



Fiscal Year 2019-2020

Adopted Budget

July 1, 2019—June 30, 2020



TRINITY TRUST COMPANY
Street Railway Co. Bus
August 26, 1932



City of Durham, North Carolina Budget

Fiscal Year 2019-20



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 2020, the City of Durham celebrates its 150th anniversary. The cover of this year's budget book shows photos reflecting the history of the City services in Durham.

Fiscal Year 2019-20 City Council

Steve Schewel, Mayor

Vernetta Alston, Ward 3
Jillian Johnson, Mayor Pro Tempore
Charlie Reece, At-Large

Mark-Anthony Middleton, Ward 2
Javiera Caballero, At-Large
DeDreana Freeman, Ward 1



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, Principal Budget and Management Analyst / Budget Coordinator
Christina Tookes, Senior Budget and Management Analyst / CIP Coordinator
Ben Kittelson, Senior Budget and Management Analyst
Pat Madej, Budget and Management Analyst
Toney Thompson, Budget and Management Analyst
Hallee Haygood, Graduate Budget and Management Intern

Participatory Budgeting

Andrew Holland, Community Engagement Manager
Robin Baker, Senior Community Engagement Coordinator
Carmen Ortiz, Hispanic Community Engagement Coordinator
Justin Henderson, Participatory Budgeting Intern
Jamie Tindal, Participatory Budgeting Intern

Office of Performance and Innovation

Josh Edwards, Assistant Director, Strategy and Performance
Shari Metcalfe, Performance Manager
Ryan Smith, Strategic Initiatives Manager
Erin Parish, Design Strategist
Darin Johnson, Strategic Initiatives Analyst
Chukwuemeka Manning, Community Engagement Coordinator
Shannon Delaney, Design Strategist
Cherine Robinson, Senior Executive Assistant



The Governmental Finance Officer's 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, 2018. This award is valid for a 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 document, 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, 2018

Christopher P. Morrell

Executive Director



CITY OF DURHAM



Schewel



Alston



Caballero



Freeman



Johnson



Middleton



Reece

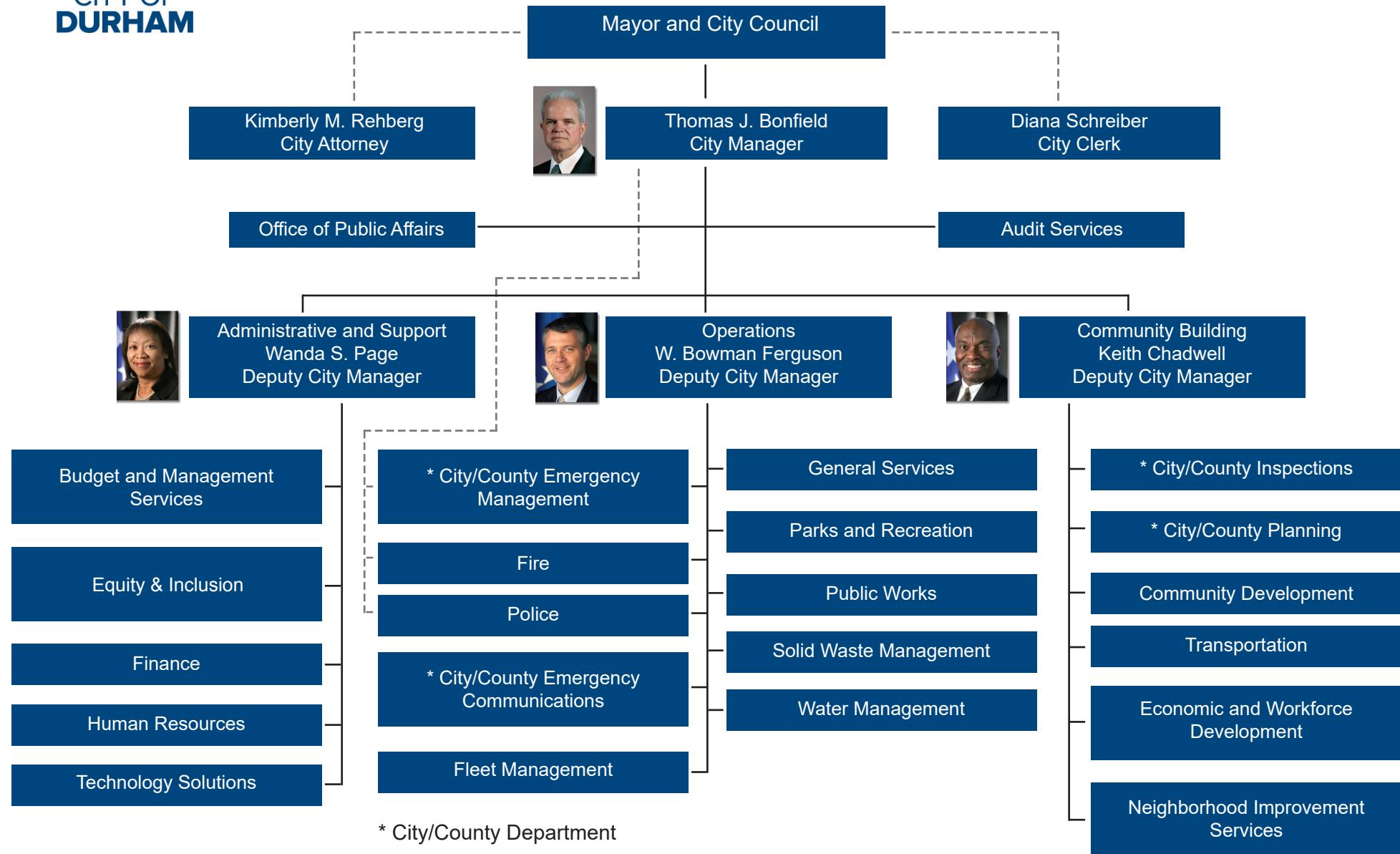




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Introduction

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 a 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 the opportunity for managers 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 citizens of Durham and others. The budget is a tangible expression of the City Council's policy direction. To citizens, 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 2018, the budget for Fiscal Year 2019, an estimate of revenues received and expenditures made at June 30, and the budget as proposed by the City Council for Fiscal Year 2020. 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 17, 2019

Mayor Schewel and Members of the Durham City Council,

I am pleased to present the fiscal year 2019-20 budget. This document, like all of our efforts at the City of Durham, is only possible because of the tireless effort of City staff throughout our organization. For months, they have been hard at work on the numbers and proposals that make up this document. I hope you join me in thanking them for their thoughtful work.

This is the time of year when we often look back and reflect on the accomplishments of our community over the past year. This year's budget process, as you may be aware, occurred as our **City marked the 150th anniversary of our incorporation**. Last year I asked you, in this letter, to think back on the Durham of 150 years ago, and dream about the Durham of 150 years from now, as we considered and adopted a new strategic plan. This budget will help us work toward our vision for Durham to be North Carolina's leading city in providing an excellent and sustainable quality of life.

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

The biggest priority for me going into this budget process was to support our employees, who are the people that create the quality of life that residents enjoy, and that people are moving here to experience. Several years ago, we adopted a new pay plan for our public safety personnel, to help us attract the best and brightest to serve in our community. This year we wanted to do the same for the rest of the employees of the City. I'm pleased to say that this budget reflects the full implementation of the new pay plan that supports our employees, and will allow our organization to continue being an employer of choice among local governments across the country.

We are continuing our work of becoming an **Innovative & High Performing Organization** through new efforts reflected in this budget. First, in the coming year we will continue the work of our Innovation Team by supporting that work with local funding, as the Bloomberg Grant ends. The team will use their knowledge and training to tackle not only important issues in our

community, but also to help the organization improve operations and deliver better services to residents.

In this budget we are rethinking the role of equity in our organization, the department of **Equal Opportunity and Equity Assurance (EOEA) will expand its role and become the Department of Equity and Inclusion**. This new department will not only continue the work of supporting contracting opportunities for historically disadvantaged communities, but it will also ensure that our organization keeps equity in mind as we serve our residents. A **Chief Equity Officer position** will be added to the new department, as well as additional funding to provide more racial equity training for our employees.

As we strive to build **Connected, Engaged and Diverse Communities**, we are rethinking how we engage with residents and visitors of Durham. In this budget, the Neighborhood Improvement Services department will take a step toward the vision of equitable engagement. They have been given additional resources to implement their equitable engagement blueprint, and the resources previously dedicated toward Transformation in Ten will be focused on equitable engagement work.

Engagement has been a big focus of this budget process. Our Budget & Management Services department has collected all of the votes for the City's **first ever participatory budgeting process**. During the idea collection phase, we received over 500 ideas from residents passionate about improving their neighborhoods. We're so excited that over 10,000 residents voted on the 40 project proposals. This budget reflects the funding and implementation of the projects that received the most votes.

Encouraging and preserving affordable housing is an important aspect of building the community we want to see in Durham. **This budget includes \$21.9 million for the Community Development department's work on affordable housing. This funding supports the first year of their Five Year Affordable Housing Plan.** That work includes the partnership with the Durham Housing Authority (DHA) as they begin their visionary redevelopment of downtown DHA properties. Two positions are funded to support the expanded work of combatting homelessness within our City, and **Community Development staff are also preparing for this fall's vote on a \$95 million housing bond, that will allow our city to remain a city for all.**

The FY 2019-20 budget includes steps toward our vision of **Shared Economic Prosperity**. **The Office of Economic & Workforce Development (OEWD) will dedicate two current positions towards the development of the Bull City Venture Fund and Foundation.** They also have additional funding for technical support of this work. OEWD will also expand the number of youth internships this summer, increasing the number of Durham Public Schools students getting professional work experience from 100 to 300. In addition, the department will continue to develop a financial empowerment strategy in the coming year.

A key part of the vision for shared economic prosperity is the support for residents touched by the justice system. **We launched a pilot program in April 2019 that is using 10 City positions as transitional jobs for individuals looking for employment after being in prison.** The results of this pilot will allow us to reach out to the private sector and expand the economic opportunities for justice-involved residents. OEWD is also implementing a program that was tested using grant funding to support residents currently in prison that are 45 to 60 days from returning to Durham. This program supports and trains individuals to smoothly transition back to our community. We are excited to see the impact of these programs.

In the coming fiscal year, we will continue the work to ensure Durham has a **Sustainable Natural and Built Environment**. This budget includes dedicated resources for our Sustainability Roadmap in the General Services department, as we strive for a carbon neutral and renewable energy strategy.

The work of **Building a Safer Community Together** will make strides in the coming fiscal year. After last year's merger of the City and County Fire departments, we realized the need for additional administrative support for our Fire department. This budget includes positions and funding for new protective gear to support our firefighters. The budget also includes two positions for Latent Print Examiners in the forensics unit. This reflects the increase in workload for that group and an effort to prevent backlog. The Police department is also looking at their current resources to better serve the community. They are using existing positions to add a community engagement unit in another public housing community, similar to the work done at McDougal Terrace.

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, and include:

- The tax rate for the **General Fund** will be set not to exceed **31.00 cents** (per \$100 assessed value), **1.4 cents** above the revenue neutral rate of **29.60 cents** (per \$100 assessed value). This rate will be set to cover the increased cost and growth of existing services. A tax rate increase above this amount may be considered to fund budget requests that cannot be otherwise funded.
- The tax rate for the **Debt Service Fund** will be set at **11.00 cents** (per \$100 assessed value), **0.31 cents** below the revenue neutral rate of **11.31 cents** (per \$100 assessed value).
- **Fund balance in the General Fund** will not be projected to fall **below 16.7%** at the end of **FY 2019-20**.

- The tax rate for the **Solid Waste Fund** will be set at the revenue neutral rate of **5.59 cents** (per \$100 assessed value).
- The tax rate for the downtown **Business Improvement District (BID)** will be set not to exceed the current rate of **7.00 cents** (per \$100 assessed value), **1.27 cents** above the revenue neutral rate of **5.73 cents** (per \$100 assessed value). City administration will evaluate new and existing priorities to determine the extent to which they should be funded above the revenue neutral tax rate.
- The tax rate for the **Dedicated Housing Fund** will remain at **2 cents** (per \$100 assessed value), **0.22 cents** above the revenue neutral rate of **1.78 cents** (per \$100 assessed value).
- The tax rate for the **Transit Operating Fund** will be set not to exceed **3.75 cents** (per \$100 assessed value), **0.58 cents** above the revenue neutral rate of **3.17 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.
- **Stormwater rates will remain unchanged** for the **FY 2019-20** fiscal year.
- 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:

- Pay for Performance (P4P) pay plan for General employees - 4.0% average (flat with FY 2018-19).
- Pay Plan for sworn Police employees – 5.0% average.
- Pay Plan for sworn Fire employees - 5.0% average.
- Funding included at 3% for general employees pay and compensation study full implementation.
- Supplemental Retirement -401K – 5.0% (flat with FY 2018-19)
- Medical Insurance for all employees - 9.0% average increase for the City
- Dental insurance – cost will remain flat for both the City and employees
- 8.95% budgeted for employer contribution to the Local Government Employees' Retirement System (LGERS), a 1.20% increase over the FY 2018-19 budget of 7.75%.

- The dedicated **street resurfacing funding** will be increased by at least **\$1,000,000** from **\$5,000,000** for FY 2018-19 to **\$6,000,000** for FY 2019-20, **and up to an additional \$4,000,000 from fund balance** will be considered for FY 2019-20.
- Funding for the **Maintenance Replacement Project Plan** will be considered to increase by **\$100,000** from **\$900,000** for FY 2018-19 to **\$1,000,000** for FY 2019-20.
- **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.
- New funding priority will be given to those requests that support the **strategic plan**.
- Funding will be included in FY 2019-20 to support the **Five Year Affordable Housing Plan** with consideration for future years pending, based on the results of a bond referendum.

BUDGET OVERVIEW

The total **budget** for FY 2019-20 is **\$477.8 million** compared to **\$510.4 million** for FY 2018-19, a **decrease of \$33.1 million (-6.5%)**.

North Carolina law requires all counties to reappraise real property every eight years. This past year Durham County Tax Assessor's office reappraised all real property in the county (last reappraisal was conducted January 1, 2016). Reappraisals cover all residential and commercial land and structures, which includes homes, apartments, condominiums, office buildings, stores and warehouses. Reappraisals do not include what is classified as individual personal property, such as vehicles, boats, airplanes, and business equipment. These property types are valued annually. The reappraisal market value becomes the tax value for every year until the next reappraisal occurs. Citywide, total real property assessed value has changed as follows:

Total 2019 Value (2016 rates)	Total 2020 Projected Value	% Change
\$25,464,291,767	\$30,749,459,444	+20.76%

G.S. 159-11 requires each taxing unit to publish a revenue-neutral property tax rate ("revenue-neutral rate") as part of its budget for the fiscal year following the revaluation of its real property. Revenue-neutral rate is the rate that is estimated to produce revenue for the next fiscal year equal to the revenue that would have been produced for the next fiscal year by the current tax rate if no revaluation had occurred. The tax rate by category is as follows:

	<u>Current</u>	<u>Revenue Neutral</u>	<u>Adopted</u>
General Fund	0.3329	0.2960	0.3083
Dedicated Housing Fund	0.0200	0.0178	0.0200
Transit Fund	0.0356	0.0317	0.0375
Solid Waste Fund	0.0629	0.0559	0.0559
Debt Service Fund	<u>0.1272</u>	<u>0.1131</u>	<u>0.1100</u>
Total:	0.5786	0.5145	0.5317

The revenue-neutral tax rate, as defined by G.S. 159-11(e), is 51.45 cents. The property tax rate for FY 2019-20 is 53.17 cents, a 1.72 cent increase from revenue neutral, and a 4.69 cent decrease from the current property tax rate of 57.86 cents.

Property Tax Rate

- The **property tax rate is 53.17 cents per \$100 of assessed value.**
- The **tax rate is allocated** as follows:
 - 30.83 cents per \$100 for General Fund operations
 - Increase of 1.23 cents over the revenue neutral rate of 29.60 cents per \$100
 - 11.00 cents per \$100 for Debt and Capital Projects
 - Decrease of 0.31 cents over the revenue neutral rate of 11.31 cents per \$100
 - 5.59 cents per \$100 for Solid Waste
 - Flat over the revenue neutral rate of 5.59 cents per \$100
 - 3.75 cents per \$100 for Transit
 - Increase of 0.58 cents over the revenue neutral rate of 3.17 cents per \$100
 - 2.00 cent per \$100 for Dedicated Housing Fund
 - Increase of 0.22 cents over the revenue neutral rate of 1.78 cents per \$100

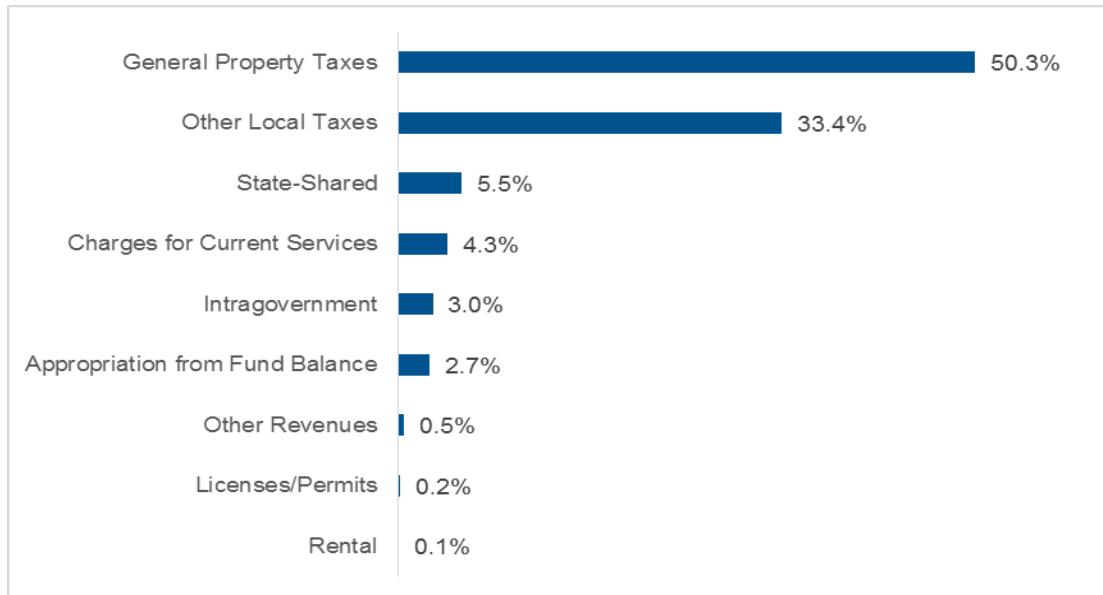
A tax rate of 53.17 cents (per \$100 assessed value) generates a tax bill of \$1,219 on a house valued at \$229,246, which is the median house value for the City of Durham according to the Durham County Office of Tax Administration.

GENERAL FUND

The General Fund budget (which provides funding for core city services) is **\$215.8 million** and represents a **\$14.2 million (7.03%) budget increase** from the **FY 2018-19 budget of \$201.6 million**.

Revenues (budget-to-budget)

- A 10.4% increase in property tax revenues recognized in the General Fund. **General Fund property tax rate is 30.83 cents** per \$100, an increase of 1.23 cents over the revenue neutral rate of 29.60 cents.
- A 2.7% increase in Other Local Taxes.
 - A 2.5% increase in sales tax revenue
 - A 7.0% increase in Hotel Occupancy Tax
- A 0.9% increase in State **Collected Local Government Revenues**.
 - A 0.0% increase in Powell Bill revenue (flat)
 - A 2.0% increase in Beer and Wine tax
 - A 2.0% increase in Telecommunications Franchise tax
 - A 2.0% increase in Video Utility Franchise tax
 - A 2.0% increase in ABC revenues
- A 3.9% increase in **Charges for Services**.

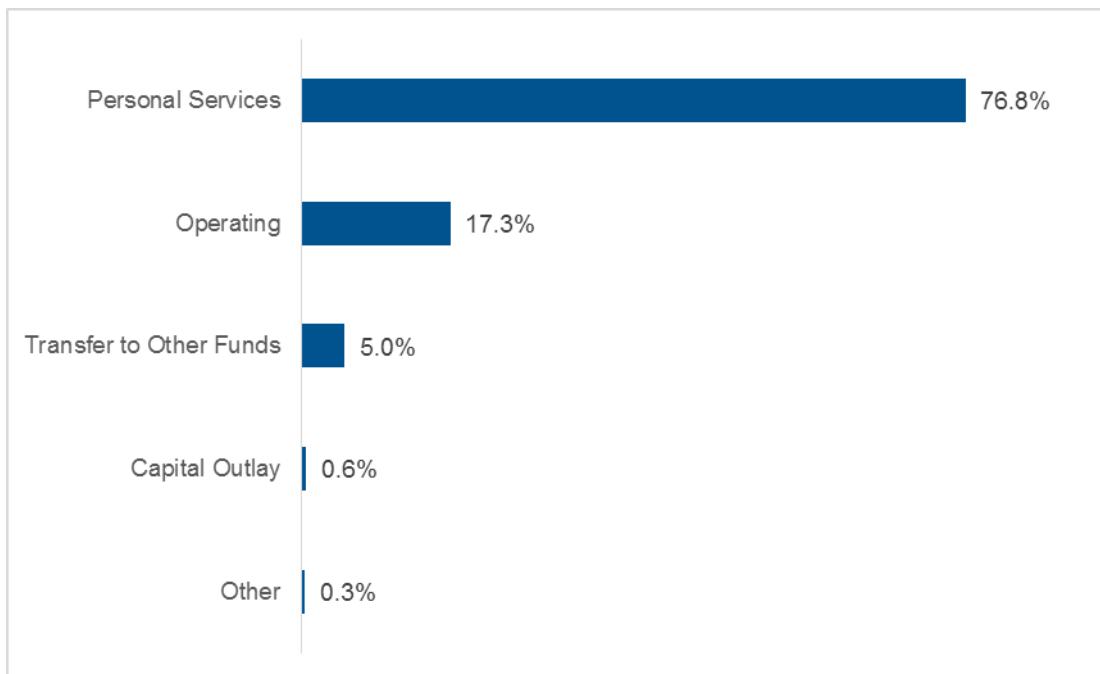


This budget appropriates \$5.9 million from fund balance, which is a 34.0% increase from Fiscal Year 2018-19. The City is projected to have a 19.74% general fund reserve at the end of FY

2019-20 with projected savings, this reserve is used to safeguard against economic uncertainty or emergency conditions.

Expenditures (budget-to-budget)

- Personnel expenditures increased by \$9.1 million (5.8%).
- Operating expenditures increased by \$3.2 million (9.3%).
- Transfers increased by \$1.6M (16.9%).



DOWNTOWN BUSINESS IMPROVEMENT DISTRICT (BID)

- The **property tax rate for the BID** is proposed at **7.00 cents** (per \$100 of assessed value), **1.27 cents above the revenue neutral rate of 5.73 cents**:

	<u>Current</u>	<u>Revenue Neutral</u>	<u>Proposed</u>
BID	0.0700	0.0573	0.0700

- A budget of **\$1.4M** is a 33% increase over FY 2018-19 budget of \$1M.
- Funded with a **tax rate appropriation of 7 cents** (per \$100 assessed value) on the property within the boundaries of the BID.
- Assessed value \$1,609,361,175 compared to \$1,118,731,144 for FY 2018-19

WATER AND SEWER FUND

The **Water and Sewer Fund budget of \$109.8 million** 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 2019-20. **The total rate increase to the average customer is about 2.8%.** Rate changes become effective July 1, 2019, with implementation in the August and September billings.

	FY 19 Rates	FY 20 Rates
Monthly Water Rates (inside)		
Service Charge (5/8 inch meter)	\$7.32	\$7.51
Volume Charge - Tiered Rates (per 100 cubic foot - ccf)		
Tier 1 (0 - 2 ccf)	\$1.95	\$2.00
Tier 2 (>2 - 5 ccf)	\$2.94	\$3.01
Tier 3 (>5 - 8 ccf)	\$3.22	\$3.30
Tier 4 (>8 - 15 ccf)	\$4.21	\$4.31
Tier 5 (>15 ccf)	\$6.30	\$6.46
Monthly Sewer Rates (inside)		
Service Charge (5/8 inch meter)	\$8.09	\$8.29
Volume Charge (per ccf)	\$4.20	\$4.33

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 increase 4.1%.

Expenditures

Water and wastewater operating expenditures are \$23.5 million for FY 2019-20, an increase of 0.7%, and personnel is at \$30.9 million, a 1.2% increase. A **\$37.4 million** transfer to the CIP and fleet is planned for FY 2019-20.

HIGHLIGHTS OF THE FY 2019-20 BUDGET

The City aligns all of its activities with the citywide Strategic Plan goals. The Strategic Plan's objectives, measures, and initiatives will be reported during FY 2019-20 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.

The City of Durham created an **Innovation Team** in July 2017, with Bloomberg Philanthropies support. The i-team's first project sought to understand the challenges that residents face when they come home to Durham from jail or prison, and work with the community to identify and test ideas that will help in their transition to sustainable employment. The power of data can only be harnessed if you connect it to listening to the people experiencing the challenge. That data has led to two exciting new programs: The **Welcome Home** and **DEAR** programs. The Welcome Home program offers peer support and a package of essential items, including toiletries, food and a letter from the Mayor, to residents returning to Durham from state prison. During a resident's first month home, this program helps orient people 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. The DEAR program removes barriers to employment and housing by providing free legal services to Durham residents who cannot afford attorneys to expunge charges and convictions from their criminal records, and restore suspended or revoked drivers' licenses. Funding for the continuation of DEAR and Welcome Home is included in this budget. The i-team is currently working on two new projects, which include lowering recidivism in the Durham County Detention Center, and increasing composting among Durham city residents

Funding of \$10,000 is included in FY 2019-20 to support a fourth round of employee idea generation and prototyping 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. For the third round, ideas were collected from employees during November and December 2018. Over 30 ideas were submitted from Durham employees, and five were selected as finalists to be prototyped during FY 2018-19. In addition, the City began the Strategic Plan initiative focused on developing training for employees to expand innovation and process improvement. The current IdeaStarter cohort has been involved in a multi-faceted training program to build their skills in these areas, and to pass on what they have learned to others. During FY 2019-20, IdeaStarter will look to expand, based on lessons learned from the first four years, scaling to provide more capacity throughout the organization.

During FY 2019-20, the City and County of Durham continue to make time and space for innovation through IdeaLab. The focus of the coming year will be exploring strategies and topics centered on increasing collaboration and breaking down silos in government. The vision of IdeaLab is for employees to take the concepts they learn back to their departments, thereby empowering employees to look for ways to continuously improve and innovate. The Office of

Performance and Innovation supports this effort through staff time, and working with departments to identify and facilitate innovations.

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 analysts conducted program evaluations related to over \$2,000,000 in new funding requests, and recommended potential savings and process improvement projects. The goal is to identify and complete four process improvement projects in FY 2019-20 as well as train additional staff in Lean practices, so that additional projects can be piloted in the future.

Employee Compensation and Benefits:

The City offers comprehensive benefits to all employees. Funding is provided to support general employee pay increase of 4.0% and a budgeted average police and fire employee pay increase of 5.0%. In accordance with State Statute, the city's contribution to the Local Government Employees Retirement System (LGERS) for general employees is increasing from 7.75% to 8.95%. Law enforcement officers will increase from 8.50% to 9.70%. The City also provides additional retirement savings through an employee 401(k), 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. There are no rate changes for dental insurance premiums for FY 2019-20. **In FY 2018-19, all general pay plan jobs were evaluated and benchmarked**, so that the City could determine an appropriate compensation strategy to maintain competitiveness in the regional labor market. Allowances have been made in the FY 2019-20 budget to account for the pay adjustments. In addition, **the annual performance appraisal system, which determines employee salary increases, was redesigned** to improve the accuracy, effectiveness, and efficiency of the evaluation process.

Leadership & Employee Development:

The City's learning and organizational development strategies have evolved to include increased developmental options for all City of Durham employees. This budget includes continued funding to implement the Strategic Training Plan. Highlights for the FY 2019-20 fiscal year include:

- The design of a core values refresh strategy
- Franklin Covey training for employees and leaders
- Phase II of the Executive Leadership Academy to enhance the leadership capacity for Directors and Assistant Directors
- The relaunch of PeopleMap to improve Citywide communication
- Delivery of the third annual enterprise-wide leadership conference.
- Enhanced new employee orientation to better prepare new hires for success

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 30th 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 14th 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, 2018.
- In addition, **for the 33rd 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 2018 Digital Cities Survey Winner. The survey recognizes cities using technology to improve citizen services, enhance transparency, and encourage citizen engagement. Durham once again won 2nd place in its population category.

Fleet Management Department

- **Recognized as a 2018 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 2019 as a top 20 Leading Fleet.** The awards program, sponsored by Ford and Geotab, 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 44th best managed Fleet in the North America by the “100 Best Fleets” award and Governing Magazine for 2019.** The 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.

In FY 2019-20 the Fire Department will continue to evaluate the effects of the FY 2018-19 **City-County merger** and continue to strategically plan for how to best serve the growing City. The department will add **two new administrative positions and a fire and life safety educator** as well as **funding for new safety equipment** for firefighters. 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**. As well as contractual funding with Recovery Invention, Inc. to continue licensed **CIT Clinician support** for the Police Department.

Funding is included for the joint City-County **Gang Reduction Strategy** initiative, with additional focus given to bi-lingual outreach efforts. 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 FY 2019-20 budget includes **2 cents of dedicated property tax rate** (per \$100 assessed value) for the Dedicated Housing Fund (**\$6.95 million**). In addition, it also includes **\$5.7 million of appropriated fund balance to support the Five Year Affordable Housing Plan**. During FY 2019-20, the City anticipates supporting the creation or preservation of over 300 affordable rental and for sale units, and the repair of at least 30 homes occupied by low-income homeowners. The budget also includes \$350,000 to support eviction diversion efforts and a three-year, \$2.9 million Lead Hazard Reduction grant that will address lead paint in our communities.

The **community engagement** division of Neighborhood Improvement Services is improving the way it does engagement by incorporating coordinated place-based engagement and funded community partnerships to work towards equitable engagement. In response to the City Strategic Plan's emphasis on equity, the division is prioritizing the furtherance of **equitable engagement**. The division drafted an Equitable Community Engagement Blueprint as a guide to operationalize equitable engagement and civic participation opportunities for Durham's historically under-represented communities.

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 2019-20 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 14, 2019. This year will mark our fourth year of bringing this long-standing, family-friendly and entertaining tradition back to Durham. Our hugely successful Holiday Parade in 2018 boasted 106 units, including eight (8) local bands.

Durham **Parks & Recreation** is collaborating 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 partnership has served over 2,000 families and counting. In addition, this location is home for a Farmers' Market, providing fresh fruits and vegetables donated by local vendors to mature adults. In a partnership with Believers United for Progress (BUFP), a non-profit awarded funding through the Durham County Non-Profit Funding for Food Insecurity Program, DPR is distributing meals at the Weaver Street Recreation Center to target youth in the Cornwallis Neighborhood. BUFP started providing these meals three days a week for youth ages 5-18, and will continue through the end of the school year. These programs also align with DPR's Strategic Plan.

The FY 2019-20 budget will sustain funding for the **MyDurham Teen program**. In FY 2018-19, DPR assumed responsibility for the operation of the Durham Teen Center. In addition, DPR expanded on the piloted "MyDurham" Teen program by implementing these programs at the Holton Career and Resource Center and the Durham Teen Center, increasing the MyDurham sites to six. DPR will provide MyDurham Teen programs in the summer of 2019 at the Weaver Street Recreation Center and the Durham Teen Center.

In addition, DPR increased marketing efforts of all programs for teens by converting a part-time with benefits Marketing Coordinator position to a full-time position. DPR is working with Transportation to provide free bus passes to all Durham Public School students. Partnerships with our community partners who receive the benefit of waived fees for usage of DPR facilities are helping to enhance services offered through these teen programs.

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 top priority for the Office of Economic and Workforce Development (OEWD) is working toward the vision of Shared Economic Prosperity. With a focus on a more inclusive and equitable Durham economy, OEWD seeks to better connect the Durham economy to the most vulnerable in our community. The 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 City of Durham seeks to grow quality jobs and increase local entrepreneurship, ownership and wealth, through accountable public action and targeted strategic investments. To this end, funding of \$300,000 is included for the initial staffing and implementation of consulting services for the Bull City Foundation and Fund. Funding is also included for the expansion of the Durham Youth Internship Program; the City will add 200 students to the program in FY 2019-20 for a total of 300 students. This year the program will expand thanks to support and partnership with the private sector.

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 FY 20 the department will launch a public kickoff to raise awareness and gather feedback from Durham residents. The department also expects to complete Phase 1 ("Big Questions and Launch") and Phase 2 ("Big Ideas & Vision") of the Comprehensive Plan project scope.

In FY 2019-20, 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. This funding provides a crew dedicated to ballfield maintenance and increased mowing, a crew dedicated to basic maintenance of park landscaping, and a crew for the trails. Facility Maintenance Technicians

are inspecting all parks regularly and handling minor repairs. This project is making a huge difference in the park and trail facilities that the residents of Durham value and utilize. **Due to the revaluation process, the half-penny tax for FY 2020 will be \$1,738,443, a \$279,964 increase from FY 2019.**

We will also continue the management of 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 **Solid Waste** department continues to remain committed to addressing services, as outlined in the department's Strategic Plan, with specific emphasis on operational efficiency and reducing the amount of trash that the department disposes of in the landfill. The department is facing significant challenges with the dwindling revenue from recycling, as a direct result of the sanctions imposed by the government of China on receiving recyclables from the United States. The net effect of this policy is that the department now pays to have recyclables processed instead of receiving net revenue. Other challenges are maintaining a connection with industry technology, and keeping pace with the overall growth of the City.

In an effort to divert more waste from the landfill, Solid Waste currently collects approximately 400 pounds of textiles a month at the drop-off located at the convenience center. The department continues to monitor a pilot curbside program for collection of textiles in a neighboring municipality for both costs and benefits.

In early 2019, the NC DEQ awarded Solid Waste the appropriate NC State Permits to change the operations at their current facility and enable the department to utilize food waste, yard waste, and bio-solids in a process that produces a high grade compost. This will allow the department to proceed straight to the full **Organics Composting program**. Solid Waste reached out to the i-team for assistance with better understanding resident motivations, barriers and other behaviors around composting food waste, with a vision of creating a community-centered "Culture of Composting" throughout the city of Durham. Developing a strong and equitable composting program with, and for residents, that could potentially manage all of the organic waste our community produces, puts action behind Durham's commitment to sustainability, and can serve as a model for other cities seeking to do the same.

For the first time since FY 2014-15, Solid Waste is proposing major changes to the **solid waste fee schedule**. The tipping fee for vehicles charged per ton is proposed to increase from \$44.50 to \$47.50 per ton. Other changes include reorganizing the schedule to be more functional, as well as recognizing and incorporating organic materials, other than yard waste. In all, the fee changes are estimated to produce an extra \$395,000 in revenues to help fund the rising costs of core services.

To continue to address maintenance needs outside of the CIP, General Services has refreshed its five-year **Facility and Asset Maintenance** plan, with 10 projects proposed in FY 2019-20. The updated five-year request totals \$5.5M. **This budget includes \$1M in FY 2019-20 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. **In FY 2019-20, the Transportation department will increase monthly parking rates for all garages and surface lots as recommended by the 2018 Parking Study.** The department will also continue to implement performance parking in high-demand parking areas.

The Transportation department will continue to expand its **Transportation Demand Management program**, MoveSmartDurham, as well as seek alternative transportation options for employees commuting downtown through the **Mayors Challenge Grant**. The City of Durham was one of nine cities to be awarded a three-year \$1M grant by Bloomberg Philanthropies. Three positions will focus on conducting culturally-responsive outreach, and lead education programs that encourage individuals to walk, bike, ride transit, carpool, and car share in order to increase the efficiency of Durham's transportation system and improve public health. MoveSmartDurham will continue to be funded by a Triangle J Council of Governments grant, which provides 50% federal funds and requires a 50% local match.

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 2018-19, there are still sidewalk gaps and substandard sidewalks in many locations throughout the City. In FY 2019-20, the Transportation department will continue to refine its process for identifying, prioritizing, and constructing new sidewalks.

Starting in FY 2020 resources will be dedicated to the General Services department to begin implementation of The **Sustainability Roadmap**. \$111,000 is included in the General Services Department's budget to fund initiatives and programs. The Sustainability Roadmap is intended to help define what sustainable operations look like for the City, set a long-term shared vision, and a path towards achieving that vision. The Roadmap spells out seven sustainability goals, each of which is associated with short-term and long-term outcome measures and targets intended to help the City reach these goals. The plan is both a commitment at the local municipality level to doing our part to ensure shared economic prosperity, a healthy environment, and an equitable society in Durham, as well as an invitation to residents of Durham, local business owners, nonprofit leaders, and community groups to join in this important work.

CAPITAL IMPROVEMENT PROGRAM (CIP) AND DEBT

The FY 2020-25 Capital Improvement Program (CIP) is presented to the City Council in a companion document to the FY 2019-20 annual budget. **The capital improvement budget includes \$186.8 million for new projects and to complete existing projects.** Funding is provided through Water and Sewer revenues and revenue bonds, general fund financings, pay-as-go funding, parking and stormwater fees.

Funding is included for \$52.1 million in General Fund capital projects for projects that were deemed a priority and essential to the City's capital infrastructure needs. The remaining \$134.7 million of CIP funding was 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 2019-20 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 2020-2025 Capital Improvement Program (CIP)

a. General Capital Projects FY 2019-20:

- I. \$0.60 million for Accessible Pedestrian Signal Improvements (address upgrades and replacement of outdated pedestrian crossing signals/equipment)
- II. \$0.098 million for Alston Avenue Sidewalk (address the additional match funding need to complete sidewalk project from Capps St. to Riddle Rd.)
- III. \$0.75 million for Bridge Maintenance and Repair (address maintenance and repairs identified under the bridge assessment management plan)
- IV. \$0.30 million for Cornwallis Rd. & NCRR Grade Separation (address construction of a pedestrian bridge crossing the railroad at Cornwallis & Miami Blvd.)
- V. \$1.619 million for City Hall HVAC Renovations (address replacement of cooling tower and handling air units)
- VI. \$6.7 million for Fire Station #18 (address design and project initiation phases)
- VII. \$1.6 million for Fire Station #19 (land acquisition for construction)
- VIII. \$6.459 million for Full Dept Reconstruction/Road Rebuilding (address pavement preservation strategy for maintenance of asphalt street pavements)
- IX. \$0.15 million for Garrett/US 15-501 Interchange project (address local match for interchange construction)
- X. \$0.127 million for Hillandale Road Bike/Ped project (address construction of sidepath and sidewalks from I-85 to NC 147)
- XI. \$0.50 for Hoover Rd. Athletic Park Project (address additional CMAR cost for construction management and expedited project delivery)

- XII. \$3.2 million to fund Information Technology infrastructure projects
- XIII. \$0.166 million for LaSalle Street Sidewalk (address construction of sidewalks from Kangaroo Drive to Sprunt Avenue)
- XIV. \$0.428 million for Morreene Road Bike/Ped project (address construction of bike lanes and sidewalks from Erwin Road to Neal Road)
- XV. \$0.305 million for N. Duke Street Sidewalks (address construction of sidewalks from Murray Avenue to N. Roxboro Road)
- XVI. \$0.039 million for NC54 Sidewalk project (address addition local match for construction of sidewalks from NC55 to RTP)
- XVII. \$0.335 million for Miscellaneous Thoroughfare Projects
- XVIII. \$2.4 million for Participatory Budgeting projects
- XIX. \$0.125 million for Public Art
- XX. \$0.20 million for Rail Safety Improvement Projects
- XXI. \$2.2 million for sidewalk repair (citywide sidewalks and curb/gutter repairs)
- XXII. \$2.9 million for dirt petition streets (addresses final phase of approved petitioned streets)
- XXIII. \$0.96 million for new sidewalk projects (address BikeWalk Plan)
- XXIV. \$0.745 million for Signalized Pedestrian Upgrades (address pedestrian safety installations, sidewalk connections and transit improvements)
- XXV. \$0.225 million for Traffic Signal Installations
- XXVI. \$0.20 million for Traffic Signal System Improvements
- XXVII. \$0.20 million for US70 Upgrade (address local match for upgrading to a freeway between Page Road and I-540)
- XXVIII. \$1.429 million for Weaver Street/WD Hill Recreation Ctr. Renovations

b. **Stormwater Projects:**

- I. \$5.66 million to address flood plain management, drainage repairs, retrofits and major stormwater infrastructure.

c. **Water and Sewer Projects:**

- I. \$117.8 million for water and sewer improvements including water and sewer rehabilitation, distribution, water residuals, and construction.

d. **Fleet:**

- I. \$14 million for General Fund, Inspections Fund, Solid Waste, Stormwater, Transit, and Water Management fleet vehicles.

e. **Street Maintenance:**

- I. **\$10.0 million to address annual ongoing maintenance of streets.** In FY 20, there is \$6M designated as ongoing (\$1M more over FY 2019) and \$4M from one-time fund balance.

Other capital needs will be met in the operating budget:

- I. **Maintenance Replacement Project Plan - \$1M for FY 20** – General Services has refreshed its five-year maintenance replacement plan with 10 projects proposed in FY 20. The updated five-year request totals \$5.5m (\$1M in FY 20, increasing by \$100k each subsequent year). The FY 2019 budgeted amount of \$900K is expected to be fully spent/encumbered by the end of FY 2019.

CONCLUSION

This budget will allow us to make strides towards achieving the goals set by City Council in last year's adopted Strategic Plan. However, more importantly to me, this budget takes care of our employees and continues the City's effort to be a high performing workplace. This budget includes the full implementation of a new pay plan, an achievement that our Human Resources and Budget departments should be proud of. We will begin implementation of projects chosen by our residents through participatory budgeting, and departments, like Water Management, will have more resources to handle their increasing workload.

Besides supporting the employees who make Durham a great place to live, work and play, this budget also expands our efforts to support the most vulnerable in our community. Implementation of the Five Year Affordable Housing plan will be transformative for our city, and the funding of the first year of that plan is a major highlight of this budget. We are also expanding our support for residents experiencing homelessness, with additional positions and a dedicated team that will support the Durham homelessness Continuum of Care. The Office of Economic & Workforce Development's work toward shared economic prosperity expands in this budget, with support for the formation of the Bull City Venture Foundation & Fund, as well as their work with justice-involved residents.

Thanks to City Council's continued emphasis, our organization is improving how we think about equity, and how we take it into consideration as we serve our residents. This budget takes that to a new level with the formation of the Department of Equity & Inclusion as well as the implementation of the equitable engagement blueprint. I am so excited to see where this work takes our organization and how we can best serve as a model for how equity is addressed in local government.

This budget also keeps an eye on our future, with support for expanding our student youth internship program, implementing our sustainability roadmap, and making permanent our Innovation Team. The efforts of our Participatory Budgeting team and their volunteers will also come to fruition in the coming budget year, as they fund and implement the projects that residents choose. This program will be an exciting way to allow our residents to directly shape the neighborhoods they live in.

I think it is fair to say that even with 150 years behind us, I believe Durham's best years are yet to come!

I want to extend my appreciation and thanks to the management team for their creativity and prudent administration, to all City employees who have continued to provide excellent service, and to all departments for their great work in developing this budget.

In closing, special recognition and thanks to Budget & Management Services Director, Bertha Johnson, and the entire Budget & Management Services staff for their leadership in the development of the budget and continued execution of our Strategic Plan. The updated Strategic Plan embodies the vision of our City Council showing how every employee contributes to making Durham the leading city in providing an excellent and sustainable quality of life.

Respectfully Submitted,



Thomas J. Bonfield
City Manager



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UPDATING 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.

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 first six months of the fiscal year as well as 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?



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.

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.

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 work-based learning, career pathways and job training programs.

- **Grow a Civic Infrastructure**

Cultivate public private partnerships toward shared economic prosperity.

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.

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.

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.

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.

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.

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.

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)

Department	Departmental Objective	Budget Page	Council Goals				
			Economic	Safer Community	Communities	High-Performing	Sustainable
City Clerk	To maintain a high level of administrative support to Mayor and City Council	135				High-Performing	
City Clerk	To maintain official records and provide access to public records	135					
City Manager	Enhance External Communication and Engagement	140					
Audit Services	Reduce fraud, waste & abuse for the City	146					
Audit Services	Improve efficiencies and effectiveness in the City operations (actual audit engagements)	146					
Budget	Enhance the use of strategy, data and engagement to manage and allocate the City of Durham's resources effectively	151					
Budget	Develop the organization's problem-solving capacity through partnerships, projects, and trainings to sustain continuous improvement culture	151				High-Performing	
Budget	Collaborate with internal departments & external stakeholders to identify solutions to complex problems through evidence based and innovative approaches	152					
EOEA	Increase the number of UBEs participating in the City's marketplace	157	High-Performing				
EOEA	Increase the number of small businesses participating in City of Durham contracting	158	High-Performing				
Finance	To Promote a Culture of Safety that Will Help Protect the City's Assets	163				High-Performing	
Finance	To Execute Core Processes Under Standardized Controls to Protect Financial Assets and Promote Operational Efficiency	163					
Finance	To Promote Strong Financial Management to Ensure Adequate Resources to Meet Programmatic and Capital Needs of the City	164					
Human Resources	Make the City of Durham a nationally-recognized employer of choice	169					
Human Resources	Establish human capital leadership across the organization	169					
Human Resources	Create customer experiences that delight and amaze	170					
Technology Solutions	Align IT services to provide innovative solutions according to evolving industry standards	175					
Technology Solutions	Maintain all the City IT assets governed by Technology Solutions	175				High-Performing	

Department	Departmental Objective	Budget Page	Council Goals				
			Economic	Safer Community	Communities	High-Performing	Sustainable
Inspections	Provide outstanding customer service through efficient and effective inspection processes	183					
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	190					
Community Development	Preserve and expand supply of affordable rental units and rental assistance, with a focus on households <50% AMI	197					
Economic Development	Facilitate recruitment and expansion of targeted businesses and industries	205					
Economic Development	Connect job seekers to job and/or job training opportunities.	205					
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	214					
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	215					
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	215					
Neighborhood Improvement Services	Increase community capacity through building relationships with residents and community organizations	216					
Emergency Communications	Ensure calls are processed in the most timely and effective manner to ensure safety of residents, first responders and visitors	224					
Emergency Communications	Provide service and support of the radio system to ensure continual communications capabilities	224					

Department	Departmental Objective	Budget Page	Council Goals				
			Economic	Safer Community	Communities	High-Performing	Sustainable
Fire	Enhance Emergency Response Capabilities	233					
Fire	Increase Code Enforcement and Community Education Efforts	233					
Fire	Increase Staff Preparedness through Training	234					
Police	Reduce the impact and fear of crime through effective proactive policing	241					
Police	Meet response time goals to improve service delivery	241					
Police	Strengthen community relations through proactive community engagement	242					
Police	Effectively recruit, train and retain well qualified and diverse employees	242					
Fleet Management	To utilize existing reports in conjunction with an asset index to create a business plan to effectively manage City Resources	248					
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)	248					
General Services	Exceed customer expectations by delivering excellent customer service and demonstrated performance measures outcomes within functional areas	257					
General Services	Construct, deliver, and maintain sustainable, high-quality, visually appealing infrastructure and facilities	258					
General Services	Promote environmental sustainability to achieve energy efficiency, pollution and litter reduction, and support global warming prevention	259					
Parks & Recreation	Increase connectivity to programs and services through reductions in physical and economic barriers, and increasing relationships and awareness	266					
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	266					

Department	Departmental Objective	Budget Page	Council Goals				
			Economic	Safer Community	Communities	High-Performing	Sustainable
Parks & Recreation	Increase opportunities through quality, diverse program offerings, physical spaces, natural areas, and lifelong learning	267			Green		
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	267					Green
Public Works	Manage a proactive street maintenance program that is cost effective at an accepted level of service	274					Green
Public Works	Build a sidewalk network that meets community needs and creates a connected community	274			Green		Green
Public Works	Maintain a stormwater system to meet or exceed all federal, state and local stormwater and environmental requirements	274					Green
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)	281					Green
Solid Waste	Improve collaboration with partner departments increasing resident education to deliver high quality services	282			Green		Green
Solid Waste	Reduce carbon footprint and improve operational efficiencies	282			Green		
Transportation	Enhance safety and accessibility of crosswalks, walkways, school zones, trails and bikeways for residents and visitors to get from one point to another	289		Green	Green		Green
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	289		Green	Green		
Transportation	Promote multi-modal transportation options that are environmentally sustainable, affordable, clean, safe, and efficient	290		Green			Green

Department	Departmental Objective	Budget Page	Council Goals				
			Economic	Safer Community	Communities	High-Performing	Sustainable
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	291					
Water Management	Maintain satisfied customers	298					
Water Management	Maintain water/wastewater systems to an acceptable level of effectiveness and quality	298					
Water Management	Develop and build water/wastewater systems to meet growth needs and regulatory requirements	299					

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.



Fund Balance Policy for
General Fund and
Subject: Operating Reserve
Requirement for Water
and Sewer Fund
Effective Date: 3/28/2018
Department: Finance
Revised Date: [Policy Revised Date]

Revision: 2

Policy Number: FP-112
Rescinded Date: [Policy Rescinded Date]

DocuSigned by:

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City Manager

To All City Employees:

I. Purpose

The purpose of this policy is to establish a fund balance target for the General Fund and an operating reserve requirement for the Water and Sewer 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.

II. Policy

For the General Fund: To maintain Unassigned Fund Balance ("UFB") in an amount no less than the greater of 12% of the current year's originally adopted Adjusted Budgeted Expenditures ("ABE") or the amount required by the Local Government Commission (LGC). UFB could fall to a level below 12% 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). An additional amount equal to 4.7% of ABE shall be maintained to serve as a funding reserve for unforeseen opportunities and other non-emergency needs that may arise during any fiscal year for which other sources are not available, thus bringing the total UFB target level to 16.7% of ABE.

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

Projections of UFB levels will be made as part of the annual budget process and any portion of the UFB projected to be in excess of 16.7% of ABE shall be evaluated for

potential appropriation in the context of that process, but should generally be used only for non-recurring purposes.

For the Water and Sewer Fund: To maintain an Operating Reserve equivalent to 50% of annual Operating and Maintenance (O&M) Expenses. If the operating reserve is projected to fall below the target of 50%, then appropriate action, including rate increases and/or reductions in spending, will be taken to restore the reserve to the target level.

III. Definitions

Unassigned Fund Balance (UFB) – Fund balance amounts within the General Fund that are properly reported in the City’s financial statements as Unassigned as defined by the Governmental Accounting Standards Board (GASB) statement number 54. This amount represents fund balance that has not been restricted, committed, or assigned to specific purposes within the General Fund.

Adjusted Budgeted Expenditures (ABE) – Total General Fund appropriations less any amounts appropriated within the fund for debt service and transfers to other funds. Calculations shall be made based upon the original annual budget adopted by City Council.

Operating Reserve - Current assets less inventories, accounts payable, accrued payroll and deposits held in escrow as reported in the City’s financial statements within the Water & Sewer Fund.

Operating and Maintenance Expenses – Total operating expenses less depreciation as reported in the City’s financial statements within the Water & Sewer Fund.

IV. Procedure

The Finance Department and the Budget & Management Services Department shall jointly develop projections of revenue and expenses to ensure that the City Manager’s recommended budget presented to Council each year is in compliance with this policy.

At the end of each fiscal year and upon completion of the audit of the financial statements, the Finance Department shall calculate the actual year-end UFB and Operating Reserve levels and report these amounts to the City Manager and City Council.

V. Other

This policy supersedes Council resolution #9789 regarding the level of fund balance in the General Fund of the City of Durham's annual budget.

The Finance Department is responsible for revisions and updates to this policy.

VI. Attachments



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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 2019-20	FY 2020-21	FY 2021--22	FY 2022-23	FY 2023-24	FY 2024-25
Revenues						
General Property Taxes	\$ 107,192,426	\$ 110,408,199	\$ 113,720,444	\$ 117,132,058	120,646,020	124,265,400
Taxes: Prior Year Levy/Interest	1,272,715	1,254,980	1,279,235	1,304,084	1,329,544	1,355,631
Other Local Taxes	72,063,828	74,334,301	76,681,254	79,472,046	82,368,896	85,376,102
State-Shared Revenues	11,962,793	12,076,338	12,192,153	12,310,284	12,430,779	12,553,683
Licenses and Permits	354,500	356,430	358,399	360,407	362,455	364,544
Investment/Rental Income	114,263	114,263	114,263	114,263	114,263	114,263
Charges for Current Services	9,278,749	10,462,417	10,592,211	10,724,599	10,859,636	10,997,373
Intragovernmental Services	6,520,126	6,800,413	7,076,752	7,368,589	7,648,057	7,976,047
Other Revenues	1,151,550	1,151,550	1,151,550	1,151,550	1,151,550	1,151,550
Additional Revenues	5,896,006	4,000,000	4,608,099	4,000,000	4,608,099	4,000,000
Total Revenues	\$ 215,806,956	\$ 220,958,891	\$ 227,774,360	\$ 233,937,880	241,519,299	248,154,593
Appropriations						
Personal Services	\$ 165,657,357	\$ 171,395,611	\$ 175,592,750	\$ 179,826,408	183,303,531	187,010,883
Operating	37,261,266	39,338,297	40,800,798	40,919,553	43,148,963	44,770,035
Capital Outlay	1,191,448	1,237,266	1,284,916	1,334,473	1,386,012	1,439,613
Others	856,519	856,519	856,519	856,519	856,519	856,519
Transfers to Other Funds	10,840,366	10,900,454	10,911,046	10,922,168	10,933,848	10,946,112
Total Appropriations	\$ 215,806,956	\$ 223,728,147	\$ 229,446,029	\$ 233,859,122	\$ 239,628,873	\$ 245,023,162
Property Taxes Needed	\$ 107,192,426	\$ 113,177,455	\$ 115,392,113	\$ 117,053,299	\$ 118,755,595	\$ 121,133,971
Projected Levy	107,192,426	110,408,199	113,720,444	117,132,058	120,646,020	124,265,400
Surplus/(Shortfall)	\$ -	\$ (2,769,256)	\$ (1,671,669)	\$ 78,759	\$ 1,890,425	\$ 3,131,429
One Cent on Tax Rate	\$ 3,476,887	\$ 3,581,194	3,688,629	3,799,288	3,913,267	4,030,665
Tax Rate (General Fund Only)	0.3083	0.3083	0.3083	0.3083	0.3083	0.3083
Tax Rate Equivalent	0.0000	0.0077	0.0045	-0.0002	-0.0048	-0.0078
Tax Rate (cents)	0.3083	0.3160	0.3128	0.3081	0.3035	0.3005
Undesignated Fund Balance	\$ 40,470,238	\$ 36,470,238	\$ 31,862,139	\$ 27,862,139	\$ 23,254,040	\$ 19,254,040
12% Undesignated Fund Balance	\$ 24,595,991	\$ 25,539,323	\$ 26,224,198	\$ 26,752,434	\$ 27,443,403	\$ 28,089,246
16.7% Undesignated Fund Balance	\$ 34,229,421	\$ 35,542,225	\$ 36,495,342	\$ 37,230,471	\$ 38,192,069	\$ 39,090,868
Fund Balance %	19.74%	17.14%	14.58%	12.50%	10.17%	8.23%

GENERAL FUND PROJECTION

Revenue Assumptions FY2021 – FY2025

- Property Tax Base is projected to grow at 3.00% annually overall.
- Other Local Taxes: Sales tax is projected at 3.00% growth annually. Hotel / Motel Occupancy Tax is projected at 7.00% growth annually.
- Intergovernmental projection: State Collected Revenues are assumed to have slow growth of 1.00%.
- 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 (between 1% and 2%).

Appropriation Assumptions FY2021 – FY2025

- 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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Revenues						
Property Taxes	\$ 38,245,757	\$ 39,514,023	\$ 40,305,107	\$ 41,112,270	\$ 41,935,842	\$ 42,725,049
Other Revenue	549,309	511,653	-	-	-	-
Durham County	112,381	112,575	200,979	200,979	230,684	355,987
Interest	816,000	-	-	-	-	-
Appropriation from Fund Balance	-	-	-	-	-	-
Total Revenues	\$ 39,723,447	\$ 40,138,251	\$ 40,506,086	\$ 41,313,249	\$ 42,166,526	\$ 43,081,036
Appropriations						
Debt Service	\$ 33,824,365	\$ 33,603,287	\$ 31,334,669	\$ 27,980,799	\$ 26,039,927	\$ 25,146,834
Tax Collection Fee	439,826	454,411	463,509	472,791	482,262	491,338
Transfer to Capital	2,042,087	2,635,226	1,076,419	2,033,906	2,217,491	1,000,000
Transfer to Other Funds	1,853,931	1,808,390	1,759,869	1,710,359	1,665,257	1,624,216
Appropriation to Fund Balance	1,563,238	1,636,937	5,871,621	9,115,393	11,761,589	14,818,648
Total Appropriations	\$ 39,723,447	\$ 40,138,251	\$ 40,506,086	\$ 41,313,249	\$ 42,166,526	\$ 43,081,036

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

**WATER AND SEWER FUND
PROJECTION**

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2013-24	FY 2024-25
Revenues						
Operating Revenue	\$ 104,802,076	\$ 106,898,118	\$ 109,036,080	\$ 111,216,802	\$ 113,441,138	\$ 115,709,961
Permits	209,250	216,835	224,908	230,382	241,586	253,665
Non-Operating Revenue	982,600	1,002,252	2,472,748	2,522,203	2,572,647	1,610,477
Investment Income	2,252,408	559,980	571,180	582,604	594,256	606,141
Transfers from Other Funds	-	-	-	-	-	-
Other Financing Sources	-	-	-	-	-	-
Appropriations from Fund Balance	1,574,166	-	-	1,100,628	954,030	4,332,712
Total Revenues	\$ 109,820,500	\$ 108,677,185	\$ 112,304,916	\$ 115,652,619	\$ 117,803,657	\$ 122,512,956
Appropriations						
Personnel Services	\$ 30,880,660	\$ 32,115,887	\$ 33,400,522	\$ 34,736,543	\$ 36,126,005	\$ 37,571,045
Operating Expenditures	23,512,794	24,335,742	25,187,493	26,069,055	26,981,472	28,060,731
Non-Departmental Administration	5,626,223	5,879,403	6,143,976	6,420,455	6,709,375	7,011,297
Capital Outlay	140,500	23,000	24,035	25,117	26,247	27,428
Debt Service Principal and Interest	12,305,323	12,411,889	17,582,821	25,201,450	26,960,558	28,842,455
Transfers to Other Funds	37,355,000	28,950,000	22,900,000	23,200,000	21,000,000	21,000,000
Transfers to Fund Balance	-	4,961,264	7,066,069	-	-	-
Total Appropriations	\$ 109,820,500	\$ 108,677,185	\$ 112,304,916	\$ 115,652,620	\$ 117,803,657	\$ 122,512,956

Debt Coverage Ratio:

Parity Debt	6.08	4.05	2.38	2.22	2.24	1.85
All Debt	4.70	3.43	2.19	2.11	2.13	1.78

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. The coverage ratio that must be maintained for parity debt is 1.25 and for all debt 1.0. Generally, only operating revenues can be utilized for computation of the coverage ratio.
- A rate increase for water and sewer service charges is included for FY 2019-20. This rate increase equates to about a 2.8% 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.
- All non-rate revenue sources are projected to increase by 2% annually.

Appropriation Assumptions

- All Operational and Maintenance costs including operating and capital increase by 3.5% each year to cover expected system expansions and increased regulatory requirements, and personnel increases by 4% each year.
- Transfer to CIP represents the amount of cash projected to be transferred from the Water and Sewer Fund to the Capital Projects Fund for water and sewer construction projects.
- 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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Revenues						
General Property Taxes	\$ 19,435,798	\$ 20,018,872	\$ 20,619,438	\$ 21,238,022	\$ 21,875,162	\$ 22,531,417
Interest and Rental Income	141,000	140,000	110,000	90,000	75,000	75,000
Charges for Services	8,277,137	8,477,940	8,719,066	8,969,477	9,229,534	9,499,613
Intergovernmental Revenues	167,322	167,322	167,322	167,322	167,322	167,322
Landfill Gas	134,400	131,712	129,078	126,496	123,966	121,487
Other Financing Sources	300	300	300	300	300	300
Transfers From Other Funds	82,422	82,422	82,422	82,422	82,422	82,422
Appropriation From Fund Balance	-	853,521	800,812	400,672	942,506	1,111,176
Total Revenues	\$ 28,238,379	\$ 29,872,089	\$ 30,628,438	\$ 31,074,712	\$ 32,496,213	\$ 33,588,736
Appropriations						
Personal Services	\$ 8,923,366	\$ 9,703,499	\$ 10,204,404	\$ 10,726,860	\$ 11,216,231	\$ 11,664,880
Operating	15,835,120	16,279,104	16,759,786	17,259,492	17,766,479	\$ 17,944,144
Capital and Other	263,500	50,000	50,000	50,000	50,000	50,000
Debt Service	3,042,513	3,839,486	3,614,248	3,038,360	3,463,502	3,929,713
Transfers To Other Funds	-	-	-	-	-	-
Transfer to Fund Balance	173,880	-	-	-	-	-
Total Appropriations	\$ 28,238,379	\$ 29,872,089	\$ 30,628,438	\$ 31,074,712	\$ 32,496,212	\$ 33,588,736

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. This transfer has increased to \$82,422K from \$15K in FY19 to more accurately capture the true costs of providing enhanced services downtown.
- 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.
- Transfers to Other Funds is a transfer a small transfer to cover the Solid Waste Fund's portion of a technology project for FY19.
- Transfer to Fund Balance is used when projected revenues exceed projected expenses.

STORMWATER MANAGEMENT FUND PROJECTION

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Revenues						
Operating Revenues	\$ 16,049,888	\$ 16,531,385	\$ 17,027,326	\$ 17,538,146	\$ 18,064,290	\$ 18,606,219
Interest and Rental Income	191,000	192,910	194,839	196,787	198,755	200,743
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	\$ 16,693,935	\$ 17,187,662	\$ 17,696,522	\$ 18,220,239	\$ 18,759,628	\$ 19,315,159
Appropriation from Fund Balance	2,018,853	584,861	643,492	1,162,062	3,565,842	130,497
Total Revenues	\$ 18,712,788	\$ 17,772,523	\$ 18,340,014	\$ 19,382,301	\$ 22,325,470	\$ 19,445,656
Appropriations						
Personal Services	\$ 8,916,721	\$ 9,317,973	\$ 9,737,282	\$ 10,175,460	\$ 10,633,356	\$ 11,111,857
Operating	3,562,067	3,704,550	3,852,732	4,006,841	4,167,115	4,333,799
Transfers to Other Funds	6,234,000	4,750,000	\$ 4,750,000	5,200,000	7,525,000	4,000,000
Transfers to Fund Balance	-	-	-	-	-	-
Total Appropriations	\$ 18,712,788	\$ 17,772,523	\$ 18,340,014	\$ 19,382,301	\$ 22,325,470	\$ 19,445,656

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 are no rate increases for FY 2019-20. A rate increase may be needed for FY 2020-21, depending on the rate of capital spending.
- The single-family residential Stormwater monthly fee structure reflects three tiers tied to square footage of impervious surface:
 - \$3.26 for less than 2,000 square feet
 - \$6.75 for more than 2,000 and less than 4,000 square feet
 - \$13.52 for 4,000 square feet or more
- The monthly charge for each commercial ERU is \$6.75. 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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Revenues						
General Property Taxes	\$ 13,038,326	\$ 13,429,476	\$ 13,832,360	\$ 14,247,331	\$ 14,674,751	\$ 15,114,993
Licenses and Permits	2,805,000	2,861,100	2,918,322	2,976,688	3,036,222	3,096,947
Intergovernmental	5,643,235	5,791,832	5,653,840	5,508,627	5,605,589	5,705,459
Charges for Current Services	2,298,426	2,302,712	2,307,084	2,311,544	2,316,094	2,320,734
Other Revenue	278,626	304,927	312,447	308,192	352,170	324,387
Appropriation from Fund Balance	-	50,956	-	71,095	702,538	947,929
Total Revenues	\$ 24,063,613	\$ 24,741,003	\$ 25,024,053	\$ 25,423,477	\$ 26,687,364	\$ 27,510,449
Appropriations						
Operating	\$ 21,851,015	\$ 22,615,801	\$ 23,407,354	\$ 24,226,611	\$ 25,074,542	\$ 25,826,779
Capital	325,633	175,633	125,000	125,000	125,000	125,000
Debt Service	235,249	205,778	205,778	205,778	205,778	205,778
Transfers to Other Funds	1,386,149	1,743,791	1,258,398	1,332,797	1,282,043	1,352,892
Appropriation to Fund Balance	265,567	-	27,523	-	-	-
Total Appropriations	\$ 24,063,613	\$ 24,741,003	\$ 25,024,053	\$ 25,890,186	\$ 26,687,364	\$ 27,510,449

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 2019-20 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 2019-20.
- 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 2020-21 through FY 2024-25 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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Revenues						
Interest and Rental Income	\$ 138,000	\$ 140,760	\$ 143,575	\$ 146,447	\$ 149,376	\$ 152,364
Charges for Current Services	5,799,602	7,923,090	7,851,752	8,352,079	8,739,004	9,072,056
Appropriation from Fund Balance	1,138,056	-	-	2,400,000	-	-
Transfers from Other Funds	903,571	869,075	420,125	404,852	389,457	375,400
Total Revenues	\$ 7,979,229	\$ 8,932,925	\$ 8,415,452	\$ 11,303,378	\$ 9,277,837	\$ 9,599,820
Appropriations						
Personal Services	\$ 1,755,643	\$ 1,825,869	\$ 1,898,903	\$ 1,974,860	\$ 2,053,854	\$ 2,136,008
Operating	2,763,530	3,701,665	3,329,013	6,104,174	3,840,781	4,108,952
Capital	27,000	-	-	-	-	-
Debt Service	3,433,056	3,405,391	3,187,536	3,224,344	3,383,202	3,354,860
Transfer to Fund Balance	-	-	-	-	-	-
Total Appropriations	\$ 7,979,229	\$ 8,932,925	\$ 8,415,452	\$ 11,303,378	\$ 9,277,837	\$ 9,599,820

PARKING FACILITIES PROJECTION

Revenue Assumptions

- Since FY 2002-2003 a private vendor is contracted to operate the City garages and parking lots. Effective January 1, 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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Revenues						
Interest Income	\$ 11,355	\$ 11,366	\$ 11,378	\$ 11,389	\$ 11,400	\$ 11,412
Charges for Service	277,960	288,411	299,219	310,393	321,947	333,892
Transfers from Other Funds	1,100,360	1,131,353	1,108,726	1,086,551	1,064,820	1,043,524
Transfer from Reserve	272,903	971,648	95,391	-	287,321	928,000
Total Revenues	\$ 1,662,578	\$ 2,402,778	\$ 1,514,714	\$ 1,408,334	\$ 1,685,489	\$ 2,316,828
Appropriations						
Debt Service	1,228,320	1,218,752	1,207,017	1,195,126	1,188,559	1,185,315
Capital Repair/Replacement	434,258	1,184,026	307,697	42,219	496,930	1,131,513
Transfer to Reserve	-	-	-	170,989	-	-
Total Appropriations	\$ 1,662,578	\$ 2,402,778	\$ 1,514,714	\$ 1,408,334	\$ 1,685,489	\$ 2,316,828

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 \$150K in FY20, and then \$200K annually in FY21-FY24. The Debt Service Fund will subsidize the Ballpark Fund approximately \$950K in FY20, and continue to decrease annually through FY24.
- 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**

	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25
Revenues						
Other Local Taxes	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000
Other Revenues	1,000,000	1,052,500	1,017,500	956,250	956,250	1,052,500
Interest Income	63,581	70,732	83,217	82,317	90,761	101,502
Operating Revenues	1,611,219	1,806,437	1,699,222	1,446,190	1,414,253	1,656,230
Appropriation from Fund Balance	-	-	-	90,841	-	-
Total Revenues	\$ 4,074,800	\$ 4,329,669	\$ 4,199,939	\$ 3,975,598	\$ 3,861,264	\$ 4,210,232
Appropriations						
Operating	490,931	505,710	521,057	536,996	553,553	570,754
Capital and Other	488,036	867,712	180,763	1,201,405	216,250	322,864
Debt Service	2,231,745	2,234,005	2,237,119	2,237,197	2,238,665	2,231,745
Appropriation to Fund Balance	864,088	722,242	1,261,000	-	852,796	1,084,869
Total Appropriations	\$ 4,074,800	\$ 4,329,669	\$ 4,199,939	\$ 3,975,598	\$ 3,861,264	\$ 4,210,232

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

Appropriation Assumptions

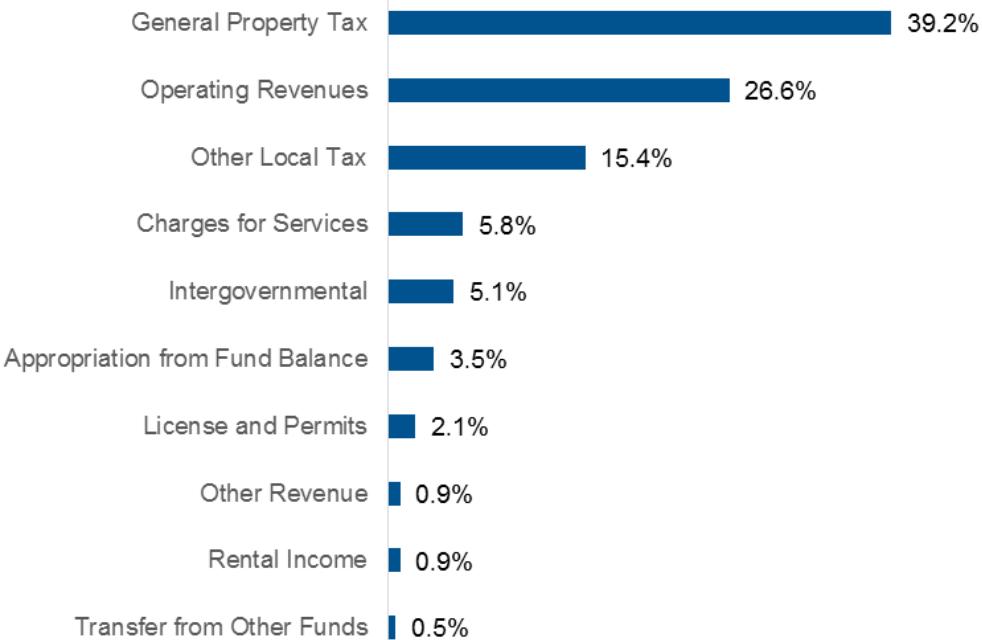
- Operating costs represent commissions and fees to meet contractual obligations for the operation of the facility and are projected to grow at 3% annually.
- Capital and other represents expenses related to the maintenance, improvement, and repairs to the facility. These expenses were previously captured 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**

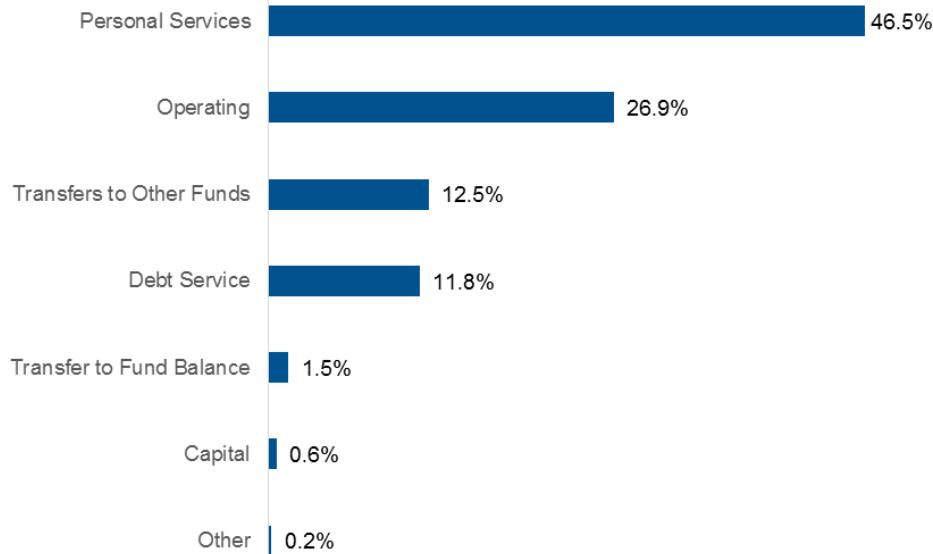
	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20
General Property Taxes	\$ 168,028,548	\$ 170,755,800	\$ 171,946,407	\$ 187,254,083
Other Local Taxes	69,698,286	71,541,404	70,258,670	73,463,828
Intergovernmental	20,796,097	24,678,252	24,438,008	24,405,858
Licenses and Permits	10,897,942	10,807,145	10,775,126	10,090,077
Rental and Other Income	4,965,860	790,609	1,994,369	4,318,916
Charges for Current Services	24,420,215	27,008,019	26,507,210	27,693,068
Operating Revenues	121,248,888	123,173,327	122,723,633	127,275,643
Transfers from Other Funds	2,712,624	3,364,220	3,482,955	2,445,400
Appropriation from Fund Balance	1,606,050	75,284,373	86,529,345	16,612,730
Other Revenue	92,359,719	3,533,037	4,507,822	4,228,385
Total Revenues	\$ 516,734,230	\$ 510,936,186	\$ 523,163,545	\$ 477,787,988
Personal Services	\$ 187,965,005	\$ 209,486,563	\$ 207,637,770	\$ 221,947,097
Operating	103,401,478	123,613,393	128,233,374	128,482,373
Capital	5,682,905	1,834,219	6,131,343	3,195,205
Debt Service	102,065,495	55,741,230	55,747,101	56,300,571
Transfers To Other Funds	52,704,157	112,296,259	115,900,718	59,816,955
Other	-	521,765	47,500	856,520
Transfer to Fund Balance	64,915,189	7,442,757	9,465,739	7,189,267
Total Appropriations	\$ 516,734,230	\$ 510,936,186	\$ 523,163,545	\$ 477,787,988

SUMMARY OF REVENUES AND APPROPRIATIONS FOR ALL FUNDS

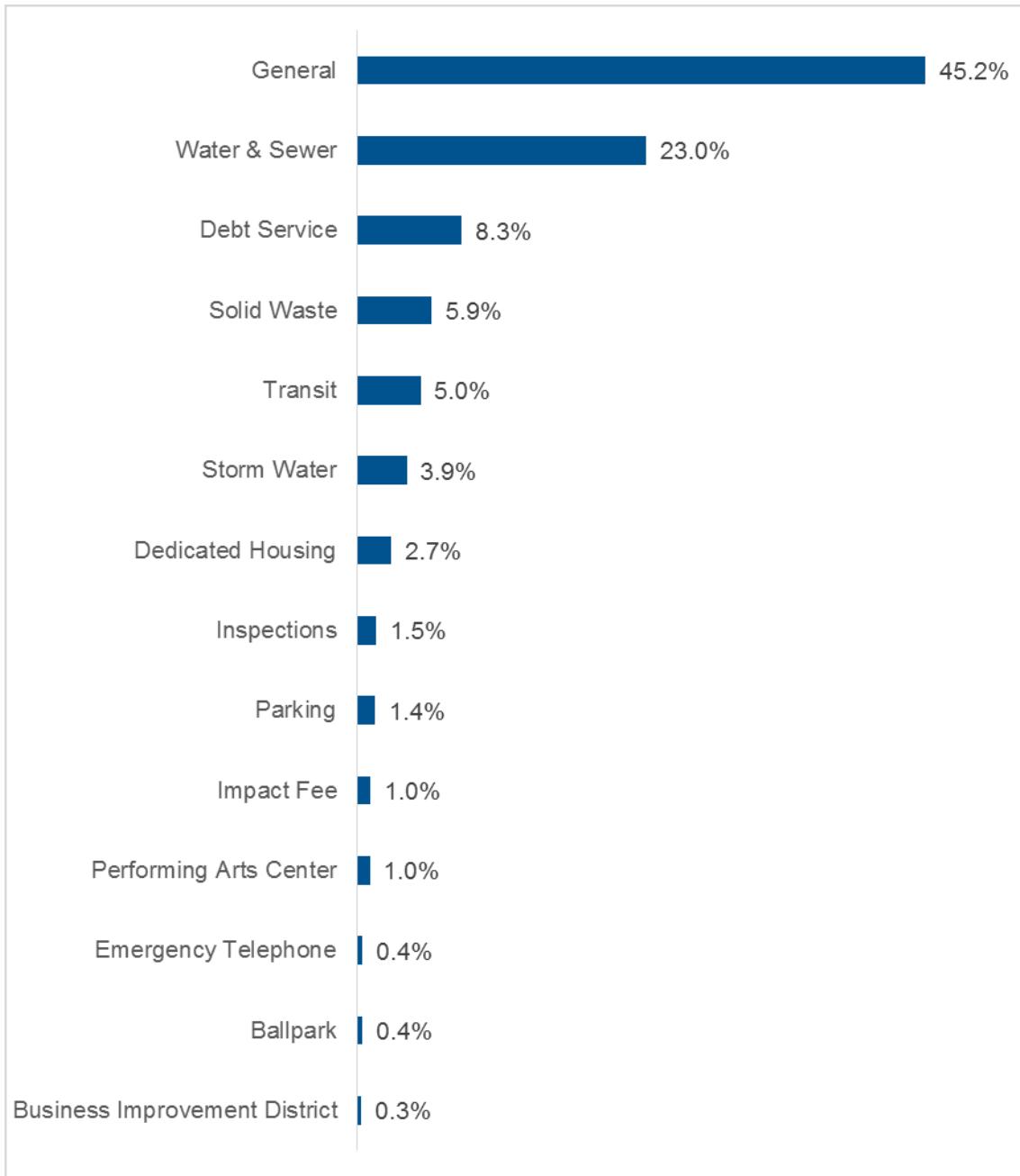
FY 2019-20 REVENUES



FY 2019-20 APPROPRIATIONS



SUMMARY OF ALL FUNDS RECOGNIZED IN THE BUDGET ORDINANCE



**SUMMARY OF REVENUES FOR ALL
FUNDS RECOGNIZED IN BUDGET ORDINANCE**

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20
General Fund				
General Property Taxes	\$ 95,539,876	\$ 98,310,069	\$ 98,703,309	\$ 108,465,141
Other Local Taxes	68,285,403	70,141,404	68,791,941	72,063,828
State-Shared Revenues	11,627,048	11,851,475	11,642,554	11,962,793
Licenses and Permits	551,306	348,000	271,699	354,500
Interest and Rental Income	200,556	116,661	119,161	114,263
Charges for Current Services	9,231,949	8,930,425	9,064,381	9,278,748
Intragovernmental Revenues	1,486,144	6,694,530	6,726,880	6,520,127
Other Revenues	907,735	844,050	980,839	1,151,550
Subtotal Current Revenues	\$ 187,830,017	\$ 197,236,614	\$ 196,300,764	\$ 209,910,950
Appropriation from Fund Balance	-	4,399,038	12,801,180	5,896,006
Total Revenues	\$ 187,830,017	\$ 201,635,652	\$ 209,101,944	\$ 215,806,956
Debt Service Fund				
General Property Taxes	\$ 37,581,397	\$ 37,103,710	\$ 37,103,710	\$ 38,245,757
Interest	288,277	23,000	23,000	816,000
Other Revenue	632,011	576,480	576,480	549,309
Bond Refunding	83,444,691	-	-	-
Intergovernmental	1,924,443	-	-	112,381
Subtotal Current Revenues	\$ 123,870,819	\$ 37,703,190	\$ 37,703,190	\$ 39,723,447
Appropriations from Fund Balance	-	2,337,900	2,337,900	-
Total Revenues	\$ 123,870,819	\$ 40,041,090	\$ 40,041,090	\$ 39,723,447
Water and Sewer Fund				
Investment and Rental Income	\$ 688,903	\$ 414,000	\$ 608,306	\$ 2,252,408
Water and Sewer Sales	97,274,121	100,715,487	99,498,271	104,802,076
Other Operating Revenue	1,272,392	880,980	1,393,053	982,600
Licenses and Permits	205,327	139,750	205,028	209,250
Bond Refunding	-	-	-	-
Other	2,993,835	-	24,964	-
Transfer from Other Funds	137,170	-	-	-
Subtotal Current Revenues	\$ 102,571,748	\$ 102,150,217	\$ 101,729,622	\$ 108,246,334
Appropriations from Fund Balance	-	55,607,213	56,492,396	1,574,166
Total Revenues	\$ 102,571,748	\$ 157,757,430	\$ 158,222,018	\$ 109,820,500
Solid Waste Disposal Fund				
General Property Taxes	\$ 18,135,028	\$ 18,347,668	\$ 18,747,668	\$ 19,435,798
Interest and Rental Income	64,251	18,000	198,000	141,000
Charges for Services	6,273,772	7,588,291	7,797,222	8,237,137
Solid Waste Fee	-	-	-	-
Intergovernmental Revenues	174,153	167,322	167,322	167,322
Landfill Gas	139,779	140,000	136,000	134,400
Other Financing Sources	372,572	300	46,527	40,300
Transfers From Other Funds	127,695	82,422	82,422	82,422
Subtotal Current Revenues	\$ 25,287,250	\$ 26,344,003	\$ 27,175,161	\$ 28,238,379
Appropriation From Fund Balance	339,944	-	406,584	-
Total Revenues	\$ 25,627,194	\$ 26,344,003	\$ 27,581,745	\$ 28,238,379
Stormwater Management Fund				
Interest and Rental Income	\$ 121,704	\$ 67,000	\$ 195,891	\$ 191,000
Operating Revenues	16,215,148	15,660,539	16,418,456	16,393,888
Transfer from Other Funds	127,377	109,047	227,782	109,047
Subtotal Current Revenues	\$ 16,464,229	\$ 15,836,586	\$ 16,842,129	\$ 16,693,935
Appropriations from Fund Balance	-	4,062,284	3,690,599	2,018,853
Total Revenues	\$ 16,464,229	\$ 19,898,870	\$ 20,532,728	\$ 18,712,788

Transit Fund					
General Property Taxes	\$ 10,272,242	\$ 10,384,372	\$ 10,721,849	\$ 13,038,326	
Licenses and Permits	2,685,662	2,750,000	2,750,000	2,805,000	
Intergovernmental	5,584,309	5,964,925	5,901,252	5,643,235	
Charges for Current Services	1,804,330	2,691,919	2,520,291	2,298,426	
Other Revenue	1,368,833	163,727	153,480	278,626	
Subtotal Current Revenues	\$ 21,715,376	\$ 21,954,943	\$ 22,046,872	\$ 24,063,613	
Appropriation from Fund Balance	-	821,869	773,388	-	
Total Revenues	\$ 21,715,376	\$ 22,776,812	\$ 22,820,260	\$ 24,063,613	
Parking Facilities Fund					
Interest and Rental Income	\$ 3,239,316	\$ 25,000	\$ 126,818	\$ 138,000	
Charges for Current Services	4,933,551	5,676,422	4,929,134	5,799,602	
Transfers from Other Funds	882,707	918,176	918,176	903,571	
Subtotal Current Revenues	\$ 9,055,574	\$ 6,619,598	\$ 5,974,128	\$ 6,841,173	
Appropriations from Fund Balance	-	1,297,444	1,409,039	1,138,056	
Total Revenues	\$ 9,055,574	\$ 7,917,042	\$ 7,383,167	\$ 7,979,229	
Ballpark Fund					
Interest and Rental Income	\$ 11,643	\$ 6,667	\$ 30,544	\$ 11,355	
Charges for Services	313,294	268,259	347,479	277,960	
Transfers from Other Funds	1,187,675	1,072,528	1,072,528	1,100,360	
Subtotal Current Revenues	\$ 1,512,612	\$ 1,347,454	\$ 1,450,551	\$ 1,389,675	
Appropriation from Fund Balance	-	56,044	-	272,903	
Total Revenues	\$ 1,512,612	\$ 1,403,498	\$ 1,450,551	\$ 1,662,578	
Durham Performing Arts Center Fund					
Other Local Taxes	\$ 1,412,883	\$ 1,400,000	\$ 1,466,729	\$ 1,400,000	
Other Revenues	1,217,281	1,052,500	1,037,870	1,000,000	
Interest and Rental Income	52,707	44,599	27,650	63,581	
Operating Revenues	1,991,010	1,841,948	1,841,948	1,611,219	
Subtotal Current Revenues	\$ 4,673,881	\$ 4,339,047	\$ 4,374,197	\$ 4,074,800	
Appropriations from Fund Balance	1,266,106	-	505,435	-	
Total Revenues	\$ 5,939,988	\$ 4,339,047	\$ 4,879,632	\$ 4,074,800	
Business Improvement District Fund					
General Property Taxes	\$ 720,810	\$ 776,064	\$ 814,631	\$ 1,115,287	
Transfers from Other Funds	250,000	250,000	250,000	250,000	
Total Revenues	\$ 970,810	\$ 1,026,064	\$ 1,064,631	\$ 1,365,287	
Dedicated Housing Fund					
General Property Taxes	\$ 5,779,195	\$ 5,833,917	\$ 5,855,240	\$ 6,953,774	
Charges For Current Services	150,369	15,000	294,609	226,000	
Transfer from Other Funds	-	932,047	932,047	-	
Subtotal Current Revenues	\$ 5,929,564	\$ 6,780,964	\$ 7,081,896	\$ 7,179,774	
Appropriations from Fund Balance	-	6,534,436	7,273,664	5,712,746	
Total Revenues	\$ 5,929,564	\$ 13,315,400	\$ 14,355,560	\$ 12,892,520	
Emergency Telephone Surcharge Fund					
Charges for Services	\$ 1,723,540	\$ 1,712,703	\$ 1,712,703	\$ 1,666,795	
Interest and Rental Income	1,523	3,000	3,000	-	
Transfer from Other Funds	-	-	-	-	
Subtotal Current Revenues	\$ 1,725,063	\$ 1,715,703	\$ 1,715,703	\$ 1,666,795	
Appropriations from Fund Balance	-	168,145	839,160	-	
Total Revenues	\$ 1,725,063	\$ 1,883,848	\$ 2,554,863	\$ 1,666,795	
Inspections Fund					
Licenses and Permits	\$ 7,455,647	\$ 7,569,395	\$ 7,548,399	\$ 6,721,327	
Interest and Rental Income	95,809	72,682	140,750	122,184	
Total Revenues	\$ 7,551,456	\$ 7,642,077	\$ 7,689,149	\$ 6,843,511	

Impact Fee Fund						
Operating Revenues	\$ 5,768,609	\$ 201,171	\$ 4,955,353	\$ -	\$ 4,964,958	\$ 4,468,460
Interest and Rental Income					521,249	469,125
Appropriations from Fund Balance					-	-
Total Revenues	\$ 5,969,780		\$ 4,955,353		\$ 5,486,207	\$ 4,937,585
 Total Budget Ordinance	 \$ 516,734,230		 \$ 510,936,186		 \$ 523,163,545	 \$ 477,787,989

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

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20
Risk Reduction Fund				
Interest and Rental Income	\$ 86,399	\$ 72,652	\$ 71,721	\$ 75,275
Charges for Current Services	4,116,490	5,780,754	5,780,754	6,554,071
Transfer from Other Funds	-	-	-	-
Subtotal Current Revenues	\$ 4,202,889	\$ 5,853,406	\$ 5,852,475	\$ 6,629,346
Appropriation from Fund Balance	2,289,485	69,135	-	-
Total Revenues	\$ 6,492,374	\$ 5,922,541	\$ 5,852,475	\$ 6,629,346
 Employee Insurance Fund	 	 	 	
Charges for Current Services	\$ 38,990,223	\$ 38,086,286	\$ 40,212,390	\$ 41,408,249
Interest	65,650	33,000	117,628	65,650
Subtotal Current Revenues	\$ 39,055,873	\$ 38,119,286	\$ 40,330,018	\$ 41,473,899
Appropriation from Fund Balance	-	-	-	-
Total Revenues	\$ 39,055,873	\$ 38,119,286	\$ 40,330,018	\$ 41,473,899
 Total Internal Service Funds	 \$ 45,548,247	 \$ 44,041,827	 \$ 46,182,493	 \$ 48,103,245

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

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20
Administrative and Support	1,044,000	100,000	330,000	-
Community Development	5,472,016	3,645,000	4,207,131	6,831,192
Employment and Training	1,951,590	2,272,849	1,705,695	2,031,023
Transit	6,169,196	5,830,979	7,124,283	5,973,576
Transportation Planning	2,408,019	2,815,938	2,765,488	2,500,070
Public Safety	2,004,737	1,235,757	2,172,989	1,277,866
 Total Major Grant Funds	 \$ 19,049,558	 \$ 15,900,523	 \$ 18,305,586	 \$ 18,613,727
 TOTAL ALL REVENUES	 \$ 581,332,035	 \$ 570,878,536	 \$ 587,651,624	 \$ 544,504,961

ALL FY 2019-20 OPERATING FUNDS BY APPROPRIATION CATEGORY

	Personal Services	Operating	Capital Outlay	Debt Service	Transfers to Other Funds			Other	Total
Budget Ordinance									
General Fund	\$ 165,657,356	\$ 37,261,266	\$ 1,191,448	\$ -	\$ 10,840,366	\$ 856,520	\$ 215,806,956		
Water & Sewer Fund	30,880,660	23,512,794	140,500	12,305,323	37,355,000	5,626,223	109,820,500		
Debt Service Fund	-	439,826	-	33,824,365	3,896,018	1,563,238	39,723,447		
Solid Waste Disposal Fund	8,923,366	15,835,120	263,500	3,042,513	-	173,880	28,238,379		
Stormwater Fund	8,916,721	3,562,067	-	-	6,234,000	-	18,712,788		
Transit Fund	-	21,851,015	325,633	235,249	1,386,149	265,567	24,063,613		
Parking Facilities Fund	1,755,643	2,763,530	27,000	3,433,056	-	-	7,979,229		
Ballpark Fund	-	434,258	-	1,228,320	-	-	1,662,578		
Durham Performing Arts Center	-	595,931	1,247,124	2,231,745	-	-	4,074,800		
Business Improvement District	-	1,194,326	-	-	82,422	88,539	1,365,287		
Dedicated Housing Fund	255,988	12,636,532	-	-	-	-	12,892,520		
Emergency Telephone Fund	294,310	1,372,485	-	-	-	-	1,666,795		
Inspections Fund	5,263,053	1,397,000	-	-	23,000	160,458	6,843,511		
Impact Fee Fund	-	-	-	-	-	4,937,585	4,937,585		
Total Budget Ordinance	\$ 221,947,097	\$ 122,856,150	\$ 3,195,205	\$ 56,300,571	\$ 59,816,955	\$ 13,672,010	\$ 477,787,989		
Internal Service Funds									
Risk Retention Fund	\$ 583,076	\$ 5,895,982	\$ -	\$ -	\$ 145,521	\$ 4,767	\$ 6,629,346		
Employee Insurance Fund	667,533	40,610,990	-	-	-	195,376	41,473,899		
Total Internal Service Funds	\$ 1,250,609	\$ 46,506,972	\$ -	\$ -	\$ 145,521	\$ 200,143	\$ 48,103,245		
Grant Project Ordinances									
Administrative & Support Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Community Development Grants	531,438	6,299,754	-	-	-	-	-	-	6,831,192
Employment and Training	422,981	1,608,042	-	-	-	-	-	-	2,031,023
Transit Grants	192,394	4,881,508	899,674	-	-	-	-	-	5,973,576
Transportation Planning	1,269,500	1,230,570	-	-	-	-	-	-	2,500,070
Public Safety	459,966	747,900	70,000	-	-	-	-	-	1,277,866
Total Grant Proj Ordinances	\$ 2,876,279	\$ 14,767,774	\$ 969,674	\$ -	\$ -	\$ -	\$ -	\$ -	18,613,727
Total - All Funds	\$ 226,073,985	\$ 184,130,896	\$ 4,164,879	\$ 56,300,571	\$ 59,962,476	\$ 13,872,153	\$ 544,504,961		

INTRABUDGET TRANSFERS

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
To Ballpark Fund					
From General Fund	\$ 50,000	\$ 100,000	\$ 100,000	\$ 150,000	50.0%
From Debt Service Fund	1,137,675	972,528	972,528	950,360	-2.3%
Subtotal	\$ 1,187,675	\$ 1,072,528	\$ 1,072,528	\$ 1,100,360	2.6%
To Solid Waste Fund					
From BID Fund	127,047	82,422	82,422	82,422	0.0%
To Parking Fund					
From Debt Service Fund	\$ 882,707	\$ 918,176	\$ 918,176	\$ 903,571	-1.6%
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	\$ 3,682,493	\$ 4,038,629	\$ 4,038,629	\$ 4,014,071	-0.6%
Charges for Services Other Funds	1,248,818	1,380,250	1,380,250	1,385,624	0.4%
Subtotal	\$ 4,931,311	\$ 5,418,879	\$ 5,418,879	\$ 5,399,695	-0.4%
To Risk Retention Fund					
Charges for Services General Fund	2,427,682	3,614,504	3,614,504	4,190,009	15.9%
Charges for Services Other Funds	1,688,808	2,166,250	2,166,250	2,364,061	9.1%
Subtotal	\$ 4,116,490	\$ 5,780,754	\$ 5,780,754	\$ 6,554,070	13.4%
From the General Fund - Transfers					
From Other Funds - Transfers	\$ 300,000	\$ 350,000	\$ 350,000	\$ 400,000	14.3%
Internal Service Charges - General Fund	\$ 2,256,476	\$ 2,082,173	\$ 2,082,173	\$ 2,045,400	-1.8%
Internal Service Charges - Other Funds	\$ 6,110,175	\$ 7,653,133	\$ 7,653,133	\$ 8,204,080	7.2%
Total Intrabudget Transfers	\$ 11,604,277	\$ 13,631,806	\$ 13,631,806	\$ 14,399,165	5.6%

SUMMARY OF APPROPRIATIONS FOR ALL FUNDS

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20
Budget Ordinance				
General Fund				
Governance	\$ 7,217,440	\$ 6,841,111	\$ 7,169,480	\$ 7,784,421
Administrative and Support	17,000,965	17,744,000	18,609,089	19,679,645
Community Building	13,432,483	17,015,050	18,745,379	18,884,048
Public Safety	95,108,780	105,198,041	106,228,798	109,125,516
Public Services	45,246,104	47,789,551	51,341,299	50,981,473
Non-assigned	9,824,245	7,047,899	7,007,899	9,351,853
Total General Fund	\$ 187,830,017	\$ 201,635,652	\$ 209,101,944	\$ 215,806,956
Water & Sewer Fund				
Public Services	\$ 48,857,248	\$ 51,851,877	\$ 52,306,796	\$ 52,469,308
Administrative and Support	99,518	98,630	102,428	103,113
Non-departmental	53,614,982	105,806,923	105,812,794	57,248,079
Total Water & Sewer Fund	\$ 102,571,748	\$ 157,757,430	\$ 158,222,018	\$ 109,820,500
Ballpark Fund	\$ 1,512,612	\$ 1,403,498	\$ 1,450,551	\$ 1,662,578
Business Improvement District Fund	970,810	1,026,064	1,064,631	1,365,287
Debt Service Fund	123,870,819	40,041,090	40,041,090	39,723,447
Dedicated Housing Fund	5,929,564	13,315,400	14,355,560	12,892,520
Durham Performing Arts Center Fund	5,939,988	4,339,047	4,879,632	4,074,800
Emergency Telephone System Fund	1,725,063	1,883,848	2,554,863	1,666,795
Impact Fee Fund	5,969,780	4,955,353	5,486,207	4,937,585
Inspections Fund	7,551,456	7,642,077	7,689,149	6,843,511
Parking Facilities Fund	9,055,574	7,917,042	7,383,167	7,979,229
Solid Waste Disposal Fund	25,627,194	26,344,003	27,581,745	28,238,379
Stormwater Fund	16,464,229	19,898,870	20,532,728	18,712,788
Transit Fund	21,715,376	22,776,812	22,820,260	24,063,613
Total Budget Ordinance	\$ 516,734,230	\$ 510,936,186	\$ 523,163,545	\$ 477,787,989
Internal Service Funds				
Employee Insurance Fund	\$ 39,055,873	\$ 38,119,286	\$ 40,330,018	\$ 41,473,899
Risk Reduction Fund	6,492,374	5,922,541	5,852,475	6,629,346
Total Internal Services Funds	\$ 45,548,247	\$ 44,041,827	\$ 46,182,493	\$ 48,103,245
Major Grant Funds				
Administrative and Support	\$ 1,044,000	\$ 100,000	\$ 330,000	\$ -
Community Development	2,209,345	2,524,849	1,917,795	2,152,423
Employment and Training	3,520,426	3,393,000	3,995,031	3,868,939
Transit	6,169,196	5,830,979	7,124,283	5,973,576
Transportation Planning	2,408,019	2,815,938	2,765,488	2,500,070
Public Safety	2,004,737	1,235,757	2,172,989	1,277,866
Total Major Grant Funds	\$ 17,355,723	\$ 15,900,523	\$ 18,305,586	\$ 15,772,874
Subtotal All Funds				
Less: Intrabudget Transfers	\$ 579,638,200	\$ 570,878,536	\$ 587,651,624	\$ 541,664,108
Less: Internal Service Charges	(2,556,476)	(2,432,173)	(2,432,173)	(2,445,400)
Total All Funds	\$ 568,033,923	\$ 557,246,730	\$ 574,019,818	\$ 527,264,943

PROPERTY TAX BASE INFORMATION

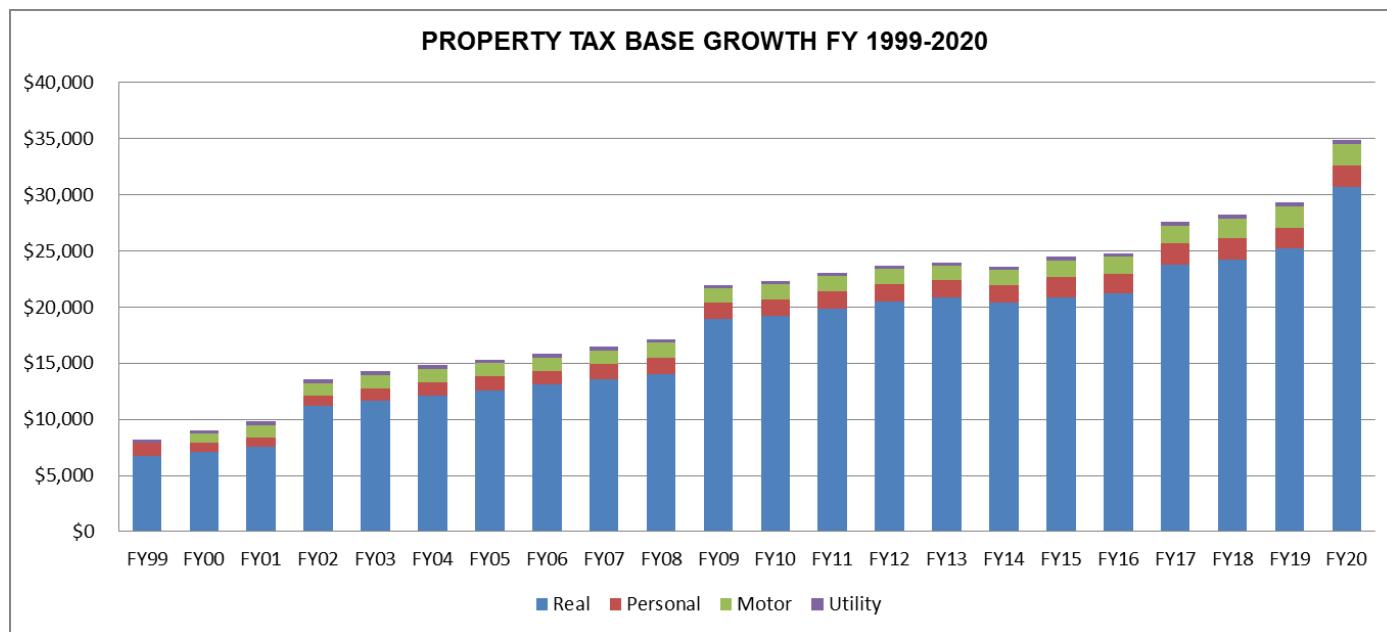
Tax Base Components:

Real Property is comprised of all land and buildings that are taxable. An increase of 21.33% is projected when compared with the FY 2018-19 budget. The assessed value data is obtained from the Durham County Tax Assessor's Office. Real property makes up over 85.8% of the tax base for FY 2019-20.

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 8.20% is projected for FY 2019-20. Personal property makes up over 6.5% of the tax base for FY 2019-20.

Motor Vehicle is comprised of items such as automobiles, boats, trailers and equipment. An increase of 5.27% is projected for motor vehicle personal property based on data from the County Tax Assessor's office. Motor Vehicle property makes up over 6.4% of the tax base for FY 2019-20.

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 2.41% is projected for FY 2019-20. Public utility property makes up over 1.3% of the tax base in FY 2019-20.



The table below depicts the annual property valuation changes that have occurred in the four components of the tax base since FY 2009-10. 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
FY10	19,241	1.72%	1,525	5.68%	1,331	-0.89%	300	-7.98%
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%

Dollars (millions)

TAX RATE AND ESTIMATED TAX COLLECTIONS

	Actual FY2017-18	Adopted FY2018-19	Estimated FY2018-19	Adopted FY2019-20
Assessed Value				
Real Property	\$ 25,532,326,732	\$ 25,266,438,689	\$ 25,367,504,413	\$ 30,654,398,252
Personal Property	3,890,083,144	1,925,703,586	1,933,406,398	2,084,236,169
Motor Vehicles	-	1,897,730,583	1,905,321,503	1,998,264,510
Public Utility Property	383,030,176	374,352,544	375,849,954	383,171,621
Assessed Valuation	\$ 29,805,440,052	\$ 29,464,225,402	\$ 29,582,082,268	\$ 35,120,070,552
Tax Rate Per \$100 Valuation				
General Fund	\$ 0.3299	\$ 0.3329	\$ 0.3329	\$ 0.3083
Dedicated Housing	0.0200	0.0200	0.0200	0.0200
Transit Fund	0.0356	0.0356	0.0356	0.0375
Solid Waste Fund	0.0629	0.0629	0.0629	0.0559
Debt Reserve Fund	0.1302	0.1272	0.1272	0.1100
Total Tax Rate	\$ 0.5786	\$ 0.5786	\$ 0.5786	\$ 0.5317
Tax Levy	\$ 169,607,183	\$ 170,480,008	\$ 171,161,928	\$ 186,733,415
Less: Uncollected Taxes	(273,133)	(1,704,800)	(1,711,619)	(1,867,334)
Estimated Collectable Levy	\$ 169,334,050	\$ 168,775,208	\$ 169,450,309	\$ 184,866,081
Less: Discounts	-	-	-	-
Estimated Collections	\$ 169,334,050	\$ 168,775,208	\$ 169,450,309	\$ 184,866,081
Appropriated to:				
General Fund	\$ 95,240,664	\$ 97,105,542	\$ 97,493,964	\$ 107,192,426
Dedicated Housing Fund	5,779,195	5,833,917	5,857,252	6,953,774
Transit Fund	10,272,240	10,384,372	10,425,909	13,038,326
Solid Waste Fund	18,135,027	18,347,668	18,421,058	19,435,798
Debt Reserve fund	37,581,396	37,103,710	37,252,125	38,245,757
*one cent equals	\$ 2,926,617	\$ 2,916,958	\$ 2,928,626	\$ 3,476,887

The FY2019-2020 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 a 1.72 cent increase over the revenue neutral rate and a 4.69 cent decrease from the FY2018-19 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 2019-20 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.

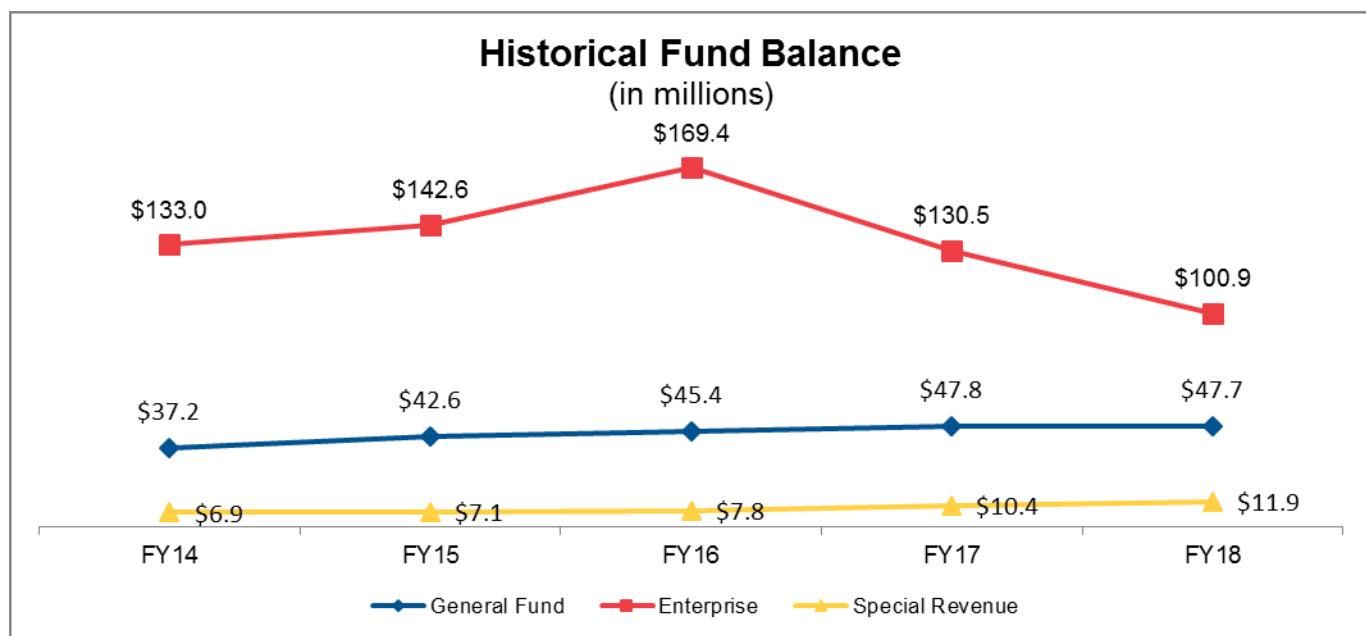
FUND BALANCE

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, 2018	\$ 51,130,063	
Minus: appropriation from Fund Balance for projected expenditures	(12,809,151)	
Add: Encumbered Funds Released	9,333,393	
Total unrestricted fund balance at June 30, 2019	<u>\$ 47,654,305</u>	23.20%

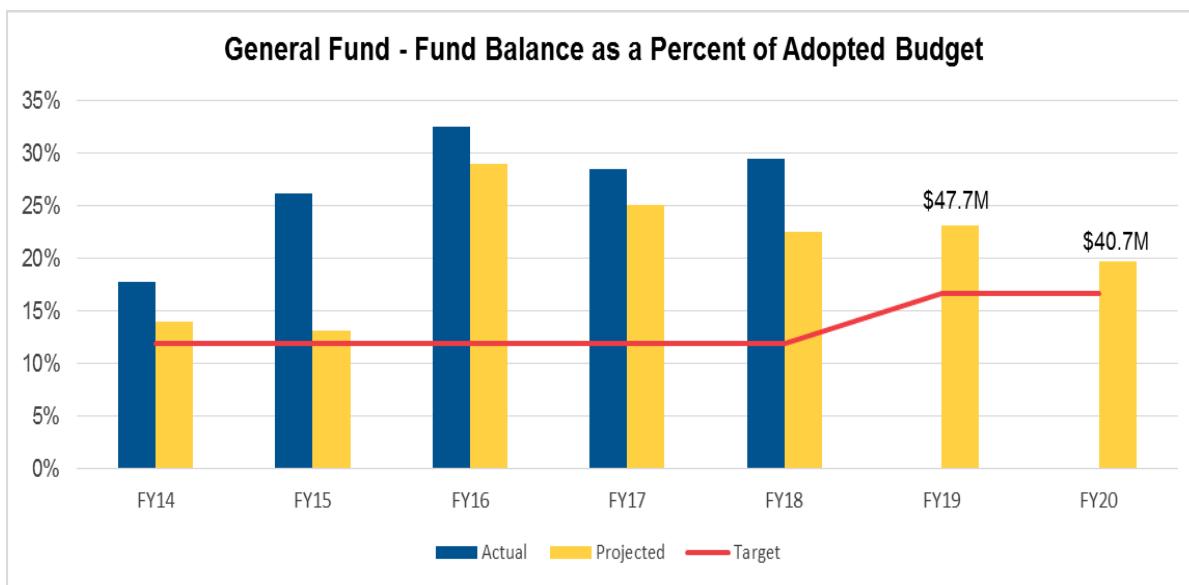


In fiscal year 2017-18 the City adopted a Fund Balance policy of 16.7%. For FY 2018-19 fund balance is projected to end the year at 19.74%. The actual Undesignated Fund Balance will be determined following the annual audit of revenues and expenditures for FY 2018-19. The City does not have a Fund Balance 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 19	\$ 47,654,305	\$ 100,869,837	\$ 11,910,228
Budget Revenues FY 20	209,910,950	181,574,301	12,585,106
Budgeted Expenditures FY 20	(206,056,590)	(143,359,083)	(12,562,106)
Transfers In	-	7,199,378	-
Transfers Out	<u>(10,840,366)</u>	<u>(45,414,596)</u>	<u>(160,458)</u>
Estimated Ending Balance FY 19	<u>\$ 40,668,300</u>	<u>\$ 100,869,837</u>	<u>\$ 11,772,770</u>
Percent of Adjusted Appropriations	19.74%	81%	116%

(*) 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)**

Department	Actual		Adopted		Estimated		Adopted		Change	
	FY 2017-18 FT	PT	FY 2018-19 FT	PT	FY 2018-19 FT	PT	FY 2019-20 FT	PT	FT	PT
Governance										
City Council	-	7	-	7	-	7	-	7	-	-
City Attorney	11	1	11	1	11	1	12	1	1	-
City Clerk	7	-	7	-	7	-	7	-	-	-
City Manager	34	-	33	-	33	-	34	-	1	-
Subtotal Governance	52	8	51	8	51	8	53	8	2	-
Administrative and Support										
Audit Services	5	-	5	-	5	-	5	1	-	1
Budget & Management Services	14	2	17	3	18	1	18	1	1	(2)
Equity & Inclusion	5	1	6	-	6	-	7	-	1	-
Finance	43	-	41	-	41	-	41	-	-	-
Human Resources	22	1	23	2	23	2	25	-	2	(2)
Technology Solutions	41	2	41	6	41	6	42	6	1	-
Subtotal Administrative and Support	130	6	133	11	134	9	138	8	5	(3)
Community Building										
City/County Inspections	50	3	56	3	56	4	57	4	1	1
City/County Planning	44	1	49	3	50	3	50	3	1	-
Community Development	23	-	23	-	23	-	29	-	6	-
Economic Development	17	2	18	1	18	1	18	1	-	-
Neighborhood Improvement	44	-	44	-	44	-	44	-	-	-
Subtotal Community Building	178	6	190	7	191	8	198	8	8	1
Public Safety										
Communications	88	-	88	-	88	-	88	-	-	-
Fire	348	-	418	-	418	-	421	-	3	-
Police	631	-	672	-	671	-	672	-	-	-
Subtotal Public Safety	1,067	-	1,178	-	1,177	-	1,181	-	3	-
Public Services										
Fleet	45	-	48	-	48	-	48	-	-	-
General Services	122	2	124	2	124	3	124	3	-	1
Parks and Recreation	121	82	124	78	124	78	127	76	3	(2)
Public Works	217	1	222	-	222	-	222	-	-	-
Solid Waste Management	111	-	114	-	114	-	114	-	-	-
Transportation	60	3	87	3	87	3	89	3	2	-
Water Management	342	2	350	2	350	2	357	2	7	-
Subtotal Public Services	1,018	90	1,069	85	1,069	86	1,081	84	12	(1)
Total All Departments	2,445	110	2,621	111	2,622	111	2,651	108	30	(3)
Population Estimates	263,016		269,451		275,150		277,902			
Employees Per 1,000	9.3		9.7		9.5		9.5			

SUMMARY OF AUTHORIZED POSITIONS BY FUND

Function	Actual		Adopted		Estimated		Adopted		Change	
	FY 2017-18		FY 2018-19		FY 2018-19		FY 2019-20			
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
General Fund										
Governance	52.0	8.0	51.0	8.0	51.0	8.0	53.0	8.0	2.0	-
Administrative and Support	120.0	6.0	122.0	11.0	122.0	8.0	130.0	8.0	8.0	(3.0)
Community Building	108.0	3.0	114.0	4.0	115.0	4.0	121.0	4.0	10.0	-
Public Safety	1,049.0	-	1,160.0	-	1,159.0	-	1,164.0	-	4.0	-
Public Services	420.5	85.0	433.5	80.0	431.5	81.0	436.5	79.0	3.0	(1.0)
Total General Fund	1,749.5	102.0	1,880.5	103.0	1,878.5	101.0	1,904.5	99.0	24.0	(4.0)
Enterprise Funds										
Water & Sewer Fund										
Water Management	341.5	2.0	349.5	2.0	349.5	2.0	356.5	2.0	7.0	-
Public Works	36.5	-	36.5	-	36.5	-	36.5	-	-	-
Subtotal Water & Sewer Fund	378.0	2.0	386.0	2.0	386.0	2.0	393.0	2.0	7.0	-
Solid Waste Disposal Fund										
Water Management	0.5	-	0.5	-	0.5	-	0.5	-	-	-
Solid Waste Management	111.0	-	114.0	-	114.0	-	114.0	-	-	-
Subtotal Solid Waste Fund	111.5	-	114.5	-	114.5	-	114.5	-	-	-
Dedicated Housing Fund										
Community Development	-	-	-	-	-	-	3.0	-	3.0	-
Stormwater Fund										
Public Works	94.5	1.0	95.5	1.0	95.5	1.0	95.5	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	2.0	-	2.0	-	2.0	-	2.0	-	-	-
Total Enterprise Funds	590.0	3.0	627.0	3.0	627.0	3.0	637.0	3.0	10.0	-
Special Revenue, Grants and Internal Service Funds										
Budget and Management Services	4.0	-	4.0	-	5.0	1.0	-	-	(4.0)	-
Economic and Workforce Development	6.0	-	6.0	-	6.0	-	6.0	-	-	-
Police	16.0	-	16.0	-	16.0	-	15.0	-	(1.0)	-
Inspections	50	3	56	3	56	4	57	4	1.0	1.0
Planning	1	-	1	-	1	-	1	-	-	-
Transportation	11.5	2.0	12.5	2.0	14.5	2.0	14.5	2.0	2.0	-
Community Development	7.0	-	7.0	-	7.0	-	7.0	-	-	-
Neighborhood Improvement Services	4.0	-	4.0	-	4.0	-	1.0	-	(3.0)	-
Employee Insurance	1.0	-	1.0	-	1.0	-	2.0	-	1.0	-
Risk	5.0	-	6.0	-	6.0	-	6.0	-	-	-
Total Special Revenue, Grants and Internal Service Funds	105.5	5.0	113.5	5.0	116.5	7.0	109.5	6.0	(4.0)	1.0
Total All Funds	2,445.0	110.0	2,621.0	111.0	2,622.0	111.0	2,651.0	108.0	30.0	(3.0)



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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 2019-20 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 in standalone budget document.
- 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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Revenues					
General Property Taxes	\$ 95,539,876	\$ 98,310,069	\$ 98,703,309	\$ 108,465,141	10.3%
Other Local Taxes	68,285,403	70,141,404	68,791,941	72,063,828	2.7%
State-Shared Revenues	11,627,048	11,851,475	11,642,554	11,962,793	0.9%
Licenses and Permits	551,306	348,000	271,699	354,500	1.9%
Investment/Rental Income	200,556	116,661	119,161	114,263	-2.1%
Charges for Current Services	9,231,949	8,930,425	9,064,381	9,278,748	3.9%
Intragovernmental Services	1,486,144	6,694,530	6,726,880	6,520,127	-2.6%
Other Revenues	907,735	844,050	980,839	1,151,550	36.4%
Approp From Fund Balance	-	4,399,038	12,801,180	5,896,006	34.0%
Total Revenues	\$ 187,830,017	\$ 201,635,652	\$ 209,101,944	\$ 215,806,956	7.0%
Appropriations					
Personal Services	\$ 140,515,169	\$ 156,592,143	\$ 155,639,577	\$ 165,657,356	5.8%
Operating	31,964,091	34,082,916	41,812,367	37,261,266	9.3%
Capital Outlay	1,543,523	1,163,932	2,327,604	1,191,448	2.4%
Other	-	521,765	47,500	856,520	64.2%
Transfers to Other Funds	9,642,304	9,274,896	9,274,896	10,840,366	16.9%
Transfers to Fund Balance	4,164,930	-	-	-	0.0%
Total Appropriations	\$ 187,830,017	\$ 201,635,652	\$ 209,101,944	\$ 215,806,956	7.0%
Appropriations by Function					
Governance	\$ 7,217,440	\$ 6,841,111	\$ 7,169,480	\$ 7,784,421	13.8%
Administrative and Support	17,000,965	17,744,000	18,609,089	19,679,645	10.9%
Community Building	13,432,483	17,015,050	18,745,379	18,884,048	11.0%
Public Safety	95,108,780	105,198,041	106,228,798	109,125,516	3.7%
Public Services	45,246,104	47,789,551	51,341,299	50,981,473	6.7%
Non-assigned	9,824,245	7,047,899	7,007,899	9,351,853	32.7%
Total Appropriations	\$ 187,830,017	\$ 201,635,652	\$ 209,101,944	\$ 215,806,956	7.0%

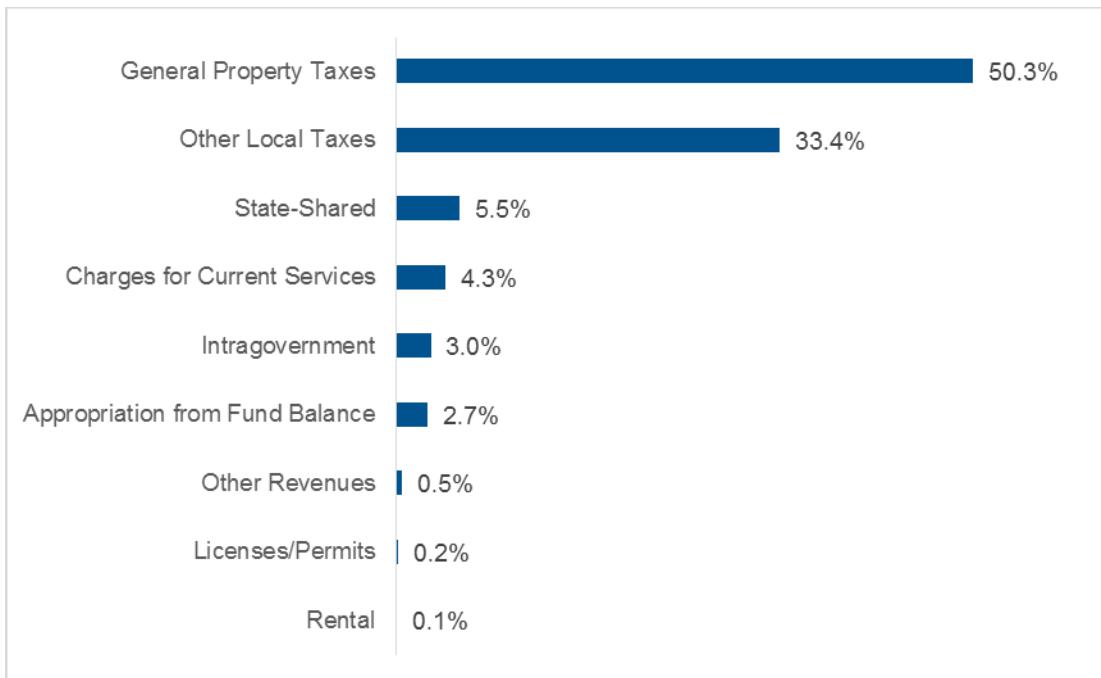
The General Fund is the major operating fund of the City. It is used to account for all financial resources not accounted for in another fund.

Revenue in the general fund falls into two categories:

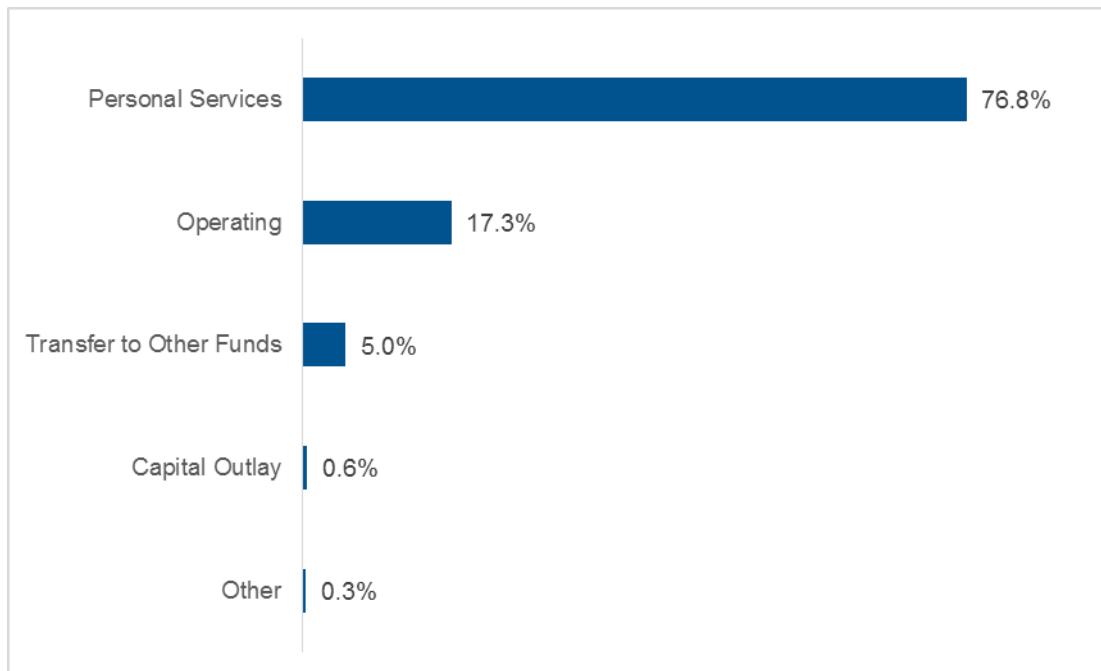
- **Discretionary** – Revenue not derived from or dependent upon direct activity from a single department. Examples include property tax and state shared revenues.
- **Program** – Revenue derived from or dependent upon direct activity from a single department. Examples include user fees, building inspection permits, or grants for a specific activity.

GENERAL FUND SUMMARY

Revenues

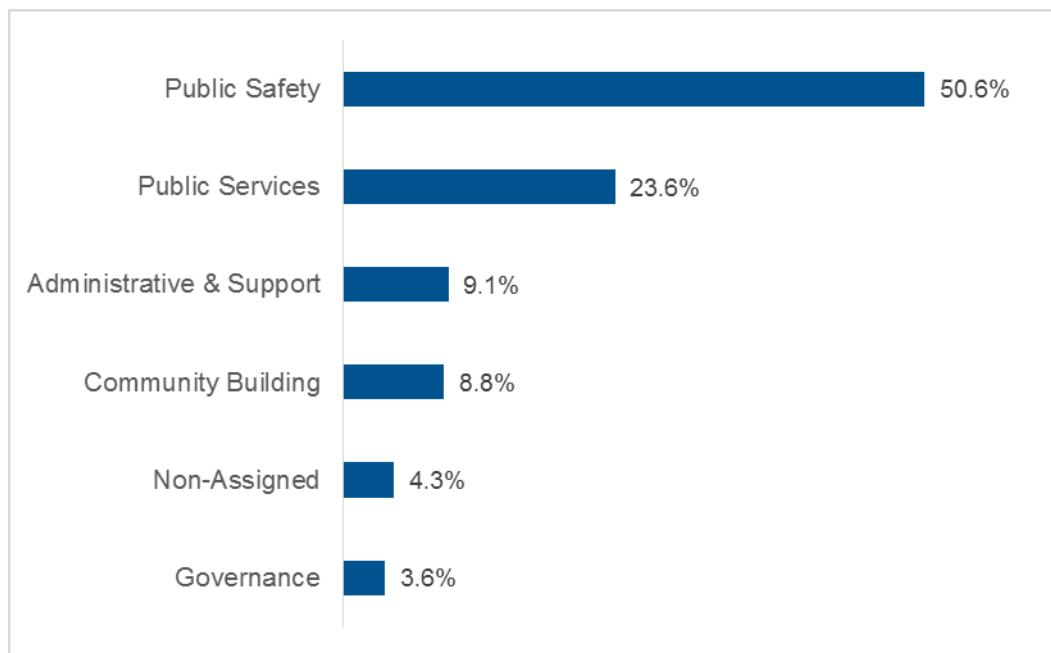


Appropriations



GENERAL FUND SUMMARY

Appropriations by Function



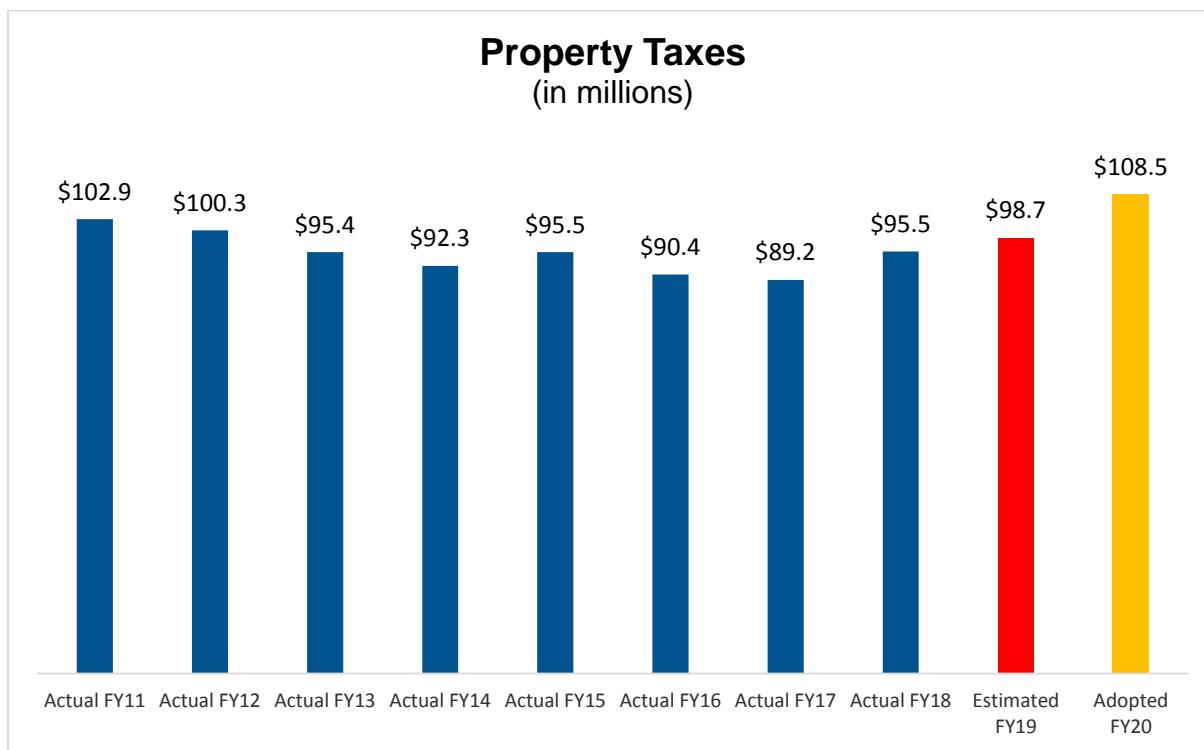
General Fund – Discretionary Revenues

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
General Property Taxes					
Current Levy	\$ 95,059,913	\$ 97,105,542	\$ 98,153,309	\$ 107,192,426	10.4%
Prior Years Levy	193,473	656,500	250,000	663,065	1.0%
Interest & Penalties	286,490	548,027	300,000	609,650	11.2%
Subtotal	\$ 95,539,876	\$ 98,310,069	\$ 98,703,309	\$ 108,465,141	10.3%
Other Local Taxes					
Local Option Sales Tax	\$ 65,324,932	\$ 67,035,230	\$ 65,694,525	\$ 68,711,111	2.5%
Heavy Equipment	64,306	85,000	85,000	85,000	0.0%
Rental Car Gross Receipts	340,960	228,915	276,002	280,000	22.3%
Hotel/Motel Occupancy Tax	2,555,205	2,792,259	2,736,414	2,987,717	7.0%
Subtotal	\$ 68,285,403	\$ 70,141,404	\$ 68,791,941	\$ 72,063,828	2.7%
Intergovernmental Revenues					
Utility Franchise Tax	\$ 3,854,335	\$ 4,146,883	\$ 3,939,539	\$ 4,229,821	2.0%
Gasoline Tax (Powell Bill)	6,293,671	6,285,588	6,313,103	6,285,588	0.0%
Beer & Wine Tax	1,106,194	1,210,924	1,210,924	1,235,142	2.0%
Alcoholic Beverage Control	244,875	208,080	178,988	212,242	2.0%
Subtotal	\$ 11,499,075	\$ 11,851,475	\$ 11,642,554	\$ 11,962,793	0.9%
Other Major Revenue					
Sale Of Surplus Equipment	474,200	500,000	539,850	750,000	50.0%
Subtotal	\$ 474,200	\$ 500,000	\$ 539,850	\$ 750,000	50.0%
Appropriations From Fund Balance	\$ -	\$ 4,399,038	\$ 12,801,180	\$ 5,896,006	34.0%
Total Revenues	\$ 175,798,554	\$ 185,201,986	\$ 192,478,834	\$ 199,137,768	7.5%

General Fund – Discretionary Revenues

GENERAL PROPERTY TAXES

The FY2019-20 property tax rate is adopted at 53.17 cents (per \$100 of assessed value), 1.72 cents above the revenue neutral rate of 51.45. This is a decrease of 4.69 cents from the FY2018-19 property tax rate of 57.86 cents. 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.

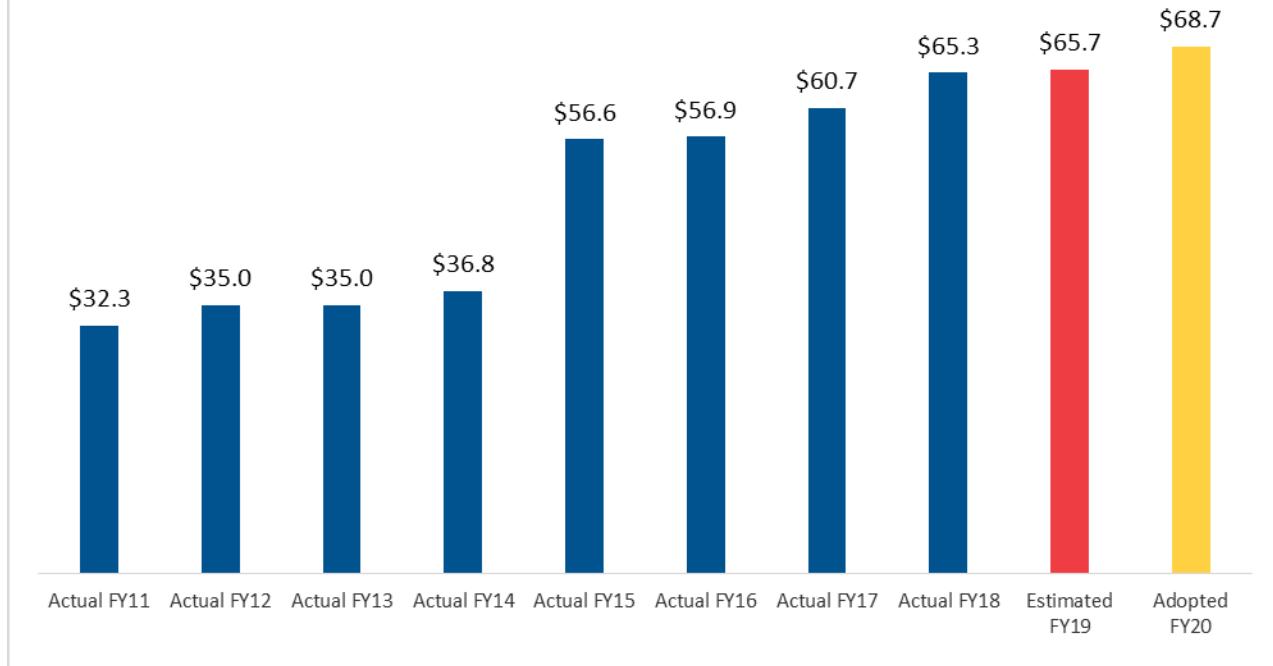


OTHER LOCAL TAXES

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.

Local Option Sales Tax (in millions)



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 current distribution ratio is 42% for the City and 58% for the County. This current agreement will remain in effect for five years from July 1, 2018 through June 30, 2023.

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. The FY 2019-20 budget projects occupancy tax of 7%, based on current economic conditions and projections on hotel usage from the Durham Convention and Visitors Bureau (DCVB).

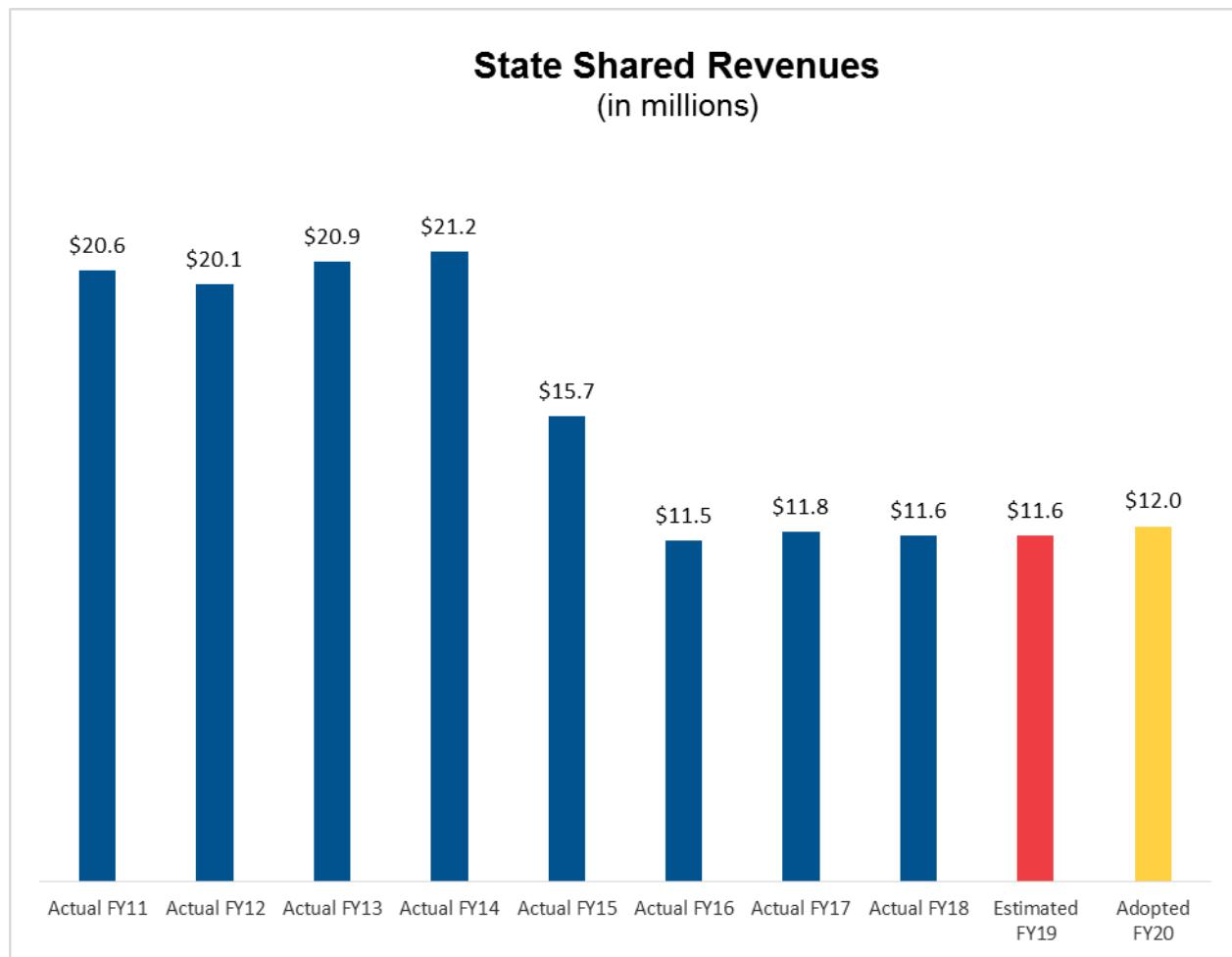
LICENSES AND PERMITS

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 2019-20 budget projects a small amount 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, the city projects an increase of 2.0% for Fiscal Year 2019-20.
- **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.
- **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 2019-20 the City projects a 2.0% increase compared to FY 2018-19.
- **Alcoholic Beverage Control Tax** - The City receives 10% of the profit from ABC operations in the County. The FY 2019-20 budget projects this revenue will increase by 2.0% as compared to FY 2018-19.



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 2019-20 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 2019-20 budget of \$750k projects an increase in revenue over the FY18-19 budget of \$500k from sales of surplus equipment of \$250k or 50.0%.

APPROPRIATIONS 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, 2020) 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 2018-19 financial audit. For FY 2019-20, there is a transfer from fund balance in the amount of \$5,896,006 to fund one-time expenditures. If funds from FY 2018-19 are spent as projected, the General Fund Balance is projected to be approximately 19.74% at fiscal year-end 2019-20.

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

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.

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 Programming - Durham County budgeted for \$12,000 for the airing of County programming on DTV8.

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 FY2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Personal Services					
Other Employee Benefits	\$ -	\$ 906,521	\$ 906,521	\$ 668,341	-26.3%
Health Insurance - Retirees	3,682,493	4,561,738	4,561,738	5,275,024	15.6%
Subtotal	\$ 3,682,493	\$ 5,468,259	\$ 5,468,259	\$ 5,943,365	8.7%
Operating					
Risk Management Charges	\$ 2,427,682	\$ 3,614,504	\$ 3,614,504	\$ 4,190,009	15.9%
Donations	-	40,000	-	40,000	0.0%
Indirect Cost Reimbursements	(10,446,148)	(10,759,533)	(10,759,533)	(11,082,320)	3.0%
Other Operating Costs / Savings	137,500	-	-	-	0.0%
Subtotal	\$ (7,880,966)	\$ (7,105,029)	\$ (7,145,029)	\$ (6,852,311)	-3.6%
Transfer to Other Funds					
Transfer to BID	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	0.0%
Transfer to Fleet / CIP	1,286,696	1,143,900	1,143,900	-	-100.0%
Transfer to Technology / CIP	980,000	290,769	290,769	-	-100.0%
Transfer to Street Paving / CIP	\$ 6,600,000	\$ 7,000,000	\$ 7,000,000	\$ 10,000,000	42.9%
Subtotal	\$ 9,116,696	\$ 8,684,669	\$ 8,684,669	\$ 10,250,000	18.0%
Total General Fund					
Nondepartmental Appropriations	\$ 4,918,223	\$ 7,047,899	\$ 7,007,899	\$ 9,341,054	32.5%

PERSONAL SERVICES

Other Employee Benefits - This is primarily used to put placeholders in for expected benefit changes and pay for performance increases for the upcoming year.

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.

Transfers to Capital Projects Fund (CIP) - Transfers related to capital expenditures for police vehicles, IT Governance projects, and street maintenance.

DEBT SERVICE FUND

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Revenues					
General Property Taxes	\$ 37,581,397	\$ 37,103,710	\$ 37,103,710	\$ 38,245,757	3.1%
Interest	288,277	23,000	23,000	816,000	0.0%
Other Revenue	632,011	576,480	576,480	549,309	-4.7%
Bond Refunding	83,444,691	-	-	-	0.0%
Intergovernmental	1,924,443	-	-	112,381	0.0%
Appropriation from Fund Balance	-	2,337,900	2,337,900	-	0.0%
Total Revenues	\$ 123,870,819	\$ 40,041,090	\$ 40,041,090	\$ 39,723,447	-0.8%
Appropriations					
Debt Service Principal	\$ 75,726,602	23,612,676	\$ 23,612,676	23,587,140	-0.1%
Debt Service Interest	7,530,818	11,895,301	11,895,301	10,237,225	-13.9%
Tax Collection Fee	422,128	407,935	407,935	439,826	7.8%
Transfer to Other Funds	3,020,382	4,125,178	4,125,178	3,896,018	-5.6%
Transfer to Fund Balance	37,170,889	-	-	1,563,238	0.0%
Total Appropriations	\$ 123,870,819	\$ 40,041,090	\$ 40,041,090	\$ 39,723,447	-0.8%

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 2019-20.

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).

Bond Refunding – Revenues and Expenditures associated with refunding of bond issuances.

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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
REVENUES					
Operating Revenue	\$ 97,274,121	\$ 100,715,487	\$ 99,498,271	\$ 104,802,076	4.1%
Permits	205,327	139,750	205,028	209,250	49.7%
Non-Operating Revenue	1,272,392	880,980	1,393,053	982,600	11.5%
Investment Income	688,903	414,000	608,306	2,252,408	444.1%
Transfers from Other Funds	137,170	-	-	-	0.0%
Other Financing Sources	2,993,835	-	24,964	-	0.0%
Appropriations from Fund Balance	-	55,607,213	56,492,396	1,574,166	-97.2%
TOTAL REVENUES	\$ 102,571,748	\$ 157,757,430	\$ 158,222,018	\$ 109,820,500	-30.4%
APPROPRIATIONS					
Personnel Services	\$ 27,223,237	\$ 30,524,932	\$ 29,884,154	\$ 30,880,660	1.2%
Operating Expenditures	23,075,787	23,348,254	23,749,165	23,512,794	0.7%
Non-Departmental Administration	5,303,254	5,462,352	5,462,352	5,626,223	3.0%
Capital Outlay	241,657	23,000	721,584	140,500	510.9%
Debt Service Principal and Interest	9,618,974	9,233,790	9,239,661	12,305,323	33.3%
Transfers to Other Funds	33,572,056	89,165,102	89,165,102	37,355,000	-58.1%
Transfers to Fund Balance	3,536,783	-	-	-	0.0%
TOTAL APPROPRIATIONS	\$ 102,571,748	\$ 157,757,430	\$ 158,222,018	\$ 109,820,500	-30.4%
Department Appropriations					
Water Management	\$ 44,818,842	\$ 47,402,247	\$ 47,674,699	\$ 47,887,652	1.0%
Public Works	4,038,406	4,449,630	4,632,097	4,581,656	3.0%
Finance	83,918	83,030	86,828	87,513	5.4%
General Services	15,600	15,600	15,600	15,600	0.0%
Nondepartmental Appropriations	53,614,982	105,806,923	105,812,794	57,248,079	-45.9%
TOTAL APPROPRIATIONS	\$ 102,571,748	\$ 157,757,430	\$ 158,222,018	\$ 109,820,500	-30.4%

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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Operating Revenues					
Water & Sewer Services	\$ 94,852,804	\$ 99,097,759	\$ 97,379,317	\$ 102,966,348	3.9%
Sewer Surcharge	233,211	218,728	191,831	218,728	0.0%
Industrial Monitoring	14,466.65	12,000	12,000	12,000	0.0%
Suspended Solids	56,192.82	45,000	45,000	45,000	0.0%
Miscellaneous	326,392	20,000	20,000	20,000	0.0%
Subtotal	\$ 95,483,066	\$ 99,393,487	\$ 97,648,148	\$ 103,262,076	3.9%
Other Operating Revenues					
Water Line Connection Fees	\$ 937,684	\$ 650,000	\$ 874,428	\$ 750,000	15.4%
Sewer Line Connection Fees	371,616	210,000	474,300	300,000	42.9%
Septic Tank Disposal	309,240	250,000	289,395	290,000	16.0%
Water & Sewer Permits	205,327	139,750	205,028	209,250	49.7%
Backflow Testing Service	1,500	12,000	12,000	-	-100.0%
Engineering Inspection Fee	171,015	200,000	200,000	200,000	0.0%
Subtotal	\$ 1,996,382	\$ 1,461,750	\$ 2,055,151	\$ 1,749,250	19.7%
Total Operating	\$ 97,479,448	\$ 100,855,237	\$ 99,703,299	\$ 105,011,326	4.1%
Non-Operating Revenues					
Investment Income	\$ 688,903	\$ 414,000	\$ 608,306	\$ 2,252,408	444.1%
Interest on Assessments	31,099	17,500	37,400	30,000	71.4%
Intergovernmental Revenue	130,349	-	-	-	0.0%
Rent, Non-Operating Property	410,954	341,480	430,000	400,000	17.1%
Assessments & Frontage	685,619	516,000	733,303	540,000	4.7%
Miscellaneous	93	1,000	1,000	100	-90.0%
Disposals of Property & Equipment	14,278	5,000	191,350	12,500	150.0%
Total Non-Operating	\$ 1,961,295	\$ 1,294,980	\$ 2,001,359	\$ 3,235,008	149.8%
Other Financing Sources					
Bonds Issued	\$ 2,434,710	\$ -	\$ -	\$ -	0.0%
Bonds Premium	559,126	-	24,964	-	0.0%
Transfers from Other Funds	137,170	-	-	-	0.0%
Transfers from Reserves	-	-	-	-	0.0%
Appropriation from Fund Balance	-	55,607,213	56,492,396	1,574,166	-97.2%
Total Other Financing Sources	\$ 3,131,005	\$ 55,607,213	\$ 56,517,360	\$ 1,574,166	-97.2%
TOTAL W & S FUND REVENUES	\$ 102,571,748	\$ 157,757,430	\$ 158,222,018	\$ 109,820,500	-30.4%

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 2019-20 are set to increase about 2.8% 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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Operating					
Indirect Costs	\$ 5,303,254	\$ 5,462,352	\$ 5,462,352	\$ 5,626,223	3.0%
Insurance Risk/Post Employment	1,583,915	1,945,679	1,945,679	1,961,533	0.8%
Subtotal	\$ 6,887,169	\$ 7,408,031	\$ 7,408,031	\$ 7,587,756	2.4%
Transfers					
Water & Sewer Construction Fund	\$ 31,860,000	\$ 85,600,000	\$ 85,600,000	\$ 35,000,000	-59.1%
Water & Sewer Fleet Fund	1,712,056	3,565,102	3,565,102	2,355,000	-33.9%
Appropriations to Fund Balance	3,536,783	-	-	-	0.0%
Subtotal	\$ 37,108,839	\$ 89,165,102	\$ 89,165,102	\$ 37,355,000	-58.1%
Debt Service					
Debt Service Principal	\$ 6,648,138	\$ 4,769,887	\$ 4,769,887	\$ 4,735,931	-0.7%
Debt Service Interest	2,970,835	4,463,903	4,469,774	7,569,392	69.6%
Subtotal	\$ 9,618,974	\$ 9,233,790	\$ 9,239,661	\$ 12,305,323	33.3%
TOTAL NON-DEPARTMENTAL	\$ 53,614,982	\$ 105,806,923	\$ 105,812,794	\$ 57,248,079	-45.9%

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. For FY 2019-20, \$35 million in CIP funding will be provided from Water and Sewer rates. The full list of Water and Sewer CIP projects can be found in the FY 2019-2043 Capital Improvement Program budget document.

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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Revenues					
General Property Taxes	\$18,135,028	\$18,347,668	\$18,747,668	\$19,435,798	5.9%
Interest and Rental Income	64,251	18,000	198,000	141,000	683.3%
Charges for Services	6,273,772	7,588,291	7,797,222	8,237,137	8.6%
Solid Waste Fee	-	-	-	-	0.0%
Intergovernmental Revenues	174,153	167,322	167,322	167,322	0.0%
Landfill Gas	139,779	140,000	136,000	134,400	-4.0%
Other Financing Sources	372,572	300	46,527	40,300	13333.3%
Transfers From Other Funds	127,695	82,422	82,422	82,422	0.0%
Appropriation From Fund Balance	339,944	-	406,584	-	0.0%
Total Revenues	\$25,627,194	\$26,344,003	\$27,581,745	\$28,238,379	7.2%
Appropriations					
Personal Services	\$ 7,706,943	\$ 7,995,103	\$ 8,377,129	\$ 8,923,366	11.6%
Operating	13,194,120	14,410,882	15,256,656	15,835,120	9.9%
Capital and Other	254,286	18,500	106,258	263,500	1324.3%
Debt Service	4,316,645	3,831,134	3,831,134	3,042,513	-20.6%
Transfers To Other Funds	155,200	10,568	10,568	-	-100.0%
Transfer to Fund Balance	-	77,816	-	173,880	123.5%
Total Appropriations	\$25,627,194	\$26,344,003	\$27,581,745	\$28,238,379	7.2%
Department Appropriations					
Solid Waste Management	\$17,382,387	\$17,994,804	\$19,293,030	\$20,350,185	13.1%
Water Management	185,969	270,135	287,467	271,969	0.7%
Nondepartmental Appropriations	8,058,837	8,079,064	8,001,248	7,616,225	-5.7%
Total Appropriations	\$25,627,193	\$26,344,003	\$27,581,745	\$28,238,379	7.2%

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 FY20 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 FY20 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. A transfer from the Debt Service Fund was used to cover the cost of debt payments. Beginning in FY16, a portion of the property tax rate was dedicated to this Fund replacing these transfers. The only remaining transfer is 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. This transfer has historically been \$15K but was increased in FY19 to \$82K to more accurately reflect the Department's cost for providing services in the downtown area.

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.

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. The FY18 amount includes \$154K to pay for a CIP project to upgrade a building at the Customer Convenience Center. The FY19 amount \$10K for two technology projects.

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

STORMWATER MANAGEMENT FUND

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Revenues					
Interest and Rental Income	\$ 121,704	\$ 67,000	\$ 195,891	\$ 191,000	185.1%
Operating Revenues	16,215,148	15,660,539	16,418,456	16,393,888	0.0%
Transfers From Other Funds	127,377	109,047	227,782	109,047	0.0%
Appropriation From Fund Balance	-	4,062,284	3,690,599	2,018,853	-50.3%
Total Revenues	\$ 16,464,229	\$ 19,898,870	\$ 20,532,728	\$ 18,712,788	-6.0%
Appropriations					
Personal Services	\$ 7,530,329	\$ 8,441,367	\$ 8,440,298	\$ 8,916,721	5.6%
Operating	2,949,806	3,323,904	3,818,077	3,562,067	7.2%
Capital and Other	158,403	150,586	291,340	-	-100.0%
Transfers To Other Funds	3,904,816	7,983,013	7,983,013	6,234,000	-21.9%
Transfer to Fund Balance	1,920,875	-	-	-	0.0%
Total Appropriations	\$ 16,464,229	\$ 19,898,870	\$ 20,532,728	\$ 18,712,788	-6.0%
Department Appropriations					
Public Works	\$ 9,202,333	\$ 9,961,351	\$ 10,595,209	\$ 10,551,380	5.9%
Nondepartmental Appropriations	7,261,896	9,937,519	9,937,519	8,161,408	-17.9%
Total Appropriations	\$ 16,464,229	\$ 19,898,870	\$ 20,532,728	\$ 18,712,788	-6.0%

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 (measured in Equivalent Residential Units (ERU), or 2,400 square feet). There is no rate increase for FY 2019-20. The single-family residential stormwater monthly fee structure reflects three tiers tied to square footage of impervious surface: \$3.26 for less than 2,000 square feet, \$6.75 for more than 2,000 and less than 4,000 square feet; \$13.52 for 4,000 square feet or more. Also included in this category are fees for the removal of dead animals from veterinary hospitals, a service provided by the Street Cleaning division. The Stormwater Fee ordinance exempts City streets, but not City buildings, from Stormwater Fees. Residential customers are billed annually for stormwater charges but may request periodic billing from the Public Works Department.

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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Revenues					
General Property Taxes	\$ 10,272,242	\$ 10,384,372	\$ 10,721,849	\$ 13,038,326	25.6%
Licenses and Permits	2,685,662	2,750,000	2,750,000	2,805,000	2.0%
Intergovernmental	5,584,309	5,964,925	5,901,252	5,643,235	-5.4%
Charges for Current Services	1,804,330	2,691,919	2,520,291	2,298,426	-14.6%
Other Revenue	1,368,833	163,727	153,480	278,626	70.2%
Appropriation from Fund Balance	-	821,869	773,388	-	-100.0%
Total Revenues	\$ 21,715,376	\$ 22,776,812	\$ 22,820,260	\$ 24,063,613	5.6%
Appropriations					
Operating	\$ 19,247,169	\$ 20,804,911	\$ 20,460,561	\$ 21,851,015	5.0%
Capital	118,834	142,673	530,471	325,633	128.2%
Debt Service	212,087	239,451	239,451	235,249	-1.8%
Transfers to Other Funds	1,301,770	1,589,777	1,589,777	1,386,149	0.0%
Transfer to Fund Balance	835,516	-	-	265,567	100.0%
Total Appropriations	\$ 21,715,376	\$ 22,776,812	\$ 22,820,260	\$ 24,063,613	5.6%
Departmental Appropriations					
Transportation Department	\$ 19,971,075	\$ 21,820,502	\$ 21,864,409	\$ 22,802,812	4.5%
Nondepartmental Appropriations	1,744,301	956,310	955,851	1,260,801	31.8%
Total Appropriations	\$ 21,715,376	\$ 22,776,812	\$ 22,820,260	\$ 24,063,613	5.6%

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 adopted 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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Revenues					
Interest and Rental Income	\$ 3,239,316	\$ 25,000	\$ 126,818	\$ 138,000	452.0%
Charges for Services	4,933,551	5,676,422	4,929,134	5,799,602	2.2%
Transfers from Other Funds	882,707	918,176	918,176	903,571	-1.6%
Appropriation from Fund Balance	-	1,297,444	1,409,039	1,138,056	-12.3%
Total Revenues	\$ 9,055,574	\$ 7,917,042	\$ 7,383,167	\$ 7,979,229	0.8%
Appropriations					
Personal Services	\$ 260,281	\$ 324,294	\$ 324,294	\$ 1,755,643	441.4%
Operating	3,247,965	4,020,882	3,514,388	2,763,530	-31.3%
Capital	-	120,000	92,619	27,000	-77.5%
Debt Service	1,177,880	3,451,866	3,451,866	3,433,056	-0.5%
Transfer to Fund Balance	4,369,448	-	-	-	0.0%
Total Appropriations	\$ 9,055,574	\$ 7,917,042	\$ 7,383,167	\$ 7,979,229	0.8%
Departmental Appropriations					
Transportation Department	\$ 3,111,690	\$ 4,056,852	\$ 3,522,977	\$ 4,003,426	-1.3%
Nondepartmental Appropriations	5,943,884	3,860,190	3,860,190	3,975,803	3.0%
Total Appropriations	\$ 9,055,574	\$ 7,917,042	\$ 7,383,167	\$ 7,979,229	0.8%

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 2019-20, there is a rate increase for monthly parking rates in all garages and surface lots. 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-seven (27) FTEs supporting parking functions parking administration/enforcement in FY20.

Operating – The operating budget represents contract payments to a private contractor. Effective January 2019, the contract ended with a private service provider. Beginning FY 2019-20 operating cost supports internal cost associated with ongoing parking facilities management.

Capital – Funds were used to purchase automation 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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Revenues					
Interest and Rental Income	\$ 11,643	\$ 6,667	\$ 30,544	\$ 11,355	100.0%
Charges for Services	313,294	268,259	347,479	277,960	5.5%
Transfer from Fund Balance	-	56,044	-	272,903	100.0%
Transfers from Other Funds	1,187,675	1,072,528	1,072,528	1,100,360	-2.3%
Total Revenues	\$1,512,612	\$1,403,498	\$1,450,551	\$1,662,578	3.10%
Appropriations					
Operating	\$ -	\$ 162,711	\$ 114,346	\$ 434,258	168.0%
Debt Service	1,251,030	1,240,787	1,240,787	1,228,320	-1.2%
Transfer to Fund Balance	124,412	-	95,418	-	100.0%
Transfers to Other Funds	137,170	-	-	-	5.5%
Total Appropriations	\$1,512,612	\$1,403,498	\$1,450,551	\$1,662,578	3.10%

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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Revenues					
Other Local Taxes	\$ 1,412,883	\$ 1,400,000	\$ 1,466,729	\$ 1,400,000	0.0%
Other Revenues	1,217,281	1,052,500	1,037,870	1,000,000	-5.0%
Interest Income	52,707	44,599	27,650	63,581	42.6%
Operating Revenues	1,991,010	1,841,948	1,841,948	1,611,219	-12.5%
Appropriation from Fund Balance	<u>1,266,106</u>	-	505,435	-	0.0%
Total Revenues	\$ 5,939,988	\$ 4,339,047	\$ 4,879,632	\$ 4,074,800	-6.1%
Appropriations					
Operating	\$ 489,359	\$ 549,013	\$ 581,940	\$ 595,931	8.5%
Capital and Other	3,219,169	215,528	2,061,467	1,247,124	478.6%
Debt Service	2,231,460	2,236,225	2,236,225	2,231,745	-0.2%
Appropriation to Fund Balance	<u>-</u>	1,338,281	-	-	0.0%
Total Appropriations	\$ 5,939,988	\$ 4,339,047	\$ 4,879,632	\$ 4,074,800	-6.1%

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 up to a maximum of \$1,400,000 annually.

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.

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. Also transfers to CIP fund.

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

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

BUSINESS IMPROVEMENT DISTRICT FUND

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Revenues					
General Property Taxes	\$ 720,810	\$ 776,064	\$ 814,631	\$ 1,115,287	43.7%
Transfers from Other Funds	250,000	250,000	250,000	250,000	0.0%
Appropriation from Fund Balance	-	-	-	-	0.0%
Total Revenues	\$ 970,810	\$ 1,026,064	\$ 1,064,631	\$ 1,365,287	33.1%
Appropriations					
Operating	\$ 803,397	\$ 854,647	\$ 854,647	\$ 1,181,500	38.2%
Tax Collection Fee	7,419	8,925	8,145	12,826	43.7%
Transfer to Other Funds	127,695	82,422	82,422	82,422	0.0%
Transfer to Fund Balance	32,299	-	39,347	-	0.0%
Appropriations not Authorized	-	80,070	80,070	88,539	10.6%
Total Appropriations	\$ 970,810	\$ 1,026,064	\$ 1,064,631	\$ 1,365,287	33.1%

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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Revenues					
General Property Taxes	\$ 5,779,195	\$ 5,833,917	\$ 5,855,240	\$ 6,953,774	19.2%
Other Revenues	150,369	15,000	294,609	226,000	1406.7%
Transfer from Other Funds	-	932,047	932,047	-	-100.0%
Appropriation from Fund Balance	-	6,534,436	7,273,664	5,712,746	-12.6%
Total Revenues	\$ 5,929,564	\$ 13,315,400	\$ 14,355,560	\$ 12,892,520	-3.2%
Appropriations					
Personal Services	\$ 78,507	\$ 82,434	\$ 82,434	\$ 255,988	210.5%
Operating	153,748	13,232,966	8,560,379	12,636,532	-4.5%
Capital and Other	-	-	-	-	0.0%
Transfers to Other Funds	704,284	-	-	-	0.0%
Transfer to Fund Balance	4,993,025	-	5,712,747	-	0.0%
Total Appropriations	\$ 5,929,564	\$ 13,315,400	\$ 14,355,560	\$ 12,892,520	-3.2%
Departmental Appropriations					
Community Development	\$ 1,142,262	\$ 13,258,434	\$ 8,581,684	\$ 12,812,552	-3.4%
Non-departmental Appropriations	4,787,302	56,966	5,773,876	79,968	40.4%
Total Appropriations	\$ 5,929,564	\$ 13,315,400	\$ 14,355,560	\$ 12,892,520	-3.2%

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.

Transfer from Other Funds – Transfer from bond program income fund to support FY 2018-19 projects.

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

EXPENDITURE DESCRIPTIONS

Personal Services – Cost of three FTE associated with the Dedicated Housing Fund. Two added based on additional workload in homeless services. Two unfunded positions are included, pending the bond referendum.

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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Revenues					
911 Surcharge Tax	\$ 1,723,540	\$ 1,712,703	\$ 1,712,703	\$ 1,666,795	-2.7%
Interest Income	\$ 1,523	\$ 3,000	\$ 3,000	\$ -	0.0%
Appropriation from Fund Balance	\$ -	\$ 168,145	\$ 839,160	\$ -	0.0%
Total Revenues	\$ 1,725,063	\$ 1,883,848	\$ 2,554,863	\$ 1,666,795	-11.5%
Appropriations					
Personal Services	\$ 282,179	\$ 269,726	\$ 269,726	\$ 294,310	9.1%
Operating	\$ 1,248,853	\$ 1,614,122	\$ 2,285,137	\$ 1,372,485	-15.0%
Capital Assets	\$ 83,442	\$ -	\$ -	\$ -	0.0%
Transfer to Fund Balance	\$ 110,589	\$ -	\$ -	\$ -	0.0%
Total Appropriations	\$ 1,725,063	\$ 1,883,848	\$ 2,554,863	\$ 1,666,795	-11.5%

FUND DESCRIPTION

This fund accounts for revenues and expenditures dedicated to the operation of the 911 Communication Systems. 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 one position 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.

INSPECTIONS FUND

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Revenues					
Licenses and Permits	\$ 7,455,647	\$ 7,569,395	\$ 7,548,399	\$ 6,721,327	-11.2%
Interest and Impact Fees	95,809	72,682	140,750	122,184	68.1%
Total Revenues	\$ 7,551,456	\$ 7,642,077	\$ 7,689,149	\$ 6,843,511	-10.4%
Appropriations					
Personal Services	\$ 4,368,360	\$ 5,256,564	\$ 4,620,158	\$ 5,263,053	0.1%
Operating	1,294,382	1,328,973	1,347,279	1,397,000	5.1%
Capital and Other	63,591	-	-	-	0.0%
Transfer to Other Funds	138,480	65,303	65,303	23,000	-64.8%
Transfer to Fund Balance	1,686,643	991,237	1,656,409	160,458	-83.8%
Total Appropriations	\$ 7,551,456	\$ 7,642,077	\$ 7,689,149	\$ 6,843,511	-10.4%
Departmental Appropriations					
Inspections Department	\$ 4,556,314	\$ 5,189,602	\$ 4,572,715	\$ 5,318,830	2.5%
Fire Department	138,200	138,683	137,470	157,446	13.5%
General Services	10,800	10,800	10,800	10,800	0.0%
Nondepartmental Appropriations	2,846,142	2,302,992	2,968,164	1,356,435	-41.1%
Total Appropriations	\$ 7,551,456	\$ 7,642,077	\$ 7,689,149	\$ 6,843,511	-10.4%

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 improvements, 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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Revenues					
Operating Revenues	\$ 5,768,609	\$ 4,955,353	\$ 4,964,958	\$ 4,468,460	-9.8%
Interest and Rental Income	201,171	-	521,249	469,125	0.0%
Appropriation from Fund Balance	-	-	-	-	0.0%
Total Revenues	\$ 5,969,780	\$ 4,955,353	\$ 5,486,207	\$ 4,937,585	-0.4%
Appropriations					
Transfer to Capital Projects	\$ -	-	3,604,459	-	0.0%
Transfer to Fund Balance	5,969,780	4,955,353	1,881,748	4,937,585	-0.4%
Total Appropriations	\$ 5,969,780	\$ 4,955,353	\$ 5,486,207	\$ 4,937,585	-0.4%

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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Revenues					
Interest Income	\$ 86,399	\$ 72,652	\$ 71,721	\$ 75,275	3.6%
Charges for Current Services	4,116,490	5,780,754	5,780,754	6,554,071	13.4%
Appropriation from Fund Balance	2,289,485	69,135	-	-	-100.0%
Total Revenues	\$ 6,492,374	\$ 5,922,541	\$ 5,852,475	\$ 6,629,346	11.9%
Appropriations					
Personal Services	\$ 487,141	\$ 572,518	\$ 572,518	\$ 583,076	1.8%
Operating	5,846,873	5,212,431	4,707,415	5,895,982	13.1%
Transfer to Other Funds	158,360	137,592	137,592	145,521	5.8%
Transfer to Fund Balance	-	-	434,950	4,767	100.0%
Total Appropriations	\$ 6,492,374	\$ 5,922,541	\$ 5,852,475	\$ 6,629,346	11.9%

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 – In FY2013-14 the personnel assigned to risk functions were moved from the Finance department to the Risk fund.

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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Revenues					
Charges for Current Services	\$ 38,990,223	\$ 38,086,286	\$ 40,212,390	\$ 41,408,249	8.7%
Interest	65,650	33,000	117,628	65,650	98.9%
Appropriation from Fund Balance	-	-	-	-	0.0%
Total Revenues	\$ 39,055,873	\$ 38,119,286	\$ 40,330,018	\$ 41,473,899	8.8%
Appropriations					
Personnel	\$ 572,214	\$ 628,518	\$ 625,350	\$ 667,533	6.2%
Operating	35,404,228	35,898,575	36,733,642	40,610,990	13.1%
Transfer to Fund Balance	3,079,431	1,592,193	2,971,026	195,376	-87.7%
Total Appropriations	\$ 39,055,873	\$ 38,119,286	\$ 40,330,018	\$ 41,473,899	8.8%

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

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.

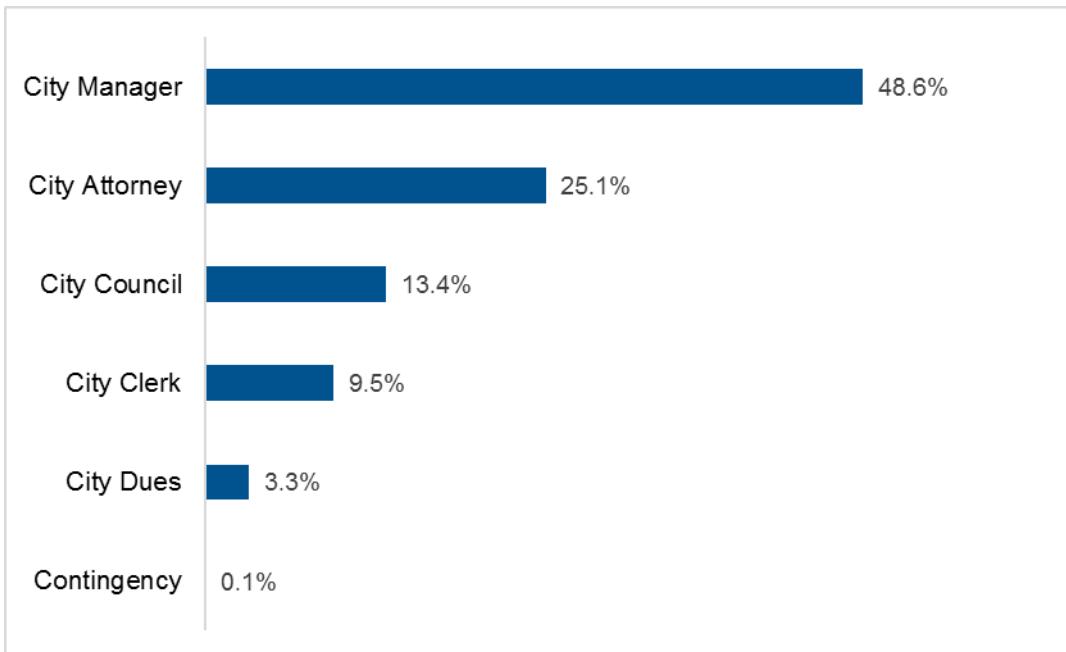


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GOVERNANCE
BUDGET SUMMARY

General Fund Appropriations	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
City Council	\$ 736,738	\$ 348,936	\$ 379,503	\$ 1,012,286	190.1%
RDU Airport Authority	12,500	12,500	12,500	12,500	0.0%
Mayor's Committee for Persons with Disabilities	(551)	-	-	-	0.0%
City Dues	250,252	253,339	253,339	253,339	0.0%
Sister Cities	10,291	10,300	10,300	15,000	45.6%
Contingency	-	10,000	8,500	10,000	0.0%
City Attorney	1,782,876	1,889,269	1,958,910	1,957,717	3.6%
City Clerk	687,404	768,828	790,929	742,273	-3.5%
City Manager	3,737,930	3,547,939	3,755,499	3,781,306	6.6%
Total Appropriations	\$ 7,217,440	\$ 6,841,111	\$ 7,169,480	\$ 7,784,421	13.8%
Full Time Employees	52	51	51	53	2.0
Part Time	8	8	8	8	-
Revenues					
General Fund					
Discretionary Program	\$ 7,166,660	\$ 6,763,711	\$ 7,087,480	\$ 7,702,421	13.9%
General Fund Subtotal	50,780	77,400	82,000	82,000	5.9%
	\$ 7,217,440	\$ 6,841,111	\$ 7,169,480	\$ 7,784,421	13.8%

GOVERNANCE



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: \$1,303,125

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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Personal Services	\$ 251,790	\$ 249,868	\$ 255,368	\$ 290,331	16.2%
Operating	484,948	99,068	124,135	721,955	628.7%
Capital and Other	-	-	-	-	0.0%
Subtotal Appropriations	\$ 736,738	\$ 348,936	\$ 379,503	\$ 1,012,286	190.1%
RDU Airport Authority	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	0.0%
Mayor's Committee for Persons with Disabilities	(551)	-	-	-	0.0%
City Dues	250,252	253,339	253,339	253,339	0.0%
Sister Cities	10,291	10,300	10,300	15,000	45.6%
Contingency	-	10,000	8,500	10,000	0.0%
Subtotal Nondepartmental	\$ 272,492	\$ 286,139	\$ 284,639	\$ 290,839	1.6%
Total Appropriations	\$ 1,009,230	\$ 635,075	\$ 664,142	\$ 1,303,125	105.2%
Full Time Employees	-	-	-	-	-
Part Time	7	7	7	7	-
Revenues					
Discretionary Program	\$ 1,009,230	\$ 635,075	\$ 664,142	\$ 1,303,125	105.2%
Total Revenues	\$ 1,009,230	\$ 635,075	\$ 664,142	\$ 1,303,125	105.2%

BUDGET ISSUES FOR FY 2019-20

- None

ACCOMPLISHMENTS FOR FY 2018-19

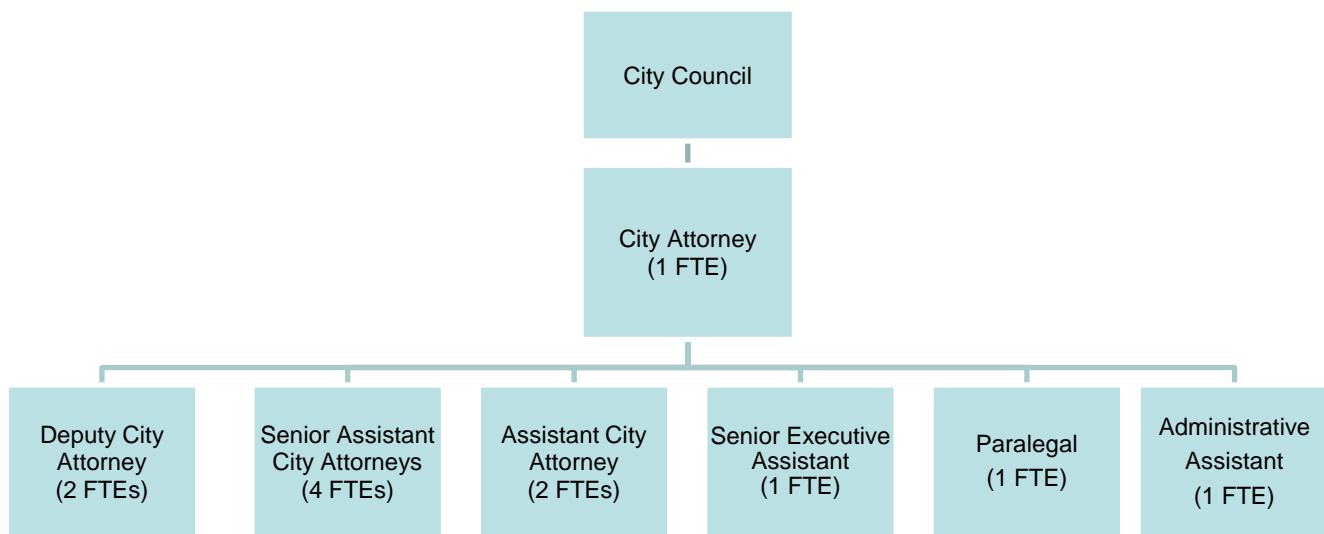
- Financed the City's first Volunteer Appreciation Reception for active board, committee and commission members
- Coordinated the administration of new Council established boards, committees and commissions: Worker Rights' Commission, Participatory Budgeting, Racial Equity Taskforce and Sesquicentennial Honors Commission
- Devised method to account for multiple ethnicities and genders of applicants for volunteer boards, committees and commissions
- Orchestrated a joint effort with seven other North Carolina Municipalities to sign a letter protesting ICE Raids
- Encouraged the implementation of expanding the City's U-Visa Certifications
- Forty-five percent of patrol officers have received advanced Crisis Intervention Training
- Set aside \$2.4 million to be spent on projects chosen directly by our residents (Participatory Budgeting Steering Committee)
- City invested \$250,000 this summer to create DEAR (Durham Expunction and Restoration Program), a program to reinstate licenses to non-violent motor vehicle operators
- Used city funds to support Durham Housing Authority to renovate 336 units at Damar Court and Morreene Road, DHIC and Self-Help to build 82 affordable units adjacent to Durham Station and the renovation of the permanently affordable 54 units owned by the Durham Community Land Trustees in East Durham
- Formulated and implemented affordable housing units at the Durham City Bus Station consisting of the Willard Street Apartments, a multi-use facility
- 150th Birthday Celebration for the City of Durham
- Resolution in support of the Medicare for All Act of 2019
- Renewable Energy and Carbon Neutrality Resolution
- Resolution to Reserve Public Land for Affordable Housing
- Resolution calling for repeal of the Hyde Amendment and supporting the right of all people to safe and comprehensive health care
- Memorandum of Agreement establishing the Triangle Water Supply Partnership
- Resolution of the city of Durham in support of the committee on the Elimination of Discrimination Against Women (CEDAW)
- Resolution in support of the National Movement of Congregations of Faith
- Resolution to support the Upper Neuse River Basin Association (UNRBA)

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

- Consideration of Expanding Housing Choices
- Support of Durham Housing Authority developments
- Support of non-profit affordable housing work
- Funding and staffing of stronger homelessness diversion system
- Expansion of organic recycling program
- Implementation and evaluation of Participatory Budgeting projects
- Enhanced construction of sidewalk and bicycle infrastructure, including trails
- Expanded efforts to reduce violent crime including community policing strategies
- Support of City-County Strategic Youth Initiative
- Enhancing relationships with Durham's Sister Cities
- Supporting equitable engagement strategies for infrastructure investments
- Supporting the establishment of an independent agency to support minority and women businesses
- Improving the City's local bus system
- Joining the County in establishing a new transit plan



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

\$1,957,717
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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Personal Services	\$ 1,718,189	\$ 1,801,754	\$ 1,801,754	\$ 1,870,202	3.8%
Operating	64,687	87,515	157,156	87,515	0.0%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	\$ 1,782,876	\$ 1,889,269	\$ 1,958,910	\$ 1,957,717	3.6%
Full Time Employees	11	11	11	12	1
Part Time	1	1	1	1	-
Revenues					
Discretionary Program	\$ 1,782,876	\$ 1,889,269	\$ 1,958,910	\$ 1,957,717	3.6%
	-	-	-	-	0.0%
Total Revenues	\$ 1,782,876	\$ 1,889,269	\$ 1,958,910	\$ 1,957,717	3.6%

BUDGET ISSUES FOR FY 2018-19

- The office continues to handle a significant workload resulting from: the City's growth in general, high profile housing redevelopment ventures and in particular, the affordable housing initiative adjacent to the Durham Station and the anticipated redevelopment of the recently vacated former Durham police Department site. We have also seen a recent spate of public records lawsuits and 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 is in transition due to the unexpected departure of the former City Attorney but has access to the resources necessary to continue to provide high quality legal services to the organization.

ACCOMPLISHMENTS FOR FY 2018-19

Legal support for the following projects and initiatives:

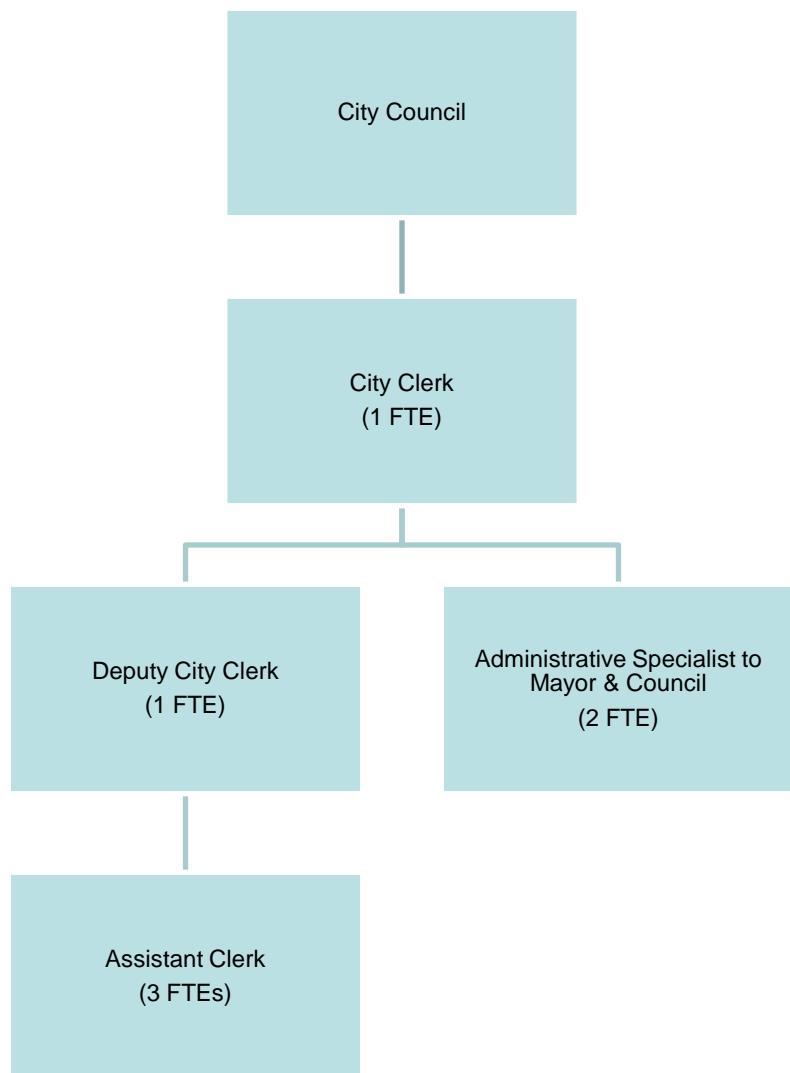
- 2019 Legislative Program Initiatives
- Ongoing Unified Development Ordinance revisions
- Community Life Court and assessment collections
- Construction of Durham Police Department Headquarters
- Support for the Durham Expunction And Revocation (DEAR) program
- Implementation of a revised vegetation management ordinance
- Land acquisition and construction of the new Police Department headquarters building
- Residential construction adjacent to Durham Central Park Liberty Arts residential redevelopment including but not limited to 539 Foster St. and the Liberty Warehouse Apartments
- Review and revisions to temporary sign ordinance
- Provided legal support for the City's affordable housing projects.
- Reviewed and assisted with City stormwater comments on Jordan Lake and Falls Lake rules, and participation in the Upper Neuse River Basin Association.
- Provided review and assistance in evaluating over 65 claims of various types against the City
- Served as counsel or co-counsel in filed legal actions or administrative proceedings, including tort/negligence claims, personnel issues, and regulatory matters, successfully obtaining dismissals in a number of cases

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

- 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 of major economic development projects
- Fayetteville Road realignment project
- Completion of construction of Morgan Street parking deck
- Completion of signage ordinance
- Completion of a revised noise ordinance
- Legal support for the redevelopment of the former Durham Police Department site
- Legal support for proposed Affordable Housing bond initiative



City Clerk (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	\$742,273
	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.

RESOURCE ALLOCATION

	Actual	Adopted	Estimated	Adopted	Change
	FY 2017-18	FY 2018-19	FY 2018-19	FY 2019-20	
Appropriations					
Personal Services	\$ 623,473	\$ 663,217	\$ 648,217	\$ 636,662	-4.0%
Operating	63,931	105,611	142,712	105,611	0.0%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	\$ 687,404	\$ 768,828	\$ 790,929	\$ 742,273	-3.5%
Full Time Employees	7	7	7	7	-
Part Time	-	-	-	-	-
Revenues					
Discretionary	\$ 687,404	\$ 768,828	\$ 790,929	\$ 742,273	-3.5%
Program	-	-	-	-	0.0%
Total Revenues	\$ 687,404	\$ 768,828	\$ 790,929	\$ 742,273	-3.5%

BUDGET ISSUES FOR FY 2019-20

- None

ACCOMPLISHMENTS FOR FY 2018-19

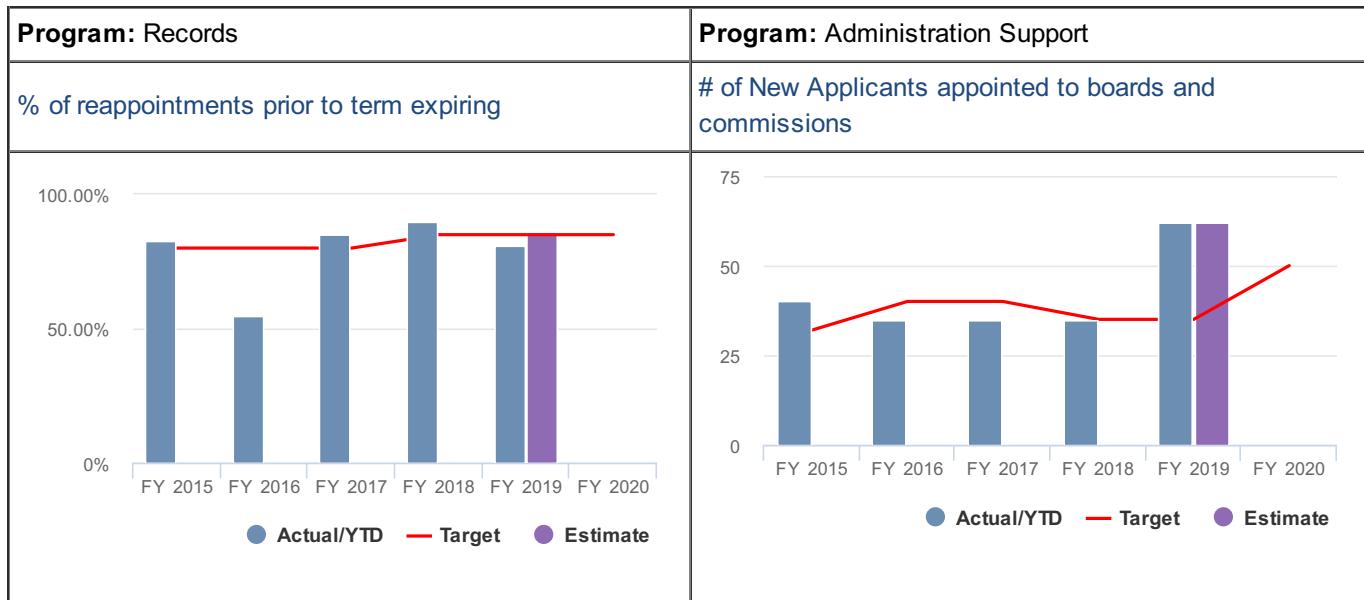
- Refreshing the City Clerk's Office' Strategic Plan
- Initiated the Zero-Waste Initiative in the City Clerk's Office by advocating for the use of recyclable products
- Hosted the City's first Volunteer Appreciation Reception for active board, committee and commission members
- Featured an array of newly appointed board, committee, and commission members in the Volunteer Spotlight on the City Clerk's webpage
- Coordinated the administration of new Council established boards, committees and commissions: Worker Rights' Commission, Participatory Budgeting, Racial Equity Taskforce and Sesquicentennial Honors Commission
- Devised method to account for multiple ethnicities and genders of applicants for volunteer boards, committees and commissions
- Supported bilingualism by publishing in English and Spanish advertisements for the Worker Rights' Commission, Participatory Budgeting, Racial Equity Taskforce and Sesquicentennial Honors Commission and composed bilingual board, committee and commission applications, speaker cards and meeting accommodations
- Re-engineered board, committee and commission software to account for language for applicants to indicate non-binary or third gender as well as to self-describe gender and ethnicity
- Reconfigured the workspace in the Mayor's Office for two Administrative Specialists, Assistant to the Mayor and a future intern
- Incorporated Council's requests into budgetary process related to funding for interns and travel expenses
- Hired an Administrative Specialist in the Mayor's Office to replace retiring team member
- Initiated the process of developing a Continuity of Operations blueprint for the City Clerk's Office
- Participated in resident outreach with City Hall on the Go mobile unit and PAC meetings
- Conducted monthly staff meetings along with external teambuilding sessions
- Maintained the official records of the city and provide research to various public record requests by requestors

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

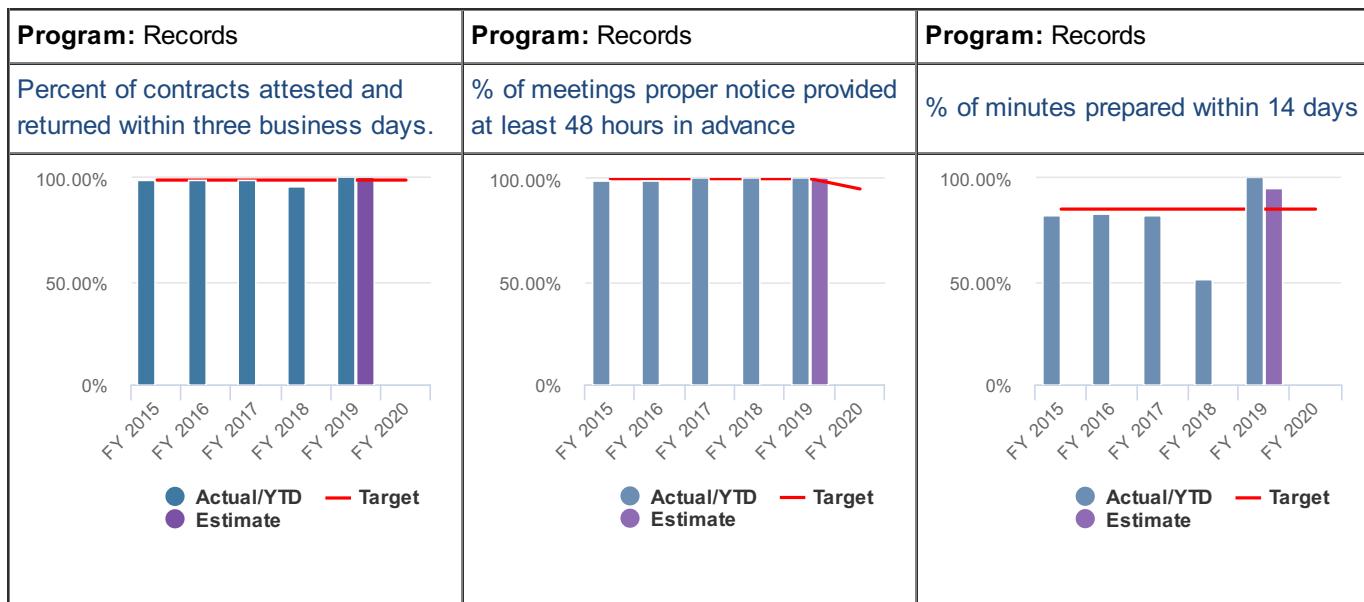
- Refresh the board, committee, and commission video on the City Clerk's webpage by partnering the DTV production services
- Devise a COOP (Continuity of Operations Plan) for the City Clerk's and Mayor's Office
- Launch a social media webpage for the City Council's Office with bilingual postings
- Collaborate with Technology Solutions and the City Attorney's Office to formulate a city-wide scanning policy
- Collect data on racial and social equity associated with boards, committees, and commissions
- Develop staff by customizing training opportunities with internal and external resources
- Provide administrative support for Council internship hiring and coordination
- Continue to archive the Council's and volunteer boards' social media pages and devise reports

DEPARTMENT PERFORMANCE SUMMARY

Objective: To maintain a high level of administrative support to Mayor and City Council.



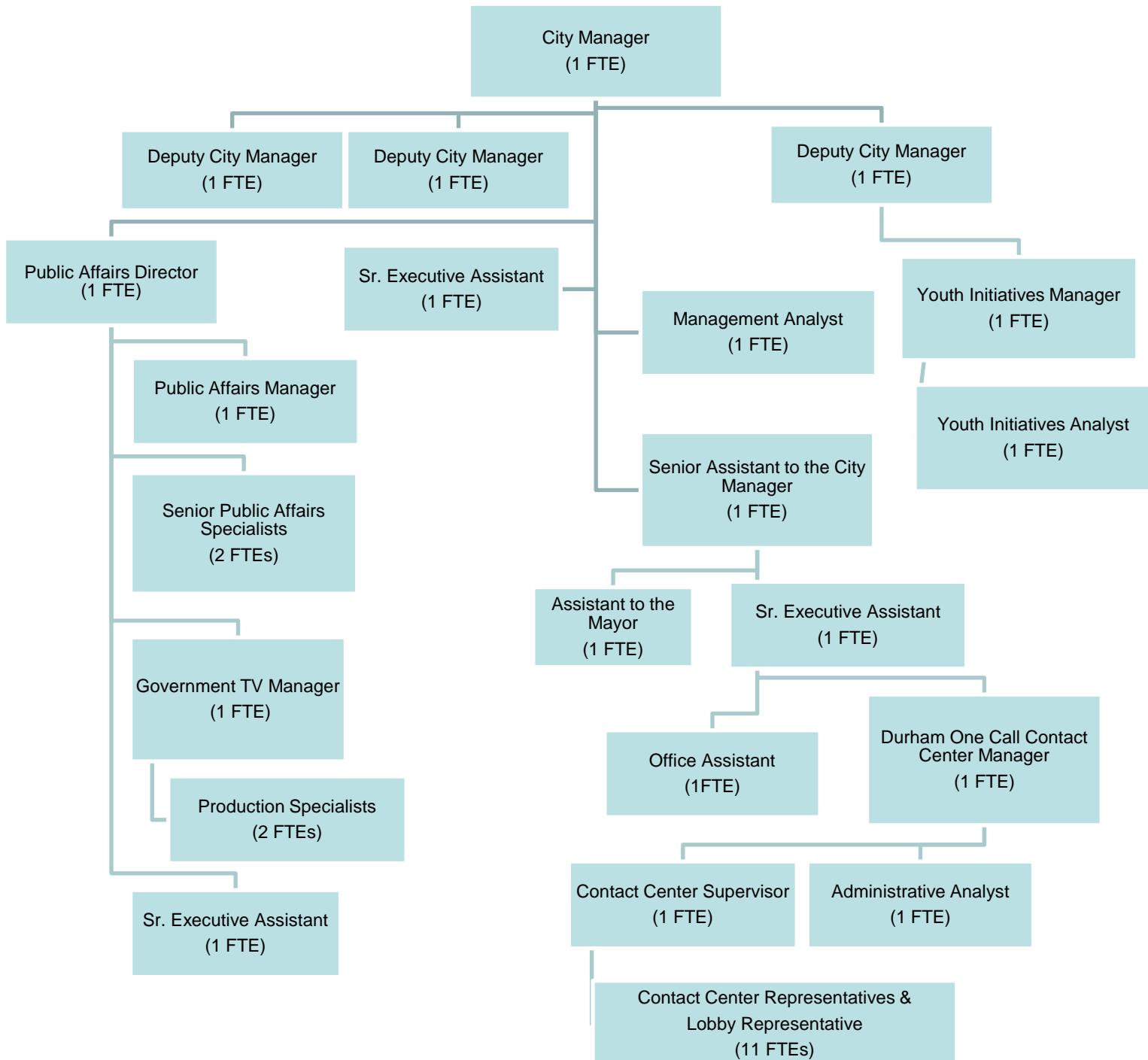
Objective: To maintain official records and provide access to public records.





City Manager's Office

(34 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	\$3,781,306
	34 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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Personal Services	\$ 3,143,227	\$ 3,200,117	\$ 3,098,117	\$ 3,433,284	7.3%
Operating	594,703	347,822	657,382	348,022	0.1%
Capital and Other	-	-	-	-	0.0%
Subtotal Appropriations	\$ 3,737,930	\$ 3,547,939	\$ 3,755,499	\$ 3,781,306	6.6%
Nondepartmental					
Legislative Program	\$ -	\$ -	\$ -	\$ -	0.0%
Subtotal Nondepartmental	\$ -	\$ -	\$ -	\$ -	0.0%
Total Appropriations	\$ 3,737,930	\$ 3,547,939	\$ 3,755,499	\$ 3,781,306	6.6%
Full Time Employee	34	33	33	34	1
Part Time	-	-	-	-	-
Revenues					
Discretionary	\$ 3,687,149	\$ 3,470,539	\$ 3,673,499	\$ 3,699,306	6.6%
Program	50,780	77,400	82,000	82,000	5.9%
Total Revenues	\$ 3,737,930	\$ 3,547,939	\$ 3,755,499	\$ 3,781,306	6.6%

BUDGET ISSUES FOR FY 2018-19

- Addition of several part-time and internship positions in the Office on Youth to facilitate effective program implementation and better engage youth in the community.

ACCOMPLISHMENTS FOR FY 2018-19

- Created and hired an Assistant to the Mayor, to assist the Mayor with strategic planning, coordination with City departments, and to maintain the Mayor's busy schedule.
- Sponsored a Management Internship for Summer 2018 to help develop future local government professionals and to provide needed analytical support.
- Re-introduced a new and improved City-County Neighborhood College for Durham residents.
- Hired a new Director of Emergency Management and a new Fire Chief.
- The Office on Youth (OOY) partnered with Made in Durham (MID) to host a youth empowerment roundtable with over 50 participants to discuss vision and needs for facilitating youth engagement within their organizations; participants represented over 35 Durham agencies/departments. The OOY hosted a follow up skill building conference with several agencies/departments in topics related to youth engagement.
- The Office on Youth partnered with Youth Empowered Solutions consultants, who are providing technical assistance and training to the Office to develop a shared power model for youth engagement, embed a racial equity lens, and support strategic planning for the Office.
- The Durham Youth Commission received training on racial equity, advocacy, and youth empowerment, and hosted a Youth Voice Festival at which youth had an opportunity to discuss important issues with local officials and connect with other youth advocacy organizations.
- The Office on Public Affairs completed an implemented an updated identity program, including a new brand webpage, along with an updated and easier-to-use City government logo.
- The Office on Public Affairs convened the first citywide social media team, which developed a social media strategy to enhance the sharing of posts and other information.
- A video series for social media and television highlighting City employees, Durham Works, was launched.

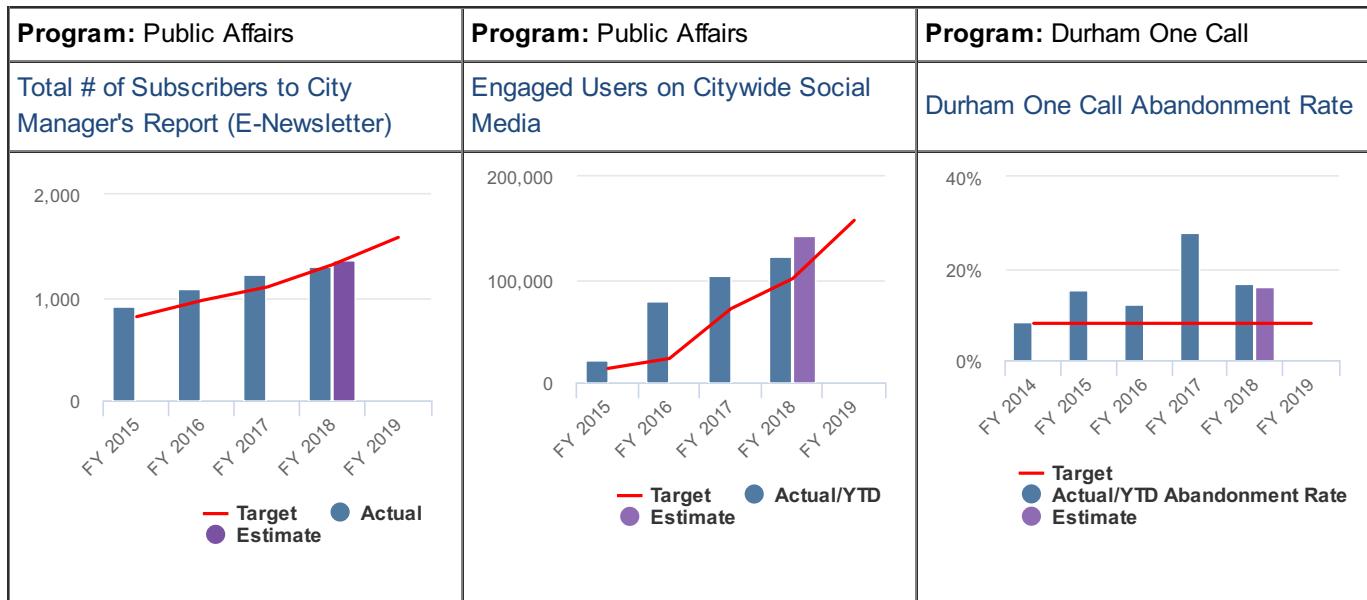
- The Office on Public Affairs received the North Carolina Association of Government Information Officers 1st place awards for Excellence in Communication for Durham Works and the Brand Guide website.
- A new version of the City-County Neighborhood College was launched for Durham residents, based on City and County Strategic Plans. 29 of 30 participants completed the course.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

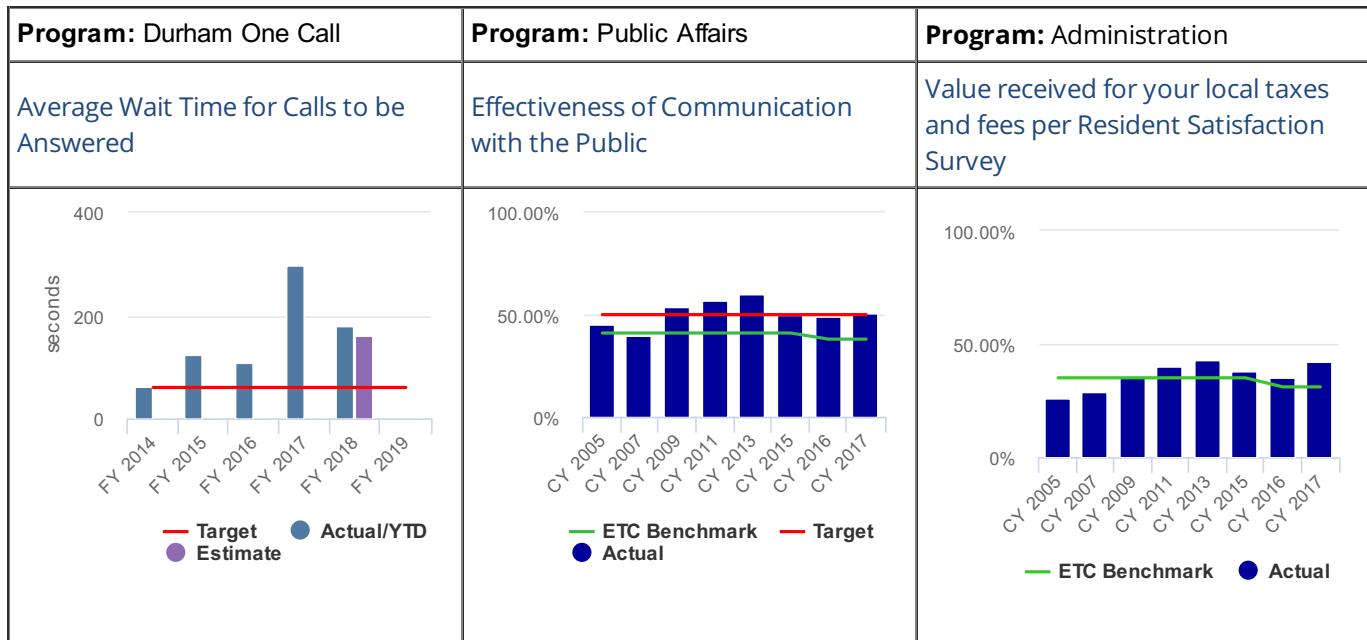
- Implement a refreshed Departmental Strategic Plan that better represents the diverse work groups within the City Manager's Office.
- The Office on Youth will launch a youth listening project that will explore how local government can better engage and communicate with youth, and provide services that are appropriate, accessible, and utilized by youth.
- Grow the City Week brand and increase readership by reaching non-desk employees.
- Develop and implement a mass notification system.
- Develop a procedural public records policy and examine the need for a robust records system.
- Begin redesign of City's website with a Civics Plus web developer.
- Provide enhanced customer service for Durham One Call requests through post-call surveys and quality control monitoring of call recordings.

DEPARTMENT PERFORMANCE SUMMARY

Objective: Enhance External Communication and Engagement



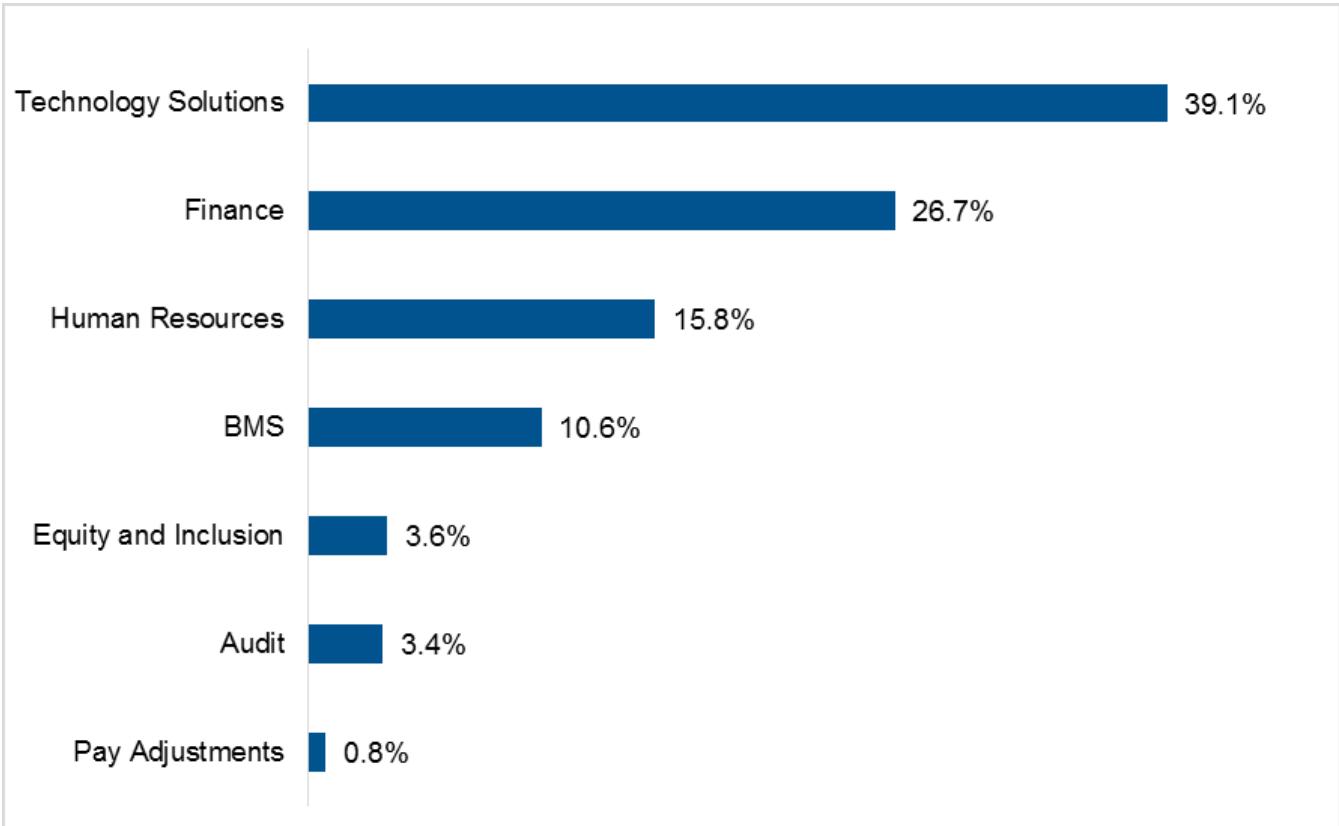
Objective: Enhance External Communication and Engagement



**ADMINISTRATIVE AND SUPPORT
BUDGET SUMMARY**

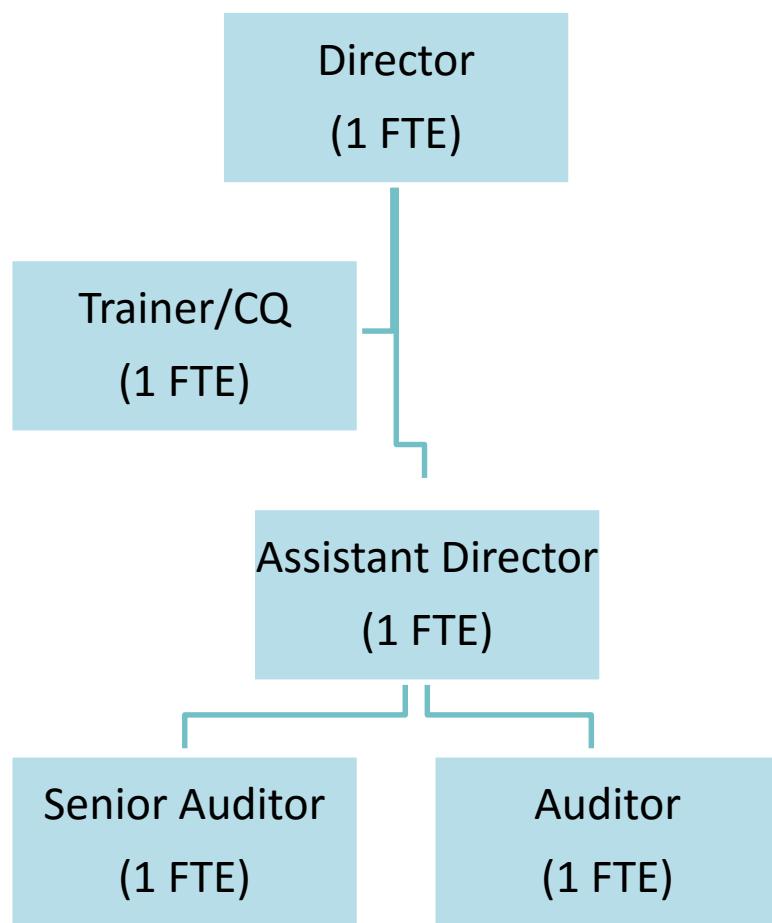
Non-Grant Appropriations	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Audit Services	\$ 616,383	\$ 637,386	\$ 588,418	\$ 707,750	11.0%
Budget and Management Services	1,378,576	1,665,950	1,666,153	2,201,290	0.0%
Equity and Inclusion	531,995	579,506	580,659	736,433	27.1%
Mayor's Committee for Disabled	3,706	5,500	2,910	5,000	-9.1%
Finance	5,078,416	5,344,864	5,272,084	5,548,290	3.8%
Human Resources	2,890,377	2,895,434	3,086,663	3,092,738	6.8%
Flex Reimbursement	85,000	85,000	85,000	85,000	0.0%
Unemployment Compensation	68,081	100,000	100,000	100,000	0.0%
Technology Solutions	7,138,998	7,235,640	7,978,136	8,115,696	12.2%
Pay Adjustments/Others	28,920	158,395	226,559	153,810	-2.9%
Total Appropriations	\$ 17,820,452	\$ 18,707,675	\$ 19,586,582	\$20,746,007	10.9%
Full Time Employees	127	129	129	138	4
Part Time	5	9	9	8	(1)
Revenues					
General Fund					
Discretionary Program	\$ 15,886,611 \$ 1,114,354	\$ 16,796,496 \$ 947,504	\$ 17,666,861 \$ 942,228	\$18,656,574 \$ 1,023,071	11.1% 8.0%
General Fund Subtotal	\$ 17,000,965	\$ 17,744,000	\$ 18,609,089	\$19,679,645	10.9%
Water and Sewer Fund	83,918	83,030	86,828	87,513	5.4%
Risk Claims Fund	650,445	787,518	797,538	816,331	3.7%
Employee Insurance Fund	85,124	93,127	93,127	162,518	74.5%
Total Revenues	\$ 17,820,452	\$ 18,707,675	\$ 19,586,582	\$20,746,007	10.9%
Grants					
Bloomberg i-Team	\$ 997,000	\$ -	\$ 210,000	\$ -	0.0%
Bloomberg Mayor's Challenge	\$ -	\$ 100,000	\$ 100,000	\$ -	-100.0%
Race Forward	\$ -	\$ -	\$ 20,000	\$ -	0.0%
Local Match	\$ 47,000	\$ -	\$ -	\$ -	0.0%
Total Grant Revenue	\$ 1,044,000	\$ 100,000	\$ 330,000	\$ -	-100.0%
Full Time Employees	3	4	5	-	1
Part Time	1	2	-	-	-
Total Budget	\$ 18,864,452	\$ 18,807,675	\$ 19,916,582	\$20,746,007	10.3%

ADMINISTRATIVE AND SUPPORT





Audit (5 FTE)



AUDIT SERVICES

Purpose Statement

To provide independent, objective assurance and investigative services.

DEPARTMENT DESCRIPTION

Audit Services	\$707,750
	5 FTEs

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

The purpose of this program 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 Program

This program promotes 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).

RESOURCE ALLOCATION

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Personal Services	\$ 512,793	\$ 531,686	\$ 482,718	\$ 594,805	11.9%
Operating	103,590	105,700	105,700	112,945	6.9%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	\$ 616,383	\$ 637,386	\$ 588,418	\$ 707,750	11.0%
 Full Time Employees					
Part Time	-	-	-	1	1
 Revenues					
Discretionary Program	\$ 616,383	\$ 637,386	\$ 588,418	\$ 707,750	11.0%
Total Revenues	\$ 616,383	\$ 637,386	\$ 588,418	\$ 707,750	11.0%

BUDGET ISSUES FOR FY 2019-2020

- The external audit fee will increase by \$1,000 for the FY 2019 certified annual financial report.

ACCOMPLISHMENTS FOR FY 2018-2019

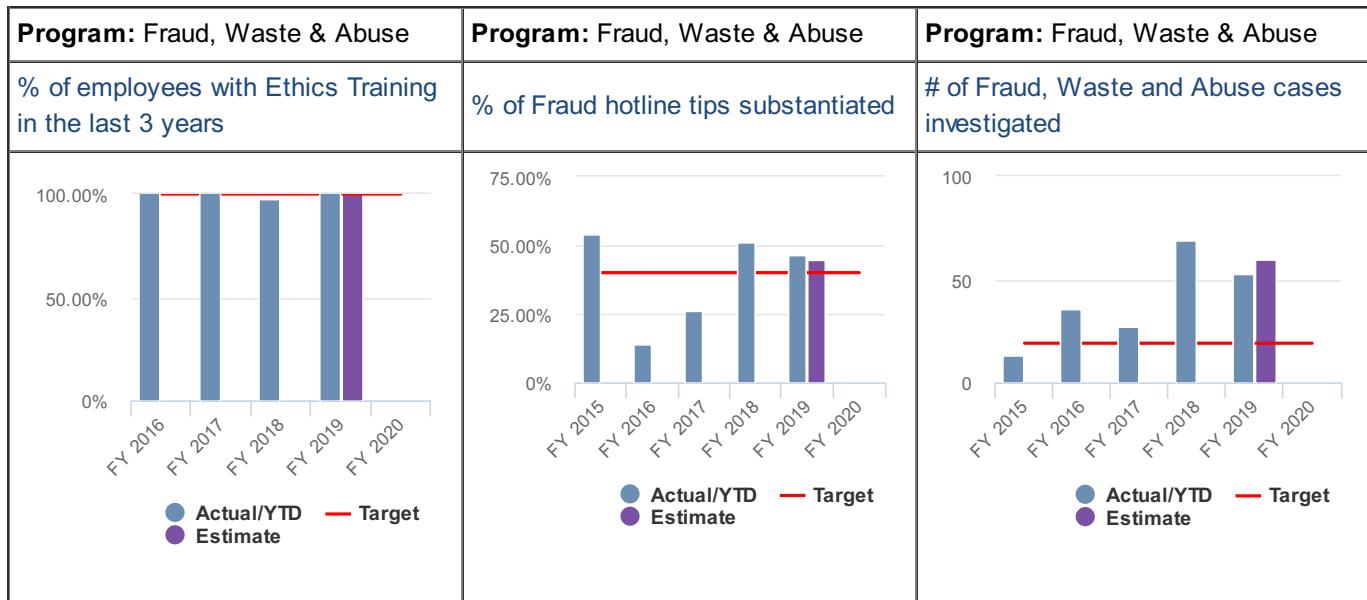
- Conducted mandatory Ethics Training for 100% of new full and part-time City staff through February 2019.
- Implemented new initiatives in the DataHub portal.
- Held a fraud prevention awareness week of activities during Internal Audit Week; showcased a fraud museum, culminating with a keynote event speaker for the symposium.
- Contributed \$800 through the Seven Stars campaign to the department's chosen charity.
- Utilized the ACL software application, Benford's Law, and computer aided audit techniques to better assess risks during audit engagements.
- Obtained a total of 142 hours of required continuing professional education in the department including ethics training for the full time professional staff.
- Completed training on The 5 Languages of Appreciation.
- Monitored the Fraud, Waste and Abuse hotline; received 39 allegations to date and processed 35.
- Participated in City College, providing employees a general overview of the Audit Services Department.
- Participated as members of the Yellow Book Peer Review Team for Fairfax County and the City of Jacksonville, Florida.
- Taught 12 sessions of the Ethics component of New Employee Orientation training –FY19 to date.
- Participated in the 2019 Employee Engagement Survey.
- Submitted summaries of audit reports for the benefit of City staff in the City Week platform.
- Continued to advance the accomplishment of the department's WIG with outreach to 4 departments.
- Submitted an audit for consideration in the Association of Local Government's Knighton Award.
- Fully implemented the AutoAudit software application to gain efficiencies in the audit program.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-2020

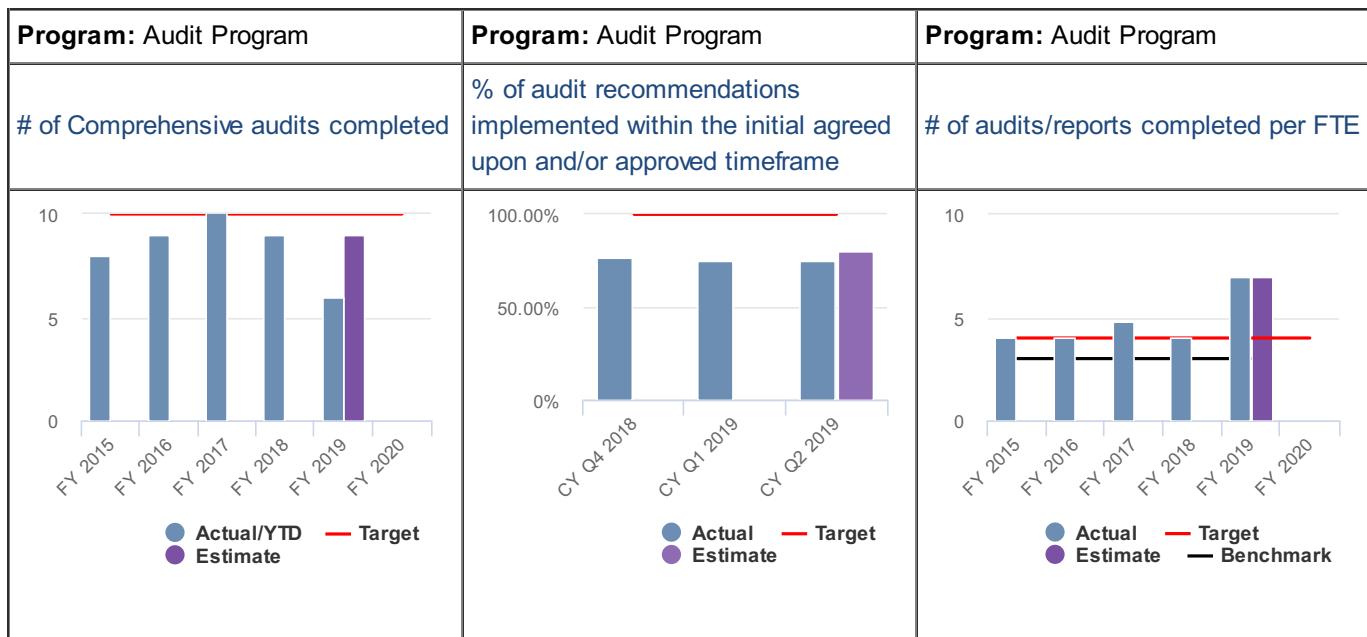
- Continue to work on measures for the Departmental Strategic Plan specifically outreach to departments.
- Complete the restructuring of the department to include a dedicated training component.
- Develop specific training, career development and certification plans for Audit staff as part of retention plan.
- Begin the City-wide risk-based audit work plan process.
- Provide "best practices" year round trainings of specific targeted control issues for each department to focus City employees on red flags that trigger 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.
- 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 gain insights into new trends in the industry (i.e. robotics).
- Obtain required CPE training to maintain professional proficiency in the areas of performance auditing and fraud, waste and abuse examinations.
- Develop and deliver a professional training for ALGA or IIA.
- Participate in the Peer Review tri-annual process.
- Participate in the ALGA, IIA professional associations and local chapter events to provide leadership opportunities to staff including authoring articles on topics of interest to the staff and profession.
- Better manage increase in fraud, waste and abuse (FWA) activity and improve time table to complete fraud, waste and abuse investigations with assistance of part-time staff.
- Continue relationship building activities to build trust with peers.

DEPARTMENT PERFORMANCE SUMMARY

Objective: Reduce fraud, waste & abuse for the City



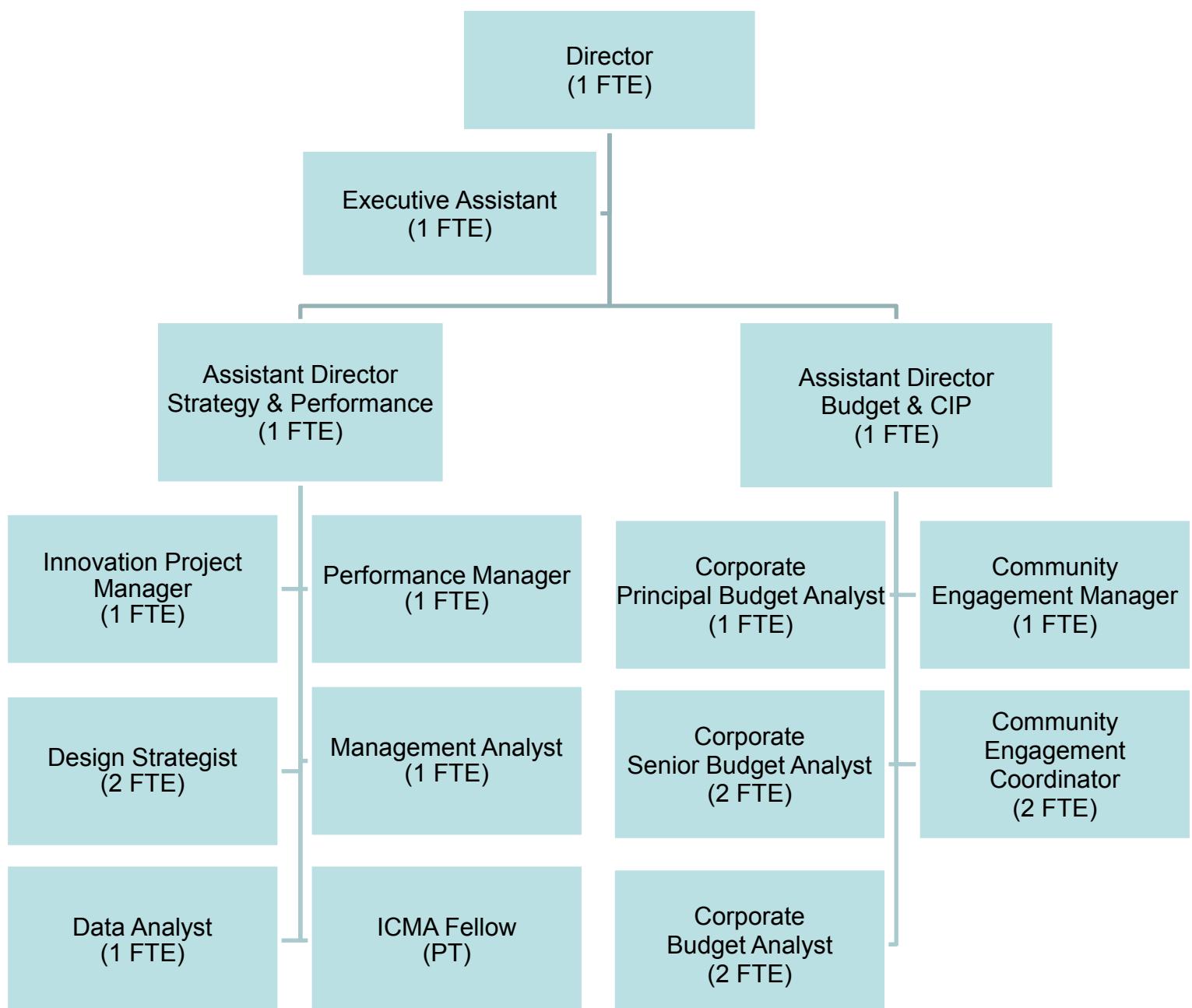
Objective: Improve efficiencies and effectiveness in City operations (actual audit engagements)





Budget & Management Services

(18 FTE)



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	\$2,201,290 18 FTE
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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. Also, supports the Citizen Capital Improvement Panel (CCIP) and CIP project website.

Performance and Innovation

Serve as internal consultants building the organizational capacity for problem solving through strategic planning, performance management, process improvement, qualitative research, and data/policy analysis. In addition, the i-team works to advance the above principles in working with residents to solve complex community challenges.

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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
<i>Non-Grant Appropriations</i>					
Personal Services	\$ 1,181,122	\$ 1,442,690	\$ 1,420,017	\$ 1,758,120	21.9%
Operating	150,454	223,260	246,136	443,170	98.5%
Capital and Other	47,000	-	-	-	0.0%
Total Appropriations	\$ 1,378,576	\$ 1,665,950	\$ 1,666,153	\$ 2,201,290	32.1%
Full Time Employees	11	13	13	18	5
Part Time	1	1	1	1	-
<i>Revenues</i>					
Discretionary Program	\$ 1,378,576	\$ 1,665,950	\$ 1,666,153	\$ 2,201,290	32.1%
Total Revenues	\$ 1,378,576	\$ 1,665,950	\$ 1,666,153	\$ 2,201,290	32.1%

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
<i>Grant</i>					
Appropriations					
Personal Services	\$ 297,049	\$ -	\$ 485,577	\$ -	0.0%
Operating	198,984	100,000	205,713	-	-100.0%
Capital and Other	-	-	4,216	-	0.0%
Total Appropriations	496,033	100,000	695,507	-	100.0%
Full Time Employees	3	4	5	-	(4)
Part Time	1	2	-	-	(2)
Revenues					
Bloomberg i-Team	\$ 997,000	\$ -	\$ 210,000	\$ -	0.0%
Bloomberg Mayor's Challenge	-	100,000	100,000	-	-100.0%
Race Forward	-	-	20,000	-	0.0%
Local Match	47,000	-	-	-	0.0%
Total Grant Revenue	\$ 1,044,000	\$ 100,000	\$ 330,000	\$ -	-100.0%
Total Budget	\$ 1,874,609	\$ 1,765,950	\$ 2,361,660	\$ 2,201,290	24.7%

BUDGET ISSUES FOR FY 2019-20

- 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.”
- The grant funded by Bloomberg Philanthropies for the Innovation Team of \$1.2M will end in December 2019.
- Continued implementation of a participatory budgeting model in Durham.

ACCOMPLISHMENTS FOR FY 2018-19

- Granted the Distinguished Budget Document award for the FY 2018-19 budget from the Government Finance Officers Association. This is the 29th consecutive year that the City has received this award.
- Staffed the Community Capital Improvement Panel (CCIP) Advisory Committee for the 15th year to enhance citizen participation in the prioritization and oversight of capital needs, as well as an Internal CIP Advisory Committee to improve coordination of capital projects within the City.
- Collected over 10,000 votes from Durham residents and students in the first cycle of Participatory Budgeting.
- 548 project ideas were submitted from residents during idea collection.
- Recruited over 100 budget delegates to vet project ideas.
- Maintained a website for residents and City staff to track annexation requests and further the goal of enhanced communications.
- The Office of Performance and Innovation partnered with six companies to conduct the second year of Innovate Durham in conjunction with Durham County. The program gives startups and entrepreneurs a way to test their products or services with local government staff and resources. The program received 39 applications from companies interested in participating and a review committee narrowed the field down to seven participants, and six completed the program. Each company brought a unique and innovative solution to the program from using data with urban design to artificial intelligence and augmented reality.
- Innovate Durham was awarded the 2019 J. Robert Havlick Award for Innovation in Local Government from the Alliance for Innovation.

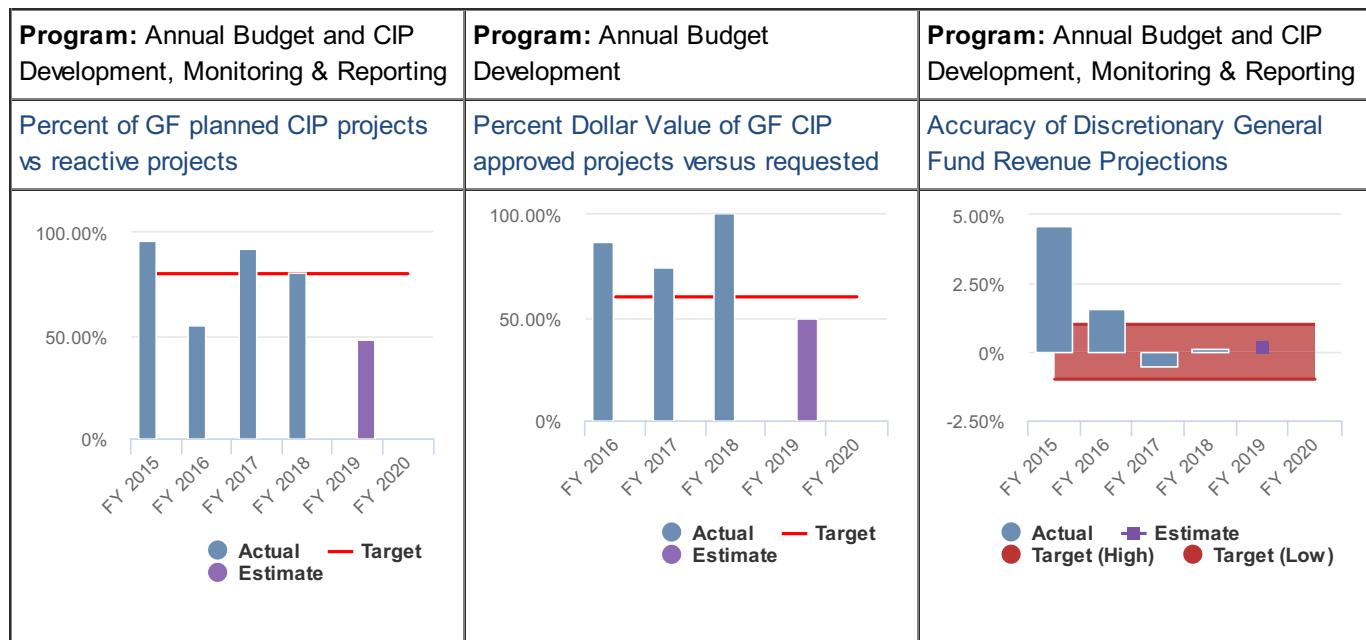
- Completion of the third year of IdeaStarter finalists, with over 30 ideas submitted and 6 employees selected as finalists to receive prototype funding. Finalists were first employees to go through OPI Academy.
- Processed 24 voluntary annexation petitions.
- Developed and presented the City Manager's recommended annual budget for FY 2018-19 and the Capital Improvement Plan for FY 2018-23 on May 21, 2018.
- Posted the FY 2017-18 final budget document to the City web site on June 30, 2018, and distributed thereafter.
- Began implementation of the newly adopted FY 2019-21 Citywide Strategic Plan by starting the 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 FY2017-18 budget.
- Coordinated implementation of the FY 2019 annual joint City-County-DPS resident survey.
- Created and maintained a dashboard for new Strategic Plan where residents and City staff can track progress on objectives, measures and initiatives.
- Continued coordination and oversight of the departmental Strategic Planning process.
- The i-team completed work on first community challenge working to connect justice involved residents to employment opportunities.
- Budget and Management Services and the City's Transportation department were awarded \$1M funding by Bloomberg Philanthropies as one of nine winners of the Mayor's Challenge. This three-year grant will allow for idea implementation and sharing ways to best encourage less single occupancy commutes into downtown Durham.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

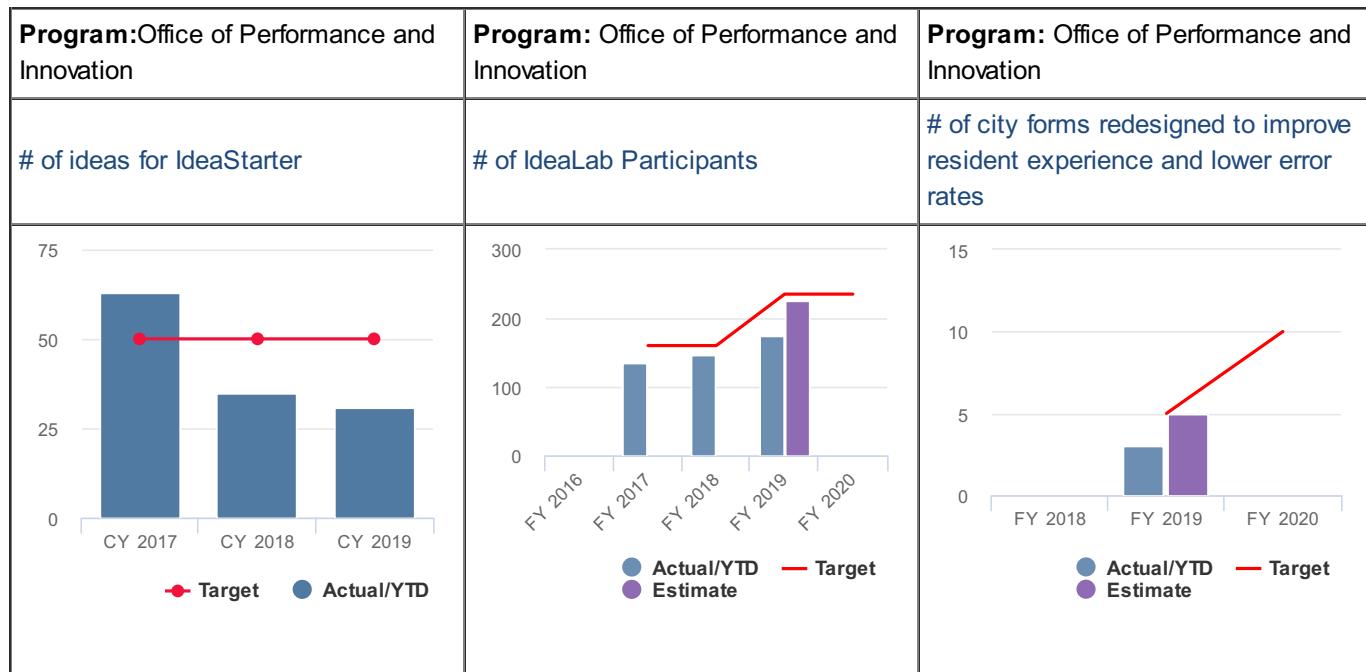
- Develop and publish the FY 2020-21 Budget and FY 2021-24 Capital Improvement Plan. Monitor annual operating and CIP budgets.
- Continue to refine the multi-year financial model.
- Continue to refine the CIP model.
- Continue implementation of the FY 2019-21 Citywide Strategic Plan through leadership of five Goal Teams and continued refinement of DSAP.
- Complete the second and third i-team projects focused on Reimaging the County Jail and supporting Solid Waste Management in designing a new composting program.
- Execution of the third year of Innovate Durham in partnership with Durham County.
- Coordinate and provide oversight on the departmental strategic planning process and implementation while also refining departmental performance measures.
- Continue coordination, development and implementation of strategic plan departmental dashboards.
- Continue oversight of process improvement program.
- Provide quarterly financial updates to the City Manager and Council.
- Provide monthly financial updates to the City Manager.
- Coordinate the evaluation and updating of departmental performance measures.
- Perform cost benefit analyses on voluntary annexation petitions as received.
- Explore new opportunities to enhance our web presence for CIP engagement.
- Begin the implementation of PB projects.
- Continue the full evaluation of the PB process and review recommendations from the third party evaluator North Carolina Central University (NCCU).

DEPARTMENT PERFORMANCE SUMMARY

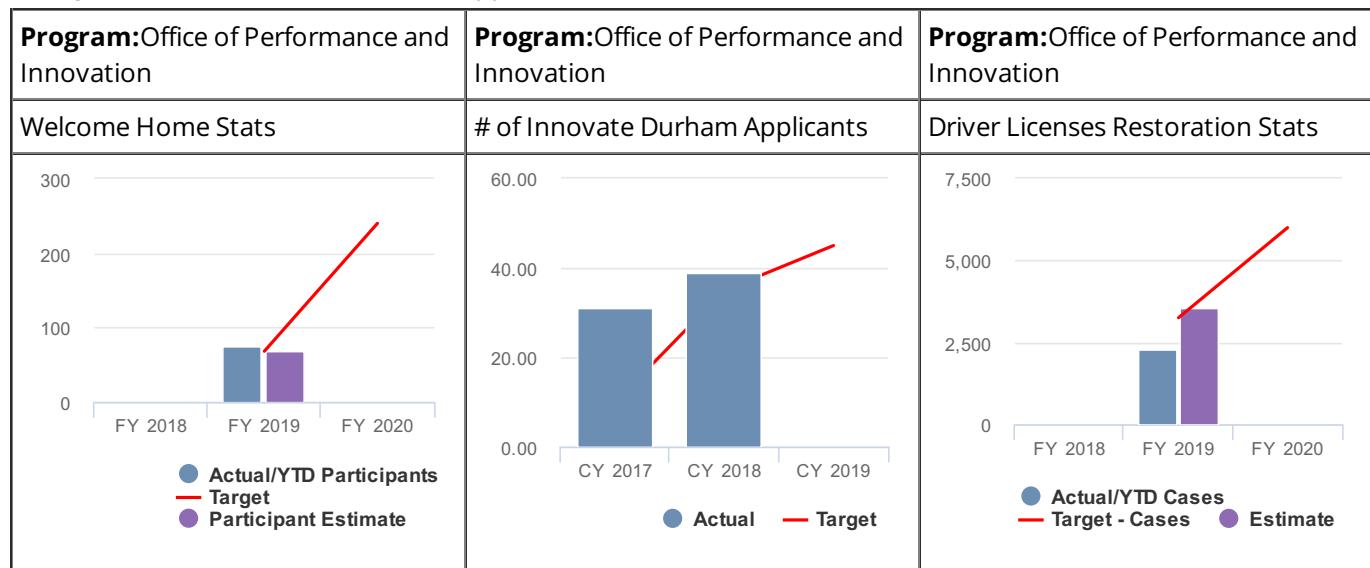
Objective: Enhance the use of strategy, data and engagement to manage and allocate the City of Durham's resources effectively.



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



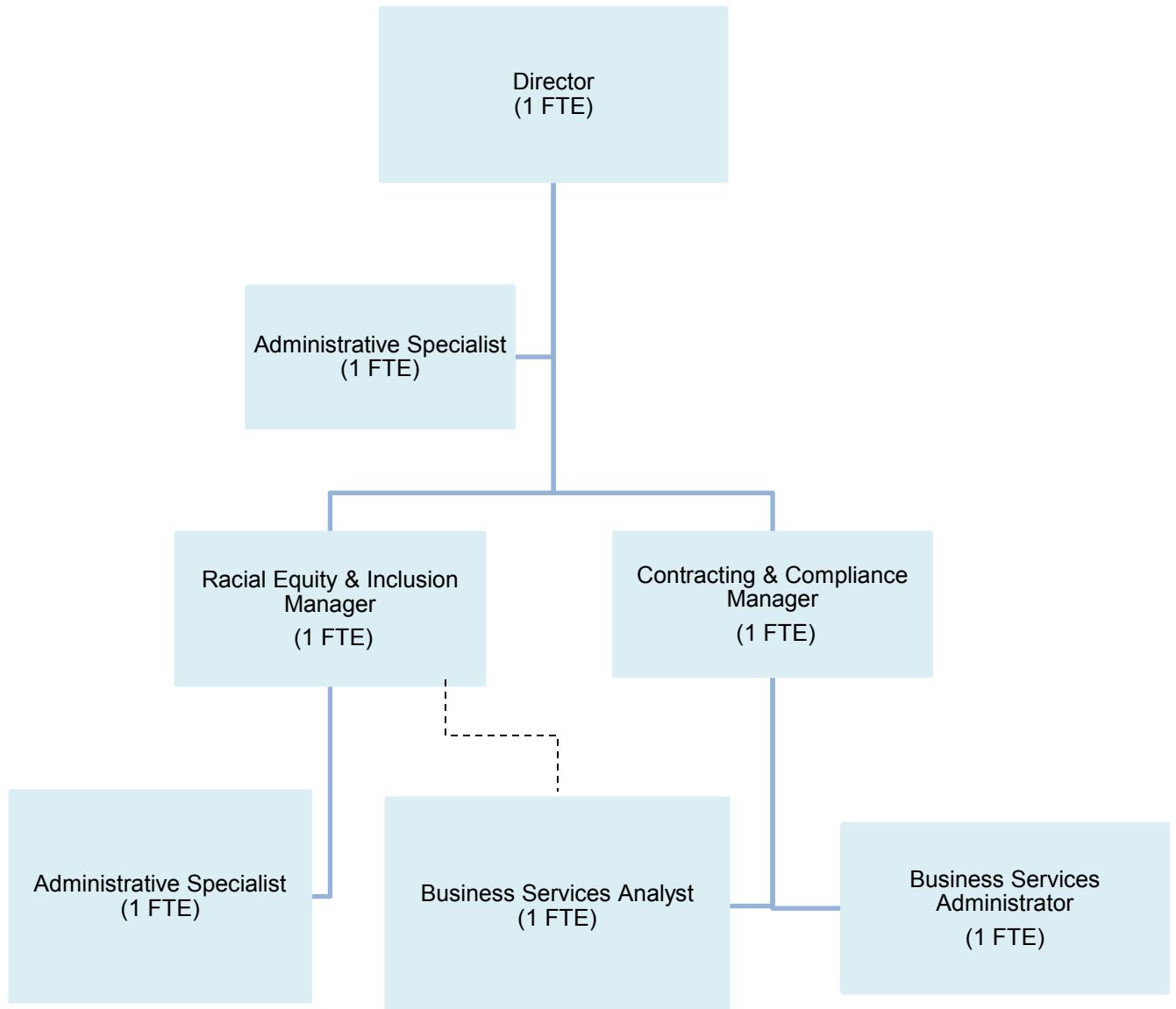
Objective: Collaborate with internal departments & external stakeholders to identify solutions to complex problems through evidence based and innovative approaches





Equity and Inclusion

(Formerly Equal Opportunity and Equity Assurance)
(7 FTEs)



EQUITY AND INCLUSION

Purpose Statement:

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

DEPARTMENT DESCRIPTION

Equity and Inclusion (Formerly Equal Opportunity/Equity Assurance)	\$741,433 7 FTEs
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The Department of Equity and Inclusion, formerly the Department of Equal Opportunity/Equity Assurance will expand the role, direction and structure of the former department. The Department of Equity and Inclusion will support an environment of inclusive and equitable community economic development that promotes shared prosperity. The department realigns into two divisions-Racial Equity and Inclusion and Contracting and Compliance.

Contract and 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 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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Personal Services	\$ 523,643	\$ 556,725	\$ 556,725	\$ 674,152	21.1%
Operating	8,352	22,781	23,934	62,281	173.4%
Capital and Other	-	-	-	-	0.0%
Subtotal Appropriations	\$ 531,995	\$ 579,506	\$ 580,659	\$ 736,433	27.1%
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	\$ 535,701	\$ 585,006	\$ 583,569	\$ 741,433	26.7%
Full Time Employees	5	6	6	7	1
Part Time	1	-	-	-	-
Revenues					
Discretionary Program	\$ 535,701	\$ 585,006	\$ 583,569	\$ 741,433	26.7%
	-	-	-	-	0.0%
Total Revenues	\$ 535,701	\$ 585,006	\$ 583,569	\$ 741,433	26.7%

BUDGET ISSUES FOR FY 2019-20

- Transitional planning and logistics from former department to new department.
- Maintaining departmental service level to fulfill the responsibilities of the Equal Business Opportunity Program and Small Local Business Enterprise Program.
- Identifying enhancements to participation of UBES and SLBEs in all City contracting categories.

ACCOMPLISHMENTS FOR FY 2018-19

- 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.
- Monitored the departmental Strategic Plan.
- Conducted successful Minority Enterprise Development Week activities that included: Speed Business Networking, a Honors Luncheon highlighted by honoring four small businesses and one minority/business advocate, a Minority Business Fair in conjunction with the Greater Durham Black Chamber of Commerce and MED Week bowling.
- Conducted technical assistance seminars on business development topics.
- Serving in the project management capacity of a Bloomberg initiative designed to develop a model of collaboration that enhances opportunities for minority/women businesses.
- Participating 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.
- Initiated survey of UBES to try to identify barriers to their participation in City business opportunities.
- 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

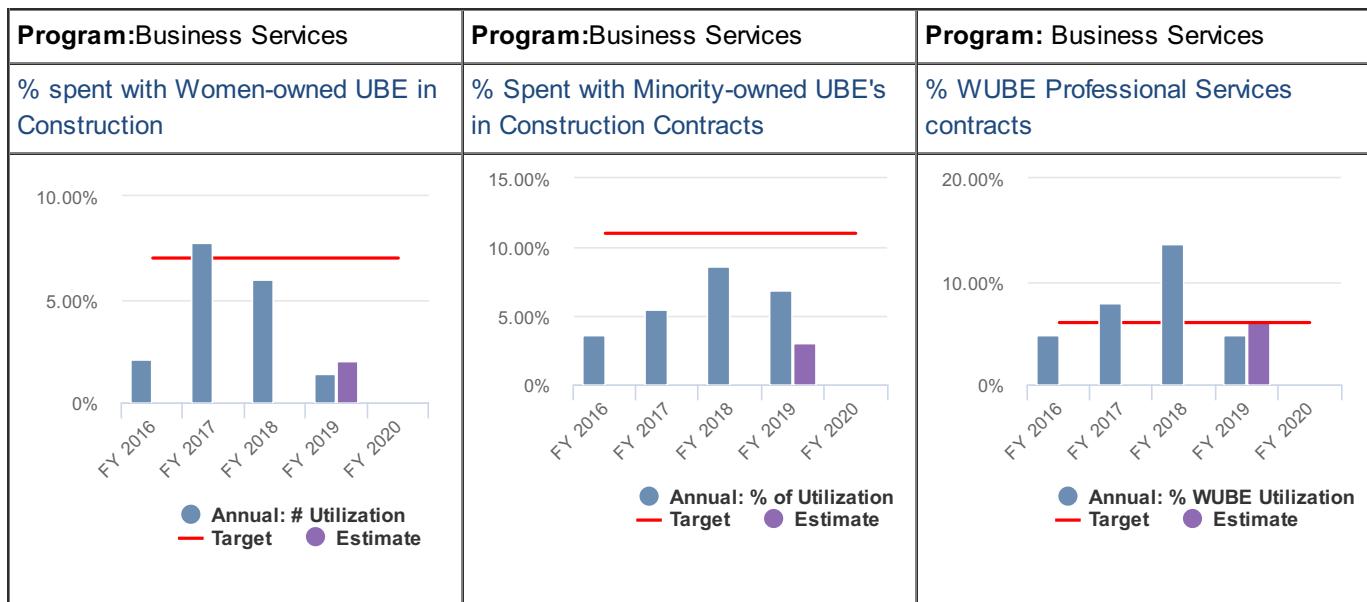
clothing, books and toys to children at Urban Ministries of Durham and participated in the City of Durham Parks & Recreation Disable the Label event.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

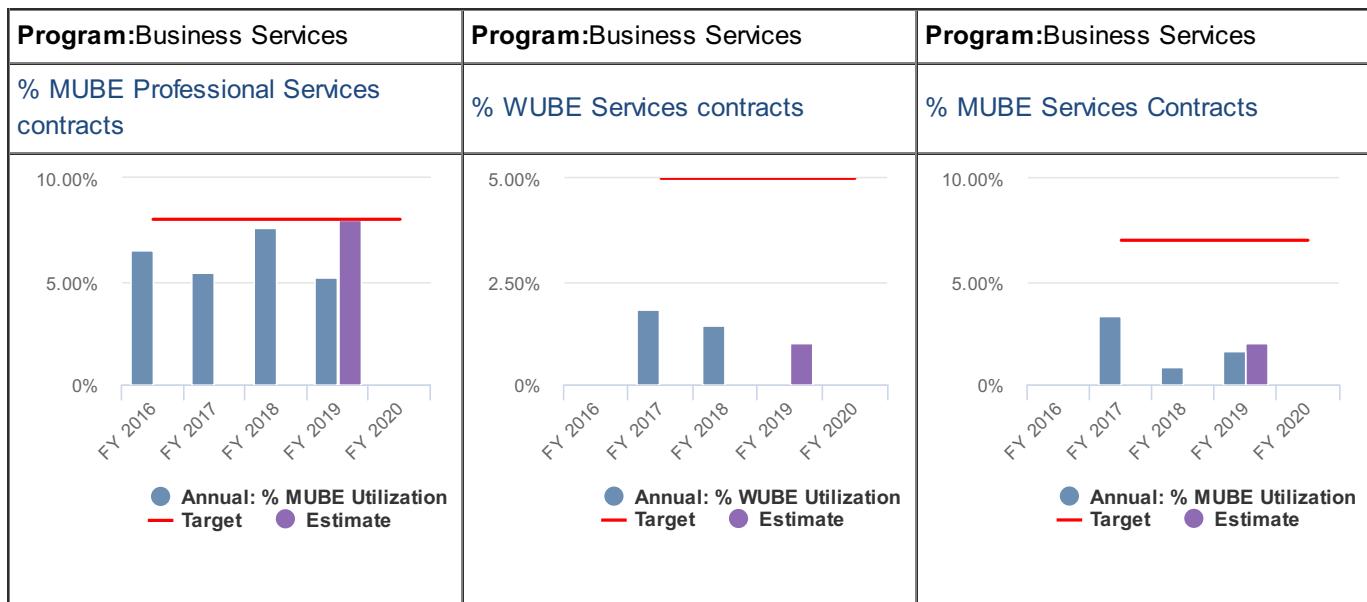
- Revise the departmental strategic plan's purpose, goals, objectives, initiatives and measures.
- Analyze data from minority/women business survey for strategies to enhance participation in City business opportunities.
- Begin implementation of any recommendations from the Bloomberg Collaboration Initiative and SEED Fellowship.
- Plan and implement quarterly networking events to increase the utilization of UBEs and SLBEs and the dollars they obtain through City contracting activity.
- Develop new EBOP brochure.
- Maintain high level of departmental employee satisfaction.
- Complete City equity and inclusion assessment.
- Development of City Equity Plan.

DEPARTMENT PERFORMANCE SUMMARY

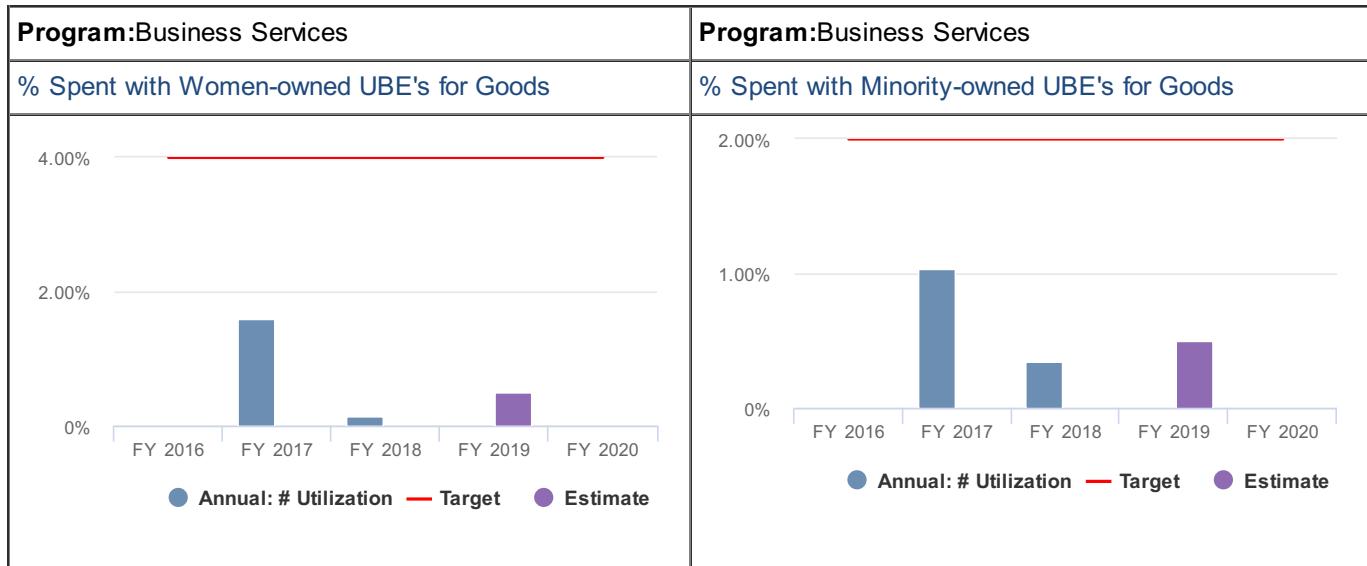
Objective: Increase the number of UBEs participating in the City's marketplace



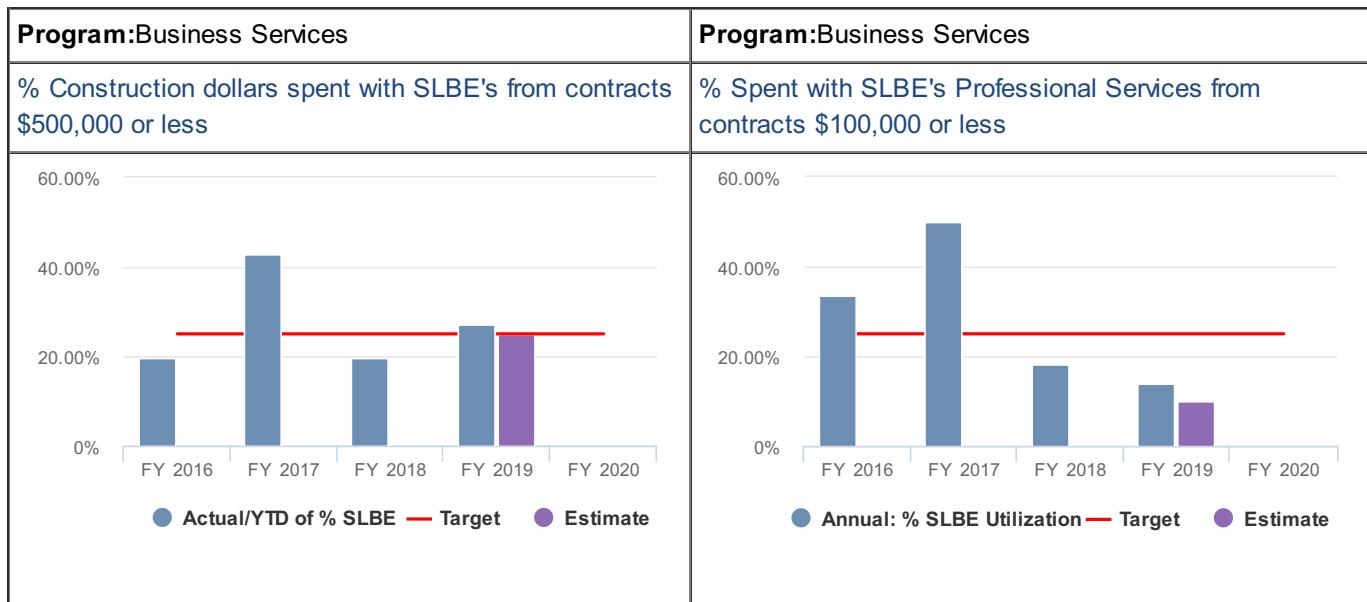
Objective: Increase the number of UBEs participating in the City's marketplace



Objective: Increase the number of UBEs participating in the City's marketplace



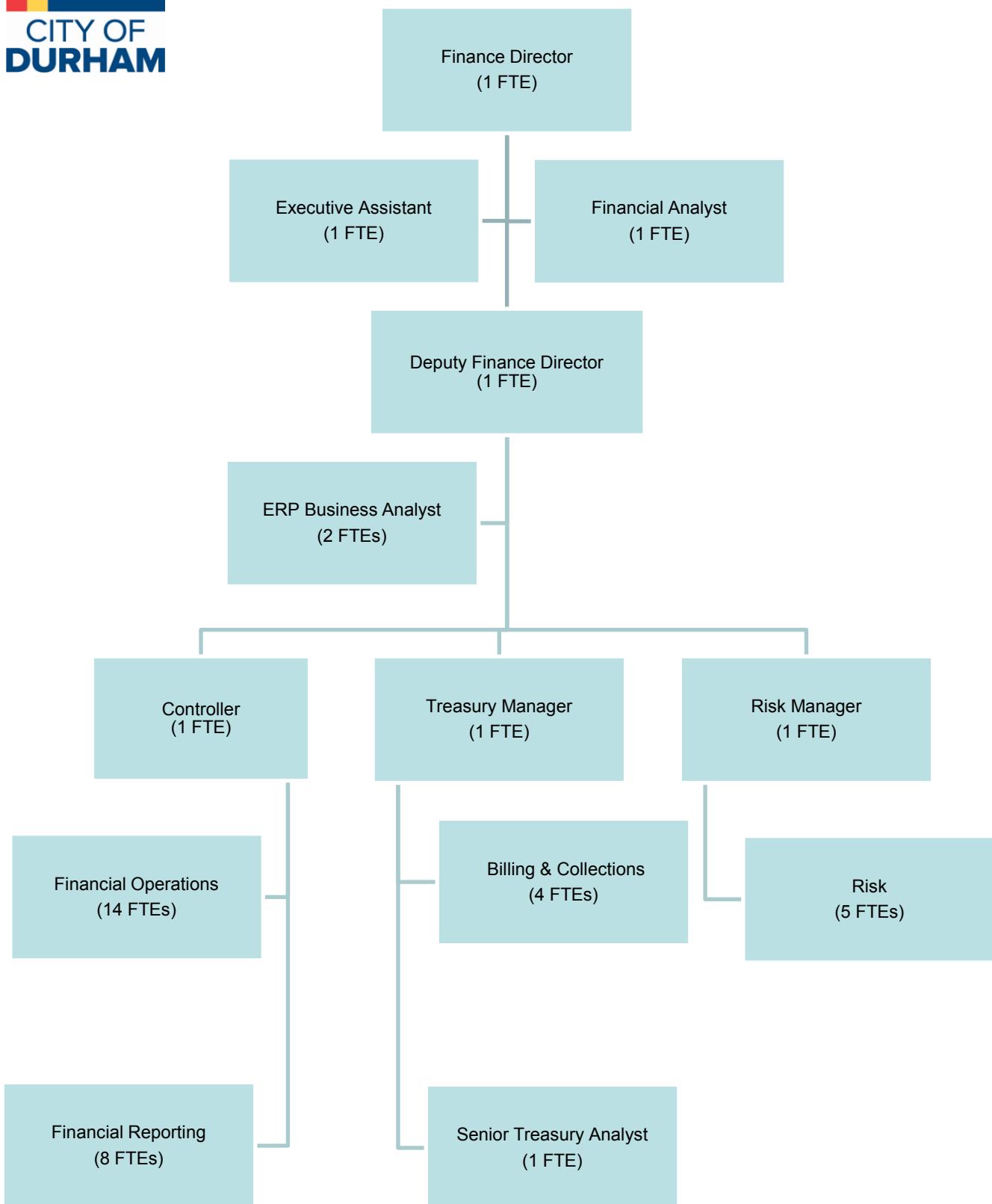
Objective: Increase the number of small businesses participating in City of Durham contracting





CITY OF
DURHAM

Finance (41 FTEs)



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	\$5,548,290
	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 2,400 City employees.

Accounts Payable

This program provides accounts payable for approximately 69,000 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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Personal Services	\$ 3,481,793	\$ 3,629,189	\$ 3,636,357	\$ 3,740,319	3.1%
Operating	1,596,624	1,715,675	1,635,727	1,807,971	5.4%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	\$ 5,078,416	\$ 5,344,864	\$ 5,272,084	\$ 5,548,290	3.8%
Full Time Employees	43	41	41	41	-
Part Time	-	-	-	-	-
Revenues					
Discretionary Program	\$ 4,453,074 126,610	\$ 4,647,071 115,300	\$ 4,570,493 115,300	\$ 4,818,059 131,564	3.7% 14.1%
Total General Fund	\$ 4,579,684	\$ 4,762,371	\$ 4,685,793	\$ 4,949,623	3.9%
Water and Sewer Fund	83,918	83,030	86,828	87,513	5.4%
Risk Claims Fund	414,814	499,463	499,463	511,154	2.3%
Total Revenues	\$ 5,078,416	\$ 5,344,864	\$ 5,272,084	\$ 5,548,290	3.8%

BUDGET ISSUES FOR FY 2019-20

- 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 2018-19

- Kicked off Behavioral Based Safety program.
- Hired a Safety Analyst, the position created as a new budget initiative approved in FY19.
- Spearheaded new Sharp copier contract, resulting in new copiers being installed Citywide and implementing new software that has achieved significant reductions in color printing.
- Completed renovations to Print Shop.
- Changed Financial Advisor to First Tryon.
- Replaced long-serving Treasury Analyst.
- Hosted MUNIS Users Group conference.
- Continued updating policies and procedures, including Council Travel Policy.
- Tightened up processes surrounding the use of procurement cards by City departments.
- Maintained credit ratings with all national rating agencies that continue to make the City one of the highest rated public entities in the country.

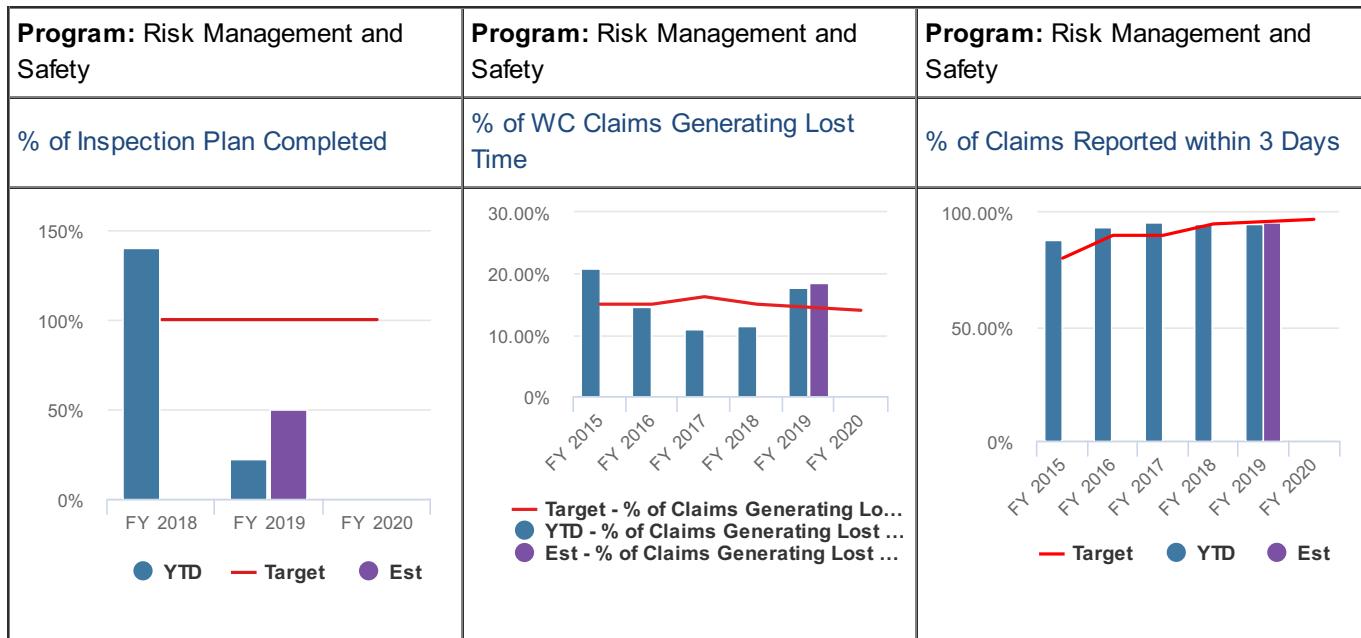
- Received 33rd consecutive Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR).
- Received 14th consecutive Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR).

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

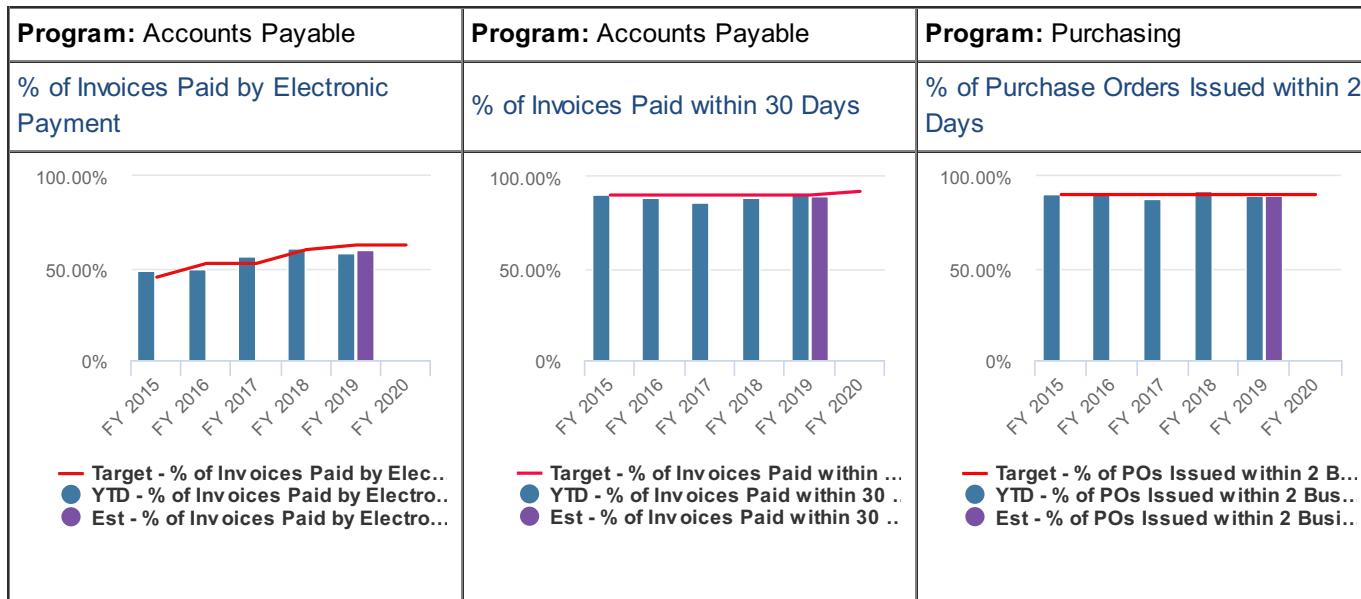
- Fully implement Tyler Content Manager (TCM) Phases 1 and 2.
- Evaluate relationships with other Departments to determine if centralization/decentralization of functions is beneficial.
- Implement an employee-driven safety program, intended to shift the organization's culture and attitude towards daily safety behavior (Behavioral Based Safety Program).
- Work with Departments to develop citywide standard operating procedures for all safety-related tasks.
- Establish draw program for water funding.
- Provide administrative support for potential Affordable Housing Bond Referendum during November election.

DEPARTMENT PERFORMANCE SUMMARY

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



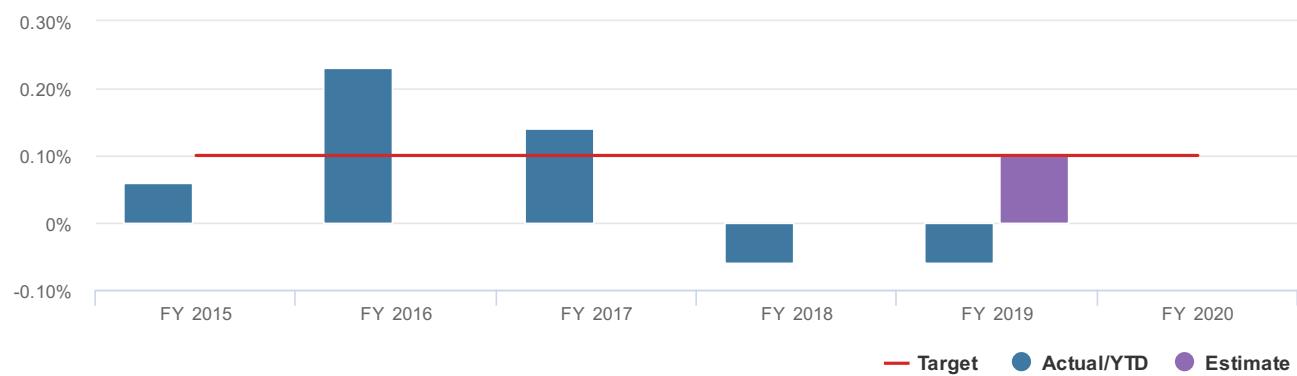
Objective: To Execute Core Processes Under Standardized Controls to Protect Financial Assets and Promote Operational Efficiency



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

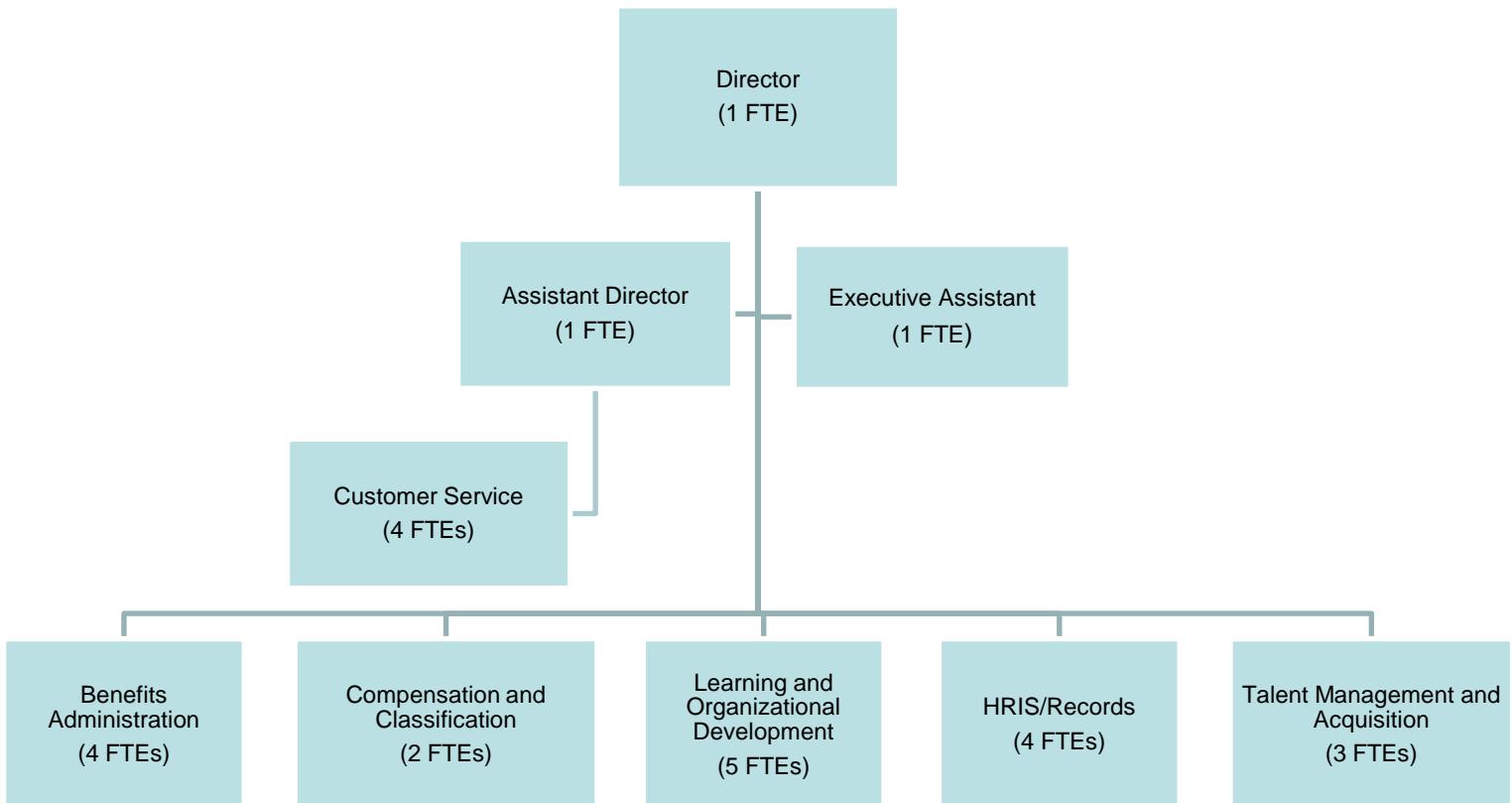
Program: Treasury Management

Investment Return Compared to Average 2-Year Treasury (Monthly)





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	\$3,277,738
	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 Learning and Organizational Development Team provides a variety of services that enhance employees' overall value to the organization and maximizes service delivery to the residents of Durham. Organizational Development in the City of Durham is a process that is intentional and organization-wide. It increases the City of Durham's effectiveness through planned interventions that improve the state of the organization through better alignment with the City of Durham's Strategic Plan, Goals and Values. The learning 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 coordinating, facilitating and monitoring Employment Security Commission (ESC) hearings, assigned investigations, grievances, mediations and responses.

The City of Durham's Organizational Development Framework includes:

- Leadership Development
- OD Interventions to improve the state of the organization
- Employee Engagement
- Change Management

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 a 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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Personal Services	\$ 2,160,402	\$ 2,193,770	\$ 2,224,970	\$ 2,304,819	5.1%
Operating	729,975	701,664	861,693	787,919	12.3%
Capital and Other	-	-	-	-	0.0%
Subtotal Appropriations	\$ 2,890,377	\$ 2,895,434	\$ 3,086,663	\$ 3,092,738	6.8%
Non-departmental					
Flex Reimbursement	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	0.0%
Unemployment Compensation	68,081	100,000	100,000	100,000	0.0%
Subtotal Non-departmental	\$ 153,081	\$ 185,000	\$ 185,000	\$ 185,000	0.0%
Total Appropriations	\$ 3,043,458	\$ 3,080,434	\$ 3,271,663	\$ 3,277,738	6.4%
Full Time Employees	22	23	23	25	2
Part Time	1	2	2	-	(2)
Revenues					
Discretionary	\$ 2,722,703	\$ 2,699,252	\$ 2,880,461	\$ 2,810,043	4.1%
Program	-	-	-	-	0.0%
Total General Fund	\$ 2,722,703	\$ 2,699,252	\$ 2,880,461	\$ 2,810,043	4.1%
Risk Claims Fund	235,631	288,055	298,075	305,177	5.9%
Employee Insurance Fund	85,124	93,127	93,127	162,518	74.5%
Total Revenues	\$ 3,043,458	\$ 3,080,434	\$ 3,271,663	\$ 3,277,738	6.4%

BUDGET ISSUES FOR FY 2019-20

- Additional funding is required to fully implement the Organizational Excellence Model as recommended.

ACCOMPLISHMENTS FOR FY 2018-19

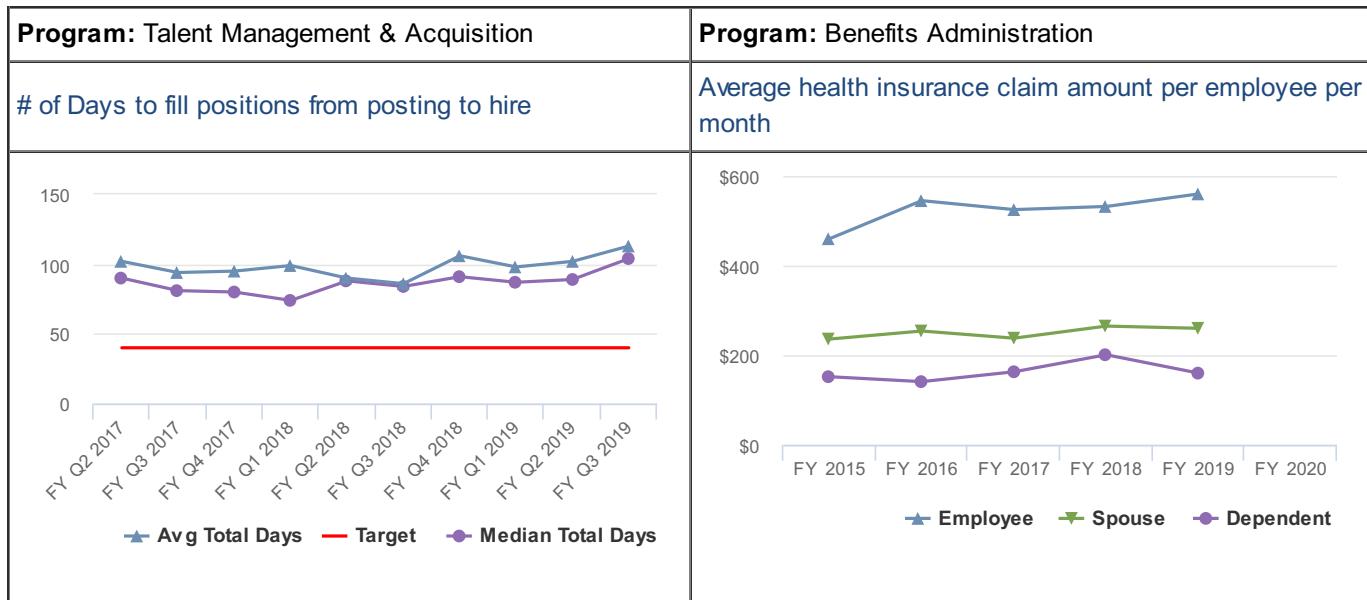
- Completed development and rollout of new performance management software.
- Completed classification and compensation studies for all non-sworn full-time employees.
- Completed an Employer of Choice branding campaign.
- Introduced new benefits options and a new online enrollment experience.
- Launched a more robust diversity hiring program.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

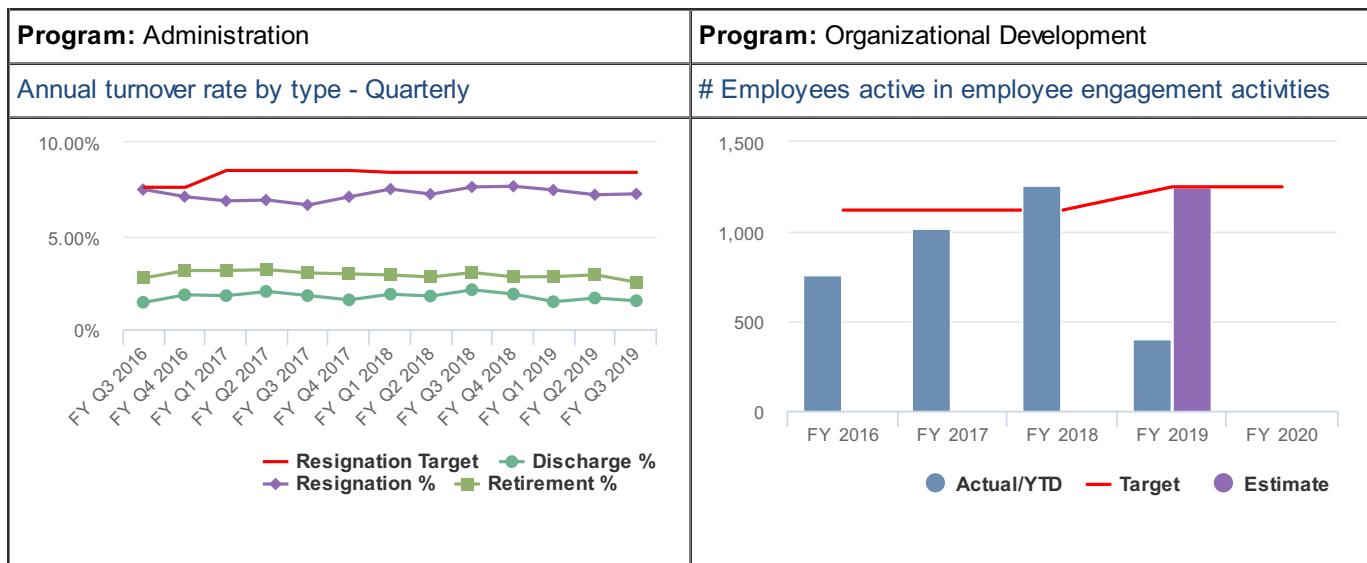
- Complete a City culture and values refresh.
- Improve the speed, consistency, and outcomes of the hiring process and improve the candidate experience.
- Further develop workforce and succession planning.
- Assist employees at all levels of the organization with understanding and maximizing their use of recently introduced Human Resources tools, including performance management and learning management systems.

DEPARTMENT PERFORMANCE SUMMARY

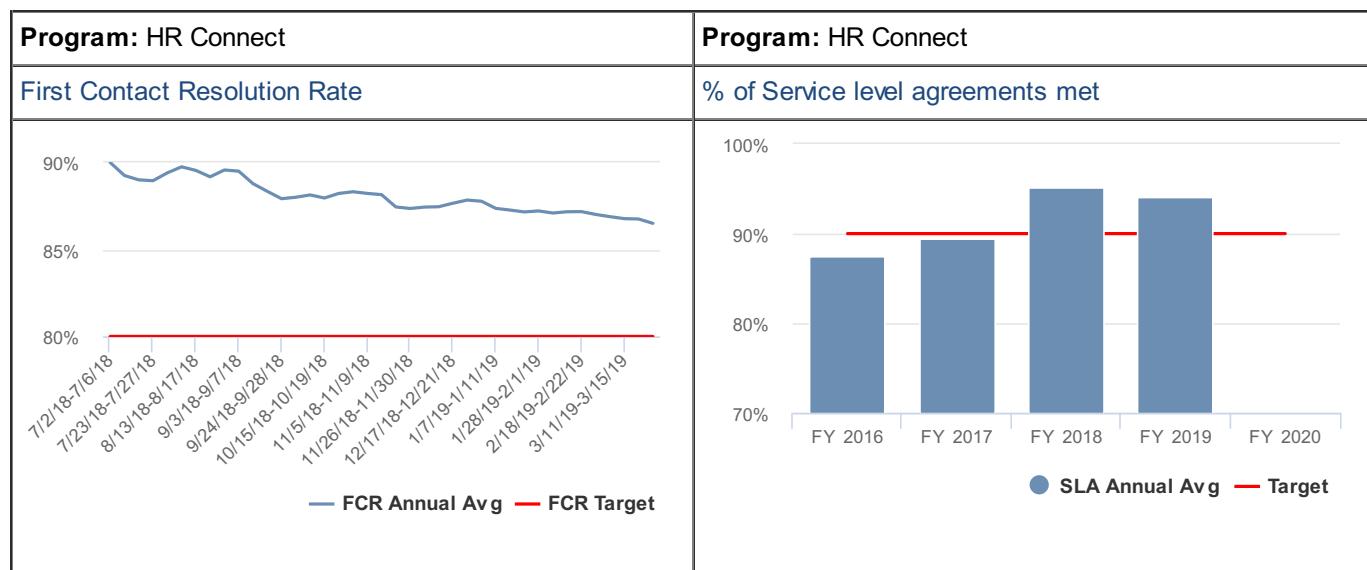
Objective: Make the City of Durham a nationally-recognized employer of choice



Objective: Establish human capital leadership across the organization

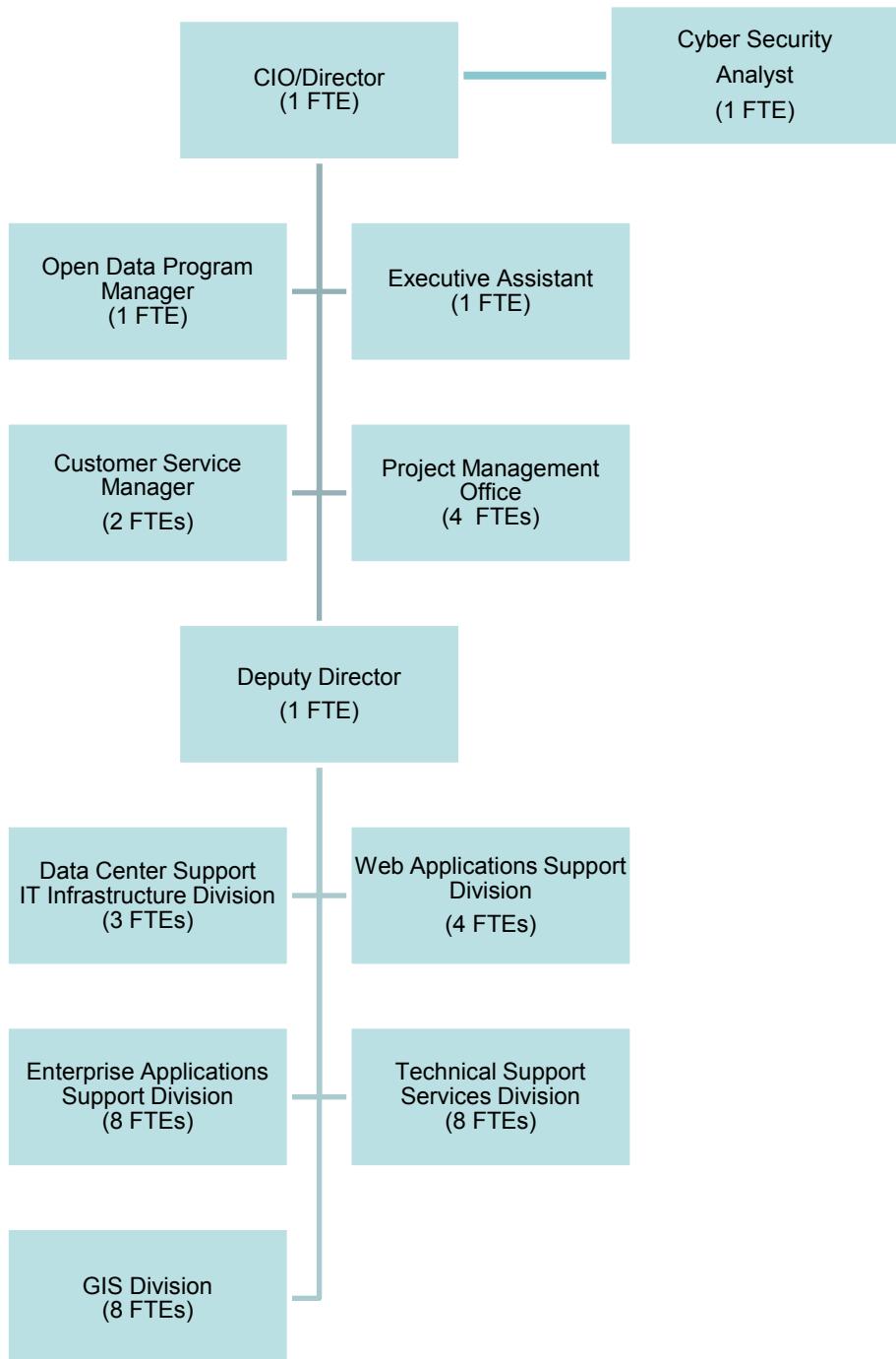


Objective: Create customer experiences that delight and amaze





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	\$8,115,696
	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 determine 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 countywide 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

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Personal Services	\$ 4,263,436	\$ 4,543,015	\$ 4,543,015	\$ 5,015,198	10.4%
Operating	2,875,563	2,692,625	3,435,121	3,100,498	15.1%
Capital and Other	-	-	-	-	0.0%
Transfers	-	-	-	-	0.0%
Total Appropriations	\$ 7,138,998	\$ 7,235,640	\$ 7,978,136	\$ 8,115,696	12.2%
Full Time Employees	41	41	41	42	1
Part Time	2	6	6	6	-
Revenues					
Discretionary	\$ 6,151,254	\$ 6,403,436	\$ 7,151,208	\$ 7,224,189	12.8%
Program	987,744	832,204	826,928	891,507	7.1%
Total Revenues	\$ 7,138,998	\$ 7,235,640	\$ 7,978,136	\$ 8,115,696	12.2%

BUDGET ISSUES FOR FY 2019-20

There are no anticipated budget challenges for FY20 that are not addressed in the IT Governance process.

ACCOMPLISHMENTS FOR FY 2018-19

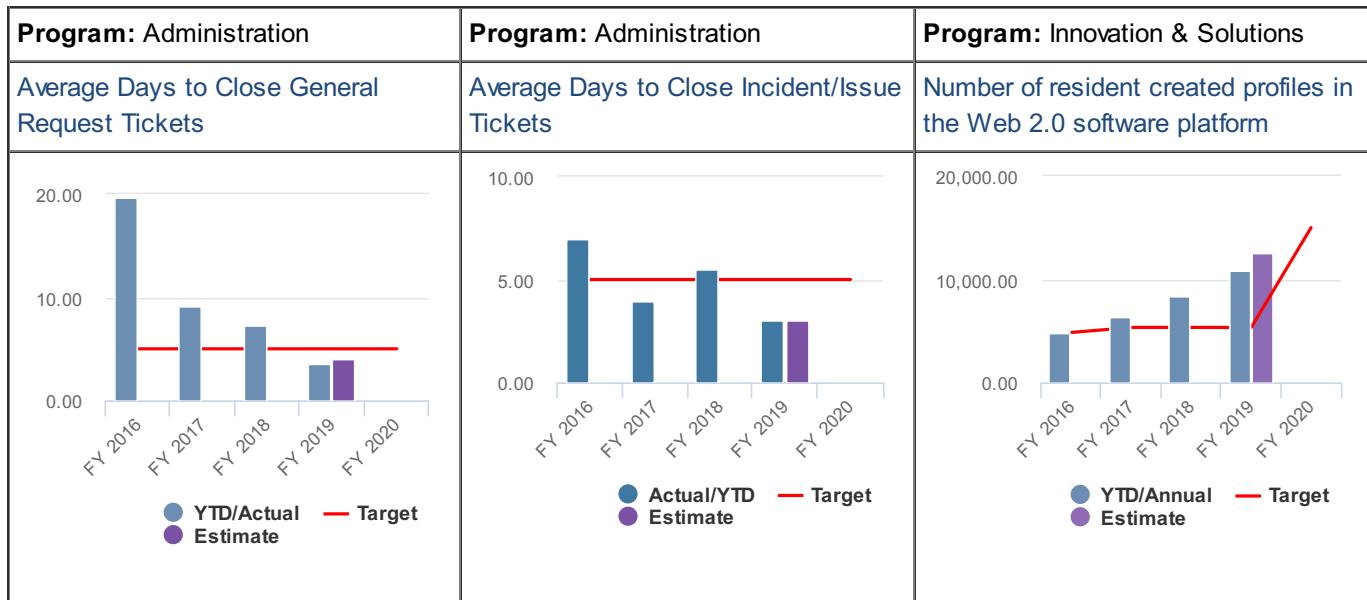
- Received number 2 Digital Cities ranking in the country by The Center for Digital Government (CDG)
- Portfolio Project Management tool
- OnBase Enhancement
- AV upgrade and managed services support
- Develop business cases for new IT solutions
- Complete annual IT security audit and remediate identified security vulnerabilities
- Develop new Open Data sets for the Open Data platform
- Manage deployment of IT governance approved projects

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

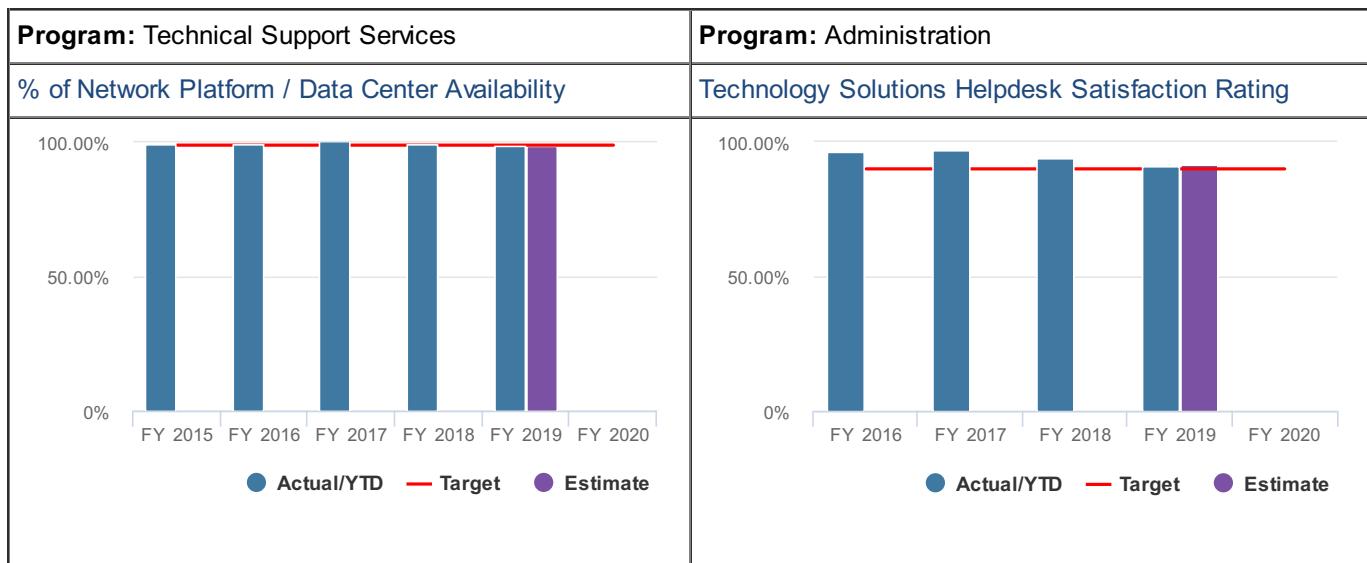
- Complete Data Center Refresh Phase 2 (Virtual Cloud Data Center)
- Complete the City/County Duke Fiber Project
- IT Governance Project Requests for FY 20
 - NC4 Street Smart
 - Enterprise Solution for Data Analytics (Power BI)
 - Platform to manage and report out on the City's Capital Improvement Program (CIP)
 - Fire Department Records Management System
 - Cemetery Management Software
 - Hybrid Cloud Data Center
 - OnBase Agenda and Contract Workflow Update
 - Cyber Security Enhancement
 - Access Control for City Hall
 - Cityworks ELA - New Licensing Agreement

DEPARTMENT PERFORMANCE SUMMARY

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



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



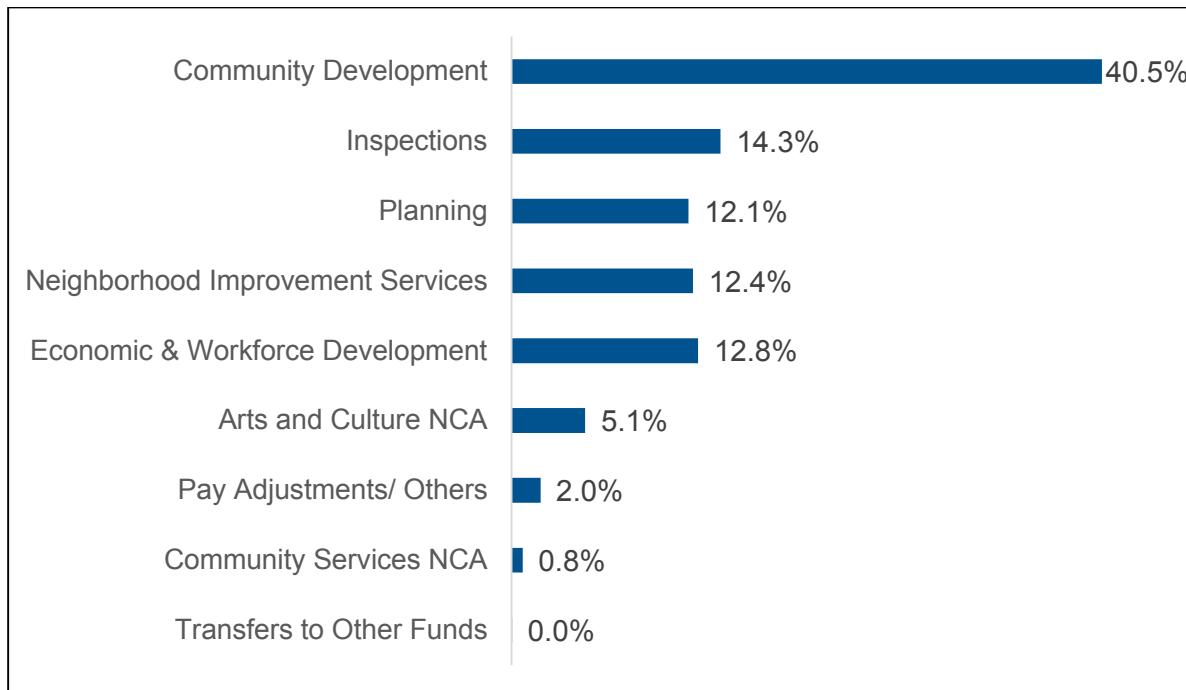


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**COMMUNITY BUILDING
BUDGET SUMMARY**

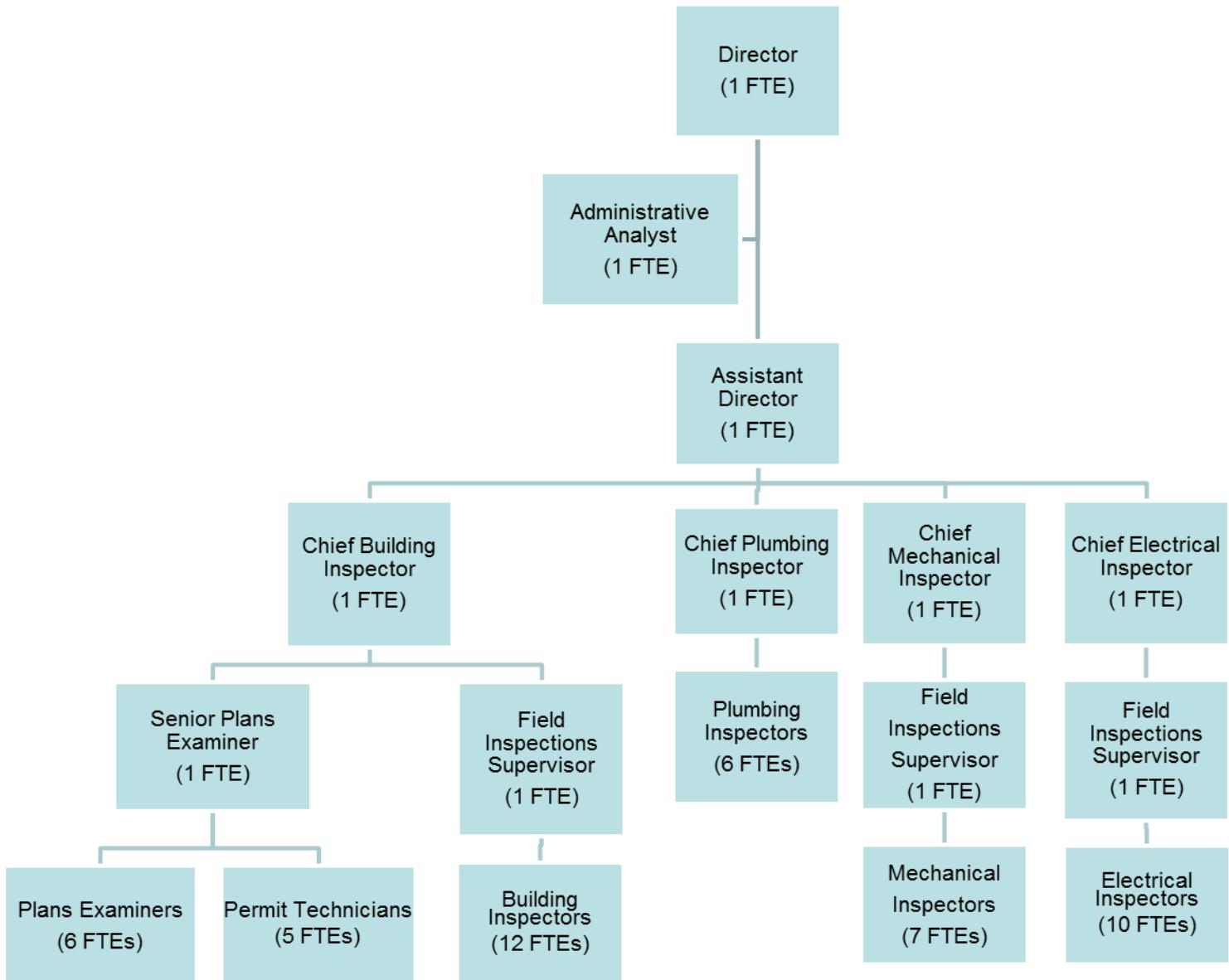
	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Non-Grant Appropriations					
City/County Inspections	\$ 4,556,316	\$ 5,151,948	\$ 4,535,061	\$ 5,318,830	3.2%
City/County Planning	3,578,976	4,580,785	4,423,823	4,508,921	-1.6%
Community Development	2,256,961	15,400,877	10,682,628	15,037,653	-2.4%
Economic Development	2,916,793	3,843,704	4,935,614	4,747,481	23.5%
Neighborhood Improvement	3,869,211	4,134,201	4,630,608	4,618,687	11.7%
Contract Agencies					
Arts and Culture	1,838,107	1,818,489	1,818,489	1,875,491	3.1%
Community Services	204,435	237,212	262,762	306,770	29.3%
Pay Adjustments/Others	-	355,862	-	711,519	99.9%
Transfers to Other Funds	10,758	10,761	10,761	10,761	0.0%
Total Appropriations	\$ 19,231,557	\$ 35,533,839	\$ 31,299,746	\$ 37,136,113	4.5%
Full Time Employees	160	172	173	181	9
Part Time	6	7	8	8	1
Revenues					
General Fund					
Discretionary Program	\$ 10,964,121	\$ 13,764,543	\$ 14,852,065	\$ 15,722,712	14.2%
General Fund Subtotal	2,468,362	3,250,507	3,211,729	3,161,336	-2.7%
\$ 13,432,483	\$ 17,015,050	\$ 18,063,794	\$ 18,884,048	\$ 11.0%	
Dedicated Housing Fund	1,142,262	13,258,434	8,581,684	12,812,552	-3.4%
Inspection Special Revenue Fund	4,556,315	5,151,948	4,545,861	5,329,630	3.4%
Stormwater Fund	100,497	108,407	108,407	109,883	1.4%
Total Revenues	\$ 19,231,557	\$ 35,533,839	\$ 31,299,746	\$ 37,136,113	4.5%
Grants					
Community Development Grants	\$ 3,520,426	\$ 3,393,000	\$ 3,995,031	\$ 6,831,192	101.3%
Neighborhood Improvement Grants	257,755	252,000	212,100	121,400	-51.8%
OEWD Grants	1,951,590	2,272,849	1,705,695	1,608,042	-29.2%
Planning Grants	53,790	43,042	43,042	43,042	0.0%
Total Grants	\$ 5,783,561	\$ 5,960,891	\$ 5,955,868	\$ 8,603,676	44.3%
Full Time Employees	18	18	18	17	(1)
Part Time	0	0	0	0	-
Total Budget	\$ 25,015,118	\$ 41,494,730	\$ 37,255,614	\$ 45,739,789	10.2%

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	\$5,318,830
	57 FTE

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 13th, 2019.

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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Personal Services	\$ 4,236,161	\$ 4,898,007	\$ 4,260,601	\$ 5,044,513	3.0%
Operating	256,563	253,941	274,460	274,317	8.0%
Capital and Other	63,592	-	-	-	0.0%
Total Appropriations	\$ 4,556,316	\$ 5,151,948	\$ 4,535,061	\$ 5,318,830	3.2%
Full Time Employees	50	56	56	57	1
Part Time	3	3	4	4	1
Revenues					
Special Revenue Fund	\$ 4,556,315	\$ 5,151,948	\$ 4,535,061	\$ 5,318,830	3.2%
Total Revenues	\$ 4,556,316	\$ 5,151,948	\$ 4,535,061	\$ 5,318,830	3.2%

BUDGET ISSUES FOR FY 2019-20

- Recently enacted State mandate requires single permits and inspections (mechanical and electrical) for HVAC replacements. We are still sending our Mechanical Inspectors to training classes to obtain their Electrical certifications.
- Continuous enhancements to the Land Development Office (LDO) software.
- Finalizing the last steps for the Enhanced Plan Review.
- Scheduling software for the Multi-Trade Division for HVAC replacements.
- “Pay to Play” software enhancement which allows contractors to pay immediately online for their permits.

ACCOMPLISHMENTS FOR FY 2018-19

- Provided plans review, field inspections, and customer service efforts for over \$1.7 billion worth of construction value for construction projects.
- Set new records regarding the number of permits issued. The Electrical Division issued 11,418 permits; the Mechanical Division issued 9,481 permits; the Building Division issued 5,057 permits, totaling 30,371 permits.
- 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 Hollows Dormitory, Duke University Health Education project, Duke University Alumni Center, Duke University Wellness Center, Duke University Engineering Building, Duke University Bed Tower project, Duke University Craven Dorm project, Duke Health Medical Office Building and Parking Deck project, Duke University Medical Sciences Research Building, Duke Regional Hospital renovations project, Parmer RTP Headquarters Building, Corning Inc. renovations project, East Village Arts Campus, 751 South project, Southpoint Auto Park Johnson Volvo project, Southpoint BMW project, Morris Street Innovation District project, Research Triangle Institute project, Mill Building renovations project, West Pettigrew Street Parking Deck project, Bluebird Bio Pharmaceutical Plant project, Stirrup Creek Triangle Business Park, multiple new apartment complexes (for example: Davis Drive East Apartments, South Square Mixed Use/Residential project, Foster on the Park

Apartments, Solis at Ninth Street Apartments, Ellis Road Apartments, Woodfield Gateway Apartments, 600 Willard Apartments, The Lodge at Croasdaile Farm Garden Apartments, Hwy 54 Station Apartments, Van Allen Tower Apartments, Farrington Road Apartments, Durham Rescue Mission Apartments, etc.), 1105 West Main Street Condos project, Durham City Center 29 story high-rise project, Mangum Street Parking Deck project, etc.

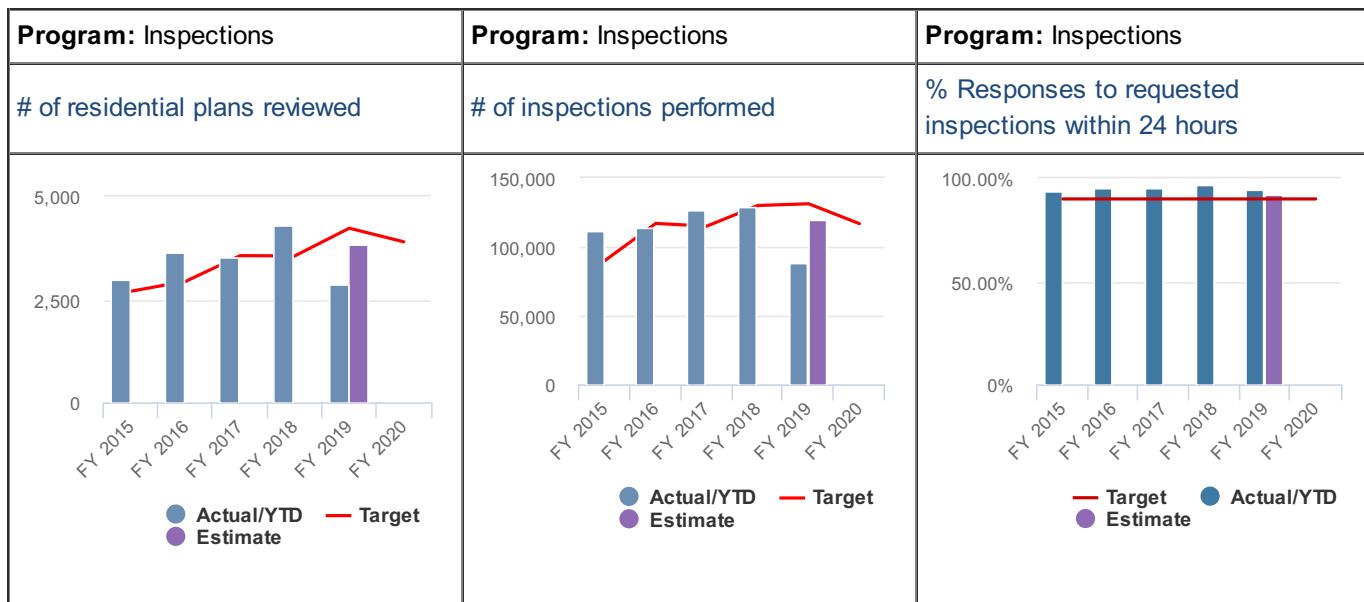
- Participated in successful 911 and Police Department “City-Wide Eyes” program that sends text message notification to field inspectors about break-ins, robberies, etc.
- Completed another “City Wide Eyes” training session, led by the Durham Police Department.
- Continue to assist with the construction on the City Center project, including partial occupancy requests.
- 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 12 new homes in Northeast Central Durham during FY 2018.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

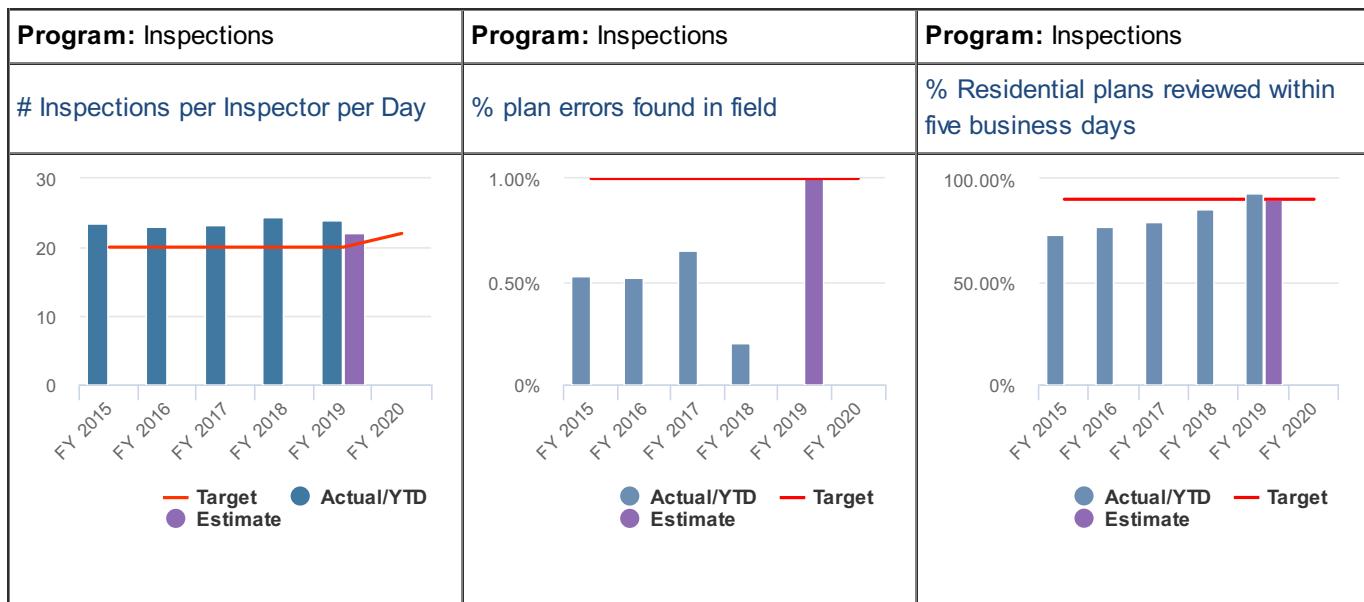
- Assist in the reduction of the incidence of crime through participation in the “City-Wide Eyes” program, provide updated training, and continue with participation in the text-messaging initiative with the Police Department and the 911 Center.
- Assist with enforcement of the UDO (Unified Development 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) by training staff in LEED issues, and by reviewing and approving systems in water reclamation.
- Continue to provide cross-training for Mechanical and Electrical certification in the Mechanical Division for specific types of projects.
- Improvements to Departmental website, including comprehensive listing of “Frequently Asked Questions”.
- Develop and implement the new inspections scheduling software, which will streamline the process for setting up appointments for homeowners with HVAC replacements.
- Implement the new “Pay to Play” software which allows contractors to pay immediately online for their permits.
- 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.
- The Enhanced Plan Review program to be fully staffed and trained.

DEPARTMENT PERFORMANCE SUMMARY

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

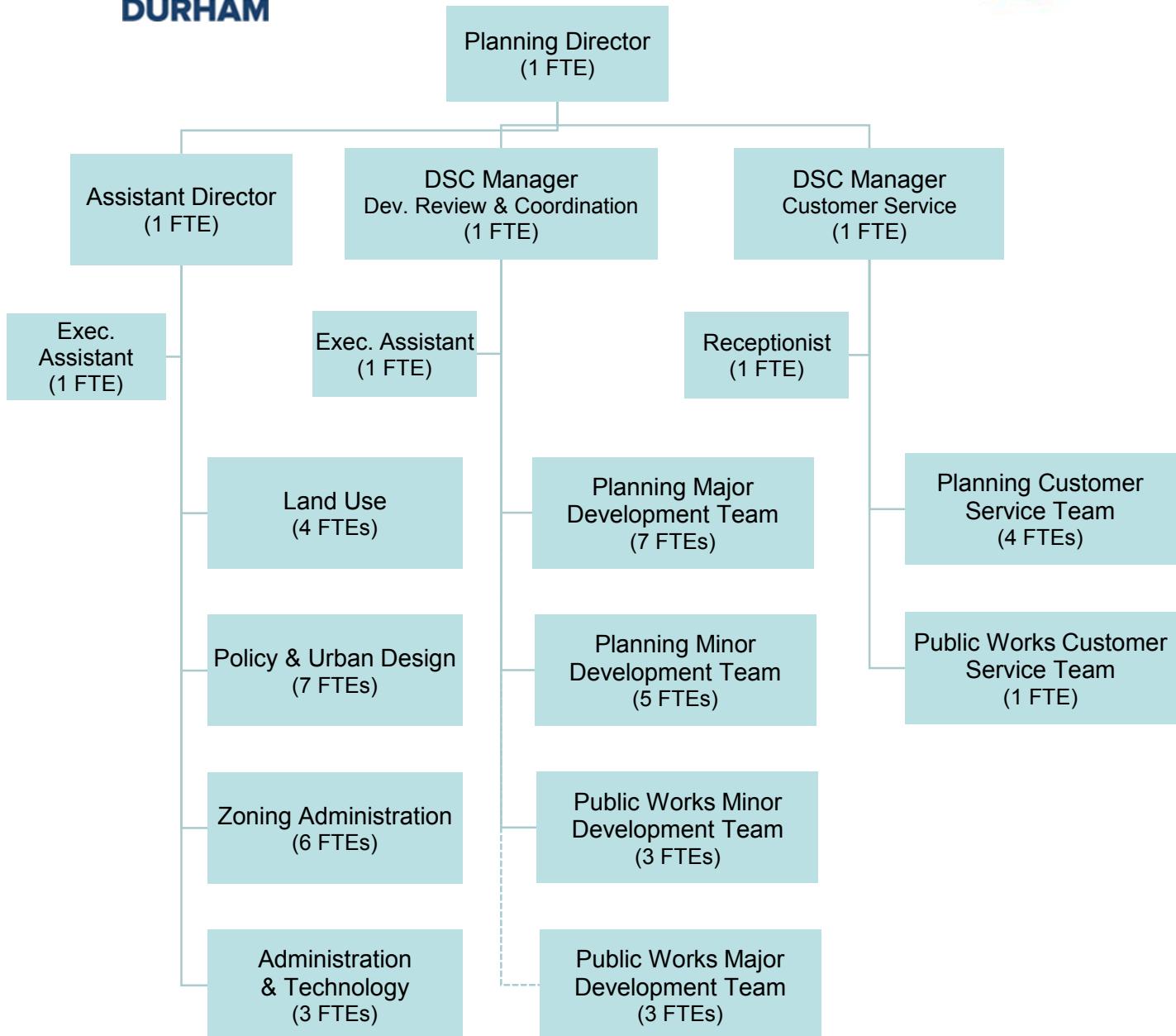


Objective: Provide outstanding customer service through efficient and effective inspection processes





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: \$4,409,799 48 FTE
	Stormwater Funds: \$109,883 1 FTE
	Grant Funds: \$43,042* 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, seven 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, the Environmental Affairs Board, 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

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
<i>Non-Grant Appropriations</i>					
Personal Services	\$ 3,334,093	\$ 3,981,497	\$ 3,730,489	\$ 4,201,124	5.5%
Operating	244,883	599,288	693,334	307,797	-48.6%
Capital and Other	-	-	-	-	0.0%
Transfers	10,758	10,761	10,761	10,761	0.0%
Total Appropriations	\$ 3,589,734	\$ 4,591,546	\$ 4,434,584	\$ 4,519,682	-1.6%
Full Time Employees	43	48	49	49	1
Part Time	1	3	3	3	-
<i>Revenues</i>					
Discretionary Program	\$ 1,028,990 2,460,247	\$ 1,235,132 3,248,007	\$ 1,114,448 3,211,729	\$ 1,248,463 3,161,336	1.1% -2.7%
Total General Fund	\$ 3,489,237	\$ 4,483,139	\$ 4,326,177	\$ 4,409,799	-1.6%
Stormwater Fund	\$ 100,497	\$ 108,407	\$ 108,407	\$ 109,883	0.0%
Total Revenues	\$ 3,589,734	\$ 4,591,546	\$ 4,434,584	\$ 4,519,682	0.0%
<i>Grant</i>					
Personal Services	\$ 53,790	\$ 43,042	\$ 43,042	\$ 43,042	0.0%
Operating	-	-	-	-	0.0%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	\$ 53,790	\$ 43,042	\$ 43,042	\$ 43,042	0.0%
Full Time Employees	1	1	1	1	-
Part Time	-	-	-	-	-
<i>Transportation Planning</i>					
Grant Revenue	\$ 53,790	\$ 43,042	\$ 43,042	\$ 43,042	0.0%
Total Grant Revenue	\$ 53,790	\$ 43,042	\$ 43,042	\$ 43,042	0.0%
Total Budget	\$ 3,543,027	\$ 4,526,181	\$ 4,369,219	\$ 4,452,841	-1.6%

BUDGET ISSUES FOR FY 2019-20

- Planning Department operational expenses are largely driven by legal requirements in the UDO, City Code, and state legislation.
 - The Department must continue to accommodate new state legislation and court cases related to UDO requirements, placing unexpected demands on the work program.
-

ACCOMPLISHMENTS FOR FY 2018-19

Development Coordination and Review

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

Certificates of Appropriateness	97
Zoning Map Changes	48
Comprehensive Plan Map Amendments	17
Annexations	24
Street Closings	5
Site Plans and Preliminary Plats	348
Subdivisions	396
Board of Adjustment Cases	48
Building Permit Design Compliance Reviews	1,805
Sign Permit Reviews	618
Common Signage Plan Reviews	20
Architectural Reviews	17
Home Occupation Permits	145
Limited Agriculture Permits	2
Outdoor Seating Permit Reviews	5
Street Vendor Registrations	200
Temporary Use Permits	75

- Verified allowable use or change of use for 380 properties in addition to those listed above, including 23 family care homes and group homes.
- Coordinated with the Police Department to verify allowable use for 81 ABC permit applications.
- Coordinated with the City-County Inspections Department to verify allowable use before electrical reconnection for 64 properties.
- Coordinated with the County Sedimentation and Erosion Control Office for the issuance of 13 Land Disturbance Permits associated with single-family development.
- Coordinated the review of three Selective Vegetation Removal Permits for consideration by NCDOT.
- Coordinated with the City Public Works Department, Stormwater Services Division, on 36 Floodplain Development Permits, in addition to floodplain-related reviews of 217 site plans or plats, 293 building permits, and 48 construction drawings, and responded to 113 information requests related to FEMA floodplain.
- Established a new floodplain review process that included additional guidance, and simplified the approval process, by requiring a determination form at the beginning of review.
- Coordinated with the Public Works Department on the review and inspection of facilities proposed under the new Small-Cell Wireless ordinance adopted by City Council in February 2018.
- Established 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.
- Began any-day submittals of site plans, preliminary plats, final plats, and annexations.

- Began administration of the expanded temporary right-of-way closure permit process.
- Assisted in implementing Goal 1 of the City Strategic Plan.
- Staffed the following three development-focused appointed boards and commissions:
 - 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	1,400
Site Compliance Cases Initiated	1,200
- Continued the zoning enforcement patrol program as resources permitted, with approximately 85% of zoning enforcement cases initiated as a result of proactive patrols.
- 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.

Policy Development

- Began the public engagement portion of the new *Durham Comprehensive Plan* development after approval of contract by City Council.
- Completed or worked on significant revisions to the UDO, including:
 - *Revisions to the Signs Article*, underway;
 - *Expanding Housing Choice*, presented to 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*, presented to 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 to work with the GoTriangle to develop and implement a Regional Transit Plan.
- Began work on a comprehensive update to the Industrial Land Analysis.
- 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.
- Maintained Certified Local Government Status for historic preservation.
- Participated in Triangle J Council of Government (TJCOG) planning efforts including the Center of the Region (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 four-week course for 20 citizens to learn more about planning concepts and processes.
- Assisted in implementing Goals 3 and 5 of the City Strategic Plan.
- Provided departmental GIS and computer hardware and software support.
- Participated in numerous regional committees, in addition to staffing the following four policy-focused appointed boards and commissions:
 - Joint City-County Planning Committee;
 - Environmental Affairs Board;
 - 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 (projected EOY total contacts of 93,000 DSC contacts, including 36,600 Planning contacts).
- Partnered with Technology Solutions to begin upgrades to customer tracking software to improve user-friendliness for staff and customers.

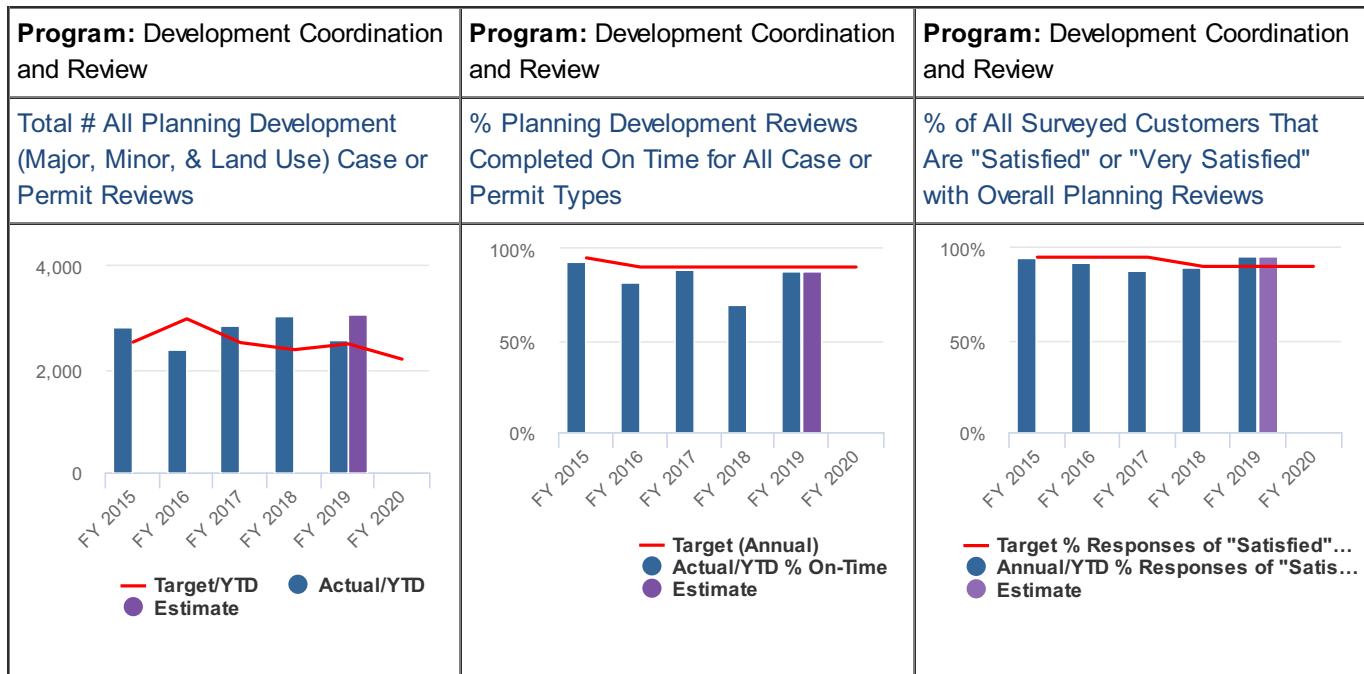
- Continued centralization and standardization of intake, cashiering, and inquiries for walk-in, phone, and web-based customers on behalf of 40 Partner Work Units, including piloting of a web payment solution.
- Partnered with the Office of Economic and Workforce Development (OEWD) to develop a series of nine comprehensive small business guides based on the most popular businesses started in Durham.
- Made progress on conversion of paper files to digital files, with the assistance of temporary staff and a youth intern, allowing more efficient use of the Department's physical space while maintaining access to historical records.
- Launched Planning Public Notification Service, a free, voluntary, email notice service that provides information about upcoming public hearings and meetings.
- Translated public notice letters into Spanish to provide dual-language legal notices to the public.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

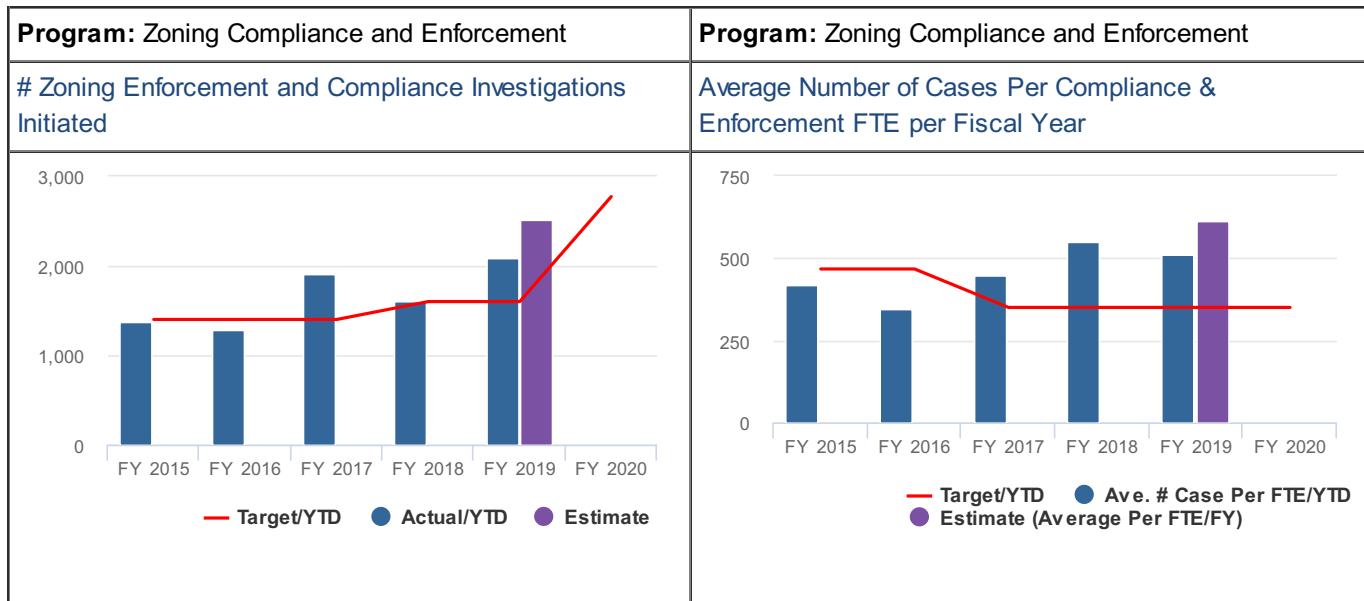
- Continue ongoing work activities as defined in the adopted annual Work Program.
- Continue to make significant improvements to the UDO and development review processes.
- Complete the Annual Evaluation and Assessment Report for the *Durham Comprehensive Plan*.
- Continue ongoing technical amendments to the UDO.
- Respond to mandates from the NC General Assembly regarding development regulations.
- Bring revisions to the UDO Signs Article to the governing bodies for action.
- Refine the DSC's suite of standard customer information products.
- Maintain the NFIP Community Rating System certification for Durham County.
- Participated in a multi-departmental effort to work with the Triangle Transit Authority to develop and implement a Regional 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, temporary staff, and a scanning contractor and make more efficient use of department's physical space.
- Continue to evaluate and propose a system of digital, review, and approval.
- 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 four-week course for citizens to learn about planning concepts and processes.
- Continue improvements to customer tracking system, cashiering for walk-in customers, and web payment capabilities.
- Translate applications into Spanish.

DEPARTMENT PERFORMANCE SUMMARY

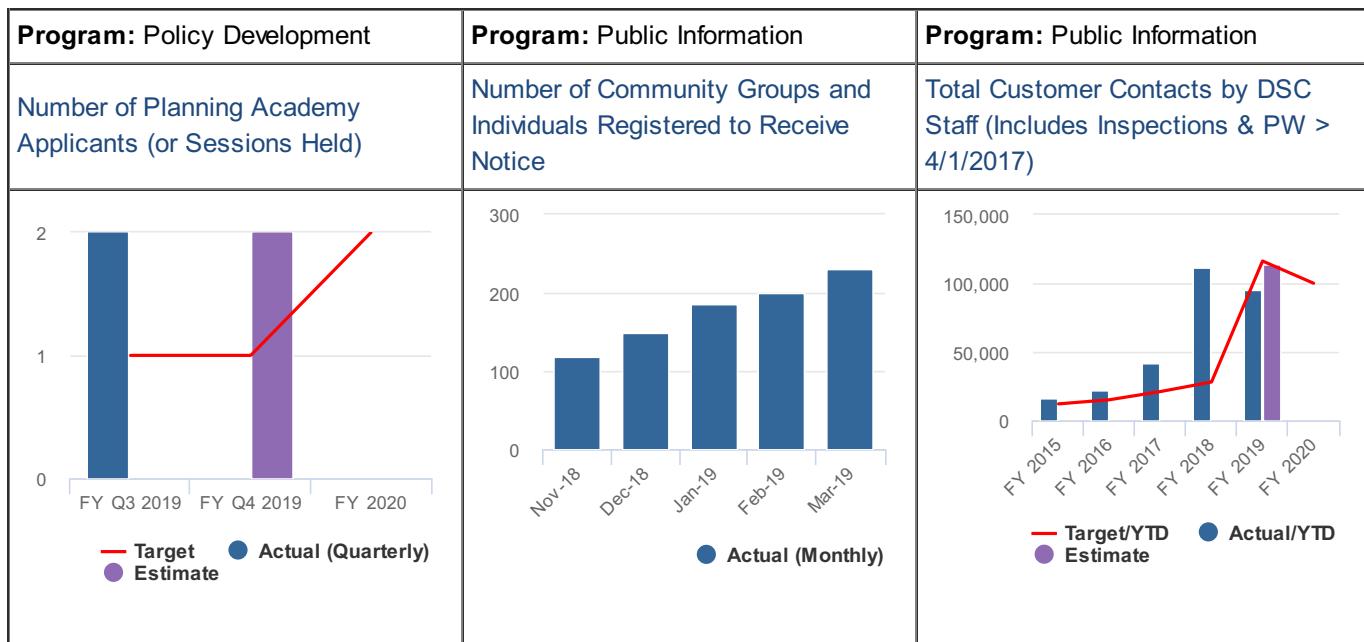
Objective: Manage a process for reviewing development that is coordinated, efficient, predictable, fair, and transparent



Objective: Enforce the UDO fairly and equitably across the City and County of Durham



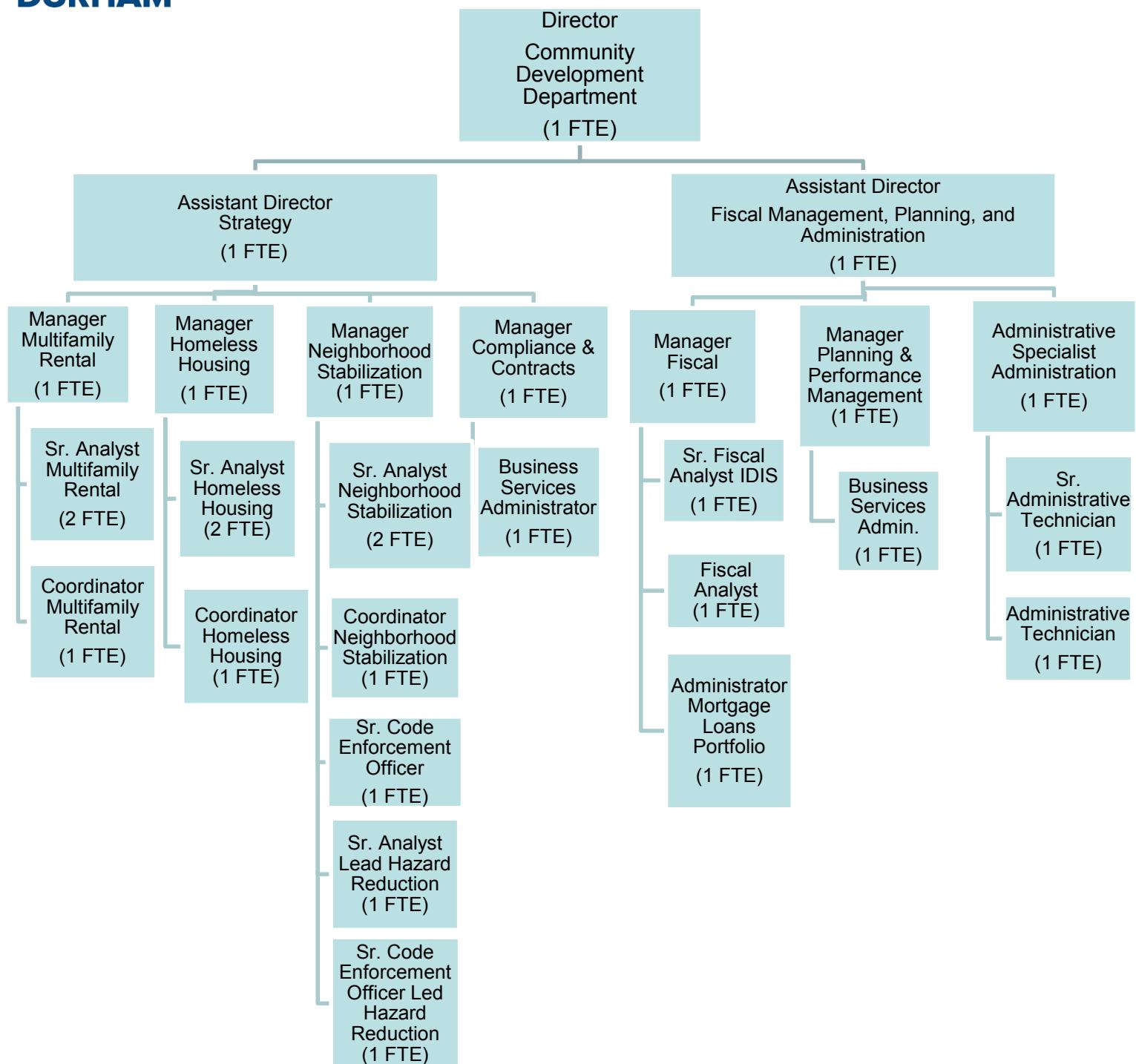
Objective: Improve the efficacy of the Department's outreach and public information accessibility efforts





CITY OF
DURHAM

Community Development (29 FTE)



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

Community Development	General Fund: \$2,225,101 15 FTE
	Dedicated Housing Fund: \$12,812,552 5 FTE
	Grant Funds: \$6,831,192 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 Administration 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 sub-recipients.

RESOURCE ALLOCATION

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20
<i>Non-Grant Appropriations</i>				
Personal Services	\$ 1,403,106	\$ 1,777,657	\$ 1,785,261	\$ 2,083,098
Operating	853,855	13,623,220	8,897,367	12,954,555
Capital and Other Transfers	-	-	-	-
Total Appropriations	\$ 2,961,245	\$ 15,400,877	\$ 10,682,628	\$ 15,037,653
Full Time Equivalents	16	16	16	20
Part Time	-	-	-	-
<i>Revenues</i>				
Discretionary Program	\$ 1,818,983	\$ 2,142,443	\$ 2,100,944	\$ 2,225,101
Total General Fund	\$ 1,818,983	\$ 2,142,443	\$ 2,100,944	\$ 2,225,101
Dedicated Housing Fund	1,142,262	13,258,434	8,581,684	12,812,552
Total Revenues	\$ 2,961,245	\$ 15,400,877	\$ 10,682,628	\$ 15,037,653
<i>Grant Appropriations</i>				
Personal Services	\$ 599,896	\$ 584,647	\$ 583,220	\$ 531,438
Operating	2,920,530	2,808,353	3,411,811	6,299,754
Capital and Other	-	-	-	-
Total Appropriations	\$ 3,520,426	\$ 3,393,000	\$ 3,995,031	\$ 6,831,192
Full Time Employees	7	7	7	9
Part Time	-	-	-	-
<i>Revenues</i>				
CDBG	\$ 1,948,016	\$ 1,900,000	\$ 2,094,053	\$ 2,088,113
HOME	1,072,366	1,000,000	1,359,276	1,182,516
Emergency Shelter	164,728	165,000	161,862	169,200
HOPWA	335,316	328,000	379,840	429,110
Lead Hazard Reduction	-	-	-	2,962,253
Total Revenues	\$ 3,520,426	\$ 3,393,000	\$ 3,995,031	\$ 6,831,192
Total Budget	\$ 6,481,671	\$ 18,793,877	\$ 14,677,659	\$ 21,868,845

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

Multifamily Production and Preservation

- 60 units of new construction at Vermilion completed; Certificate of Occupancy awarded in December 2018.
- The joint venture of DHIC/Self-Help was awarded 9% Low Income Housing Tax Credits (LIHTC) for the Willard Street project (formerly Jackson Street) in August 2018 and expected to break ground in 2019.
- Contract for the rehabilitation of 7 units at Merrimac Apartments owned by Durham Community Land Trustees (DCLT) was executed in September 2018 and DCLT is in the process of securing bids, with work scheduled to begin before the end of the fiscal year.
- Contract for the rehabilitation of a 6 unit Single Room Occupancy property owned by Housing for New Hope was executed in January 2019; work has begun and is scheduled to be completed by June 2019.
- The Durham Housing Authority (DHA), in partnership with the City, has completed a Downtown and Neighborhood Affordable Housing Plan that envisions the redevelopment of six DHA owned sites and two City owned sites to create 2,500 affordable and market rate units over 10 years.
- The Durham Affordable Housing Loan Fund is scheduled to launch before the end of FY 2019 with \$10 million in initial capitalization, including \$2 million from the City of Durham, \$3 million from Duke University; \$2 million from the N.C. Community Development Initiative and \$3 million from SunTrust Bank.

Homelessness Housing System

- The City has worked with the Homeless Services Advisory Committee (HSAC) and the Durham Continuum of Care (CoC) to develop plans for expanded coordinated entry and landlord engagement/housing navigation. Requests for proposals for implementation partners have been issued and contracts are expected to be executed before the end of the fiscal year.
- Exits to Permanent Housing – 47% of persons exiting the homeless housing system were successfully housed. This compares with a National Average of 45% and a State average of 50% during the same reporting period.
- Length of Time Homeless – The average length of time persons experience homelessness in Durham was 111 days. This compares with a national average of 138 days and a state average of 85 days during the same reporting period.

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

Neighborhood Stabilization

- The Request for Proposal (RFP) for the second phase of Southside Phase II Homeownership, which includes Beamon Place, has been issued and an award is expected to be made before the end of FY 2019.
- Durham Community Land Trustees (DCLT) completed one of two rental units on Kent Street in Southwest Central Durham in January 2019, with the second expected to be completed by April 2019.
- DCLT completed the last affordable rental unit as part of its Piedmont Rentals project in September 2018.
- Contract for the rehabilitation of 14 units in Northeast Central Durham owned by DCLT was executed in November 2018 and DCLT is in the process of securing bids to begin work.
- Contract with Habitat for Humanity to deliver minor repair services to 30 low-income elderly and/or disabled homeowners was executed in January 2019 and Habitat for Humanity is in the process of contacting homeowners on the City's waitlist to determine whether repairs are still needed.
- A RFP making 16 City owned lots available to affordable housing developers has been issued and awards are expected to be made before the end of FY 2019.
- Contract was executed with Legal Aid of North Carolina in January 2019 to administer an Eviction Diversion Program to help clients avoid eviction judgments, which could prevent them from finding adequate, habitable, and affordable housing elsewhere, and when possible, to enable clients to remain in their current homes.

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

Multifamily Production and Preservation

- DCLT will complete the rehabilitation of 7 units at Merrimac Apartments in Southwest Central Durham.
- DHA will complete the rehabilitation of 30 units at Laurel Oaks.
- DHA will receive tax credit awards for two projects on the J.J. Henderson site, the rehabilitation of the existing tower (4% LIHTC) and the construction of a new 80 unit building (9% LIHTC).
- The podium and parking deck for the Willard Street Apartments will be completed and construction of the housing will be underway with an anticipated completion date of December 2020.
- The Durham Affordable Housing Loan Fund will deploy 30% of initial capital in its first year.

Homelessness Housing System

- At least 300 homeless individuals placed in permanent housing with assistance from providers in the Durham Continuum of Care.
- At least 20% of individuals and families who participate in the intake process for coordinated entry will be successfully diverted from entering the homeless housing system and will be able to stabilize their housing situation.
- The number of private housing units available to homeless households receiving rental assistance increases by 10% over the previous year.
- Outreach and assistance for unsheltered individuals and families increases with the expansion of dedicated street outreach capacity.

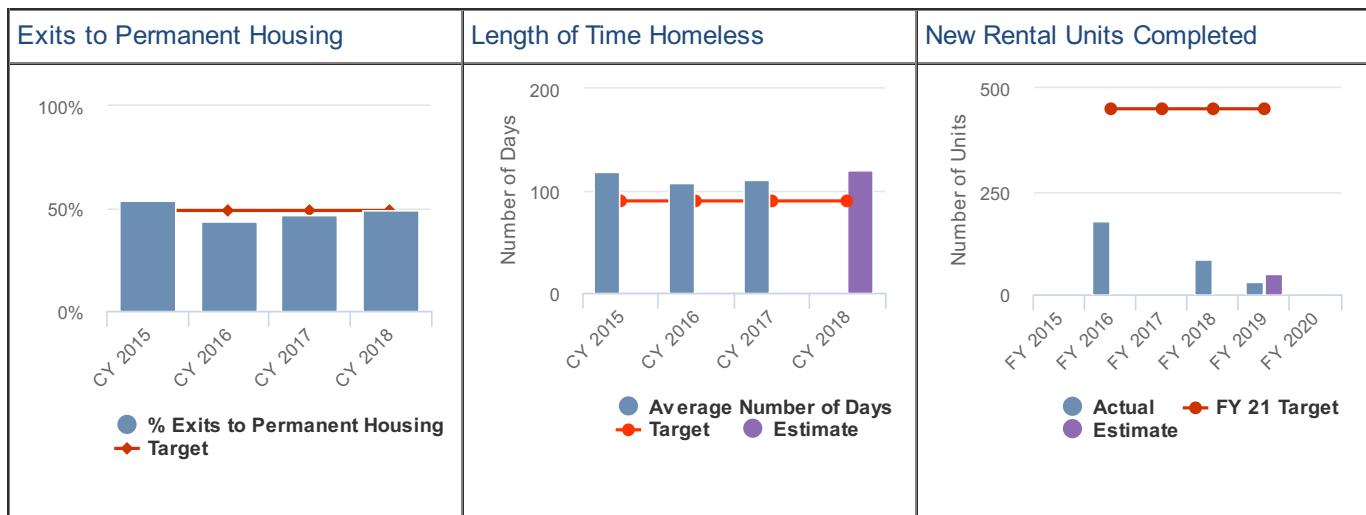
Maintain affordability and protect very low-income households in neighborhoods experiencing significant housing cost increases

Neighborhood Stabilization

- Durham Community Land Trustees (DCLT) will complete the rehabilitation of 10 rental units in Northeast Central Durham and 8 rental units in Southwest Central Durham.
- Habitat for Humanity will complete the construction of five homeowner units in the Southside Neighborhood and will begin the construction of 20 homeowner units in Northeast Central Durham.
- Habitat for Humanity will complete at least 30 minor repairs for low income elderly and disabled homeowners using City funds.
- Site preparation for Southside Homeownership Phase 2 will be completed and construction of units will begin by June 30, 2020.
- At least 200 low income households facing eviction will be able to remain in their homes as a result of eviction diversion assistance provided by Legal Aid of NC under contract to the City.
- A new outreach program targeting low income homeowners will be launched with the goal of increasing utilization of Durham County Property Tax Relief Programs and educating homeowners about their home values with the goal of preventing predatory sales.

DEPARTMENT PERFORMANCE SUMMARY

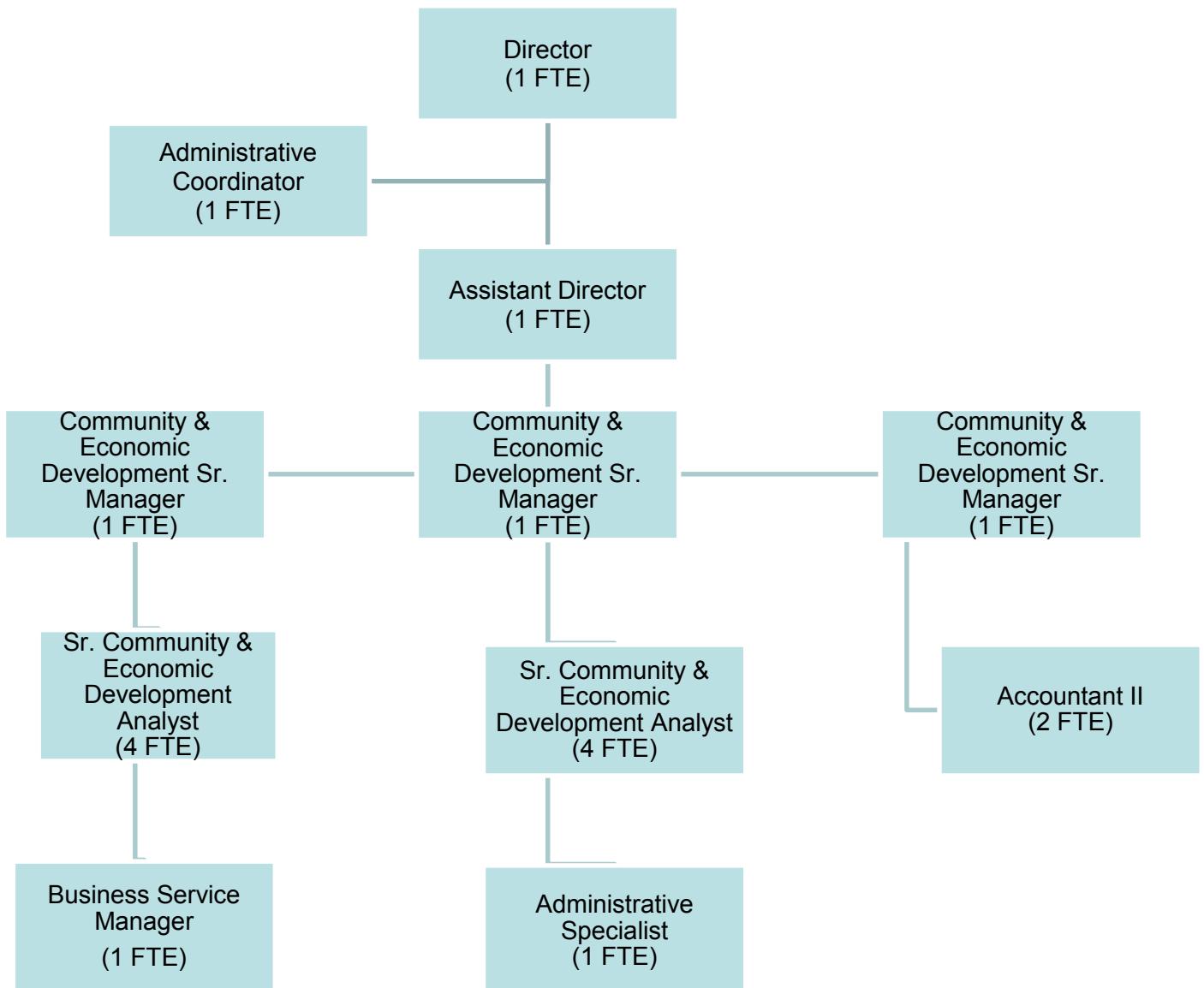
Objective: Goal 1: Preserve and expand supply of affordable rental units and rental assistance, with a focus on households <50% AMI





Economic & Workforce Development

(18 FTE)



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: \$4,747,481****12 FTE****Grant Funds: \$2,031,023****6 FTE**

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.

The department's major priorities include:

- Downtown/Neighborhood Revitalization
- Small, Minority & Women Business Development
- Workforce Development/Durham Workforce Development Board
- Civic Entrepreneurship
- Economic Empowerment and Financial Inclusion

Downtown/Neighborhood Revitalization

A revitalization of downtown has yielded a thriving center city and continues to be an economic engine for business expansion and attraction, including start-up businesses and entrepreneurs. Targeted neighborhood revitalization continues to be an important priority for business opportunities and job creation primarily through property redevelopment and reuse.

Small, Minority and Women Business Development, Retention and Expansion

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.

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. The strategic approach for workforce talent development focuses on 3 primary program areas:

- 1) **Building the youth career pipeline** through 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 gain work experience through our WIOA contractor.
- 2) **Expanding career pathways** and using the pathways to provide 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 (poised to be expanded in PY2019).

Civic Entrepreneurship

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, foundations or 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.

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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
<i>Non-Grant</i>					
Appropriations					
Personal Services	\$ 1,222,282	\$ 1,382,153	\$ 1,336,070	\$ 1,413,942	2.3%
Operating	1,694,511	2,361,551	3,599,544	3,233,539	36.9%
Capital and Other	-	100,000	-	100,000	0.0%
Total Appropriations	\$ 2,916,793	\$ 3,843,704	\$ 4,935,614	\$ 4,747,481	23.5%
Full Time Employees	11	12	12	12	-
Part Time	2	1	1	1	-
Revenues					
Discretionary	\$ 2,905,568	\$ 3,841,204	\$ 4,935,614	\$ 4,747,481	23.6%
Program	11,225	2,500	-	-	-100.0%
Total Revenues	\$ 2,916,793	\$ 3,843,704	\$ 4,935,614	\$ 4,747,481	23.5%
<i>Grant</i>					
Appropriations					
Personal Services	\$ 470,413	\$ 441,388	\$ 219,095	\$ 422,981	-4.2%
Operating	1,004,818	1,831,461	1,486,600	1,608,042	-12.2%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	\$ 1,951,590	\$ 2,272,849	\$ 1,705,695	\$ 2,031,023	-10.6%
Full Time Employees	6	6	6	6.0	-
Part Time	-	-	-	-	-

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Revenues					
EPA Brownfields	\$ -	\$ -	\$ -	\$ 250,000	100.0%
Employment Training	1,541,389	1,660,849	1,072,794	1,713,023	3.1%
Training to Work	410,201	612,000	632,901	68,000	-88.9%
Total Grant Revenue	\$ 1,951,590	\$ 2,272,849	\$ 1,705,695	\$ 2,031,023	-10.6%
 Total Budget	 \$ 4,868,383	 \$ 6,116,553	 \$ 6,641,309	 \$ 6,778,504	 10.8%

BUDGET ISSUES FOR FY 2019-20

- **Multi-year Strategy.** The long-term nature of the Shared Economic Prosperity strategic goal requires an additional investment in systems, programs and staff capacity in order to implement the plan. This strategic change entails a funding and investment approach that crosses multiple years.
- **Social Impact Fund.** The development and incubation of a special purpose non-profit to create a social impact fund to facilitate the objectives of the Shared Economic Prosperity goal.
- **WIOA Workforce Development Funding.** 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 May 2019. The projection for WIOA funding for next fiscal year remains flat.
- **Durham Youth Internship Program (DYIP) Expansion.** The expansion of DYIP requires broad commitment, support, greater private sector engagement and investment to generate over 1,000 paid student internships. Developing an effective talent development pipeline that consistently and reliably delivers work readiness skills is the objective of this program. The value added is critical to employers making the investment in paid youth internships.
- **Economic Development Tools.** The creation of new targeted economic development tools for Durham will require a re-evaluation of the City's economic development ordinance, and, an integration of emerging economic development tools-like federal Opportunity Zones and the attraction of national philanthropic resources such as JP Morgan Chase, Living Cities and Bloomberg.

ACCOMPLISHMENTS FOR FY 2018-2019

Downtown/Neighborhood Development

Self-Help ABC Center completed the redevelopment of a \$10.2 million economic development project with private investment of approximately \$9,500,000 and \$700,000 in City funding, producing a 14:1 ratio of private to public funding. The project consists of the renovation of five (5) under-utilized buildings totaling 43,000 square feet, located at 2101 and 2116 Angier Avenue, and, 306 and 308 S. Driver Street. The ancillary impact of this investment include the creation of three businesses within this property—African-American church, pharmacy, and childcare center.

Migrate Properties completed the redevelopment of a 1,200 square foot underutilized and blighted gas station at 2201 Angier Avenue. The building was converted into a 1600 square foot restaurant and food catering services. This project attracted \$500,000 in private investments with \$100,000 in City Funding.

Durham Shared Equity in Economic Development (SEED) Fellows Initiative. OEWD and the Department of Equal Opportunity/Equity Assurance were selected as fellows for the National League of Cities SEEDS Initiative. As part of a four city (Atlanta, Miami, Philadelphia, Durham) cohort charged with developing a strategy to preserve historic legacy African American businesses in Durham through succession planning through the sale and transfer via employee ownership. In November 2018, Durham hosted a site visit for fellows from other cities, Durham community partners/stakeholders and technical assistance providers.

Durham Opportunity Zone. Facilitated the successful application and approval of seven (7) Durham census tracts to be included in the US Treasury Opportunity Zone capital development program. Spearheaded

research, analysis, and stakeholder engagement supporting the creation of a Durham Opportunity Zone strategy. A Durham Opportunity Zones webpage and interactive mapping tool have been developed to promote a more cost effective development environment.

US Environmental Protection Agency Brownfields Assessment Grant. OEWD received a \$300,000 grant in the continuance of conducting site assessments. Our current strategy includes leveraging resources in partnership with the National Park Service to strengthen youth engagement and job training opportunities.

Building Improvement Grant (BIG). Facilitated the awarding of a BIG to the Hutchins Properties LLC project. Over \$600,000 invested in renovation of an old car/dealer/auto parts store into a new eatery on West Geer Street.

Economic Incentive Policy. Conducted research on economic development incentive policies and benchmarked other cities for policies and solutions.

Urban Land Institute. Ongoing implementation of the Urban Plan for Public Officials program aimed at leveraging the use of cutting edge data related to land use dynamics, disruptive market forces and urban growth trends.

Small Business Development

Small Business Guides. The design of the nine small business guides have been completed and uploaded onto the City's website.

Small Business Advisory Committee. Conducted a retreat of the Committee to identify the barriers and gaps as anticipated by small business owners; and, revisited the goals and mission with the desired outcome of formulating a revised workplan and creating new initiatives.

Small Business Website Prototype. Developed concept and researched requirements for proposed prototype website which will communicate to new and existing local businesses the variety of resources available to help them start, retain, and grow their business through the Office of Economic and Workforce Development, additional City departments, and other small business technical and financial assistance partners. The site will be separately branded from the City's overall site, and will serve as a "one-stop" resource for the Durham small business community. OEWD will lead the effort to create the site, and will work with the Small Business Advisory Committee and other related partners to both populate and update the site.

Prototype of Equitable Access for Development Permits and Approvals. Research and evaluate the creation of a prototype program that ensures equitable access to development review of permits and approvals. This proposed program is a collaboration with the following departments: City-County Planning, Equal Opportunity/Equity Assurance, Inspections, and Community Development.

Workforce Development

Youth/Adult Job Fair. OEWD hosted a job fair at The Chesterfield for approximately 250 job seekers and 30 employers.

Pre-Apprenticeship Program. In partnership with Durham Public Schools, the first cohort of eight Electrical Apprentices successfully completed training.

Durham Youth Internship Program. OEWD partnered with Duke to conduct a process re-engineering design to identify gaps and process improvement.

Training2Work Grant. 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. Continue the Triangle Career Pathways Collaborative (TCP) project that offers intensive case management, enhanced mentoring, educational.

Transitional Jobs Pilot. Developed a pilot consisting of supports and services for justice involved participants designed to assist participants in obtaining positions with City agencies that can transition into full time positions.

Civic Entrepreneurship

To date, the Office of Economic and Workforce Development has accomplished the following civic entrepreneurial initiatives:

- 1) Created a plan, entitled, "Built2Last: A Roadmap for Inclusive and Equitable Development in Durham," which describes the core elements that will lead to greater shared prosperity in Durham. The presentation of this plan will be held on March 8, 2019 at the City Council Budget Retreat.
- 2) Developed a comprehensive plan that details how the City of Durham will establish strategic alliances with anchor institutions—both public and private—in the community. *The Durham Compact*, entitled "Forging Strategic Alliances to Build a More Inclusive and Equitable Durham: *The Durham Compact*—A Roadmap to Civic Entrepreneurship," outlines how anchor institutions can become partners with the City of Durham, their role and responsibilities as well as the role and responsibilities of the City.
- 3) The Office of Economic and Workforce Development (OEWD) has already applied the civic entrepreneurship paradigm to some of its goals. For example, this year, OEWD has partnered with Made in Durham and Durham Public Schools to create internships for students. Moreover, it has partnered with i-Team to begin addressing the barriers that justice-involved youth and adults face and which prevent them from entering the workforce immediately when they are released from prison.

Economic Empowerment and Financial Inclusion

Financial Inclusion Grant. Received a small grant from Cities for Financial Empowerment to develop a comprehensive financial inclusion/empowerment strategy developed informed by residents, non-profits, businesses, financial institutions, etc., which will generate local grown initiatives that will avail Durham residents of opportunities for financial stability and resiliency. Convened a Bootcamp for fifteen participants as the start of the community conversation regarding what resources are available throughout the community and community concerns.

Financial Inclusion Credit Building Initiative. In partnership with DHA and Community Empowerment Fund, OEWD oversaw the expansion of a pilot project designed to assist residents of the DHA and DCLT improve credit scores through positive rent-reporting.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

Neighborhood/ Downtown Development

Neighborhood Development Study. A economic and market assessment of goods and services to assess econ & market potential for small business opportunities and services.

Neighborhood Revitalization Projects. In alignment with departmental strategic plan, fund 1-3 neighborhood projects using revitalization grant funds.

SEED Initiative. Continue the development plan for business succession planning and supporting employee ownership of African American legacy businesses.

US Environmental Protection Agency Brownfields. Complete multiple environmental assessments.

Durham Opportunity Zone. Support development and facilitate implementation of a Durham Opportunity Zone strategy.

Economic Incentive Policy. Implementation of Incentive Policy revisions after adoption. Re-evaluate and redesign specific financial programs relative to the revised incentive policy.

Redevelopment of 505 West Chapel Hill. Complete predevelopment planning for redevelopment of former police headquarters as part of a interdepartmental strategic planning team lead by General Services and supported by OEWD, Department of Planning and the consulting firm of HR&A Advisors. Also, negotiate admission of property into the North Carolina Brownfields program.

Comprehensive Downtown Comprehensive Plan. Support the work of the Department of Planning in formulating the Durham Comprehensive Plan, Expanded Housing Choices to ensure that opportunities to leverage greater job and business opportunities are central tenets.

The Chesterfield and Durham ID. Ongoing contract administration for these transformative economic development agreements, representing \$100 million and \$87 million respectively. Additionally, leveraging private and public sector partnerships to promote and enhance job creation, civic infrastructure and community engagement.

Small, Minority and Women Business Development, Retention and Expansion

Database of Minority and Women Owned Businesses. In collaboration with BMS, facilitate the building of a database of minority and women owned businesses in Durham.

Report on State of Small Business in Durham. Facilitate the creation of a report on the State of Small Business in Durham, in collaboration with the Small Business Advisory Committee. This report will identify current strengths and challenges of the small business eco-system in Durham, and make recommendations about how to implement the changes.

Workforce Development

Durham Youth Internship Program. Identify new partners in effort to expand the number of paid summer internships to 300.

Life Sciences Career Pathway. In partnership with Durham Technical Community College, develop a PharmaClean course, which is an introduction to careers in Bio Life Sciences, for a cohort of 6-8 youth.

Transitional Jobs Program. Launch a transitional job program that will provide 20 temporary jobs, support services and job placement assistance to justice involved individuals.

Civic Entrepreneurship

In the future, OEWD plans to continue its civic entrepreneurship work by:

1. Intentionally seeking strategic alliances with financial institutions, educational institutions and other anchor institutions to help achieve a more equitable and inclusive Durham as they work on fulfilling some of their goals outlined in the City of Durham's most recent strategic plan.
2. Host a "Financial Summit," bringing local financial institutions together to discuss ways as to how they can
 - a. provide access to capital for SBEs/DBEs;
 - b. help Durham's residents gain financial stability;
 - c. support Durham's residents in accessing services and products that help them to build wealth; and
 - d. help Durham residents to protect their assets and facilitate intergenerational wealth transfer.
3. Host a forum for foundations and other philanthropic organizations to discuss how they may be able to leverage their resources to help Durham.

Economic Empowerment and Financial Inclusion

Financial Inclusion Community Engagement. Facilitate a community engagement strategy to drive the financial inclusion and financial stability infrastructure.

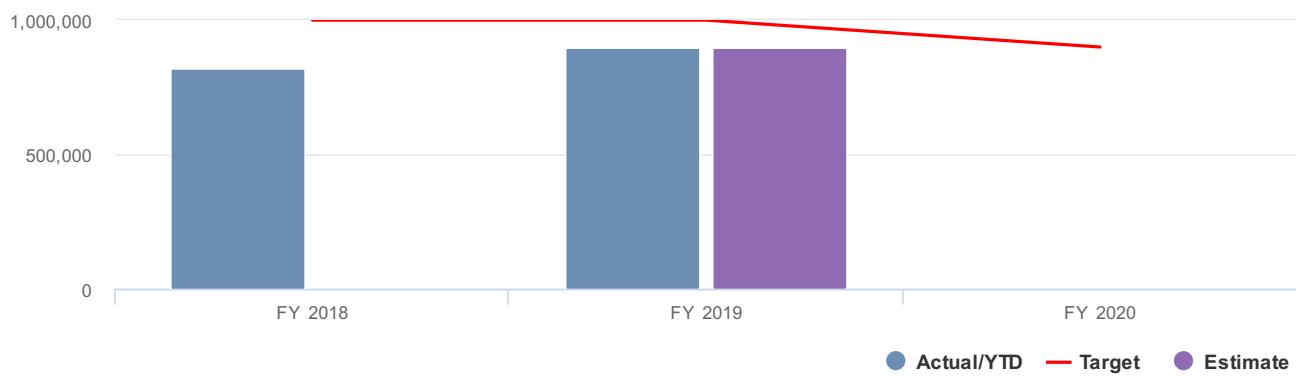
Financial Inclusion Credit Building Initiative. Finalize report learnings and develop recommendations that contribute to the current work in the field surrounding credit building through positive rent reporting.

DEPARTMENT PERFORMANCE SUMMARY

Objective: Facilitate recruitment and expansion of targeted businesses and industries

Program: Economic Development

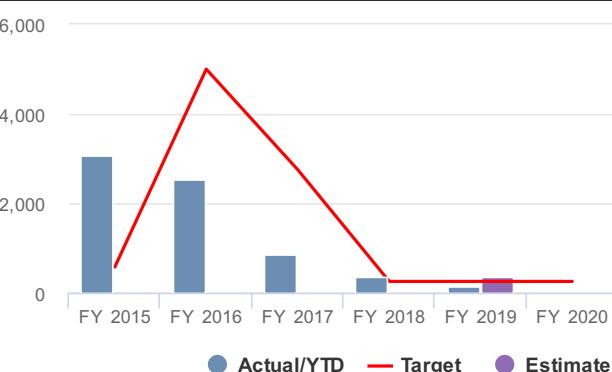
Combined Downtown & Neighborhood Qualified Capital Investment dollars attributable projects receiving City economic development incentives



Objective: Connect job seekers to job and/or job training opportunities.

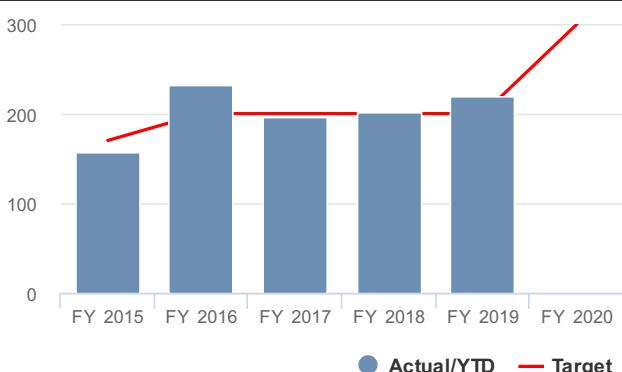
Program: Workforce Development

Number of Adult and Dislocated Worker Participants Served



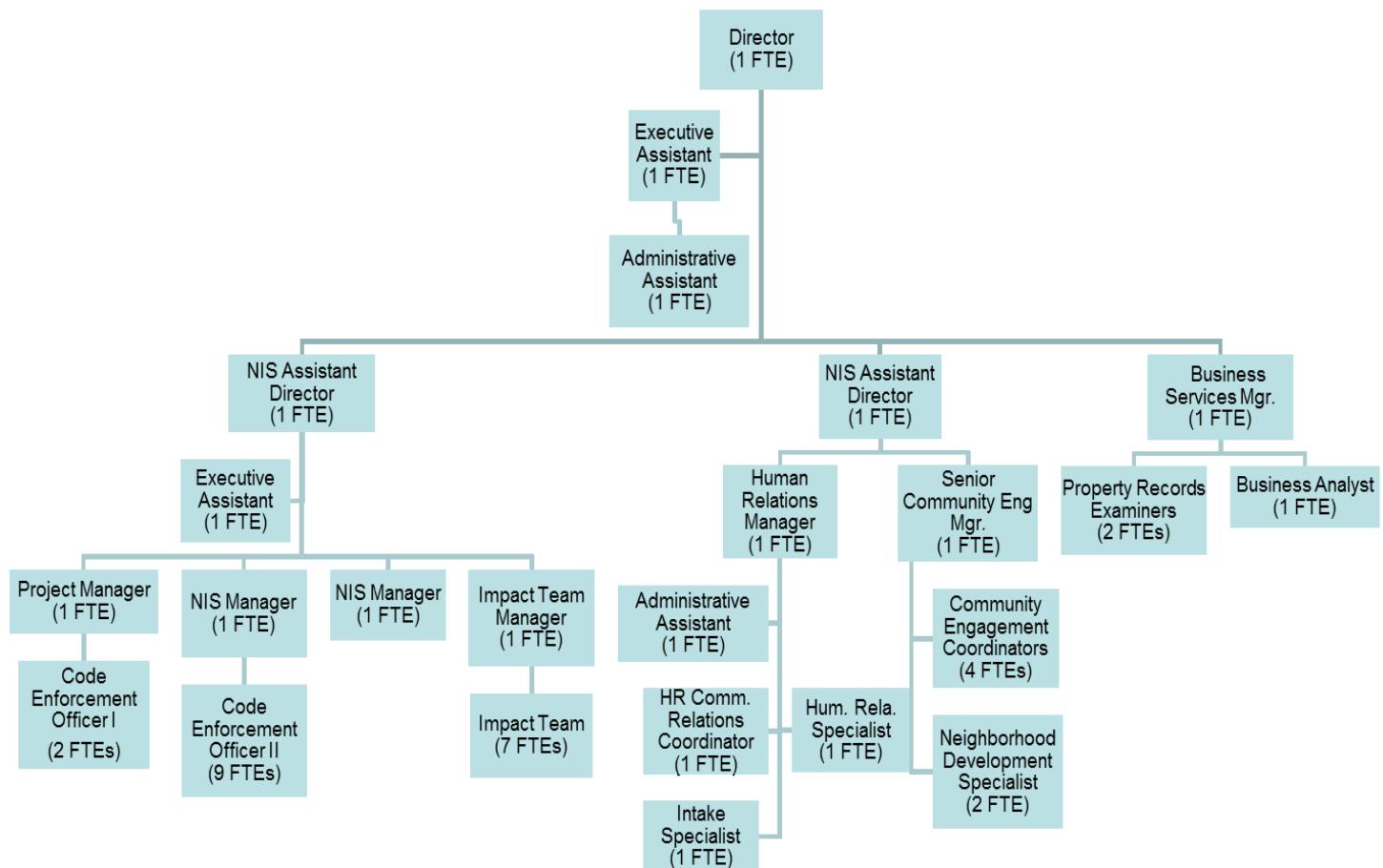
Program: Workforce Development

Total Durham YouthWork Internships





Neighborhood Improvement Services (44 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: \$4,618,687
	43 FTE
	Grant Funds: \$121,400
	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; 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 Latino/Hispanic 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, weedy lot, abandoned vehicle, junk, non-residential, and debris 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, assistance projects partnering 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, Neighbor Spotlight and Embrace Your Neighborhood. Other initiatives led by the Division include City Hall on the Go and the development and implementation of the City's Equitable Community Engagement Blueprint.

Human Relations

The Human Relations Division (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

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

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
<i>Non-Grant Appropriations</i>					
Personal Services	\$ 2,994,197	\$ 3,132,435	\$ 3,230,428	\$ 3,471,105	10.8%
Operating	876,514	1,001,766	1,400,180	1,147,582	14.6%
Capital and Other	(1,500)	-	-	-	0.0%
Total Appropriations	\$ 3,869,211	\$ 4,134,201	\$ 4,630,608	\$ 4,618,687	11.7%
Full Time Employees	40	40	40	43	3
Part Time	-	-	-	-	-
<i>Revenues</i>					
Discretionary Program	\$ 3,872,321	\$ 4,134,201	\$ 4,630,608	\$ 4,618,687	11.7%
	(3,110)	-	-	-	0.0%
Total Revenues	\$ 3,869,211	\$ 4,134,201	\$ 4,630,608	\$ 4,618,687	11.7%
<i>Grant</i>					
Personal Services	\$ 199,141	\$ 205,000	\$ 180,000	\$ 70,000	-65.9%
Operating	58,614	47,000	32,100	51,400	9.4%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	\$ 257,755	\$ 252,000	\$ 212,100	\$ 121,400	-51.8%
Full Time Employees	4	4	4	1	-3
Part Time	-	-	-	-	-
<i>Revenues</i>					
CDBG	\$ 140,000	\$ 140,000	\$ 140,000	\$ -	-100.0%
HUD	117,755	112,000	72,100	121,400	8.4%
Total Grant Revenue	\$ 257,755	\$ 252,000	\$ 212,100	\$ 121,400	-51.8%
Total Budget	\$ 4,126,966	\$ 4,386,201	\$ 4,842,708	\$ 4,740,087	8.1%

BUDGET ISSUES FOR FY 2019-20

- None.

DEPARTMENT ACCOMPLISHMENTS FOR FY 2018-19

- 24 to 48 hour response time to resident enforcement related concerns received through Durham One Call.
- 5 structures unboarded through enforcement efforts.
- 1,207 education and outreach activities at properties through Community Centered Code Enforcement Focus area efforts.
- 60 unsafe properties remediated through owner and City effort.
- 18 vacant properties secured using clear polycarbonate panels.
- 32 cases presented to the Housing Appeals Board, including requests for the City to remediate properties as well as appeals.
- 35 summons for Community Life Court issued; 15 cases presented to the court; 66 additional cases dismissed prior to Community Life Court appearance.
- 10 grants in the amount of \$2,500/each are projected to be administered through the Neighborhood Matching Grants program which is the primary tool available to assist with community building and creating neighborhood cohesion.
- Staff collaborated with Durham County of Board of Election to develop a community engagement process to redesign the "I Voted" sticker.
- 11 residents recognized to receive the Neighbor Spotlight award.
- Drafted the City's first-ever Equitable Community Engagement Blueprint which will serve as a guide to ensure that historically under-represented communities have an opportunity to engage in the City's project planning processes.
- Drafted the Belt Line Equitable Engagement Plan in partnership with General Services, DPR, Transportation, and Planning.
- 1,250 students in the fifth, sixth and seventh grades were issued informational booklets on local government as a result of the expansion of the City Hall on the Go Initiative in partnership with private and public Durham schools to provide Citizenship and Government education.
- 95 families received assistance through Transformation in Ten's holistic approach of assisting residents in planning beyond crisis management and toward permanent stability and success.
- Established a Safe and Healthy Living, and a Shared Economic Prosperity taskforce which resulted in the following:
 - 30 children from the Hoover Road and Franklin Village communities attended a summer camp program;
 - 1,014 hot lunches served;
 - 30 bikes and helmets issued to children, along with a bicycle safety training
 - launched the Welcome Baby child care training program where 10 residents received a certificate to operate childcare services.
 - Launched the inaugural Building Futures program in collaboration with Rebuilding Together the Triangle, Durham Tech, NC Works Nextgen, and StepUp Durham:
 - 16 students were recruited to participate in the program;
 - 8 students completed the training provided by Durham Tech;
 - 3 students completed the overall curriculum, including a hands-on project to repair 8 homes owned by low-wealth households in Census Tract 10.01. These students received Construction, OSHA, and Lead Paint Remediation certificates.
 - 10 families received transportation assistance.
 - 500 cited properties remediated by Impact Team including 328 mowed/trimmed, 155 cleared of debris and 17 neglected properties secured.
 - 2,704 symbols/scripted words of graffiti removed from 200 different locations
 - 803 displaced shopping carts removed from 236 different locations
 - 21 National Night Out events across the City supported by Impact Team
 - 160 Community Building/Beautification projects conducted by Impact Team in partnership with neighborhoods and special interest groups.
 - 486 persons, including housing professionals, residents and social service providers, received fair housing training.

- 58 housing discrimination inquiries processed through February, 2019 (estimated year-end total 100).
- 11 housing discrimination complaints closed through February, 2019 (estimated year-end total 28).
- \$4,441 in recovery through the conciliation of 3 housing discrimination complaints.
- 250+ persons registered for the screening and discussion of the film *Wilmington on Fire* to explore how past discriminatory events continue to impact parity.
- 1,899 students and adults attended the screening of *February One*, a documentary of the Greensboro lunch counter sit-ins. 993 participated in a post-film discussion that enhanced the attendee's knowledge of the civil disobedience occurring in Durham and Greensboro during this same era.
- Hosted the 17th annual Women's Forum.
- Hosted the annual Human Relations Advocacy Award ceremony in partnership with the Human Relations Commission.
- Staff attended race equity training, human trafficking awareness training, and mental health first aid training to be better equipped to serve Durham's diverse community and provide equitable service.
- 220 residents received Basic Energy Education (BEE) to help them improve the affordability of their housing.
- Hosted a citywide bilingual community event in May to address the existing and growing tensions between the Hispanic and African American community members.
- Managed City of Durham Spanish social media account, in an effort to engage our Hispanic community members by sharing City initiatives, events and relevant information in their own language.
- Collaborated with DPD to organize a bilingual safety awareness event to provide Spanish-speaking community members with safety tips and information regarding their rights and City resources.
- 50+ translated fliers and documents to Spanish to ensure our Spanish-speaking community has equal access to information.
- 10 completed community cleanup/ beautification projects in an effort to build strong community relations and foster community pride.
- Partnered with DPS to conduct outreach in local schools, create a Spanish-language PTA and engage Hispanic families in City initiatives.
- 500 homes canvassed in Northeast Central Durham to obtain feedback on the City's disposition of surplus property in that neighborhood.
- 1,000 homes canvassed in partnership with neighborhood residents to support community-led projects.
- 1,625 residents engaged around Participatory Budgeting.
- 600+ relationship-building meetings to inform the community about City projects, discover community concerns and assets, and strategize for neighborhood organizing and capacity-building.
- Staff serves on Code for Durham as Brigade Leader, City Liaison and National Advisory Council.
- Established partnership to create New Durham Vision, including 15+ organizations- a program that seeks ways to reduce gun violence in Durham by addressing the root causes.

Neighborhood Compass (administered by Dataworks)

Participatory Budgeting

- Participation in writing the rules workshops.
- Early development on map elements for proposal development sessions. This site will house key data layers relevant to the framework of the PB process.
- The Compass will be used as a primary source of community measures that inform budget proposals and help make the case for each. The additional data points web map can help identify potential on-site projects.
- PB Budget Delegate Data Training prep.
- Development of new webmap featuring PB proposal in the context of key community geographies and variables: Wards, redlining boundaries, pedestrian crash incidents, household income and others:
- Participating in Steering Committee and delegate training sessions
- Addition of remaining chronic conditions in Compass: heart attack, stroke, chronic kidney disease. (Website language for CKD is actually still being reviewed by health services partners but the data are ready to publish in the Compass)
- Chronic health conditions data now included: Type 2 diabetes, disaggregated by race and sex (live); heart attack prevalence, disaggregated by race and sex (staged, but in review).

- Coordination of new student intern support for cloud database development (PostGIS):
- Build out the database and begin scripting core functions.
- Development of school assignment zones selection groups (like Wards) - in review with Durham Association of Educators.
- Submission of letter of interest for Urban Institute Visualizing Healthy Lives project. This will be a 3-year funded opportunity to further develop life expectancy data in the Compass and grow community ownership and use of that material.

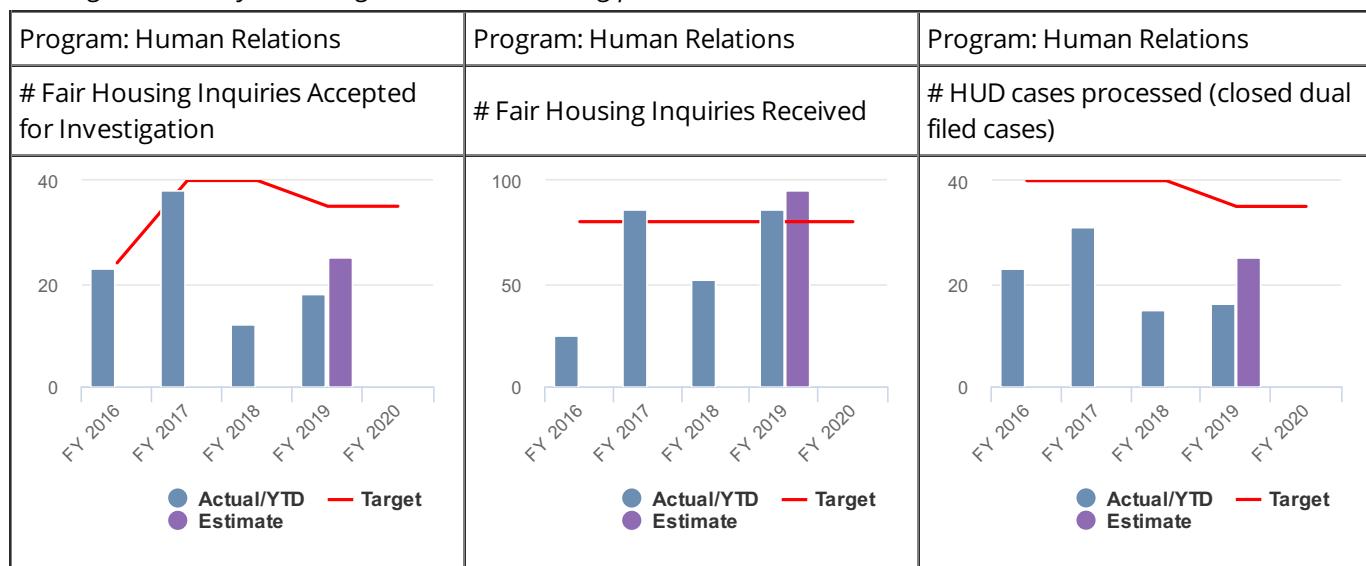
ANTICIPATED DEPARTMENT ACCOMPLISHMENTS FOR FY 2019-20

- Collaborate with Public Affairs to compose an organizational Language Access Plan that departments will operationalize to ensure that all residents, regardless of their primary language, are availed access to the City's services and programming.
- Train field staff in Crisis Intervention Team (CIT) and de-escalation training.
- Develop and begin implementation of a Neighborhood Preservation Initiative in collaboration with Community Development, and other City and community partners.
- Actively participate in the monthly Racial Equity Task Force meetings.
- Transparency is one of the most important elements of any engagement. Thorough implementation of the Equity Community Engagement Blueprint, NIS in partnership with other departments will promote transparency on all public projects by hiring area community ambassadors. These ambassadors will be rooted in the community and will hold the city accountable for transparency.
- Hire a full-time Latino Community Engagement Coordinator.
- Process 80 fair housing inquiries, with the expected outcome of accepting 30 cognizable complaints for investigation.
- Close 35 fair housing cases.
- Participate in 30 outreach events with a goal of reaching 1,500 residents.
- Conduct 24 fair housing presentations with a goal of reaching 600 realty professionals, housing providers, property management companies, social services and the general public.
- Thorough implementation of the Equity Community Engagement Blueprint, NIS in partnership with other departments will expand education and public outreach about City administration and operations using a racial equity lens. This process will focus on the underserved, underrepresented and the most impact areas of the City.
- Expand the mode and methodology for advertising and marketing the City's fair housing program
- Expand the City Hall on the Go Initiative to include an additional vehicle, signage and outreach equipment.
- Present or participate in 20 fair housing outreach activities, with a goal of reaching 1500 residents;
- Conduct 24 fair housing training presentations, with a goal of training 600 housing professionals, social service professionals, and residents;
- Conduct 24 Basic Energy Education (BEE presentations), with a goal of training 240 residents.
- Thorough implementation of the Equity Community Engagement Blueprint, NIS in partnership with other departments will expand engagement that builds community capacity thus create a stronger partner for the future, and help increase trust between the City and the community.
- Expand the City Hall on the Go Initiative by establishing additional partnerships and including county program information on the vehicle that is requested by residents.
- Present or sponsor an event for Hispanic Heritage Month.
- Sponsor the Women's Forum for Women's History Month.
- Sponsor the Human Relations Advocacy Award ceremony.
- Respond to resident enforcement concerns received through Durham One Call in 24 to 48 hours.
- Facilitate boarding removal from 10 structures by owners and City.
- Provide education and outreach activities to 1,000 properties through Community Centered Code Enforcement Focus area efforts.
- Remediate 60 unsafe properties using clear polycarbonate panels.
- Present 40 cases to the Housing Appeals Board.

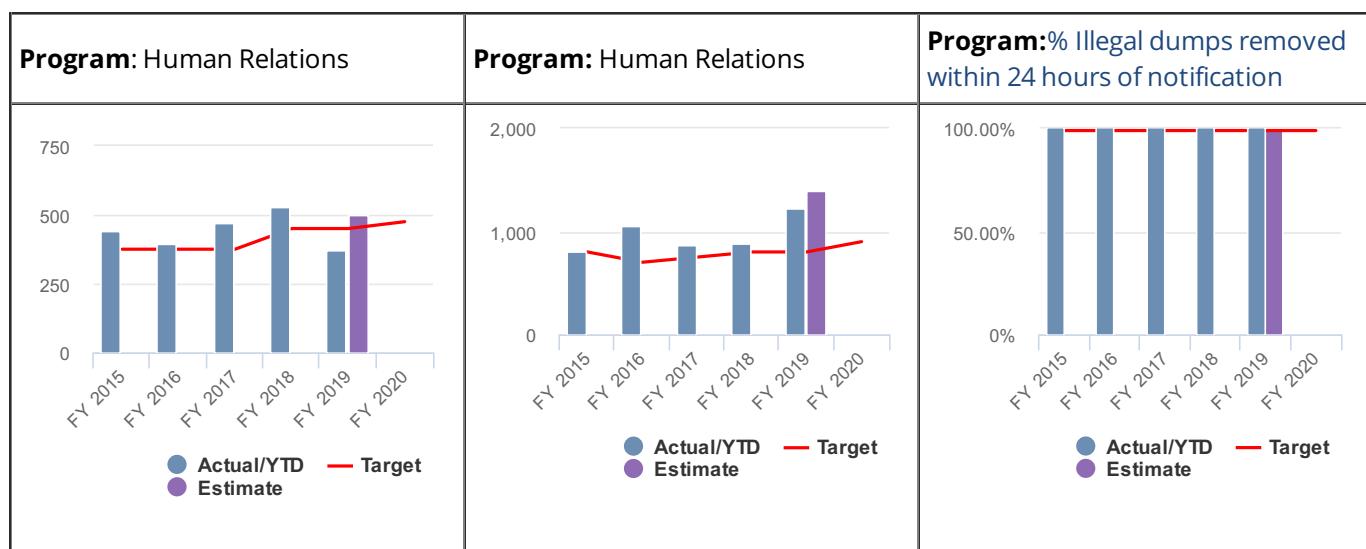
- Issue Community Life Court summons for 35 cases, present 25 cases to the court, and dismiss an additional 60 outstanding cases prior to Community Life Court appearance.
- Prioritize safe remediation of private properties to improve residents' quality of life and provide an additional revenue source for the City of Durham.
- Respond to all "rapid response" resident concerns within 24 hours of notification.
- Track and monitor average response time for graffiti removal.
- Secure additional partners for projects that will benefit the community and create a greater sense of neighborhood pride.

DEPARTMENT PERFORMANCE SUMMARY

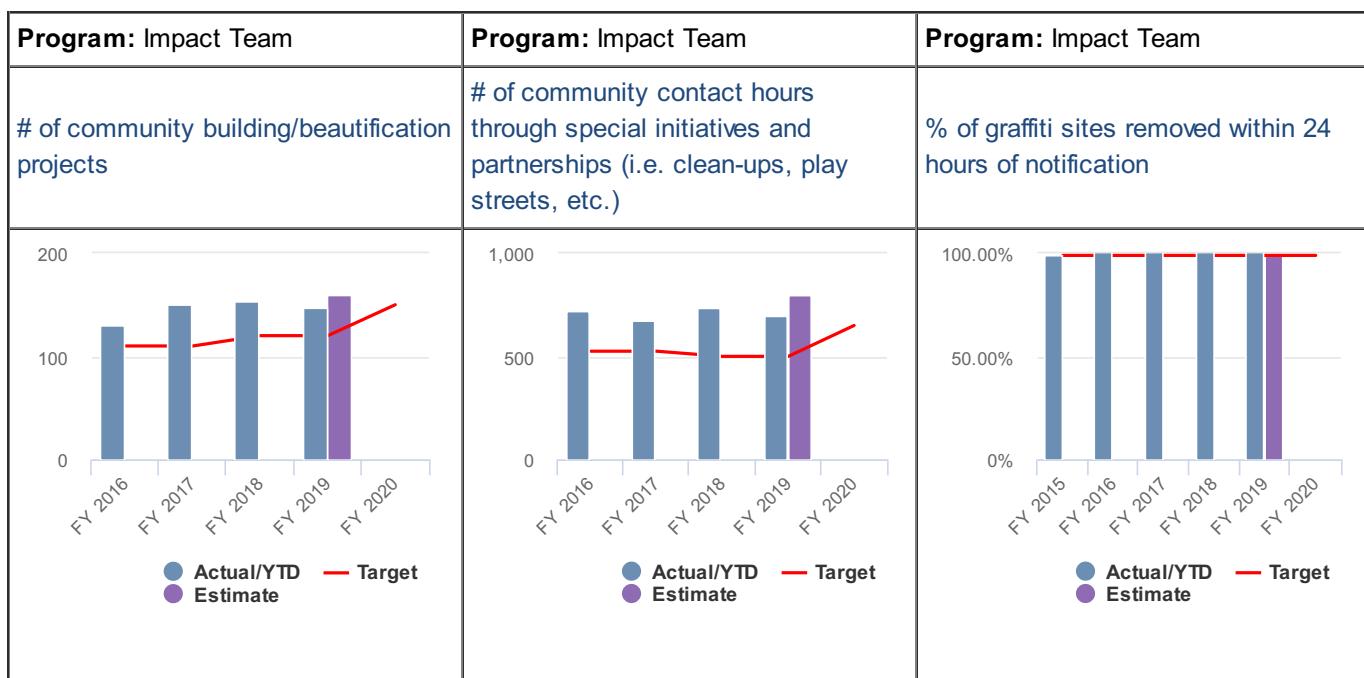
Objective: Increase fair and equitable housing opportunities through the enforcement of the federal and local fair housing laws, and by educating citizens and housing providers on these laws



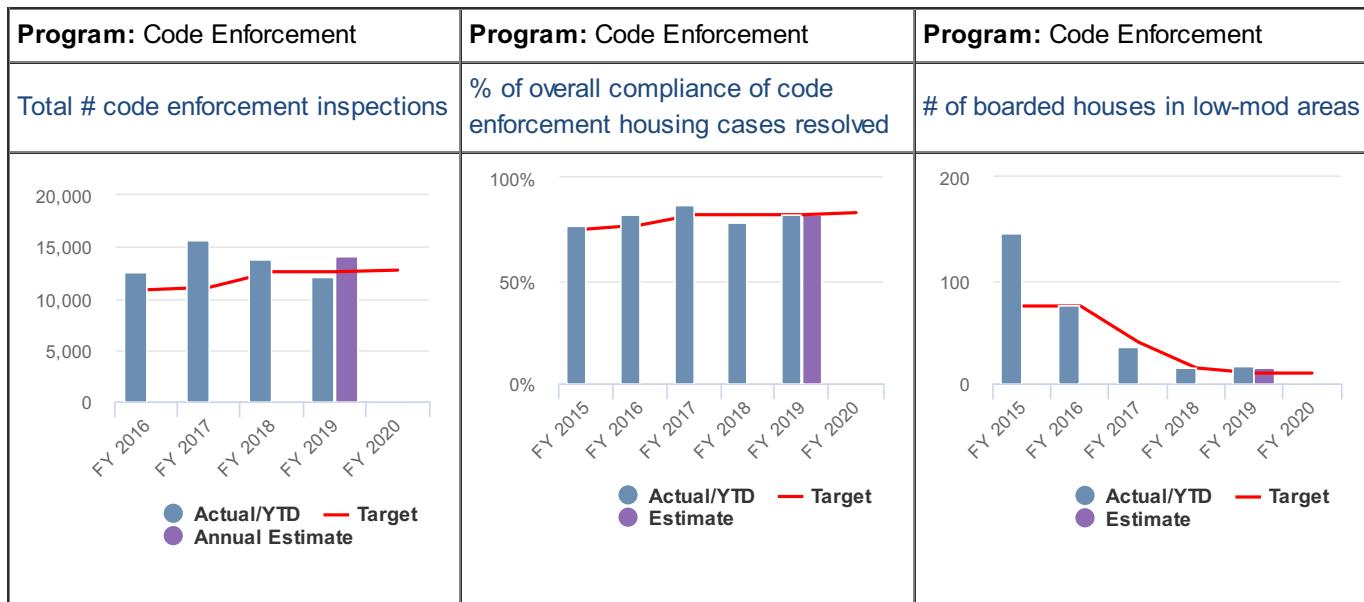
Objective: Increase fair and equitable housing opportunities through the enforcement of the federal and local fair housing laws, and by educating citizens and housing providers on these laws



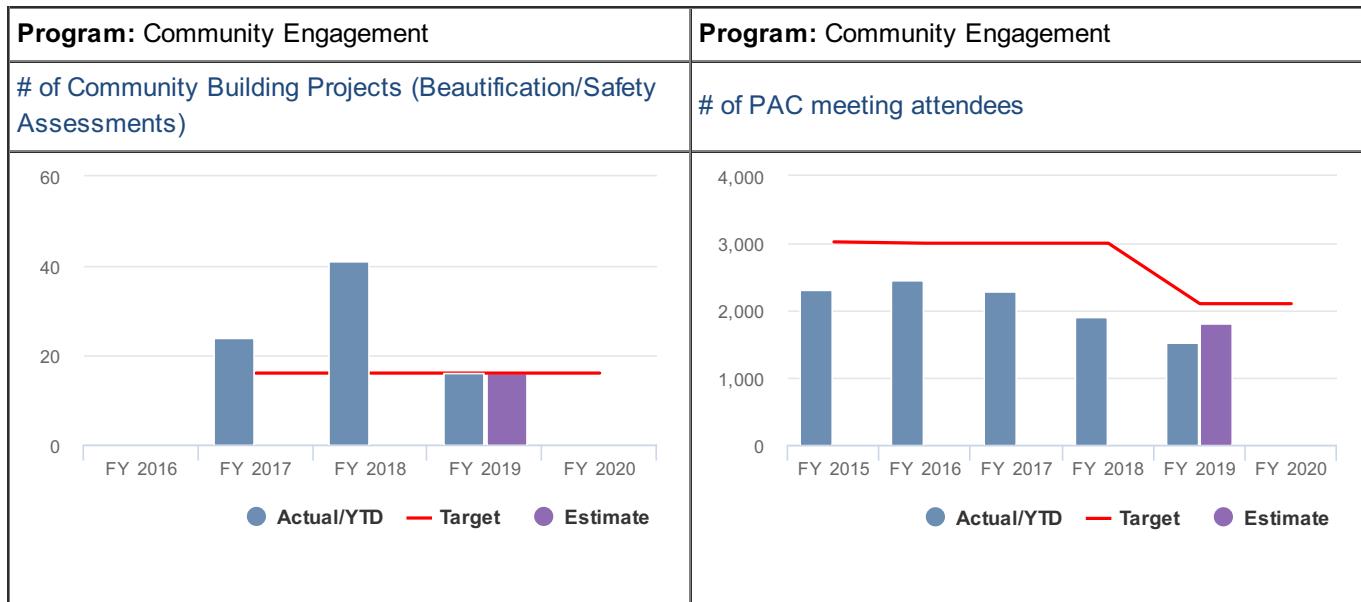
Objective: Improve public perception of safety and quality of the total built environment through the removal of public nuisances that contribute to crime, unsafe and unhealthy conditions in neighborhoods



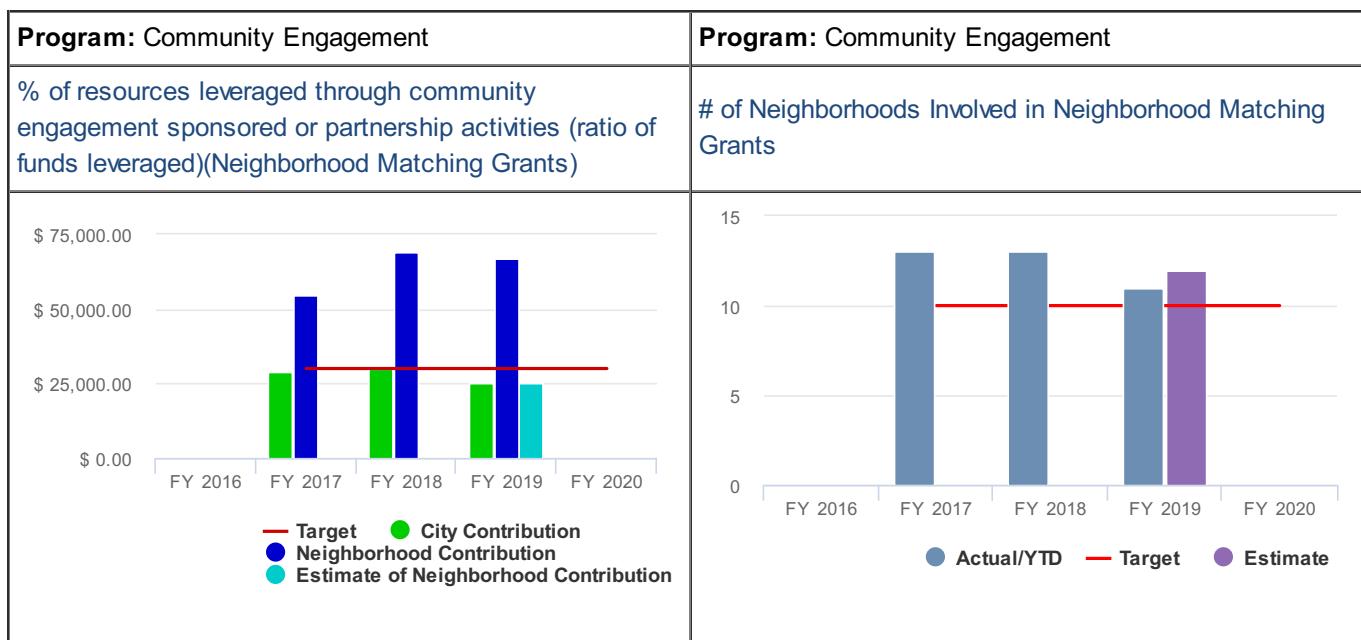
Objective: Improve housing and other built environment conditions to provide safe and sanitary housing and neighborhoods by increasing community awareness and responsiveness to City ordinances and codes



Objective: Increase community capacity through building relationships with residents and community organizations.



Objective: Increase community capacity through building relationships with residents and community organizations.



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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Operating	\$ 1,838,107	\$ 1,818,489	\$ 1,818,489	\$ 1,875,491	3.1%
Total Appropriations	\$ 1,838,107	\$ 1,818,489	\$ 1,818,489	\$ 1,875,491	3.1%
Revenues					
Discretionary	\$ 1,838,107	\$ 1,818,489	\$ 1,818,489	\$ 1,875,491	3.1%
Program	-	-	-	-	0.0%
Total Revenues	\$ 1,838,107	\$ 1,818,489	\$ 1,818,489	\$ 1,875,491	3.1%

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

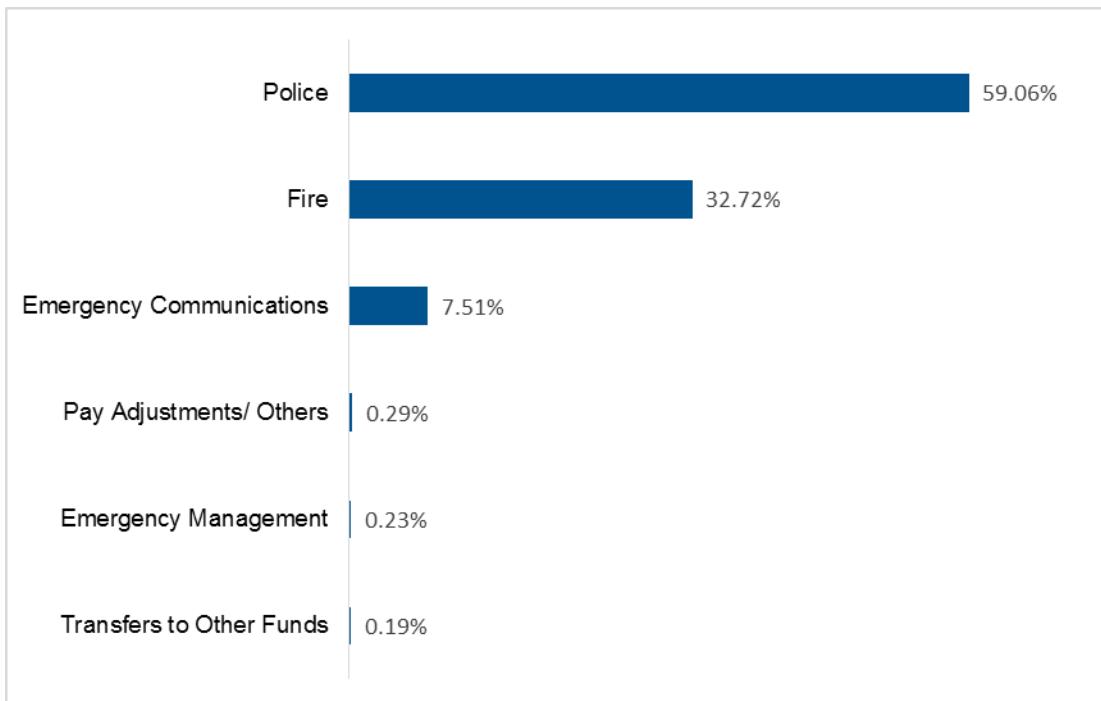
	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Operating	\$ 204,435	\$ 237,212	\$ 262,762	\$ 306,770	29.3%
Total Appropriations	\$ 204,435	\$ 237,212	\$ 262,762	\$ 306,770	29.3%
Revenues					
Discretionary	\$ 204,435	\$ 237,212	\$ 262,762	\$ 306,770	29.3%
Program	-	-	-	-	0.0%
Total Revenues	\$ 204,435	\$ 237,212	\$ 262,762	\$ 306,770	29.3%

Community Development	Service Provided	Award
Durham Central Kitchen Feasibility Study	Study for unified kitchen for Durham Public Schools that would consolidate processing and cooking for school meals at one site to increase economies of scale and efficiency. County, Duke, DPS and Blue Cross Blue Shield have contributed \$24,000 as well.	\$24,000
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
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
Total Community Development		\$306,770

PUBLIC SAFETY
BUDGET SUMMARY

Non-Grant Appropriations	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Emergency Communications	\$ 7,251,629	\$ 8,638,861	\$ 8,857,029	\$ 8,337,330	-3.5%
Emergency Management	240,915	334,069	334,069	259,192	-22.4%
Fire	28,585,222	34,112,632	34,395,206	36,302,180	6.4%
Police	60,572,980	63,883,388	65,093,448	65,524,164	2.5%
Pay Adjustments/Others	-	-	-	325,130	100.0%
Transfers to Other Funds	210,708	251,622	241,379	201,761	-19.8%
Total Appropriations	\$ 96,861,454	\$ 107,220,572	\$ 108,921,131	\$ 110,949,757	3.5%
Full Time Employees	1051	1162	1161	1166	4
Part Time	-	-	-	-	-
Revenues					
General Fund					
Discretionary	\$ 92,272,245	\$ 102,216,073	\$ 103,241,508	\$ 106,138,466	3.8%
Program	2,836,535	2,981,968	2,987,290	2,987,050	0.2%
General Fund Subtotal	\$ 95,108,780	\$ 105,198,041	\$ 106,228,798	\$ 109,125,516	3.7%
Emergency Telephone Fund	1,614,474	1,883,848	2,554,863	1,666,795	-11.5%
Inspections Fund	138,200	138,683	137,470	157,446	13.5%
Total Revenues	\$ 96,861,454	\$ 107,220,572	\$ 108,921,131	\$ 110,949,757	3.5%
Grants					
Public Safety	\$ 2,004,737	\$ 1,235,757	\$ 2,172,989	\$ 1,277,866	3.4%
Total Grants	\$ 2,004,737	\$ 1,235,757	\$ 2,172,989	\$ 1,277,866	3.4%
Full Time Employees	16	16	16	15	(1)
Part Time	-	-	-	-	-
Total Budget	\$ 98,866,191	\$ 108,456,329	\$ 111,094,120	\$ 112,227,623	3.5%

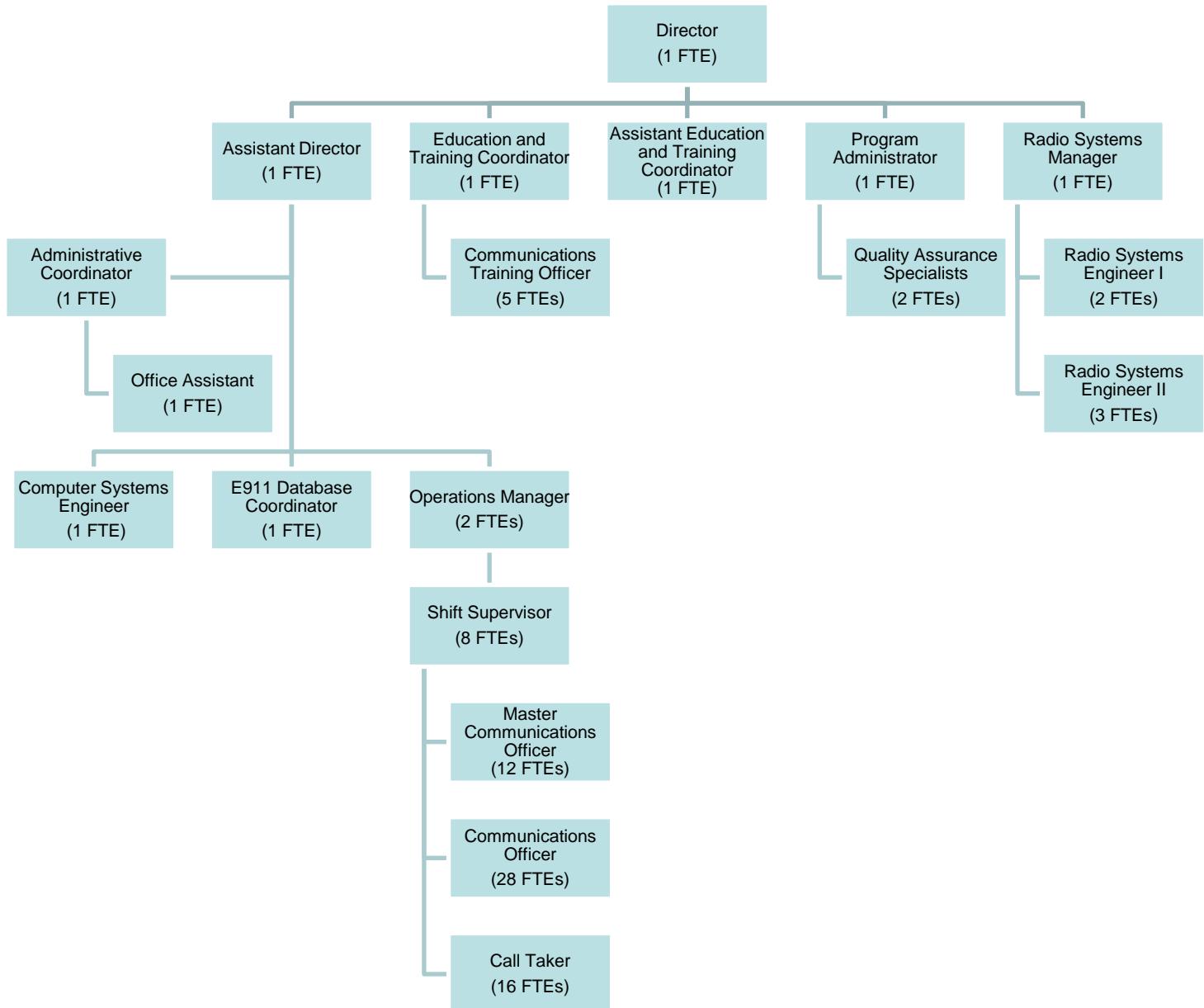
PUBLIC SAFETY





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: \$5,530,171
Emergency Telephone System Fund: \$1,666,795
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 911 calls.

Communications Maintenance

General Fund: \$1,140,364
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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Personal Services	\$ 4,837,775	\$ 5,932,083	\$ 5,367,028	\$ 5,872,189	-1.0%
Operating	2,330,412	2,706,778	3,490,001	2,465,141	-8.9%
Capital and Other	83,442	-	-	-	0.0%
Total Appropriations	\$ 7,251,629	\$ 8,638,861	\$ 8,857,029	\$ 8,337,330	-3.5%
Full Time Employees	88	88	88	88	-
Part Time	-	-	-	-	-
Revenues					
Discretionary	\$ 4,185,261	\$ 5,103,342	\$ 4,641,868	\$ 5,011,196	-1.8%
Program	1,451,892	1,651,671	1,660,298	1,659,339	0.5%
Total General Fund	\$ 5,637,153	\$ 6,755,013	\$ 6,302,166	\$ 6,670,535	-1.3%
Emergency Telephone Fund	1,614,474	1,883,848	2,554,863	1,666,795	-11.5%
Total Revenues	\$ 7,251,629	\$ 8,638,861	\$ 8,857,029	\$ 8,337,330	-3.5%

BUDGET ISSUES FOR FY 2019-20

- Recruitment and retention of new employees in the Emergency Communications Center
- Electrical grounding for new facility and back-up center
- Transition to new schedule

ACCOMPLISHMENTS FOR FY 2018-19

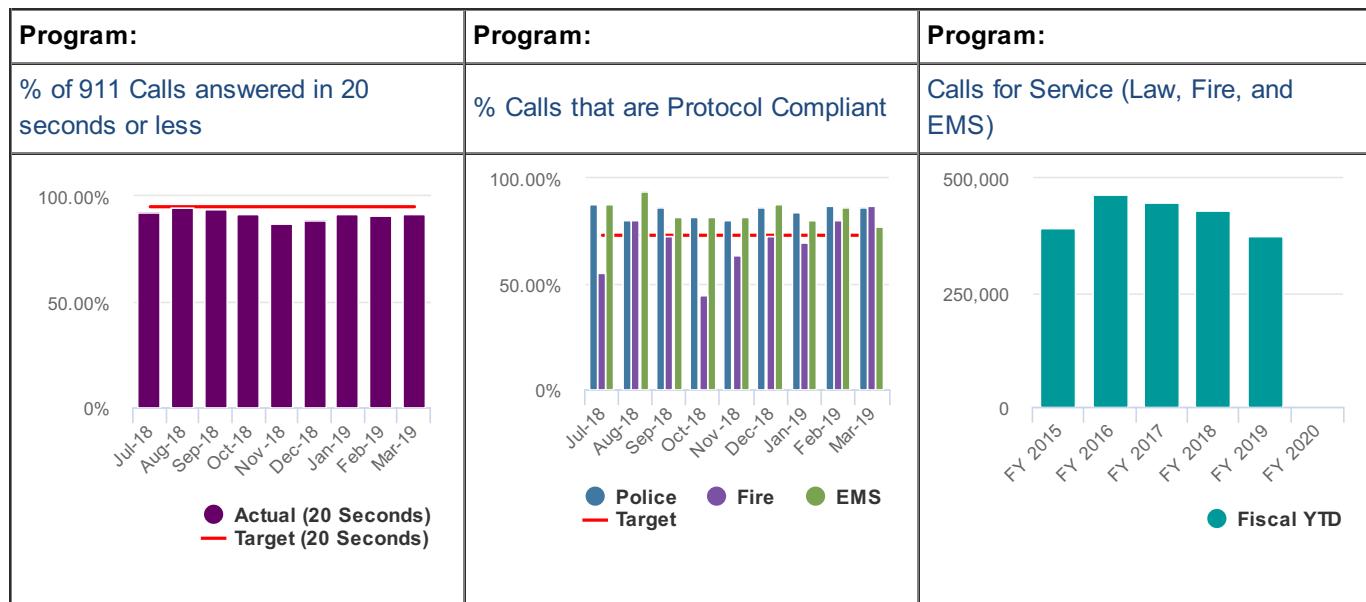
- Successful transition of leadership to new Emergency Communications Director
- Completed implementation of new technology necessary for successful relocation of operations to new building
- First Agency to transition to NC State ESInet call processing
- Awarded 2018 CALEA Public Safety Communications Reaccreditation

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

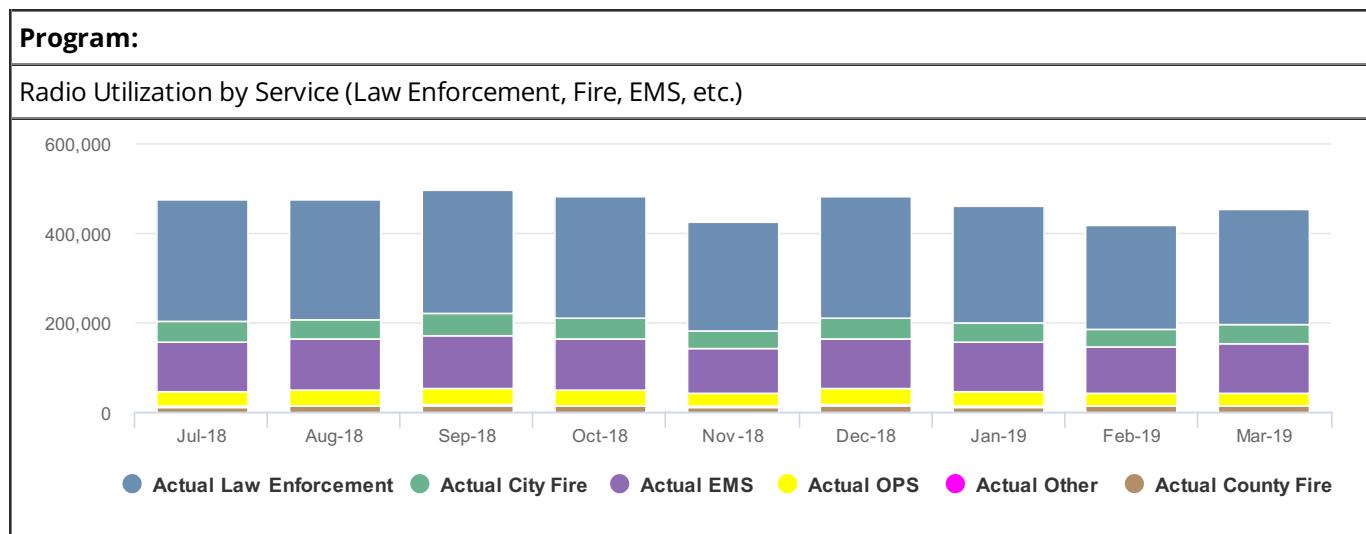
- Significant reduction in operational vacancy rate utilizing entry level Call Takers
- Implementation of new schedule promoting work life balance
- Improved employee satisfaction survey results
- Improved caller location utilizing improved GIS resources

DEPARTMENT PERFORMANCE SUMMARY

Objective: Ensure calls are processed in the most timely and effective manner to ensure safety of residents, first responders and visitors.



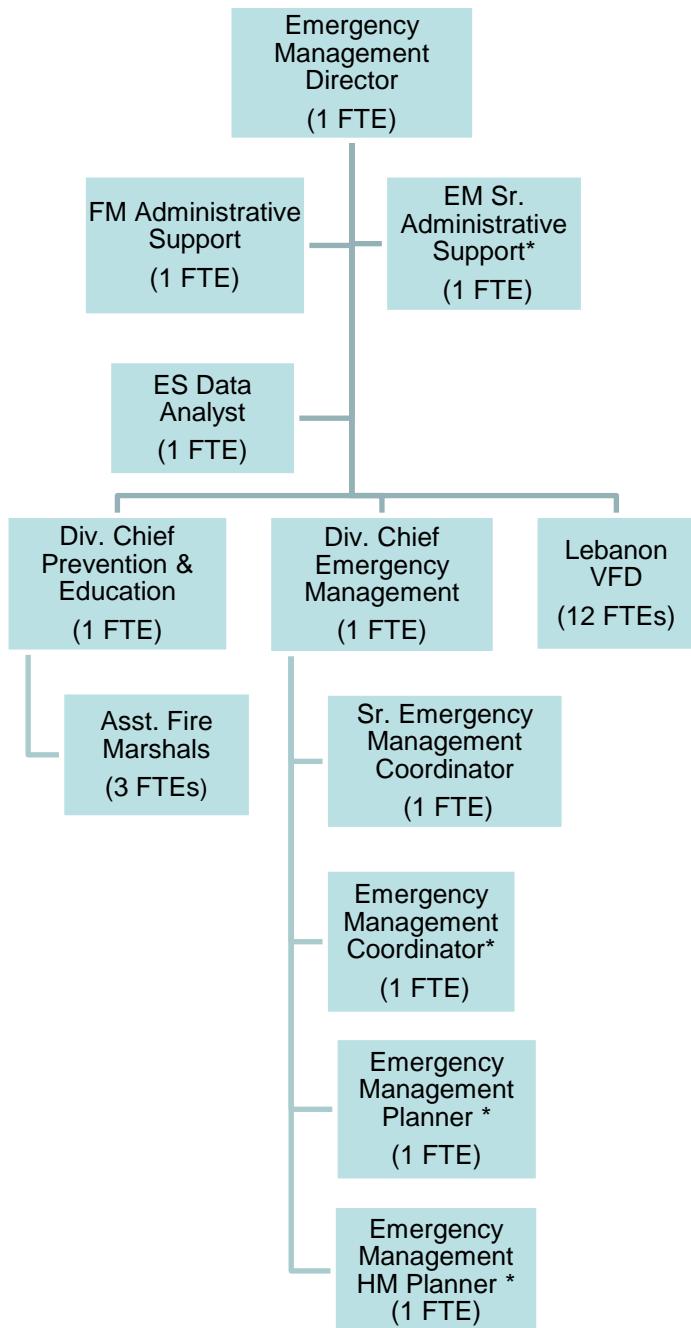
Objective: Provide service and support of the radio system to ensure continual communications capabilities.





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.

DEPARTMENT DESCRIPTION

Emergency Response	\$259,192 0 FTEs
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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	Adopted	Estimated	Adopted	Change
	FY 2017-18	FY 2018-19	FY 2018-19	FY 2019-20	
Appropriations					
Operating	\$ 240,915	\$ 334,069	\$ 334,069	\$ 259,192	-22.4%
Capital and Other	-	-	-	-	0.0%
Total Appropriations	\$ 240,915	\$ 334,069	\$ 334,069	\$ 259,192	-22.4%
Revenues					
Discretionary	\$ 240,915	\$ 334,069	\$ 334,069	\$ 259,192	-22.4%
Program	-	-	-	-	0.0%
Total Revenues	\$ 240,915	\$ 334,069	\$ 334,069	\$ 259,192	-22.4%

ACCOMPLISHMENTS FOR FY 2018-19

- Finalized the Emergency Operations Plan (EOP).
 - Conducted face to face meetings with Departments to validate roles and responsibilities.
- Delivered joint EOC awareness training sessions for City and County personnel.
- Initiated Continuity of Operations Planning for City Departments.
- Response coordination and training with City Fire HazMat and Police Department BCERT .
- Assistance with PAPA (Everbridge) program for City Communications.
- Completed Complex Coordinated Terrorist Attack guidance document that includes 5 annexes.
- Crisis Communications.
- Resource Management.
- Family/Friend Assistance and Mental Health.
- Mass Casualty.
- Suspicious Activity Reporting.
- Increased the number of AlertDurham users (resident survey).
- Navigated 2 major hurricane with extended EOC operations.
- Long Term Community Recovery Planning.
- Replacement of EOC Generator.
- Supported 23 public outreach events, engaging approximately 3,100 citizens regarding emergency preparedness.

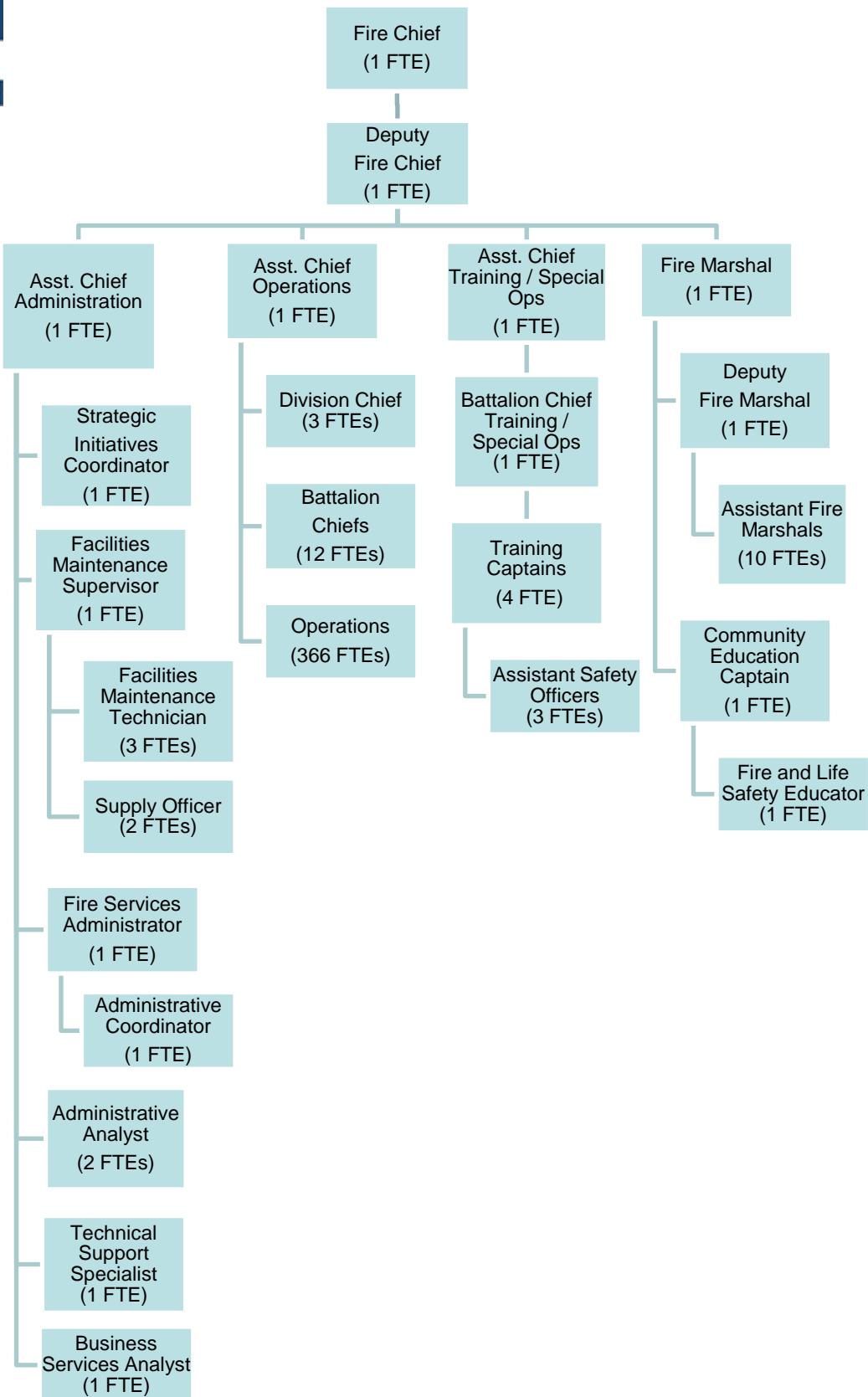
- Conducted 7 training events, engaging 119 City and County employees and partners.
- Attended and conducted 63 planning meetings with public and private partner agencies.
- Hosted and participated in 15 exercises.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

- Complete the Disaster Recovery Plan in collaboration with public and private stakeholders.
- Deliver Complex Coordinated Terrorist Attack awareness training and Incident Command Training to emergency responders.
- Develop progressive series of Complex Coordinated Terrorist Attack regional exercises.
- Anticipated \$40,000 in HazMat fees, reinvigorating the LEPC for businesses, and assisting in business emergency plan reviews.
- Semi-Annual EOC training and exercises, allowing for EOC access 4x per year.



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**General Fund: \$36,144,734****419 FTEs****Inspections Fund: \$157,446****2 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 and the Durham County Fire-Rescue Department.

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 a Safe & Secure Community.

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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Personal Services	\$ 26,207,522	\$ 31,484,133	\$ 31,667,135	\$ 33,647,493	6.9%
Operating	2,337,886	2,265,250	2,481,982	2,621,632	15.7%
Capital and Other	39,814	363,249	246,089	33,055	-90.9%
Total Appropriations	\$ 28,585,222	\$ 34,112,632	\$ 34,395,206	\$ 36,302,180	6.4%
Full Time Employees	348	418	418	421	3
Part Time	-	-	-	-	-
Revenues					
Discretionary	\$ 27,143,683	\$ 32,722,011	\$ 33,005,797	\$ 34,892,796	6.6%
Program	1,303,338	1,251,938	1,251,938	1,251,938	0.0%
Total General Fund	28,447,021	33,973,949	34,257,735	36,144,734	6.4%
Inspections Fund	138,200	138,683	137,470	157,446	13.5%
Total Revenues	\$ 28,585,222	\$ 34,112,632	\$ 34,395,206	\$ 36,302,180	6.4%

BUDGET ISSUES FOR FY 2019-20

- 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 to continue building capacity in order to respond to rapid growth and development.
- The department continues to work collaboratively with Durham Public Schools to build capacity for their high school fire academy concept.

- 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 seeks to increase capacity to provide closer oversight of emergency medical service delivery and reporting by employing two EMS trainers who will monitor personnel certifications and provide EMS continuing education for all Fire Department Operations personnel.
- The department needs to enhance the ability for any suspicious fires to be investigated in the most efficient way possible. The department will be moving forward with the development of 24-hour availability of fire investigators. This service will provide for better investigations, addressing of overcrowding issues and other challenges of a rapidly growing city.
- The Fire Department needs to continue building on the capacity to train its personnel to respond to active assailant and other asymmetrical threats. Develop and implement a staffing and service delivery model to increase the quality and quantity of code-enforcement occurring in the jurisdiction.

ACCOMPLISHMENTS FOR FY 2018-19

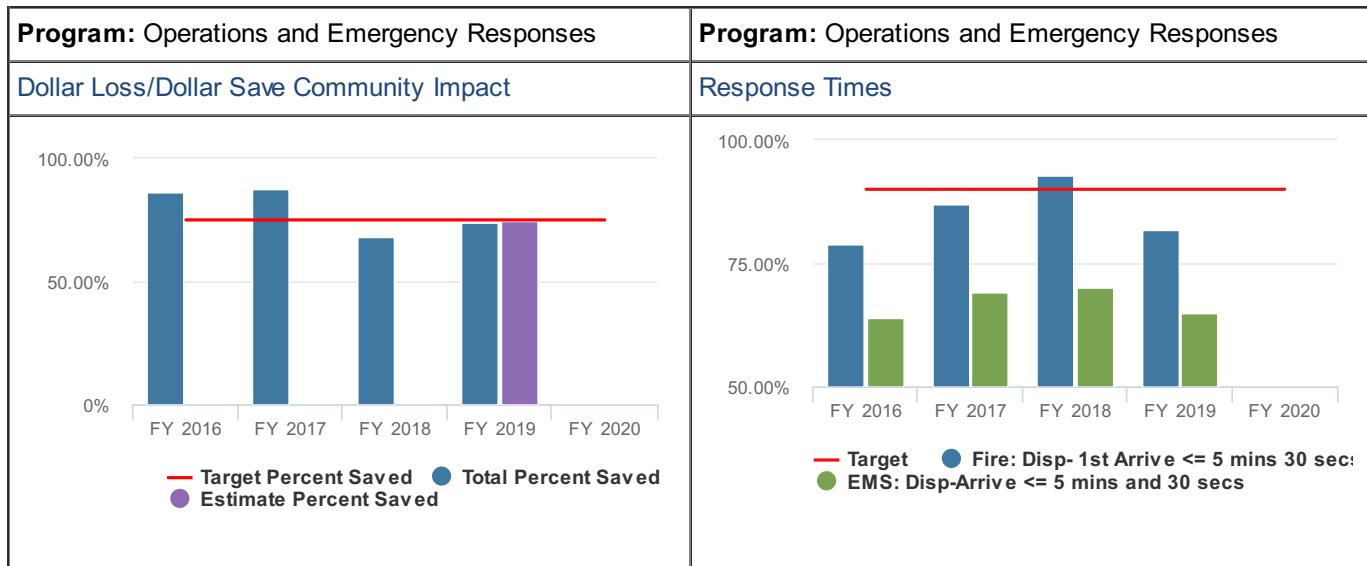
- Continued the replacement of vehicle extrication equipment which has reached the end of its useful life with new equipment capable of dealing with reinforced high strength steel in many of the newer car models.
- Continued advanced testing and replacement of turnout gear according to NFPA standard 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.
- Began the formation of three new advisory committees to address departmental and emerging fire service issues such Firefighter Cancer, Personal Protective Equipment (PPE), 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.
- Through the first 7 months of the year, our Fire Education Captain conducted over 75 programs engaging over 1800 residents. Operations companies engaged in another 166 events.
- Partnerships on fire and life safety programs regularly include 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.
- Nearly 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.
- 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 operational SOGs.
- Successfully on-boarded 82 new firefighters inclusive of the consolidation.
- Opened Fire Station 17 and absorbed Stations 18 and 19 from Durham County.
- Re-instituted the Target Solutions learning management platform for distance learning and continuing education training.
- Promoted eight Chief officers and eight Fire Drivers in the Operations Division. Promoted an Assistant Chief and two Assistant Fire Marshals in the Prevention Division.
- All employees completed Diversity and Inclusion training.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

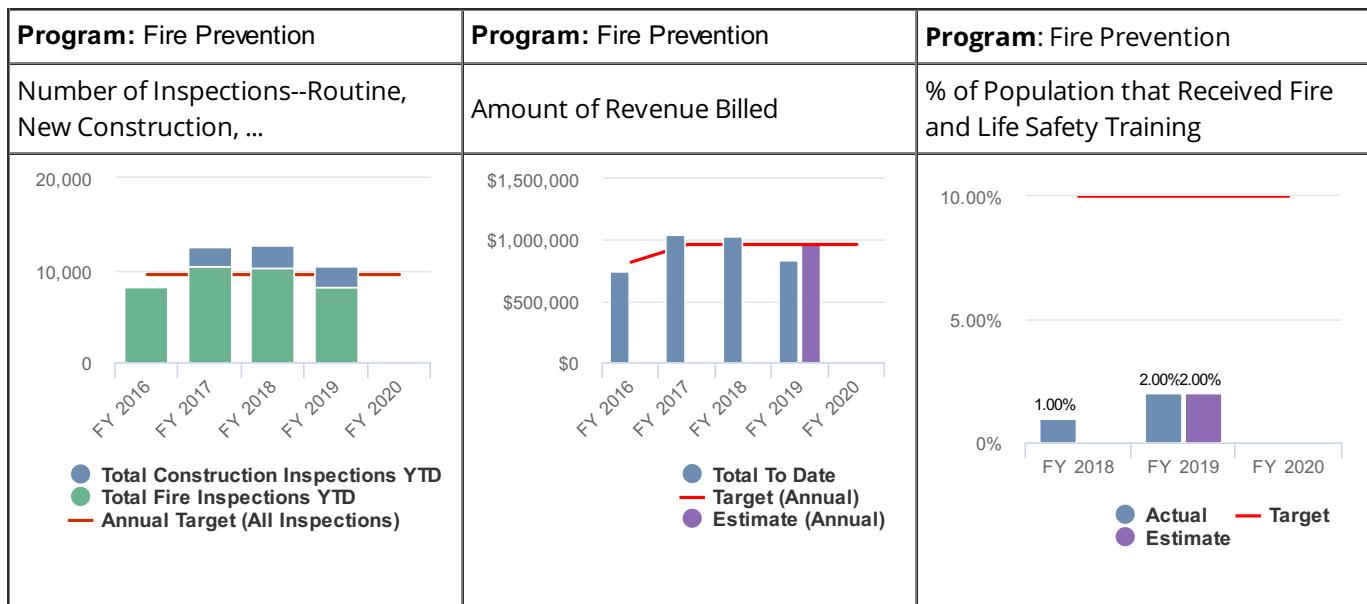
- Provide and install smoke and carbon monoxide alarms to our residents free of charge through a weekly canvas of all stations throughout the late spring and summer.
- Review and update one third of Fire Department policies.
- Promote 20+ Captains and Drivers in the operations division and two Assistant Fire Marshals in the Prevention Division.
- Develop 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 (2008 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.
- Pursue 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.

DEPARTMENT PERFORMANCE SUMMARY

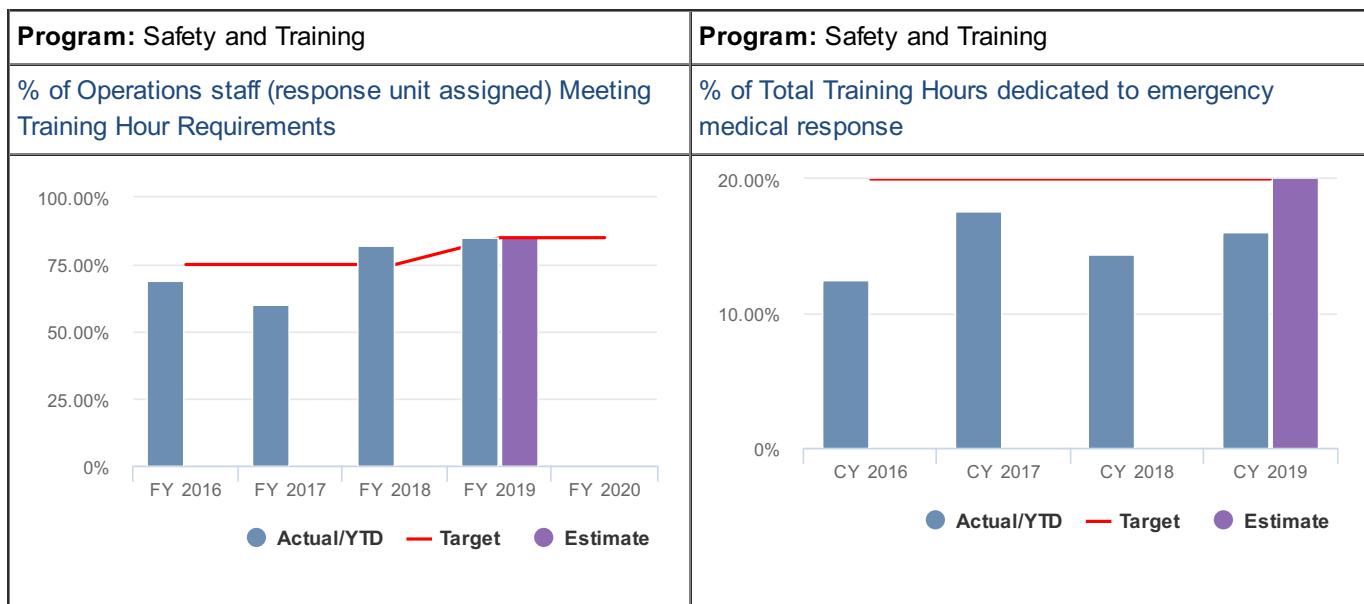
Objective: Enhance Emergency Response Capabilities



Objective: Increase Code Enforcement and Community Education Efforts

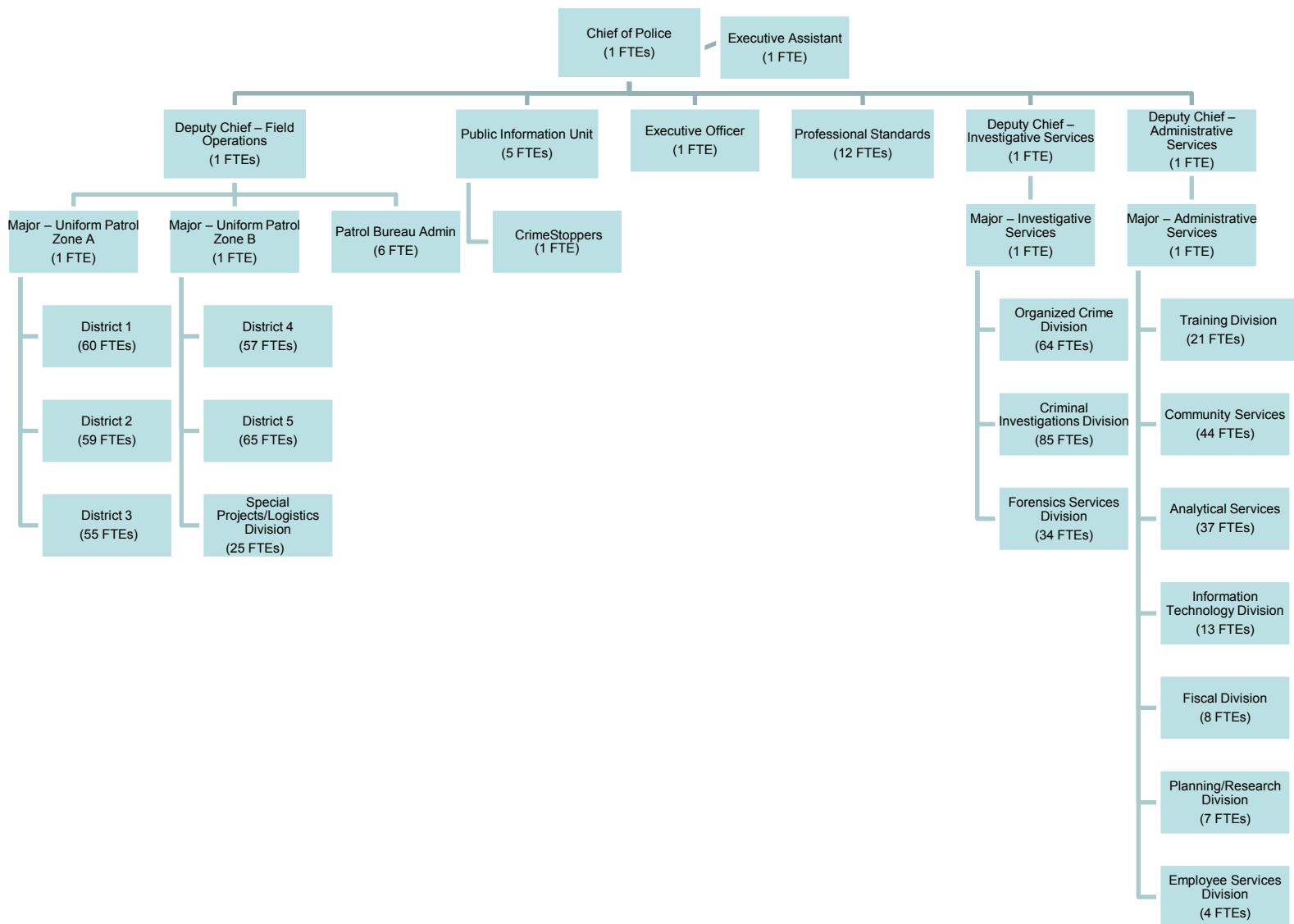


Objective: Increase Staff Preparedness through Training





Police Department (672 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:** \$65,725,925

657 FTEs

Grant Funds: \$1,277,866

15 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, 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.

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, Community 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 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.

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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Personal Services	\$ 54,067,410	\$ 57,243,243	\$ 57,402,233	\$ 58,970,573	3.0%
Operating	6,295,470	6,618,145	7,566,314	6,531,591	-1.3%
Capital and Other	210,100	22,000	124,901	22,000	0.0%
Transfers	210,708	251,622	241,379	201,761	-19.8%
Subtotal Appropriations	\$ 60,783,688	\$ 64,135,010	\$ 65,334,827	\$ 65,725,925	2.5%
Total Appropriations	\$ 60,783,688	\$ 64,135,010	\$ 65,334,827	\$ 65,725,925	2.5%
Full Time Employees	615	656	655	657	1
Part Time	-	-	-	-	-
Revenues					
Discretionary	\$ 60,702,383	\$ 64,056,651	\$ 65,259,773	\$ 65,650,152	2.5%
Program	81,305	78,359	75,054	75,773	-3.3%
Total Revenues	\$ 60,783,688	\$ 64,135,010	\$ 65,334,827	\$ 65,725,925	2.5%
Grant					
Personal Services	\$ 1,035,199	\$ 199,751	\$ 1,156,270	\$ 459,966	130.3%
Operating	717,778	1,036,006	507,967	747,900	-27.8%
Capital and Other	251,760	-	508,752	70,000	100.0%
Total Appropriations	\$ 2,004,737	\$ 1,235,757	\$ 2,172,989	\$ 1,277,866	3.4%
Full Time Employees	16	16	16	15	(1)
Part Time	-	-	-	-	-
Revenues					
Grants	\$ 2,004,737	\$ 1,235,757	\$ 2,172,989	\$ 1,277,866	3.4%
Total Grant Revenue	\$ 2,004,737	\$ 1,235,757	\$ 2,172,989	\$ 1,277,866	3.4%
Total Budget	\$ 62,788,425	\$ 65,370,767	\$ 67,507,816	\$ 67,003,791	2.5%

BUDGET ISSUES FOR FY 2019-20

- The attrition rate through the first seven months of FY19 averaged 3.8 officers per month, which impacts the presence of law enforcement officers on the streets. New hiring and retention incentives, and a new 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 FY20. 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 3.1% per month for the first seven 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.
- An Operations and Management Study prepared by the International Association of Chiefs of Police (IACP) in 2018 demonstrates a significant need for additional resources, as well as the adoption of a new patrol schedule. The patrol scheduling analysis recommended modifying the schedule from a 12 hour shift to a 10.5 hour shift with overlapping squads that would align resources with operational demand. In order to fully

implement this change, an additional 72 Uniform Patrol officers would be needed. This change will need to be postponed until additional resources are received. Until then, the department is utilizing overtime funds and redeploying existing resources, as staffing levels allow, in order to meet operational objectives.

- 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.

ACCOMPLISHMENTS FOR FY 2018-19

- The Department continues to focus on reducing violent and property crimes. When comparing violent crimes committed per 100,000 in FY17 to violent crimes committed per 100,000 in FY18, there was an overall decrease in violent crimes committed of 18.3% (910 to 744).
- When comparing property crimes committed per 100,000 in FY17 to FY18, there was an overall decrease in property crimes of 6.9% (4,024 to 3,746).
- Hired 32 recruits for the August 2018 BLET academy, of which 23 have now graduated and are in field training. Hired 34 recruits for the February 2019 BLET academy, plus an additional 5 lateral hires. This represents a consistent rate in recruits hired (71 in FY18 and 71 in FY19). Academies are funded through lapsed salary savings. The current average monthly real sworn vacancy rate for FY19 is 3.1%.
- 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 2019 of 6.1 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 66% staffed each month up to an average of 85% staffed.
- The Department was awarded grant funding for the acquisition of an Integrated Ballistics Identification System, which will aid in crime clearances by allowing comparison of ballistic evidence locally, regionally, and nationally through the ATF managed National Integrated Ballistics Identification Network.
- The Community Engagement Unit established a DHA Community Engagement Center in the McDougald Terrace community. The community recognized a greater than 60% reduction in violent crimes as a result of the implementation of this center.
- Continued the implementation of a take-home car program for Uniform Patrol officers living within the Durham City limits. Sixty-nine (69) take-home vehicles were rolled out in FY17 and FY18, with 31 more being rolled out before the end of this fiscal year. This brings the number of take-home vehicles assigned to Uniform Patrol officers up to a grand total of 100.
- 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 FY18 was \$85,000. The projected cost for FY19 is \$165,000, 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 FY18 was \$53,000. The projected cost for FY19 is \$89,000. The percentage of sworn officers living within the Durham city limits decreased from 39% in FY18 to 38% in FY19. The number of recruits living within the Durham city limits is 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 \$99,000 in FY18 and \$95,400 in FY19.
- Through the ETC Institute, the Department distributed its third annual Police Department Resident Satisfaction Survey. ETC is currently analyzing the data, and a final report should be complete in March.
- The new Police Headquarters was completed in August, 2018. All of the divisions from the old headquarters, the divisions from the central district substation, and 911 were transitioned into the new headquarters between October and December.
- Community Outreach Activities and Departmental Recognitions include the following:
 - Continued a contract through You & Five-O, LLC to conduct multiple workshops on Practical Strategies for Interacting With Law Enforcement in accordance with the Department's community policing philosophy.

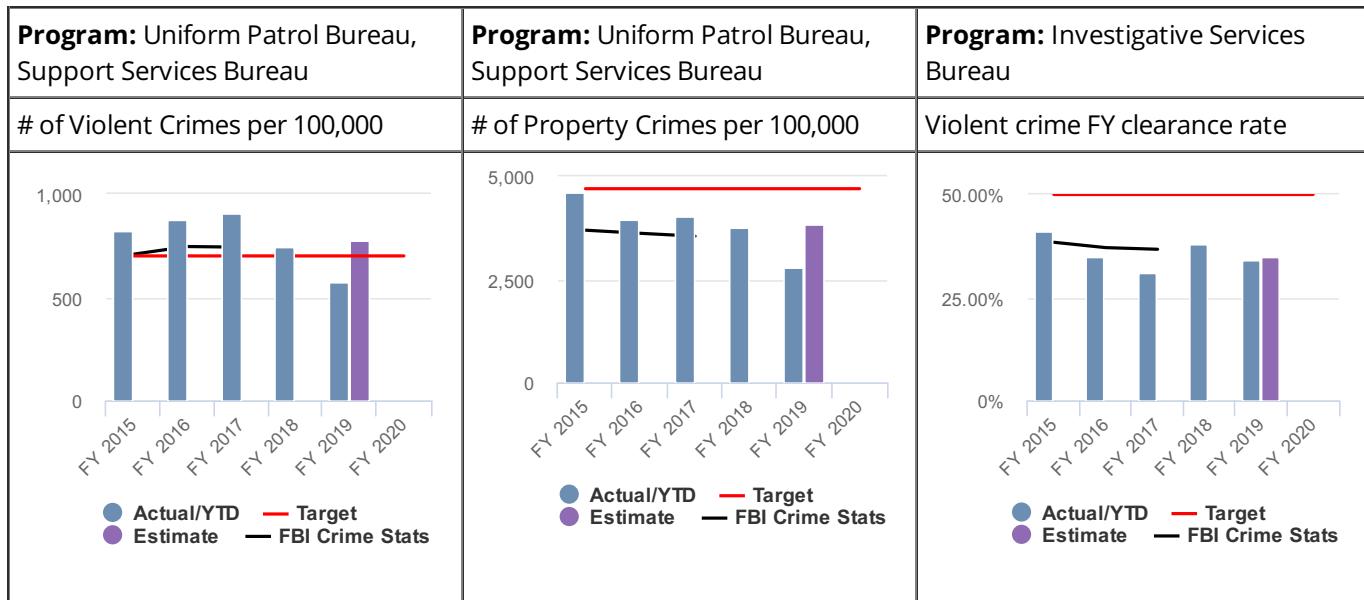
- Launched the new Safe Place program. This program is a community-oriented policing program that engages the community to report hate crimes and harassment that victimizes members of the Lesbian, Gay, Bisexual, Transgender, and Queer/Questioning (LGBTQ) community. The program encourages Durham establishments to be supportive of victims of such crimes by providing a “safe place” until authorities/officials arrive. Twenty-two (22) Safe Place partner establishments had joined the program by the end of December, 2018.
- Eighteen Durham police officers spent a week in Wilmington, NC assisting the Wilmington Police Department following Hurricane Florence. The officers helped with traffic, security, and assisting with calls for service. Additionally, five members of the Fraternal Order of Police, Lodge #2, also went to Wilmington to assist the New Hanover County Sheriff’s Office following the hurricane.
- The annual Citizen Police Academy was held during August and September, and graduated 23 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.
- Employees participated in numerous holiday initiatives during November and December. These initiatives included bringing turkeys to the Durham Rescue Mission for Thanksgiving, buying gifts for families for the holidays, delivering Meals on Wheels, knitting red hats for the “Little Hats, Big Hearts” program for newborns at Duke University Hospital and Duke Regional Hospital, donations for the Animal Protection Society and other community outreach activities. Employees from the Community Services Bureau handed out more than 1,800 crime prevention brochures during this time.
- Eight Durham Police Department canines received free custom-fitted ballistic vests donated by Spike’s K-9 Fund. The dogs were fitted for the vests over the summer and received their new protective gear in January. The canines are multi-purpose dogs trained to track suspects and missing persons, search buildings and detect drugs.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

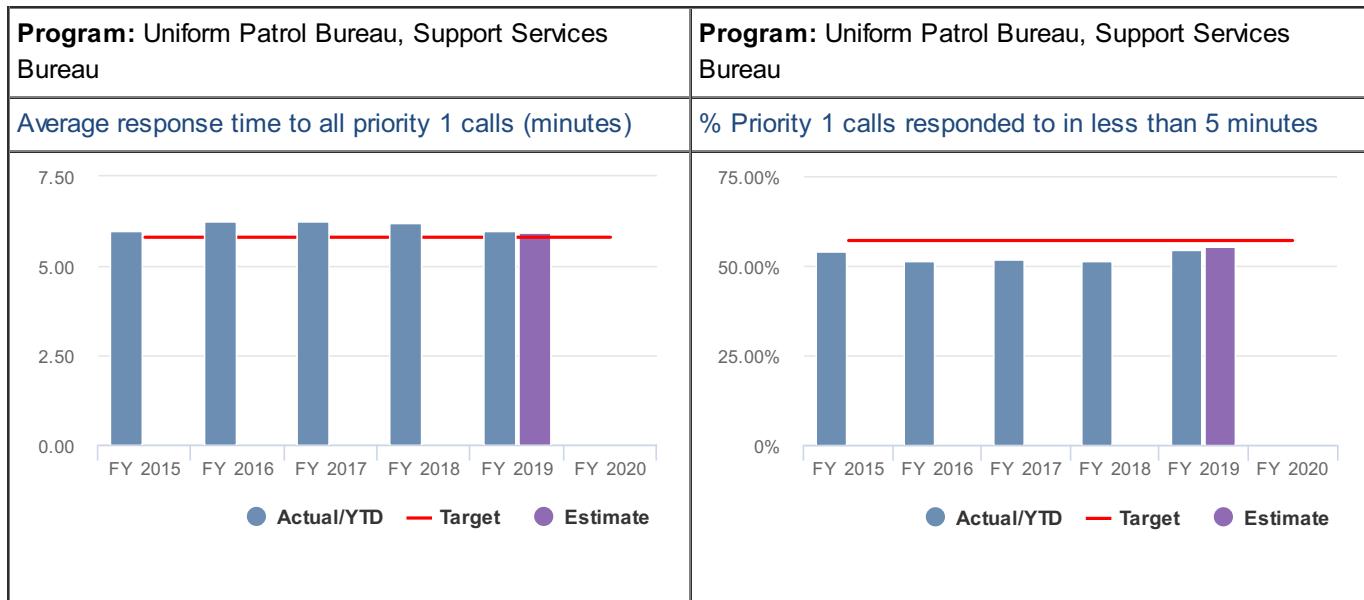
- Continue to focus on the reduction of violent crime and property crime.
- Expand the Community Engagement Unit and replicate the model used in the McDougald Terrace community to combat violent crime in other DHA communities.
- Enhance agency effectiveness through public and private partnership to develop 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 personnel to include in-service classroom training that takes full advantage of the new headquarters’ state of the art technology.
- Begin 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.

DEPARTMENT PERFORMANCE SUMMARY

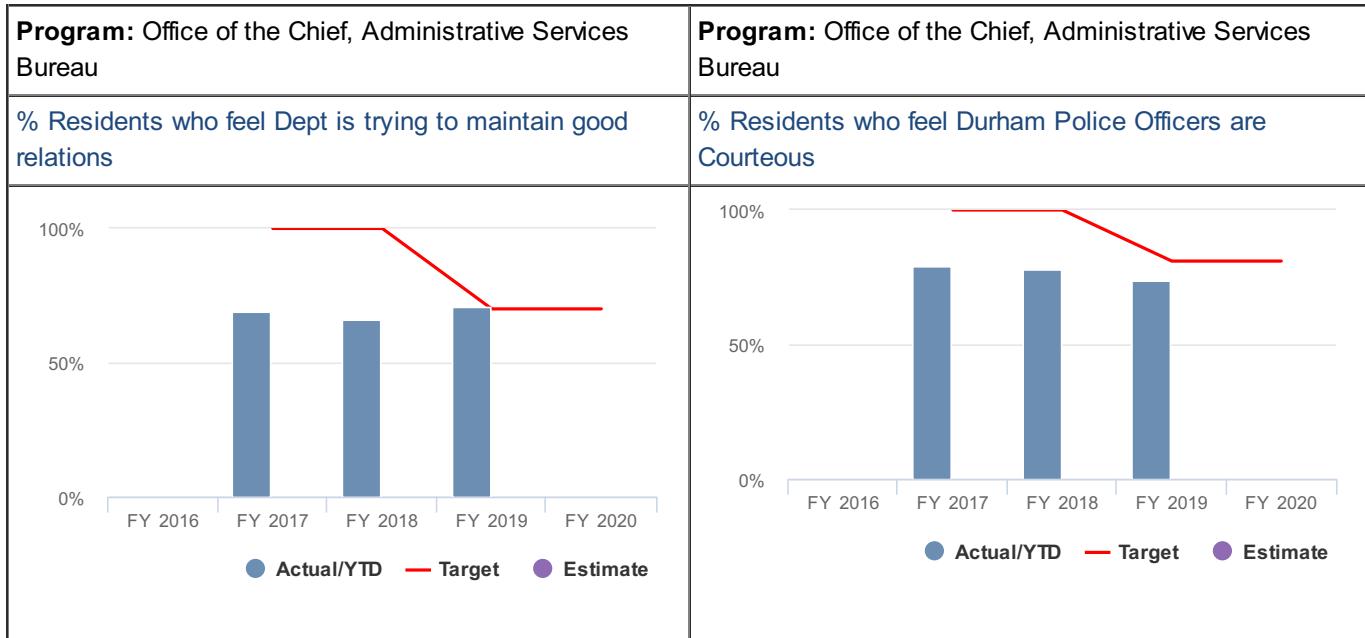
Objective: Reduce the impact and fear of crime through effective proactive policing.



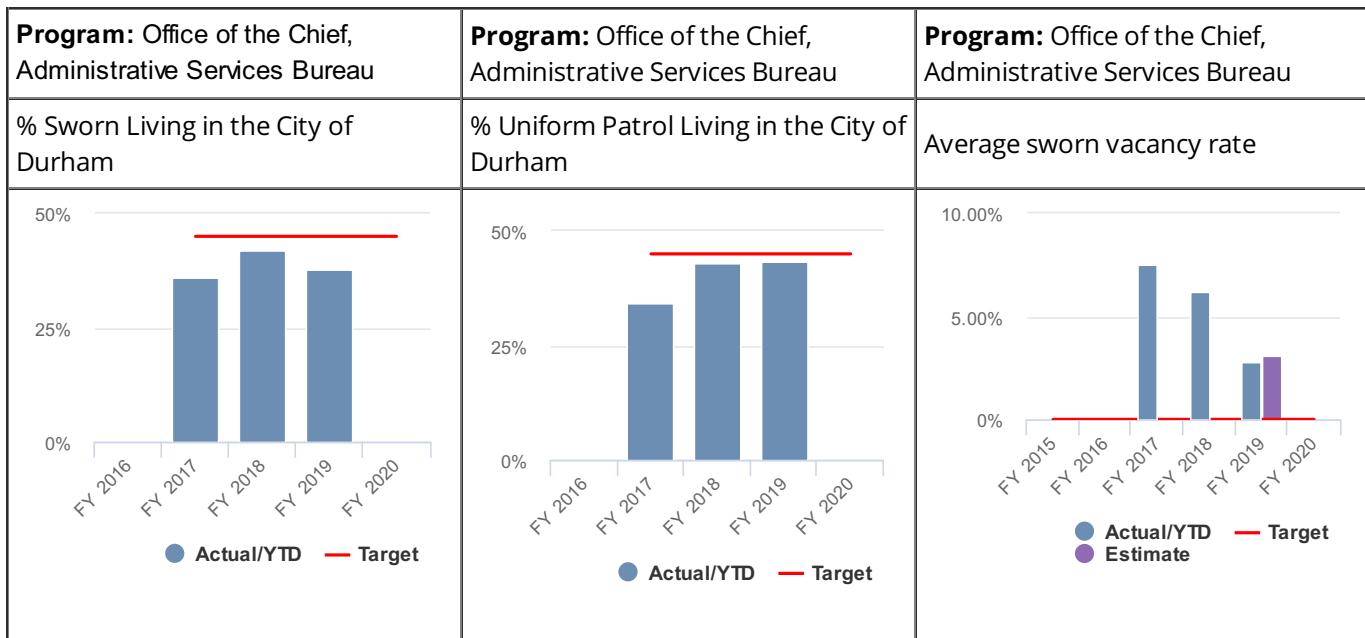
Objective: Meet response time goals to improve service delivery.



Objective: Strengthen community relations through proactive community engagement.



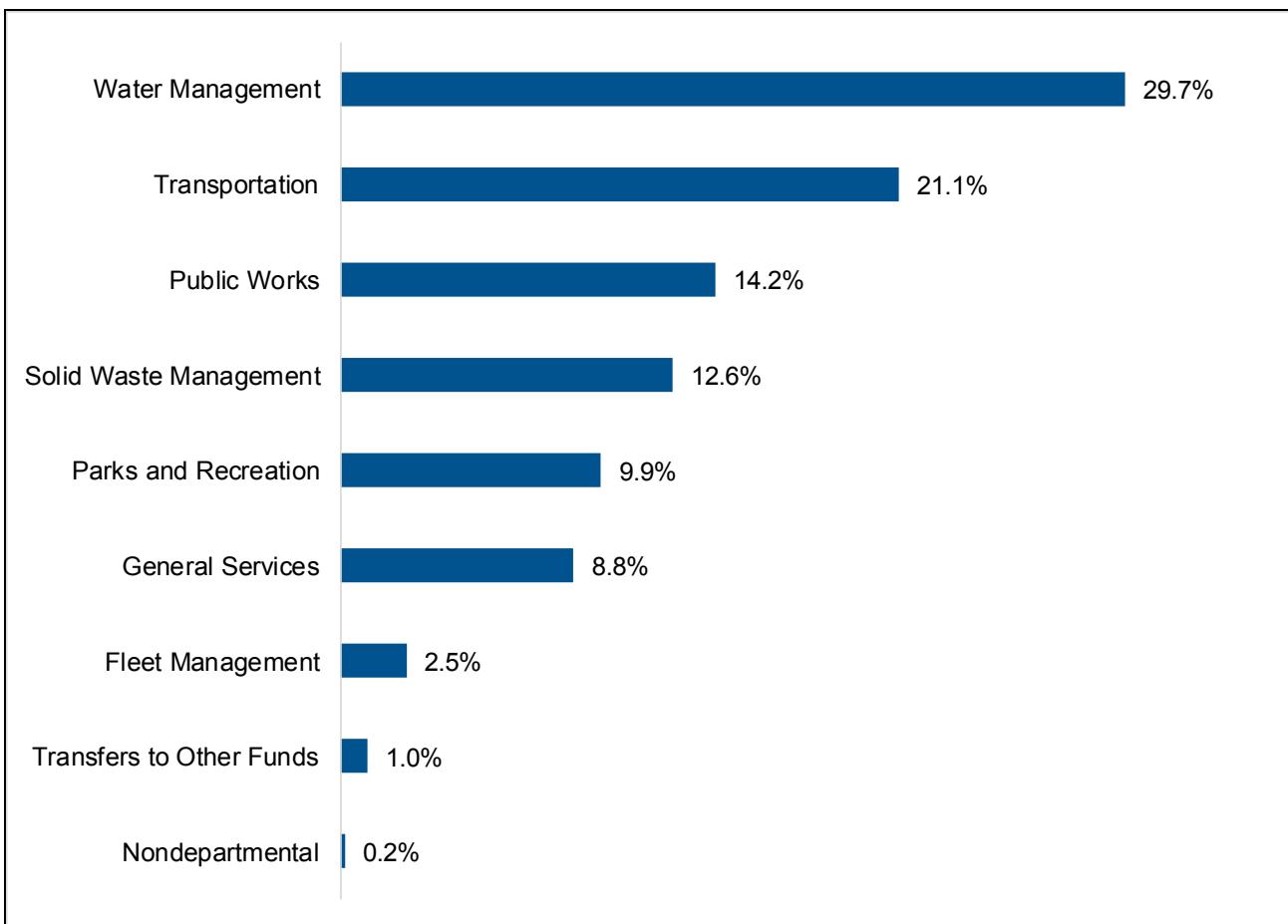
Objective: Effectively recruit, train and retain well qualified and diverse employees.



PUBLIC SERVICES
BUDGET SUMMARY

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Non-Grant Appropriations					
Fleet Management	\$ 3,428,122	\$ 3,730,155	\$ 3,799,182	\$ 4,027,109	8.0%
General Services	12,898,378	13,184,669	15,376,255	14,308,555	8.5%
Parks and Recreation	12,986,422	14,276,098	14,890,565	15,986,556	12.0%
Public Works	20,998,268	22,137,550	23,169,179	22,940,837	3.6%
Solid Waste Management	17,381,187	17,994,804	19,293,030	20,350,185	13.1%
Transportation	29,592,700	32,875,548	32,798,579	34,204,202	4.0%
Water Management	44,869,225	46,364,420	50,480,605	48,062,543	3.7%
Nondepartmental	\$242,254	\$259,200	\$259,200	\$259,200	0.0%
Transfers to Other Funds	1,451,066	1,803,777	1,803,777	\$1,654,946	-8.3%
Total Appropriations	\$ 143,847,622	\$ 152,626,221	\$ 161,870,372	\$ 161,794,133	6.0%
Full Time Employees	1,006.5	1,056.5	1,056.5	1,066.5	10
Part Time	88	83	84	82	(1)
Revenues					
General Fund					
Discretionary Program	\$ 41,130,731	\$ 44,080,954	\$ 47,150,685	\$ 46,935,037	6.5%
General Fund Subtotal	4,115,375	3,708,597	4,190,614	4,046,436	9.1%
Ballpark Fund	\$ 45,246,106	\$ 47,789,551	\$ 51,341,299	\$ 50,981,473	6.7%
Parking Fund	-	162,711	114,346	434,258	166.9%
Solid Waste Disposal Fund	3,111,690	4,056,852	3,522,977	4,003,426	-1.3%
Storm Water Fund	17,568,356	18,264,939	19,580,497	20,622,154	12.9%
Transit Fund	9,213,133	9,972,151	10,606,009	10,562,180	5.9%
Water and Sewer Fund	19,971,075	21,820,502	21,864,409	22,802,812	4.5%
Total Revenues	\$ 143,847,622	\$ 152,626,221	\$ 161,870,372	\$ 161,794,133	6.0%
Grants					
Transit Grant	\$ 6,169,196	\$ 5,830,979	\$ 7,124,283	\$ 5,973,576	2.4%
Transportation Planning	2,354,229	2,772,896	2,632,446	2,092,505	-24.5%
Bloomberg Grant	-	-	90,000	364,523	100.0%
Total Grants	\$ 8,523,425	\$ 8,603,875	\$ 9,846,729	\$ 8,430,604	-2.0%
Full Time Employees	11.5	12.5	14.5	14.5	-
Part Time	2	2	2	2	-
Total Budget	\$ 152,371,047	\$ 161,230,096	\$ 171,717,101	\$ 170,224,737	5.6%

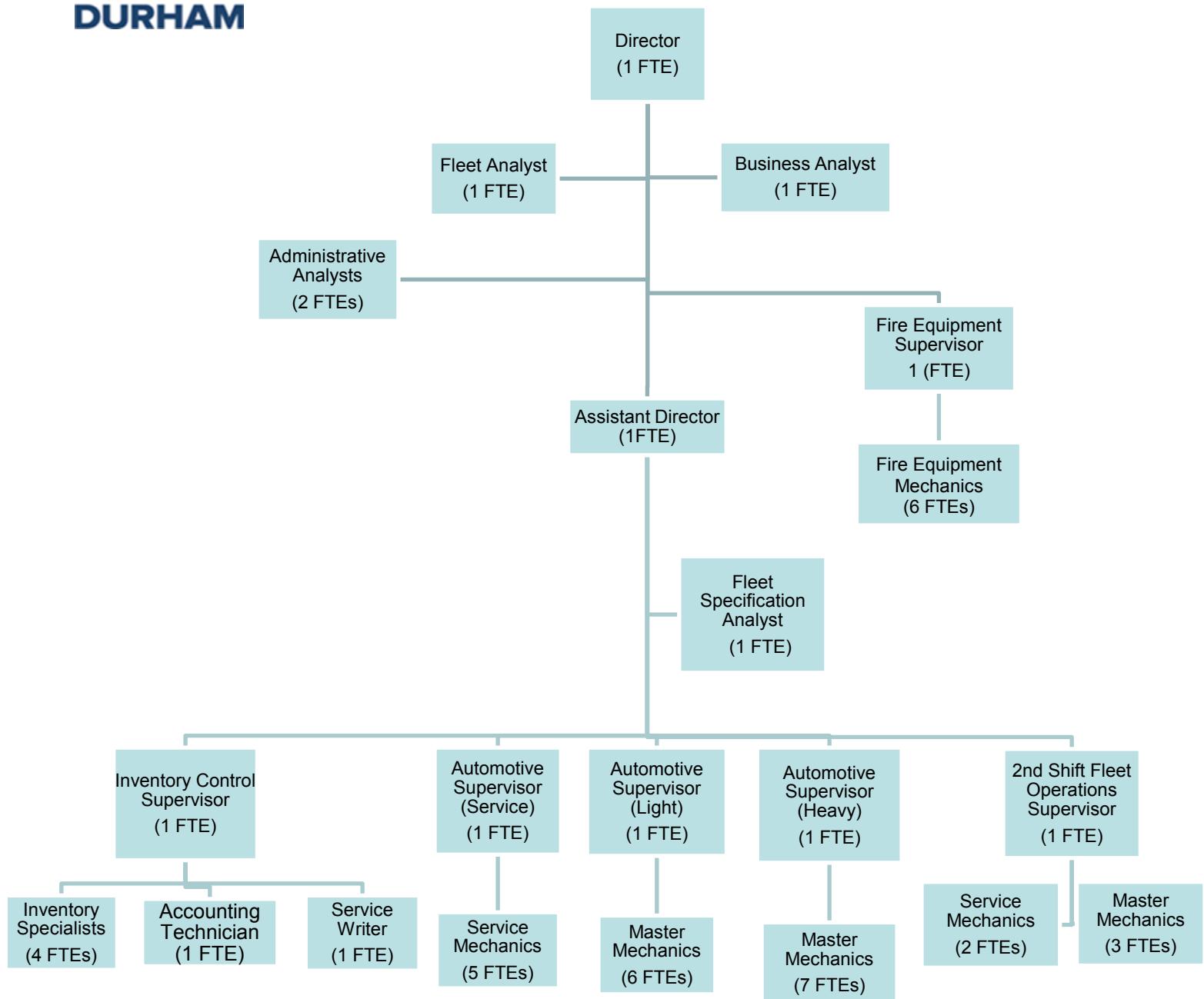
PUBLIC SERVICES





Fleet Department

(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 three core business functions: Fleet Asset Management, Fleet Maintenance and Fire Maintenance. 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 and 24/7 support for fleet functions during emergency events.

DEPARTMENT DESCRIPTIONS

Fleet Management	\$4,027,109
	48 FTE

Fleet Asset Management/Fleet Maintenance/Fire Maintenance

Fleet Operations provides 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 Administrative. The division supports over 1,700 vehicles/equipment for departments including; Police, Fire, Public Works, Solid Waste, Water Management, General Services and others. Fleet 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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Personal Services	\$ 3,000,277	\$ 3,364,165	\$ 3,242,107	\$ 3,460,347	2.9%
Operating	291,037	365,990	477,079	491,762	34.4%
Capital and Other	136,808	-	79,996	75,000	100.0%
Total Appropriations	\$ 3,428,122	\$ 3,730,155	\$ 3,799,182	\$ 4,027,109	8.0%
Full Time Employees	45	48	48	48	-
Part Time	-	-	-	-	-
Revenues					
Discretionary Program	\$ 3,715,680	\$ 3,730,155	\$ 3,787,929	\$ 4,027,109	8.0%
	(287,558)	-	11,253	-	0.0%
Total Revenues	\$ 3,428,122	\$ 3,730,155	\$ 3,799,182	\$ 4,027,109	8.0%

BUDGET ISSUES FOR FY 2019-20

- 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 2018-19

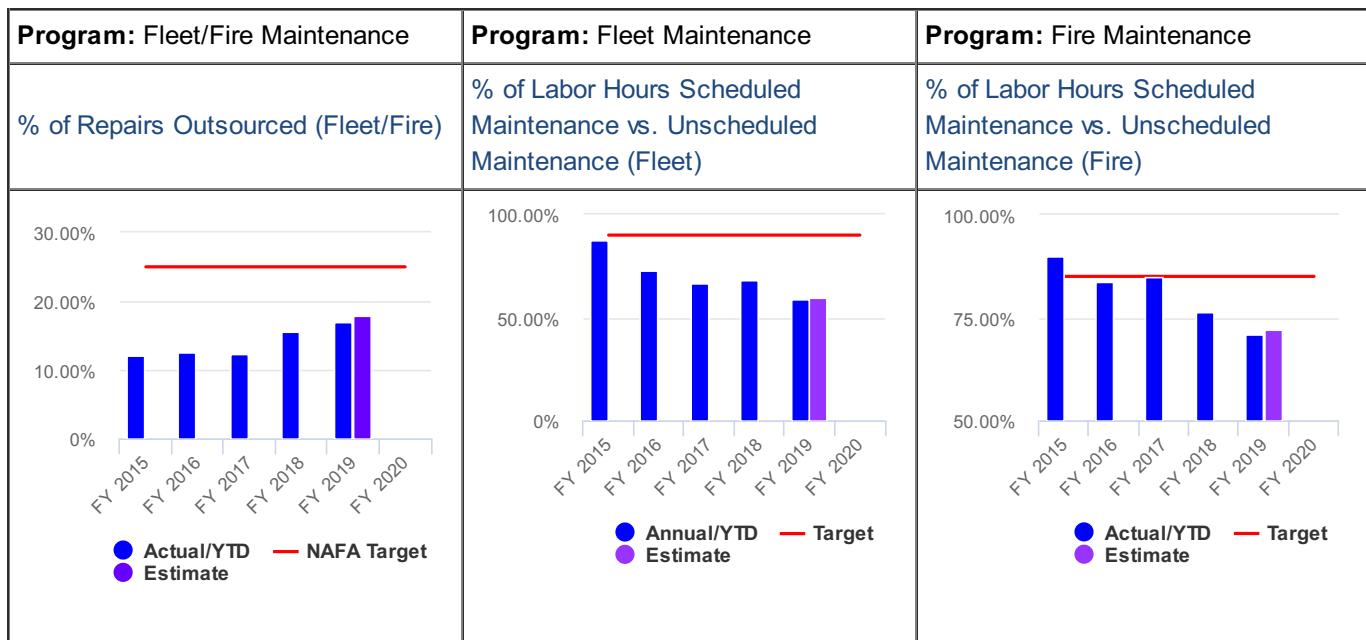
- Recognized as the 76th best government fleet in the nation by 100 Best Government Fleets awards.
- Recognized as the 40th best Government Green Fleet by the Government Green Fleet awards.
- Recognized as a Top 50 Fleet by Leading Fleets.
- Named as a Smart Fleet Champion by NC Mobile Care and the NC Clean Energy Technology Center
- 3rd year of a 10-year comprehensive vehicle and equipment replacement plan.
- County Fire Maintenance consolidation.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

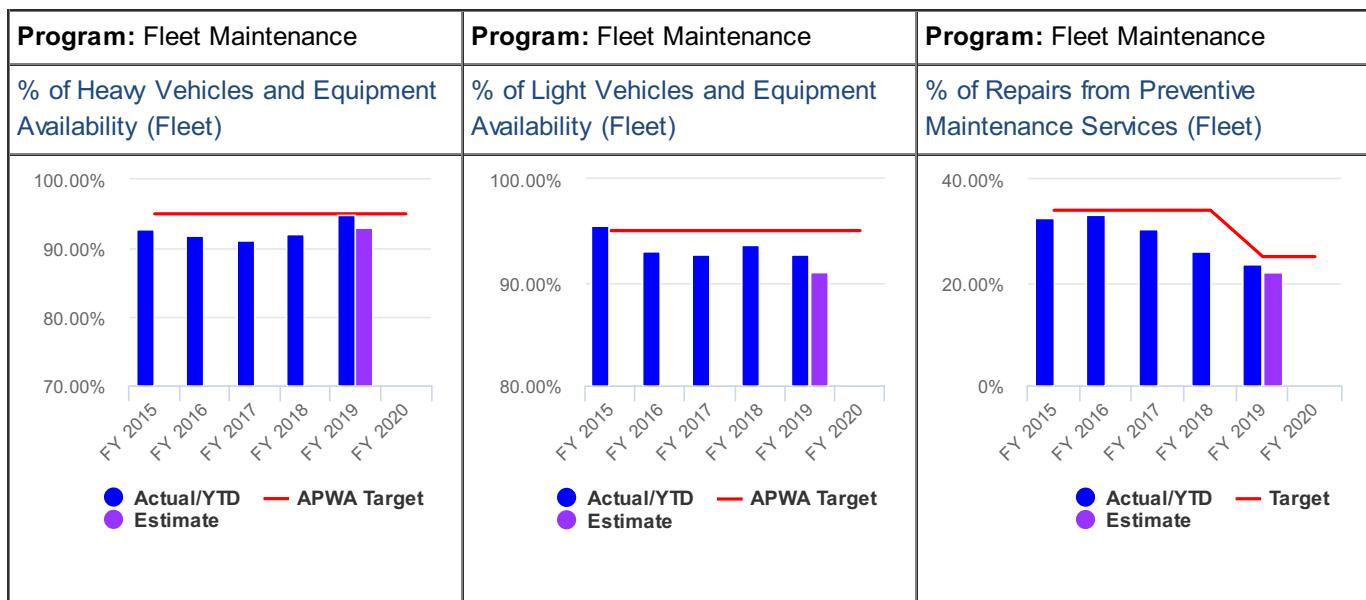
- Remain on the Government Green Fleet list possibly advancing our previous position.
- Remain in contention for a position in the 100 Best Fleets.
- Remain in contention for a position in the Leading Fleets.
- Continue best business practices for citywide vehicle utilization program.
- Sustain consolidated vehicle replacement plan.
- Implement a new 2-year Strategic Plan
- Become an Accredited Sustainable Fleet through the NAFA Fleet Management Association

DEPARTMENT PERFORMANCE SUMMARY

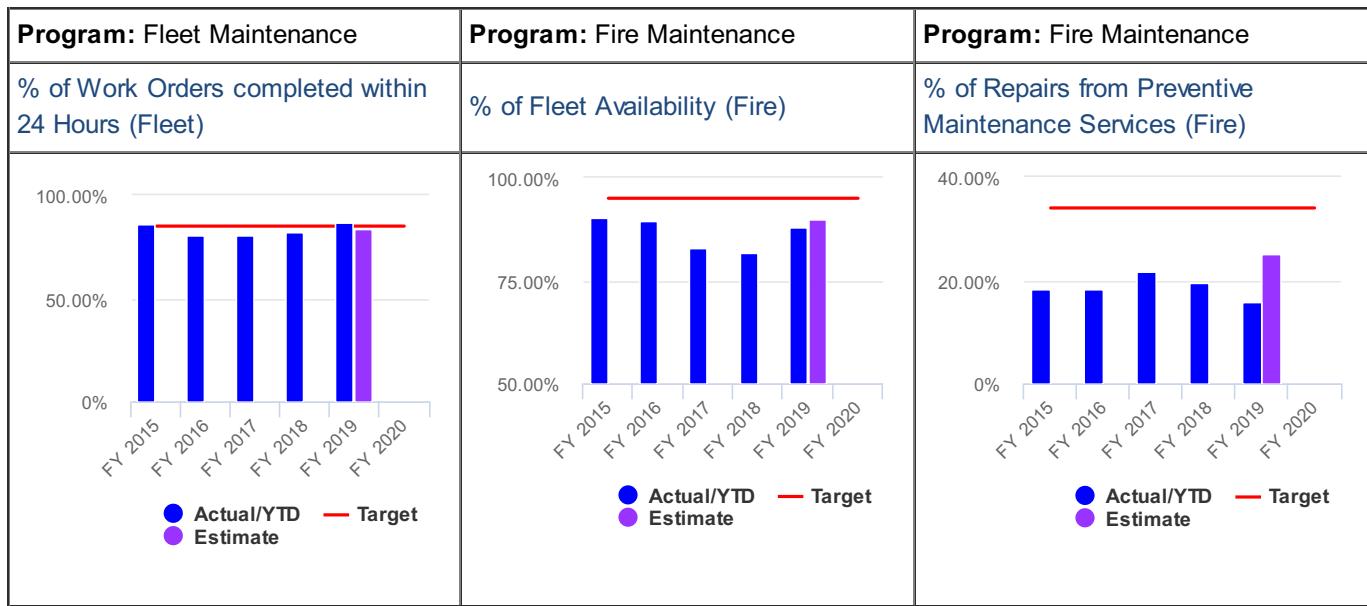
Objective: To utilize existing reports in conjunction with an asset index to create a business plan to effectively manage City Resources.



Objective: Maintain an acceptable level of vehicle/equipment availability through a comprehensive Preventive Maintenance program and the use of data analytics (descriptive and predictive)

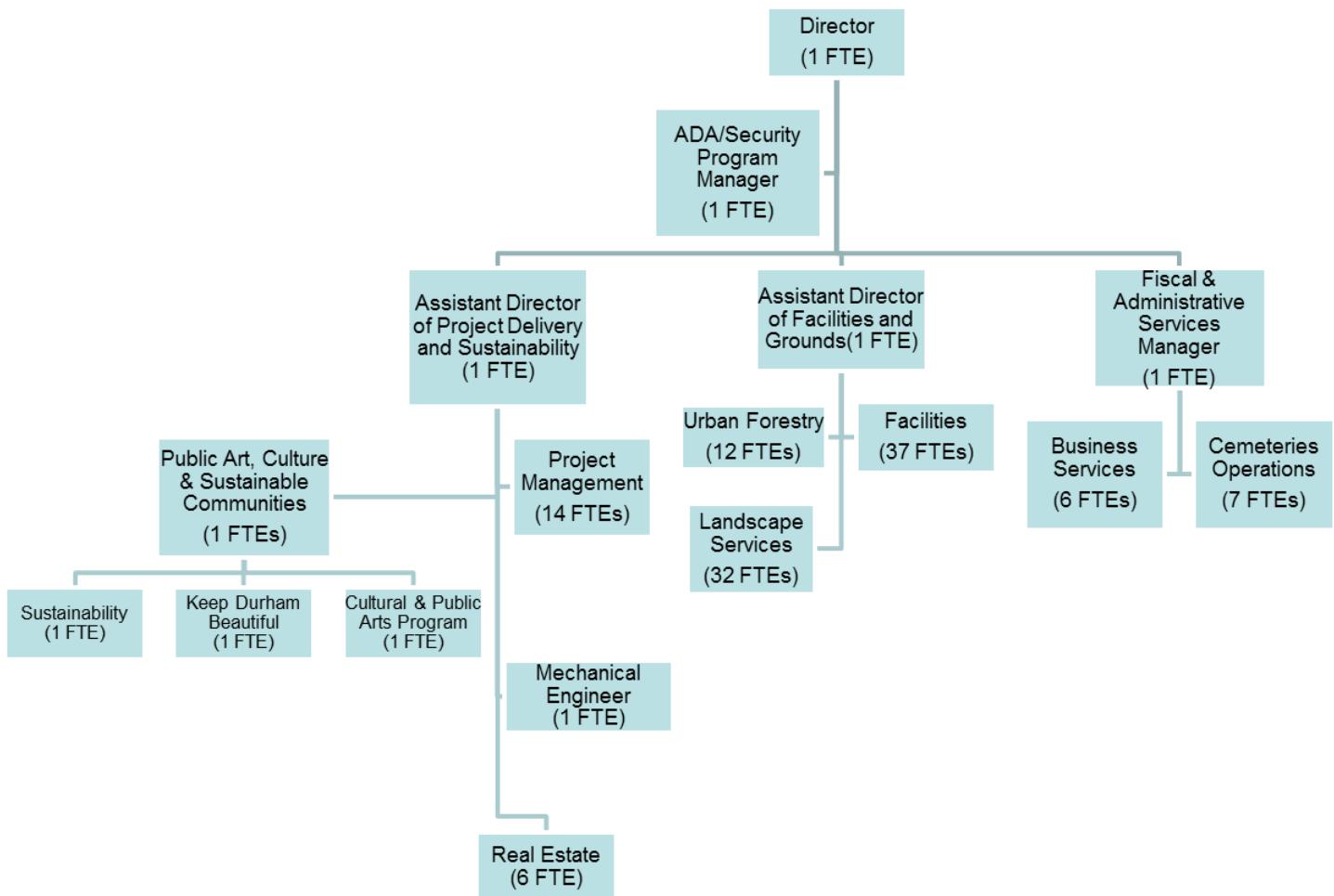


Objective: Maintain an acceptable level of vehicle/equipment availability through a comprehensive Preventive Maintenance program and the use of data analytics (descriptive and predictive)





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: \$13,874,297

124 FTEs

Ballpark Fund: \$434,258

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 and Work Control groups deliver 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' facilities and other special projects.

Facilities Management

The Facilities Operations division is responsible for the maintenance of 2 million square feet of City buildings, including the Durham Performing Arts Center (DPAC), City Hall, Durham Arts Council, Carolina Theatre, Durham Convention Center, Durham Station, Durham Athletic Park and the Durham Bulls Athletic Park. This core service provides 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 the 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 1,144 lane miles of roadside as well as turf, landscape installations and outdoor amenities in public areas, public cemeteries, select recreation centers and rights-of-way, plazas, and City property 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. The division also monitors the use of an over \$2.2M facility energy cost budget and delivers operational savings through strategic energy improvement initiatives in those facilities. During 2018-2019, the division managed 80 projects valued at over \$150M.

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.

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.

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.

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 in furtherance of the Cultural Master Plan, 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.

RESOURCE ALLOCATION

	Actual FY 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Personal Services	\$ 8,487,469	\$ 9,076,418	\$ 8,800,619	\$ 9,456,618	4.2%
Operating	4,381,812	4,106,251	6,508,011	4,805,937	17.0%
Capital and Other	29,097	2,000	67,625	46,000	2200.0%
Total Appropriations	\$12,898,378	\$13,184,669	\$15,376,255	\$14,308,555	8.5%
Full Time Employees	122	124	124	124	-
Part Time	2	2	3	3	1
Revenues					
Discretionary Program	\$12,325,872	\$12,505,958	\$14,738,039	\$13,347,364	6.7%
Total General Fund	572,506	516,000	523,870	526,933	2.1%
Ballpark Fund	\$12,898,378	\$13,021,958	\$15,261,909	\$13,874,297	6.5%
Total Revenues	-	162,711	114,346	434,258	166.9%
	\$12,898,378	\$13,184,669	\$15,376,255	\$14,308,555	8.5%

BUDGET ISSUES FOR FY2019-20

- Citywide Facility Condition Plan
- City Hall and Annex Space Assessment
- Increasing Maintenance, Utilities and Supply Costs
- Management of Public Arts Program

ACCOMPLISHMENTS FOR FY2018-2019

- Completed Installation of Public Art at Downtown Mixed-Use Parking Garage
- Completed Installation of Public Art Wall at Durham Central Park
- Completed Installations of Public Art at DPDHQ
- Completed Installation of SmART Corcoran Garage Art Wrap
- Completed Selection of Developer for 505 W. Chapel Hill Street
- Received grants to KDB nonprofit totaling \$31,925 for public art at traffic signal box and storm drain, 200-foot bridge at Sandy Creek Park, Pollinator gardens and education, and tree planting
- Further developed an active Tree Keepers program training community leaders to oversee volunteer tree planting efforts
- Coordinated annual Big Sweep, Creek Week, ReUse Rodeo, Earth Day, Tire Recycling Drive, Litter Index events
- Funded and mentored establishment of 15 Pollinator Gardens at Community Gardens and Schools
- Provided community beautification service projects for 9/11 Day of Service, Veterans Day, Martin Luther King Day of Service, and Earth Day
- Managed Adopt a Bus Stop and Adopt a Street programs
- Gave away 350 trees and 10,500 flowers to community members
- Engaged 3,680 volunteers who collected 76,239 pounds of litter
- Lead annual cigarette litter prevention awareness outreach and service project at Durham Station
- Implementing the City's newly-created Sustainability Roadmap
- Making our buildings more energy-efficient
- Publishing an annual City Energy Report to benchmark local government energy use and make energy data available to the public
- Implementing a Leadership in Community Resilience grant to improve the City's resilience to power outages caused by extreme weather events.
- Recognized as a 4-STAR Community for national excellence in sustainability through the STAR Community Rating System
- Completed the City of Durham Roadmap to Sustainability
- Completed Design of the Scale House Improvements
- Completed Design and Construction of the Fire Admin Signage
- Completed Design of the SW Concrete Repairs at Waste Disposal and Recycling Center
- Completed Design of the SWM Annex and truck washing station replacement
- Completed Design at Longmeadow Park Restroom Replacement
- Completed Design of the HP4P Paving sites
- Completed Design DPR Floodplain Development Permits for Playgrounds
- Completed Design of ADA Improvements in Valley Springs Park
- Completed Design of Morreene Road Park Athletic Court Resurfacing
- Completed Design of the SWM Admin Envelope Repairs
- Completed Design of Fire Station #1 Updates
- Completed GSD Upstairs Up-fits
- Completed Twin Lakes Park Amenity Expansion Study
- Completed American Tobacco Trail Parking Lot Construction
- Completed Birchwood Park Parking Lot Construction
- Completed the Chapel Hill St Deck LED lighting
- Completed HVAC Upgrades for Fire Station #5
- Completed Construction of West Ellerbee Creek Trail Phase II
- Completed DPR Deferred Maintenance-Restroom Upgrades
- Completed City Hall Innovation Lab Construction
- Completed DATA Bus Wash Project Design

- Completed The Planning Department Work Stations
- Completed the SWM Corcoran Lot Trash Compactor
- Completed Fire Station #13 Concrete Repairs
- Completed West Point on the Eno-Mangum House Exterior Paint and Lead Abatement
- Completed Fall Protection at Edison Johnson and Fleet Management
- Completed Campus Hills Recreation Center Roof Replacement
- Completed Construction Garret Road Athletic Court Renovation
- Completed Construction Weaver Street Restroom Renovation
- Completed Construction of Lot 20 and 40 parking lot repaving
- Completed Construction Maplewood Cemetery Improvements
- Completed Downtown Parking Garage Elevator Modernizations
- Completed DPAC Boiler
- Completed acquisition of Durham Beltline
- Completed acquisitions for the Alston Avenue Sidewalk Project
- Completed acquisitions for the Fayetteville Road Widening Project
- Completed acquisitions for the Garrett Road Petitioned Sewer Project
- Completed acquisitions for the Mimosa Drive Petitioned Sewer Project
- Completed acquisitions for the Amber Place Petitioned Paving Project
- Completed acquisitions for the Brunson Drive Petitioned Paving Project
- Completed acquisitions for the Chalmers Street Petitioned Paving Project
- Completed acquisitions for the Lang Street Petitioned Paving Project
- Completed acquisitions for the Leonard-Turner Petitioned Paving Project
- Completed acquisitions for the Omah Street Petitioned Paving Project
- Completed acquisitions for the Central Park Waterline Project
- Completed acquisitions for the Southeast Regional Lift Station Project
- Completed acquisitions for the Roxboro Street Sidewalk Project
- Completed acquisition for the South Ellerbe Retrofit Project
- Completed acquisition of property at 304 Moline Street
- Completed acquisition of property at 227 Reynolds Avenue
- Completed grant of easement to Duke Energy at downtown Parking Garage
- Completed grant of easement to Duke Energy at Museum of Life and Science
- Completed grant of easements to Duke Energy at Central Park and Farmer's Market
- Completed lease with Hanson Aggregates at Teer Quarry
- Completed lease with Verizon for cellular antennas at Ellis Road Water Tank
- Completed extension of lease for the Police Impound lot
- Completed extension of lease for the Police DVU station at Pilot Street
- Completed expansion of existing lease for Central Park Waterline laydown area
- Completed new lease for the Central Park Waterline laydown area
- Completed new lease at Police District 1 substation
- Completed new lease at Police District 2 substation
- Completed new lease at Police District 3 substation
- Completed new lease at Police District 4 substation
- Completed new lease with Megabus at Durham Station
- Completed new lease with Greyhound at Durham Station
- Completed extension of lease to Legacy Tower at Durham Station site
- Completed transaction at Wexford Parking Garage
- Completed transaction at DPAC Condo
- Completed transaction with ECWA at Markham Avenue
- Completed transaction for encroachment at 300 Morris Street
- Completed transaction at Mist Lake Drive for expansion project
- Completed sale of property at Canal Street
- Completed sale of property at Durham Station
- Completed sale of property to NCDOT at Dial Creek
- Completed sale of easements at Twin Lakes Park
- Completed increase in City Manager purchase authority from City Council
- Completed request for proposals for outside Real Estate attorney services
- Maintained inventory of City-owned properties and parcels

- Maintained and managed leases to Cell Carriers on City-owned property
- Maintained and managed leases to Cell Carriers on City-owned Water Tanks and Towers
- Maintained and managed leases in which the City is Tenant at Golden Belt and Police substations
- Completed phase I of the Hillandale car path renovations project
- Installed new cemetery signage
- Updated cemetery ordinance
- Planted 1,500 trees through grants and partnerships in historically underrepresented communities
- Finalized Urban Forestry Management Plan
- inventoried 11,000 planting sites
- Opened the Wood Utilization Yard on Glenn Road
- Completed the second of a five-year tree removal contract for the removal of trees per the Tree Inventory
- Maintained tree inventory data for entry into Open Tree Map
- Cultivated the planting and tree maintenance specified within the Urban Forestry Management Plan

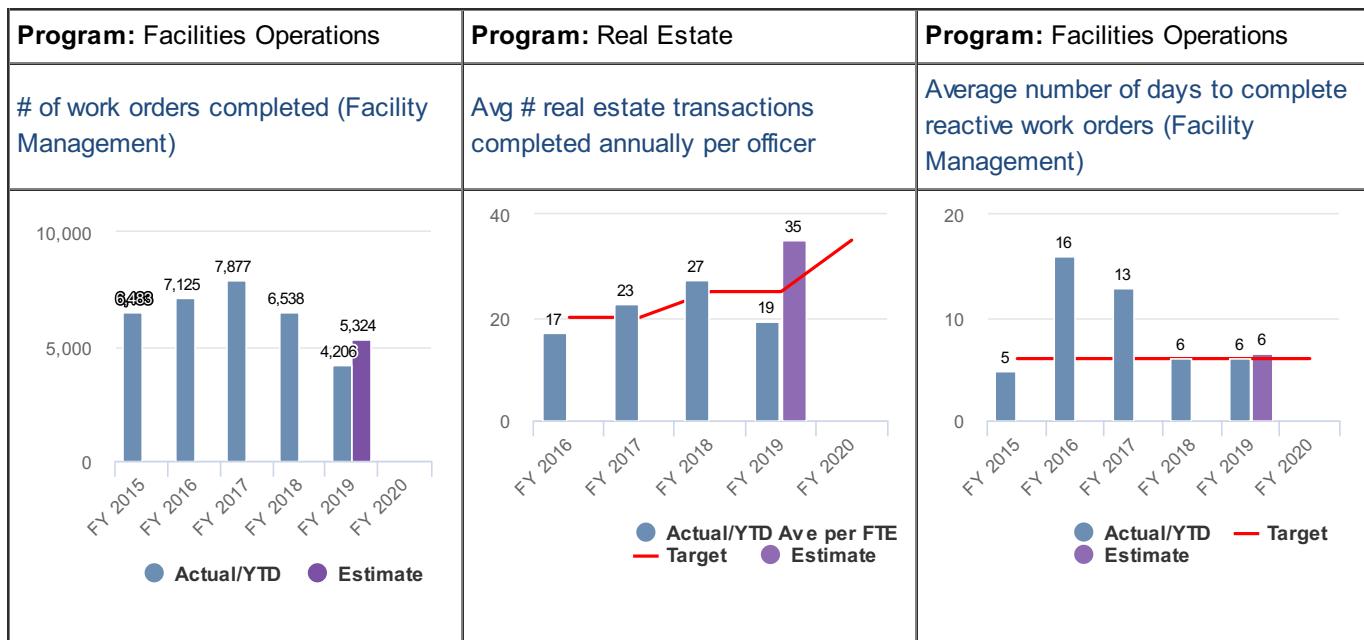
ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

- Complete Disposition of 505 W. Chapel Hill Street
- Complete Disposition/Repurposing of Former Impact Team Building
- Prevent cigarette litter in public spaces through awareness campaign and strategic distribution of portable and stationary ash receptacles
- Program for Big Sweep, Creek Week, ReUse Rodeo, Earth Day, Tire Recycling Drive
- 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 map
- 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
- Facilitate installation of walking path in Black Wallstreet Gardens through community donation
- Facilitate cleaning and repairs of Welcome to Durham sign through community donation
- Initiate Design of Rock Quarry Park Upgrades
- Initiate Design of the Chapel Hill Road Transit Emphasis Corridor
- Initiate Design City Hall HVAC Bundle
- Initiate Design CM Herndon Park soccer field conversion and Parking lot addition
- Initiate Design for the Hoover Road Athletic Park
- Initiate Design for Crest Street and Red Maple Parks Restroom Replacement
- Initiate Design Campus Hills Field and Lighting Renovation
- Initiate Design for R.Kelly Bryant Bridge North and South Trail
- Initiate Design for Third Fork Creek Trail
- Initiate Design for Durham Beltline
- Initiate Design for PWOC Renovation
- Complete Design and Construction of the Rigsbee Avenue Up-fit and Community Development relocation
- Complete Design and Construction of the Fire Station #12 Structural Repairs
- Complete Trinity Avenue Traffic Circle
- Complete Construction of Fire Station #17
- Complete Construction of PWOC HVAC
- Complete Data Bus Wash Construction
- Complete the Durham Police Headquarters Complex
- Complete Installations of Public Art at DPDHQ
- Complete Installation of Public Art at Downtown Mixed-Use Parking Garage
- Complete Design and Construction of Transportation Curb Ramps
- Complete Transportation Speed Hump Construction
- Complete Durham Station Concrete Repairs
- Complete the Transportation Department's Sign and Signal Shop
- Complete Construction of Technology Solution Space Up-fits

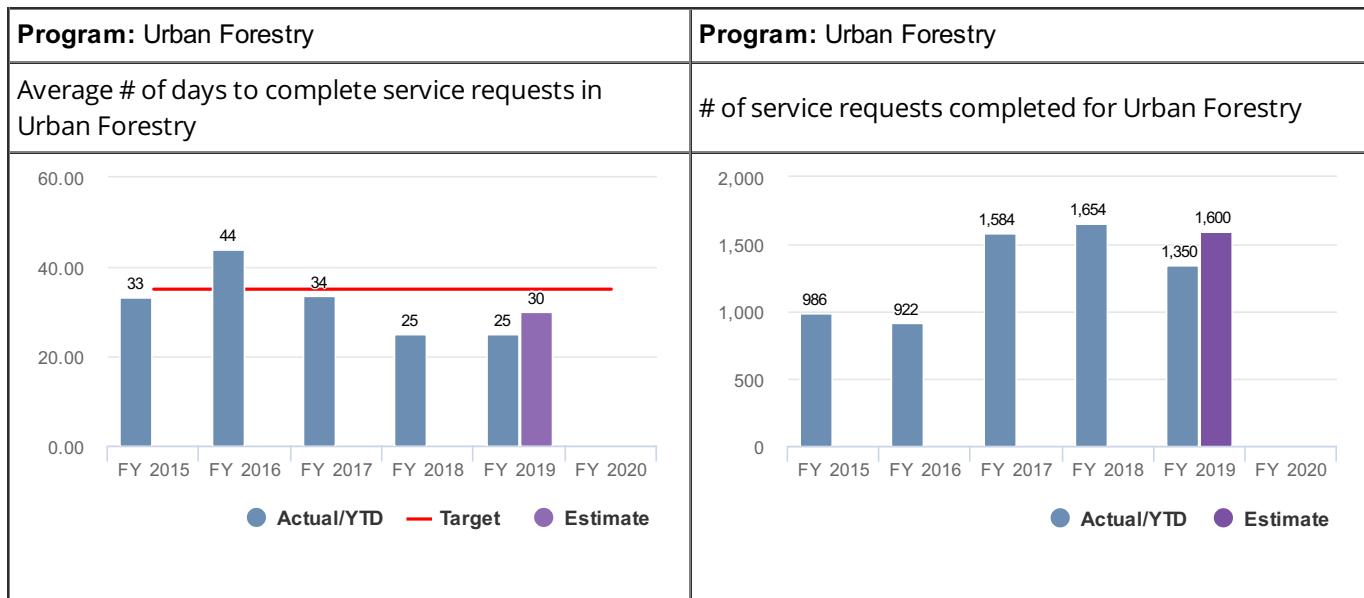
- Complete Construction of ADA Improvements in Valley Springs Park
- Complete Construction of Moreene Road Park Athletic Court Resurfacing
- Complete Solid Waste Annex Renovation and Truck Wash Facility
- Complete Downtown Mixed-Use Parking Garage
- Complete Phase II Hillandale Golf Cart Path Renovation
- Complete Design and Construction Police Firing Range Restrooms
- Complete property exchange with DPS at Lucas Middle School
- Complete acquisition of property for future Fire Station 19
- Complete acquisition of property for the Continental Drive Waterline Repair Project
- Complete acquisitions of property for GoTriangle bus stops
- Complete acquisitions of property for the American Tobacco Trail stabilization project
- 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 acquisition of 54 acres at Teer Quarry
- Complete relocation of Customer Billing Service from City Hall
- Complete relocation of Police Impound Lot
- Complete sale of property at 1415 W. Club Blvd
- Complete renewal of lease for Museum of Durham History Hub
- Complete renewal of lease for T-Mobile at Cole Mill Cell Tower
- 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
- Install of new cemetery software database
- Plant 1,500 trees through grants and partnerships in historically underrepresented communities
- Complete the third of a five-year tree removal contract for the removal of trees per the Tree Inventory

DEPARTMENT PERFORMANCE SUMMARY

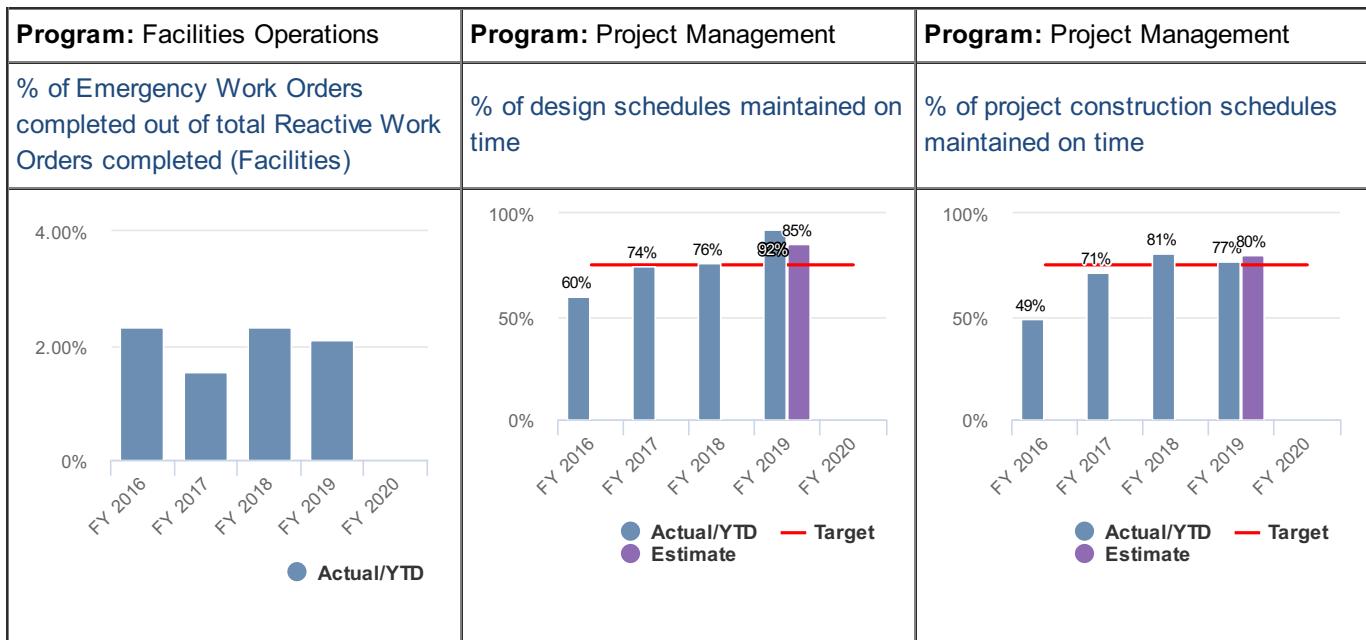
Objective: Exceed customer expectations by delivering excellent customer service and demonstrated performance measures outcomes within functional areas



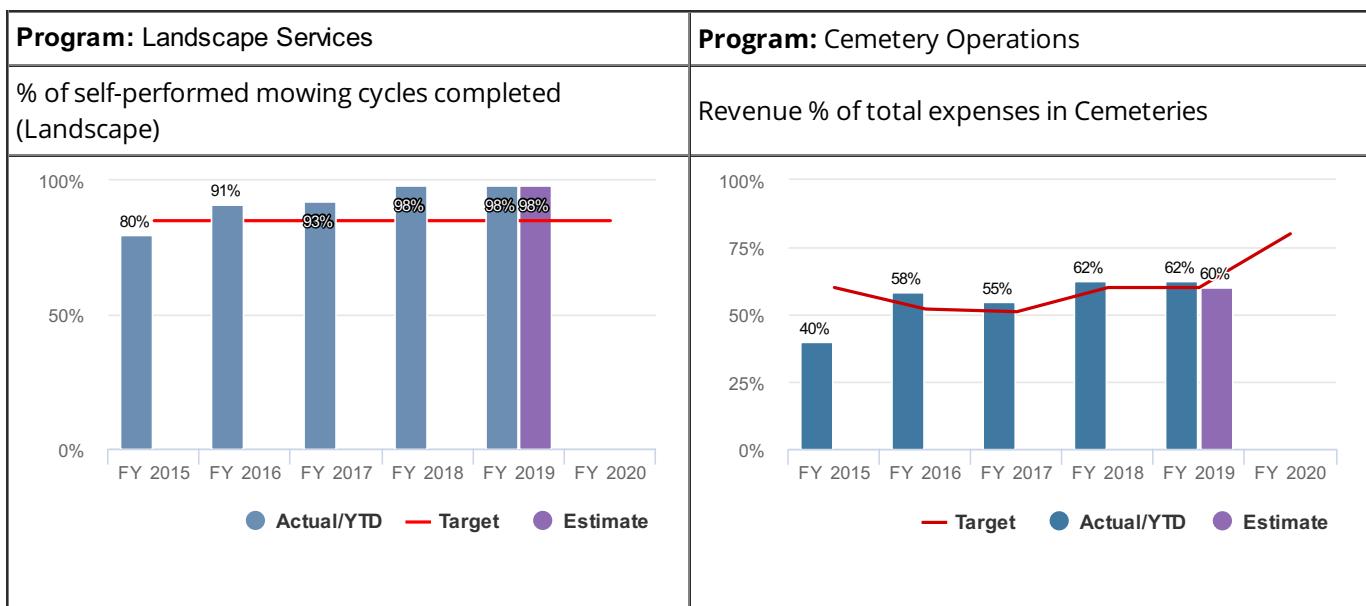
Objective: Exceed customer expectations by delivering excellent customer service and demonstrated performance measures outcomes within functional areas



Objective: Construct, deliver, and maintain sustainable, high-quality, visually appealing infrastructure and facilities



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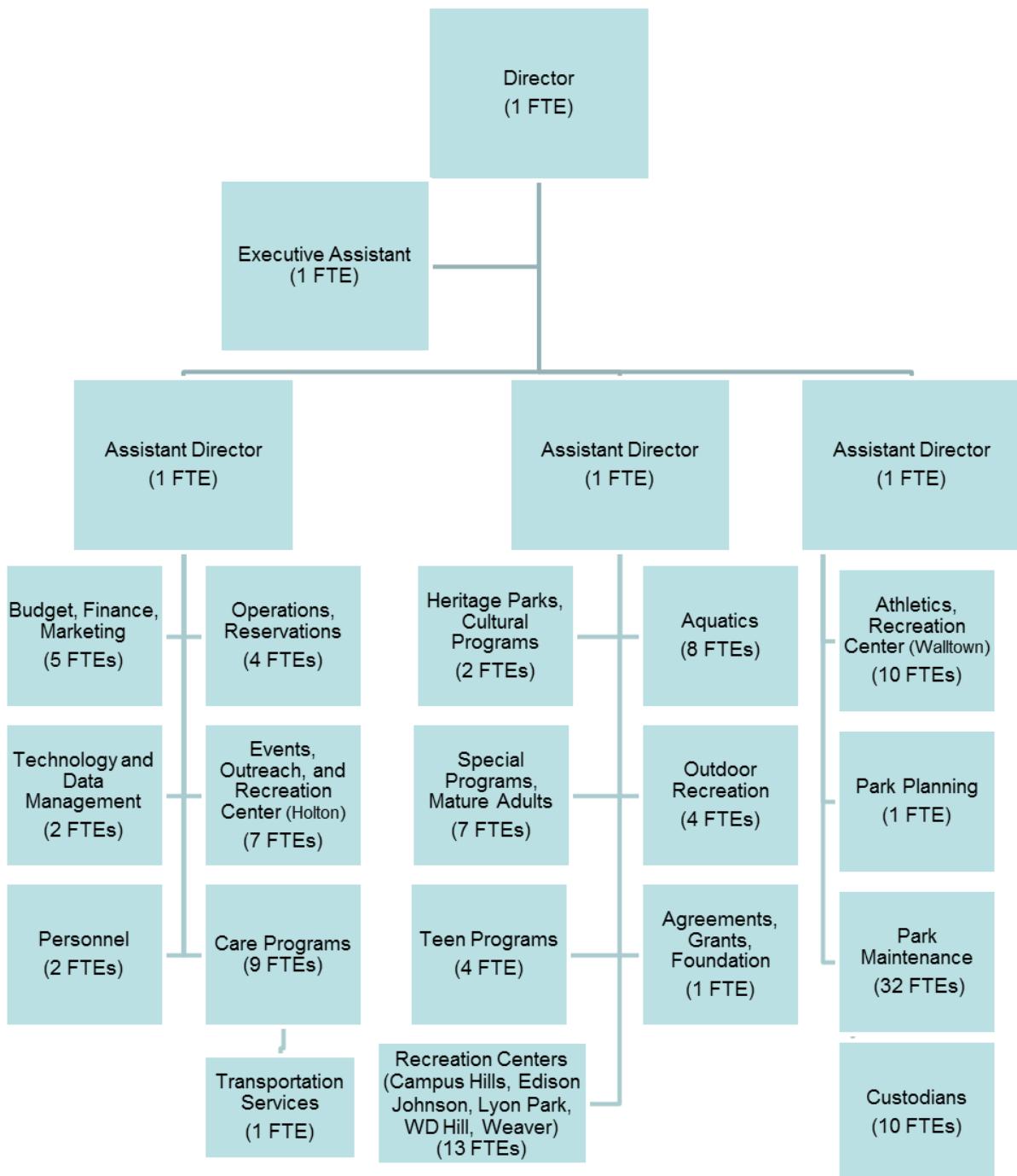
Objective: Promote environmental sustainability to achieve energy efficiency, pollution and litter reduction, and support global warming prevention

Program: Urban Forestry	Program: Urban Forestry	Program: Keep Durham Beautiful																																																			
# of trees planted to approach an equitable distribution of tree canopy	# of trees planted to approach an equitable distribution of tree canopy	% of KDB fund raiser goal achieved																																																			
<table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Actual (Combined)</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY 2016</td> <td>963</td> <td>992</td> </tr> <tr> <td>FY 2017</td> <td>992</td> <td>—</td> </tr> <tr> <td>FY 2018</td> <td>1,238</td> <td>—</td> </tr> <tr> <td>FY 2019</td> <td>1,557</td> <td>—</td> </tr> <tr> <td>FY 2020</td> <td>—</td> <td>—</td> </tr> </tbody> </table>	Fiscal Year	Actual (Combined)	Target	FY 2016	963	992	FY 2017	992	—	FY 2018	1,238	—	FY 2019	1,557	—	FY 2020	—	—	<table border="1"> <thead> <tr> <th>Category</th> <th>FY 2018</th> <th>FY 2019</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>PN Actual</td> <td>1,317</td> <td>1,338</td> <td>—</td> </tr> <tr> <td>PN estimate</td> <td>—</td> <td>1,338</td> <td>—</td> </tr> </tbody> </table>	Category	FY 2018	FY 2019	Target	PN Actual	1,317	1,338	—	PN estimate	—	1,338	—	<table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Unrestricted Total</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY 2015</td> <td>\$1,903</td> <td>—</td> </tr> <tr> <td>FY 2016</td> <td>\$19,887</td> <td>—</td> </tr> <tr> <td>FY 2017</td> <td>\$9,991</td> <td>—</td> </tr> <tr> <td>FY 2018</td> <td>\$26,774</td> <td>—</td> </tr> <tr> <td>FY 2019</td> <td>\$45,211</td> <td>—</td> </tr> <tr> <td>FY 2020</td> <td>—</td> <td>—</td> </tr> </tbody> </table>	Fiscal Year	Unrestricted Total	Target	FY 2015	\$1,903	—	FY 2016	\$19,887	—	FY 2017	\$9,991	—	FY 2018	\$26,774	—	FY 2019	\$45,211	—	FY 2020	—	—
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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	\$15,986,556
	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 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 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 will also offer two (2) Teen MyDurham programs during the summer of 2019 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) 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, 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 Latinx 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, a facility that may be rented for private events. Leigh Farm Park has a historic nineteenth century farmhouse and outbuildings and extensive natural areas.

Recreation Centers

This unit includes the operations of the Edison Johnson, Walltown Park, W. D. Hill, Weaver Street and the Irwin R. Holmes, Sr. at Campus Hills Recreation Centers. 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. Also cultural programs are coordinated for families, including Kwanzaa, Black History Month, and the Martin Luther King, Jr. celebration. These centers also 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. Also, After School programs are provided for teens and young adults with developmental and physical disabilities. "Explore" After School, for ages 13-21, provides an alternative to inclusion and promotes development of participants' life skills. 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

To provide 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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Personal Services	\$ 9,747,197	\$10,729,505	\$ 10,579,071	\$12,171,998	13.4%
Operating	2,560,935	2,912,593	2,973,047	2,889,440	-0.8%
Capital and Other	678,290	634,000	1,338,447	925,118	45.9%
Total Appropriations	\$12,986,422	\$14,276,098	\$ 14,890,565	\$15,986,556	12.0%
 Full Time Employees	121	124	124	127	3
Part Time	82	78	78	76	-2
 Revenues					
Discretionary	\$11,752,145	\$13,065,723	\$ 13,601,343	\$14,734,275	12.8%
Program	1,234,277	1,210,375	1,289,222	1,252,281	3.5%
Total Revenues	\$12,986,422	\$14,276,098	\$ 14,890,565	\$15,986,556	12.0%

BUDGET ISSUES FOR FY 2019-20

- 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.

ACCOMPLISHMENTS FY 2018-19

- DPR maintained the department's national accreditation status for the third time by adhering to CAPRA (Commission for Accreditation of Parks and Recreation Agencies) standards. DPR is one of twelve Parks and Recreation Departments accredited in the state of NC and one of one hundred sixty-eight in the nation. DPR met all 151 standards.
- DPR assumed responsibility for the operation of the Durham Teen Center. In addition, DPR expanded on the piloted "My Durham" Teen program by implementing these programs at the Holton Career and Resource Center and the Durham Teen Center. MyDurham Teen programs will be offered in the summer of 2019 at the Weaver Street Recreation Center and the Durham Teen Center.
- Increased connectivity of programs and facilities with customers and partners, through continued agreements with the Achievement Academy for their usage of the W. I. Patterson Recreation Center, the Bicycle Cooperative for their usage of the facilities at Duke Park, 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 Recreation Center, 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 deconstructed two aging park facilities including the Duke Park Bath House and the Garrett Road Park caretaker's house.
- DPR collaborated with General Services and the Public Art Committee to bring more public art to Durham by having local artists complete murals on newly renovated restrooms at Southern Boundaries Park, Whippoorwill Park, Garrett Road Park, Sherwood Park, Solite Park, and East End Park. Community engagement efforts informed the mural designs.
- 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.

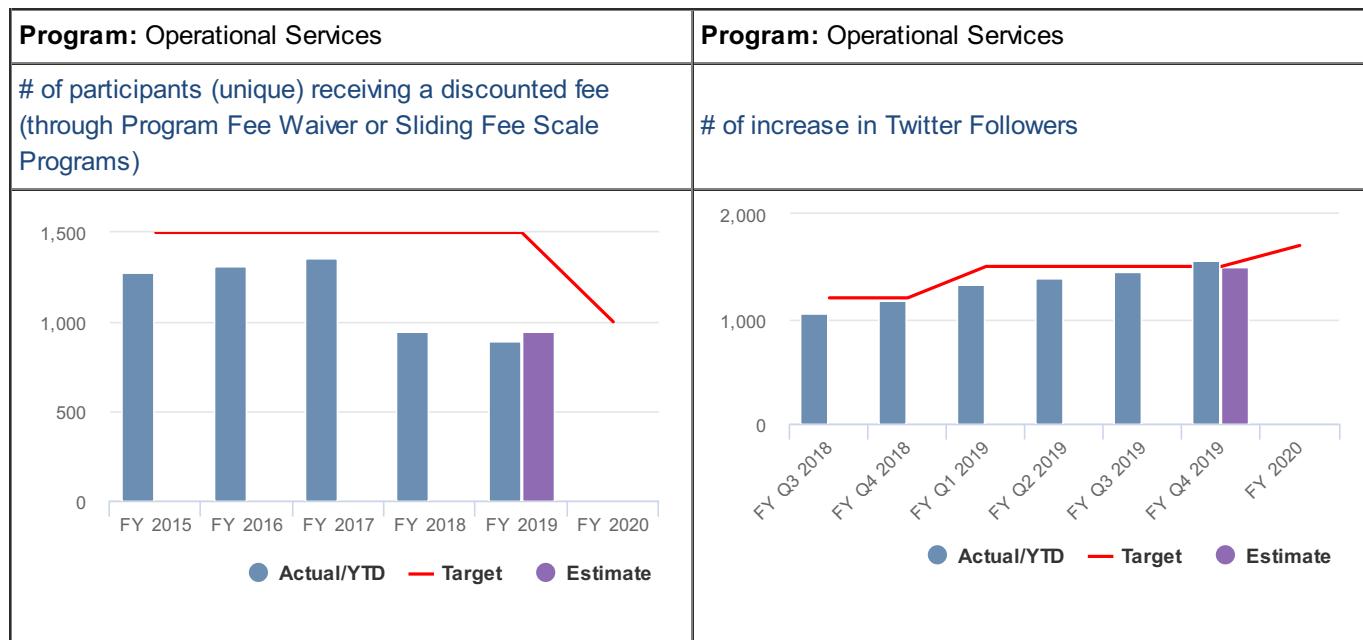
- Implemented ePACT, a forms management software system, for our Care Program participants.
- DPR replaced the loose crumb rubber at the East Durham Park Playground with engineered wood fiber.
- In partnership with the Hayti Heritage Center, Durham CAN (Congregations, Associations and Neighborhoods), and the community, DPR replaced the playground and improved access at the Grant Street Park.
- DPR in partnership with Believers United for Progress (BUFP), funded through the Durham County Non-Profit Funding for Food Insecurity Program, provided meals at the Weaver Street Recreation Center three days a week for youth ages 5 thru 18, from February through the end of the school year.
- DPR hosted the 50th national award winning Bimbé Cultural Arts Festival in May 2019. This family oriented event is a celebration of African and African American history, culture, arts, and traditions.
- DPR launched a newly designed public website in August 2018.
- 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.
- DPR worked to prioritize the alignment of development needed on City trails with funding sources.
- DPR in partnership with the 2018 NC State University Summer Design Studio project for the School of Architecture built an Environmental Education Pavilion at the West Point on the Eno Park. The Durham Parks Foundation raised the funding for this project. In addition, the Durham Parks Foundation received a grant from the Triangle Community Foundation, which provided for electricity and water for the facility.
- The department has accepted the invitation to participate in year four of the NRPA's Meet Me at the Park Initiative! (Formerly Parks Build Community) We have received a \$20,000 grant for physical park improvement project for outdoor fitness equipment at the Edison Johnson Recreation Center. This project was selected by a community vote.
- The department in partnership with FILA and the Grant Hill Nonprofit renovated two basketball courts at Hillside Park. This included state of the art improvements, from the ground up for these courts, and included public art.
- Blue Cross Blue Shield (BCBS) of North Carolina and the U. S. Soccer Foundation collaborated with DPR to renovate two tennis courts into futsal courts at the East End Park.
- DPR successfully bid to host the USTA Sanctioned Adult (40+) Tennis Tournament in Durham for June 2019 and June 2020. Each event will attract over 3,000 players and approximately 1,500 spectators. The Durham Sports Commission is supporting these events.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

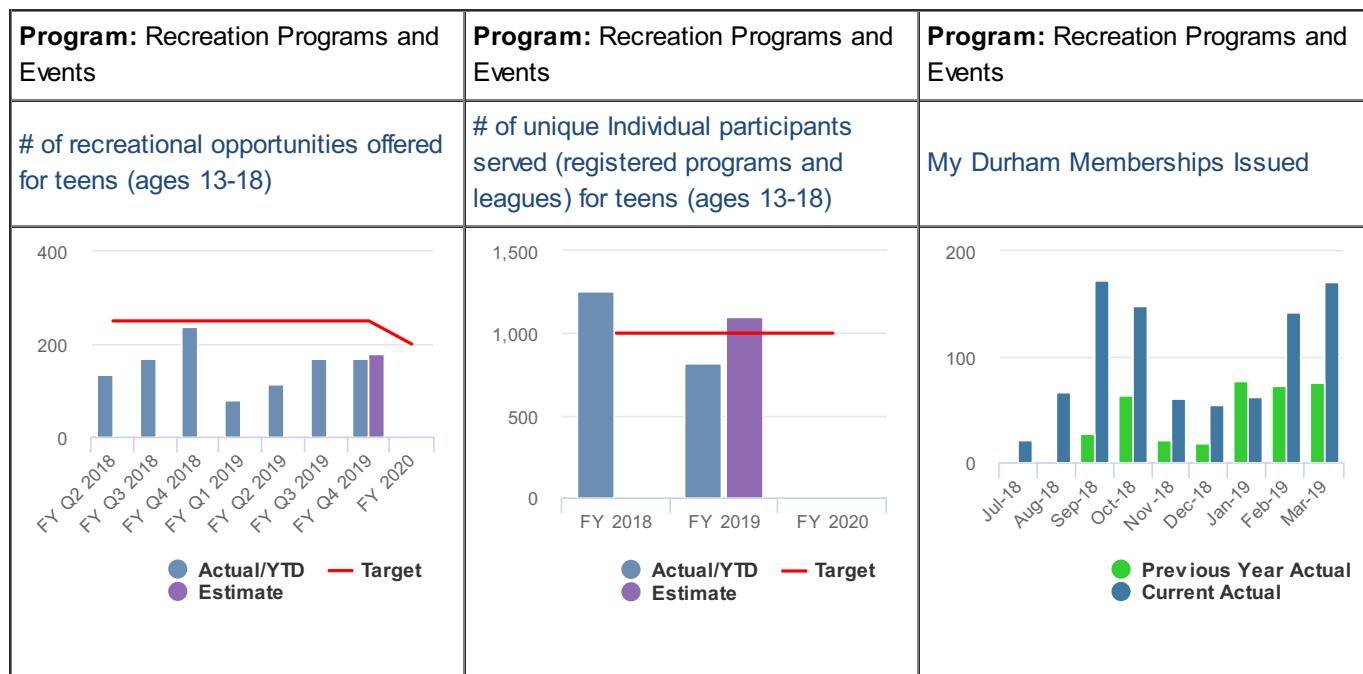
- Increase connectivity of programs and facilities with customers and partners. Continue collaboration with community partners and prioritize relationships with similar agencies toward common community goals.
- Reallocate resources from programs not meeting minimum registration requirements to support offering new and trendy programs and services identified through public input in the development of the Master Plan.
- 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. In FY20, DPR anticipates completion of a project on the ATT to address slope failure on the trail.
- The department will continue targeted programming efforts identified in the Master Plan and in our departmental Strategic Plan, and Recreation Program Plan.
- DPR is collaborating with the RBI MidAtlantic Regional Tournament to provide facilities and field maintenance for their games and events scheduled for July 2019 and July 2020. This is the first time that Durham is hosting these events.
- DPR was selected to host the 2020 and 2021 NC LeadHERship Conference, hosted by Recreation Resources Service, NC State University. This event will attract 150 statewide female recreation professionals. This is the first time that Durham is hosting this event.
- Continue efforts on the Trail Implementation Program with anticipated completion in 2020. This project will vet the constructible alignments and costs of nine (9) new trails from the 2011 Trails Master Plan.

DEPARTMENT PERFORMANCE SUMMARY

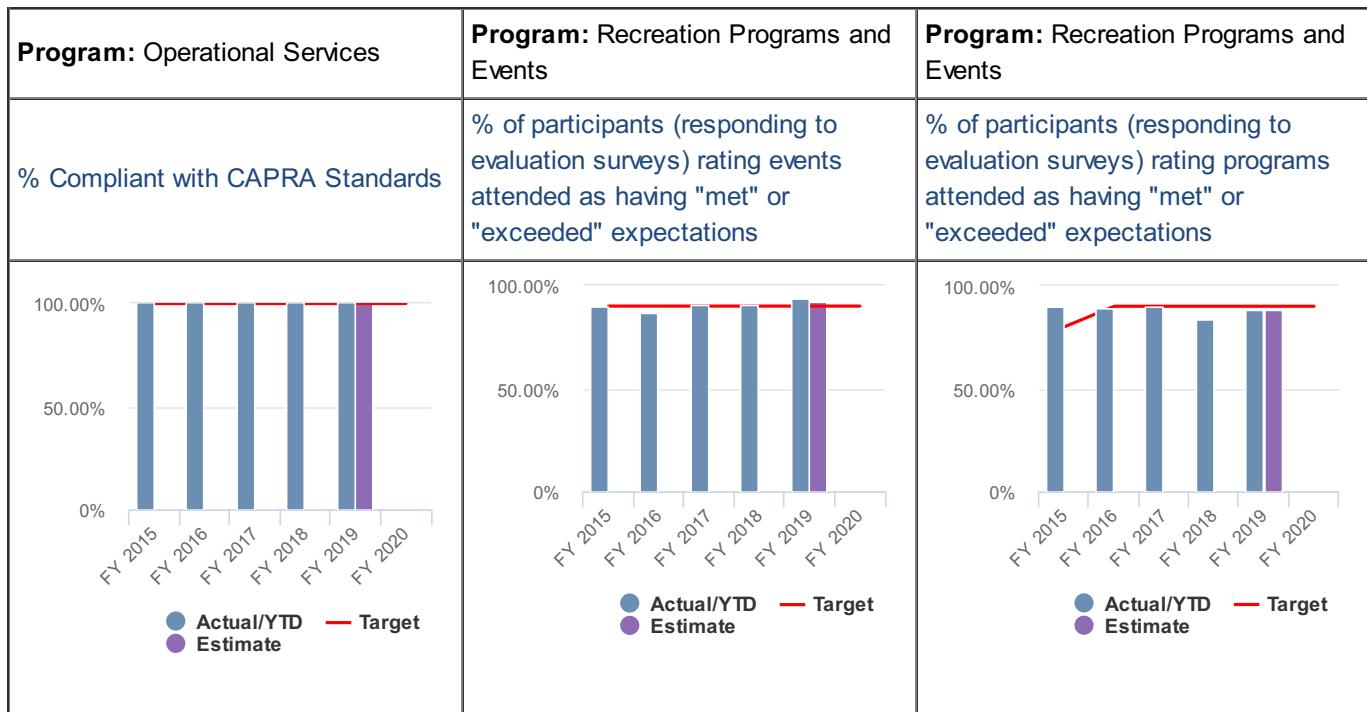
Objective: Increase connectivity to programs and services through reductions in physical and economic barriers, and increasing relationships and awareness



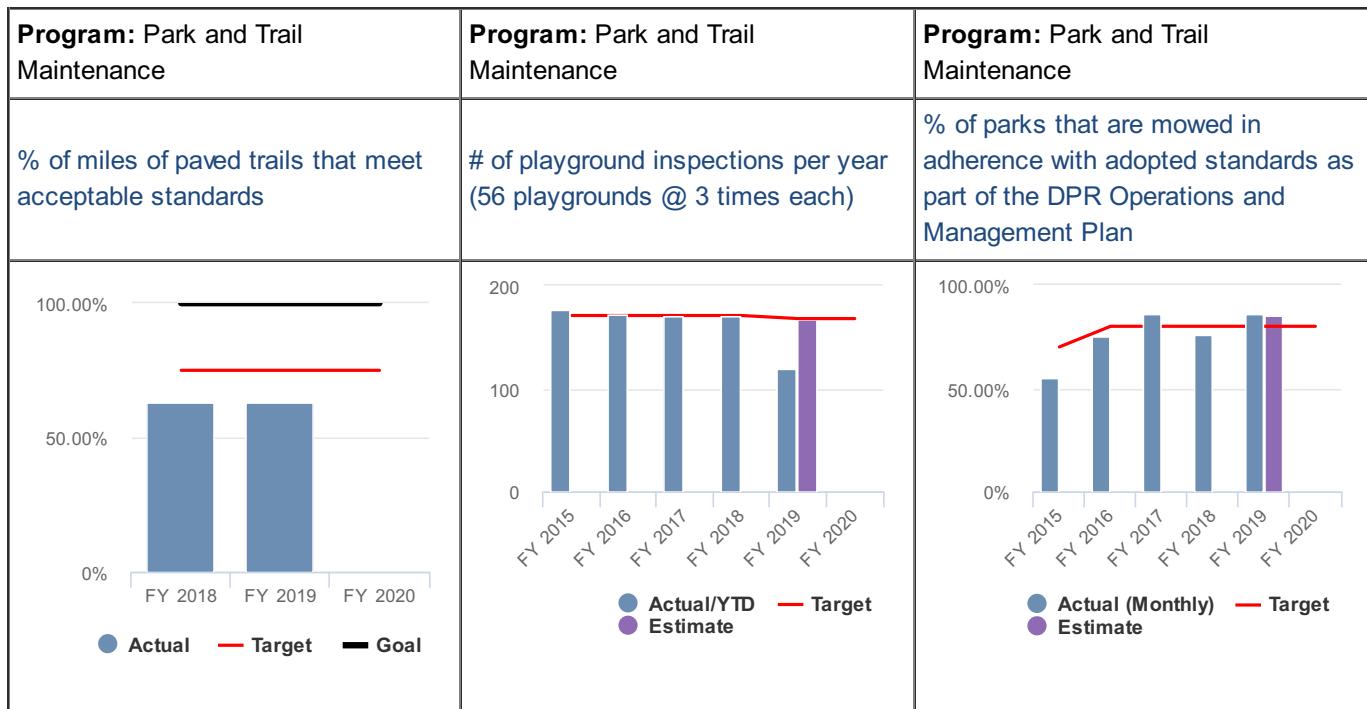
Objective: Creating opportunities to connect youth to health, wellness, the outdoors and to continue lifelong learning by developing and implementing a Teen (13-18) Strategy for Durham



Objective: Increase opportunities through quality, diverse program offerings, physical spaces, natural areas, and lifelong learning



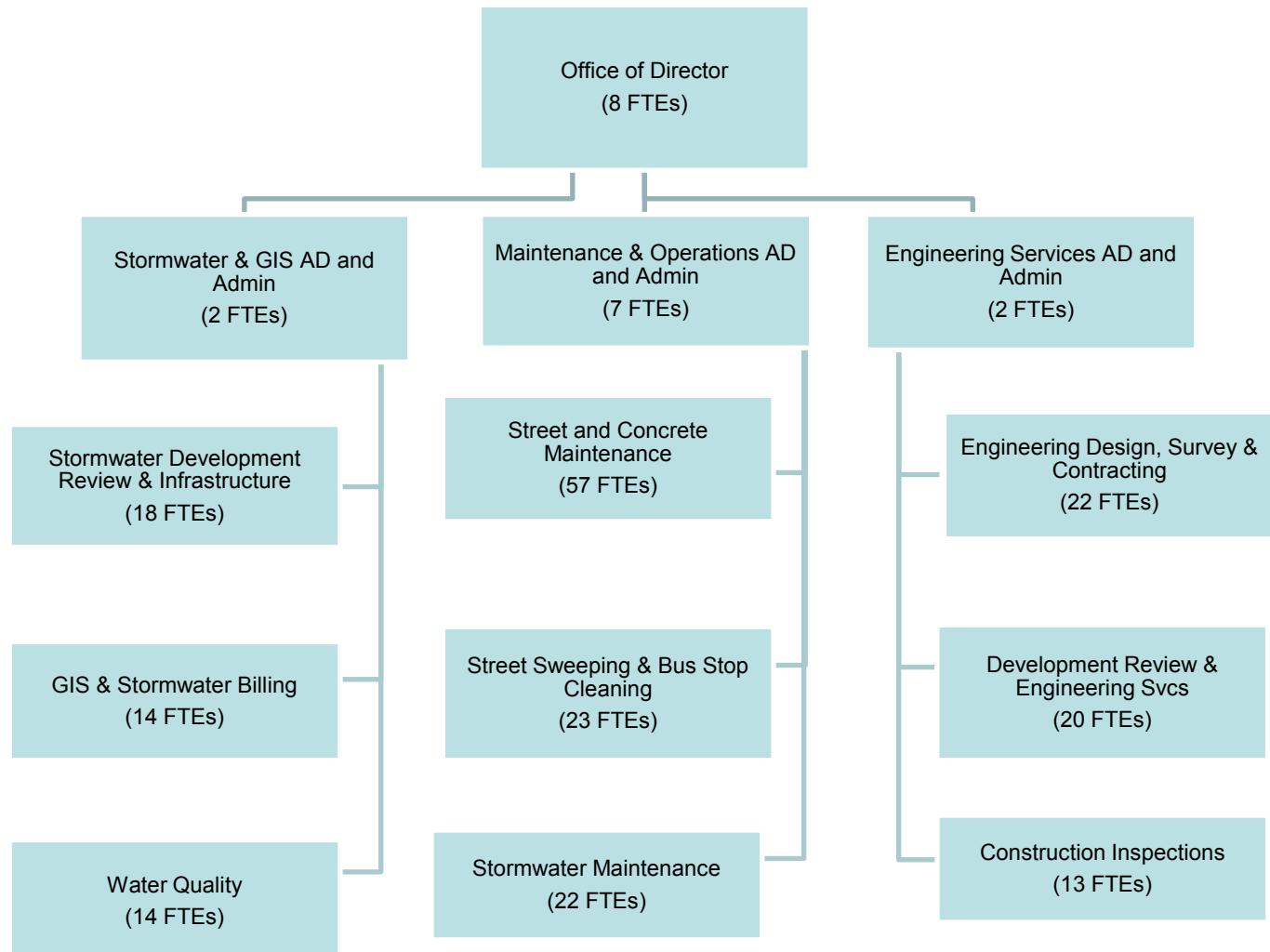
Objective: Continue developing and improving current facilities and parks according to current departmental plans in an effort to eliminate deferred maintenance, harden, and update dated equipment





CITY OF
DURHAM

Public Works (222 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: \$7,807,801
Water and Sewer Fund: \$4,581,656
Stormwater Fund: \$10,551,380
222 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, and 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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Personal Services	\$16,094,286	\$17,542,117	\$17,596,813	\$18,354,051	4.6%
Operating	4,294,664	4,311,261	5,121,026	4,564,757	5.9%
Capital and Other	609,318	284,172	451,340	22,029	-92.2%
Transfers	-	-	-	-	0.0%
Total Appropriations	\$20,998,268	\$22,137,550	\$23,169,179	\$22,940,837	3.6%
Full Time Employees	217	222	222	222	-
Part Time	1	-	-	-	-
Revenues					
Discretionary Program	\$ 6,369,571 1,387,958	\$ 6,715,569 1,011,000	\$ 6,546,826 1,395,047	\$ 6,526,801 1,281,000	-2.8% 26.7%
Total General Fund	\$ 7,757,529	\$ 7,726,569	\$ 7,941,873	\$ 7,807,801	1.1%
Water and Sewer Fund	4,038,406	4,449,630	4,632,097	4,581,656	3.0%
Stormwater Fund	9,202,333	9,961,351	10,595,209	10,551,380	5.9%
Total Revenues	\$20,998,268	\$22,137,550	\$23,169,179	\$22,940,837	3.6%
Total Budget	\$20,998,268	\$22,137,550	\$23,169,179	\$22,940,837	3.6%

BUDGET ISSUES FOR FY 2019-20

- A stormwater rate increase will not be proposed, pending review of the implementation dates of the Fall and Jordan Lake rules by the State of North Carolina. Once revised implementation dates for water quality standards have been established by the State, the DPW will review the rate model to address future CIP needs.
- 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.
- The costs and delays associated with utility relocations, which were previously not bore by the City in capital projects, will now 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 2018-19

- Began rehabilitation and renovation of seven (7) stormwater control measures (SCMs) for category 4 failed developments (Ravenstone and Stonehill Estates Subdivisions).
- Construction of the Carver Street Extension continues.
- Completed design of the Fayetteville/Buxton/Riddle intersection realignment project and bid the project.

- Resurfaced through contracts 9.9 lane miles of road to help increase road integrity and raise the PCI rating of each segment.
- Repaired and resurfaced through contract 11.5 lane miles of roadway infrastructure in two of the largest subdivisions in the Failed Development program.
- Completed through contract construction of 5,820 linear feet of new sidewalk on NC55.
- Completed through contract construction of 2,880 linear feet of new sidewalk across multiple locations that were identified in the 2017 Bike+Walk Plan.
- Completed repair of brick pavers in over 20 locations around downtown.
- Began construction on three federally funded bicycle and pedestrian projects on Avondale Drive, Fayetteville Road, and Campus Walk and LaSalle Streets.
- Repaired or replaced over 10,000 linear feet of sidewalks through the use of contracted services.
- Completed three quarterly seminars for the development community on changes to design, construction and as-built characteristics of development within the City.
- Bid a contract for bridge repair and development of a bridge maintenance program.
- Completed in-house design of four petition dirt street projects.
- Began work on the Eno River Watershed Plan.
- Completed work on Small Scale Residential Stormwater Retrofits Project.
- Completed 35 drainage repair projects within City rights-of-way, on City-owned property, or on private property.
- Completed the construction of the Third Fork Creek Stream Restoration Project.
- Began and completed the majority of work on the Stormwater Infrastructure Inventory and Assessment for Parks, Trails and Cemeteries.
- Began design of two large culvert replacements (Odyssey Drive and Alpine Road).
- Began project management activities on Hazard Mitigation Grant Program projects to elevate one structure and acquire twelve structures that have suffered from repetitive flood losses.
- Completed pilot Algal Turf Scrubber project to address stormwater nutrient reduction requirements.
- Continued fieldwork for lower Ellerbe Creek Groundwater/Surface water interaction study by the US Geological Survey.
- Continue nutrient loading study in Sandy and Ellerbe Creeks with the U.S. Geological Survey. Field work was completed this fiscal year. Data analysis and reporting is expected through FY2019.
- Completed Rain Catchers post-installation monitoring. Data analysis and reporting is expected through FY2019.
- Continued to facilitate downtown waste cooking oil/grease management with Solid Waste, Planning, Downtown Durham Inc., Water Management, and other departments.
- Mapped all Gravel streets within the city limits and developed a faster identification process.
- Developed and implemented PW/GIS Web Map services application and SW billing customer Web application.
- To date in FY2018, controlled 150 pollution sources through the water quality investigations program. Also completed 152 inspections of private business stormwater practices.
- Began field testing of a beaver dam retrofit to improve oxygen levels in Ellerbe Creek.
- Began expanded monitoring of Sandy Creek in preparation of the New Hope Creek watershed implementation plan.
- Began building demolition for the South Ellerbe stormwater restoration project.
- 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.
- Began contract for repairs to two city-owned SCMs in contract SWDR-2018-01.
- Continued additional enforcement measures to improve SCM maintenance and post-construction compliance.
- Updated various sections and checklists in the Reference Guide for Development to reflect latest stormwater requirements and procedures.
- Water Meters /Lateral/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.
- Databases: Beta testing a new benthic macroinvertebrate database ongoing. Fire Department Hydrant Inspections moved to CityWorks.
- Completed Employee Satisfaction Survey.
- Completed concrete parking lot repairs at Durham Station.

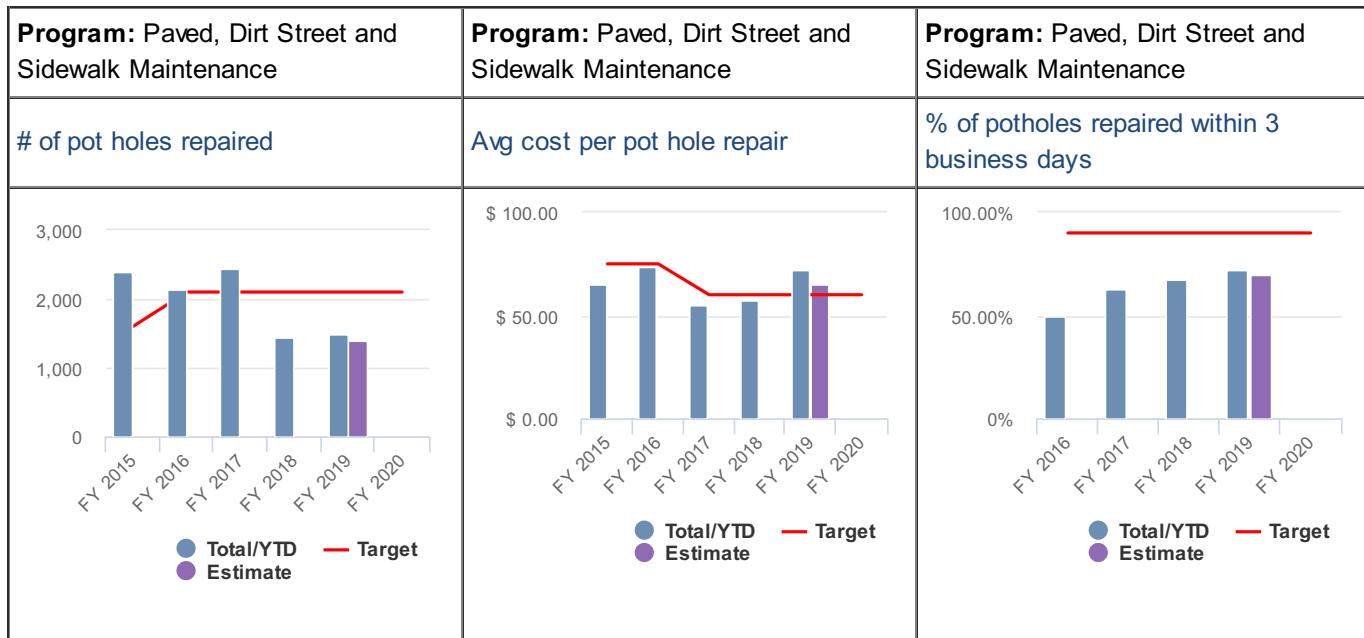
- Completed a series of Institute for Transportation Research and Education (ITRE) Safety Training.
- Upgraded security system at Public Works Operations Center.
- Made significant reductions in key expenditure accounts.
- Increased production in key road maintenance categories.
- Videoed over 31,713 linear feet of storm drain pipe so far in FY2018.
- Repaired over 2,167 linear feet of concrete sidewalk so far in FY2018.
- Swept over 17,107 curb miles of roadway so far in FY2018.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

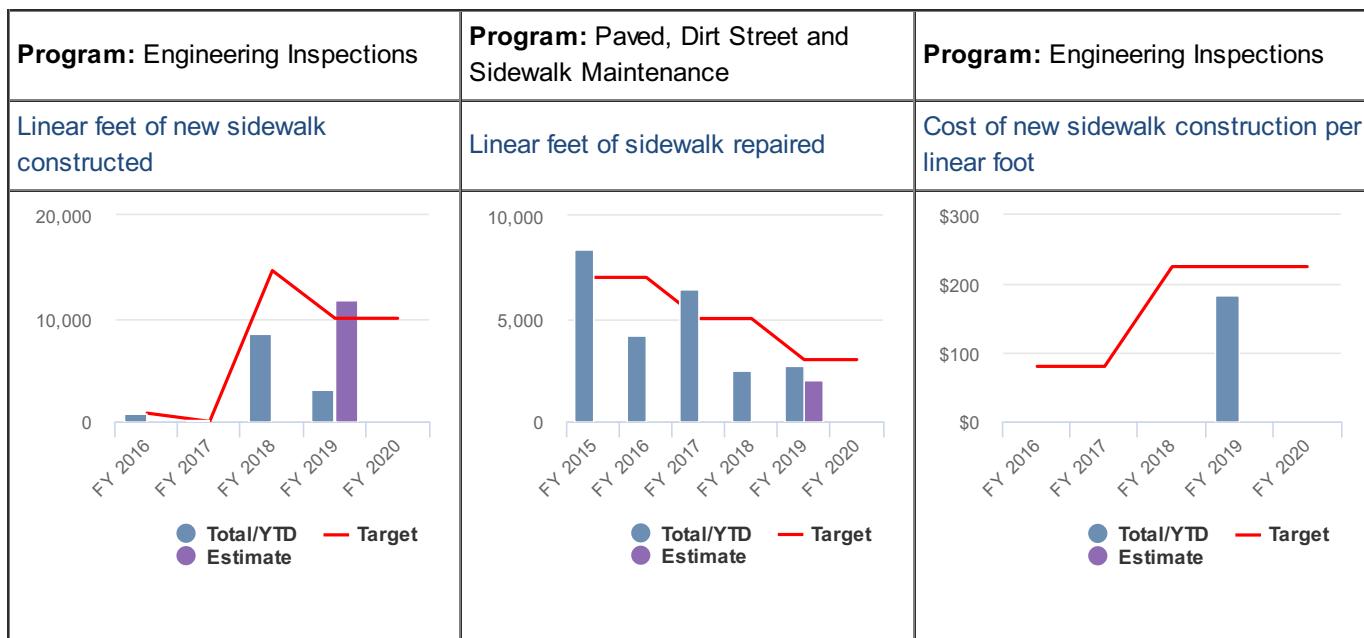
- Complete 25 drainage repair projects within City rights-of-way, on City-owned property, or on private property.
- Complete the design of the South Ellerbe Creek Stormwater Restoration Project.
- Development of enhancements in WEB based services for GIS and infrastructure data.
- Development of in house web mapping and web base data / document services will be focused on DSC web map configuration enhancement, 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. Cityworks development will also continue.
- Contract for and begin the New Hope Creek watershed plan.
- Complete preliminary design and site selection for a full scale Algal Turf Scrubber project.
- Continue construction of the Fayetteville/Buxton/Riddle intersection realignment and the Fayetteville Road Widening projects.
- Complete the Unpaved Roads Study for all City maintained unpaved roads.
- Complete construction of the University Drive bicycle and pedestrian sidewalk project.
- Complete construction on the second round of short sidewalk gaps identified in the Bike+ Walk plan.
- Begin construction on five sections of CIP funded new sidewalk identified in the Bike+ Walk plan.
- Finalize design and acquisition on eight federally funded sidewalk projects.
- Complete construction on four Petition Dirt Street (unpaved roads) projects; and begin construction on seven additional projects.
- Develop a bridge maintenance plan and begin repair and preventative on several bridges.
- Continue and expand the use of pavement preservation methods as part of the City's asphalt maintenance program.
- Repair or replace 3,000+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.

DEPARTMENT PERFORMANCE SUMMARY

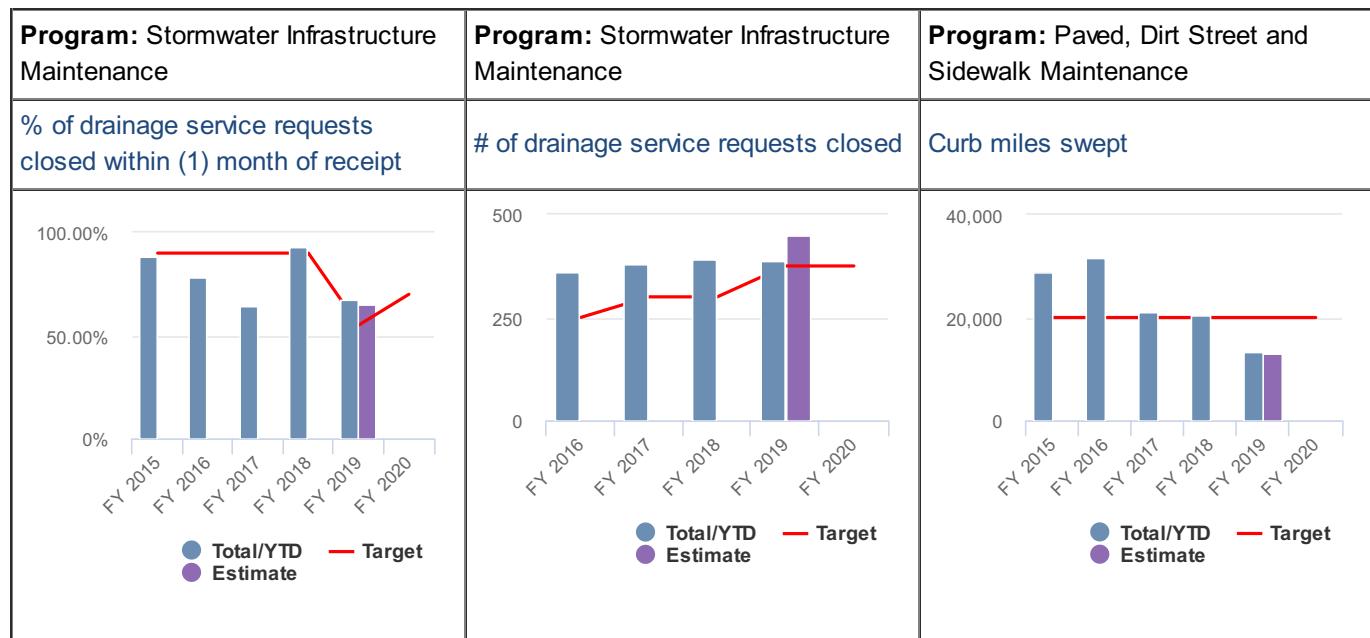
Objective: Manage a proactive street maintenance program that is cost effective at an accepted level of service



Objective: Build a sidewalk network that meets community needs and creates a connected community



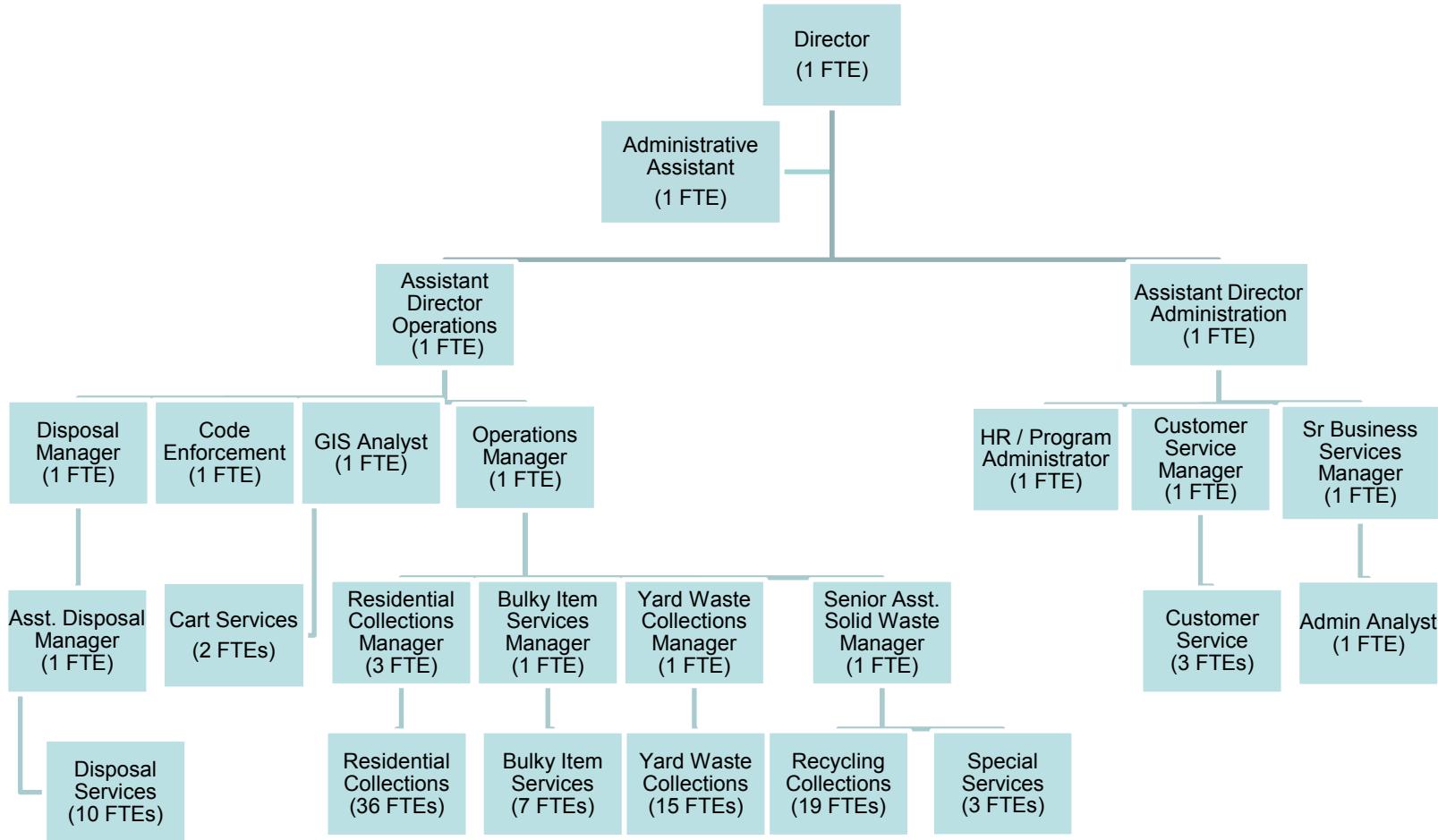
Objective: Maintain a stormwater system to meet or exceed all federal, state and local stormwater and environmental requirements





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: \$20,350,185
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 is 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 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: textiles, 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, and cooking grease 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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Personal Services	\$ 7,633,602	\$ 7,558,848	\$ 7,940,874	\$ 8,383,358	10.9%
Operating	9,514,710	10,417,456	11,265,888	11,703,327	12.3%
Capital and Other	232,875	18,500	86,268	263,500	1324.3%
Transfers	1,200	-	-	-	0.0%
Total Appropriations	\$17,382,387	\$17,994,804	\$19,293,030	\$20,350,185	13.1%
Full Time Employees	111	114	114	114	-
Part Time	-	-	-	-	-
Revenues					
Discretionary	\$ 9,499,191	\$10,156,469	\$11,245,764	\$11,863,004	16.8%
Program	7,883,196	7,838,335	8,047,266	8,487,181	8.3%
Total Revenues	\$17,382,387	\$17,994,804	\$19,293,030	\$20,350,185	13.1%

BUDGET ISSUES FOR FY 2019-20

- 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 2018-19

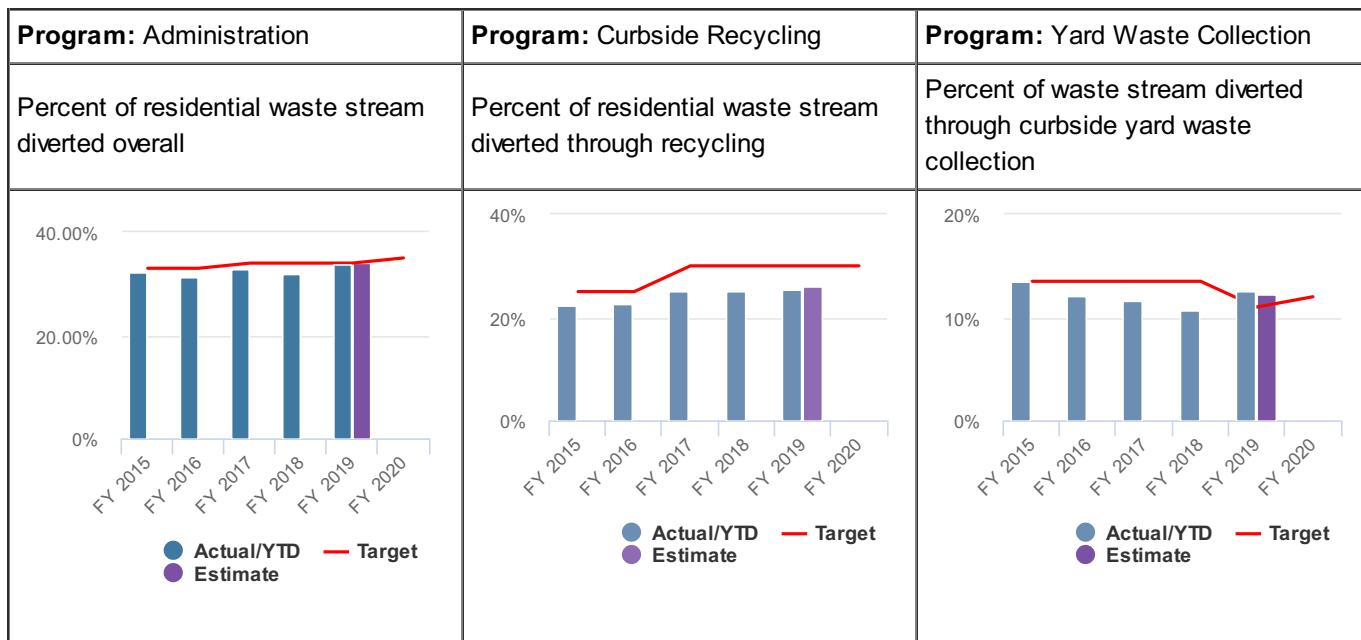
- Secured Type IV permit for implementation of a full-scale organics composting program.
- Installation of additional downtown compactors.
- Added textile recycling option at the Convenience Center.
- Mobile payments processing implemented for flat rate customers at the Waste Disposal and Recycling Center.

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

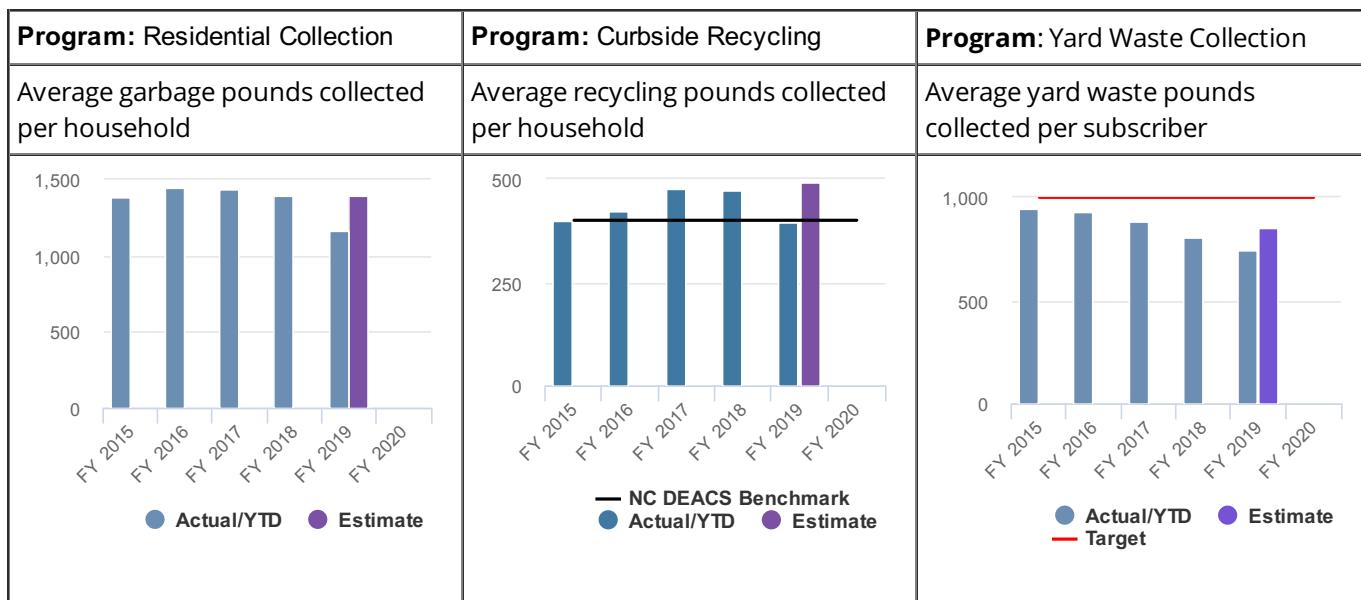
- Greater diversion of waste from disposal, largely driven by food waste diversion.
- Implementation of full scale composting program under approved Type IV permit.
- Receipt of two new automated collection vehicles ordered in 2018, and associated improved collection efficiency through rebalancing of routes.

DEPARTMENT PERFORMANCE SUMMARY

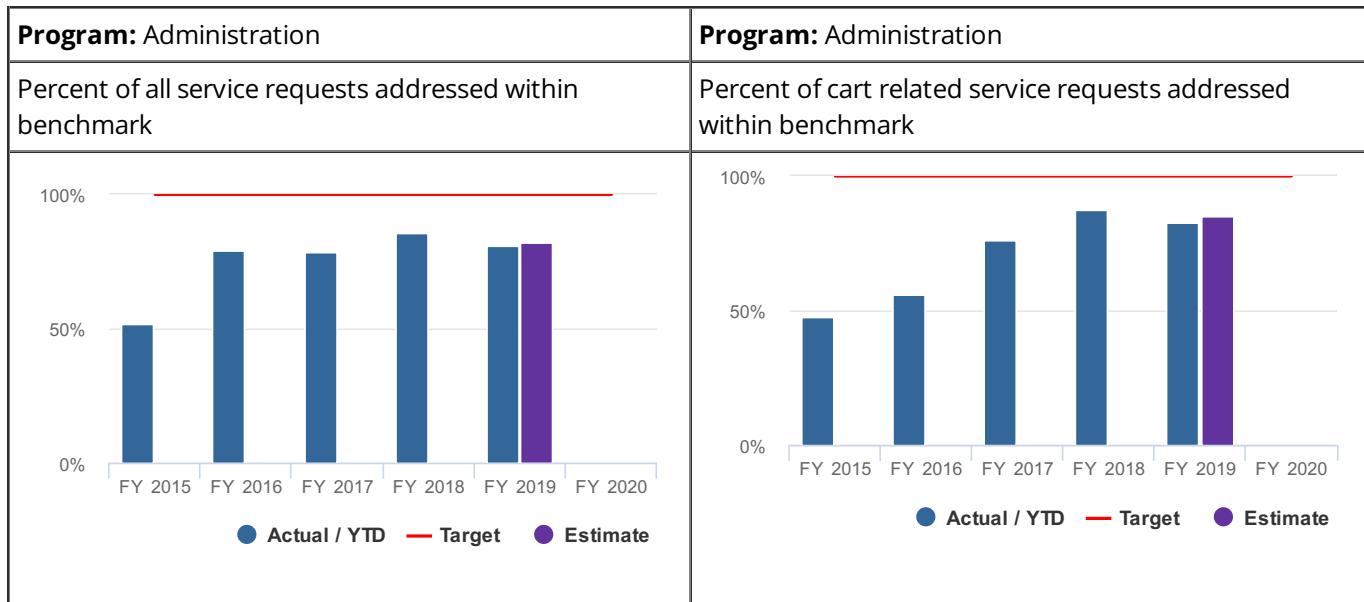
Objective: Develop and implement strategies to promote environmentally sound practices (to include the diversion of reusable and recyclable products from the waste stream thus increasing the diversion rate).



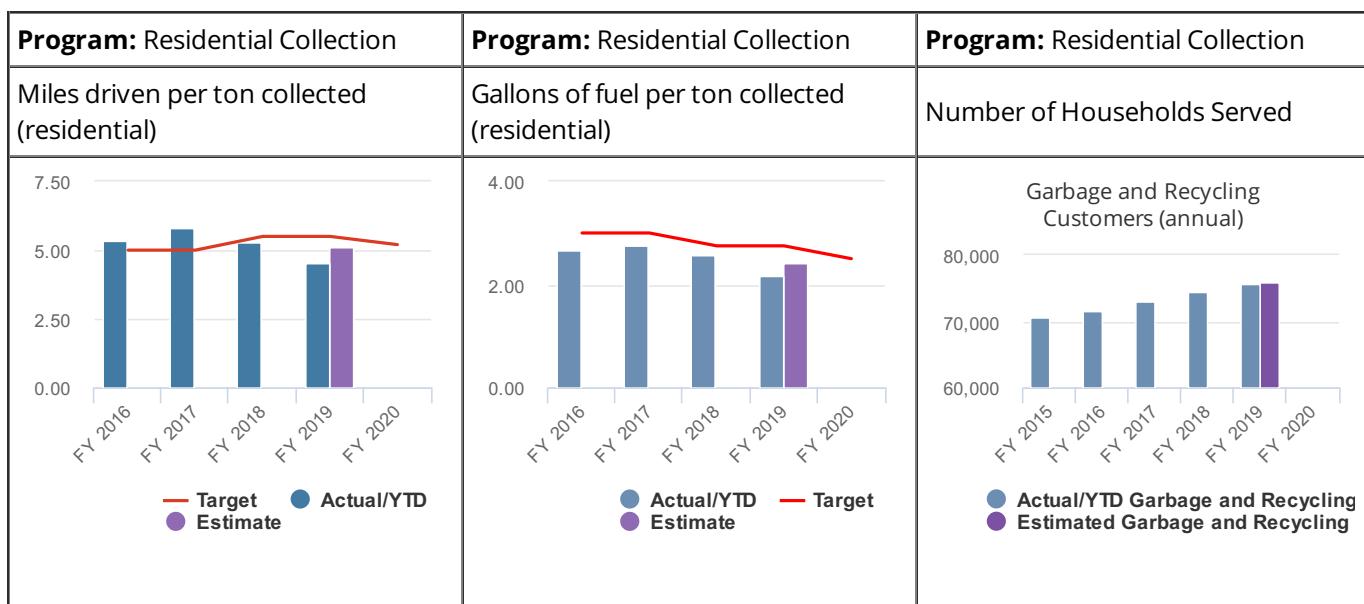
Objective: Develop and implement strategies to promote environmentally sound practices (to include the diversion of reusable and recyclable products from the waste stream thus increasing the diversion rate).



Objective: Improve collaboration with partner departments increasing resident education to deliver high quality services



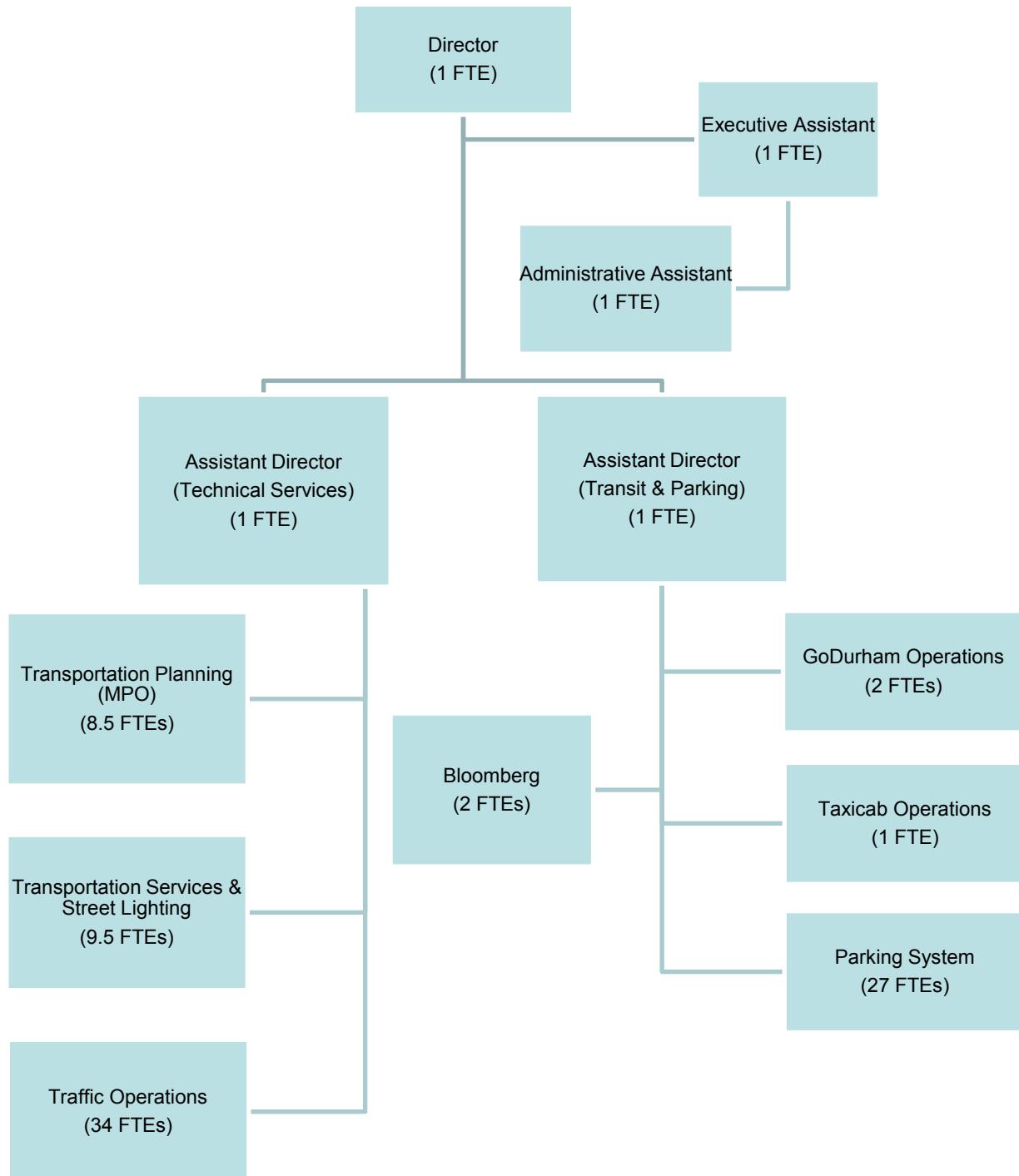
Objective: Reduce carbon footprint and improve operational efficiencies





Transportation

(89 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: \$8,902,910 47.5 FTEs
	Transit Fund: \$22,802,812 Parking Fund: \$4,003,426 27 FTEs
	Grant Funds: \$8,430,604 14.5 FTEs

Transportation Services

Transportation Services includes the Office of the Director, development review services, 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. Effective October 1, 2010 Triangle Transit assumed oversight responsibility for the City's fixed route and Paratransit services. This new arrangement includes former City staff as well as shared resources between the City and Triangle Transit and provides 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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20	Change
Appropriations					
Personal Services	\$ 3,853,036	\$ 4,197,444	\$ 4,409,087	\$ 5,796,145	38.1%
Operating	25,620,830	28,380,431	27,636,402	27,982,178	-1.4%
Capital and Other	118,834	297,673	753,090	425,879	43.1%
Transfers	1,399,866	1,703,777	1,703,777	1,504,946	-11.7%
Total Appropriations	\$30,992,566	\$34,579,325	\$34,502,356	\$35,709,148	3.3%
Full Time Employees	48.5	74.5	74.5	74.5	-
Part Time	1	1	1	1	-
Revenues					
Discretionary Program	\$ 6,701,609 1,208,192	\$ 7,730,749 971,222	\$ 8,143,748 971,222	\$ 7,916,688 986,222	2.4% 1.5%
Total General Fund	\$ 7,909,801	\$ 8,701,971	\$ 9,114,970	\$ 8,902,910	2.3%
Transit Fund	19,971,075	21,820,502	21,864,409	22,802,812	4.5%
Parking Fund	3,111,690	4,056,852	3,522,977	4,003,426	-1.3%
Total Revenues	\$30,992,566	\$34,579,325	\$34,502,356	\$35,709,148	3.3%
Grants					
Transportation Planning Grant					
Personal Services	\$ 1,268,438	\$ 1,269,500	\$ 1,215,396	\$ 1,269,500	0.0%
Operating	1,085,791	1,503,396	1,417,050	823,005	-45.3%
Total Appropriations	\$ 2,354,229	\$ 2,772,896	\$ 2,632,446	\$ 2,092,505	-24.5%
Full Time Employees	9.5	10.5	10.5	10.5	-
Part Time	2	2	2	2	-
Transportation Planning Grant Revenues	\$ 2,354,229	\$ 2,772,896	\$ 2,632,446	\$ 2,092,505	-24.5%
Transit Grant					
Personal Services	\$ 179,791	\$ 182,744	\$ 185,869	\$ 192,394	5.3%
Operating	4,054,117	4,057,362	4,413,881	4,881,508	20.3%
Capital and Other	1,935,288	1,590,873	2,524,533	899,674	-43.4%
Total Appropriations	\$ 6,169,196	\$ 5,830,979	\$ 7,124,283	\$ 5,973,576	2.4%
Full Time Employees	2	2	2	2	-
Part Time	-	-	-	-	-
Transit Grant Revenues	\$ 6,169,196	\$ 5,830,979	\$ 7,124,283	\$ 5,973,576	2.4%
Bloomberg Grant					
Personal Services	-	-	30,000	148,459	100.0%
Operating	-	-	60,000	216,064	100.0%
Total Appropriations	\$ -	\$ -	\$ 90,000	\$ 364,523	100.0%
Full Time Employees	-	-	2	2	2
Part Time	-	-	-	-	-
Bloomberg Grant Revenues	-	-	90,000	364,523	100.0%
Total Budget	\$39,515,991	\$43,183,200	\$44,349,085	\$44,139,752	2.2%

BUDGET ISSUES FOR FY 2019-20

- 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.

ACCOMPLISHMENTS FOR FY 2018-19

- Evaluated the effectiveness of the dockless bike-share program. Revised the ordinance and began permitting of shared active transportation systems.
- Developed/published a Departmental Annual Report for FY 2017-18.
- Continue to implement the Vision Zero Program with a goal of reducing traffic related fatalities to zero.
- Completed data analysis to inform Vision Zero Action Plan
- Selected from competitive national pool for Safe Streets, Smart Cities academy which has provided training for 10 city staff and funding to implement a temporary demonstration project
- Received funding from the Triangle J Council of Governments to start a transportation choices program, GoDurhamGo
- Developed a logo and brand identity for GoDurhamGo, our transportation choices program
- Won a million dollars from the Bloomberg Mayor's Challenge program to implement a behavioral-science driven transportation choices program over the next three years
- Provided sustainable commuting information to over 900 residents at in-person outreach events during the first two quarters of FY 2018-19
- One of two cities selected by the Vision Zero Network and Institute for Transportation Engineers to host a speed management workshop
- Continued the development of a Complete Streets Policy.
- Coordinated with Public Works 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.
- Designed an additional eight miles of bicycle lanes and seven miles of neighborhood bicycle boulevards.
- Installed 450 new street lights.
- Began an 18 month conversion program with Duke Energy to convert approximately 21,701 High Pressure Sodium (HPS) lights to LED.
- Optimized traffic signal timing at 197 intersections.
- Continued the installation of green bicycle lanes in high conflict areas.
- Installed 82 miles of pavement markings.
- Installed/replaced 2,940 traffic signs
- Continued the City's Speed Hump Program with traffic studies, petitions, installations.
- Completed design work with NCDOT on the Durham Signal System replacement project.
- Completed preliminary planning work on the US 15-501 Corridor Study.
- Initiated preliminary planning work on the Move Durham: Central Durham Transportation Study.
- Completed design work on the Downtown Durham Wayfinding project.
- Initiated preliminary planning work associated with the Woodcroft Parkway Extension project.
- The GoDurham fixed-route service was awarded 2018 Transit System of the Year by the NC Public Transportation Association (NCPTA).
- Continued planning and execution of improvements to accessibility and amenities at 8 GoDurham bus stops.
- Implemented a new paratransit communications system that provides phone, email, and/or SMS text messages to customers about when their vehicle is nearing their pickup location, next day reservation reminders, adverse weather alerts, and more.
- Transported nearly 21,000 fixed-route customers and over 700 daily ADA paratransit customers.
- Completed new radio installations on all fixed-route and paratransit vehicles.
- Completed the repower (engine replacement) on 21 GoDurham buses
- Begin process of refurbishing 21 GoDurham buses.
- Took receipt of 6 replacement paratransit vehicles and 2 replacement buses

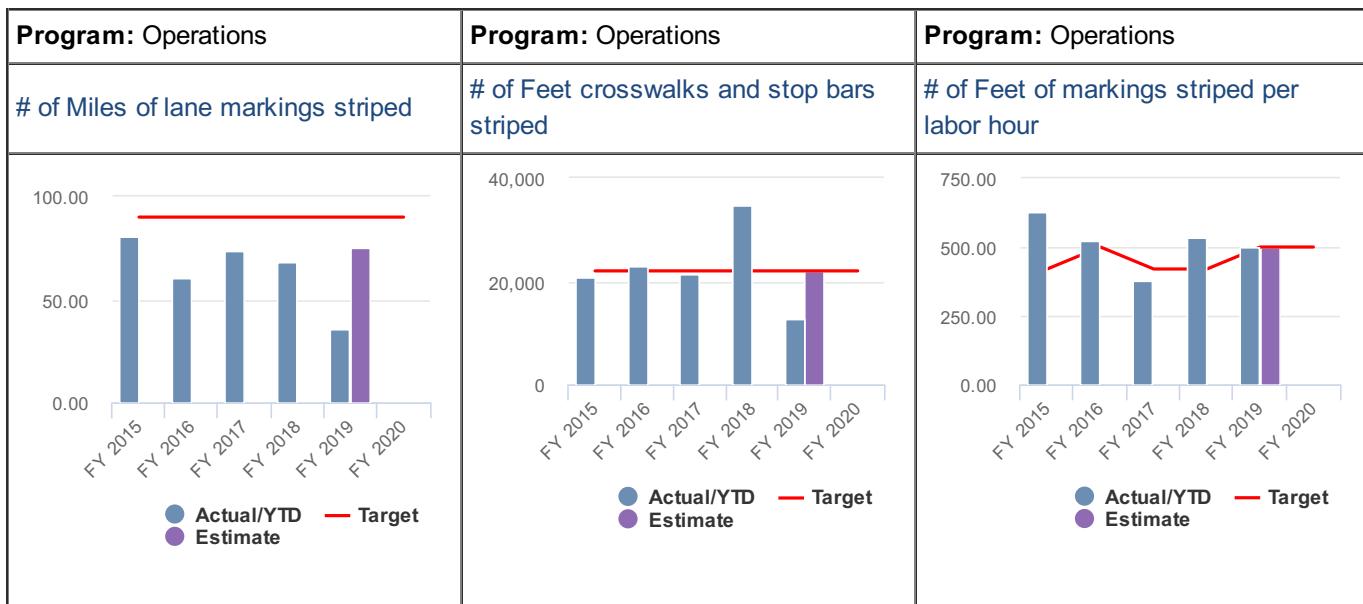
- Maintained a high-quality safety record with less than 1 preventable accident per 100,000 miles.
- Insourced parking operations from contractor to City function
- Selected as the Host City for the 2019 Carolinas Parking Association's Annual Conference
- Implemented online special event parking reservation system
- Opened the new parking garage
- Enhanced the functionality of the off-street parking access and revenue control system
- Revamp the website to ensure optimal service delivery

ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

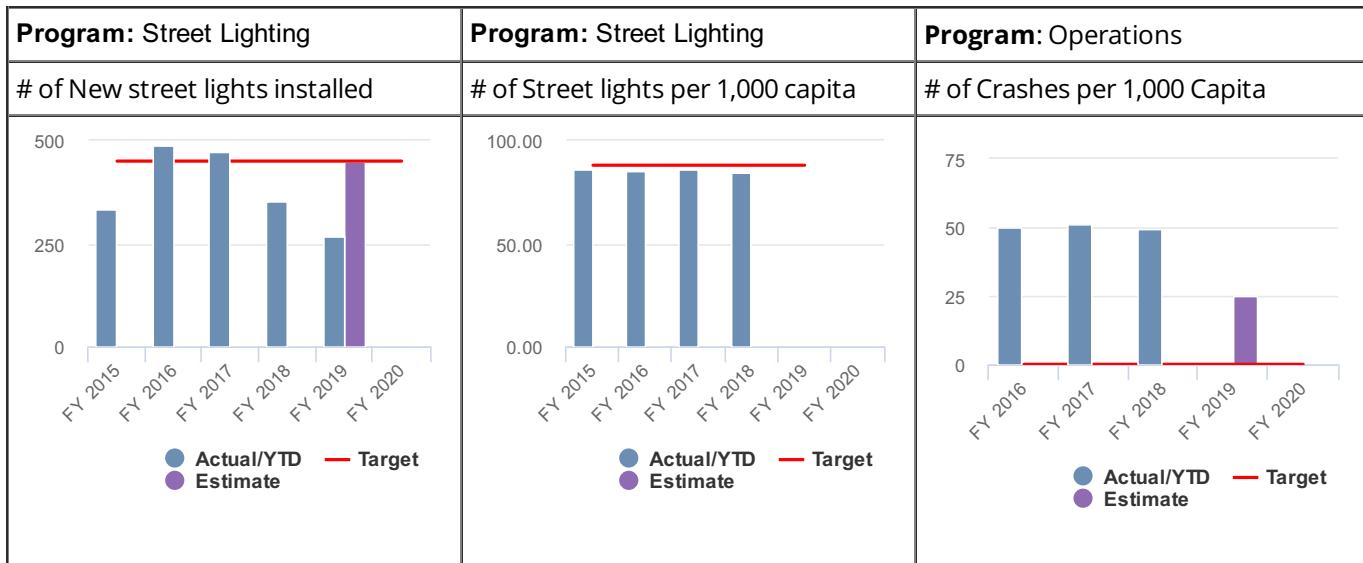
- Develop/publish FY 2018-19 Annual Report.
- Complete and circulate data-driven Vision Zero Action Plan.
- Develop a comprehensive Transportation Demand Management Program.
- Provide sustainable commuting information to over 2500 residents at in-person outreach events during FY 2019-20.
- Evaluate the 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.
- Finalize Move Durham: Central Durham Transportation Study.
- 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.
- Coordinate GoDurham Access Taxicab Coupon Program.
- Continue 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 and put into service 2 new 40ft low-floor buses for the GoDurham bus service, and 6 new light transit vehicles for the GoDurham ACCESS service.
- Complete refurbishment of 21 GoDurham buses.
- Complete battery replacements on 4 GoDurham hybrid buses.
- Begin implementation of service improvements recommended in the Short-Range Transit Plan.
- Stabilize the Office of Parking Management.
- Integrate digital/mobile technologies to provide expanded payment options for customers.
- Complete system-wide security and surveillance camera upgrades in all parking garages.
- Complete system-wide Parking Access and Revenue Control Equipment upgrades in all parking garages.
- Complete upgrade of the Chapel Hill Street Parking Garage stairwells.
- Implement parking fee increase as recommended in the 2017-18 Parking Study.
- Launch Ride-Share Program.

DEPARTMENT PERFORMANCE SUMMARY

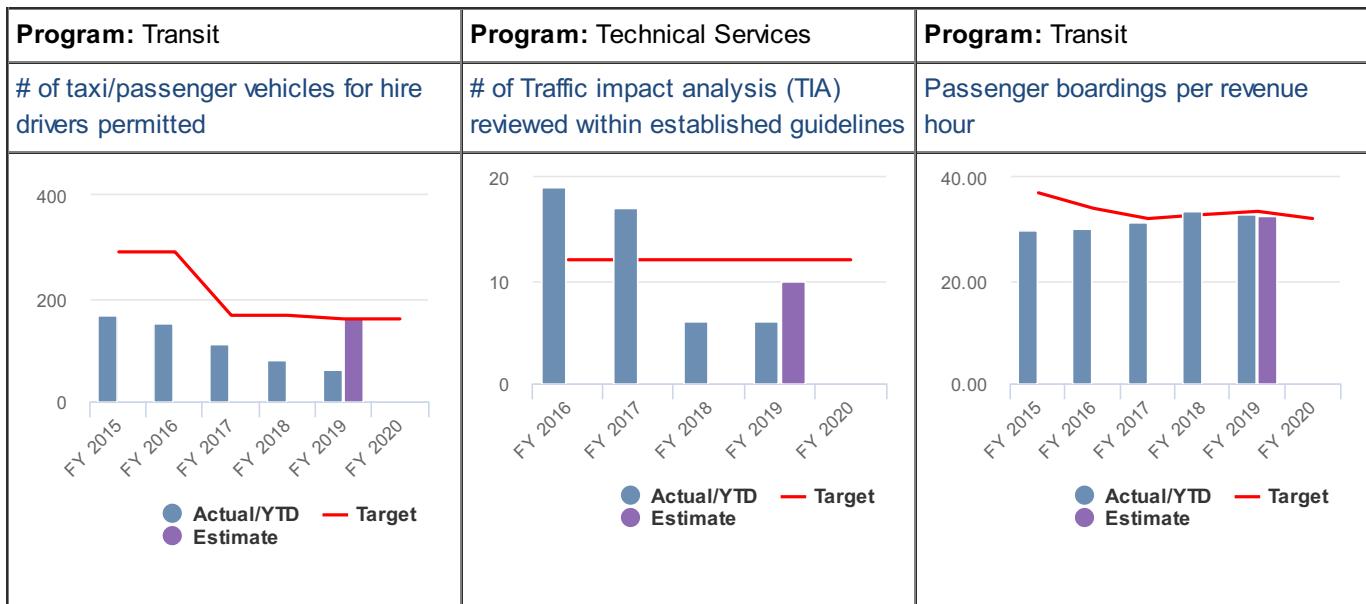
Objective: Enhance safety and accessibility of crosswalks, walkways, school zones, trails and bikeways for residents and visitors to get from one point to another.



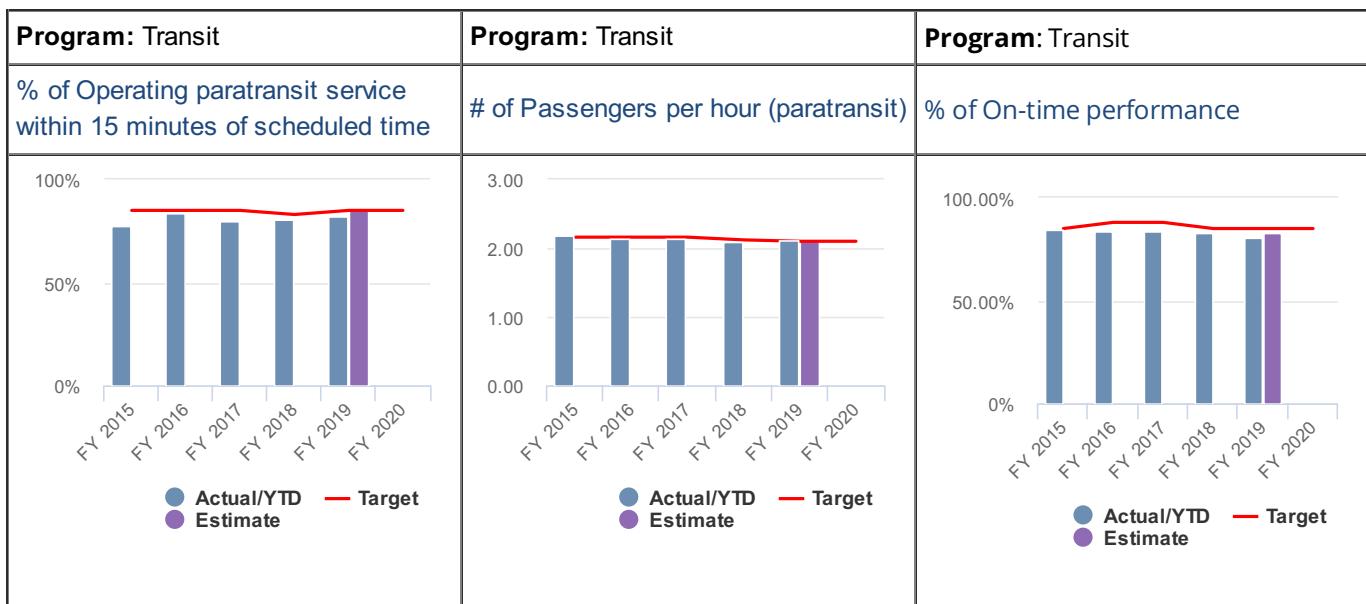
Objective: Promote zero fatalities on our roadways through the Vision Zero program, a program where community members share responsibility for ensuring the safety of the community.



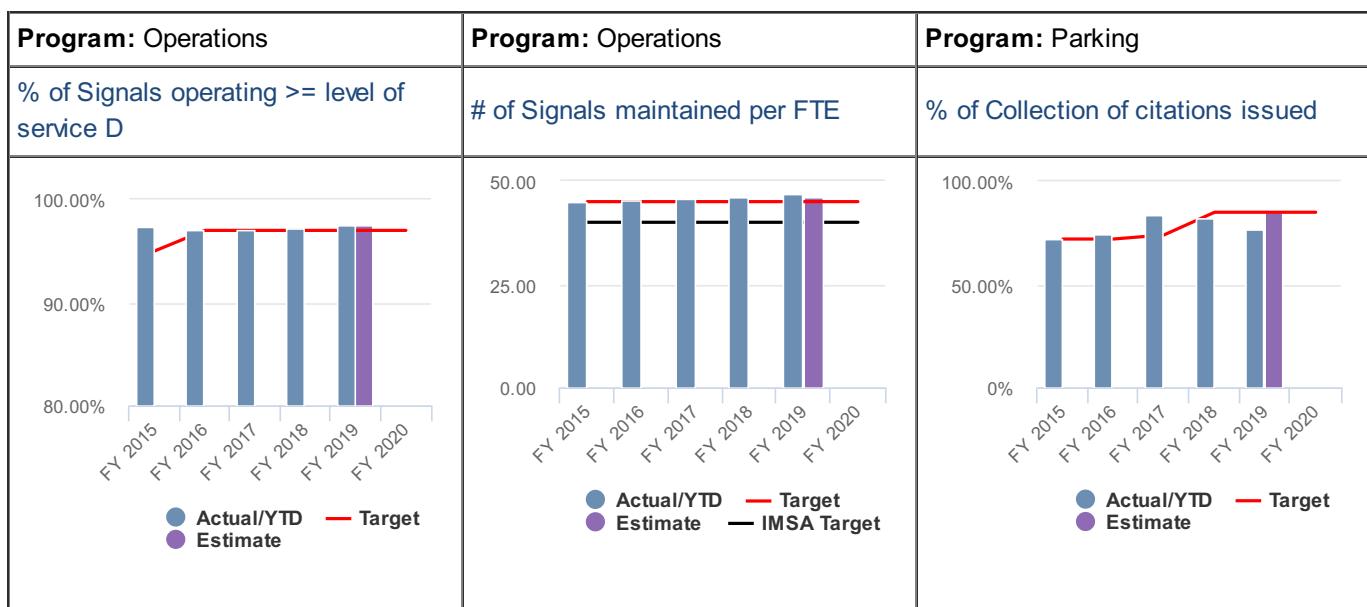
Objective: Promote multi-modal transportation options that are environmentally sustainable, affordable, clean, safe, and efficient.



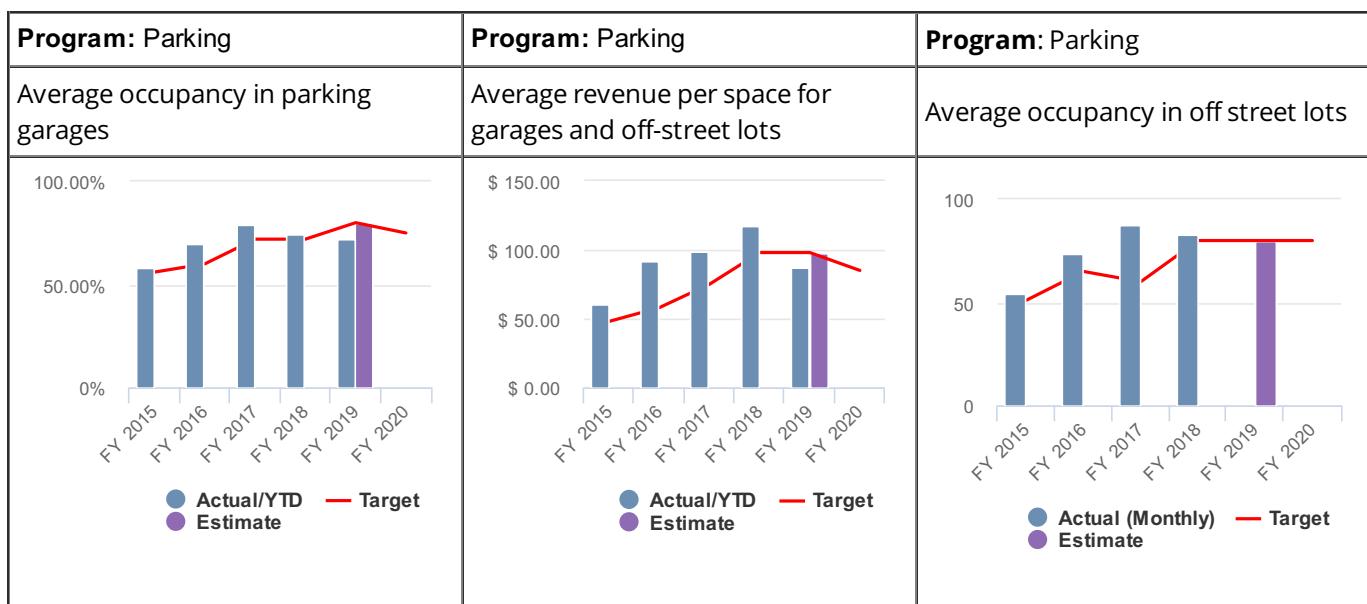
Objective: Promote multi-modal transportation options that are environmentally sustainable, affordable, clean, safe, and efficient.



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.



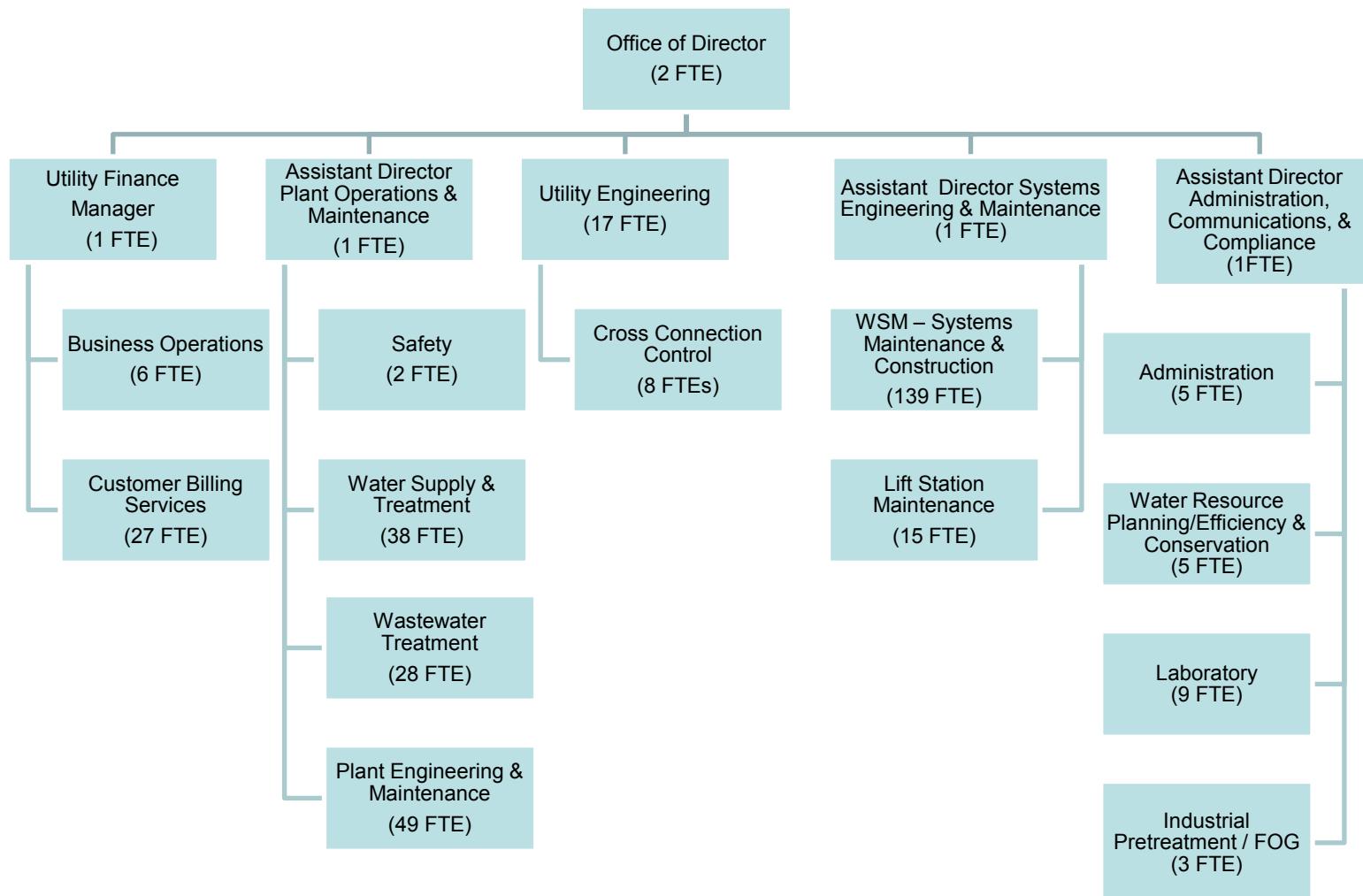
Objective: Proactively address situations associated with single occupant vehicles, such as parking and congestion, with hired vehicle usage and transportation delivery to reduce vehicle miles traveled.





Water Management

(357 FTE)



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: \$47,346,472****356.5 FTE****Solid Waste Fund: \$272,636****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 UnitsAdministration

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.

Customer Billing Services

This division is the first point of contact for most customers in the service area. Staff provides billing and collection services for the utility which include 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 septic program and conducts active public education, outreach, and advertising campaigns to promote public awareness of proper grease disposal.

Laboratory Services

The Laboratory Services Section of the department, located at the South Durham Facility, 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.

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 increasing 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 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 2017-18	Adopted FY 2018-19	Estimated FY 2018-19	Adopted FY 2019-20
Appropriations				
Personal Services	\$ 23,509,666	\$ 25,374,807	\$ 25,743,845	\$ 26,815,937
Operating	21,096,492	20,966,613	23,995,186	21,106,106
Capital and Other	263,067	23,000	741,574	140,500
Total Appropriations	\$ 44,869,225	\$ 46,364,420	\$ 50,480,605	\$ 48,062,543
Full Time Employees	342	350	350	357
Part Time	2	2	2	2
Revenues				
Water and Sewer Fund	\$ 44,683,256	\$ 46,094,285	\$ 50,193,138	\$ 47,790,574
Solid Waste Disposal Fund	185,969	270,135	287,467	271,969
Total Revenues	\$ 44,869,225	\$ 46,364,420	\$ 50,480,605	\$ 48,062,543

BUDGET ISSUES FOR FY 2019-20

- 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.
- 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 2018-19

- Provided 26.66 Million Gallons per Day (MGD) of drinking water that met all state and federal water quality standards to Durham customers (calendar year).
- Discharged 20.24 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 2018 WaterSense® Excellence Award for Excellence in Education and Outreach at the WaterSmart Innovations Conference in October [Water Efficiency and Conservation Program, third consecutive year winning an Excellence Award].
- Continued collaborating with Western Intake Partners on development of a regional intake and water treatment facility on the western side of Jordan Lake.
- Continued construction of Phase I of the WRF Improvements at North and South Durham.
- Continued rehabilitation for the Lake Michie and Little River dams.
- Continued construction for the expansion of 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.
- Began construction for Phase I of the Eno Outfall Replacement Project.
- Began final design for Phase II of the Eno Outfall Replacement Project.
- Advertised and received bids for the Southeast Regional Lift Station Project.
- Began Phase I of the Water Management Facility Expansion.
- Began construction of Phase I of the American Tobacco District Water Main Replacement Project.
- Successfully combined and cross trained the cashiering and lobby staff in Customer Billing Services to minimize wait time and improve responsiveness to customers visiting City Hall.
- Implemented Text to Pay, enabling customers to make secure one-time payments via text message.
- Implemented new billing calendar to create consistent payment dates and cut-off dates for customers.
- Continued to implement the departmental 2015 Employee Satisfaction Survey (ESS) Response plan and updated with input from employee response from the 2017 ESS.
- Successfully launched the Triangle Water Partnership (expansion and recast of former Jordan Lake Partnership) with a continued focus on regional water supply planning.

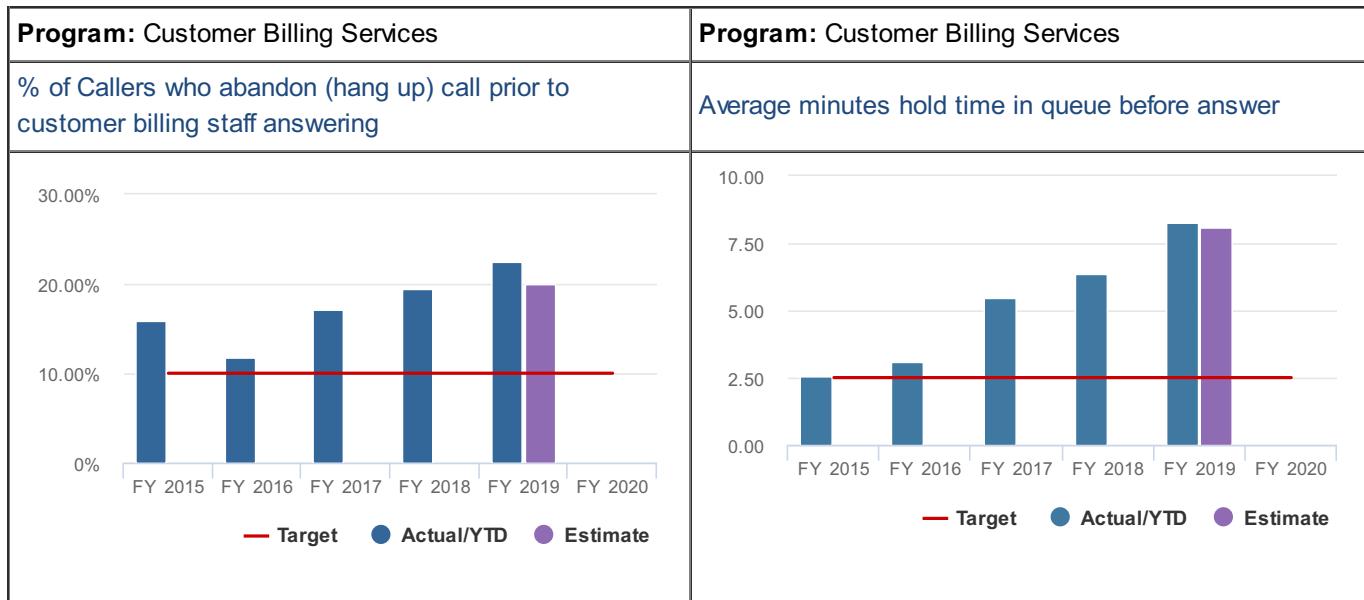
ANTICIPATED ACCOMPLISHMENTS FOR FY 2019-20

- Continued improvements in customer responsiveness through new/expanded technologies for account access and communication.
- Continue to implement tools and strategies to increase collection rates for water and sewer bills.
- Complete sewer replacement and rehabilitation projects at numerous sites.
- Continue construction for Cured in Place Pipe lining and manhole rehabilitation.
- Continue construction of Phase I of the Eno Outfall Replacement project.
- Continue construction of Phase I of the Water Management Facility Expansion.
- 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.
- Begin construction of the Downtown East-West Reinforcing Main.
- Continue construction of Phase I of the American Tobacco District Water Main Replacement Project.

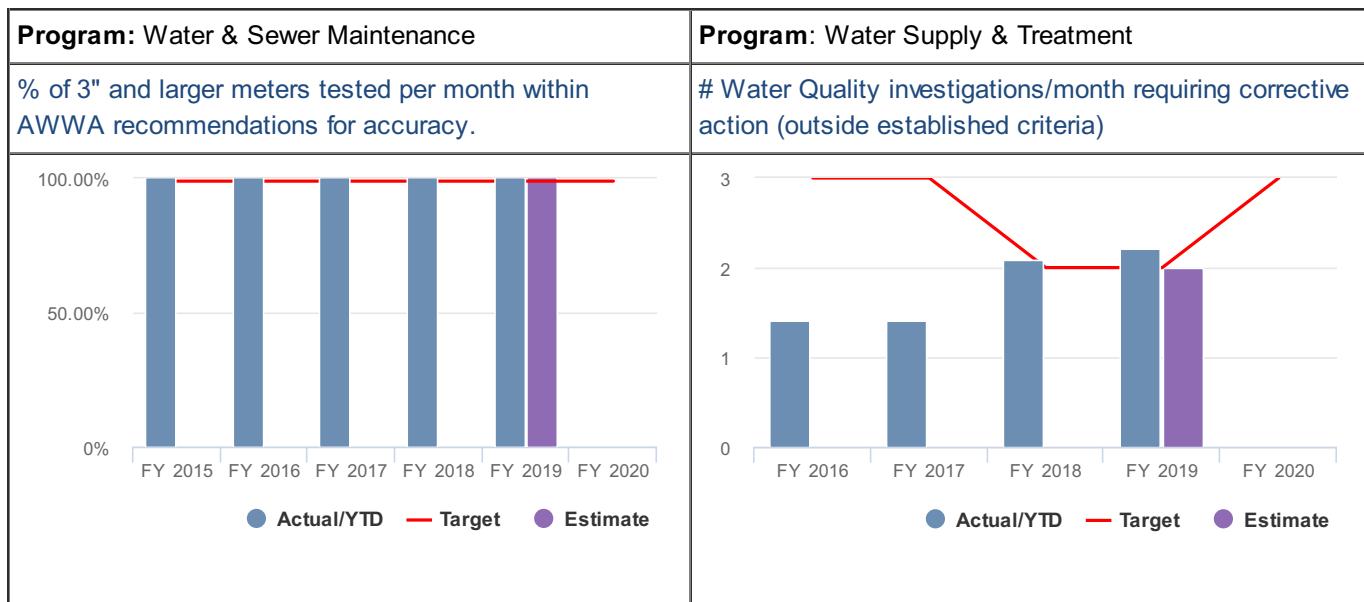
- Begin construction of the Southeast Regional Lift Station project.
- Continue construction of Phase I of the Water Reclamation Facility improvements at North and South Durham.
- Complete the Professional Engineer's Report (PER) and begin design for Raw Water Pumping Stations at Lake Michie and Little River.
- Begin design for the Lake Michie and Little River Dam Improvements project.
- Complete hydrologic evaluation of Teer Quarry water supply reservoir operation.
- Continue 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.
- Continue to work with General Services Real Estate to select new customer service site to combine all staff in one location.

DEPARTMENT PERFORMANCE SUMMARY

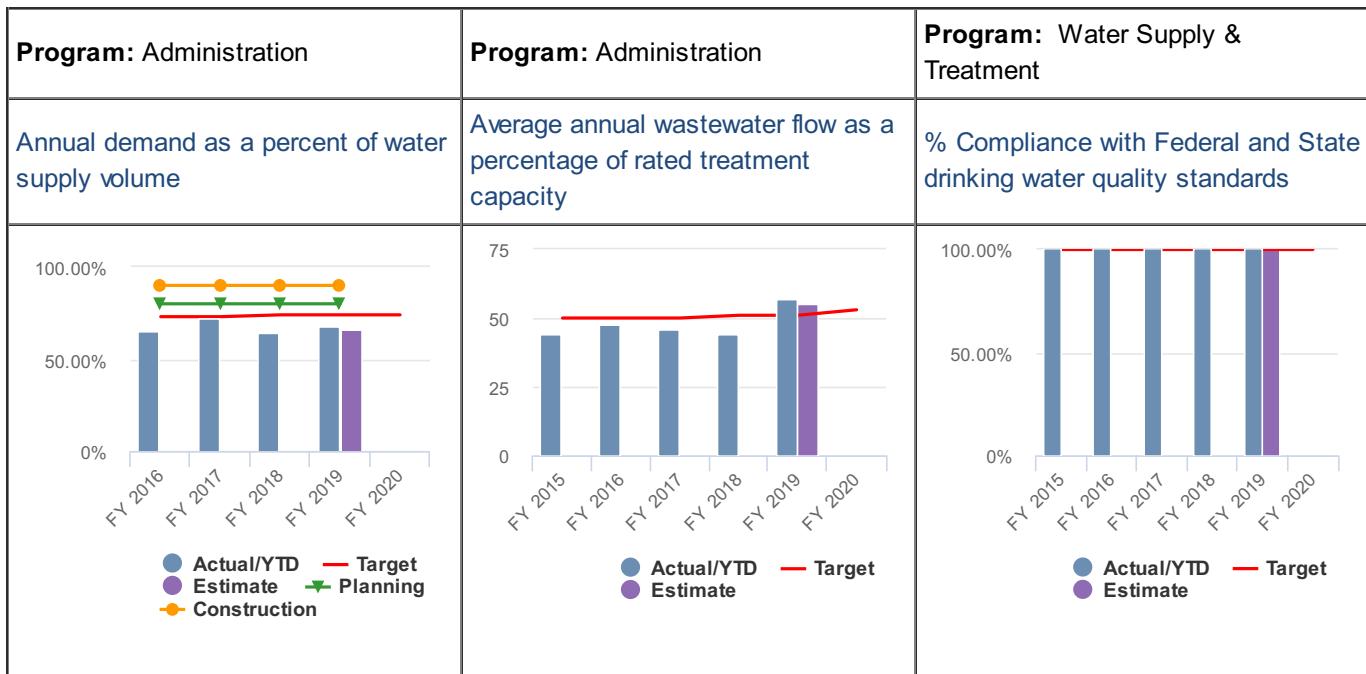
Objective: Maintain satisfied customers



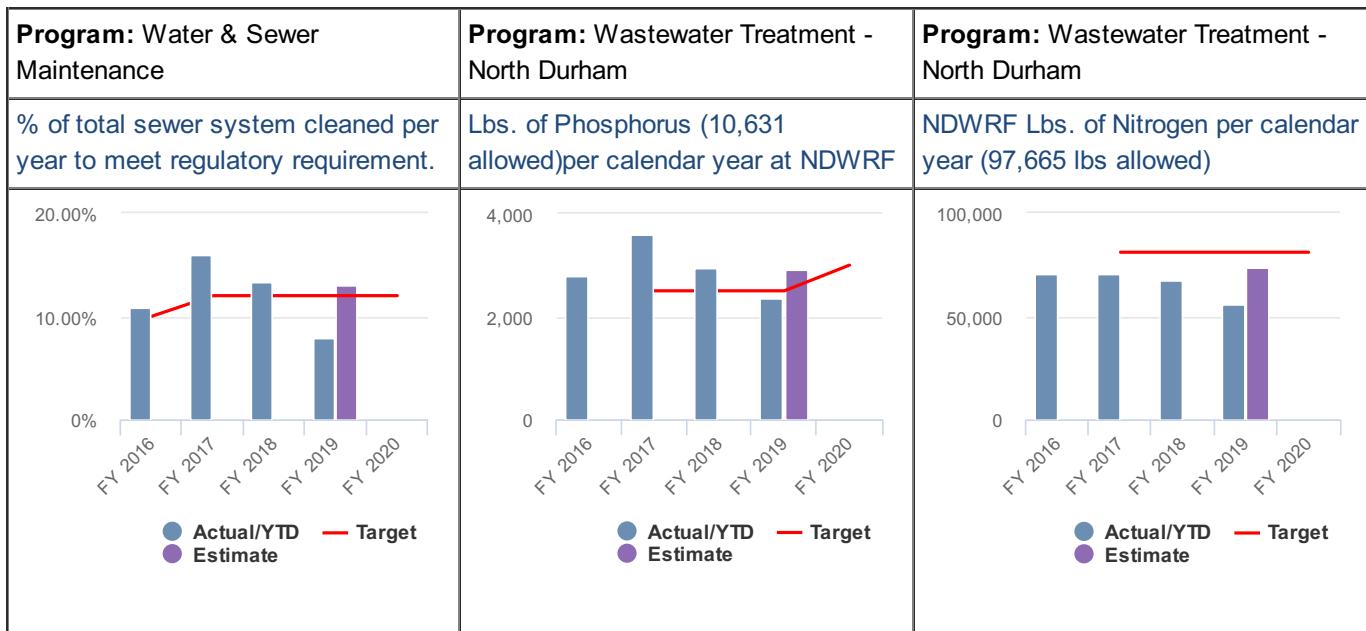
Objective: Maintain water/wastewater systems to an acceptable level of effectiveness and quality



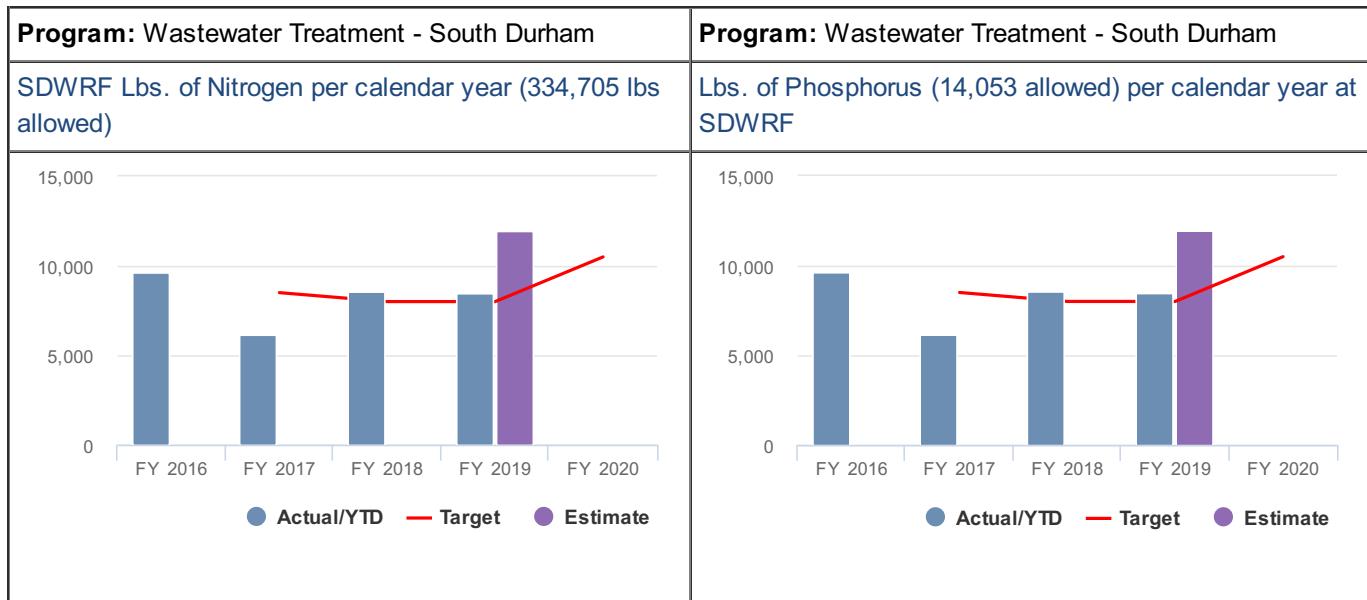
Objective: Develop and build water/wastewater systems to meet growth needs and regulatory requirements



Objective: Develop and build water/wastewater systems to meet growth needs and regulatory requirements



Objective: Develop and build water/wastewater systems to meet growth needs and regulatory requirements



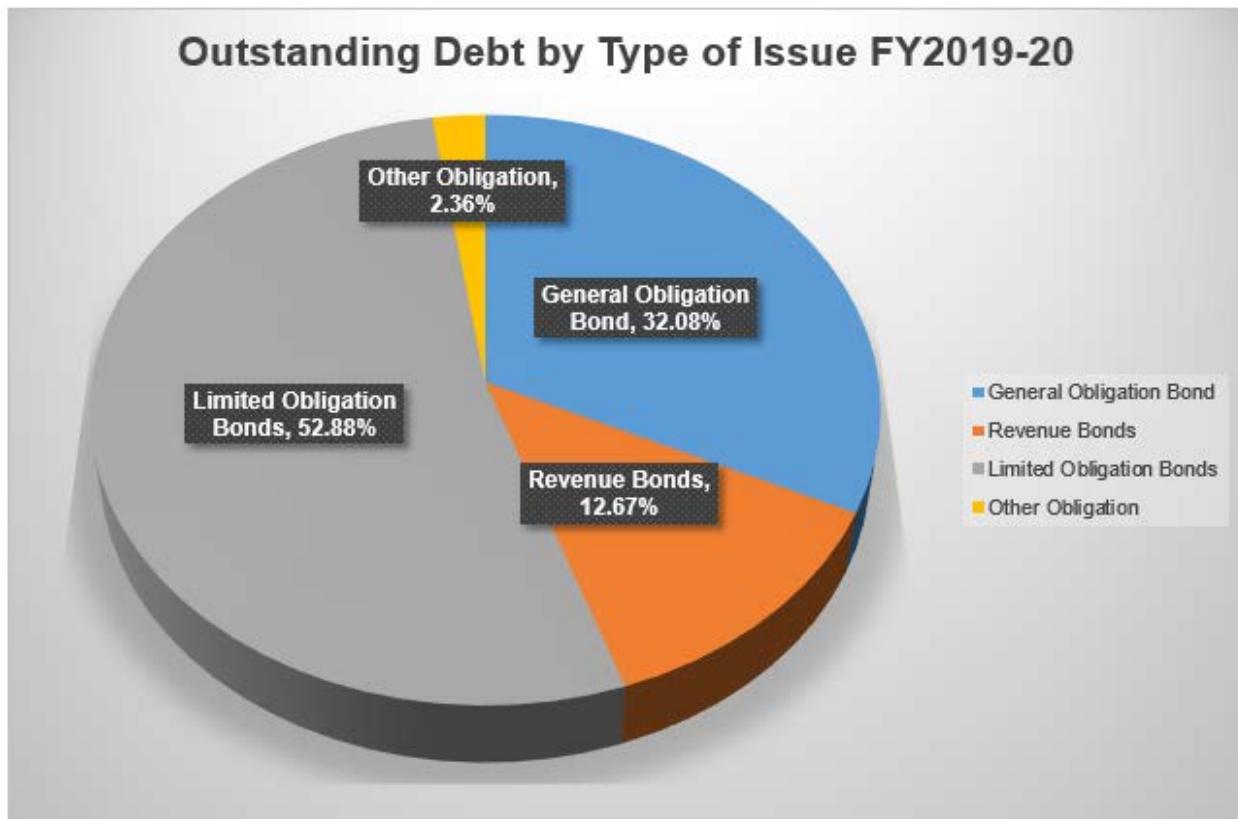
DEBT MANAGEMENT

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 statutes.

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

Type of Issue	Fiscal Year 2019-20 Obligations			Future Obligations		
	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



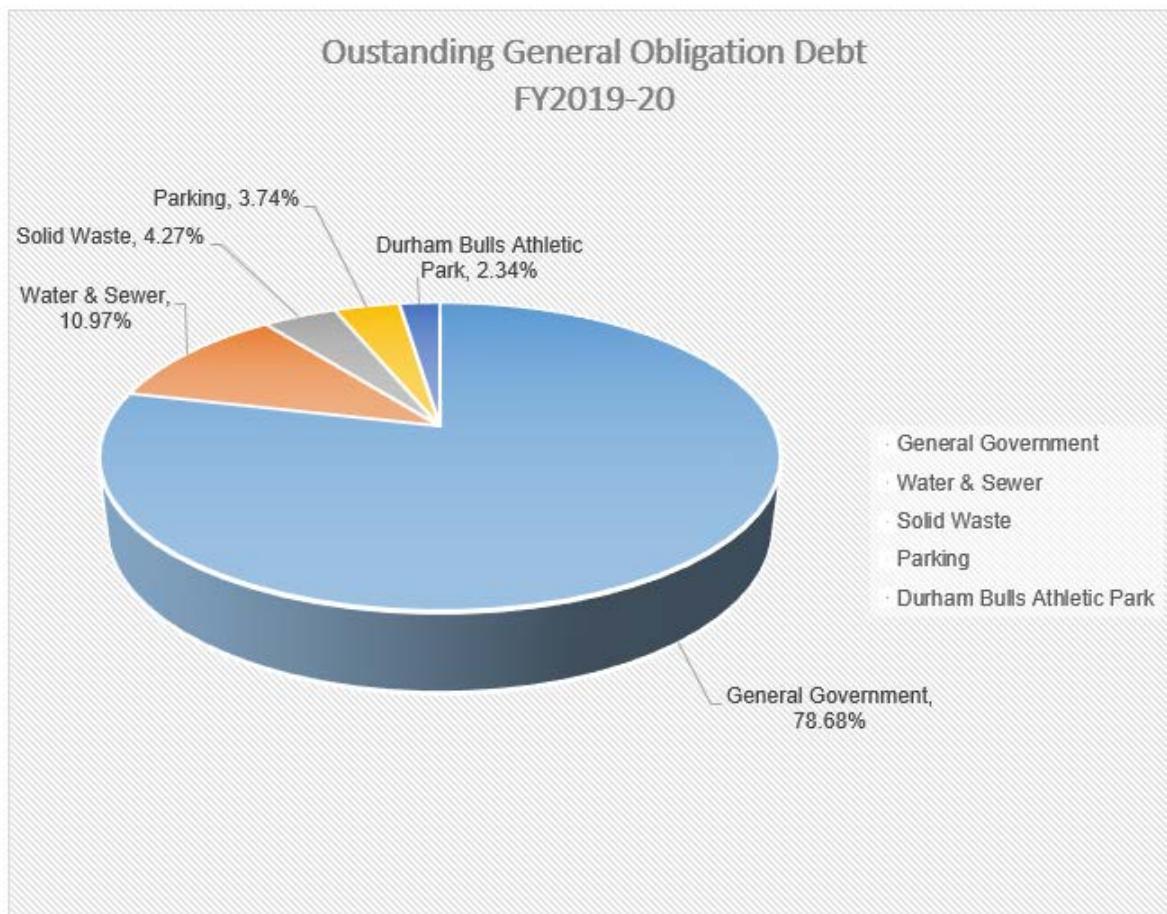
Legal Debt Limit:

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, 2019 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 2019-20

<i>Issue</i>	<i>Principal</i>	<i>Interest</i>	<i>Future Obligation</i>
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, NORTH CAROLINA

CAPITAL IMPROVEMENT PLAN FY 2020 – 2025



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 2020 CIP Process

For the preparation of the 2020-25 CIP the City continues its strategic prioritization process in the selection of capital projects. The process involves the participation of senior management, the internal CIP advisory committee, and the Community Capital Improvement Panel (CCIP). Keys to ensuring that the City's capital needs will continue to be met under restrictive financial limitations include asset management, effective project costing, and ongoing prioritization of capital projects.

CIP Preparation

The CIP process includes a professional analysis of projects, the guidance of citizens, businesses, and community leaders, and the leadership of the City Manager and City Council to produce a sound CIP for FY 2020-2025. The City also maintains a web-based application that allows citizens to view an update on all capital projects at: <https://durhamnc.gov/1537/CIP-Listings-View>.

CIP PROCESS

The FY 2020-25 CIP process included the participation of the CIP Advisory Committee and a Community Capital Improvement Panel (CCIP).

The CIP Advisory Committee consists of representatives from across the organization charged with:

1. Aligning projects with identified master and strategic plans.
2. Identifying issues that may be barriers to successful project management.
3. Strengthening cross-functional communication between internal project managers.
4. Focusing on continuous improvement in the Capital Improvement process.

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 Community Capital Improvement Panel (CCIP) is composed of business and community leaders charged with:

1. Helping City staff prioritize the right combination of new capital improvement projects.
2. Advising the City Council of the most critical CIP projects to meet the City's ongoing needs.
3. Evaluating and recommending projects for funding in the Capital Improvement Plan.

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.

While the Scoring Team managed the internal review and assessment of requested projects, the CCIP received a presentation on capital project needs, and developed guiding principles by which projects are prioritized.

The FY 2020-25 CIP includes approximately \$186.8 million for 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, the Scoring Team, and the CCIP 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 17, 2019.

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. This year's CIP included funding to continue the planning and design of the Hoover Road Athletic facility, begin renovations at the Weaver Street and W.D. Hill Recreational centers and the continuation of the cultural public art fund. Also, new this year is funding for Participatory Budgeting Projects that will be concentrated in the three City Council Wards.

- 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 and Energy Management projects within City Hall.
- 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 land acquisition for Fire Station #19 and continues funding for the construction phase of Fire Station #18.
- 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 continues construction of the Solid Waste Annex Truck Wash facility.
- 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 future watershed planning and design, major stormwater infrastructure improvements, 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, construction of new sidewalks, rail safety improvements and the continuation of the various Traffic Signal Upgrade 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, Downtown East-West Main replacements and continues design/construction of the Southeast Regional Lift Station.
- 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. This year's CIP includes funding for Blue Light Emergency Phone System, Bus Stop Improvements; and the continuation of Transit Fund Fleet purchases.

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 2020-2025 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 sales (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.

Completed Projects

The following CIP projects were completed during FY 2019:



Culture and Recreation

- American Tobacco Trail Parking Lot
- Birchwood Park Parking Lot
- Twin Lakes Park Feasibility Study

General Services

- Cemeteries Upgrades
- Downtown Morgan Street Parking Garage

Public Protection

- Public Safety Radio Replacements
- Land Acquisition for Fire Station #18

Solid Waste

- Solid Waste Annex and Truck Wash Project

Transportation

- Carver Street Extension
- Transit Bus Fleet
- Parking Security Enhancements

**CITY OF DURHAM
CAPITAL IMPROVEMENT PROGRAM**

FY 2020 - 2025 CAPITAL IMPROVEMENT PROGRAM SUMMARY

SUMMARY BY PROJECT CATEGORY

Category	Prior Year	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	Future Years	Total Request
Culture & Recreation	26,489,448	4,454,000	75,000	2,475,000	75,000	2,475,000	75,000	2,475,000	38,593,448
General Services	56,172,597	8,801,611	0	0	0	0	0	0	64,974,208
Other Enterprise Funds	2,108,570	4,250,000	0	0	0	0	0	0	6,358,570
Public Protection	1,258,582	8,300,770	0	0	0	0	0	0	9,559,352
Solid Waste	14,923,543	4,024,020	0	0	0	0	0	0	18,947,563
Stormwater	43,969,769	6,234,000	21,300,000	8,150,000	6,025,000	1,875,000	0	0	87,553,769
Technology	7,410,209	3,200,000	0	0	0	0	0	0	10,610,209
Transportation	98,123,378	27,390,318	10,348,859	2,807,298	3,461,455	1,500,000	0	0	143,631,308
Wastewater	459,799,974	66,300,000	125,400,000	80,700,000	71,500,000	43,700,000	0	0	847,399,974
Water	278,337,240	53,855,000	54,480,000	144,249,999	25,300,000	13,400,000	5,500,000	0	575,122,239
	\$988,593,310	\$186,809,719	\$211,603,85	\$238,382,297	\$106,361,455	\$62,950,000	\$5,575,000	\$2,475,000	\$1,802,750,640

SUMMARY BY REVENUE SOURCE

Source	Prior Year	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	Future Years	Total Funds
GOB Authorized	11,482,325	0	0	0	0	0	0	0	11,482,325
GOB Unauthorized	239,342	0	0	0	0	0	0	0	239,342
Impact Fees	23,963,761	0	0	0	0	0	0	0	23,963,761
Installment Sales	69,244,459	40,848,806	0	0	0	0	0	0	110,093,265
Intergovernmental	27,547,618	2,750,000	0	0	0	0	0	0	30,297,618
Other	86,277,843	14,169,541	7,000,000	0	0	0	0	0	107,447,384
Pay-As-You-Go	221,688,638	74,114,000	112,900,000	57,250,000	52,525,000	40,075,000	0	0	558,552,638
Rev Authorized	9,533,654	0	0	0	0	0	0	0	9,533,654
Rev Unauthorized	537,765,670	54,927,372	88,280,000	175,849,999	50,300,000	18,900,000	5,500,000	0	931,523,041
Unidentified	850,000	0	3,423,859	5,282,298	3,536,455	3,975,000	75,000	2,475,000	19,617,612
	\$988,593,310	\$186,809,719	\$211,603,859	\$238,382,297	\$106,361,455	\$62,950,000	\$5,575,000	\$2,475,000	\$1,802,750,640

Operating Costs from Associated Capital Expenditures

	<u>Prior</u> <u>Years</u>	2019-20	2020-21	2021-22	2022-23	<u>Future</u> <u>Years</u>	Total
Culture & Recreation							
Capital Outlay	\$ -	\$ 2,400,000	\$ -	\$ 2,400,000	\$ -	\$ 4,400,000	\$ 9,200,000
Maint/Operations	91,000	-	-	-	-	800,000	800,000
Personnel	40,000	-	-	-	-	-	-
Total	\$ 131,000	\$ 2,400,000	\$ -	\$ 2,400,000	\$ -	\$ 5,200,000	\$10,000,000
Public Protection							
Maint/Operations	\$ 3,000	\$ 1,450,000	\$ 1,416,250	\$ 1,458,738	\$ 1,502,500	\$ 1,815,000	\$ 7,642,487
Personnel	1,994,780	101,161	956,493	994,753	1,991,036	-	6,138,411
Total	\$1,997,780	\$ 1,551,161	\$ 2,372,743	\$ 2,453,490	\$3,493,536	\$ 1,815,000	\$13,780,899
Technology							
Maint/Operating	\$ 904,560	1,148,921	348,921	1,148,921	348,921	1,148,921	\$ 5,153,725
Total	\$ 904,560	\$ 1,148,921	\$ 348,921	\$1,148,921	\$ 348,921	\$ 1,148,921	\$ 5,153,725
Water							
Maint/Operating	\$ 11,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,000
Total	\$ 11,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,000
General Capital Improvements							
Operating Costs Total:	\$3,033,340	\$ 5,100,082	\$ 2,721,664	\$6,002,411	\$3,842,457	\$ 8,163,921	\$28,945,624
All Capital Improvements							
Operating Costs Total:	\$3,044,340	\$ 5,100,082	\$ 2,721,664	\$6,002,411	\$3,842,457	\$ 8,163,921	\$28,956,624

**CITY OF DURHAM
GENERAL CAPITAL IMPROVEMENTS PROJECT ORDINANCE**

FISCAL YEAR 2019-20

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM, that the following capital projects are authorized:

SUMMARY	
Culture and Recreation	\$ 48,286,333
Downtown Revitalization	12,000
General Services	45,698,615
Housing	28,191,509
Public Protection	98,708,232
Technology	13,547,013
Transportation	157,012,638
TOTAL	\$391,456,340

Section 1. Description of Projects

(a) Culture and Recreation

Number	Project Title	Revenue Source	Appropriation	Revenue
1	American Tobacco Trail Phase E CH056		11,816,838	
		Open Space Impact Fees (Zone 1)		468,956
		Private Grant		150,000
		Miscellaneous Revenue		38,375
		Payment in Lieu Zone 1B Third Fork		73,150
		Payment in Lieu Zone 1-C Northeast Creek		73,150
		Debt		221,494
		General Obligation Bonds (2005)		273,826
		General Obligation Bonds (2007)		472,000
		2/3 Bond - Series 2008		1,500,000
		Parks and Recreation Bonds (1996)		350,986
		Federal Match/ Grants		7,497,057
		Distributed Interest		197,844
		Impact Fees P&R Zone 3		201,316
		Open Space Impact Fees (Zone 3)		112,389
		Open Space Impact Fees (Zone 2)		186,295
2	American Tobacco Trail Parking Lot CH285		257,718	
		Parks and Recreation Impact Fees (Zone 1)		252,718
		NC Horse Council Grant (2014)		5,000
3	Athletic Courts Improvements CH510		3,167,187	
		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
4	Athletic Field Irrigation/Lighting (Snow Hill) CH058		295,171	
		2013 Limited Obligation Bonds		295,171
5	Birchwood Park - Parking Lot Upgrades CH005		213,863	
		Open Space Impact Fees (Zone 2)		213,863

6	Campus Hills Baseball Field Lighting CH019	Debt	250,000
7	Campus Hills Field Renovations CH024	Parks and Recreation Impact Fees (Zone 1)	116,000
8	C.M. Herndon Pk. Soccer Field Conversion CH119		1,639,091
9	Central Park Improvements CH700	Debt	1,639,091
10	Crest Street Park (Baseball Field Lights) CH012	Transfer from General Fund	164,244
11	Crest Street Park (Restroom Replacement) CH219	Open Space Impact Fees (Zone 3)	235,000
12	Hoover Road - Athlethic Park CH319	Debt	266,509
13	Indian Trail Park (Playground Upgrades) CH013	Park and Recreation Impact Fees (Zone 2)	9,455,660
14	Lake Michie Upgrade CH007	Debt	6,713,448
		General Obligation Bonds (2005)	180,000
15	Long Meadow Pk. Restroom Renovation CH197	Parks and Recreation Impact Fees (Zone 2)	336,564
16	Lyon Park Upgrade CH340	Debt	532,146
17	Northgate Renovations CH193	General Obligation Bonds (2005)	326,300
18	Participatory Budgeting Funding 62020	Debt	326,300
19	Participatory Budgeting Funding 62020	Pay-As-You Go	2,400,000
20	Public Art Funding 70003	Distributed Interest	2,400,000
21	Red Maple Park (Restroom Replacement) CH519		345,000
22	R. Kelly Bryant Bridge Trail CH032	Debt	258,000
		NC Department of Transportation - Grant	258,000
23	Rock Quarry Park Renovation CH701	Debt	5,469,031
		Parks and Recreation Impact Fees (Zone 3)	1,479,410
24	Snow Hill Park - Expansion Study CH017	Debt	3,989,621
25	Third Fork Creek Trail CH033	Parks and Recreation Impact Fees (Zone 3)	750,000
26	Twin Lakes - Feasibility Study CH134	Debt	100,000
27	Valley Springs Park CH022	Parks and Recreation Impact Fees (Zone 3)	748,670
		Debt	100,000
28	Weaver St./WD Hill Rec. Ctr Renovations CH301	Debt	2,854,000
			99,759
			602,894
			1,429,000
			1,429,000

28	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 (Zone 3)		721,788
	Open Space Impact Fees (Zone 3)		92,151
29	West Point on the Eno Park		42,646
	CH023		
	Miscellaneous Revenue		36,904
	Transfer from General Fund		5,742
	TOTAL		\$ 48,286,333 \$ 48,286,333

(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
2	Citywide Security Upgrades - Ph. II		1,170,270	
	CC003	Debt		1,166,494
		General Obligation Bonds (2005)		3,776
3	DPR Operations Facility		2,186,545	
	CH520	Parks and Recreation Impact Fees (Zone1)		442,575
		Parks and Recreation Impact Fees (Zone2)		442,576
		Parks and Recreation Impact Fees (Zone3)		442,575
		Debt		64,806
		2005 GO Bonds		747,956
		Private Replacement (2008)		46,057
4	Energy Management Projects Ph. II & III		4,205,580	
	CH295	2013 Limited Obligation Bonds		493,070
		2/3 Bond - Series 2012		253,093
		Debt		3,459,417
5	Facilities & Operations Staff Fall Protection		124,000	
	CC021	Debt		124,000
6	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
7	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

8	General Fund Fleet Vehicles S3020		7,182,521
	Debt		7,014,000
	Transfer from Inspection Fund		23,000
	Transfer from Risk Fund		145,521
9	New Sign & Signal Shop CL001		4,954,662
	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 Stormwater Fund		43,382
	General Obligation Bonds (2005)		615,488
10	Planning Renovation Project CC025		500,000
	Transfer from Inspection Fund		500,000
11	Project Financial Management AA000		209,020
	Transfer from CIP		209,020
12	PWOC Renovation CC026		7,419,468
	Debt		7,419,468
13	Rigsbee Uplift for Community Development CD001		200,000
	Debt		200,000
	TOTAL		\$ 45,698,615 \$ 45,698,615

(d) Housing and Neighborhood Revitalization

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Loan Servicing/Administration DB010	Loan Repayments	1,182,569	1,182,569
2	Reserve for Pending Projects DB001	Loan Repayments	1,268,550	1,067,413
		Miscellaneous Revenue		201,137
3	Southside East Phase I QEP1Y	Sale of Land Sale of Property Section 108 Loan Miscellaneous Income Federal Grant Loan Repayments Investment Income	15,392,941	367,360 2,531,254 5,400,392 137,935 65,000 4,753,786 2,137,214
4	Southside West Homeownership Redevelopment QWH1Y	Section 108 Loan Loan Repayments	3,852,652	3,264,023 588,629
5	Southside East Phase II QEP2Y	Loan Repayments Loan Repayments General Fund Sale of Property Section 108 Loan Transfer from Dedicate Housing Fund	3,794,669	474,971 36,866 18,638 57,573 135,585 3,071,036
6	Southside Dedicated Funding QWDFY	Transfer from Dedicate Housing Fund	2,560,245	2,560,245
7	Southside East Infrastructure Balance (Bond PI) QEP3Y	Loan Repayments	139,883	139,883
	TOTAL		\$ 28,191,509	\$ 28,191,509

(e) Public Protection

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Fire Admin. Bldg. Updates (Roof/HVAC) CB012	Debt	1,030,000	1,030,000
2	Fire Station #1 Upgrade CB009	2/3 Bonds - Series 2008 Debt General Obligation Bonds (2005) Investment Income Limited Obligation Bonds (2013) Miscellaneous Revenue	553,523 23,237 322,569 45,509 64,404 4,980 92,824	
3	Fire Station #6 - Structural Repair CB014	Debt	127,000	127,000
4	Fire Station # 9 CB007	Investment Income Transfer from General Fund Debt General Obligation Bonds (2005) Limited Obligation Bonds Private Placement (2008)	4,321,600 254,021 1,333,056 36,442 115,108 1,219,842 1,363,131	
5	Fire Station #17 CB011	General Obligation Bonds (2005) Transfer from General Fund Intergovernmental Revenues Debt	6,466,339 412,426 50,000 1,155,921 4,847,992	
6	Fire Station #18 CB013	Debt	6,700,770	6,700,770
7	Fire Station #19 CB019	Debt	1,600,000	1,600,000
8	Police HQ Replacement & Annex CK002	Debt 2/3 Bonds - Series 2012 General Obligation Bonds (2005) Miscellaneous Revenue Rental Income 2013 Limited Obligation Bonds	71,909,000 63,506,070 1,032,503 84,906 440,874 113,385 6,731,262	
9	Public Safety Radio Replacements CK004	Debt	6,000,000	6,000,000
TOTAL			\$ 98,708,232	\$ 98,708,232

(f) Technology

Number	Project Title	Revenue Source	Appropriation	Revenue
1	IT Infrastructure Improvements NP001	Water and Sewer Construction Fund Transfer from Water & Sewer Fund	1,751,556 87,000 1,664,556	
2	Network Infrastructure Project N0004	Transfer from General Fund Transfer from Water Capital Fund Transfer from Transit Fund Transfer from Solid Waste Fund Transfer from Stormwater Fund	895,000 146,961 737,762 4,797 3,817 1,663	

3	IT Governance Projects		4,497,519
	N0005	Transfer from General Fund	4,470,769
		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		\$ 13,547,013 \$ 13,547,013

(g) Transportation

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Alston Avenue Culver Handrail LC182	Transfer from General Fund	11,000	11,000
2	Alston Avenue Sidewalk Project LC191	Miscellaneous Debt Intergovernmental Revenues Department of Transportation	1,484,971 367,394 40,000 1,077,577	367,394 40,000 1,077,577
3	Alston Avenue Widening Sidewalks LC129	Transfer from General Fund	71,226	71,226
4	Accessible Pedestrian Signal Improvements LC431	Miscellaneous Debt	600,000	600,000
5	Avondale Drive Sidewalk Project LC149	Miscellaneous Debt Transfer from General Fund 2/3 Bond Proceeds (2012) Department of Transportation	558,313 137,677 84,927 11,802 323,907	137,677 84,927 11,802 323,907
6	Barbee/Herndon/Massey Ch. Roundabout LC192	Street Impact Fees (Zone 1) Street Impact Fees (Zone 4)	100,000 25,000 75,000	25,000 75,000
7	Bike Lanes Project - CMAQ LC412	Department of Transportation - Grant Debt	829,170 663,336 165,834	663,336 165,834
8	Bicycle Facilities LC401	Debt	100,000	100,000
9	Brick Pavers Repairs LF700	Miscellaneous Revenues Transfer from General Fund	250,000 93,549 156,451	93,549 156,451
10	Bridge Maintenance & Repair LE500	Debt	1,265,000	1,265,000
11	Campus Walk/LaSalle St. Sideway Project LC132	Department of Transportation Distributed Interest Miscellaneous Debt	340,856 269,000 2,727 69,129	269,000 2,727 69,129
12	Carpenter-Fletcher Rd. Bike Lanes LCC86	Miscellaneous Debt Transfer from Stormwater Operating Department of Transportation	8,288,564 911,753 745,960 6,630,851	911,753 745,960 6,630,851
13	Carver Street Extension LE003	Street Impact Fees (Zone 3) Street Impact Fees (Zone 5)	9,032,000 1,682,191 7,349,809	1,682,191 7,349,809

14	Cornwallis Rd. Bike Lanes and Sidewalks LCC84	Department of Transportation Intergovernmental Revenues Miscellaneous Debt	8,063,554 6,450,843 5,000 1,607,711
15	Cornwallis Rd. & NCRR Grade Separation LC194	Miscellaneous Debt	300,000 300,000
16	Dirt/Petition Street Paving LF800	Debt	5,787,851 5,787,851
17	Downtown Wayfinding Project - CMAQ LC408	Department of Transportation - Grant Miscellaneous Debt	707,079 556,600 150,479
18	Duke Belt Line Trail LC400	Debt Department of Transportation - Grant TIGER Grant 2015 Transfer from General Fund	13,589,932 4,892,232 8,400,000 222,700 75,000
19	Durham Traffic Signal System Upgrades LC407	Debt	600,000 600,000
20	East End Connector (U-0071) Project LC148	Miscellaneous Debt	59,397 59,397
21	Failed Development Infrastructure LE450	Other Revenues Pay As You Go Transfer from General Fund Transfer from Stormwater Fund Transfer from Water and Wastewater Fund Debt	4,655,381 1,110,866 500,000 1,668,249 1,200,016 149,077 27,173
22	Fayetteville Road Widening Phase II LE004	Street Impact Fees (Zone 1) Street Impact Fees (Zone 4)	17,505,248 2,609,081 14,896,167
23	Fayetteville Road Widening (U-6021) LC402	Street Impact Fees (Zone 4)	41,000 41,000
24	Full Depth Reconstruction/Road Rebuilding LC431	Miscellaneous Debt	6,459,000 6,459,000
25	Garrett Rd./US 15-501 Interchange LC193	Miscellaneous Debt	150,000 150,000
26	Hillandale Rd. Bike Lanes & Sidewalks LCH85	Department of Transportation Intergovernmental Revenues Miscellaneous Debt	4,824,071 3,859,257 20,000 944,814
27	LaSalle St. Sidewalk (EB-5703) Project LC187	Department of Transportation Intergovernmental Revenues Miscellaneous Debt	2,156,524 1,725,219 60,000 371,305
28	Mangum Street/Dillard St. - New Traffic Signal LC262	Debt	150,000 150,000
29	MLK Jr. Blvd/Bay Pointe Drive - New Traffic Signal LC261	Debt	125,000 125,000
30	Miscellaneous Thoroughfares and Street Improvements LC200	Transfer from General Fund Debt	2,959,522 509,032 2,450,490
31	Morreene Rd. Bike Lanes & Sidewalks LCM83	Department of Transportation Intergovernmental Revenues Miscellaneous Debt	10,431,226 8,494,981 90,000 1,846,245

32	N. Duke St. Sidewalk (EB-5715) Project LC189	3,944,953
	Department of Transportation	3,155,962
	Intergovernmental Revenues	40,000
	Miscellaneous Debt	748,991
33	NC 157 Sidewalk (EB-5834) Project LC405	728,000
	Department of Transportation	728,000
34	NC 54 Sidewalk (EB-5708) Project LC190	759,680
	Department of Transportation	675,823
	Intergovernmental Revenues	10,000
	Miscellaneous Debt	73,857
35	NC 751/NC 54 E. Garrett (E-291) Project LC115	390,734
	Department of Transportation	264,172
	Miscellaneous Debt	126,562
36	NC 751 Roundabout & Sidewalks (U-5745) LC403	10,000
	Debt	10,000
37	Neighborhood Greenways - CMAQ LC409	644,728
	Department of Transportation - Grant	505,498
	Debt	139,230
38	New Sidewalks LC500	2,460,501
	Intergovernmental Revenues	700,000
	Debt	1,760,501
39	Old Chapel Hill Rd. Bike/Ped (EB-4707) LC135	1,970,453
	Debt	1,524,813
	General Obligation Bonds (2005)	39,342
	Sale of Land	78,827
	Transfer from General Fund	327,471
40	Rail Safety Improvements LC264	300,000
	Debt	300,000
41	Raynor St. Sidewalk (EB-5704) Project LC188	771,490
	Department of Transportation	617,192
	Intergovernmental Revenues	151,502
	Miscellaneous Debt	2,796
42	Roxboro/Latta/Infinity Rd. Intersection LC128	2,240,000
	Street Impact Fees (Zone 3)	2,240,000
43	Safe Route to Schools Grant-Faye LC140	500,900
	Department of Transportation	450,700
	Miscellaneous Debt	42,882
	Transfer from General Fund	7,318
44	Sidewalk Repair, ADA and Gaps LF150	8,893,184
	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
45	Signalized Pedestrian Upgrades LC432	745,000
	Miscellaneous Debt	745,000
46	Signal System Improvements (Non-Eligible) LC433	200,000
	Miscellaneous Debt	200,000
47	Street Paving & Maintenance LE950	24,965,556
	General Fund FY20	10,000,000
	General Fund FY19	5,149,170
	General Fund FY18	6,600,000
	General Fund FY17	3,000,000
	General Fund FY16	216,386

48	Traffic Signal Installations		225,000
	LC430	Miscellaneous Debt	225,000
49	University Dr. Bike/Ped Project		2,491,674
	LC181	General Obligation Bonds (2005)	89,409
		Miscellaneous Debt	181,880
		Transfer from General Fund	19,191
		Limited Obligation Bonds	165,457
		Department of Transportation	1,930,611
		Other Revenues	105,126
50	US70 Upgrades		200,000
	LC195	Miscellaneous Debt	200,000
51	Woodcroft Parkway Extension (U-5823		3,074,900
	LC404	Department of Transportation - Grant	633,000
		Street Impact Fees (Zone 4)	2,441,900
	TOTAL		\$ 157,012,638 \$ 157,012,638

Section 2. Each project authorized by this ordinance is for the period of July 1, 2019 through June 30, 2020.

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 17 2019

CITY CLERK

CITY OF DURHAM**DURHAM PERFORMING ARTS CENTER CAPITAL IMPROVEMENTS PROJECT ORDINANCE****FISCAL YEAR 2019-20**

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, 2019 through June 30, 2020.

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 17 2019

CITY CLERK



Ordinance 15490
CITY OF DURHAM
PARKING CAPITAL IMPROVEMENTS PROJECT ORDINANCE

FISCAL YEAR 2019-20

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM, that the following capital projects are authorized:

SUMMARY		
Parking Fund	\$	29,608,189
TOTAL	\$	29,608,189

Section 1. Description of Projects

(a) Parking

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Downtown Parking Garage CC402	Debt	24,065,288	24,065,288
2	Emergency Blue Light Phone System CC405	Debt	500,000	500,000
3	Parking Garages - Elevators CC022	Debt	1,891,000	1,891,000
4	Parking Guidance/Wayfinding Project CC404	Debt	1,000,000	1,000,000
5	Parking Security Upgrade/Enhancements CC403	Debt	500,000	500,000
6	Off-Street Parking Upgrades CC401	Debt	1,651,901	1,651,901
TOTAL			\$ 29,608,189	\$ 29,608,189

Section 2. Each project authorized by this ordinance is for the period of July 1, 2019 through June 30, 2020.

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 17 2019

CITY CLERK



CITY OF DURHAM Ordinance 15489
SOLID WASTE CAPITAL IMPROVEMENTS PROJECT ORDINANCE

FISCAL YEAR 2019-20

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM, that the following capital projects are authorized:

SUMMARY	
Solid Waste Fund	\$ 12,481,659
TOTAL	\$ 12,481,659

Section 1. Description of Projects

(a) Solid Waste

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Solid Waste Fleet Vehicles		4,024,020	
	S4420	Debt		4,024,020
2	Solid Waste Fleet Vehicles		3,947,000	
	S4419	Debt		3,947,000
3	Solid Waste Fleet Vehicles		1,530,756	
	S4418	Debt		1,530,756
4	Solid Waste Convenience Ctr. Improvements		204,883	
	CM007	Pay-Go		204,883
5	Solid Waste Annex & Truck Wash		2,775,000	
	CM006	Debt		2,775,000
	TOTAL		\$ 12,481,659	\$ 12,481,659

Section 2. Each project authorized by this ordinance is for the period of July 1, 2019 through June 30, 2020.

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 17 2019

CITY CLERK



Ordinance 15488
CITY OF DURHAM
STORMWATER CAPITAL IMPROVEMENTS PROJECT ORDINANCE

FISCAL YEAR 2019-20

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM, that the following capital projects are authorized:

SUMMARY			
Stormwater Fund	\$	47,976,171	
TOTAL	\$	47,976,171	

Section 1. Description of Projects

(a) Stormwater

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Algae Turf Scrubber LK111	Stormwater Fund	500,000	500,000
2	Drainage Repair of City Owned Properties LK105	Miscellaneous Revenues Stormwater Fund	4,589,764 14,347 4,575,417	14,347 4,575,417
3	Floodplain Mitigation LK106	Stormwater Fund Grants (HMGP)	2,688,434 771,000 1,917,434	771,000 1,917,434
4	Major Stormwater Infrastructure & BMP Improvements LK107	Stormwater Fund	13,575,700	13,575,700
5	Private Property Drainage Projects LK100	Stormwater Fund	6,462,670	6,462,670
6	South Ellerbe Stormwater Restoration LK110	Stormwater Fund	2,600,000	2,600,000
7	Stormwater Fleet Vehicles S4320	Fleet 2020 - Pay As You Go	574,000	574,000
8	Stormwater Fleet Vehicles S4318	Fleet 2018 - Pay As You Go	714,816	714,816
9	Stormwater Fleet Vehicles S4319	Fleet 2019 - Pay As You Go	103,013	103,013
10	Stormwater Retrofitting LK109	Stormwater Fund	6,173,000	6,173,000
11	Watershed Planning & Design LK102	Stormwater Fund	9,994,774	9,994,774
	TOTAL		\$ 47,976,171	\$ 47,976,171

Section 2. Each project authorized by this ordinance is for the period of July 1, 2019 through June 30, 2020.

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 17 2019

CITY CLERK

A handwritten signature in black ink, appearing to read "Schwartz", is placed below the title "CITY CLERK".

**CITY OF DURHAM
TRANSIT FUND CAPITAL IMPROVEMENTS PROJECT ORDINANCE**

FISCAL YEAR 2019-20

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, 2019 through June 30, 2020.

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 17 2019

CITY CLERK



CITY OF DURHAM
WATER AND WASTEWATER CAPITAL IMPROVEMENTS PROJECT ORDINANCE
FISCAL YEAR 2019-20

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DURHAM, that the following capital projects are authorized:

SUMMARY			
Water	\$	303,096,753	
Wastewater		459,247,129	
TOTAL	\$	762,343,882	

Section 1. Description of Projects

(a) Water

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Asbestos Cement Line Replacement P0100	Appropriation from Fund Balance Water and Sewer Operating Fund Revenue Bonds	750,000 231,039 18,961 500,000	
2	Brown Water Treatment Plant Expansion and Rehabilitation P0200	Revenue Bonds Capital Facilities Fees General Obligation Bonds (2005)	5,583,091 3,065,563 1,517,528 1,000,000	
3	Downtown East-West Reinforcing Main P0420	Water and Sewer Operating Fund	11,381,000	11,381,000
4	Jordan Lake Water Treatment Plant P0610	Appropriation from Fund Balance Future Revenue Bonds Revenue Bonds Water and Sewer Operating Fund	5,993,549 389,364 2,048,085 103,948 3,452,152	
5	Lake Michie and Little River Rehabilitation P0500	Water and Sewer Operating Fund	8,691,287	8,691,287
6	Southeast Distribution System Expansion P0B08	Appropriation from Fund Balance Water and Sewer Operating Fund Revenue Bonds	986,774 466,674 357,157 162,943	
7	Teer Quarry Water Supply Phase II P0800	Future Revenue Bonds Capital Facilities Fees Transfer from Water and Sewer Operating Revenue Bonds	10,016,950 - 9,796,710 20,240 200,000	
8	Two-Inch Water Main Replacement P0900	Appropriation from Fund Balance Water and Sewer Operating Fund Revenue Bonds	1,988,000 300,000 458,000 1,230,000	
9	Water Distribution System Rehabilitation P0B01	Appropriation from Fund Balance Water and Sewer Operating Fund Distributed Interest Future Revenue Bonds Miscellaneous Operating Revenue Revenue Bonds Transfer from Solid Waste Fund Transfer from Ball Park Fund General Obligation Bonds (2005)	103,373,303 616,167 29,534,250 114,137 65,917,355 240,864 42,653 3,410,211 2,420,886 1,076,780	

10	Water Facilities Rehabilitation P0B09	46,398,336
	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	9,500,000
	Revenue Bonds (2009)	3,982,648
	Investment Income	21,149
	Water and Sewer Operating Fund	22,826,591
11	Water - Future Supply/Source Protection P0B03	8,857,471
	Future Revenue Bonds	3,123,757
	Water and Sewer Operating Fund	3,918,551
	Appropriation from Fund Balance	1,182,230
	Distributed Interest	287,851
	Revenue Bonds	345,082
12	Water Lines Extensions & Improvements P0A00	10,626,834
	Future Revenue Bonds	8,520,832
	Capital Facilities Fees - Farrington	124,672
	Sale of Land	500
	Water and Sewer Operating Fund	1,793,575
	Loans	115,489
	Revenue Bonds	52,520
	General Obligation Bonds (2005)	19,246
13	Water Regulatory Improvements P0B06	35,268,000
	Appropriation from Fund Balance	1,146,115
	Revenue Bonds (2009)	564,395
	Water and Sewer Operating Fund	33,557,490
14	Water Residuals Handling P0B10	45,550,000
	Water and Sewer Operating Fund	30,105,700
	Water and Sewer Construction Fund	2,000
	Investment Income	492,596
	Future Revenue Bonds	14,949,704
15	Water & Sewer Fleet Vehicles S4118	1,712,056
	Fleet 2018 Pay-As-You-Go	1,712,056
16	Water & Sewer Fleet Vehicles S4119	3,565,102
	Fleet 2019 Pay-As-You-Go	3,565,102
17	Water & Sewer Fleet Vehicles S4120	2,355,000
	Fleet 2020 Pay-As-You-Go	2,355,000
	TOTAL	\$ 303,096,753 \$ 303,096,487

(b) Wastewater

Number	Project Title	Revenue Source	Appropriation	Revenue
1	Enhanced Nitrogen Removal P2130		19,208,717	
		Water and Sewer Operating Fund	5,899,984	
		Revenue Bonds	919,246	
		Future Revenue Bonds	12,389,487	
2	Facility Paving P2110		2,538,665	
		Water and Sewer Construction Fund	330,000	
		Future Revenue Bonds	618,665	
		Water and Sewer Operating Fund	1,590,000	
3	Orange Co. Economic Development Zone Improvements P2650		2,550,000	
		Water and Sewer Operating Fund	2,550,000	
4	Reclaimed Water Systems Phase I & II P2530		675,150	
		Water and Sewer Operating Fund	323,150	
		Future Revenue Bonds	352,000	

5	Sewer Collection System Rehabilitation P2800		136,526,235
		Water and Sewer Operating Fund	67,639,570
		Appropriation from Fund Balance	22,625
		Distributed Interest	2,644
		Revenue Bonds	233,438
		Future Revenue Bonds	68,527,140
		General Obligation Bonds (2005)	100,818
6	Sewer Lines Extensions & Improvements P2600		11,654,336
		Water and Sewer Construction Fund	3,037,251
		Transfer from Reserves	390,593
		Future Revenue Bonds	8,114,571
		Revenue Bonds	29,596
		General Obligation Bonds (2005)	82,325
7	Southeast Regional Lift Station P2840		65,600,000
		Future Revenue Bonds	63,191,546
		Souteast Regional Lift Station Fees	2,082,926
		Water and Sewer Operating Fund	325,528
8	Wastewater Process Rehabilitation P2510		98,579,426
		Future Revenue Bonds	52,984,152
		Revenue Bonds	1,476,831
		Appropriation from Fund Balance	869,414
		Distributed Interest	109,889
		Capital Facilities Fees	7,561,761
		Water and Sewer Operating Fund	35,150,513
		Water and Sewer Construction Fund	426,866
9	Mist Lake Facility Expansion P2120		103,604,600
		Future Revenue Bonds	82,668,260
		Appropriation from Fund Balance	332,023
		Water and Sewer Operating Fund	20,604,317
10	Water Mgmt. Compliance Services Building P2121		18,310,000
		Future Revenue Bonds	18,310,000
	TOTAL		\$ 459,247,129 \$ 459,247,129

Section 2. Each project authorized by this ordinance is for the period of July 1, 2019 through June 30, 2020.

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.

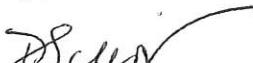
Section 6. Within five days after adoption, the City Clerk shall file a copy of this ordinance with the Director of Finance and the Budget Director.

Section 7. This ordinance shall be in full force and effect from and after its passage.

APPROVED BY
CITY COUNCIL

JUN 17 2019

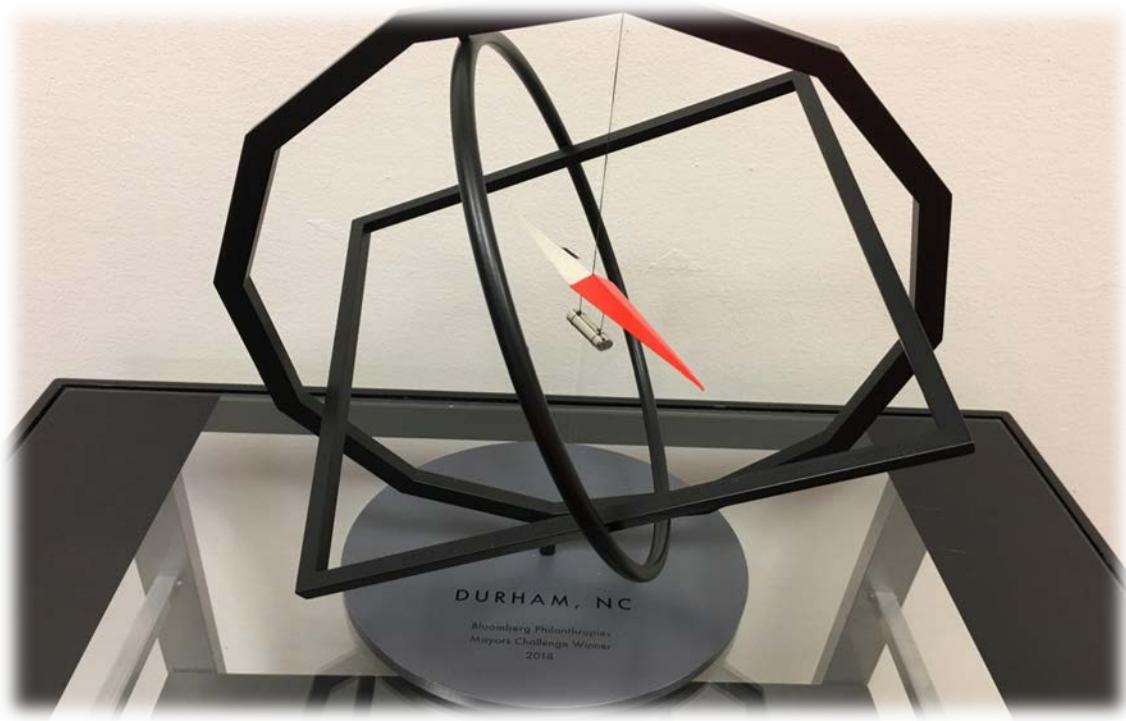
CITY CLERK





CITY OF DURHAM, NORTH CAROLINA

GRANT PROJECT ORDINANCES



Durham – Where Great Things Happen

EMPLOYMENT AND TRAINING FUND

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 2017-18 Grants:

PY17-19 WIOA ADMINISTRATIVE

Amount of Grant	\$ 182,577
Expenditures	179,315
BALANCE	\$ 3,262

PY17-19 WIOA ADULT

Amount of Grant	\$ 532,981
Expenditures	532,981
BALANCE	\$ -

PY17-19 WIOA DISLOCATED WORKER

Amount of Grant	\$ 502,982
Expenditures	502,982
BALANCE	\$ -

PY17-19 WIOA YOUTH

Amount of Grant	\$ 607,234
Expenditures	607,234
BALANCE	\$ -

ANTICIPATED PY19-21

WIOA Administrative	\$ 149,290
WIOA Adult	459,553
WIOA Dislocated Worker	387,057
WIOA Youth	497,005
Total	\$1,492,905

FY 2018-19 Grants:

PY18-19 WIOA ADMINISTRATIVE

Amount of Grant	\$ 163,145
Expenditures	65,588
BALANCE	\$ 97,557

PY18-19 WIOA ADULT

Amount of Grant	\$ 515,105
Expenditures	218,017
BALANCE	\$ 297,088

PY18-19 WIOA DISLOCATED WORKER

Amount of Grant	\$ 428,562
Expenditures	130,712
BALANCE	\$ 297,850

PY18-19 WIOA YOUTH

Amount of Grant	\$ 524,638
Expenditures	283,969
BALANCE	\$ 240,669

**CITY OF DURHAM EMPLOYMENT TRAINING 2019 - 2021 GRANT
PROJECT ORDINANCE FOR FEDERAL GRANT**
July 1, 2019 – June 30, 2021

**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
Statutes of North Carolina, the following grant project ordinance is hereby adopted.

Section 1. The project authorized is the implementation of Workforce Innovation and Opportunity Act (WIOA) funds as a part of the City of Durham Employment and Training Department Program as approved by the City Council of the City of Durham for the period July 1, 2019 to June 30, 2021.

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	\$1,492,905
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Section 4. The following amount is appropriated for the project:

WIOA - Administrative	\$149,290
WIOA - Adult	\$459,553
WIOA - Dislocated Worker	\$387,057
WIOA – Youth	\$497,005

Total	\$1,492,905
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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 17 2019

CITY CLERK



**CITY OF DURHAM EMPLOYMENT TRAINING 2018 - 2020 GRANT PROJECT
ORDINANCE SUPERSEDING PROJECT ORDINANCE # 15431 FOR FEDERAL
GRANT**

July 1, 2018– 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
Statutes of North Carolina, the following grant ordinance is hereby adopted.

Section 1. The project authorized is the implementation of Workforce Innovation and Opportunity Act (WIOA) funds as a part of the City of Durham Employment and Training Department Program as approved by the City Council of the City of Durham for the period July 1, 2018 to June 30, 2020.

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	\$1,655,369.21
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Section 4. The following amount is appropriated for the project:

WIOA - Administrative	\$163,255
WIOA - Adult	\$515,649
WIOA - Dislocated Worker	\$401,827.21
WIOA – Youth	\$524,638
WIOA – Finish Line	\$50,000

Total	\$1,655,369.21
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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 17 2019

CITY CLERK



**CITY OF DURHAM COMMUNITY WASTE REDUCTION AND RECYCLING
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
Statutes 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	\$20,000
Local Match (Solid Waste Reduction Funds)	<u>5,000</u>
Total Grant Amount	\$25,000

Section 4. The following amount is appropriated for the project:

Curbside Food Waste Diversion Pilot Program	\$25,000
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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 17 2019

CITY CLERK



**FY2019-20 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 multi-modal 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 June 1, 2019 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 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	\$25,000
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Section 4. The following amount is available to provide the City match for these grants:

Parking Fund	\$25,000
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Section 5. The following amount is appropriated for the project:

TDM Program Project Ordinance	\$50,000
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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 17 2019

CITY CLERK



**FY2019-20 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, 2019 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	\$29,189
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Section 4. The following amount is available to provide the City match for these grants:

State Apprentice Program Grant- General Fund	\$6,775
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Section 5. The following amount is appropriated for the project:

State Apprentice Grant Program Project Ordinance	\$35,964
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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 17 2019

CITY CLERK



**FY2019-20 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, 2019 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	\$29,189
--------------------------------	----------

- Section 4. The following amount is available to provide the City match for these grants:

State Apprentice Program Grant- Transit Fund	\$6,775
--	---------

- Section 5. The following amount is appropriated for the project:

State Apprentice Grant Program Project Ordinance	\$35,964
--	----------

- 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 17 2019

CITY CLERK



Ordinance 15504

FY 2018-19 CITY OF DURHAM AND FEDERAL TRANSIT ADMINISTRATION 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, 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 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 – FY19)	\$ 463,895
TOTAL	\$ 463,895

- Section 4. The following amount is available to provide the City match for these grants:

Transit Fund	\$ 115,974
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- Section 5. The following amount is appropriated:

Section 5307 (STBG-DA) Grant Project Ordinance	\$ 579,869
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- 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 17 2019

CITY CLERK



**DURHAM AND ORANGE COUNTY TRANSIT PLANS – STAFF WORKING GROUP
ADMINISTRATOR GRANT FY2020 – 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 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)	\$110,728
TOTAL	\$110,728

Section 4. The following amount is appropriated for the project:

County Transit Plans Staff Work Group Administrator Grant	\$110,728
TOTAL	\$110,728

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 17 2019

CITY CLERK



FY 2019-20 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, 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 | <u>\$ 4,053,240</u> |
| TOTAL | \$ 4,307,424 |
- 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 | <u>\$ 1,013,310</u> |
| TOTAL | \$ 1,076,856 |
- Section 5. The following amount is appropriated:
- | | |
|--|---------------------|
| FY2019-20 Transit Planning Grant Project Ordinance | \$ 317,730 |
| FY2019-20 Transit Capital Grant Project Ordinance | <u>\$ 5,066,550</u> |
| 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 17 2019

CITY CLERK

DURHAM POLICE DEPARTMENT
NEW ORDINANCES FOR FY 2019/2020:

**THE U.S. DEPARTMENT OF JUSTICE, FY 2019/2020 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 2019/2020 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, 2019 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, 2020 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, 2019 HIGH INTENSITY DRUG TRAFFICKING AREA (HIDTA)
GRANT FUNDS - \$369,228**

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, U.S. MARSHALL'S OFFICE, FY 2019/2020
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 2019/2020 Federal Asset Forfeiture Program	\$550,000
Interest Income	<u>15,000</u>
Total	\$565,000

Section 4. The following amounts are appropriated for this project:

FY 2019/2020 Federal Asset Forfeiture Funds Grant	\$565,000
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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 17 2019


CITY CLERK

**THE STATE OF NORTH CAROLINA, DEPARTMENT OF JUSTICE,
DEPARTMENT OF REVENUE, FY 2019/2020 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 2019/2020	\$195,000
Interest Income	<u>5,000</u>
Total	\$200,000

Section 4. The following amount is appropriated for this project:

FY 2019/2020 Controlled Substance Abuse Funds Grant	\$200,000
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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 17 2019

CITY CLERK

2019 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, 2019 through September 30, 2020 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)	<u>25,000</u>
Total	\$125,000

Section 4. The following amount is appropriated for this project:

2019 Federal Task Team Initiatives	\$125,000
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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 17 2019


CITY CLERK

**THE UNITED STATES MARSHALS SERVICE, 2020 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 2020 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, 2019 through September 30, 2020 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 2020 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 2020 Fugitive Apprehension Task Force \$18,638

Section 4. The following amount is appropriated for this project to be expended in the following manner:

FY 2020 Fugitive Apprehension Task Force Agreement	\$15,000
Local Match (Police Department's General Fund)	<u>3,638</u>
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 17 2019

CITY CLERK

**THE EXECUTIVE OFFICE OF THE PRESIDENT, OFFICE OF NATIONAL DRUG
CONTROL POLICY, 2019 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 \$369,228; 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, 2019 through December 31, 2020 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	\$358,615
Local Match (Police General Funds)	<u>10,613</u>
Total Grant Amount	\$369,228

Section 4. The following amount is appropriated for this project to be expended in the following manner:

FY 2019 ONDCP HIDTA	\$369,228
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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 17 2019

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 the City Manager monthly and 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 <ul style="list-style-type: none">❖ Budget kick-off. City Manager and Budget Director present financial and operational objectives.❖ Public input on budget sought through Participatory Budgeting (Jan through May)	February <ul style="list-style-type: none">❖ Department budgets submitted to Budget office.❖ City Council retreat to discuss financial projections..❖ City Council retreat to discuss vision and service issues.	March <ul style="list-style-type: none">❖ First formal public hearing conducted at a regular City Council meeting.❖ Budget office prepares revenue projections.
April <ul style="list-style-type: none">❖ Departments present budgets to the City Manager.❖ Balance expenditure requests with revenue estimates.	May <ul style="list-style-type: none">❖ Preliminary Budget and Capital Improvement Plan prepared and formally transmitted to City Council.❖ City Council conducts work sessions on proposed budget.	June <ul style="list-style-type: none">❖ Second Public Hearing is held in accordance with state law.❖ The City Council adopts the budget. State law requires it to be adopted by June 30.
July <ul style="list-style-type: none">❖ New fiscal year begins. Budget becomes control instrument for all expenditures.❖ Budget is available online for review by public.	August <ul style="list-style-type: none">❖ Ongoing monitoring of expenditures and revenues throughout the year is a responsibility shared by Department Directors, Budget and Finance.	September <ul style="list-style-type: none">❖ Annual audit of prior year expenditures is conducted and Comprehensive Annual Financial Report (CAFR) is published.
October <ul style="list-style-type: none">❖ Management Team discusses and develops overall budget goals for next fiscal year.❖ Community Conversations planned for next year budget.	November <ul style="list-style-type: none">❖ Appropriation transfers and budget amendments are reviewed and processed throughout the year, as necessary.	December <ul style="list-style-type: none">❖ Budget manual is developed, and departments are trained in use of budget development software.❖ Departments have Budget Pre-Meetings with the City Manager.

2019-20 CITY OF DURHAM BUDGET ORDINANCE

WHEREAS, the budget estimate for fiscal year 2019-20 for the City of Durham, North Carolina was submitted to the City Council on May 20, 2019 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 22, 2019 and May 26, 2019, 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 on June 3, 2019 at which time any persons who wish to comment on the budget may appear; and the budget estimate for fiscal year 2019-20 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 3, 2019, the City Council of the City of Durham, North Carolina held a public hearing at which time any persons who wished to comment on the budget could appear; 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 2019-20 beginning July 1, 2019 and ending June 30, 2020, 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 2019-2020 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 2019-20 beginning July 1, 2019 and ending June 30, 2020 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, 2019, for the purpose of raising revenue to defray expenses for the proper governance of the City for fiscal year 2019-20 (as shown in the Revenue Section of this Ordinance as General Property Taxes):

2019-20 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, 2019, for the purpose of raising revenue to fund downtown service enhancements for fiscal year 2019-20. 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, 2019.
- Section 7. That any operating funds encumbered on the financial records as of June 30, 2019 are hereby re-appropriated to the FY 2019-20 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 17 2019

CITY CLERK



**2019-20 City of Durham Budget Ordinance
Appropriations**

General Fund	\$	215,806,956
Emergency Telephone System Fund		1,666,795
Business Improvement District Fund		1,365,287
Inspection Fund		6,843,511
Dedicated Housing Fund		12,892,520
Debt Service Fund		39,723,447
Impact Fee Fund		4,937,585
Water and Sewer Fund		109,820,500
Transit Fund		24,063,613
Solid Waste Disposal Fund		28,238,379
Stormwater Fund		18,712,788
Ballpark Fund		1,662,578
Parking Facilities Fund		7,979,229
Durham Performing Arts Center Fund		4,074,800
 Total	\$	 477,787,988

Attachment 1

2019-20 City of Durham Budget Ordinance
Revenues

General Fund

General Property Taxes	\$ 108,465,141
Other Local Taxes	72,063,828
Licenses and Permits	354,500
Intergovernmental Revenue	18,482,919
Charges for Current Services	9,278,749
Investment and Rental Income	114,263
Other Revenue	1,151,550
Appropriation from Fund Balance	5,896,006
Subtotal	\$ 215,806,956

Emergency Telephone System Fund

Other Local Taxes	\$ 1,666,795
Subtotal	\$ 1,666,795

Business Improvement District Fund

General Property Taxes	\$ 1,115,287
Transfer from Other Funds	250,000
Subtotal	\$ 1,365,287

Inspection Fund

Licenses and Permits	\$ 6,579,127
Investment and Rental Income	122,184
Charges for Services	142,200
Subtotal	\$ 6,843,511

Dedicated Housing Fund

General Property Taxes	\$ 6,953,774
Other Revenue	226,000
Appropriation from Fund Balance	5,712,746
Subtotal	\$ 12,892,520

Debt Service Fund

General Property Taxes	\$ 38,245,757
Interest	816,000
Other Revenue	661,690
Subtotal	\$ 39,723,447

Impact Fee Fund

Operating Revenue	\$ 4,937,585
Subtotal	\$ 4,937,585

2019-20 City of Durham Budget Ordinance
Revenues

Water and Sewer Fund

Licenses and Permits	\$ 209,250
Operating Revenue	104,802,076
Other Revenue	952,600
Investment Income	2,282,408
Appropriation From Fund Balance	1,574,166
Subtotal	\$ 109,820,500

Transit Fund

General Property Taxes	\$ 13,038,326
Licenses and Permits	2,805,000
Intergovernmental Revenue	5,643,235
Operating Revenue	2,516,691
Other Revenue	60,361
Subtotal	\$ 24,063,613

Solid Waste Disposal Fund

General Property Taxes	\$ 19,435,798
Intergovernmental Revenue	167,322
Operating Revenue	8,371,537
Investment and Rental Income	181,300
Transfer from Other Funds	82,422
Subtotal	\$ 28,238,379

Storm Water Fund

Operating Revenue	\$ 16,393,888
Investment and Rental Income	191,000
Transfer from Other Funds	109,047
Appropriation From Fund Balance	2,018,853
Subtotal	\$ 18,712,788

Ballpark Fund

Operating Revenue	\$ 277,960
Investment and Rental Income	11,355
Transfer From Other Funds	1,100,360
Appropriation From Fund Balance	272,903
Subtotal	\$ 1,662,578

Parking Facilities Fund

Operating Revenue	\$ 5,799,602
Investment and Rental Income	138,000
Transfers from Other Funds	903,571
Appropriation From Fund Balance	1,138,056
Subtotal	\$ 7,979,229

Attachment 2

2019-20 City of Durham Budget Ordinance Revenues

Durham Performing Arts Center Fund

Other Local Taxes	\$ 1,400,000
Operating Revenue	1,611,219
Investment and Rental Income	63,581
Other Revenues	1,000,000
Subtotal:	\$ 4,074,800

Total All Revenues \$ 477,787,988

**RESOLUTION ESTABLISHING FY 2019-20 FINANCIAL PLANS
FOR INTERNAL SERVICE FUNDS**

WHEREAS, FY 2019-20 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 FY2019-20 financial plan is adopted for the **Risk Reduction Fund**:

Estimated Revenues:

Charges for Current Services	\$ 6,554,071
Investment Income	75,275
TOTAL	\$ 6,629,346

Estimated Expenses:

Personnel	\$ 583,076
Operating	5,895,982
Transfer to Other Funds	145,521
Transfer to Fund Balance	4,767
TOTAL	\$ 6,629,346

Section 2. The following FY2019-20 financial plan is adopted for the **Employee Insurance Fund**:

Estimated Revenues:

Charges for Current Services	\$ 41,408,249
Investment Income	65,650
TOTAL	\$ 41,473,899

Estimated Expenses:

Personnel	\$ 667,533
Operating	40,610,990
Transfer to Fund Balance	195,376
TOTAL	\$ 41,473,899

Section 3. The approved financial plans will be entered into the minutes of the governing board upon approval.

APPROVED BY
CITY COUNCIL

Section 4. This resolution is effective July 1, 2019.

JUN 17 2019

CITY CLERK

Ordinance 15494

THE CITY COUNCIL OF THE CITY OF DURHAM ORDAINS:

Pursuant to city code section 46-86(a), fees for the issuance of permits shall be as follows:

Permit Fee

Aerosol products . . . \$75.00
Amusement buildings . . . \$75.00
Aviation facilities . . . \$75.00
Blasting (Explosives) 60 Day Permit . . . \$300.00
Bonfire (1 day) . . . \$150.00
Carbon dioxide systems >100 lbs. . . . \$75.00
Carnivals and fairs . . . \$150.00
Cellulose nitrate plastic . . . \$75.00
Combustible fibers/dust . . . \$75.00
Compressed gases . . . \$75.00
Construction burning (30 days) . . . \$300.00
Covered mall buildings . . . \$150.00
Cryogenic fluids . . . \$75.00
Discharge of fireworks/pyrotechnics (1 day) . . . \$175.00
Dry cleaning plants . . . \$150.00
Exhibits and trade shows . . . \$150.00
Flammable/combustible liquids . . . \$150.00
Fumigation and thermal insecticide fogging (15 days) . . . \$150.00
Hazardous materials permitted per NC Fire Code requirements in excess of exempt quantities. In this category, gallons apply to liquids, and pounds apply to solids and gases.

Class A-- Up to 500 gallons/pounds . . . \$150.00

Class B-- >500 gallons/pounds . . . \$350.00

High piled combustible stock >500 sq. ft. . . . \$75.00

Installation or removal of (per site) AGST or UGST Tank . . . \$300.00

Liquid/gas fueled vehicles/equipment in assembly . . . \$150.00

Lumber yards >100k board feet . . . \$150.00

Magnesium >10 lbs. . . . \$150.00

Industrial ovens . . . \$150.00

Places of assembly . . . \$75.00

Repair garage servicing vehicles . . . \$150.00

Tent (30 days >800 sq. ft. closed >1800 sq. ft. open) . . . \$150 per tent

Tire rebuilding plant . . . \$150.00

Welding and Cutting (365 days) . . . \$75.00

Junk yards/waste handling/scrap yards . . . \$150.00

All other permits required by technical code not listed above . . . \$75.00

(b) *Inspection:*

(1) *In general.* Inspection fees based upon gross square footage shall be charged to businesses for required periodic fire inspections. Inspections based upon gross square footage shall be conducted on the following schedule by occupancy type:

1 Year Inspections

-Residential

-Institutional

-Hazardous

-High Rise

-Any occupancy that is protected with a fire protection system (to include tenants that are protected)

-All daycares, charter, and private schools

2 Year Inspections

- Any occupancy that is not protected with a fire protection system and is not included in the 1 year inspection list above.

An additional fee as follows shall be applied on all subsequent occasions where a business must be re-inspected because it did not comply with the code during the first inspection. 1st Re-inspection- \$50.00, 2nd Re-inspection- \$100, 3rd Re-inspection- \$200. Re-inspection fees for construction inspection types will be based on the square footage in the rate table below per re-inspection.

Inspection fee rates are set forth below:

<i>Square Feet</i>	<i>Cost</i>
Up to 999	\$50.00
1,000 to 2,499	\$70.00
2,500 to 9,999	\$110.00
10,000 to 49,999	\$190.00
50,000 to 99,999	\$325.00
100,000 to 249,999	\$450.00
250,000 to 499,999	\$600.00
500,000 and Above	\$750.00

Complaint investigation, life safety w/violation... First Offense (Per Calendar Year) . . . \$500.00

Second Offense (Per Calendar Year) . . . \$750.00

Third Offense & Subsequent Offenses (Per Calendar Year) . . . \$1000.00

Complaint investigation, all others . . . \$100.00

Working without a permit . . . First Offense (Per Calendar Year) . . . \$500.00

Second Offense (Per Calendar Year) . . . \$750.00

Third Offense & Subsequent Offenses (Per Calendar Year) . . . \$1000.00

(2) *Commercial cooking hood inspection fees.* A fee of \$75.00 Per Hood (acceptance test only) shall be charged for the inspection of commercial cooking hoods and fire extinguishment systems. A re-inspection fee of \$75.00 Per Hood shall be charged when the owner, at the time of the initial inspection, has failed to fully install the hood and fire extinguishment system.

(3) *No fee for foster homes.* No fee shall be charged under this section for the inspection of homes which have been designated as foster homes by the appropriate county Department of Social Services or for the inspection of homes as part of the procedure administered by said department of social services for the qualification or certification of new foster homes.

APPROVED BY
CITY COUNCIL

JUN 17 2019

CITY CLERK



1

ORDINANCE TO REVISE PARKING FEES

2 Part 17-107 (Parking Fees)

3

4 Section 1. (Monthly rates)

5

<i>Parking facility</i>	<i>Beginning 7/01/2017 – 06/30/2019</i>		<i>Beginning 07/01/2019</i>
	<i>Downtown residents</i>		
Corcoran St. Garage, Church St. Garage, Durham Centre Garage, Chapel Hill St. Garage, and Morgan/Rigsbee Garage			
All Motorcycles	\$60.00		\$60.00
Assigned	95.00	*	120.00
Non-Assigned	80.00	80.00	100.00
Morgan Street & Holland St. Mall Lot, when not leased to hotel	70.00	*	90.00
Morgan St. & E. Chapel Hill St. Lot (Lot 29)	70.00	70.00	90.00
102 Corcoran Street (Lot 20)	70.00	70.00	90.00
City Hall Annex (Lot 39)	70.00	*	90.00
400 Cleveland Street (Lot 40)	70.00	*	90.00
Parrish & Church St. Lot (Lot 8)	70.00	55.00	90.00
Residential Parking – Reserved 24 hours 7 days a week	110.00	*	140.00

6

7 *An asterisk indicates that no downtown resident rate is available, so that downtown residents are
8 charged the same rate as others.

9

10 Section 2. (Off-street hourly rates)

11 The following rates apply to all vehicles including motorcycles:

Facility	Hourly rate	Maximum for all day
Corcoran St. Garage	\$ 1.25	\$13.75
Church St. Garage	1.25	13.75
Durham Centre Garage	1.25	13.75
Chapel Hill St. Garage	1.25	13.75
Parrish & Church St. Lot (Lot 8)	1.25	13.75
Morgan/Rigsbee Parking Garage	1.25	13.75
Ninth Street lot (between Markham Ave. and Main St.)	1.25	13.75

Main & Ramseur St. Lot (Lot 32)		1.25	13.75
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12

13 a) The hourly rates apply only 8:00 a.m. to 7:00 p.m. Monday — Friday, except for days on which
 14 holidays are observed by City government, as specified by City Code 42-16(a)-(b). However, parking
 15 charges under Part 17-108 (Special Events Parking Fees) may apply.

16

17 b) The City Manager shall accept prepayment for hourly parking prescribed in this section. The
 18 price is \$125.00 for 100 hours of parking.

19

20 c) The City Manager has the discretion to not impose the hourly rates provided for in this Section 2
 21 when the City Manager finds that charging them is likely to interfere with optimum operation of an
 22 event or program that the City has a substantial interest in promoting. The City Manager shall make a
 23 record of the decisions made under this Section 2 to not impose hourly rates.

24

25 Section 3. (Parking in on-street metered parking spaces)

26

27 (a) Pursuant to city code section 66-236, the following schedule of fees applies when a parking meter can
 28 be used to make payment for use of the space. The schedule applies to all vehicles, including
 29 motorcycles.

30

31 (i) The standard rate to park in each on-street vehicular parking space that has been
 32 designated as a metered parking space is \$1.50 per hour, or for any part of an hour. However,
 33 when the maximum lawful time in which a vehicle may be parked in a space is less than one hour,
 34 the rate is prorated to reflect that maximum lawful time. For example, when the maximum lawful
 35 time is 30 minutes, the rate is \$0.75 for 30 minutes.

36

37 (b) The fees apply only between 8:00 a.m. to 7:00 p.m. Monday-Friday except for days on which
 38 holidays are observed by City government, as specified by City Code 42-16(a)-(b).

39

40 (c) In addition to the authority granted by city code section 66-235 (Authority to designate metered
 41 parking spaces) the city manager has the discretion to not impose the fees provided for in this section 3
 42 when the City Manager finds that charging them is likely to interfere with optimum operation of an event
 43 or program that the City has a substantial interest in promoting. The City Manager shall make a record of
 44 the decisions made under this subsection (c) to not impose these fees.

45

46 Section 3. (Parking in on-street metered parking spaces)

47

48 (a) Pursuant to city code section 66-236, the following schedule of fees applies when a parking meter can
 49 be used to make payment for use of the space. The schedule applies to all vehicles, including
 50 motorcycles.

51

52 (i) The standard rate to park in each on-street vehicular parking space that has been
 53 designated as a metered parking space is \$1.50 per hour, or for any part of an hour. However,
 54 when the maximum lawful time in which a vehicle may be parked in a space is less than one hour,
 55 the rate is prorated to reflect that maximum lawful time. For example, when the maximum lawful
 56 time is 30 minutes, the rate is \$0.75 for 30 minutes.

57

58 (b) The fees apply only between 8:00 a.m. to 7:00 p.m. Monday-Friday except for days on which
 59 holidays are observed by City government, as specified by City Code 42-16(a)-(b).

60

61 (c) In addition to the authority granted by city code section 66-235 (Authority to designate metered
 62 parking spaces) the city manager has the discretion to not impose the fees provided for in this section 3
 63 when the City Manager finds that charging them is likely to interfere with optimum operation of an event
 64 or program that the City has a substantial interest in promoting. The City Manager shall make a record of
 65 the decisions made under this subsection (c) to not impose these fees.

66

67 Section 4. (Parking cards)

68

Description	Rate
Parking Card Deposit	\$5.00
Parking Card Replacement	20.00

69

APPROVED BY
CITY COUNCIL

JUN 17 2019

CITY CLERK



ORDINANCE REVISING CITY-COUNTY PLANNING FEES

WHEREAS, the City County Planning Department issues Zoning and Site Plans Approvals, reviews plans, and issues approvals pursuant to State law and Durham City Code and the City County Unified Development Ordinance; and

WHEREAS, the City County Planning Department already provides the services related to the new fees; and

WHEREAS, it is necessary for the following fees to be updated or added 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. Part 6-101, Section 1 of Chapter 6 of the City of Durham's Fee Schedule is changed to read as follows:

Chapter 6 - Primary implementing department: City-County Planning

Part 6-101 (General fees)

Section 1

A. Zoning Map Change (Rezoning)

Per-acre 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 according to the acres in each of the categories proposed.

1. **All Residential (Not Listed Below), 5 acres or less:** \$1,000.00 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs.
2. **Modifications to text commitments on existing development plans or new applications for text-commitment-only development plans (this can only be used for text; changing or adding graphics is charged at the applicable Development Plan rate listed below):** \$1,500.00 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs.
3. **All Residential (Not Listed Below), More than 5 acres:** \$3,000, plus \$65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs.
4. **PDR, Design Districts, Mixed Use, Office, Residential Multi-Family, Commercial, Industrial, or Research with Development Plan:** \$4,500.00, plus \$65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs.
5. **Design Districts, Residential Multi-Family, Commercial, Industrial, Office, or Research without Development Plan:** \$3,500.00, plus \$65.00 per acre (rounded up), plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs.
6. **Development Plan as Site Plan/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 of 4%, plus surcharges for advertising, letter notice, and signs.

7. **Public Works Zoning Review:** \$100.00 in addition to the applicable zoning map change base fee, plus technology surcharge of 4%..

B. Consolidated Annexation

1. **All with zoning map change:** \$800.00 per case, plus \$47.00 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs.
2. **All consolidated annexation cases that are a direct translation from County zoning:** \$400.00 base fee, plus \$47.00 recordation fee, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs. Please note that the notification surcharge for newspaper advertising is reduced by \$272.00.

C. Comprehensive Plan Amendment

1. **Future Land Use Map Plan Amendment:** \$2,100 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs.
2. **Comprehensive Plan Text Amendment:** \$3,000 per case, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs.

D. Board of Adjustment Applications

1. **Non-Revenue-Generating Single-Family Projects (variances, minor special use permits for fences, etc.), and Reasonable Accommodations Requests:** \$475.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs.
2. **Wireless Communication Facilities Use Permit:** \$3,165.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus \$5,000.00 for independent professional consultant review.
3. **Appeal of an Administrative Decision:** \$300.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs, as applicable.

All Other BOA Applications not Listed Elsewhere in This Section.: \$1,300.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs.

E. Major Special Use Permit Applications

1. **Wireless Communication Facilities Use Permit:** \$3,165.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs, plus \$5,000.00 for independent professional consultant review.
2. **Transportation Special Use Permit:** \$2,025.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice, and signs.
3. **All Other Major Special Use Permit Applications:** \$2,025.00, plus technology surcharge of 4%, 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 review): \$210.00, plus technology surcharge of 4%.
2. **Administrative Site Plan – Level 2** (defined as a site plan with a maximum of 500 square feet of new impervious surfaces added, no required or proposed changes in stormwater management, no more than

200 square feet of new building area, and less than 12,000 square feet of land disturbance): \$650.00, plus technology surcharge of 4%.

3. **Administrative Site Plan – Level 3** (defined as a site plan with a maximum of 500 square feet of new impervious surfaces added, no required or proposed changes in stormwater management, no more than 1,000 square feet of new building area, and less than 12,000 square feet of land disturbance): \$1,700.00, plus technology surcharge of 4%.
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): \$4,200.00 base fee, plus \$40.00 per 1,000 square feet of gross building area [rounded up], and \$40.00 per lot, plus technology surcharge of 4%.
5. **Major Site Plan:** \$4,700.00 base fee, plus \$40.00 per 1,000 square feet of gross building area [rounded up], and \$40.00 per lot, , plus technology surcharge of 4%.
6. Site Plans which do not require an initial re-review will be reimbursed 33% of the original review fee.
7. **Development Plan as Site Plan/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 of 4%, plus surcharges for advertising, letter notice, and signs.

G. Floodplain Reviews:

1. **Floodplain Building Permit Review:** Review of a building permit application on a parcel with floodplain to confirm that a floodplain development permit is not required. - \$90.00, plus technology surcharge of 4%.
2. **Floodplain Development Permit (Small):** Floodplain Development Permit initiated through the Planning Department that does requires review of proposed development in the floodplain that does not modify or obstruct floodway or non-encroachment areas - \$150.00, plus technology surcharge of 4%.
3. **Floodplain Development Permit (Medium):** 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 of 4%.
4. **Floodplain Development Permit (Large):** Floodplain Development Permit initiated through the Planning Department that requires review of proposed development in the floodplain that requires review of a flood study, no-rise certification, CLOMR, or LOMR, etc.- \$500.00, plus technology surcharge of 4%.
5. **Floodplain As-Built Review:** Review of floodplain 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 of 4%.

H. Subdivision Plats

1. **Preliminary Plat:** \$3,500.00 base fee, plus \$40.00 per lot, plus technology surcharge of 4%, plus surcharge for letter notice on those projects requiring governing body approval; plans which do not require an initial re-review will be reimbursed 33% of the original review fee.
2. **Preliminary Plat Amendments:** \$1,000.00 plus technology surcharge of 4%.
3. **Major Final Plat:** \$750.00, plus \$40.00 per lot, plus technology surcharge of 4%; plans which do not require an initial re- review will be reimbursed 33% of the original review fee.

4. **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 4% technology surcharge.
5. **Exempt Plat:** \$125.00, plus technology surcharge of 4%.
6. **Development Plan as Site Plan/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 of 4%, plus surcharges for advertising, letter notice, and signs.

I. **Landscape Extensions:** Major nonresidential or multifamily on one lot, defined as greater than 25,000 square feet in gross floor area: \$300.00; minor nonresidential or multifamily on one lot, defined as less than or equal to 25,000 square feet in gross floor area: \$150.00; residential: \$75.00 per lot; plus technology surcharge of 4%.

J. **Site Compliance**

1. **Site Compliance Inspection Fee:** \$100.00, plus technology surcharge of 4% for first inspection.
2. **Site Compliance Re-Inspection Fees:** \$100.00, plus technology surcharge of 4% for first re-inspection. For each subsequent re-inspection, the total fee under this subsection, including the technology surcharge, will increase by \$104.00. (For example, the total fee for the first re-inspection will be \$104.00; the total fee for the second re-inspection will be \$208.00; and the total fee for the third re-inspection will be \$312.00.)

K. **Historic Preservation Fees**

1. **Historic Landmark Designation:** \$800.00, plus technology surcharge of 4%, plus surcharges for advertising and letter notice, plus \$26.00 recordation fee.
2. **Historic District Designation:** \$20,000 per application, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting.
3. **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, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting. Applications associated with projects begun or completed without required approval pay double the application base fee.
4. **Master Certificate of Appropriateness, Historic Preservation Commission Review:** \$300.00 base fee per application, plus technology surcharge of 4%, plus surcharges for letter notice and sign posting. Applications associated with projects begun or completed without required approval pay double the application base fee.
5. **Minor Works Certificate of Appropriateness, Staff Review:** \$75.00 base fee per application, plus technology surcharge of 4%. Applications associated with projects begun or completed without required approval pay double the application base fee.
6. **Historic Signs:** \$150.00, plus technology surcharge of 4%, plus surcharges for advertising and letter notice. Applications associated with projects begun or completed without required approval pay double the application base fee.

L. **Signage**

1. **Common Signage Plan Review:** \$175.00, plus technology surcharge of 4%.

2. **Banner Plan Review Only:** \$75.00, plus technology surcharge of 4%.
 3. **Permanent Signs Requiring Permits (as defined by the UDO):** \$75.00 application fee plus technology surcharge of 4%. Applications associated with projects begun or completed without required approval pay double the application base fee.
 4. **Temporary Signs Requiring Permits (as defined by the Durham UDO):** \$50.00 application fee plus technology surcharge of 4%. Applications associated with projects begun and/or completed without required approval pay double the application base fee.
 5. **Sign Compliance Inspection Fee:** \$50.00 for each inspection and re-inspection, plus 4% technology surcharge.
- M. Street or Alley Closing:** \$800.00, plus technology surcharge of 4%, plus surcharges for advertising, letter notice and signs, plus \$47.00 recordation fee.
- N. Street or Alley Renaming:** \$600.00, plus technology surcharge of 4%, 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 of 4%, plus surcharge for advertising.
- P. Development Services Center Products**
1. **Home Occupation Permit:** \$25.00, plus technology surcharge of 4%.
 2. **Formal Letter of Interpretation:** \$40.00, plus technology surcharge of 4%.
 3. **Due Diligence Property Information:** \$20.00, plus technology surcharge of 4%.
 4. **Use Determination:** \$40.00, plus technology surcharge of 4%.
 5. **Zoning and Property Analysis:** \$80.00, plus technology surcharge of 4%.
 6. **Planning Review of Building Permit:** \$30.00, plus technology surcharge of 4%.
 7. **Limited Agriculture Permit:** \$25.00, plus technology surcharge of 4%.
 8. **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 of 4%; renewal of annual permit - \$100.00, plus technology surcharge of 4%.
 9. **Temporary Use Permit:** \$100.00, plus technology surcharge of 4%.
 10. **Mobile Vendor Registration and Annual Renewals:** \$10.00 per cart or truck, plus technology surcharge of 4%.
 11. **Costs for Departmental Publications:** Copies of publications on hand: \$5.00. Reproductions or new publications will be priced according to costs.
 12. **Large Format Copies:** \$1.00 per square foot (for example: a 3 foot by 6 foot map equals 18 square feet for a copying charge of \$18.00).
 13. **Custom Letters, Maps, and Reports:** \$100.00.
 14. **Multi-Departmental Pre-Submittal Meetings:** \$265.00 per hour (minimum charge of one hour).
- Q. Vested Rights Determination:** \$5,000.00 application fee, plus technology surcharge of 4%, plus surcharge for advertising and signs.

- R. **Watershed Determination:** \$2,500.00 application fee, plus technology surcharge of 4%.
- S. **Temporary Right-of-Way Closure:** \$125.00 base fee, plus technology surcharge of 4%, plus additional fees as follows.
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 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 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. Zoning Map Change, Comprehensive Plan Map Amendment, Historic District Designation, Historic Landmark Designation, or Street Closing: \$460.00; if case has to be heard by both governing bodies, \$920.00.
 - b. BOA, Major Special Use Permit, Street Renaming, Vested Rights Determination, and Historic Landmark Designations: \$230.00.
 - c. Unified Development Ordinance Text Amendment or Comprehensive Plan Text Amendment: \$690.00.
2. **Letter Notice for:**
 - a. 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, BOA, Major Special Use Permit, Street Renaming, or Street Closing: \$53.00.
3. **Signs:** For Zoning Map Change, Comprehensive Plan Map Amendment proposing a change in the Tier boundary, BOA, Major Special Use Permit, Vested Rights Determination, Street Renaming, Major Works Certificate of Appropriateness, or Street Closing: \$100.00. If multiple signs are necessary to adequately notify neighbors, multiple signs will be charged for at the case intake.

U. **Architectural Review:** \$210.00 plus technology surcharge of 4%.

V. **Re-Review Fees (applicable to all development applications):** Half of filing fee, plus technology surcharge of 4%, 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 17 2019

CITY CLERK

ORDINANCE TO CHANGE CHAPTER 14 FEE SCHEDULE
FOR SOLID WASTE CHARGES

BACKGROUND. Ordinance 15466, adopted on May 20, 2019, purported to repeal Part 1-110 of the Fee Schedule. Part 1-110 did not and does not exist. It was intended that Part 14-110 be repealed.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF DURHAM ORDAINS:

Section 1. Part 14-110 in Chapter 14 of the Fee Schedule is repealed

Section 2. This ordinance is effective July 1, 2019

APPROVED BY
CITY COUNCIL

JUN 17 2019

CITY CLERK



**ORDINANCE TO CHANGE ADMINISTRATIVE FEES FOR PLAN REVIEW, TESTING
AND INSPECTION OF BACKFLOW PREVENTERS**

THE CITY COUNCIL OF THE CITY OF DURHAM ORDAINS:

Sec. 1. In the Fee Schedule, Part 15-118 (Administrative Fees for Plan Review, Testing, and Inspection of Backflow Preventers), charged by the City Department of Water Management, Cross Connection Control Program, is changed to include the following additional fee:

The fee for a site visit to turn on or unlock a meter which has been turned off or locked for non-compliance with the City's Cross Connection Control Ordinance is \$75.00.

Sec. 2. This ordinance takes affect when adopted.

**APPROVED BY
CITY COUNCIL**

JUN 17 2019

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.

Durham's 150th Birthday

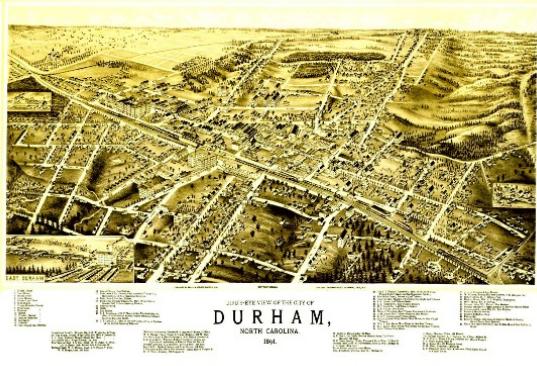


The City of Durham is celebrating its 150th birthday this year, and there have been a variety of events to remind everyone what makes Durham unique. Although the sesquicentennial celebration officially started on April 13th, this will be a year-long experience to recognize Durham's past, present, and future.

Mayor Schewel created a committee of residents to work on the birthday celebration together. Additionally, departments across the City have collaborated on sharing the history of Durham and their vision for the future.

Social media around the celebration has been sharing stories of Durham's past, as well as updates on the events commemorating the 150th anniversary. Each organizational partner assisting with this project has worked to ensure it is a community-wide family reunion.





During the celebration, the City has shared a variety of historical documents with residents, including documents that show the budget creation process and previous fiscal decisions. One example of how much Durham has changed and grown can be seen through its annual budget. In 1869 Durham's annual budget was \$357.44, with the largest taxpayer paying \$40.62. However, in 2019 Durham's budget was \$510.9 million, with the largest taxpayer paying \$1.2 million. Additionally, in 1869 the population was 258, and in 2018 the population was a grand total of 270,819 people.

Area and Population

Durham covers an area of 112.943 square miles. The estimated population of 267,743 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 during the work session at 4 pm.

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 2006-2018 AND 2019-TO-DATE (Through April)					
CALENDAR YEAR	NEW RESIDENTIAL	NEW NON- RESIDENTIAL	RESIDENTIAL REPAIRS, ETC.	RESIDENTIAL REPAIRS, ETC.	NON- 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 through April	\$104,122,330	\$50,226,479	\$20,045,381	\$316,222,791	\$490,616,981

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 largest employers in the Durham area include:

Duke University and Medical Center	Cree, Inc.
International Business Machines (IBM)	AW North Carolina, Inc.
Durham Public Schools	U.S. Environmental Protection Agency (EPA)
GlaxoSmithKline	Durham County Government
Blue Cross and Blue Shield of North Carolina	National Institute of Environment Health Sciences
Durham City Government	North Carolina Central University
Fidelity Investments	Walmart
IQVIA	Merck & Co., Inc.

RTI International, Inc. (Research Triangle Institute)	Lab Corp
Veterans Administration Medical Center	BASF Corporation Agricultural Products Group

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 260 companies, RTP is one of the largest research parks in the world.

Top Ten Organizations in Research Triangle Park

Lenovo (IBM) 3039 Cornwallis Road P.O. Box 12195 https://www.ibm.com	Net App, Inc. 7301 Kit Creek Road www.netapp.com/us
Cisco Systems 7001-8 Kit Creek Road P.O. Box 14987 www.cisco.com	Credit Suisse 7200 Kit Creek Road https://www.credit-suisse.com
GlaxoSmithKline, Inc. 5 Moore Drive P.O. Box 13398 www.gsk.com	U.S. Environmental Protection Agency (EPA) 109 T.W. Alexander Drive www.epa.gov
Fidelity Investments 4008 E NC Highway 54 Research Triangle Park,, NC 27709 www.rtp.org/location/fidelity-investments/	Biogen Idec 500 Davis Drive www.biogenidec.com
RTI International 3040 Cornwallis Road P.O. Box 12194 www.rti.org	United States Environmental Protection Agency 79 T.W. Alexander Drive P.O. Box 12233 www.epa.gov

Durham Banks

Bank of America	Latino Community Credit Union
Branch Banking and Trust	Mechanics and Farmers Bank
Cardinal Bank & Trust	PSNC Bank
Coastal Federal Credit Union	Self-Help Credit union
First Citizens Bank and Trust	State Employees Credit Union
First South Bank	SunTrust
Greater Piedmont 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.

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.
[\(www.durhamtech.edu\)](http://www.durhamtech.edu)

Durham Technical Community College, founded in 1961, has a main campus near Research Triangle Park and auxiliary

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.

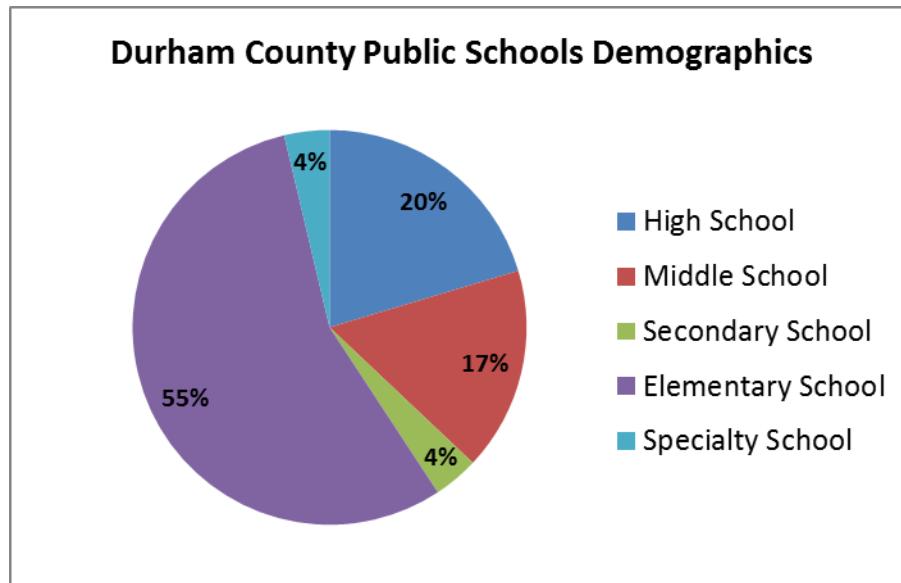


Also located near Durham are the University of North Carolina at Chapel Hill (www.unc.edu), ten miles to the southwest and North Carolina State University (www.ncsu.edu), which is located in Raleigh, 23 miles

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), 1 alternative school, 1 hospital school, and 30 elementary schools that serve all sections of the City and County. Durham Public Schools currently provides education for over 32,000 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 in 1971) 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 2018, the City provided an average of 26.03 million gallons per day (MGD) to 280,000 customers in the service area. The City's two water treatment facilities have a combined maximum water treatment capacity of 52 MGD. Wastewater treatment capacity of the City totals 40 million gallons per day. During 2017, City wastewater treatment facilities processed an average of 18.72 MGD. The City's water and sewer system is self-supporting with approximately 90,000 City/County accounts.

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 City Hall Annex 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 748.61 miles of paved, 23.22 miles of unpaved and 139.99 miles of State roads.

Domestic airlines (AirTran, Delta, Frontier, Jet Blue, Southwest, Alaska, Allegiant, Air Canada, American Airlines, and United) fly over 10 million passengers annually from Raleigh-Durham International Airport, located ten miles from Durham. 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 32 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 Management Practices (BMP)	Nationally accepted practices with regard to stormwater management and the evaluation of stormwater management practices.
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.

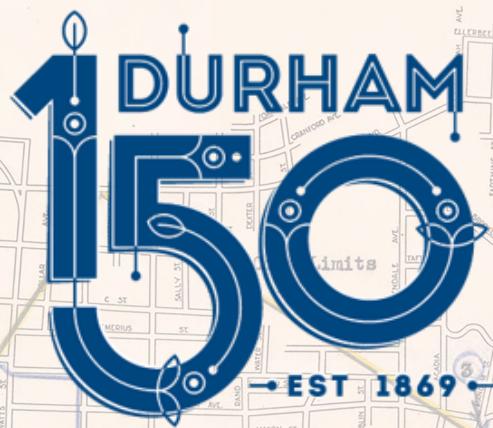
Budget Ordinance	The legal document adopted by the City Council which outlines the annual spending plan and anticipated revenues for City government for the fiscal year.
Build America Bonds (BABs)	Taxable municipal bonds which carry special tax credits and federal subsidies for either the bond issuer 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 2018-19 (abbreviated as FY19) begins on July 1, 2018 and ends on June 30, 2019.
Fringe Benefits	Funds budgeted in the Personal Services budget category for the City's contribution for employee benefits. Fringe 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.

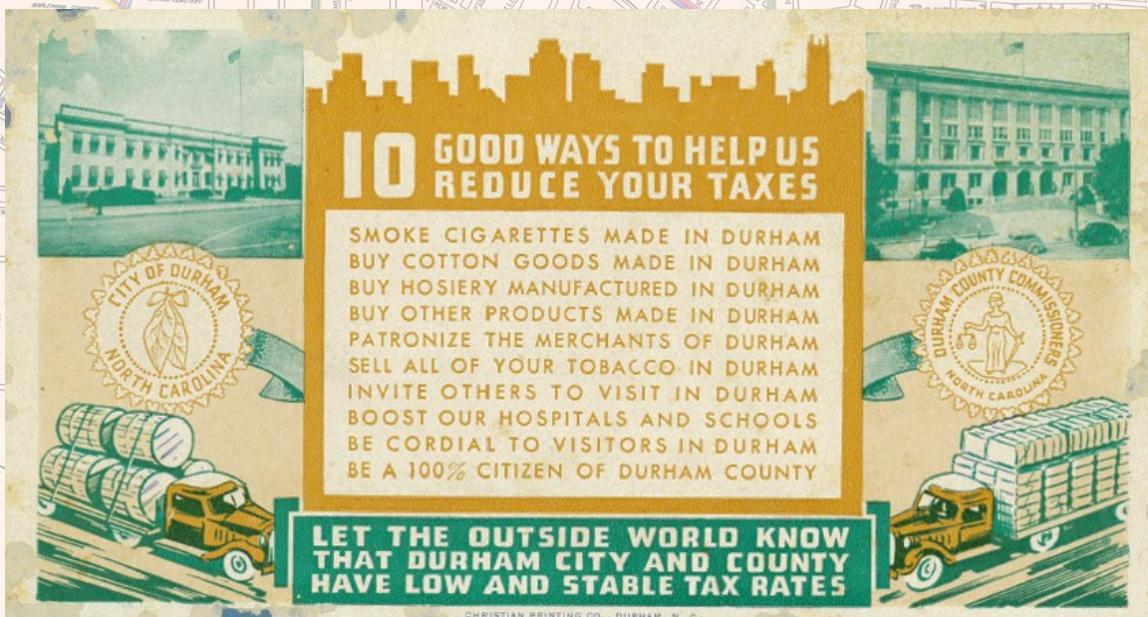
Geographic Information Systems (GIS)	Rooted in the science of geography, GIS integrates many types of data. It analyzes spatial location and organizes layers of information into visualizations using maps and 3D scenes.
GoDurham	The public bus and para-transit (van) service in Durham. Previously known 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. In FY19, one cent/penny on the City's property tax rate equals approximately \$2.9 million.
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 was a year of voting, and the second year will be 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 FY19 City of Durham property tax rate remains flat at 57.86 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.



**GETTING
BETTER
WITH TIME**



A vintage postcard telling Durham residents how to help reduce taxes. Durham's old City Hall is pictured in the upper left and the Old County Courthouse in the upper right.

