licenses and Permits – Represents City motor vehicle license fees dedicated to Transit. These are $15 per vehicle registration.

Intergovernmental Revenue – Assistance is granted annually by the State government to local entities that operate mass transit systems. Also, funds are transferred annually from Triangle Transit to cover new services, and the increased costs of existing services.

Charges for Current Services – Fare box and Para-transit transport fares.

EXPENDITURE DESCRIPTIONS

Operating **–** The operating budget represents fuel and funds to operate the transit system.

Transfers to Other Funds - Grant matches for Transit operations and a payment to the Stormwater Fund to cover bus shelter cleaning services.

PARKING FACILITIES FUND

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Revenues					
Interest and Rental Income	$ 206,401	$ 138,000	$ 84,730	$ 153,429	11.2%
Charges for Services	4,220,805	5,799,602	4,156,902	6,031,158	4.0%
Intergovernmental Revenues	7,703	-	18,088	-	0.0%
Transfers from Other Funds	918,176	903,571	903,571	420,125	-53.5%
Appropriation from Fund Balance	2,001,649	1,138,056	3,221,447	4,161,900	265.7%
Total Revenues	**$ 7,354,734**	**$ 7,979,229**	**$ 8,384,738**	**$ 10,766,612**	**34.9%**
Appropriations					
Personal Services	$ 950,795	$ 1,755,643	$ 2,140,398	$ 1,825,574	4.0%
Operating	2,862,771	2,763,530	2,859,348	2,948,222	6.7%
Capital	89,248	27,000	18,946	12,000	-55.6%
Debt Service	3,451,920	3,433,056	3,341,046	5,845,214	70.3%
Transfer to Other Funds	-	-	25,000	40,000	0.0%
Transfer to Fund Balance	-	-	-	95,602	100.0%
Total Appropriations	**$ 7,354,734**	**$ 7,979,229**	**$ 8,384,738**	**$ 10,766,612**	**34.9%**
Departmental Appropriations					
Transportation Department	$ 3,494,491	$ 4,003,426	$ 4,475,945	$ 4,363,259	9.0%
Nondepartmental Appropriations	3,860,243	3,975,803	3,908,793	6,403,353	61.1%
Total Appropriations	**$ 7,354,734**	**$ 7,979,229**	**$ 8,384,738**	**$ 10,766,612**	**34.9%**

FUND DESCRIPTION

The Parking Facilities Fund was established to account for revenues and expenses to city-owned parking areas, including five garages (Chapel Hill Street, Church Street, Corcoran Street, Morgan Street and the Durham Centre) and three off-street lots. On-street parking revenues and expenditures are also budgeted in this fund. FY 2020-21, there is a rate increase for on-street parking. Recommendations from the recently completed parking study continue to be implemented.

REVENUE DESCRIPTIONS

Interest and Rental Income - Gains through the commitment of City funds to investment instruments allowed by State Statute.

Charges for Current Services - Revenues represent collected for all paring within the garages, surface lots, on-street and off-street parking, special events and parking violations.

Transfers from Other Funds – This transfer is from the Debt Service Fund to cover debt service payments related to parking.

EXPENDITURE DESCRIPTIONS

Personal Services – The City's Transportation Department provides oversight of the parking contracts. There are twenty (27) FTEs supporting parking functions parking administration/enforcement in FY21.

Operating – The operating budget represents internal cost associated with ongoing parking facilities management.

Capital – Funds were used to purchase equipment for garages.

Debt Service – This had previously been paid out of the Debt Service Fund, but to consolidate all parking related expenses into this fund, it was moved here and is covered with a transfer from the Debt Service Fund.

BALLPARK FUND

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Revenues					
Interest and Rental Income	$ 37,444	$ 11,355	$ 34,069	$ 32,000	181.8%
Charges for Services	344,717	277,960	277,960	370,582	33.3%
Transfer from Fund Balance	-	272,903	272,903	909,910	233.4%
Transfers from Other Funds	1,072,528	1,100,360	1,100,360	1,150,360	4.5%
Total Revenues	**$ 1,454,689**	**$ 1,662,578**	**$1,685,292**	**$ 2,462,852**	**48.1%**
Appropriations					
Operating	$ 93,622	$ 434,258	$ 77,009	$ 1,224,574	182.0%
Debt Service	1,240,786	1,228,320	1,228,320	1,218,752	-0.8%
Transfer to Fund Balance	120,281	-	379,963	19,526	0.0%
Transfers to Other Funds	-	-	-	-	0.0%
Total Appropriations	**$ 1,454,689**	**$ 1,662,578**	**$1,685,292**	**$ 2,462,852**	**48.1%**

FUND DESCRIPTION

The Ballpark Fund was established in FY96 to account for all operational activities related to the Durham Bulls Athletic Park (DBAP). Effective January 2014, the City entered into a 20-year lease with the Durham Bulls Baseball Club. Per the terms of this agreement, the City will no longer be responsible for daily operational activities related to the Ballpark. The Ballpark is currently home to the Durham Bulls AAA Baseball Club, a local radio station, and a local television station. USA Baseball also moved into DBAP during FY04. Activities related to the baseball season occur primarily between April and September.

REVENUE DESCRIPTIONS

Interest and Rental Income

Ballpark Rentals - The City rents the DBAP on selected days to community groups and private interests for special events and receives 1.25% of revenues for these events.

Charges for Services

Durham Bulls Rent - The Durham Bulls are charged a base rent, paid in equal monthly installments.

Additional Bulls Rent - The Durham Bulls are charged additional rent equal to 3% of the team's gross revenues exceeding $11,030,904 per year.

Transfers from Other Funds

Transfer from Fund Balance - This includes funds transferred from Fund reserves.

Transfer from Others Funds - The General Fund and Debt Service Fund subsidize the Ballpark Fund.

EXPENDITURE DESCRIPTIONS

Operating - The Durham Bulls are responsible for the daily operation of the Ballpark for Club Home Games, Special Events, and Third Party Events.

Debt Service - The City issued $12 million in taxable limited obligation bonds as part of a development agreement with the Bulls. Of the total $12 million, $6 million addressed Deferred Maintenance issues and the remaining $6 million provided new improvements to the Ballpark.

Transfer to Fund Balance - Used when projected revenues exceed projected expenditures.

Transfers to Other Funds - A loan repayment to the Water and Sewer Construction Fund.

DURHAM PERFORMING ARTS CENTER FUND

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Revenues					
Other Local Taxes	$ 1,428,320	$ 1,400,000	$ 1,400,314	$ 1,400,000	0.0%
Other Revenues	1,155,704	1,000,000	1,000,000	1,052,500	5.3%
Interest Income	147,938	63,581	93,647	85,524	34.5%
Operating Revenues	2,782,733	1,611,219	1,611,219	1,806,437	12.1%
Operating Transfer from Other Funds	121,102	-	-	-	0.0%
Appropriation from Fund Balance	-	-	1,254,902	-	0.0%
Total Revenues	**$ 5,635,797**	**$ 4,074,800**	**$ 5,360,082**	**$ 4,344,461**	**6.6%**
Appropriations					
Operating	$ 680,861	$ 640,931	$ 462,733	$ 632,650	-1.3%
Capital and Other	1,782,252	338,036	1,801,516	1,122,463	232.1%
Debt Service	2,236,225	2,231,745	2,231,745	2,234,005	0.1%
Operating Transfer to Other Funds	-	864,088	864,088	-	0.0%
Appropriation to Fund Balance	936,459	-	-	355,343	0.0%
Total Appropriations	**$ 5,635,797**	**$ 4,074,800**	**$ 5,360,082**	**$ 4,344,461**	**6.6%**

FUND DESCRIPTION

The Durham Performing Arts Center Fund was created in FY 2006-07. It serves as the operating fund for the 2,800 seat Performing Arts Theater. Charges associated with maintenance and repair of the facility, recorded in the Durham Performing Arts Center Capital Reserve fund in prior years, were consolidated with the operating fund for FY 2014-15.

REVENUE DESCRIPTIONS

Other Local Taxes – The Durham Performing Arts Center is funded with 1% of the Occupancy Tax collections in Durham County.

Other Revenues – This includes naming rights revenues and ticket surcharge fees.

Interest Income – This line records interest received in the fund.

Operating Revenues – Revenues received from the theater operator.

Operating Transfer from Other Funds – Transfers of funding from DPAC related CIP projects.

Appropriation from Fund Balance – Any costs not covered by revenue sources must be covered by fund balance.

EXPENDITURE DESCRIPTIONS

Operating - Commissions and fees to meet contractual obligations.

Capital and Other—Maintenance, improvements, and repair costs associated with the facility.

Debt Service – Expected debt service on Certificates of Participation issued to finance the theater.

Operating Transfer to Other Funds – Transfers of funding for DPAC related CIP projects.

Appropriation to Fund Balance – Excess revenues beyond current expenditures are reserved for future major upgrades to the theater.

BUSINESS IMPROVEMENT DISTRICT FUND

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Revenues					
General Property Taxes	$ 836,953	$ 1,115,287	$ 1,189,915	$ 1,219,475	9.3%
Transfers from Other Funds	250,000	250,000	250,000	250,000	0.0%
Appropriation from Fund Balance	-	-	854,647	-	0.0%
Total Revenues	**$ 1,086,953**	**$ 1,365,287**	**$ 2,294,562**	**$ 1,469,475**	7.6%
Appropriations					
Operating	$ 854,647	$ 1,181,500	$ 2,107,772	$ 1,181,500	0.0%
Tax Collection Fee	8,629	12,826	12,000	14,024	9.3%
Transfer to Other Funds	82,422	82,422	82,422	82,422	0.0%
Transfer to Fund Balance	141,255	-		-	0.0%
Appropriations not Authorized		88,539	92,368	191,529	116.3%
Total Appropriations	**$ 1,086,953**	**$ 1,365,287**	**$ 2,294,562**	**$ 1,469,475**	7.6%

FUND DESCRIPTION

The Business Improvement District (BID) Fund was established in FY 2012-13 to account for activity in the City's Downtown Business Improvement District.

REVENUE DESCRIPTIONS

General Property Taxes – A targeted 7 cents per $100 assessed value tax on property within the boundaries of the BID, allocated to pay for enhanced services to the district.

Transfers from Other Funds – A transfer is made from the General Fund to cover a portion of the contractual services.

Appropriation from Fund Balance – Any costs not covered by revenue sources must be covered by Fund Balance.

EXPENDITURE DESCRIPTIONS

Operating – The enhanced services provided to the Downtown Business Improvement District, through a management contract with Downtown Durham, Inc.

Tax Collection Fee – This is the collection fee Durham County charges the City for collecting property taxes.

Transfer to Other Funds – This is a payment to the Solid Waste Fund to support enhanced collection services.

Transfer to Fund Balance – Any surplus in the fund is returned to Fund Balance.

Appropriations not authorized – Appropriations held in reserve / to be designated.

DEDICATED HOUSING FUND

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Revenues					
General Property Taxes	$ 6,038,282	$ 6,953,774	$ 6,953,774	$ 7,114,686	2.3%
Other Revenues	378,252	226,000	226,000	226,000	0.0%
Transfer from Other Funds	932,047	-	-	-	0.0%
Appropriation from Fund Balance	-	5,712,746	10,352,671	15,000	-99.7%
Total Revenues	**$ 7,348,581**	**$ 12,892,520**	**$ 17,532,445**	**$ 7,355,686**	**-42.9%**
Appropriations					
Personal Services	$ 82,434	$ 255,988	$ 255,988	$ 485,996	89.9%
Operating	1,308,221	12,636,532	17,276,457	6,869,690	-45.6%
Capital and Other	-	-	-	-	0.0%
Transfers to Other Funds	-	-	-	-	0.0%
Transfer to Fund Balance	5,957,926	-	-	-	0.0%
Total Appropriations	**$ 7,348,581**	**$ 12,892,520**	**$ 17,532,445**	**$ 7,355,686**	**-42.9%**
Departmental Appropriations					
Community Development	$ 1,348,973	$ 12,812,552	$ 17,452,477	$ 7,273,319	-43.2%
Non-departmental Appropriations	5,999,608	79,968	79,968	82,367	3.0%
Total Appropriations	**$ 7,348,581**	**$ 12,892,520**	**$ 17,532,445**	**$ 7,355,686**	**-42.9%**

FUND DESCRIPTION

The Dedicated Housing Fund was established in FY 2012-13 to account for activities related to affordable housing. Currently two cents of the property tax rate are dedicated to this fund.

REVENUE DESCRIPTIONS

General Property Taxes – A dedicated 2 cents per $100 assessed value is allocated to pay for housing projects.

Other Revenues – Investment income and other miscellaneous revenues.

Transfer from Other Funds – Transfer from bond program income fund to support projects.

Appropriation from Fund Balance – A portion of the accumulated fund balance to fund activities.

EXPENDITURE DESCRIPTIONS

Personal Services – Cost personnel associated with the Dedicated Housing Fund.

Operating – Housing related items that are not part of a specific capital project. This amount also includes the 1% fee that the City pays to the County for collecting the taxes dedicated to the fund.

Capital and Other – This primarily holds miscellaneous funds that haven't been appropriated for a specific CIP project or operating expenses.

Transfers to Other Funds –. Funds are collected in the Dedicated Housing Fund, and transferred to the appropriate capital project fund as they are needed.

Transfer to Fund Balance – Estimated reserves to be allocated in future years.

Departmental Appropriations – Funding approved by Council according to the 5-year affordable housing plan.

Non-departmental Appropriations – The tax collection fee paid to the County, other expenses that occur at the Fund level and the Transfer to Fund Balance.

EMERGENCY TELEPHONE SYSTEM SURCHARGE FUND

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Revenues					
911 Surcharge Tax	$ 1,740,463	$ 1,666,795	$ 1,666,795	$ 814,087	-51.2%
Interest Income	$ 3,122	$ -	$ -	$ -	0.0%
Appropriation from Fund Balance	$ -	$ -	$ 127,488	$ -	0.0%
Total Revenues	**$ 1,743,585**	**$ 1,666,795**	**$ 1,794,283**	**$ 814,087**	**-51.2%**
Appropriations					
Personal Services	$ 271,213	$ 294,310	$ 294,310	$ 193,432	-34.3%
Operating	$ 1,041,842	$ 1,372,485	$ 1,499,973	$ 620,655	-54.8%
Capital Assets	$ 242,167	$ -	$ -	$ -	0.0%
Transfer to Fund Balance	$ 188,363	$ -	$ -	$ -	0.0%
Total Appropriations	**$ 1,743,585**	**$ 1,666,795**	**$ 1,794,283**	**$ 814,087**	**-51.2%**

FUND DESCRIPTION

This fund accounts for revenues and expenditures dedicated to the operation of the 911 Communication Systems. Disbursment to the City is calculated and managed by the State 911 Board. Expenditures are restricted to those permitted by State Statute.

REVENUE DESCRIPTION

911 Surcharge Tax – Revenues come from the 911 Wireless Surcharge Fund on wireline and wireless telephones in the 911 Service Areas. These revenues are collected by the State of North Carolina and remitted to the City for actual costs.

Interest Income – This line records interest received in the fund.

Appropriation from Fund Balance – Any costs not covered by other sources must be covered by Fund Balance.

EXPENDITURE DESCRIPTION

Personal Services – This category captures personnel costs associated with positions providing database maintenance and mapping support, plus partial costs for two positions that are counted in the Technology Solutions organizational chart that include an Emergency Information Services (EIS) Coordinator and a GIS Coordinator.

Operating – Expenditures in this fund are associated with the maintenance, upgrade, and management of the 911 Communication Systems.

Capital Assets – Furniture and equipment for relocation to Police headquarters.

Transfer to Fund Balance – Any surplus in the fund is transferred to fund balance.

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INSPECTIONS FUND

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Revenues					
Licenses and Permits	$ 8,374,088	$ 6,721,327	$ 6,608,353	$ 6,885,570	2.4%
Interest and Impact Fees	192,364	122,184	122,623	171,842	40.6%
Total Revenues	**$ 8,566,452**	**$ 6,843,511**	**$ 6,730,976**	**$ 7,057,412**	**3.1%**
Appropriations					
Personal Services	$ 4,680,474	$ 5,263,053	$ 5,150,606	$ 5,338,376	1.4%
Operating	1,325,079	1,397,000	1,373,530	1,410,172	0.9%
Capital and Other	-	-	23,382	-	0.0%
Transfer to Other Funds	85,303	23,000	23,000	-	-100.0%
Transfer to Fund Balance	2,475,595	160,458	160,458	308,864	92.5%
Total Appropriations	**$ 8,566,452**	**$ 6,843,511**	**$ 6,730,976**	**$ 7,057,412**	**3.1%**
Departmental Appropriations					
Inspections Department	$ 4,760,430	$ 5,318,830	$ 5,204,135	$ 5,588,103	5.1%
Fire Department	164,984	157,446	159,606	192,905	22.5%
General Services	10,800	10,800	10,800	10,800	0.0%
Nondepartmental Appropriations	3,630,237	1,356,435	1,356,435	1,265,604	-6.7%
Total Appropriations	**$ 8,566,452**	**$ 6,843,511**	**$ 6,730,976**	**$ 7,057,412**	**3.1%**

FUND DESCRIPTION

The Inspections Fund provides for support of the Inspections Department and other inspection related activities. This fund was created effective October 1, 2015 based on House Bill 255 approved by the General Assembly on July 13, 2015.

REVENUE DESCRIPTIONS

Licenses and Permits – Revenues from building, electrical, plumbing, mechanical, and fire permits required by ordinance for development activity.

Interest and Impact Fees – Interest earned on the investment of the fund balance and 1% of impact fees collected.

EXPENDITURE DESCRIPTIONS

Personal Services – All of the Inspections Department employees are accounted for in this fund and the cost for two Fire Inspectors in the Fire Department.

Operating – Major items include indirect costs, banking fees, voice over IP phone costs, transfers to OPEB and Risk funds.

Capital and Other – Funds for vehicle purchase for additional Mechanical Inspector.

Transfer to Other Funds - Funds are transferred to other funds to cover capital improvments, fleet vehicle replacement costs, and new vehicle acquisition costs.

Transfer to Fund Balance – Any surplus in the Fund is transferred to fund balance.

IMPACT FEE FUND

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Revenues					
Operating Revenues	$ 6,404,296	$ 4,468,460	$ 3,995,220	$ 3,783,986	-15.3%
Interest and Rental Income	554,130	469,125	522,008	498,583	6.3%
Appropriation from Fund Balance	-	-	-	-	0.0%
Total Revenues	**$ 6,958,426**	**$ 4,937,585**	**$ 4,517,228**	**$ 4,282,569**	**-13.3%**
Appropriations					
Transfer to Capital Projects	$ -	-	4,517,228	-	0.0%
Transfer to Fund Balance	6,958,426	4,937,585	-	4,282,569	-13.3%
Total Appropriations	**$ 6,958,426**	**$ 4,937,585**	**$ 4,517,228**	**$ 4,282,569**	**-13.3%**

FUND DESCRIPTION

The Impact Fee Fund is established to account for impact fees until they are transferred to the Consolidated General Capital Projects Fund and expended for specific, eligible projects.

REVENUE DESCRIPTIONS

Operating Revenues or Charges for Current Service – Impact fees are charged to new development or facility expansion that results in a greater demand on the City's thoroughfare network, parks and recreation facilities, or open space land. This revenue can only be spent on capital projects generated by new development and must be spent in the zone for which it was collected. Funds must be committed within ten years of receipt.

Interest and Rental Income – Income gained through the commitment of City funds to investment instruments and income received from city owned property leased to private sector entities.

Appropriation from Fund Balance – Transfers from reserves to pay for capital projects.

EXPENDITURE DESCRIPTIONS

Transfer to Capital Projects– Transfers from reserves to pay for capital projects.

Transfer to Fund Balance – Revenues are kept in fund balance until the City Council adopts a Capital Project Ordinance that recognizes the use of impact fees for a specific, eligible project.

RISK REDUCTION FUND

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Revenues					
Interest Income	$ 219,749	$ 75,275	$ 71,399	$ 126,128	67.6%
Charges for Current Services	5,780,754	6,554,071	6,554,071	7,584,700	15.7%
Appropriation from Fund Balance	562,063	-	179,553	-	0.0%
Total Revenues	**$ 6,562,566**	**$ 6,629,346**	**$ 6,805,023**	**$ 7,710,828**	**16.3%**
Appropriations					
Personal Services	$ 555,649	$ 583,076	$ 583,076	$ 627,445	7.6%
Operating	5,869,325	5,895,982	6,076,426	6,159,086	4.5%
Transfer to Other Funds	137,592	145,521	145,521	165,000	13.4%
Transfer to Fund Balance	-	4,767		759,297	15828.2%
Total Appropriations	**$ 6,562,566**	**$ 6,629,346**	**$ 6,805,023**	**$ 7,710,828**	**16.3%**

FUND DESCRIPTION

The Risk Reduction Fund is established to provide a source of funds for payment of the City's uninsured legal liabilities, including risks such as workers' compensation, automobiles, general operations and professional activities. Claim settlements, actuarial expenses, legal fees, administrative expenses and other professional services required for claim disposition are paid from this fund.

The Risk Reduction Fund is an internal service fund and is appropriated by a resolution rather than in the City's operating budget ordinance.

REVENUE DESCRIPTIONS

Interest Income – Income earned through the commitment of City funds to investment instruments.

Charges for Current Services – Each operating fund pays a charge for the provision of risk services.

Appropriations from Fund Balance – Any costs not covered by revenue sources must be covered by fund balance.

EXPENDITURE DESCRIPTIONS

Personal Services – Employees assigned to risk functions.

Operating – This line includes claims payments for workers compensation, general liability cases and professional services.

Transfer to Other Funds – To pay for Fleet vehicles associated with this fund.

EMPLOYEE INSURANCE FUND

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Revenues					
Charges for Current Services	$39,543,645	$ 41,408,249	$ 41,408,249	$ 44,635,480	7.8%
Interest & Misc. Revenues	1,069,582	65,650	65,650	265,650	304.6%
Appropriation from Fund Balance	-	-	310,505	-	0.0%
Total Revenues	**$40,613,227**	**$ 41,473,899**	**$ 41,784,404**	**$ 44,901,130**	**8.3%**
Appropriations					
Personnel	$ 606,563	$ 667,533	$ 667,533	$ 703,459	5.4%
Operating	37,164,227	40,610,990	41,116,871	43,660,186	7.5%
Transfer to Fund Balance	2,842,437	195,376	-	537,485	175.1%
Total Appropriations	**$40,613,227**	**$ 41,473,899**	**$ 41,784,404**	**$ 44,901,130**	**8.3%**

FUND DESCRIPTION

The Employee Insurance Fund was established to account for the City's health insurance obligations.

The Employee Insurance Fund is an internal service fund and is appropriated by a resolution rather than in the City's operating budget ordinance.

REVENUE DESCRIPTIONS

Charges for Current Services – Each operating fund pays a charge for the provision of employee self-insurance services.

Interest & Misc. Income – Income gained through the commitment of City funds to investment instruments, as well as one-time insurance proceeds.

Appropriation from Fund Balance – Any costs not covered by revenue sources must be covered by Fund Balance.

EXPENDITURE DESCRIPTIONS

Personnel – A Wellness Program Administrator FTE is included in the fund, as well as transfer of costs from the dissolved OPEB Fund.

Operating – This line includes payments for health insurance.

Transfer to Fund Balance – Any surplus in the Fund is returned to Fund Balance.

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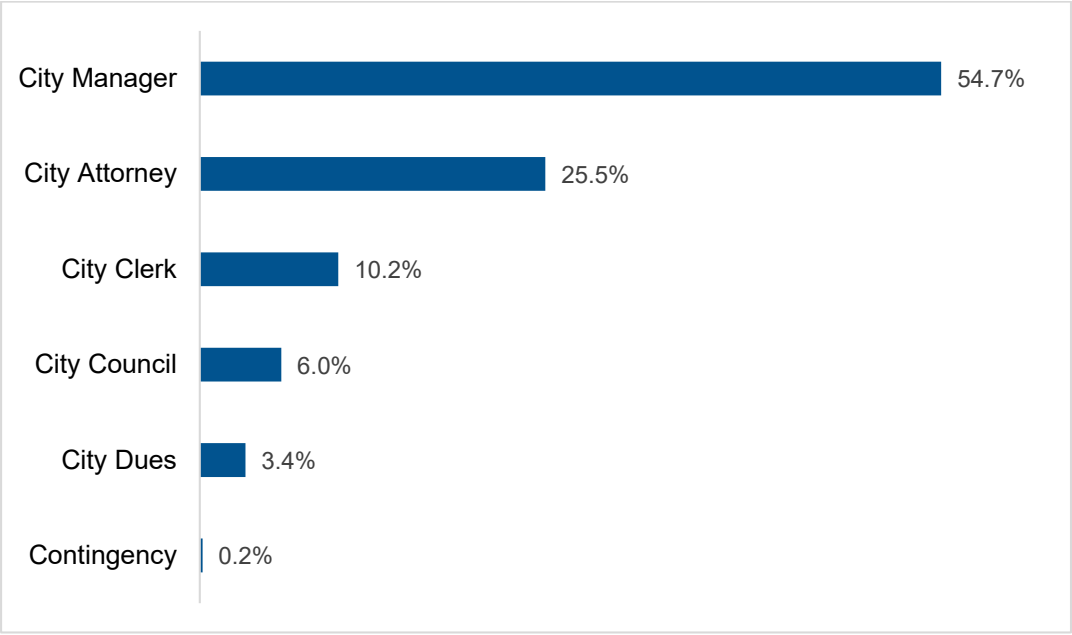
GOVERNANCE
BUDGET SUMMARY

General Fund Appropriations	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
City Council	$ 398,858	$ 1,012,286	$ 986,980	$ 422,375	-58.3%
RDU Airport Authority	12,500	12,500	12,500	12,500	0.0%
Mayor's Committee for Persons with Disabilities	-	-	-	-	0.0%
City Dues	238,775	253,339	253,339	253,339	0.0%
Sister Cities	13,007	15,000	15,077	16,500	10.0%
Contingency	-	10,000	10,000	10,000	0.0%
City Attorney	1,943,906	1,957,717	1,965,546	1,915,432	-2.2%
City Clerk	721,341	742,273	763,581	767,591	3.4%
City Manager	3,639,936	3,781,306	3,867,900	4,109,965	0
Total Appropriations	**$ 6,968,323**	**$ 7,784,421**	**$ 7,874,923**	**$ 7,507,702**	**-3.6%**
Full Time Employees	51	53	53	54	1.0
Part Time	8	8	8	8	-
Revenues					
General Fund					
Discretionary	$ 6,893,999	$ 7,702,421	$ 7,792,923	$ 7,437,702	-3.4%
Program	74,324	82,000	82,000	70,000	-15%
General Fund Subtotal	**$ 6,968,323**	**$ 7,784,421**	**$ 7,874,923**	**$ 7,507,702**	**-3.6%**

GOVERNANCE


City Manager
54.7%
City Attorney
25.5%
City Clerk
10.2%
City Council
6.0%
City Dues
3.4%
Contingency
0.2%

CITY COUNCIL

Purpose Statement:

The Durham City Council is composed of the Mayor and six Council Members. The Council is elected to represent the citizens of Durham and to provide leadership as the City experiences growth and change.

DEPARTMENT DESCRIPTION

City Council: **$714,714**

As the legislative and policy making body for the City of Durham, the City Council provides direction to the City Manager and administration to implement programs and projects designed to improve the quality of life in the community.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 292,179	$ 290,331	$ 290,331	$ 309,519	6.6%
Operating	106,679	721,955	696,649	112,856	-84.4%
Capital and Other	-	-	-	-	0.0%
Subtotal Appropriations	$ 398,858	$ 1,012,286	$ 986,980	$ 422,375	-58.3%
RDU Airport Authority	$ 12,500	$ 12,500	$ 12,500	$ 12,500	0.0%
Mayor's Committee for Persons with Disabilities	-	-	-	-	0.0%
City Dues	238,775	253,339	253,339	253,339	0.0%
Sister Cities	13,007	15,000	15,077	16,500	10.0%
Contingency	-	10,000	10,000	10,000	0.0%
Subtotal Nondepartmental	$ 264,282	$ 290,839	$ 290,916	$ 292,339	0.5%
Total Appropriations	$ 663,140	$ 1,303,125	$ 1,277,896	$ 714,714	-45.2%
Full Time Employees	-	-	-	-	-
Part Time	7	7	7	7	-
Revenues					
Discretionary	$ 663,140	$ 1,303,125	$ 1,277,896	$ 714,714	-45.2%
Program	-	-	-	-	0.0%
Total Revenues	$ 663,140	$ 1,303,125	$ 1,277,896	$ 714,714	-45.2%

BUDGET ISSUES FOR FY 2019-20

- None

ACCOMPLISHMENTS FOR FY 2019-20

- In March 2020, Mayor Schewel declared a State of Emergency regarding COVID-19 Pandemic and issued Stay-at-Home Orders with various amendments
- Adopted revised Budget Guidelines for FY20-21 that took into account COVID-19 impacts on the budget
- Converted City Hall Council Meetings to virtual format
- Deliberated and adopted annual budget for City operations
- Visited various communities during National Night Out
- Conducted the Durham Holiday Parade
- Adopted City of Durham Legislative Agenda 2019-20
- Approved the New Hope Creek and Little Creek Watershed Improvement Plan
- Continue expanding bicycle corridors and greenway trails
- Approved by municipal election $95,000,000 Affordable Housing Bond funding for affordable rental units, low income rental unit preservation, emergency shelter and rent stabilization along with repair and residential rehabilitation
- Approved GoDurham Transit Advertising Policy
- Initiated GARE (Government Alliance on Race and Equity) training and policy making to further Equitable Community Engagement
- Consideration of the Neighborhood Improvement Services' Equitable Community Engagement Blueprint regarding the Durham Belt Line Trail and Master Plan
- Contributed to the update of the Durham County Transit Plan diverting from light rail to pre-existing modes of transit
- Activated the Bloomberg Mayor's Challenge between the City and Duke University Center for Advanced Hindsight
- Approved construction provisions for the NCCU Student Center and manufacturing facility with Raleigh Concrete LLC
- Approved the Patterson Place Compact Suburban Design District with special focus on pedestrians and cyclists
- Approved Urban Avenue street closure and development agreement along Durham Belt Line Trail
- Identified and worked to resolve water customer billing discrepancies
- Hired a successor to the position of City Attorney
- Celebrated the 150th Sesquicentennial with stakeholders and residents
- Promoted a focus on YouthWorks Internships
- Continued usage of Parks and Recreation programming for youth, free of charge and approved the Transportation Department provision of bus passes to youth, free of charge
- Initiated local artists' grant program
- Approved Expanding Housing Choices with special focus on Accessory Dwelling Units
- Initiated the joint City-County Community Safety and Wellness Taskforce
- Approved merger of City –County Demand Response Services
- Approved Disposition and Redevelopment for 505 West Chapel Hill Street by Fallon Group
- Supported additional funding to Made in Durham for youth internship opportunities
- Continued support for fiber optic network electronics installations
- Approved an amendment to contract with Cedar Grove Institute for Sustainable Communities to develop a strategic plan for sharing economic prosperity amongst city residents
- Promotion of Language Access Plan to support non-native speakers
- Supported affordable housing development option agreement for the Reuse Arts District at the Scrap Exchange
- Consideration of stipends for boards, committees and commissions' members to ensure equity and inclusion
- Implementation of projects from the Participatory Budgeting Committee
- Mayor presented State of City Address
- Welcomed the public to attend Council Budget Retreats
- Contracted with Archive Social for archiving of public officials' social media accounts
- Considered and approved numerous UDO text amendments, rezonings, and annexation requests
- Continued support Mayor's Hispanic/Latino Committee with bilingual support services
- Appointed and reappointed volunteers to boards, committees, and commissions
- Adopted various resolutions and ordinances

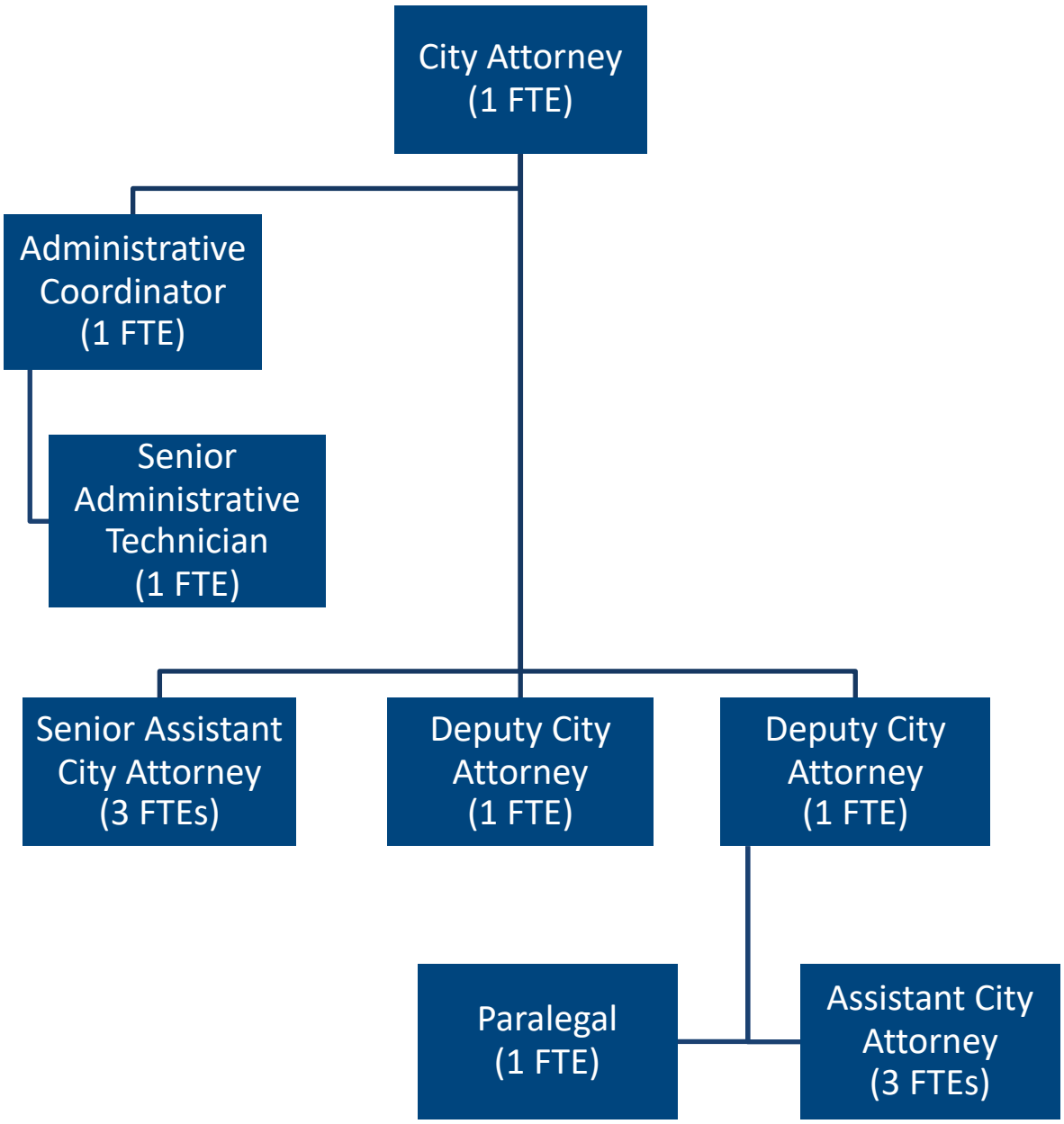
- Issued proclamations recognizing matters of importance

ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

- Continue to support funding for essential services and community needs during COVID-19
- Establish $5 million contingency fund to address municipal expenditures related to COVID-19
- Deliberate and adopt annual budget for City operations
- Visit various communities during National Night Out
- Participate in the Durham Holiday Parade
- Adopt City of Durham's Legislative Agenda 2020-21
- Continue to support programs of Racial Equity and Language Justice to promote non-native speaker access
- Continue direct funding to legal aid services in support of eviction diversion activities
- Mayor to present the State of the City Address with the enumeration of Council's accomplishments and budget priorities
- Continue to advocate for local, minority, and women-owned business development and youth employment
- Continue to advocate for affordable housing strategy while partnering with the Durham Housing Authority and other providers, promote safe housing and rapid rehousing of the homeless, and enhance public transport by investing in the current bus system and future light rail
- Consider and approve numerous UDO text amendments, rezonings, and annexation requests

Office of the City Attorney

(12 FTEs)



CITY ATTORNEY

Purpose Statement:

The mission of the City Attorney's Office is to provide superior quality legal advice and counsel in support of the various initiatives, projects, goals and objectives of the City Council and Administration, in a timely and efficient manner.

DEPARTMENT DESCRIPTION

City Attorney's Office $1,915,432
12 FTEs

The City Attorney's Office provides legal advice and representation to City Council, the City administration, and City boards and commissions for the wide variety and considerable volume of projects and activities undertaken by the City. Services include advice and consultation to Council, the City Manager's Office, and all departments; attendance and assistance at Council meetings and in select meetings of the City's boards and commissions; drafting and review of contracts; drafting and review of ordinances; assistance in preparation of bid documents and RFPs; negotiation, issue identification, and complex document drafting for major economic development projects; drafting deeds, easements, and contracts for sale or purchase of property; drafting interlocal agreements; legal analysis of new City programs or policies; and drafting a variety of documents related to affordable housing.

The office also assists staff in finalizing cases to be handled by the District Attorney's Office in Community Life Court for City Code violations; works with outside counsel in the collection of assessments; evaluates damage claims in conjunction with the City Manager, Risk Manager, and City insurance carriers; assists staff in formulating and enforcing civil remedies for violations of the City Code; and negotiates on behalf of the City in potential and actual claims involving contract disputes, development regulations, utility services, personnel and discrimination issues, and land acquisition. Litigation typically handled by the office includes planning and zoning actions, challenges to the legality of City programs, property condemnations, and personnel, tort, and contract cases. On limited occasions, particularly complex or extended litigation that is beyond the office's limited support services is contracted out. The office coordinates the retention of outside counsel for these cases, as well as for bond financings and some affordable housing and real estate matters.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 1,829,718	$ 1,870,202	$ 1,870,202	$ 1,827,292	-2.3%
Operating	114,188	87,515	95,344	88,140	0.7%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	$ 1,943,906	$ 1,957,717	$ 1,965,546	$ 1,915,432	-2.2%
Full Time Employees	11	12	12	12	-
Part Time	1	1	1	1	-
Revenues					
Discretionary	$ 1,943,906	$ 1,957,717	$ 1,965,546	$ 1,915,432	-2.2%
Program	-	-	-	-	0.0%
Total Revenues	$ 1,943,906	$ 1,957,717	$ 1,965,546	$ 1,915,432	-2.2%

BUDGET ISSUES FOR FY 2020-21

The office continues to handle a significant workload resulting from: the City's growth in general, high profile housing redevelopment ventures, affordable housing initiatives adjacent to the Durham Station and the negotiation of the redevelopment of the vacated former Durham Police Department site, which became vacant in 2019. We also continue to manage a diverse tort litigation portfolio of employment-related, wrongful death, personal injury, and, notaby, complex wrongful conviction litigation. Such high profile, legally challenging and important projects will require the continued employment and retention of highly qualified professional staff. The Office has undergone significant transition over the past year with the departure of the longtime former City Attorney in March 2019, and the retirement of the longest-tenured attorney in the Office in March 2020, but the new City Attorney has focused on building out the City Attorney's Office staff and ensuring that the Office has the right expertise and legal personnel in place to continue to provide high quality legal services to the organization.

ACCOMPLISHMENTS FOR FY 2019-20

Legal support for the following projects and initiatives:

- 2019 Legislative Program Initiatives
- Ongoing Unified Development Ordinance revisions
- Community Life Court and assessment collections
- Construction of Durham Police Department Headquarters
- Support for the Durham Expunction And Revocation (DEAR) program
- Revised and published new Purchasing Policy for City of Durham
- Provided legal support for the City's affordable housing projects.
- Provided legal counsel for the City's equitable engagement committees and process, advised multiple departments on equitable engagement, and advised the Finance Department in drafting volunteer engagement policy.
- Provided over 90 hours of classroom instruction and review on constitutional law, arrest, search and investigation and city ordinances in the Basic Law Enforcement Training Academy (BLET) and after-academy
- Researched and provided timely responses to close to a thousand police department inquiries related to criminal law and procedure, public records, policies, and personnel/employment law
- Drafted a new Investigative Report template for the Fire Department's Prevention Division and advised on implementation and related procedures regarding the same
- Consulted with Transportation on the implementation and operation of a new Shared Active Transportation program, which included implementation of the current City Code and the adoption of recommended improvements to the City Code governing the SATS programs
- Updated multiple professional services and construction contracts used as templates by City departments involved in design and construction of infrastructure and buildings
- Provided review and assistance in evaluating numerous incoming claims of various types against the City
- Provided support and assistance to a number of City Departments in the wake of the Brightleaf Square area explosion, including, but not limited to, advising public safety personnel during interviews conducted by the North Carolina Department of Labor, assisting with drafting and review of the after-action report, and preparing of claims notices on behalf of Risk Management.
- Served as counsel or co-counsel in filed legal actions and administrative proceedings, including but not limited to personnel issues, multiple eminent domain cases, regulatory matters, and tort/negligence claims brought against the City, successfully obtaining dismissals in a number of cases

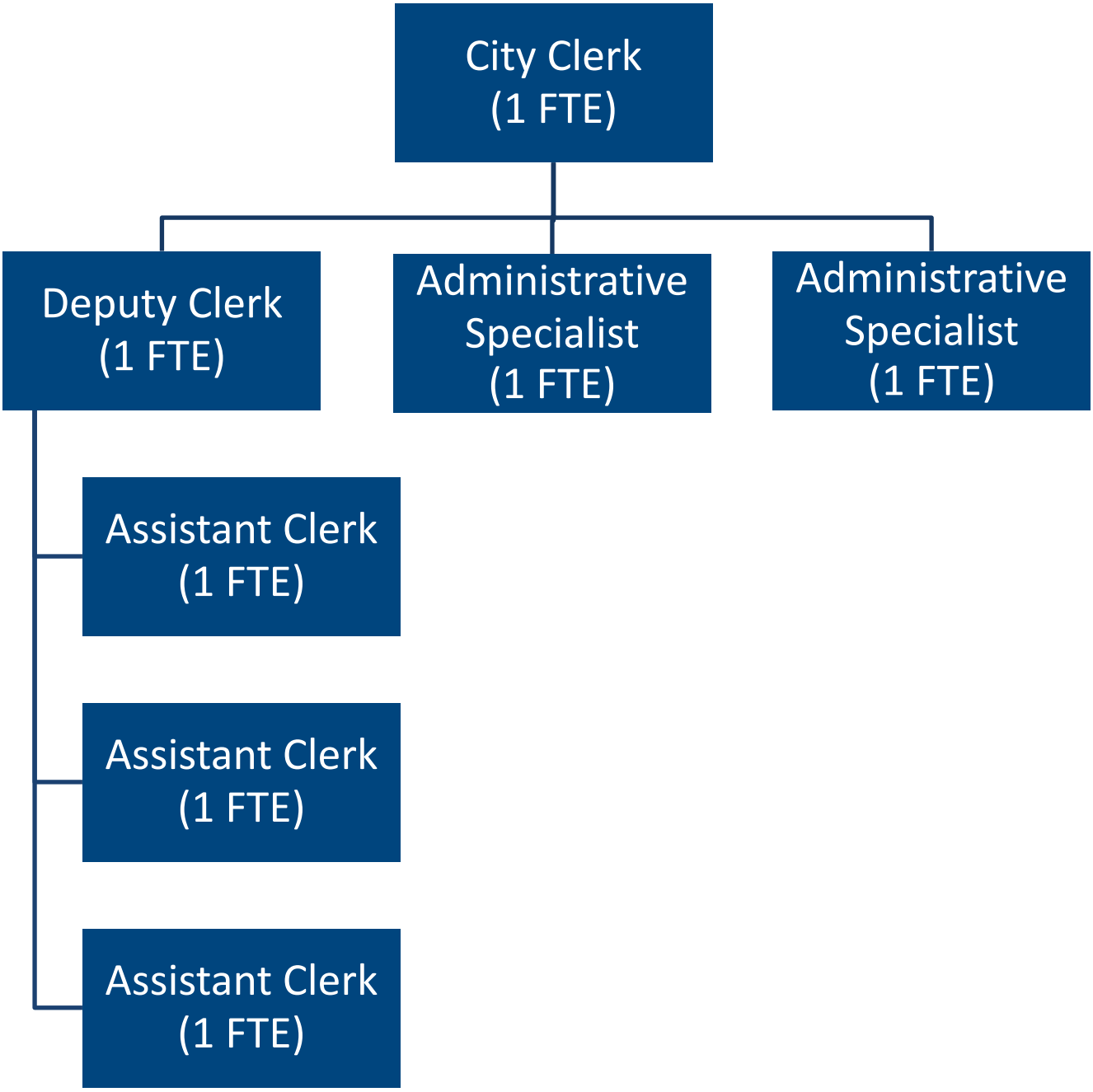
ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

- Legal support for the 2020 legislative program
- Provide legal support and management of claims and lawsuits filed against the City
- Continue to support the City's Capital Improvement Program
- Continued legal support for the City's affordable housing projects
- Continued legal support for implementation of City's Affordable Housing Bond
- Continued legal support of major economic development projects
- Legal support for the redevelopment of the former Durham Police Department site

- Finalize revisions to incentive policies for OEWD and assist with launching Durham Compact and Built2Last initiatives
- Revised Durham County Transit Plan MOU
- Negotiate and Draft Duke Energy Franchise and Operating Agreement, Clean Energy MOU
- Complete a significant overhaul of standard City construction contracts, including EJCDC and AIA contracts

City Clerk's Office

(7 FTEs)



CITY CLERK

Purpose Statement:

To maintain and provide public records, accessible services, and assistance to the City Council, community and City departments in a courteous, timely, and cost effective manner.

DEPARTMENT DESCRIPTION

City Clerk's Office **$767,591**
7 FTEs

The department records all official actions of the Durham City Council, publicizes and processes vacancies for Council appointed boards, committees and commissions, provides proper notice for all meetings regulated by the North Carolina open meetings law, archives permanent records, executes contracts and other documents, issues cemetery deeds; coordinates codification of the Durham City Code, administers oaths of office, accepts public record requests, accepts claims against the City, and certifies documents for admissibility in court cases. The department also provides administrative support to the Mayor and the members of the City Council.

Records

Publicize meetings in accordance with the NC Open Meetings Law.

Attest City contracts and return to departments within a timely manner.

Execute and provide Council adopted documents to departments, prepare minutes for City Council meetings, archive permanent documents, process board applications, coordinates codification of Durham City Code, administers oaths of office, prepare cemetery deeds and provide public records to customers.

Administrative Support

Provide staff support for the Mayor and members of the City Council. Staff communicates and transmits information related to record-keeping and volunteer boards.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 642,963	$ 636,662	$ 636,662	$ 664,480	4.4%
Operating	78,378	105,611	126,919	103,111	-2.4%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	$ 721,341	$ 742,273	$ 763,581	$ 767,591	3.4%
Full Time Employees	7	7	7	7	-
Part Time	-	-	-	-	-
Revenues					
Discretionary	$ 721,341	$ 742,273	$ 763,581	$ 767,591	3.4%
Program	-	-	-	-	0.0%
Total Revenues	$ 721,341	$ 742,273	$ 763,581	$ 767,591	3.4%

BUDGET ISSUES FOR FY 2020-21

- None at this time

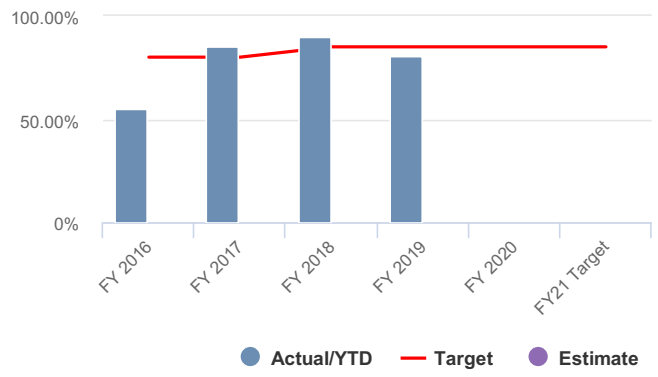
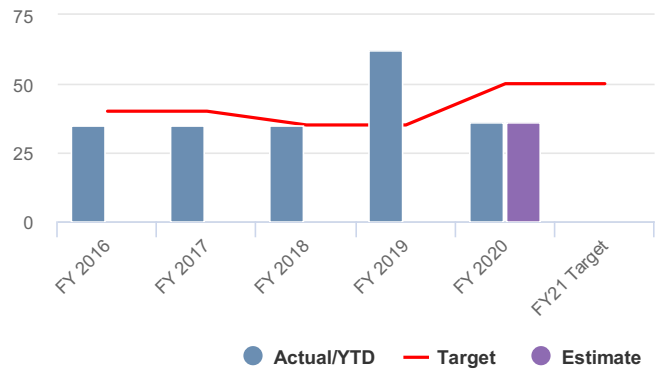
ACCOMPLISHMENTS FOR FY 2020-21

- Continued to participate in community outreach for volunteer boards
- Implemented new timetable for board, committee and commission vacancy filling process
- Kicked-off Clerk 2020 in accordance with the EPEP Performance Measurement System
- Transitioned to virtual meeting format and staff telecommuting due to COVID-19
- Composed and published bi-lingual Board, Committee and Commission Handbook
- Oversaw HVAC upgrades for Mayor and Council Suite
- Conducted staff retreats with emphasis on strengths, growth opportunities and team-building
- Provided yearlong external training opportunities for staff through Fred Pryor, external clerk training sessions and conferences and networking opportunities with state and nation-wide clerks
- Accurate and timely preparation of City Council Minutes
- Provided proper notice of on-site and virtual meetings in accordance with NC Opens Meetings Law
- Assured timely, remote attestation for city contracts and other city documents
- Maintained official records; researched & provided numerous public record requests
- Provided adopted ordinances and resolutions to city departments within a timely manner
- Published video/audio of City Council meetings to web within 24 hours of meeting
- Responded to the legislative and administrative needs of the Mayor and Council

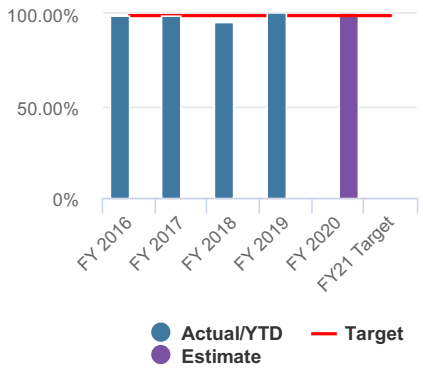
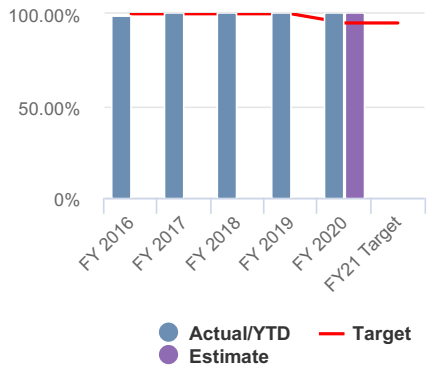
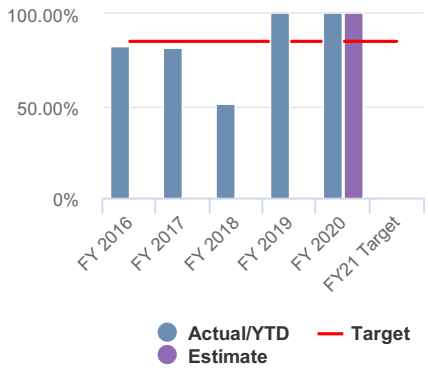
ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

- Continue to telecommute until the acceptable to return to City Hall as per city Council and administration
- Continue to conduct city business via Zoom and TEAMS applications
- Continue to support volunteer boards, committees and commissions in Zoom meeting processes
- Staff attending interdepartmental outreach for boards, committees and commissions with English and Spanish support
- Assist in devising a staff liaison handbook to include trainings and monthly action item sessions
- Continue to devise demographic reports and conduct annual board, committee and commission racial and social equity survey
- Continue to manage and update archiving system with the Archive Social application for elected officials and volunteer boards, committees and commissions
- Continue developing staff by customizing training opportunities with the internal Learning Management System, and externally with Steven Covey Trainings and Fred Pryor Sessions
- Offer staff the option of pursuing research projects
- Employee to continue to attend GARE (Government Alliance on Race and Equity) trainings as a member of the policy development team with forthcoming Racial and Equity Survey planned for Spring 2020
- Employee to attend two-day NOBLE Conference (National Organization of Black Law Enforcement)
- Continue to formulate a Scanning Policy with OnBase indexing standards with support from the City Attorney's Office and TS Departments
- If permissible, continue managing the annual volunteer appreciation event for board, committee and commission volunteers
- Provide proper notice of virtual meetings in accordance with NC Opens Meetings Law and NC Emergency Protocols
- Attend virtual regular, work session and special meetings as required and prepare City Council Minutes
- Submit boards, committees & commissions appointments to NC Secretary of State by September 1, 2019
- Provide administrative support to the Mayor and Members of the City Council
- Assure timely attestation of city contracts and other city documents within specified time period
- Publish video/audio of City Council meetings to web within 24 hours of meeting
- Assist City Manager's Office with the agenda process and signatory requirements
- Maintain official records and conduct research to provide various public record requests

Objective: To encourage community engagement and resident participation

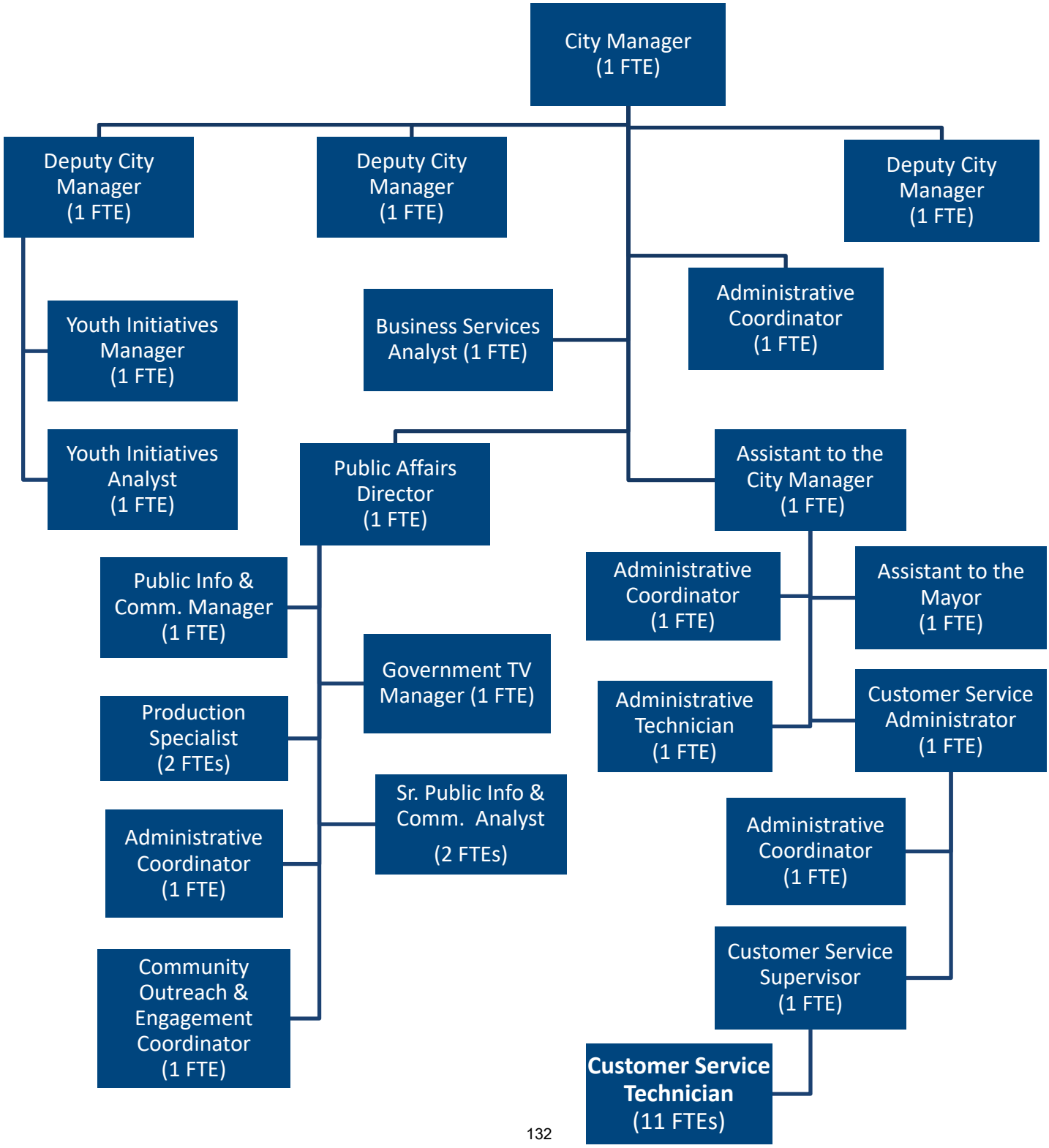
Program: Records	**Program:** Administration Support
% of reappointments made prior to term expiration to the appointed board	# of New Applicants appointed to boards and commissions
	

Objective: To maintain official records and provide access to public records

Program: Records	**Program:** Records	**Program:** Records
Percent of contracts attested and returned within three business days.	% of meetings proper notice provided at least 48 hours in advance	% of minutes prepared within 14 days
		

City Manager's Office

(35 FTEs)



CITY MANAGER

Purpose Statement:

The City Manager's Office implements policies and programs adopted by the Durham City Council and provides professional policy recommendations. The office provides leadership and overall direction for the City government and encourages employees to achieve the highest standards of efficiency, effectiveness, ethics and community involvement. The Office increases public awareness and understanding of Durham City government by developing, supporting and managing effective communications regarding City services and events. The Office fosters communication and develops partnerships to actively engage and benefit local youth. The Office also responds to inquiries from Durham citizens, businesses and its visitors and is responsible for overall customer service.

DEPARTMENT DESCRIPTION

City Manager's Office **$4,109,965**
35 FTEs

Administration

Administration provides executive management and oversight to all City departments. The City Manager is the City's Chief Administrative Officer. Administration coordinates the agenda process for City Council action, develops the legislative programs, develops and executes the annual departmental budget, and is responsible for leadership development and continuous learning opportunities for employees.

Public Affairs

The Public Affairs Office directs and supports the City's communications efforts to Durham residents, businesses and City employees through proactive and responsive activities, including media relations, publications, advertising, special events, website content management, social media and government television.

Durham One Call

Durham One Call is the central point of contact for residents, businesses and visitors. Durham One Call provides a high level of service in English and Spanish for customer inquiries and requests for service via telephone, email, voicemail, and in person at the City Hall lobby desk. Durham One Call is also available 24 hours a day 7 days a week via the City's website and smartphone application.

Office on Youth

The Office on Youth supports City of Durham and Durham County departments in building capacity for youth to fully participate in local government planning and decision-making, and supports the Durham Youth Commission in shaping local policies and programs. The Office also works with many partners to develop and implement strategies that strengthen the impact of City- and County-supported services for youth ages 5-24 years.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 3,077,411	$ 3,433,284	$ 3,433,746	$ 3,750,001	9.2%
Operating	562,525	348,022	434,154	359,964	3.4%
Capital and Other	-	-	-	-	0.0%
Approprations not Authorized	-	-	-	-	
Subtotal Appropriations	$ 3,639,936	$ 3,781,306	$ 3,867,900	$ 4,109,965	8.7%
Total Appropriations	$ 3,639,936	$ 3,781,306	$ 3,867,900	$ 4,109,965	8.7%
Full Time Employee	33	34	34	35	1
Part Time	-	-	-	-	-
Revenues					
Discretionary	$ 3,565,610	$ 3,699,306	$ 3,785,900	$ 4,039,965	9.2%
Program	74,324	82,000	82,000	70,000	-14.6%
Total Revenues	$ 3,639,936	$ 3,781,306	$ 3,867,900	$ 4,109,965	8.7%

BUDGET ISSUES FOR FY 2020-21

- Due to an increase in overall communications needs, including those related to the COVID-19, and lack of budget capacity to provide more resources, Public Affairs anticipates reduced ability to provide guidance and assistance to departments to meet their communications needs for employees and the public.
- In lieu of adding new positions to the Public Affairs division, a current Community Engagement Outreach Coordinator position and its employee has been moved from Neighborhood Improvement Services to Public Affairs to assist with the increased communication and outreach challenges resulting from Covid-19.

ACCOMPLISHMENTS FOR FY 2019-20

- Installed an intercom doorbell technology system to assist in the efficient and effective delivery of in-person customer service to visitors accessing the City Manager's suite.
- Sponsored a Management Internship for Summer 2019 to help develop future local government professionals and to provide needed analytical support.
- Introduced and began to operationalize a refreshed Departmental Strategic Plan that incorporates extensive employee input and better anticipates the needs and strategies of the diverse workgroups in the City Manager's Office
- Hired a new Director of General Services and a new Director of Transportation
- The Office on Youth renewed its mission and expanded by three youth staff.
- In partnership with youth and numerous community partners, the Office on Youth launched a youth listening project that is exploring how local government can better engage and communicate with youth, and provide services that can better meet their needs.
- The Office on Youth launched the Youth Opportunities in Durham (YODurham) listserv that serves to connect people who work with and support youth in Durham; there are currently over 180 members and the list has been very active in sharing resources related to the COVID-19 pandemic.
- The Office on Youth began building a youth services inventory that will profile all the City and County programs serving ages 5-24 years.
- The Durham Youth Commission received training on racial equity and advocacy, and began planning an advocacy project that will connect Durham's youth to local officials and decision makers.
- In partnership with youth, the Office on Youth launched two new initiatives to help young people stay connected to each other and to community resources in the midst of the COVID-19 pandemic: the

YODurham text line, a one-way, resource sharing text line for young people under 25 (via AlertDurham); and the "Seen in Quarantine" social media challenge that provides young people ages 12-24 with the opportunity to host their own virtual event for young people in Durham.

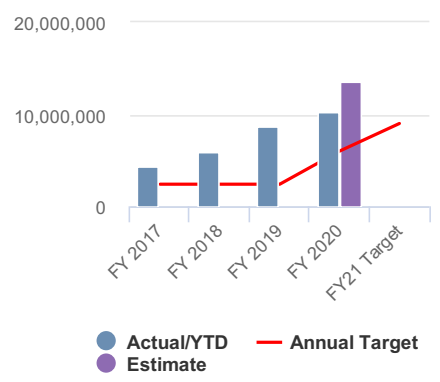
- Launched the mass notification system PAPA (Public Affairs Priority Alerts) for employees.
- Developed and adopted a public records policy and public records webpage.
- Tracked and triaged more than 1,000 customer service resolutions in social media platforms with newly secured social media management software.
- Completed First Amendment Auditors awareness campaign and training for employees
- Developed customer service standards for social media and trained appropriate staff.
- Completed City/County Durham Neighborhood College, with 99% of survey respondents rating their experience good (5%) to excellent (94%).
- Created and implemented successful Affordable Housing Bond Referendum information campaign
- Worked with community partners on a successful yearlong Durham 150 celebration
- Launched redesigned, enhanced City Website, and established new Content Policy and Guidelines for ongoing maintenance.
- Durham One Call implemented new call recording software that allows recorded calls to be easily accessed. Calls are recorded for training and quality assurance purposes.
- Durham One Call partnered with Duke University's Center for Advanced Hindsight to evaluate opportunities to enhance the customer experience. The student-led project resulted in low-cost recommendations that will have a positive impact on Durham One Call increasing accuracy and efficiency.
- Public Affairs successfully led City employees and the community through the City's malware attack and Covid-19 pandemic through the innovative use of PAPA alerts to inform employees of technology restoration efforts, negotiation of social media and news media relations to alert and respond to the public through timely information about the Covid-19 pandemic and departmental service changes, supported the Emergency Operations Center, and helped establish virtual Council and other meetings for live streaming to the public.
- Public Affairs led the City's public response to the Covid-19 pandemic on social media and through news relations, resolving over 4,156 customer service inquiries just on Facebook and Twitter alone; over 50% more inquiries than the total number from the previous eight months.

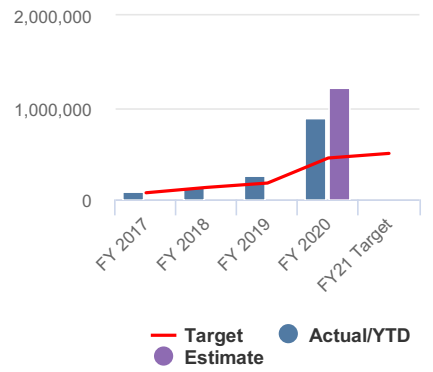
ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

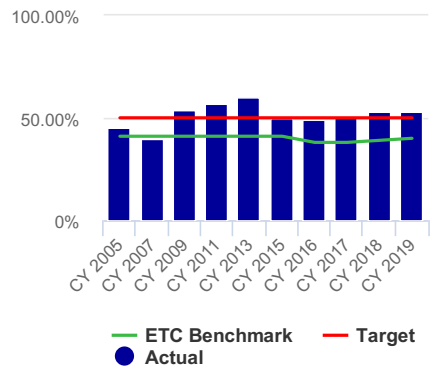
- Implement a refreshed Departmental Strategic Plan that better represents the diverse work groups within the City Manager's Office
- The Office on Youth will examine and share the findings of the Youth Listening Project and youth services inventory, and determine top priorities for the next fiscal year that will help enhance youth services and better engage young people in Durham.
- The Office on Youth will continue growing its youth membership for the YODurham text line, and will continue creating ways to engage and communicate with young people during the pandemic.
- Review vendors for a public records management tool to better manage a growing request load for 2021 recommendation.
- Develop a City-County crisis communications plan
- Develop a social media engagement strategy and account shut-down protocol for employees.
- Develop a plan for Citywide digital message board implementation and content distribution to reach employees without daily computer access.
- Create a centralized employee news Intranet page.
- Develop an agreement to use County Studio for various city productions when needed.
- Durham One Call plans to implement a Post Call survey to increase the number of people providing feedback on their experience with City services.
- In collaboration with Solid Waste Management and Water Management/Customer Billing Services, Durham One Call will develop a knowledgebase for customer service staff to provide accurate and consistent information.
- Public Affairs will continue to produce and communicate the City's official guidelines and policies related to the Covid-19 pandemic.

Objective: Create and manage strategic communications to connect the City with its employees and the greater Durham community.

Program: Public Affairs	**Program:** Public Affairs	**Program:** Public Affairs
Awareness of Citywide Social Media Posts	Engaged Users on Citywide Social Media	Effectiveness of Communication with the Public

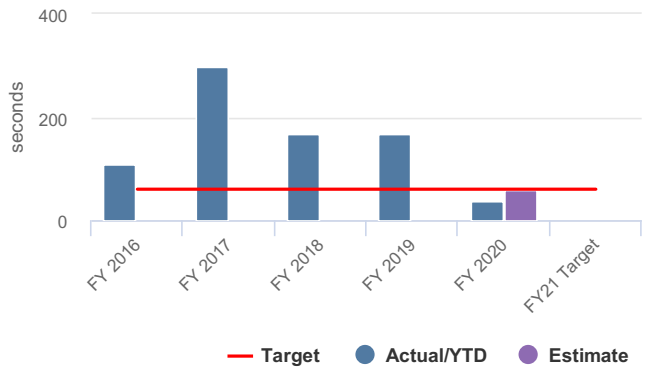


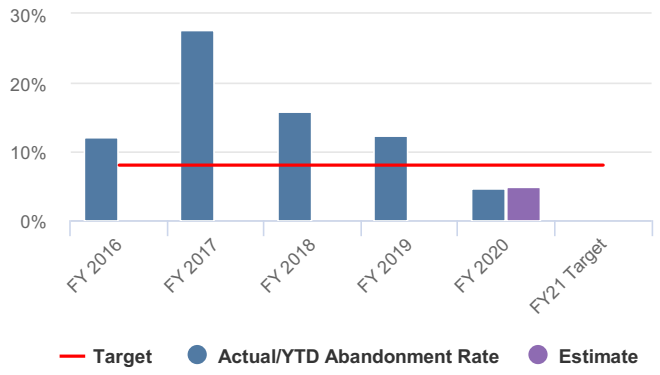




Objective: Provide exceptional customer service through consistent, professional, and clear communication.

Program: Durham One Call	**Program:** Durham One Call
Average Wait Time for Calls to be Answered	Durham One Call Abandonment Rate

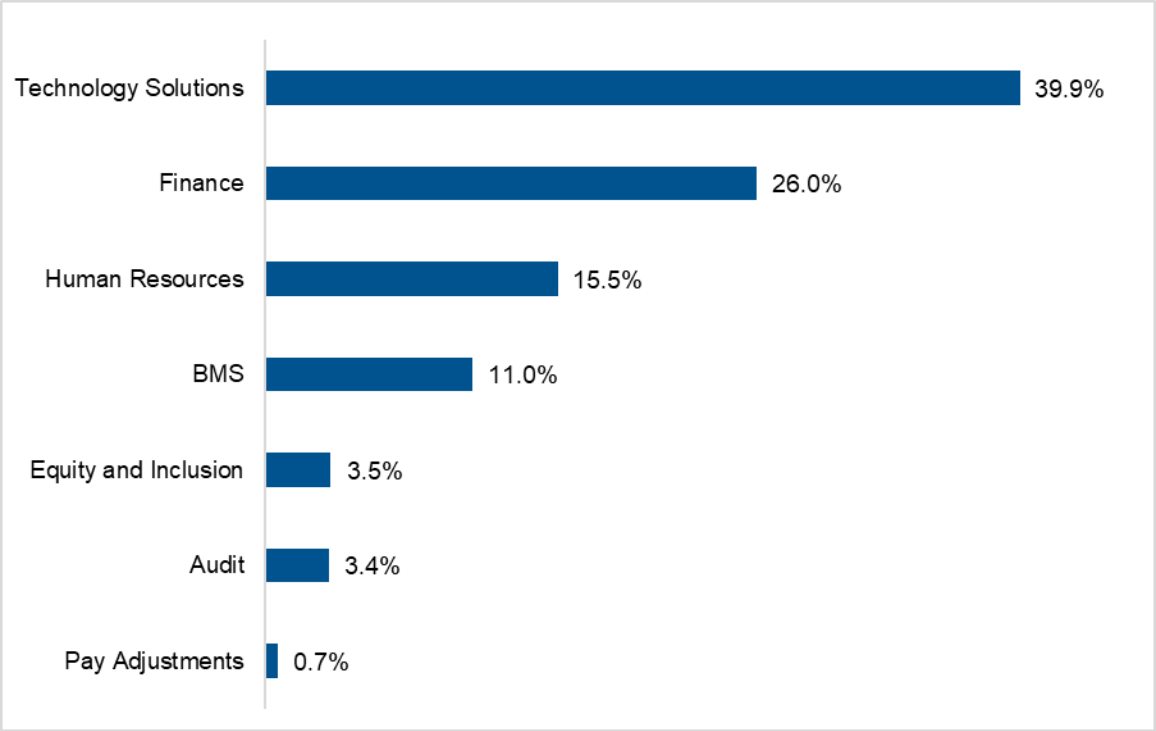




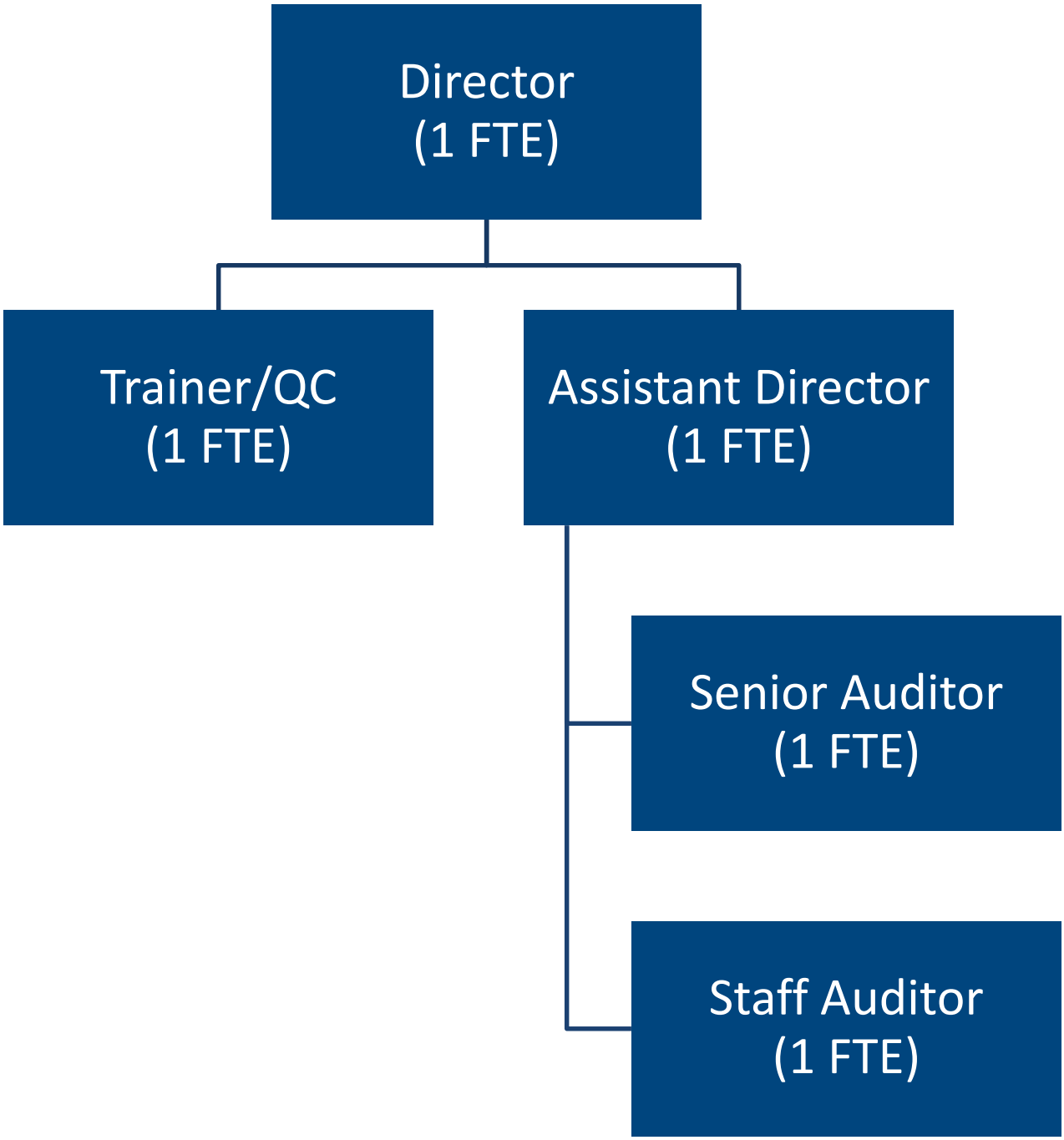
ADMINISTRATIVE AND SUPPORT
BUDGET SUMMARY

Non-Grant	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Audit Services	$ 579,520	$ 707,750	$ 711,650	$ 771,243	9.0%
Budget and Management Services	1,631,197	2,201,290	2,243,723	2,157,379	0.0%
Equity and Inclusion	585,042	735,933	795,571	796,215	8.2%
Mayor's Committee for Disabled	3,706	5,500	2,910	5,000	-9.1%
Finance	5,176,116	5,548,290	5,399,422	5,849,592	5.4%
Human Resources	3,045,023	3,092,738	3,118,875	3,267,074	5.6%
Flex Reimbursement	69,103	85,000	85,000	85,000	0.0%
Unemployment Compensation	55,626	100,000	100,000	100,000	0.0%
Technology Solutions	8,040,796	8,115,696	8,357,043	9,143,166	12.7%
Pay Adjustments/Others	174,730	153,810	214,491	153,809	0.0%
Total Appropriations	**$ 19,360,859**	**$ 20,746,007**	**$ 21,028,685**	**$22,328,478**	**7.6%**
Full Time Employees	129	137	137	136	(1)
Part Time	5	8	8	8	-
Revenues					
General Fund					
Discretionary	$ 17,377,531	$ 18,656,574	$ 18,956,846	$20,231,238	8.4%
Program	$1,083,882	$1,023,071	$1,055,250	$1,071,947	4.8%
General Fund Subtotal	$ 18,461,413	$ 19,679,645	$ 20,012,096	$21,303,185	8.2%
Water and Sewer Fund	88,044	87,513	87,513	94,622	8.1%
Risk Claims Fund	740,067	816,331	766,558	836,189	2.4%
Employee Insurance Fund	71,335	162,518	162,518	94,482	-41.9%
Total Revenues	**$ 19,360,859**	**$ 20,746,007**	**$ 21,028,685**	**$22,328,478**	**7.6%**
Grants					
Bloomberg i-Team	$ 210,000	$ -	$ -	$ -	0.0%
Bloomberg Mayor's Challenge	$ 100,000	$ -	$ -	$ -	0.0%
Race Forward (DEAR)	$ 20,000	$ -	$ -	$ -	0.0%
Race Forward Welcome Home	$ -	$ -	$ 20,000	$ -	-100.0%
Local Match	$ -	$ -	$ -	$ -	0.0%
National League of Cities	$ -	$ -	$ 10,000	$ -	-100.0%
Total Grant Revenue	**$ 330,000**	**$ -**	**$ 30,000**	**$ -**	**0.0%**
Full Time Employees	5	-	-	-	-
Part Time	-	-	-	-	-
Total Budget	**$ 19,690,859**	**$ 20,746,007**	**$ 21,058,685**	**$22,328,478**	**7.6%**

ADMINISTRATION AND SUPPORT



Audit
(5 FTEs)


Director
(1 FTE)
Trainer/QC
(1 FTE)
Assistant Director
(1 FTE)
Senior Auditor
(1 FTE)
Staff Auditor
(1 FTE)

AUDIT SERVICES

Purpose Statement
To provide independent, objective assurance, training and investigative services.

DEPARTMENT DESCRIPTION

Audit Services **$ 771,243**
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 members, 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. This department supports Goal 4 – *Innovative and High Performing Organization*.

The Audit Services Department conducts compliance and performance audits, non-audit services (e.g. participation in the Departmental Strategic Plan; outside Peer Review teams; Fraud, Waste and Abuse examinations; and the New Employee Training-Ethics component) and performs 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 Tip Hotline to help ensure fiscal responsibility and accountability throughout the organization.

Audit Division

The purpose of this division is to provide independent assurance that internal controls are adequate to minimize risks and safeguard City assets. Departmental management assigned to this program organize human and capital resources through planning, leading, staffing and controlling activities; and they serve as project manager for the City-wide financial audit including administration of the contract and RFP process.

Fraud, Waste and Abuse Division

This purpose of this division is to provide an anonymous means to detect, deter and prevent fraud, waste or abuse in conjunction with ensuring on a daily basis, that the City's ethical culture is underpinned with sound best practices (e.g. regular training of the Ethics Policies).

Training Division

The purpose of this division is to offer innovative and diverse training programs to support the organization's commitment to an ethical culture.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 479,746	$ 594,805	$ 594,805	$ 667,298	12.2%
Operating	99,774	112,945	116,845	103,945	-8.0%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	$ 579,520	$ 707,750	$ 711,650	$ 771,243	9.0%
Full Time Employees	5	5	5	5	-
Part Time	-	1	1	1	-
Revenues					
Discretionary	$ 579,520	$ 707,750	$ 711,650	$ 771,243	9.0%
Program	-	-	-	-	0.0%
Total Revenues	$ 579,520	$ 707,750	$ 711,650	$ 771,243	9.0%

BUDGET ISSUES FOR FY 2020-2021

- The external audit fee will increase by $1000 for the FY 2020 certified annual financial report.
-

ACCOMPLISHMENTS FOR FY 2019-2020

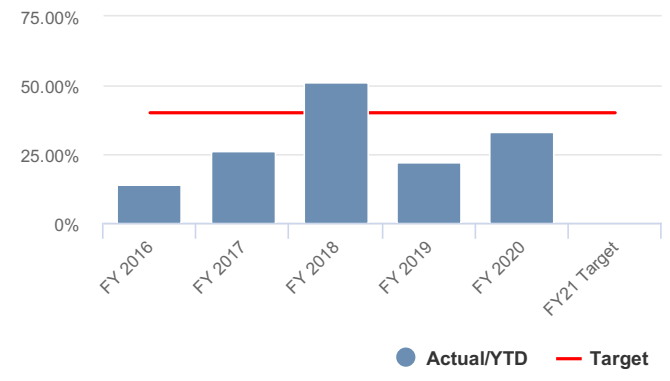
- Conducted mandatory Ethics Training for 100% of new full and part-time City staff through January 2020.
- Updated the departmental Strategic plan and implemented new initiatives in the DataHub portal.
- Held a fraud prevention awareness week of activities during Internal Audit Week; showcased a fraud museum, culminating with a keynote event speaker for the symposium- Joseph Sherlock from the Duke University Center for Advanced Hindsight.
- Contributed $1300 through the Seven Stars campaign to the Ronald McDonald House in Durham.
- 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 ethics training for the full time professional staff for *calendar* year 2019.
- Achieved PowerBI proficiency (3 staff were trained)
- Monitored the Fraud, Waste and Abuse hotline; received 32 allegations/consultations to date and processed 19. Thirteen cases were referred to other departments.
- Participated in City College, providing employees a general overview of the Audit Services Department.
- Lead Yellow Book Peer Review Teams for the cities of Charlotte, NC and Tampa, FL.
- Taught 12 sessions of the Ethics component of New Employee Orientation training –FY20 to date; and conducted two department specific trainings on the topic of ethical behavior. Ninety-nine (99) percent of attendees agreed or strongly agreed all trainings were effective.
- Participated in the 2020 Employee Engagement Survey (100% of staff).
- Monitor departmental expenditures monthly; on track to operate within budget.
- Submitted an audit for consideration in the Association of Local Government's national Knighton Award.

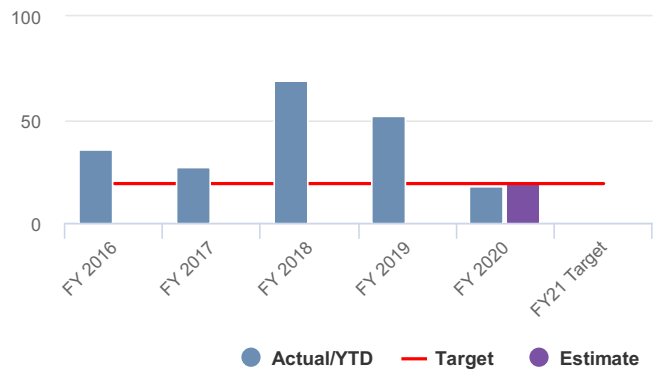
ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-2021

- Continue to work on measures for the Departmental Strategic Plan; specifically outreach to departments.
- Develop specific training, career development and certification plans for Audit staff as part of a retention plan.
- Analyze the results of the ERM (Enterprise-wide Risk Management) project completed in FY20; and incorporate the results into the risk model for the FY22 Audit Plan (and maybe the FY21 annual audit plan).
- Provide “best practices” year round trainings of specific targeted control issues for each department to focus City employees on red flags that trigger potential fraud, waste and abuse issues.
- Participate in City College to provide a general overview to employees of the Audit Services Department.
- Participate in the City’s Seven Stars campaign.
- Participate in a Habitat for Humanity build.
- Develop and implement strategies to improve employee satisfaction within the department by using results from the Employee Engagement Survey to impact positive change.
- Partner with local universities to utilize interns to complete projects and/or gain insights into new trends in the industry (e.g. development and use of robotics).
- Obtain required CPE training to maintain professional proficiency in the areas of performance auditing and fraud, waste and abuse examinations.
- Contribute to the department’s professional associations through publications in its journals or participation on ALGA peer review teams.
- Participate in the ALGA, IIA professional associations and local chapter events to provide leadership opportunities to staff.
- Better manage increase in fraud, waste and abuse (FWA) activity and improve time table to complete fraud, waste and abuse investigations.
- Obtain certifications for 100% of staff.
- Incorporate more data analytics in audit reports and staff will be intentional about examining equity and inclusion issues in City processes.
- Continue relationship building activities to build trust with peers.

Objective: Reduce Fraud, Waste & Abuse

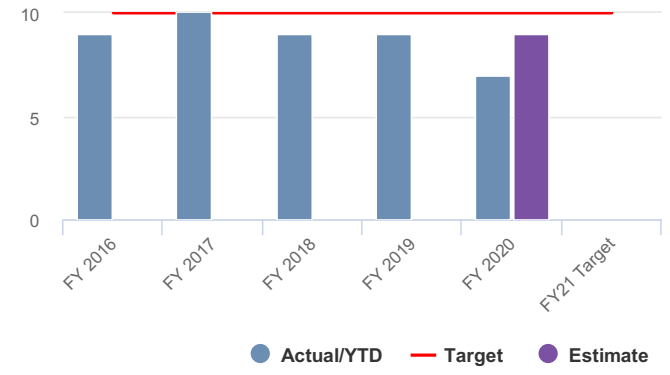
Program: Fraud, Waste & Abuse	**Program:** Fraud, Waste & Abuse
% of Fraud hotline tips substantiated	# of Fraud, Waste and Abuse cases investigated

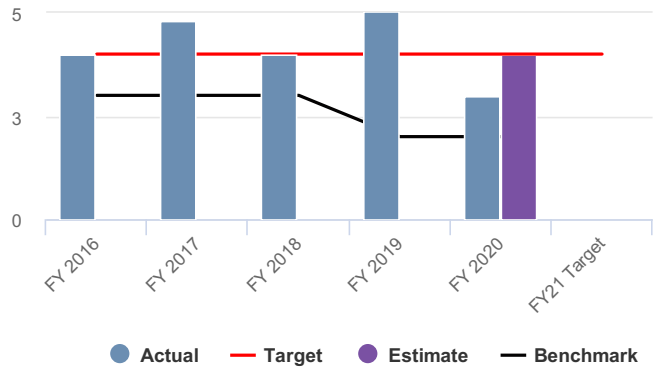




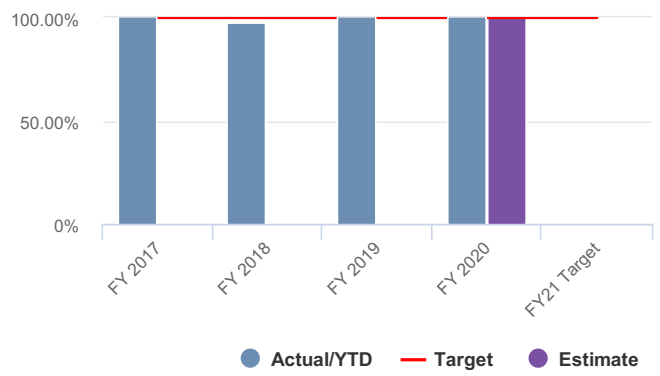
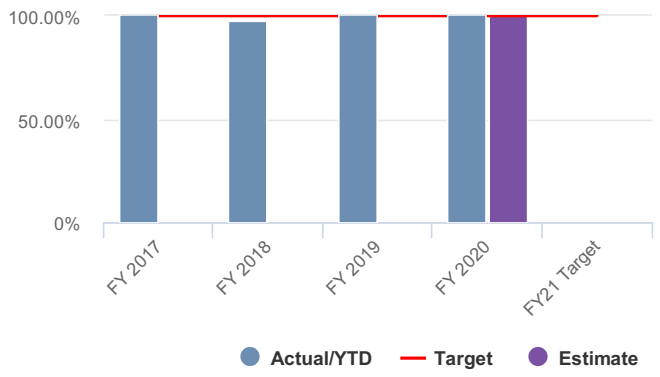
Objective: Improve efficiencies and effectiveness in City operations (actual audit engagements)

Program: Audit Division	**Program:** Audit Division
# of Comprehensive audits completed	# of audits completed per FTE (core)



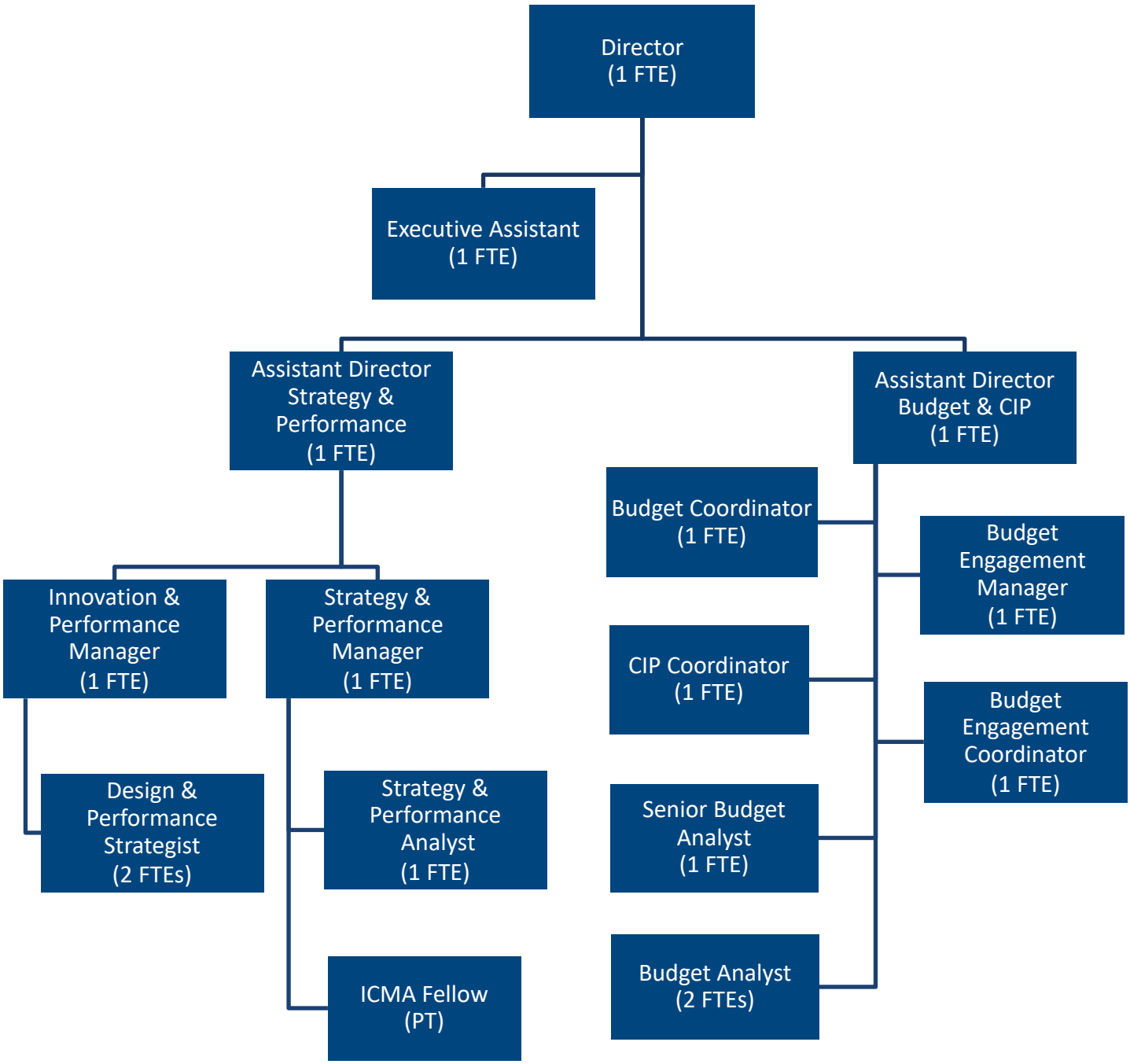


Objective: Increase Overall Awareness of Audit Services through Training and Face to Face Engagement

Program: Fraud, Waste & Abuse	**Program:** Training Division
% of employees with Ethics Training in the last 3 years	% of trainings delivered that were deemed effective or highly effective by the customer (strategic)
	

Budget and Management Services

(16 FTEs)



BUDGET AND MANAGEMENT SERVICES

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

DEPARTMENT DESCRIPTION

Budget and Management Services **$2,157,379**
16 FTEs

The department has two primary functions: the effective management and allocation of City of Durham resources and building organizational capacity through strategic planning, performance management and problem solving. Department staff develop and oversee the City's annual budget and Capital Improvement Program (CIP), performance management and the Citywide Strategic Plan. The department primarily supports two Strategic Plan goals: Innovative and High Performing Organization and Sustainable Natural and Built Environment.

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, and support for the CIP project website.

Performance and Innovation

The Office of Performance and Innovation helps City of Durham departments maximize the efficiency and effectiveness of their work by providing support, consulting, and skill building in the areas of strategic planning, process improvement, innovation, and program design and evaluation.

Participatory Budgeting

Participatory Budgeting (PB) is a democratic process that allows residents to directly decide how to spend part of the public budget. PB involves a two-year cycle of meetings, voting, and project implementation.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Non-Grant					
Appropriations					
Personal Services	$ 1,416,123	$ 1,758,120	$ 1,691,902	$ 1,899,919	8.1%
Operating	215,074	443,170	551,821	257,460	-41.9%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	$ 1,631,197	$ 2,201,290	$ 2,243,723	$ 2,157,379	-2.0%
Full Time Employees	13	17	17	16	(1)
Part Time	1	1	1	1	-
Revenues					
Discretionary	$ 1,631,198	$ 2,201,290	$ 2,243,723	$ 2,157,379	-2.0%
Program	-	-	-	-	0.0%
Total Revenues	$ 1,631,197	$ 2,201,290	$ 2,243,723	$ 2,157,379	-2.0%

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Grant					
Appropriations					
Personal Services	$ 491,430	$ -	$ 303,639	$ -	0.0%
Operating	211,421	-	168,886	-	-100.0%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	$ 702,851.00	$ -	$ 472,525	$ -	100.0%
Full Time Employees	5	-	-	-	-
Part Time	-	-	-	-	-
Revenues					
Bloomberg i-Team	$ 210,000	$ -	$ -	$ -	0.0%
Bloomberg Mayor's Challenge	100,000	-	-	-	0.0%
Race Forward (DEAR)	20,000	-	-	-	0.0%
Race Forward Welcome Home	-	-	20,000	-	-100.0%
Local Match	-	-	-	-	0.0%
National League of Cities	-	-	10,000	-	-100.0%
Total Grant Revenue	$ 330,000	$ -	$ 30,000	$ -	100.0%
Total Budget	$ 2,334,048	$ 2,201,290	$ 2,716,248	$ 2,157,379	-2.0%

BUDGET ISSUES FOR FY 2020-21

- Adapting to changing economic conditions and projected revenue loss (especially sales tax and property tax) resulting from COVID-19.
- Continued development and implementation of departmental strategic plans.
- Continued development of departmental performance measures.
- Continuation of the annual Joint City-County-DPS Resident Survey.
- Continued refinement of Durham Strategy and Performance (DSAP) meetings to facilitate the implementation of the strategic plan.
- Implementation of a Citywide continuous improvement model utilizing training curriculum via the "OPI Academy."
- Second year cycle for project selection of participatory budgeting projects in Durham.

ACCOMPLISHMENTS FOR FY 2019-20

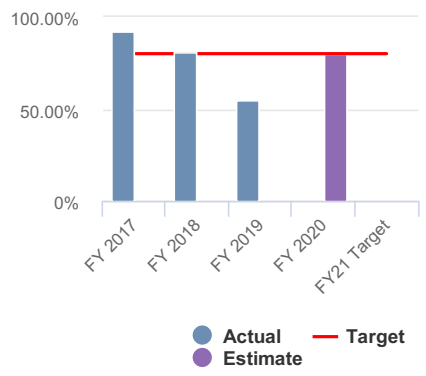
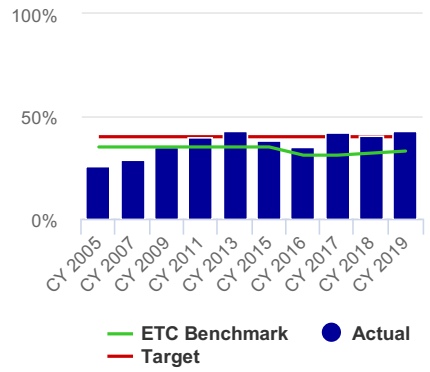
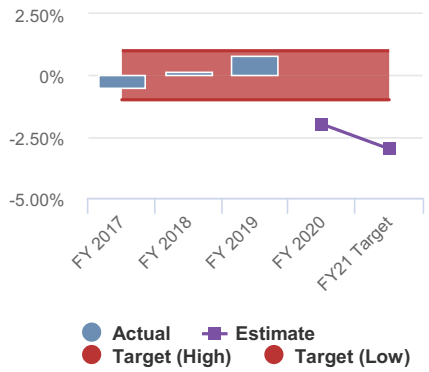
- Granted the Distinguished Budget Document award for the FY 2018-98 budget from the Government Finance Officers Association. This is the 30th consecutive year that the City has received this award.
- Oversight of the Internal CIP Advisory Committee to improve coordination of capital projects within the City.
- PB Durham engaged over 14,000 Durham residents and students during its inaugural year. Over 10,000 residents voted in the first ever PB Durham election; doubling the national average for participation in participatory budgeting processes.
- PB Durham was nominated for the Innovations in American Government Award.
- North Carolina Central University (NCCU) conducted a third-party evaluation for PB Durham Cycle One and provided recommendations for improvement to future cycles.
- Maintained a website for residents and City staff to track annexation requests and further the goal of enhanced communications.

- Delivered over five PB Durham Cycle One winning projects to the community including park upgrades to Drew-Granby, increased street tree plantings in underserved neighborhoods, the expansion of STEM programming for Ward 1 and Ward 3 youth, and new bus shelters along the Fayetteville corridor.
- BMS partnered with six companies to conduct the third year of Innovate Durham in conjunction with Durham County and Durham Public Schools. The program gives startups and entrepreneurs a way to test their products or services with local government staff and resources. The program received 28 applications from companies interested in participating and a review committee narrowed the field down to six participants for the 2019 cohort. Each company brought a unique and innovative solution to the program from using iot sensors for HVAC systems to prototyping the integration of reusables into the recycling process.
- Completion of the fourth year of IdeaStarter finalists, with nearly 20 ideas submitted and five project teams from six City Departments selected as finalists to receive prototype funding. The ideas ranged from environmental sustainability to economic development and place making.
- Processed 15 voluntary annexation petitions.
- Developed and presented the City Manager's recommended annual budget for FY 2019-20 and the Capital Improvement Plan for FY 2019-24 on May 20, 2019.
- Posted the FY 2019-2020 final budget document to the City web site on June 30, 2019, and distributed thereafter.
- Continued implementation of the adopted FY 2019-21 Citywide Strategic Plan and made refinements to Durham Strategy and Performance (DSAP) meetings.
- 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 economic challenges, particularly with respect to revenues and development activity, and proposed effective financial strategies to prevent overspending and ensure a balanced FY2019-20 budget.
- Coordinated implementation of the FY 2020 annual joint City-County-DPS resident survey.
- Maintained a dashboard for new Strategic Plan where residents and City staff can track progress on objectives, measures and initiatives.
- Created an Initiatives Highlights Report to increase transparency around Strategic Plan progress.
- Continued coordination and oversight of the departmental Strategic Planning process.
- The i-team transitioned the DEAR pilot program, which focuses on increasing access to expunctions, certificates for relief and driver's license restoration, to a mission-aligned organization.

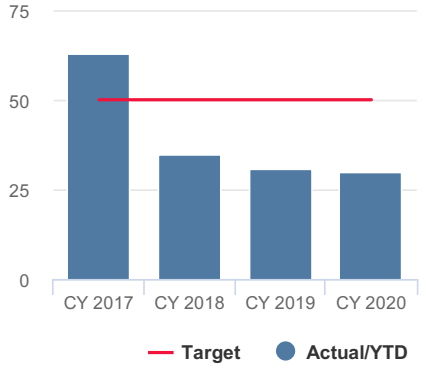
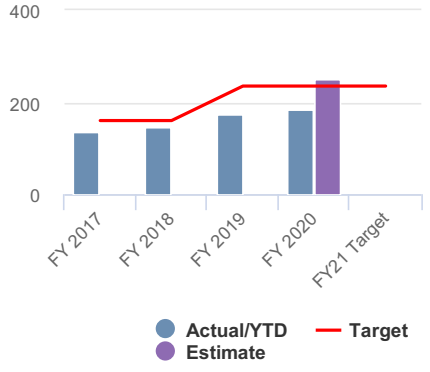
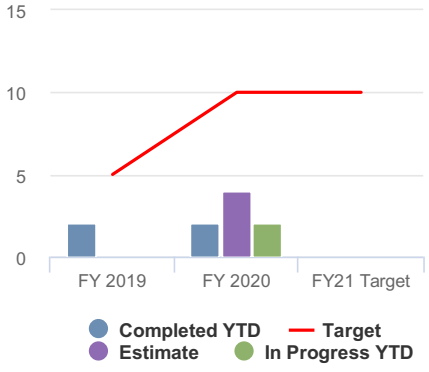
ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

- Develop and publish the FY 2021-22 Budget and FY 2022-25 Capital Improvement Plan. Monitor annual operating and CIP budgets, especially given economic uncertainty due to COVID-19
- Continue to refine the multi-year financial model.
- Continue to refine the CIP model.
- Continue implementation of the FY 2019-21 Citywide Strategic Plan through leadership of five Goal Teams and continued refinement of DSAP.
- Embark on refreshing the Citywide Strategic Plan in order to develop the FY 2022-2025 Citywide Strategic Plan.
- Continue to support Solid Waste Management in designing a new composting program.
- Execution of the fourth year of Innovate Durham in partnership with Durham County and Durham Public Schools.
- Enhance departmental strategic planning process and implementation while also refining departmental performance measures.
- Implementation of a robust process improvement program.
- Provide quarterly financial updates to the City Manager and Council.
- Provide monthly financial updates to the City Manager.
- Perform cost benefit analyses on voluntary annexation petitions as received.
- Explore new opportunities to enhance our web presence for CIP engagement.
- Continue the implementation of PB Durham Cycle One winning projects.
- Redesign participatory budgeting process incorporating recommendations from the Cycle One evaluation report and launch PB Durham Cycle Two with a new PB Steering Committee.

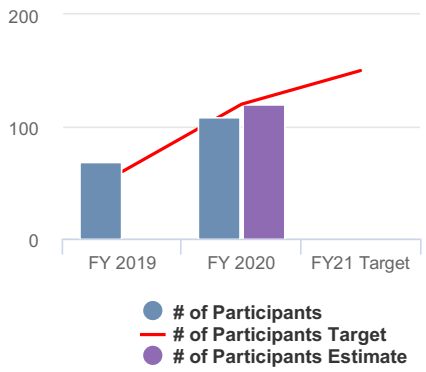
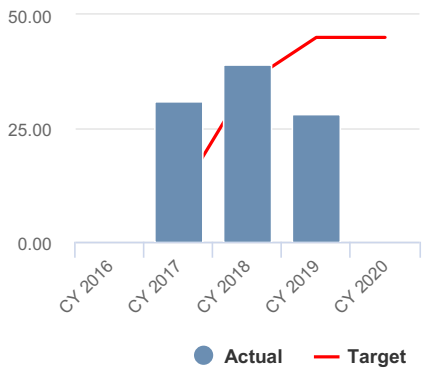
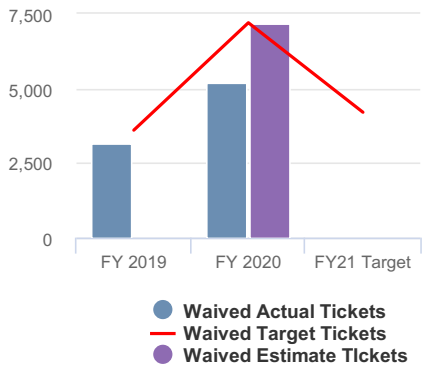
Objective: Enhance the use of strategy, data and engagement to manage and allocate the City of Durham's resources effectively.

Program: Annual Budget and CIP Development, Monitoring & Reporting	**Program:** Administration	**Program:** Annual Budget and CIP Development, Monitoring & Reporting
Percent of GF planned CIP projects vs reactive projects	Value received for your local taxes and fees per Resident Satisfaction Survey	Accuracy of Discretionary General Fund Revenue Projections
		

Objective: Develop the organization's problem-solving capacity through partnerships, projects, and trainings to sustain continuous improvement culture.

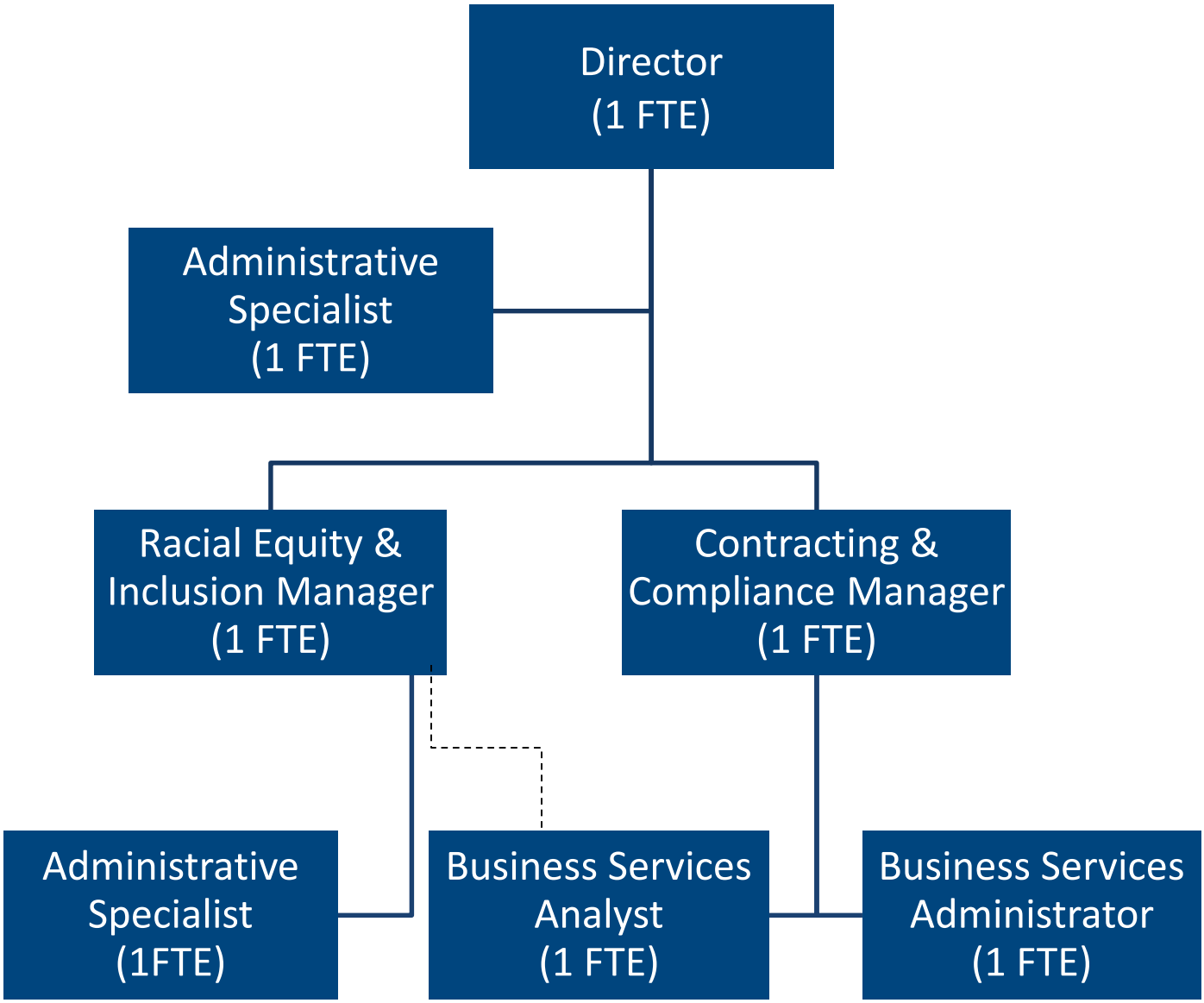
Program: Office of Performance and Innovation	**Program:** Office of Performance and Innovation	**Program:** Office of Performance and Innovation
# of Employees who Submitted Ideas for IdeaStarter	# of IdeaLab Participants	Improving Government Forms -- (Re)Form Durham: # of forms Improved
		

Objective: Collaborate with internal departments & external stakeholders to identify solutions to complex problems through evidence based and innovative approaches

Program: Office of Performance and Innovation	**Program:**Office of Performance and Innovation	**Program:**Office of Performance and Innovation
Welcoming Home Returning Residents	# of Innovate Durham Applicants	Restoring Driving Privileges
		

Equity and Inclusion

(7 FTEs)



EQUITY AND INCLUSION

Purpose Statement:
To create an environment that promotes, supports and advances equity and inclusion in City of Durham contracting and organizational decision making.

DEPARTMENT DESCRIPTION

Equity & Inclusion

$801,215
7 FTEs

The Equity & Inclusion Department is responsible for developing effective and accountable language, tools and processes to advance equitable and inclusive decision making for the City organization. The Department is also accountable for implementation of the City's Equal Business Opportunity Program (EBOP) and Small Local Business Enterprise Program. The department is divided into two divisions:

Contract & Compliance Division

Division 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 minority and women underutilized business enterprises (UBEs) and small local business enterprises (SLBEs) eligible to participate in the EBOP and SLBEP.
- Certification of SLBE firms to service City contracts in the areas of construction and professional services.
- Maintenance of the SLBE database of all currently certified businesses.
- Business development through the provision of technical assistance and support.
- Staff support to the EBOP Steering Committee and the Mayor's Committee for Persons with Disabilities.
- Project identification for potential contracting opportunities from City departments.
- UBE/SLBE participation goal setting.
- EBOP and SLBEP compliance determination.
- Monitoring of UBE and SLBE participation in City contracting activity.
- Reporting of UBE and SLBE participation on City contracts and reporting on special projects as requested.
- Monitoring City compliance with Senate Bill 914 reporting requirements.

Racial Equity & Inclusion Division

Division will look within all aspects of City government to closely examine policies, practices, budget allocations and programs that may perpetuate institutional racism and systemic inequities. The division will be responsible for:

- Assessment of the racial equity and inclusion efforts within City government
- Development and implementation of an Equity Plan.
- Conducting equity and inclusion training of staff.
- Monitoring City equity efforts and initiatives.
- Reporting outcomes of the Equity Plan.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 570,330	$ 674,152	$ 737,230	$ 742,684	10.2%
Operating	14,712	61,781	58,341	53,531	-13.4%
Capital and Other	-	-	-	-	0.0%
Subtotal Appropriations	$ 585,042	$ 735,933	$ 795,571	$ 796,215	8.2%
Mayor's Committee for Persons with Disabilities	$ 3,706	$ 5,500	$ 2,910	$ 5,000	-9.1%
Subtotal Nondepartmental	$ 3,706	$ 5,500	$ 2,910	$ 5,000	-9.1%
Total Appropriations	$ 588,748	$ 741,433	$ 798,481	$ 801,215	8.1%
Full Time Employees	6	7	7	7	-
Part Time	-	-	-	-	-
Revenues					
Discretionary	$ 588,748	$ 741,433	$ 798,481	$ 801,215	8.1%
Program	-	-	-	-	0.0%
Total Revenues	$ 588,748	$ 741,433	$ 798,481	$ 801,215	8.1%

BUDGET ISSUES FOR FY 2020-21

- Maintaining departmental service level to fulfill the responsibilities of the Contract & Compliance and Racial Equity & Inclusion Divisions.
- Identifying measures that enhance participation of UBES and SLBEs in all City contracting categories.
- Complete analysis of Racial Equity Climate Survey.
- Development of organizational Equity Plan.

ACCOMPLISHMENTS FOR FY 2019-20

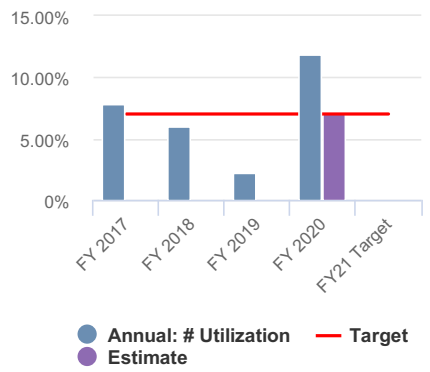
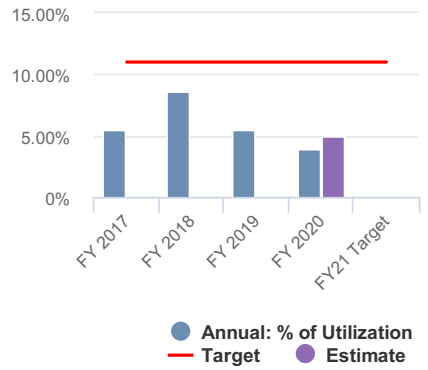
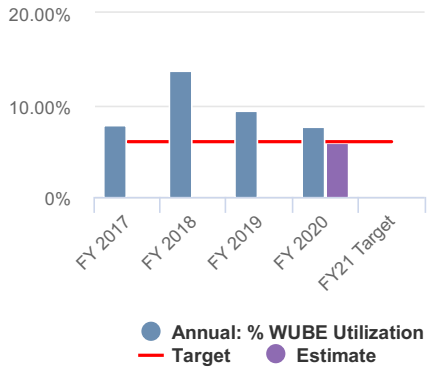
- Promoted business opportunities for certified underutilized business enterprises (UBEs) and small local business enterprises(SLBEs) in all City contracting, as well as Durham County Government, Durham Public Schools projects and private sector projects.
- Led the quarterly meetings of the EBOP Steering Committee that reviewed and analyzed UBE utilization, explored ways to enhance outcomes and reported outcomes to the Administrative Executive Team. The Committee is currently reviewing the City insurance requirements as an outgrowth of concerns expressed by UBEs.
- Developed a new departmental Strategic Plan.
- Conducted successful Minority Enterprise Development Week activities that included: The State of Durham's Economy: Challenges and Opportunities, an Honors Luncheon highlighted by honoring five small businesses, one Diversity Advocate and one Agency Diversity Advocate; a Minority Business Fair in conjunction with the Greater Durham Black Chamber of Commerce and a MED Week networking event.
- Conducted quarterly networking events to familiarize small businesses with how to identify City business opportunities and meet some of the department staff who provide the opportunities.
- Conducted technical assistance seminars on business development topics.
- Continued participation as a City Fellow in the Shared Equity in Economic Development(SEED) Fellowship to explore the development of a strategy to preserve legacy minority businesses through employee ownership.
- Completed a survey of UBEs to try to identify barriers to their participation in City business opportunities.

- Adopted the GARE Model as the organization's approach to enhancing equity and inclusion.
- Established the first City Racial Equity Core Team from nineteen City departments to support embedding the racial equity work throughout the organization.
- Provided resources for ongoing GARE (Government Association on Racial Equity) training for the Racial Equity Core Team.
- Developed vision/mission statements for the City equity and inclusion work.
- Developed some definitions associated with racial equity and inclusion to begin to establish common language in discussing the City's effort.
- Contracted with an external platform to administer the GARE Racial Equity Climate Survey to all City employees.
- Provided support and assistance to the Mayor's Committee for Persons with Disabilities for their activities: supporting an effort to remove the word "handicapped" from ordinances, exploring means to address "on demand" transportation needs, recognition of employers who hire persons with disabilities; donations of clothing, books and toys to children at Urban Ministries of Durham and participated in the City of Durham Parks & Recreation Disable the Label event.

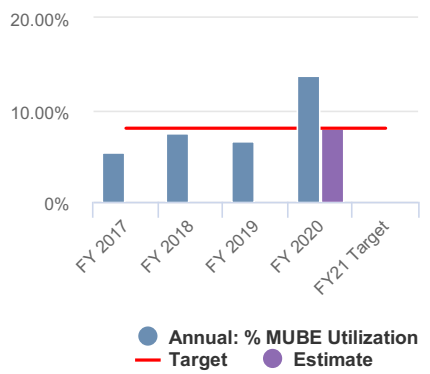
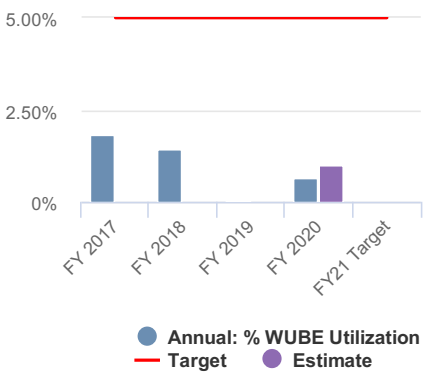
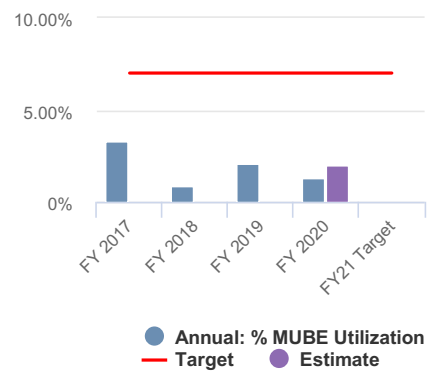
ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

- Analyze and report data from Racial Equity Climate Survey.
- Develop a Racial Equity Tool for decision-making.
- Develop Citywide Equity Plan.
- Implement initiatives/measures of new strategic plan.
- Actively seek specific business opportunities for UBEs and SLBEs on all City projects.
- Develop new EBOP brochure.
- Develop a EBOP/SLBE training module for new City employees.
- Maintain high level of departmental employee satisfaction.

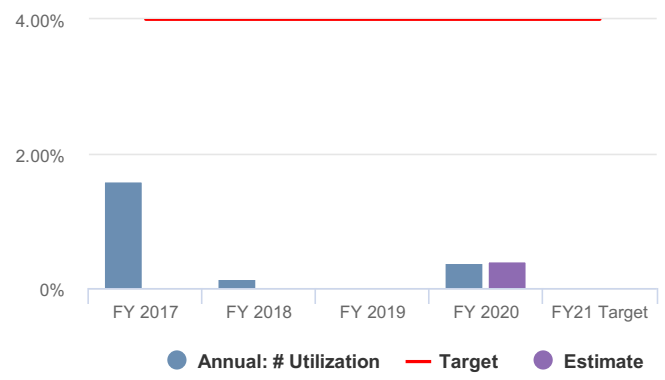
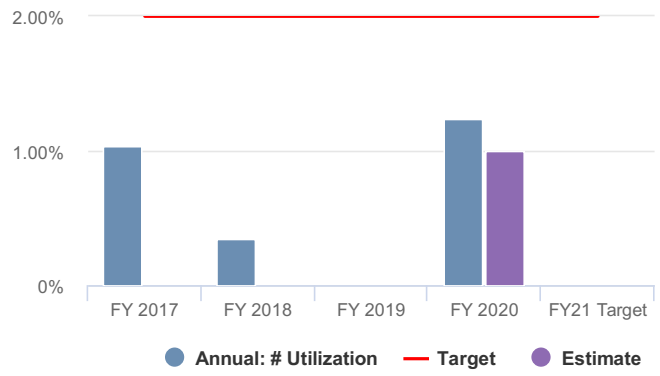
Objective: Increase the number of UBE's and small businesses participating in City of Durham contracting

Program: Business Services	**Program:**Business Services	**Program:** Business Services
% spent with Women-owned UBE in Construction	% Spent with Minority-owned UBE's in Construction Contracts	% WUBE Professional Services contracts
		

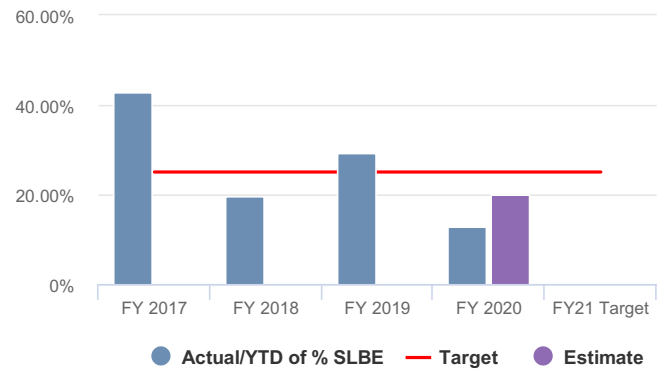
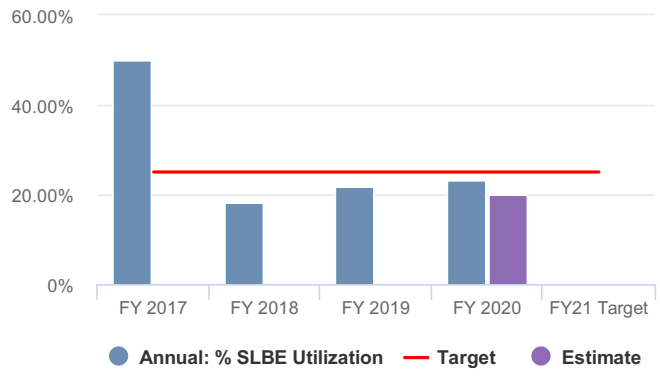
Objective: Increase the number of UBE's and small businesses participating in City of Durham contracting

Program: Business Services	**Program:**Business Services	**Program:**Business Services
% MUBE Professional Services contracts	% WUBE Services contracts	% MUBE Services Contracts
		

Objective: Increase the number of UBE's and small businesses participating in City of Durham contracting

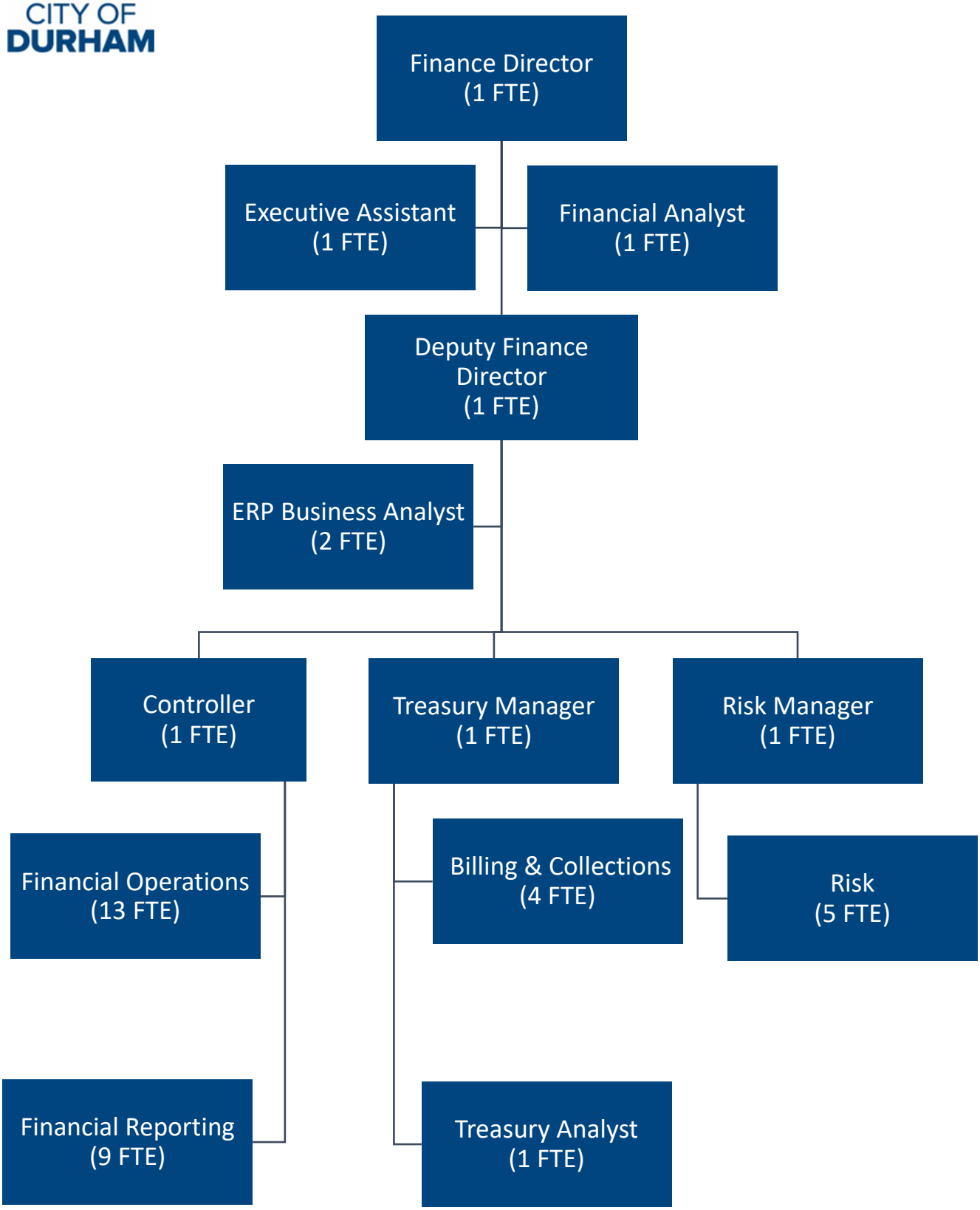
Program: Business Services	**Program:**Business Services
% Spent with Women-owned UBE's for Goods	% Spent with Minority-owned UBE's for Goods
	

Objective: Increase the number of small businesses participating in City of Durham contracting

Program: Business Services	**Program:**Business Services
% Construction dollars spent with SLBE's from contracts $500,000 or less	% Spent with SLBE's Professional Services from contracts $100,000 or less
	

Finance Department

(41 FTE)



FINANCE

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.

DEPARTMENT DESCRIPTION

Finance **$5,849,592**
41 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, policy formulation and analysis for the City, and support for the finance-related modules in the ERP system.

Payroll

This program processes the biweekly payroll checks for approximately 2,450 City employees.

Accounts Payable

This program provides accounts payable for approximately 78,000 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 and coordinates collections of delinquent accounts 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.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 3,712,566	$ 3,740,319	$ 3,740,319	$ 4,040,425	8.0%
Operating	1,463,551	1,807,971	1,659,103	1,809,167	0.1%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	$ 5,176,116	$ 5,548,290	$ 5,399,422	$ 5,849,592	5.4%
Full Time Employees	41	41	41	41	-
Part Time	-	-	-	-	-
Revenues					
Discretionary	$ 4,486,224	$ 4,818,059	$ 4,669,191	$ 5,048,603	4.8%
Program	126,789	131,564	131,564	156,058	18.6%
Total General Fund	$ 4,613,013	$ 4,949,623	$ 4,800,755	$ 5,204,661	5.2%
Water and Sewer Fund	88,044	87,513	87,513	94,622	8.1%
Risk Claims Fund	475,058	511,154	511,154	550,309	7.7%
Total Revenues	$ 5,176,116	$ 5,548,290	$ 5,399,422	$ 5,849,592	5.4%

BUDGET ISSUES FOR FY 2020-21

- 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.

ACCOMPLISHMENTS FOR FY 2019-20

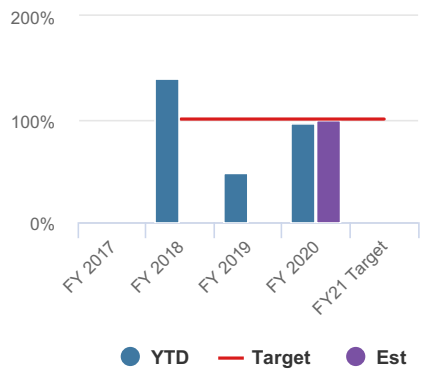
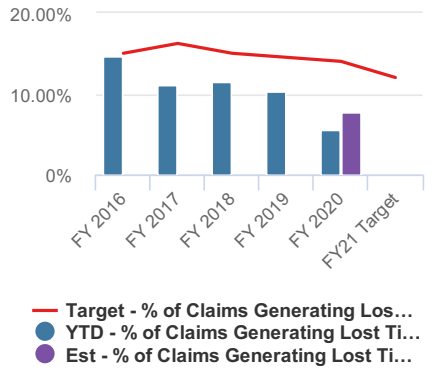
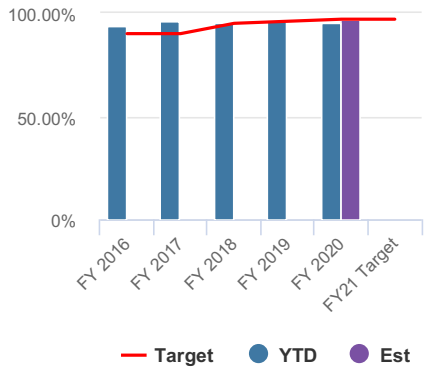
- Provided significant support to the Parking Division as it brought services in-house and transitioned away from the vendor Republic.
- Worked with Department of Equity & Inclusion on operational issues related to capturing vendor ownership information and expanding contracting with historically underutilized businesses.
- Prepared all required documents to place $95 million affordable housing General Obligation Bond referendum on the November 2019 ballot.
- Completed $21 million private placement installment financing to fund the fleet acquisition plan.
- Set up Development Services Center on Tyler Cashiering module.
- Rolled out defensive driver training for employees with driving as an essential part of their job responsibilities.
- Achieved bottom-line savings as a result of working with operational departments to accommodate light duty restrictions.
- Continued to expand usage of the Purchasing Card and E-payables programs.
- Hired new Purchasing Manager.
- Reviewed and reformatted department website.
- Implemented DocOrigins and Tyler Content Manager to provide enhanced document management functionality.

- Hosted MUNIS Users Group conference.
- Continued updating policies including the following: Purchasing, Payments to Volunteers, Travel and Expense Reimbursement, and Council Travel.
- Explored possibility of hiring a travel management firm to outsource employee-related travel.
- Improved processes related to City-issued bills that are returned in the mail.
- Completed the Continuity of Operations Plan (COOP) with the assistance of BOLD Planning.
- Maintained credit ratings with all national rating agencies that continue to make the City one of the highest rated public entities in the country.
- Received a clean and unmodified audit opinion on the FY 2018-19 financial statements along with a single audit report that identified no findings related to the City's expenditure of Federal Funds.
- Received 34th consecutive Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR).
- Received 15th consecutive Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR).
- Received Sustained Professional Purchasing Award (SPPA) from the Carolinas Association of Governmental Purchasing.

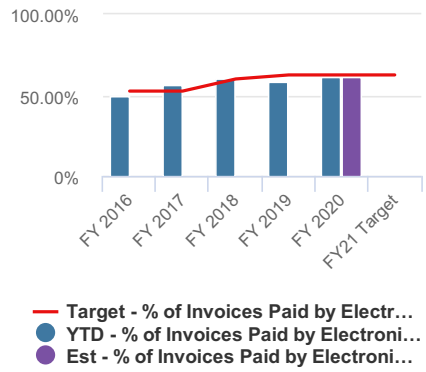
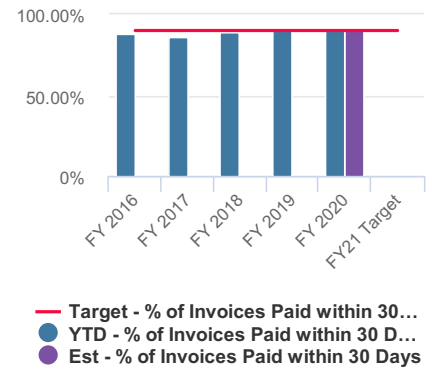
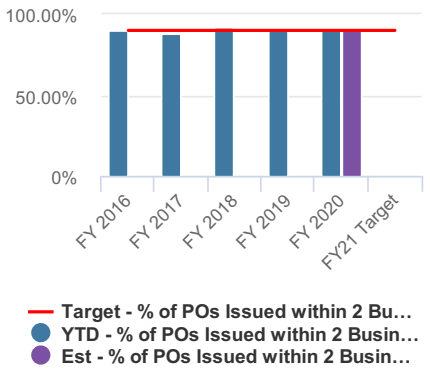
ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

- Implement GASB Statement 87 accounting for leases.
- Monitor capital spending and put an Installment Financing Contract (IFC) – Draw Program in place if necessary.
- Review the Retirement Health Savings plan and evaluate possible alternatives.
- Develop methodologies to track the spending that results from passage of the affordable housing bond referendum.
- Continue to expand inclusion program and to push for execution of more contracts with historically underutilized businesses.

Objective: To Promote a Culture of Safety that Will Help Protect the City's Assets

Program: Risk Management and Safety	**Program:** Risk Management and Safety	**Program:** Risk Management and Safety
% of Inspection Plan Completed	% of WC Claims Generating Lost Time	% of Claims Reported within 3 Days
		

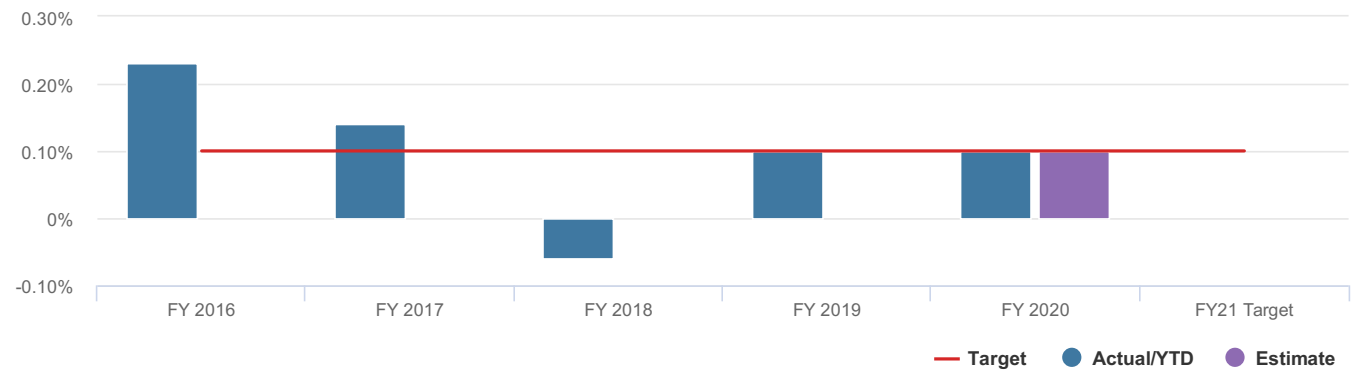
Objective: To Execute Core Processes Under Standardized Controls to Protect Financial Assets and Promote Operational Efficiency

Program: Accounts Payable	**Program:** Accounts Payable	**Program:** Purchasing
% of Invoices Paid by Electronic Payment	% of Invoices Paid within 30 Days	% of Purchase Orders Issued within 2 Days
		

Objective: To Promote Strong Financial Management to Ensure Adequate Resources to Meet Programmatic and Capital Needs of the City

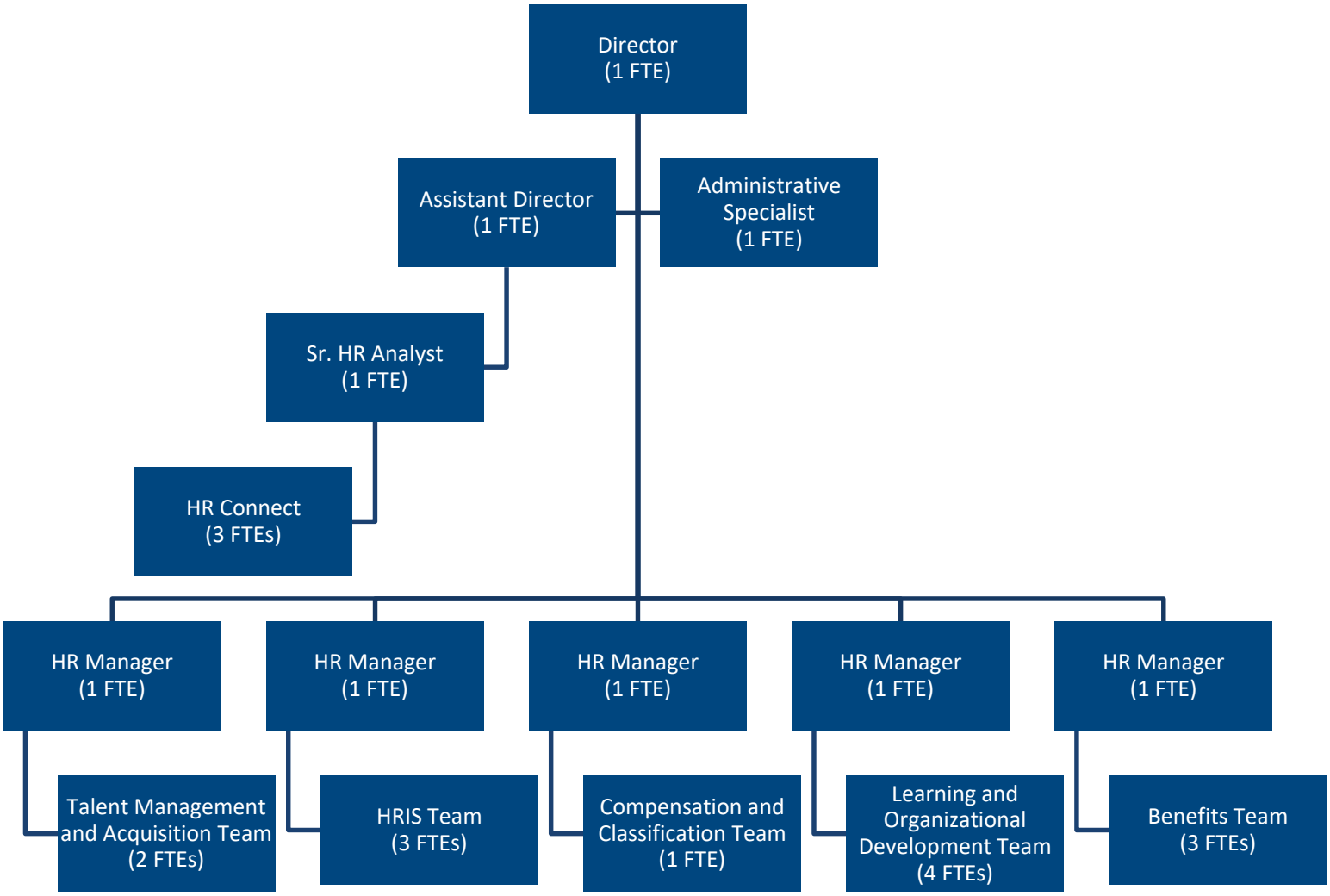
Program: Treasury Management

Investment Return Compared to Average 2-Year Treasury



Human Resources

(25 FTEs)



HUMAN RESOURCES

Purpose Statement:
We are committed and knowledgeable professionals who provide value-added human capital services to acquire top talent, engage and grow our workforce, and make the City of Durham a great place to live, work and play.

DEPARTMENT DESCRIPTION

Human Resources **$3,452,074**
25 FTEs

The Human Resources Department is focused on attracting and retaining qualified employees and creating an equitable work environment. The services provided to departments include benefits, selection and recruiting, compensation and classification, training, organizational development, employee relations, and wellness. The department assists the City's administration through advice and consultation on personnel-related issues, policy development and revision, as well as participation in the City's organizational development and strategic planning.

General Administration
The Administration unit is responsible for overall operation of the department including strategic planning, performance measurement, day-to-day operations, and the budget. Administration provides consultation on human resources issues to the City Administration, City Council, and external customers.

HRIS/Records
The HRIS team is responsible for maintaining the integrity and reliability of the human resource information systems. The HRIS team aligns the organization's human resources information systems needs with those of the Technology Solutions Department, Finance Department, and other stakeholders. HRIS administers and maintains various HR information systems including MUNIS and NeoGov. HRIS functions as project manager for new departmental systems initiatives and is responsible for the disclosure, security and maintenance of personnel records.

Benefits Administration
The Benefits team manages employee benefit programs, wellness programs, and the employee assistance program. The team coordinates HIPAA and FMLA compliance, retiree planning, and COBRA administration. The team also ensures compliance with all benefits regulations and develops requests for proposals for benefits and benefits brokerage services.

Talent Management and Acquisition
The Talent Management and Acquisition team provides complete HR staffing and selection services to all departments. This includes: assistance with NeoGov, 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, and providing information and assistance to employees in departments. 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 studies and market surveys, maintaining job descriptions for all City classifications, maintaining the full-time classification and pay plans, and reviewing or advising departments concerning any departmental part-time pay plans. The Team administers the performance management system, provides FLSA guidance, and provides training in related areas.

Learning and Organizational Development
The Onboarding and Professional Development Team provides services that enhance employees' overall value to the organization and maximize service delivery to the citizens of Durham. The services provided include onboarding, training, educational opportunities, including technical skills and communication skills, customized facilitations. This team also is responsible for employee relations, which includes investigations, grievances, mediations and responses. Organizational Development in the City of Durham is a process that will increase the City of Durham's effectiveness through planned interventions that will improve the state of the organization through better alignment with the City of Durham's Strategic Plan, Goals and Values.

HR Connect

The HR Connect Customer Service Team provides customer service assistance for all internal and external HR customers. HR Connect is the central hub of information for the HR Department and increases department accessibility, satisfaction rating, and departmental efficiency. The HR Connect team provides front desk and lobby coverage, provides phone, email, and walk-in support, processes department mail, and manages first stop resolution and escalation to specialist. This team is also responsible for coordination and dissemination of communications for the HR department. The team manages the HR knowledgebase and customer service management software and is responsible for ID badge creation and replacement for City of Durham employees.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 2,270,982	$ 2,304,819	$ 2,304,819	$ 2,524,166	9.5%
Operating	774,041	787,919	814,056	742,908	-5.7%
Capital and Other	-	-	-	-	0.0%
Subtotal Appropriations	$ 3,045,023	$ 3,092,738	$ 3,118,875	$ 3,267,074	5.6%
Non-departmental					
Flex Reimbursement	$ 69,103	$ 85,000	$ 85,000	$ 85,000	0.0%
Unemployment Compensation	55,626	100,000	100,000	100,000	0.0%
Subtotal Non-departmental	$ 124,729	$ 185,000	$ 185,000	$ 185,000	0.0%
Total Appropriations	$ 3,169,752	$ 3,277,738	$ 3,303,875	$ 3,452,074	5.3%
Full Time Employees	23	25	25	25	-
Part Time	2	-	-	-	-
Revenues					
Discretionary	$ 2,832,407	$ 2,810,043	$ 2,885,953	$ 3,071,712	9.3%
Program	1,000	-	-	-	0.0%
Total General Fund	$ 2,833,407	$ 2,810,043	$ 2,885,953	$ 3,071,712	9.3%
Risk Claims Fund	265,009	305,177	255,404	285,880	-6.3%
Employee Insurance Fund	71,335	162,518	162,518	94,482	-41.9%
Total Revenues	$ 3,169,752	$ 3,277,738	$ 3,303,875	$ 3,452,074	5.3%

BUDGET ISSUES FOR FY 2020-21

- Reduction of training budgets across the City will present new challenges to the execution of strategic training plan, but Human Resources will continue to flexibly deploy existing resources to address the needs of the City as the COVID-19 pandemic evolves.

ACCOMPLISHMENTS FOR FY 2019-20

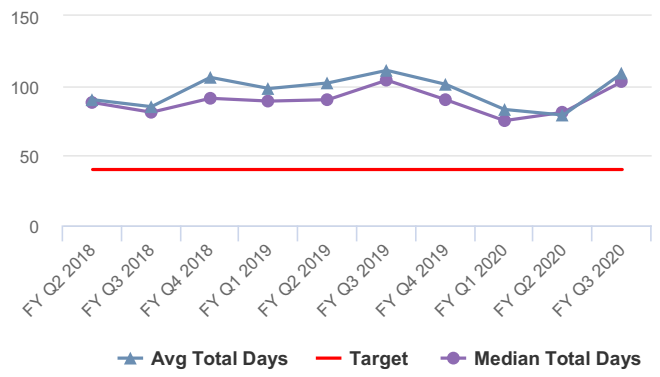
- Developed and implemented a new part-time pay plan.
- Assisted employees at all levels of the organization with maximizing their use of recently introduced Human Resources tools, including performance management and learning management systems.
- Developed and implemented a series of policies to help the City workforce adapt to COVID-19.
- Created new programming, including Midday Moments, to facilitate communication and engagement in the City during the pandemic.

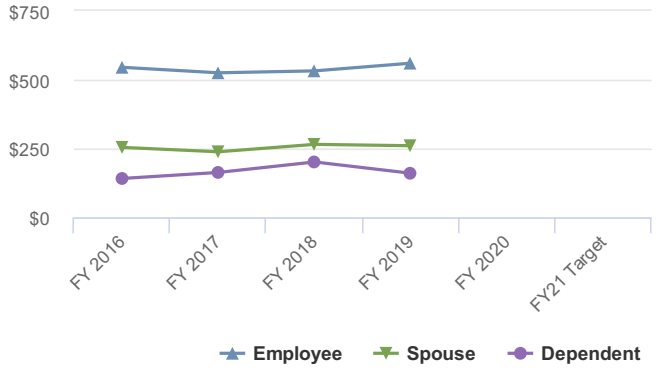
ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

- Improve the consistency and speed of the hiring process.
- Launch and educational campaign for HR Connect.
- Begin developing a workforce planning model to identify personnel vulnerabilities and skill needs
- Make HR data more accessible to departments through accessible new reports, dashboards, and analyses

Objective: Make the City of Durham a nationally-recognized employer of choice

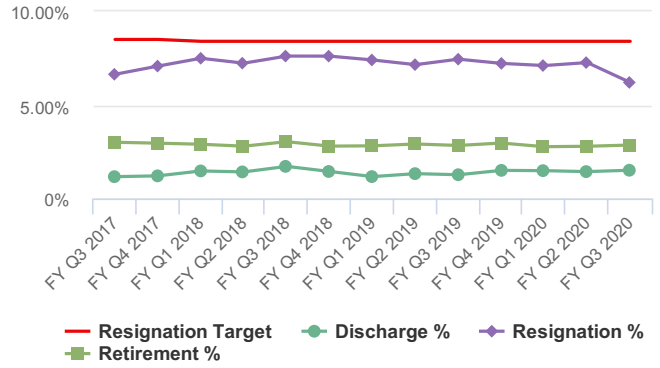
Program: Talent Management & Acquisition	**Program:** Benefits Administration
# of Days to fill positions from posting to hire	Average health insurance claim amount per employee per month

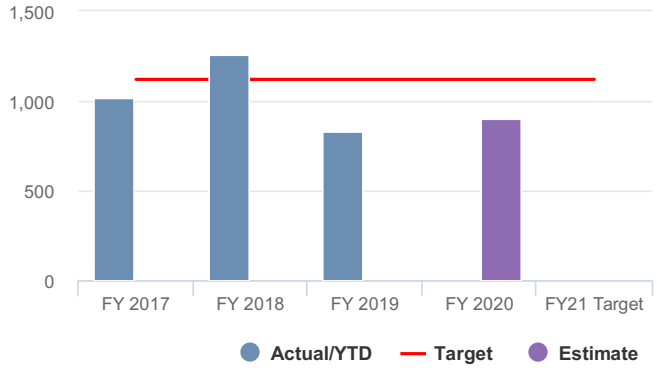




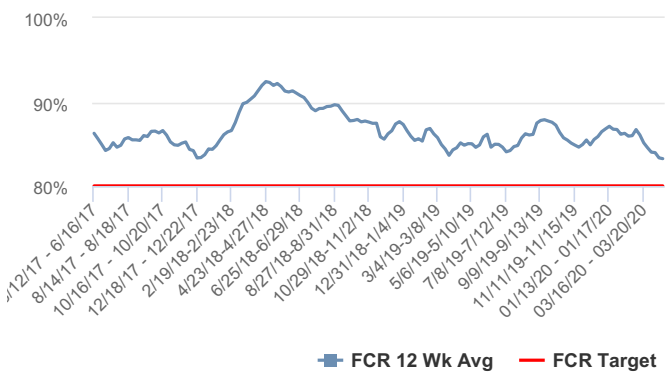
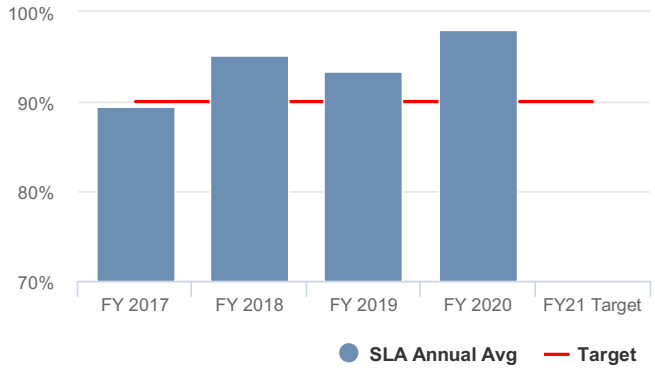
Objective: Establish human capital leadership across the organization

Program: Administration	**Program:** Organizational Development
Annual turnover rate by type - Quarterly	# Employees active in employee engagement activities



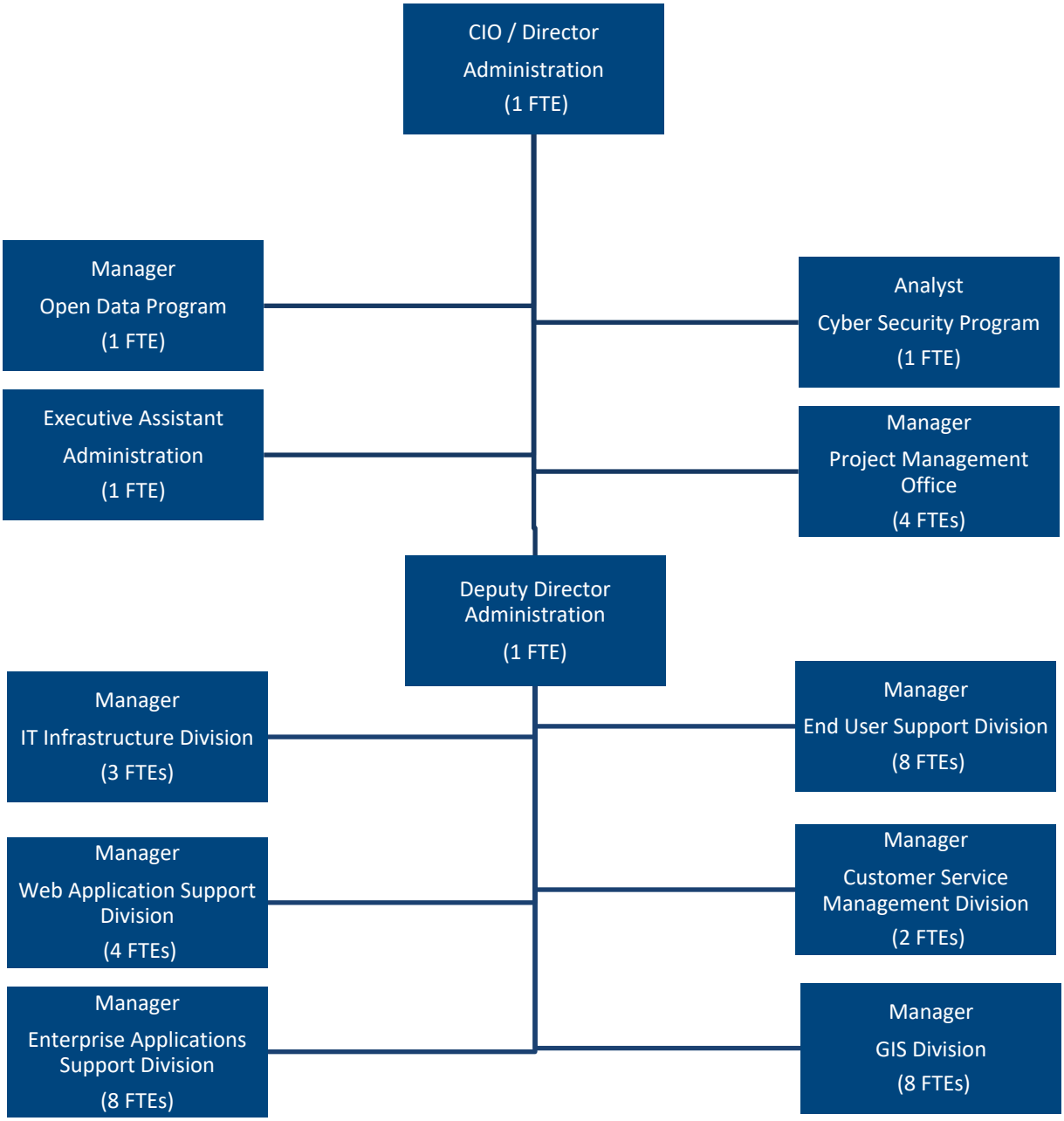


Objective: Create customer experiences that delight and amaze

Program: HR Connect	**Program:** HR Connect
First Contact Resolution Rate	% of Service level agreements met
	

Technology Solutions

(42 FTEs)



TECHNOLOGY SOLUTIONS

Purpose Statement:
To lead Durham into the future by utilizing evolving and emerging technologies.

DEPARTMENT DESCRIPTION

Technology Solutions Department **$9,143,166**
42 FTEs

The core business of the Technology Solutions (TS) Department is to align and support the City's crucial information technology infrastructure, services, solutions, and TS human capital to the business needs of the City's departments. TS purpose is to lead Durham into the future utilizing evolving and emerging technologies within the framework of IT governance. TS also maintains enterprise security, access control, manages the performance and maintenance of all City's cloud/data center/network resources, applications, telecommunications, and user end points.

Administration

This program provides for strategic planning and executive management of the Technology Solutions Department. Within the TS department's administrative program, there are five business units; Project Management Office, Information Technology (IT) Governance, Performance/Financial/Budget Management, Open Data Program Management, and Administrative Management.

Technical Support Services

The Technical Support Services Program evaluates and deploys new innovative technology citywide that provides optimal business value to our customers. The program supports the end user utilization of the desktop systems, network services, and data center resources. The program also maintains; systems security, network security, systems backup and recovery, end points, e-mail system, internet/cloud connectivity, office productivity tools, multifunctional print devices, business unit applications, metropolitan voice/data network components, and data center resources. This program of the TS department also manages the annual PC Replacement initiative and provides help desk services. In addition, this program provides IT asset management for the entire enterprise, and provides IT training coordination service to all business units.

Innovation & Solutions

The Innovations and Solutions Program effectively aligns the City's ERP and other enterprise solutions to the business needs of the City's departments. The program provides business analysis, web applications development, database development and administration, and enterprise systems support. Critical applications such as Payroll, Accounts Payable, Water Billing, Budget, Human Resources, Contract and Document Management, Work Order Management, etc. are supported by this program. The program supports and maintains the following platforms: document management, work order management, enterprise resource planning, cloud, database, and Internet/Intranet/Extranet. The program also maintains; application security, access control, data security, enterprise application software upgrades, ADA compliance for web applications, software, and maintenance contracts.

Open Data

The Open Data program enables internal efficiency, and it seeks to develop opportunities for entrepreneurship, economic development, commerce, increased investment, and civic engagement through the utilization of open data. This program operates under an inter-local agreement between the

City and County's goals to use technology to foster open, transparent, accessible and collaborative government by sharing data freely.

Cyber Security

The Cyber Security program provides best practice security measures to protect the sensitive information of the City of Durham. The Cyber Security program encompasses the following strategies to protect the information: security awareness training for employees, monitoring and remediating security threats before the City is affected utilizing cyber forensic data collected, conducting proactive internal audits, ensuring new on premise and cloud systems are in compliance with security standards as part of the IT governance process, and implementing proactive security measures based on cyber activity events.

TS Governance

The TS governance program supports the growth and sustainability of the City's portfolio of IT systems. The program ensures that IT and business strategies are aligned. IT governance also ensures that appropriate resources are invested into the IT portfolio of business systems such as hardware, networks, software, information security, storage, and human capital. The CIO Committee and the IT steering committee determines the scope, priority, and schedule for IT projects.

The Geographic Information Systems

The Geographic Information Systems (GIS) program evaluates and deploys new innovative technology citywide that provides optimal business value to our customers. This program operates under an inter-local agreement between the City and County governments to manage the enterprise Geographic Information System and provide related services to internal and external customers. GIS provides and supports critical spatial analytic services that support decision makers in the City and County of Durham. The GIS program provides; mapping services, web application development services, address creation, geo-spatial modeling and analytics, and citizen/business data request. The program maintains; the county-wide 911 address database, public safety data layers, the enterprise spatial database, and GIS applications and platforms.

Technology Surcharge / Land Development Office (LDO)

The City/County 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. TS provides systems support, end point support, connectivity support, and vendor management.

RESOURCE ALLOCATION TABLE

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 4,987,090	$ 5,015,198	$ 5,045,198	$ 5,346,216	6.6%
Operating	3,053,707	3,100,498	3,311,845	3,726,950	20.2%
Capital and Other	-	-	-	70,000	100.0%
Transfers	-	-	-	-	0.0%
Total Appropriations	$ 8,040,796	$ 8,115,696	$ 8,357,043	$ 9,143,166	12.7%
Full Time Employees	41	42	42	42	-
Part Time	2	6	6	6	-
Revenues					
Discretionary	$ 7,084,703	$ 7,224,189	$ 7,433,357	$ 8,227,277	13.9%
Program	956,093	891,507	923,686	915,889	2.7%
Total Revenues	$ 8,040,796	$ 8,115,696	$ 8,357,043	$ 9,143,166	12.7%

BUDGET ISSUES FOR FY 2020-21

The budget challenge for FY21 is addressed in the Departmental Reorganization budget request.

ACCOMPLISHMENTS FOR FY 2019-20

- Received the number 2 Digital Cities ranking in the country by The Center for Digital Government (CDG)
- IT Governance Projects completed for FY 20
    - Enterprise Solution for Data Analytics (Power BI)
    - Platform to manage and report out on the City's Capital Improvement Program (CIP)
    - Cityworks ELA - New Licensing Agreement
    - Data Center Refresh Phase 1 (Office 365)
    - Wi-Fi at Police Remote Facilities
    - Police Athletic League
    - Tyler Content Manager
    - Kronos – Water
    - Call Recording Solution
    - Shared Conference Room Audio/Visual & Digital Signage
    - Data Center refresh and business resiliency Phase 2 (Nutanix, core switch, firewall)
    - Cybersecurity program enhancement Virtual Chief Information Security Officer

- Cybersecurity program enhancement Security Operation Center

- Malware Attack Containment, Remediation, and Eradication
  - Recovered over 2500 workstations
  - Recovered over 200 servers
  - Recovered all business systems within 7 days of the malware attack
  - Contained and eradicated malware contamination

- COVID-19 Response
  - Expanded support for the City's mobile phone network
  - Implemented a Virtual Help Desk platform to provide no wait IT support in real time
  - Expanded video conferencing support model to include the Zoom platform in addition to the Microsoft Teams platform which is already available to all City staff

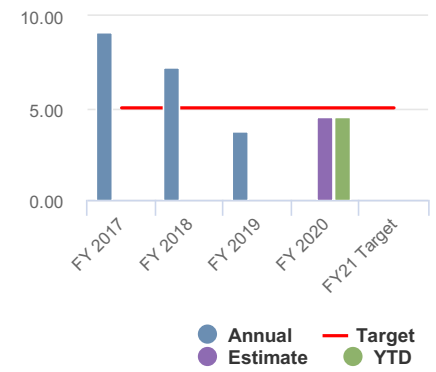
ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

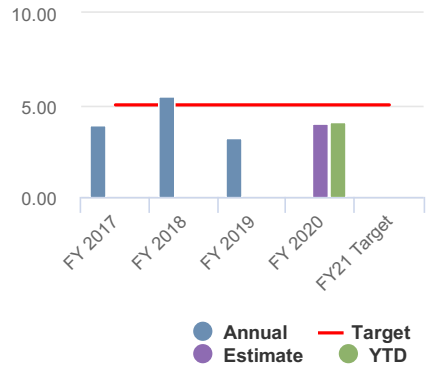
- IT Steering Committee Business Cases Approved and Funded FY21
  - Phone System Upgrade to extend the life of the phone system
  - 911 GIS Data Enhancements
  - Former Employee Data Migration & Archive Retrieval system
  - Public Records Request Management system
  - Text message archiving and retrieval system
  - Digital Message Board system

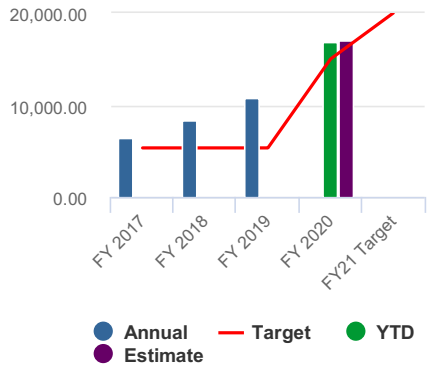
- IT Governance Projects Completed FY21
  - Perimeter Enterprise Access system
  - NC4 Street Smart System
  - Phase 1 Duke Fiber network
  - Project & Portfolio Management system
  - Digital Message Board system
  - Phone System Upgrade to extend the life of the phone system
  - 911 GIS Data Enhancements
  - Former Employee Data Migration & Archive Retrieval system
  - Public Records Request Management system
  - Text message archiving and retrieval system
  - Call Survey system

Objective: Align IT services to provide innovative solutions according to evolving industry standards

Program: Administration	**Program:** Administration	**Program:** Innovation & Solutions
Average Days to Close General Request Tickets	Average Days to Close Incident/Issue Tickets	Number of resident created profiles in the Web 2.0 software platform

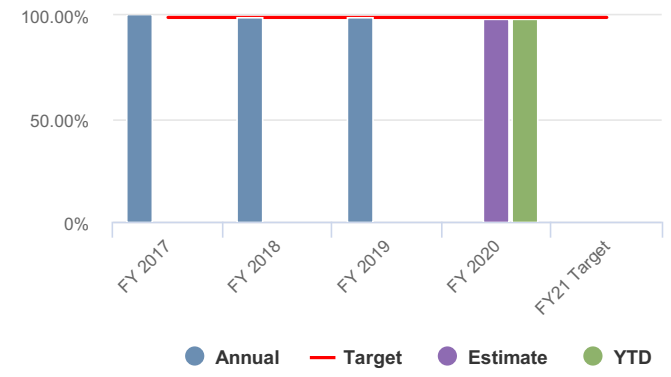


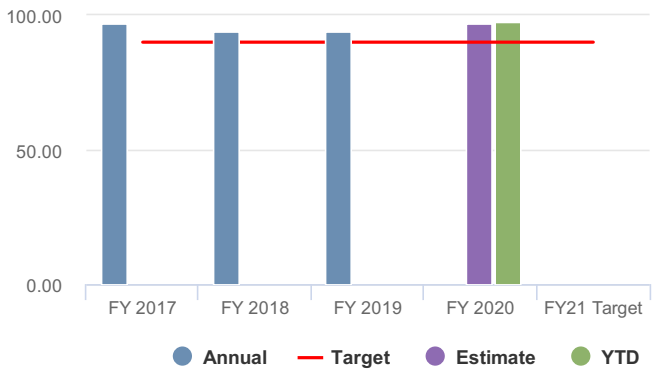




Objective: Maintain all the City IT assets governed by Technology Solutions

Program: Technical Support Services	**Program:** Administration
% of Network Platform / Data Center Availability	Technology Solutions Helpdesk Satisfaction Rating

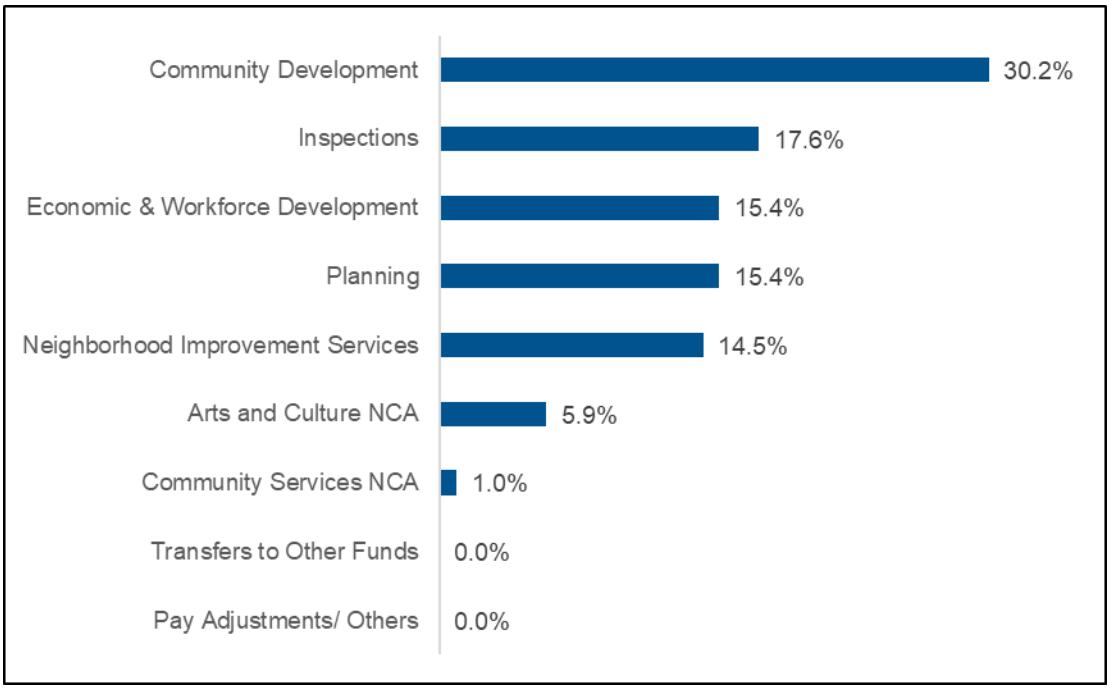




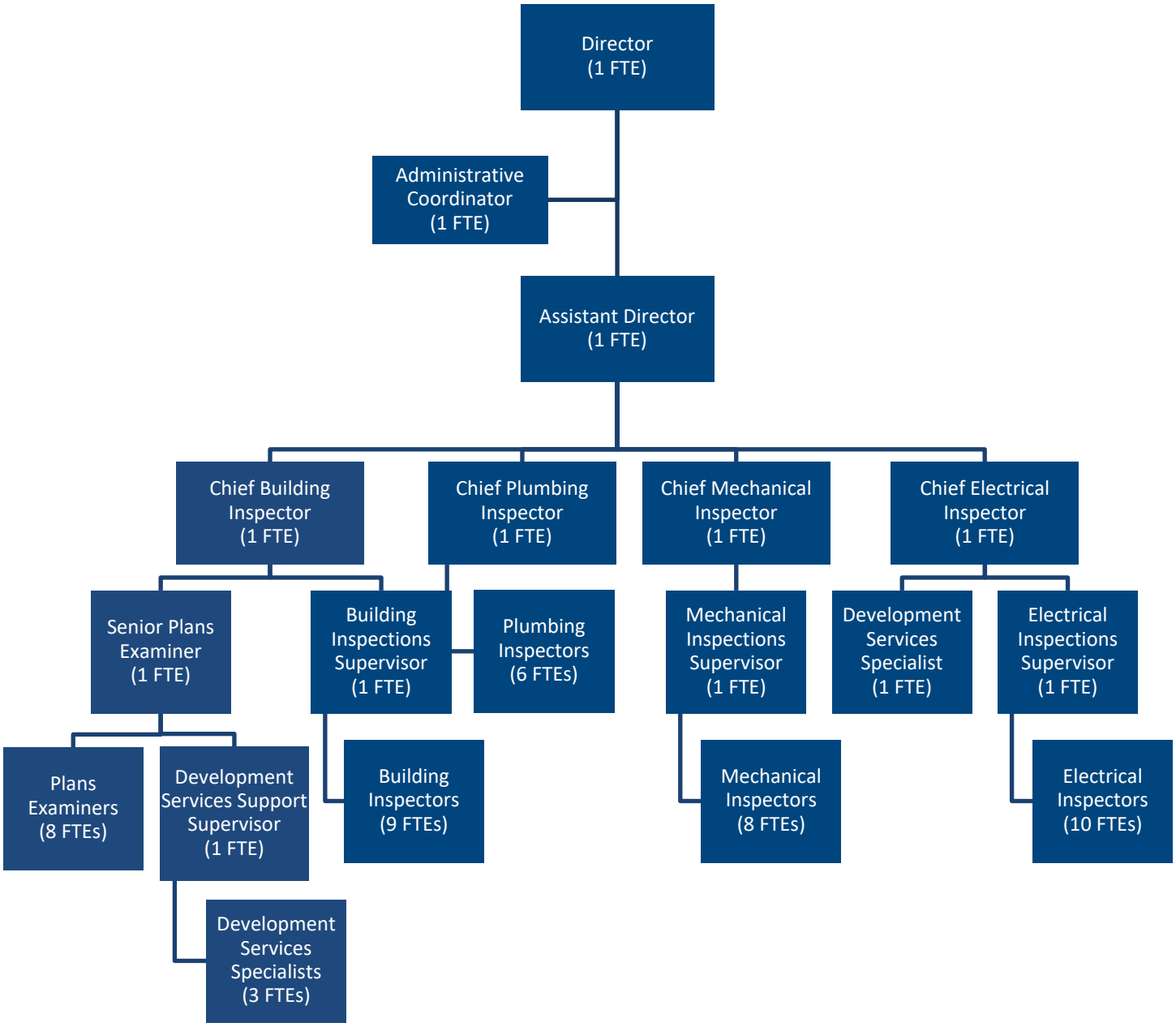
COMMUNITY BUILDING
BUDGET SUMMARY

Non-Grant	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
City/County Inspections	$ 4,760,430	$ 5,318,830	$ 5,204,135	$ 5,588,103	5.1%
City/County Planning	4,145,604	4,508,921	4,827,047	4,897,362	8.6%
Community Development	3,424,820	15,037,653	19,701,892	9,603,410	-36.1%
Economic Development	3,079,429	4,747,481	5,753,143	4,897,854	3.2%
Neighborhood Improvement	4,509,582	4,618,687	5,157,432	4,618,680	0.0%
Contract Agencies					
Arts and Culture	1,872,093	1,875,491	1,875,491	1,875,491	0.0%
Community Services	226,920	306,770	306,770	306,770	0.0%
Pay Adjustments/Others	$10,800	$722,319	$613,969	$10,800	-98.5%
Transfers to Other Funds	7,851	10,761	11,658	11,209	4.2%
Total Appropriations	**$ 22,037,529**	**$ 37,146,913**	**$ 43,451,537**	**$ 31,809,679**	**-14.4%**
Full Time Employees	161	182	182	183	1
Part Time	5	8	8	8	0
Revenues					
General Fund					
Discretionary	$ 12,777,550	$ 15,733,511	$ 17,512,905	$ 15,447,266	-1.8%
Program	3,026,968	3,161,336	3,161,336	3,376,199	6.8%
General Fund Subtotal	$ 15,804,518	$ 18,894,847	$ 20,674,241	$ 18,823,465	-0.4%
Dedicated Housing Fund	1,348,973	12,812,552	17,452,477	7,273,319	-43.2%
Inspection Special Revenue Fund	4,771,230	5,329,630	5,214,935	5,598,903	5.1%
Stormwater Fund	112,808	109,884	109,884	113,992	3.7%
Total Revenues	**$ 22,037,529**	**$ 37,146,913**	**$ 43,451,537**	**$ 31,809,679**	**-14.4%**
Grants					
Community Development Grants	$ 2,368,187	$ 6,831,192	$ 10,481,819	$ 6,829,794	0.0%
Neighborhood Improvement Grants	257,755	107,500	212,100	107,500	0.0%
OEWD Grants	1,951,590	2,272,849	1,705,695	1,843,023	-18.9%
Planning Grants	53,790	43,042	43,042	56,045	30.2%
Total Grants	**$ 4,631,322**	**$ 9,254,583**	**$ 12,442,656**	**$ 8,836,362**	**-4.5%**
Full Time Employees	18	16	16	16	-
Part Time	0	0	0	0	-
Total Budget	**$ 26,668,851**	**$ 46,401,496**	**$ 55,894,193**	**$ 40,646,041**	**-12.4%**

COMMUNITY BUILDING



City-County Inspections
(57 FTEs)



DURHAM CITY- COUNTY INSPECTIONS

Purpose Statement:
To provide a cost effective level of service designed to assure the adequate protection of the health and safety of the citizens of the City and County of Durham through assertive enforcement of the various State building, electrical, plumbing, mechanical, and fire codes, and local zoning ordinances.

DEPARTMENT DESCRIPTION

Inspection Services **$5,588,103**
57 FTEs

The City-County Inspections Department is a merged City and County department that administers and enforces the North Carolina State Building Codes and Durham City-County Zoning Ordinances. State law mandates the inspection of all building construction for the purpose of enforcing various construction codes, thereby assuring the adequate protection of the general public's health and safety. In addition, the City and County regulate development through the Unified Development Ordinance (UDO).

The City-County Inspections Department receives permit applications for all construction trades (building, electrical, plumbing, mechanical and fire), reviews plans and specifications (including Fire Prevention plan reviews), issues permits for all construction activity, and follows up with field inspections to determine compliance with all applicable codes and the UDO. The Department also provides daycare facility inspections, semi-annual inspections of all public schools, inspections for the Durham Housing Authority, follow-up inspections in response to citizens' concerns, Board of Adjustment case reviews, Site Plan/Preliminary Plat/Final Plat case reviews, and Re-zoning case reviews.

The current level of service supports economic development activities that increase citizen access to high quality jobs while increasing the City's tax base. This level of service leads to a strong and diverse economy by providing assistance to encourage new and existing development and providing prompt, efficient, and professional plan review and inspection services. In addition, the current level of service provides assistance with efforts to improve the livability of the city, for connected, engaged, and diverse communities, by managing the City's growth, protecting and preserving the environment, and maximizing the use of public infrastructure. The Department assists in these efforts by providing plan reviews and inspections for all renovation/remodeling and new construction activities. This service helps ensure that all residential and commercial construction meets the NC State Building Codes for safety and health, as well as complying with the UDO requirements, which are structured to preserve and protect the environment. (leading to a sustainable natural and built environment).

The Inspections Department also provides electrical, plumbing, and mechanical inspections for Neighborhood Improvement Services' projects, in order to assist them in their efforts to eliminate substandard housing (leading to connected, engaged, and diverse communities).

In a continuing effort to reduce crime in Durham (to assist in creating a safer community together), field inspectors have been trained to recognize potential crime situations so that they can report any suspicious activities directly to 911 by using their cell phones. In addition, the Inspections Department completed another update class with the Police Department on "City-Wide Eyes" (formerly known as "Eyes and Ears") this past fiscal year, which included information on the recognition of suspicious activity. An additional update training class was coordinated with the Police Department and took place on February 11th, 2020.

An initiative the Inspections Department implemented in previous years (in cooperation with the Police Department and the 911 Center) allows the 911 Center to send text messages over the Inspections Department's cell phones when a crime has occurred and they need field inspectors to be on the lookout for a suspect or a vehicle involved in a crime.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 4,516,444	$ 5,044,513	$ 4,929,906	$ 5,344,639	5.9%
Operating	243,986	274,317	250,847	243,464	-11.2%
Capital and Other	-	-	23,382	-	0.0%
Total Appropriations	$ 4,760,430	$ 5,318,830	$ 5,204,135	$ 5,588,103	5.1%
Full Time Employees	50	57	57	57	-
Part Time	3	4	4	4	-
Revenues					
Discretionary	$ -	$ -	$ -	$ -	0.0%
Program	(8,764)	-	-	-	0.0%
General Fund Total Revenue	$ (8,764)	$ -	$ -	$ -	0.0%
Special Revenue Fund	$ 4,760,430	$ 5,318,830	$ 5,204,135	$ 5,588,103	5.1%
Total Revenues	$ 4,751,666	$ 5,318,830	$ 5,204,135	$ 5,588,103	5.1%

BUDGET ISSUES FOR FY 2020-21

- Physical space limitations.
- Continuous enhancements to the Land Development Office (LDO) software.
- Technology enhancements and hardware support.
- The ability to find and hire qualified applicants in a highly competitive market.
- Building Permit application submittal with attachments (drawings, etc.) entirely within the LDO software.
- Scheduling software for the Multi-Trade Division for HVAC replacements.

ACCOMPLISHMENTS FOR FY 2019-20

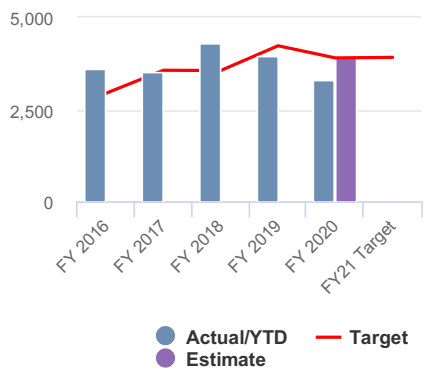
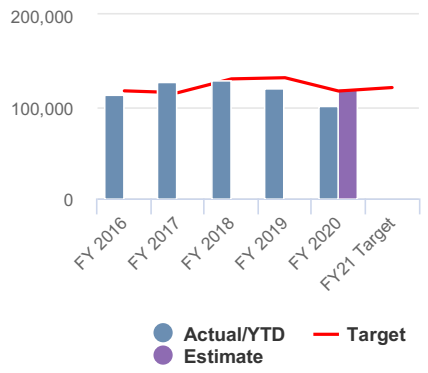
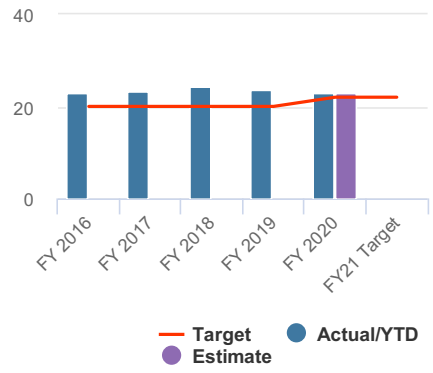
- Provided plans review, field inspections, and customer service efforts for over $1.8 billion worth of construction value for construction projects.
- Set new records regarding the number of permits issued (during CY 2019). The Building Division issued 5,100 permits; the Electrical Division issued 12,716 permits; and the Mechanical Division issued 9,836 permits. The total number of permits issued by the Department was 32,043 permits.
- Our Department continued all operations throughout the malware attack (our field inspectors continued to perform all field inspections manually, without their field laptop units, by recording all inspection results on paper. The results were entered into the inspections software system after all systems were restored).
- Assisted with successful completion of emergency repairs to the McDougal Terrace housing units.
- Assisted with expedited completion of the Duke Bed Tower project, so that the additional hospital beds would be available for COVID19 purposes.
- Implemented Box.com software initiative to return approved drawings back to the contractors/design firms digitally (this was targeted for completion two years from now in our Departmental Strategic Plan, but was researched and implemented much earlier, due to the complications created by the malware attack and the COVID19 concerns).
- Implemented Live Remote Inspections for owner occupied residences (in order to keep homeowners, contractors, and our field inspectors safer through social distancing efforts).

- Inspected all public schools twice during the year, and all new daycare facilities.
- Conducted requested inspections within 24 hours, over 90% of the time.
- Maintained 100% compliance with the Fleet Preventive Maintenance program.
- Performed two quality assurance inspections behind each field inspector each month.
- Provided a bi-lingual employee in the Administrative Division and two bi-lingual employees in the Plans Review Division to support the City's Hispanic initiatives.
- Participated in economic development projects such as : Durham Police Department's new headquarters project, Durham County Main Library major renovations project, the old Durham County Judicial Building major renovations project, Dillard Street Mixed Use (with apartments) project, Del Webb Carolina Arbors residential community project, Creekside at Bethpage residential community project, Duke University Hallows Dormitory, Duke University Wellness Center, Duke University Engineering Building, Duke University Bed Tower project, Duke University Craven Dorm project, Duke Regional Hospital Behavioral Addition project, Johnson Lexus renovations project, Parmer RTP Headquarters Building, Corning Inc. renovations project, 751 South project, Morris Street Innovation District project, Mill Building renovations project, Bluebird Bio Pharmaceutical Plant project, Avexis Industrial Pharmaceutical Manufacturing Facility, Merck Pharmaceutical renovations project, Syngenta Core/Shell/Greenhouse building, multiple new apartment complexes (for example: Davis Drive East Apartments, Solis Patterson Place Apartments, University Hill Apartments, South Square Mixed Use/Residential project, 600 Willard Apartments, The Lodge at Croasdaile Farm Garden Apartments, Van Alen Tower Apartments, Farrington Road Apartments, Durham Gateway Center Apartments, etc.), 1105 West Main Street Condos project, Durham City Center 29 story high-rise project, Mangum Street Parking Deck project, etc.
- Participated in successful 911 and Police Department "City-Wide Eyes" program that sends text message notification to field inspectors about break-ins, robberies, etc.
- Completed another "City Wide Eyes" training session, led by the Durham Police Department.
- Completed another "Storm Water" training session, led by the Public Works Department.
- Assisted with the final construction phases of the City Center project, including Partial Occupancy requests.
- Assisted extensively with the Gas Explosion Remediation Project.
- Partnered with North Carolina State University's School of Design, regarding their Civic Community Service Project (Observation platform and shelter at the Eno City Park).
- Partnered with the Habitat for Humanity Home Builders Blitz Program in Northeast Central Durham, providing night and weekend inspections, as well as "top priority" inspections; thereby assisting with the City's and County's affordable housing initiatives and the fight against poverty initiatives.
- Partnered with Habitat for Humanity as they constructed 5 new homes and completed 12 critical home improvement projects in Northeast Central Durham during CY 2019.
- Recently enacted State legislation requires single permits and inspections (mechanical and electrical) for HVAC replacements. All of our Multi-Trade Inspectors have obtained their Probationary Electrical certifications.
- Completed the Standard Operating Procedures for the new Enhanced Plan Review initiative. Continuing to refine the final procedures.
- Successfully completed the "Pay to Play" software enhancement which allows contractors to pay their permit fees on-line immediately (eliminated all charge accounts, resulting in increased efficiencies).
- Continuing Process Improvements for the Small Project Plan Review initiative, to meet the proposed performance standard of three day turn-around time-frames.
- Hired a full time supervisor for the Permit Technicians.
- We are now 100% digital for all permit application submittals.
- Wade Vandiford obtained his Standard Level I Electrical certification.
- David Tapp obtained his Standard Level I Electrical certification.
- James Hobby obtained his Standard Level III Mechanical certification.
- Matthew Parrott obtained his Standard Level III Electrical certification.
- Karey Liptock obtained her Standard Level III Building certification.
- Julian Arroyo obtained his Standard Level III Building certification.
- Chris Clark obtained his Standard Level III Plumbing certification.

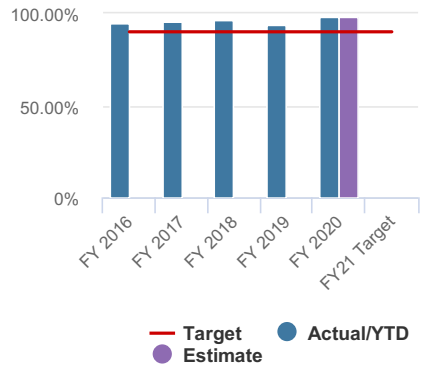
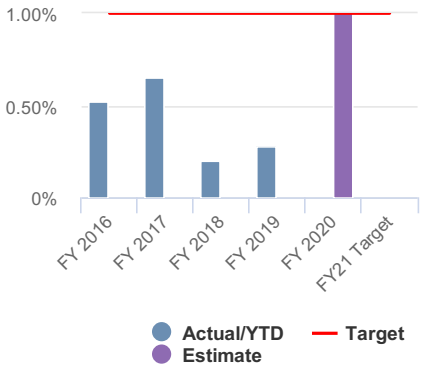
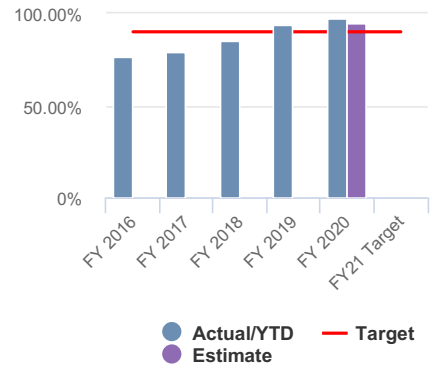
ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

- Assist in the reduction of the incidence of crime through participation in the “City-Wide Eyes” program; provide updated training; and continue with participation in the text-messaging initiative with the Police Department and the 911 Center.
- Assist with enforcement of the UDO (Unified Development Ordinance) Resource Protection provisions.
- Implement enhancements to the LDO software.
- Assist with Pothole Hotline program, whereby field inspectors report potholes.
- Assist with Keep Durham Beautiful program, whereby field inspectors report violations.
- Assist with Leadership in Energy and Environmental Design/Green Build (LEED) efforts, by training staff in LEED issues, and by reviewing and approving systems in water reclamation.
- Assist with Storm Water Training program, whereby field inspectors report violations.
- Continue to provide cross-training for Mechanical and Electrical certification in the Mechanical Division for specific types of projects.
- Improvements to Departmental website, including additions to the comprehensive listing of “Frequently Asked Questions”.
- Develop the new Mechanical inspections scheduling software, which will streamline the process for setting up appointments for homeowners with HVAC replacements.
- Develop and update the LDO website to conform to today’s web software standards.
- Continue to partner with Habitat for Humanity in their efforts in Census Tract 10.01, as well as their efforts in Northeast Central Durham.
- To be a contributing partner in Shared Economic Prosperity.
- To ensure that the Enhanced Plan Review program is fully staffed and well-trained.

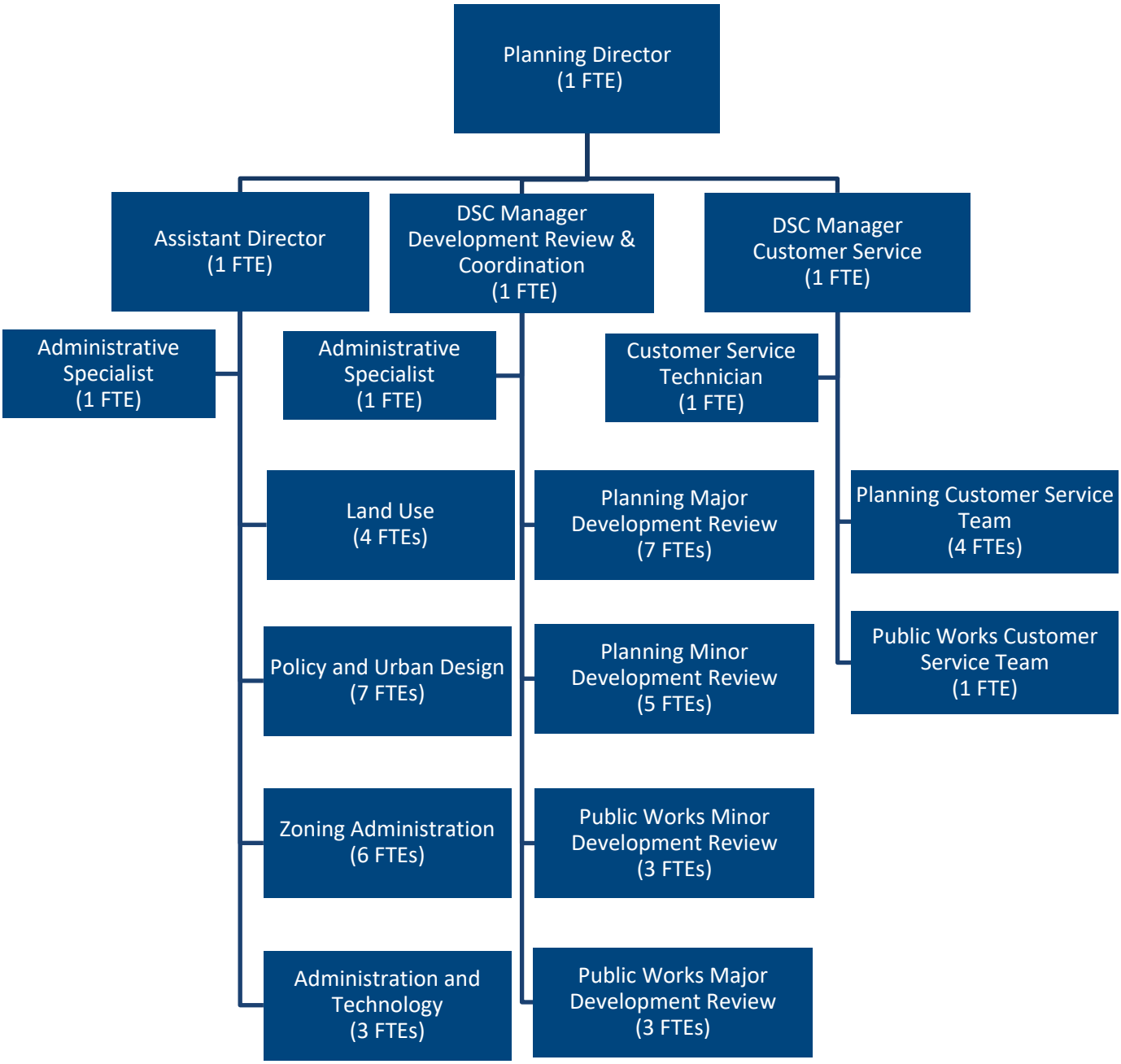
Objective: Provide outstanding customer service through efficient and effective inspection processes

Program: Inspections	**Program:** Inspections	**Program:** Inspections
# of residential plans reviewed	# of inspections performed	# Inspections per Inspector per Day
		

Objective: Build departmental capacity to ensure long-term sustainability of high-performing service levels

Program: Inspections	**Program:** Inspections	**Program:** Inspections
% Responses to requested inspections within 24 hours	% plan errors found in field	% Residential plans reviewed within five business days
		

City-County Planning
(50 FTEs)



DURHAM CITY - COUNTY PLANNING

Purpose Statement:
To guide the orderly growth and enhancement of the Durham community while preserving its cultural heritage and natural resources.

DEPARTMENT DESCRIPTION

Planning

General Fund:	**$4,794,579**
	48 FTEs
Stormwater Funds:	**$113,992**
	1 FTE
Grant Funds:	**$56,045***
	1 FTE

The Durham City-County Planning Department was established under NCGS § 153A-321 and NCGS § 160A-361, through an Interlocal agreement with Durham County. The Planning Department serves as the professional planning agency for both the City and County. The Department performs complex land use evaluations and provides plans, reports, information, and recommendations to elected boards, City and County Managers, six appointed boards and commissions, and the general public. The Department is also the lead department in implementing and enforcing regulatory controls on development applications. The Department works collaboratively with City, County, state, and federal agencies on land use issues. An annual Planning Department Work Program is presented to the City Council and Durham County Board of County Commissioners for adoption in accordance with the Interlocal agreement.

Development Coordination and Review

The Department processes and reviews all proposals for new development to ensure that they are consistent with adopted City and County policies, plans (including the *Durham Comprehensive Plan*), the provisions of the *Durham Unified Development Ordinance* (UDO), and other applicable ordinances. Development Review staff reviews and approves a variety of administrative applications, including coordinating review of floodplain development permits, along with floodplain reviews of site plans and building permits, on behalf of the City Public Works Department's Stormwater Services division. Land Use staff prepares professional recommendations about development proposals to quasi-judicial and governing boards. Planning staff provides support to several joint City-County boards and commissions with development review responsibilities, including the Historic Preservation Commission, the Board of Adjustment, and the Planning Commission. The Department manages physical and digital records and public notification as required by state statutes and the UDO.

Zoning Compliance and Enforcement

Staff monitors and enforces compliance with the *Durham Unified Development Ordinance* and certain other City and County codes proactively, and in response to complaints, and manages physical and digital records as required by state statutes and the UDO. Staff also monitors and enforces compliance with approved site plans and Certificates of Appropriateness.

Policy Development

The Department prepares and updates the *Durham Comprehensive Plan*; prepares plans, policies, programs, and recommendations about land use, historic preservation, urban design, environmental protection, trails and greenways, and open spaces to preserve Durham's natural and cultural resources. The Department participates in planning for regional transit; provides demographic support to the City and County of Durham; plans, organizes, and facilitates urban design studios for specific topics or special projects, and prepares proposed amendments to the *Unified Development Ordinance*. Planning staff also provides assistance to various advisory City-County boards and commissions, including the Appearance Commission, Durham Open Space and Trails Commission, and the Joint City-County Planning Committee, who provide input and guidance on policy issues.

Public Information

Through the Development Services Center (DSC) and an extensive website, the Department provides a wide range of information to the public about properties, planning, and development in Durham. The DSC provides a one-stop-

shop for development services, including application intake, in-person customer service, and quick turn-around for minor building projects and planning approvals. The DSC is staffed by employees from City-County Planning, City-County Inspections, and Public Works Departments.

RESOURCE ALLOCATION TABLE

Non-Grant	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 3,803,750	$ 4,201,124	$ 4,202,055	$ 4,566,960	8.7%
Operating	341,854	307,797	624,992	330,402	7.3%
Capital and Other	-	-	-	-	0.0%
Transfers	7,851	10,761	11,658	11,209	4.2%
Total Appropriations	$ 4,153,455	$ 4,519,682	$ 4,838,705	$ 4,908,571	8.6%
Full Time Employees	43	49	49	49	-
Part Time	1	3	3	3	-
Revenues					
Discretionary	$ 995,860	$ 1,248,462	$ 1,567,485	$ 1,418,380	13.6%
Program	3,044,787	3,161,336	3,161,336	3,376,199	6.8%
Total General Fund	$ 4,040,647	$ 4,409,798	$ 4,728,821	$ 4,794,579	8.6%
Stormwater Fund	$ 112,808	$ 109,884	$ 109,884	$ 113,992	0.0%
Total Revenues	$ 4,153,455	$ 4,519,682	$ 4,838,705	$ 4,908,571	0.0%
Grant					
Personal Services	$ 53,790	$ 43,042	$ 43,042	$ 56,045	30.2%
Operating	-	-	-	-	0.0%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	$ 53,790	$ 43,042	$ 43,042	$ 56,045	30.2%
Full Time Employees	1	1	1	1	-
Part Time	-	-	-	-	-
Transportation Planning					
Grant Revenue	$ 53,790	$ 43,042	$ 43,042	$ 56,045	30.2%
Total Grant Revenue	$ 53,790	$ 43,042	$ 43,042	$ 56,045	30.2%
Total Budget	$ 4,094,437	$ 4,452,840	$ 4,771,863	$ 4,850,624	8.9%

BUDGET ISSUES FOR FY 2020-2021

- Planning Department operational expenses are largely driven by legal requirements in the UDO, City Code, and state legislation.
- The Planning Department and a significant number of the DSC's Partner Work Units do not fully recover costs, therefore reliance on the general fund and competing general fund priorities causes uneven staff availability for development review.
- The Department must continue to accommodate new state legislation and court cases related to UDO requirements, placing unexpected demands on the work program.
- The unknown impacts of the coronavirus COVID-19 on future development submittals.

ACCOMPLISHMENTS FOR FY 2019-2020

Development Coordination and Review

- Provided timely review and processing of development applications (projected EOY):

Certificates of Appropriateness	120
Zoning Map Changes	52
Comprehensive Plan Map Amendments	16
Annexations	29
Street Closings	4
Site Plans and Preliminary Plats	397
Subdivisions	382
Board of Adjustment Cases	54
Planning Building Permit Reviews	3,469
Sign Permit Reviews	450
Common Signage Plan Reviews	19
Architectural Reviews	2
Home Occupation Permits	114
Outdoor Seating Permit Reviews	5
Street Vendor Registrations	160
Temporary Use Permits	78

- Verified allowable uses or change of use for 521 properties in addition to those listed above, including 18 family care homes and group homes.
- Coordinated with the Police Department to verify allowable use for 75 ABC permit applications and with the state to verify two additional ABC permit requests within Durham County.
- Coordinated with the City-County Inspections Department to verify allowable use before electrical reconnection for 53 properties.
- Converted Planning fees associated with building permit review to online payment and integrated with the building permit fee process.
- Coordinated with the County Sedimentation and Erosion Control Office for the issuance of 12 Land Disturbance Permits associated with single-family development.
- Coordinated the review of two Selective Vegetation Removal Permits for consideration by NCDOT.
- Coordinated with the City Public Works Department, Stormwater Services Division, on 46 Floodplain Development Permits with a total of 140 reviews and re-reviews, and 86 informal markup sessions in addition to floodplain-related reviews of 224 site plans or plats, 893 building permits, and 176 construction drawings, and responded to 240 information requests related to FEMA floodplain.
- Established a new floodplain compliance and inspection process that included 17 floodplain as-built reviews, 70 floodplain inspections, and 60 floodplain compliance investigations.
- Coordinated with the Public Works Department on the review and inspection of 150 proposed Small-Cell Wireless facilities and 210 additional courtesy reviews.
- Continued coordination with the City Transportation Department on the administration of the expanded temporary right-of-way closure permit process, including review and inspection of 178 requests, with 99% of the reviews completed within two working days.
- Continued the Development Management Team to monitor the process, implement any process improvements, and provide a venue for a coordinated approach to problem solving and customer service.

This team includes supervisors from Public Works, Transportation, Planning, County Engineering, and other departments associated with the development review process, on an as-needed basis.

- On a limited basis, piloted an “enhanced” review process for site plans that involves a face-to-face meeting between applicants and the reviewers.
- Continued development process improvements, including the quarterly “Development Roundtable” committee, where representatives from the development community meet with the directors from Planning, Public Works, and Inspections on issues or concerns, as well as periodic focus groups to discuss new processes and receive customer feedback.
- Continued any-day submittals of site plans, preliminary plats, and final plats.
- Began any-day submittals of annexation petitions and zoning case re-reviews.
- Began coordination with the City Public Works Department, Stormwater Services Division, on the review and authorization of requests for determination of “No Practical Alternatives” for minor encroachments into stream buffers within the Jordan Lake basin, as delegated by the North Carolina Department of Environmental Quality. Staff performed 158 of such reviews, with 100 percent of the reviews completed within two working days.
- Redesigned and began using new notification signs for all public hearing items, including Spanish translations and color-coding according to the process or board that will hold the public hearing.
- Assisted in implementing Goal 1 of the City Strategic Plan.
- Staffed the following three development-focused, appointed boards and commissions, including holding virtual public hearings during the COVID-19 pandemic:
  - Planning Commission,
  - Board of Adjustment, and
  - Historic Preservation Commission.

Zoning Compliance and Enforcement

- Provided timely enforcement of the UDO (projected EOY):

Zoning Enforcement Cases Initiated	1,580
Site Compliance Cases Initiated	1,340

- Continued the zoning enforcement patrol program as resources permitted, with approximately 74% of zoning enforcement cases initiated as a result of proactive patrols.
- Added automatic online payment for site compliance inspections and re-inspection fees, and integrated the initial payments with the building permit fee process.
- Enforced standards for mobile vendors as directed by the City Manager.
- Enforced outdoor seating standards in the Downtown Design District as directed by the City Manager.
- Enforced regulations for spacing of group and family care homes, as required by the UDO.

Policy Development

- Completed the first phase of public engagement for the new *Durham Comprehensive Plan*.
  - Held five public *Listening and Learning* sessions over the course of a week to kick off the public engagement portion, reaching approximately 375 attendees.
  - Recruited and trained 40 Ambassadors, who held approximately 80 mini-*Listening and Learning* sessions, reaching approximately 600 attendees.
  - Over 200 people participated in an online *Listening and Learning* survey.
- Completed or worked on significant revisions to the UDO, including:
  - *Revisions to the Signs Article,* underway;
  - *Expanding Housing Choice,* adopted by the City Council and the Board of County Commissioners;
  - *Omnibus Changes XII,* adopted by the City Council and Board of County Commissioners, and
  - *Landscape Revisions,* adopted by the City Council and the Board of County Commissioners.
- Completed the annual Evaluation and Assessment Report of the *Durham Comprehensive Plan*.
- Participated in a multi-departmental effort with GoTriangle to update the Durham County Transit Plan.
- Began work on a comprehensive update to the Industrial Land Analysis.
- Began work on an update to the *Historic Resources Local Review Criteria*.
- Began work on an update to the *Landscape Manual for Durham, North Carolina*.
- Worked with GoTriangle to manage an FTA transit grant for a variety of station area planning tasks.
- Worked on the *Patterson Place Compact Design District*, hosting several public meetings, and presented it to the City Council and the Board of County Commissioners, both of which adopted it.

- Maintained Certified Local Government Status for historic preservation.
- Participated in Triangle J Council of Government (TJCOG) planning efforts including the Center of the Region Enterprise (CORE) Project and the Smart Growth Committee.
- Assisted in the development and presentation of the legislative agenda.
- Performed demographic analysis for the Durham-Chapel Hill-Carrboro Metropolitan Planning Organization (MPO).
- Hosted two Planning Academy sessions, each a course for 20 attendees to learn more about planning concepts and processes. One session this year was open to the community, and the other was open to City and County staff only, due to high demand.
- Assisted in implementing Goals 3 and 5 of the City Strategic Plan.
- Provided departmental GIS and computer hardware and software support.
- Provided graphic support to the Department and for a public event held by Parks and Recreation.
- Participated in numerous regional committees, in addition to staffing the following three policy-focused appointed boards and commissions:
    - Joint City-County Planning Committee,
    - Durham Open Space and Trails Commission, and
    - Appearance Commission.

Public Information

- Managed the Customer Service Center and provided timely response to all general public inquiries via walk-ins, telephone, or email (projected EOY total contacts of 90,000 DSC contacts, including 38,000 Planning contacts).
- Began free 20-minute meetings with on-call planners when customers need more than a quick answer; Planning staff held 3,400 of such meetings. These meetings are now offered remotely while walk-in services are suspended due to COVID-19.
- On behalf of our partners in Public Works, received and triaged 543 construction drawing submittals and 2,196 right-of-way and residential driveway permits.
- Responded to 533 public information requests, with 99% of the responses made within the established deadlines.
- Through the modification of existing software and acquisition of new software, implemented a fully digital application submittal, payment, distribution, review, and approval process for all department applications and permits (49 application types), which includes both Planning and Public Works applications.
- Significantly revised three existing DSC web site pages and created 45 new web pages to enable new digital application submittal and review processes and provide step by step customer guidance.
- Created and maintained a dedicated Emergency Alert DSC web page related to revised operations related to the March 6th malware attack, COVID-19, and new digital application and review processes.
- Sent 30 external customer email notifications to DSC email list (7,800 subscribers), including eight messages related to the March 6th malware attack, COVID-19, and new digital application and review processes.
- Provided inter-agency support (40 City, County, and State agency work groups) and training for new digital processes, including five virtual seminars, 21 how-to articles, and a 14-page Standard Operating Procedure.

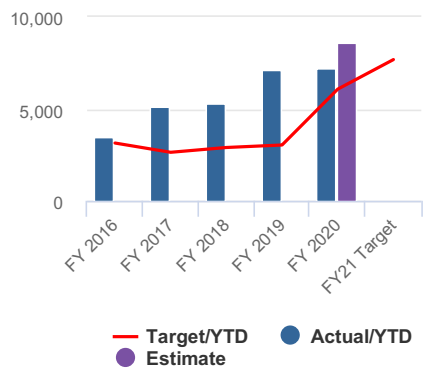
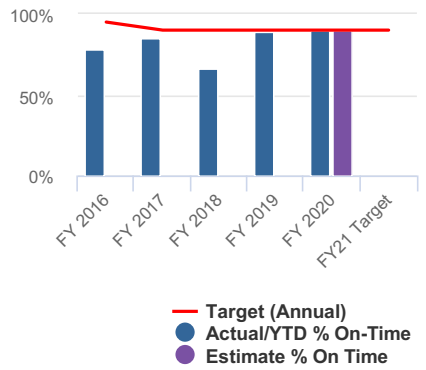
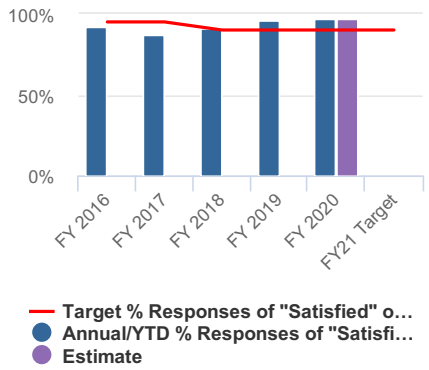
- Added in-person cashiering services to DSC Planning and lobby greeter stations. Assisted with cross-training of Public Works and Inspections DSC staff.
- Developed a Basic Property Report, which is a free product for customers seeking general property and zoning information.
- Made progress on conversion of paper files to digital files, with the assistance of permanent and temporary staff and a youth intern, allowing more efficient use of the Department's physical space while maintaining access to historical records.
- Provided web support for the Planning Department, the Development Services Center, and the EngageDurham websites. Planning staff also served on the Web Governance Committee that is leading efforts to update the City's website and comply with ADA accessibility requirements.
- Tracked an average of 3,161 unique, non-staff visits per month to the Development Services Center website, including a near-doubling of website traffic due to the Stay-at-Home order in effect since March.
- Updated applications, checklists, and other forms to clarify requirements for development submittals and to help applicants to understand the process for the various approvals through some lessons learned from "human-centered design" and to meet ADA accessibility requirements.

- Continued and expanded the content of the Planning Public Notification Service, a free, self-subscribed email notice service that provides announcements and information about upcoming public hearings and meetings.
- Developed and began implementation of the Department's *Language Accessibility Plan*, starting with translating zoning violation notices, public notice letters, and notification signs into Spanish to provide dual-language legal notices to the public.

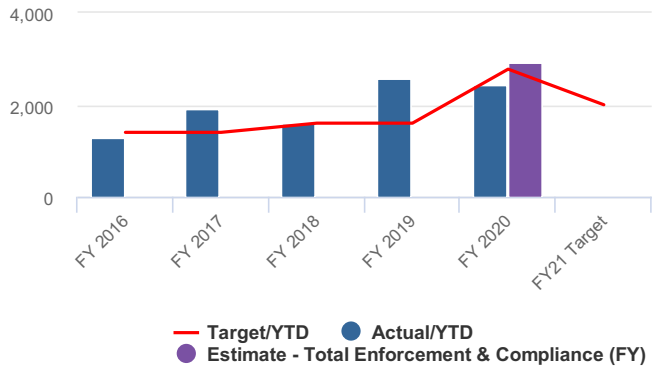
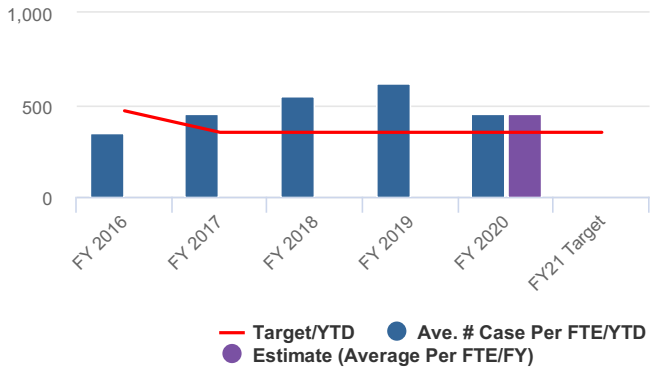
ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-2021

- Continue on-going work activities as defined in the adopted annual Work Program.
- Continue to make significant improvements to the UDO and development review processes.
- Complete the Annual Evaluation and Assessment Report for the Durham Comprehensive Plan.
- Continue ongoing technical amendments to the UDO.
- Respond to mandates from the NC General Assembly regarding development regulations.
- Improvements to customer feedback and education opportunities, and ensure equitable access to services.
- Implement a web-based scheduling tool for pre-development staff consultation.
- Maintain the NFIP Community Rating System certification for Durham County.
- Participate in a multi-departmental effort with GoTriangle to update the Durham County Transit Plan.
- Continue work on a new *Durham Comprehensive Plan*.
- Continue the zoning enforcement patrol program as resources permit.
- Continue to convert existing paper files to digital files with the assistance of youth interns, permanent and temporary staff, and make more efficient use of department's physical space.
- Work with the Durham-Chapel Hill-Carrboro Metropolitan Planning Organization on data collection and analysis as well as transportation modeling for the development of the next Metropolitan Transportation Plan.
- Host at least two Planning Academy sessions, a course for citizens to learn about planning concepts and processes.
- Continue to translate applications and notifications into Spanish in accordance with the City's and the Department's *Language Accessibility Plans*.
- Consolidate, simplify, and offer new products related to customer information and zoning verification.
- Maintain a fully digital and paper-free development application process, while providing a means for customers with limited access to technology to receive services and submit development applications.
- Modify customer service operations so that walk-in services are offered safely and customers continue to have equitable access to services.

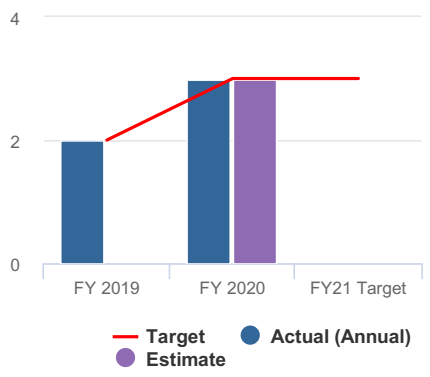
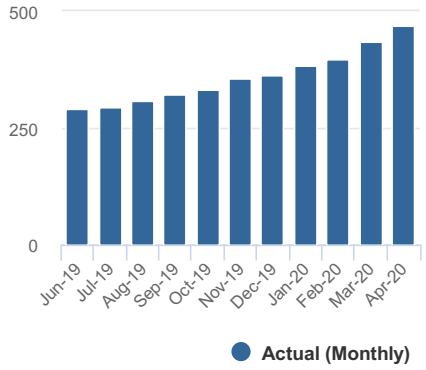
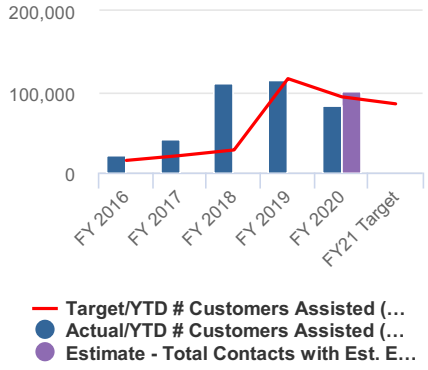
Objective: Manage a Process for Reviewing Development that is Coordinated, Efficient, Predictable, Fair, and Transparent

Program: Development Coordination and Review	**Program:** Development Coordination and Review	**Program:** Development Coordination and Review
Total # All Planning Development (Major, Minor, & Land Use) Case or Permit Reviews	% Planning Development Reviews Completed On Time for All Case or Permit Types	% of All Surveyed Customers That Are "Satisfied" or "Very Satisfied" with Overall Planning Reviews
		

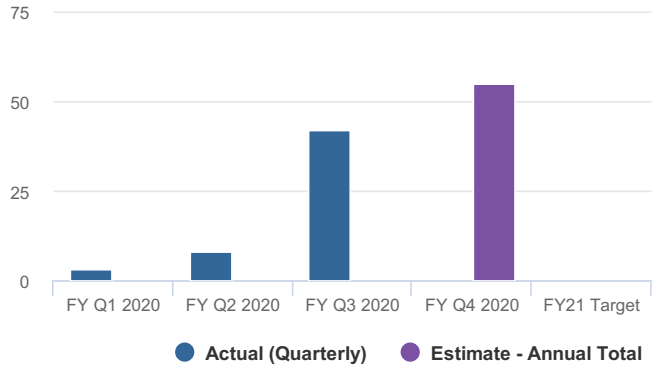
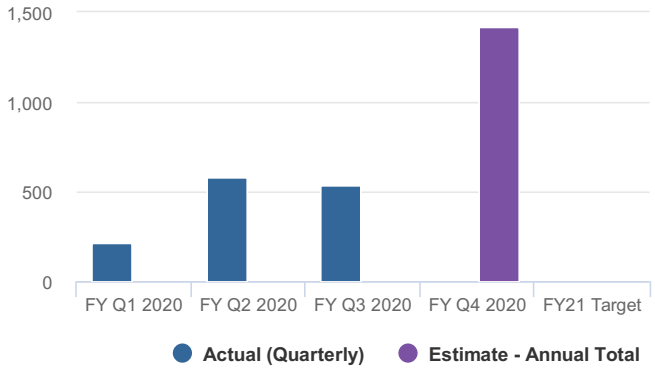
Objective: Enforce the UDO Fairly and Equitably Across the City and County of Durham

Program: Zoning Compliance and Enforcement	**Program:** Zoning Compliance and Enforcement
# Zoning Enforcement and Compliance Investigations Initiated	Average Number of Cases Per Compliance & Enforcement FTE
	

Objective: Improve the Efficacy of the Department's Outreach and Public Information Accessibility Efforts

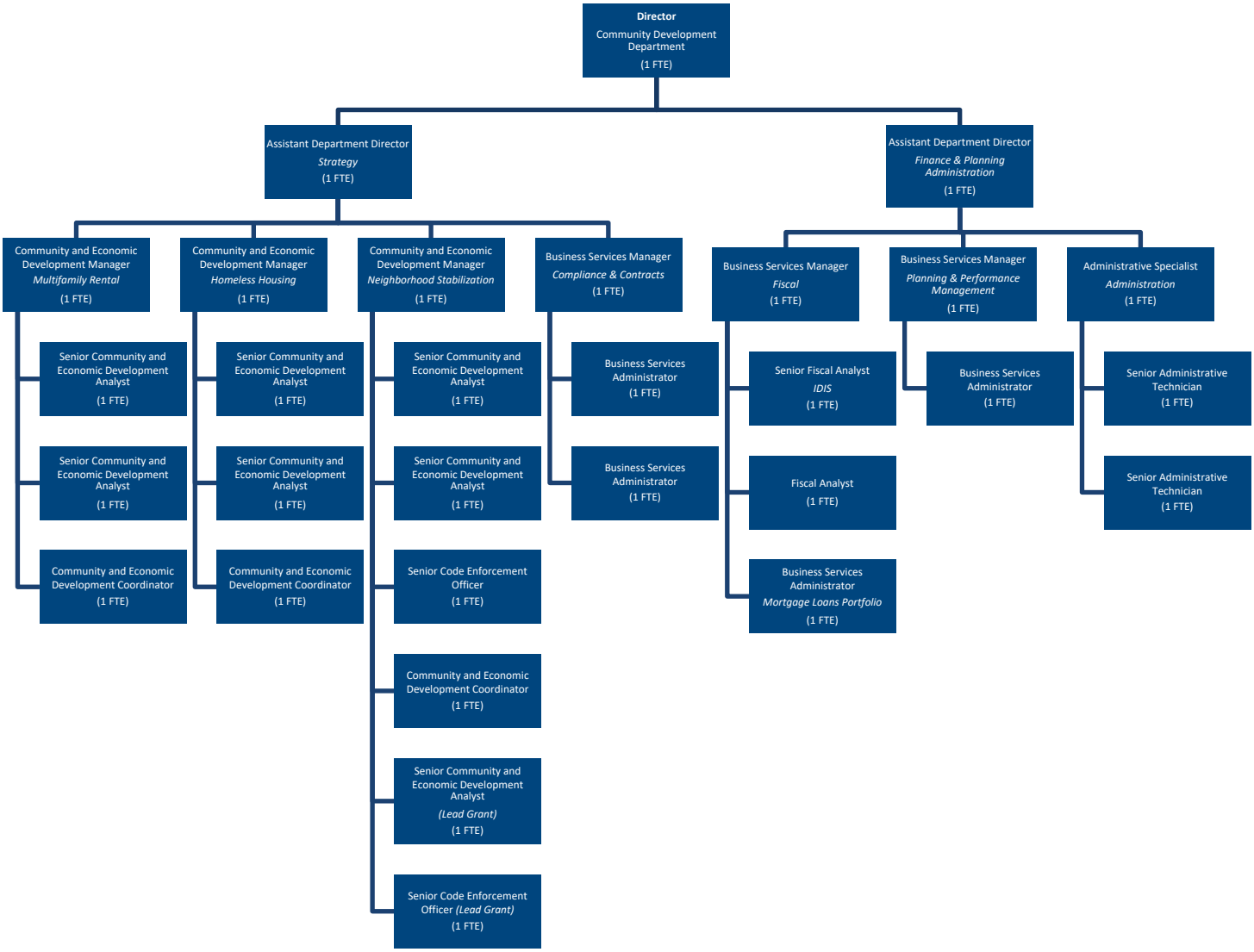
Program: Policy Development	**Program:** Public Information	**Program:** Public Information
Number of Planning Academy Sessions Held	Number of Community Groups and Individuals Registered to Receive Notice	Total Customer Contacts by DSC Staff (Includes Inspections & PW > 4/1/2017)
		

Objective: Guide the Development of Durham in Accordance With the Community's Vision, and the Ability to Provide Efficient Infrastructure and Services to New Development

Program: Policy Development	**Program:** Policy Development
Number of Community Engagement Events Focused on the New Durham Comprehensive Plan	Number of People who Participate in Development of the Comprehensive Plan
	

Community Development

(30 FTEs)



COMMUNITY DEVELOPMENT

Purpose Statement:
The mission of the Community Development Department is to foster safe, decent and sustainable neighborhoods and to enhance housing quality and affordability for the citizens of Durham.

DEPARTMENT DESCRIPTION

General Fund: $2,330,091
15 FTE
Dedicated Housing Fund: $7,273,319
6 FTE
Grant Funds: $6,829,794
9 FTE

Fiscal Management and Planning Administration Division

This Division provides fiscal oversight and administration of managerial functions that are required for daily operations of the department. While this Division does not have any programs associated with it, the Division performs fiscal reporting and compliance roles that are included in the programs under Housing Development and Project Administration. These roles involve Departmental management, U.S. Department of Housing and Urban Development (HUD) reporting, consolidated planning, fiscal compliance and monitoring, fiscal and budgetary management, loans portfolio management and servicing, and Integrated Disbursement Information Systems (IDIS) data management. Planning and Performance Management will effectively manage federal entitlements, recovery funds, other grants, and Community Development Department (CDD) programs to ensure fiscal responsibility through internal controls and fiscal compliance monitoring, and continue to realign services to better meet the needs of non-profits agencies, for-profits organizations, and the community.

Strategy Division

This Division provides oversight and administration of community development, housing development, community revitalization and redevelopment projects; programs and services intended to stabilize communities through housing production; public service delivery; homebuyer initiatives; housing rehabilitation; customer service; and partnerships with non-profit and for profit entities. The following specific programs are administered under this Division:

Homeless Housing System: This program seeks to reduce the number of homeless families and individuals in Durham through the creation of a strong homeless housing system, including effective coordinated entry and diversion systems, emergency shelter, and a range of permanent housing options to meet the diverse needs of homeless households. Additionally, this program is responsible for the administration and coordination of Continuum of Care (CoC) and the Homeless Services Advisory Committee (HSAC). This program also manages Housing Opportunities for Persons with AIDS (HOPWA) funds from the U.S. Department of Housing and Urban Development (HUD) to help HIV/AIDS-positive individuals improve their health by providing stable housing as a basis for increased participation in comprehensive care.

Multifamily Rental Production & Preservation: This program seeks to promote the creation and preservation of multifamily rental housing affordable to individuals and families with incomes below 60% of Area Median Income (AMI). This includes managing the City's partnership with the Durham Housing Authority (DHA), including the execution of the Downtown and Neighborhood Affordable Housing Plan to redevelop DHA sites and City-owned parcels in central Durham.

Neighborhood Stabilization Programs**:** This program seeks to increase the supply of small scale rental housing units and affordable homeownership opportunities in targeted and non-targeted neighborhoods. This includes managing repair and rehabilitation programs to assist low-income homeowners. Additionally, this program oversees community outreach and public service programs designed to help stabilize and improve the well-being of low income households and communities.

Contracts and Compliance: This program oversees contracting and compliance monitoring of applicable federal and local requirements over the life cycle of the projects funded by the Department. This includes the development of policies and procedures, preparation of contract templates, review of draft contracts, development of monitoring procedures; and the conduct of internal and external monitoring of teams and subrecipients.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Non-Grant					
Appropriations					
Personal Services	$ 1,738,716	$ 2,083,098	$ 2,083,098	$ 2,429,885	16.6%
Operating	1,686,105	12,954,555	17,618,794	7,173,525	-44.6%
Capital and Other	-	-	-	-	0.0%
Transfers	-	-	-	-	0.0%
Total Appropriations	$ 3,424,820	$ 15,037,653	$ 19,701,892	$ 9,603,410	-36.1%
Full Time Equivalents	16	20	20	21	1
Part Time	-	-	-	-	-
Revenues					
Discretionary	$ 2,075,847	$ 2,225,101	$ 2,249,415	$ 2,330,091	4.7%
Program	-	-	-	-	0.0%
Total General Fund	$ 2,075,847	$ 2,225,101	$ 2,249,415	$ 2,330,091	4.7%
Dedicated Housing Fund	1,348,973	12,812,552	17,452,477	7,273,319	-43.2%
Total Revenues	$ 3,424,820	$ 15,037,653	$ 19,701,892	$ 9,603,410	-36.1%
Grant					
Appropriations					
Personal Services	$ 584,696	$ 531,438	$ 531,438	$ 538,484	1.3%
Operating	1,783,491	6,299,754	9,950,381	6,291,310	-0.1%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	$ 2,368,187	$ 6,831,192	$ 10,481,819	$ 6,829,794	0.0%
Full Time Employees	7	9	9	9	-
Part Time	-	-	-	-	-
Revenues					
CDBG	$ 1,240,203	$ 2,088,113	$ 4,078,882	$ 2,044,310	-2.1%
HOME	764,598	1,182,516	2,660,143	1,165,206	-1.5%
Emergency Shelter	263,096	169,200	333,631	174,691	3.2%
HOPWA	100,290	429,110	446,910	483,334	12.6%
Lead Hazard Reduction	-	2,962,253	2,962,253	2,962,253	0.0%
Total Revenues	$ 2,368,187	$ 6,831,192	$ 10,481,819	$ 6,829,794	0.0%
Total Budget	$ 5,793,007	$ 21,868,845	$ 30,183,711	$ 16,433,204	-24.9%

ACCOMPLISHMENTS FOR FY 2019-20

Preserve and expand supply of affordable rental units and rental assistance, with a focus on households <50% AMI

Multifamily Production and Preservation

- The City has committed $5.9 million in gap financing for two Durham Housing Authority (DHA) projects on the J.J. Henderson Tower site: the rehabilitation of the existing tower (178 units) and the construction of a new 80 unit building. DHA has submitted 4% tax credit applications for two projects. The North Carolina Housing Finance Agency is expected to make award announcements by the end of the first quarter of 2020.
- The City has committed funding of 42 units of rental housing on Ross Road owned by Reinvestment Partners, and the rehabilitation work has begun.
- The City has committed funding for the future construction of 33 units of affordable housing as part of the Scrap Exchange's Reuse Arts District in the Lakewood neighborhood.
- The City and DHA have executed a funding contract for the rehabilitation of 30 units at Laurel Oaks Apartments. Work will begin as soon as the U.S. Department of Housing and Urban Development (HUD) completes the closing process required as part of the Rental Assistance Demonstration (RAD) program. The rehabilitation is expected to be completed within 6 months.
- Construction of the podium and parking deck for the Willard Street Apartments is underway and the entire project is on track to be completed by December 2020.
- The Durham Affordable Housing Loan Fund officially began in September 2020 and to date has committed $2.8 million in loan funds, or 28% of available loan capital.
- Durham Community Land Trustees (DCLT) completed the rehabilitation of 7 units at Merrimac Apartments in Southwest Central Durham.
- CASA is on schedule to complete the rehabilitation of 79 units at the Maplewood and Underwood Apartments by the end of FY20.
- The City invested $1.4 million to stabilize two recently completed affordable housing projects: Veranda at Whitted School and Vermilion Town Homes.

Homelessness Housing System

- Between July 1, 2019 and January 31, 2020, 197 people experiencing homeless exited to permanent housing with assistance from the homeless shelters operating in the Durham Continuum of Care. .
- As a result of the diversion assistance provided as part of Durham's coordinated entry system, renamed Entry Point Durham, 17% of people experiencing homelessness were diverted from the emergency shelter system and regained stable housing between October 1, 2019 –February. 5, 2020.
- During the first six months of the City-funded Landlord Engagement program, the nonprofit service provider Community Empowerment Fund has been able to create partnership agreements with 29 new landlords, and 37 units have been available to people exiting homelessness.
- Following the unexpected loss of state funding for street outreach, the City has worked with Durham County and CoC to identify replacement funding in order to support outreach to unsheltered homeless individuals and families and to lead the response to homeless encampments as needed. Through a Request for Proposal (RFP) process, Housing for New Hope will be recommended to serve as Durham's unsheltered coordinating agency.

Maintain affordability and protect very low-income households in neighborhoods experiencing significant housing cost increases

Neighborhood Stabilization

- Durham Community Land Trustees (DCLT) has completed the rehabilitation of 6 units in East Durham and is on schedule to complete 8 additional units by October 2020. The City has committed $1,000,000 in funding for the second phase of the DCLT's 54-unit East Durham portfolio rehabilitation and contract development is underway.
- The rehabilitation of 10 existing DCLT properties in Southwest Central Durham is progressing. Work is expected to be completed in FY21.
- Habitat for Humanity has completed the construction of five homes in the Southside Neighborhood and has begun the construction of 20 homes in Northeast Central Durham, on sites formerly owned by DHA.

- Habitat for Humanity is on track to complete at least 30 minor repairs for low income elderly and disabled homeowners using City funds by the end of June 2020.
- Progress on the second phase of the Southside Homeownership has been delayed by cost and contracting challenges. A contract is not expected to be executed until FY21.
- As a result of City-funded eviction diversion assistance, over 380 low income households facing eviction were able to remain in their homes during the first year of the program.
- Work has proceeded more slowly than originally anticipated on the development of new property tax outreach program targeting low income homeowners due to competing priorities and challenges defining the scope of the program. City will be working with Durham County representatives and consultants from Duke University's Center for Advance Hindsight to design the program in coming months, with rollout expected in mid FY21. The initial focus is expected to be on increasing utilization of existing state property tax relief programs, particularly the Elderly/Disabled Homestead Exemption.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

Preserve and expand supply of affordable rental units and rental assistance, with a focus on households <50% AMI

Multifamily Production and Preservation

- Construction will begin on both the J.J. Henderson Tower rehabilitation project and the construction of 80 new affordable housing units on the J.J. Henderson Site.
- Financing will be in place for first phase of DHA's Liberty Street redevelopment.
- Willard Street Apartments will be completed and leasing up, and financing will be in place for the development of a second phase on the site.
- The City will have committed funding to at least one 4% LIHTC new construction project and at least one multifamily preservation project.
- The expansion of the Durham Affordable Housing Loan Fund to $15 million in loan capital will be completed.

Homelessness Housing System

- 350 people will exit homelessness to permanent housing.
- 20% of people experiencing homelessness will exit homelessness without entering an emergency shelter.
- The emergency shelters will reduce the average length of stay by 10 days.
- The Community Development Department (CDD) as the Continuum of Care Lead Agency will lead data driven planning and resource allocation discussions with the goal of building system-wide consensus on funding priorities.
- As the CoC Lead Agency CDD will be providing technical assistance to the homeless service providers to help implement best practices. The technical assistance will be provided by outside consultants paid for by the CoC Planning Grant.

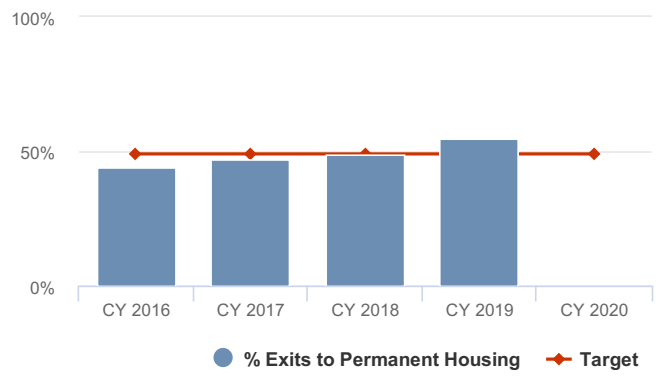
Maintain affordability and protect very low-income households in neighborhoods experiencing significant housing cost increases

Neighborhood Stabilization

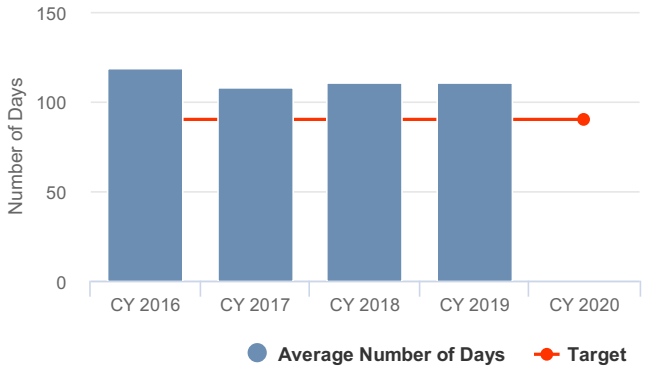
- The first phase of DCLT's East Durham rehabilitation project will be completed and work will be underway on the second phase.
- Habitat for Humanity will have completed the construction of 25 new homes in Southside and Northeast Central Durham.
- The City's Lead Abatement Program will be up and running, with at least 40 homes assisted by FY22.
- A City-funded minor repair program will assist at least 30 low income elderly or disabled homeowners.
- The City's substantial rehabilitation program will be operational, and five homes owned by elderly or disabled homeowners will have been rehabilitated.
- The City will have executed contracts with developers for the construction of at least 10 new affordable homes on City-owned surplus lots and predevelopment will be underway.
- The City's new down payment assistance program will launch, with the goal of enrolling at least 40 homebuyers by the end of FY21.
- The second year of the City-funded eviction diversion program with be completed, with the goal of serving over 800 low income renters facing eviction.
- A City-funded property tax outreach program will be in place in time to help residents apply for property tax assistance during the 2021 tax year.

DEPARTMENT PERFORMANCE SUMMARY

Exits to Permanent Housing

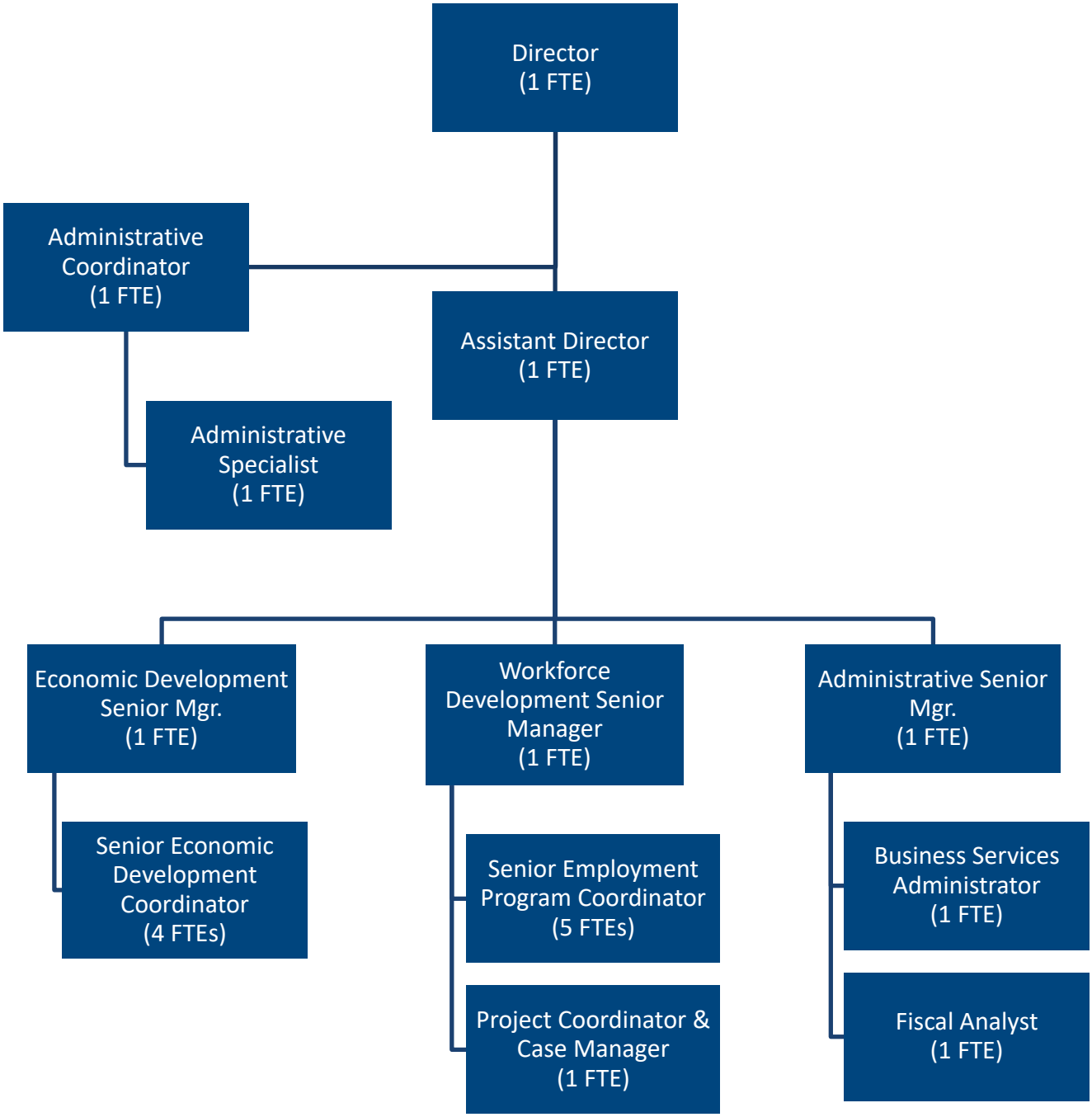


Length of Time Homeless



Office of Economic and Workforce Development

(19 FTEs)



OFFICE OF ECONOMIC AND WORKFORCE DEVELOPMENT

Purpose Statement:
To pursue an inclusive and equitable economic development strategy that improves the economic well-being of the Durham community through efforts that unlocks the full potential of the local economy by expanding opportunities and dismantling barriers in support of business expansion, retention and job creation; growing the commercial tax base and improving the quality of life of Durham residents.

DEPARTMENT DESCRIPTION

Office of Economic & Workforce Development **General Fund: $4,897,854**
14 FTEs
Grant Funds: $1,843,023
5 FTEs

The Department of Economic and Workforce Development is charged with developing and executing the City of Durham's economic development strategy, to innovatively grow and drive economic prosperity in Durham. Durham's Goal 1 "Shared Economic Prosperity" seeks to enable an environment wherein public-private strategic alliances create transformative projects that contribute to Durham's thriving economy by expanding business and employment opportunities for Durham residents. The Department's priorities are predicated on generating opportunities that increase the commercial tax base, create jobs, and maximize private-sector investment which in turn contribute to a strong, diverse and inclusive economy in support of Goal One of the City-wide Strategic Plan.

Under the City's Strategic Goal of Shared Economic Prosperity, the Department's strategic objectives include:

- Create an Inclusive Development Environment
- Build a Talented, Competitive Workforce
- Grow a Civic Infrastructure

Responding to the Economic Challenges of COVID-19

The Office of Economic and Workforce Development (OEWD) is working to respond to the needs of local small businesses and their employees impacted as a consequence of the business closures and disruptions resulting from the COVID-19 crisis. The State and local "Stay at Home" Executive Orders and resulting business closures and spike in unemployment are negatively impacting the local economy. The long-term viability of our local business and employment of our residents are at greater risk without support from Federal, State and Local governments.

The Federal and State governments have developed financial and technical assistance programs to support businesses and mitigate the negative impact on the economy. The **CARES Act** passed by Congress created the Payroll Protection Loan Program (PPP) and the Economic Injury Disaster Loan Program (EIDL) to provide cash flow assistance to employers to maintain the payroll during the crisis. Over $349 Billion was funded during the first round of the **CARES Act**. In North Carolina approximately 40,000 small businesses received funding totaling $8 billion through the PPP. A current round of PPP is underway and for the period ending May 8 approximately $189 billion has been let nationally. North Carolina has over 66,000 approved loans for approximately $4.7 billion.

Durham County data on the PPP is not available at this time. However, informal surveys of our small businesses, technical assistance providers and some participating SBA lenders, it has been determined that many small businesses struggled to successfully apply for PPP loans. Many small businesses were at a disadvantage if they didn't have an existing loan relationship with a bank or if that were very small (less than 20 employees). In the first round of PPP, banks prioritized their existing customers and small businesses with over 200 employees. Self-employed individuals had to wait before they could even apply for the PPP. Smaller firms needed additional technical assistance to prepare to apply for the PPP. Those resources were limited and could not address the number of small businesses in need in a timely manner.

Local unemployment rate and job loss has spiked. As of May 12, 2020 over 1.2 million North Carolina residents have filed claims for unemployment. The Federal and North Carolina State governments have made unemployment benefits more widely available. Combined Federal and State unemployment benefit amounts have been increased and terms for coverage have been extended. For the first time, independent contractors and self-employed workers are now eligible to file claims for unemployment benefits.

Unfortunately, the exponential growth in applications for unemployment benefits has caused an extraordinary back log resulting delays for the processing claims and making benefit payments. While approximately 500,000 claimants have been paid as of May 12, this is less than half of the claimants outstanding. In the meantime, Durham residents will need access to workforce development resources and information for jobs and training. Newly unemployed residents will continue to need assistance to file for unemployment benefits. Independent contractors and self-employed individuals who are new to this process will need specialized assistance during this period.

The economic impact of COVID-19 is threatening the long term viability of local businesses and employment of residents. There is an important and essential role that local government must play to support our small business community and their affected employees. The City must work in partnership with Federal and State government partners. It must also commit resources in response of the pandemic to provide technical assistance and financial support. It will require local small business support, information, referral, coordination of small business service providers and communications.

OEWD has pivoted its entire economic and workforce development programs to support local small businesses and their employees impacted by COVID-19. The Department's priority for FY 2021 is development a robust and resilient economic development programmatic response to the economic impact of COVID-19. The focus of our work has been coordination, information sharing, technical assistance and strategic program design and delivery in partnership with Small Business Advisory Council (SBAC) and Durham Workforce Development Board (DWDB). OEWD is working with community partners to further develop a local Durham community response program to better support small businesses as they seek to recover and reestablish their businesses.

The adoption in FY 2019 of the Shared Economic Prosperity Goal has enabled the Department to put in place a programmatic framework to almost immediately respond to the economic challenges as a result of COVID-19. OEWD's focus on serving local small minority and women-owned businesses and local residents with barriers to unemployment is the right strategy to respond to COVID-19. However, it will require a greater urgency and a greater capacity to respond to the acute and dramatic consequences of COVID-19. Every resource and program within OEWD is geared toward supporting Durham small businesses and residents employed by local companies in response to COVID-19:

- Strengthen Durham's minority and women owned business ecosystem and support programs
    - Executive education and technical assistance
    - Expanding supplier diversity programs
    - Data collection and research
- Increase the number of strategic alliances with corporate and foundation communities in response to COVID-19
- Develop a COVID-19 Emergency Financing Program
- Implement Durham Workforce Development Board priorities in support of the most vulnerable Durham residents as a result of COVID-19

Create an Inclusive Development Environment

A key challenge expressed by local small businesses is the inability to access affordable commercial real estate in Downtown. The challenge is growing beyond Downtown into perimeter neighborhood corridors as Durham's economy continues to attract investment, recruit new and expanding existing businesses and jobs. The City is exploring creative approaches to support small businesses and small property owners to access development opportunities to facilitate affordable commercial real estate options in neighborhood corridors and Downtown. Office of Economic and Workforce Development (OEWD) will continue to work in partnership with the Planning Department, private developers and property owners to foster strategic alliances and open communications to address development issues. Small scale development workshops, training and networking programs are being developed in partnership with local and national development partners.

Build a Talented, Competitive Workforce

Workforce Development/Durham Workforce Development Board (DWDB)

The DWDB, under the auspices of OEWD, has oversight responsibility of the Durham NCWorks Career Center, and, collaborates with partner agencies in the development of a talent pipeline. While we provide customized training, up-skilling and work-based learning opportunities for newly located and expanding businesses, in our work to achieve Shared Economic Prosperity, DWDB employs a strategic approach for workforce talent development that focuses on 3 primary program areas:

1) **Building the youth career pipeline** through several key initiatives: our 6-week DYIP summer internship program - providing work readiness skills training as well as work experience; our Downtown Durham Youth Internship - a year round pilot acquainting and matching youth talent with downtown small businesses; and our NextGen program - working with youth to attain credentials and gain work experience through our WIOA contractor.

2) **Expanding career pathways** and using the pathways to partner with industry leaders to create Work-Based Learning opportunities, including: targeted skill training, apprenticeships and on-the-job training for adults and dislocated workers.

3) **Justice involved programs and strategies,** including programming to provide services and outreach to inmates within 6 months of release through our Training to Work program, and targeted employment and support services through our Transitional Jobs Pilot.

Grow a Civic Infrastructure

Civic Entrepreneurship

The Built2Last Roadmap for Shared Economic Prosperity is a business growth and development strategy to increase the success and capacity of local small minority and women-owned businesses and residents in Durham. This strategy seeks to grow the number, size and success of these same businesses. The success of the Built2Last strategy requires strategic alliances with corporate, financial, philanthropic, educational and community stakeholders assembled through a shared vision and goal of a more diverse, inclusive and equitable Durham economy. The City wants to work with and in alignment with the private sector to more intentionally provide greater access to wealth creation resources, investment capital, new and growing markets and valuable business relationships critical to sustained business success within the local minority and women-owned business community.

OEWD has adopted a civic entrepreneurship model that better defines the relationship that the City of Durham seeks to have with its private and public sector anchor institutions as the Durham community works towards achieving a more inclusive, diverse and equitable economy. The Durham Compact, developed by OEWD, seeks to formalize the collective ambition, strategic alliances and commitments among a local coalition of financial organizations, philanthropic agencies, businesses and educational institutions committed to embracing an agenda that is defined by equity and inclusion whereby all citizens of Durham can thrive and prosper. Civic Entrepreneurship allows Durham to be solution-driven rather than problem-driven. Encouraging community involvement provides Durham with the opportunity to take a multi-platform approach to tacking the community's social and economic issues.

Small, Minority and Women Business Ecosystem

The focus of this work is to increase and improve access to emerging business opportunities, financial resources and talent development to strengthen the capacity of local businesses to compete and serve the Durham economy. The Department seeks to advance policies, procedures and practices that promote equity, inclusion and shared prosperity.

Economic Empowerment and Financial Inclusion

The focus of this work is to better understand the depth and extent of financial instability of low-and moderate income Durham residents who may not have information or resources to make simple financial decisions. Also, to develop a comprehensive financial inclusion strategy, informed by residents, non-profits, businesses, and, financial institutions which will generate local grown initiatives that will avail Durham residents of opportunities for financial stability and resiliency.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Non-Grant					
Appropriations					
Personal Services	$ 1,405,495	$ 1,413,942	$ 1,549,112	$ 1,636,580	15.7%
Operating	1,673,934	3,233,539	4,204,031	3,261,274	0.9%
Capital and Other	-	100,000	-	-	-100.0%
Total Appropriations	$ 3,079,429	$ 4,747,481	$ 5,753,143	$ 4,897,854	3.2%
Full Time Employees	12	13	13	14	1
Part Time	1	1	1	1	-
Revenues					
Discretionary	$ 3,079,254	$ 4,747,481	$ 5,753,143	$ 4,897,854	3.2%
Program	175	-	-	-	0.0%
Total Revenues	$ 3,079,429	$ 4,747,481	$ 5,753,143	$ 4,897,854	3.2%
Grant					
Appropriations					
Personal Services	$ 470,413	$ 441,388	$ 219,095	$ 434,735	-1.5%
Operating	1,004,818	1,831,461	1,486,600	1,408,288	-23.1%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	$ 1,951,590	$ 2,272,849	$ 1,705,695	$ 1,843,023	-18.9%
Full Time Employees	6	5	5	5	-
Part Time	-	-	-	-	-
Revenues					
EPA Brownfields	$ -	$ -	$ -	$ 50,000	100.0%
Employment Training	1,541,389	1,660,849	1,072,794	1,713,023	3.1%
Telework	-	-	-	5,000	
Work Based Learning	-	-	-	75,000	100.0%
Training to Work	410,201	612,000	632,901	-	-100.0%
Total Grant Revenue	$ 1,951,590	$ 2,272,849	$ 1,705,695	$ 1,843,023	-18.9%
Total Budget	$ 5,031,019	$ 7,020,330	$ 7,458,838	$ 6,740,877	-4.0%

BUDGET ISSUES FOR FY 2020-2021

Multi-year Strategy

The long-term nature of responding to the far reaching and long-term economic impacts of COVID-19 requires an additional investment in systems, programs and staff capacity in order to develop and implement a 3 to 5 year plan. Responding to COVID-19 entails a funding and investment approach that crosses multiple years.

COVID-19 Small Business Recovery Fund

Durham City Council has authorized the establishment of the Durham Small Business Recovery Fund program for small businesses adversely affected by the COVID-19 pandemic. The fund consists of private money for grants and public funds for loans and is currently $2 million, with $1 million each from the City and from Duke University. The fund will be held and administered by the Carolina Small Business Development Fund (CSBDF). In addition to administering the grants, CSBDF also will process, service and collect loans on behalf of the City.

Eligible businesses are those with fewer than 25 employees, including home-based businesses and food trucks, which are subject to additional criteria. Businesses with revenue of less than $500,000 may apply for grants up to $10,000. Businesses with revenue of more than $500,000 are eligible for loans of $5,000 to $35,000 with a 3% interest rate and repayment terms up to 10 years. Borrowers will make only interest payments during the first year, with principal payments deferred up to a year.

Grant applications will be selected for review randomly, and loans will be selected for review on a first come, first serve basis. According to CSBDF, which also administers a similar small business loan program for Mecklenburg County and a similar grant program for Raleigh, more than half of the grant and loan recipients in each program were businesses owned by people of color.

WIOA Workforce Development Funding

It is anticipated that the demand for workforce development services, job training and placement will be overwhelming in FY 2021. Durham's "formula" Federal and State workforce development funding remains unclear to address Durham County's rapidly increasing unemployment rate. Residents who are currently and newly unemployed and underemployed are anticipated to have barriers to employment that will require intensive training and support services. Planning effective, quality workforce development programs will continue to be challenging, because a vast majority of the funding comes through the Workforce Innovation and Opportunity Act (WIOA), and that award will not be announced until June 2020.

ACCOMPLISHMENTS FOR FY 2019-2020

Create an Inclusive Development Environment

Downtown/Neighborhood Development

"**The Collective**"- OEWD, Durham Chamber of Commerce and the Triangle Urban Land Institute's Women's Leadership Initiative partnered to drive peer to peer discussions with diverse Triangle real estate professionals about industry challenges, opportunities and promising practices in equity and advancement in the real estate industry. This initiative entails formulating a collaboration with "The Collective" a group of local African American real estate professionals committed to creating a positive impact on the supply and demand side of Durham's real estate market, while insuring minority participation in these actives. The focus of this effort is to generate greater opportunities in the real estate industry for local minority and women real estate professionals by building new and stronger relationships within the industry, coaching/mentoring and technical assistance.

Incremental Development Alliance (IncDev) Small Scale Neighborhood Development

OEWD partnered with Triangle J Council of Governments, Downtown Durham, Inc. in bringing the national non-profit IncDev to Durham where a community wide lecture was presented in Downtown Durham last January. The

lecture received an overwhelming online response with more than 150 registrants, and greater than 80 actual attendees from as far away as Davidson County. IncDev assists communities nationally to foster greater small-scale, or “Missing Middle” development, both residential and commercial, by leveraging the unique market context, community goals, and physical characteristics of each partner community.

Reinvestment Partners

Completed the redevelopment at 1208 Fayetteville Street, a blighted two story apartment duplex converted into a 1765 SF office space. The economic development project produced approximately $416,000 in private investment with $ 100,000 in City funding.

Durham Brownfield Assessment Program

Leveraged more than $60,000 in grant resources provided by the US Environmental Protection Agency via the Durham Brownfield Assessment Program to deliver targeted technical assistance to support minority and female-owned small businesses located in the 2500 Block of Fayetteville Street, aiding the property owner to secure funding and liability protections under federal environmental management programs administered by the North Carolina Department of Environmental Quality.

Build a Talented, Competitive Workforce

Workforce Development

Incumbent Worker Program

The DWDB has successfully launched the Incumbent Worker program for area employers to provide their existing employees up-skilling and organizational capacity building. While we have several potential candidates in the pipeline to receive these services, our inaugural client, LuLu Press (founded by Bob Young [Red Hat] after an unsatisfactory experience when attempting to publish his book, *Under the Radar*), will provide training for 38 of their employees.

Work-Based Learning

As of April 30, 2020, the DWDB through our WIOA Contractor, has provided services to 156 youth (ages 16-24), with 30 **Work Experiences** to youth . Additionally as of April 30, 2020, 258 Adult and Dislocated Workers received services, with 25 participants placed in **On-the-Job (OJT) Training.** As a result of a collaborative partnership between OEWD Economic Development Division, Durham Workforce Development Board and Regional Partnership Workforce Development Board, DWDB is providing OJT assistance to 10 employees for Thompson Woodworking, a local small woodworking business currently located in the Angier-Drive business corridor.

Pre-Apprenticeship Program

In partnership with the International Brotherhood of Electrical Workers (IBEW) and Durham Public Schools, the second cohort of eight Electrical Apprentices has begun their training. Graduating members of the first cohort group are currently employed and enrolled in employer sponsored apprenticeship programs.

Durham Youth Internship Program

OEWD partnered with HR and Finance to implement and expand upon the process improvement recommendations made by Duke Sanford School for a more effective and efficient DYIP expanded program delivery. However with the intervention of the COVID-19 crisis, OEWD has pivoted this strategy to address the immediate crisis. Working with Durham Tech as a curriculum partner, OEWD is modifying our 6-week, in-person, place-based program into a paid, 2-week virtual career experience that will include career readiness training, financial literacy, and virtual career exploration. In preparation for post-COVID activities, OEWD is still in the process of identifying new partners, as well as seeking the application of alternative platforms to expand the number of paid summer internships.

Training to Work Grant

OEWD has entered the final phase of implementation of a $1,360,000 grant by the Department of Labor for a Training to Work grant for individuals returning from incarceration. This Federal grant ends FY 2020. However, the City is providing funding to continue a local Training to Work program for 50 justice involved residents. The Durham based program will continue to provide intensive job development, case management, mentoring and support services Durham residents returning to Durham County. **Transitional Jobs Pilot.** With the success of the initial cohort, OEWD is working to expand the program to include private sector and County participation.

Civic Infrastructure

Civic Entrepreneurship

Built2Last: A Roadmap for Inclusive and Equitable Development in Durham Comprehensive Strategic Plan

Phase one of the implementation plan which is the development of the Durham Built2Last Innovation Lab and the Bull City Enterprise Training Center have begun. In addition, the Built2Last Small Business Team has been formed. The COVID-19 pandemic impacted the planned March 19, 2020 scheduled “Investing in Durham” Built2Last Breakfast at the Sheraton Imperial hotel.

Built2Last Sustainability Scorecard

Framework has been developed to capture the work of quantifying equity and inclusion efforts. Much work has been developed relating to an Inclusive Supply Chain Management system.

Built2Last Innovation Lab

Goals, mission, values and activities defined for current year. Space has been secured at Provident 1898 to host activities for community stakeholders and private/public sector business interested in the Built2Last mission.

Durham Compact

The Durham Compact office has been setup within OEWD. Its organizational structure has been developed, inclusive of vision, mission statement and engagement parameters. The Durham Compact office in collaboration with UNC Kenan-Flagler Business School and Invest to Sustain hosted a virtual (impacted by COVID-19) forum for financial institutions, foundations and other philanthropic organizations to discuss strategies for leveraging resources for achieving outcomes outlined in the Durham Built2Last initiative.

Small, Minority, and Women Owned Business Ecosystem

Momentum 360

Facilitated and coordinated the creation of the **Momentum 360** technical assistance program in collaboration with Durham Tech’s Small Business Center, the Small Business Technology and Development Center, the Women’s Business Center, and Rotary Clubs of Durham. The program brought a cohort of sixteen small businesses together for an 8-week program that taught fundamental small business topics such as human resources, taxes, marketing, bookkeeping, etc., and connected the businesses to mentors after the training.

General Business Survey

Completed the City’s first survey of local Durham based businesses in August 2019. The survey garnered 754 responses from area businesses, including a statistically-significant number of response from minority-owned businesses (183 responses) and women-owned businesses (230 responses). The project was a cross-departmental partnership with the Open Data Program in Technology Solutions, Budget and Management Services, the Equity and Inclusion Department and OEWD.

Small Business Website

Developed and launched DurhamBusiness360.com, a new website that serves as a "one-stop" resource that communicates to new and existing local businesses the variety of resource available to help them start, retain, and grow their business through the Office of Economic and Workforce Development and other partners.

Durham Business 360 Loan Fund

In partnership with Self-Help Ventures Fund, created and collaboratively marketed the Durham Business 360 Loan Program for small businesses. The program offers flexible terms to make it easier for Durham small businesses to secure a loan. The program is specifically targeted to minority and women-owned businesses**.**

Durham Shared Equity in Economic Development (SEEDS) Initiative

OEWD in conjunction with the Durham SEEDS Advisory Committee developed an action plan to establish an African American Legacy Business Program. Two (2) focus group sessions have be organized to gather qualitative data from local businesses to design a "pilot" program to meet the business needs of local African American businesses targeted for the program.

Small Business Community Capacity Building

Partnered with the Triangle J Council of Governments, Downtown Durham, Inc., and the national non-profit Incremental Development Alliance to provide technical assistance to educate the Durham small business community on equitable development principles and practices that build community capacity and foster generational wealth creation.

Economic Empowerment and Financial Inclusion

Credit Building Initiative

Completed 'Credit Building through Rent Reporting' pilot which explored an opportunity for subsidized residential tenants to improve credit scores through positive rent-reporting to a credit bureau. Final report to be released March 2020.

Mobile Modality Engagement Strategy

Developed pilot to determine if Durham residents would respond to an inquiry regarding household financial management needs through smartphone and mobile apps.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-2021

Create an Inclusive Development Environment

Neighborhood/ Downtown Development

Neighborhood Revitalization Initiatives

Develop neighborhood projects in alignment with OEWD Equity Inclusion Plan.

Fayetteville Street Corridor

Finalize neighborhood economic development assessment of Community Development Areas, with a primary emphasis on the Fayetteville Street Targeted Neighborhood Commercial Corridor.

Durham Shared Equity in Economic Development (SEEDS) Initiative

Finalize Durham SEEDS Advisory Committee work plan and begin implementation of a Durham Legacy Business Pilot Program.

Durham Brownfield Assessment Program

Achieve three or more major project milestones under the Durham Brownfield Assessment Program to include successful negotiation of a brownfield agreement with the North Carolina Department of Environmental Quality for the City owned property located at 505 W Chapel Hill Street, and submission of a new brownfield assessment grant application to the US Environmental Protection Agency.

Durham Opportunity Zones

Design and receive legislative approval for one or more targeted Opportunity Zone demonstration projects leveraging neighborhood-scale wealth creation strategies to benefit small, minority and women owned businesses and entrepreneurs. Partner with the Triangle J Council of Governments, Downtown Durham, Inc., and the national non-profit Incremental Development Alliance to provide enhanced technical assistance and mentoring to Durham small business owners and real estate entrepreneurs.

Downtown Development

Oversee the second renewal of the Downtown Municipal Services District established in 2012.

Economic Incentive Policy

Implementation of Incentive Policy revisions after adoption. Re-evaluate and redesign specific financial programs relative to the revised incentive policy.

Build a Talented Competitive Workforce

Workforce Development

Durham Youth Internship Program

As previously stated, in response to the current status of the COVID-19 crisis, OEWD is working with Durham Tech to modify our 6-week, in-person, place-based program into a paid, 2-week virtual career experience that will include career readiness training, financial literacy, and virtual career exploration. In preparation for post-COVID activities, OEWD is still in the process of identifying new partners, as well as seeking the application of alternative platforms to expand the number of paid summer internships.

Transitional Jobs Program

In response to the early release strategy addressing the high COVID-19 case incidents reported in jails and prisons throughout the country, OEWD working in partnership with other City Departments, Durham County, and community based organizations to integrate the Transitional Jobs and Traning to Work programs into a comprehensive Durham Justice Involved program that will provide support, training and job placement assistance to meet the increased demands of our rapidly transitioning justice involved residents.

Durham Jobs Pilot

Launch a pilot of chronically unemployed Durham residents willing to train in the Construction and Skill Trades for employment opportunities in upcoming, long-term development projects with Durham Housing Authority, Durham County and private sector developers. In light of the COVID-19 crisis, several of the basic construction and skill trades training programs – including those offered through continuing education at Durham Tech, have been temporarily shuttered while training providers work to provide as much instruction as possible through a virtual medium, while simultaneously working to develop and implement a safe and effective means of delivering the training and skill-building techniques requiring hands-on participation.

Civic Entrepreneurship

Entrepreneurial Development Boot Camp

Implement training curriculum courses in conjunction with university partners.

Durham Compact Office

Continue to work with Board of Advisors and strategic alliances that support small, minority, and women owned businesses adversely impacted by COVID-19. This will be one of the primary focuses of the Compact. The Compact will also seek various grant opportunities that will enable us to address some of the challenges dealing with the inequities that have become more apparent during COVID-19.

Growing Our Civic Infrastructure

Partner with the Urban Land Institute Triangle Chapter to develop and deliver one or more targeted community capacity building resources to the Durham market, which build upon the successful FY 2018/2019 launch of the Urban Plan for Public Officials curriculum, including Urban Plan for College, Urban Plan for High School, and/or the Real Estate Diversity Initiative.

Small, Minority and Women Owned Business Ecosystem

Inclusive Procurement/Supplier Diversity Program

Evaluate barriers and develop a capacity-building program or other support to increase procurement opportunities for small minority-owned and women-owned contractor businesses, in collaboration with the Equity and Inclusion department.

Real Estate Entrepreneurship Programs

Facilitate the creating of a program to support small-scale real estate entrepreneurship, applying innovate and proven strategies to remove common barriers for existing and emerging minority and women-owned small businesses.

Momentum 360: Next Cohorts

After the successful pilot of the Momentum 360 training program, we will extend the model to future cohorts of business communities, including; Latino businesses; Encore (55+) businesses; Youth businesses; and arts entrepreneurs.

COVID-19 Small Business Recovery Fund

Allocate $1 million of City of Durham funds to a Small Business Recovery Fund (total $2M, with the other $1M coming from Duke University) for small businesses adversely affected by the COVID-19 pandemic. The fund will be held and administered by the Carolina Small Business Development Fund (CSBDF). Eligible businesses are those with fewer than 25 employees, including home-based businesses and food trucks, which are subject to additional criteria.

Economic Empowerment and Financial Inclusion

Household Financial Health Indicators

Compile baseline data of targeted populations of Durham residents.

Expanded Credit Building Study

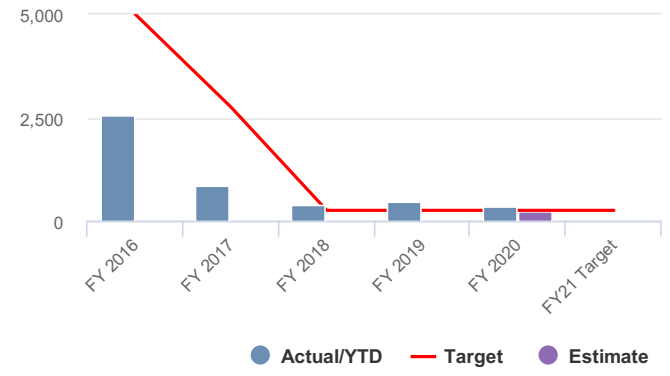
Determine parameters and feasibility of credit building through on-time utility bill payments.

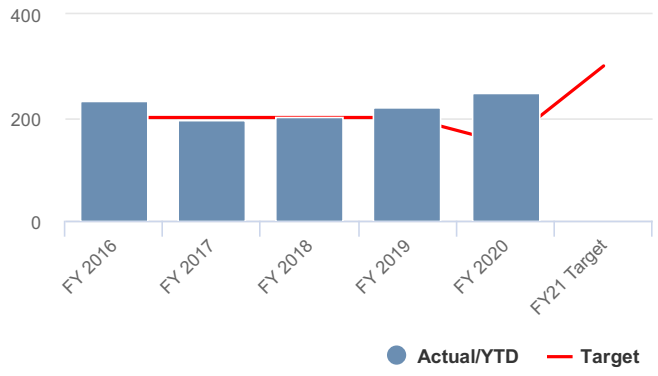
Children's Savings Account Initiative

Research expanded options for broader community initiative.

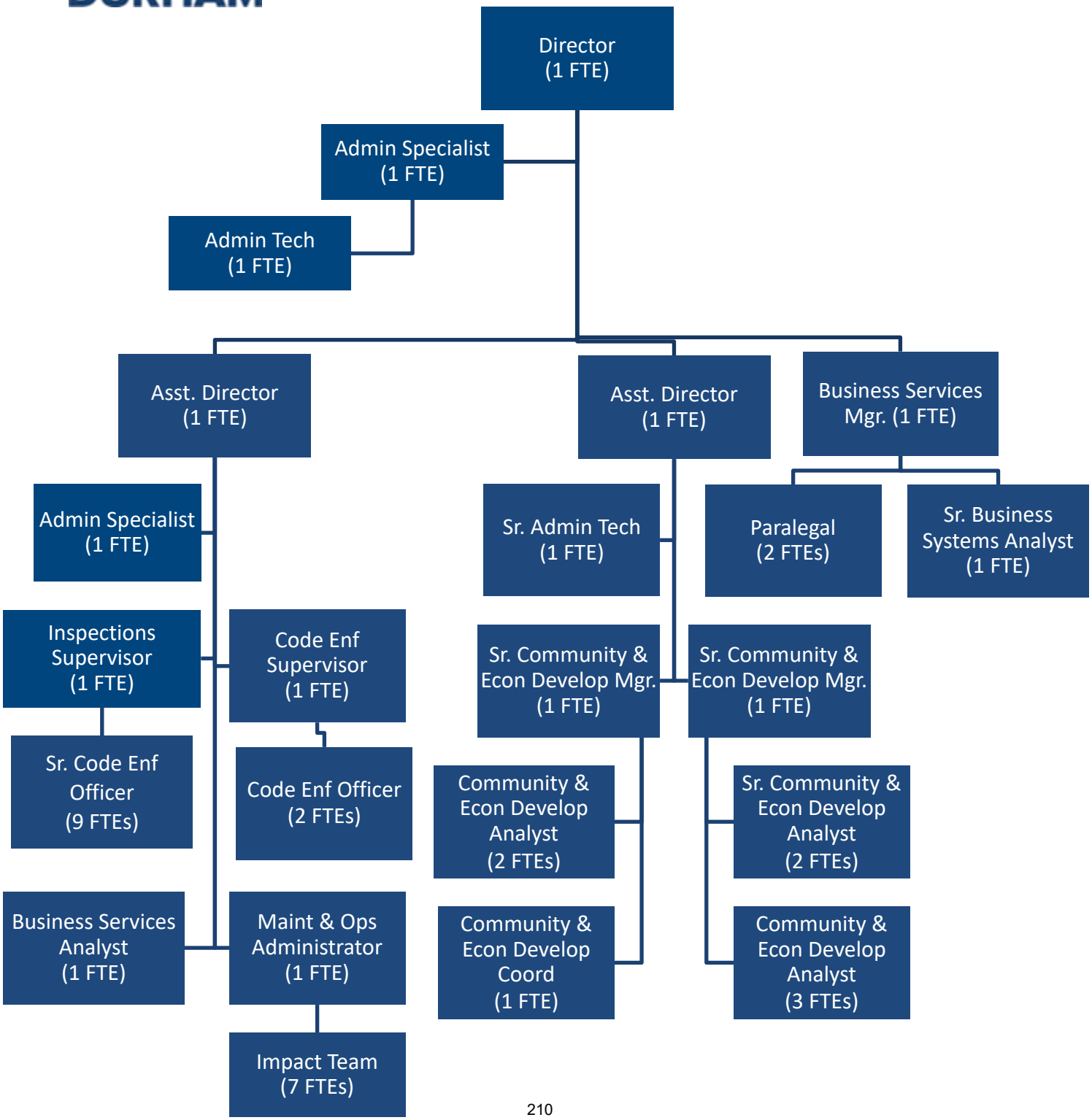
Objective: Connect job seekers to job and/or job training opportunities.

Program: Workforce Development	**Program:** Workforce Development
Number of Adult and Dislocated Worker Participants Served	Total Durham YouthWork Internships





Neighborhood Improvement Services (43 FTEs)



NEIGHBORHOOD IMPROVEMENT SERVICES

Purpose Statement:

Building vibrant and sustainable communities through community engagement, code enforcement, human relations and public nuisance abatement.

DEPARTMENT DESCRIPTION

Neighborhood Improvement Services **General Fund: $4,618,680**
42 FTEs
Grant Funds: $107,500
1 FTE

The Department's primary responsibilities include: enforcement of City and State codes pertaining to existing buildings and nuisances on properties; abatement of public nuisances; Citywide community engagement and community building; management of City's poverty reduction initiative for "distressed" communities, and enforcement of the City's Fair Housing Ordinance and the federal Fair Housing Act. The Department also provides staff support to the Human Relations Commission, the Housing Appeals Board, Partners Against Crime (PAC), and the Mayor's Hispanic/Latino Committee.

Community Improvement Services: Code Enforcement Team

The priority of code enforcement is the day to day management and implementation of all quality of life enforcement activities governed by minimum housing code, non-residential code, trash and overgrowth, abandoned/hazardous/junk vehicle, and unsafe building ordinances and statutes. The code enforcement team also proactively engages in educating residents about these codes and connecting residents to appropriate resources and services whenever possible.

Contract Services for the Remediation of Unsafe Structures and Related Services

Contract Services supports remediation of dilapidated houses classified as unsafe or those unsafe houses pursuant to Housing Appeals Board orders, and supports prevention and proactive code enforcement activities to improve the City's built environment. This includes landfill tipping charges as well as contractor services.

Community Improvement Services: Impact Team

The Impact Team Division is the department's rapid response team. The Division prioritizes the remediation of City quality of life ordinance violations, as well as the swift removal of graffiti, illegal dumpsites and displaced shopping carts, ensuring that residents enjoy a city rich in aesthetic beauty with a healthy environment and sustainable, thriving neighborhoods. In addition, the Impact Team conducts a variety of community building and beautification projects; as well as providing assistance on projects in partnership with many City and County departments and volunteer groups.

Community Engagement Services

The Community Engagement Division encourages active resident participation by informing the community of the City's programs and services, engaging the community in civic activities, and collaborating with residents and community organizations in the improvement of their neighborhoods. The Division utilizes a people-focused process that increases the communities' collective financial and human capacity of neighborhoods to improve the quality of life for the individuals who live, work and

play there. Community partnerships and alliances include Homeowners and Neighborhood Associations, Partners Against Crime (PAC), educational institutions and non-profit businesses and organizations. Programming and projects include Neighborhood Matching Grants and Neighbor Spotlight. Other initiatives led by the Division include City Hall on the Go, Equitable Community Engagement, and equity initiatives to improve the quality of life for residents living in “distressed” communities.

Human Relations

The Human Relations Division enforces the local fair housing ordinance and the federal Fair Housing Act by investigating and mediating housing discrimination complaints from residents who allege they have been unjustly denied equal access to housing opportunities based on their race, color, religion, national origin, gender, familial status (families with children) or disability (physical or mental). The Division conducts regular outreach and fair housing training events at various locations around the City to realty companies, property management companies, community-based organizations, social service agencies, tenants, the Durham Housing Authority and the general public. The Division provides staff support to the Human Relations Commission, the Mayor’s Hispanic/Latino Committee, and participates in meetings and events hosted by the Mayor’s Committee for Persons with Disabilities. In addition, the Division develops programs aimed at addressing and enhancing the racial and cultural relations between Durham residents to create a greater level of harmony in the community.

Administration

This division provides oversight through the Office of the Director, and the ongoing administrative and managerial functions that are required for daily operations of the Department, including: fiscal, financial and program management; personnel administration and development; customer service, strategic planning, quality control, process improvement, and performance reporting.

In addition, this division provides the fiscal and legal support for the Department’s operations, including budget development and implementation, title searching, preparation and recording of legal documents, invoice preparation and billing, GIS mapping, technology support, and website maintenance.

Neighborhood Compass (Dataworks)

The Durham Neighborhood Compass, administered by DataWorks, is a public service and a resource for users to identify local variations in community conditions and to identify potential areas of opportunity for policy and programs to improve the lives of Durham residents.

RESOURCE ALLOCATION

Non-Grant	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 3,267,753	$ 3,471,105	$ 3,471,205	$ 3,712,885	7.0%
Operating	1,241,829	1,147,582	1,611,227	905,795	-21.1%
Capital and Other	-	-	75,000	-	0.0%
Total Appropriations	$ 4,509,582	$ 4,618,687	$ 5,157,432	$ 4,618,680	0.0%
Full Time Employees	40	43	43	42	-1
Part Time	-	-	-	-	-
Revenues					
Discretionary	$ 4,518,812	$ 4,618,687	$ 5,157,432	$ 4,618,680	0.0%
Program	(9,230)	-	-	-	0.0%
Total Revenues	$ 4,509,582	$ 4,618,687	$ 5,157,432	$ 4,618,680	0.0%
Grant					
Personal Services	$ 199,141	$ 78,000	$ 180,000	$ 84,500	8.3%
Operating	58,614	29,500	32,100	23,000	-22.0%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	$ 257,755	$ 107,500	$ 212,100	$ 107,500	0.0%
Full Time Employees	4	1	1	1	-
Part Time	-	-	-	-	-
Revenues					
CDBG	$ 140,000	$ -	$ 140,000	$ -	0.0%
HUD	117,755	107,500	72,100	90,000	0.0%
Total Grant Revenue	$ 257,755	$ 107,500	$ 212,100	$ 107,500	0.0%
Total Budget	$ 4,767,337	$ 4,726,187	$ 5,369,532	$ 4,726,180	0.0%

BUDGET ISSUES FOR FY 2020-21

- None

DEPARTMENT ACCOMPLISHMENTS FOR FY 2019-20

Accomplishments in FY 2020:

Code Enforcement

- Initiated Neighborhood Preservation program to assist low-income home owners repair housing code violations.

Three (3) owner-occupied properties brought into code compliance through the Neighborhood Preservation program.

- 17 Code Enforcement, Community Engagement, and administrative staff certified in Crisis Intervention Team Mental Health First Aid training.
- Consistently responded within 2 business days to resident Durham One Call code enforcement requests.
- Facilitated removal boards from 17 structures by owners and City.
- Interacted with residents at 1652 properties through educational and outreach activities using the Community Centered Code Enforcement approach.
- 70 unsafe properties remediated through owner and City effort.
- Judicial process - Housing Appeals Board: presented 16 cases to the Board.
- Judicial process - Durham County District Court: 26 summons issued, 15 cases presented to the court, 30 cases resolved prior to court appearance.
- Provided pre-and post-code enforcement support to DHA McDougald Terrace through dwelling unit inspections.

Impact Team—Rapid Response Team

- 290 enforcement-cited properties remediated by the Impact Team.
- 99% of all resident concerns were responded to by the Impact Team within 24 hrs., with an average response time of 6.8 hours.
- Tracking system for average response time for graffiti removal is established. Average response time for graffiti removal is 5.53 hours.
- Dedicated 517 community contact hours in support of 170 community building/beautification projects.
- Secured new community engagement partners, including Northwood Ravin Developers, Iveywood Consultants, Spirit House, Communities in Partnership, LGBTQ Center of Durham, TreesDurham, Nlio Coffee Shop, YMCA, Togetherhood, and the Racial Equity Task Force.

Human Relations and Fair Housing

- 230 fair housing inquiries processed, resulting in 21 complaints accepted for investigation.
- Completed 24 investigations of housing discrimination complaints. 17 complaints closed; 7 complaints pending judicial action.
- 17 fair housing presentations conducted, attended by 454 real estate professionals, housing providers and the general public.
- 16 Fair Housing outreach events reaching 720 residents.
- Launched a fair housing advertising campaign at AMC Dine-in Southpoint movie theaters. Advertisement appeared on seventeen (17) screens between December 20, 2019 and January 16, 2020.
- 75 residents and City staff attended the Hispanic Heritage Month event presented in partnership with the Mayor's Hispanic/Latino Committee.
- 8 Basic Energy Education presentations reaching 81 participants.

Community Engagement

Through Community Engagement, the Department served, shared and connected with 100,000+ residents through programs, events, and meetings.

1. *Equitable Community Engagement*

- 92 community residents and city staff attended the “Hidden Bias of Good People” Implicit Bias training offered as an education component of Equitable Community Engagement
- Consulted with Racial Equity Task Force to plan and coordinate 9 community listening sessions to equitably engage residents and receive input on recommendations on five key areas of racial inequities.
- Organized and facilitated 7 meetings for multi-departmental collaboration with department leaders.
- Organized and facilitated 3 meetings with front-line City staff to identify opportunities for engagement coordination, including information-sharing, training and support, and community relationships.
- Consulted with City departments to promote and implement Equitable Community Engagement Blueprint components.
- 49 Comprehensive Plan Ambassadors recruited, including 2 bilingual Ambassadors with assistance from the Office on Youth.
- Contracts with 2 Community-Rooted Partners to lead engagement eight city projects in Northeast Central Durham and the Fayetteville Street Corridor. With assistance from Community Engagement Strategists and the Office on Youth, recruited 49 residents, including 3 Spanish-speaking residents, to serve as Engagement Ambassadors for the Comprehensive Plan. Trained and managed Ambassadors to host a total of 80 community meetings, which engaged 573 residents from traditionally underrepresented communities.
- Selected and funded 4 local organizations to serve as City engagement consultants-leading community-centered, community-led, and collaborative engagement. Focus areas covered by these 4 groups: East Durham, Fayetteville Street Corridor, West End – Lakewood.
- Organized outreach and community consultation around the Urban Avenue proposed street closure, in collaboration with General Services Department. Received responses from 60 residents, 40 percent of whom were from traditionally underrepresented groups.
- Hosted 4 events to learn about Durham's history and how inequities have shaped the City. Attended by 144 staff and community members.
- Consulted with private developers in incorporate equitable community engagement practices, including resourcing local groups to lead engagement.

2. *Building Community Equity*
    - Community leaders and City/County staff committed to co-lead the effort of Building Equity (Reducing Poverty) in Urban Distressed areas of Durham. Four strategy meetings with community leaders— community members adopted cooperative agreement for: co-lead, co-created, co-accountability
    - 5,567 residents connected through the Community Liaison Officer and Community Health Worker.
    - 12 residents connected to community resources by Community Liaison Officer
    - Three (3) Americorps VISTAs awarded from Cooperation for National and Community Services to work with low-wealth residents to reduce poverty by building community equity.
    - 15 residents connected to health resources through the Community Health Worker.
    - Promoted partnership efforts such as Mentor North Carolina, Durham TRY, Families Moving Forward, and others.

3. *Neighborhood Matching Grant and Neighbor Spotlight*
    - Continuous outreach for Neighbor Spotlight through Public Affairs, Community Engagement website, Spanish-language Facebook, Community Engagement neighborhood newsletter, during resident and community meetings.
    - 7 residents selected for the Neighbor Spotlight Award
    - Awarded 12 Neighborhood Matching Grants.

4. *2020 Census*
    - Served as core member of the Durham City-County Census cohort that led the effort of bringing diverse people and organizations together to improve census participation of hard-to-count populations
    - 136 emails sent to Homeowners Associations (HOA)/ Neighborhood Associations (NA) Managers, Presidents or direct resident contact; approximate resident reached 36,301
    - Census information mailed to 68 churches and 49 grocery and drug stores.
    - Facilitated community engagement opportunities with and/or through external partners including El Centro Hispano, TROSA, Food Lion, Compare Food, Union Baptist Church, H & R Block, and Lyon Park
    - Utilized Durham 150 grant funding to host a 2020 Census awareness kick-off event with 250 attendees
    - Recruited NCCU Mass Communications students to assist in strategizing engagement and outreach for hard-to-count communities
    - Participated in 21 City-County Census cohort meetings and 11 Complete Count Committee meetings
    - Attended statewide Census conferences in Durham, Raleigh, and Charlotte
    - Conducted 11 Census presentations reaching 324 residents and stakeholders, and 8 Census outreach efforts reaching 751 persons
    - Presented Census information at the meetings of City boards and committees that have connections with historically undercounted communities, including the Human Relations Commission and the Mayor's Hispanic/Latino Committee
    - Shared Census information with each PAC during their respective meetings

5. *Latino Community Engagement and Outreach*
    - Community engagement team orchestrated the inaugural City Hall Open House and Tour which was inspired by a Latino resident's desire to have an event that would connect Latino residents with local government.
    - Four (4) Latino residents participating on the Outreach Committee for the Planning Dept.'s Comprehensive Plan;
    - Two (2) Latino residents applied awarded a Neighborhood Matching Grant;
    - Three (3) Latino residents joined the Mayor's Hispanic/Latino Committee;
    - Three (3) Latino residents were nominated to be honored through the Neighbor Spotlight program (one of which was awarded this honor); and
    - Two (2) Latino residents volunteered to accept the annual Hispanic Heritage Month proclamation and make public comments during a Council meeting.
    - Managed Spanish Facebook account by translating and/or posting information in Spanish:
        - 558 followers / 540 People "liked" the Facebook page

6. *City Hall on The Go*
    - Established a partnership with the County to utilize City Hall on the Go for 2020 Census outreach.
    - Added informational brochures from various City and County Departments, and non-profit organizations to the City Hall on the Go inventory.
    - Provided Community Engagement support to McDougald Terrace through City Hall on the Go.

ANTICIPATED DEPARTMENT ACCOMPLISHMENTS FOR FY 2020-21

Anticipated Core Accomplishments Supporting Strategic Plan Objectives/Initiatives:

- Launch NCCARE360, an enterprise-wide resource database to connect residents to resources that may extend beyond the City's services.
- Partner with General Services and other departments as the City invests in equitable public art experiences that illuminate residents' history.
- Establish ongoing communication approaches with residents and community leaders to create a reciprocal partnership to identify, prioritize, and address resident-defined concerns.
- Administer the Neighborhood Matching Grants program by providing 10 competitive grants up to $2,500 to neighborhood groups to fund projects that provide a public benefit to the neighborhood.
- Convene and facilitate efforts of multiple City departments and divisions to address neighborhood preservation challenges to promote increased effectiveness and efficiency. Act as communications liaison/facilitator between community voices and various City departments.
- Expand implementation of Neighborhood Preservation Program in collaboration with Community Development, and other City and community partners to:
    - Innovate equitable approaches and strategies to work to resolve the immediate and unmet needs of residents living in poor housing conditions as identified by City's Code Enforcement staff.
    - Cultivate stronger connections between neighbors.
- Connect low-wealth residents in Urban Distressed areas in Durham to community, governmental and non-governmental resources based on their priorities.
- Promote and solicit nominations for the Neighbor Spotlight initiative which recognizes the contributions of Durham residents in service to their neighborhoods.
- Coordinate an annual Community/Resident Appreciation celebration event.

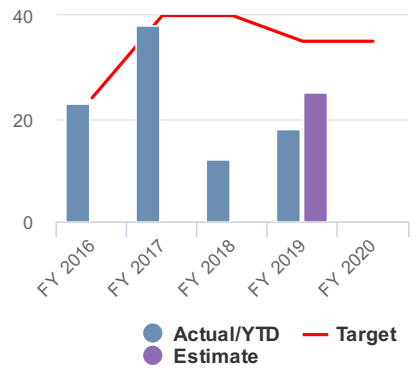
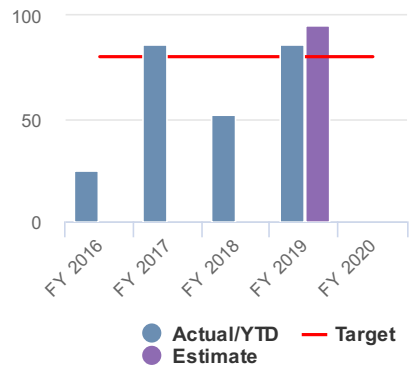
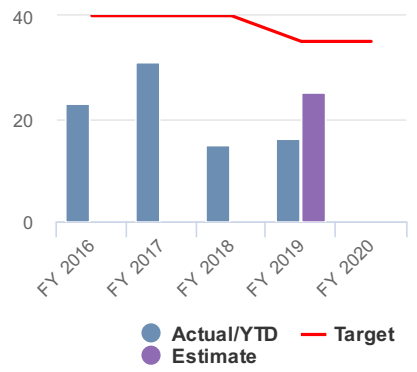
Anticipated Core Accomplishments Supporting Sustainability Roadmap Initiatives:

- Deploy City Hall on the Go to neighborhoods in response to community-related issues to connect residents to resources.
- 80 fair housing inquires processed, with the expected outcome of accepting 35 cognizable complaints for investigation.
- 35 fair housing cases closed.
- 20 fair housing outreach at events; a goal of reaching 750 residents.
- 24 fair housing presentations with a goal of reaching 600 realty professionals, housing providers, property management companies, social services and the general public.
- Fair housing advertising and marketing expanded to other mediums, including radio, movie theatres, and buses.

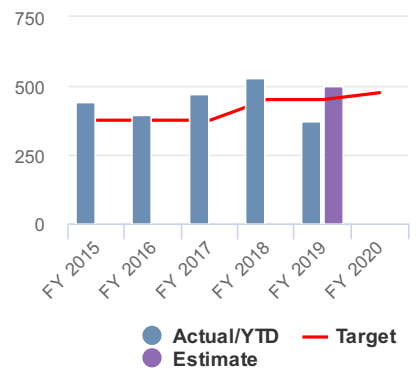
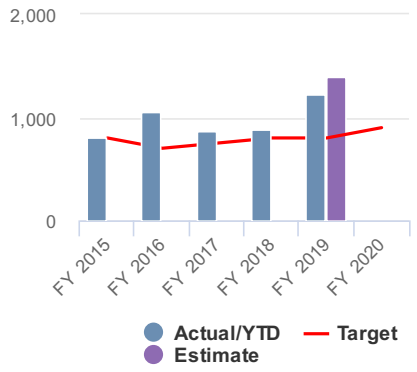
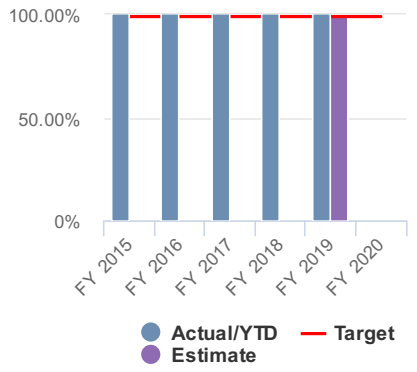
Other Anticipated Core Accomplishments

- Increase outreach activities through community partnerships
- Increase the community capacity of 100 residents, including youth
- Increase supportive services to Durham residents through internal and external organizations
- Establish additional partnerships and connections with Durham's Spanish-speaking communities
- Build multi-departmental community engagement capacity
- Refresh and refine the Equitable Community Engagement Blueprint.
- Formally adopt the Equitable Community Engagement Blueprint as the official document for City staff to implement for all community and public engagement.
- Increase the number of departments using the Blueprint and toolkit.
- Establish benchmarks for equitable community engagement
- Develop an Equitable Community Engagement toolkit for departments to utilize
- Hispanic Heritage Month event
- Women's Forum for Women's History Month
- Human Relations Advocacy Award ceremony
- Resident Durham One Call response time within 2 business days
- Expand equitable community engagement by recruiting additional Community-Rooted Partners to conduct engagement in/with historically underrepresented communities
- Boards removal from 10 structures by owners and City
- 1200 properties receive education and outreach through Community-Centered Code Enforcement Focus area efforts
- 30 unsafe properties remediated through owner and City efforts
- 25 cases presented to the Housing Appeals Board
- Issue Community Life Court summons for 30 cases, present 15 cases to the court, and dismiss an additional 35 outstanding cases prior to Community Life Court appearance
- Respond to all "rapid response" resident concerns within 24 hours of notification
- Secure additional partners for community building/beautification projects that will benefit the community and create a greater sense of neighborhood pride

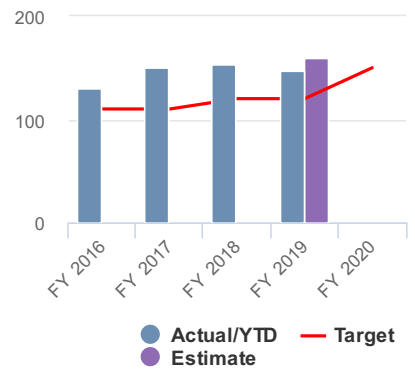
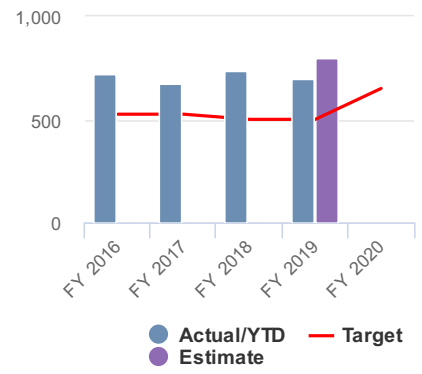
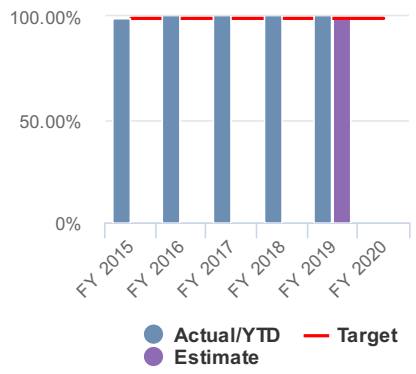
Objective: Increase fair and equitable housing opportunities through the enforcement of the federal and local fair housing laws, and by educating citizens and housing providers on these laws

Program: Human Relations	Program: Human Relations	Program: Human Relations
# Fair Housing Inquiries Accepted for Investigation	# Fair Housing Inquiries Received	# HUD cases processed (closed dual filed cases)
		

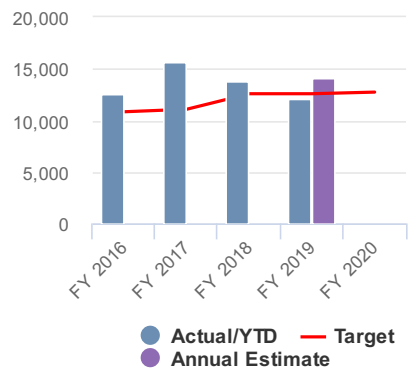
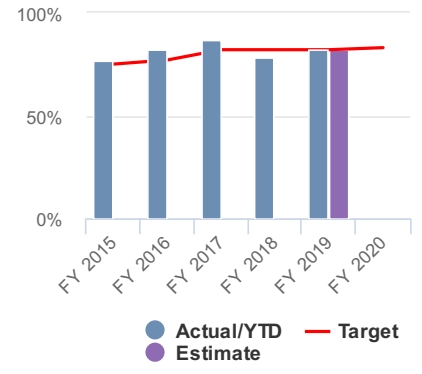
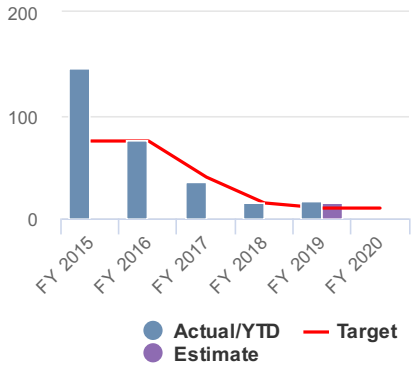
Objective: Increase fair and equitable housing opportunities through the enforcement of the federal and local fair housing laws, and by educating citizens and housing providers on these laws

Program: Human Relations	**Program:** Human Relations	**Program:**% Illegal dumps removed within 24 hours of notification
		

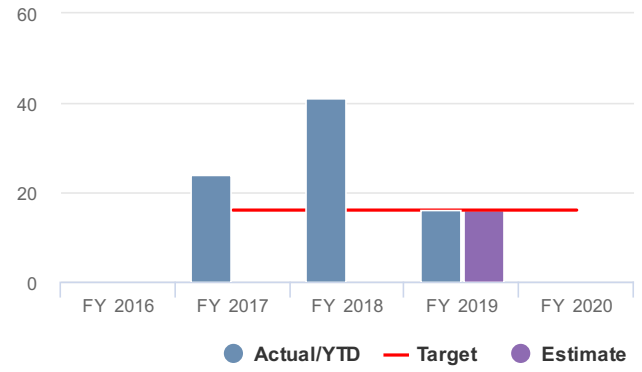
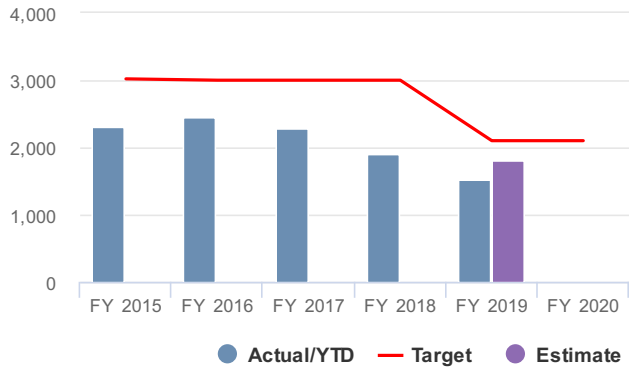
Objective: Improve public perception of safety and quality of the total built environment through the removal of public nuisances that contribute to crime, unsafe and unhealthy conditions in neighborhoods

Program: Impact Team	**Program:** Impact Team	**Program:** Impact Team
# of community building/beautification projects	# of community contact hours through special initiatives and partnerships (i.e. clean-ups, play streets, etc.)	% of graffiti sites removed within 24 hours of notification
		

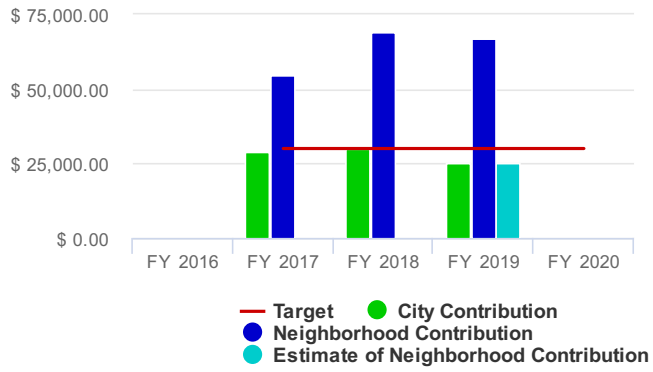
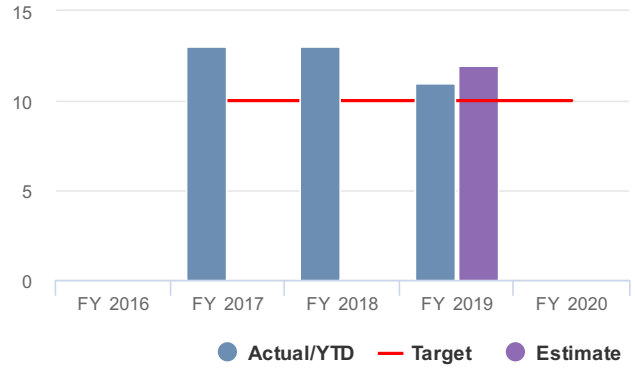
Objective: Improve housing and other built environment conditions to provide safe and sanitary housing and neighborhoods by increasing community awareness and responsiveness to City ordinances and codes

Program: Code Enforcement	**Program:** Code Enforcement	**Program:** Code Enforcement
Total # code enforcement inspections	% of overall compliance of code enforcement housing cases resolved	# of boarded houses in low-mod areas
		

Objective: Increase community capacity through building relationships with residents and community organizations.

Program: Community Engagement	**Program:** Community Engagement
# of Community Building Projects (Beautification/Safety Assessments)	# of PAC meeting attendees
	

Objective: Increase community capacity through building relationships with residents and community organizations.

Program: Community Engagement	**Program:** Community Engagement
% of resources leveraged through community engagement sponsored or partnership activities (ratio of funds leveraged)(Neighborhood Matching Grants)	# of Neighborhoods Involved in Neighborhood Matching Grants
	

CONTRACT AGENCIES – ARTS & CULTURE

The Arts & Culture Program provides for the support and operation of arts facilities and programs for Durham citizens. This program includes the daily operation and management of the Durham Arts Council building, the Carolina Theatre, and the Hayti Heritage Center. Support is also provided for major arts and cultural institutions and non-profit arts organizations that provide services and arts experiences that contribute significantly to the quality of life.

PROGRAM DESCRIPTION

Arts & Culture Facilities **$1,875,491**

The Carolina Theatre of Durham, Inc. operates, manages and programs the Carolina Theatre for the City of Durham. The Durham Arts Council, Inc. operates, manages and programs the Durham Arts Council building for the City of Durham. In addition, the Arts Council provides arts-based educational opportunities to Durham citizens and provides support services to artists and arts organizations. St. Joseph's Historic Foundation operates, manages and programs the Hayti Heritage Center (privately owned) as a cultural institution exploring the African-American experience. Community Based programming is provided at Lyon Park, managed by the board of Calvary Ministries of the West End, Inc.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Operating	$ 1,872,093	$ 1,875,491	$ 1,875,491	$ 1,875,491	0.0%
Total Appropriations	$ 1,872,093	$ 1,875,491	$ 1,875,491	$ 1,875,491	0.0%
Revenues					
Discretionary	$ 1,872,093	$ 1,875,491	$ 1,875,491	$ 1,875,491	0.0%
Program	-	-	-	-	0.0%
Total Revenues	$ 1,872,093	$ 1,875,491	$ 1,875,491	$ 1,875,491	0.0%

Arts & Culture Facilities	Service Provided	Award
Carolina Theatre	Manages the Carolina Theatre. It is governed by a management agreement with the City.	$692,198
Durham Arts Council	Promotes excellence in and access to the creation and experience of the arts for all citizens. Manages the City's community arts center. It is governed by a management agreement with the City.	$704,572
Lyon Park	Community based programming is provided at Lyon Park, managed by the Board of Calvary Ministries of the West End, Inc. The City of Durham Parks and Recreation Department provides recreational opportunities under a joint use agreement with Calvary Ministries.	$186,721
St. Joseph's Historic Foundation	Preserves and promotes the understanding of and appreciation for the African-American experience and societal contributions by providing cultural arts and education programs. It is governed by a management agreement with the City.	$292,000
Total Arts & Culture Facilities		**$1,875,491**

CONTRACT AGENCIES – COMMUNITY DEVELOPMENT

Annually, the City of Durham enters into contracts with non-profit agencies. These agencies are funded entirely with discretionary revenue and provide services that complement the efforts of City departments. Agencies that are funded provide services that directly tie to Council goals and priorities.

PROGRAM DESCRIPTION

Community Development Organizations **$306,770**

These organizations provide services that focus on improving the quality of life through a myriad of different services that are provided citywide.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Operating	$ 226,920	$ 306,770	$ 306,770	$ 306,770	0.0%
Total Appropriations	$ 226,920	$ 306,770	$ 306,770	$ 306,770	0.0%
Revenues					
Discretionary	$ 226,920	$ 306,770	$ 306,770	$ 306,770	0.0%
Program	-	-	-	-	0.0%
Total Revenues	$ 226,920	$ 306,770	$ 306,770	$ 306,770	0.0%

Community Development	Service Provided	Award
Sports Commission	Fosters economic development through coordinating and developing Durham's role as a leading site for sports events involving youth, collegiate, amateur and professional organizations.	$176,018
Durham Media Center	Promotes use of designated access channels by coordinating the use of public access channels, providing production facilities, providing technical assistance and media training.	$55,752
Museum of Durham History	Provides educational and cultural services benefiting the Durham community by managing a "History Hub" located in downtown durham capturing Durham's compelling history.	$51,000
Other Agencies	Various other non-profit agencies that the City of Durham is partnering with that align with FY21 Council goals and priorities.	$24,000
Total Community Development		**$306,770**

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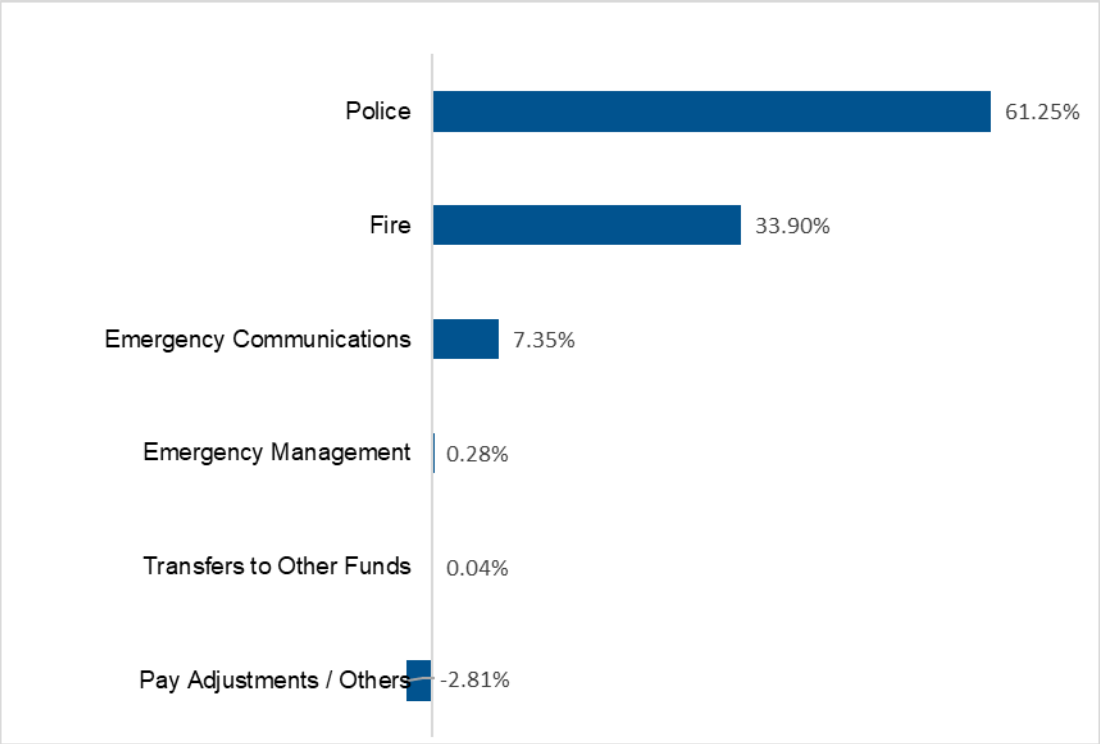
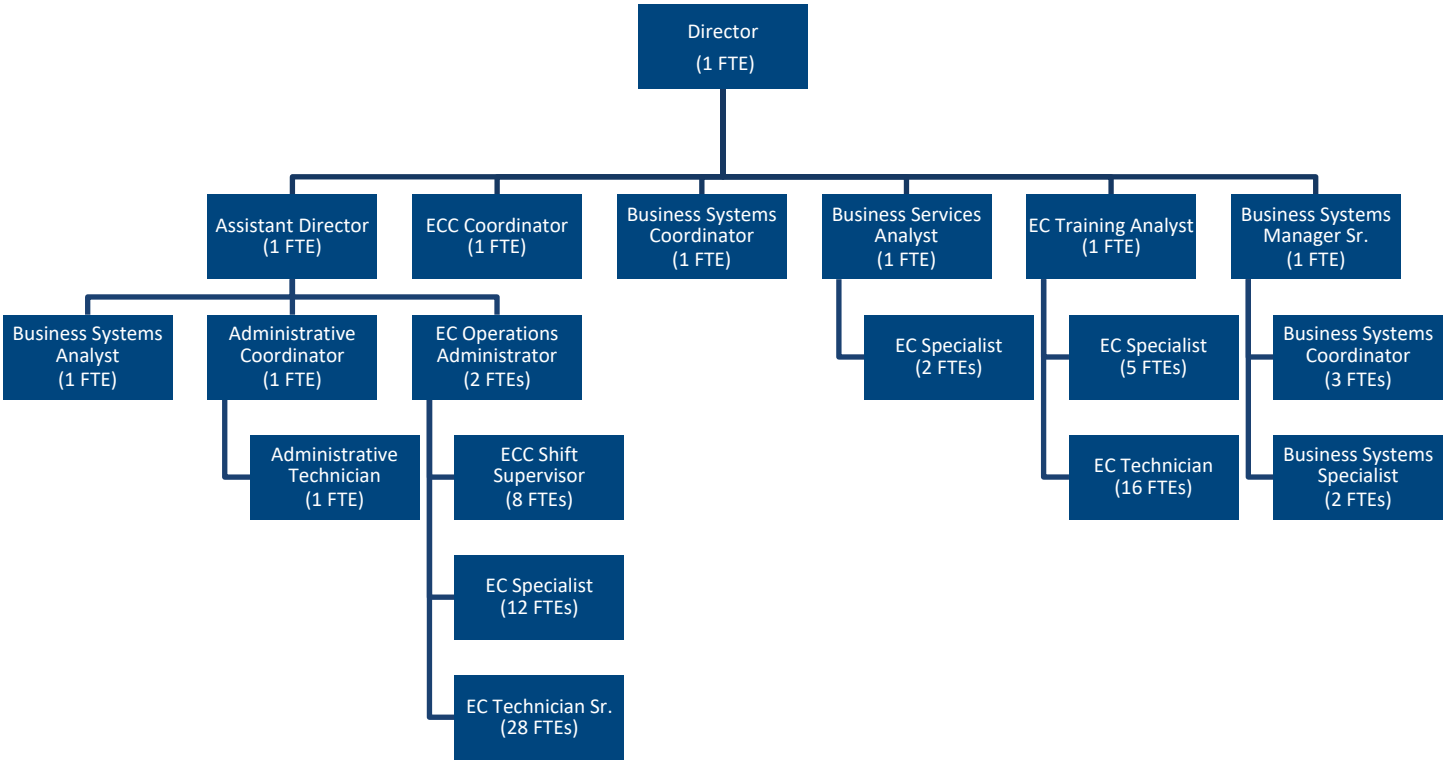
PUBLIC SAFETY
BUDGET SUMMARY

Non-Grant	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Emergency Communications	$ 7,162,352	$ 8,337,330	$ 8,591,167	$ 8,200,104	-1.6%
Emergency Management	334,069	259,192	259,192	308,425	19.0%
Fire	34,681,787	36,302,180	36,647,441	37,846,798	4.3%
Police	64,706,445	65,524,164	66,719,900	68,373,249	4.1%
Pay Adjustments/Others	-	325,130	325,130	(3,135,734)	-1064.5%
Transfers to Other Funds	237,231	201,761	201,761	44,251	-78.1%
Total Appropriations	**$ 107,121,884**	**$ 110,949,757**	**$ 112,744,591**	**$ 111,637,093**	**0.6%**
Full Time Employees	1121	1166	1187	1187	21
Part Time	-	-	-	-	-
Revenues					
General Fund					
Discretionary	$ 102,592,066	$ 106,138,466	$ 108,805,733	$ 107,494,369	1.3%
Program	2,809,612	2,987,050	1,984,969	3,135,732	5.0%
General Fund Subtotal	$ 105,401,678	$ 109,125,516	$ 110,790,702	$ 110,630,101	1.4%
Emergency Telephone Fund	1,555,222	1,666,795	1,794,283	814,087	-51.2%
Inspections Fund	164,984	157,446	159,606	192,905	22.5%
Total Revenues	**$ 107,121,884**	**$ 110,949,757**	**$ 112,744,591**	**$ 111,637,093**	**0.6%**
Grants					
Public Safety	$ 2,254,142	$ 1,277,866	$ 2,248,341	$ 1,945,862	52.3%
Total Grants	**$ 2,254,142**	**$ 1,277,866**	**$ 2,248,341**	**$ 1,945,862**	**52.3%**
Full Time Employees	16	15	3	3	(12)
Part Time	-	-	-	-	-
Total Budget	**$ 109,376,026**	**$ 112,227,623**	**$ 114,992,932**	**$ 113,582,955**	**1.2%**


Police
61.25%
Fire
33.90%
Emergency Communications
7.35%
Emergency Management
0.28%
Transfers to Other Funds
0.04%
Pay Adjustments / Others
-2.81%

Emergency Communications

(88 FTEs)



EMERGENCY COMMUNICATIONS

Purpose Statement:

To affirmatively promote, preserve and protect the safety and security of all citizens of the community. It is our commitment to provide citizens with the fastest and most efficient response to emergency calls possible while ensuring the safety of Police, Fire and Emergency Medical Services (EMS) personnel. It is our goal to contribute to the quality of life of our community by giving efficient, reliable, courteous, responsive and professional 911 communications services. We will constantly seek ways to improve the quality of assistance we provide to the community by acknowledging that service is our one and only product and our goal is to provide it at the most superior level possible thereby saving lives, protecting property and helping to stop crimes, thus making Durham a safer community to live, work and visit.

DEPARTMENT DESCRIPTION

Emergency Response **General Fund: $6,206,211**
Emergency Telephone System Fund: $814,087
82 FTEs

This program operates under an interlocal agreement between the City and County governments for receipt of public safety calls including law enforcement, EMS and fire service dispatch. The program focuses on answering calls for the City of Durham, Durham County residents and visitors.

The focal point of this program is to ensure calls for emergency service are answered and dispatched to the appropriate public protection unit for disposition. The program provides service to all individuals dialing 911 and the following departments: Police, Fire, EMS, Durham County Emergency Management, and Volunteer Fire Departments. The Durham County Sheriff's Department provides its own answering and dispatching service. The 911 Surcharge fund supports technology and implemental functions such as addressing, database provisioning, and GIS associated with the processing of 9-1-1 calls.

Communications Maintenance **General Fund: $1,179,806**
6 FTEs

The division maintains and manages the operation of the 800 MHz radio system which includes four tower sites, an integrated microwave system, alarm and computer monitoring systems, backup power supplies and generators, the radio dispatch system in the 911 Emergency Communications Center, a backup 911 Center, the Durham Sheriff's Office 911 Center and North Carolina Central University's dispatch center. Communications Maintenance also installs and maintains all radio communications equipment for various departments of the city and county governments. Typical radio equipment includes portable, mobile, and base radios. In addition, this division installs and maintains the emergency lighting systems, sirens, cameras, video recorders and mobile data modems in the fleet of public safety vehicles.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 4,614,526	$ 5,872,189	$ 5,460,520	$ 6,506,030	10.8%
Operating	2,305,659	2,465,141	3,130,647	1,694,074	-31.3%
Capital and Other	242,167	-	-	-	0.0%
Total Appropriations	$ 7,162,352	$ 8,337,330	$ 8,591,167	$ 8,200,104	-1.6%
Full Time Employees	88	88	88	88	-
Part Time	-	-	-	-	-
Revenues					
Discretionary	$ 4,129,539	$ 5,011,196	$ 6,139,822	$ 5,574,924	11.2%
Program	1,477,590	1,659,339	657,062	1,811,093	9.1%
Total General Fund	$ 5,607,129	$ 6,670,535	$ 6,796,884	$ 7,386,017	10.7%
Emergency Telephone Fund	1,555,222	1,666,795	1,794,283	814,087	-51.2%
Total Revenues	$ 7,162,352	$ 8,337,330	$ 8,591,167	$ 8,200,104	-1.6%

BUDGET ISSUES FOR FY 2020-21

- Recruitment and retention of new employees in the Emergency Communications Center
- Install new Radio Communications Tower
- Transition to new schedule

ACCOMPLISHMENTS FOR FY 2019-20

- Successful implementation of Call Taker positions
- Awarded 2019 CALEA Public Safety Communications Reaccreditation
- Awarded 2019 APCO Project 33 Certification Reaccreditation

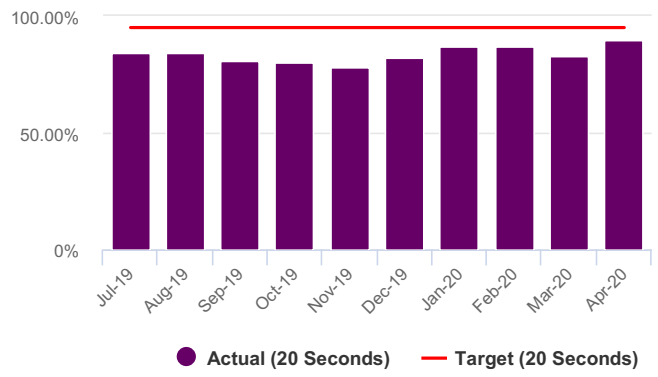
ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

- Significant reduction in operational vacancy rate
- Implementation of new schedule promoting work life balance
- Improved employee satisfaction survey results
- Improved caller location utilizing improved GIS resources

Objective: Ensure calls are processed in the most timely and effective manner to ensure safety of residents, first responders and visitors.

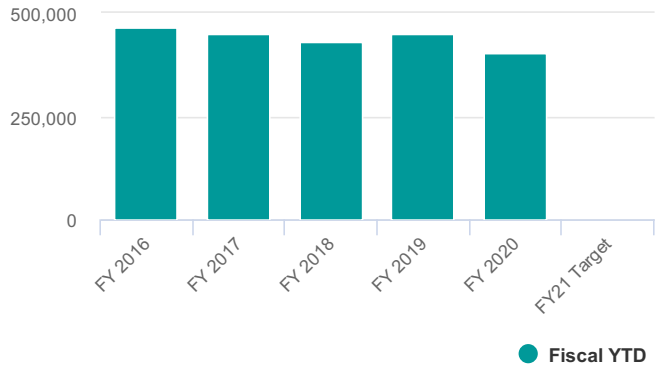
Program: Emergency Communications

% of 911 Calls answered in 20 seconds or less



Program: Emergency Communications

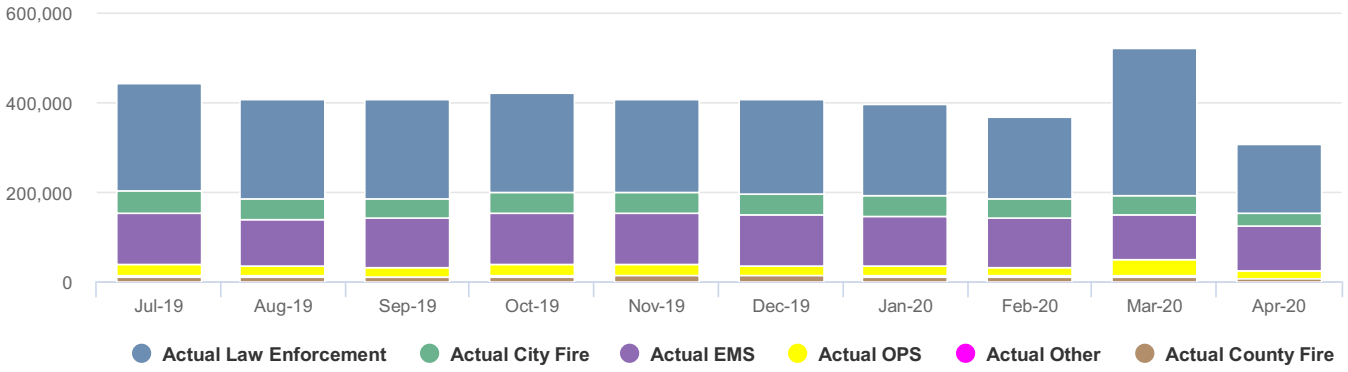
Calls for Service (Law, Fire, and EMS)



Objective: Provide service and support of the radio system to ensure continual communications capabilities.

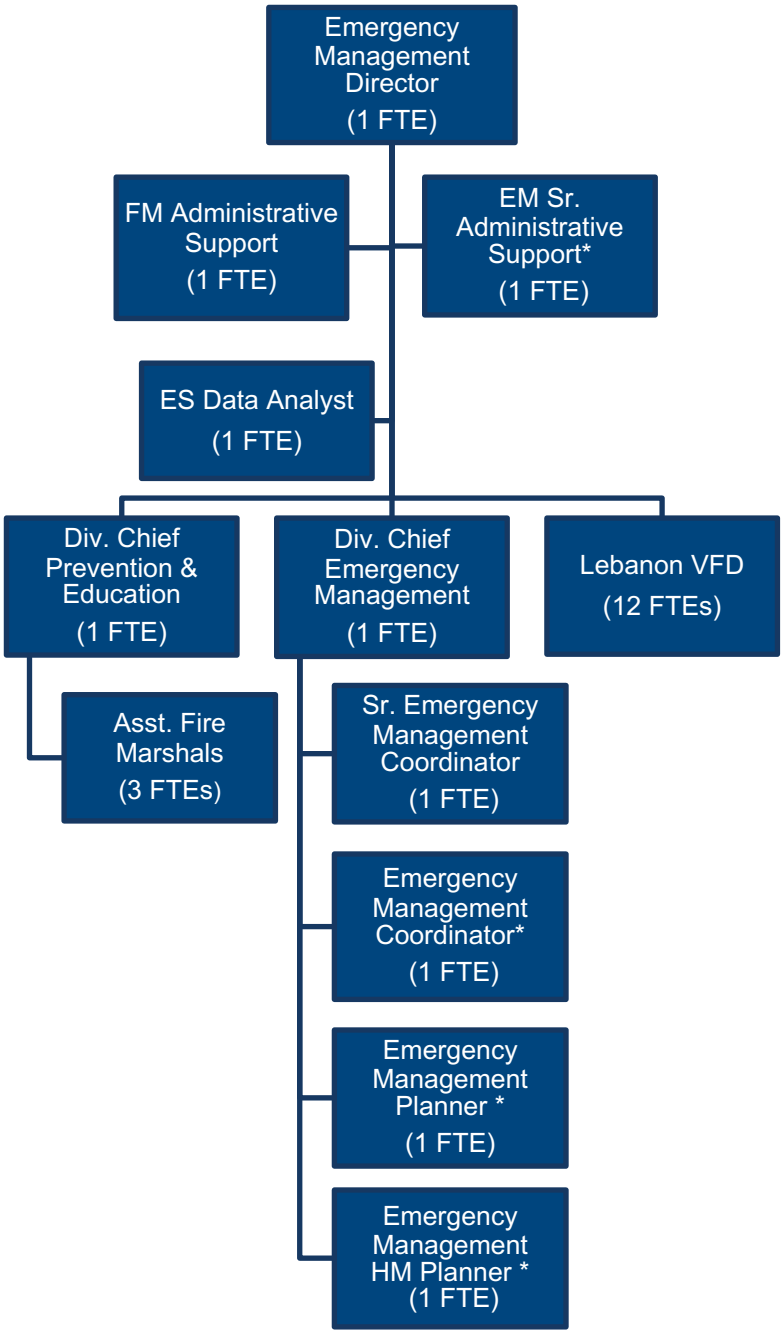
Program: Emergency Communications

Radio Utilization by Service (Law Enforcement, Fire, EMS, etc.)



Durham City-County Emergency Management

(25 FTEs)



Please note: *This is a County department. The City pays 50% of the asterisked positions and 25% of the Fire Marshal's position.*

EMERGENCY MANAGEMENT

Purpose Statement:
The Division of Emergency Management is tasked with assisting County and City departments, businesses, and citizens in the development of emergency plans. Other ongoing responsibilities include maintaining emergency shelter databases, training personnel to operate shelters, maintaining resource databases, and ensuring readiness of the Emergency Operations Center. The Division is responsible for planning for any type of emergency that could affect Durham County (multi-hazard plan), for preplanning logistics and resources needed for mitigation and recovery from an emergency.

In 2020 the County Fire Marshall and Emergency Management functions combined into a new office, the Office of Emergency Services.

DEPARTMENT DESCRIPTION

Emergency Response **$308,425**
0 FTEs

This program is responsible for drafting and carrying out the Durham City/County Emergency Operations Plan (EOP). The agency works closely with all government agencies to prepare, respond, recover and mitigate the effects of disasters and major emergencies. Emergency Management personnel are housed in county government. The County and City share costs in accordance with an interlocal agreement.

RESOURCE ALLOCATION

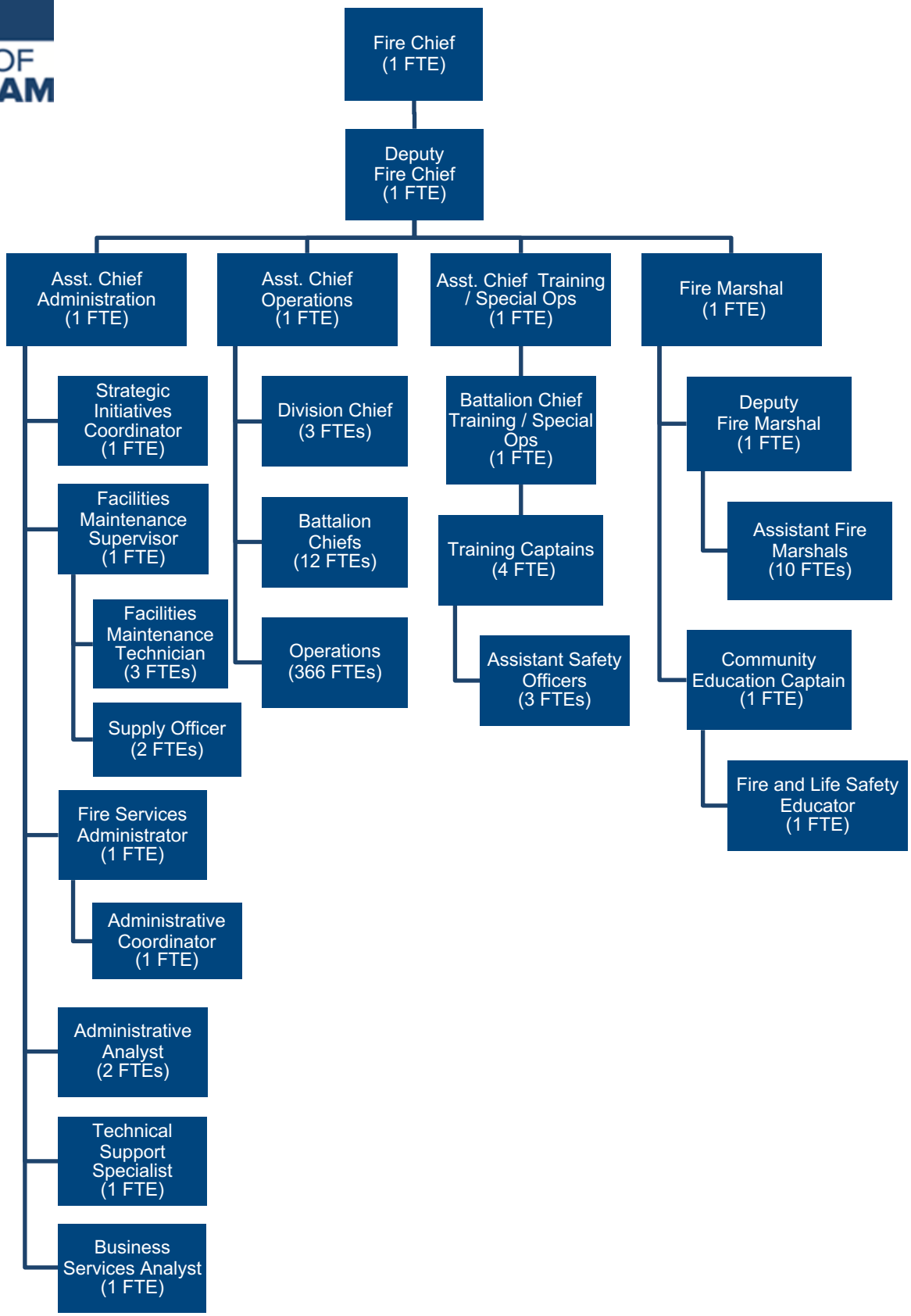
	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Operating	$ 334,069	$ 259,192	$ 259,192	$ 308,425	19.0%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	$ 334,069	$ 259,192	$ 259,192	$ 308,425	19.0%
Revenues					
Discretionary	$ 334,069	$ 259,192	$ 259,192	$ 308,425	19.0%
Program	-	-	-	-	0.0%
Total Revenues	$ 334,069	$ 259,192	$ 259,192	$ 308,425	19.0%

ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

- The FY 2020-21 budget includes funding for an Emergency Operations Center facility assessment. The assessment will provide an evaluation of the current and future needs of the Emergency Operations Center and inform the purchase of a future location for county emergency operations. The assessment cost, $50K, will be split with the City of Durham.
- The budget also includes an additional $120K to fund 3 replacement vehicles — two supervisory vehicles for EMS and one for Emergency Management. This expansion will enable the department to continue providing an efficient and effective response to county emergencies.

Fire Department

(421 FTEs)



FIRE DEPARTMENT

Purpose Statement:
The Durham Fire Department strives to enhance the quality of life for the citizens and visitors of Durham by minimizing the harmful effects of fires, medical emergencies, and other types of dangerous events.

DEPARTMENT DESCRIPTION

Fire Department **$37,846,798**
421 FTEs

The department provides all-hazards emergency response to fires, medical calls, hazardous material spills, technical rescue calls, and swift water rescue calls. Staff has an overriding responsibility to the residents of Durham to maintain a state of training and readiness that will allow a quick and competent response to life threatening events such as fires, emergency medical responses, weather related emergencies and potential acts of terrorism.

Administration
The Fire Administration division coordinates and supervises the Fire Department. This division is responsible for fiscal planning, records management, implementation and training for technology advancements, personnel management, and resource maintenance and management. This division is also responsible for recommending and implementing management policies and procedures for daily operations of the department under the direction of the Fire Chief.

Safety and Training
The Safety and Training division provides for the training, occupational safety and wellness of personnel through entry level and advanced in-service training programs, accident investigation and wellness evaluations. This division functions to provide a safe work environment, maintain current certifications, and monitor physical fitness levels of operations personnel.

Operations and Emergency Responses
The Fire Operations Division responds to over 28,000 calls per year for various types of emergencies. Fire responses minimize the loss of life and destruction of property due to fires through the rapid deployment of trained personnel and appropriate equipment. Service is provided by trained fire/rescue personnel who are strategically placed throughout the City and through automatic aid agreements with volunteer fire departments.

The Emergency Medical Services (EMS) program provides Advanced Life Support with emergency medical first responders at the Emergency Medical Technician (EMT) and Advanced Emergency Medical Technician (AEMT) levels, in response to a variety of medical emergencies. All Fire Department apparatus are equipped with emergency medical supplies and semi-automatic defibrillators used to stabilize and/or resuscitate patients until the arrival of paramedic personnel on the scene. Early advanced life support helps to protect injured or sick persons from further harm and increases survivability.

The Hazardous Materials (Hazmat) Team provides for the identification and control of known and unknown chemical, biological, and radiological substances released into the environment. Hazmat personnel are specially trained to mitigate chemical emergencies. This program supports the goals of safety by stopping hazardous releases at the earliest possible stage and protecting residents and the City's natural resources. The Hazardous Materials Team is staffed with technicians trained to identify, isolate and mitigate most common hazardous material spills or leaks. They have the technology to interface with state and national resources to assist in their efforts. This program is provided to minimize the harmful effects of toxic releases on both people and the environment in Durham. The program operates under the requirements as set forth in state and federal OSHA standards, specifically 29CFR1910.120.

The Technical Rescue Team provides for the rescue of persons trapped and/or injured beyond the scope of normal Fire Department operations. These specialized rescues may involve high/low angle, trench, swift water, vehicle extrication, structural collapse, and confined space rescue emergencies.

Fire Prevention

The purpose of this division is to prevent and/or reduce the loss of life, injury and property damage due to fire in multi-family residential, commercial, factory, institutional, business, educational, mercantile and assembly occupancies. The Fire Prevention Division provides comprehensive enforcement of mandated fire and life safety codes and regulations including the inspection of properties for fire code violations. Responsibilities also include regulating the design and implementation of building features and fire protection systems.

The Fire Investigation Team provides fire cause and origin in the investigation of all fires of an undetermined or suspicious nature. Clearance of arson crimes remains a high priority for the Fire Prevention Division and is in alignment with the City's efforts to investigate and solve cases involving suspicious fires. The program supports the City Council goal of Creating a Safer Community Together.

The Community Fire Education program provides educational programs about the causes and prevention of fire and burn injuries along with training in other life safety skills and awareness. Emphasis is placed on targeting areas that are experiencing the greatest hazards from fire and life safety emergencies and those that have a history of emergency medical calls for service. The program encourages a strong link between the Fire Department and the community by instituting outreach programs such as *Remembering When (fall prevention for older americans), Stop the Bleed, Learn Not to Burn*, smoke alarm campaigns, fire extinguisher training, fire safety training, blood pressure checks, and additional health and fire safety programs for seniors.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 31,939,155	$ 33,647,493	$ 33,773,979	$ 35,366,492	5.1%
Operating	2,511,573	2,621,632	2,787,424	2,434,806	-7.1%
Capital and Other	231,059	33,055	86,038	45,500	37.6%
Total Appropriations	$ 34,681,787	$ 36,302,180	$ 36,647,441	$ 37,846,798	4.3%
Full Time Employees	418	421	421	421	-
Part Time	-	-	-	-	-
Revenues					
Discretionary	$ 33,257,324	$ 34,892,796	$ 35,233,665	$ 36,401,955	4.3%
Program	1,259,479	1,251,938	1,254,169	1,251,938	0.0%
Total General Fund	34,516,803	36,144,734	36,487,834	37,653,893	4.2%
Inspections Fund	164,984	157,446	159,606	192,905	22.5%
Total Revenues	$ 34,681,787	$ 36,302,180	$ 36,647,441	$ 37,846,798	4.3%

BUDGET ISSUES FOR FY 2020-21

- The fire department needs to develop a staffing pathway that will meet industry standards such as the National Fire Protection Association (NFPA) 1710 requirements for minimum firefighting unit personnel and the Occupational Safety and Health Administration's (OSHA) 29 CFR 1910.134 on Respiratory Protection (and by reference the North Carolina Department of Labor's Division of Occupation Safety and Health's) Two-In/Two-Out requirements by a single operational firefighting unit.
- The fire department needs additional resources to minimize exposures to carcinogens and other cancer causing sources by enhancing turnout gear laundering frequency and capacity, and improving maintenance of exhaust elimintation systems in fire stations.
- The fire department's increased fleet size necessitates an increase in funding for auto maintenance needs and upfitting services.

- The fire department has seen an upward trend in the frequency of Hazardous Materials calls which dictate a need for additional funding for supplies, tools, equipment, and maintenance in their operating budget.
- The fire department needs to continue building capacity in order to respond to the rapid growth and development.
- The department will continue to examine its new firefighter training partnership with Durham Technical Community College to meet the needs of both organizations.
- The fire department needs to implement closer oversight of emergency medical service delivery and reporting.
- The Fire Department needs to build training capacity to meet the needs of a larger department and changes in the demands of the fire service.

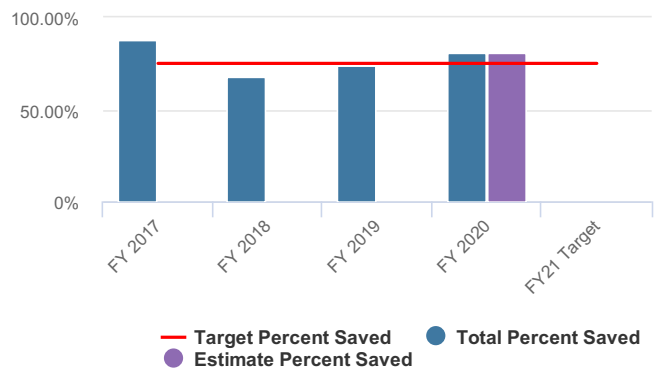
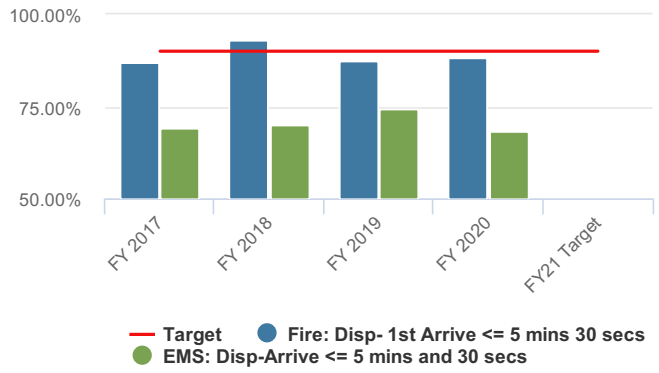
ACCOMPLISHMENTS FOR FY 2019-20

- Deployed the downtown rescue unit to provide increased manpower to the downtown area and specialty resources to this area and the remainder of the city
- Continued the replacement of vehicle extrication equipment which has reached the end of its useful life with new equipment capable of dealing with reinforced high strength steel in many of the newer car models.
- Continued advanced testing and replacement of turnout gear according to NFPA standard 1851 (2014 Edition).
- Continued annual fitness testing for all Operations personnel to maintain operational readiness for emergency responses.
- Continued to check the operational readiness and appearance of all hydrants.
- Continued to participate in regional Urban Search and Rescue (USAR) and Hazardous Materials training with the Raleigh and Chapel Hill Fire Departments.
- Continued attendance at PAC meetings, open Command Staff meeting format, and the station meeting program to ensure effective internal and external communication.
- Continued to utilize advisory committees to address departmental and emerging fire service issues such firefighter cancers, personal protective equipment (PPE), future apparatus, recruitment and hiring, and peer counseling.
- More than doubled the number of courtesy home fire and life safety evaluations at no cost to residents.
- On track to more than triple the distribution of smoke and carbon monoxide alarms to City of Durham residents at no cost.
- Instituted a “Safety in our city” program to increase the visibility and collaboration between Operations, Prevention, and residents by providing free home inspections, smoke alarm canvases, and community risk reduction programs
- Continued partnerships on fire and life safety programs by regularly including the American Red Cross, Durham Police Department, Neighborhood Improvement Services, Durham Parks and Recreation, Safe Kids NC, Duke University, North Carolina Central University, Durham Bike Co-op, NC Office of the State Fire Marshal, Department of Health and Human Services, Durham Rescue Mission, Durham Housing Authority, Vision Zero, Triangle Fall Prevention Coalition, and the Refugee Coalition.
- Completed the database of businesses subject to an NC Fire Code inspection.
- Continued efforts to increase the representation of uniformed women and minorities in the Durham Fire Department with a focus on reflecting our community by establishing the recruitment and hiring committee
- Continued monitoring the success of training hour requirements for all uniformed personnel
- One chief officer is participating in the National Fire Academy’s Executive Fire Officer Program
- Continued the development and evaluation of Standard Operating Guidelines.
- Successfully on-boarded 27 new firefighters to fill operational vacancies and staff the new downtown rescue apparatus
- Established a 24-hour fire shift investigator in order to provide for better and timely fire investigations and the ability to provide for after-hours fire inspections to address problems such as overcrowding in nightclubs and other entertainment establishments in addition to other challenges of a rapidly growing city.
- Continued utilizing the Target Solutions learning management platform for distance learning and continuing education training.
- Promoted one new Battalion Chief, 15 Fire Captains, and 23 Fire Drivers in the Operations Division. Promoted a new Battalion Chief in the Safety and Training Division. Promoted a new Deputy Fire Marshal and two Assistant Fire Marshals in the Prevention Division.

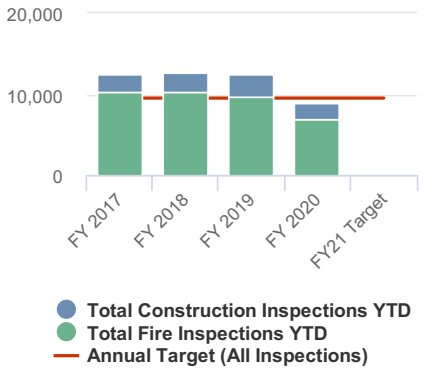
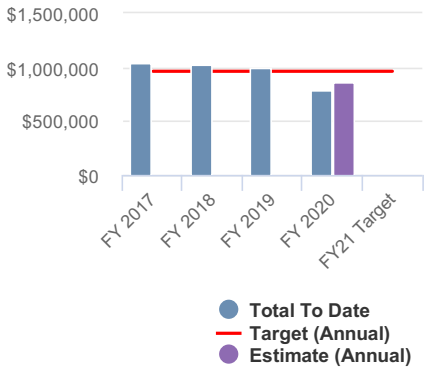
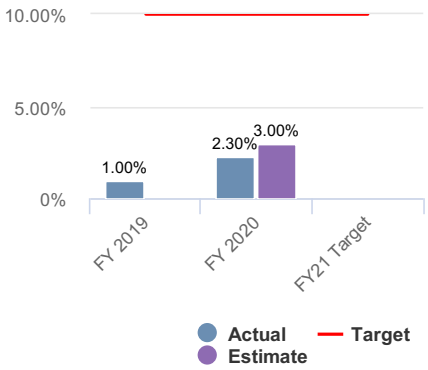
ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

- Provide and install smoke and carbon monoxide alarms to our residents free of charge through a weekly canvas of all stations throughout the late spring and summer. This will be accomplished through a continuation of the "Safety in our city" program.
- Attract new and diverse candidates to the DFD through innovative recruitment programs.
- Review and update one third of fire department policies
- Promote approximately 15 Captains and Drivers in the operations division
- Continue the development of a powerful data management program to more accurately capture and use data for strategic planning and resource deployment.
- Expand advanced testing and replacement of turnout gear according to NFPA standard 1851 (2020 Edition).
- Continue the replacement of vehicle extrication equipment which has reached the end of its useful life with new equipment capable of dealing with reinforced high strength steel in many of the newer car models.
- Continue to check the operational readiness and appearance of all hydrants.
- Move toward compliance with NFPA 1710 guidelines.
- Continue to participate in regional Urban Search and Rescue (USAR) and Hazardous Materials training with the Raleigh and Chapel Hill Fire Departments.
- Continue attendance at PAC meetings, open Command Staff meeting format, and the station meeting program to ensure effective internal and external communication.
- Conduct courtesy home fire and life safety evaluations.
- The department will continue its effort to address the impacts on fire protection resulting from continued development in the downtown city center as well as in the newly annexed areas in eastern and southern Durham.
- Conduct a needs analysis and develop a training plan for the the number of personnel with advanced certifications in special operations, and emergency medical services.
- Increase the focus on leadership training and succession planning.

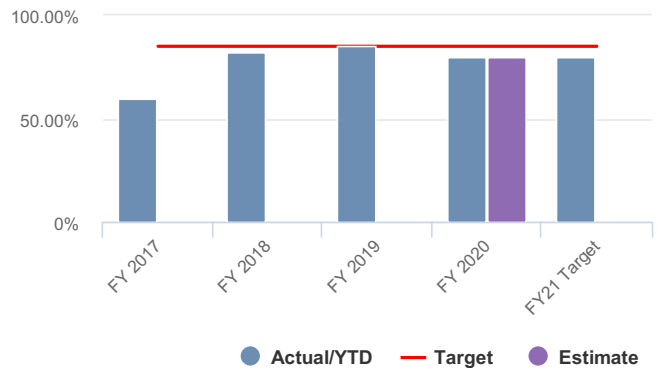
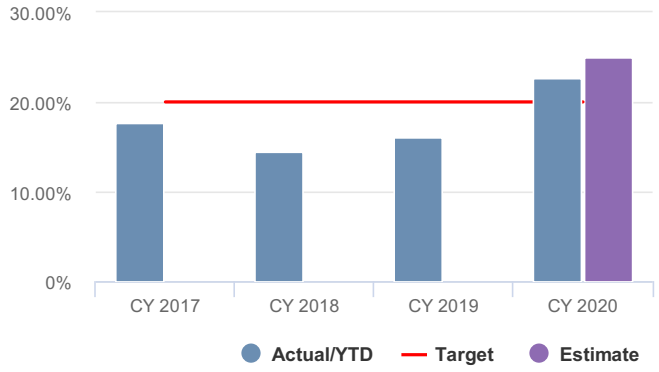
Objective: Enhance Emergency Response Capabilities

Program: Operations and Emergency Responses	**Program:** Operations and Emergency Responses
Dollar Loss/Dollar Save Community Impact	Response Times
	

Objective: Increase Code Enforcement and Community Education Efforts

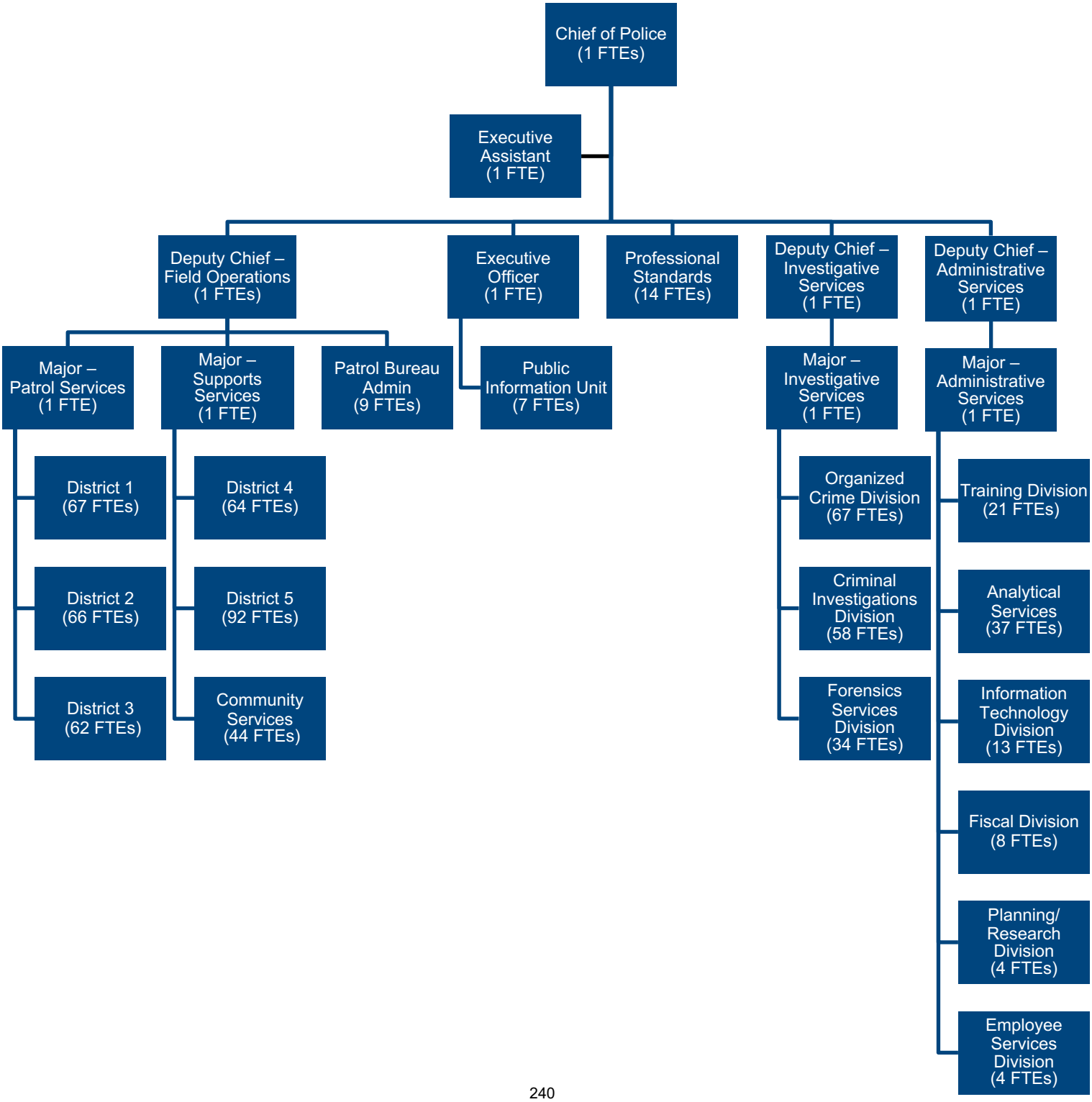
Program: Fire Prevention	**Program:** Fire Prevention	**Program**: Fire Prevention
Number of Inspections--Routine, New Construction, ...	Amount of Revenue Billed	% of Population that Received Fire and Life Safety Training
		

Objective: Increase Preparedness

Program: Safety and Training	**Program:** Safety and Training
% of Operations staff (response unit assigned) Meeting Training Hour Requirements	% of Total Training Hours dedicated to emergency medical response
	

Police Department

(681 FTEs)



POLICE DEPARTMENT

Mission:
To minimize crime, promote safety, and enhance the quality of life in partnership with our community.

DEPARTMENT DESCRIPTION

Police Department

General Fund: $68,417,500
678 FTEs
Grant Funds: $1,945,862
3 FTEs

The Department is primarily responsible for protecting and safeguarding the lives and property of Durham residents through enforcement of criminal laws and safety education. Core functions are carried out through four operational bureaus: Patrol Services, Investigative Services, Administrative Services and Office of the Chief. In addition, the Department works collaboratively with City, County and State departments, area public safety agencies and community organizations to maximize resources and security and to heighten citizen engagement in safety and crime-related issues.

Patrol Services Bureau:

This program includes the traditional uniformed patrol officers, the Bicycle Squad, the Canine (K-9) Unit, the Traffic Services Unit (TACT), the Motorcycle Unit, Secondary Employment, the Court Liaison, the Desk/Towing Unit, Special Projects and Logistics, Community Services, and the Reserve Officers.

The divisions and units within this program provide specific law enforcement services to the public, which include patrol responses to 911 requests for assistance, investigation and clearance of property crimes and crimes against persons, tracking of suspects, searching for lost children and the elderly, youth crime, and locating illegal drugs. Units provide speed and DWI enforcement, funeral escorts, and response to traffic accidents. They manage secondary employment functions for officers working off-duty, set schedules for officers that interact with the court system, provide information to citizens entering Headquarters, regulate wrecker companies, account for towed vehicles, provide bike patrols within the Downtown Loop, assign Reserve Officers for specific law enforcement services in the City, and provide decentralized problem solving teams in each of the districts.

The Community Services Division consists of: the Community Resource Unit, which is responsible for Neighborhood Watch, security inspections for homes and businesses, conducting educational workshops/demonstrations, serving as liaisons to all City districts, and managing the Mobile Substation and the Citizens Police Academy; the Police Athletic League (PALs)/Explorer Unit, which coordinates volunteer Department members in delivering athletic and mentoring programs for Durham youth; the School Resource Officer Unit (SRO), which provides officers at City schools to deter criminal activity; the Community Engagement Unit, which provides a law enforcement presence and support to Public Housing neighborhoods; the Crisis Intervention Team (CIT), which focuses on both initial and follow-up responses to situations involving individuals experiencing crisis; and, the Victim Services Unit, which provides support services to victims of violent crime.

Investigative Services Bureau:

This program consists of the Organized Crime Division (OCD), the Criminal Investigations Division (CID), and the Forensic Services Division (FSD).

OCD provides specialized investigative and enforcement services and tactical response teams. It is comprised of the Selective Enforcement Team (SET), the Major Crimes Unit, the Vice/Narcotics Unit, the Gang Unit, the Intelligence Unit, and a Biological/Chemical Emergency Response Team (BCERT).

CID provides criminal investigative services for cases requiring extensive follow-up or cases that are complicated in nature. This division consists of the Fraud Unit, the Homicide Unit, the Robbery/Violent Crimes Unit, the Special Victims Unit, and the Domestic Violence Unit.

FSD is responsible for collecting and maintaining the integrity of evidence collected from crime scenes and property. The FSD is comprised of the following units: the Crime Scene Unit which is responsible for the collection,

preservation and documentation of evidence; the Crime Lab Unit which is responsible for conducting or coordinating tests of evidence; and the Property/Evidence Unit which maintains custody and security of all evidence and property received.

Administrative Services Bureau:

This program includes Training and Recruiting, Personnel Services, Analytical Services, Fiscal Services, Planning and Research, and Information Technology Services.

The Training Unit provides in-service and new recruit training. The Recruiting Unit actively seeks qualified applicants, and the Personnel Services Unit oversees the administration of our Human Capital.

The Analytical Services Division consists of: The Crime Analysis Unit, which is responsible for researching and analyzing incident and crime data; the Records Unit, which serves as the custodian for all official police records: and, the Division of Criminal Information/Warrant Control, which utilizes all available criminal justice databases to provide information to our officers and other law enforcement agencies.

The Fiscal Services Unit provides fiscal management and grants administration. The Planning and Research Unit provides long term planning for growth requirements, and includes the Fleet Unit which is responsible for maintaining the Department's vehicles at an optimal operating level, and the Supply Unit which is responsible for the receipt, storage and distribution of uniforms, equipment and supplies. Information Technology Services provides computer and digital data support, statistical database maintenance, front line mobile data terminal and e-citation support.

Office of the Chief:

The Office of the Chief is comprised of the Professional Standards Division, the Executive Officer to the Chief of Police, an Administrative Assistant and the Public Affairs Unit.

The Professional Standards Division is responsible for the general oversight, compliance and accountability of all Department members and consists of the following units: the Internal Affairs Unit which is responsible for investigating citizen's complaints and all administrative and law violations by agency personnel; the Staff Inspections Office which is responsible for providing information on Department efficiencies and effectiveness and conducting inspections and audits; and the Accreditation Office which is responsible for maintaining the Department's accredited status with CALEA.

The Executive Officer to the Chief of Police serves as the personal representative of the Chief for community concerns and business matters.

The Public Affairs Unit is responsible for gathering, developing and presenting information about the programs, services, policies and activities of the Department.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$58,123,676	$58,970,573	$59,659,783	$61,854,050	4.9%
Operating	6,472,714	6,531,591	7,041,806	6,497,199	-0.5%
Capital and Other	110,055	22,000	18,311	22,000	0.0%
Transfers	237,231	201,761	201,761	44,251	-78.1%
Subtotal Appropriations	$64,943,676	$65,725,925	$66,921,661	$68,417,500	4.1%
Total Appropriations	$64,943,676	$65,725,925	$66,921,661	$68,417,500	4.1%
Full Time Employees	615	657	678	678	21
Part Time	-	-	-	-	-
Revenues					
Discretionary	$64,871,133	$65,650,152	$66,847,923	$68,344,799	4.1%
Program	72,543	75,773	73,738	72,701	-4.1%
Total Revenues	$64,943,676	$65,725,925	$66,921,661	$68,417,500	4.1%
Grant					
Personal Services	$ 1,314,065	$ 459,966	$ 937,706	$ 489,062	6.3%
Operating	485,896	747,900	$ 516,504	1,151,994	54.0%
Capital and Other	454,181	70,000	$ 794,131	304,806	335.4%
Total Appropriations	$ 2,254,142	$ 1,277,866	$ 2,248,341	$ 1,945,862	52.3%
Full Time Employees	16	15	3	3	(12)
Part Time	-	-	-	-	-
Revenues					
Grants	$ 2,254,142	$ 1,277,866	$ 2,248,341	$ 1,945,862	52.3%
Total Grant Revenue	$ 2,254,142	$ 1,277,866	$ 2,248,341	$ 1,945,862	52.3%
Total Budget	$67,197,818	$67,003,791	$69,170,002	$70,363,362	5.0%

BUDGET ISSUES FOR FY 2020-21

- The attrition rate through the first ten months of FY20 averaged 5.2 officers per month, which impacts the presence of law enforcement officers on the streets. Hiring and retention incentives, and the restructured sworn pay structure, will help to reduce the current operational vacancy rate, but the targeted rate of 0% of funded officers will be a challenge to meet for FY21. It is the goal of the Department to maintain 100% staffing through an aggressive recruitment campaign, which will eliminate the availability of lapsed salaries for funding routine patrol functions. However, any need for lapsed salaries for patrol purposes will be approved through the City Manager.
- The vacancy rate for the Department averaged 4.3% per month for the first ten months of the fiscal year. Overtime appropriations are used to fund special crime fighting initiatives and to compensate for operational vacancies through a minimum staffing initiative.
- Several high profile gang-related shootings occurred in FY2019-20. Two incidents involved shootings downtown and in front of the courthouse, prompting the department to move six police officers in December, 2019 from their normal patrol functions to the Gang Unit. This was the first step toward staffing a second Gang Unit that would allow the Department to provide: quick response and flexibility; additional community relationships and

rapport; intel familiarity and high profile visibility; gang and gun education; and, improved officer health and wellness. City Council approved the addition of six sworn FTEs in February, 2020 in order to backfill the positions that were moved to the Gang Unit, thereby reducing supplemental overtime expenditures and helping to meet patrol staffing demands. The department would need an additional seven police officers in order to fully implement two gang units whose staffing would each consist of one Sergeant, two Corporals, five Investigators, and five Officers.

- The Department will continue to explore innovative recruiting techniques, with emphasis on an updated website and digital advertising. In an increasingly web-oriented society, these internet based technologies will help deliver focused messages to specific markets. The goal is to ensure the Department maintains a diverse workforce that reflects the demographics of the City it serves.
- Additional training funds would allow the Department to support more of its employees in enhancing their job-related skills. Funding levels for training will require close scrutinization to cover critical needs such as required certifications.

ACCOMPLISHMENTS FOR FY 2019-20

- The Department continues to focus on reducing violent and property crimes. When comparing violent crimes committed per 100,000 in FY18 to violent crimes committed per 100,000 in FY19, there was an overall decrease in violent crimes committed of 3.7% (744 to 773).
- When comparing property crimes committed per 100,000 in FY18 to FY19, there was an overall increase in property crimes of 0.5% (3,746 to 3,763).
- Hired 26 recruits for the August 2019 BLET academy, of which 10 resigned and 11 have now graduated and are in field training. Hired 25 recruits for the February 2020 BLET academy, plus an additional 4 lateral hires. This represents a decrease in recruits hired (71 in FY19 and 55 in FY20). Academies are funded through lapsed salary savings. The current average monthly real sworn vacancy rate for FY19-20 is 4.3%.
- The Department was well above the national average in property crime clearance rates for cities with similar populations, but fell behind the national average in aggravated assault and overall violent crime clearances.
- Maintained an average response time to Priority 1 calls for service in the first half of fiscal year 2020 of 6.0 minutes, compared to the targeted time of 5.8 minutes.
- The department continued to utilize overtime funds to fund a minimum staffing initiative to maintain a presence of officers patrolling the streets during periods when high vacancy rates would otherwise prevent that presence. The success of this initiative is demonstrated by the increase in Uniform Patrol staffing from an average of 67% staffed each month up to an average of 80% staffed.
- The Department was awarded the Sexual Assault Kit Initiative grant funding, which provides resources to address sexual assault kits in the department's inventory that have not been submitted to the state laboratory for DNA testing and will ensure a complete victim-centered approach is taken during the investigation, prosecution and healing process for survivors of cold case sexual assaults. The grant will fund positions for two full-time cold case sexual assault investigators, one full-time victim/witness assistant and one full-time assistant district attorney for three years.
- Expanded the Community Engagement Unit and replicated the model used in the McDougald Terrace community to combat violent crime in other DHA communities.
- Continued the implementation of a take-home car program for Uniform Patrol officers living within the Durham City limits. A total of one hundred (100) take-home vehicles were rolled out and assigned to Uniform Patrol officers between FY17 and FY19.
- Continued to provide a one-time hiring bonus to entice qualified applicants to sign with the City of Durham. The cost of this program in FY19 was $180,000. The projected cost for FY20 is $195,000, as we continue to see success in increasing the number of candidates entering our academies.
- Continued to offer a relocation incentive to all police officers and recruits. The purpose of this initiative is to increase the number of officers, including newly hired recruits, working for the Durham Police Department to live in the City limits of Durham. The cost of this program in FY19 was $76,000. The projected cost for FY20 is $76,000. The percentage of sworn officers living within the Durham city limits decreased from 38% in FY19 to 37% in FY20. The number of recruits living within the Durham city limits is 47% in FY20, up from 42% in FY19.
- Continued to offer a shoe allowance for uniform patrol officers and clothing allowance for investigators as a retention incentive. The cost of this program was $95,400 in FY19 and $107,850 in FY20.
- Through the ETC Institute, the Department distributed its fourth annual Police Department Resident Satisfaction Survey. ETC is currently developing the survey, and a final report should be complete in late FY20.
- Community Outreach Activities and Departmental Recognitions include the following:

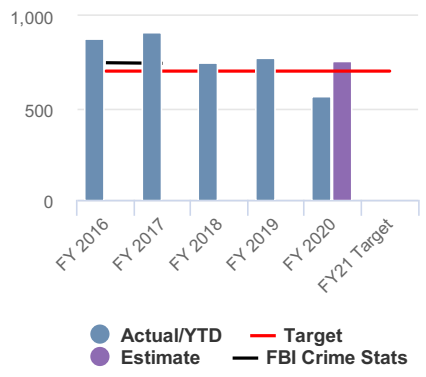
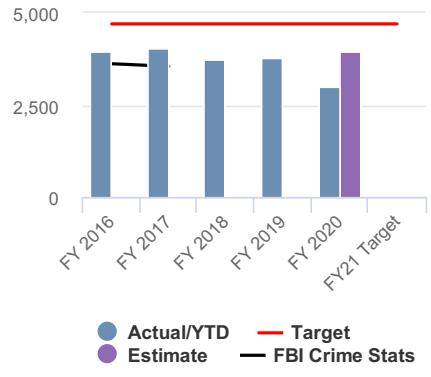
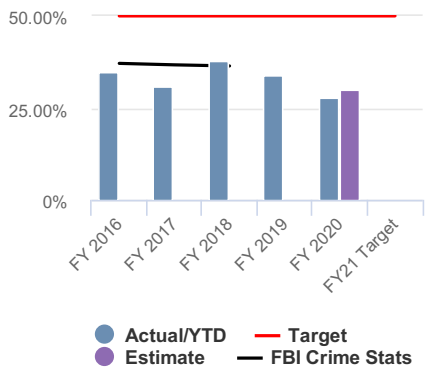
- On July 30, 2019, the Durham Police Department (DPD) celebrated the creation and installation of three public artworks featured at headquarters – Woven Shield, Sewing Peace and Culture of Transparency. The community celebration was the culmination of a multi-faceted, nine-month process that included a nationwide RFQ; multiple artist jurying assessments; and three community engagement sessions. The project was a milestone in police-community engagement with high significant participation from a broad spectrum of Durham community groups and residents.
- DPD's first-ever purpose built headquarters is helping to strengthen police-community relationships and public safety partnerships, and to engage new audiences. Since its grand opening in October 2019 increasingly the facility is the host site for local, regional and international meetings, tours and events like these during FY 19-20: Mandela Washington Fellowship Institute/Young African Leaders Initiative; North Carolina Law Enforcement Women's Association (NCLEWA) Conference; U.S. Department of State's International Visitor Leadership Program (IVLP) - Traffic Safety; City of Durham Holiday Parade Pre-Gathering; FBI-LEEDA Trilogy Leadership Series; and, National Honor Guard Academy.
- Chief Davis was installed as the 42nd National President of the National Organization of Black Law Enforcement Executives (NOBLE) which serves more than 3,000 members worldwide. In her role, she will be responsible for the strategic direction of the organization.
- Launched the "Little DPD Library" as part of the "Take a Book, Leave a Book" outreach program. Each month, the Little DPD Library features a different book of which multiple copies will be found in the library. The library is located just outside the front door of Police Headquarters and is available to the public free of charge.
- Several officers put their training into action in order to save two people who were threatening to commit suicide within two hours of each other. Cpl. Van Dewater and Officers Ramos and Weiss rescued a woman who was threatening to jump off a bridge. Officer Berkstresser found a man hanging, unresponsive by a rope inside a shed and was able to cut the man down, saving the man's life.
- The department held its first ever Scam Jam in partnership with the Durham Center for Senior Life. Participants learned the right moves and best practices to avoid getting conned. Coordinated by the Financial Crimes Unit, the fraud-fighting forum featured crime prevention tips and engaging sessions taught by numerous subject matter experts such as the US Postal Service, the NC Department of the Secretary of State, the NC Department of Justice, and the NC Department of Insurance.
- Officer Brian Mincey was awarded as CIT Officer of the Year in recognition of his exceptional demonstration of the Crisis Intervention Team mission. On several occasions in 2019, Officer Mincey went above and beyond when responding to mental health consumer calls, and to incidents involving homeless persons in the downtown area. Officer Mincey's nomination chronicled multiple examples of the "highest level of care and concern he displays when interacting with the involved persons [that] sets him apart as an exemplary CIT officer."
- The annual Citizen Police Academy was held during August and September, and graduated 19 participants in a ceremony at City Hall. The 6-week academy, which is free of charge, provides first-hand knowledge and front-line experiences. The goals of the Citizen Police Academy are to provide residents information to gain a working knowledge of police operations, units, divisions, procedures and protocol; create an understanding of how police deliver services in the Durham community and why decisions are made; motivate residents to proactively help abate crime; and, help strengthen police-community relationships.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

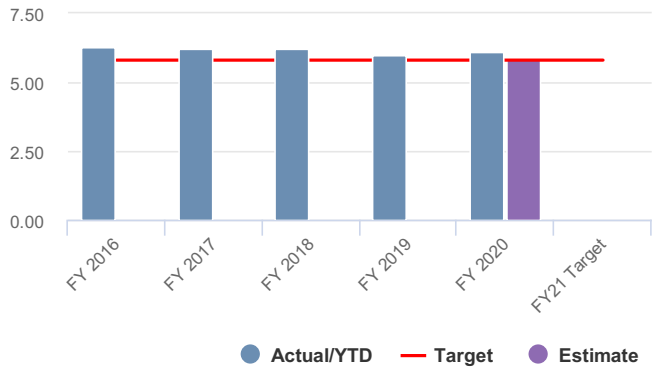
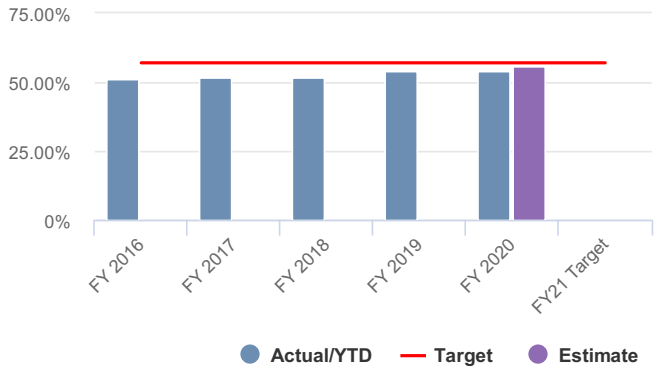
- Continue to focus on the reduction of violent crime and property crime.
- Enhance the Gang Task Force by utilizing the six officers Council authorized for the Gang Unit in order to meet the demand for greater intervention in addressing violent gang offenders.
- Enhance agency effectiveness through public and private partnership to develop strategies in reducing gun crimes.
- Overtime efforts will be cut back as the sworn staffing level nears full staffing.
- Meet or exceed the national average in crime clearance rates for cities with similar populations.
- Reduce Part 1 crimes per capita in comparison to the previous calendar year.
- Maintain acceptable response times to all Priority 1 calls.

- Enhance departmental training for sworn and non-sworn personnel to include in-service classroom training that takes full advantage of the headquarters' state of the art technology.
- Continue construction on restroom facilities at the Firing Range.
- Continue to evaluate and strengthen our recruiting efforts in order to hire and graduate BLET academies as needed.
- Maintain an average sworn vacancy rate of 0%.
- Conduct an annual resident survey to gauge the public perception of the Department.
- Continue efforts to improve the Department's public image and community relationships.

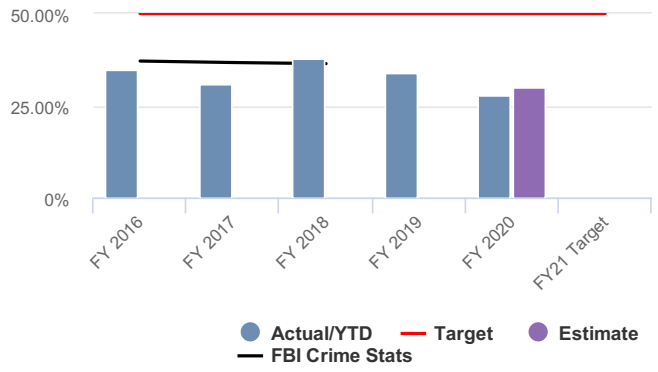
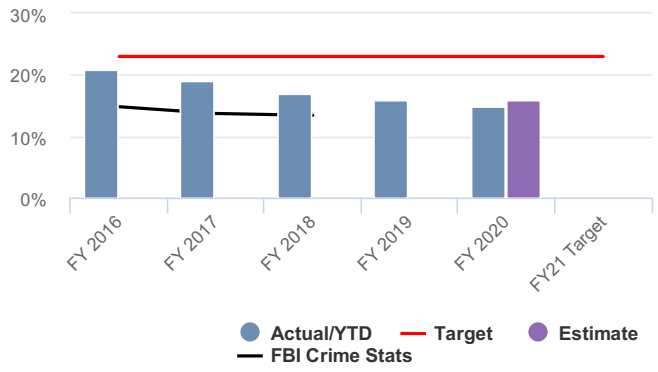
Objective: Reduce Incidents of Violent Crime

Program: Uniform Patrol Bureau, Support Services Bureau	**Program:** Uniform Patrol Bureau, Support Services Bureau	**Program:** Investigative Services Bureau
# of Violent Crimes per 100,000	# of Property Crimes per 100,000	Violent crime FY clearance rate
		

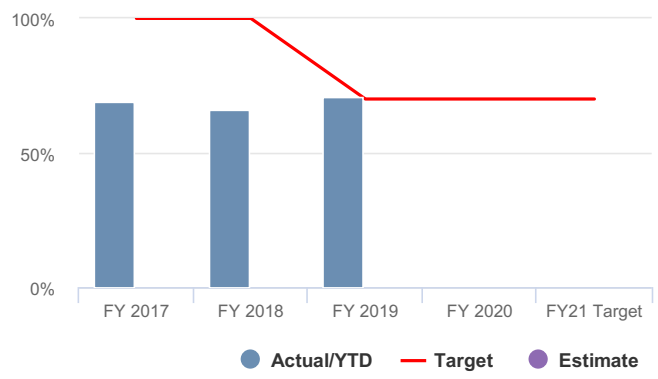
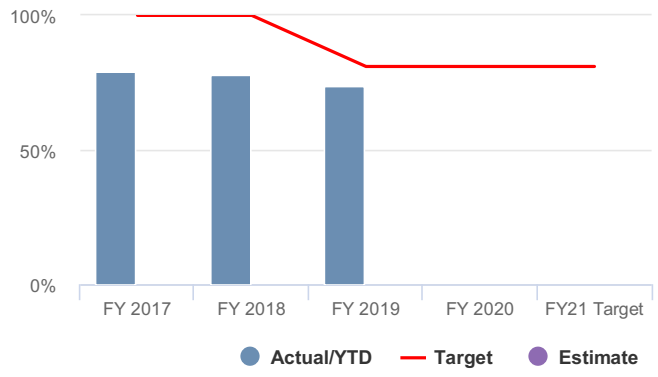
Objective: Improve Operational Efficiency and Effectiveness

Program: Uniform Patrol Bureau, Support Services Bureau	**Program:** Uniform Patrol Bureau, Support Services Bureau
Average response time to all priority 1 calls (minutes)	% Priority 1 calls responded to in less than 5 minutes
	

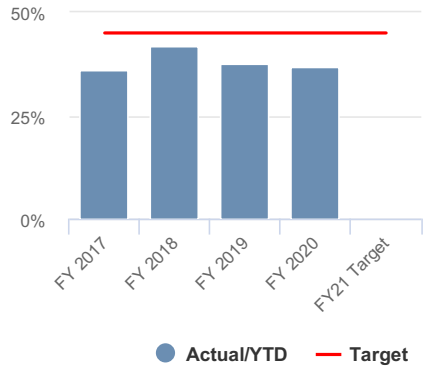
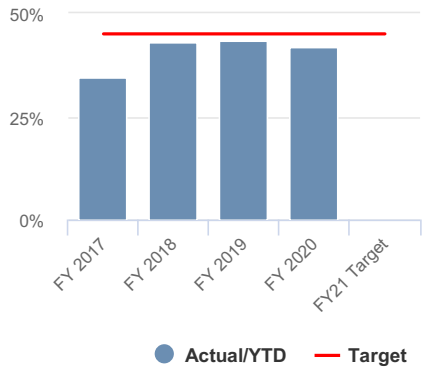
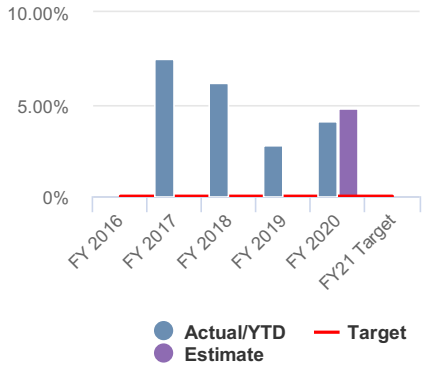
Objective: Improve Operational Efficiency and Effectiveness

Program: Investigative Services Bureau	**Program:** Investigative Services Bureau
Violent crime FY clearance rate	Property crime FY clearance rate
	

Objective: Increase the Public's Trust through Transparency, Partnerships and Improved Communication

Program: Office of the Chief, Administrative Services Bureau	**Program:** Office of the Chief, Administrative Services Bureau
% Residents who feel Dept is trying to maintain good relations	% Residents who feel Durham Police Officers are Courteous
	

Objective: Effectively recruit, train and retain well qualified and diverse employees

Program: Office of the Chief, Administrative Services Bureau	**Program:** Office of the Chief, Administrative Services Bureau	**Program:** Office of the Chief, Administrative Services Bureau
% Sworn Living in the City of Durham	% Uniform Patrol Living in the City of Durham	Average sworn vacancy rate
		

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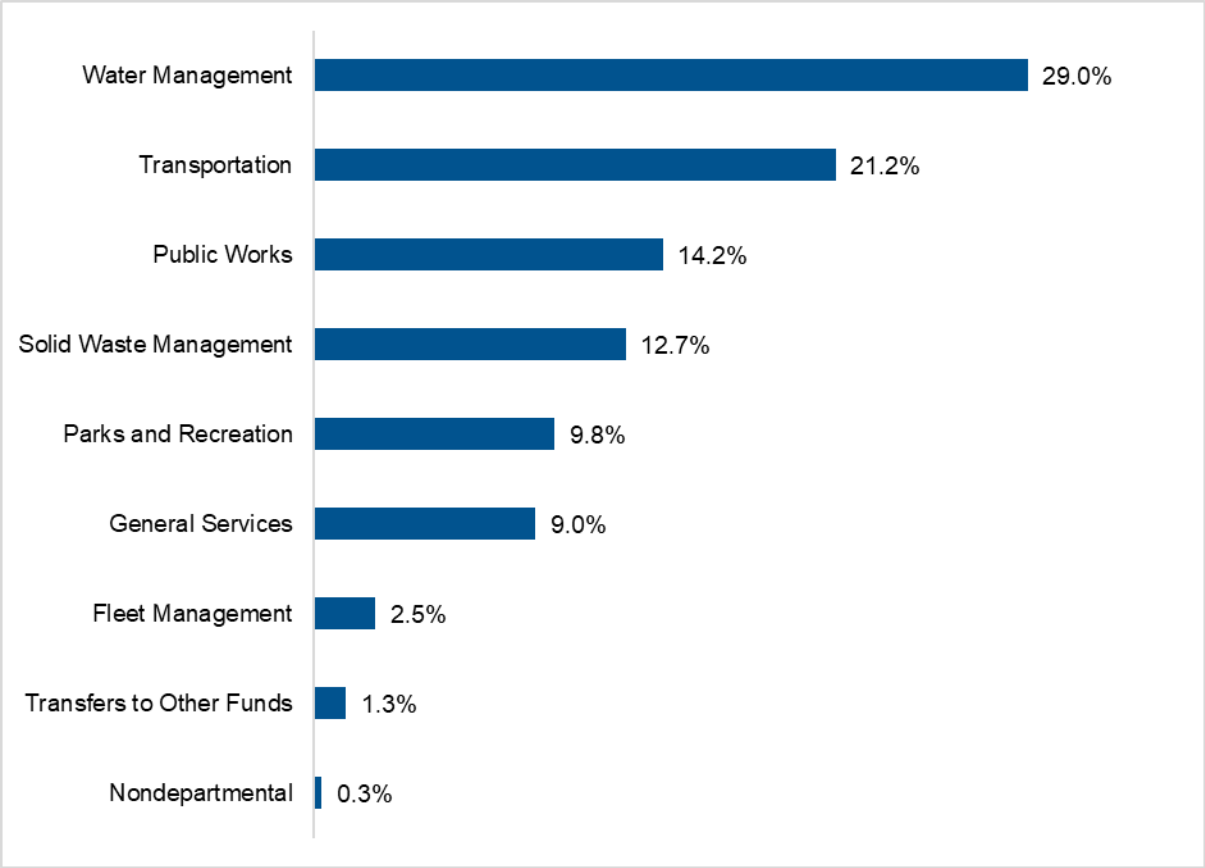
PUBLIC SERVICES
BUDGET SUMMARY

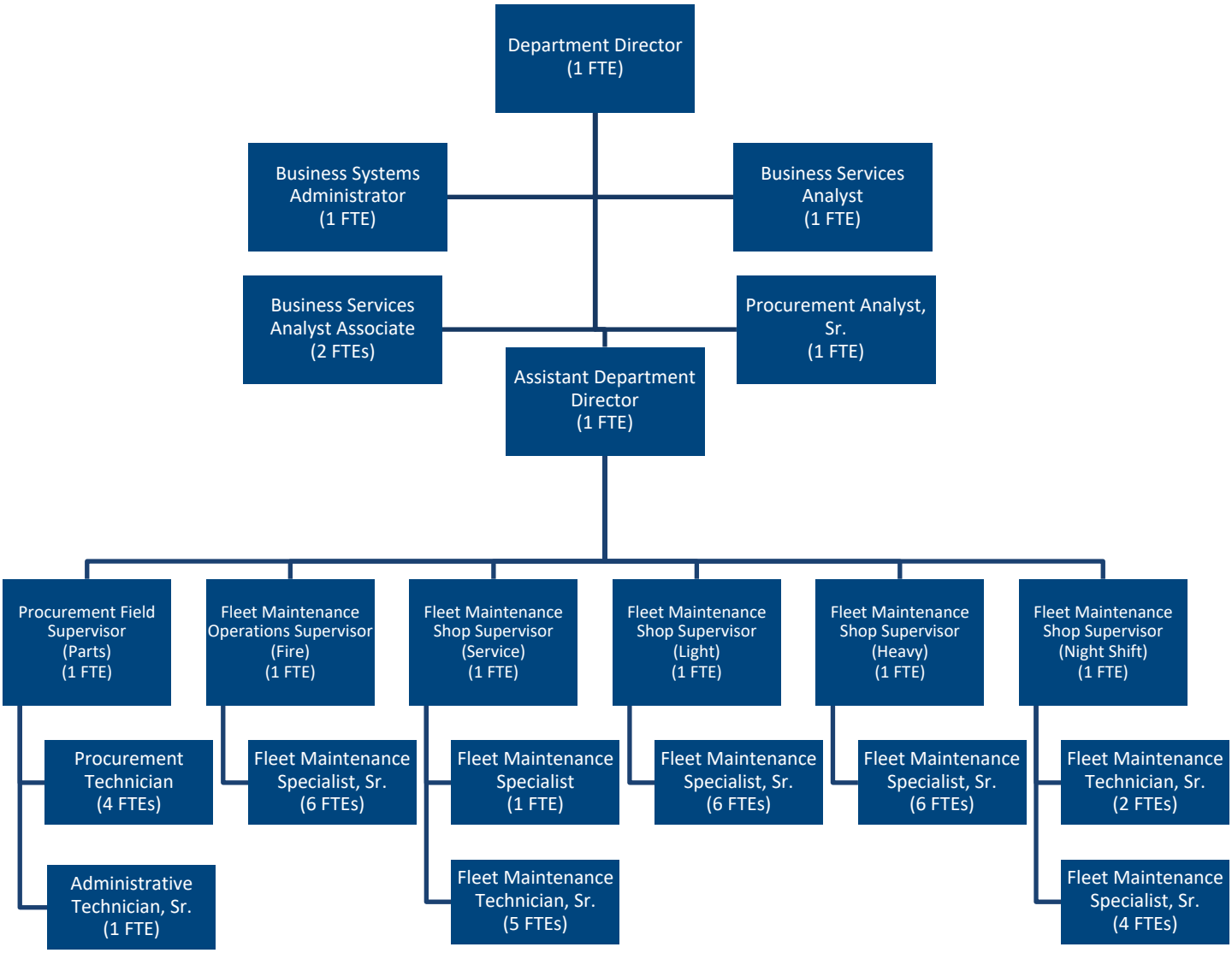
Non-Grant	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Fleet Management	$ 3,915,344	$ 4,027,109	$ 4,011,497	$ 4,411,372	9.5%
General Services	13,745,090	14,308,555	15,746,727	16,134,494	12.8%
Parks and Recreation	14,376,633	15,986,556	16,529,652	17,409,117	8.9%
Public Works	21,054,245	22,940,837	24,885,472	25,410,169	10.8%
Solid Waste Management	19,821,612	20,350,185	20,353,243	22,661,980	11.4%
Transportation	32,031,475	34,204,202	35,912,038	37,772,455	10.4%
Water Management	48,111,328	48,062,543	50,915,082	51,839,712	7.9%
Nondepartmental	$219,995	$259,200	$259,200	$559,200	115.7%
Transfers to Other Funds	1,785,927	1,654,946	2,102,355	$2,355,243	42.3%
Total Appropriations	**$ 155,061,649**	**$ 161,794,133**	**$ 170,715,266**	**$ 178,553,742**	**10.4%**
Full Time Employees	1,019.5	1,066.5	1,066.5	1,083.5	17
Part Time	86	83	83	82	(1)
Revenues					
General Fund					
Discretionary	$ 42,765,300	$ 46,935,037	$ 51,488,552	$ 51,131,171	8.9%
Program	4,565,769	4,046,436	3,492,274	3,982,850	-1.6%
General Fund Subtotal	$ 47,331,069	$ 50,981,473	$ 54,980,826	$ 55,114,021	8.1%
Ballpark Fund	93,622	434,258	77,009	1,224,574	182.0%
Parking Fund	3,494,492	4,003,426	4,475,945	4,363,259	9.0%
Solid Waste Disposal Fund	20,099,423	20,622,154	20,626,966	22,936,794	11.2%
Storm Water Fund	9,745,155	10,562,180	11,455,548	11,512,996	9.0%
Transit Fund	21,950,113	22,802,812	23,947,679	26,656,019	16.9%
Water and Sewer Fund	52,347,775	52,387,830	55,151,293	56,746,079	8.3%
Total Revenues	**$ 155,061,649**	**$ 161,794,133**	**$ 170,715,266**	**$ 178,553,742**	**10.4%**
Grants					
Transit Grant	$ 7,124,283	$ 5,973,576	$ 7,288,495	$ 7,288,495	22.0%
Transportation Planning	2,355,291	2,092,505	2,092,505	2,092,505	0.0%
Bloomberg Grant	90,000	364,523	391,041	358,000	-1.8%
Total Grants	**$ 9,569,574**	**$ 8,430,604**	**$ 9,772,041**	**$ 9,739,000**	**15.5%**
Full Time Employees	14.5	14.5	14.5	14.5	-
Part Time	2	2	2	2	-
Total Budget	**$ 164,631,223**	**$ 170,224,737**	**$ 180,487,307**	**$ 188,292,742**	**10.6%**

PUBLIC SERVICES



Fleet Management

(48 FTEs)



FLEET MANAGEMENT

Purpose Statement:
To provide timely, cost-effective and high-quality services to our customers while achieving the highest levels of customer satisfaction. The Department of Fleet Management consists of four core business functions: Fleet Asset Management, Fuel Management, Fleet Maintenance, and Fire Maintenance. These core functions are managed by using best-practices and industry benchmarks to optimize efficiencies and effectiveness. The department strives to maintain a high level of compliance with the preventive maintenance program (PM), manage a consolidated vehicle/equipment replacement program, provide 24/7 support to the Fire Department's suppression vehicles, 24/7, and 24/7 support for fleet functions during emergency events.

DEPARTMENT DESCRIPTIONS

Fleet Management **$4,411,372**
48 FTEs

Fleet Asset Management/Fuel Management/Fleet Maintenance/Fire Maintenance

Fleet Operations provide cost-effective, quality and timely vehicle repair and management services to all city departments. Services are provided through seven organizational teams: Heavy Equipment, Light Equipment, Service, Night, Fire, Parts, and Administration. The division supports over 1,700 vehicles/equipment for departments including; Police, Fire, Public Works, Solid Waste, Water Management, General Services, and others. Fleet manages fuel for three sites and provides refueling for all city vehicles at two operational sites. Fire Maintenance operates out of an additional facility and supports the City's fire suppression vehicles. This includes emergency services 24 hours a day, 7 days a week. Fleet has a direct support mission to the Police and Fire departments that affects their ability to fight crime and fire. Fleet also has a direct support mission for all departments that provide core services to our citizens (Solid Waste, Water Management, Public Works, General Services, Parks and Recreation, etc.). Fleet services are extended during emergency events to include 24-hour operations when needed.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 3,402,950	$ 3,460,347	$ 3,460,347	$ 3,987,690	15.2%
Operating	384,072	491,762	467,762	423,682	-13.8%
Capital and Other	128,323	75,000	83,388	-	-100.0%
Total Appropriations	$ 3,915,344	$ 4,027,109	$ 4,011,497	$ 4,411,372	9.5%
Full Time Employees	48	48	48	48	-
Part Time	-	-	-	-	-
Revenues					
Discretionary	$ 3,702,343	$ 4,027,109	$ 4,011,497	$ 4,411,372	9.5%
Program	213,000	-	-	-	0.0%
Total Revenues	$ 3,915,344	$ 4,027,109	$ 4,011,497	$ 4,411,372	9.5%

BUDGET ISSUES FOR FY 2020-21

- Ongoing building, grounds, and equipment maintenance needs at two aging facilities.
- Fleet staffing levels; slightly understaffed according to industry standards (vehicle/technician ratio).
- Fire Maintenance is quickly outgrowing maintenance facility.
- Downtime and availability issues related to facilities age and staffing levels.

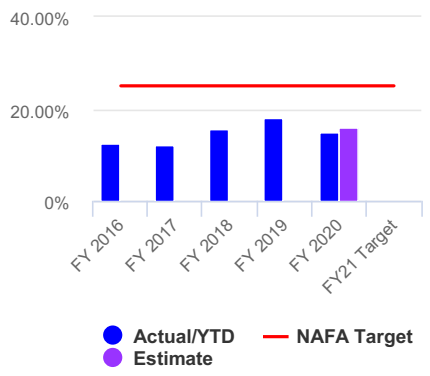
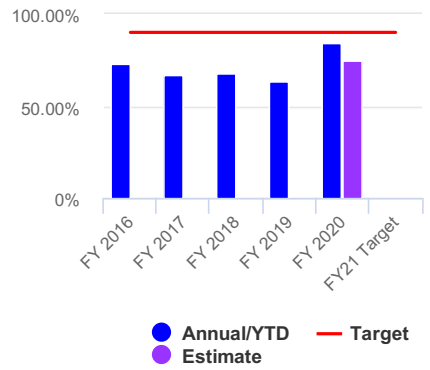
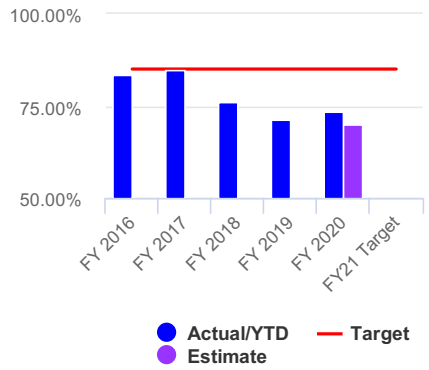
ACCOMPLISHMENTS FOR FY 2019-20

- Recognized as the 44th best government fleet in the nation by 100 Best Government Fleets awards.
- Recognized as the 18th best Government Green Fleet by the Government Green Fleet awards.
- Recognized as a Top 50 Fleet by Leading Fleets.
- Named as a Smart Fleet Champion by NC Mobile Care and the NC Clean Energy Technology Center
- 4th year of a 10-year comprehensive vehicle and equipment replacement plan.
- Implemented a new 2-year Strategic Plan

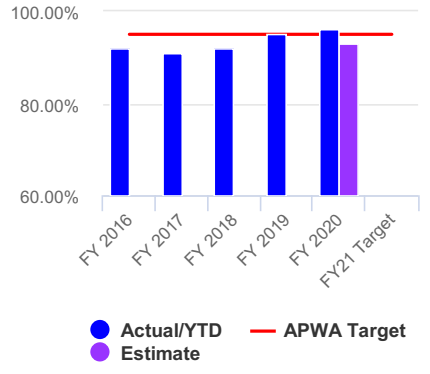
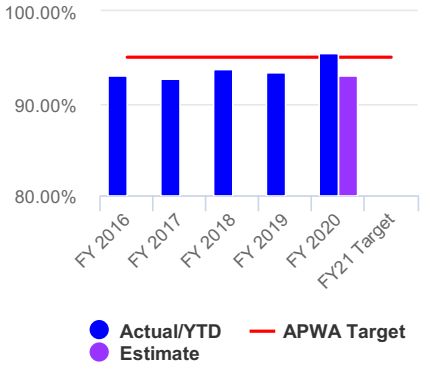
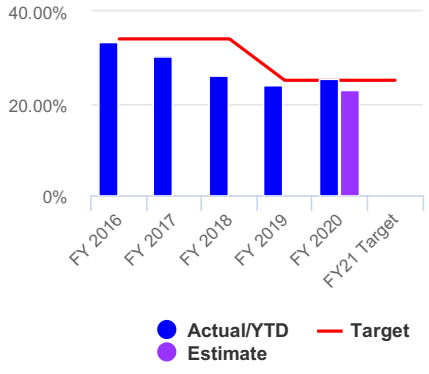
ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

- Remain on the Government Green Fleet list possibly advancing our previous position.
- Remain in contention for a position in the 100 Best Fleets.
- Remain in contention for a position in the Leading Fleets.
- Continue best business practices for citywide vehicle utilization program.
- Sustain consolidated vehicle replacement plan.
- Become an Accredited Sustainable Fleet through the NAFA Fleet Management Association

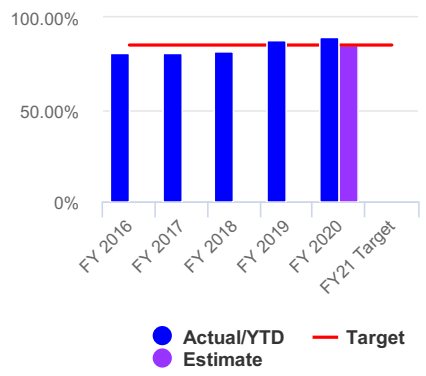
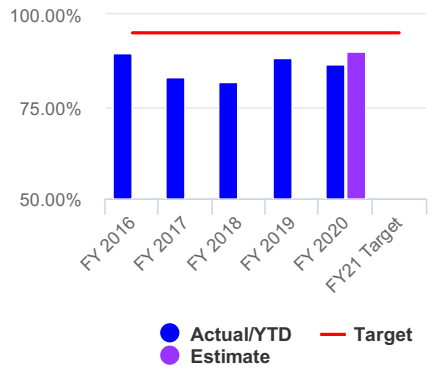
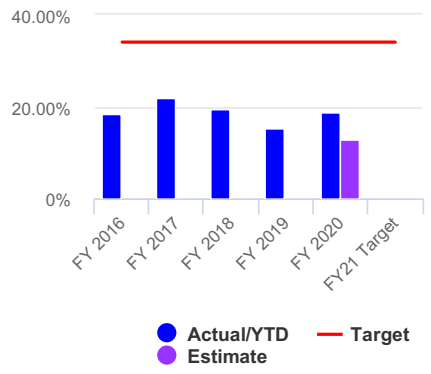
Objective: To utilize existing reports in conjunction with an asset index to create a business plan to effectively manage City Resources.

Program: Fleet/Fire Maintenance	**Program:** Fleet Maintenance	**Program:** Fire Maintenance
% of Repairs Outsourced (Fleet/Fire)	% of Labor Hours Scheduled Maintenance vs. Unscheduled Maintenance (Fleet)	% of Labor Hours Scheduled Maintenance vs. Unscheduled Maintenance (Fire)
		

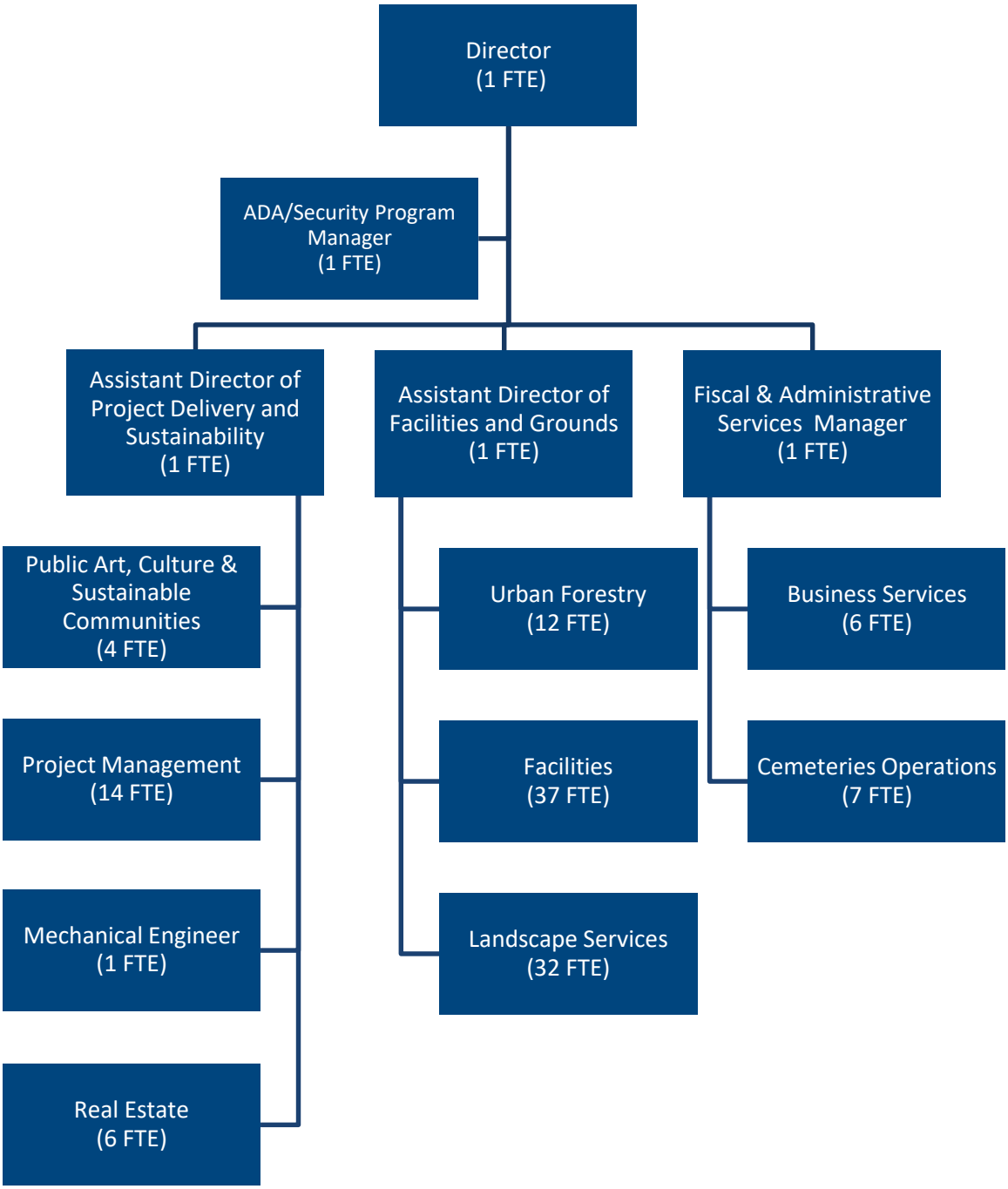
Objective: Maintain an acceptable level of vehicle/equipment availability through a comprehensive Preventive Maintenance program and the use of data analytics (descriptive and predictive)

Program: Fleet Maintenance	**Program:** Fleet Maintenance	**Program:** Fleet Maintenance
% of Heavy Vehicles and Equipment Availability (Fleet)	% of Light Vehicles and Equipment Availability (Fleet)	% of Repairs from Preventive Maintenance Services (Fleet)
		

Objective: Maintain an acceptable level of vehicle/equipment availability through a comprehensive Preventive Maintenance program and the use of data analytics (descriptive and predictive)

Program: Fleet Maintenance	**Program:** Fire Maintenance	**Program:** Fire Maintenance
% of Work Orders completed within 24 Hours (Fleet)	% of Fleet Availability (Fire)	% of Repairs from Preventive Maintenance Services (Fire)
		

General Services
(124 FTEs)



GENERAL SERVICES

Purpose Statement:

The department's purpose is to build and maintain city properties on-time and on-budget to make Durham a great place for people to live, work and play.

DEPARTMENT DESCRIPTION

General Services

General Fund: $14,909,920
124 FTEs
Ballpark Fund: $1,224,574

Administration

Administration manages the department and provides business and support services to the individual divisions. All administrative activities for the entire department are channeled through and coordinated by this unit. In addition to offering departmental support, the Business Services group delivers administrative and contract management support to the City's Community Facilities. Administration assists with city-wide compliance with the Americans with Disabilities Act (ADA), asset/space management, city-wide physical security, planning for other departments facility needs and other special projects.

Facilities Management

The Facilities Operations division is responsible for the maintenance of approximately 2 million square feet of City buildings, including community facilities: Durham Performing Arts Center (DPAC), Durham Arts Council, Carolina Theatre, Durham Convention Center, Durham Athletic Park, and the Durham Bulls Athletic Park. Core services include, preventative maintenance and repairs and associated contract administration of HVAC, electrical and plumbing systems, as well as carpentry and painting, for City facilities, and parks and recreation centers. Custodial Services for City facilities and small neighborhood recreation centers is also provided. This operation provides after hours on-call service for responding to emergencies.

Landscape and Urban Forestry Services

The Landscape Services division applies current horticultural practices to improve and maintain public spaces through applied litter control, tree and landscape installation and turf management. The division is responsible for vegetation management and litter removal from 1,144 lane miles of roadside as well as turf, landscape installations and outdoor amenities within two public cemeteries, and rights-of-way, plazas, and multiple City properties in downtown Durham. The Urban Forestry division applies current arboricultural practices to improve and maintain public trees through pruning, inspection, inventory, planting, removal, protection, ordinance enforcement and consultation services regarding trees on maintained City property and rights-of-way. The Urban Forestry Management Plan requires the yearly strategic planting of over 1,500 trees to support a goal of 52% canopy over a more equitable city-wide distribution. This operation also provides after hour on-call service for responding to emergencies.

Cemeteries

The Cemetery division operates and maintains the City's two cemeteries: Maplewood and Beechwood (a total of approximately 150 acres). Services provided include the sale of grave spaces, columbarium and mausoleum niches, burials, and grave marker installation.

Project Management

The Project Management division oversees the design and construction of a wide range of the City's public infrastructure including new and renovated city buildings, parks and trails. During 2019-2020, the division managed 90 projects valued at over $145M.

Real Estate

The Real Estate division provides support services to all City departments. Services include property acquisition and disposition, leasing and property management, development support, comparative market analyses, and management of the City's property inventory.

Arts, Culture and Sustainable Communities

The Arts, Culture and Sustainable Communities division enhances the City's rich cultural heritage and reinforces #DURM culture through support of a vibrant arts community and through the creation of a more livable and sustainable community. This division partners with the City's Cultural Advisory Board and Public Art Committee, management and oversight of Festivals + Events and other adopted city initiatives. Additionally, this division is responsible for implementation of the City's Sustainability Roadmap furthering the City's long-standing commitment to environmental excellence, broadening the definition of sustainability to include economic, social and environmental well-being.

Sustainability and Energy Management

Sustainability and Energy Management (SEM) oversees the City's sustainability programs and projects, including the City's Sustainability Roadmap and STAR Community Certification. Additionally, SEM works with Project Management on energy saving projects such as upgrading lighting, replacing HVAC systems with more efficient systems and other cost energy and cost saving measures. SEM works to expand the City's use of renewable energy, reduce greenhouse gas emissions, and improve the City's resilience to the effects of climate change. SEM produces an annual Energy Report.

Keep Durham Beautiful, Inc.

The Keep Durham Beautiful (KDB) division encourages community greening, litter prevention and waste reduction by fostering community awareness and resident involvement through educational and programmatic activities. KDB also functions as a 501(c)(3) non-profit volunteer-based organization whose mission is to engage and inspire individuals to take greater responsibility for their community environment. As a local affiliate of the national organization, KDB forms partnerships with businesses, organizations and individuals to leverage resources to enhance Durham's appearance. KDB has many initiatives including cigarette litter prevention, tire recycling, tree planting, pollinator habitat preservation, organized litter cleanups including Big Sweep and Creek Week, waste reduction at special events, a community grants program, environmental education, other beautification activities.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 9,050,761	$ 9,456,618	$ 9,461,744	$10,341,969	9.4%
Operating	4,591,427	4,805,937	4,915,325	4,910,803	2.2%
Capital and Other	102,902	46,000	1,369,658	881,722	1816.8%
Total Appropriations	$13,745,090	$14,308,555	$15,746,727	$16,134,494	12.8%
Full Time Employees	122	124	124	124	-
Part Time	2	3	3	3	-
Revenues					
Discretionary	$13,079,767	$13,347,364	$15,142,785	$14,357,049	7.6%
Program	571,701	526,933	526,933	552,871	4.9%
Total General Fund	$13,651,468	$13,874,297	$15,669,718	$14,909,920	7.5%
Ballpark Fund	93,622	434,258	77,009	1,224,574	182.0%
Total Revenues	$13,745,090	$14,308,555	$15,746,727	$16,134,494	12.8%

BUDGET ISSUES FOR FY2020-21

COVID-19 Response:

- Evaluation of custodial staffing resources with increased frequency schedule.
- Budget impacts for Covid-19 space adjustments in facilities / mitigation efforts.
- Monitoring of supplies (cleaning, hand sanitizer stations).
- Continued support for tree planting goals, grants and creative funding for planting larger trees.
- Continued support for cemeteries ground maintenance and beautification.
- Custodial, supply and PPE costs increases.
- Adjustments to Cemetery Operation Office Hours

ACCOMPLISHMENTS FOR FY2019-20

- Completed installation of 3 HVAC units for Edison Johnson racquetball courts
- Completed demolition of old restroom in basement area in City Hall for file room that will serve the Planning and Inspections Departments
- Completed resurfacing of plaster at Hillside pool and Forest Hills pool
- Completed window washing throughout the City. Custodial Services conducted 80% of the cleaning in-house staff
- Completed office renovations in Inspections and Planning with in-house staff
- Completed removal of specified bollards throughout downtown Durham
- Completed exterior renovations at the Long Meadow pool house with in-house staff
- Completed three Lime Energy LED retrofit projects, Walltown, General Services Department and Durham Station
- Completed the Sustainability Roadmap online dashboard
- Performed ASHRAE Level ll energy audits for General Services Department to identify energy-saving opportunities
- Implemented a National League of Cities grant to improve the City's resilience to extreme weather events and to share information with peer communities and the general public
- Completed Selection of Developer for 505 W. Chapel Hill Street
- Achieved Gold Designation in the U.S. Department of Energy's SolSmart Program

- Awarded a $300,000, two-year grant from the Southeast Sustainable Communities Fund to reduce flooding and improve energy efficiency in underserved Durham neighborhoods
- Program for Big Sweep, Creek Week, Earth Day
- Program for national service holidays: 9/11 Day of Service, Veterans Day, Martin Luther King Day of Service
- Coordinate Litter Prevention Task Force to collaborate with community partners and maintain litter hotspot map
- Obtain grants, donations and partnerships to plant trees in historically underrepresented communities according to the Urban Forestry Plan
- Disseminate and consult on Waste Wise Event Guidelines
- Manage Adopt a Bus Stop and Adopt a Street programs
- Conducted annual litter index
- Held three litter cleanup events in partnership with Durham Police and Fire Departments to strengthen community trust and safety
- Facilitated installation of walking path in Black Wallstreet Gardens through community donation
- Facilitated cleaning and repairs of Welcome to Durham sign through community donation
- Facilitated donation of $850 to reduce single use plastic waste in Durham Public Schools
- Revised Public Art Resolution to utilized the Durham Cultural Advisory Board in partnerships with Durham County's Public Art Program
- Facilitated the Durham Cultural Advisory Board and Public Art Committee, two public advisory bodies
- Revised review criteria of the RFP Festival and Special Events and execute contracts with awarded organizations
- Installation of Woven Shield by re:SITE at Durham Police Headquarters Complex
- Installation of Sewing Peace by re:SITE at Durham Police Headquarters Complex
- Installation of Culture of Transparency by David Wilson at Durham Police Headquarters Complex
- Installation of Play More Durham by Muriel Epling at Morreene Road Park
- Installation of Leading the Charge by Gabe Goetz on Morgan Rigsbee Parking Garage
- Installation of Traffic Box by Candy Carver at Morris St. and W. Chapel Hill St
- Installation of Mural by Lidia Churakova at Whipporwill Park
- Installation of Basketball Murals by Sarahlaine Calva at Hillside Park (DPR project)
- Installation of Yesterday's Tomorrow by Max Dowdle at City Hall Annex Wall
- Installation of Westover Park Ground-Plane Mural by JP Trostle and Durham Mural Crew at Westover Park
- Installation of I Am My Own Muse by Cecilia Lueza at Durham Convention Center
- Installation of My Roots by Cornelio Campos at Durham Convention Center
- Installation of Safe Streets Ground-Plane Mural by Madiha Malik at W. Club Blvd near Northgate Mall in partnerships with City of Durham Transportation Department
- Installation of Museum of the Moon 4-Day Public Art Installation by Luke Jerram and Free Community Arts Programming at CCB Plaza
- Installation of SmART three Crosswalk Ground-Plane Mural by Mary Carter Taub at Durham Central Park, Durham Armory & Durham Convention Center, American Tobacco Campus in partnership with Durham Arts Council
- Design of Bimbe Festival Logo Design by Joseph Churchwell
- Design Development and community engagement of Black Wall Street Gardens Public Art by David Wilson and Stephen Hayes
- Installation of SmART Parrish Street Lighting
- Completed HVAC Assessment of the Durham Convention Center and DPAC
- Completed clean up and beautification of Section G at Beechwood Cemetery
- Completed tree and plant bed improvements at downtown Durham Armory
- Completed tree and plant bed improvement at Rotary Park
- Planted over 1,500 trees through Public Budgeting process
- Planted over 1300 (out of the 1500) trees in historically underrepresented communities
- Completed the third of a five-year tree removal contract for the removal of trees per the Tree Inventory
- Completed a contract for the removal of trees surrounding 2 Emergency Communications Radio Towers
- Complete renovations to downtown traffic islands (turf, trees and barriers to illegal parking)
- Complete renovations to the landscape at the Pettigrew/Roxboro RR overpass
- Began official partnership with Friends of Geer Cemetery in the preservation of threatened cultural resources
- Completed Construction of the SW Concrete Repairs at Waste Disposal and Recycling Center
- Completed Construction of the SWM Annex and truck washing station replacement

- Completed Construction at Longmeadow Park Restroom Replacement
- Completed Construction of Morreene Road Park Athletic Court Resurfacing
- Completed Construction of the SWM Admin Envelope Repairs
- Completed Design Maplewood Cemetery Improvements
- Completed Design City Hall HVAC and Electrical
- Completed Design CM Herndon Park Restroom Renovations
- Completed City Hall - Arc Flash Electrical Panel Study, Testing and Labeling
- Completed Duke Energy Lighting - Durham Teen Center
- Completed Transportation Speed Humps
- Completed Transportation Curb Ramps
- Completed PWOC & Fleet Salt Buildings
- Completed Morreene Road Rec Center Structural Repairs
- Completed Design for Hoover Road Athletic Park
- Completed Design for CM Herndon Park Soccer Field Conversion and Parking Lot
- Carolina Theatre CTD's Membrane Roof Replacement
- Completed Design of Crest Street, Red Maple and Lyon Parks Restroom Replacement
- Completed the installation of SW Compactors at the Arts Council
- Completed East End Park Tennis Court Renovations
- Completed Construction of Durham Emergency Communications Center Asphalt Repairs
- Completed FS#2 Concrete Drive
- Completed City Hall Stairwell D Paint and Flooring
- Completed Longmeadow Restroom Construction Project
- Completed Design of Campus Hills Field and Lighting Renovation
- Completed construction of Sign and Signal IT expansion
- Completed Durham Convention Center Fireproofing Project
- Completed FS#17 Solar Panels
- Completed DPAC Audio Equipment
- Completed Phase 2 of Hillandale Golf Cart Path Renovation
- Completed Implementation of Smart Building Analytics Platform for General Services
- Completed acquisitions of property for the American Tobacco Trail stabilization project
- Completed acquisitions for the 2019 Petitioned Street Paving project
- Completed acquisitions for the Mist Lake Drive Street Closing project
- Completed acquisitions for the Southeast Regional Lift Station project
- Complete acquisitions for the American Tobacco Trail stabilization project
- Completed acquisitions for the North Roxboro Street sidewalk project
- Completed acquisition of 54 acres at Teer Quarry
- Completed acquisition of properties from Durham County
- Completed acquisition for the Ellerbe Creek Stormwater retrofit project
- Completed abandonment of waterline easements at Measurement Inc (Corporation Street)
- Completed extension of Marriott Parking Lot Lease
- Completed extension of First Baptist Church Parking Lot Lease
- Completed lease of property at WeWork for the City Hall renovation project
- Completed negotiation/settlement of claim at Golden Belt
- Completed renewal of lease for T-Mobile at Cole Mill Cell Tower
- Completed renewal of lease with Crown Castle at Sandy Creek cell tower
- Completed renewal of lease for City’s tenancy at Holton School
- Completed renewal of lease for City’s lease with Duke Health at Holton School
- Completed renewal of lease for County of Durham at former Fire Station 8
- Completed sale of property at Durham Station
- Completed City Council Office Furniture
- Completed Durham Convention Center Wireless Upgrades
- Completed Maplewood Cemetery Office Furniture
- Completed DPAC Audio Equipment
- Completed DPAC Administration Office Carpet
- Completed City Attorney Office Furniture
- Completed Budget Office Furniture
- Completed Police Headquarters Post-Construction Projects

- Completed Durham Convention Center Phase 1 Kitchen Project
- Completed Durham Convention Center Phase 2 Kitchen Project
- Completed Durham Convention Center Security Upgrades
- Completed Durham Convention Center Airwall Damage

ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

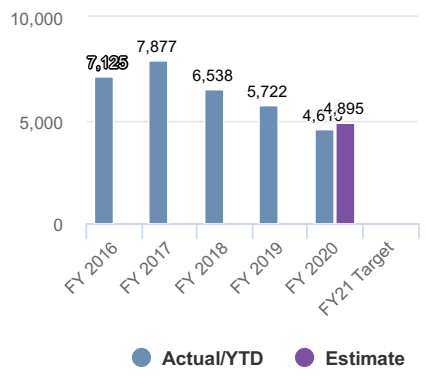
- Utilizing old generator and components from former Police headquarters to repurpose as a mobile unit capable of servicing City Hall or any other buildings in need during emergency situations
- Facilities will install 3 variable speed drives for our outdoor pools
- Facilities will have 3 new safety pool covers installed during the Fall of 2020
- Complete 11 Lime Energy LED retrofit projects
- Complete the Carbon Neutrality and Renewable Energy Action Plan to guide the City's efforts toward its energy and climate goals
- Perform ASHRAE Level II energy audits in City buildings to identify energy-saving opportunities
- Implement the Southeast Sustainable Communities Fund grant to reduce flooding and improve energy efficiency in underserved Durham neighborhoods
- Complete solar electric projects at the Sign & Signal Shop and General Services Building
- Install new electric vehicle charging stations at public parking garages
- Prevent cigarette litter in public spaces through awareness campaign and strategic distribution of portable and stationary ash receptacles
- Meet KDB fundraising goals for personnel and general funds including signature fundraising events
- Program for Big Sweep, Creek Week, Earth Day, Arbor Day
- Program for national serve holidays: 9/11 Day of Service, Veterans Day, Martin Luther King Day of Service
- Conduct annual Litter Index
- Coordinate Litter Prevention Task Force to collaborate with community partners and maintain litter hotspot maps
- Meet fundraising goals for personnel and general funds including signature fundraising events
- Disseminate and consult on Waste Wise Event Guidelines
- Manage Adopt a Bus Stop and Adopt a Street programs
- Hold three litter cleanup events in partnership with Durham Police and Fire Departments to strengthen community trust and safety
- Develop engagement and execute application process for the RFP Festival and Special Events and execute contracts with awarded organizations.
- Facilitate the Durham Cultural Advisory Board and Public Art Committee, two public advisory bodies
- Initiate Design and Community Engagement for Public Art at Durham Station
- Initiate Design and Community Engagement for Public Art with Sustainability/Energy-use theme
- Initiate Design and Community Engagement for Public Art and Social Justice
- Initiate Community Engagement for Public at Hoover Road
- Initiate Community Engagement for Public Three Trails, including Bryant Trail, Thirdfork Creek Trail, and Beltline Trail
- Completed Installation for Public Art at Maplewood Cemetery
- Completed Installation for Public Art at the Sanitation's Truck Wash Building
- Complete facilitation and technical assistance for the Development Agreement of Foster in the Park's Public Art
- Complete facilitation and technical assistance for the Development Agreement of The Grove's Public Art
- Complete facilitation and partnership for the installation of Public Art at Willard Street Apartments
- Initiate designs and community engagement for Historical Signage along Fayetteville Corridor
- Initiate designs and community engagement for Public Art Bus Stops
- Develop and Initiate designs of public art, in alignment with the SmART Vision Plan, with public and private partnerships
- Complete installation of Black Wall Street Garden Public Art lighting
- Complete street closure and development agreement at Urban Avenue
- Complete construction easements at 2114 Hunt Street
- Redevelopment of 505 W Chapel Hill Street (Old Police Headquarters)

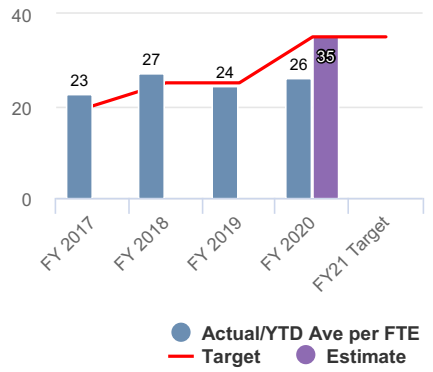
- Initiate Design of DPR Admin Building HVAC Replacement
- Initiate Design of DPR Admin Building Fire Alarm Replacement
- Initiate Design of DPAC HVAC Renovation Project (via Design Build Contractor)
- Complete Replacement of HVAC at GoDurham Bus Office, Fire Supply Warehouse, and 911 Backup Center
- Complete Formal Energy Audit of Durham Station, Fleet Management, DPR Admin, and SWM Admin Building
- New cemetery signage installed
- Cemetery ordinance update
- Complete first phase of rehabilitations to downtown tree pits
- Plant 1,500 trees, 85% in historically underrepresented communities
- Initiate 3-year invasive vine removal contract at historic Maplewood cemetery
- Complete construction of CM Herndon Park Restroom Renovations
- Complete up-fit of Police Property and Evidence Expansion
- Complete construction of ADA Compliance Valley Springs Park
- Complete repairs to GoDurham Pedestrian Bridge
- Complete design of the GoDurham Electric Bus Charging Stations
- Design for Third Fork Creek Trail - Phase II
- Design for R. Kelly Bryant Bridge Trail
- Design for Sidewalk Gaps II
- Design for Chapel Hill Road Sidewalks
- Complete improvements for Weaver Street and WD Hill Recreation Centers
- Complete DPD Firing Range Toilets
- Participatory Budget-LGBTQ Contract
- Participatory Budgeting-El Futuro Contract
- Participatory Budgeting Bus Shelter Design
- Solid Waste Customer Convenience Center Improvements Construction
- Construction of Crest Street, Red Maple and Lyon Parks Restroom Replacement
- Construction of the Pineywood Athletic Courts
- Installation of the Solid Waste Armory Compactor
- Implementation of the SW Security Desk
- Implementation of the WM Billing renovations
- Design of Neighborhood Bike Routes
- Completion of the Campus Hills Gym Floors Renovation
- Design of the Fleet Breakroom Upgrades
- Construction of FS#6 Floor Repairs
- Completion of the Arts Council Elevator Modernization
- Completion of the Mangum House Rood Replacement
- Design of the Durham Belt Line Trail
- Completion of the Rock Quarry Park Upgrades
- Construction of the 2020 Curb Ramps
- Construction of the Maplewood Cemetery Upgrades
- Construction of Hoover Road Athletic Park
- Construction of CM Herndon Park Renovations
- Complete City Hall mechanical improvements
- Implementation of the Downtown Durham Wayfinding
- Completion of the Campus Hills Field and Lighting Renovations
- Implementation of the Durham Bike Lane Striping
- Design of Fire Station#18
- Design of the PWOC Renovations
- Complete Phase 3 Hillandale Golf Cart Path Renovation (Final)
- Implementation of new cemetery software database
- Deliver DBAP Capital Projects for FY21

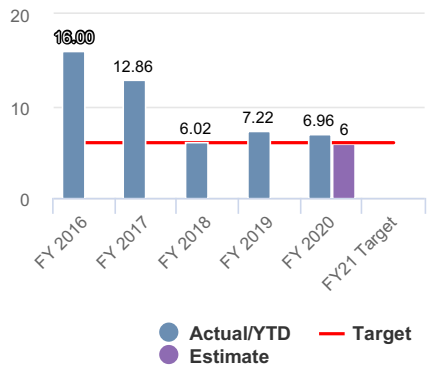
- Complete property exchange with DPS at Lucas Middle School
- Complete acquisition of property for future Fire Station 19 (and siting of FS20 and FS 24)
- Complete acquisition of property for the Continental Drive Waterline Repair Project
- Complete acquisitions of property for GoTriangle bus stops
- Complete acquisition for the American Tobacco Waterline Project
- Complete acquisitions for the LaSalle Street sidewalk project
- Complete acquisitions for the Raynor Street sidewalk project
- Complete acquisitions for the North Duke Street sidewalk project
- Complete acquisitions for the NC54 sidewalk project
- Complete acquisitions for the Woodcroft Drive project
- Complete acquisitions for the sidewalk gaps repair project
- Complete acquisitions for the Chapel Hill Road sidewalk project
- Complete lease with T-Mobile at Pettigrew Water Tank
- Complete lease with AT&T at Cole Mill Road Water Tank
- Complete lease with AT&T at Archdale Cell Tower
- Complete relocation of Police Impound Lot
- Complete sale of property at 1415 W. Club Blvd
- Complete renewal of lease with Durham Regional Association of Realtors
- Complete renewal of lease at Police Property & Evidence
- Complete renewal of lease for City's tenancy at Holton School
- Complete renewal of lease for City's lease with Duke Health at Holton School
- Complete renewal of lease for County of Durham at former Fire Station 8
- Complete Durham Convention Center Exterior Signage
- Complete Durham Convention Center Interiors projects
- Complete Durham Convention Center Plaza Landscape Design
- Complete Durham Convention Center Fireproofing Pre-Function Corridor
- Complete Durham Performing Arts Backstage Renovation Design
- Complete Durham Performing Arts Woodwork Repairs
- Complete Durham Performing Arts Stage Top Replacement
- Complete Durham Performing Arts Furniture Fixture and Equipment
- Complete Durham Performing Arts Office Furniture Purchase
- Complete Durham Performing Arts Elevator Interior Refurbishment
- Complete Durham Performing Arts Performance Lighting
- Complete City Hall Campus Master Planning Project
- Schedule and service delivery adjustments.
- Develop new safety plans and screening process for construction projects and work in occupied buildings.
- Management of mechanical systems/occupancy during adjusted business schedules.
- Leverage maintenance opportunities in unoccupied buildings.
- Resource for City Departments, restoration of services, facility modifications, signage, de-densifying, other mitigation efforts.

Objective: Exceed customer expectations by delivering excellent customer service and demonstrated performance measures outcomes within functional areas

Program: Facilities Operations	**Program:** Real Estate	**Program:** Facilities Operations
# of work orders completed (Facility Management)	Avg # real estate transactions completed annually per officer	Average number of days to complete reactive work orders (Facility Management)

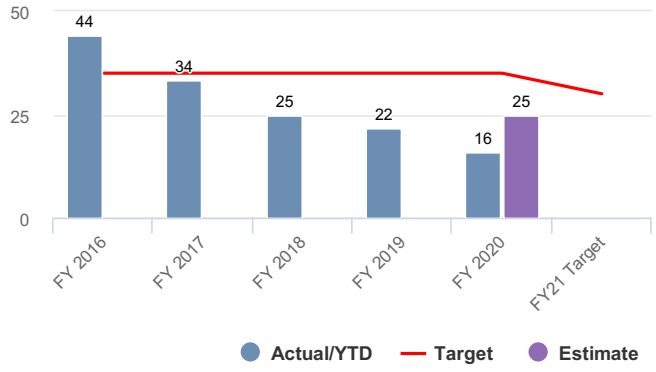


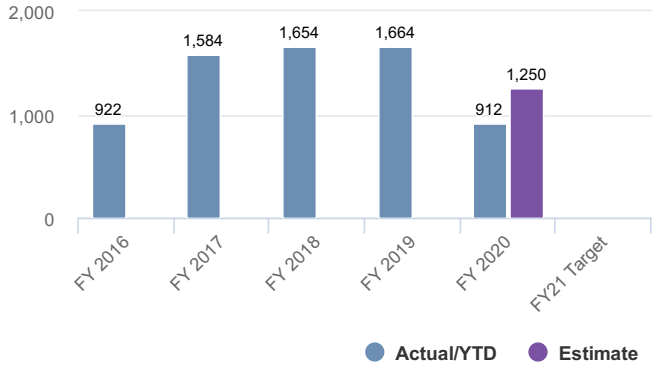




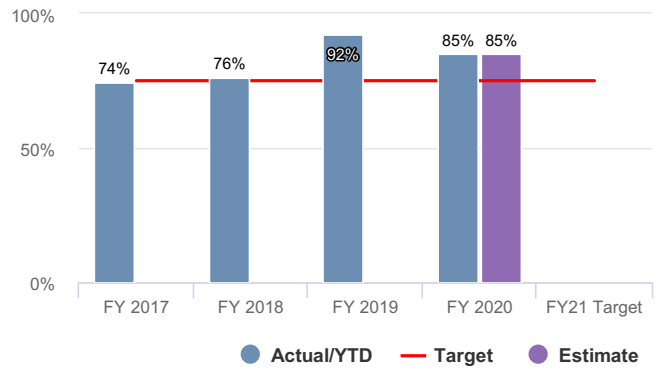
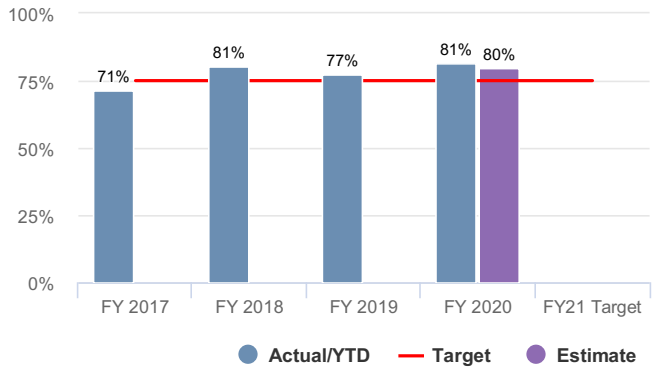
Objective: Exceed customer expectations by delivering excellent customer service and demonstrated performance measures outcomes within functional areas

Program: Urban Forestry	**Program:** Urban Forestry
Average # of days to complete service requests in Urban Forestry	# of service requests completed for Urban Forestry

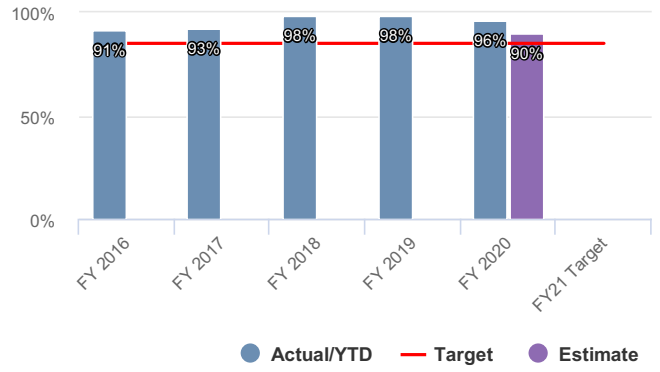
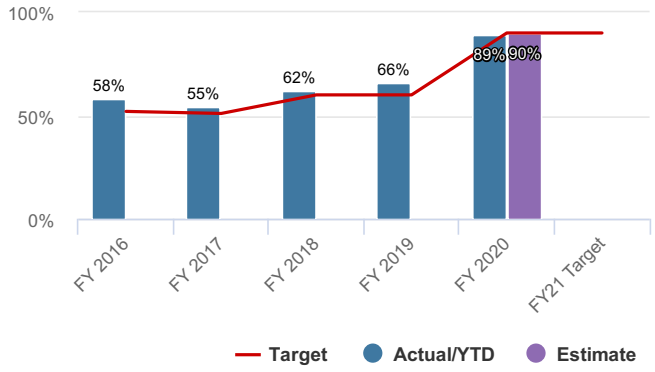




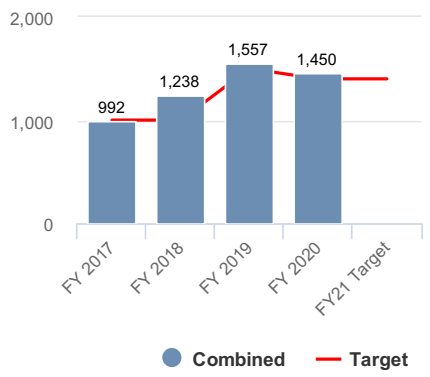
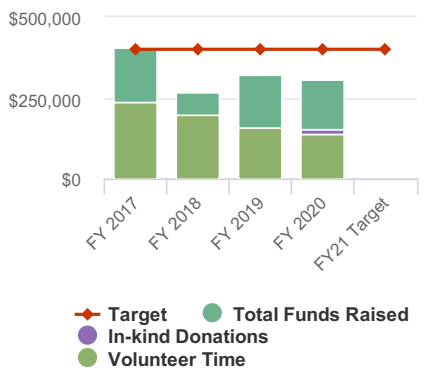
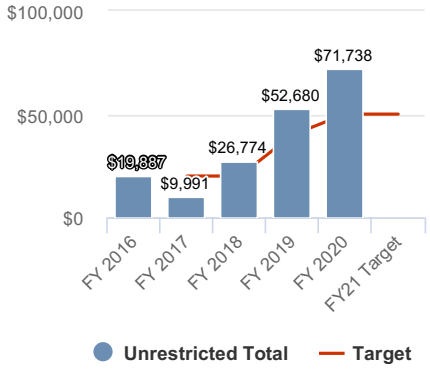
Objective: Construct, deliver, and maintain sustainable, high-quality, visually appealing infrastructure and facilities

Program: Project Management	**Program:** Project Management
% of design schedules maintained on time	% of project construction schedules maintained on time
	

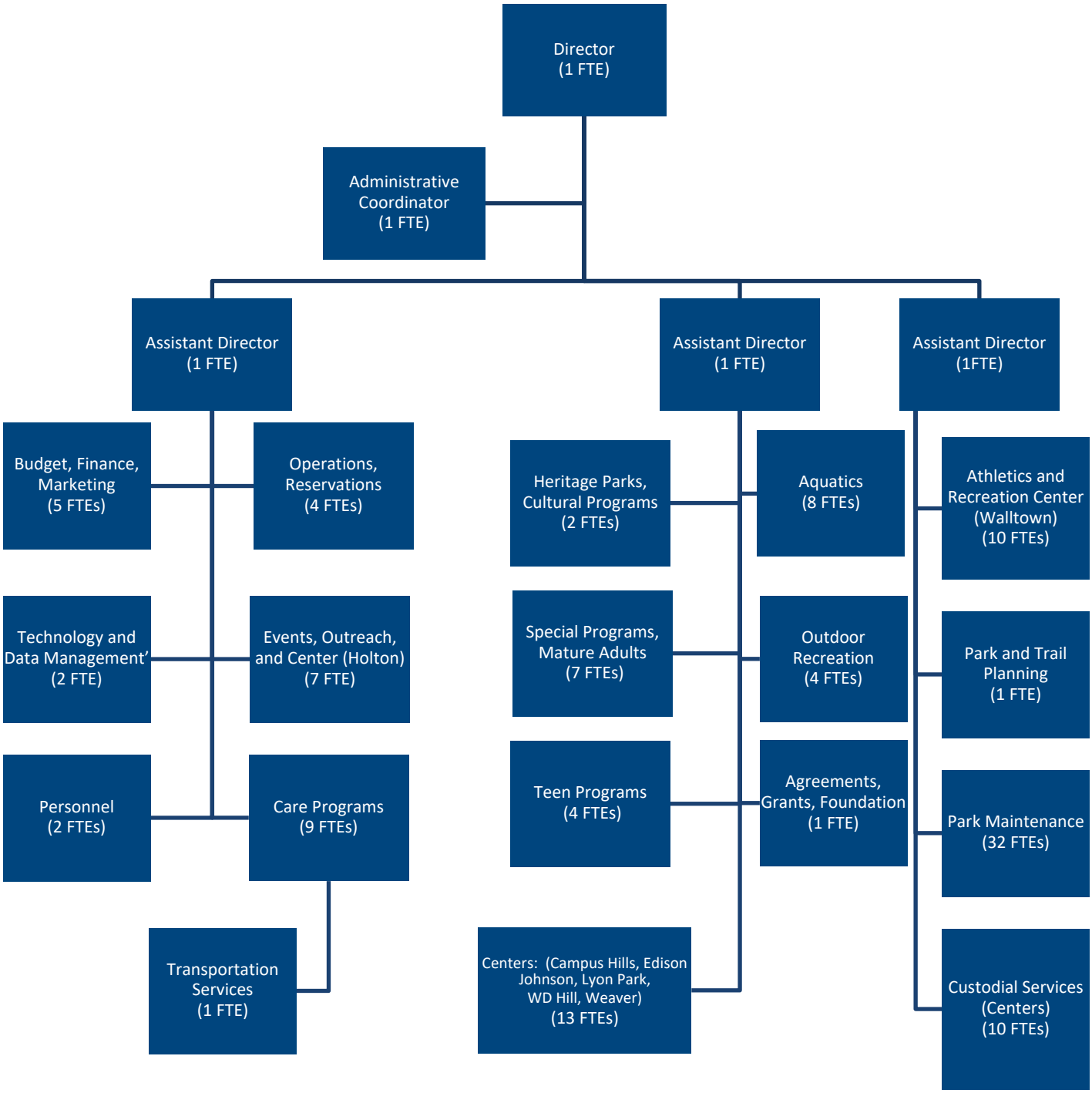
Objective: Construct, deliver, and maintain sustainable, high-quality, visually appealing infrastructure and facilities

Program: Landscape Services	**Program:** Cemetery Operations
% of self-performed mowing cycles completed (Landscape)	Revenue % of total expenses in Cemeteries
	

Objective: Promote environmental sustainability to achieve energy efficiency, pollution and litter reduction, and support global warming prevention

Program: Urban Forestry	**Program:** Keep Durham Beautiful	**Program:** Keep Durham Beautiful
# of trees planted to approach an equitable distribution of tree canopy	Total value of the KDB program	% of KDB Fundraising Goal Achieved
		

Parks and Recreation
(127 FTEs)



PARKS AND RECREATION

Purpose Statement:
Play More: Connecting our whole community to wellness, the outdoors and lifelong learning.

DEPARTMENT DESCRIPTION

Parks and Recreation **$17,409,117**
127 FTEs

Operational Services
Operational Services provides support to staff and their programs, coordinates the department's budget, and develops and implements policies and standard operating procedures. It provides oversight to personnel management and is responsible for the department's Strategic Plan, planning, research and implementation of best practices, recreation software management, accreditation, marketing and public relations, special events, grants, sponsorships, facility agreements and rentals, data management, center computer labs and outreach programs.

Administration
This unit is responsible for providing professional management that is accountable, efficient and transparent. The unit provides the support and executive leadership to all full time and seasonal/part-time staff and programs. Staff members execute the department's work plan in accordance with the Master Plan, the City's Strategic Plan, and the department's Strategic Plan.

Budget, Finance & Marketing
This unit develops, coordinates, and provides oversight to the departmental budget. Staff manages accounts payables, receivables, purchasing functions, and management of grants and discount/waiver programs (Sliding Fee Scale, Facility Fee Waivers). This unit is also responsible for the marketing and public relations functions for the department. Staff are responsible for department branding, all media relations, the DPR website, print materials including the *"Play More"* program guide, flyers and brochures, *DPRInfo* email, public service announcements, social media, promotional items and exhibit equipment, and marketing campaigns for special programs and events.

Personnel
This unit provides the timekeeping function for the department's full-time and part-time staff. Staff assist Human Resources in the screening and referral of seasonal applications, provide policy interpretation and assistance to staff, manage leave and attendance records, personnel requisitions, personnel actions, and ensure personnel are paid in a timely manner. The unit manages the department's background check requirements for employees, volunteers, and contractors and ensures departmental compliance with City, State, and Federal guidelines (e.g. 1,000-hour employee benefits, retirement benefits, FLSA, etc.) The unit also coordinates benefits and training for departmental employees.

Technology and Data Management
Technology management, data control and computer lab management are the primary functions of this unit. Staff researches, recommends, implements, and manages technology hardware and software applications. This unit is responsible for providing development and management of program evaluations. Staff plays a critical role in the ongoing management of the department's recreation software. The unit serves as liaison to the Technology Solutions department, provides software training, and manages the department's technology inventory. In addition, staff are responsible for providing networking, hardware, and software management of the computer labs within the recreation centers.

Operations, Playground Safety, and Facility Reservations
This unit provides oversight of many of the key day-to-day operational functions within the department. Staff provides leadership and management of the department's CAPRA (Commission for the Accreditation of Parks and Recreation Agencies) accreditation status and ongoing compliance. Staff also oversees the research, development, implementation and maintenance of departmental policies, standard operating procedures, and manuals. This unit provides reception at the Administrative Services office, and is responsible for reservations and facility management of rental facilities including the historic Armory in downtown Durham, Spruce Pine Lodge at Lake Michie, Forest Hills Neighborhood Clubhouse, McCown-Mangum House at West Point on the Eno Park, picnic shelters, outdoor plazas, and campsites, allowing for a variety of community events. Other operations managed by this work unit

include volunteer management, Canine Recreation, Adopt-a-Park/Adopt-a-Trail program, and safety programs (e.g. liaisons to Risk Management regarding employee and participant accidents, manages inspections, safety equipment and supplies, etc.).

Park Planning

Park planning includes a wide range of planning management for existing facilities, including 68 parks, covering almost 3,000 acres, the surrounding park area for the City's ten recreation centers, and nearly 30 plus miles of greenway trails. It also provides planning for several major regional facilities including the Armory, Spruce Pine Lodge, West Point on the Eno, Little River Lake and Lake Michie. Staff in this unit also directs the department's land acquisition, public meetings, development review, and liaison with General Services' project management division. This unit is also responsible for ongoing park planning, including master planning, cultural/historical planning, GIS mapping, and natural resource planning.

Recreation Programs and Events

Teen Programs

Teen Programs provide safe and healthy opportunities that connect teens to experiences that inspire hope and prepares them to choose positive options through lifelong learning. This unit also manages the "MyDurham" program that provides free drop-in opportunities for teens throughout the school year between the hours of 3:00 pm and 7:00 pm at six (6) designated recreation centers. This includes the Teen Center (at Lyon Park), Holton Career and Resource Center, W. D. Hill Recreation Center, I. R. Holmes, Sr. Recreation Center at Campus Hills, Walltown Park Recreation Center, and the Weaver Street Recreation Center. DPR also offers two (2) Teen MyDurham programs during the summer in addition to the two traditional Teen Summer Camp programs at the Walltown Park Recreation Center and the Holton Career and Resource Center.

Outdoor Recreation and City Lakes

This unit conducts outdoor adventure programs and trips, and environmental education classes. Staff interact with other community agencies to develop a wide array of outdoor activities for youth and teens throughout the community. The unit operates a Low Ropes Challenge Course at Spruce Pine Lodge and a High Ropes Discovery Course at Bethesda Park, where participants focus on experiential learning. This unit makes a concerted, strategic effort to introduce young people into positive and satisfying activities that encourage their personal growth and help them meet challenges. Lake Michie and Little River Lake offer outdoor activities such as boating, fishing, hiking, camping and picnicking.

Aquatics Programs

The Aquatics unit is responsible for the operation of five city aquatic facilities, including indoor aquatic centers (Campus Hills Pool and Edison Johnson Aquatic Center) and seasonal outdoor pools (Forest Hills Pool, Long Meadow Pool, and Hillside Pool). This unit offers both structured and unstructured aquatic activities such as swim lessons, fitness programs, recreational swim and lap swim, and safety trainings. The aquatics unit is also responsible for aquatic facility rentals. The goal is to provide aquatic programs of sufficient quality and diversity that appeal to all of Durham's residents.

Athletics

Athletic activities are offered for participants of all ages, beginning at age three. Athletic leagues and tournaments are offered in a variety of sports, including basketball, softball, tennis, flag football, pickleball, soccer and volleyball. The unit also works cooperatively with local athletic associations and leagues to offer an even wider range of active sports. The unit manages athletic fields (baseball, softball, soccer, multipurpose) and courts (tennis, basketball, futsal, and pickleball) for the department.

Events and Outreach

This unit is responsible for planning and executing special events for the Durham community including Earth Day, Bimbé Cultural Arts Festival, the "Rock the Park" series providing movies and concerts within City parks, UniRumba en Fiestas Patrias (formerly known as the Latino Festival), the Holiday Parade and Fun Fest, and the Senior Holiday Party. Staff also assists with the coordination of Durham Senior Games, and the July 4th Celebration. Outreach programs offer structured opportunities and classes at central locations to residents who have interests in a particular area. Outreach Coordinators assist the department in developing and marketing outreach programs specifically to the Latin community. Staff coordinates the collaborative efforts of the department to reach out to community agencies, developing partnerships for a more efficient use of available resources.

Heritage Parks/Cultural Programs
The City has several National Register Historic sites in its park portfolio, including West Point on the Eno Park, which offers passive recreational opportunities (hiking, fishing, picnicking), tours of the functioning mill and the McCown Mangum House. Leigh Farm Park, in addition to extensive natural areas, has many historic nineteenth century buildings including a farmhouse, enslaved peoples cabin with notable stick-built chimney, smokehouse and corn crib, well house, and carriage house.

Recreation Centers
This unit includes the operations of the Edison Johnson Recreation Center, Walltown Park Recreation Center, W. D. Hill Recreation Center, Weaver Street Recreation Center and the Irwin R. Holmes, Sr. Recreation Center at Campus Hills. It also includes the operation of department offerings at the Community Family Life and Recreation Center at Lyon Park and provides recreation programs at the Holton Career and Resource Center. Cultural programs are coordinated for families, including Kwanzaa, Black History Month, and the Martin Luther King, Jr. celebration. These centers offer a wide variety of additional enrichment opportunities through fitness, performing arts, technology, and martial arts. Partnership programs, providing safe, structured recreational and educational activities are offered at the East Durham and W. I. Patterson Recreation Centers.

Special Programs and Mature Adults Programs
This unit provides recreational programs for adults and children with developmental and physical disabilities. The specialized programs include instructional, leisure, athletic and recreational activities. Special Olympic programs and outings are also offered. This unit is also responsible for coordinating programs for Mature Adults (55 and up), such as socials, trips, fitness, and the annual Durham Senior Games events.

Care Programs
After School programs for youth ages 5-12 are provided at the Walltown Park Recreation Center, Edison Johnson Recreation Center, I. R. Holmes, Sr. Recreation Center at Campus Hills, W. D. Hill Recreation Center, and for ages 6-12 at the Holton Career and Resource Center. Typical after school activities are offered, including arts and crafts, sports, games and educational activities.

A variety of Summer Camp opportunities are provided for youth ages 5-12 at the Walltown Park Recreation Center, Edison Johnson Recreation Center, I. R. Holmes, Sr. Recreation Center at Campus Hills, Community Family Life and Recreation Center at Lyon Park, W. D. Hill Recreation Center, W. I. Patterson Center, and East Durham Center and for ages 6-12 at the Holton Career and Resource Center. “Explore” Summer Camp, for ages 13-21, provides an alternative to inclusion and promotes development of participants' life skills.

Intersession camps are provided during “out of school” time for year-round students for three periods, three weeks each, during the year for a total of nine weeks of programming. Programs are offered 7:30 am – 6:00 pm daily for the fall, winter and spring sessions. Fun Days are offered 7:30 am – 6:00 pm at various Recreation Centers throughout the year during planned public school closures. Activities including sports, games, arts and crafts, dance, etc. are provided.

Park and Facility Maintenance
Park
Maintenance
The maintenance unit is responsible for mowing and maintaining athletic fields, parks, park and trail cleanup, inspections and minor repairs of parks and trails, and special event set-up and support. Staff members implement and provide ongoing support of the department's maintenance management system with operational standards as adopted as part of the department’s accreditation process.

Custodial Services – Recreation Centers
This unit is responsible for providing aesthetically pleasing recreation facilities for public use providing regular and frequently scheduled service and monitoring of large recreation centers to meet the needs of user groups, to support existing and new programs, and to reduce liability risks throughout the system.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 10,935,384	$ 12,171,998	$ 12,176,912	$ 13,626,086	11.9%
Operating	2,651,467	2,889,440	3,217,967	2,919,978	1.1%
Capital and Other	789,782	925,118	1,134,773	863,053	-6.7%
Total Appropriations	$ 14,376,633	$ 15,986,556	$ 16,529,652	$ 17,409,117	8.9%
Full Time Employees	121	127	127	127	-
Part Time	82	78	78	78	-
Revenues					
Discretionary	$ 13,067,080	$ 14,734,275	$ 15,596,676	$ 16,393,717	11.3%
Program	1,309,553	1,252,281	932,976	1,015,400	-18.9%
Total Revenues	$ 14,376,633	$ 15,986,556	$ 16,529,652	$ 17,409,117	8.9%

BUDGET ISSUES FOR FY 2020-21

- Furlough of part-time staff due to delayed reopening of recreation centers and restoration of programs and services in early FY21.
- Achieving desired maintenance standards within existing resources for athletic fields, parks, trails, and custodial services in recreation centers to address priorities identified in the resident satisfaction survey. Continue efforts to combat vandalism in parks and trails.
- Dealing with aging recreation facilities and the continuing effects of deferred maintenance on those facilities.
- Ensuring all programs and facilities are as accessible as possible for all Durham residents.
- Providing a safe environment for our participants, visitors, and staff in our programs, parks, and facilities.
- Planning for financial and operational impacts of planned renovations and development including the athletic field complex at Hoover Road, the event space at Rock Quarry Park, renovations for the W. D. Hill and Weaver Street Recreation Centers, the gymnasium repair at the I. R. Holmes, Sr. Recreation Center at Campus Hills, and the repairs to the City's trail system.

ACCOMPLISHMENTS FY 2019-20

- As part of the efforts to increase connectivity of programs and facilities with customers and partners, the department continued agreements with the Bicycle Cooperative for their usage of the facilities at Duke Park (previously used by the department's Park Maintenance unit), the East Durham Children's Initiative for their usage of East Durham Recreation Center, Duke Healthy Lifestyles Clinic's Bull City Fit at the Edison Johnson and W. D. Hill Recreation Centers, Durham Housing Authority at the T. A. Grady Recreation Center, Special Olympics North Carolina, Durham Central Park, Inc., and Durham Public Schools (joint use agreement).
- DPR continues to work alongside the Durham Parks Foundation, an independent non-profit organization to advocate and collect funding for parks, programs, special events, trails, and open space.
- Continued to maintain the Trails Action Group (TAG) comprised of representatives from all City departments that have responsibilities regarding trails. This allows for efficiencies in project management, funding, and management of the City's trail system.
- The department received the NC "Great Places" Award for Public Art – Hillside Basketball Courts, by the NC Chapter of the American Planning Association. The City renovated the basketball courts in FY2019, in partnership with FILA and the Tamia and Grant Hill Nonprofit.

- DPR received a crystal award from the North Carolina Recreation and Park Association (NCRPA), Playcore and Gametime at the Joint Carolina's Conference, in appreciation for the Lakeview Park "NCRPA Healthy Play and Recreation Initiative". Grants from the NCRPA in Partnership with GameTime and the National Recreation and Park Association (NRPA) in partnership with Disney funded this project. Fourteen DPR team members led seven sessions, and was a panelist on an eighth during the conference.
- DPR's Masterplan for Snow Hill Road Park received a Recognition Award by the American Society of Landscape Architects Southeast Regional Conference in Greenville on June 2, 2019.
- The W.D. Hill Recreation Center (named after W D Hill one of the founders of the Algonquin Tennis Club) was the backdrop and host for the unveiling of a North Carolina Historical Highway Marker and program celebrating the legendary Algonquin Tennis Club in August 2019.
- DPR hosted the 2021 NC LeadHERship Conference, facilitated by Recreation Resources Service, NC State University. The event attracted 150 statewide female recreation and park professionals.
- The department hosted the North Carolina Recreation and Park Association (NCRPA) Software and Technology Showcase in December 2019.
- The department hosted a successful Holiday Parade and Fun Fest event. CBS17 (media sponsor) live streamed the parade and broadcast it on Christmas day.
- DPR, in partnership with Univision and UniMas, hosted UniRumba en Fiestas Patrias (formerly known as the Latino Festival) on September 15, 2019, attracting over 5,000 participants. Univision presented DPR with a trophy in recognition of the partnership.
- The department, in conjunction with the Durham Park Foundation, hosted multiple "Plant the Prairie" workdays, installing over 9,000 native grasses and pollinators as part of the habitat restoration project at West Point on the Eno Park. Volunteers also completed an installation of a Demonstration Garden at the site. A cistern was installed to help with the maintenance of the garden.
- Maintenance staff attended multiple workshops on native habitat maintenance at the "Prairie Island" at the American Tobacco Trailhead. The Durham Parks Foundation and Extra Terrestrial Projects conducted the trainings through funding from the Burt's Bees Foundation.
- The department hosted the 2019 United States Tennis Association (USTA) NC 40 & Over State Championships, attracting an estimated 1,200 players and providing an estimated economic impact of $409,153 to Durham.
- DPR collaborated with the RBI MidAtlantic Regional Tournament to provide facilities and field maintenance for their games and events in July 2019. This was the first time that Durham is hosting these events. Plans are underway for hosting again in 2020.
- The Durham Girls Soccer League provided opportunities for 300 girls, ages 5-12. A partnership with Duke helped recruit Duke Students, many of whom are student athletes, to lead fourteen teams in the department's Youth Basketball League that served 340 youth, ages 5-12.
- DPR continued to increase access to Care Programs by adding transportation services to one additional after school site. DPR now provides transportation to the W. D. Hill Recreation Center, Walltown Park Recreation Center, the I. R. Holmes, Sr. Recreation Center at Campus Hills and the Holton Career and Resource Center from ten different schools, providing transportation services to 57 children.
- The MyDurham Teen Initiative launched two summer teen programs (11:00 a.m. – 4:00 p.m., Monday - Friday) June-August 2019 at the CFLRC @ Lyon Park and the Weaver Street Recreation Center. The two programs served 135 teens.
- DPR's Marketing Coordinator attended an ADA User Group Training that was hosted by CivicPlus, to discuss accessibility as it relates to web presence. DPR began making updates to DPRplaymore.org, and will continue to work with our staff, Public Affairs, and CivicPlus to ensure our website is as accessible as possible.
- Teams from Park Planning, Maintenance, Outdoor Recreation, Special Inclusion and Mature Adults, Playgrounds and DPR translators came together to host a fun filled public input session for a Participatory Budgeting project. This session was conducted largely in Spanish with all input activities bilingual. The event focused on replacing playground pieces at Drew Granby park to make them more inclusive to children with disabilities. DPR Staff worked with PB delegates to plan the meeting and with NIS staff (Carmen Ortiz) to bring out the community. DPR gained enough information to get a sense of what the community wanted out of the playground. Staff also helped describe the limitations of what could fit at the small park and would be most appropriate for children with special needs.
- The "Crime Prevention through Environmental Design" (CPTED) clearing and gateway project at Orchard Park was completed. Staff worked with a local builder who wanted to contribute to the park. Staff identified the impenetrable vegetation and lack of entrance on the southern portion of the park and worked with the builder through the DPR Permit process. Staff designed the gateway to match the other historic entrances the park

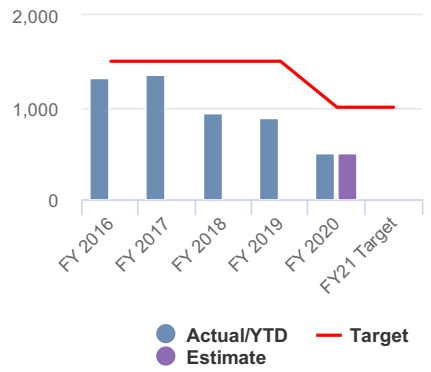
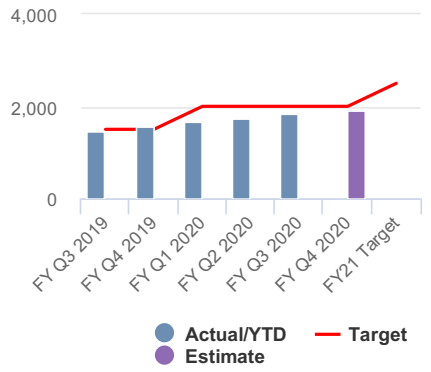
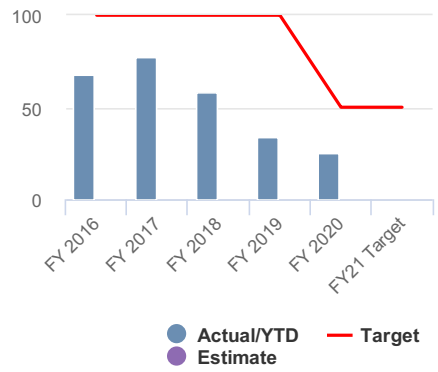
and recommended the artistic metal treatment. The intent of the project was to make the interior of the park safer and more visible.

- Since 2014, DPR has been upgrading park restrooms in high use parks to make them resistant to freezing year round, adding 11 new restrooms to our park system, including the latest at Long Meadow Park this fiscal year.. Except for extreme sustained cold, these restrooms are available to residents to use year round.
- East End Park tennis court renovations were completed. In addition, new fencing was installed along the border of the multi-purpose field and North Alston Ave.
- Successfully transitioned program and administrative staff to telecommuting in response to Mayor's Stay at Home Orders during Covid pandemic. DPR offered virtual programs (i.e. Virtual Earth Day Event, Zoom Hangouts for School Age Care participants, instructional videos for all ages, etc.); and promoted parks and trails for residents to maintain physical and mental well-being during challenging times.

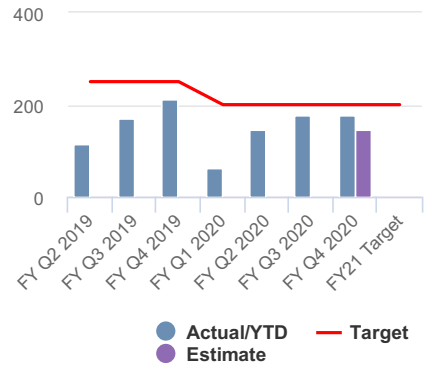
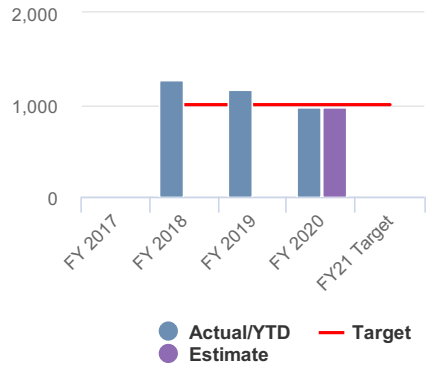
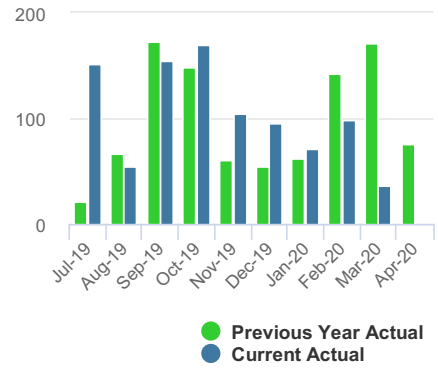
ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

- Increase connectivity of programs and facilities with customers and partners. Continue collaboration with community partners and prioritize relationships with similar agencies toward common community goals.
- Enhance and expand marketing efforts to increase participation.
- Continue efforts with ½-Penny maintenance funding to pave park driveways, "harden"/renovate park bathrooms; and repair fencing in parks.
- The department will continue targeted programming efforts identified in the Master Plan and in our departmental Strategic Plan, and Recreation Program Plan.
- Completed development and opening of the athletic field complex at Hoover Road Park.
- Completed development and opening of the event space at Rock Quarry Park.
- Renovations for the W. D. Hill and Weaver Street Recreation Centers and the gymnasium at the I. R. Holmes, Sr. Recreation Center at Campus Hills.
- Begin repairs to the City's trail system, based on the Trail Assessment completed in FY2019.
- DPR is collaborating with the RBI MidAtlantic Regional Tournament to provide facilities and field maintenance for their games and events scheduled for July 2020. This is the second time that Durham is hosting these events.
- Continue efforts on the Trail Implementation Program with anticipated completion in 2021. This project will vet the constructible alignments and costs of nine (9) new trails from the 2011 Trails Master Plan.
- Reopening recreation centers and restoring programs and services in accordance with guidelines from Federal, State, and Local government and public health officials.

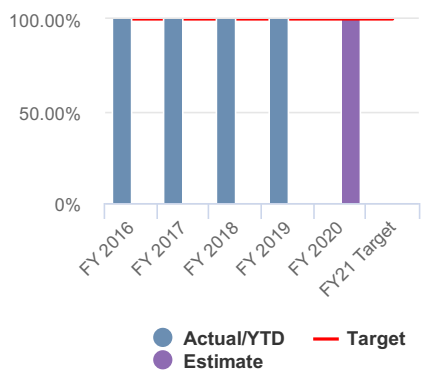
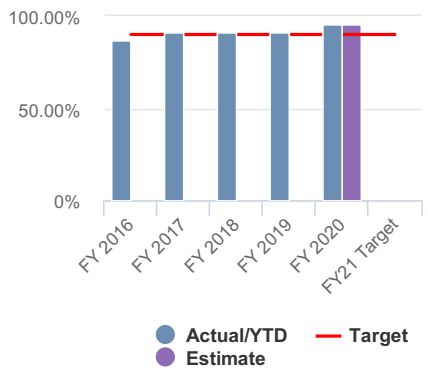
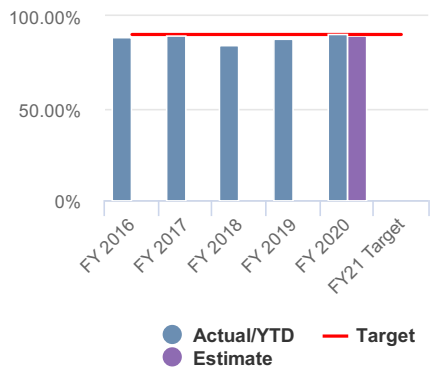
Objective: Increase connectivity to programs and services through reductions in physical and economic barriers, and increasing relationships and awareness

Program: Operational Services	**Program:** Operational Services	**Program:** Operational Services
# of participants (unique) receiving a discounted fee (through Program Fee Waiver or Sliding Fee Scale Programs)	# of increase in Twitter Followers	# of Rentals (Organizations, events, programs, meetings) receiving a discounted rental fee (through DPR's Facility and Field Fee Waiver Program)
		

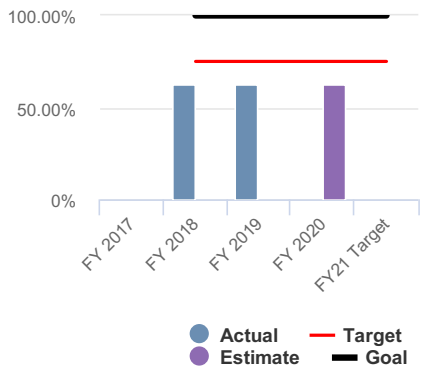
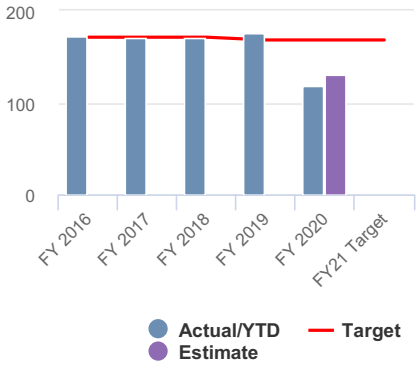
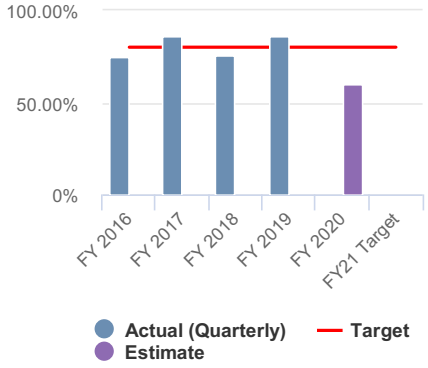
Objective: Creating opportunities to connect youth to health, wellness, the outdoors and to continue lifelong learning by developing and implementing a Teen (13-18) Strategy for Durham

Program: Recreation Programs and Events	**Program:** Recreation Programs and Events	**Program:** Recreation Programs and Events
# of recreational opportunities offered for teens (ages 13-18)	# of unique Individual participants served (registered programs and leagues) for teens (ages 13-18)	My Durham Memberships Issued
		

Objective: Increase opportunities through quality, diverse program offerings, physical spaces, natural areas, and lifelong learning

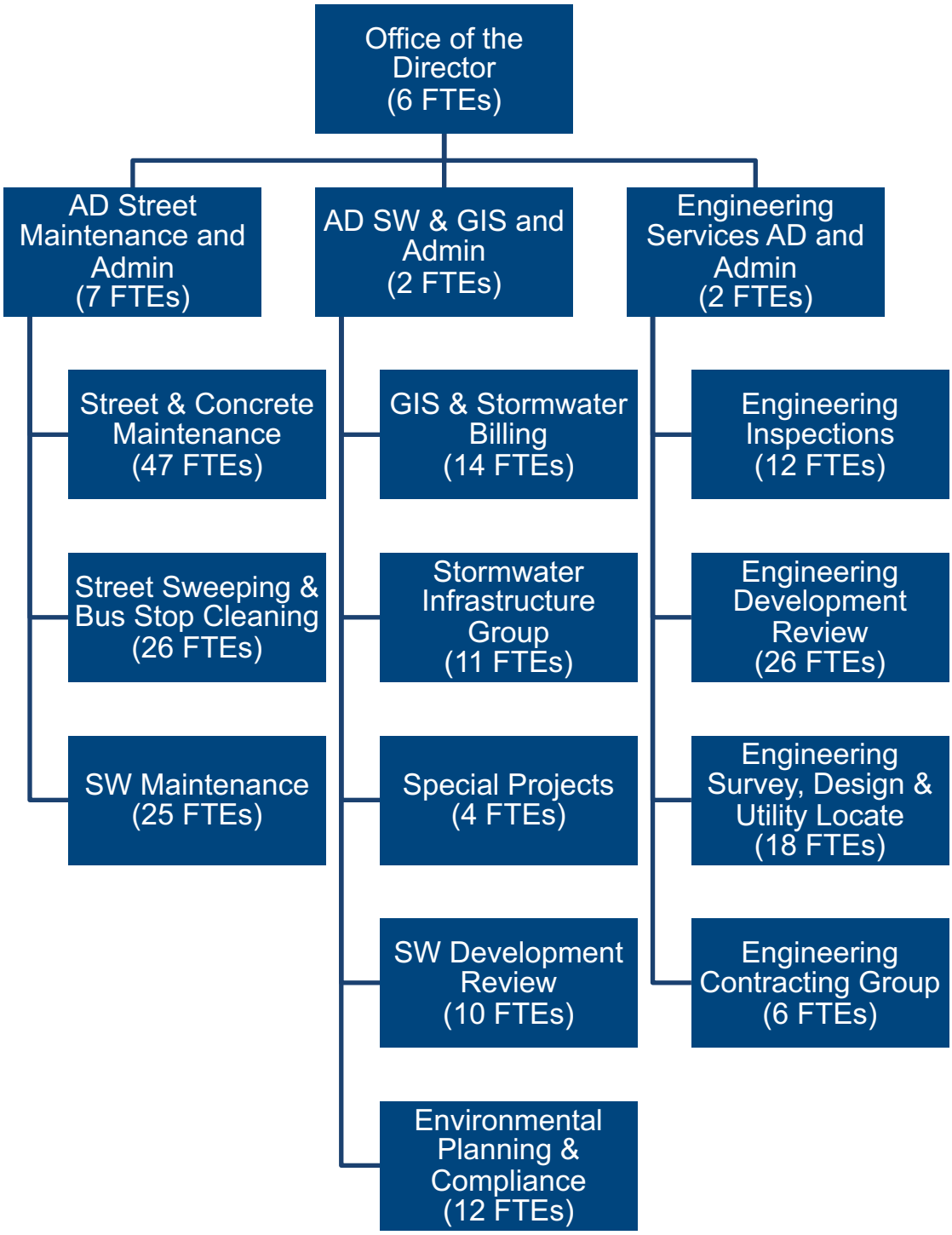
Program: Operational Services	**Program:** Recreation Programs and Events	**Program:** Recreation Programs and Events
% Compliant with CAPRA Standards	% of participants (responding to evaluation surveys) rating events attended as having "met" or "exceeded" expectations	% of participants (responding to evaluation surveys) rating programs attended as having "met" or "exceeded" expectations
		

Objective: Continue developing and improving current facilities and parks according to current departmental plans in an effort to eliminate deferred maintenance, harden, and update dated equipment

Program: Park and Trail Maintenance	**Program:** Park and Trail Maintenance	**Program:** Park and Trail Maintenance
% of miles of paved trails that meet acceptable standards	# of playground inspections per year (56 playgrounds @ 3 times each)	% of parks that are mowed in adherence with adopted standards as part of the DPR Operations and Management Plan
		

Public Works

(228 FTEs)



PUBLIC WORKS

Purpose Statement:
To operate, maintain and improve the City's street and utility infrastructure and programs in a manner that cost effectively enhances the community's livability.

DEPARTMENT DESCRIPTION

Public Works Department

General Fund: $8,742,392
Water and Sewer Fund: $5,165,581
Stormwater Fund: $11,502,196
228 FTEs

Engineering Survey, Design and Contracting

This program provides full scale engineering services to all Public Works Divisions as well as other City of Durham Departments. Services provided include field surveys, utility location, engineering design, acquisition of permits, contract management, project management, project consulting, and public hearings on proposed projects. The projects include streetscapes, pavement preservation, new street construction, existing street reconstruction, water and sewer extensions, new sidewalks, sidewalk repair and traffic calming.

Paved, Dirt Street and Sidewalk Maintenance

This program has responsibility for public roadway maintenance, street repaving, alley maintenance and sidewalk maintenance within the City. This program completes water and sewer utility cut repairs within the City. Street Maintenance also plans and executes the City's winter weather plan and assists other departments in debris removal operations from natural disasters.

Stormwater Quality

The Stormwater Quality Program management manages projects to improve surface waters through compliance with a National Pollutant Discharge Elimination System (NPDES) permit, Neuse River Nutrient Sensitive Waters Management Strategy, Jordan Lake Rules, Falls Lake Rules, and Water Supply Watershed Protection Rules. Program implementation is monitored and reported to regulatory agencies. The program provides industrial inspections and enforcement, municipal inspections and education, chemical, biological and hydrologic monitoring, and public education. The program detects, investigates and eliminates unauthorized connections and illegal discharges. The program also reviews and comments on proposed stormwater control measures (SCM's), water quality legislation, federal/state rule development, development of ordinances and implementation plans for federal and state rules. In addition, this program supports the development of watershed plans and implementation of those plans; and evaluates the compliance of public and private SCM's, coordinates stream restoration activities, and implements water quality projects.

Stormwater Infrastructure Maintenance, Street and Bus Stop Cleaning

The program maintains the stormwater drainage system within the City's Right-of-way (ROW). Other services include catch basin maintenance and repair, mechanical sweeping, carcass removal from City streets and vet hospitals, and litter removal from ditches, sidewalks, downtown areas and other public street ROW. This program also provides support during severe winter weather events by assisting with snow removal operations and roadway pretreatment operations. Bus Stop Cleaning provides general cleaning services and trash collection for all city bus shelters.

Engineering Inspections

This program provides inspections services for street construction and rehabilitation, water, sewer and stormwater infrastructure that is built by private developers, through City contracts, or through NCDOT contracts. The Inspections Group provides front-line assurance through every stage of the construction process that new installations are in accordance with all applicable local and state construction standards. They further assure a sustainable and reliable infrastructure by reviewing as-built infrastructure drawings and digital submittals for construction projects, and review and track surety bonds and other financial instruments posted by the development community in conjunction with obtaining plat approval for the projects.

Stormwater Infrastructure and Development Review

The Stormwater Infrastructure group is responsible for non-routine repair and improvement of stormwater infrastructure, drainage and floodplain customer response, as well as floodplain management services. The Drainage Projects Unit (DPU) provides for the evaluation, design, contracting, and project/construction management for stormwater infrastructure projects involving City Right-of-way (ROW), City owned property, and private drainage assistance. The Drainage and Floodplain Unit (DFU) investigates and responds to customer inquiries regarding private drainage/flooding issues and provides technical support for the National Flood Insurance Program (NFIP), coordinates flood mitigation grant submittals, and processes private drainage assistance requests.

Stormwater Development Review ensures new development is in compliance with applicable federal, state, and local stormwater regulations. This is achieved by reviewing development plans (zoning, site plans, preliminary plats, construction drawings, and final plats), stormwater impact analyses and engineering calculations. It also includes ensuring proposed Stormwater Control Measures (SCMs) proposed are properly constructed through construction oversight, an as-built plan/certification program, and by obtaining proper construction securities. Additionally, Stormwater Development Review ensures post-development stormwater compliance through education and the SCM Maintenance Certifier program, which includes annual inspection reports for SCMs, inspections, and enforcement.

GIS & Billing

The GIS & Stormwater Billing program maintains GIS mapping data for the City which includes data on street centerlines, sidewalks, the stormwater system, and the water and sewer collection and distribution system. This data set is utilized by the Emergency Communications, water and sewer maintenance personnel, stormwater maintenance personnel, engineers, planners, developers, and citizens. In addition, this program is responsible for all aspects of billing for the stormwater utility, including customer service inquiries, bill verification and adjustments, new fee implementation, mapping of stormwater impervious areas within the City limits for purposes of stormwater bill calculation, and the acquisition of imagery and impervious area extraction for quality control purposes. The program supports Tyler Technologies, Munis ERP software and the Azteca Cityworks software which is utilized City-wide to track incoming service requests; along with labor, equipment, and material costs associated with work done by Public Works staff and various City departments.

Engineering Development Review

Development Review provides a centralized location for the most common public works customer needs, from new commercial and residential development, to customer questions and concerns about water and sewer service, infrastructure petitions, and assessments. This program provides a location for the receipt, tracking, distribution, and pickup of Public Works permits, inspection requests, as well as payment of all Public Works fees and construction securities. Such permits include water, sewer, storm and street authorizations to construct, and permits for public and private projects. Additional services include the review of development plans in coordination with other City, county and state departments and agencies.

Office of the Director

The Office of the Director provides administrative, financial and technical planning as well as leadership support for all programs in the department. This office maintains, analyzes and reports on performance measures and other data for the department. This office also provides policy direction, financial monitoring, safety management and human resource leadership for the department.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 16,934,645	$ 18,354,051	$ 18,025,074	$ 19,918,298	8.5%
Operating	3,836,154	4,564,757	6,244,416	4,763,420	4.4%
Capital and Other	283,446	22,029	613,482	728,451	3206.8%
Transfers	-	-	425,000	-	0.0%
Total Appropriations	$ 21,054,245	$ 22,940,837	$ 25,307,972	$ 25,410,169	10.8%
Full Time Employees	222	222	222	228	6
Part Time	-	-	-	-	-
Revenues					
Discretionary	$ 5,373,206	$ 6,526,801	$ 8,276,691	$ 7,416,392	13.6%
Program	1,448,028	1,281,000	1,094,700	1,326,000	3.5%
Total General Fund	$ 6,821,234	$ 7,807,801	$ 9,371,391	$ 8,742,392	12.0%
Water and Sewer Fund	4,498,656	4,581,656	4,494,333	5,165,581	12.7%
Stormwater Fund	9,734,355	10,551,380	11,442,248	11,502,196	9.0%
Total Revenues	$ 21,054,245	$ 22,940,837	$ 25,307,972	$ 25,410,169	10.8%

BUDGET ISSUES FOR FY 2020-21

- A stormwater rate increase is proposed for the FY21 budget. Staff has worked with the Finance Department to develop a rate increase proposal that includes rate increases through FY26. The proposed rates support capital spending to meet the City's Falls Lake stage I load reduction requirements as well as to begin addressing TMDL load reductions for bacteria and sediment. Annual bill increase for Tier 1 residential is $2.88, Tier 2 residential - $6.00 and Tier 3 residential - $12.00. Non-residential rates increase $6.00 per year for each 2,400 square feet of impervious surface.
- The department is currently managing an effort to inventory and assess existing stormwater infrastructure in park, trail, and cemetery facilities. Once complete, the department will be able to accurately determine what staffing levels are needed to assume full responsibility for the Capital Improvement Program (CIP) and maintenance of this stormwater infrastructure. With the final assessment complete, a new initiative for additional CIP and maintenance and design staff is likely in the coming years.
- Due to cash flow issues, NCDOT will not authorize multiple federally funded projects to proceed to the next phase of project delivery. This will impact nine (9) pedestrian and bike projects within Public Works that will complete design in 2020; but will be delayed indefinitely from proceeding further.
- The costs and delays associated with utility relocations, which were previously not bore by the City in capital projects, will continue to have a significant impact on all current and future projects that require the relocation of Duke Energy utilities.
- The department continues to monitor right of way accessibility conversations at the national level lead by the U. S. Access Board, which is a federal agency that promotes equity for people with disabilities. While the Board has not yet finalized or adopted the Proposed Right of Way Accessibility Guidelines (PROWAG), there are several recommendations that will significantly impact the future costs of maintenance and construction activities performed within public rights of ways.
- Requests from citizens for street and sidewalk improvements continue to grow. Additional funding will be required to support these requests.

ACCOMPLISHMENTS FOR FY 2020

- Completed rehabilitation and renovation of seven (7) stormwater control measures (SCMs) for category 4 failed developments (Ravenstone and Stonehill Estates Subdivisions).
- Completed updates to the Reference Guide for Development (RGD) to include a variance process.

- Completed construction of the Carver Street Extension project.
- Began construction of the Fayetteville Road Improvements project which is the combined Fayetteville/Buxton/Riddle intersection realignment project and the Fayetteville Road Widening project.
- Resurfaced through contracts 41 lane miles of roads to help increase road integrity and raise the PCI (pavement condition index) rating of each segment.
- Completed 115 lane miles of pavement preservation using a combination of treatment types including micro surfacing, crack sealing, and asphalt rejuvenator.
- Construction of the University Drive Sidewalk project.
- Completed through contract construction of over 5,000 linear feet of new sidewalk across twelve locations that were identified in the 2017 Bike+Walk Plan.
- Repaired or replaced nearly 8,000 linear feet of sidewalks through the use of contracted services.
- Completed the Unpaved Roads Study which assessed the condition and recommended construction priorities for 18.75miles of unpaved roads.
- Continue to develop a bridge repair and maintenance program.
- Completed construction of three petition dirt street projects for a combined 3,057 LF.
- Completed two quarterly seminars for the development community on items of interest, including changes to design, construction and as-built characteristics of development within the City.
- Completed contract for repairs to two city-owned SCMs in contract SWDR-2018-01.
- Updated various sections and checklists in the Reference Guide for Development to reflect latest stormwater requirements and procedures. Section 8.6; As-built Certification Requirements for SCMs.
- Finalized work on the Stormwater Infrastructure Inventory and Assessment for Parks, Trails and Cemeteries.
- Began construction of two large culvert replacements (Buckingham Road and Alpine Road) and advertised a third (Odyssey Drive).
- Continued work on Hazard Mitigation Grant Program projects to elevate one structure and acquire four structures that have suffered from repetitive flood losses.
- Continued field work to locate an acceptable site for an algal flow way (e.g., Algal Turf Scrubber) to address stormwater nutrient reduction requirements in the Falls Lake watershed.
- Received findings of the lower Ellerbe Creek Groundwater/Surface water interaction study conducted by the US Geological Survey.
- Continue nutrient loading study in Sandy and Ellerbe Creeks with the U.S. Geological Survey. Data analysis and reporting is expected to be complete in FY2021.
- Began facilitation with city and county departments to address federal Total Maximum Daily Loads for bacteria in Northeast Creek and sediment/turbidity in Third Fork Creek.
- Implemented a new on-line reporting method for use with Stormwater Investigations that is deployed through smartphones.
- To date in FY2020, controlled 106 pollution sources through the water quality investigations program. Also completed 99 inspections of private business stormwater practices.
- Began development of a study for Stirrup Iron, Lick and Brier Creeks in advance of the next watershed plan.
- Issued a new contract for stormwater laboratory services which includes additional analysis methods to be used on surface water and sediment. Completed work on the Eno River Watershed Plan.
- Began work on the New Hope Creek and Little Creek Watershed Plan
- Began work on new Small Scale Residential Stormwater Retrofits Project.
- Began work on bioretention project at General Services – Fay St.
- Completed work at Pearl Mill bioretention partnership project.
- Completed building demolition for the South Ellerbe stormwater restoration project.
- Began soil removal and wetland plans for South Ellerbe Stormwater restoration project.
- Continued development of PW/GIS Web Map services applications.
- New Road Centerline GIS database completed.
- City Limits Annexation project MOU completed with DSC.
- IT pipes – fully installed and integrated.
- Data quality and accuracy procedures in place for all data sets (ESRI data review platform).
- New AVL's purchased.
- Risk assessment for infrastructure has been built.
- Completed flushing of 65,000 linear feet of stormwater pipes.
- Began the development of a comprehensive safety and training program for all divisions within the department.
- Repaired and replaced 7,500 linear feet of damaged sidewalks citywide.

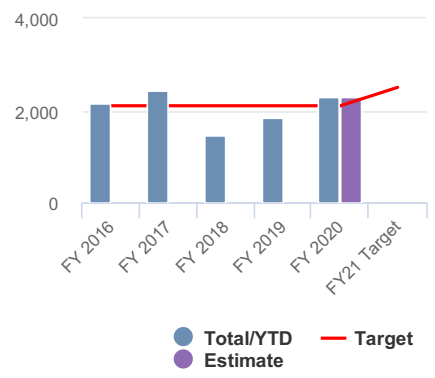
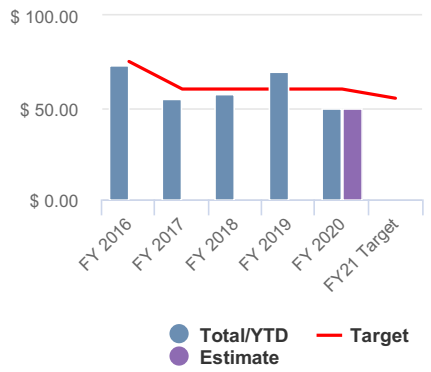
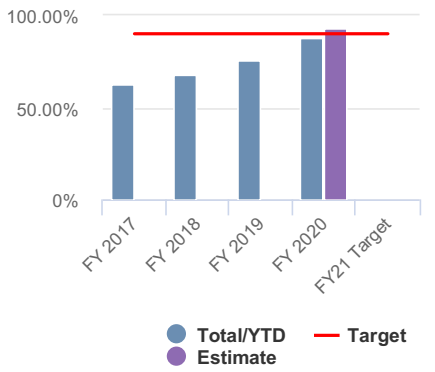
- Water Meters /Laterals/Taps: Approximately 51K meters added to the GIS from GPS results collected during AMR (Automated Meter Replacement) contracts. Approximately 42K associated taps and laterals added as well.
- Completed parking lot repairs at the City Hall Church Parking Lot.
- Completed a series of Institute for Transportation Research and Education (ITRE) Safety Training.
- Upgraded security system at Public Works Operations Center
- Completed the PWOC COOP
- Demolished the PWOC Pump House Building as part of the CIP Renovation Project
- Made Cityworks additions to more effectively capture data.
- Made significant reductions in key expenditure accounts.
- Increased production in key road maintenance categories.
- Videoed over 41,500 linear feet of storm drain pipe so far in FY2020.
- Repaired over 3,500 linear feet of concrete sidewalk so far in FY2020.
- Swept over 20,907 curb miles of roadway so far in FY2020.
- Repaired over 2,100 potholes so far in FY2020
- Completed winter weather preparedness training.
- Installed salt/sand domes at PWOC and Fleet.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2021

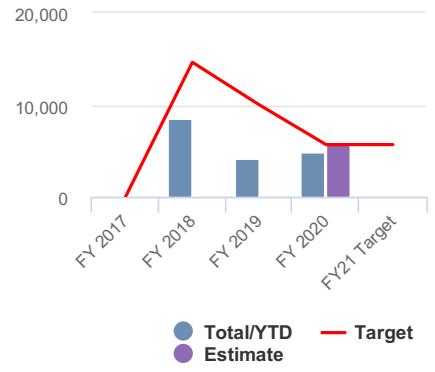
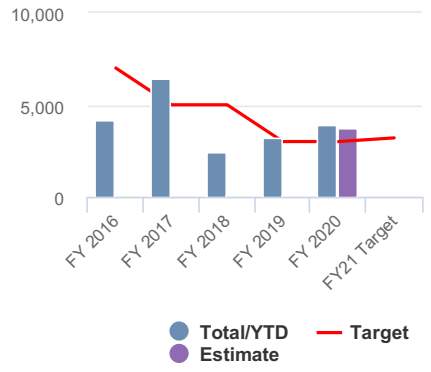
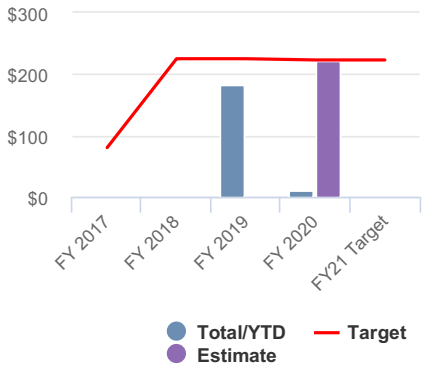
- Complete 30 drainage repair projects within City ROW, on City-owned property, or on private property.
- Complete construction of three large culvert replacements (Buckingham Road, Alpine Road, and Odyssey Drive).
- Finalize draft Stormwater Asset Management Plan.
- Complete 90% design plans for the South Ellerbe Creek Stormwater Restoration Project.
- Development of WEB based GIS services in alignment with GISTS/ ESRI portal standards, web mapping and web base data / document services infrastructure data, City limits and annexation (historic and proposed) web map viewer for all City departments and Council, scanned historical documents of infrastructure, GIS data and legal records databases for lookup via City web site.
- Development of City of Durham GIS HYDRO database.
- Development of Cityworks services; reporting, mapping, and data capture aligned with DPW asset management program.
- Implementation of Automated Vehicle Locating (AVL) and inventory control software.
- Completion of the Street Sweeping Credit Study for use within the City's NPDES permit.
- Substantially complete the New Hope Creek watershed plan.
- Complete site selection for a full scale Algal Turf Scrubber project. Complete construction of three bus shelters along Fayetteville Road that were identified by the Participatory Budget process.
- Complete construction of the Fayetteville Road Improvements project which is the combined Fayetteville/Buxton/Riddle intersection realignment and the Fayetteville Road Widening project.
- Complete a condition assessment for over 550 miles of City maintained sidewalk that will prioritize repair needs through an equity lens.
- Complete construction of the City funded Roxboro Road sidewalk project.
- Complete construction of the University Drive bicycle and pedestrian sidewalk project.
- Begin construction on multiple short sidewalk gaps identified in the Bike+ Walk plan.
- Finalize design on eight federally funded sidewalk projects which will not be able to move further without NCDOT authorization.
- Complete construction on seven Petition Dirt Street (unpaved roads) projects.
- Complete one water and one sewer extension project.
- Begin preventative maintenance and repair on several bridges, including demolition of the Maryland Ave bridge.
- Continue and expand the use of pavement preservation methods as part of the City's asphalt maintenance program.
- Repair or replace 4,200+linear feet of sidewalks.
- Complete 40,000 linear feet of stormwater ditching projects.
- Place 8,000 +tons of asphalt as part of routine street maintenance efforts.
- Video inspect 50,000+ linear feet of storm drain system within the City.
- Continue and expand the use of pavement preservation methods as part of the City's asphalt maintenance program.

- Complete the Water Management Utility Repair Contract.
- Implement inventory warehouse software to improve warehouse processes.

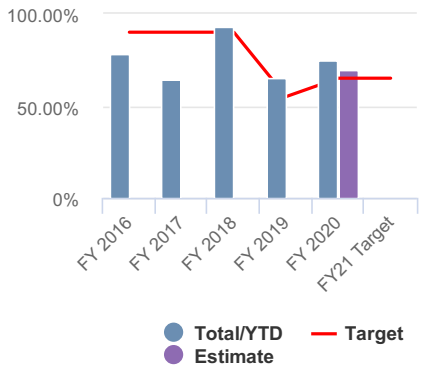
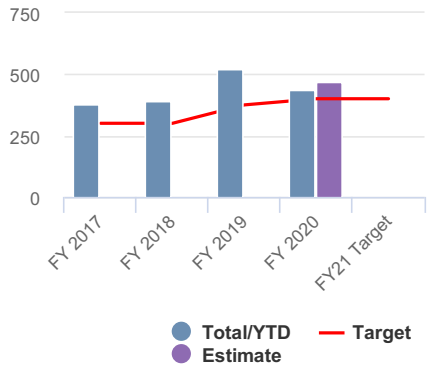
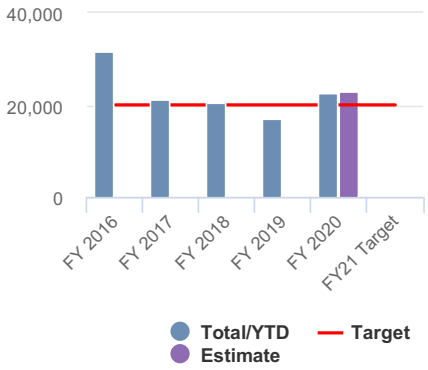
Objective: Manage a proactive street maintenance program that is cost effective at an accepted level of service

Program: Paved, Dirt Street and Sidewalk Maintenance	**Program:** Paved, Dirt Street and Sidewalk Maintenance	**Program:** Paved, Dirt Street and Sidewalk Maintenance
# of pot holes repaired	Avg cost per pot hole repair	% of potholes repaired within 3 business days
		

Objective: Build a sidewalk network that meets community needs and creates a connected community

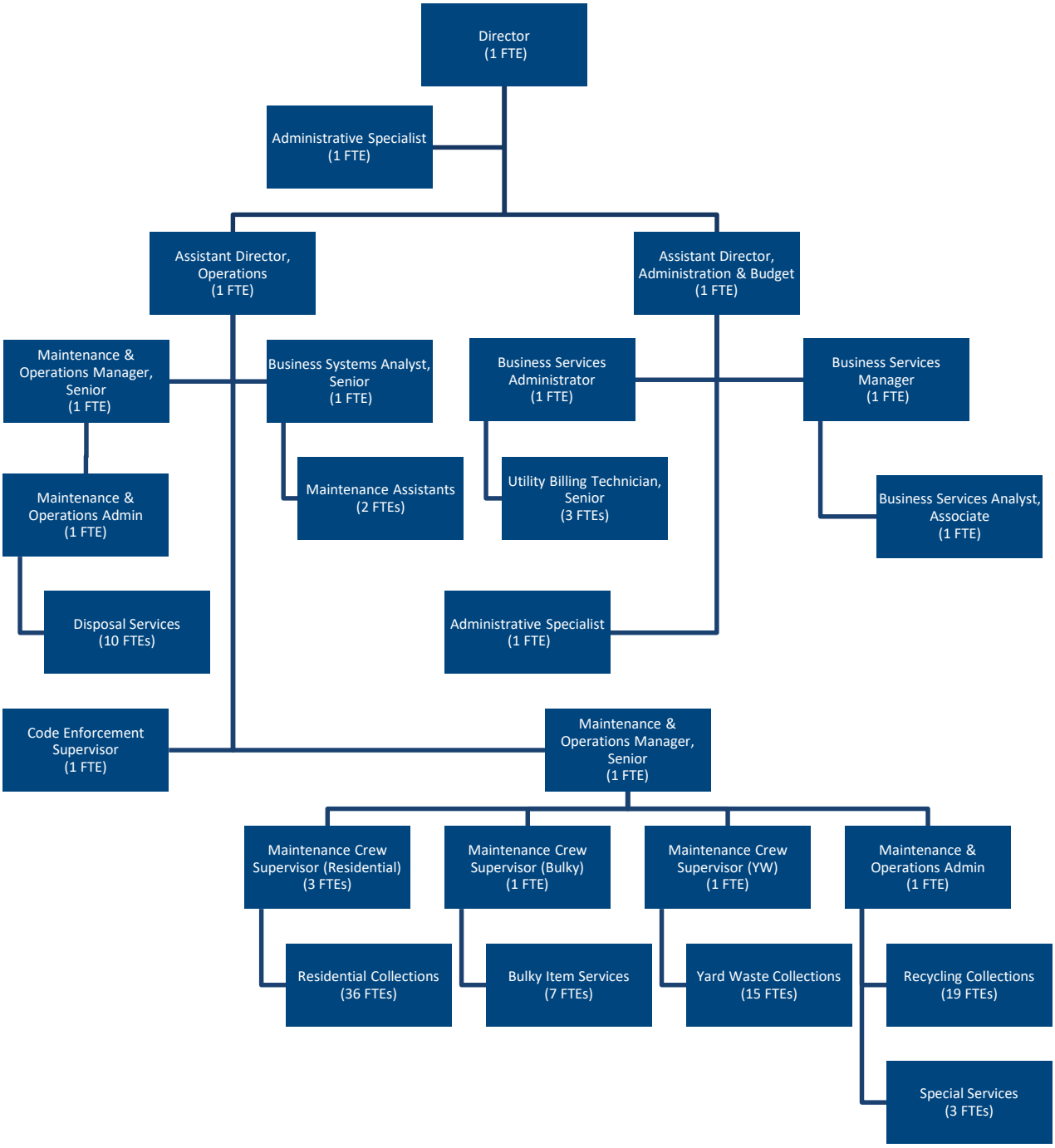
Program: Engineering Inspections	**Program:** Paved, Dirt Street and Sidewalk Maintenance	**Program:** Engineering Inspections
Linear feet of new sidewalk constructed	Linear feet of sidewalk repaired	Cost of new sidewalk construction per linear foot
		

Objective: Maintain a stormwater system to meet or exceed all federal, state and local stormwater and environmental requirements

Program: Stormwater Infrastructure Maintenance	**Program:** Stormwater Infrastructure Maintenance	**Program:** Paved, Dirt Street and Sidewalk Maintenance
% of drainage service requests closed within (1) month of receipt	# of drainage service requests closed	Curb miles swept
		

Solid Waste Management

(114 FTEs)



SOLID WASTE MANAGEMENT

Purpose Statement:

To provide industry leading waste collection, recycling and disposal services. We will be responsive, accountable, and dependable to the residents of Durham.

DEPARTMENT DESCRIPTION

Solid Waste Management **Solid Waste Fund: $22,661,980**
114 FTEs

The Department is primarily responsible for the collection and disposal of residential municipal solid waste, and bulky items. The Department also provides curbside recycling services and subscriber-based yard waste collection and processing. The Waste Disposal and Recycling Center includes a transfer station, composting operation, and a convenience center that accepts textiles, batteries, scrap metal, electronic waste, hazardous household waste, tires, etc., from City residents. Staff assures that all collection and disposal activities are performed in accordance with State regulatory mandates, City Manager directive and according to City Council goals.

The Department is committed to its vision of accomplishing our mission in a safe, efficient, cost effective and environmentally sound manner; and to be a leader in the solid waste industry.

Administration

The Administration division provides leadership, administrative and planning support for all solid waste management programs and divisions, including management of the Department's annual budget development process. This division directly administers all aspects of customer service to Durham's residents, which includes service request management, providing information to the public, resolving internal/external service issues and maintaining the highest level of customer satisfaction.

Residential Collection

The Residential Collection division collects household waste in carts that are provided by the City. The carts are placed curbside by residential customers and some small businesses on a weekly basis. Fully automated and semi-automated vehicles are used to collect these carts. The division provides exempt services to residents who are physically unable to roll their carts to the curb for collection.

Yard Waste Collection

The Yard Waste Collection division collects yard waste on a weekly basis from customers who subscribe to this service. This division also provides Christmas tree collection to all households within the City limits. This program is designed to divert debris from the waste stream by recycling it into reusable earth products.

Curbside Recycling

The Curbside Recycling division provides single stream collection of recyclable materials to residents on a bi-weekly schedule. The Recycling Division collects recyclable materials in carts that are provided by the City. The Implementation of single stream recycling supported City Council's goals and the Department's mission of providing economical and environmentally safe collections of recyclable material. The division provides exempt services to residents who are physically unable to roll their carts to the curb for collection.

City Facilities and Downtown Collections

Services provided by the Department to collect solid waste from all City-owned facilities, as well as residents and businesses in the "downtown loop" area that require stationary container services.

Bulky Item/Bulky Brush Collection

The Bulky Item Collection division is a weekly curbside collection service for residents who have large items, e.g. household appliances (white goods) and furniture that is too large to be collected by the residential collection division, and quantities of brush too large to be collected by yard waste crews. The Bulky Item Division also provides limb and branch debris removal from streets following severe weather incidents. Collection of additional yard waste and more than three bulky items are provided on a fee-for-service basis.

Cart Services

The department responds to customer requests related to carts including: delivery of new carts to residents in new construction, new yard waste customers, and customers requesting additional carts. They also perform repairs on damaged carts, and maintain cart inventory.

Code Enforcement Services

The Code Enforcement division responds to reported complaints to ensure compliance with solid waste management ordinances that support City Council's goals. This division interprets and enforces solid waste disposal and recycling ordinances, general statutes, and policies of the Department and the City of Durham.

Waste Reduction

The Department provides City-wide waste reduction education activities and programs. Each year, City staff responds to requests to provide educational programs and activities that target various public and private schools and community groups. This division strives to promote community awareness of recycling events throughout the community. In the absence of dedicated waste reduction staff, the department provides limited reduction, reuse and recycling outreach services, based on customer requests and staff availability.

Transfer Station

The Transfer Station provides proper municipal solid waste (MSW) disposal services for Durham residents and visitors. The program includes oversight of the transfer station and associated contract management. This division maintains equipment assigned to the post-closure Land Clearing & Inert Debris (LCID) site. The division operates a Scale House which captures weights for all municipal solid waste disposal, recycling, and organics activities by way of its scale system. The number of customers served during the year and the weight of the waste and recyclable materials brought to either the transfer station or the composting facility flows through this cost center and determines payments by the City to its contractors. The Transfer Station also receives waste from commercial haulers, and Durham County and Orange County on a fee for service basis.

Convenience Center

The Convenience Center, located at the Transfer Station site, provides disposal services associated with efforts to reduce the amount of waste that goes into a landfill, which is consistent with the City's recycling goals. Major activities include: cardboard, single stream recycling drop off, household hazardous waste, extiles, white goods (appliances) and other scrap metal recycling, scrap tire recycling, e-waste recycling (computer equipment and other electronics), and an active "swap shop", where reusable items are made available to the public at no cost. Other commodities such as used motor oil, automobile batteries, cooking grease and empty propane tanks are also accepted at the Convenience Center for reprocessing and reuse.

Yard Waste Composting Facility

The Yard Waste Composting Facility is permitted to receive up to 14,000 tons of yard waste material annually. Yard Waste is brought to the facility and ground by a private service provider for processing into mulch and other "earth products" for reuse. This cost center captures labor, equipment, contractual services and other direct expenses associated with the operation of this facility.

Scrap Tire Disposal

The Scrap Tire Disposal program provides for collection and proper disposal of tires that are delivered to the convenience center. This program enables diversion of tires from the waste stream and provides an environmentally safe disposal service for discarded tires.

Hazardous Household Waste

The Hazardous Household Waste (HHW) program, located at the City's Convenience Center site, provides for special collection of items such as paints, solvents, household cleaners, pesticides, aerosols, and other similar waste products. These types of wastes, considered hazardous household waste, are unsafe to dispose with regular trash and must be handled separately. The City provides for special collection of such items, primarily for residents of Durham, but also under reciprocal agreements for residents of Orange, Wake, and Chatham Counties, on a drop-off basis, six days per week.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 8,467,970	$ 8,383,358	$ 8,420,747	$ 9,298,922	10.9%
Operating	11,321,263	11,703,327	11,528,528	13,278,358	13.5%
Capital and Other	32,380	263,500	403,968	84,700	-67.9%
Transfers	-	-	-	-	0.0%
Total Appropriations	$ 19,821,612	$20,350,185	$20,353,243	$22,661,980	11.4%
Full Time Employees	114	114	114	114	-
Part Time	-	-	-	-	-
Revenues					
Discretionary	$ 11,505,227	$11,863,004	$12,174,911	$13,460,778	13.5%
Program	8,316,385	8,487,181	8,178,332	9,201,202	8.4%
Solid Waste Fund	$ 19,821,612	$20,350,185	$20,353,243	$22,661,980	11.4%
Total Revenues	$ 19,821,612	$20,350,185	$20,353,243	$22,661,980	11.4%

BUDGET ISSUES FOR FY 2020-21

- Maintaining a high level of service as the City continues to rapidly grow
- Implementing new and/or enhanced programs and services to increase diversion
- Staffing availability
- Monitoring recycling commodity markets

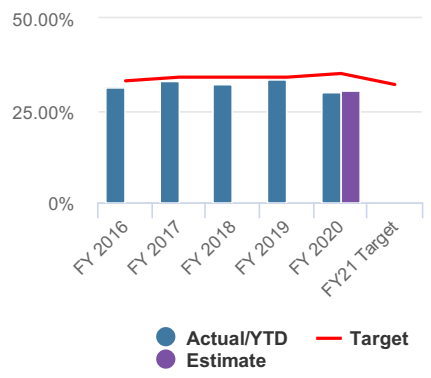
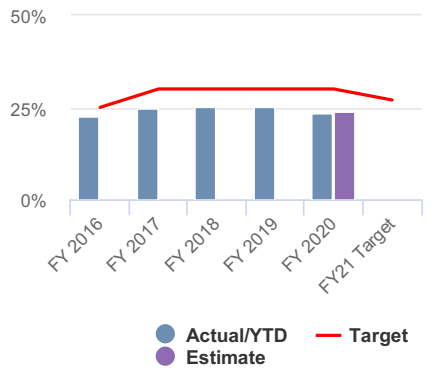
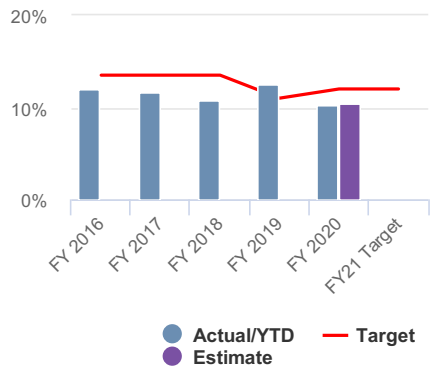
ACCOMPLISHMENTS FOR FY 2019-20

- Installation of additional downtown compactors
- Implementation of full scale composting program under approved Type IV permit
- Installation of the compactors at the WD&RC

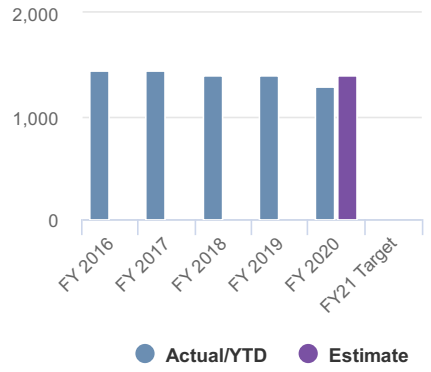
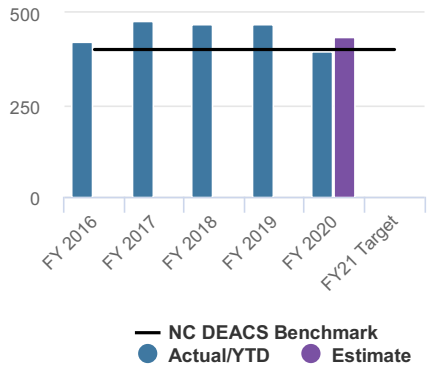
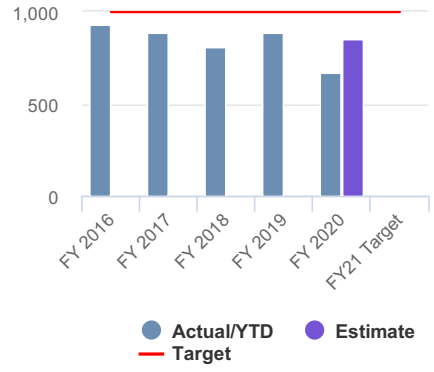
ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

- Greater diversion of waste from disposal, largely driven by food waste diversion
- Successful completion of the Rubicon 6-month trial, which will improve our ability to collect data and provide better customer service to our residents
- Receipt of two new automated collection vehicles ordered in 2018, and associated improved collection efficiency through rebalancing of routes

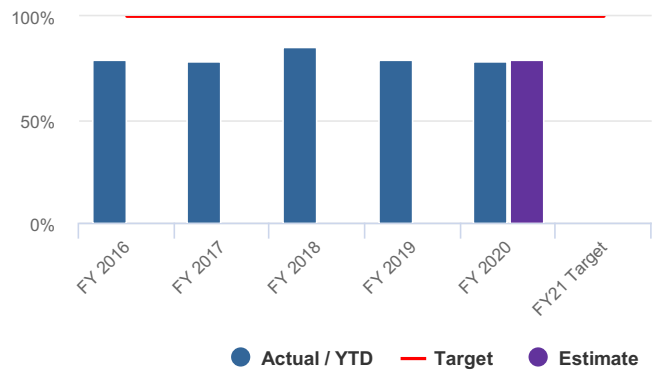
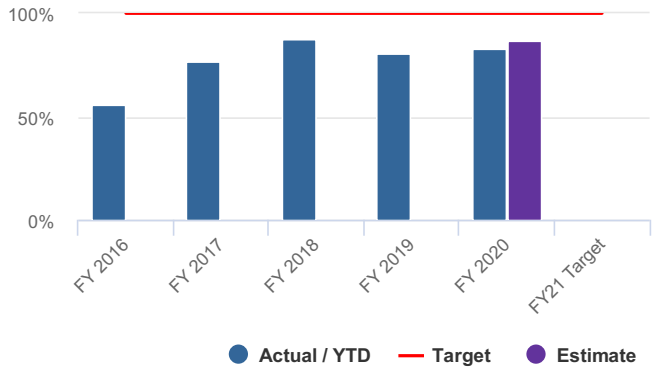
Objective: Develop and implement strategies to promote environmentally sound practices (to include the diversion of reusable and recyclable products from the waste stream thus increasing the diversion rate).

Program: Administration	**Program:** Curbside Recycling	**Program:** Yard Waste Collection
Percent of residential waste stream diverted overall	Percent of residential waste stream diverted through recycling	Percent of waste stream diverted through curbside yard waste collection
		

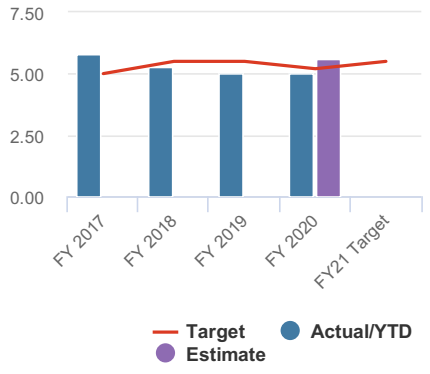
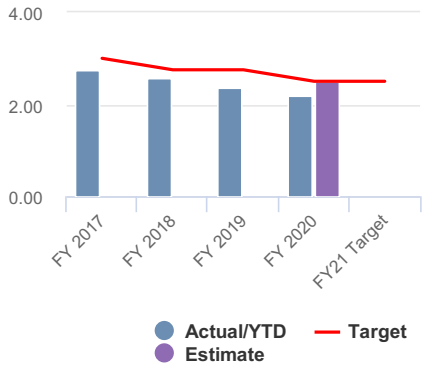
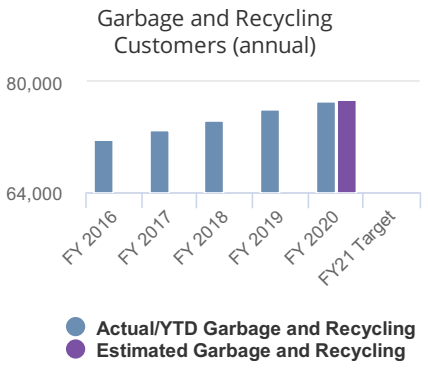
Objective: Develop and implement strategies to promote environmentally sound practices (to include the diversion of reusable and recyclable products from the waste stream thus increasing the diversion rate).

Program: Residential Collection	**Program:** Curbside Recycling	**Program**: Yard Waste Collection
Average garbage pounds collected per household	Average recycling pounds collected per household	Average yard waste pounds collected per subscriber
		

Objective: Improve collaboration with partner departments increasing resident education to deliver high quality services

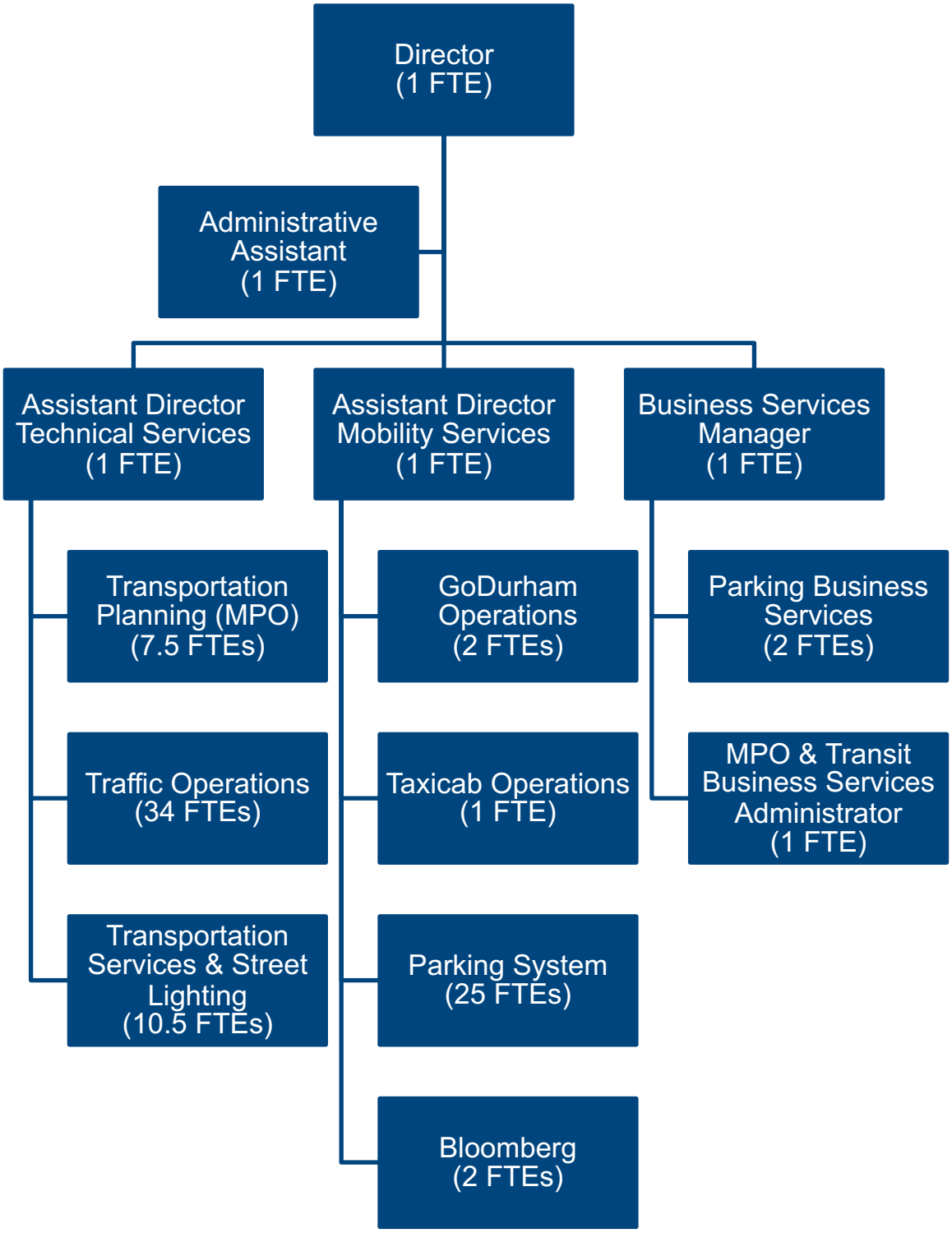
Program: Administration	**Program:** Administration
Percent of all service requests addressed within benchmark	Percent of cart related service requests addressed within benchmark
	

Objective: Reduce carbon footprint and improve operational efficiencies

Program: Residential Collection	**Program:** Residential Collection	**Program:** Residential Collection
Miles driven per ton collected (residential)	Gallons of fuel per ton collected (residential)	Number of Households Served
		

Transportation

(90 FTEs)



TRANSPORTATION

Purpose Statement:
The Durham Department of Transportation remains steadfast in our commitment to providing and maintaining quality multimodal infrastructure to improve mobility, promote environmental sustainability, and enhance the quality of life for current and future Durham residents, businesses, and visitors.

DEPARTMENT DESCRIPTION

Transportation Department

General Fund: $8,908,420
48.5 FTEs
Transit Fund: $26,656,019
Parking Fund: $4,363,259
27 FTEs
Grant Funds: $9,739,000
14.5 FTEs

Transportation Services

Transportation Services includes the Office of the Director, development review services, capital project planning, transportation planning, bicycle and pedestrian activities, and administration of the City's Passenger Vehicle for Hire program. Transportation Planning functions include fulfillment of Federal and State requirements for comprehensive multimodal transportation planning, including updates of the Long Range Transportation Plan, transportation systems monitoring and reporting, travel demand model forecasting, bi-annual development of the Transportation Improvement Program, state and regional project coordination, and related Clean Air Act compliance. Services include administrative support for the Metropolitan Planning Organization's advisory Technical Committee and Policy Board. Transportation planning is funded primarily through grant funds with a City match. The City's Passenger Vehicle for Hire program includes issuance and regulation of operator and driver permits, vehicle inspections, driver training, and administrative support to the City Council's Passenger Vehicle for Hire Commission.

Traffic Operations

Traffic Operations includes the operation and maintenance of the City's traffic signals, traffic control signs, street name markers, and pavement markings. This includes operation of the City's traffic signal computer system which coordinates signal timing operations throughout the City and adjacent urban area. Other functions include studies, design, and construction management of traffic signal and pavement markings projects.

Street Lighting

The Street Lighting Program includes the utility cost for nearly 22,000 street lights, which are owned and operated by the City's two electric service providers: Duke Energy Carolinas and Piedmont Electric Membership Corporation.

Transit

Transit service functions include the administration, planning and operation costs of the City's public mass transit system, GoDurham. The City contracts with the oversight responsibility for the City's fixed route and Paratransit services to GoTriangle. This arrangement shares resources between the City and GoTriangle to provide expanded and broad support for the City's transit system. The GoDurham fixed route service provides citizens with alternative transportation options and is essential to transit dependent riders which often include senior citizens and students. The GoDurham Paratransit service (ACCESS) is a transportation option for citizens whose disabilities prevent them from using the fixed route service. Both services improve mobility, job access, and the quality of life within the community. Fixed route and ACCESS service is provided by a private contractor managed by GoTriangle.

Parking

The Office of Parking Management, a designated Accredited Parking Organization with Distinction as certified by the International Parking and Mobility Institute, is led by parking industry-certified professionals that are charged with managing and developing the City's on-street and off-street parking infrastructure and assets. The unit provides oversight of the City's public parking programs and service offerings; including the enforcement of parking regulations; management of off-street monthly parking and Controlled Residential Parking Area permit programs;

provision of transient (hourly), contractor, and special event parking programs; mobility and alternative transportation initiatives; general and specialized operations; facility maintenance; emergency preparedness; capital improvement projects, etc.

The Division is responsible for collecting, monitoring, reconciling, auditing and reporting parking revenues and expenditures. The unit also negotiates and manages third-party contracts and operating agreements with entities for parking-related matters.

The Office of Parking Management strives to meet our community's needs by working in partnership with, and being responsible to, our internal and external customers by continuously and measurably improving performance and striving for excellence in all aspects of our business. In addition, the unit has received numerous regional and national innovation awards from the Carolinas Parking and Mobility Association, National Parking Association and the International Parking and Mobility Institute.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$ 5,179,677	$ 5,796,145	$ 6,191,360	$ 5,940,857	2.5%
Operating	26,223,333	27,982,178	29,386,078	30,108,965	7.6%
Capital and Other	628,465	425,879	334,600	1,722,633	304.5%
Transfers	1,685,927	1,504,946	1,527,355	2,155,243	43.2%
Total Appropriations	$ 33,717,402	$ 35,709,148	$ 37,439,393	$ 39,927,698	11.8%
Full Time Employees	50.5	74.5	74.5	75.5	1
Part Time	1	1	1	1	-
Revenues					
Discretionary	$ 7,249,310	$ 7,916,688	$ 8,078,104	$ 7,819,841	-1.2%
Program	1,023,487	986,222	937,665	1,088,579	10.4%
Total General Fund	$ 8,272,797	$ 8,902,910	$ 9,015,769	$ 8,908,420	0.1%
Transit Fund	21,950,113	22,802,812	23,947,679	26,656,019	16.9%
Parking Fund	3,494,492	4,003,426	4,475,945	4,363,259	9.0%
Total Revenues	$ 33,717,402	$ 35,709,148	$ 37,439,393	$ 39,927,698	11.8%
Grants					
Transportation Planning Grant					
Personal Services	$ 1,269,500	$ 1,269,500	$ 1,269,500	$ 1,269,500	0.0%
Operating	1,085,791	823,005	823,005	823,005	0.0%
Total Appropriations	$ 2,355,291	$ 2,092,505	$ 2,092,505	$ 2,092,505	0.0%
Full Time Employees	10.5	10.5	10.5	10.5	-
Part Time	2	2	2	2	-
Transportation Planning Grant Revenues	$ 2,355,291	$ 2,092,505	$ 2,092,505	$ 2,092,505	0.0%
Transit Grant					
Personal Services	$ 185,869	$ 192,394	$ 192,394	$ 192,394	0.0%
Operating	4,413,881	4,881,508	4,881,508	4,881,508	0.0%
Capital and Other	2,524,533	899,674	2,214,593	2,214,593	146.2%
Total Appropriations	$ 7,124,283	$ 5,973,576	$ 7,288,495	$ 7,288,495	22.0%
Full Time Employees	2	2	2	2	-
Part Time	-	-	-	-	-
Transit Grant Revenues	$ 7,124,283	$ 5,973,576	$ 7,288,495	$ 7,288,495	22.0%
Bloomberg Grant					
Personal Services	30,000	148,459	170,066	170,000	14.5%
Operating	60,000	216,064	220,975	188,000	-13.0%
Total Appropriations	$ 90,000	$ 364,523	$ 391,041	$ 358,000	-1.8%
Full Time Employees	2	2	2	2	-
Part Time	-	-	-	-	-
Bloomberg Grant Revenues	90,000	364,523	391,041	358,000	-1.8%
Total Budget	$ 43,286,976	$ 44,139,752	$ 47,211,434	$ 49,666,698	12.5%

BUDGET ISSUES FOR FY 2020-21

- Manage limited resources without service impacts.
- Update the multi-year budget for the transit system.
- Update the multi-year budget for the Parking Enterprise Fund.
- Decreasing Transit revenue sources and increasing costs.

- Alternative modes of transportation to offset parking demand challenges.
- Identify additional federal/state/local funding sources to offset rising construction costs for bicycle/pedestrian improvement projects currently under design.
- NCDOT funding concerns, potential for NCDOT cuts to maintenance funding for both transit (SNAP) and traffic operations (signs, pavement markings, signals).
- NCDOT delaying funding/authorization for pass-through federal funding for locally administered bicycle and pedestrian projects.
- Ensuring project development continues to provide equitable community engagement while adhering to social distancing requirements.

ACCOMPLISHMENTS FOR FY 2019-20

- Developed/published a Departmental Annual Report for FY 2018-19.
- Initiated work on a major update to the Durham County Transit Plan.
- Evaluated the effectiveness of the Shared Active Transportation Systems Ordinance. Revised the ordinance to address issues/concerns and adjusted permit fees from annual to monthly to encourage increases or decreases in fleet size based on demand.
- Continue to implement the Vision Zero Program with a goal of reducing traffic related fatalities to zero.
- Developed a “Draft” Vision Zero Action Plan.
- Approved for membership in the National Association of City Transportation Officials (NACTO).
- Received funding from the Triangle J Council of Governments to continue a transportation choices program, Way to Go Durham.
- Developed a new logo and brand identity for Way to Go Durham, our transportation choices program.
- Completed year one of a three-year pilot from the Bloomberg Mayor’s Challenge program to implement a behavioral-science driven transportation choices program.
- Selected by the National Center for Mobility Management to host a curb management workshop.
- Continued the development of a Complete Streets Policy.
- Coordinated with Public Works and General Services to design and construct additional sidewalk gap projects identified in the Durham Bike + Walk Implementation Plan.
- Coordinated with Public Works to complete design work on seven sidewalk corridor projects.
- Coordinated with Public Works and NCDOT on the development of nine federally funded bicycle and pedestrian projects.
- Coordinated with General Services and NCDOT on the development of three federally funded trail projects.
- Managed the design phase of the federally funded Downtown Wayfinding, Neighborhood Bike Routes, and Bicycle Lane projects.
- Installed 650 new street lights.
- Continued an 18-month conversion program with Duke Energy to convert approximately 21,701 High Pressure Sodium (HPS) lights to LED.
- Completed street lighting project along Durham-Chapel Hill Boulevard (Garrett Road to Westgate Drive).
- Optimized traffic signal timing at 200 intersections.
- Continued the installation of green bicycle lanes in high conflict areas.
- Designed the City’s first red lane for transit vehicles.
- Installed 90 miles of pavement markings.
- Continued the City’s Speed Hump Program with traffic studies, petitions, installations.
- Started construction work with NCDOT on the Durham Signal System replacement project.
- Designed and constructed pedestrian improvements at 17 signalized intersections.
- Designed and constructed pedestrian crossing flashers at 11 unsignalized locations.
- Designed and started construction on four new traffic signal installations.
- Coordinated with NCRR to raise the 11’-8” bridge at Gregson Street to 12’-4”.
- Coordinated with NCRR to remove the unused Chapel Hill Street railroad bridge overpass.
- Completed preliminary planning work on the US 15-501 Corridor Study.

- Completed preliminary planning work on the Move Durham: Central Durham Transportation Study.
- Initiated preliminary planning work associated with the Woodcroft Parkway Extension project.
- Purchased the City's first two fully electric buses to be delivered in FY20-21.
- Merged the administration of Durham County Access with GoDurham Access.
- Completed construction of amenity improvements (shelters, benches, etc.) at 20 GoDurham bus stops.
- Began planning and design of improvements to accessibility and amenities at 50 additional GoDurham bus stops.
- Transported nearly 21,000 fixed-route customers and over 700 daily ADA paratransit customers.
- Implemented Short-Range Transit Plan recommendations to provide frequent 15-minute daytime (30-minute night/weekend) service on five high ridership corridors.
- Launched a pilot on-demand service with Lyft (East Durham Connect) to replace a low ridership route.
- Maintained a high-quality safety record with less than 1 preventable accident per 100,000 miles.
- Served as the Host City for the 2019 Carolinas Parking Association's Annual Conference.
- Completed installation of the new off-street parking access and revenue control equipment to enhance operational efficiency and effectiveness.
- Updated the ParkDurham web presence to ensure optimal communications and service delivery.
- Completed upgrades to the Chapel Hill Street Parking Garage stairwells.
- Completed resurfacing project for the two free employee gravel parking lots.
- Implemented monthly parking fee increases as recommended in the 2017-18 Parking Study recommendations.

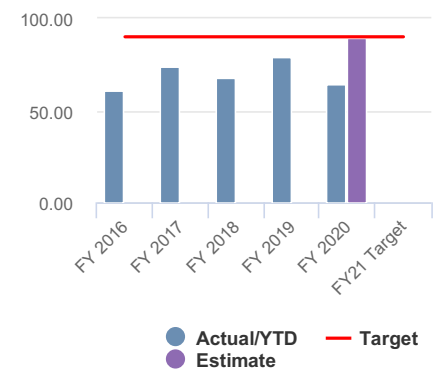
ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-21

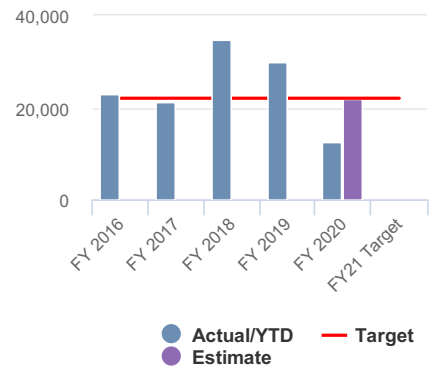
- Develop/publish FY 2019-20 Annual Report.
- Continue to update to the Durham County Transit Plan.
- Complete and circulate data-driven Vision Zero Action Plan.
- Continue using funding from TJCOG and Bloomberg to develop and implement a comprehensive Transportation Demand Management Program.
- Provided sustainable commuting information residents at in-person outreach events during FY 2020-21.
- Continue to monitor the effectiveness of the Shared Active Transportation System Ordinance.
- Coordinate with Public Works and General Services to design and construct additional sidewalk gap, sidewalk corridor, and intersection projects identified in the Bike + Walk Implementation Plan.
- Coordinate with Public Works and General Services to design and construct federally funded sidewalk, bike, and trail projects.
- Construct the Downtown Durham Wayfinding Project.
- Construct the Durham Neighborhood Bike Routes Project.
- Construct the 8 miles of Bicycle Lanes Project.
- Complete preliminary planning work associated with the Woodcroft Parkway Extension Project.
- Coordinate with General Services on the Chapel Hill Road Transit Emphasis Corridor Project.
- Coordinate with NCDOT on the development of 13 highway and rail TIP projects.
- Initiate and manage the design of the Fayetteville Transit Emphasis Corridor Project.
- Initiate and manage the design of the Holloway Transit Emphasis Corridor Project.
- Initiate and manage the design of the Village Transit Center Project.
- Initiate and manage the design and construction of Bus Speed and Reliability projects.
- Initiate and manage the design and construction of Bus Stop Access projects.
- Coordinate GoDurham Access Taxicab Coupon Program
- Complete an 18-month conversion program with Duke Energy to convert approximately 21,701 High Pressure Sodium (HPS) lights to LED.
- Install 450 new street lights.
- Optimize traffic signal timing at 210 intersections.
- Install/replace 3,700 traffic signs.
- Install 90 miles of pavement markings.
- Transport 20,600 daily fixed-route customers and over 700 daily ADA paratransit customers.
- Continue improving accessibility and amenities at GoDurham bus stops.
- Receive delivery of 2 new fully electric 40ft low-floor buses for the GoDurham bus service, and 6 new light transit vehicles for the GoDurham ACCESS service.
- Continue and evaluate the East Durham Connect on-demand transit service pilot.

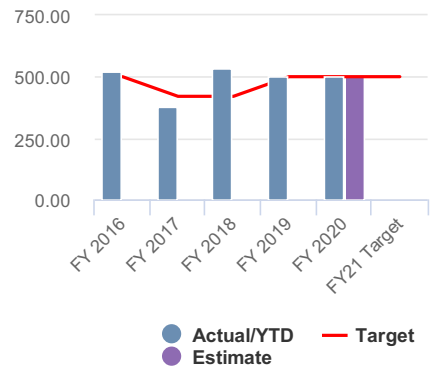
- Purchase and install mobile ticketing validators onboard transit vehicles, and implement new platforms for fare/pass payment.
- Integrate digital/mobile technologies to provide expanded payment options for ParkDurham customers.
- Complete parking facility condition assessments and update preventative maintenance plans.
- Complete parking garage pressure-washing initiatives to enhance the parking experience.
- Complete transition to new cloud-based, vendor-hosted integrated parking management system.
- Implement parking garage elevator maintenance and repair services to ensure operational continuity.
- Collaborate with owners of private parking facilities to enhance the availability of publicly-available parking spaces.
- Continue collaborative work with General Services and Downtown Durham Inc., to realize the full leasing potential of the retail spaces in the Morgan/Rigsbee Parking Garage.
- Work with North Carolina Central University to address student parking in residential parking areas.

Objective: Enhance safety and accessibility of crosswalks, walkways, school zones, trails and bikeways for residents and visitors to get from one point to another.

Program: Operations	**Program:** Operations	**Program:** Operations
# of Miles of lane markings striped	# of Feet crosswalks and stop bars striped	# of Feet of markings striped per labor hour

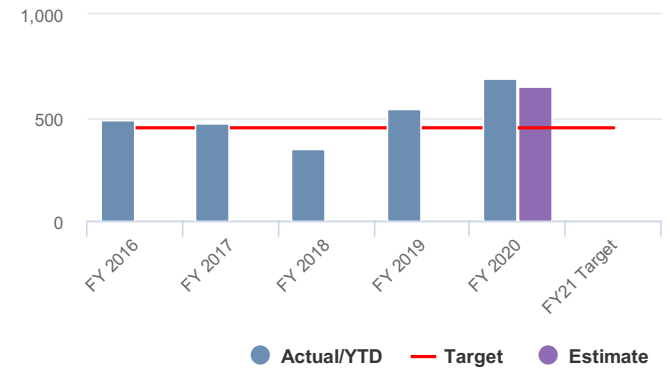


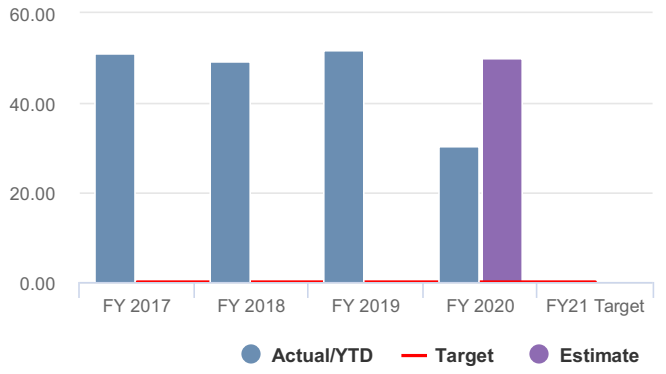




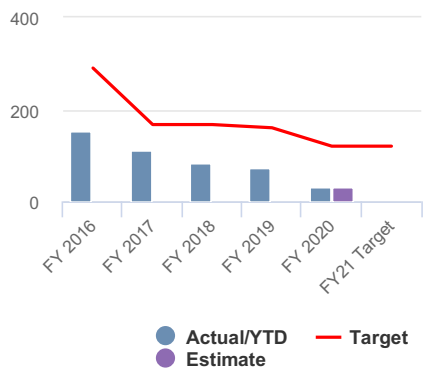
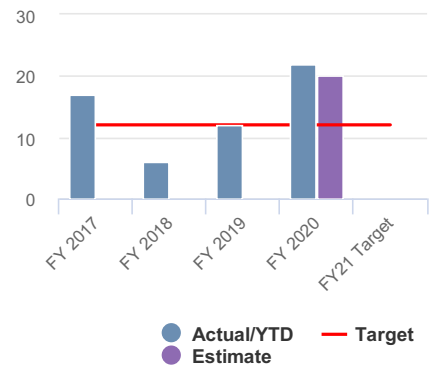
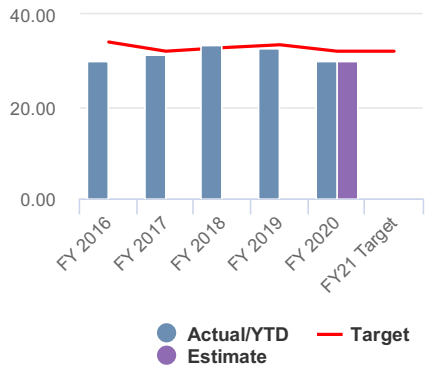
Objective: Promote zero fatalities on our roadways through the Vision Zero program, a program where community members share responsibility for ensuring the safety of the community.

Program: Street Lighting	**Program**: Operations
# of New street lights installed	# of Crashes per 1,000 Capita

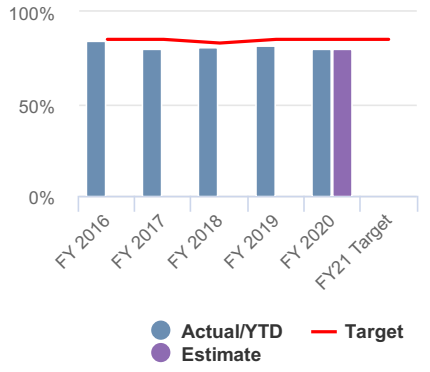
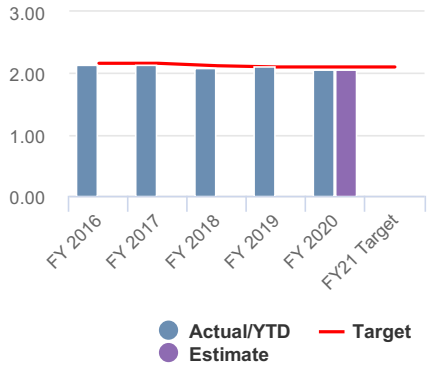
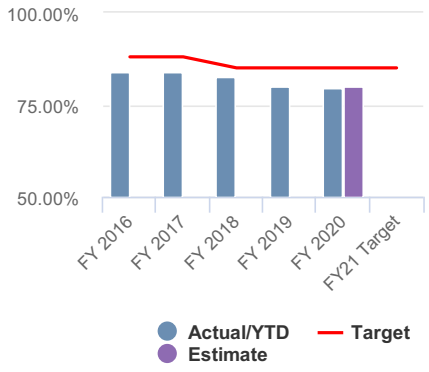




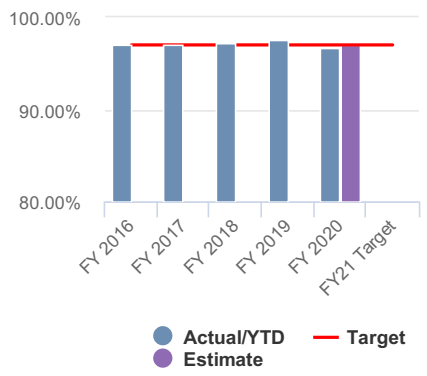
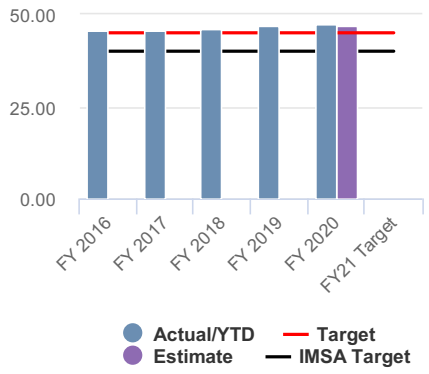
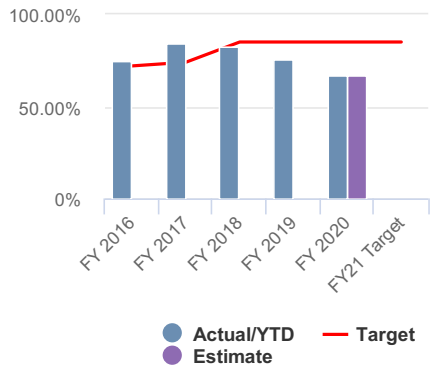
Objective: Promote multi-modal transportation options that are environmentally sustainable, affordable, clean, safe, and efficient.

Program: Transit	**Program:** Technical Services	**Program:** Transit
# of taxi/passenger vehicles for hire drivers permitted	# of Traffic impact analysis (TIA) reviewed within established guidelines	Passenger boardings per revenue hour
		

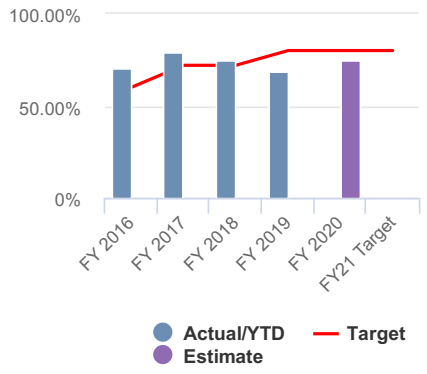
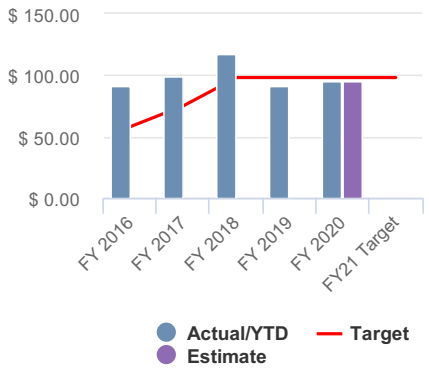
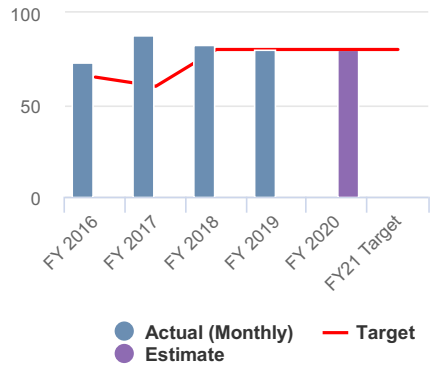
Objective: Promote multi-modal transportation options that are environmentally sustainable, affordable, clean, safe, and efficient.

Program: Transit	**Program:** Transit	**Program**: Transit
% of Operating paratransit service within 15 minutes of scheduled time	# of Passengers per hour (paratransit)	% of On-time performance
		

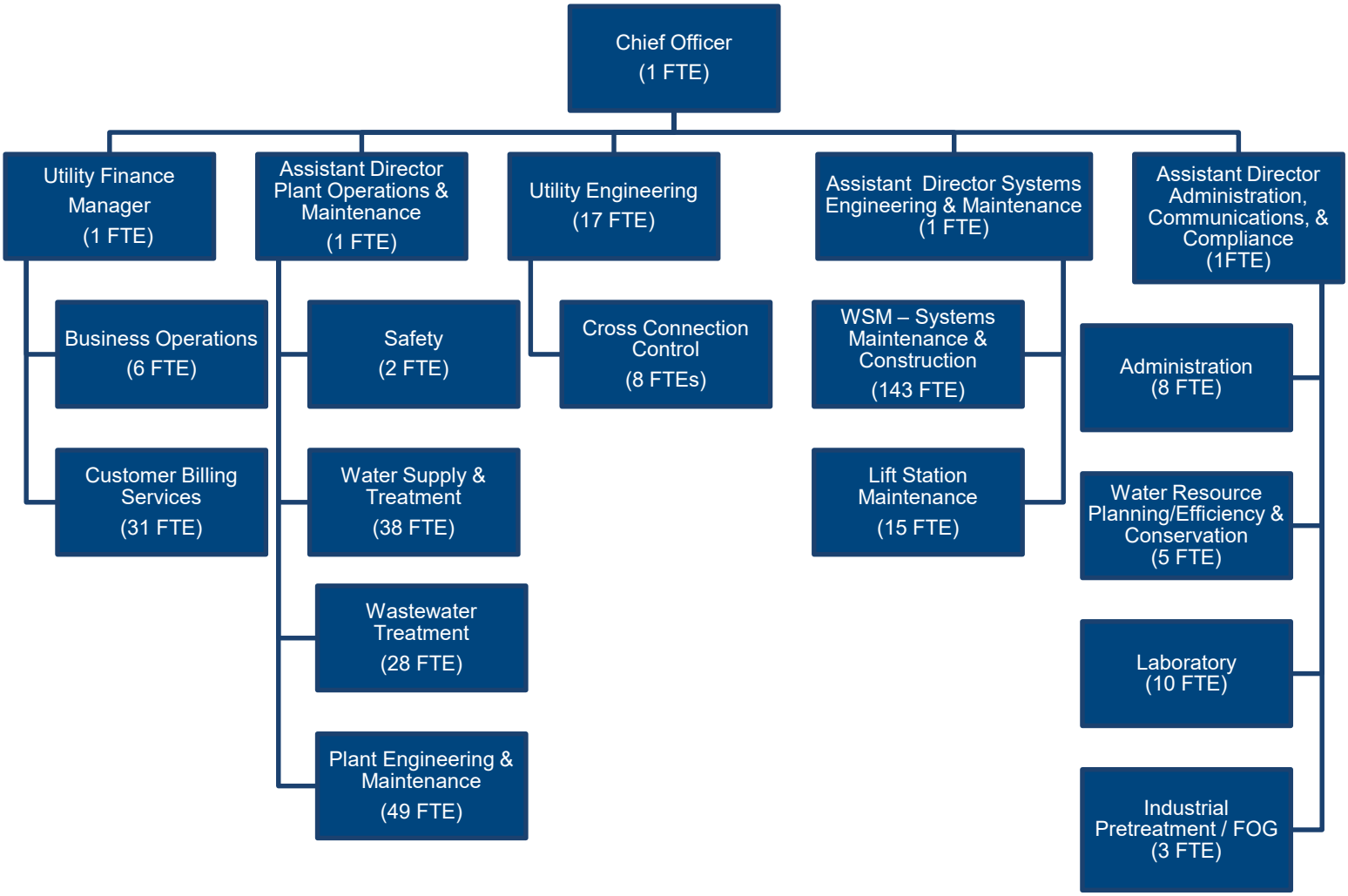
Objective: Proactively address situations associated with single occupant vehicles, such as parking and congestion, with hired vehicle usage and transportation delivery to reduce vehicle miles traveled.

Program: Operations	**Program:** Operations	**Program:** Parking
% of Signals operating >= level of service D	# of Signals maintained per FTE	% of Collection of citations issued
		

Objective: Proactively address situations associated with single occupant vehicles, such as parking and congestion, with hired vehicle usage and transportation delivery to reduce vehicle miles traveled.

Program: Parking	**Program:** Parking	**Program**: Parking
Average occupancy in parking garages	Average revenue per space for garages and off-street lots	Average occupancy in off street lots
		

Water Management
(368 FTEs)



WATER MANAGEMENT

Purpose Statement:
To provide cost-effective water and wastewater services that meet customers' expectations and all regulatory requirements.

DEPARTMENT DESCRIPTION

Water Management **Water and Sewer Fund: $51,564,898**
367.5 FTE
Solid Waste Fund: $274,814
0.5 FTE

The Department of Water Management provides critical services for public health and safety by providing water that is safe to drink and use for other key purposes including fire protection. Additional functions include ensuring sustainable, reliable operations of water supply and water and wastewater treatment facilities. Standardized operations of the wastewater collection system and treatment facilities protect the public's health and safety, the environment, and downstream users. Through the delivery of these vital services, the department supports the City's goals of shared economic prosperity; creating a safer community together; and a sustainable natural and built environment. Attention to security for water and wastewater facilities and systems remains an integral part of operations for reliable short and long-term needs. The department champions the City's goal of sustainable natural and built environment through effective maintenance and improvement activities. Through self-evaluation, benchmarking opportunities, and other sound business practices, the department pursues efforts to remain competitive with other cities and utilities, while promoting a positive image for the City and the services provided. Support for expanded automation of plant operations continues with the goal of maximizing chemical and power efficiencies, despite increasingly stringent regulatory requirements and escalating energy costs. The department is committed to ensuring Durham residents live and work in an innovative and high performing City with efficient and accountable provision of water and sewer services by improving reliability and maximizing staff deployment. Implementation of the long-range Capital Improvement Plan continues to be a focus to promote stewardship of the City's physical assets. Staff will continue to develop appropriate tools to expand departmental financial management strategies.

Administrative Work Units

Administration

Administration is tasked with the management, oversight, and planning necessary to provide adequate and sustainable water supplies and treatment capacity for both drinking water and wastewater to meet the needs of a growing community and provide the foundation for a prosperous economy. Personnel are responsible for the fiscal management of the Water and Sewer fund and administering a broad range of environmental programs to ensure residents are safe, enjoy a flourishing economy, healthy environment, and have an efficient and accountable city government. These efforts provide critical services to the residents of Durham related to water quality, wastewater treatment, and industrial/commercial activity. Administrative staff are also responsible for addressing regulatory concerns, monitoring legislative activity, and coordinating public information activities. The departmental Safety Program staff activities are included in the Administrative work group. They are responsible for ensuring that employees across the department receive job-specific training and appropriate tools/personal protection equipment for the hazards they are exposed to in the field or at their work sites. A key mission for the department is to ensure that all workers complete their jobs with a "Safety First" mindset.

Utility Finance/Customer Billing Services

Utility Finance personnel are responsible for ensuring the financial health or the Eater and Sewer Fund. This workgroup is responsible for maintaining the Rate Model used for annual rate setting, the annual budget development process including transfers, ongoing monitoring, and projections, financial reporting, inventory, cash and other financial account reconciliations, software support, Durham County Billing, quality assurance and system support and analytics.

Customer Billing Service personnel are the primary point of contact for water and sewer customers. This division provides billing and collection services for the utility's 96,000+ customer accounts. This workgroup is responsible

for monthly billing, receiving payments, responding to customer inquiries, starting and stopping service, updating customer accounts for any changes, and enforcing collection of past due charges from active customers.

Industrial Waste Control/FOG Program

This program administers the City's mandated Industrial Waste Pretreatment/Fats, Oils and Grease Program under the City's Sewer Use Ordinance, the Water Reclamation Facility's NPDES permits, and the Collection System Permit. Staff also manage the septage program and conducts active public education, outreach, and advertising campaigns to promote public awareness of proper grease disposal. This program is located in the new Compliance Services building at the south Durham site.

Laboratory Services

The Laboratory Services Section of the department, located in the new Compliance Services building at the South Durham site, provides lab analysis in the State certified laboratory for the water, wastewater, industrial waste, and stormwater programs. This ensures residents enjoy an efficient and accountable city government while assuring drinking water meets state and federal standards and wastewater discharges meet permit limits to protect the environment and downstream users.

Water Resources Planning/Water Efficiency & Conservation Program

The Water Resources Planning/Water Efficiency and Conservation Program supports water supply management strategies by tracking compliance with the year-round water irrigation measures, implementing the water efficiency rebate program, and active advertising and marketing of water efficiency programs and practices. This workgroup is responsible for managing reporting metrics for the City and departmental Strategic Plans and long-range planning to ensure the City is poised to meet community demands for a viable, sustainable, innovative, and high-performing City. Responsibilities also include oversight of land conservation and acquisition in Durham's watersheds for protection of our high quality water supplies as well as overall implementation of the Long Range Water Supply Plan.

Plant Operations and Maintenance

Water Supply and Treatment

The key mission of this division is to deliver a safe, reliable, economical, and sufficient supply of drinking water to the residents of Durham City and County. Through optimizing treatment processes, maximizing water transfer strategies, and conducting monitoring activities, staff ensures adequate supplies of consistently high quality drinking water are available. The Water Supply and Treatment Division operates and maintains two conventional water treatment facilities with a combined treatment capacity of 64 million gallons per day (MGD), and two surface water reservoirs with a combined safe yield of 27.9 MGD. Certified staff operate equipment and adjust treatment technologies to optimize the physical and chemical processes vital for effective water treatment and selects pumping scenarios to assure adequate supplies at economical costs. Construction is substantially complete on major projects which include the increased capacity at Brown Water Treatment Plant to 42 MGD; installing advanced System Control and Data Acquisition (SCADA) systems at the Brown and Williams plants; and providing reliable and permanent residuals handling facilities at both plants.

Water Reclamation

Charged with providing the residents of Durham with cost effective, wastewater treatment and residuals management, certified staff optimizes the treatment processes so the North Durham and South Durham Water Reclamation Facilities (WRF) discharge consistently high quality effluent in compliance with State NPDES permit requirements. The North and South Durham workgroups operate and maintain state-of-the-art tertiary treatment facilities, each with a permitted capacity of 20 MGD. Both facilities are tasked with developing operational strategies through SCADA operational controls to reduce the discharge of nutrients into receiving streams in accordance with state mandates such as the Falls and Jordan Lake Rules. Numerous facility upgrades are either under way or in the planning phase to meet stringent water quality or biosolids disposal regulations. Other costs included under this program are charges the City pays to Durham County and the Orange Water & Sewer Authority for wastewater from Durham customers treated at their facilities.

Plant Engineering and Maintenance

The Plant Engineering and Maintenance division provides essential support for water and wastewater facilities, pump stations, raw water lake facilities and elevated storage tanks by providing both major corrective and preventive maintenance and conducting minor construction activities. This division also provides support in the long-term maintenance of the closed landfill. Expenses for these support services are apportioned to the appropriate core services of water and wastewater as they relate to performance indicators.

Systems Engineering, Maintenance and Construction

Water and Sewer Maintenance

The Water and Sewer Maintenance division provides routine and emergency maintenance to the water distribution and wastewater collection systems as well as the installation of new service lines. Tasks include the inspection, cleaning, and repair of water mains and sewer trunk lines. This division also operates and maintains fire hydrants and water valves, and installs and repairs water and sewer service connections. This workgroup is also responsible for reading water meters using automated meter reading technology and providing routine and emergency response to water meter problems, including leaks, unusual consumption rates, and water pressure concerns. Employees in the field services unit provide routine connection and disconnection services for customers. Additional activities include maintenance of outfalls and easements to ensure access to City infrastructure.

Lift Station Maintenance

This workgroup is responsible for oversight and maintenance of the 65 lift stations along with the SCADA monitoring and controls located throughout the city's sewer service area, as well as the 134 Air Relief Valves located throughout the Collection System. These activities are vital to assure that the wastewater carried through the system remains in the pipes to avoid overflows causing environmental damage, adverse health impacts or permit violations and resulting enforcement activities.

Utility Engineering

Utility Engineering manages the ongoing evaluation and improvement of departmental facilities and engineering projects for water and wastewater facilities as a part of the Capital Improvements Program. This unit also provides water distribution and wastewater collection system flow monitoring and analytical support necessary for detecting inflow and infiltration problems. Additionally, the program has oversight of manhole rehabilitation and replacement projects, supplemental flow studies, and major pipeline reconstruction and renewal services for both the water distribution and wastewater collection systems.

Cross-Connection Control Program

Program staff implements the City's Cross-Connection Control Ordinance to ensure the protection of the potable water system. Tasks include monitoring annual testing of backflow prevention devices (BFP), reviewing plans, conducting inspections of BFP installations, and training BFP testers.

Post-Closure Monitoring

This service area provides oversight for the monitoring and maintenance of the closed landfill and is supported by the Solid Waste Fund. With the implementation of the landfill gas to power project, there is a revenue stream associated with this function.

RESOURCE ALLOCATION

	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Adopted FY 2020-21	Change
Appropriations					
Personal Services	$26,099,145	$26,815,937	$28,353,982	$30,292,610	13.0%
Operating	21,270,460	21,106,106	22,302,806	21,420,102	1.5%
Capital and Other	741,723	140,500	258,294	127,000	-9.6%
Total Appropriations	$48,111,328	$48,062,543	$50,915,082	$51,839,712	7.9%
Full Time Employees	342	357	357	368	11
Part Time	1	1	1	-	-1
Revenues					
Water and Sewer Fund	$47,833,519	$47,790,574	$50,641,360	$51,564,898	7.9%
Solid Waste Disposal Fund	277,811	271,969	273,723	274,814	1.0%
Total Revenues	$48,111,328	$48,062,543	$50,915,082	$51,839,712	7.9%

BUDGET ISSUES FOR FY 2020-2021

- Maintain current levels of water and wastewater services. Energy and chemical costs continue to make up a substantial portion of water and wastewater treatment costs. These ongoing expenditures are necessary to meet increasingly stringent standards for drinking water quality and wastewater discharges.
- Continue to actively recruit hard-to-fill positions within the department, especially engineers and trade positions.
- Ensure utility revenues are adequate to:
    - Address Capital Project Improvement (CIP) funding
    - Protect the long-term financial health of the Water and Sewer Fund
    - Sustainably fund infrastructure rehabilitation and replacement
- Continue to evaluate opportunities to enhance revenue streams through
    - On-going improvements and enhancements to MUNIS Utility Billing System
    - Robust and effective delinquent account collection practices.
- Continue to refine and update long range plans for system reliability and water supply, both raw and treated water, which will require additional CIP funding. Predicted changes in weather patterns and climate may impact the reliability of current sources.
- Continue to evaluate and implement technological efficiencies with business processes and customer service delivery which required increased financial and human resources.
- Assure human resources are adequately trained to safely deliver services to Durham's residents.

ACCOMPLISHMENTS FOR FY 2019-2020

- Provided 26.91 Million Gallons per Day (MGD) of drinking water that met all state and federal water quality standards to Durham customers (calendar year).
- Discharged 19.89 MGD of highly treated effluent meeting all NPDES permit requirements into the receiving waters in the Neuse and Cape Fear basins (calendar year).
- Received the EPA's 2019 WaterSense® Excellence Award for Excellence in Education and Outreach at the WaterSmart Innovations Conference in October [Water Efficiency and Conservation Program, fourth consecutive year winning an Excellence Award].
- Williams Water Treatment Plant won the Best Tasting Water competition at the November conference of the NC American Water Works Association-Water Environment Association. This is the second consecutive year the City of Durham has won first place, the Brown WTP having taken honors in 2018.

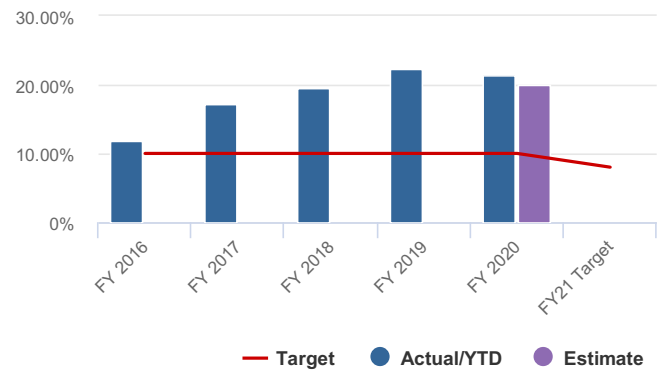
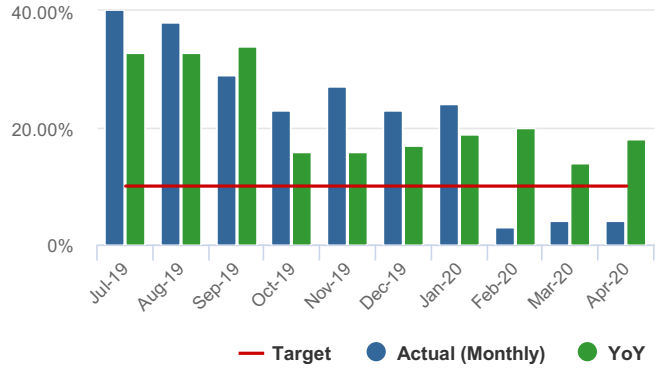
- Implemented BOSS ticketing system to track customer issues and improve workflow.
- Implemented daily analysis of phone metrics to reallocate resources and improve abandonment rate.
- Implemented Microsoft TEAMS, a chat based tool, for Online and Offline groups to increase efficiency.
- Implement the “Tap Water Only” campaign for all City sponsored functions.
- Continued collaborating with Western Intake Partners on development of a regional intake and water treatment facility on the western side of Jordan Lake.
- Executed the contract with the State of North Carolina for Durham’s Water Supply Storage in Jordan Lake.
- Purchased 56 acres of land adjacent to Teer Quarry for water supply protection.
- Conserved 27.3 acres of land in the Little River Reservoir watershed for water supply protection in partnership with the Upper Neuse Clean Water Initiative.
- Coordinated the Long Range Water Resources Plan with the Durham Comprehensive Plan.
- Completed the Risk and Resiliency Assessment to meet the requirements of the American Water Infrastructure Act (AWIA). Kicked off the Emergency Response Plan and Source Water Risk & Resilience Plan Project to meet Phase 2 of AWIA requirements and State of North Carolina requirements.
- Continued construction of Phase I of the WRF Improvements at North and South Durham.
- Continued rehabilitation for the Lake Michie and Little River dams.
- Expanded the Brown Water Treatment Plant to 42 MGD and continued construction on upgrades and SCADA implementation for the Brown and Williams WTPs.
- Continued construction of the Residuals Handling project at the Brown and Williams WTPs.
- Continued construction for Phase I of the Eno Outfall Replacement Project.
- Continued final design for Phase II of the Eno Outfall Replacement Project.
- Began construction of the Southeast Regional Lift Station Project.
- Began design of the Parkwood Area Lift Station Consolidation project.
- Completed the Sewer Lining Programs – North and South.
- Continued development of the North and South Durham Sewer Hydraulic Models.
- Completed the Central Park Waterline Replacement Project.
- Completed American Tobacco Waterline Replacement Project Phase I.
- Bid American Tobacco Waterline Replacement Project Phase II (anticipated).
- Finalized preliminary engineering of the East Durham Water and Sewer Project.
- Began Phase I of the Water Management Facility Expansion.
- Began construction of the new Compliance Services Building.
- Began construction of Phase I of the American Tobacco District Water Main Replacement Project.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2020-2021

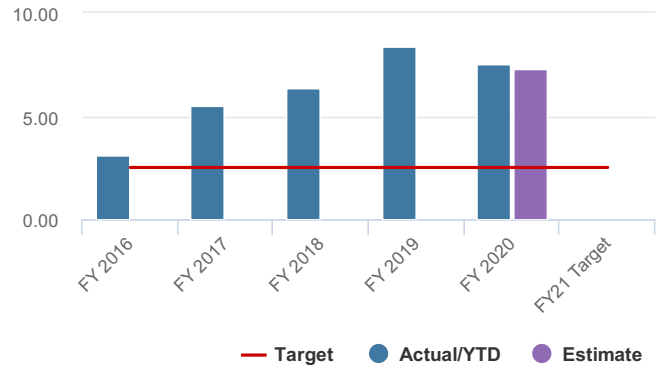
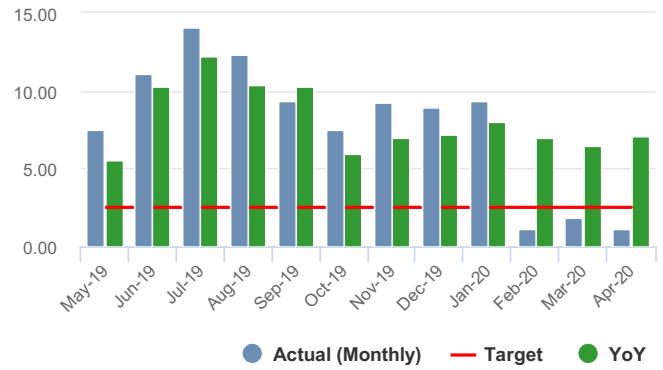
- Contract with Western Union for customers to make payments at over 40 locations in the City and also at any registered Western Union location.
- Create power BI dashboards for Utility Finance, Billing, Cashiering and Call center to provide tracking and easy analytics for decision making.
- Recruit and Train new offline team and trainer to improve call center metrics and overall customer experience.
- Complete the Emergency Response Plan and Source Water Risk & Resilience Plan to meet AWIA and State of North Carolina requirements.
- Complete the Water Efficiency & Conservation Plan component of the Long Range Water Resources Plan.
- Win a fifth consecutive EPA WaterSense Excellence Award.
- Contract with a Program Manager for the Western Intake Partnership and launch initial projects.
- Launch the regional interconnection model for the Triangle Water Partnership.
- Initiate the process for reclassifying the segment of the Eno River containing the proposed Teer Quarry water intake as a water supply.
- Complete sewer replacement and rehabilitation projects at numerous sites.
- Begin construction for manhole rehabilitation projects.
- Begin design of the Fayetteville Road Lift Station Improvements project.
- Complete development of the North and South Durham Sewer Hydraulic Models.
- Begin Construction of the American Tobacco Waterline Replacement Project Phase II.
- Award construction of the Parkwood Area Lift Station Consolidation project.
- Begin Construction of the East Durham Water and Sewer Project Phase I.
- Implement enhanced water and sewer capacity tracking and development review processes.
- Continue construction of Phase I of the Eno Outfall Replacement project.

- Continue construction of Phase I of the Water Management Facility Expansion.
- Complete construction of the Compliance Services building; staff move in August 2020.
- Advertise Phase II of the Water Management Facility Expansion.
- Complete construction of the Water Treatment Regulatory Compliance and Water Facilities Rehabilitation projects, increasing overall capacity to 64 MGD.
- Complete construction of the Water Treatment Plants Residuals Handling project.
- Continue construction of Phase I of the American Tobacco District Water Main Replacement Project.
- Continue construction of the Southeast Regional Lift Station project.
- Continue construction of Phase I of the Water Reclamation Facility improvements at North and South Durham.
- Complete the Professional Engineer's Report (PER) and begin design for Raw Water Pumping Stations at Lake Michie and Little River.
- Begin design for the Lake Michie and Little River Dam Improvements project.
- Complete hydrologic evaluation of Teer Quarry water supply reservoir operation.
- Continue participation in the Triangle Water Partnership with an ongoing focus on regional water supply planning.
- Continue to participate in the City's strategic plan implementation and update the department's Strategic Plan to ensure alignment.
- Continue succession planning effort for department, focusing on key/critical positions as a part of employee and leadership development within the department.
- Update departmental and divisional action plans to incorporate issues noted in the 2019 Employee Engagement Survey. Expand intra-departmental communications through various means.
- Continue the implementation of an asset management system and integration of asset management culture throughout the Department.
- Continue support of professional development and certification attainment for all staff where applicable.
- Maintain emphasis on working safe, expanding safety training to ensure worker safety while protecting the City's/department's investment in equipment/vehicles.
- Continue to develop a safety culture and programs that drive the Department closer to achieving the North Carolina Department of Labor SHARP status.
- Continue to train new employees and have current employees take refreshers as necessary via the Smith Driving System to reduce vehicle accidents.
- Continue strategic marketing of departmental educational and outreach activities through expanded use of social media platforms, with a focus on the water conservation/efficiency and the Fats, Oils and Grease programs
- Maintain and expand water efficiency incentive programs with a focus on low income families.
- Expand and improve customer communications through social media platforms, utilize surveys to solicit feedback for improvements.
- Continue to work with NIS and Community Development regarding enforcement of landlord repairs for high water bills caused by plumbing issues.
- Continue collaboration with the Sustainability Office to implement actions where practicable.

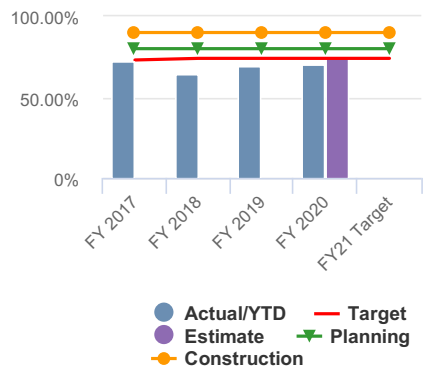
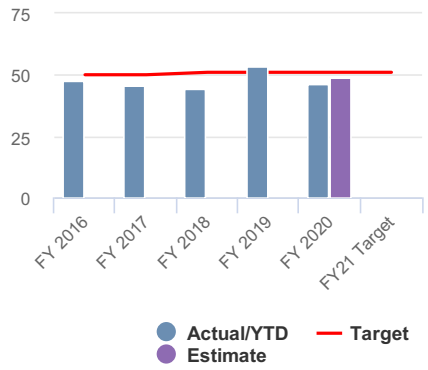
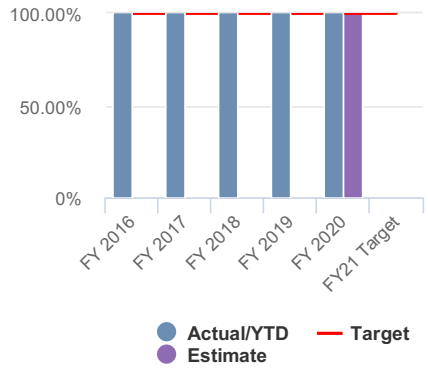
Objective: Maintain satisfied customers

Program: Customer Billing Services	**Program:** Customer Billing Services
% of Callers who abandon (hang up) call prior to customer billing staff answering	% of Callers who abandon (hang up) call prior to customer billing staff answering
	

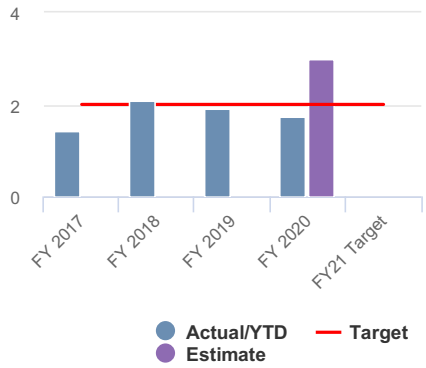
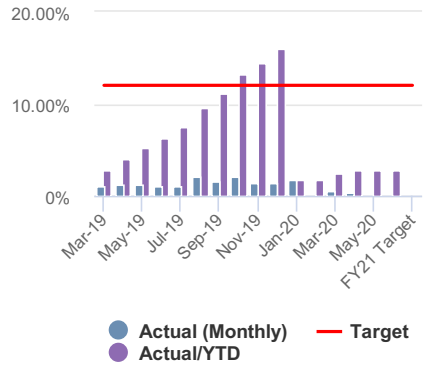
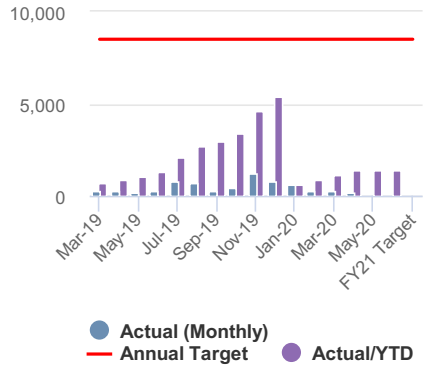
Objective: Maintain satisfied customers

Program: Customer Billing Services	**Program:** Customer Billing Services
Average minutes hold time in queue before answer	Average minutes hold time in queue before answer
	

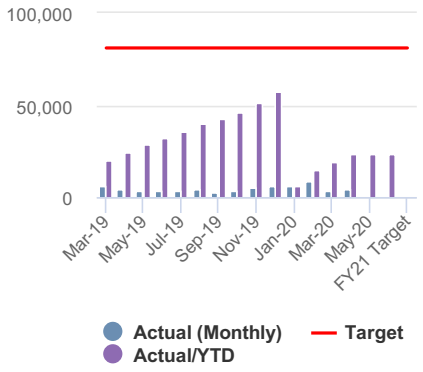
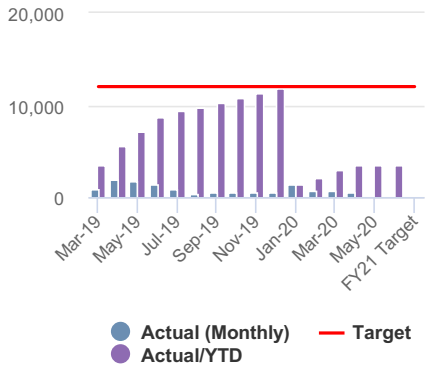
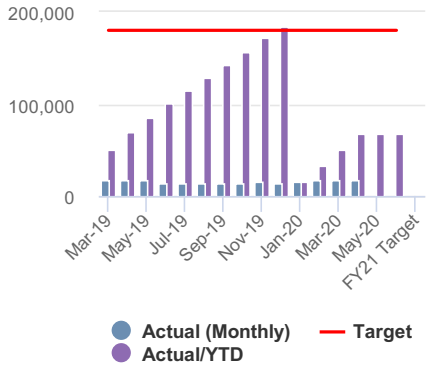
Objective: Develop and build water/wastewater systems to meet growth needs and regulatory requirements

Program: Administration	**Program:** Administration	**Program:** Water Supply & Treatment
Annual demand as a percent of water supply volume	Average annual wastewater flow as a percentage of rated treatment capacity	% Compliance with Federal and State drinking water quality standards
		

Objective: Develop and build water/wastewater systems to meet growth needs and regulatory requirements

Program: Water Supply & Treatment	**Program:** Water & Sewer Maintenance	**Program:** Wastewater Treatment - North Durham
# Water Quality investigations/month requiring corrective action (outside established criteria)	% of total sewer system cleaned per calendar year to meet 10% regulatory requirement.	NDWRF Lbs. of Phosphorus per calendar year (10,631 lbs allowed)
		

Objective: Develop and build water/wastewater systems to meet growth needs and regulatory requirements

Program: Wastewater Treatment - North Durham	**Program:** Wastewater Treatment - South Durham	**Program**: Wastewater Treatment - South Durham
NDWRF Lbs. of Nitrogen per calendar year (97,665 lbs allowed)	SDWRF Lbs. of Phosphorus per calendar year (14,053 lbs allowed)	SDWRF Lbs. of Nitrogen per calendar year (334,705 lbs allowed)
		

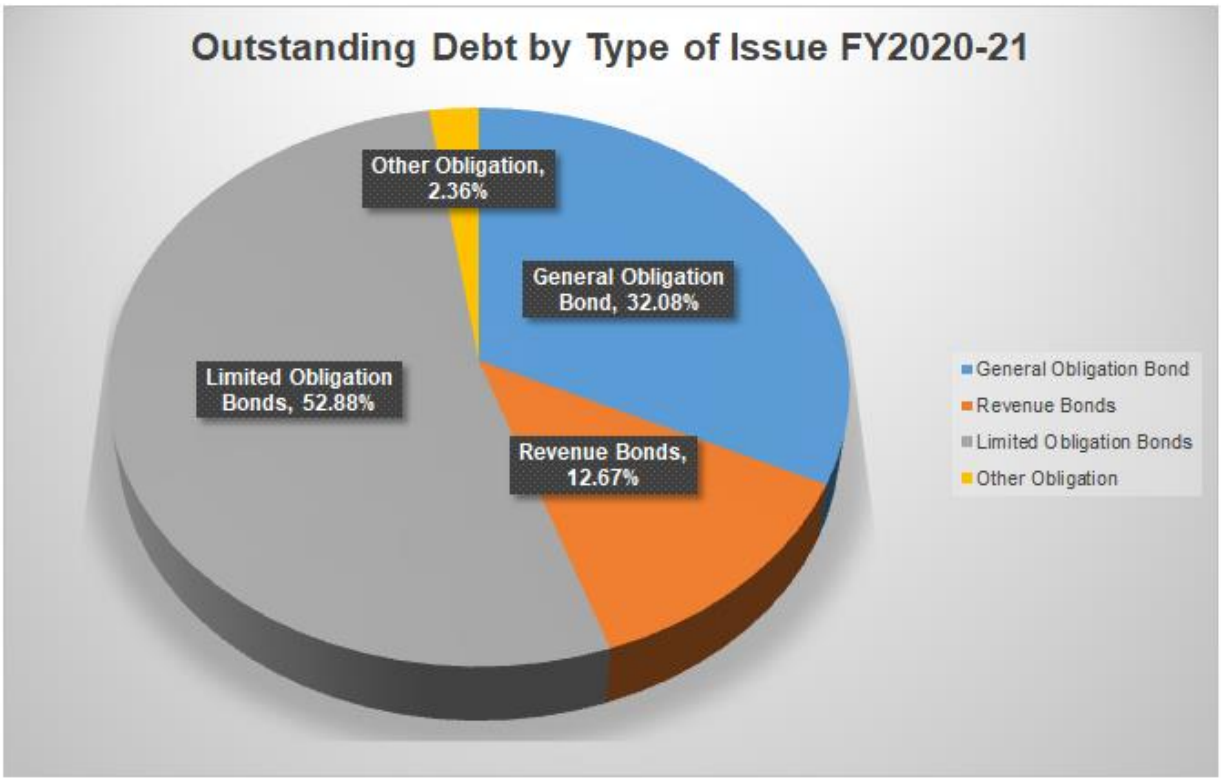
DEBT MANAGEMENT

The City manages its long term financing needs through periodic issuance of General Obligation Bonds. Debt service expenditures include principal and interest payments on the City's outstanding bonded debt. These payments are budgeted in the funds that incur the debt: for example, water and sewer debt service is paid from the Water and Sewer Fund. In addition to General Obligation bonds, the City issues revenue bonds and enters into installment sales/lease obligations as allowed under state statues.

Ratings: Bond ratings are measures of the City's credit worthiness. The rating agencies analyze the City's economic condition, debt management, administrative leadership, and fiscal planning and management to determine the quality of the City's credit. The City has a "triple A" rating from all three rating agencies (Standard and Poor's, Fitch Ratings Ltd. and Moody's Investor Service). This represents the highest possible rating for municipal debt, indicating that the City has outstanding credit worthiness. The City's high bond ratings have allowed it to broaden the market for its bonds and to lower the interest costs for borrowing.

Summary of Outstanding Debt Issues

	Fiscal Year 2020-21 Obligations			Futire Obligations		
Type of Issue	Principal	Interest	Total	Principal	Interest	Total
General Obligation Bond	$ 17,715,000	$ 4,933,573	$ 22,648,573	$ 111,655,000	$ 20,293,114	$ 131,948,114
Revenue Bonds	$ 2,770,000	$ 1,908,425	$ 4,678,425	$ 48,340,000	$ 19,521,581	$ 67,861,581
Limited Obligation Bonds	$ 12,980,000	$ 8,717,449	$ 21,697,449	$ 200,270,000	$ 66,061,036	$ 266,331,036
Other Obligation	$ 2,260,000	$ 243,138	$ 2,503,138	$ 7,255,000	$ 1,587,022	$ 8,842,022
Total Debt Service	**$ 35,725,000**	**$ 15,802,585**	**$ 51,527,585**	**$ 367,520,000**	**$ 107,462,754**	**$ 474,982,754**

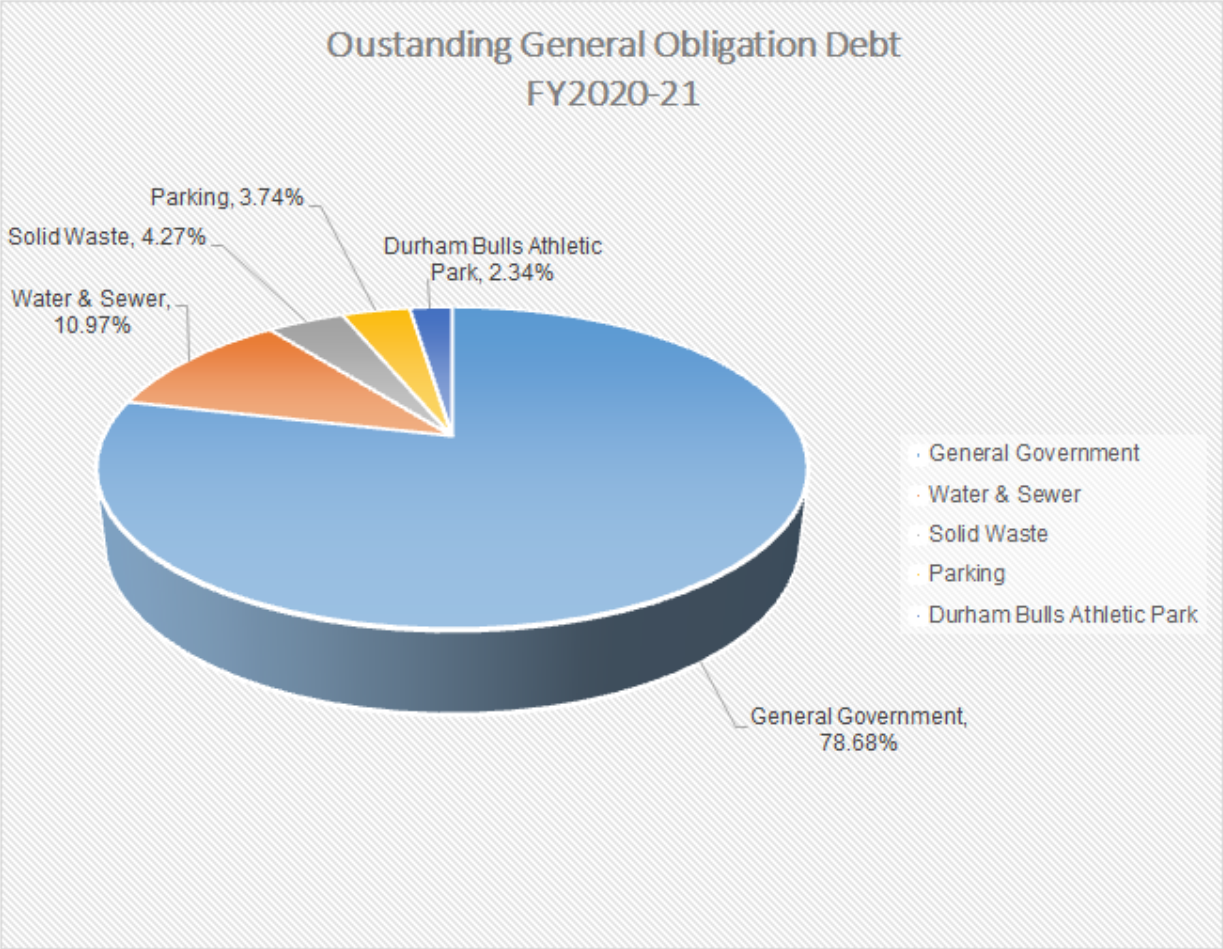


Legal Debt Limit:

The City is subject to the Local Government Bond Act. The Act limits the net bonded debt that the City may have outstanding to eight percent of the appraised value of property subject to taxation. As of March 1st, 2020 the statutory limit for bonded debt for the City was $2,402,628,419 providing a debt margin of approximately $2,064,686,763.

Outstanding General Obligation Debt

General Obligations		
General Government	$	101,790,380
Water & Sewer	$	14,193,344
Solid Waste	$	5,519,514
Parking	$	4,843,481
Durham Bulls Athletic Park	$	3,023,280
Total	**$**	**129,370,000**



Annual Principal and Interest Requirements FY 2020-21

Annual Principal and Interest Requirements FY 2020-21

Issue	*FY 2020 Prinicipal*	*FY 2020 Interest*	*Future Obligation*
General Obligation Bond Series 2009A	$ 485,000	$ 24,250	$ -
General Obligation Bond Series 2010A	$ 2,190,000	$ 1,047,477	$ 24,090,000
General Obligation Bond Series 2012A	$ 460,000	$ 204,881	$ 5,930,000
General Obligation Bond Series 2012C	$ 2,230,000	$ 1,192,250	$ 28,970,000
General Obligation Bond Series 2012D	$ 1,175,000	$ 304,150	$ 6,315,000
General Obligation Bond Series 2015A	$ 6,420,000	$ 1,888,450	$ 36,700,000
General Obligation Bond Series 2017A	$ 1,320,000	$ 73,470	$ 2,630,000
General Obligation Bond Series 2017B	$ 3,435,000	$ 198,645	$ 7,020,000
HUD-2015-A	$ 375,000	$ 198,644	$ 6,315,000
LEASE-2015-A	$ 1,885,000	$ 44,494	$ 940,000
Limited Obligation Bond Series 2018A	$ 4,120,000	$ 3,475,450	$ 74,160,000
Limited Obligation Bond Series 2018B	$ 1,420,000	$ 226,600	$ 4,245,000
Limited Obligation Bond Series 2010 LOBA	$ 1,225,000	$ 727,994	$ 13,435,000
Limited Obligation Bond Series 2010 R1	$ 650,000	$ 45,500	$ 650,000
Limited Obligation Bond Series 2010 R2	$ 700,000	$ 240,650	$ 5,535,000
Limited Obligation Bond Series 2012B	$ 775,000	$ 105,656	$ 3,600,000
Limited Obligation Bond Series 2013A	$ 655,000	$ 316,981	$ 7,450,000
Limited Obligation Bond Series 2013B	$ 495,000	$ 401,704	$ 9,290,000
Limited Obligation Bond Series 2015A	$ 1,460,000	$ 771,745	$ 24,540,000
Limited Obligation Bond Series 2017A	$ 1,480,000	$ 918,668	$ 27,635,000
Limited Obligation Bond Series 2017B	$ -	$ 1,486,500	$ 29,730,000
Utility Revenue Bonds Series 2005	$ 1,545,000	$ 166,163	$ 1,620,000
Utility Revenue Bonds Series 2011	$ 1,225,000	$ 112,850	$ 1,290,000
Utility Revenue Bonds Series 2016	$ -	$ 1,629,413	$ 45,430,000
	$ 35,725,000	**$ 15,802,585**	**$ 367,520,000**

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CITY OF DURHAM

City of Durham, North Carolina

Capital Improvement Plan
FY 2021 – 2026

Durham – Where Great Things Happen

CITY OF DURHAM
CAPITAL IMPROVEMENT PROGRAM PROCESS

The Capital Improvement Program (CIP) is a statement of the City of Durham's policy regarding long-range capital asset development. It is vital to the City because it is the principal planning tool designed to achieve urban growth and development. This program strategically focuses on projects for a six-year period and is reviewed and updated annually. To be included in the CIP, a project should require a total expenditure of at least $100,000.

By providing a planned schedule, cost estimates, and location of public sector improvements, the Capital Improvement Program provides private sector decision makers with valuable information upon which to base investment decisions. It also provides local elected officials and the public with valuable information concerning proposed public facilities and the associated costs. Ultimately, this coordination of orderly and efficient programs of private and public investment will benefit the City.

The 2021 CIP Process

For the preparation of the 2021-26 CIP the City continues its strategic prioritization process in the selection of capital projects. The process involved the participation of senior management and the internal CIP advisory committee. Due to the outbreak of COVID-19 this year's CIP was modified to address critical capital needs only.

CIP Preparation

The CIP process includes a professional analysis of projects, the leadership of the City Manager and City Council to produce a sound CIP for FY 2021-2026. The City also maintains a web-based application that allows citizens to view an update on all capital projects at: https://durhamnc.gov/223/Capital-Improvement-Plan-CIP.

CIP PROCESS

The FY 2021-26 CIP process included the participation of the CIP Advisory Committee and senior management.

The Scoring Team was composed of CIP Internal Committee members who are City staff with professional expertise in the range of project categories. The team was charged with:

1. Reviewing and refining the project scoring matrix.
2. Guiding departments through the project scoring process.
3. Ensuring consistency, fairness, and objectivity through the scoring and ranking process.

The Budget and Management Services Department (BMS) initiated the CIP process by soliciting proposals from departments for capital project needs within the scope of their operations. The CIP Advisory Committee assisted with the identification of projects. Departments scored their own projects using the scoring matrix. Department staff presented their rationale for project scores to the Scoring Team, who then reviewed all project scores and modified scores to ensure consistency and objectivity.

The FY 2021-26 CIP includes approximately $86.9 million for new capital projects funded through impact fees, enterprise funds, grants, the capital project fund, pay-go funding, and debt financings. The majority of these projects are Enterprise Fund projects.

The recommendations of the CIP Advisory Committee and the Scoring Team were submitted to the City Manager for review and were presented to the City Council. The Plan was adopted by the City Council on June 15, 2020.

GOALS OF THE CIP

The CIP is prepared with the guidance of two major goals:

1. ***To address the City's immediate and long-term capital needs***, especially those related to:

   - Maintaining the existing infrastructure in order to protect the City's investments.
   - Expanding the tax base in a way that will benefit both future and current citizens.
   - Managing and encouraging orderly growth in compliance with the Comprehensive Plan.
   - Providing City services in the most efficient and safe manner.
   - Maintaining and improving the quality of life in a way that enhances the perception of the community by citizens and potential investors.

2. ***To explore all feasible funding sources (as time and resources permit) in order to finance the City's capital needs.***

The CIP is also prepared with the guidance of the five adopted goals of the City Council:

- Shared Economic Prosperity
- Creating a Safer Community Together
- Connected, Engaged and Diverse Communities
- Innovative and High Performing Organization
- Sustainable Natural and Built Environment

FUNDING PRIORITIES

Projects with the following characteristics are given priority for funding:

- Public health and public safety – prevents or corrects a major or minor health or safety hazard.
- Legal requirement – clearly demonstrates a mandate by State or Federal law.
- Major deferred maintenance on existing, large infrastructure/facilities – lack of project will likely result in compounded repair costs in the future and/or materially disrupts the enjoyment of the facilities.
- Economic development – directly increases net annual revenues and creates indirect community wealth, i.e. jobs, business retention, etc.
- Cultural, social, or leisure demand – directly addresses a major cultural, social, or leisure demand.
- Operating budget impact – directly reduces operating costs or is eligible for available funding sources.
- Extent of primary service area – serves the entire City.
- Relationship to other projects – completes a project that is underway or advances the effectiveness of another project.
- Comprehensive and/or strategic plans or policies – is consistent with the City’s existing long range strategic plans.
- Equitable distribution – considers geographic, environmental and socio-economic balance.
- Green projects – uses sustainable environmental building principles and minimizes traffic and sprawl.
- Joint use – combines two or more projects in the same site or facility resulting in immediate or future savings.
- Enhance artistic/cultural heritage – preserves existing cultural activities and historic features of the community or attracts new beneficial cultural and artistic activities.
- Best practices – maintains the City’s systems or facilities for delivering services and information to the public.

RELATIONSHIP OF THE CIP TO THE OPERATING BUDGET

The operating budget and the CIP are closely related. The CIP is a program that matches the City's major capital needs with the financial ability to meet those needs. As a plan, it is subject to change. However, a sound and reliable CIP is critical to maintaining the good financial health of the City.

CIP projects that are proposed to be funded via the General Fund, Water and Sewer Fund and Stormwater Fund are intended to be included in the annual budget in the appropriate year(s). Even so, because circumstances may change between the adoption of the CIP and the annual budget, CIP projects must be resubmitted as part of each department's annual capital improvement budget request. Funds for such projects are not available unless and until they are included by specific ordinance in the annual budget approved by the City Council. The needs greatly outpace the resources available to address adequately, so many projects are deferred each year. Projects with revenue sources showing as "Unidentified" have no set funding source and must compete for the same limited resources each year.

In many cases, the completion of capital projects will impact a department's operating budget as projects are completed and require maintenance. Some facilities may require additional utilities, such as electricity and water, above current consumption levels – an impact may not be readily evident when projects are funded and then constructed over several years. Consequently, the impacts of capital projects on the annual operating budget are estimated when available and noted in the CIP under each project. Most projects will not have an operating impact in the year during which they are funded since this is typically the construction/installation phase. Also, if a project is a renovation which does not include expansion and the operating costs are already captured in the department's annual operating budget, no additional operating costs will be listed.

RELATIONSHIP OF THE CIP TO IMPLEMENTATION OF PLANNING AND GROWTH MANAGEMENT POLICIES

It is essential that CIP project proposals support plans and policies previously adopted by the City Council in order to coordinate and direct the physical development of the City. In evaluating each CIP proposal, particular attention is given to the conformity of proposals with the strategic plan, the City's broadest overall policy and planning tool for managing growth.

CIP CATEGORIES

I. Culture and Recreation. Projects in this category are related to enhancing the cultural and recreational opportunities for city residents, including park and recreation center renovations, the construction of new parks, playgrounds, trails, and athletic fields.

II. Downtown Revitalization. Projects in this category provide for the revitalization and enhancement of downtown Durham. There is no funding identified in this year's CIP.

III. General Services. Projects in this category are related to city buildings and facilities. This year's CIP includes funding for the continuation of a comprehensive long-term fleet replacement plan.

IV. Public Protection. Public protection projects will enhance the City's ability to protect lives and property through police, fire, and emergency communication services. Projects in this category include deferred maintenance corrections at police and fire facilities and the renovation of city-owned buildings. This year's CIP includes funding for critical upgrades of Motorola equipment.

V. Solid Waste. This category contains funding for solid waste management projects. This year's CIP includes funding for the purchase of Solid Waste fleet vehicles and initial planning and site permitting for a Materials Recycling Facility (MRF).

VI. Stormwater. Projects in this category are designed to address and improve stormwater flow throughout the City. Projects capture the City's efforts to correct sustained damage resulting from defective and malfunctioning city lines. This year's CIP includes funding for major stormwater

infrastructure improvements, private property drainage projects and funding for Stormwater fleet replacement vehicles.

VII. Technology. This category contains projects that improve the technological capabilities of the City, producing a more innovative, efficient and accountable government. This year's CIP continues funding for annual IT Governance Projects.

VIII. Transportation. Transportation projects provide street, thoroughfare, sidewalk, and mass transit improvements by constructing new infrastructure or making significant improvements to the City's existing roadway and sidewalk network. This year's CIP includes funding for street paving and maintenance, and the continuation of the various sidewalk projects.

IX. Water. Projects in this category are related to water treatment projects such as Jordan Lake, maintenance such as Water Distribution System Rehabilitation, or water regulatory improvements.

X. Wastewater. Projects in this category are related to maintenance such as the Sewer Collection System Rehabilitation, or improvement of the City's sanitary sewer collection and treatment system. Funding for projects this fiscal year will come from the Capital Facilities Fee Fund, Water and Sewer Fund operating revenues and revenue bonds. This year's CIP includes funding for Water & Sewer fleet replacement vehicles and wastewater facilities rehabilitation.

XI. Other Enterprise Funds. Projects in this category are specific to unique enterprise funds that were established to address capital infrastructure needs for the Parking Fund and Transit Fund.

REVENUE SOURCES

The City of Durham uses many revenue sources to finance capital projects. The planned uses of these sources are reflected in the FY 2021-2026 Capital Improvement Program. The following describes the City's major revenue sources:

Pay-As-You-Go

This funding originates from revenue generated from the General Fund and the Capital Projects Fund, or from enterprise fund appropriations made in the City's annual operating budget. Typically, these appropriations are transferred to the Capital Projects Fund for accounting purposes if the project period lasts more than one fiscal year. CIP projects that are proposed to be funded via the annual operating budget are intended to be included in the annual budget in the appropriate year. Funds for such projects are not available unless and until they are approved by the City Council.

General Obligation Bond

The City may borrow money from lenders, pledging the full faith and credit of the City to pay the loan through property tax revenue. This method generally requires both the approval of voters through a referendum and the approval of the Local Government Commission. The City's voters approved referenda during November 1996, November 2005, November 2007, and November 2010 to finance capital projects with general obligation bonds.

The City sells general obligation bonds to pay for expenses associated with capital projects. Bond sales are held as needed. The City may issue general obligation debt under the two-thirds rule, wherein the City may issue up to two-thirds the value of the general obligation debt retired in the prior year so long as no new general obligation debt was issued in the same year.

Revenue Bond

The City may borrow money from lenders, pledging the revenues generated from the specific operations of the project to pay the debt. Because of the nature of the security, revenue bonds do not require voter approval. Like general obligation bonds, the City sells revenue bonds as needed to pay for expenses associated with capital projects.

Installment Sales
The City may enter into an installment sale (Certificates of Participation) contract for a building or for equipment using that building or equipment to secure the financing, similar to a mortgage transaction. The City does not pledge the use of its taxing power to pay the contract. The Local Government Commission must approve the use of installment sales contracts.

Impact Fees
Impact fees are one-time charges levied against new development based on the impact on city infrastructure as determined by the land use of the project. The impact fees will be used as a funding source for a proportionate cost of capital facilities and land made necessary by new construction. Impact fees cannot be used for routine or periodic maintenance, or improvements made to the existing infrastructure where the improvements are not related to new development.

The City's impact fees are collected in three zones for streets, parks and recreation facilities, and open space land; Street Zone 4 (Southwest Durham), Street Zone 5 (Northeast Durham), Street Zone 6 (Downtown), Recreation and Open Space Zone 1 (Southwest Durham), Recreation and Open Space Zone 2 (East Durham) and Recreation and Open Space 3 (North Durham). Impact fees will be used only to serve the zone where the fees were collected. The revenue must be appropriated within ten years or returned to the developer. The expenditure of this revenue is programmed with the CIP cycle.

Intergovernmental Revenues
This category of revenues identifies funding from Durham County, the State of North Carolina, and the Federal Government. The funding sources include the State's revolving loan fund for wastewater treatment plants, state and federal funding for transportation and transit-related improvements. Project pages also show Community Development Block Grant and HOME funds in Housing CIP projects for informational purposes.

Other
Capital projects may be fully or partially funded through miscellaneous revenue sources not referenced above. Examples of other funding sources include program revenues, land sales or contributions, payments in lieu of taxes, private contributions, loan repayments, and rental income.

Unidentified
Projects that do not have an identified source of future revenue to fund them are listed here. These projects usually compete for a small pool of general fund dollars, though some may later be determined to be eligible for use of impact fees or certificates of participation. These projects are also candidates for inclusion in future general obligation bond referendums.

CITY OF DURHAM
GENERAL CAPITAL IMPROVEMENTS PROJECT ORDINANCE

Ordinance 15627

FISCAL YEAR 2020-21

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM, that the following capital projects are authorized:

SUMMARY	
Culture and Recreation	$ 37,005,917
Downtown Revitalization	12,000
General Services	56,978,587
Housing	33,863,509
Public Protection	83,122,849
Technology	13,850,282
Transportation	154,224,302
TOTAL	**$ 379,057,446**

Section 1. Description of Projects
(a) Culture and Recreation

Number	Project Title	Revenue Source	Appropriation	Revenue
1	American Tobacco Trail Parking Lot		257,718	
	CH285	Parks and Recreation Impact Fees		252,718
		NC Horse Council Grant (2014)		5,000
2	Athletic Courts Improvements		3,167,187	
	CH510	2013 Limited Obligation Bonds		297,195
		2/3 Bond - Series 2012		71,815
		Debt		1,481,863
		Miscellaneous Revenue		103,154
		2009 Limited Obligation Bonds		297,495
		General Obligation Bonds (2005)		915,665
3	Birchw ood Park - Parking Lot Upgrades		213,863	
	CH005	Open Space Impact Fees (Zone 2)		213,863
4	Campus Hills Baseball Field Lighting		250,000	
	CH019	Debt		250,000
5	Campus Hills Field Renovations		116,000	
	CH024	Parks and Recreation Impact Fees		116,000
6	C.M. Herndon Pk. Soccer Field		1,739,091	
	CH119	Debt		1,739,091
7	Central Park Improvements		164,244	
	CH700	Transfer from General Fund		164,244
8	Crest Street Park (Restroom		266,509	
	CH219	Debt		266,509
9	Hoover Road - Athlethic Park		10,155,660	
	CH319	Debt		7,413,448
		Park and Recreation Impact Fees (Zone		2,742,212
10	Long Meadow Pk. Restroom Renovation		326,300	
	CH197	Parks and Recreation Impact Fees		326,300

Number	Project Title	Revenue Source	Appropriation	Revenue
11	Lyon Park Upgrade		879,194	
	CH340	Debt		329,532
		2009 Limited Obligation Bonds		386,495
		General Obligation Bonds (2005)		163,167
12	Participatory Budgeting Funding		2,400,000	
	62020	Pay-As-You Go		2,400,000
13	Public Art Funding		345,000	
	70003	Distributed Interest		345,000
14	Red Maple Park (Restroom		258,000	
	CH519	Debt		258,000
15	R. Kelly Bryant Bridge Trail		5,469,031	
	CH032	Debt		1,479,410
		NC Department of Transportation - Grant		3,989,621
16	Rock Quarry Park Renovation		1,250,000	
	CH701	Debt		500,000
		Parks and Recreation Impact Fees		750,000
17	Third Fork Creek Trail		4,462,670	
	CH033	Debt		1,538,357
		NC Department of Transportation - Grant		2,924,313
18	Valley Springs Park		802,894	
	CH022	Debt		802,894
19	Weaver St./WD Hill Rec. Ctr Renovations		1,429,000	
	CH301	Debt		1,429,000
20	West Ellerbee Creek Trail Phase 2		3,010,910	
	CH505	2013 Limited Obligation Bonds		56,153
		Debt		2,480
		Interest Income		15,303
		Miscellaneous Revenue		210,564
		Other (CMAQ)		1,823,910
		Payment in Lieu Zone 3-A South Eno		88,561
		Parks and Recreation Impact Fees		721,788
		Open Space Impact Fees (Zone 3)		92,151
21	West Point on the Eno Park		42,646	
	CH023	Miscellaneous Revenue		36,904
		Transfer from General Fund		5,742
	TOTAL		**$ 37,005,917**	**$ 37,005,917**

(b) Downtown Revitalization

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Durham Arts Council Upgrade		12,000	
	CC023	Debt		12,000
	TOTAL		**$ 12,000**	**$ 12,000**

(c) General Services

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Cemeteries Upgrade		2,746,451	
	CC018	Debt		1,120,000
		Transfer from General Fund		1,286,451
		Transfer from Cemetery Fund		340,000

Number	Project Title	Revenue Source	Appropriation	Revenue
2	Cityw ide Security Upgrades - Ph. II		1,170,270	
	CC003	Debt		1,166,494
		General Obligation Bonds (2005)		3,776
3	COVID-19 Project		5,000,000	
	AC019	Micellaneous Revenue		5,000,000
4	Energy Management Projects Ph. II & III		6,339,656	
	CH295	2013 Limited Obligation Bonds		493,070
		2/3 Bond - Series 2012		253,093
		Debt		3,775,124
		Transfer from General Fund		1,393,369
		Transfer from Stormw ater Operating		390,676
		Transfer from Water & Sew er Operating		34,324
5	General Fund Fleet Vehicles		7,126,680	
	S3018	Debt		5,563,144
		Transfer from General Fund - PD		1,286,696
		Transfer from Inspection Fund		118,480
		Transfer from Risk Fund		158,360
6	General Fund Fleet Vehicles		7,673,418	
	S3019	Debt		6,326,623
		Transfer from General Fund - PD		1,143,900
		Transfer from Inspection Fund		65,303
		Transfer from Risk Fund		137,592
7	General Fund Fleet Vehicles		7,231,959	
	S3020	Debt		7,014,000
		Transfer from Inspection Fund		23,000
		2019 Clean Advanced Technology Grant		49,438
		Transfer from Risk Fund		145,521
8	General Fund Fleet Vehicles		6,507,003	
	S3021	Debt		6,507,003
9	New Sign & Signal Shop		4,954,662	
	CL001	Debt		2,944,930
		Distributed Interest		50,000
		2/3 Bond - Series 2012		1,000,485
		Investment Income		118,387
		Miscellaneous Revenue		3,000
		Transfer from General Fund		178,990
		Transfer from Stormw ater Fund		43,382
		General Obligation Bonds (2005)		615,488
10	Project Financial Management		209,020	
	AA000	Transfer from CIP		209,020
11	PWOC Renovation		7,419,468	
	CC026	Debt		7,419,468
12	Rigsbee Uplift for Communtity		200,000	
	CD001	Debt		200,000
13	Annex Plaza Joint Repairs		50,000	
	CC027	Debt		50,000
14	Campus Hills Gym & Computer Room		350,000	
	CC034	Debt		350,000
	TOTAL		**$ 56,978,587**	**$ 56,978,587**

(d) Housing and Neighborhood Revitalization

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Loan Servicing/Administration		1,254,569	
	DB010	Loan Repayments		1,254,569
2	Reserve for Pending Projects		1,268,550	
	DB001	Loan Repayments		1,067,413
		Miscellaneous Revenue		201,137
3	Southside East Phase I		15,392,941	
	QEP1Y	Sale of Land		367,360
		Sale of Property		2,531,254
		Section 108 Loan		5,400,392
		Miscellaneous Income		137,935
		Federal Grant		65,000
		Loan Repayments		4,753,786
		Investment Income		2,137,214
4	Southside West Homeow nership		3,852,652	
	Redevelopment	Section 108 Loan		3,264,023
	QWH1Y	Loan Repayments		588,629
5	Southside East Phase II		3,794,669	
	QEP2Y	Loan Repayments		474,971
		Loan Repayments		36,866
		General Fund		18,638
		Sale of Property		57,573
		Section 108 Loan		135,585
		Transfer from Dedicate Housing Fund		3,071,036
6	Southside Dedicated Funding		2,560,245	
	QWDFY	Transfer from Dedicate Housing Fund		2,560,245
7	Southside East Infrastructure Balance		139,883	
	(Bond PI)			
	QEP3Y	Loan Repayments		139,883
8	Durham Affordable Housing Loans		2,000,000	
	DAFHL	Loan Repayments		2,000,000
9	Willard Street Project		3,600,000	
	DWS01	Transfer from Dedicated Housing Fund		3,600,000
	TOTAL		**$ 33,863,509**	**$ 33,863,509**

(e) Public Protection

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Fire Station #6 - Structural Repair		127,000	
	CB014	Debt		127,000
2	Fire Station #17		6,466,339	
	CB011	General Obligation Bonds (2005)		412,426
		Transfer from General Fund		50,000
		Intergovernmental Revenues		1,155,921
		Debt		4,847,992
3	Fire Station #18		6,700,770	
	CB013	Debt		6,700,770
4	Fire Station #19		1,600,000	
	CB019	Debt		1,600,000

Number	Project Title	Revenue Source	Appropriation	Revenue
5	Police HQ Replacement & Annex		67,876,828	
	CK002	Debt		63,506,070
		2/3 Bonds - Series 2012		1,032,503
		General Obligation Bonds (2005)		84,906
		Miscellaneous Revenue		440,874
		Rental Income		113,385
		2013 Limited Obligation Bonds		2,699,090
6	Motorola SUA Upgrade		351,912	
		Miscellaneous Revenue		351,912
	TOTAL		**$ 83,122,849**	**$ 83,122,849**

(f) Technology

Number	Project Title	Revenue Source	Appropriation	Revenue
1	IT Infrastructure Improvements		1,751,556	
	NP001	Water and Sewer Construction Fund		87,000
		Transfer from Water & Sewer Fund		1,664,556
2	Network Infrastructure Project		895,000	
	N0004	Transfer from General Fund		146,961
		Transfer from Water Capital Fund		737,762
		Transfer from Transit Fund		4,797
		Transfer from Solid Waste Fund		3,817
		Transfer from Stormwater Fund		1,663
3	IT Governance Projects		4,800,788	
	N0005	Transfer from General Fund		1,270,769
		Miscellaneous Debt		3,503,269
		Transfer from Inspections Fund		20,000
		Transfer from Solid Waste Fund		6,750
4	City/Duke Fiber Optic Network Partnership		6,112,690	
	N0040	Transfer from Water Construction		1,008,706
		Miscellaneous Debt		5,103,984
5	Sharp MDC Purchase		290,248	
	N0050	Miscellaneous Debt		290,248
	TOTAL		**$ 13,850,282**	**$ 13,850,282**

(g) Transportation

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Alston Avenue Culver Handrail		11,000	
	LC182	Transfer from General Fund		11,000
2	Alston Avenue Sidewalk Project		1,484,971	
	LC191	Miscellaneous Debt		367,394
		Intergovernmental Revenues		40,000
		Department of Transportation		1,077,577
3	Alston Avenue Widening Sidewalks		71,226	
	LC129	Transfer from General Fund		71,226
4	Accessible Pedestrian Signal Improvements		600,000	
	LC431	Miscellaneous Debt		600,000
5	Barbee/Herndon/Massey Ch. Roundabout		100,000	
	LC192	Street Impact Fees (Zone 1)		25,000
		Street Impact Fees (Zone 4)		75,000

Number	Project Title	Revenue Source	Appropriation	Revenue
6	Bike Lanes Project - CMAQ		829,170	
	LC412	Department of Transportation - Grant		663,336
		Debt		165,834
7	Bicycle Facilities		100,000	
	LC401	Debt		100,000
8	Bridge Maintenance & Repair		1,265,000	
	LE500	Debt		1,265,000
9	Campus Walk/LaSalle St. Sidewalk Project		340,856	
	LC132	Department of Transportation		269,000
		Distributed Interest		2,727
		Miscellaneous Debt		69,129
10	Carpenter-Fletcher Rd. Bike Lanes		8,288,564	
	LCC86	Miscellaneous Debt		911,753
		Transfer from Stormwater Operating		745,960
		Department of Transportation		6,630,851
11	Carver Street Extension		9,102,000	
	LE003	Street Impact Fees (Zone 3)		1,682,191
		Street Impact Fees (Zone 5)		7,419,809
12	Cornwallis Rd. Bike Lanes and Sidewalks		8,063,554	
	LCC84	Department of Transportation		6,450,843
		Intergovernmental Revenues		5,000
		Miscellaneous Debt		1,607,711
13	Cornwallis Rd. & NCRR Grade Separation		300,000	
	LC194	Miscellaneous Debt		300,000
14	Dirt/Petition Street Paving		5,787,851	
	LF800	Debt		5,787,851
15	Downtown Wayfinding Project - CMAQ		707,079	
	LC408	Department of Transportation - Grant		556,600
		Miscellaneous Debt		150,479
16	Duke Belt Line Trail		13,589,932	
	LC400	Debt		4,892,232
		Department of Transportation - Grant		8,400,000
		TIGER Grant 2015		222,700
		Transfer from General Fund		75,000
17	Durham Traffic Signal System Upgrades		600,000	
	LC407	Debt		600,000
18	East End Connector (U-0071) Project		59,397	
	LC148	Miscellaneous Debt		59,397
19	Failed Development Infrastructure		2,080,817	
	LE450	Other Revenues		412,147
		Pay As You Go		240,244
		Transfer from General Fund		353,327
		Transfer from Stormwater Fund		1,047,926
		Transfer from Water and Wastewater Fund		-
		Debt		27,173
20	Fayetteville Road Widening		17,505,248	
	Phase II	Street Impact Fees (Zone 1)		2,609,081
	LE004	Street Impact Fees (Zone 4)		14,896,167
21	Fayetteville Road Widening (U-6021)		41,000	
	LC402	Street Impact Fees (Zone 4)		41,000
22	Full Depth Reconstruction/Road Rebuilding		6,459,000	
	LE434	Miscellaneous Debt		6,459,000

Number	Project Title	Revenue Source	Appropriation	Revenue
23	Garrett Rd./US 15-501 Interchange		150,000	
	LC193	Miscellaneous Debt		150,000
24	Hillandale Rd. Bike Lanes & Sidewalks		4,824,071	
	LCH85	Department of Transportation		3,859,257
		Intergovernmental Revenues		20,000
		Miscellaneous Debt		944,814
25	LaSalle St. Sidewalk (EB-5703) Project		2,156,524	
	LC187	Department of Transportation		1,725,219
		Intergovernmental Revenues		60,000
		Miscellaneous Debt		371,305
26	MLK Jr. Blvd/Bay Pointe Drive - New Traffic Signal		125,000	
	LC261	Debt		125,000
27	Miscellaneous Thoroughfares		2,959,522	
	and Street Improvements	Transfer from General Fund		509,032
	LC200	Debt		2,450,490
28	Morreene Rd. Bike Lanes & Sidewalks		10,431,226	
	LCM83	Department of Transportation		8,494,981
		Intergovernmental Revenues		90,000
		Miscellaneous Debt		1,846,245
29	N. Duke St. Sidewalk (EB-5715) Project		3,944,953	
	LC189	Department of Transportation		3,155,962
		Intergovernmental Revenues		40,000
		Miscellaneous Debt		748,991
30	NC 157 Sidewalk (EB-5834) Project		728,000	
	LC405	Department of Transportation		728,000
31	NC 54 Sidewalk (EB-5708) Project		762,278	
	LC190	Department of Transportation		678,421
		Intergovernmental Revenues		10,000
		Miscellaneous Debt		73,857
32	NC 751/NC 54 E. Garrett (E-291) Project		390,734	
	LC115	Department of Transportation		264,172
		Miscellaneous Debt		126,562
33	NC 751 Roundabout & Sidewalks (U-5745)		43,200	
	LC403	Debt		43,200
34	Neighborhood Greenways - CMAQ		644,728	
	LC409	Department of Transportation - Grant		505,498
		Debt		139,230
35	New Sidewalks		2,610,501	
	LC500	Intergovernmental Revenues		850,000
		Debt		1,760,501
36	Old Chapel Hill Rd. Bike/Ped (EB-4707)		1,970,453	
	LC135	Debt		1,524,813
		General Obligation Bonds (2005)		39,342
		Sale of Land		78,827
		Transfer from General Fund		327,471
37	Rail Safety Improvements		300,000	
	LC264	Debt		300,000
38	Raynor St. Sidewalk (EB-5704) Project		771,490	
	LC188	Department of Transportation		617,192
		Intergovernmental Revenues		151,502
		Miscellaneous Debt		2,796
39	Roxboro/Latta/Infinity Rd. Intersection		2,240,000	
	LC128	Street Impact Fees (Zone 3)		2,240,000

Number	Project Title	Revenue Source	Appropriation	Revenue
40	Sidewalk Repair, ADA and Gaps		8,893,184	
	LF150	Debt		7,213,436
		Sidewalk-in-Lieu of Payment		974,283
		Investment Income		35,122
		Distributed Interest		170,343
		Transfer from General Services		500,000
41	Signalized Pedestrian Upgrades		745,000	
	LC432	Miscellaneous Debt		745,000
42	Signal System Improvements (Non-Eligible)		200,000	
	LC433	Miscellaneous Debt		200,000
43	Street Paving & Maintenance		25,955,199	
	LE950	General Fund FY21		6,000,000
		General Fund FY20		4,989,643
		General Fund FY19		5,149,170
		General Fund FY18		6,600,000
		General Fund FY17		3,000,000
		General Fund FY16		216,386
44	Traffic Signal Installations		225,000	
	LC430	Miscellaneous Debt		225,000
45	University Dr. Bike/Ped Project		2,491,674	
	LC181	General Obligation Bonds (2005)		89,409
		Miscellaneous Debt		181,880
		Tranfer from General Fund		19,191
		Limited Obligation Bonds		165,457
		Department of Transportation		1,930,611
		Other Revenues		105,126
46	US70 Upgrades		200,000	
	LC195	Miscellaneous Debt		200,000
47	Woodcroft Parkway Extension (U-5823		3,074,900	
	LC404	Department of Transportation - Grant		633,000
		Street Impact Fees (Zone 4)		2,441,900
	TOTAL		**$154,224,302**	**$154,224,302**

Section 2. Each project authorized by this ordinance is for the period of July 1, 2020 through June 30, 2021.

Section 3. The City Manager is hereby authorized to undertake each project listed under "Project Title" above within the limitations of the revenues listed as associated with it under "Revenue Source." The amounts listed under "Revenue Source" are estimated to be available for the project. Each of the amounts listed under "Appropriation" is hereby appropriated for the project in its row. In case of conflict, the dollar amounts listed in the "Appropriation" and "Revenue" columns control over the dollar amounts shown in the "Summary" section of this ordinance.

Section 4. This Capital Improvement Projects Ordinance is adopted pursuant to G.S. Section 159-13.2 in the Local Government Budget and Fiscal Control Act.

Section 5. Any other ordinances that conflict with this ordinance are hereby repealed to the extent of the conflict.

Section 6. Within five days after adoption, the City Clerk shall file a copy of this ordinance with the Director of Finance and the Budget Director.

Section 7. This ordinance shall be in full force and effect from and after its passage.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15633

CITY OF DURHAM
DURHAM PERFORMING ARTS CENTER CAPITAL IMPROVEMENTS PROJECT ORDINANCE

FISCAL YEAR 2020-21

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM, that the following capital projects are authorized:

SUMMARY		
Durham Performing Arts Center Fund	$	1,486,857
TOTAL	**$**	**1,486,857**

Section 1. Description of Projects

(a) Durham Performing Arts Center

	Project Title	Revenue Source	Appropriation	Revenue
1	DPAC Replacement Project		1,486,857	
	CHVAC	DPAC Operating Fund		1,486,857
	TOTAL		**$ 1,486,857**	**$ 1,486,857**

Section 2. Each project authorized by this ordinance is for the period of July 1, 2020 through June 30, 2021.

Section 3. The City Manager is hereby authorized to undertake each project listed under "Project Title" above within the limitations of the revenues listed as associated with it under "Revenue Source." The amounts listed under "Revenue Source" are estimated to be available for the project. Each of the amounts listed under "Appropriation" is hereby appropriated for the project in its row. In case of conflict, the dollar amounts listed in the "Appropriation" and "Revenue" columns control over the dollar amounts shown in the "Summary" section of this ordinance.

Section 4. This Capital Improvement Projects Ordinance is adopted pursuant to G.S. Section 159-13.2 in the Local Government Budget and Fiscal Control Act.

Section 5. Any other ordinances that conflict with this ordinance are hereby repealed to the extent of the conflict.

Section 6. Within five days after adoption, the City Clerk shall file a copy of this ordinance with the Director of Finance and the Budget Director.

Section 7. This ordinance shall be in full force and effect from and after its passage.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

CITY OF DURHAM
PARKING CAPITAL IMPROVEMENTS PROJECT ORDINANCE

FISCAL YEAR 2020-21

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM, that the following capital projects are authorized:

SUMMARY		
Parking Fund	$	27,717,189
TOTAL	**$**	**27,717,189**

Section 1. Description of Projects

(a) Parking

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Dow ntow n Parking Garage		24,065,288	
	CC402	Debt		24,065,288
2	Emergency Blue Light Phone System		500,000	
	CC405	Debt		500,000
3	Parking Guidance/Wayfinding Project		1,000,000	
	CC404	Debt		1,000,000
4	Parking Security Upgrade/Enhancements		500,000	
	CC403	Debt		500,000
5	Off-Street Parking Upgrades		1,651,901	
	CC401	Debt		1,651,901
	TOTAL		**$ 27,717,189**	**$ 27,717,189**

Section 2. Each project authorized by this ordinance is for the period of July 1, 2020 through June 30, 2021.

Section 3. The City Manager is hereby authorized to undertake each project listed under "Project Title" above within the limitations of the revenues listed as associated with it under "Revenue Source." The amounts listed under "Revenue Source" are estimated to be available for the project. Each of the amounts listed under "Appropriation" is hereby appropriated for the project in its row. In case of conflict, the dollar amounts listed in the "Appropriation" and "Revenue" columns control over the dollar amounts shown in the "Summary" section of this ordinance.

Section 4. This Capital Improvement Projects Ordinance is adopted pursuant to G.S. Section 159-13.2 in the Local Government Budget and Fiscal Control Act.

Section 5. Any other ordinances that conflict with this ordinance are hereby repealed to the extent of the conflict.

Section 6. Within five days after adoption, the City Clerk shall file a copy of this ordinance with the Director of Finance and the Budget Director.

Section 7. This ordinance shall be in full force and effect from and after its passage.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15630

CITY OF DURHAM
SOLID WASTE CAPITAL IMPROVEMENTS PROJECT ORDINANCE

FISCAL YEAR 2020-21

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM, that the following capital projects are authorized:

SUMMARY	
Solid Waste Fund	$ 15,482,890
TOTAL	**$ 15,482,890**

Section 1. Description of Projects

(a) Solid Waste

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Materials Recycling Facility (MRF)		77,000	
	CM008	Debt		77,000
2	Solid Waste Fleet Vehicles		2,924,231	
	S4421	Debt		2,924,231
3	Solid Waste Fleet Vehicles		4,024,020	
	S4420	Debt		4,024,020
4	Solid Waste Fleet Vehicles		3,947,000	
	S4419	Debt		3,947,000
5	Solid Waste Fleet Vehicles		1,530,756	
	S4418	Debt		1,530,756
6	Solid Waste Convenience Ctr. Improvements		204,883	
	CM007	Pay-Go		204,883
7	Solid Waste Annex & Truck Wash		2,775,000	
	CM006	Debt		2,775,000
	TOTAL		**$ 15,482,890**	**$ 15,482,890**

Section 2. Each project authorized by this ordinance is for the period of July 1, 2020 through June 30, 2021.

Section 3. The City Manager is hereby authorized to undertake each project listed under "Project Title" above within the limitations of the revenues listed as associated with it under "Revenue Source." The amounts listed under "Revenue Source" are estimated to be available for the project. Each of the amounts listed under "Appropriation" is hereby appropriated for the project in its row. In case of conflict, the dollar amounts listed in the "Appropriation" and "Revenue" columns control over the dollar amounts shown in the "Summary" section of this ordinance.

Section 4. This Capital Improvement Projects Ordinance is adopted pursuant to G.S. Section 159-13.2 in the Local Government Budget and Fiscal Control Act.

Section 5. Any other ordinances that conflict with this ordinance are hereby repealed to the extent of the conflict.

Section 6. Within five days after adoption, the City Clerk shall file a copy of this ordinance with the Director of Finance and the Budget Director.

Section 7. This ordinance shall be in full force and effect from and after its passage.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15629

CITY OF DURHAM
STORMWATER CAPITAL IMPROVEMENTS PROJECT ORDINANCE

FISCAL YEAR 2020-21

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM, that the following capital projects are authorized:

SUMMARY		
Stormwater Fund	$	50,724,348
TOTAL	**$**	**50,724,348**

Section 1. Description of Projects

(a) Stormwater

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Algae Turf Scrubber		500,000	
	LK111	Stormwater Fund		500,000
2	Drainage Repair of City Owned Properties		3,989,764	
	LK105	Miscellaneous Revenues		14,347
		Stormwater Fund		3,975,417
3	Floodplain Mitigation		2,688,434	
	LK106	Stormwater Fund		771,000
		Grants (HMGP)		1,917,434
4	Major Stormwater Infrastructure & BMP Improvements		16,315,700	
	LK107	Stormwater Fund		16,315,700
5	Private Property Drainage Projects		6,062,670	
	LK100	Stormwater Fund		6,062,670
6	South Ellerbe Stormwater Restoration		2,600,000	
	LK110	Stormwater Fund		2,600,000
7	Stormwater Fleet Vehicles		534,000	
	S4321	Stormwater Fund		534,000
8	Stormwater Fleet Vehicles		574,000	
	S4320	Fleet 2020 - Pay As You Go		574,000
9	Stormwater Fleet Vehicles		714,816	
	S4318	Fleet 2018 - Pay As You Go		714,816
10	Stormwater Fleet Vehicles		103,013	
	S4319	Fleet 2019 - Pay As You Go		103,013
11	Stormwater Retrofitting		5,873,000	
	LK109	Stormwater Fund		5,873,000
12	Watershed Planning & Design		9,694,774	
	LK102	Stormwater Fund		9,694,774
13	Emergency Watershed Protection		1,074,177	
	LK112	Grants (Federal)		805,230
		Grants (State)		268,947
	TOTAL		**$ 50,724,348**	**$ 50,724,348**

Section 2. Each project authorized by this ordinance is for the period of July 1, 2020 through June 30, 2021.

Section 3. The City Manager is hereby authorized to undertake each project listed under "Project Title" above within the limitations of the revenues listed as associated with it under "Revenue Source." The amounts listed under "Revenue Source" are estimated to be available for the project. Each of the amounts listed under "Appropriation" is hereby appropriated for the project in its row. In case of conflict, the dollar amounts listed in the "Appropriation" and "Revenue" columns control over the dollar amounts shown in the "Summary" section of this ordinance.

Section 4. This Capital Improvement Projects Ordinance is adopted pursuant to G.S. Section 159-13.2 in the Local Government Budget and Fiscal Control Act.

Section 5. Any other ordinances that conflict with this ordinance are hereby repealed to the extent of the conflict.

Section 6. Within five days after adoption, the City Clerk shall file a copy of this ordinance with the Director of Finance and the Budget Director.

Section 7. This ordinance shall be in full force and effect from and after its passage.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15632

CITY OF DURHAM
TRANSIT FUND CAPITAL IMPROVEMENTS PROJECT ORDINANCE

FISCAL YEAR 2020-21

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM, that the following capital projects are authorized:

SUMMARY		
Transit Fund	$	8,213,570
TOTAL	**$**	**8,213,570**

Section 1. Description of Projects

(a) Transit

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Transit Fleet Vehicles		4,650,000	
	S4501	Intergovernmental Revenues		4,650,000
2	Bus Stop Improvements Project		3,563,570	
	CH800	Intergovernmental Revenues		3,563,570
	TOTAL		**$ 8,213,570**	**$ 8,213,570**

Section 2. Each project authorized by this ordinance is for the period of July 1, 2020 through June 30, 2021.

Section 3. The City Manager is hereby authorized to undertake each project listed under "Project Title" above within the limitations of the revenues listed as associated with it under "Revenue Source." The amounts listed under "Revenue Source" are estimated to be available for the project. Each of the amounts listed under "Appropriation" is hereby appropriated for the project in its row. In case of conflict, the dollar amounts listed in the "Appropriation" and "Revenue" columns control over the dollar amounts shown in the "Summary" section of this ordinance.

Section 4. This Capital Improvement Projects Ordinance is adopted pursuant to G.S. Section 159-13.2 in the Local Government Budget and Fiscal Control Act.

Section 5. Any other ordinances that conflict with this ordinance are hereby repealed to the extent of the conflict.

Section 6. Within five days after adoption, the City Clerk shall file a copy of this ordinance with the Director of Finance and the Budget Director.

Section 7. This ordinance shall be in full force and effect from and after its passage.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

CITY OF DURHAM
WATER AND WASTEWATER CAPITAL IMPROVEMENTS PROJECT ORDINANCE
FISCAL YEAR 2020-21

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM, that the following capital projects are authorized:

SUMMARY	
Water	$ 293,222,162
Wastewater	497,674,763
TOTAL	**$ 790,896,925**

Section 1. Description of Projects

(a) Water

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Asbestos Cement Line Replacement		750,000	
	P0100	Appropriation from Fund Balance		231,039
		Water and Sewer Operating Fund		18,961
		Revenue Bonds		500,000
2	Downtown East-West Reinforcing Main		15,381,000	
	P0420	Water and Sewer Operating Fund		15,381,000
3	Jordan Lake Water Treatment Plant		7,993,549	
	P0610	Appropriation from Fund Balance		389,364
		Future Revenue Bonds		4,048,085
		Revenue Bonds		103,948
		Water and Sewer Operating Fund		3,452,152
4	Lake Michie and Little River Rehabilitation		8,434,904	
	P0500	Water and Sewer Operating Fund		8,434,904
5	Southeast Distribution System Expansion		986,774	
	P0B08	Appropriation from Fund Balance		466,674
		Water and Sewer Operating Fund		357,157
		Revenue Bonds		162,943
6	Teer Quarry Water Supply Phase II		6,366,428	
	P0800	Future Revenue Bonds		-
		Capital Facilities Fees		6,146,188
		Transfer from Water and Sewer Operating		20,240
		Revenue Bonds		200,000
7	Water Distribution System Rehabilitation		99,770,750	
	P0B01	Appropriation from Fund Balance		616,167
		Water and Sewer Operating Fund		29,534,250
		Distributed Interest		114,137
		Future Revenue Bonds		62,314,802
		Miscellaneous Operating Revenue		240,864
		Revenue Bonds		42,653
		Transfer from Solid Waste Fund		3,410,211
		Transfer from Ball Park Fund		2,420,886
		General Obligation Bonds (2005)		1,076,780

8	Water Facilities Rehabilitation		43,061,632	
	P0B09	Grants - EPA 2016		562,875
		Miscellaneous Operating Revenue		11,279
		Appropriation from Fund Balance		12,826
		Capital Facilities Fees		9,437,879
		Distributed Interest		9,196
		Transfer from Reserves		33,893
		Future Revenue Bonds		6,163,296
		Revenue Bonds (2009)		3,982,648
		Investment Income		21,149
		Water and Sew er Operating Fund		22,826,591
9	Water - Future Supply/Source Protection		9,357,471	
	P0B03	Future Revenue Bonds		3,623,757
		Water and Sew er Operating Fund		3,918,551
		Appropriation from Fund Balance		1,182,230
		Distributed Interest		287,851
		Revenue Bonds		345,082
10	Water Lines Extensions & Improvements		11,815,496	
	P0A00	Future Revenue Bonds		9,709,494
		Capital Facilities Fees - Farrington		124,672
		Sale of Land		500
		Water and Sew er Operating Fund		1,793,575
		Loans		115,489
		Revenue Bonds		52,520
		General Obligation Bonds (2005)		19,246
11	Water Regulatory Improvements		35,268,000	
	P0B06	Appropriation from Fund Balance		1,146,115
		Revenue Bonds (2009)		564,395
		Water and Sew er Operating Fund		33,557,490
12	Water Residuals Handling		45,550,000	
	P0B10	Water and Sew er Operating Fund		30,105,700
		Water and Sew er Construction Fund		2,000
		Investment Income		492,596
		Future Revenue Bonds		14,949,704
13	Water & Sew er Fleet Vehicles		1,712,056	
	S4118	Fleet 2018 Pay-As-You-Go		1,712,056
14	Water & Sew er Fleet Vehicles		3,565,102	
	S4119	Fleet 2019 Pay-As-You-Go		3,565,102
15	Water & Sew er Fleet Vehicles		2,355,000	
	S4120	Fleet 2020 Pay-As-You-Go		2,355,000
16	Water & Sew er Fleet Vehicles		854,000	
	S4121	Fleet 2021 Pay-As-You-Go		854,000
	TOTAL		**$293,222,162**	**$293,222,162**

(b) Wastewater

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Enhanced Nitrogen Removal		19,208,717	
	P2130	Water and Sew er Operating Fund		5,899,984
		Revenue Bonds		919,246
		Future Revenue Bonds		12,389,487
2	Facility Paving		2,538,665	
	P2110	Water and Sew er Construction Fund		330,000
		Future Revenue Bonds		618,665
		Water and Sew er Operating Fund		1,590,000
3	Orange Co. Economic Development Zone Improvements		2,550,000	
	P2650	Water and Sew er Operating Fund		2,550,000

4	Reclaimed Water Systems Phase I & II		675,150	
	P2530	Water and Sew er Operating Fund		323,150
		Future Revenue Bonds		352,000
5	Sew er Collection System Rehabilitation		127,551,339	
	P2800	Water and Sew er Operating Fund		67,639,570
		Appropriation from Fund Balance		22,625
		Distributed Interest		2,644
		Revenue Bonds		233,438
		Future Revenue Bonds		59,552,244
		General Obligation Bonds (2005)		100,818
6	Sew er Lines Extensions & Improvements		10,462,050	
	P2600	Water and Sew er Construction Fund		3,037,251
		Transfer from Reserves		390,593
		Future Revenue Bonds		6,922,285
		Revenue Bonds		29,596
		General Obligation Bonds (2005)		82,325
7	Southeast Regional Lift Station		65,600,000	
	P2840	Future Revenue Bonds		63,191,546
		Souteast Regional Lift Station Fees		2,082,926
		Water and Sew er Operating Fund		325,528
8	Wastew ater Process Rehabilitation		147,602,355	
	P2510	Future Revenue Bonds		102,007,081
		Revenue Bonds		1,476,831
		Appropriation from Fund Balance		869,414
		Distributed Interest		109,889
		Capital Facilities Fees		7,561,761
		Water and Sew er Operating Fund		35,150,513
		Water and Sew er Construction Fund		426,866
9	Mist Lake Facility Expansion		103,176,487	
	P2120	Future Revenue Bonds		82,240,147
		Appropriation from Fund Balance		332,023
		Water and Sew er Operating Fund		20,604,317
10	Water Mgmt. Compliance Services Building		18,310,000	
	P2121	Future Revenue Bonds		18,310,000
	TOTAL		**$497,674,763**	**$497,674,763**

Section 2. Each project authorized by this ordinance is for the period of July 1, 2020 through June 30, 2021.

Section 3. The City Manager is hereby authorized to undertake each project listed under "Project Title" above within the limitations of the revenues listed as associated with it under "Revenue Source." The amounts listed under "Revenue Source" are estimated to be available for the project. Each of the amounts listed under "Appropriation" is hereby appropriated for the project in its row. In case of conflict, the dollar amounts listed in the "Appropriation" and "Revenue" columns control over the dollar amounts shown in the "Summary" section of this ordinance.

Section 4. This Capital Improvement Projects Ordinance is adopted pursuant to G.S. Section 159-13.2 in the Local Government Budget and Fiscal Control Act.

Section 5. Any other ordinances that conflict with this ordinance are hereby repealed to the extent of the conflict.

Section 6. Within five days after adoption, the City Clerk shall file a copy of this ordinance with the Director of Finance and the Budget Director.

Section 7. This ordinance shall be in full force and effect from and after its passage.

APPROVED BY
CITY COUNCIL

JUN 15 2020

CITY CLERK

CITY OF DURHAM

City of Durham, North Carolina

Grant project ordinances

Durham – Where Great Things Happen

The City of Durham is awarded Employment and Training grants annually from the North Carolina Department of Commerce, Division of Employment and Training. The grants are multi-year grants and are not included in the Employment and Training Department's annual operating budget. Unexpended grant dollars may be carried over to the following year to be used in accordance with the cost categories established by each grant or title.

Prior Year Employment & Training (Workforce Innovation Opportunity Act) Grants:

FY 2018-19 Grants:

PY18-20 WIOA ADMINISTRATIVE	
Amount of Grant	$ 163,145
Expenditures	155,804
BALANCE	$ 7,341

PY18-20 WIOA ADULT	
Amount of Grant	$ 516,955
Expenditures	495,631
BALANCE	$ 21,324

PY18-20 WIOA DISLOCATED WORKER	
Amount of Grant	$ 428,562
Expenditures	331,827
BALANCE	$

PY18-20 WIOA YOUTH	
Amount of Grant	$ 524,638
Expenditures	477,281
BALANCE	$ 96,735

FY 2019-20 Grants:

PY19-21 WIOA ADMINISTRATIVE	
Amount of Grant	$ 149,290
Expenditures	86,293
BALANCE	$ 62,997

PY19-21 WIOA ADULT	
Amount of Grant	$ 459,553
Expenditures	188,542
BALANCE	$ 271,011

PY19-21 WIOA DISLOCATED WORKER	
Amount of Grant	$ 387,057
Expenditures	76,389
BALANCE	$ 310,668

PY19-21 WIOA YOUTH	
Amount of Grant	$ 497,005
Expenditures	311,146
BALANCE	$ 185,859

ANTICIPATED PY20-22	
WIOA Administrative	$ 133,747
WIOA Adult	415,789
WIOA Dislocated Worker	351,644
WIOA Youth	436,281
Total	$1,337,461

Ordinance 15646

CITY OF DURHAM TELEWORK 2019 - 2020 GRANT PROJECT ORDINANCE
July 1, 2019 – June 30, 2020

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM, NORTH CAROLINA that, pursuant to Section 13.2 of Chapter 159 of the General Statues of North Carolina, the following grant project ordinance is hereby adopted.

Section 1. The project authorized is the implementation of the NC Department of Commerce Division of Workforce Solutions Telework grant.

Section 2. The City Manager is hereby directed to proceed with the implementation of the project within the terms of the various grant agreements.

Section 3. The following revenues are anticipated to be available to the City of Durham, North Carolina to complete the project:

Federal Grant	$5,000.00

Section 4. The following amount is appropriated for the project:

One-Time Telework Grant	$5,000.00
Total	**$5,000.00**

Section 5. A copy of this ordinance shall be furnished within five days after adoption to the Budget Director, to the Finance Director, to the Accounting Manager, and to the City Clerk. A copy of this ordinance shall be filed in the office of the City Clerk and shall be available for public inspection as provided by law.

Section 6. This ordinance shall be in full force and effect from and after its passage.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15645

CITY OF DURHAM BUSINESS SERVICES WORK-BASED LEARNING 2019 - 2020 GRANT PROJECT ORDINANCE
July 1, 2019 – June 30, 2020

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM, NORTH CAROLINA that, pursuant to Section 13.2 of Chapter 159 of the General Statues of North Carolina, the following grant project ordinance is hereby adopted.

Section 1. The project authorized is the implementation of the NC Department of Commerce Division of Workforce Solutions Business Services Work-based Learning grant.

Section 2. The City Manager is hereby directed to proceed with the implementation of the project within the terms of the various grant agreements.

Section 3. The following revenues are anticipated to be available to the City of Durham, North Carolina to complete the project:

Federal Grant	$75,000.00

Section 4. The following amount is appropriated for the project:

Business Services Funds DWS PS 02-2018	$75,000.00
Total	**$75,000.00**

Section 5. A copy of this ordinance shall be furnished within five days after adoption to the Budget Director, to the Finance Director, to the Accounting Manager, and to the City Clerk. A copy of this ordinance shall be filed in the office of the City Clerk and shall be available for public inspection as provided by law.

Section 6. This ordinance shall be in full force and effect from and after its passage.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15647

CITY OF DURHAM COMMUNITY WASTE REDUCTION AND RECYCLING GRANT PROJECT ORDINANCE SUPERCEDING GRANT PROJECT ORDINANCE # 15571
July 1, 2019 – June 30, 2020

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM, NORTH CAROLINA that, pursuant to Section 13.2 of Chapter 159 of the General Statues of North Carolina, the following grant project ordinance is hereby adopted.

Section 1. The grant is provided by the Department of Environmental Quality to support the 2019 Community Waste Reduction and Recycling Grant project. This project will focus on a Curbside Food Waste Diversion pilot program and its success through Social and Behavioral Research. During the pilot, various neighborhoods representative of the social, cultural and economic diversity found in the City of Durham will be sampled. In conjunction with the City of Durham's Innovation Team and Duke University's Center for Advanced Hindsight, this pilot will test various tools in hopes of inspiring, encouraging and/or facilitating residents to start diverting their food waste correctly, enthusiastically and with little to no contamination.

Section 2. The City Manager is hereby directed to proceed with the implementation of the project within the terms of the various grant agreements.

Section 3. The following revenues are anticipated to be available to the City of Durham, North Carolina to complete the project:

Waste Reduction and Recycling Grant	**$0**
Local Match (Solid Waste Reduction Funds)	**0**
Total Grant Amount	**$0**

Section 4. The following amount is appropriated for the project:

Curbside Food Waste Diversion Pilot Program	$0

Section 5. A copy of this ordinance shall be furnished within five days after adoption to the Budget Director, to the Finance Director, to the Accounting Manager, and to the City Clerk. A copy of this ordinance shall be filed in the office of the City Clerk and shall be available for public inspection as provided by law.

Section 6. This ordinance shall be in full force and effect from and after its passage.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15644

FY2019-20 CITY OF DURHAM AND KEENAN CHARITABLE TRUST COVID-19 RELIEF GRANT
BUDGET ORDINANCE

WHEREAS, the City of Durham anticipates receiving a grant from the William R. Keenan, Jr. Charitable Trust to establish an emergency support fund in response to the Covid-19 outbreak for Durham residents; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking for the City of Durham;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that, pursuant to Article 3 of Chapter 159 of the General Statutes of North Carolina, the following grant budget ordinance is hereby adopted:

Section 1. This ordinance is a grant budget ordinance establishing an emergency support fund in response to the Covid-19 outbreak for Durham residents focused on housing, jobs, food, and health security beginning on April 16, 2020 until program is completed.

Section 2. The City Manager is authorized to execute the grant agreement and other documents that are required or appropriate in order for the City to receive the Keenan Charitable Trust grant and to establish the fund.

Section 3. The following revenues are anticipated to be available to the City of Durham to complete the program:

William R. Keenan Jr. Charitable Trust Grant	$150,000

Section 4. The following amount is appropriated:

William R. Keenan Jr. Charitable Trust Grant
$150,000

Section 5. Within five days after the adoption the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, Transportation Director, and the Budget and Management Services Director. A copy of this ordinance shall be filed in the office of the City Clerk and shall be available for public inspection as provided by law.

Section 6. The ordinance shall be in full force and effect from and after its passage.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15648

NATIONAL LEAGUE OF CITIES (NLC) CITIES ADDRESSING FINES AND FEES EQUITABLY GRANT BUDGET ORDINANCE
June 1, 2019 – August 30, 2021

WHEREAS, the City of Durham anticipates receiving a three month grant from The National League of Cities (NLC) to help pilot a LIFT-UP pilot program for residents who have experienced the effects of city imposed fines and fees.

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking for the City of Durham;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that, pursuant to Article 3 of the General Statutes of North Carolina, the following grant project ordinance is hereby adopted:

Section 1. The project authorized is to provide funding for the piloting of a LIFT-UP program to assist residents who are struggling to pay their water bills.

Section 2. The City Manager is authorized to execute the grant agreements and other documents that are required or appropriate in order for the City to receive the NLC cities addressing fines and fees equitable grant and to undertake this project.

Section 3. The following revenues are anticipated to be available to the City to complete the project:

$30,000

Section 4. **The total amount appropriated for this project is: $30,000**

Section 5. Within five days after the adoption the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, and the Budget Director. A copy of this ordinance shall be filed in the office of the City Clerk and shall be available for public inspection as provided by law.

Section 6. The ordinance shall be in full force and effect from and after its passage.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

DURHAM POLICE DEPARTMENT
NEW ORDINANCES FOR FY 2020/2021:

THE U.S. DEPARTMENT OF JUSTICE, FY 2020/2021 FEDERAL ASSET FORFEITURE GRANT FUNDS - $565,000

Every year, the Police Department equitably shares in cash received from federal asset forfeitures and we set up an ordinance each year to receive the expected revenues. The federal asset forfeiture revenue and all accrued interest must be used for law enforcement purposes only, to supplement, and not supplant, the Police Department's existing resources.

THE STATE OF NORTH CAROLINA FY 2020/2021 CONTROLLED SUBSTANCE ABUSE GRANT FUNDS - $200,000

Every year, the Police Department equitably shares in cash received from North Carolina controlled substances excise tax assessments, also called Tax Stamp Funds, and we set up a new ordinance each year to receive the expected revenues. The controlled substance excise tax assessment revenue and all accrued interest must be used to enhance the ability of law enforcement agencies to deter and investigate crimes, especially drug offenses, and must supplement, and not supplant, the Police Department's existing resources.

THE FEDERAL GOVERNMENT, 2020 FEDERAL TASK TEAM INITIATIVES GRANT FUNDS - $125,000

The City of Durham has entered into an agreement with the Federal Government, to provide experienced City of Durham Investigators to assist the Bureau of Alcohol, Tobacco and Firearms, the Drug Enforcement Agency, the FBI and Organized Crime Drug Enforcement Task Force. The government agreed to reimburse the City for overtime wages for specific investigators and the City's cost will be a match in the form of benefits provided for these wages.

THE UNITED STATES MARSHALS SERVICE, 2021 FUGITIVE APPREHENSION TASK FORCE AGREEMENT GRANT FUNDS - $18,638

The City of Durham, through the Durham Police Department, has been awarded funding through The Presidential Threat Protection Act of 2000 that provides, "the Attorney General shall, upon consultation with appropriate Department of Justice and Department of the Treasury law enforcement components, establish permanent Fugitive Apprehension Task Forces consisting of Federal, State, and local law enforcement authorities in designated regions of the United States, to be directed and coordinated by the US Marshals Service, for the purpose of locating and apprehending fugitives." The government agrees to reimburse the City for overtime wages for specific investigators and the City's cost will be a match in the form of benefits provided for these wages.

THE CITY OF DURHAM AND THE U.S. DEPARTMENT OF JUSTICE PROGRAMS, 2020 HIGH INTENSITY DRUG TRAFFICKING AREA (HIDTA) GRANT FUNDS - $419,711

The City of Durham, through the Durham Police Department, has been awarded funding from the Executive Office of the President, Office of National Drug Control Policy for the 2019 High Intensity Drug Trafficking Area (HIDTA) Program. The grant award must be used to support initiatives designed to implement the Strategy proposed by the Executive Board of the Atlanta High Intensity Drug Trafficking Area (HIDTA) and approved by the Office of National Drug Control Policy (ONDCP). The HIDTA program enhances and helps to coordinate drug trafficking control efforts among federal, state, and local law enforcement agencies. HIDTA works to complement and support federal, state, and local law enforcement agencies collaborating to fight drug traffic. HIDTA funding supports this joint effort between local law enforcement agencies.

THE U.S. DEPARTMENT OF JUSTICE, FY2020 CORONAVIRUS EMERGENCY SUPPLEMENTAL FUNDING (CESF) GRANT FUNDS - $615,526

The City of Durham, through the Durham Police Department, has been awarded funding for the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance for the 2020 Coronavirus Emergency Supplemental Funding (CESF) Program. This grant award must b used in preventing, preparing for, and responding to the coronavirus. The Durham Police and Fire Department coordinated to determine the appropriate distribution of the CESF grant and Police submitted one application on behalf of both Departments.

THE U.S. DEPARTMENT OF JUSTICE, THE NATIONAL ASSOCIATION OF POLICE ATHLETIC/ACTIVITIES LEAGUES SUB-GRANT, FY2020 NATIONAL PAL MENTORING INITIATIVE GRANT - $12,600

The National Association of Police Athletic/Activities Leagues, Inc. through the U.S. Department of Justice has sub-granted the City of Durham through the Durham Police Department the “2019 National PAL Mentoring Initiative Grant.” This sub-grant funding will be used to support the National PAL Established Mentoring Program. This program builds a structured and trusting relationship that brings young people together with caring individuals who offer guidance, support and encouragement aimed at developing the competence and character of the mentees.

Ordinance 15640

THE U.S. DEPARTMENT OF JUSTICE, U.S. MARSHALL'S OFFICE, FY 2020/2021 FEDERAL ASSET FORFEITURE FUNDS GRANT PROJECT ORDINANCE

WHEREAS, the City of Durham, through the Durham Police Department, has and will continue to equitably share in cash received from the U.S. Department of Justice, U.S. Marshall's Office, Federal Asset Forfeiture program; and

WHEREAS, such funds and accrued interest from the funds must be used for law enforcement purposes only and must supplement, and not supplant, existing resources; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. The project described in "A Guide to Equitable Sharing for Foreign Countries and Federal, State, and Local Law Enforcement Agencies" (July 2018) is hereby authorized to be undertaken until all project activity is completed.

Section 2. The City Manager is authorized to execute the grant agreement and other documents that are required or appropriate in order for the City to receive U.S. Department of Justice, U.S. Marshall's Office, Federal Asset Forfeiture funds.

Section 3. The following revenues are anticipated to be available to the City of Durham to complete this project:

U.S. Department of Justice, U.S. Marshall's Office, FY 2020/2021 Federal Asset Forfeiture Program	**$550,000**
Interest Income	**15,000**
Total	**$565,000**

Section 4. The following amounts are appropriated for this project:

FY 2020/2021 Federal Asset Forfeiture Funds Grant	$565,000

Section 5. Within five (5) days after this ordinance is adopted, the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, and the Budget Director.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

THE STATE OF NORTH CAROLINA, DEPARTMENT OF JUSTICE, DEPARTMENT OF REVENUE, FY 2020/2021 CONTROLLED SUBSTANCE ABUSE FUNDS GRANT PROJECT ORDINANCE

WHEREAS, the City of Durham, through the Durham Police Department, has and will continue to equitably share in cash received from the state controlled substances excise tax, as determined under the State of North Carolina, Department of Justice, Department of Revenue, Controlled Substance Abuse Funds Program; and

WHEREAS, such funds and accrued interest from the funds must be used to enhance the ability of law enforcement agencies to deter and investigate crimes, especially drug offenses, and must supplement, and not supplant, existing resources; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. The project described in N.C.G.S. 105-113.111 (b), State Controlled Substance Excise Tax Assessments, is hereby authorized to be undertaken until all project activity is completed.

Section 2. The City Manager is authorized to execute the grant agreement and other documents that are required or appropriate in order for the City to receive the N.C. State Controlled Substance Excise Tax Assessments funds.

Section 3. The following revenues are anticipated to be available to the City of Durham to complete this project:

N.C. State Controlled Substance Excise Tax Assessments Funds FY 2020/2021	**$195,000**
Interest Income	**5,000**
Total	**$200,000**

Section 4. The following amount is appropriated for this project:

FY 2020/2021 Controlled Substance Abuse Funds Grant	$200,000

Section 5. Within five (5) days after this ordinance is adopted, the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, and the Budget Director.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

2020 FEDERAL TASK TEAM INITIATIVES GRANT PROJECT ORDINANCE

WHEREAS, the City of Durham has agreed to provide experienced City of Durham Police Department Investigators for specified task teams; and

WHEREAS, the Federal Government will reimburse the City of Durham for approved overtime costs for Investigators assigned to specific investigations; and

WHEREAS, funds received will be used to reimburse the City of Durham's overtime accounts; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. The grant project is the participation of the City of Durham in Federal Task Team Initiatives and is hereby authorized to be undertaken during the grant period of October 1, 2020 through September 30, 2021 or until all funds are expended.

Section 2. The City Manager is authorized to execute the grant agreement and other documents that are required or appropriate in order for the City to receive the Federal Government grant and to undertake the project.

Section 3. The following revenues are anticipated to be available to the City of Durham to complete this project:

Federal Government	**$100,000**
Local Match (Police General Funds Budget)	**25,000**
Total	**$125,000**

Section 4. The following amount is appropriated for this project:

2020 Federal Task Team Initiatives	$125,000

Section 5. Within five (5) days after this ordinance is adopted, the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, and the Budget Director.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

THE UNITED STATES MARSHALS SERVICE, 2021 FUGITIVE APPREHENSION TASK FORCE AGREEMENT PROJECT ORDINANCE

WHEREAS, the City of Durham, through the Durham Police Department, has been given a memorandum of understanding from the US Marshals Service (USMS). The agreement has been made available to the City of Durham under the 2021 Fugitive Apprehension Task Force Program in the amount of $18,638; and

WHEREAS, the funds must be used in direct support of overtime activities involving the USMS fugitive apprehension task forces and approved by the USMS Supervisory Deputy, Chief Deputy, or US Marshal; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. The project described in the US Marshals Service MOU is hereby authorized to be undertaken during the period of October 1, 2020 through September 30, 2021 or until all funds are expended.

Section 2. The City Manager is authorized to execute the agreement and other documents that are required or appropriate in order for the City to receive the 2021 Fugitive Apprehension Task Force Agreement and to undertake the project.

Section 3. The following revenues are anticipated to be available to the City of Durham to complete this project:

US Marshals Service 2021 Fugitive Apprehension Task Force $18,638

Section 4. The following amount is appropriated for this project to be expended in the following manner:

FY 2021 Fugitive Apprehension Task Force Agreement	$15,000
Local Match (Police Department's General Fund)	3,638
Total Grant Amount	$18,638

Section 5. Within five (5) days after this ordinance is adopted, the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, and the Budget Director.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15641

THE EXECUTIVE OFFICE OF THE PRESIDENT, OFFICE OF NATIONAL DRUG CONTROL POLICY, 2020 HIGH INTENSITY DRUG TRAFFICKING AREAS (HIDTA) GRANT PROJECT ORDINANCE

WHEREAS, the City of Durham, through the Durham Police Department, has been awarded a grant from the Executive Office of the President, Office of National Drug Control Policy. The grant has been made available to the City of Durham under the 2019 High Intensity Drug Trafficking Areas (HIDTA) Program in the amount of $409,098; and

WHEREAS, the grant funds must be used to support initiatives designed to implement the Strategy proposed by the Executive Board of the Atlanta High Intensity Drug Trafficking Area (HIDTA) and approved by the Office of National Drug Control Policy (ONDCP); and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. The project described in the ONDCP grant application is hereby authorized to be undertaken during the grant period of January 1, 2020 through December 31, 2021 or until all funds are expended.

Section 2. The City Manager is authorized to execute the grant agreement and other documents that are required or appropriate in order for the City to receive the ONDCP HIDTA Grant and to undertake the project.

Section 3. The following revenues are anticipated to be available to the City of Durham to complete this project:

ONDCP HIDTA	$409,098
Local Match (Police General Funds)	10,613
Total Grant Amount	$419,711

Section 4. The following amount is appropriated for this project to be expended in the following manner:

FY 2020 ONDCP HIDTA	$419,711

Section 5. Within five (5) days after this ordinance is adopted, the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, and the Budget Director.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15642

THE U.S. DEPARTMENT OF JUSTICE, OFFICE OF JUSTICE PROGRAMS, BUREAU OF JUSTICE ASSISTANCE 2020 CORONAVIRUS EMERGENCY SUPPLEMENTAL FUNDING PROGRAM GRANT PROJECT ORDINANCE

WHEREAS, the City of Durham, through the Durham Police Department, has been awarded a grant from the U.S. Department of Justice, Office of Justice Programs, through the Bureau of Justice Assistance (USDOJ/OJP/BJA)). The grant has been made available to the City of Durham under the 2020 Coronavirus Emergency Supplemental Funding (CESF) Program Grant in the amount of $615,526; and

WHEREAS, the grant funds must be utilized to prevent, prepare for, and respond to the coronavirus in the City of Durham.

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. The project described in the USDOJ/OJP/BJA grant application is hereby authorized to be undertaken during the grant period of January 1, 2020 through December 31, 2022 or until all funds are expended.

Section 2. The City Manager is authorized to execute the grant agreement and other documents that are required or appropriate in order for the City to receive the USDOJ/OJP/BJA CESF Grant and to undertake the project.

Section 3. The following revenues are anticipated to be available to the City of Durham to complete this project:

USDOJ/OJP/BJA CESF Grant	**$615,526.00**

Section 4. The following amount is appropriated for this project to be expended in the following manner:

2020 CESF Grant	$615,526.00

Section 5. Within five (5) days after this ordinance is adopted, the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, and the Budget Director.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15643

2020 POLICE ATHELETICS LEAGUES (PAL) MENTORING INITIATIVE GRANT PROJECT ORDINANCE

WHEREAS, the City of Durham, through the Durham Police Department, has been awarded a grant from the National Association of Police Athletics/Activities Leagues, Inc. through the U.S. Department of Justice, in the amount of $12,600; and

WHEREAS, the grant must be used to support the Police Athletic Leagues (PAL) Mentor Program; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. The grant project is authorized to support the Police Athletic Leagues and is hereby authorized to be undertaken until all project activity is completed.

Section 2. The City Manager is authorized to execute the grant agreement and other documents that are required or appropriate in order for the City to receive the PAL Mentoring Initiative grant and to undertake the project.

Section 3. The following revenues are anticipated to be available to the City of Durham to complete this project:

2020 PAL Mentoring Grant	**$12,600**

Section 4. The following amount is appropriated for this project to be expended in the following manner:

2020 PAL Mentoring Grant	$12,600

Section 5. Within five (5) days after this ordinance is adopted, the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, and the Budget Director.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15649

NC DEPARTMENT OF TRANSPORTATION EAST CLUB BOULEVARD SIDEWALK PROJECT GRANT PROJECT ORDINANCE

WHEREAS, the City of Durham is the recipient of a grant from the North Carolina Department of Transportation (NCDOT), for constructing a sidewalk on East Club Boulevard in Durham; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM THAT:

Section 1. The construction of a sidewalk, as described in the grant and/or supplemental agreement(s) between the City and NCDOT, is hereby authorized to be undertaken until all project activity is complete. All invoices must be submitted to NCDOT for reimbursement no later than six months after the completion of construction and acceptance of the project.

Section 2. The City Manager is authorized to execute the grant agreement and other documents that are required or appropriate in order for the City to receive the grant and to undertake the project.

Section 3. This ordinance does not appropriate the grant funds. The grant funds are appropriated in the 2020-2021 CIP Ordinance, as amended.

Section 4. This grant project ordinance adds $150,000 of state funding to the project. The following revenue is anticipated to be available to the City of Durham to complete the project:

State Funds through NCDOT:	$150,000.00

Section 5. The following amount will be appropriated in the 2020-2021 CIP Ordinance, as amended, to fund the project:

State Funding:	$150,000.00

Section 6. Within five days after adoption, the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, and the Budget Director.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15650

FEDERAL HIGHWAY ADMINISTRATION FUNDING FROM THE NC DEPARTMENT OF TRANSPORTATION FOR THE PURPOSE OF CONSTRUCTING SIDEWALKS ALONG RAYNOR STREET GRANT PROJECT ORDINANCE SUPERSEEDING GRANT PROJECT ORDINANCE #15536, AND AUTHORIZE THE EXECUTION OF THE GRANT AGREEMENT

WHEREAS, the City of Durham is the recipient of a grant from the Federal Highway Administration, through the North Carolina Department of Transportation (NCDOT), for constructing sidewalks along portions of Raynor Street in Durham; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM THAT:

Section 1. The construction of sidewalks, as described in the grant agreement between the City and NCDOT, is hereby authorized to be undertaken until all project activity is complete. All invoices must be submitted to NCDOT for reimbursement no later than six months after the completion of construction and acceptance of the project.

Section 2. The City Manager is authorized to execute the grant agreement and other documents that are required or appropriate in order for the City to receive the grant and to undertake the project.

Section 3. This resolution accepts the grant and authorizes the execution of the grant agreement and other documents. This resolution does not appropriate the grant funds. The grant funds are appropriated in the 2020-2021 CIP Ordinance, as amended.

Section 4. The following revenue is anticipated to be available to the City of Durham to complete the project:

Federal Funds through NCDOT:	$622,400
Required City Funding: Federal/State Match CIP Project:	$154,298

Section 5. The following amount will be appropriated in the 2019-2020 CIP Ordinance, as amended, to fund the project:

Federal Funds with Required City Funding:	$776,698

Section 6. Within five days after this ordinance is adopted, the City Clerk shall file a copy of this resolution with the Finance Director, Accounting Services Manager, and the Budget Director.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15651

FY 2021 FTA SECTION 5303 METROPOLITAN TRANSIT PLANNING GRANT PROJECT ORDINANCE AND AUTHORIZATION TO EXECUTE GRANT AGREEMENT

WHEREAS, the City of Durham has been awarded a Section 5303 metropolitan transit planning grant by the Federal Transit Administration (FTA) through the North Carolina Department of Transportation for conducting transit planning projects; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and Desirable undertaking of City staff; and

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. The ordinance is a grant project ordinance concerning the Federal Transit Administration Section 5303 Metropolitan Transit Planning project for the period July 1, 2020 through June 30, 2021 as described in the Unified Planning Work Program for the Durham-Chapel Hill-Carrboro Metropolitan Planning Organization, fiscal year 2021, as amended. Funds are for FY 2021 or until funds are expended and /or projects are completed.

Section 2. The City Manager is authorized to execute the grant agreement and other documents that are required in order for the City to receive the Federal Transit Administration (FTA) and the North Carolina Department of Transportation (NCDOT) Section 5303 metropolitan transit planning and to undertake the project.

Section 3. The following revenue is anticipated to be available to the City of Durham to Complete the project:

FTA Section 5303 Grant (passed through NCDOT)	$ 262,440
NCDOT-PTD Section 5303 Matching Grant	45,305
City of Durham –GoDurham Matching Grant	17,850
Town of Chapel Hill Matching Grant	17,150
LPA	10,306
TOTAL	$ 453,051

Section 4. The following amount is appropriated for the project:

City of Durham GoDurham/LPA	$ 281,551
Pass Through Grants (upon appropriate invoice):	
Chapel Hill	$ 171,500
TOTAL	$ 453,051

Section 5. The grant match to be provided by the Town of Chapel Hill is reflected in this ordinance.

Section 6. Within five days after the adoption, the City Clerk shall file a copy of this ordinance with the Budget Director, Director of Finance, Accounting Services Manager and the Transportation Manager. A copy of this ordinance shall be filed in the office of the City Clerk and shall be available for public inspection as provided by law.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15652

FY 2021 DURHAM AND ORANGE COUNTY TRANSIT PLANS – STAFF WORKING GROUP ADMINISTRATOR GRANT – GRANT PROJECT ORDINANCE

WHEREAS, on August 21, 2017, the City Council authorized the City Manager to establish a full-time position with the DCHC MPO for the purposes of transit planning and administering the County transit plans; and

WHEREAS, the Durham and Orange County Transit Plans, adopted in April 2017, create a Staff Working Group (SWG) and fund an administrator to provide services to support the SWGs; and

WHEREAS, the City of Durham (Durham Chapel-Hill Carrboro Metropolitan Planning Organization) has been awarded a grant through the Durham and Orange County Transit Plans for administering the Staff Working Group; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and Desirable undertaking of City staff; and

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. The ordinance is a grant project ordinance concerning a new position within the Durham Chapel-Hill Carrboro Metropolitan Planning Organization to administer the Staff Working Group of the Durham and Orange County transit plans. All invoices must be submitted to GoTriangle for reimbursement through the County transit plan tax district.

Section 2. The City Manager is authorized to execute the grant agreement and other documents that are required or appropriated in order for the City to receive the County Transit Plans Staff Work Group Administrator Grant.

Section 3. The following revenue is anticipated to be available to the City of Durham to complete the project:

Durham and Orange County Transit Plan Grant (passed through GoTriangle)	$113,500
TOTAL	$113,500

Section 4. The following amount is appropriated for the project:

County Transit Plans Staff Work Group Administrator Grant	$113,500
TOTAL	$113,500

Section 5. Within five days after the adoption, the City Clerk shall file a copy of this ordinance with the Budget Director, Director of Finance, Accounting Services Manager and the Transportation Planning Manager. A copy of this ordinance shall be filed in the office of the City Clerk and shall be available for public inspection as provided by law.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

CITY OF DURHAM AND NORTH CAROLINA DEPARTMENT OF TRANSPORTATION SECTION 104(f) AND SECTION 133(b)(3)(7) TRANSPORTATION PLANNING GRANT PROJECT ORDINANCE – FY 2021 AND AUTHORIZATION TO EXECUTE GRANT AGREEMENT

WHEREAS, the City of Durham has been awarded a grant by the Federal Highway Administration through the North Carolina Department of Transportation for conducting a transportation planning project; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and Desirable undertaking of City staff; and

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. The ordinance is a grant project ordinance concerning a transportation planning Project for the period July 1, 2020 through June 30, 2021 as described in the Unified Planning Work Program for the Durham-Chapel Hill-Carrboro Metropolitan Planning Organization, fiscal year 2021, as amended. Funds are for FY 2021 or until funds are expended.

Section 2. The City Manager is authorized to undertake the project within the terms of the "Disbursement and Accounting of Urban Transportation Planning Funds Appropriated Under Section 104(f), Title 23 United States Code" and the "Disbursement and Accounting of Transportation Funds Appropriated Under Section 133(b)(3)(7), Title 23 United States Code" agreements with the North Carolina Department of Transportation.

Section 3. The following revenue is anticipated to be available to the City of Durham to Complete the project:

Federal Transportation Planning Grant (passed Through the State)	$2,363,935
City of Durham Matching Grant	268,518
Town of Carrboro Matching Grant	26,130
Town of Chapel Hill Matching Grant	81,160
Orange County Matching Grant	35,019
Triangle-J COG Match	16,250
GoTriangle Match	29,871
Durham County Match	51,434
Chatham County Match	36,370
Hillsborough	46,232
TOTAL	$2,954,919

Section 4. The following amount is appropriated for the project:

City of Durham NCDOT Planning Grant Project	$2,421,104
Pass Through Grants (upon appropriate invoice):	
Carrboro	30,400
Chapel Hill	112,805
Orange County	0
Triangle-J COG	81,250
GoTriangle	0
Durham Co.	0
Chatham Co	109,3600
Hillsborough	200,000
TOTAL	$2,954,919

Section 5. The grant matches to be provided by the Town of Chapel Hill, the Town of Carrboro, Orange County, Triangle-J COG, Hillsborough, Durham County, Chatham County and GoTriangle are reflected in this ordinance.

Section 6. Within five days after the adoption, the City Clerk shall file a copy of this ordinance with the Budget Director, Director of Finance, Accounting Services Manager and the Transportation Planning Manager. A copy of this ordinance shall be filed in the office of the City Clerk and shall be available for public inspection as provided by law.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15654

FY 2014-15 TRANSIT PLANNING AND CAPITAL GRANT PROJECT ORDINANCE SUPERSEDES GRANT PROJECT ORDINANCE #15073 AND AUTHORIZATION TO EXECUTE GRANT AGREEMENT

WHEREAS, the City of Durham anticipates receiving grants from the Federal Transit Administration and the North Carolina Department of Transportation for Durham's mass transit system; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking for the City of Durham;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. This ordinance is a grant project ordinance authorizing this transit project for the Durham transit system beginning on July 1, 2014 until the project is completed.

Section 2. The City Manager is authorized to execute the grant agreements and other documents that are required or appropriate in order for the City to receive the Federal Transit Administration and the North Carolina Department of Transportation Transit planning and capital grant and to undertake the project.

Section 3. The following revenues are anticipated to be available to the City to complete the project:

FTA Section 9 Planning Grant	$ 245,072
FTA Section 9 Capital Grant	$ 3,621,133
TOTAL	$ 3,867,205

Section 4. The following amount is available to provide the City match for these grants:

Transit Fund- Section 9 Planning	$ 61,268
Transit Fund- Section 9 Capital	$ 1,011,418
TOTAL	$ 1,072,686

Section 5. The following amount is appropriated:

FY2014-15 Transit Planning Grant Project Ordinance	$ 306,340
FY2014-15 Transit Capital Grant Project Ordinance	$ 4,633,551
TOTAL	$ 4,939,891

Section 6. Within five days after the adoption the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, Transportation Director, Assistant Transportation Director (Transit), and the Budget Director. A copy of this ordinance shall be filed in the office of the City Clerk and shall be available for public inspection as provided by law.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15655

FY 2018-19 TRANSIT PLANNING AND CAPITAL GRANT PROJECT ORDINANCE SUPERSEDES GRANT PROJECT ORDINANCE #15472 AND AUTHORIZATION TO EXECUTE GRANT AGREEMENT

WHEREAS, the City of Durham anticipates receiving grants from the Federal Transit Administration and the North Carolina Department of Transportation for Durham's mass transit system; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking for the City of Durham;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. This ordinance is a grant project ordinance authorizing this transit project for the Durham transit system beginning on July 1, 2018 until the project is completed.

Section 2. The City Manager is authorized to execute the grant agreements and other documents that are required or appropriate in order for the City to receive the Federal Transit Administration and the North Carolina Department of Transportation Transit planning and capital grant and to undertake the project.

Section 3. The following revenues are anticipated to be available to the City to complete the project:

FTA Section 9 Planning Grant	$ 244,986
FTA Section 9 Capital Grant	$ 4,062,438
TOTAL	$ 4,307,424

Section 4. The following amount is available to provide the City match for these grants:

Transit Fund- Section 9 Planning	$ 61,246
Transit Fund- Section 9 Capital	$ 1,015,610
TOTAL	$ 1,076,856

Section 5. The following amount is appropriated:

FY2018-19 Transit Planning Grant Project Ordinance	$ 306,232
FY2018-19 Transit Capital Grant Project Ordinance	$ 5,078,049
TOTAL	$ 5,384,280

Section 6. Within five days after the adoption the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, Transportation Director, Assistant Transportation Director (Transit), and the Budget Director. A copy of this ordinance shall be filed in the office of the City Clerk and shall be available for public inspection as provided by law.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15657

FY 2019-20 TRANSIT PLANNING AND CAPITAL GRANT PROJECT ORDINANCE SUPERSEDES GRANT PROJECT ORDIANCE #15506 AND AUTHORIZATION TO EXECUTE GRANT AGREEMENT

WHEREAS, the City of Durham anticipates receiving grants from the Federal Transit Administration and the North Carolina Department of Transportation for Durham's mass transit system; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking for the City of Durham;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. This ordinance is a grant project ordinance authorizing this transit project for the Durham transit system beginning on July 1, 2019 until the project is completed.

Section 2. The City Manager is authorized to execute the grant agreements and other documents that are required or appropriate in order for the City to receive the Federal Transit Administration and the North Carolina Department of Transportation Transit planning and capital grant and to undertake the project.

Section 3. The following revenues are anticipated to be available to the City to complete the project:

FTA Section 9 Planning Grant	$ 254,184
FTA Section 9 Capital Grant	$ 4,057,692
TOTAL	$ 4,311,876

Section 4. The following amount is available to provide the City match for these grants:

Transit Fund- Section 9 Planning	$ 63,546
Transit Fund- Section 9 Capital	$ 1,014,423
TOTAL	$ 1,077,969

Section 5. The following amount is appropriated:

FY2019-20 Transit Planning Grant Project Ordinance	$ 317,730
FY2019-20 Transit Capital Grant Project Ordinance	$ 5,072,115
TOTAL	$ 5,389,845

Section 6. Within five days after the adoption the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, Transportation Director, Assistant Transportation Director (Transit), and the Budget Director. A copy of this ordinance shall be filed in the office of the City Clerk and shall be available for public inspection as provided by law.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15658

FY 2020-21 TRANSIT PLANNING AND CAPITAL GRANT PROJECT ORDINANCE AND AUTHORIZATION TO EXECUTE GRANT AGREEMENT

WHEREAS, the City of Durham anticipates receiving grants from the Federal Transit Administration and the North Carolina Department of Transportation for Durham's mass transit system; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking for the City of Durham;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. This ordinance is a grant project ordinance authorizing this transit project for the Durham transit system beginning on July 1, 2020 until the project is completed.

Section 2. The City Manager is authorized to execute the grant agreements and other documents that are required or appropriate in order for the City to receive the Federal Transit Administration and the North Carolina Department of Transportation Transit planning and capital grant and to undertake the project.

Section 3. The following revenues are anticipated to be available to the City to complete the project:

FTA Section 9 Planning Grant	$ 262,375
FTA Section 9 Capital Grant	$ 4,049,501
TOTAL	$ 4,311,876

Section 4. The following amount is available to provide the City match for these grants:

Transit Fund- Section 9 Planning	$ 65,594
Transit Fund- Section 9 Capital	$ 1,012,375
TOTAL	$ 1,078,969

Section 5. The following amount is appropriated:

FY2020-21 Transit Planning Grant Project Ordinance	$ 327,969
FY2020-21 Transit Capital Grant Project Ordinance	$ 5,061,876
TOTAL	$ 5,389,845

Section 6. Within five days after the adoption the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, Transportation Director, Assistant Transportation Director (Transit), and the Budget Director. A copy of this ordinance shall be filed in the office of the City Clerk and shall be available for public inspection as provided by law.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15656

FY 2019-20 CARES ACT GRANT PROJECT ORDINANCE AND AUTHORIZATION TO EXECUTE GRANT AGREEMENT

WHEREAS, the City of Durham anticipates receiving grants from the Federal Transit Administration and the North Carolina Department of Transportation for Durham's mass transit system; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking for the City of Durham;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. This ordinance is a grant project ordinance authorizing this transit project for the Durham transit system beginning on January 20, 2020 until the project is completed.

Section 2. The City Manager is authorized to execute the grant agreements and other documents that are required or appropriate in order for the City to receive the Federal Transit Administration and the North Carolina Department of Transportation Transit planning and capital grant and to undertake the project.

Section 3. The following revenues are anticipated to be available to the City to complete the project:

FTA Section 5307/5340 Grant	$12,227,529
TOTAL	$12,227,529

Section 4. The following amount is available to provide the City match for these grants:

Transit Fund- Operating	$	0
Transit Fund- Capital	$	0
TOTAL	$	0

Section 5. The following amount is appropriated:

FY2019-20 CARES Grant Project Ordinance	
TOTAL	$12,227,529

Section 6. Within five days after the adoption the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, Transportation Director, Assistant Transportation Director (Transit), and the Budget Director. A copy of this ordinance shall be filed in the office of the City Clerk and shall be available for public inspection as provided by law.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15659

FFY-2019 & FFY-2020 FTA Section 5339 BUS AND BUS FACILITIES GRANT PROJECT ORDINANCE (GPO) AND AUTHORIZATION TO EXECUTE GRANT AGREEMENT

WHEREAS, the City of Durham has been awarded a Section 5339 Bus and Bus Facilities grant by the Federal Transit Administration (FTA) for capital funding to replace, rehabilitate and purchase bus and related equipment and to construct bus-related facilities projects; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking of City staff; and

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1 The ordinance is a grant project ordinance concerning the Federal Transit Administration Section 5339 Bus and Bus Facilities funding for the federal fiscal year 2019 and 2020 (FFY-2019 and FFY2020) project beginning July 1, 2018 as described in the federal Registrar and the Durham-Chapel Hill-Carrboro Metropolitan Planning Organization (DCHCMPO) Split Letter to FTA. Funds are valid until completion of the grant project or until funds are expended and /or projects are completed.

Section 2 The City Manager is authorized to execute the grant agreement and other documents that are required or appropriate in order for the City to receive the Federal Transit Administration (FTA) Section 5339 bus and bus facilities funds tor approved projects and to undertake the project. The 5339 grant funding will be used in conjunction with financing allocated within the state/federal match budget of the Transportation Department.

Section 3. The following revenues are anticipated to be available to the City to complete the project:

FTA Section 5339 Grant	$1,112,517
NCDOT Section 5339 Grant	$ 139,064
TOTAL	$1,251,581

Section 4. The following amount is available to provide the City match for these grants:

Transit Fund	$ 139,065

Section 5. The following amount is appropriated:

Section 5339 Grant Project Ordinance	$1,390,646

Section 6. Within five days after the adoption the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, Transportation Director, Assistant Transportation Director (Transit), and the Budget Director. A copy of this ordinance shall be filed in the office of the City Clerk and shall be available for public inspection as provided by law.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15660

FY2021 CITY OF DURHAM AND TRIANGLE J COUNCIL OF GOVERNMENTS – TRANSPORTATION DEMAND MANAGEMENT (TDM) PROGRAM GRANT AUTHORIZATION TO EXECUTE GRANT AGREEMENT

WHEREAS, the City of Durham anticipates receiving grants by the Triangle J Council of Governments for Durham's "Way to Go Durham" multi-model system; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking for the City of Durham;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. This ordinance is a grant project ordinance authorizing a transportation demand management program for Durham's multi-modal system beginning on July 1, 2020 through May 31, 2021.

Section 2. The City Manager is authorized to execute the grant agreement and other documents that are required or appropriate in order for the City to receive the Triangle J Council of Governments – Transportation Demand Management Program Grant and to undertake the program.

Section 3. The following revenues are anticipated to be available to the City of Durham to complete the program:

Triangle J Council of Governments – TDM Program Grant	$40,000

Section 4. The following amount is available to provide the City match for these grants:

Transportation General Fund	$40,000

Section 5. The following amount is appropriated for the project:

TDM Program Project Ordinance	$80,000

Section 6. Within five days after the adoption the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, Transportation Director, Assistant Director (Transit), Parking Administrator, and the Budget and Management Services Director. A copy of this ordinance shall be filed in the office of the City Clerk and shall be available for public inspection as provided by law

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15661

FY 2020-21 CITY OF DURHAM AND FEDERAL TRANSIT ADMINSTRATION SECTION 5307 (STBG-DA) GRANT AND AUTHORIZATION TO EXECUTE GRANT AGREEMENT

WHEREAS, the City of Durham anticipates receiving grants from the Federal Transit Administration Section 5307 (STBG-DA); and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking for the City of Durham;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. This ordinance is a grant project ordinance authorizing this transit project for the Durham transit system beginning on July 1, 2020 until the project is completed.

Section 2. The City Manager is authorized to execute the grant agreements and other documents that are required or appropriate in order for the City to receive the Federal Transit Administration Section 5307 (STBG-DA) grant and to undertake the project.

Section 3. The following revenues are anticipated to be available to the City to complete the project:

FTA Section 5307 (STBG-DA – FY21)	$ 463,895
TOTAL	$ 463,895

Section 4. The following amount is available to provide the City match for these grants:

Transit Fund	$ 115,974

Section 5. The following amount is appropriated:

Section 5307 (STBG-DA) Grant Project Ordinance	$ 579,869

Section 6. Within five days after the adoption the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, Transportation Director, Assistant Transportation Director (Transit), and the Budget Director. A copy of this ordinance shall be filed in the office of the City Clerk and shall be available for public inspection as provided by law.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15662

FY2020-21 CITY OF DURHAM AND STATE APPRENTICE PROGRAM GRANT AUTHORIZATION TO EXECUTE GRANT AGREEMENT

WHEREAS, the City of Durham anticipates receiving grants by the North Carolina Department of Transportation for Durham's mass transit system; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking for the City of Durham;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. This ordinance is a grant project ordinance authorizing the transit projects for the Durham transit system beginning on June 1, 2020 until all projects are completed.

Section 2. The City Manager is authorized to execute the grant agreement and other documents that are required or appropriate in order for the City to receive the State Apprentice Program Grant for **two Apprentice positions** and to undertake the project.

Section 3. The following revenues are anticipated to be available to the City of Durham to complete the program:

State Apprentice Program Grant (2 positions)	$85,948

Section 4. The following amount is available to provide the City match for these grants:

State Apprentice Program Grant- **General Fund**	$9,550

Section 5. The following amount is appropriated for the project:

State Apprentice Grant Program Project Ordinance	$95,498

Section 6. Within five days after the adoption the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, Transportation Director, Assistant Director (Transit), and the Budget and Management Services Director. A copy of this ordinance shall be filed in the office of the City Clerk and shall be available for public inspection as provided by law

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15663

FY2020-21 CITY OF DURHAM AND STATE APPRENTICE PROGRAM GRANT AUTHORIZATION TO EXECUTE GRANT AGREEMENT

WHEREAS, the City of Durham anticipates receiving grants by the North Carolina Department of Transportation for Durham's mass transit system; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking for the City of Durham;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. This ordinance is a grant project ordinance authorizing the transit projects for the Durham transit system beginning on June 1, 2020 until all projects are completed.

Section 2. The City Manager is authorized to execute the grant agreement and other documents that are required or appropriate in order for the City to receive the State Apprentice Program Grant and to undertake the project.

Section 3. The following revenues are anticipated to be available to the City of Durham to complete the program:

State Apprentice Program Grant	$42,974

Section 4. The following amount is available to provide the City match for these grants:

State Apprentice Program Grant- **Transit Fund**	$4,775

Section 5. The following amount is appropriated for the project:

State Apprentice Grant Program Project Ordinance	$47,749

Section 6. Within five days after the adoption the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, Transportation Director, Assistant Director (Transit), and the Budget and Management Services Director. A copy of this ordinance shall be filed in the office of the City Clerk and shall be available for public inspection as provided by law

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15664

FY2020-21 CITY OF DURHAM AND STATE TECHNOLOGY GRANT AUTHORIZATION TO EXECUTE GRANT AGREEMENT

WHEREAS, the City of Durham anticipates receiving a grant from the North Carolina Department of Transportation for Durham's mass transit system; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking for the City of Durham;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. This ordinance is a grant project ordinance authorizing the transit projects for the Durham transit system beginning on July 1, 2020 until all projects are completed,

Section 2. The City Manager is authorized to execute the grant agreement and other documents that are required or appropriate in order for the City to receive the State Technology Grant and to undertake the project.

Section 3. The following revenues are anticipated to be available to the City of Durham to complete the project:

State Technology Grant	$ 346,500

Section 4. The following amount is available to provide the City match for this grant:

State Technology Grant City Match	$ 38,500

Section 5. The following amount is appropriated for the project:

State Technology Grant Project Ordinance	$ 385,000

Section 6. Within five days after the adoption the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, Transportation Director, Assistant Director (Transit), and the Budget and Management Services Director.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Ordinance 15665

FY2020-21 CITY OF DURHAM AND NORTH CAROLINA VW SETTLEMENT PROGRAM

WHEREAS, the City of Durham anticipates receiving a grant from the North Carolina Department of Transportation for Durham's mass transit system; and

WHEREAS, the City Council of the City of Durham deems this activity to be a worthy and desirable undertaking for the City of Durham;

NOW, THEREFORE, PURSUANT TO N.C.G.S. 159-13.2, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. This ordinance is a grant project ordinance authorizing the transit projects for the Durham transit system beginning on July 1, 2020 until all projects are completed,

Section 2. The City Manager is authorized to execute the grant agreement and other documents that are required or appropriate in order for the City to receive the State Technology Grant and to undertake the project.

Section 3. The following revenues are anticipated to be available to the City of Durham to complete the project:

VW Settlement Program	$ 428,066

Section 4. The following amount is available to provide the City match for this grant:

Federal Match	$ 579,147

Section 5. The following amount is appropriated for the project:

VW Settlement Program Grant Project Ordinance	$ 1,007,213

Section 6. Within five days after the adoption the City Clerk shall file a copy of this ordinance with the Finance Director, Accounting Services Manager, Transportation Director, Assistant Director (Transit), and the Budget and Management Services Director.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

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Annual Budget Development Process

The City of Durham's annual budget development process is the framework for communicating major financial operational objectives and for allocating resources to achieve those objectives. This process is a complex undertaking involving the entire government. The process begins in October and ends in June. By state law, the City must adopt an annual budget ordinance by June 30 of each year. Coordination of the process is essential to the development of the budget. To achieve coordination, a calendar of activities is summarized on this page.

Once the budget is approved, the focus of the budget becomes control. Ongoing monitoring of expenditures and revenues throughout the year is a responsibility shared by department directors and the Budget Department. The Accounting Services Division ensures that changes are correctly entered and payments are appropriate.

The Budget and Management Services Department reviews all requests from departments to make sure that sufficient appropriations have been budgeted. All funds are reviewed on a regular basis, and a budget report is submitted to City Council on a quarterly basis.

The City Manager has the authority to transfer budgeted amounts between departments within any fund. However, transfers between funds, or additions or deletions require a budget amendment. To amend the budget, a revised budget ordinance must be approved by the City Council.

January	February	March
• Budget kick-off. City Manager and Budget Director present financial and operational objectives. • Public input on budget sought through resident focus groups, interviews and tabling events.	• Department budgets submitted to Budget office. • City Council retreat to discuss financial projections. • City Council retreat to discuss vision and service issues.	• First formal public hearing conducted at a regular City Council meeting canceled due to COVD-19. • Budget office prepares revenue projections.
April	**May**	**June**
• Departments present budgets to the City Manager in virtual meetings due to COVID-19. • Balance expenditure requests with revenue estimates.	• Preliminary Budget and Capital Improvement Plan prepared and formally transmitted to City Council. • City Council conducts virtual work sessions on proposed budget.	• Public Hearing held in accordance with state law. Public Hearing was virtual due to COVID-19. • The City Council adopts the budget. State law requires it to be adopted by June 30.
July	**August**	**September**
• New fiscal year begins. Budget becomes control instrument for all expenditures. • Budget is available online for review by public.	• Ongoing monitoring of expenditures and revenues throughout the year is a responsibility shared by Department Directors, Budget and Finance.	• Annual audit of prior year expenditures is conducted and Comprehensive Annual Financial Report (CAFR) is published.
October	**November**	**December**
• Management Team discusses and develops overall budget goals for next fiscal year. • Public engagement planned for next year budget.	• Appropriation transfers and budget amendments are reviewed and processed throughout the year, as necessary.	• Budget manual is developed, and departments are trained in use of budget development software. • Departments have Budget Pre-Meetings with the City Manager. • Public input sought through resident survey.

2020-21 CITY OF DURHAM BUDGET ORDINANCE

WHEREAS, the budget estimate for fiscal year 2019-21 for the City of Durham, North, Carolina was submitted to the City Council on May 18, 2020 by the City Manager (Budget Officer) and filed in the Office of the City Clerk; and has continuously been made available for public inspection; and a copy of same has been made available to all news media in Durham County; and a statement has been published in the Durham Herald-Sun on May 20, 2020 and May 24, 2020, stating that the budget estimate will be presented to the City Council, a copy of same is on file in the Office of the City Clerk, and the City would hold a public hearing during a remote meeting on June 1, 2020 at which time any persons who wish to comment on the budget are invited and allowed to do so as set forth in N.C. Gen. Stat. 166A-19.24(e); and the budget estimate for fiscal year 2020-21 for the City of Durham, North Carolina, was submitted to the City Council and filed in the Office of the City Clerk at least ten (10) days prior to the adoption of this ordinance; and

WHEREAS, on June 1, 2020, the City Council of the City of Durham, North Carolina held a public hearing during a remote meeting, at which time any persons who wished to comment on the budget were invited and allowed to do so as set forth in N.C. Gen. Stat. 166A-19.24(e); now therefore, pursuant to North Carolina General Statute 159-13,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM:

Section 1. That for the purpose of financing the City of Durham, North Carolina for the fiscal year 2020-21 beginning July 1, 2020 and ending June 30, 2021, the amounts included in Attachment 1 are appropriated from the taxes and other revenues collectible for the use of the various departments and subdivisions of the City, and for the payment of its bonded indebtedness. This budget authorizes all full-time positions; a summary is included in Section IV of the Fiscal Year 2020-2021 Adopted Budget book.

Section 2. Appropriations made for purposes other than those authorized by North Carolina General Statute 160A-209 are hereby made and authorized from revenues derived by sources other than the levy of property taxes.

Section 3. It is estimated that the revenues sources included in Attachment 2 will be available during the fiscal year 2020-21 beginning July 1, 2020 and ending June 30, 2021 to meet the appropriations included in Attachment 1.

Section 4. The following tax rates are hereby levied on each one hundred dollars ($100) valuation of taxable real and personal property within the corporate limits of the City of Durham, North Carolina as listed on the first day of January, 2020, for the purpose of raising revenue to defray expenses for the proper governance of the City for fiscal year 2020-21 (as shown in the Revenue Section of this Ordinance as General Property Taxes):

2020-21 CITY OF DURHAM BUDGET ORDINANCE, CONTINUED

General Fund Operations	$0.3083
Debt	$0.1100
Solid Waste	$0.0559
Transit Operations	$0.0375
Dedicated Housing Funding	$0.0200
Total Rate per $100 Valuation of Taxable Property	**$0.5317**

Section 5. The following tax rate is hereby levied on each one hundred dollars ($100) valuation of taxable real and personal property within the established boundaries of the Municipal Service District (commonly referred to as the Business Improvement District) of the City of Durham, North Carolina as listed on the first day of January, 2020, for the purpose of raising revenue to fund downtown service enhancements for fiscal year 2020-21. This is shown in the Revenue Section of this Ordinance under the Business Improvement District Fund as General Property Taxes:

Business Improvement District Rate per $100 Valuation of Taxable Property	**$0.0700**

Section 6. That the taxes hereby levied shall be due and collectible on September 1, 2020.

Section 7. That any operating funds encumbered on the financial records as of June 30, 2020 are hereby re-appropriated to the FY 2020-21 budget.

Section 8. A copy of this ordinance shall be furnished to the Finance Director (as Finance Officer) to be kept on file in his office for his direction in the disbursement of City funds, and to the Director of Budget and Management Services.

Section 9. This ordinance shall be in full force and effect from and after its passage.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

2020-21 City of Durham Budget Ordinance
Appropriations

General Fund	$	214,595,549
Emergency Telephone System Fund		814,087
Business Improvement District Fund		1,469,475
Inspection Fund		7,057,412
Dedicated Housing Fund		7,355,686
Debt Service Fund		64,072,591
Impact Fee Fund		4,282,569
Water and Sewer Fund		108,872,262
Transit Fund		28,209,053
Solid Waste Disposal Fund		30,966,878
Storm Water Fund		17,326,378
Ballpark Fund		2,462,852
Parking Facilities Fund		10,766,612
Durham Performing Arts Center Fund		4,344,461
Total	**$**	**502,595,865**

Attachment 1

2020-21 City of Durham Budget Ordinance
Revenues

General Fund		
General Property Taxes	$	110,987,559
Other Local Taxes		66,701,608
Licenses and Permits		326,300
Intergovernmental Revenue		17,354,768
Charges for Current Services		9,230,717
Investment and Rental Income		117,001
Other Revenue		1,175,000
Appropriation from Fund Balance		8,702,596
Subtotal	**$**	**214,595,549**
Emergency Telephone System Fund		
Other Local Taxes	$	814,087
Subtotal	**$**	**814,087**
Business Improvement District Fund		
General Property Taxes	$	1,219,475
Transfer from Other Funds		250,000
Subtotal	**$**	**1,469,475**
Inspection Fund		
Licenses and Permits	$	6,692,665
Investment and Rental Income		171,842
Charges for Services		192,905
Subtotal	**$**	**7,057,412**
Dedicated Housing Fund		
General Property Taxes	$	7,114,686
Other Revenue		226,000
Appropriation from Fund Balance		15,000
Subtotal	**$**	**7,355,686**
Debt Service Fund		
General Property Taxes	$	39,130,772
Interest		1,266,891
Other Revenue		379,833
Appropriation from Fund Balance		23,295,095
Subtotal	**$**	**64,072,591**
Impact Fee Fund		
Operating Revenue	$	4,282,569
Subtotal	**$**	**4,282,569**

Attachment 2

2020-21 City of Durham Budget Ordinance
Revenues

Water and Sewer Fund		
Licenses and Permits	$	215,560
Intergovernmental Revenue	$	21,198
Operating Revenue		107,130,103
Other Revenue		1,194,619
Investment Income		310,782
Subtotal	**$**	**108,872,262**
Transit Fund		
General Property Taxes	$	13,429,476
Licenses and Permits		2,861,100
Intergovernmental Revenue		9,088,967
Operating Revenue		2,754,777
Other Revenue		74,733
Subtotal	**$**	**28,209,053**
Solid Waste Disposal Fund		
General Property Taxes	$	19,885,547
Intergovernmental Revenue		180,313
Operating Revenue		9,152,614
Investment and Rental Income		263,609
Transfer from Other Funds		554,117
Appropriation From Fund Balance		930,678
Subtotal	**$**	**30,966,878**
Storm Water Fund		
Operating Revenue	$	17,088,331
Investment and Rental Income		129,000
Transfer from Other Funds		109,047
Subtotal	**$**	**17,326,378**
Ballpark Fund		
Operating Revenue	$	370,582
Investment and Rental Income		32,000
Transfer From Other Funds		1,150,360
Appropriation From Fund Balance		909,910
Subtotal	**$**	**2,462,852**
Parking Facilities Fund		
Operating Revenue	$	6,031,158
Investment and Rental Income		153,429
Transfers from Other Funds		420,125
Appropriation From Fund Balance		4,161,900
Subtotal	**$**	**10,766,612**

Attachment 2

2020-21 City of Durham Budget Ordinance
Revenues

Durham Performing Arts Center Fund		
Other Local Taxes	$	1,400,000
Operating Revenue		2,558,937
Investment and Rental Income		85,524
Other Revenues		300,000
Subtotal	**$**	**4,344,461**
Total All Revenues	**$**	**502,595,865**

Attachment 2

Resolution 10176

RESOLUTION ESTABLISHING FY 2020-21 FINANCIAL PLANS FOR INTERNAL SERVICE FUNDS

WHEREAS, FY 2020-21 financial plans for the City's Internal Service Funds are submitted to the City Council as required under North Carolina General Statutes 159-13.1, and

WHEREAS, While these internal service funds are not required to be included in the budget ordinance, the City Council must adopt balanced financial plans for each fund, now therefore;

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF DURHAM that:

Section 1. The following FY2020-21 financial plan is adopted for the **Risk Reduction Fund**:

Estimated Revenues:

Charges for Current Services	$7,584,700
Investment Income	126,128
TOTAL	$7,710,828

Estimated Expenses:

Personnel	$ 627,445
Operating	6,159,086
Transfer to Other Funds	165,000
Transfer to Fund Balance	759,297
TOTAL	$7,710,828

Section 2. The following FY2020-21 financial plan is adopted for the **Employee Insurance Fund**:

Estimated Revenues:

Charges for Current Services	$ 44,635,480
Investment Income	265,650
TOTAL	$ 44,901,130

Estimated Expenses:

Personnel	$ 703,459
Operating	43,660,186
Transfer to Fund Balance	537,485
TOTAL	$ 44,901,130

Section 3. The approved financial plans will be entered into the minutes of the governing board upon approval.

Section 4. This resolution is effective July 1, 2020.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

ORDINANCE REVISING CITY-COUNTY PLANNING FEES

WHEREAS, the City-County Planning Department reviews plans, and issues approvals pursuant to State law and Durham City Code and the City-County *Unified Development Ordinance*; and

WHEREAS, it is necessary to assess the following fees so that the City can recover its costs in administering its programs.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM THAT:

SECTION 1. Existing Chapter 6, Part 6-101, Section 1, of the City of Durham's Fee Schedule be replaced in its entirety with the following:

Chapter 6 - Primary implementing department: City-County Planning

Part 6-101 (General fees)

Section 1

A. Zoning Map Change (Rezoning)

Base fees shall be calculated on the entire project and shall not be calculated on a pro rata share. Cases with multiple zones are charged the highest base fee applicable according to the zone or use categories proposed, plus the per-acre fee for the acreage in each of the categories proposed.

1. **All Residential, Not Listed Below, 5 Acres or Less:** $1,000.00 per case, plus technology surcharge, plus surcharges for advertising, letter notice, and signs. Add $500.00, plus technology surcharge, if the application includes a text-commitment-only development plan. Add $1,000.00, plus technology surcharge, if the request is not consistent with the Future Land Use Map.
2. **Modifications to Text Commitments on Existing Development Plans** (this can only be used for changing text; changing or adding graphics is charged at the applicable Development Plan rate listed below)**:** $1,500.00 per case, plus technology surcharge, plus surcharges for advertising, letter notice, and signs.
3. **All Residential, Not Listed Below, more than 5 Acres**: $3,000.00, plus $65.00 per acre, rounded up, plus technology surcharge, plus surcharges for advertising, letter notice, and signs. Add $500.00, plus technology surcharge, if the application includes a text-commitment-only development plan. Add $1,000.00, plus technology surcharge, if the request is not consistent with the Future Land Use Map.
4. **Planned Districts, Design Districts, Mixed Use, University and College, Office, Residential Multifamily, Commercial, Industrial, or Science Research Park with Development Plan:** $4,500.00, plus $65.00 per acre, rounded up, plus technology surcharge, plus surcharges for advertising, letter notice, and signs. Add $1,000, plus technology surcharge, if the request is not consistent with the Future Land Use Map.
5. **Design Districts, University and College, Residential Multifamily, Commercial, Industrial, Office, or Science Research Park without Development Plan:** $3,500.00, plus $65.00 per acre, rounded up, plus technology surcharge, plus surcharges for advertising, letter notice, and signs. Add $500.00 plus technology surcharge if the application includes a text-commitment-only development plan. Add $1,000.00, plus technology surcharge, if the request is not consistent with the Future Land Use Map.

6. **Development Plan as Site Plan or Preliminary Plat:** Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus $100.00 Public Works Zoning Review, plus technology surcharge, plus surcharges for advertising, letter notice, and signs. Add $1,000.00, plus technology surcharge, if the request is not consistent with the Future Land Use Map.
7. **Public Works Zoning Review:** $100.00, in addition to the applicable zoning map change base fee, plus technology surcharge.

B. Consolidated Annexation

1. **All Consolidated Annexation, Except as in Section 1, Paragraph B.2, Below:** $800.00 per case, plus $47.00 recordation fee, plus technology surcharge, plus surcharges for advertising, letter notice, and signs.
2. **Consolidated Annexation of One Single-Family or Two-Family Residential Lot:** $400.00 base fee, plus $47.00 recordation fee, plus technology surcharge, plus surcharges for advertising, letter notice, and signs.

C. Comprehensive Plan Amendment

1. **Future Land Use Map Plan Amendment:** $2,100.00 per case, plus technology surcharge, plus surcharges for advertising, letter notice, and signs, as applicable.
2. **Comprehensive Plan Text Amendment:** $3,000.00 per case, plus technology surcharge, plus surcharges for advertising, letter notice, and signs, as applicable.

D. Board of Adjustment Applications

1. **Appeal of an Administrative Decision:** $300.00, plus technology surcharge, plus surcharges for advertising, letter notice, and signs, as applicable.
2. **Single-Family and Two-Family Projects (variances, minor special use permits, etc.), and Reasonable Accommodations Requests:** $475.00, plus technology surcharge, plus surcharges for advertising, letter notice, and signs.
3. **Wireless Communication Facilities Use Permit**: $3,165.00, plus technology surcharge, plus surcharges for advertising, letter notice and signs, plus $5,000.00 for independent professional consultant review.
4. **All Other BOA Applications, Not Listed Elsewhere in This Section:** $1,300.00, plus technology surcharge, plus surcharges for advertising, letter notice, and signs.

E. Major Special Use Permit Applications

1. **Transportation Special Use Permit:** $2,025.00, plus technology surcharge, plus surcharges for advertising, letter notice, and signs.
2. **Wireless Communication Facilities Use Permit:** $3,165.00, plus technology surcharge, plus surcharges for advertising, letter notice, and signs, plus $5,000.00 for independent professional consultant review.
3. **All Other Major Special Use Permit Applications:** $2,025.00, plus technology surcharge, plus surcharges for advertising, letter notice, and signs.

F. Site Plans

1. **Administrative Site Plan – Level 1**, defined as a site plan requiring only Planning Department and Inspections Department review: $210.00, plus technology surcharge.
2. **Administrative Site Plan – Level 2,** defined as a site plan with a maximum of 500 square feet of new impervious surfaces added, no changes in stormwater management, no more than 1,000 square feet of new, habitable building area, and less than 12,000 square feet of land disturbance: $650.00, plus technology surcharge.
3. **Administrative Site Plan – Level 3,** defined as a site plan with a maximum of 500 square feet of new impervious surfaces added, no changes in stormwater management, greater than 1,000 square feet of new, habitable building area, and less than 12,000 square feet of land disturbance: $1,800.00, plus technology surcharge.
4. **Administrative Site Plan – Level 4,** defined as a site plan that does not meet the definitions of a Level 1, Level 2, Level 3, or Major Site Plan: $4,300.00 base fee, plus $45.00 per 1,000 square feet of gross building area (rounded up) or $45.00 per new lot, whichever is the higher fee, plus technology surcharge.
5. **Major Site Plan:** $5,000.00 base fee, plus $45.00 per 1,000 square feet of gross building area (rounded up) or $45.00 per new lot, whichever is the higher fee, plus technology surcharge, plus letter notification surcharges.
6. Site Plans which do not require an initial re-review will be reimbursed 33% of the original review fee, not including the technology surcharge.
7. **Development Plan as Site Plan or Preliminary Plat:** Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus $100.00 Public Works Zoning Review, plus technology surcharge, plus surcharges for advertising, letter notice, and signs.

G. Floodplain Reviews:

1. **Floodplain As-Built Review:** Review of floodplain development permit as-built documentation when construction is complete, and prior to a Certificate of Completion or final approval: $100.00 base fee, plus technology surcharge.
2. **Floodplain Building Permit Review:** Review of a building permit application on a parcel with floodplain, to confirm whether a floodplain development permit is required or not: $90.00, plus technology surcharge.
3. **Floodplain Development Permit (Large):** A Floodplain Development Permit, initiated through the Planning Department, that requires review of proposed development in the floodplain, and that requires review of a flood study, no-rise certification, CLOMR, or LOMR, etc.: $500.00, plus technology surcharge.
4. **Floodplain Development Permit (Medium):** A Floodplain Development Permit, initiated through the Planning Department, that requires review of proposed development that obstructs or modifies the floodplain without increasing the dimensions of the floodway and non-encroachment areas, and that requires review and approval of flood hazard calculations or an engineer's certification: $240.00, plus technology surcharge.
5. **Floodplain Development Permit (Small):** A Floodplain Development Permit, initiated through the Planning Department, that requires review of proposed development in the floodplain, and that does not modify or obstruct floodway or non-encroachment areas: $150.00, plus technology surcharge.

H. Subdivision Plats

1. **Exempt Plat or Right-of-Way Withdrawal Plat:** $125.00, plus technology surcharge.
2. **Major Final Plat:** $850.00, plus $45.00 per new lot, plus technology surcharge; plans which do not require an initial re-review will be reimbursed 33% of the original review fee, not including the technology surcharge.
3. **Minor Plat,** defined as the subdivision of land into six lots or less that does not require right-of-way dedication, does not require new utilities or the extension of utilities, does not require stormwater management, and does not require a preliminary plat: $250.00 plus technology surcharge.
4. **Preliminary Plat:** $4,300 base fee, plus $45.00 per new lot, plus technology surcharge, plus surcharge for letter notice on projects requiring governing board approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee, not including the technology surcharge.
5. **Preliminary Plat Amendments:** $1,000.00 plus technology surcharge.
6. **Development Plan as Site Plan or Preliminary Plat**: Half of zoning base fee, plus half of the site plan or preliminary plat base fee, plus $100.00 Public Works Zoning Review, plus technology surcharge, plus surcharges for advertising, letter notice, and signs.

I. Landscape Extensions

1. **Major Nonresidential or Multifamily on One Lot**, defined as greater than 25,000 square feet in gross floor area: $300.00 plus technology surcharge.
2. **Minor Nonresidential or Multifamily on One Lot**, defined as less than or equal to 25,000 square feet in gross floor area: $150.00 plus technology surcharge.
3. **Residential:** $75.00 per lot plus technology surcharge.

J. Site Compliance

1. **Site Compliance Inspection Fees:**
   a. **First Site Compliance Inspection for All Building Permits, Except Attached Units on Individual Lots:** $100.00 per building permit, plus technology surcharge for first inspection.
   b. **First Site Compliance Inspection of Attached Units on Individual Lots (Applies to Duplexes, Triplexes, and Townhouses):** $25.00 per building permit, plus technology surcharge for first inspection.
2. **Site Compliance Re-Inspection Fees:**
   a. **Site Compliance Re-Inspection for All Building Permits, Except Attached Units on Individual Lots:**
      i. First Re-Inspection: $100.00 per building permit, plus technology surcharge.
      ii. For each subsequent re-inspection, the total fee per building permit under this subsection, including the technology surcharge, will increase by $104.00. (For example, the total fee per building permit for the first re-inspection will be $104.00; the total fee per building permit for the second re-inspection will be $208.00; and the total fee per building permit for the third re-inspection will be $312.00.)
   b. **Site Compliance Re-Inspection of Attached Units on Individual Lots:**
      i. First Re-Inspection: $25.00 per building permit, plus technology surcharge.

ii. For each subsequent re-inspection, the total fee per building permit under this subsection, including the technology surcharge, will increase by $26.00. (For example, the total fee per building permit for the first re-inspection will be $26.00; the total fee per building permit for the second re-inspection will be $52.00; and the total fee per building permit for the third re-inspection will be $78.00.)

K. Historic Preservation Fees

1. **Historic District Designation:** $20,000.00 per application, plus technology surcharge, plus surcharges for letter notice and sign posting.
2. **Historic Landmark Designation:** $800.00, plus technology surcharge, plus surcharges for advertising and letter notice, plus $26.00 recordation fee.
3. **Historic Signs:** $150.00, plus technology surcharge, plus surcharges for advertising and letter notice. Applications associated with projects begun or completed without required approval pay double the application base fee plus technology surcharge.
4. **Major Works Certificate of Appropriateness, Historic Preservation Commission Review:** $150.00 base fee per application, plus $100.00 additional charge if demolition or new construction is proposed ($200.00 if both are proposed for the same project), plus technology surcharge, plus surcharges for letter notice and sign posting. Applications associated with projects begun or completed without required approval pay double the application base fee plus technology surcharge.
5. **Master Certificate of Appropriateness, Historic Preservation Commission Review:** $300.00 base fee per application, plus technology surcharge, plus surcharges for letter notice and sign posting. Applications associated with projects begun or completed without required approval pay double the application base fee plus technology surcharge.
6. **Minor Works Certificate of Appropriateness, Staff Review:** $75.00 base fee per application, plus technology surcharge. Applications associated with projects begun or completed without required approval pay double the application base fee plus technology surcharge.

L. Signage

1. **Banner Plan Review Only:** $75.00, plus technology surcharge.
2. **Common Signage Plan Review:** $175.00, plus technology surcharge.
3. **Permanent Signs Requiring Permits, as Defined by the Durham UDO:** $75.00 application fee, plus technology surcharge. Applications associated with projects begun or completed without required approval pay double the application base fee plus technology surcharge.
4. **Temporary Signs Requiring Permits, as Defined by the Durham UDO:** $50.00 application fee, plus technology surcharge. Applications associated with projects begun or completed without required approval pay double the application base fee plus technology surcharge.
5. **Sign Compliance Inspection Fee:** $50.00 for each inspection and re-inspection, plus technology surcharge.

M. Street or Alley Closing: $800.00, plus technology surcharge, plus surcharges for advertising, letter notice, and signs, plus $47.00 recordation fee.

N. **Street or Alley Renaming:** $600.00, plus technology surcharge, plus surcharges for advertising, letter notice, and signs, plus reimbursement for all street sign replacement costs, plus $47.00 recordation fee.

O. **Unified Development Ordinance Text Amendment:** $3,000.00, plus technology surcharge, plus surcharge for advertising.

P. **Development Services Center Products**
   1. **Copies - Large Format:** $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).
   2. **Custom Letters, Maps, and Reports:** $100.00, plus technology surcharge.
   3. **Departmental Publications:** Copies of publications on hand: $5.00. Reproductions or new publications will be priced according to costs.
   4. **Due Diligence Property Information:** $20.00, plus technology surcharge.
   5. **Formal Letter of Interpretation:** $40.00, plus technology surcharge.
   6. **Home Occupation Permit:** $25.00, plus technology surcharge.
   7. **Multi-Departmental Pre-Submittal Meetings:** $265.00 per hour, with a one-hour minimum charge.
   8. **Off-Site File Retrieval Fee:** $20.00 per hard-copy file, when plan is available on-site in digital format at the time of the request. When plan is not available in digital format, there is no charge.
   9. **Outdoor Seating Permit**: Application for initial annual permit, changes to initial permit, or to re-apply if permit is not renewed each year - $250.00, plus technology surcharge; Renewal of annual permit prior to expiration - $100.00, plus technology surcharge.
   10. **Planning Review of Building Permit:** $30.00, plus technology surcharge.
   11. **Property Report for One Single-Family or Two-Family Residential Lot:** $40.00, plus technology surcharge.
   12. **Property Report for Nonresidential or Multifamily Property:** $80.00, plus technology surcharge.
   13. **Street Vendor Registration and Annual Renewals:** $10.00 per cart or truck, plus technology surcharge.
   14. **Temporary Use Permit:** $100.00, plus technology surcharge.

Q. **Vested Rights Determination:** $5,000.00 application fee, plus technology surcharge, plus surcharge for advertising and signs.

R. **Watershed Determination:** $2,500.00 application fee, plus technology surcharge.

S. **Temporary Right-of-Way Closure:** $125.00 base fee, plus applicable additional fees as follows, plus the technology surcharge applied to the total fee.
   1. **Roadway Closure:** Major Thoroughfare - $70.00 per day per lane; All Other City Streets - $20.00 per day per lane.
   2. **Sidewalks, Parking Spaces, and Loading Zones or Loading Spaces in Design Districts:** Sidewalks - $10.00 per day; Unmetered, on-street parking space, or loading zone, or loading space - $5.00 per day per space; Metered, on-street parking spaces - equivalent to the cost of the metered parking, per space, per day.

3. **Sidewalks, Parking Spaces, and Loading Zones or Loading Spaces in All Other Districts:** Sidewalks - $2.00 per day; Unmetered, on-street parking space, or loading zone, or loading space - $2.00 per day per space; Metered, on-street parking spaces - equivalent to the cost of the metered parking, per space, per day.

T. **Surcharges**

1. **Newspaper Advertising for:**
   a. Board of Adjustment, Major Special Use Permit (All), Street or Alley Renaming, Vested Rights Determination, and Landmark Sign Designation: $230.00.
   b. Consolidated Annexation, Except One Single-Family or Two-Family Residential Lot, Zoning Map Change, Comprehensive Plan Map Amendment, Historic District Designation, Historic Landmark Designation, or Street or Alley Closing: $460.00; if case has to be heard by both governing bodies, $920.00.
   c. Consolidated Annexation for One Single-Family or Two-Family Residential Lot: $188.00.
   d. Unified Development Ordinance Text Amendment or Comprehensive Plan Text Amendment: $690.00.
2. **Letter Notice for:**
   a. Consolidated Annexation (All), Zoning Map Change, Historic District Designation, Historic Landmark Designation, or Comprehensive Plan Map Amendment: $95.00.
   b. Vested Rights Determination, Major Works Certificate of Appropriateness, Board of Adjustment, Major Site Plan or Major Preliminary Plat, Landmark Sign Designation, Major Special Use Permit (All), Street or Alley Renaming, or Street or Alley Closing: $53.00.
3. **Signs for:** Consolidated Annexation(All), Zoning Map Change, Comprehensive Plan Map Amendment proposing a change in the Tier boundary, Board of Adjustment, Major Special Use Permit (All), Vested Rights Determination, Street or Alley Renaming, Major Works Certificate of Appropriateness, or Street or Alley Closing: $100.00. If multiple signs are necessary to adequately notify neighbors, multiple signs will be charged for at the time of case intake.
4. **Technology Surcharge on All Fees Listed with the Notation, "Plus Technology Surcharge"**: Addition of 4% of the listed fee. Technology surcharges are not refundable.

U. **Architectural Review:** $210.00, plus technology surcharge.

V. **Re-Review Fees, Applicable to All Development Applications:** Half of filing fee, plus technology surcharge, applicable at time of 2nd re-review (3rd staff review of project) and charged for each subsequent review.

SECTION 2. This Ordinance shall be effective upon passage by the Durham City Council.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

ORDINANCE REVISING PUBLIC WORKS FEES

WHEREAS, the Public Works Department issues construction drawing permits, review plans, and accepts construction securities pursuant to State law and Durham City Code 62-52, 62-53,62-82,70-96; and

WHEREAS, the Public Works Department already provides the services related to the new and revised fees; and

WHEREAS, it is necessary for some of the following fees to be updated or added so that the City can recover its costs in administering its construction drawing permitting and review programs.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM THAT:

SECTION 1. Chapter 13B of the City of Durham's Fee Schedule is changed to read as follows, with the additions shown in underlining and deletions shown through strike-outs, which underlining and strike-outs shall not appear upon reprinting or codification:

Chapter 13B - Primary implementing department: Public Works Department

Pursuant to city code section 62-52, 62-53,62-82,70-96, the following schedule of fees applies to permits required by city code.

Part 13B-106 (Will Serve Permit, Due Diligence Property Information, Building Permit Review, Construction drawing review, As-Built Review, CCTV Review, Construction Security Management). Note: All items in this section shall be charged the fees listed below plus a 4% technology surcharge fee.

Will Serve Permit Fee	$500.00
Due Diligence Property Information	$20.00
Public Works Residential Building Permit Review	~~$25.00~~ $100.00
Public Works Commercial Building Permit Review	~~$100.00~~ $200.00
Commercial construction drawing review – No Water/Sewer Permits	~~$1,100.00~~ $1,500.00(1)
Commercial construction drawing – Water or Sewer Permits (~~includes~~ apartment buildings)	~~$2,000.00~~ $2,500.00 (1) + 500.00 per Additional Apartment Building
Construction drawing revision	$1,000.00
Pump Station Review Fee	$10,000.00
Construction drawing field change	~~$100.00~~ $200.00
Subdivision (Single Family or Townhome) construction drawing review	~~$2,200.00~~ $2,500.00 Plus ~~$15.00~~ $25.00 per lot (1)
As-Built Review Fee	$100.00 (1)
CCTV Review Fee (Storm and Sanitary Sewer only)	$1.00 Per Foot
Construction Security Management Fee	0.2% of amount of construction security per bond issued ($100.00 minimum)

(1) Base fee applies per phase of project plans (ie if a 3 phase project is submitted the fee is 3 x the base fee plus lot fees if lot fees apply). Phasing any type of project after CD approval will result in a base fee charge per phase only.

Part 13B-107 (Development-related permits, agreements, and fire flow tests)

	Effective for all connections performed on or after 10-12017
Water extension permit	$450.00
Sewer extension permit	$450.00
Extension Agreements	~~$200.00~~ $500.00
Extension Agreements (for each Single Family residence)	$100.00
License Agreements	$200.00
Fire flow test	$945.00

Source: ordinance 15129, Onbase PR 11923, adopted 6-19-2017.

Part 13B-111 (Single-permit, one-time inspections not otherwise provided for). Note: All items in this section shall be charged the fees listed below plus a 4% technology surcharge fee.

For driveways, street cuts, sidewalks, cow horn irrigation or any other single permit one-time inspection that does not have an established fee, the fee is ~~$107.50~~ $150.00 per inspection.

Re-inspection fees for the above permits in 13B-111 shall be $150.00

SECTION 2. This Ordinance shall be effective upon passage by the Durham City Council.

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

ORDINANCE TO CHANGE GODURHAM FIXED ROUTE AND PARATRANSIT FARES

THE CITY COUNCIL OF THE CITY OF DURHAM ORDAINS: Ordinance 15636

Sec 1. Part 17-101 (Fixed route and paratransit) of the Fee Schedule is changed to read as follows:

Part 17-101 (Fixed route and paratransit)

The fixed route and paratransit fare schedule for the GoDurham is:

fare description	fare amount
Regular cash fare	$1.00
Discount cash fare	0.50
Regular 1 day unlimited ride pass	2.00
Discount 1 day unlimited ride pass	1.00
Regular 7 day unlimited ride pass	12.00
Discount 7 day unlimited ride pass	6.00
Regular 30 day unlimited ride pass	36.00
Discount 30 day unlimited ride pass	18.00
Persons 12 years old or younger	FREE
Persons 13-18 years old	FREE
Persons 19-21 years old enrolled in a GED program	FREE
Age 65 and older	FREE
ACCESS cash	2.00
ACCESS 10 ticket book	17.00
State Fair Express fare	5.00
Discount State Fair Express fare	2.50

The fares identified in this table as "discount" are available to persons who have a qualified disability or who have a Medicare card. Either a GoDurham photo identification card or a Medicare card must be presented to be eligible for the discount fare.

Persons 12 years or younger ride free. If a person 12 years old or younger but taller than 60", then they must present a GoDurham photo identification card.

Persons 13-18 years old must obtain a Youth GoPass from a GoTriangle authorized Youth GoPass location to be eligible for the "Persons 13-18 years old" free ride. Authorized Youth GoPass locations in Durham include Durham Station, Durham Recreation Centers, and Durham County Public Libraries. Persons having a Youth GoPass issued by regional partners including GoTriangle, GoRaleigh, and GoCary are also eligible for the "Persons 13-18 years old" free ride.

Persons 19-21 who are enrolled in a GED program must obtain a GoDurham Student ID Pass from the Durham Station to be eligible for the "Persons 19-21 years old enrolled in a GED program" free ride.

Persons 65 years of age or older must present either a GoDurham photo identification care or a government issued photo identification card to be eligible for the "Age 65 or older" free fare.

Persons paying fares through mobile-ticketing technology will have fares capped at the following levels. Once the cap amount has been reached, the person will not pay until the period (as described below) has ended.

Fare Cap Type	**Cap Amount (Regular Fare)**	**Cap Amount (Discount Fare)**	**Period**
Day	$2.00	$1.00	Once capped, a person's trips are not charged until 1:00 am of the next day. The defined period is the current day.
Week	$12.00	$6.00	Once capped, a person's trips are not charged until 1:00 am on

			Sunday. The defined period is Sunday-Saturday.
Month	$36.00	$18.00	Once capped, a person's trips are not charged until 1:00 am on the first day of the next month. The defined period is the calendar month.

Tickets, including mobile tickets, passes, ID Cards, and fares must be presented at the time or boarding.

The 2-Trip pass is available only to non-profit agencies.

Sec 2. This ordinance becomes effective when the following conditions are met:

(a) The governing board of the Research Triangle Regional Public Transportation Authority ("GoTriangle") approves the fare capping program costs; and,

(b) the effective date is August 9, 2020 or upon the date that the mobile ticketing technology is launched (whichever occurs first).

APPROVED BY
CITY COUNCIL
JUN 15 2020
CITY CLERK

Pertinent Facts About
Durham, North Carolina

History

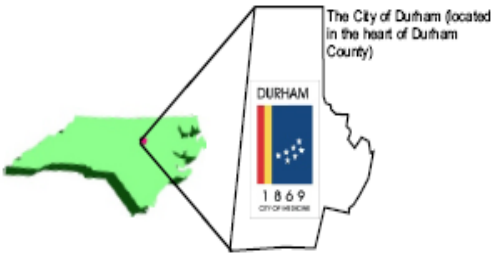
Durham is located in North Carolina's eastern Piedmont to the northeast of the state's geographical center. Located at 36 degrees north latitude and 78 degrees 55 minutes west longitude, Durham is the fourth largest city in the state, the county seat, and the only municipality in Durham County. The City takes pride in its educational, cultural, athletic, and medical assets.

Durham's original name of Durhamville was given when the first postmaster was appointed for the area in 1851. The town's name originated from the family name of Dr. Bartlett Snipes Durham, who at that time, owned several acres of land in what is now downtown Durham. The town's first step to becoming a major city came in 1854, when the North Carolina Railroad Company decided to locate a station in the town. The station was built on four acres of land owned by Dr. Durham near today's Corcoran Street. The North Carolina General Assembly incorporated Durham in 1866 and again in 1869 after Congress reinstated the state governments of the old Confederacy.

A significant piece of United States history took place in Durham. Due to a disagreement between plantation owners and farmers, North Carolina was one of the last states to secede from the Union. Durham residents fought in several North Carolina regiments. Seventeen days after General Lee surrendered his army at Appomattox, General Sherman and Confederate General Johnston negotiated the largest surrender of confederate troops, ending the Civil War at Bennett Place in Durham.

Area and Population

Durham covers an area of 114 square miles. The estimated population of 282,737 includes a rich diversity of racial and ethnic backgrounds.



City Government

The City of Durham has operated under the Council–Manager form of government since 1921. Durham City Council is comprised of seven members: three members from specific wards, three at-large members and the Mayor. The terms for City Council seats are staggered and nonpartisan elections are held every two years. At-large members are elected during one cycle and ward members are elected two years later. Both at-large and ward members serve four-year terms. The Mayor is elected for a two-year term. City Council is the legislative and policy-making body for Durham and is the final authority on most matters relating to the City. The Council is responsible for establishing general policies for the City; appointing the City Manager, City Attorney, City Clerk and members of various boards and commissions; enacting ordinances, resolutions and orders; adopting the annual budget; and authorizing contracts on the City's behalf.

The City Council convenes its regular business meeting every first and third Monday at 7 pm. in the Council Chambers of City Hall (101 City Hall Plaza). The meetings are open to the public and can also be viewed on cable channel 8. Work sessions are held two Thursdays, preceding regular Council meetings to receive information briefings and presentations. The work session is held at 1 pm. in the Council's Committee Room. Citizens Matters are held at the beginning of the work session.

The Mayor serves as presiding officer of the City Council and votes on all matters that come before the body. The Mayor also appoints standing and special committees of the Council, unless the Council votes to elect such committees. As the official head of city government, the Mayor represents the City on ceremonial occasions. The City Manager is the administrative head of city government and is responsible for the efficient management of the City operations. The Council appoints the Manager who ensures the ordinances and policies set by Council are carried out. The Manager is also responsible for preparing the annual budget and for supervising city departments and personnel (except the City Attorney's and City Clerk's offices). As an employee of the City Council, the Manager normally attends all Council meetings.

City Government services are headquartered at City Hall in downtown Durham. Service facilities including police and fire stations, recreational facilities, water and wastewater facilities and public works operations can be found throughout the community.

Building Activity

BUILDING PERMIT ACTIVITY FOR THE CITY 2006-2019 AND 2020-TO-DATE (Through April)					
CALENDAR YEAR	NEW RESIDENTIAL	NEW NON-RESIDENTIAL	RESIDENTIAL REPAIRS, ETC.	NON-RESIDENTIAL REPAIRS, ETC.	TOTAL
2006	$384,501,587	$150,486,203	$19,305,591	$265,475,644	$819,769,025
2007	$297,498,143	$133,729,117	$26,400,002	$180,850,890	$638,478,152
2008	$207,446,064	$292,284,719	$22,983,287	$224,883,098	$747,597,168
2009	$184,179,789	$119,840,349	$33,409,418	$153,131,652	$490,561,208
2010	$197,828,412	$232,172,103	$30,810,642	$241,690,281	$702,501,438
2011	$197,159,573	$61,666,023	$52,957,198	$442,838,051	$754,620,845
2012	$333,750,978	$97,014,353	$44,726,201	$235,228,391	$710,719,923
2013	$387,927,453	$62,701,564	$52,478,544	$356,041,917	$859,149,478
2014	$270,098,552	$88,108,410	$98,711,501	$236,211,977	$693,130,440
2015	$325,243,665	$206,052,211	$96,684,606	$406,768,944	$1,034,749,426
2016	$445,925,366	$344,192,452	$135,345,860	$346,067,547	$1,271,531,225
2017	$555,791,692	$334,062,364	$115,268,587	$503,718,549	$1,508,841,192
2018	$561,006,118	$276,839,383	$115,956,637	$600,042,731	$1,553,844,869
2019	$636,347,425	$223,989,907	$68,434,472	$570,022,890	$1,498,794,694
2020 through April	$196,009,498	$126,829,072	$24,792,706	$218,852,291	$566,483,567

**Note: In March 2020, the City and County of Durham suffered a malware attack, causing departments to temporarily lose access to some reporting mechanisms. As a result, the numbers included for calendar year 2020 through April include both City and County permit activity. Prior years only include City permit activity. Numbers are based on a calendar year period.*

Commerce and Industry

In recent years, industry in the City has been diversifying rapidly, lessening the dependence of the local economy on the tobacco industry. Among the larger industries located in the city are: textiles, machinery, healthcare, biotechnology, pharmaceuticals, education, software design, banking, furniture, lumber products, building materials, life insurance, containers, chemicals, and livestock feed. Major corporate headquarters located in the Greater Durham area include GlaxoSmithKline, IBM, and Cree, Inc., among others.

The 10 principal employers in the City of Durham are:

Duke University and Medical Center
International Business Machines (IBM)
Durham Public Schools
Fidelity Investments
Blue Cross and Blue Shield of North Carolina
Cree, Inc.
Durham City Government
IQVIA
RTI International, Inc. (Research Triangle Institute)
GlaxoSmithKline, Inc.
Veterans Administration Medical Center

Research Triangle Park, the largest planned research park in the United States, is located nearly equidistant from the four major universities: North Carolina State University in Raleigh, the University of North Carolina at Chapel Hill, North Carolina Central University and Duke University in Durham. The Park was organized in 1959 and is under the direction of the Research Triangle Foundation, a non-profit organization. The 7,000-acre campus for research laboratories and research-oriented industries are adjacent to Durham. Approximately 90 percent of the total park area is located in Durham County. Since its establishment in 1959, Research Triangle Park has been home to some of the brightest minds in the world. With over 50,000 employees working for over 300 companies, RTP is one of the largest research parks in the world.

Top Five Organizations in Research Triangle Park

IBM 3039 Cornwallis Road P.O. Box 12195 https://www.ibm.com
Cisco Systems 7001-8 Kit Creek Road P.O. Box 14987 www.cisco.com
Fidelity Investments 4008 E NC Highway 54 Research Triangle Park,, NC 27709 ***www.rtp.org/location/fidelity-investments/***
Credit Suisse 7200 Kit Creek Road https://www.credit-suisse.com
RTI International 3040 Cornwallis Road P.O. Box 12194 www.rti.org

Durham Banks

Bank of America	Pacific Western Bank
Branch Banking and Trust	PNC Bank
Carter Bank & Trust	RTP Credit Union
Coastal Federal Credit Union	Self Help Credit Union
Duke University Credit Union	State Employees' Credit Union
First National Bank of Pennsylvania	Suntrust Bank
Latino Community Credit Union	The Fidelity Bank
Mechanics and Farmers Bank	Vision Financial Credit Union
Mount Vernon Baptist Church Credit Union	Wells Fargo Bank

Education

Some of Durham's greatest assets are its outstanding educational facilities. Durham is the home of two universities – Duke University and North Carolina Central University.

Duke University *(*www.duke.edu)***,*** founded in 1924 as Trinity College, is a private Methodist church-related university with an enrollment of 15,892 (including part-time) in its ten schools and colleges. Students pursue graduate, undergraduate and professional degrees in 120 different disciplines, including medicine, nursing, engineering and allied health fields. Duke University is among the nation's top universities. Duke University's mission is "…to provide superior liberal education to undergraduate students, attending not only to their intellectual growth but also to their development as adults committed to high ethical standards and full participation as leaders in their communities…"

The highlights of the campus include Duke Chapel, Sarah P. Duke Gardens, Cameron Indoor Stadium, 7,200 acre Duke Forest, Nasher Museum of Art, Duke University Medical Center, and the Primate Center. Vincent E. Price became the tenth president of the university as of July 1, 2017.

North Carolina Central University (www.nccu.edu), the nation's first publicly supported historically black educational institution, encourages attendance from all ethnic backgrounds. This state-supported university, founded in 1910, has an enrollment of over 8,207 students (including part-time). North Carolina Central University offers eight schools for academic enhancement – law, business, library sciences, arts, technology, nursing, education and various sciences – offering degrees in more than 146 disciplines.

The university is located on a 135-acre campus in southeast Durham. The university features a bronze statue of founder Dr. James E. Shepard, an art museum, a law school rated the nation's highest for women, and the Leroy T. Walker Athletic Complex, named for the former president of the United States

Olympic Committee. Johnson O. Akinleye serves as the university's twelfth chief administrator as of June 26, 2017.

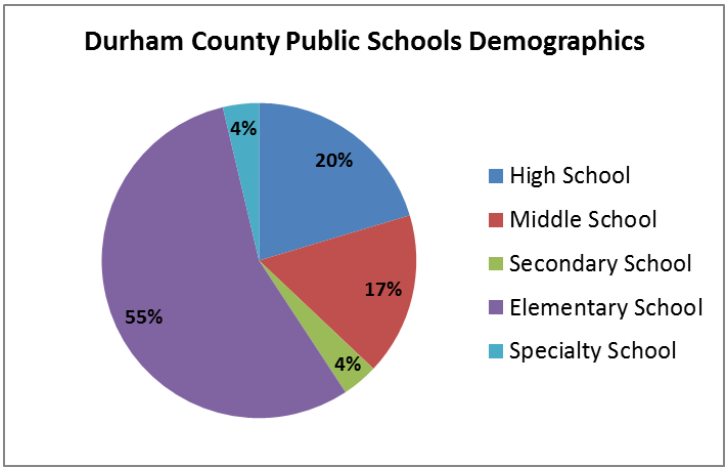
Durham Technical Community College, founded in 1961, has a main campus near Research Triangle Park and auxiliary campus in northern Durham; classes are also offered in Hillsborough and Chapel Hill. Over 18,000 students attend Durham Technical Community College annually for career education, skill training, and personal enrichment. More than 75 degree, diploma and certificate programs are offered in computers, health, business, public services, industry, engineering and other career fields, along with one of the best university transfer programs in the state. Durham Tech's Corporate Education Center trains Triangle employees either at the work site or at the college.
(www.durhamtech.edu)

The North Carolina School of Science and Mathematics (www.ncssm.edu) opened in September 1980 and is a state-supported high school for eleventh and twelfth grade students who are exceptionally talented in the fields of science and mathematics. Located in west Durham on the site formerly occupied by the Watts Hospital facility, the School of Science and Mathematics has received national acclaim for its emphasis in advanced math and science education for high school students.

Also located near Durham are the University of North Carolina at Chapel Hill (www.unc.edu), ten miles to the southwest and North Carolina State University (www.ncsu.edu), which is located in Raleigh, 23 miles east of Durham. Both of these universities have highly rated undergraduate, graduate and professional schools.

The Durham Public School System (www.dpsnc.net) has 10 public senior high schools, 9 middle schools, 2 secondary school (grade 6-12), 30 elementary schools, 1 alternative school, and 1 hospital school that serve all sections of the City and County. Durham Public Schools currently provides education to almost 33,000 students in all of its school districts.

In addition, there are 37 private and parochial schools that offer classes ranging from kindergarten through senior high and 13 charter schools.



Medicine

The Durham area has one of the highest per capita concentrations of hospital beds and physicians in the world. Two excellent university teaching hospitals are located in the area -- Duke Medical Center in Durham and UNC Hospitals (state teaching hospital) in Chapel Hill.

The north division of Duke University Hospital opened in 1980. Duke is licensed for 957 inpatient beds. In 2000, the $30.5 million McGovern-Davison Children's Health Center, a division of Duke Medical Center, was completed. In fiscal year 2018, Duke University Hospital admitted 42,916 patients and had 1,087,762

outpatient visits. Duke Regional Hospital has served Durham, Orange, Person, Granville and Alamance counties and the surrounding communities for nearly 40 years. Duke Regional Hospital has 369 inpatient beds. In fiscal year 2018, Duke Regional Hospital admitted 16,299 patients and had 195,071 outpatient visits. The Durham VA Medical Center is a 271-bed tertiary care referral, teaching and research facility affiliated with Duke University School of Medicine. North Carolina Specialty Hospital (NCSH), is a private, physician-owned medical center that opened its doors in 1926. North Carolina Specialty Hospital has 18 licensed beds, 9 observation beds. Lincoln Community Health Center (Founded by Dr. Charles D. Watts in1971) is a preventive and primary health care facility in South Durham primarily for economically deprived citizens of the community.

Medical technology research is prevalent in the Durham area with several laboratories in the Research Triangle Park undertaking research of pharmaceutical products, medical devices, health care products and health sciences, and processing of health information.

In recognition of the outstanding quality and quantity of medical technology and services in the Durham area, the Durham City Council designated Durham's slogan as the "City of Medicine" in 1981. A special "City of Medicine" exhibit from Durham was displayed in the 1982 World's Fair in Knoxville, Tennessee, as the result of a joint effort of a Duke physician and the North Carolina Museum of Life and Science in Durham.

Utilities

For the calendar year 2019, the City provided an average of 26.91 million gallons per day (MGD) to 289,000 customers in the service area. The City's two water treatment facilities have a combined maximum water treatment capacity of 64 MGD. Wastewater treatment capacity of the City totals 40 million gallons per day. During 2019, City wastewater treatment facilities processed an average of 19.89 MGD. The City's water and sewer system is self-supporting with approximately 96,000 City/County accounts. The City's Water Management Department has been ranked as having the best tasting water in the state of North Carolina for two years straight (ranked during the Annual Conference of the North Carolina American Water Works Association – Water Environment Association).

Duke Power Company serves the City with electricity, PSCN provides natural gas and Verizon provides telephone service.

The City owns five off-street parking garages, with operations provided for the Chapel Hill, Church, Corcoran, Durham Centre and Morgan Rigsbee garages operated by Republic Parking. The City owns three reserved parking lots, three public parking lots, two employee-only surface lots, and two combination reserved/hourly parking lots in the central business district. The City also leases a public parking lot on Ninth Street for hourly parking.

Transportation

Durham is served by U. S. Highways 15-501 and 70; Interstates 85 and 40; and N.C. Highways 54, 55, 98, 147 (Durham Freeway), 157 (Guess Road) and 751. The City maintains 757.48 miles of paved, 23.22 miles of unpaved and 140.89 miles of State roads.

The Raleigh-Durham International Airport, located ten miles from Durham, provides flights for over 14 million passengers annually. Domestic airlines include AirTran, Delta, Frontier, Jet Blue, Southwest, Alaska, Allegiant, Air Canada, American Airlines, and United. Direct service is available to major cities throughout the United States including New York/Newark, Washington, Orlando, Las Vegas, San Francisco and others. American Airlines offers one daily non-stop departure to London.

The City is served by two railroads - Norfolk Southern Corporation and Amtrak. Durham offers connections to all points with Greyhound/Carolina Trailways bus lines. Local bus service is provided by GoDurham with 22 bus routes throughout the city, and by GoTriangle with nine bus routes to facilitate travel through the Triangle.

Sightseeing

Durham is proud of its many historic and educational sightseeing attractions. Among these are:

American Tobacco Historic District, *400 Blackwell Street*, a former Lucky Strike cigarette factory and former headquarters of American Tobacco Company has been transformed into a one-million square feet of retail/residential/office adaptive reuse district. It is one of the most ambitious, largest, and farthest reaching historic preservation and renovation projects in the history of NC. The American Tobacco Historic District includes restaurants, shops, an amphitheater and on-site parking garages. https://americantobaccocampus.com/

Bennett Place State Historic Site, *4409 Bennett Memorial Road*, is the location of the surrender by Confederate General Johnston to Union General Sherman at the end of the Civil War in 1865. This site is open Tuesday through Saturday from 9 am - 5 pm. The site features a restoration with furnishings and picnic sites and modern visitors center with exhibits and AV program. There is no admission charge. http://www.nchistoricsites.org/bennett/

Carolina Theatre of Durham, Inc., *309 W. Morgan Street*, is located in the renovated downtown historic 1926 Beaux Arts auditorium for performing arts. Features 1,032-seat Fletcher Hall and two art-film cinemas. http://www.carolinatheatre.org/

Downtown Durham Historic District, *Downtown Durham, Morgan-Peabody Loop*, is North Carolina's first commercial district on the National Register of Historic Places. The Downtown Durham Historic District includes Main Street, government buildings, the central business district and the Carolina Theatre. A site of major festivals in May through September. It is also the home of the Durham Bulls. A second district near the intersection of West Main Street and Gregson Street is Brightleaf Historic District, anchored by the namesake Brightleaf Square, which includes turn-of-the-century brick tobacco warehouses with world-class restaurants, art galleries, jewelers, clothiers and specialty shops. www.preservationdurham.org

Duke Chapel, *Duke University West Campus*, is a Gothic edifice with 77 inspirational stained glass windows and a 210-ft. bell tower patterned after Canterbury Cathedral in England. During the academic year, it is open daily from 8 am -10 pm. At other times, it is open weekdays from 8 am through 8 pm. Guided tours can be arranged by calling the (919) 684-2572. www.chapel.duke.edu

Duke Homestead State Historic Site, *2828 Duke Homestead Road,* A National Historic Landmark where the Duke fortune and the nation's tobacco industry began. Adjacent to Duke Homestead, a tobacco history museum traces the history of tobacco from the Indians to the present. The site is open Tuesday through Saturday from 9 am - 5 pm. http://www.nchistoricsites.org/duke/

Duke University Nasher Museum of Art, *Duke University Central Campus*, is an attraction with collections of varied arts and crafts from many ages and points around the world. There is a $5 admission for the general public, $4 for seniors, $3 for non-Duke students with I.D. and free for children 15 and younger. Admission is FREE to Duke University students, faculty and staff with I.D. The museum is open Tuesday, Wednesday, Friday and Saturday from 10 am- 5 pm, Thursday 10 am - 9 pm, and Sunday from Noon - 5 pm. The Museum is free to all on Thursday between the hours of 5 pm and 9 pm. www.nasher.duke.edu

Durham Bulls Athletic Park (DBAP), *is located at 409 Blackwell Street,* Downtown Durham and can be accessed from the Durham Freeway. The ballpark reflects many characteristics of old-time parks and the historic Downtown Durham architecture. A 32-foot-high wall stands in left field 305 feet from home plate, resembling Fenway Park's Green Monster. The Blue Monster, as it's called in Durham, contains a similar old-style manual scoreboard. The ballpark's most distinctive feature is the Bull that stands tall above the Blue Monster. This Bull was modeled after the bull used in the 1988 film, Bull Durham. The actual Bull from the movie is hung in the concourse level of the DBAP.
http://www.durhambulls.com/stadium/athletic_park.html

Durham Performing Arts Center (DPAC), *123 Vivian Street*, is a $47 million state-of-the-art performing arts venue signifies that Durham's proud tradition of cultural arts continues. Featuring North Carolina's largest stage for major Broadway shows, opera, concerts, drama, and family shows, the center features 2,700 seats in a very intimate setting and has no seat more than 135 feet from the stage. The Durham Performing Arts Center is located just off the Durham Freeway (Highway 147, Exits 12B or 13),

and is adjacent to the famous Durham Bulls Athletic Park. Access is fast and convenient from all parts of the region via I-40, I-540 and I-85. To learn more, visit www.dpacnc.com.

Durham Station Transportation Center, *located at 515 W. Pettigrew Street* is downtown's transportation hub and home to local, regional, intercity bus and taxi services, provides multiple alternatives to automobile traffic, an essential component needed to support Durham's growing population.
http://www.gotriangle.org/go-local/partners/durham-area-transit-authority//durham_station.cfm

The Durham Skate Park, *located at 524 Rigsbee Ave* in Durham Central Park, downtown Durham, is the City's newest park for skaters and is open daily from dawn until dusk.
http://durhamcentralpark.org/visit/

Hayti Heritage Center, *804 Old Fayetteville Street*, features permanent displays of photography and equipment of the early 20th-century local photographer. Contemporary exhibits featured on a rotating basis. Open Monday – Friday 10 a.m. through 5 p.m. and Saturday 10 a.m. through 3 p.m. Additional hours for special and scheduled events. (919) 683-1709. www.hayti.org

Historic Durham Athletic Park, *500 West Corporation Street*, is the film location for the movie Bull Durham starring Kevin Costner, Susan Sarandon, and Tim Robbins. It was the original home of the Durham Bulls for 50 years. The Bulls now play a few miles south in the Durham Bulls Athletic Park www.durhambulls.com, a facility which captures the brick texture of historic Durham yet remains fully state-of-the-art. (919) 687-6546.

Historic Stagville, *5825 Old Oxford Highway*, is a State Historic Site. Once among the largest plantation holdings in the South, the site features 18th and 19th century buildings dedicated to preservation as well as African American cultural/historic studies. Barn and original slave quarters at Horton Grove provide insight into plantation life, society, and culture. Admission is free and the site is open Tuesday through Saturday from 10 am to 4 pm. Guided tours begin at 11am, 1pm and 3pm. (919) 620-0120. http://www.stagville.org/

Museum of Durham History, *500 West Main Street*, is a 21st-century museum that uses stories about people, places and things to promote an understanding of diverse perspectives about the Durham community and its history. The museum opened in October 12, 2013. The History Hub is open Tuesday-Saturday, 10am-5pm, Sunday 1pm -5pm and extended hours on the third Friday of the month, from the months of April through October. There is no admission fee. http://museumofdurhamhistory.org/

North Carolina Museum of Life and Science, *433 Murray Avenue*, is a state-of-the-art interactive indoor/outdoor science-technology center including the renowned Magic Wings Butterfly House, a Farmyard, Ellerbee Creek Railway, weather and aerospace displays, daily science shows, and ever-changing traveling hands-on exhibits. The museum is open Mondays through Saturdays from 10 am - 5 pm. and on Sunday from 12 pm- 5 pm. Beginning Memorial Day weekend through Labor Day, the Museum is open until 6 pm. A general admission charge applies (adults $20, seniors $18, children $15 (ages 3-12), children under age 2 are free). http://www.lifeandscience.org/

Sarah P. Duke Memorial Gardens, *Duke University West Campus*, is a valley of flora bordered by a pine forest and centering on a lily pond, stone terraces and wisteria-covered gazebo, with seasonal plantings in a spectacular array of color. It attracts approximately 300,000 visitors annually to view 55 acres. It is open daily to the public without charge from 8:00 am until dusk. http://gardens.duke.edu/

St. Joseph's A.M.E. Church, *804 Old Fayetteville Street*, is one of the first autonomous African-American churches in America. The 1891 brick sanctuary includes a stained-glass portrait of Washington Duke. The church was converted into a performance hall in the fall of 2001. The sanctuary is trimmed with beautiful glass and Richardsonian architecture. The performance hall contains 416 seats and is adjacent to the Hayti Heritage Center. (919) 683-1709. http://hayti.org/about-us/

The Streets at Southpoint, *6702 Fayetteville Road,* is a super-regional mall that includes an outdoor cityscape called Main Street. It features 1.3 million square feet of retail space with more than 150 shops and

restaurants. Featuring North Carolina's first Nordstrom, The Streets at Southpoint also includes Sears, JC Penny, Belk, and Macy's as anchor stores. http://www.streetsatsouthpoint.com/

West Point on the Eno, *Roxboro Road across from Riverview Shopping Center*, is a forty-acre city park, part of over four-hundred acres owned by the City of Durham along a two-mile stretch of the Eno River. Nestled within this wilderness area, West Point on the Eno has a strong historical focus. There are trails and woods and waters, each somewhat as they were centuries ago when this area was the home of the Shocco Adshusheer and Eno Indians. There are also restored buildings and gardens, designed to give visitors an accurate picture of life as it was in the heyday of this once-thriving mill community. The restored McCown-Mangum House is a visitor center and small museum. Special activities sponsored by the "Eno River Association" are held at the park site on July 4th each year. The area is open year-round to the public daily, 8 a.m. to dark, free of charge. http://durhamnc.gov/Facilities/Facility/Details/West-Point-on-the-Eno-158

GLOSSARY

Adjusted Appropriations	The annual budget may be adjusted (increased or decreased) by subsequent City Council action.
Americans with Disabilities Act (ADA)	A wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability.
Annual Budget	The annual budget forecasts revenues and outlines expenditures planned for the current fiscal year.
Appropriated Fund Balance	The amount of fund balance appropriated as a revenue source for the current fiscal year.
Appropriation	An authorization by the City Council to spend money for a specific purpose.
Assessed Valuation	The total value of real and personal property in the City. The assessed valuation is used as the basis for levying property taxes.
Associated Revenues	Revenues that include user fees, licenses, permits, and intergovernmental revenues which are associated with a particular City department.
Authorized Positions	Positions authorized by the City Council to perform specific duties within a City department. Salaries and benefits of authorized positions are budgeted in the department the authorized position is assigned to.
Benchmarking	A strategic management process in which organizations evaluate various processes in relation to identified best practices from other organizations.
Best Practice	A management technique or process which has been identified as being more effective at delivering a desired outcome than other identified techniques or processes.
Bond	The City sells bonds to finance major capital projects. A bond is a written promise to pay back the amount of bonds sold plus interest within a specified period of time. General Obligation bonds require voter approval and are secured by the City's full faith and credit (taxing ability). Revenue bonds do not require voter approval and are backed by enterprise revenues.
Bond Rating	An evaluation of the credit risk associated with a particular bond issue. Bond ratings range from AAA (extremely strong capacity to pay interest and repay principal) to D (currently in default). A higher bond rating results in a lower interest rate, thus reducing the cost of a capital project financed with bonds. The City of Durham currently has a AAA rating.
Budget Ordinance	The legal document adopted by the City Council which outlines the annual spending plan and anticipated revenues for City government for the fiscal year.

Build America Bonds (BABs)	Taxable municipal bonds which carry special tax credits and federal subsidies for either the bond issuer or the bondholder.
Business Improvement District (BID)	A defined area in the downtown core within which businesses pay an additional tax or fee in order to fund improvements within the district's boundaries.
Capital Expenditure	Money spent to acquire or upgrade physical assets such as buildings and machinery.
Capital Improvement Program (CIP)	A long-range plan which outlines proposed capital projects and estimates the costs and funding sources associated with capital projects.
Capital Outlay	Includes budgeted expenditures of at least $5,000 for tangible items with a useful life of at least one year.
Capital Project	Major City projects with estimated costs of at least $100,000.Capital projects generally include acquisition of property, construction of City facilities, or acquisition of major equipment.
Capital Projects Fund	A fund used to account for revenues and expenditures associated with capital projects.
Certificates of Participation (COPs)	An accepted alternative financing mechanism in which certificates are sold to investors to finance capital projects. Principal and interest are paid back within a specified period of time. Certificates of Participation do not require voter approval and are generally secured by the project financed.
Charges for Current Services	Charges to individuals, corporations, and other units of government for services performed by City departments.
Contingency	Funds reserved in the General Fund or Water and Sewer Fund for unanticipated expenditures during the fiscal year. Contingency funds are appropriated as necessary by the City Council.
Coverage Ratio	Related to revenue bond covenants, the coverage ratio is a measurement of the amount of net revenues available to cover required debt service payments.
Debt Covenants	Legal obligations contained in a bond issue, such as a covenant for a specified debt service coverage ratio.
Debt Service	The payment of principal and interest to creditors on outstanding debt.
Dedicated Housing Fund	A one-cent portion of the property tax is dedicated to housing related issues.
Discretionary Revenue	Revenues not derived from or dependent upon direct activity from a single targeted activity. These revenues can be appropriated at the discretion of City Council, since they have no legal tie to a specific use.

Durham Bulls Athletic Park (DBAP)	Durham Bulls (Triple A Baseball Club) Athletic Park.
Durham Performing Arts Center (DPAC)	Opened in Downtown Durham in 2008, a center for live entertainment.
Employee Satisfaction Survey	An annual survey of all City employees to assess the satisfaction of the organization.
Encumbrance	A financial commitment to pay for goods and services that have not yet been delivered.
Enterprise Fund	A fund used to account for operations in which the cost of providing services are financed or recovered primarily through user charges.
Enterprise Revenue	Generated by user charges for City provided services.
Environmental Protection Agency (EPA)	A federal agency whose mission is to “protect human health and the environment.”
Equivalent Residential Units (ERU)	A standardized square foot measurement of impervious surface used to determine stormwater billing charges.
Expenditure	An amount paid by the City for a specific good, service, program, or project.
Fiduciary Fund	A fund used to account for assets held by the City in a trustee capacity.
Fiscal Year (FY)	The twelve-month period to which the annual operating budget applies. The City of Durham’s Fiscal Year 2020-21 (abbreviated as FY21) begins on July 1, 2020 and ends on June 30, 2021.
Fringe Benefits	Funds budgeted in the Personal Services budget category for the City's contribution for employee benefits. Other benefits include such items as social security, retirement, and health, dental, and life insurance.
Fund	A fiscal and accounting entity with a self-balancing set of accounts segregated to carry out specific activities.
Fund Balance	The difference between the accumulated revenues and expenditures for a particular fund.
General Fund	The principal operating fund for City government. The General Fund is used to account for all City government activities, except those activities with a legal, contractual, or managerial requirement to be accounted for in a separate fund. The General Fund provides resources for services including the functional areas of general government, development, public protection, general services, parks and recreation, and non-departmental expenditures.
General Obligation Bonds	Bonds issued by the City which are backed by the full faith and credit (taxing ability) of the City.

Geographic Information Systems (GIS)	Rooted in the science of geography, GIS integrates many types of data. It analyzes spatial location and organizes layers of information into visualizations using maps and 3D scenes.
GoDurham	The public bus and para-transit (van) service in Durham. Previously known as the Durham Area Transit Authority.
Government Accounting Standards Board (GASB)	The source of generally accepted accounting principles used by state and local governments in the United States.
Government Finance Officers Association (GFOA)	A professional association of approximately 19,000 state, provincial, and local government finance officers in the United States and Canada.
Grants	Federal and State allocations of funding for a defined use which the City competes for. Grants often have strict spending requirements and timeframes, and may require a City match to obtain.
Housing and Urban Development (HUD)	A federal agency whose mission is to “create strong, sustainable, inclusive communities and quality affordable homes for all.”
Impact Fees	Fees charged to new development or facility expansion which place a greater demand on the City’s thoroughfare network, parks and recreation facilities, or open space land.
Impervious Surface	Surfaces including rooftops, sidewalks, roads, and parking lots covered by impenetrable materials which repel water such as asphalt, concrete, brick, and stone.
Indirect Costs	The portion of the total cost of a program which is provided by and budgeted in another department or division. Indirect costs are budgeted to more accurately reflect the true cost of a program.
Installment Sales	An accepted financing instrument. Installment Sales do not require voter approval and are generally secured by the project financed (example, see: “Certificates of Participation”)
Interfund Transfer	A transfer from one fund to another fund to either subsidize the activities in that fund or make payment for services provided through that fund.
Intergovernmental Revenues	Revenues received by the City from federal, state, and county government in the form of grants, shared revenues, or entitlements.
Internal Service Fund	A fund used to account for the financing of goods or services provided by one City department for other City departments.
Intragovernmental Revenues	Revenues received by one City department for services provided to another City department.
Investment Income	The interest earned on the City's various investments. City funds are generally invested in U.S. Treasury Notes, Government Agencies, bankers' acceptances, commercial paper, the North Carolina Cash Management Trust Fund, and the State and Local Asset Management Fund.

Land Clearing and Inert Debris Landfill (LCID)	A landfill facility for the acceptance of land clearing and inert debris.
Lease-Purchase Agreement	An alternative method of financing the acquisition of property, construction of City facilities, or acquisition of major equipment. Lease-purchase agreements allow the City to spread the costs of property, facilities, or equipment over a specified period of time.
Licenses and Permits	Revenue received by the City from individuals and corporations for the issuance of various licenses and permits.
Non-City Agency (NCA)	Contract non-profit agencies which are partially funded by City grants. These agencies serve needs in community development, youth, arts, and culture.
Nondepartmental Appropriations	Include appropriations which are not attributable to a specific department, contributions to non-city agencies, debt service payments, and transfers to other funds.
North Carolina Department of Transportation (NCDOT)	State agency responsible for building, repairing, and operating highways, bridges, and other modes of transportation.
One cent (penny) on tax rate	The amount of revenue derived from one cent/penny of property tax assessed against the valuation of property within City limits.
Operating Expenses	Funds budgeted for day-to-day expenses that are necessary to support the City's services and programs. Operating expenses include such items as telephone charges, electrical service, office supplies, gasoline, uniforms, asphalt, etc. Operating expenses do not include salaries and wages, fringe benefits, capital outlay, and other expenses.
Other General Fund	The amount of a department's budget that is not funded by associated revenues.
Other Local Taxes	Includes taxes collected by the State of North Carolina and distributed to local governments. Examples of other local taxes are local option sales tax, intangibles tax, and the hotel/motel occupancy tax.
Outstanding Debt	Existing debt service obligations due in future years.
Participatory Budgeting	A city initiative that allocated $2.4 million to the community for residents to decide how they wanted the funds to be spent. The first year is a year of voting, and the second year is the year of implementation.
Personal Property	Personal property includes visible and movable property not permanently affixed to real property. Examples of taxable personal property include automobiles, boats, trailers, and equipment.
Personal Services	Funds budgeted for full time employee salaries, part-time employee salaries, and contractual personal services. Also includes budgeted funds for fringe benefits, retirement plan, and longevity.

Program Revenue	Defined by the City as General Fund revenues collected toward a targeted purpose. Generally these operating revenues are budgeted within one City department.
Property Tax	A tax levied on the assessed value of real and personal property. The property tax rate is expressed as a dollar value per $100 of assessed valuation. The FY21 City of Durham property tax rate remains flat at 53.17 cents per $100 of assessed value.
Real Property	Real property includes land, buildings, and items permanently affixed to land or buildings.
Rental Income	Revenue generated by the leasing of various City-owned properties.
Reserve	An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark funds for a specific purpose in the future.
Resources	Property taxes, sales taxes, and other revenue not attributable to a specific department's activities.
Revenue	All funds that the City receives as income. Revenues include property taxes, other local taxes, user fees, intergovernmental revenues, fines, investment income, and rental income.
Revenue Bonds	Bonds issued by the City which are backed by operating revenues of an enterprise fund for which the bond proceeds are intended.
Special Revenue Fund	A fund used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.
State-Shared Revenues	The City receives a share of revenues collected by the State for utility franchise taxes, gasoline taxes, beer and wine taxes, and alcoholic beverage control profits.
Tax Base	The total assessed valuation of real and personal property in the City.
Tax Levy	The total amount of property tax revenue expected to be generated during a fiscal year. The tax levy is a function of the total assessed valuation and the property tax rate.
Transit	Public bus and para-transit (van) services.