

DCO

Durham County Government FY 2026-27 Board Budget Retreat

February 26, 2026



BOCC Budget Retreat Agenda

Welcome and Overview

Financial Overview & Trends

Program & Performance Measurement

Break

Board Discussion

Lunch

Policy Discussions

- Human Services Federal and State Support
- Family Treatment Court
- Early Childhood Update
- Economic Development and Infrastructure Expansion

Break

Board Priorities/Discussion

Adjournment

Outcomes for the Day

Share context that will inform the FY 2026-27 budget process

Gauge BOCC priorities for investments in the upcoming budget and beyond

Request of Audience

- > This session is set aside specifically for the Board to hear staff presentations and have dialogue
- > Please limit sidebar conversations and silence cell phones
- > We will not be taking questions or comments from the audience members today

Durham County Operating Budget Guiding Principles

Durham County Operating Budget Guiding Principles

Durham County government develops an annual balanced budget as required by state law, with final approval by the Durham Board of County Commissioners. The annual budget development process and final approval creates a guiding financial plan, policy implementation decisions, and funding allocations in support of organizational strategies and values. The annual budget allocates resources across departments and service areas to achieve ongoing and new outcomes that reflect community values and priorities, Commissioner directives, administrative knowledge, and legal and fiscal requirements. The operating budget provides funding for all County operations, as well as specific capital items (non-capital project items), in support of the County's immediate operational needs, County Manager workplan and Commissioner objectives. A regularly updated Durham County strategic plan provides goal and priority guidance across all levels of the government, reflected in funding allocation decisions. Durham County prioritizes its annual operating budget resource allocation both across and within Funds, based on the following guiding principles.

The Durham County annual operating budget will be developed:

1. In accordance with established County financial policies and developing Budget policies
2. Within high performing organization framework, reflecting the principles of strategic and operational planning, budgeting for results, managing service delivery, and learning, evaluation, and accountability
3. To maintain adequate fund balance levels for all Funds in support of a continued triple A bond rating
4. With revenue projections that adequately reflect recent trends while also providing a margin of safety that ensures any variability in collection can be adequately met
5. With expenditure projections that maintain critical services, to the greatest extent possible, while also maximizing County-wide outcomes
6. With "one-time" revenue sources only being used to support one-time costs.
7. With the expectation that entities receiving funding use any savings from those funds in a fiscally responsible and consistent manner, particularly relating to one-time revenue sources only being used to support one-time costs.
8. Strategically, along with the Capital Improvement Plan (CIP), aligning operating and capital investments for coordinated and efficient results; assessing the impact of capital investment on operating costs and evaluating potential savings realized through capital investment
9. With secure debt service support provided through an ongoing capital financing policy that dedicates significant revenue resources towards annual payments
10. To maintain critical operating services where possible
11. To support ongoing operating and maintenance costs including strategic levels of replacement funding (i.e. vehicles, equipment, computer hardware, building systems). Allocations should support the organization's commitment to short and long-term sustainability efforts.
12. With appropriate investment in organizational capacity through compensation, training, and employee development
13. Maximizing external funding opportunities where possible
14. Adjusting County fees to capture relevant program costs
15. With sound decision-making based on robust performance metrics, where available
16. Supporting flexible services and programs across County government that are capable of responding to emerging and unanticipated needs while also building resilience as an organization

Budget Development Guiding Principles

1. Follows County financial policies and Budget policies
2. Reflects strategic and operational planning, budgeting for results, managing service delivery, and learning, evaluation, and accountability
3. Maintains adequate fund balance for all Funds – continued triple A bond rating
4. Uses revenue projections that reflect recent trends while also providing a margin of safety
5. Focus expenditure projections that maintain critical services, while maximizing County-wide outcomes
6. “One-time” revenue sources only being used to support one-time costs.

Budget Guiding Principles Discussion (cont.)

7. Entities receiving funding use any savings from those funds in a **fiscally responsible and consistent manner**, particularly relating to one-time revenue sources only being used to support one-time costs.
8. Aligns **operating and capital investments**; assesses the impact of **capital investment on operating costs**
9. With **secure debt service support** provided through a capital financing policy that dedicates significant revenue resources towards annual payments
10. Maintains **critical operating services** where possible
11. Supports **strategic levels of replacement funding**. Allocations should support the organization's commitment to short and long-term sustainability efforts.

Budget Guiding Principles Discussion (cont.)

12. **Invests in organizational capacity** through compensation, training, and employee development
13. Maximizes **external funding opportunities**
14. Adjusts **County fees** to capture **relevant program costs**
15. Use sound decision-making based on **robust performance metrics**, where available
16. Supports flexible services and programs that respond to **unanticipated needs** while also **building resilience as an organization**

Budget Development Framework

(Shared with BOCC at the October 2025 work session)

- All County-funded entities receiving recurring dollars will undergo base budget evaluations during the budget development process. This review will continue through the FY 2026-27 budget year.
 - Allocations will be evaluated for alignment with general statute requirements, local mandates, and BOCC priorities.
 - Operational assessments will be conducted, including benchmarking service costs against peer jurisdictions where appropriate.
 - Contingency strategies will be developed to plan for potential shifts in federal, state, or local revenue streams.
 - Departments will refine key performance indicators.
-



Future Year Budget Development Issues

Choices, Priorities, Results

Board and Management:

Strategic application of resources to meet current, ongoing, and new needs, while maintaining long-term operational resiliency

Future Year Budget Development Issues

Choices, Economic Growth, Annual Growth

- BOCC choices today can potentially limit options in the future
 - > Dollars and effort may be tied up in existing activities when new and/or unplanned needs arise
- Cascading effect of dependency on economically sensitive revenue sources
 - > Debt Service, DPS support, Transit, General Fund
- Growth in annual “hard” costs
 - > Benefits, Compensation, Inflation, Debt Service (interest rates), School funding, Pre-K expansion, infrastructure support

The background of the image is a solid blue color with a repeating pattern of the Durham County logo. The logo consists of the words "DURHAM COUNTY" above a stylized "DC" monogram, which is set within a shield-shaped emblem. The year "1881" is visible at the bottom of the shield. The text "Tax Administration" is centered in the middle of the image in a large, white, sans-serif font.

Tax Administration



Tax Administration 2026 Valuation Update

Keyar Doyle, Tax Administrator

General Information

- **2025 Reappraisal (1-1-2025)**
- Resulted in over 70% increase in assessed value across the different categories of property types combined.
- **Historic rise in real estate market value led to a historic rise in appeals filed for the year.**
- Increase in property owners applying for tax relief programs (LIHR record year)



Reappraisal Objective

- Appraise all real property in the county at 100% of its **market value**, as defined by statute, to be effective until the next reappraisal date (2029).
- NCGS 105-283: “all property, real and personal, shall as far as practicable be appraised or valued at its true value in money.”
- NCGS 105-287 prohibits the changing of tax value in a non-reappraisal year (excluding new construction & additions to existing improvements).

2024 Sales Assessment Ratios

Ten Largest Counties				
County	Final Ratio	COD	#Sales	Appraisal Yr
BUNCOMBE	66.31	16.74	415	2021
CABARRUS	98.42	3.77	379	2024
CUMBERLAND	58.18	17.53	323	2017
DURHAM COUNTY	61.05	22.06	336	2019
FORSYTH	64.55	26.13	402	2021
GUILFORD	74.08	15.37	415	2022
JOHNSTON	64.63	12.52	365	2019
MECKLENBURG	92.69	10.65	674	2023
UNION	66.97	16.89	367	2021
WAKE	98.63	5.47	818	2024

Border Counties*				
County	Final Ratio	COD	#Sales	Appraisal Yr
CHATHAM	65.64	37.87	219	2021
GRANVILLE	96.76	17.97	209	2024
ORANGE	64.45	20.33	310	2021
PERSON	75.33	30.52	265	2021

** Not Captured in Top Ten Counties Table*

The greater time between reappraisals directly impacts sales ratios.

Source: NC Department of Revenue, July 16, 2024



2025 Department of Revenue Assessment Ratio Studies

CUMBERLAND COUNTY	2025	100.90	100.00
CURRITUCK COUNTY	2021	64.63	66.91
DARE COUNTY	2025	99.07	100.00
DAVIDSON COUNTY	2021	67.55	71.95
DAVIE COUNTY	2025	100.07	100.00
DUPLIN COUNTY	2025	98.08	100.00
DURHAM COUNTY	2025	100.23	100.00
FORSYTH COUNTY	2025	101.16	100.00
GATES COUNTY	2025	96.99	100.00
GREENE COUNTY	2021	70.62	77.17
HAYWOOD COUNTY	2021	59.27	63.30
JACKSON COUNTY	2025	100.04	100.00
JOHNSTON COUNTY	2025	98.78	100.00
LENOIR COUNTY	2025	99.31	100.00



The Concerns

- The 2025 Reappraisal focused primarily on the January 1, 2023 – December 31, 2024 real estate market of Durham County.
- **Historic rise in market value, led to a historic rise in assessed value, which in turn led to a historic rise in appeals.**
- Commercial property assessment challenges; Some property types were riddled with high vacancy rates
- Ability to have appeals scheduled and processed before the date of delinquency.

		Local Real Estate Market (Median SP)					
Month		County of Durham			City of Durham		
25-Nov		\$	410,000			\$	410,000
25-Oct		\$	405,000			\$	405,000
25-Aug		\$	419,000			\$	410,000
May-25		\$	430,000			\$	430,000
25-Apr		\$	430,000			\$	429,700
25-Feb		\$	425,000			\$	428,000
24-Dec		\$	416,000			\$	415,000
24-Oct		\$	419,500			\$	415,375
24-Aug		\$	431,000			\$	430,500
24-Jul		\$	444,775			\$	446,150
24-Jun		\$	449,730			\$	449,300
24-May		\$	460,000			\$	429,000
24-Feb		\$	395,000			\$	400,000
24-Jan		\$	405,773			\$	404,995
23-Dec		\$	402,500			\$	405,000
23-Oct		\$	420,000			\$	421,205
23-Sep		\$	410,000			\$	410,000
23-May		\$	415,051			\$	415,000
23-Mar		\$	399,109			\$	385,745
23-Feb		\$	383,067			\$	385,745
Average of Median SP		\$	418,525			\$	416,286

Appeals

- During a typical year, the Department of Tax Administration receives anywhere between 75 to 200 appeals.
- During a reappraisal year, traditionally, Durham County has received anywhere between 4,500 to 7,500 appeals.
- The 2025 Reappraisal produced 10,300 appeals (5,300 received 2 weeks prior to deadline 6/15/25).

Appeals - continued

- The importance of appeals being scheduled and processed before the date of delinquency (January 6).
- Appraisers completed the initial appeal review process and continue to work with the Board of Equalization & Review to complete the remaining scheduled hearings.
- Just over 500 appeals to be heard, settled, or withdrawn.

The Big Picture

- > The Durham County Total Assessed Value for 2025 (w/ongoing appeals)
→ Projected 2026 Total Value:

Total 2025 Value(Current)	Total 2026 RP *Projected Value	% Change
*85,794,741,993	88,686,549,707	3%

*This 2025 amount is changing weekly, due to ongoing Board of Equalization & Review hearings. Total 2026 Projected Value is based on growth measured by tracked building permits.

- > Here are the rates of change for 3 of the main taxable categories:

Category	2025 Value	Projected 2026
Real Property	74,833,575,604	77,078,582,872
Personal Property	10,255,973,690	10,775,238,369
Public Utility	832,728,466	832,728,466





Questions?

Discussion?

Finance Department



Durham County Government Financial Crystally Wright, Chief Financial Officer

February 26, 2026



Discussion Topics

>Financial Condition

>Peer Comparisons

>Next Steps



County of Durham,
North Carolina

**Annual
Comprehensive
Financial Report**

2024

For the year ended
June 30, 2024

2025 Annual Comprehensive Financial Report

- > Mauldin & Jenkins will present the Audit to the Audit Committee and BOCC in March 2026.
- > Durham County continues to demonstrate fiscal strength and stability.



Financial Condition

Durham County Remains Financially Strong

<u>Indicator</u>	<u>FY2025 Est.</u>	<u>Status</u>
Total Net Position	\$166.1M	Stable
Expenditure Control	No reserves used	Disciplined
Governmental Fund Balance (ALL Funds)	\$437.9M	Strong
AAA Bond Rating	Maintained	Highest Rating



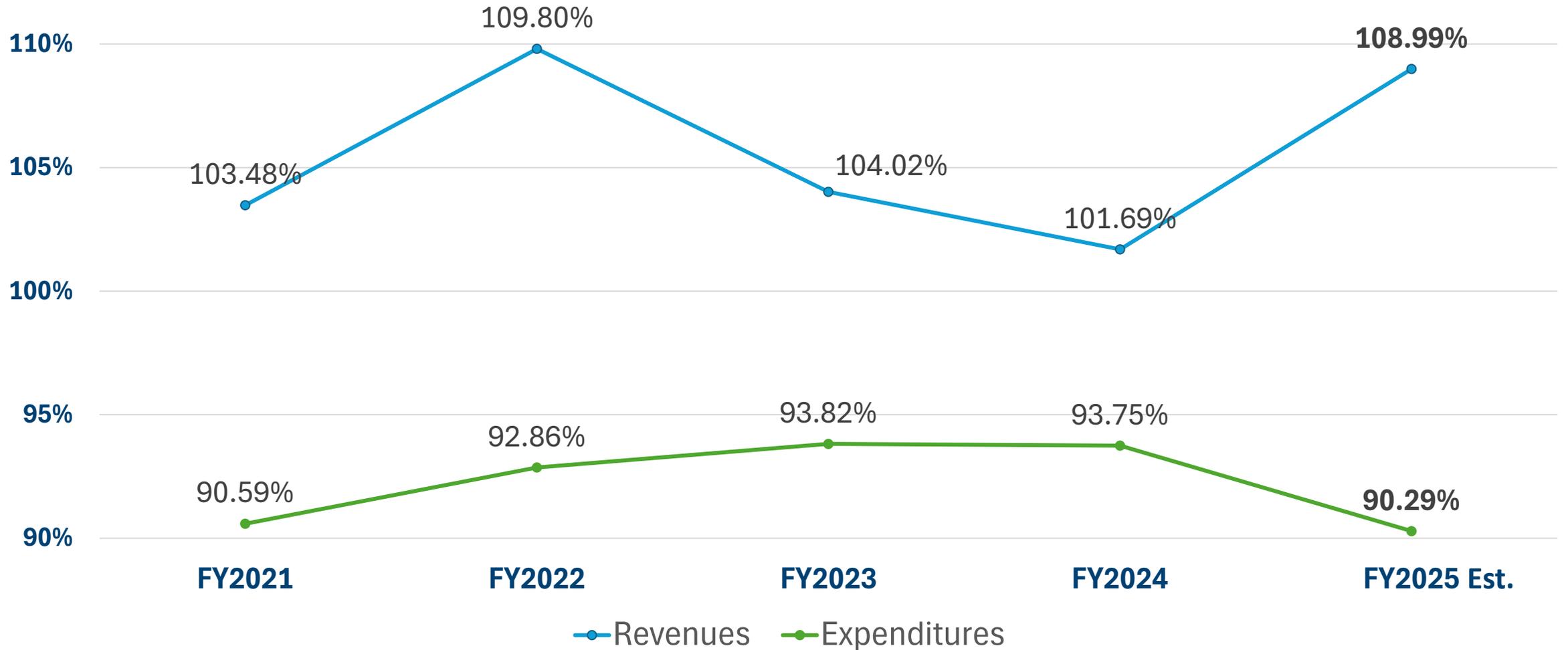
Durham County Remains Financially Strong:

FY 2025 Efforts to Increase Fund Balance Reserves

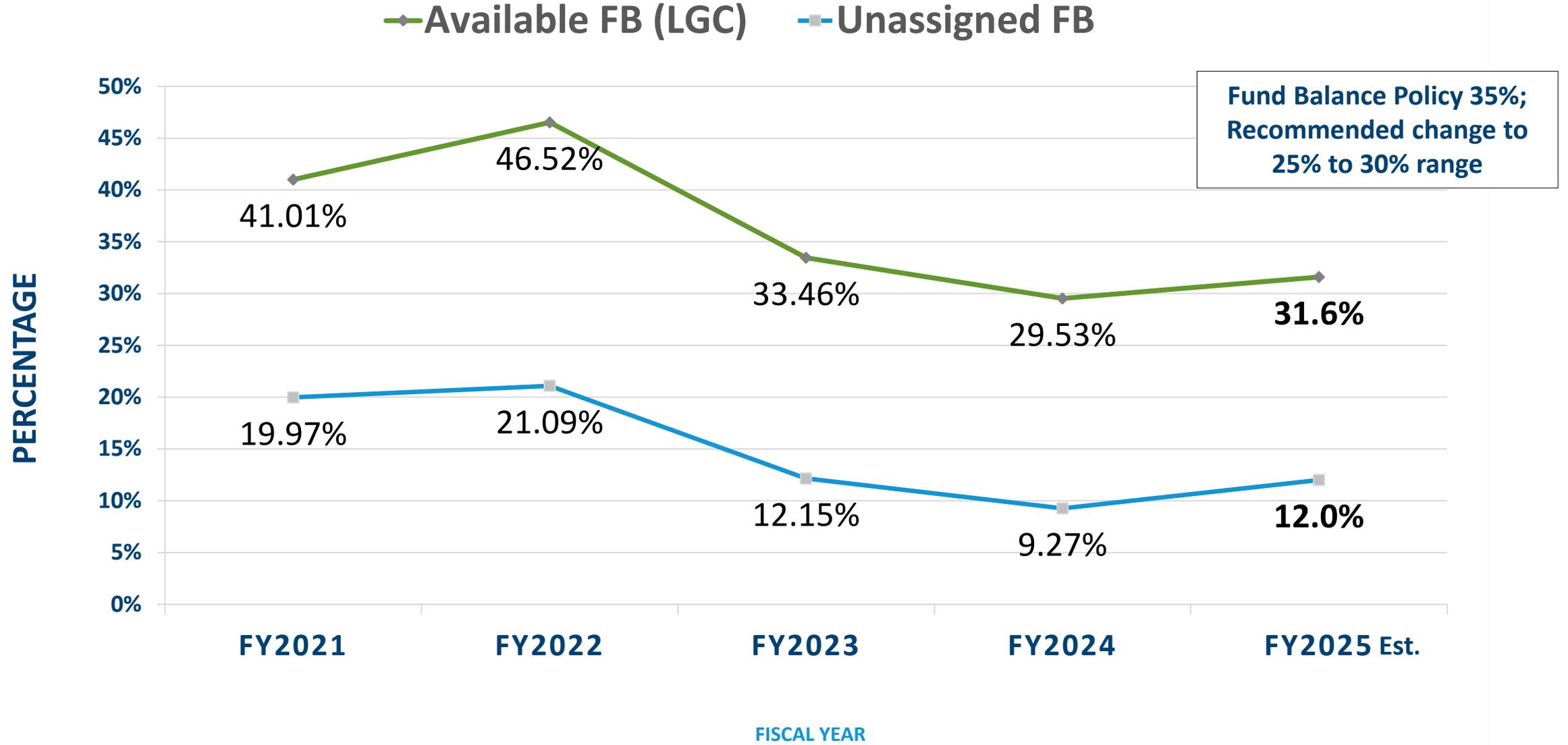
- > Planned efforts occurred to control spending and reduce fund balance use to increase reserve levels. (i.e., freezing vacant positions, deferring or reprioritizing non-essential operating expenditures and capital projects.)
- > Spending adjustments occurred to bring fund balance utilization in line with established policy ranges. Financial Advisors have recommended an adjustment to the fund balance policy from 35% to a range of 25% to 30%. Action will be presented to the Board in March 2026.
- > Disciplined spending controls and a deliberate reduction in fund balance usage were implemented to maintain reserve levels sufficient to meet policy requirements, required to sustain credit ratings, and provide a financial cushion against unanticipated expenditures or revenue shortfalls.
- > Comprehensive reviews of departmental budgets occurred to identify inefficiencies, eliminate redundant expenditures, and redirect savings toward shoring up fund balance reserves. These ongoing efforts are underway and will continue through FY 2026-27.



FY2021 - FY2025 Annual Revenues & Expenditures as a % of Budget - General Fund



Durham County Government General Fund's Fund Balance Percentage Trends



PEER COMPARISONS

Peer comparisons represent data from the three counties included in the Big Ten North Carolina local governments: Durham, Guilford, and Wake. Municipalities include the cities of Durham, Greensboro, and Raleigh.

2025 Peer General Fund Reserves Comparisons % of Revenues & Expenditures to Budget and Growth/Use of Fund Balances For Durham, Guilford, & Wake

	<u>Durham</u>	<u>Guilford</u>	<u>Wake</u>
Fund balances			
Non-spendable	\$3,107,351	\$444,222	\$1,016,446
Restricted:			
Stabilization by State Statute	72,394,759	111,274,246	124,012,787
Restricted for other purposes	7,035,302	-	
Committed	97,623,732	175,361,346	561,426,077
Assigned	28,791,716	22,751,244	-
Unassigned, general	<u>81,820,058</u>	<u>58,185,646</u>	<u>-</u>
Total fund balance	<u><u>\$290,772,918</u></u>	<u><u>\$367,996,704</u></u>	<u><u>\$687,947,090</u></u>
Total Expenditures and Transfers Out	<u><u>\$681,234,451</u></u>	<u><u>\$776,304,152</u></u>	<u><u>\$2,038,413,067</u></u>
Fund balance expressed as a % of expenditures	<u><u>31.6%</u></u>	<u><u>33.0%</u></u>	<u><u>27.5%</u></u>
Unassigned fund balance expressed as a % of expenditures	<u><u>12.01%</u></u>	<u><u>7.50%</u></u>	<u><u>0.00%</u></u>

* Forsyth and Mecklenburg Counties are unavailable for comparisons at this time.

Source: Annual Comprehensive Financial Report



2024 Peer General Fund Reserves Comparisons % of Revenues & Expenditures to Budget

Peer Counties	Revenues				Expenditures				Fund Balance		
	Budget	Actual	Variance	% of Budget	Budget	Actual	Variance	% of Budget	Beginning	Growth/Use	Ending
Durham	641,869,014	652,746,927	10,877,913	101.69%	599,891,095	558,296,280	41,594,815	93.07%	288,167,256	(10,908,297)	277,258,959
Forsyth	538,340,448	533,158,311	(5,182,137)	99.04%	583,766,992	534,237,747	49,529,245	91.52%	219,192,876	(9,023,520)	210,169,356
Guilford	790,497,086	787,059,259	(3,437,827)	99.57%	733,520,029	658,269,858	75,250,171	89.74%	277,488,135	57,056,383	334,544,518
Mecklenburg	1,580,777,066	1,638,578,493	57,801,427	103.66%	1,671,422,554	1,563,251,474	108,171,080	93.53%	707,198,985	(9,716,498)	697,482,487
Wake	1,858,700,683	1,885,577,715	26,877,032	101.45%	1,397,010,998	1,338,410,997	58,600,001	95.81%	591,686,223	30,775,563	622,461,786



Next Steps

- > Monitor reserve levels for policy compliance.
- > Monitor cash flow stability
- > Closely monitor expenditure trends.
- > Maintain AAA bond rating.

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Budget and Management Services

Future Year Budget Development Issues

Choices, Priorities, Results

Board and Management:

Strategic application of resources to meet current, ongoing, and new needs, while maintaining long-term operational resiliency

Future Year Budget Development Issues

Choices, Economic Growth, Annual Growth

Result: A closing gap between “natural growth” in available revenue to support “natural growth” in annual expenditures

Options: Strategic application of available resources to meet current, ongoing, and new needs, while maintaining long-term operational resiliency

Next Steps:

- Strategic Plan Focus (Key Priority Areas)
- Evaluate Current Return on Investment (ROI) Within Department Budgets
- FY 2026-27 Budget Expansion Moratorium

Prepared (Slightly Pessimistic) Caution



Why The Caution??? In 2025

Forbes

After 599 Take Buyouts, Duke University To Begin Layoffs In August



24/7 Live

Raleigh

Durham

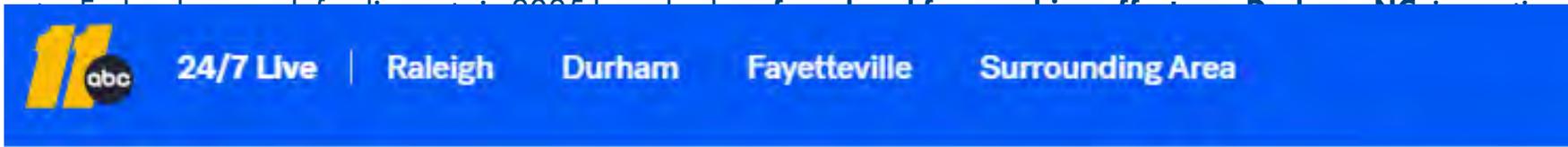
Fayetteville

Surrounding Area

So far in 2025, [RTI job cuts](#) have affected more than [400 NC workers](#), our newsgathering partners at the News & Observer said.



Why The Caution??? Even More...



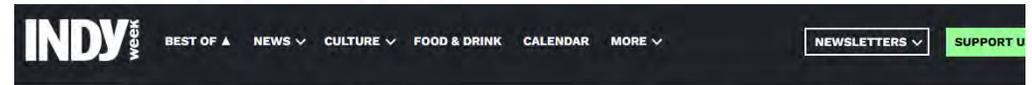
jobs, education, healthcare, and the local

More RTP layoffs as Lenovo, National Institutes of Health confirm job cuts

with an estimated \$5 billion in lost

Education & Public Services

- > Durham Public Schools rely on \$25 million in federal grants for nutrition, tech, and other programs that are threatened:
- > Head Start and Early Head Start for 490+ children



Economic, Environmental Ripple Effects Feared from Potential EPA Downsizing in North Carolina

The loss of the Research Triangle-based EPA Office of Research and Development would cost hundreds of jobs, millions in research grants and a hit to economic activity in the area.

HELENE RECOVERY NEWS SPORTS BUSINESS LIVING POLITICS GAMES OBITUARIES FINANCE CLASSIFIEDS RALEIGH the owner warned of potential

New report dubs Durham's RTI International 'ground zero' for Trump, DOGE cuts

- >
- > the former Congressional District, which includes Durham, was the 11th highest recipient of COVID-19 relief nationally. Over \$600 million in USAID-supported programs were cut



Key Industries Driving Durham County Growth

Industry Cluster	Highlights
Life Sciences	Biotech, pharmaceuticals, and genomics remain strong, despite NIH cuts.
Information Technology	Software, cybersecurity, and AI continue to expand.
Advanced Manufacturing	High-tech production and clean energy components are growing.
Ag Tech & Fin Tech	Emerging sectors supported by RTP and university R&D.
Healthcare & Education	Duke Health and Duke University remain major employers.



DCO Top Employers – NC Dept of Commerce 2025/Q2

Area Name	Year	Quarter	Company Name	Industry	Class	Employment Range	Rank
Durham County	2025	2	Duke University	Health Care and Social Assistance	Private Sector	1000+	1
Durham County	2025	2	Fidelity Workplace Investing Llc	Finance and Insurance	Private Sector	1000+	2
Durham County	2025	2	Durham Public Schools Board Of Educ	Educational Services	Public Sector	1000+	3
Durham County	2025	2	Cisco Systems Inc	Management of Companies and Enterprises	Private Sector	1000+	4
Durham County	2025	2	Veterans Administration Va Ro318	Health Care and Social Assistance	Public Sector	1000+	5
Durham County	2025	2	International Business Machines Corp	Manufacturing	Private Sector	1000+	6
Durham County	2025	2	City Of Durham	Public Administration	Public Sector	1000+	7
Durham County	2025	2	Wolfspeed Inc	Manufacturing	Private Sector	1000+	8
Durham County	2025	2	Research Triangle Institute	Professional Scientific and Technical Services	Private Sector	1000+	9
Durham County	2025	2	Durham County Government	Public Administration	Public Sector	1000+	10
Durham County	2025	2	Amazoncom Services Inc	Transportation and Warehousing	Private Sector	1000+	11
Durham County	2025	2	Iqvia Rds Inc	Professional Scientific and Technical Services	Private Sector	1000+	12
Durham County	2025	2	N C Central University 18341	Educational Services	Public Sector	1000+	13
Durham County	2025	2	Glaxosmithkline Llc	Manufacturing	Private Sector	1000+	14
Durham County	2025	2	Netapp Inc	Wholesale Trade	Private Sector	1000+	15
Durham County	2025	2	Environmental Protection Agency	Public Administration	Public Sector	1000+	16
Durham County	2025	2	Intervet Inc	Manufacturing	Private Sector	1000+	17
Durham County	2025	2	Kbi Biopharma Inc	Professional Scientific and Technical Services	Private Sector	1000+	18
Durham County	2025	2	Aisin North Carolina Corp	Manufacturing	Private Sector	1000+	19
Durham County	2025	2	Laboratory Corporation Of America H	Health Care and Social Assistance	Private Sector	1000+	20
Durham County	2025	2	Biogen Us Limited Partnership	Manufacturing	Private Sector	1000+	21
Durham County	2025	2	Harris Teeter Llc	Retail Trade	Private Sector	500-999	22
Durham County	2025	2	Basf Corporation	Professional Scientific and Technical Services	Private Sector	500-999	23
Durham County	2025	2	Eli Lilly And Company	Wholesale Trade	Private Sector	500-999	24
Durham County	2025	2	Biomerieux Inc	Manufacturing	Private Sector	500-999	25



Uncertainty - Actualized



**July, Aug, Sept
YoY Growth**

% Gross Collections YoY

County	20-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Durham	1.43%	14.40%	9.66%	2.28%	-3.45%	10.51%
Total	1.43%	14.40%	9.66%	2.28%	-3.45%	10.51%



Uncertainty - Actualized



**October
YoY Growth
What Happened?**

County	20-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Durham	1.01%	15.07%	12.52%	-2.37%	5.16%	-8.10%
Total	1.01%	15.07%	12.52%	-2.37%	5.16%	-8.10%



Uncertainty - Actualized

- DUPLIN
- DURHAM**
- EDGECOMBE
- FORSYTH
- FRANKLIN
- GASTON
- GATES
- GRAHAM
- GRANVILLE
- GREEN

Gross Collections by FY



**November
YoY Growth**

Three Good Months
Two Bad Months,
What Does the Future Hold

% Gross Collections YoY

County	FY20-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Durham	0.91%	22.35%	7.49%	1.67%	-2.68%	-1.61%
Total	0.91%	22.35%	7.49%	1.67%	-2.68%	-1.61%



General Fund Revenues

FY 2025-26
\$689,707,784

All Funds
\$1,039,877,793

1. Property Tax Rate: **55.42 Cents** Per \$100 Valuation
2. Prop. Tax and Sales Tax = **78.2%** of Total General Fund Revenue
3. Intergovernmental = Revenue from State and Federal Sources (Mostly for DSS and Public Health Services)

Property Tax
59.33%

Sales Tax
18.85%

Intergovernmental
8.66%

Other
5.40%

Fund Balance
& Transfers
4.08%

EMS Fees
2.33%

Other Fees
1.34%

General Fund Expenditures

FY 2025-26
\$689,707,784

All Funds
\$1,039,877,793

Personnel & Education 74%

27 Departments (33 All Funds)

2,261 FTEs (2,324 all Funds)

Five Largest Departments	FTE
Dept. of Social Services	587
Office of the Sheriff	492
Public Health	247
Office of Emerg. Svcs.	209
Library	147

Education Funding*

Category	FY 2025-26
Durham Public Schools	\$224.5M
Durham Tech Comm Coll	\$12.6M
Pre-K	\$8.9M

* Additional \$61.8M supports DPS Debt Service

* Additional \$7M in ARPA funds supported Pre-K since FY 2022-23

Operating and Other
16.80%

Capital Debt Support
8.53%

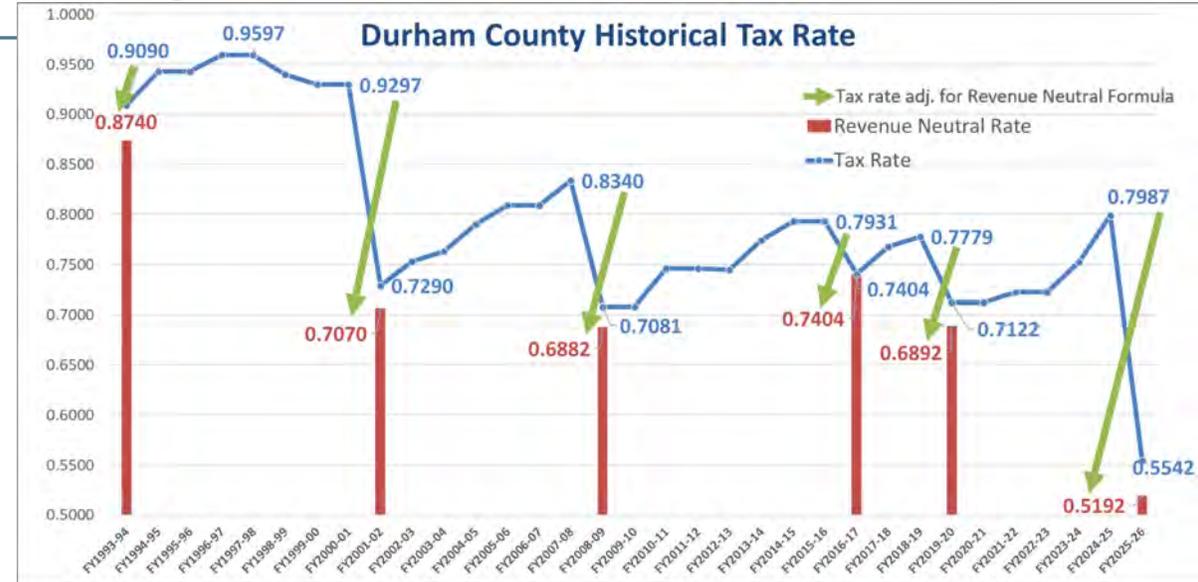
Vehicles & Annual Capital
1.05%

Personnel & Benefits
37.95%

Education
35.67%

Durham County Tax Rate Change Over Time

Fiscal Year	Tax Rate	Revenue Neutral Rate	Percentage Increase
FY1993-94	0.9090	0.8740	4.00%
FY1994-95	0.9427		3.71%
FY1995-96	0.9427		0.00%
FY1996-97	0.9597		1.80%
FY1997-98	0.9597		0.00%
FY1998-99	0.9397		-2.08%
FY1999-00	0.9297		-1.06%
FY2000-01	0.9297		0.00%
FY2001-02	0.7290	0.7070	3.11%
FY2002-03	0.7530		3.29%
FY2003-04	0.7630		1.33%
FY2004-05	0.7900		3.54%
FY2005-06	0.8090		2.41%
FY2006-07	0.8090		0.00%
FY2007-08	0.8340		3.09%
FY2008-09	0.7081	0.6882	2.89%
FY2009-10	0.7081		0.00%
FY2010-11	0.7459		5.34%
FY2011-12	0.7459		0.00%
FY2012-13	0.7444		-0.20%
FY2013-14	0.7744		4.03%
FY2014-15	0.7931		2.41%
FY2015-16	0.7931		0.00%
FY2016-17	0.7404	0.7404	0.00%
FY2017-18	0.7679		3.71%
FY2018-19	0.7779		1.30%
FY2019-20	0.7122	0.6892	3.34%
FY2020-21	0.7122		0.00%
FY2021-22	0.7222		1.40%
FY2022-23	0.7222		0.00%
FY2023-24	0.7522		4.15%
FY2024-25	0.7987		6.18%
FY2025-26	0.5542	0.5192	6.74%



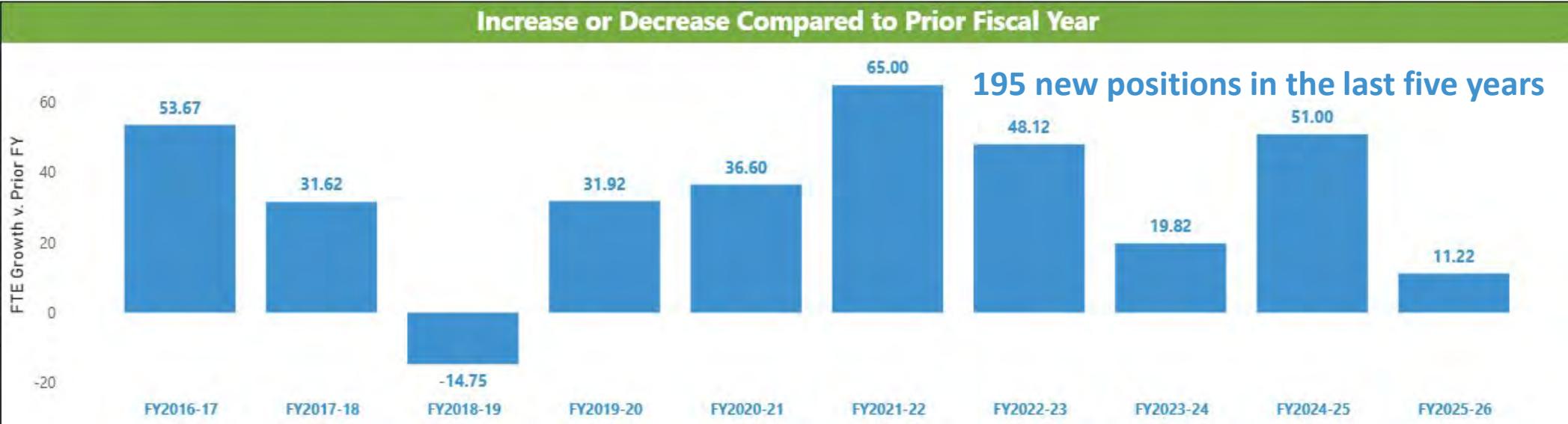
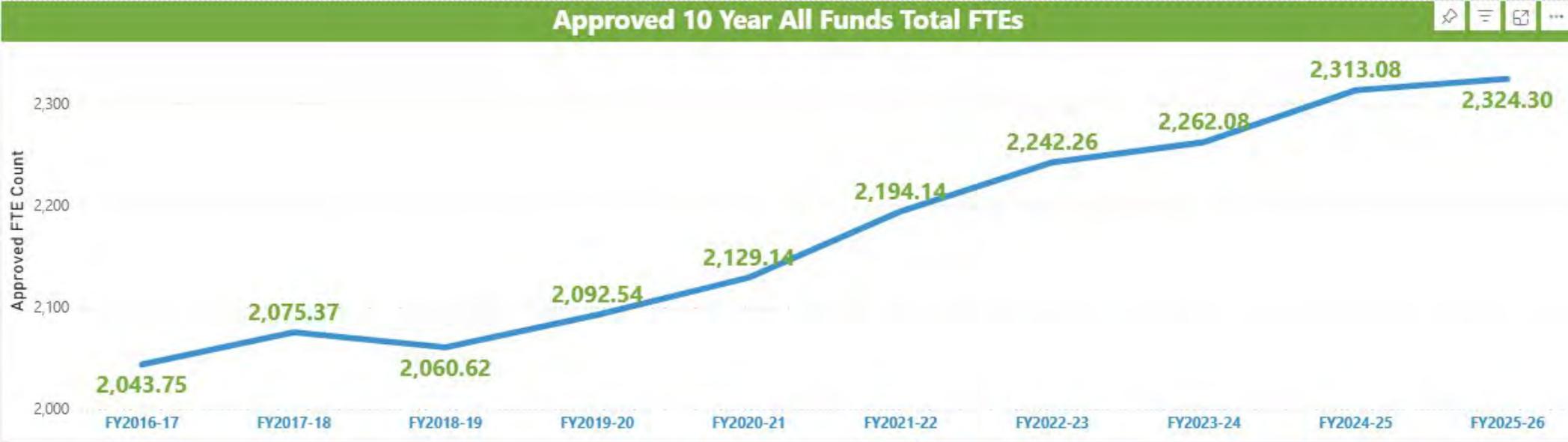
FY 2024-25 and FY 2025-26
among the highest percentage tax rate increases required to address operating budget and debt service obligations.



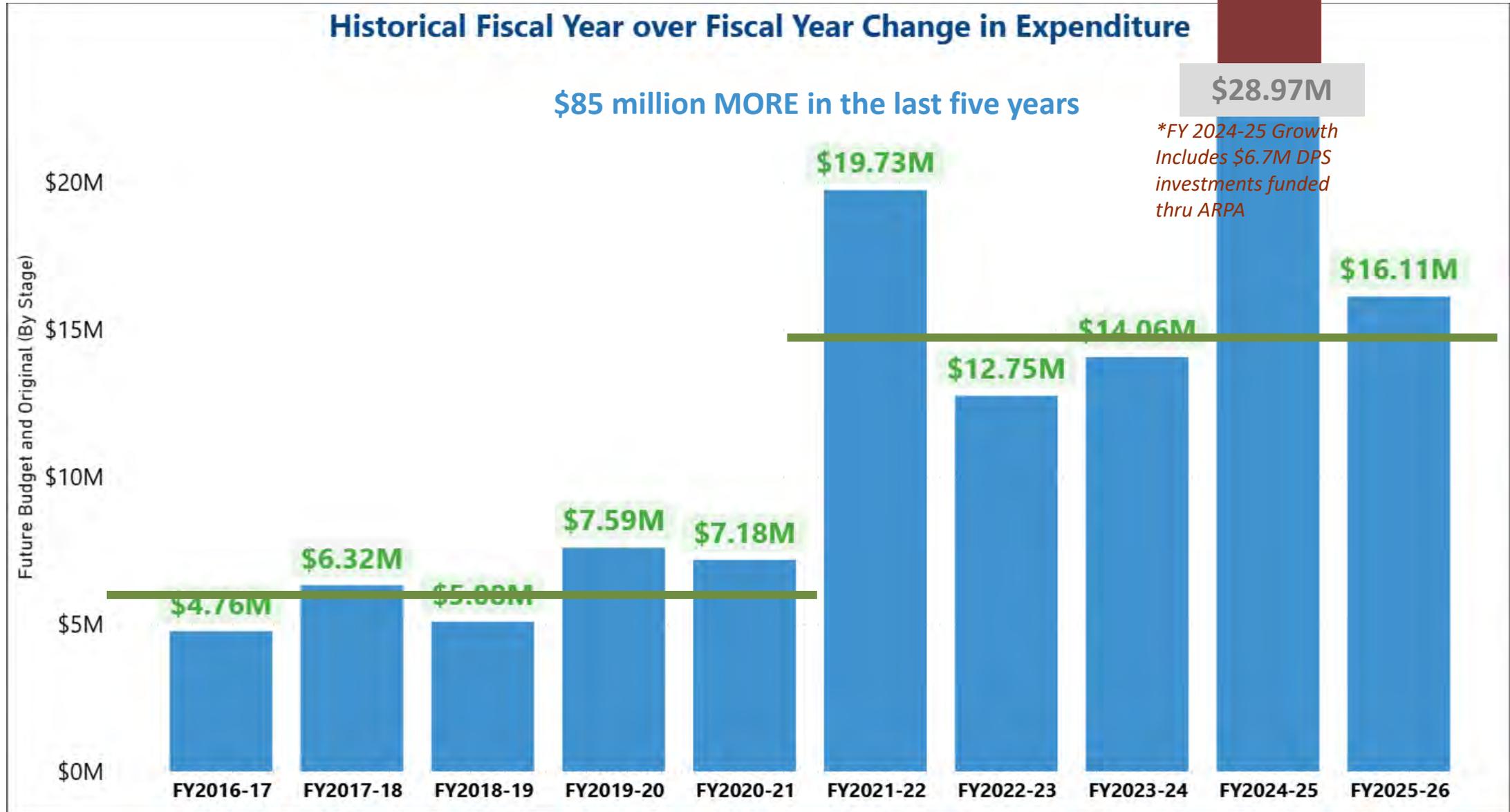
FY 2026-27 Estimates

90% accurate					80% accurate		50% accurate		
Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed
									
76°	74°	70°	70°	71°	76°	75°			

Additional FTEs to Address Increased Service Demands



Education Cost Increases Year over Year – DPS, DTCC, Pre-K

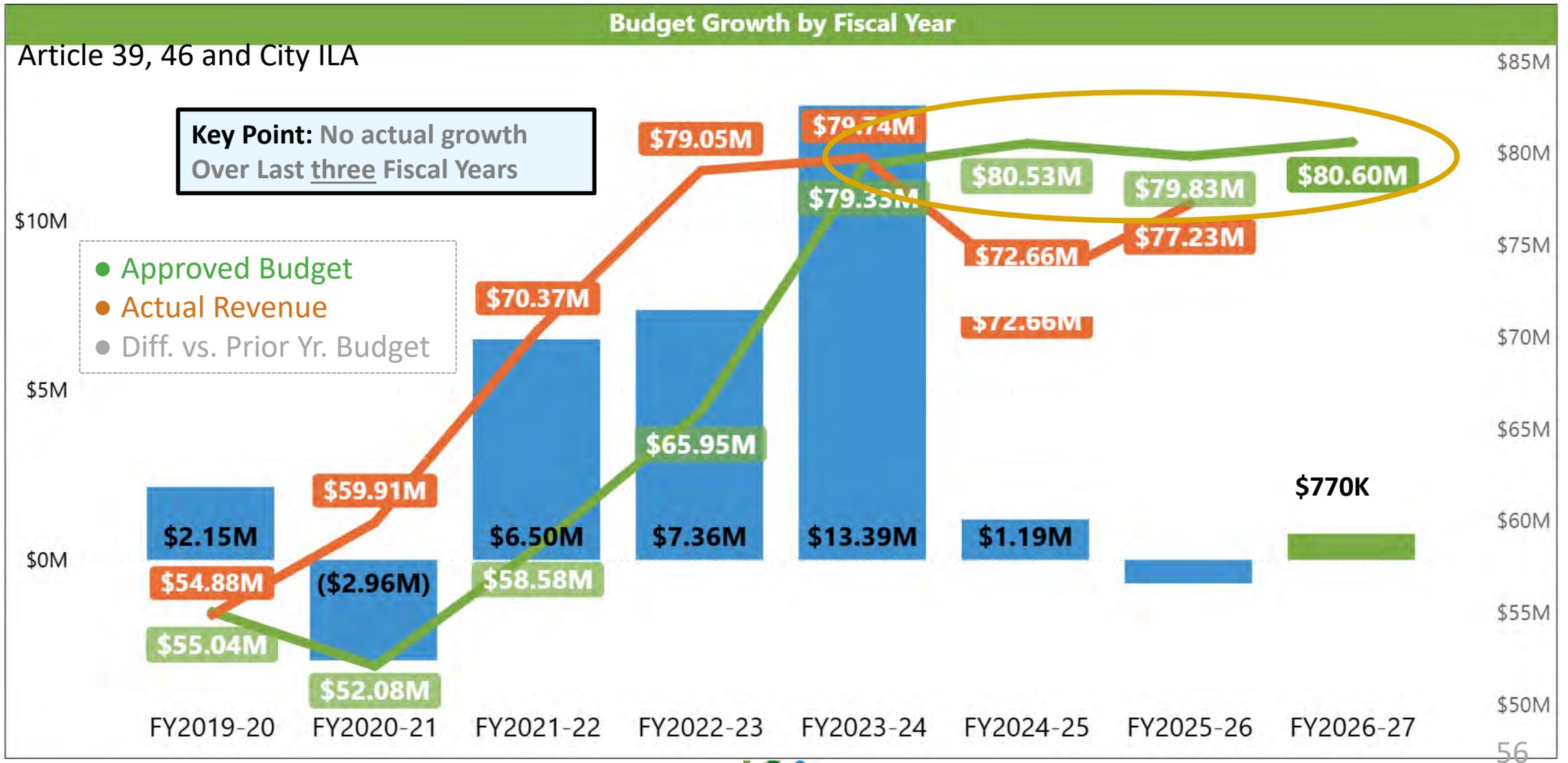


FY 2026-27 Budget Development Issues

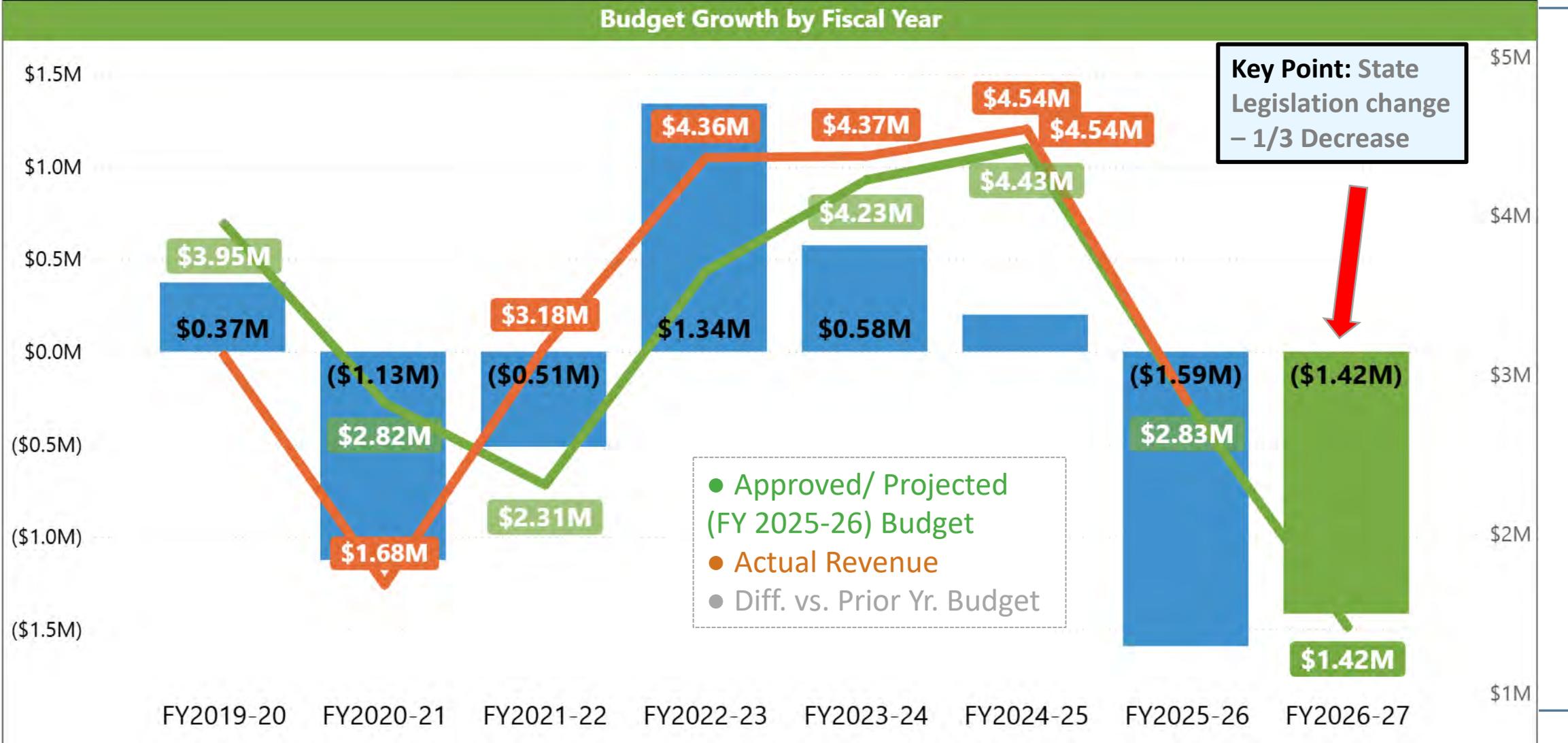
Revenue Issues

- Economic growth? = Slowing Growth In Sales Tax revenue
- Local property market
 - = Growing annual valuation
 - = Growing property tax base
- Occupancy Tax – 1/3rd loss FY 2026-27 (2nd year of 3 year phase out)
- Intergovernmental Revenue – Uncertainty (esp. Federal)
- Growing revenue variability
 - Economy (Inflation)
 - General Volatility of Status Quo

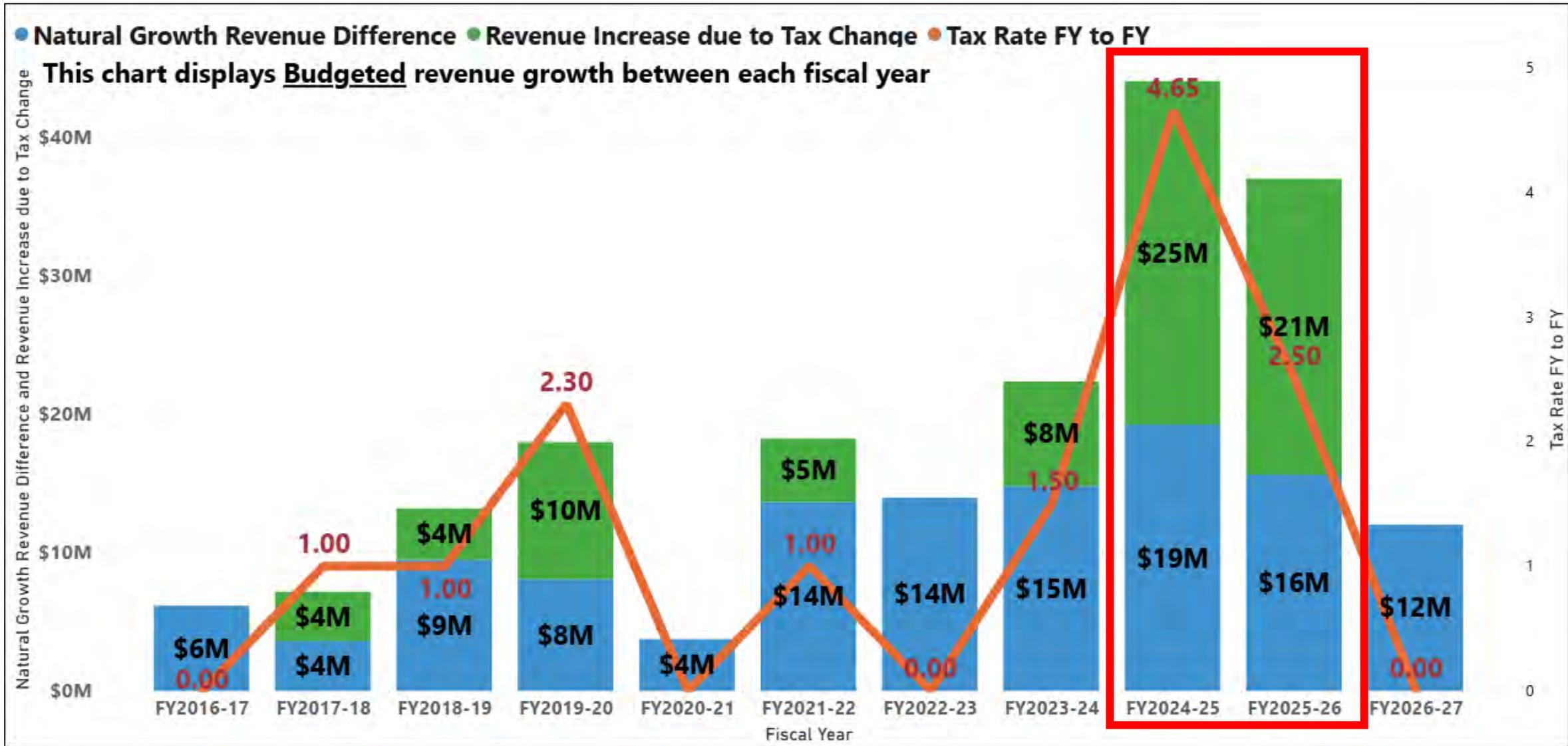
Sales Tax Historical – GF Budget to Budget



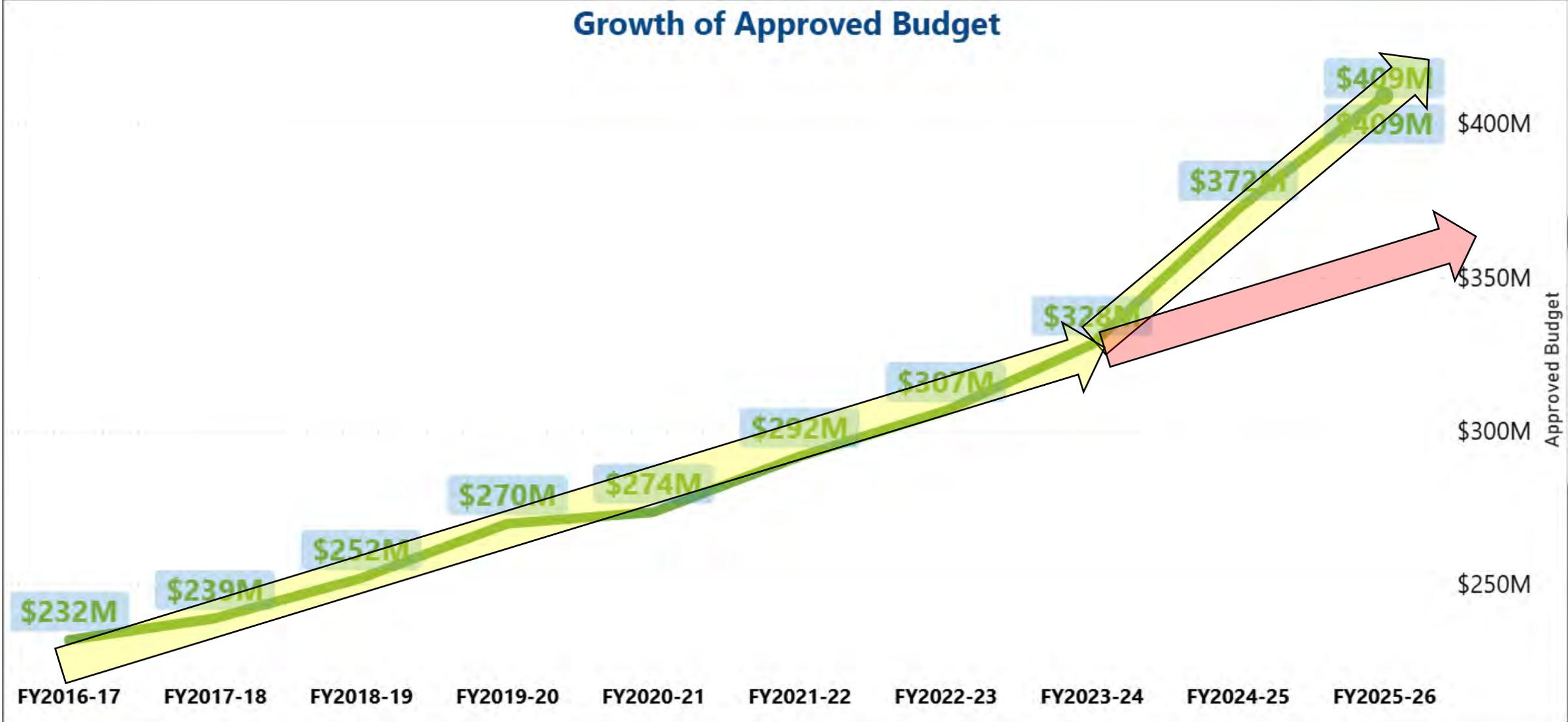
Local Occupancy Tax (Dedicated Debt Service)



General Fund Property Tax Revenues



General Fund Property Tax

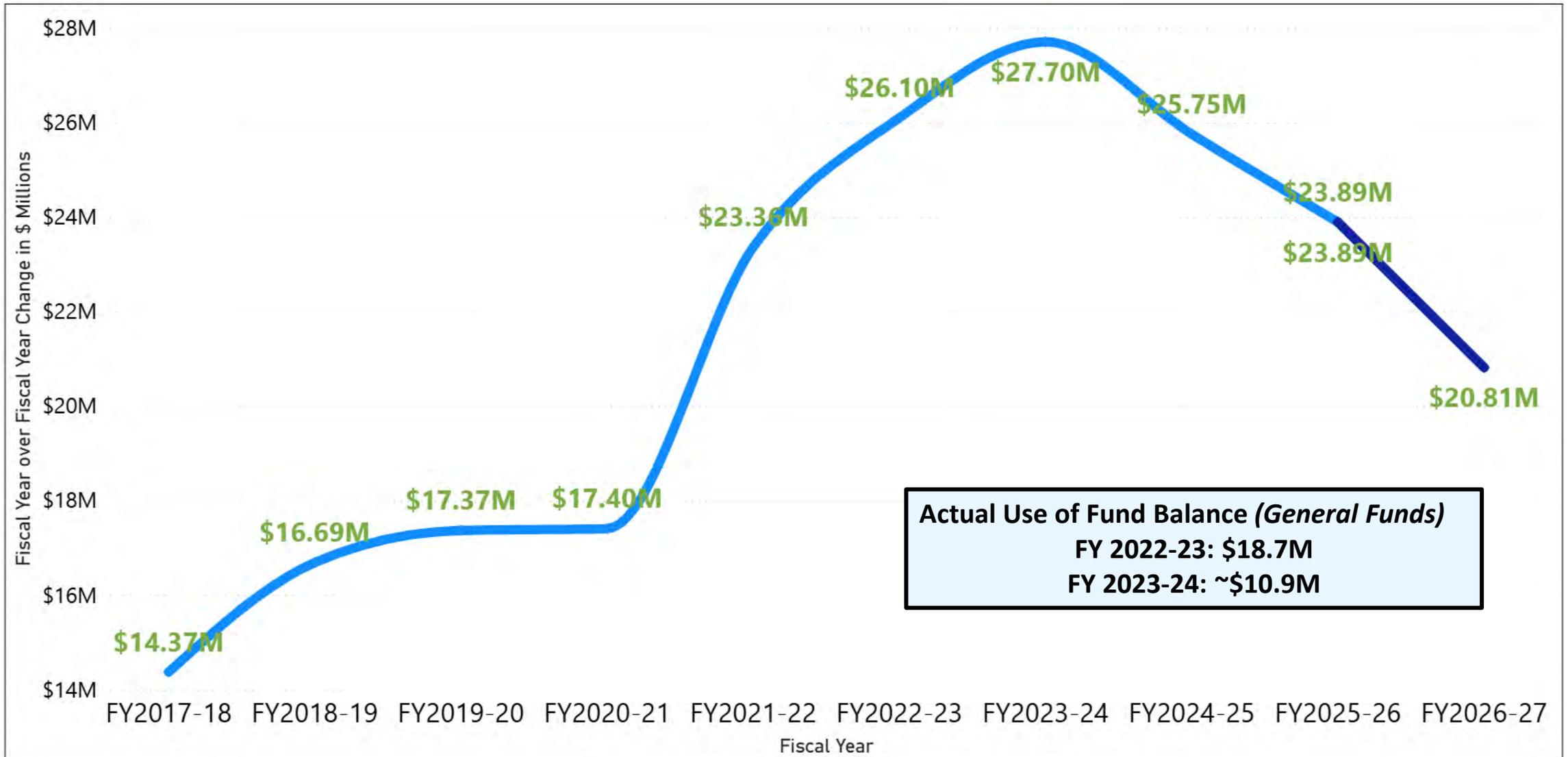


FY 2025-26 Estimated Property Tax Collection One Cent



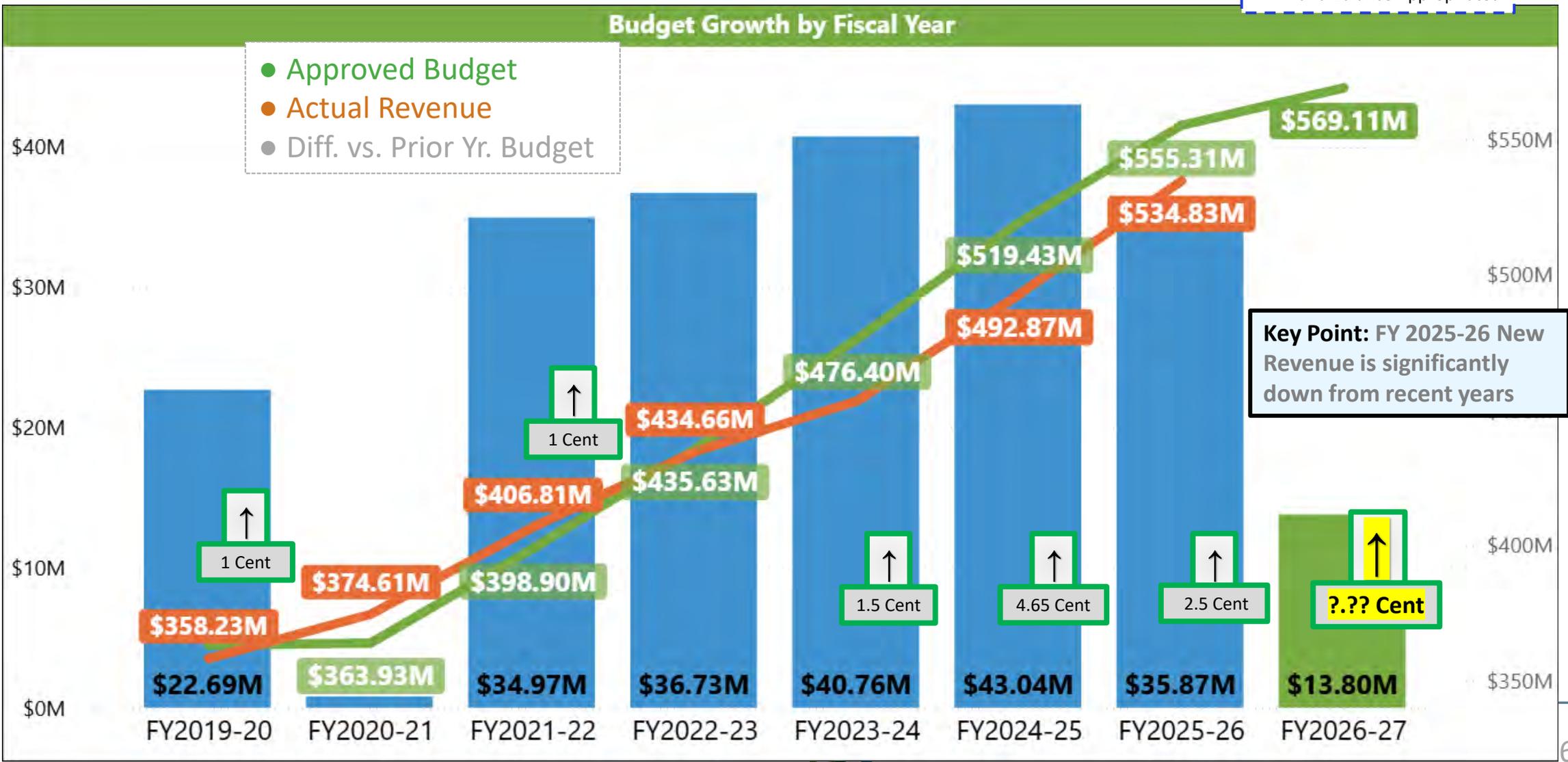
=\$8,792,021

General Funds Fund Balance Use – Budgeted Amount



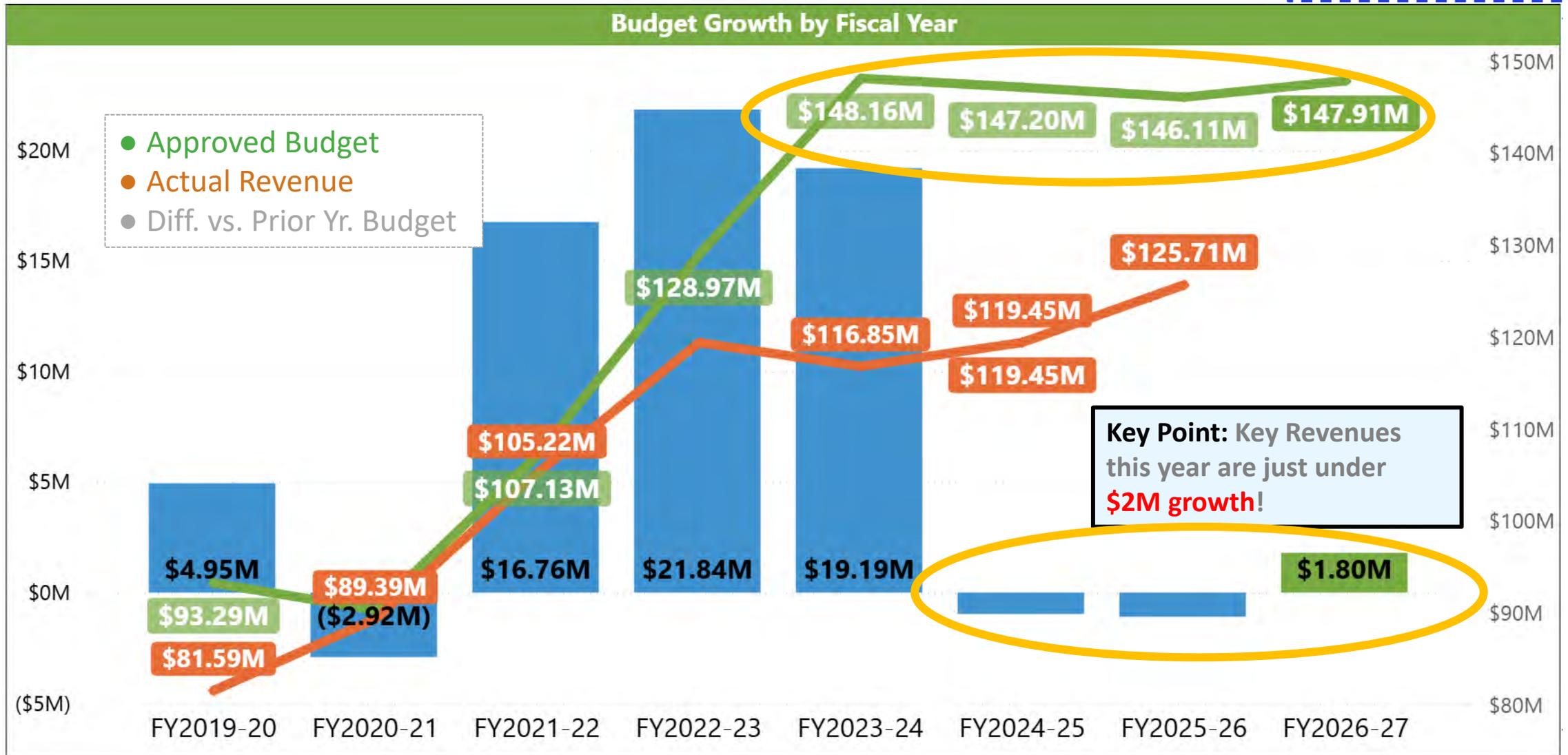
General Fund Key Revenues

- Sales Tax (Art. 39, 46, DCity ILA)
- Investment Earnings
- Register of Deeds Fees
- EMS Fees
- State Hold Harmless
- Property Tax
- Fund Balance Appropriated



Key Revenues (w/out Property Tax)

- Sales Tax (Art. 39, 46, DCity ILA)
- Investment Earnings
- Register of Deeds Fees
- EMS Fees
- State Hold Harmless
- Fund Balance Appropriated



FY 2026-27...Starting Underwater...



Revenue Delta

- Prop. Tax = \$12 million
- Sales Tax = \$770k (changes)
- State Hold Harmless = Flat???
- Federal Funding = **(\$1 million)**
- Inv., EMS & ROD Rev = \$3.4M
- Other Revenue = **(\$3.4 million)**
- CFP Fund Balance = **(\$3 million)**
- Total = \$8.77 million

Not Included in Budget...YET

• Salary Changes

• DPS Funding

• New Spending Requests

• Federal Revenue Changes

• CFP Tax Rate Increases

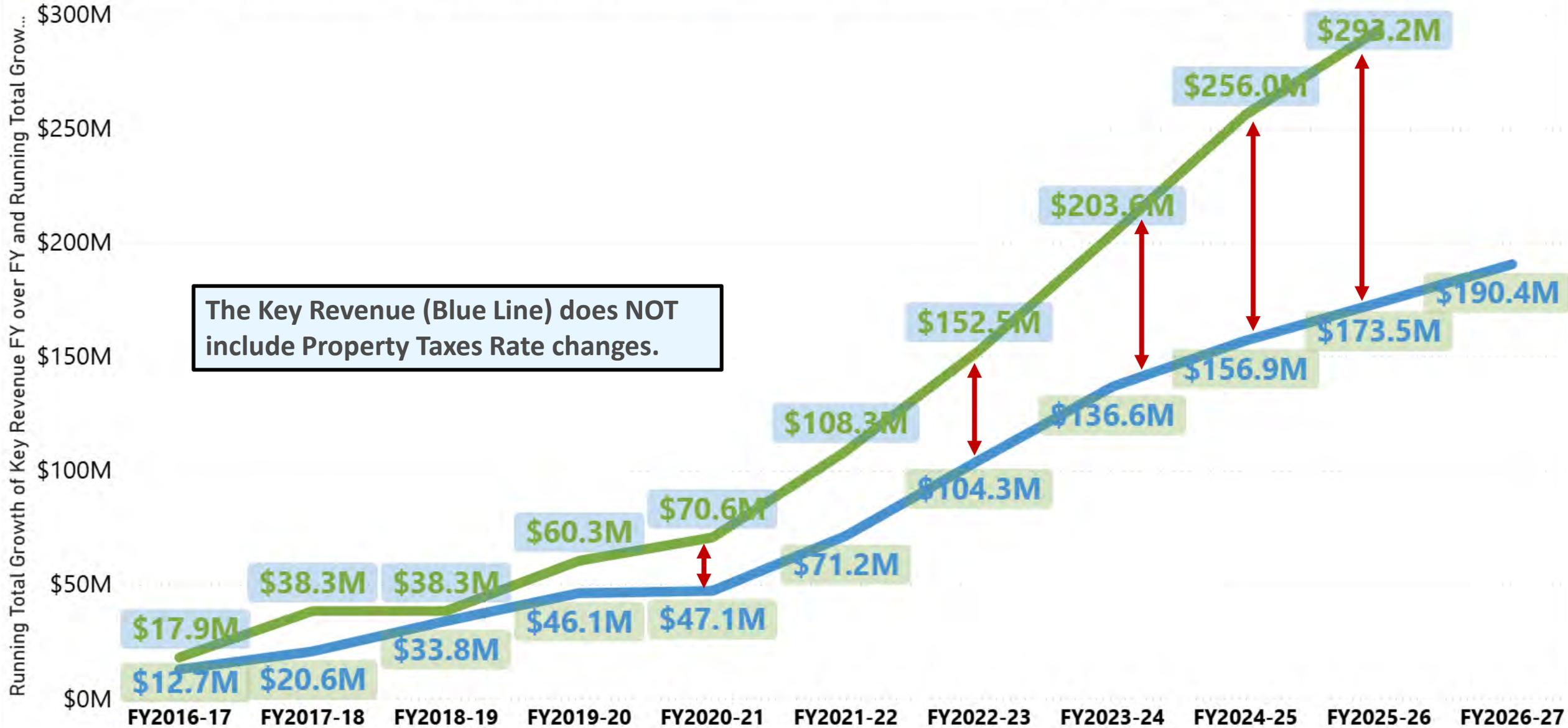
Expected in Next Several Years

Expenditure Delta

- ARPA Backfill = \$1.825 million
- Other Pers. Costs = \$1.3 million
- FY 25-26 Ongoing = \$5.45 million
- Health Insurance = \$2 million (?)
- Other Exp. = \$2.95 million
- Total = **\$13.525 million**

Growth of Approved Budget and Natural Growth of Key Revenue- Running Total Year over Year

● Running Total Growth of Key Revenue FY over FY ● Running Total Growth of Approved Budget FY over FY



Five (5) Year Trending

- > Sales Tax Interlocal with City of Durham – Revenue Loss
- > Occupancy Tax – Revenue Loss
- > **Continued Use of General Fund Fund Balance (Savings Account) – Revenue Loss**
- > DPS Funding – Significant Expenditure Increase
- > Universal Pre-K – Continued Expansion
- > Employee Benefits – Expenditure Increase
- > Employee Compensation – Expenditure Increase
- > Capital Improvement Plan – Expenditure Increase
 - > General Obligation Bond Referendums
 - > Higher Interest Rates
- > ARPA Funds Ending – Revenue Loss and Potential Expenditure Increase
- > Eviction Reduction – Expenditure Increase
- > Property Tax Relief – Expenditure Increase
- > **Federal Funding Uncertainty**

FY 2026-27 Budget Key Takeaways

- Slowing revenue and quickening expenditure growth
- Economic indicators point to potential for further challenges
- Need to consider long-term sustainability
- Begin prioritizing early
- Difficult decisions are coming
- Begin strategic discussions immediately
- Monitor quarterly reports for early warning signs
- Limit FY 2025-26 mid-year fund balance amendments
- Prioritize long-term fiscal sustainability

FY 2026-27 Areas of Focus - Expenditures

>Securing existing positions!!!

- > Inflationary increases absorbed within existing budget – where possible
- > New positions absorbed from reallocated vacant positions
- > Evaluation of ALL FEES

>Doing ~~most if not~~ ALL with existing dollars

>Instead of doing “more with less”, it may be time to do “less with less”

What are the Options?

A Menu of Tough Decisions:

- Departments asked to reduce budgets (3rd year out of 4)?
- No Salary Increases
- Benefits Plan changes
- Identify & reduce non-mandated programs or services: ??
- Is our Current Tax Rate sufficient for “Actual needs”
- 1 Cent is roughly \$8.79 million

Next 5 FYs...Headwinds!!!

- ERP Implementation
 - ARPA Backfill
 - CIP Related Property Tax Increases (Referendums)
 - Maintain Fiscal Foundation (Fund Balance, AAA)
 - **State and FEDERAL Changes**
 - Stagnating Revenue Growth!!!
 - **Mission Creep (Mandated vs Non-Mandated Services)**
 - Macro-economic changes (inflation)
 - Population Growth
-



FY 2026-27 Budget Calendar

Jan. 13	SAP Budget System (BWP/UPSPL) opens for entry of departmental budget requests.
Feb. 17	DEPARTMENTAL BUDGET REQUESTS DUE TO BUDGET AND MANAGEMENT SERVICES
Feb. 26	BOCC Annual Budget Retreat
Mar. 3-31	Departmental budget presentations with County Leadership
April 17	Departmental Measures Due to Budget Office
May. 11	County Manager Recommended Budget to Board of County Commissioners (7pm)
May 19	Board of County Commissioners Budget Worksession (9-3:30pm)
May 21	Board of County Commissioners Budget Worksession (1-5pm)
May 26	Public hearing on Recommended Budget (7pm)
May 28	Board of County Commissioners Budget Worksession (9-3:30pm)
June 2	Board of County Commissioners Budget Worksession (9-3:30pm)
June 4	<i>As needed:</i> Board of County Commissioners Budget Worksession (1-5pm)
June 8	Board of County Commissioners Adoption of FY 2026-27 Annual Budget Ordinance



Future Year Budget Development Issues

Choices, Economic Growth, Annual Growth

- BOCC choices today can potentially limit options in the future
- Cascading effect of dependency on economically sensitive revenue sources
- Growth in **annual** “fixed” costs

And There May be
a Desire to Avoid Big Reminders. Currently There are
Hard Choices Some Very Strong
Headwinds...



Questions



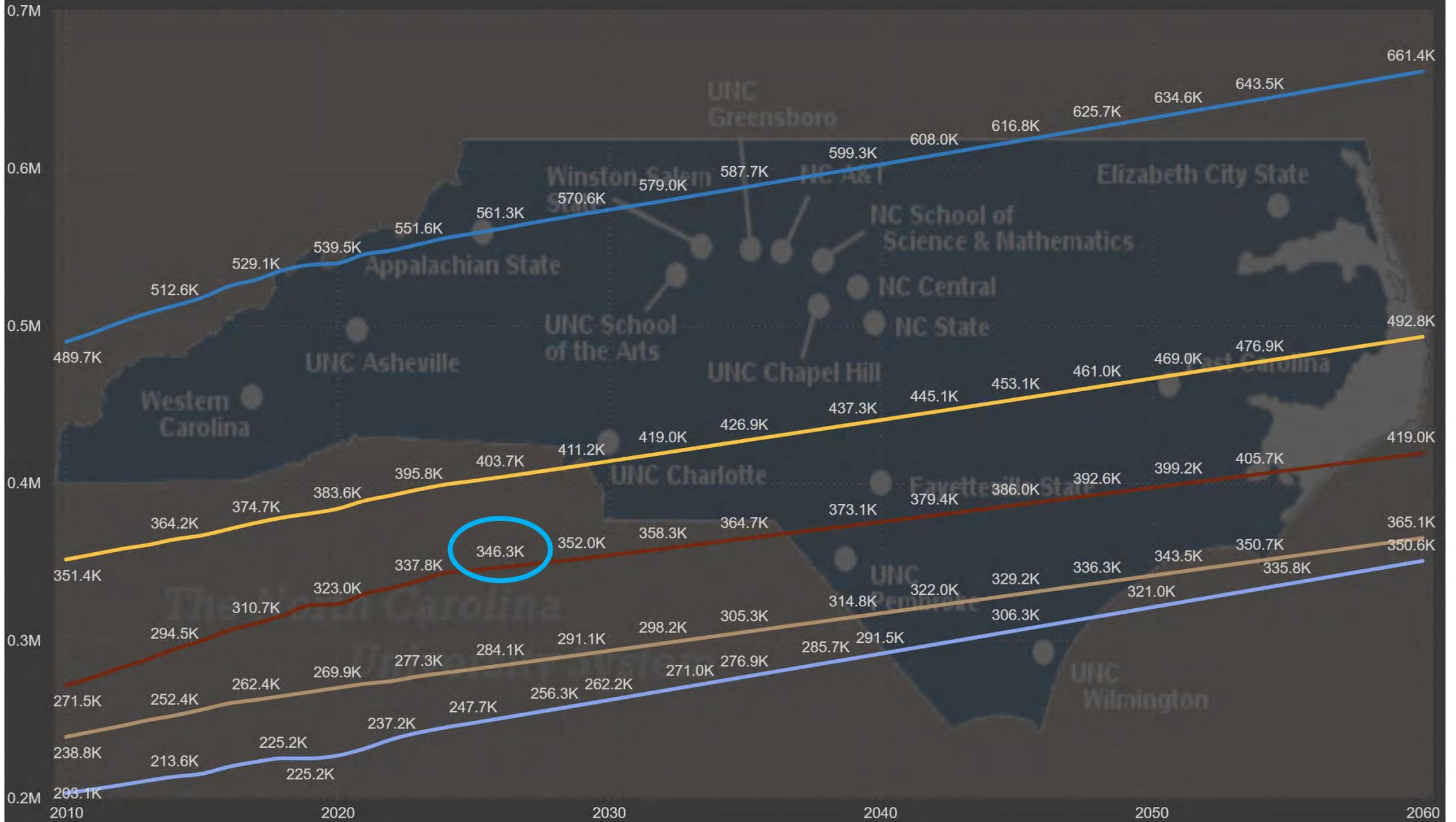
Economic & Demographic Trends



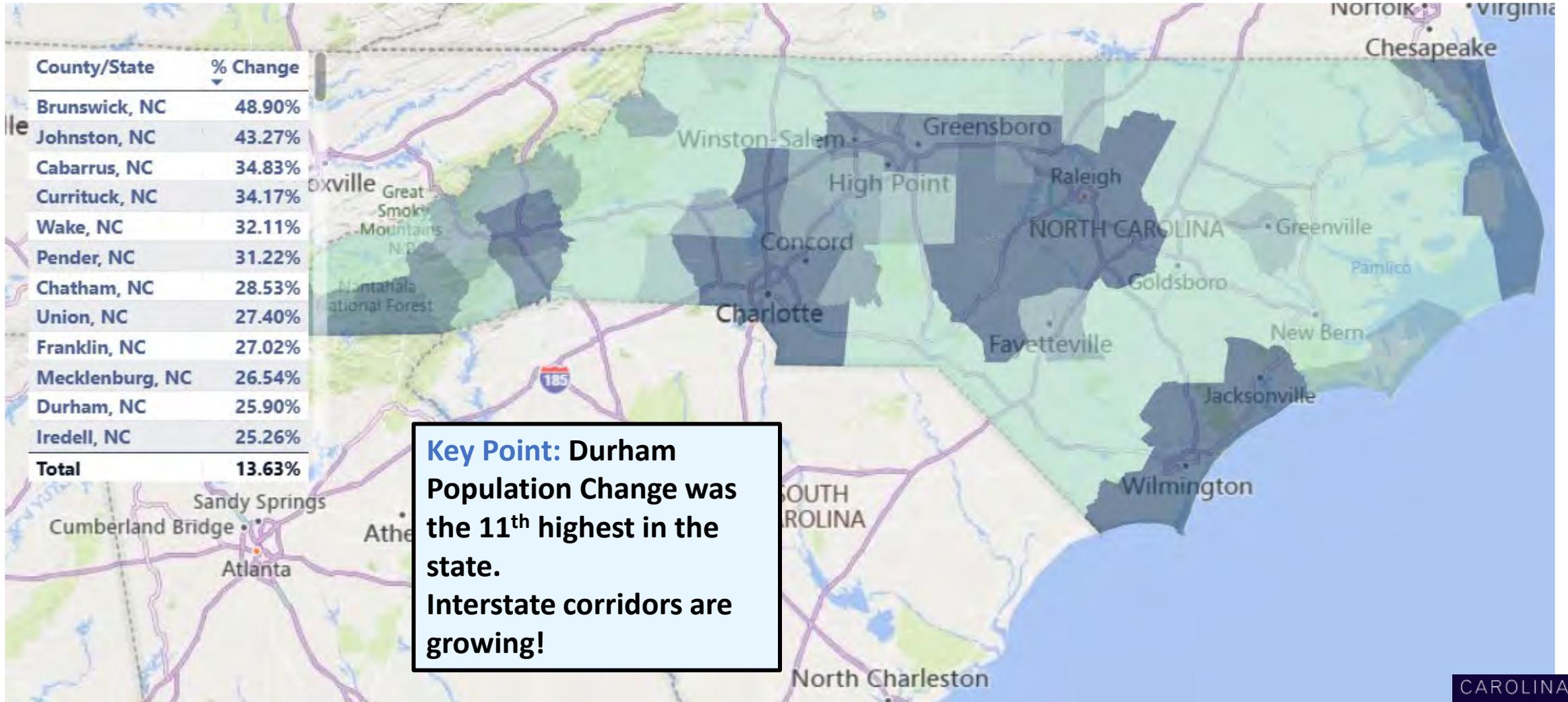
Population by Year and County

Population Growth From 1970 to 2050

County ● Buncombe ● Durham ● Forsyth ● Guilford ● New Hanover



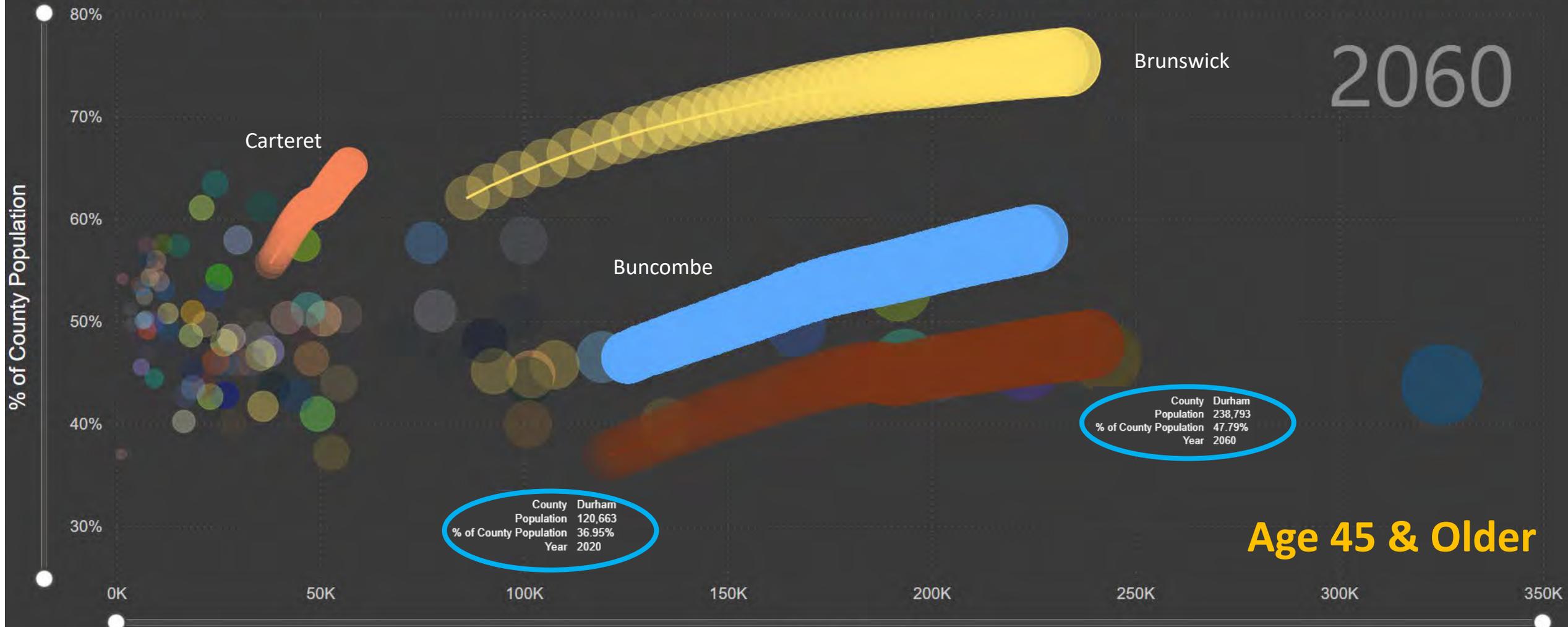
NC County Population Change 2023 vs. 2010



Darker Blue is greater % increase -- Light green is no, or negative, % change

Population and % of County Population by County Over Time

County ● Alamance ● Alexander ● Alleghany ● Anson ● Ashe ● Avery ● Beaufort ● Bertie ● Bladen ● Brunswick ● Buncombe ● Burke ● Cabarrus ● Caldwell ● Camden ● Carteret ▶



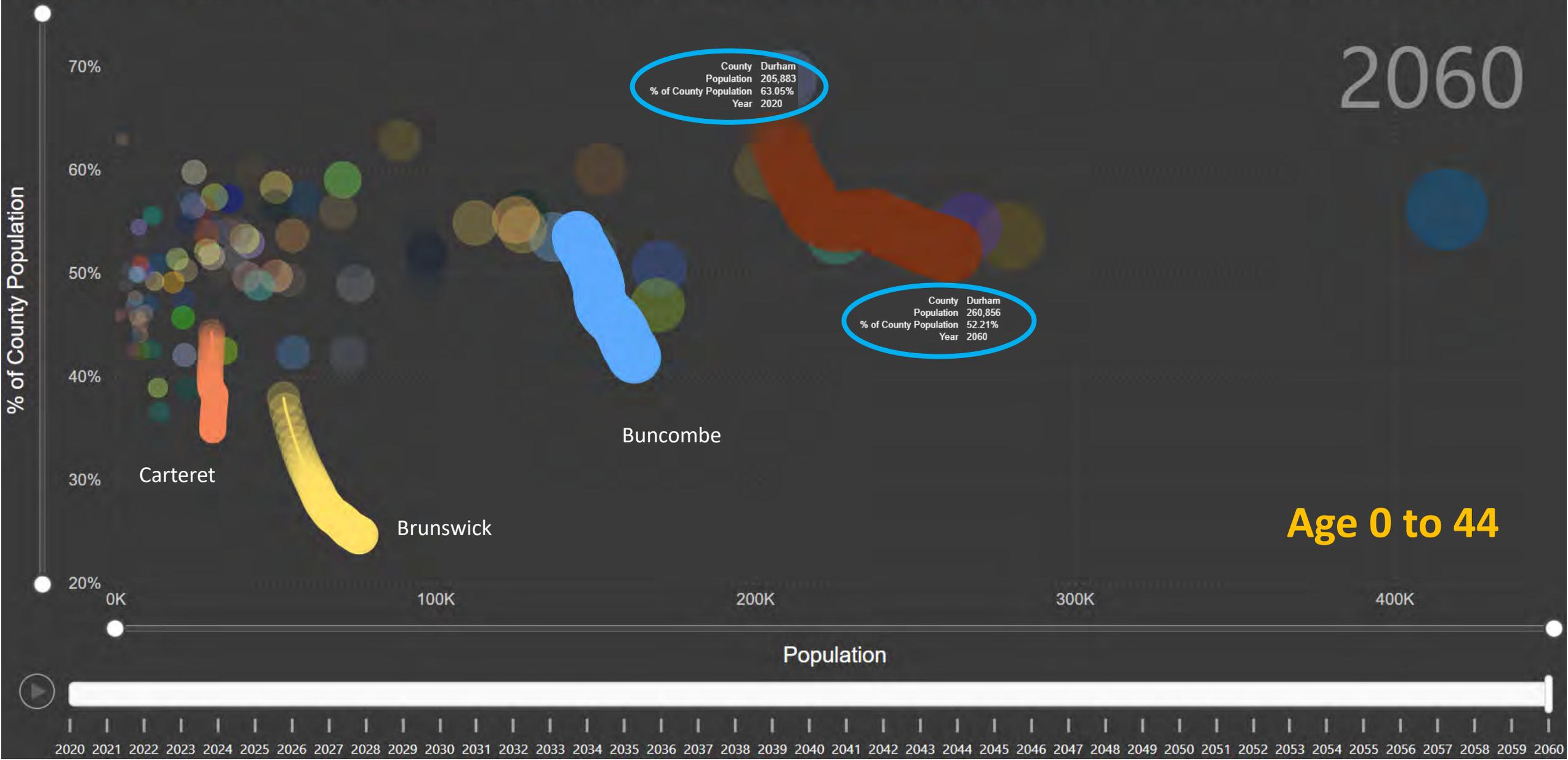
Age 45 & Older

2060



Population and % of County Population by County Over Time

County ● Alamance ● Alexander ● Alleghany ● Anson ● Ashe ● Avery ● Beaufort ● Bertie ● Bladen ● Brunswick ● Buncombe ● Burke ● Cabarrus ● Caldwell ● Camden ● Carteret ▶



2060

Age 0 to 44

County Durham
Population 205,883
% of County Population 63.05%
Year 2020

County Durham
Population 260,856
% of County Population 52.21%
Year 2060

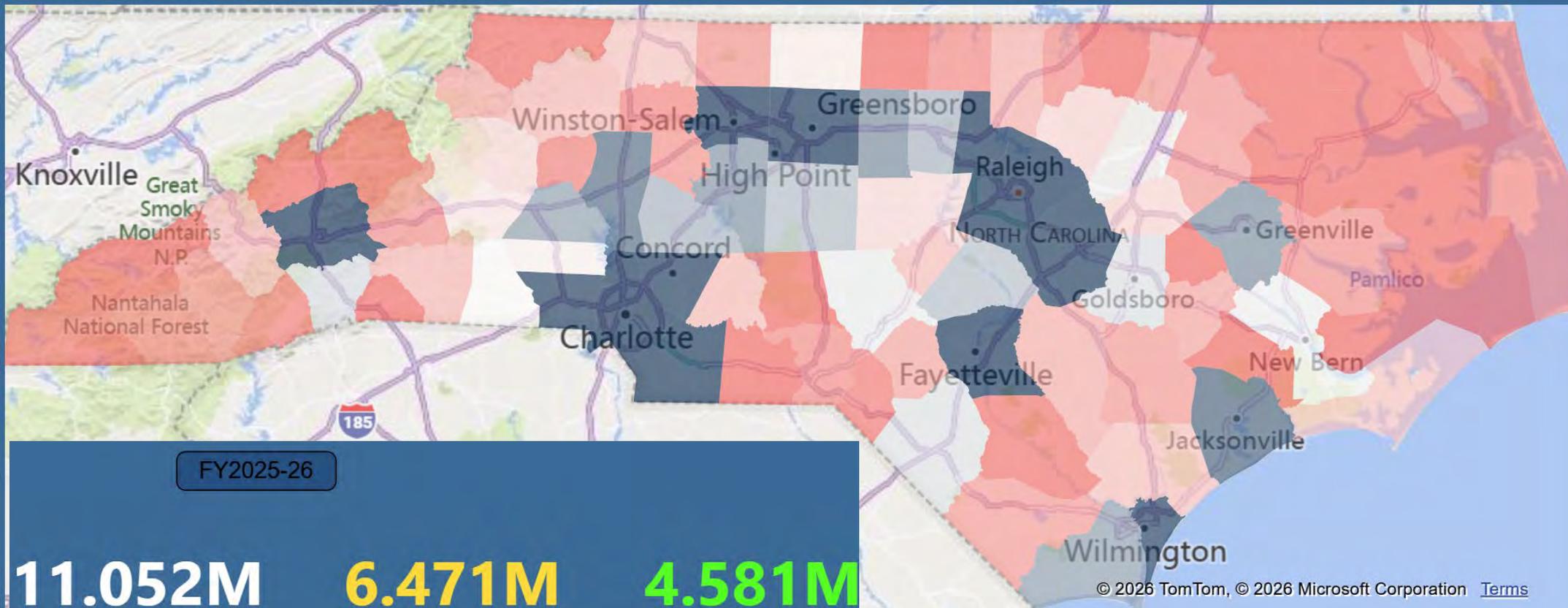
Buncombe

Brunswick

Carteret

Population

2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 2036 2037 2038 2039 2040 2041 2042 2043 2044 2045 2046 2047 2048 2049 2050 2051 2052 2053 2054 2055 2056 2057 2058 2059 2060



FY2025-26

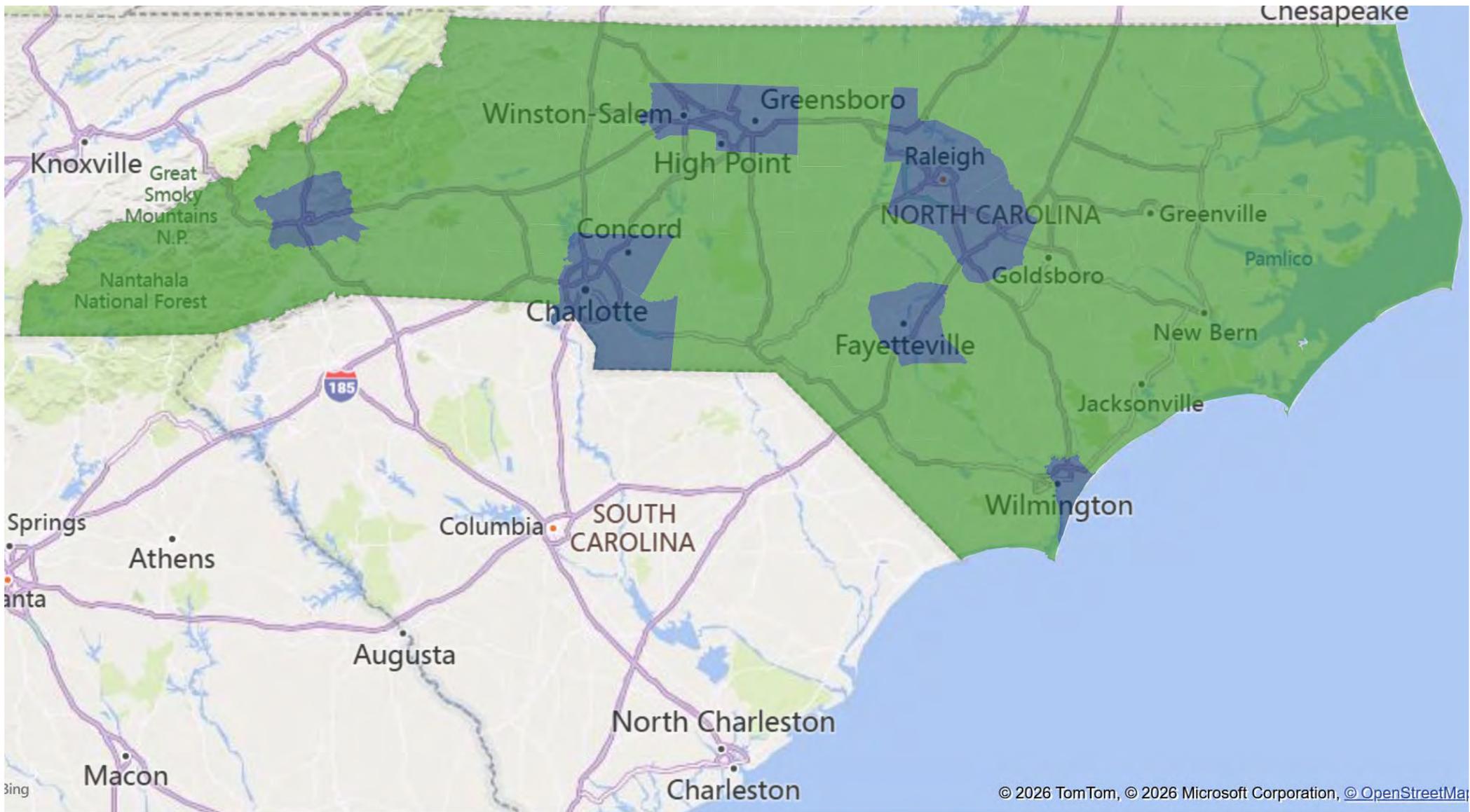
11.052M **6.471M** **4.581M**

County Population City Population Rural Population

58.549% **41.451%**

City Pop. % Rural Pop. %

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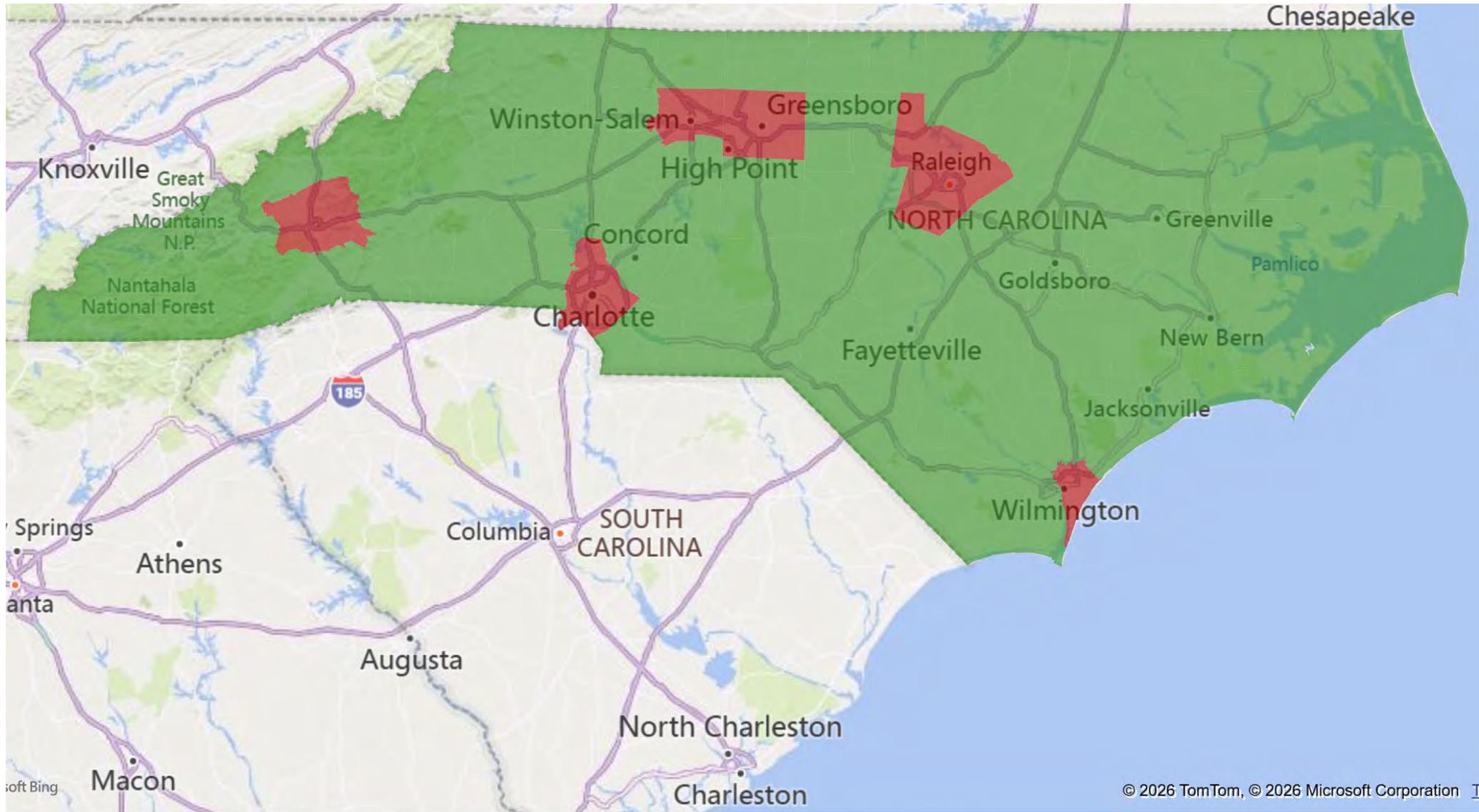
of Counties Making
Cumulative Population %

50%

Cumulative Population %

11





of Counties Making
Cumulative % Gross
Collection

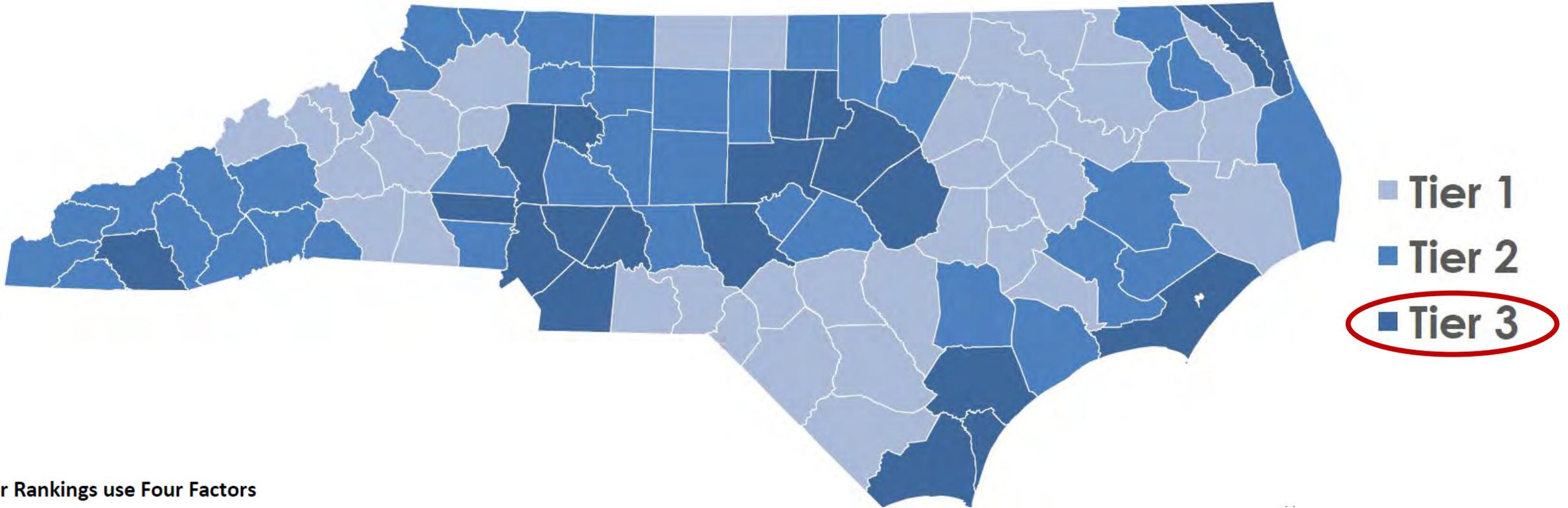
7

Cumulative Gross Collection %

50%



2026 County Tier Designations



Tier Rankings use Four Factors

- **Average unemployment rate** for the most recent twelve months for which data are available (September 2024 – August 2025, NC Dept. of Commerce, LAUS)
- **Median household income** for the most recent twelve months for which data are available (2023, U.S. Census, Small Area Income & Poverty Estimates)
- **Percentage growth in population** for the most recent 36 months for which data are available (July 2021 – July 2024, NC Office of State Budget & Management)
- **Adjusted property tax base per capita** for the most recent taxable year (FY 2025-26, NC Dept. of Public Instruction)

TOTAL JOBS 234,327 2025 Q2	BIZ ESTABLISHMENTS 11,801 2025 Q2	AVERAGE WEEKLY WAGE \$1,855 2025 Q2	MEDIAN HH INCOME \$81,413 2023
UNEMPLOYMENT RATE 3.1% December 2025	EMPLOYED 180,882 December 2025	UNEMPLOYED 5,863 December 2025	LABOR FORCE 186,745 December 2025

LABOR FORCE (Local Area Unemployment Statistics)

Durham County

SNAPSHOT

3.8% Unemployment Rate
November 2025

FROM PREVIOUS MONTH
0.6 ↑
FROM LAST YEAR

TREND

Size of Labor Force

JOBS (Quarterly Census of Employment and Wages)

Durham County

SELECT AN INDUSTRY SECTOR
Total, All Industries

SNAPSHOT

234,327
Total, All Industries Jobs
2025 Q2

-2,592 ↓ (-1.1%)
JOB CHANGE OVER THE YEAR

\$1,855
AVERAGE WEEKLY WAGE

TREND

Quarterly Jobs Compared to Previous Year
Total, All Industries

COMPARISON

Unemployment Rates

DATA

	Employed Individuals	Unemployed Individuals	Unemployment Rate
November 2025	179,387	7,049	3.8%
October 2025	180,451	6,438	3.6%
September 2025	178,669	6,575	3.6%
August 2025	182,565	6,667	3.5%
July 2025	179,225	6,775	3.6%
June 2025	178,654	6,072	3.3%
April 2025	179,386	3,438	1.9%
March 2025	180,171	6,036	3.2%
February 2025	179,775	5,238	2.9%
January 2025	179,782	4,238	2.3%
December 2024	178,820	5,407	2.9%
November 2024	178,924	5,905	3.3%
October 2024	180,209	5,454	2.9%

Dept. Of Commerce County Data

COMPARISON

Job Change from One Year Ago
Total, All Industries

INDUSTRIES

Jobs and Percent of Area Total

Health Care and Social Assistance	44,321 (18.9%)
Professional and Scientific Services	33,902 (14.5%)
Educational Services	31,362 (13.4%)
Manufacturing	21,475 (9.2%)
Accommodation and Food	15,778 (6.7%)
Retail Trade	14,245 (6.1%)
Admin/Waste Mgmt	11,900 (5.1%)
Finance and Insurance	9,890 (4.2%)
Public Administration	8,732 (3.7%)

DATA

Total, All Industries

	Jobs	Avg Wkly Wage	Establishments
2025 Q2	234,327	\$1,855	11,801
2025 Q1	233,351	\$2,079	11,583
2024 Q4	238,404	\$1,946	11,814
2024 Q3	236,424	\$1,835	11,720
2024 Q2	236,919	\$1,800	11,565
2024 Q1	235,248	\$1,983	11,563
2023 Q4	235,175	\$1,824	11,287
2023 Q3	233,326	\$1,729	11,029
2023 Q2	233,589	\$1,702	10,736
2023 Q1	230,908	\$1,855	10,562
2022 Q4	230,783	\$1,686	10,954
2022 Q3	228,675	\$1,667	10,771
2022 Q2	227,092	\$1,576	10,527
2022 Q1	225,349	\$1,715	10,303
2021 Q4	227,905	\$1,702	9,929

DEMOGRAPHICS AND COMMUTING

Durham County

POPULATION

337,263
Certified Population Estimate
2023

2,754 (0.8%)
CHANGE FROM PREVIOUS YEAR

0
CHANGE FROM FIVE YEARS AGO

POPULATION BY RACE

And Hispanic Ethnicity

Hispanic Population
52,541
(15.6% of total population)

EDUCATION

Population Age 25+

POPULATION AGE

COMMUTING

HOUSEHOLDS

Median Household Income
\$81,413

Poverty Rate
10.6%

Economic Trends – 10 Largest Employers

Rank	2015	Employees	% Total County Employment
1&2	Duke University & Health System	36,004	18.7%
3	International Business Machines (IBM)	5,000	2.60%
4	Durham Public Schools	4,600	2.39%
5	BCBS of NC	4,000	2.08%
6	Fidelity Investments	3,100	1.61%
7	Wolfspeed (formerly Cree)	2,600	1.35%
8	GlaxoSmithKline	2,600	1.35%
9	IQVIA (formerly Quintiles)	2,500	1.30%
10	Durham City Government	2,457	1.28%
Total		62,861	32.66%

Rank	2025	Employees	% Total County Employment
1	Duke University & Health System	48,313	25.96%
2	Fidelity Investments	8,400	4.51%
3	IBM Corp.	7,000	4.03%
4	BCBS of North Carolina	6,206	3.19%
5	Durham Public Schools	5,054	2.72%
6	Wolfspeed	5,013	2.69%
7	Pfizer	3,900	2.04%
8	Cisco	3,700	1.99%
9	IQVIA (formerly Quintiles)	2,700	1.72%
10	Research Triangle Institute (RTI)	1,700	1.45%
Total		91,986	50.30%



Economic Trends – 10 Largest Taxpayers

Rank	2016	Assessed Valuation	% of Total Taxable Assessed Valuation	Rank	2025	Assessed Valuation	% of Total Taxable Assessed Valuation
1	AW North Carolina, Inc.	\$371,468,918	1.14%	1	Wolfspeed, INC	\$787,284,368	1.48%
2	Wolfspeed, INC (formerly Cree)	\$364,286,386	1.12%	2	Eli Lilly & Company	\$655,027,287	1.23%
3	GlaxoSmithKline	\$323,395,804	1.00%	3	Merck Sharp & Dohme Corp.	\$524,290,807	0.98%
4	International Business Machine	\$252,536,540	0.78%	4	Aisin North Carolina Corporation	\$311,475,660	0.58%
5	IBM Corporation	\$240,952,214	0.74%	5	Duke Energy Carolinas, LLC	\$275,892,929	0.52%
6	Duke Energy Carolinas, LLC	\$224,336,436	0.69%	6	ARE-NC Holdings	\$229,052,378	0.43%
7	Merck Sharp & Dohme Corp.	\$210,390,774	0.65%	7	KBI Biopharma Inc.	\$227,406,659	0.43%
8	EMC Corporation	\$205,466,123	0.63%	8	Biogen US Corporation	\$189,198,703	0.35%
9	Southpoint Mall, LLC	\$172,275,439	0.53%	9	Southpoint Mall, LLC	\$185,830,435	0.35%
10	GlaxoSmithKline, LLC	\$116,806,226	0.36%	10	EMC Corporation	\$170,202,416	0.32%
Total		\$2,481,914,860	7.64%	Total		\$3,555,661,642	6.67%



Source: DCoNC ACFR June 30, 2024, Durham Chamber of Commerce, BLS

Property Tax Levy Per Capita



This map shows each county's countywide property tax levy per capita for FY 2024-25.

Data source: North Carolina Department of Revenue

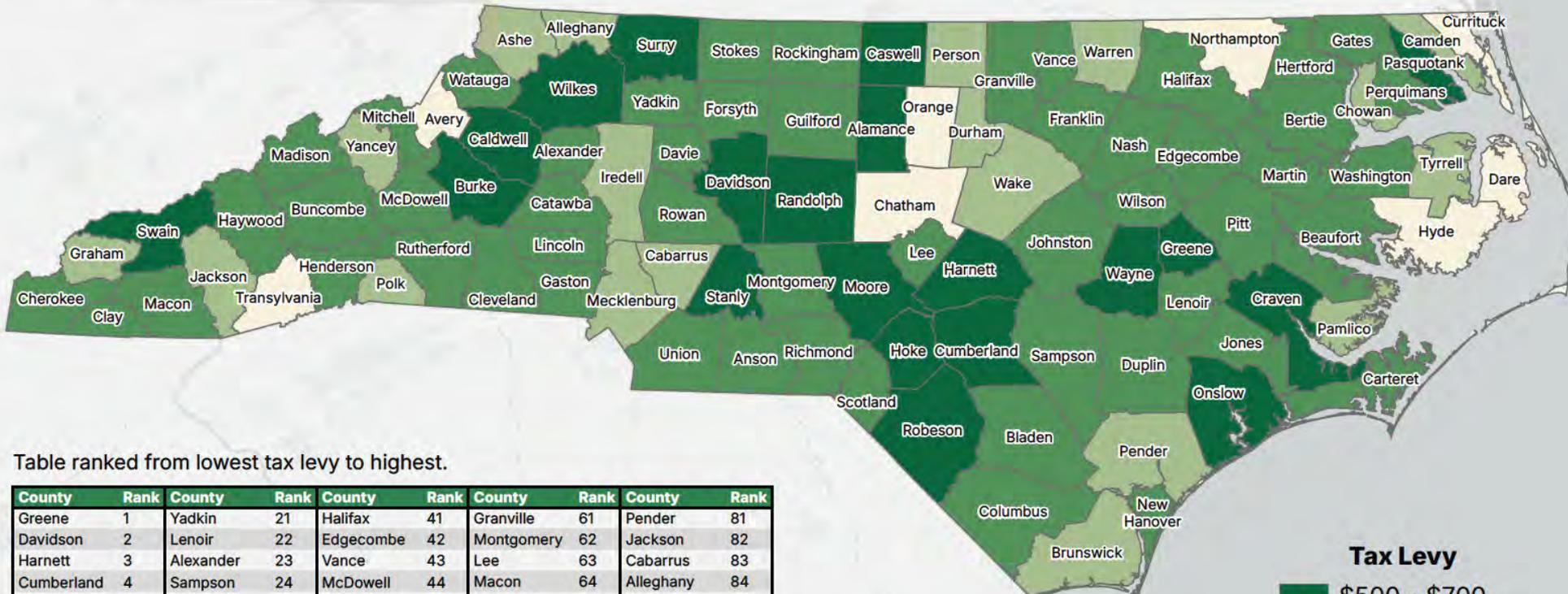
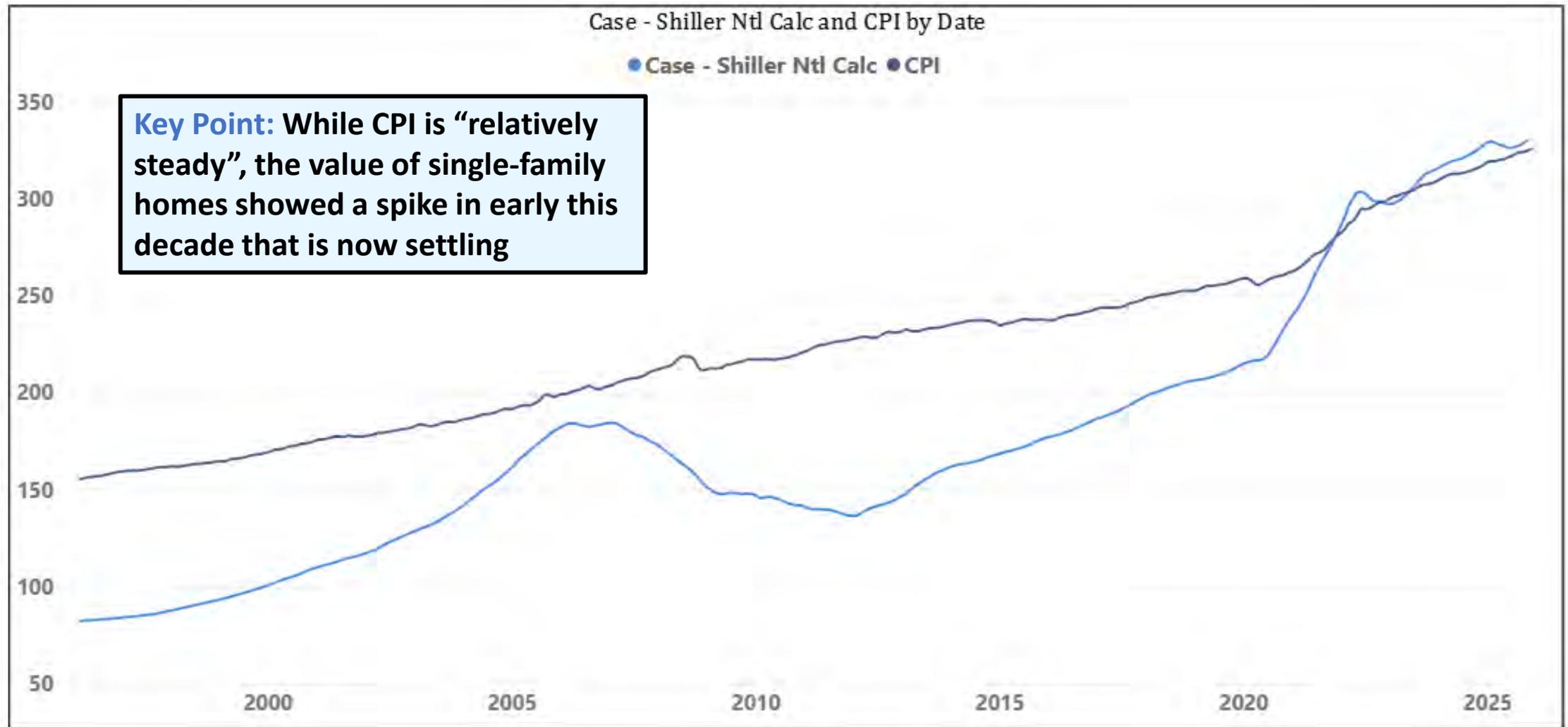


Table ranked from lowest tax levy to highest.

County	Rank	County	Rank	County	Rank	County	Rank	County	Rank
Greene	1	Yadkin	21	Halifax	41	Granville	61	Pender	81
Davidson	2	Lenoir	22	Edgecombe	42	Montgomery	62	Jackson	82
Harnett	3	Alexander	23	Vance	43	Lee	63	Cabarrus	83
Cumberland	4	Sampson	24	McDowell	44	Macon	64	Alleghany	84
Durham	5	Duplin	25	Gaston	45	Beaufort	65	Yancey	85
Wayne	6	Columbus	26	Bertie	46	Jones	66	Mecklenburg	86
Craven	7	Catawba	27	Anson	47	New Hanover	67	Camden	87
Randolph	8	Johnston	28	Gates	48	Bladen	68	Graham	88
Moore	9	Cleveland	29	Watauga	49	Guilford	69	Warren	89
Robeson	10	Madison	30	Hertford	50	Buncombe	70	Durham	90
Caswell	11	Pitt	31	Martin	51	Mitchell	71	Tyrrell	91
Swain	12	Rutherford	32	Cherokee	52	Davie	72	Wake	92
Wilkes	13	Nash	33	Washington	53	Lincoln	73	Orange	93
Onslow	14	Rowan	34	Carteret	54	Ashe	74	Transylvania	94
Alamance	15	Clay	35	Wilson	55	Iredell	75	Chatham	95
Hoke	16	Forsyth	36	Haywood	56	Chowan	76	Avery	96
Caldwell	17	Stokes	37	Henderson	57	Person	77	Northampton	97
Burke	18	Scotland	38	Perquimans	58	Pamlico	78	Currituck	98
Pasquotank	19	Franklin	39	Richmond	59	Polk	79	Dare	99
Stanly	20	Rockingham	40	Union	60	Brunswick	80	Hyde	100



Case – Shiller (*National value of Single-Family homes*) and CPI

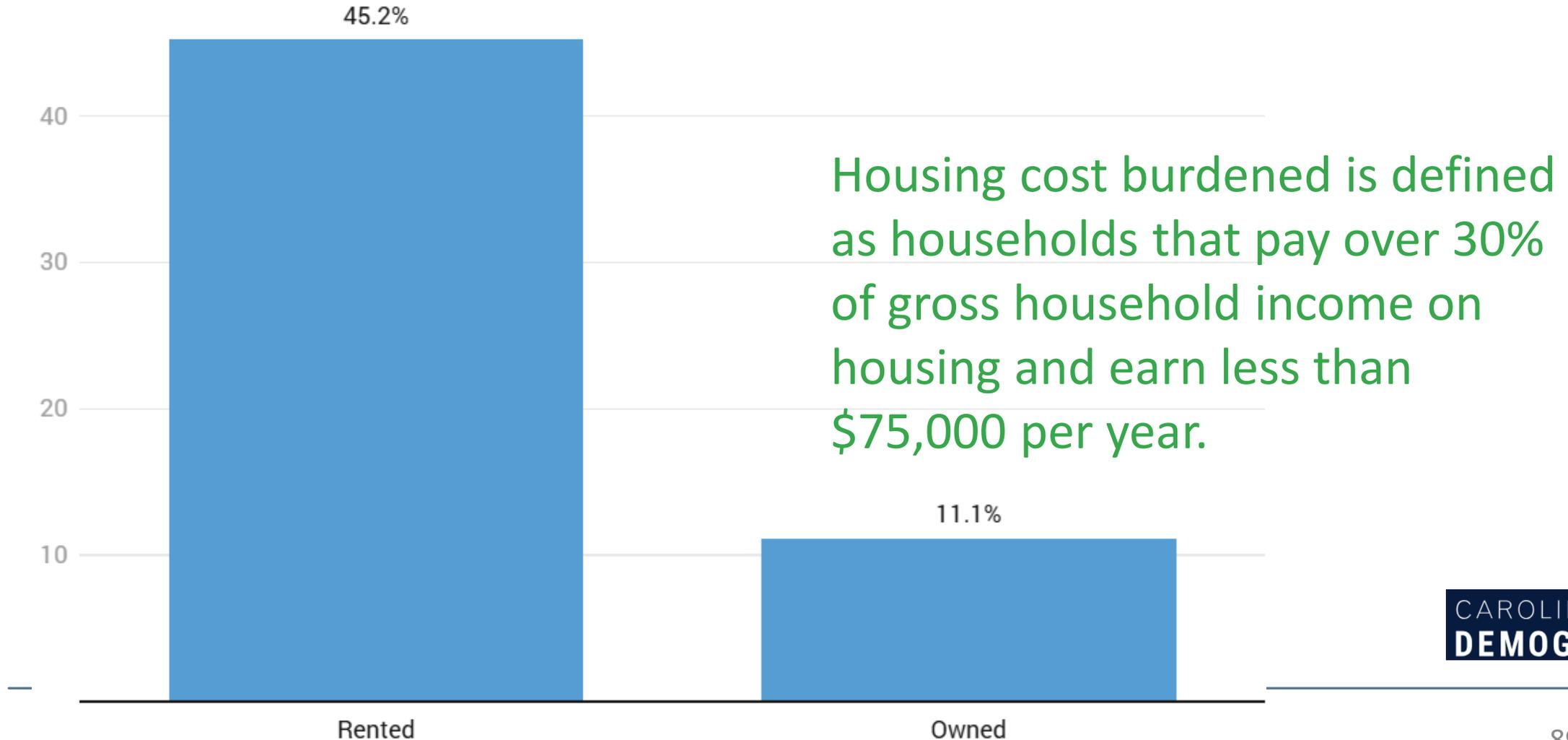


Case-Shiller Index tracks monthly change in the value of single-family U.S. homes at the National Level

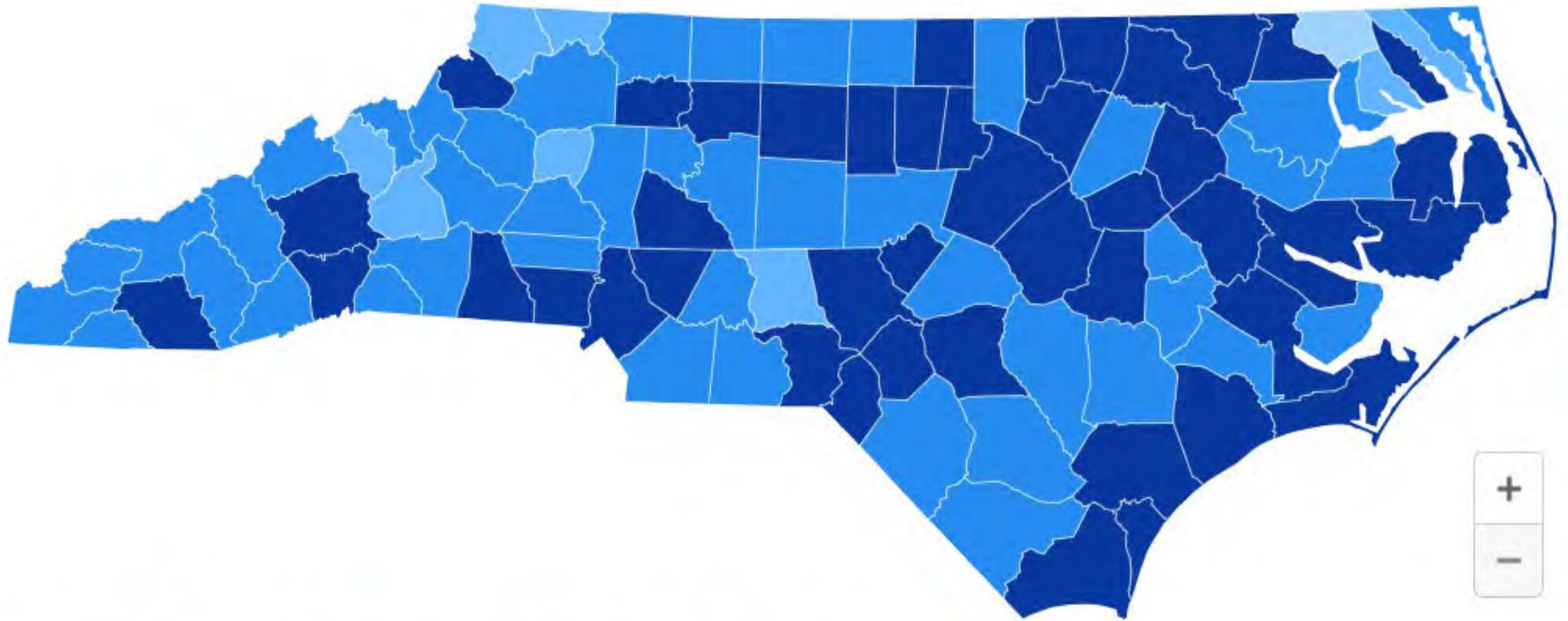


Rented Housing Cost Burden

Rented vs. Owned Housing Cost Burden in NC



Rented Housing Cost Burden



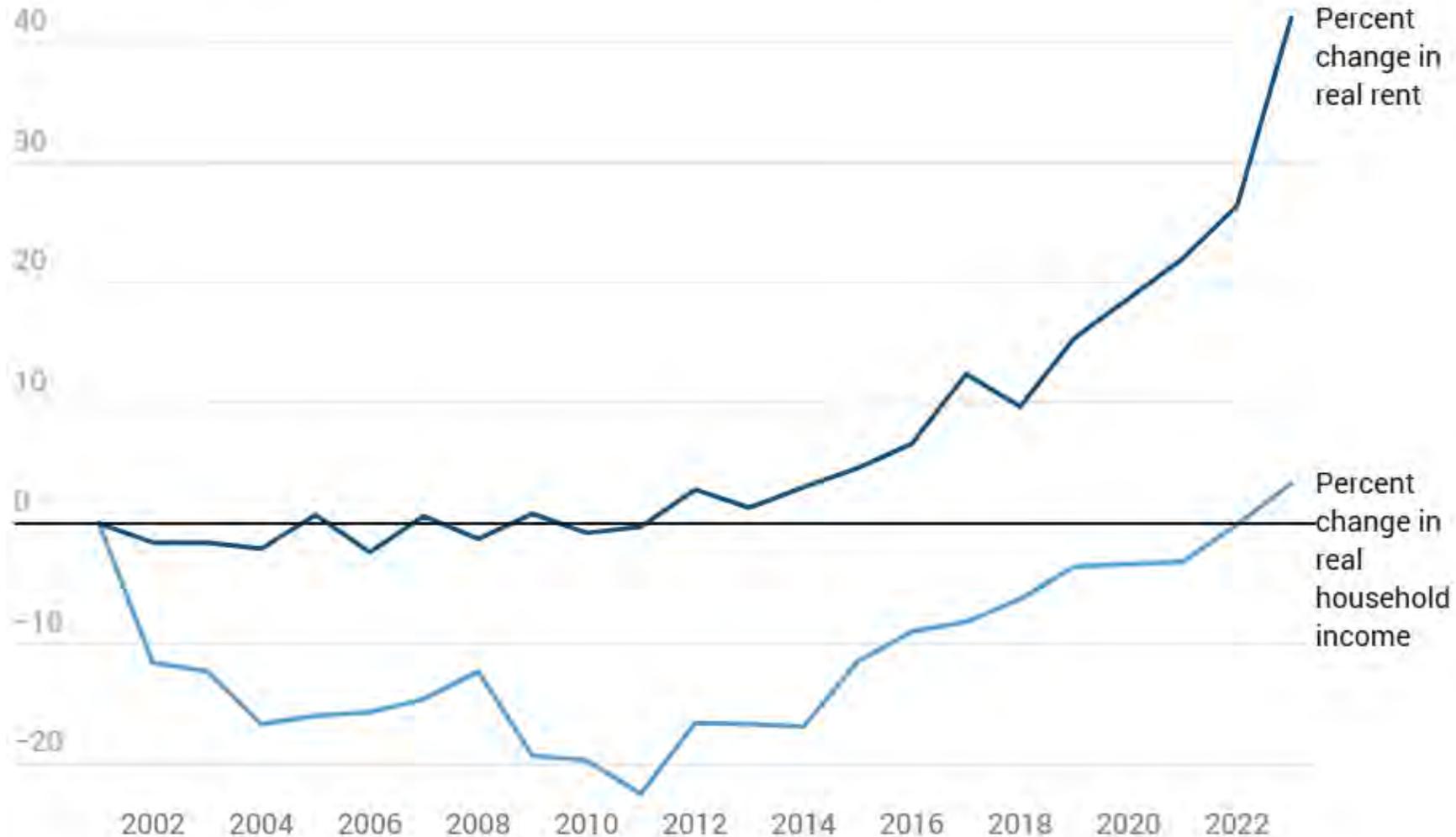
< 10% 10%–20% 20%–30% 30%–40% ≥ 40%

CAROLINA
DEMOGRAPHY

Rent Vs. Wages (2001-2023)

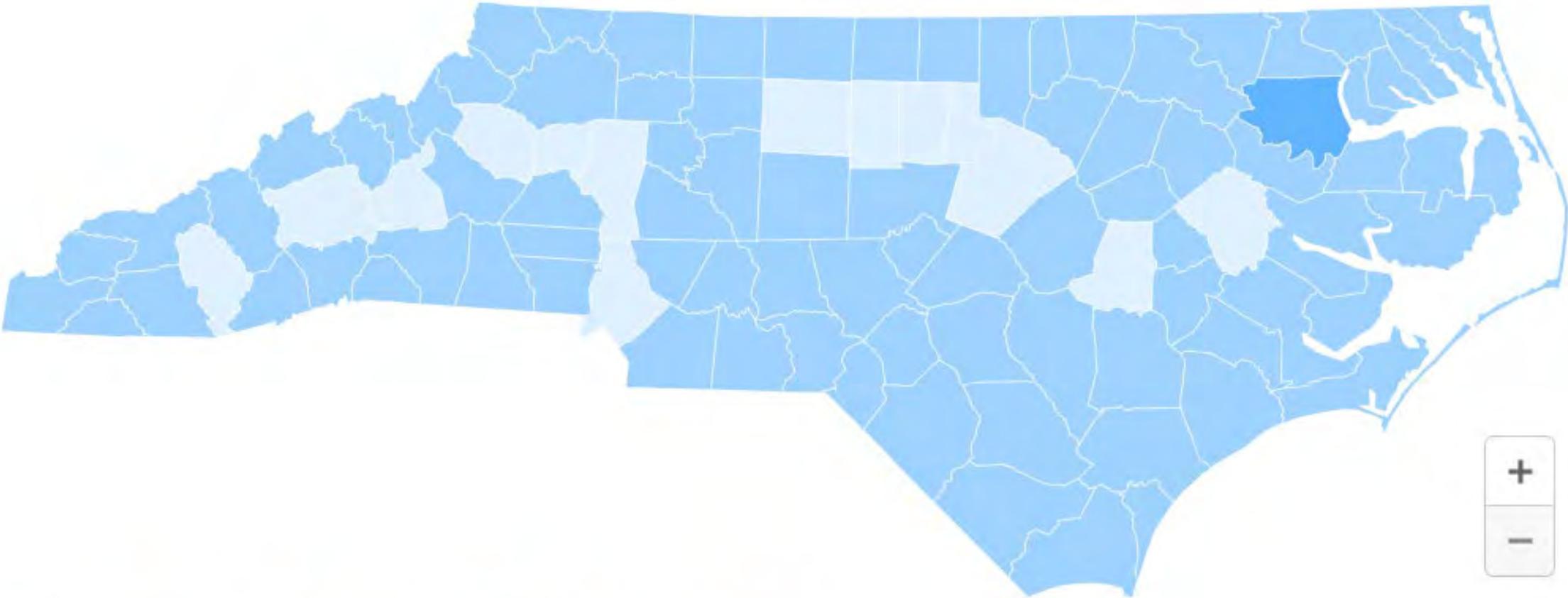
Percent Change in Median Monthly Income and Monthly Rent in NC

2001-2023



Rent and household income were inflation-adjusted using the CPI-U for All Items. Rent refers to contract rent. Non-rent paying household were excluded from the analysis. Analysis also excludes 2020 because of a lack of available

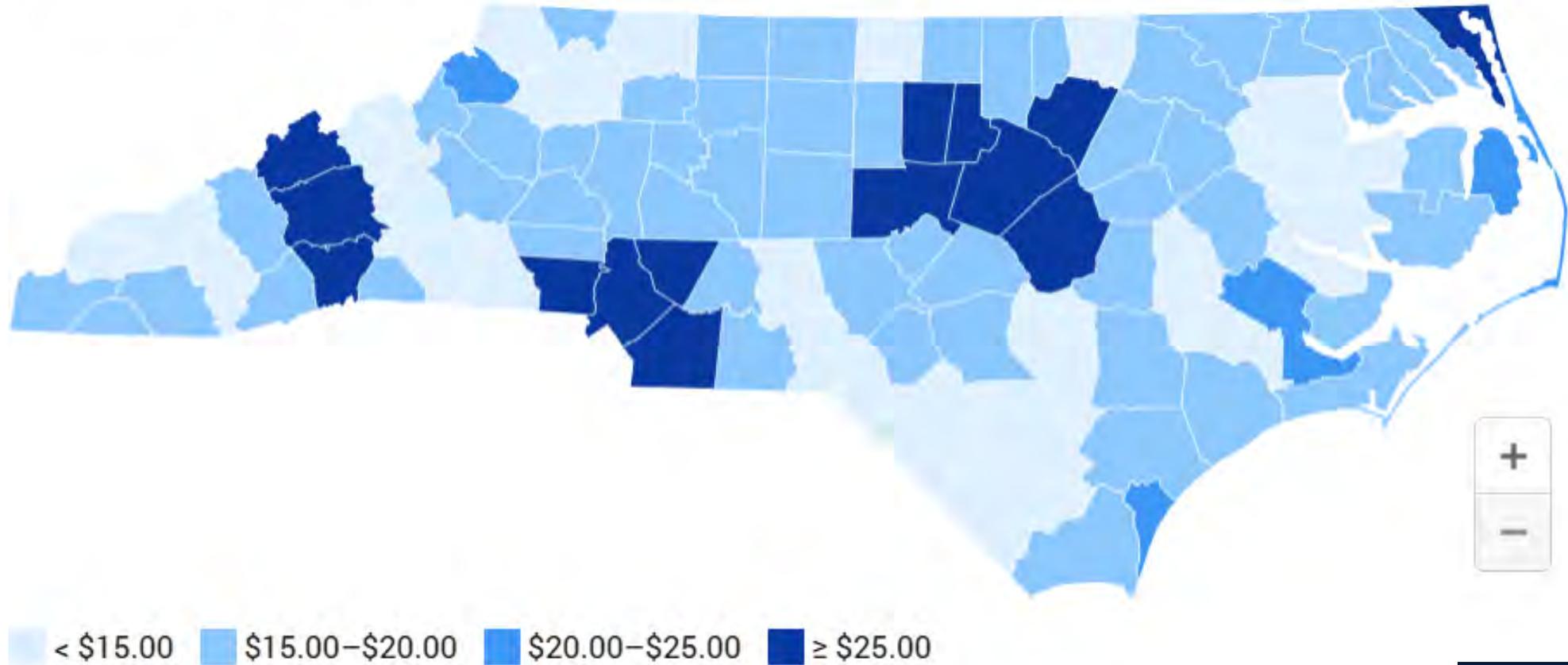
Owned Housing Cost Burden



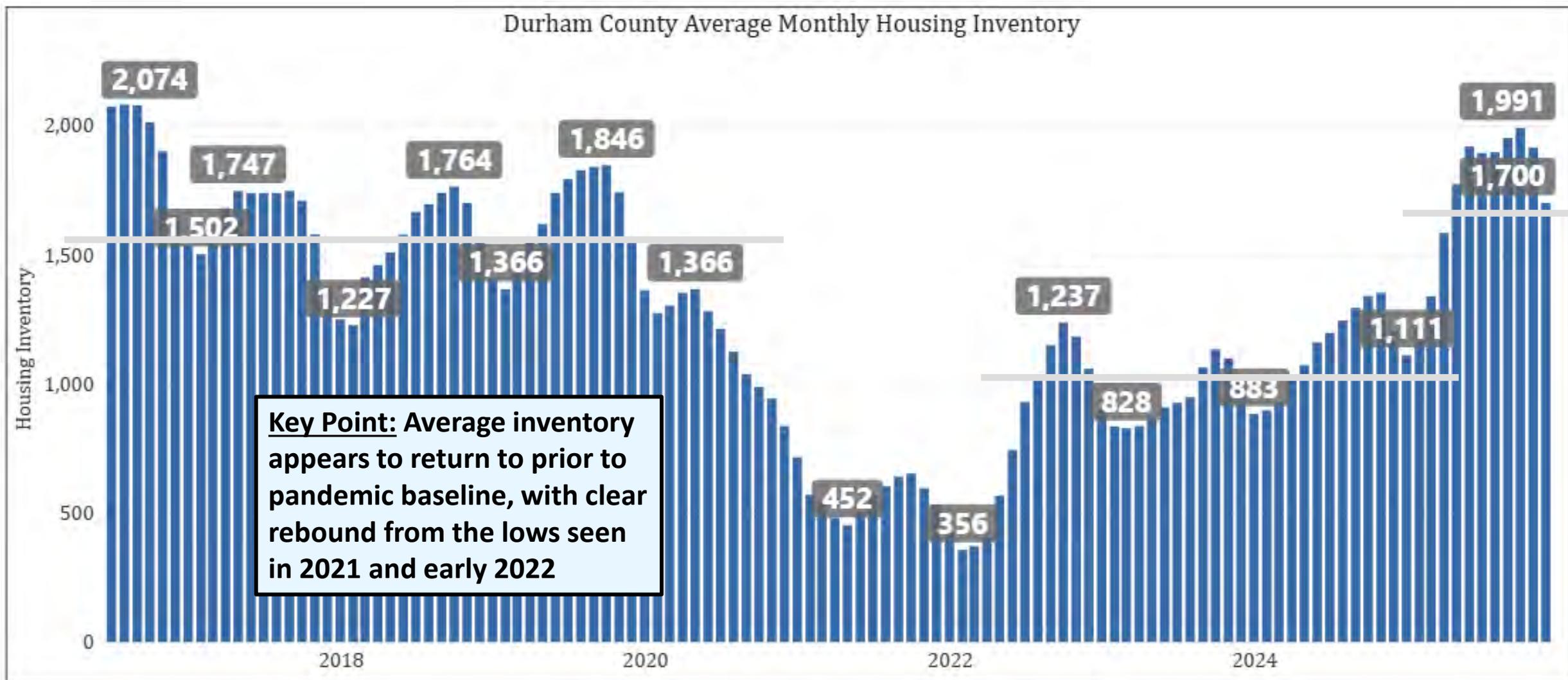
< 10% 10%–20% 20%–30% 30%–40% ≥ 40%

Rented Housing Cost Burden

Minimum Non-Housing Cost Burdened Hourly Wage



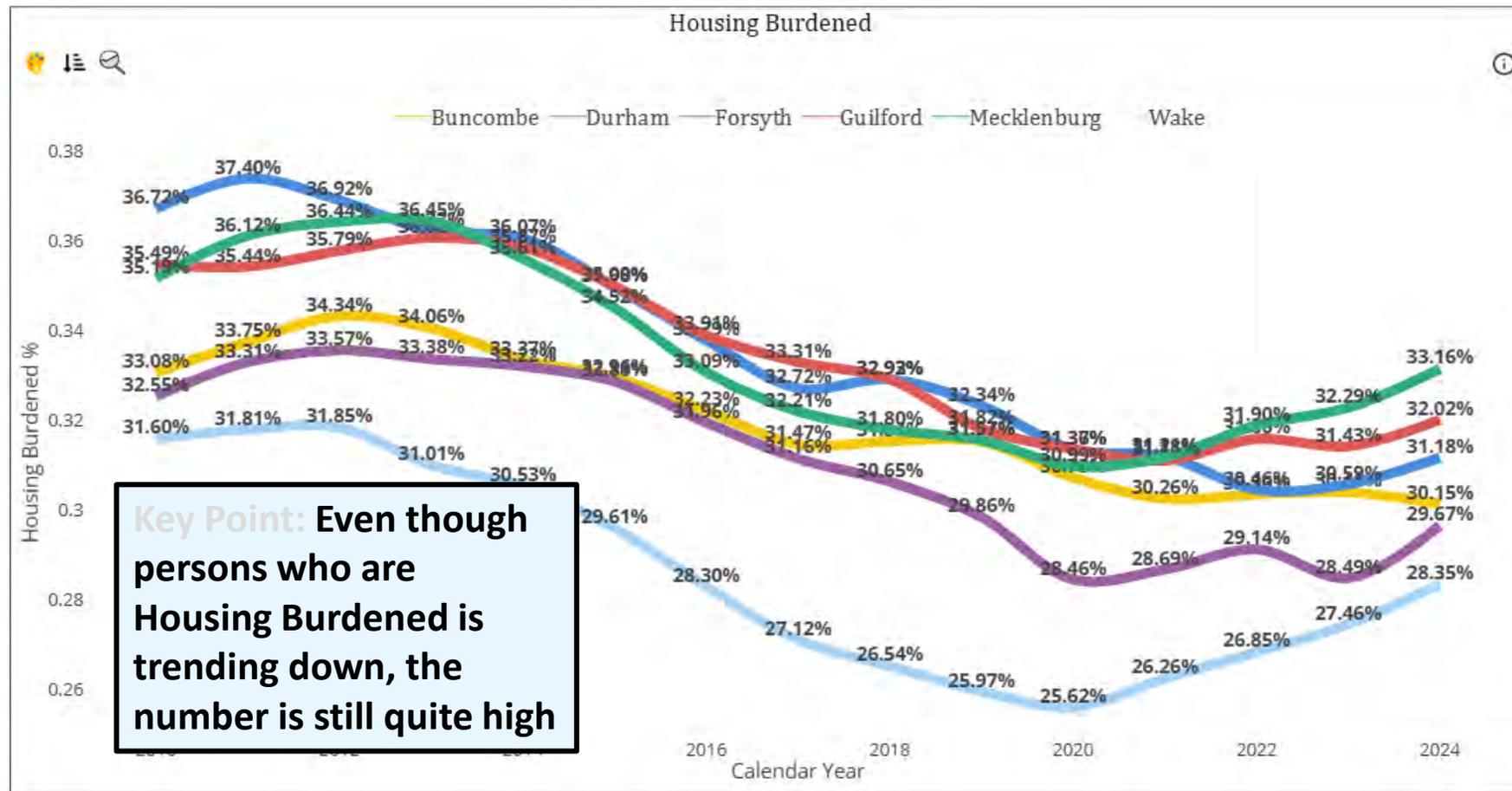
Durham County Housing Inventory



Data from FRED Economic Data and is pulled monthly from Realtor.com “based on the most comprehensive and accurate database of MLS-listed (Multiple Listing Service) for sale homes.”

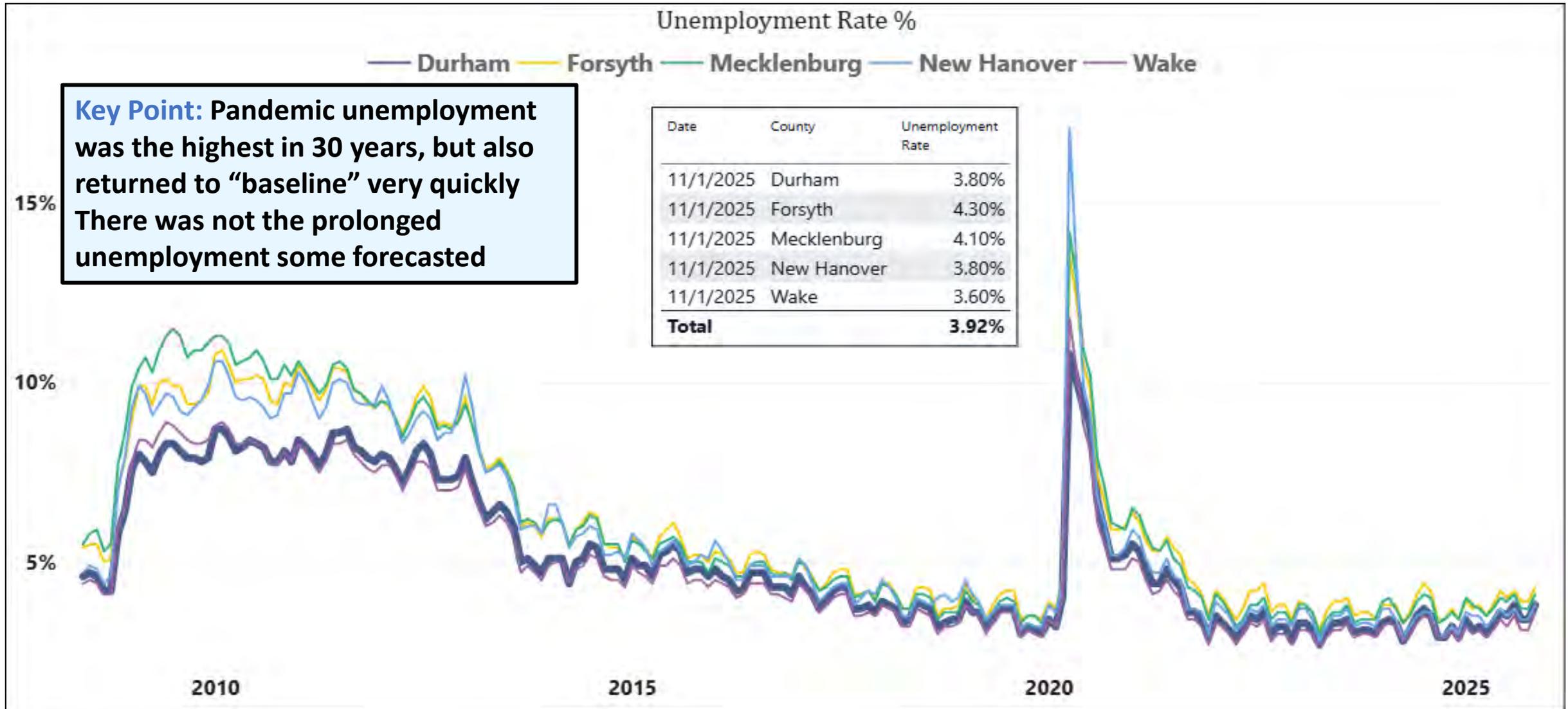
Housing Burdened

Families spending over 30% income for housing

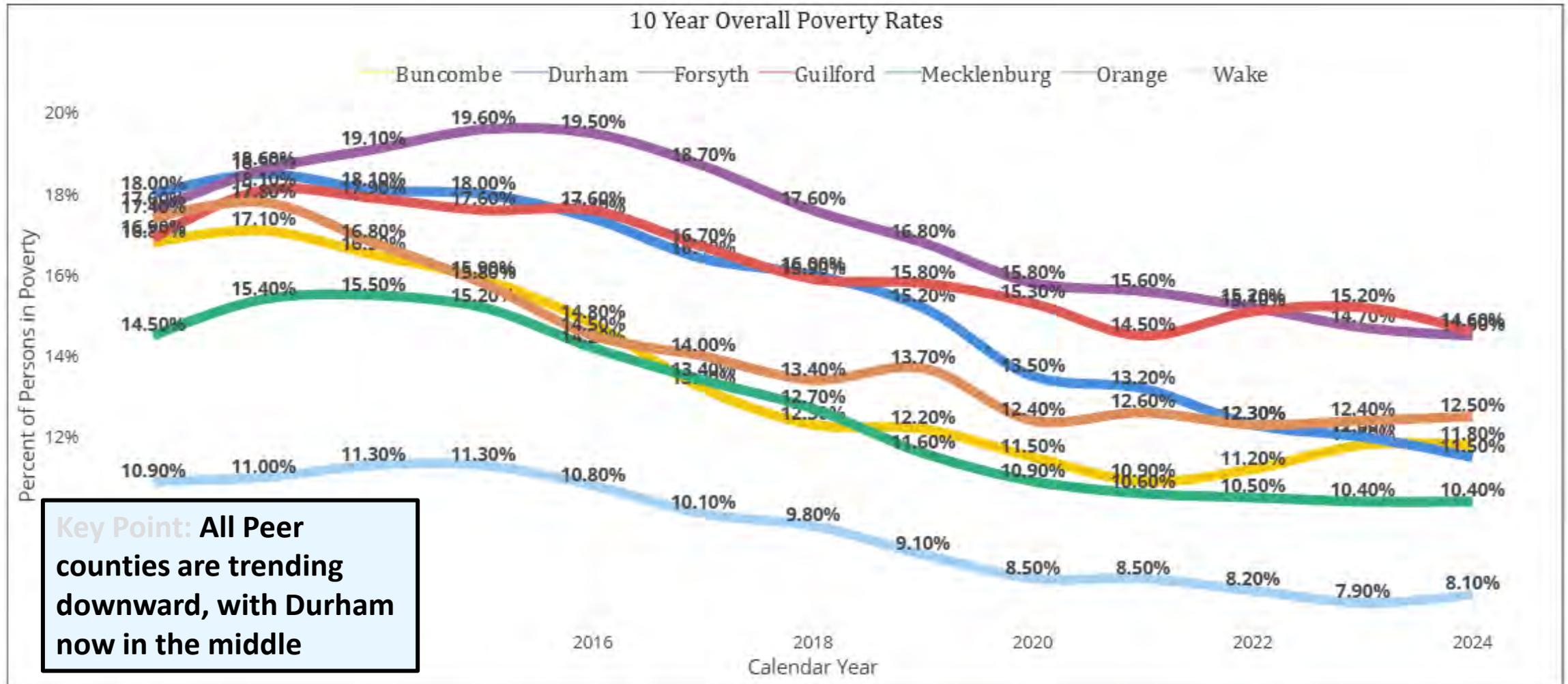


HUD defines housing cost-burdened families as those "who pay more than 30 percent of their income for housing"

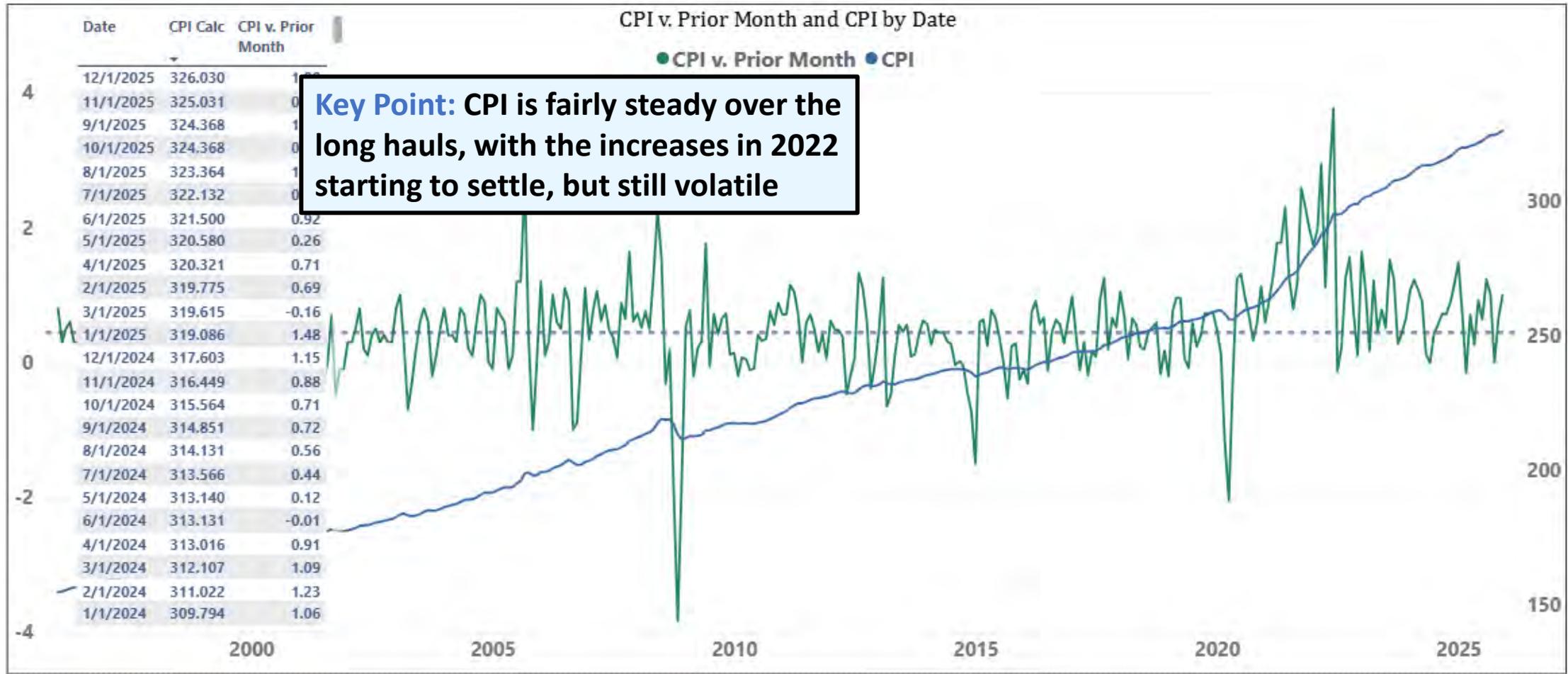
Unemployment Rate



10 Year Overall Poverty Rate Trends – w/ Largest Counties



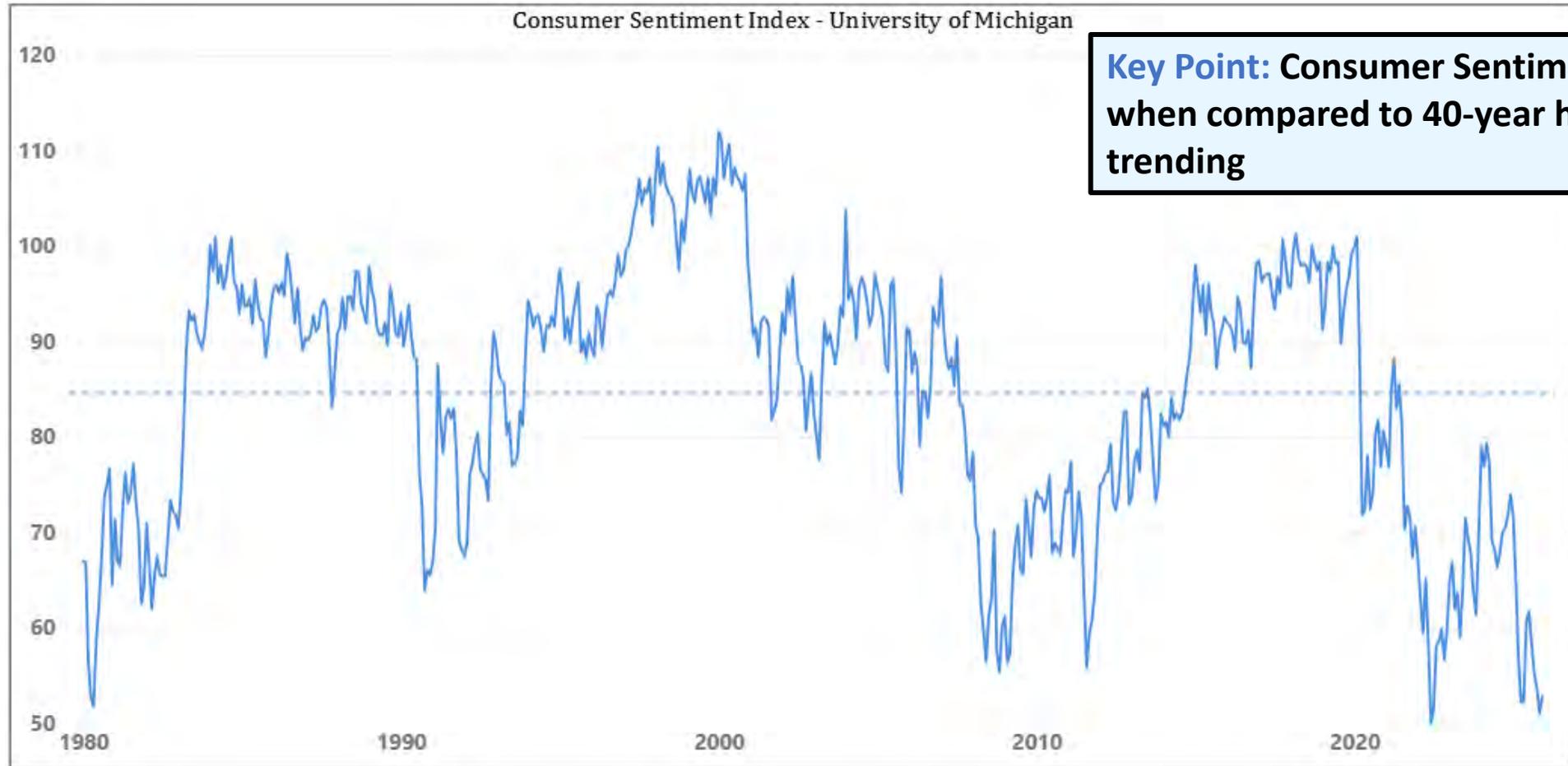
National Consumer Price Index (CPI)



Key Point: CPI is fairly steady over the long haul, with the increases in 2022 starting to settle, but still volatile

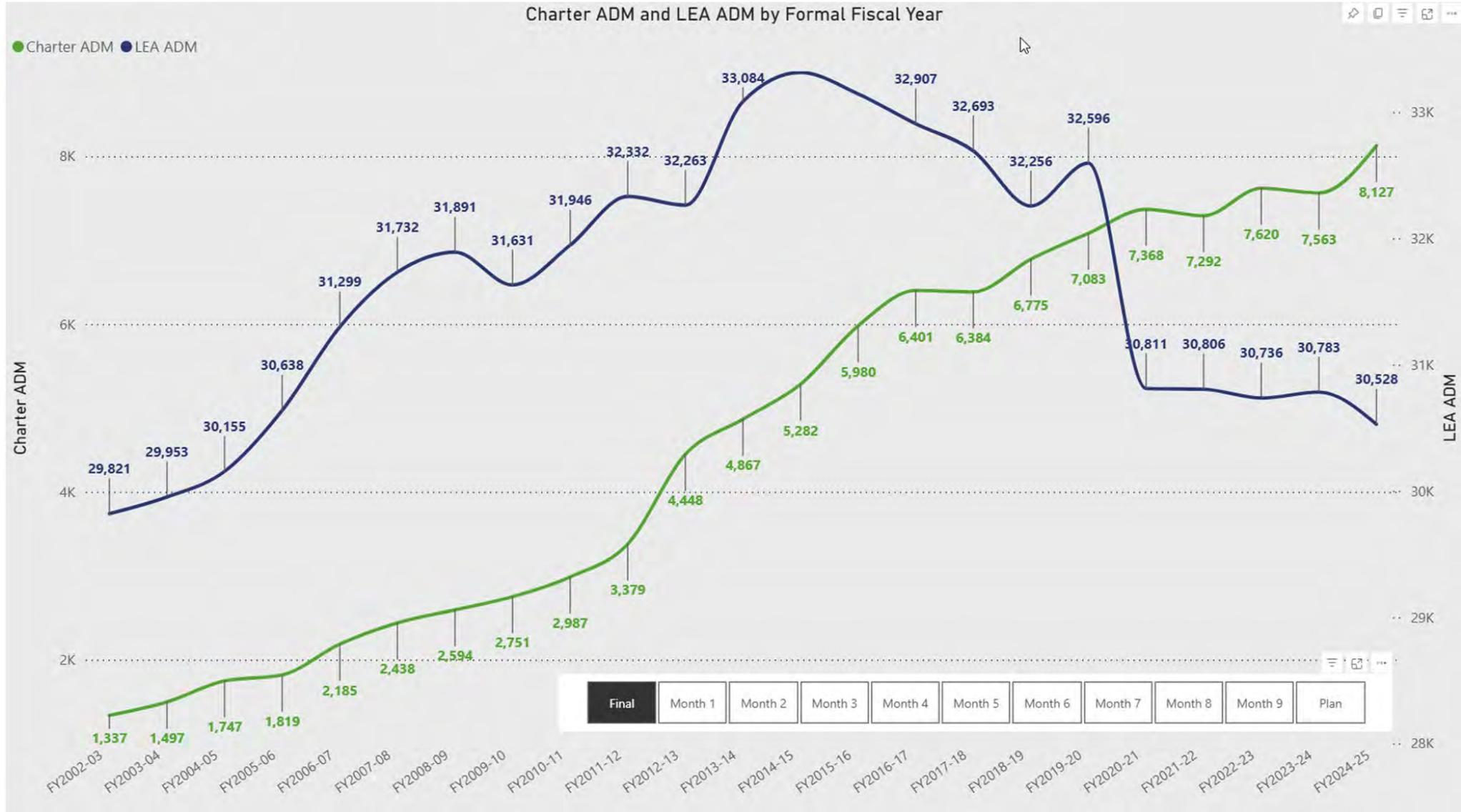
CPI is a measure of the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services

National Consumer Sentiment Index

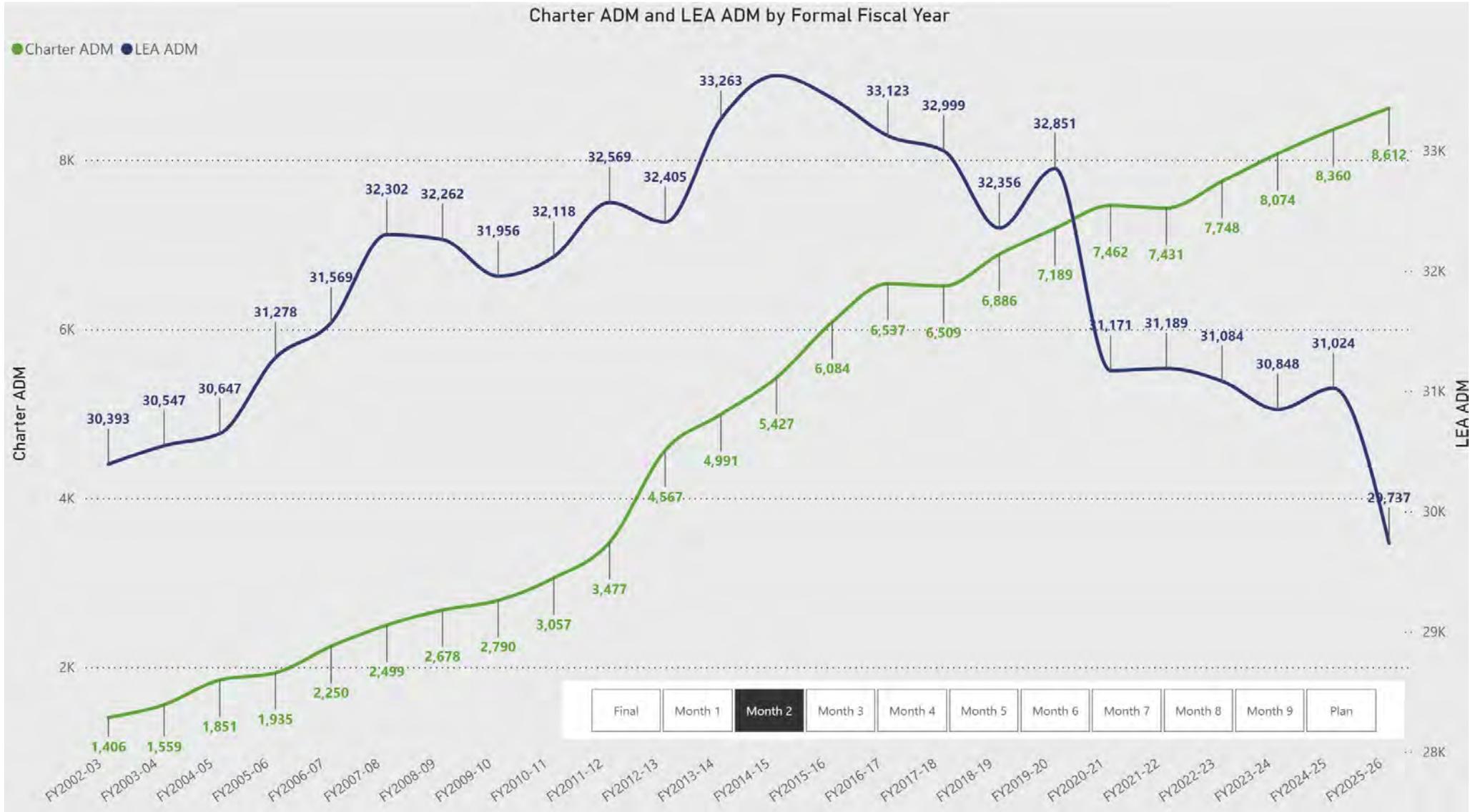


The Michigan Consumer Sentiment Index (MCSI) is a monthly survey of how consumers feel about the economy, personal finances, business conditions, and buying conditions.

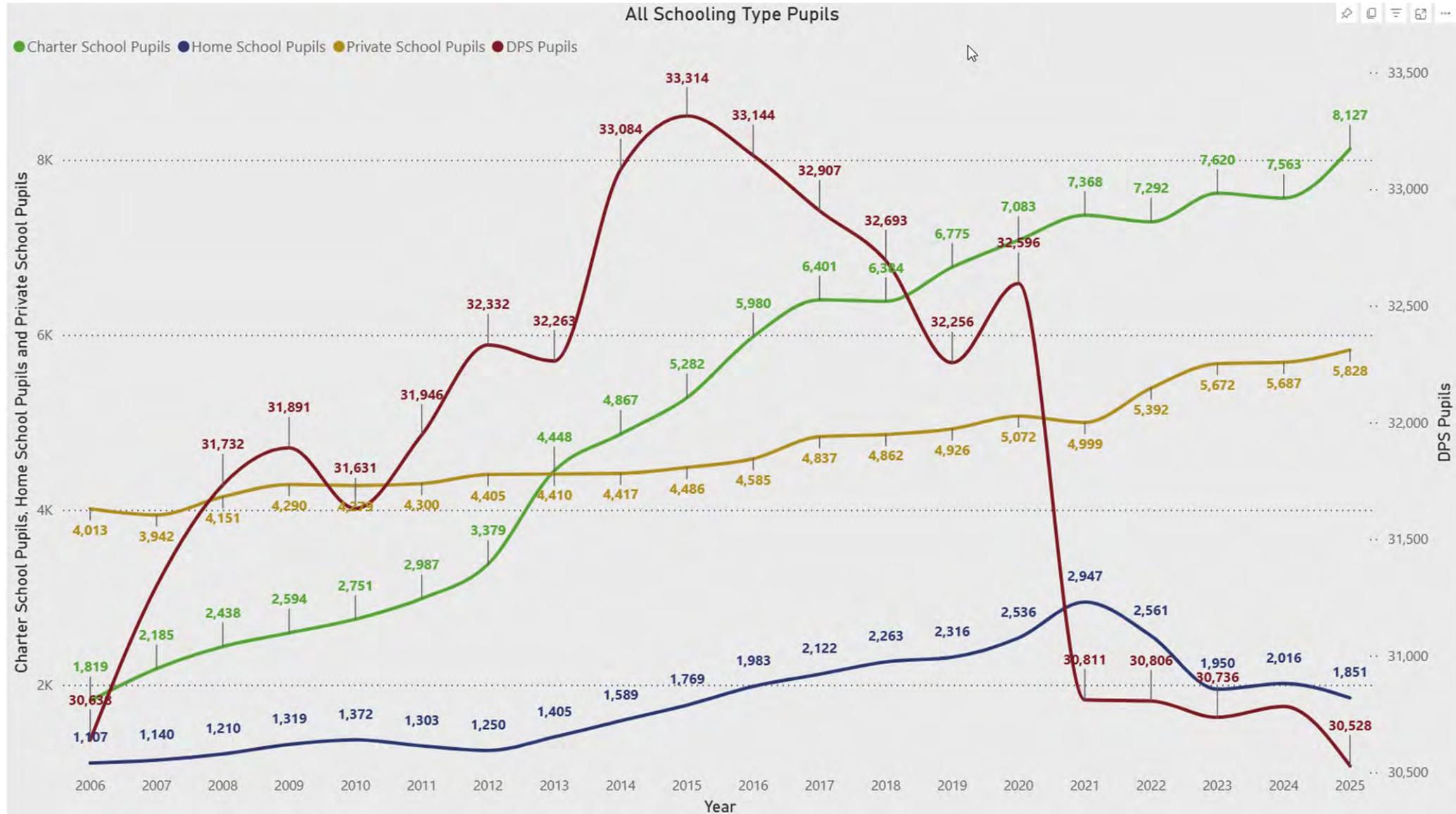
Durham School Student Trending (Final)



Durham School Student Trending (2nd Month)



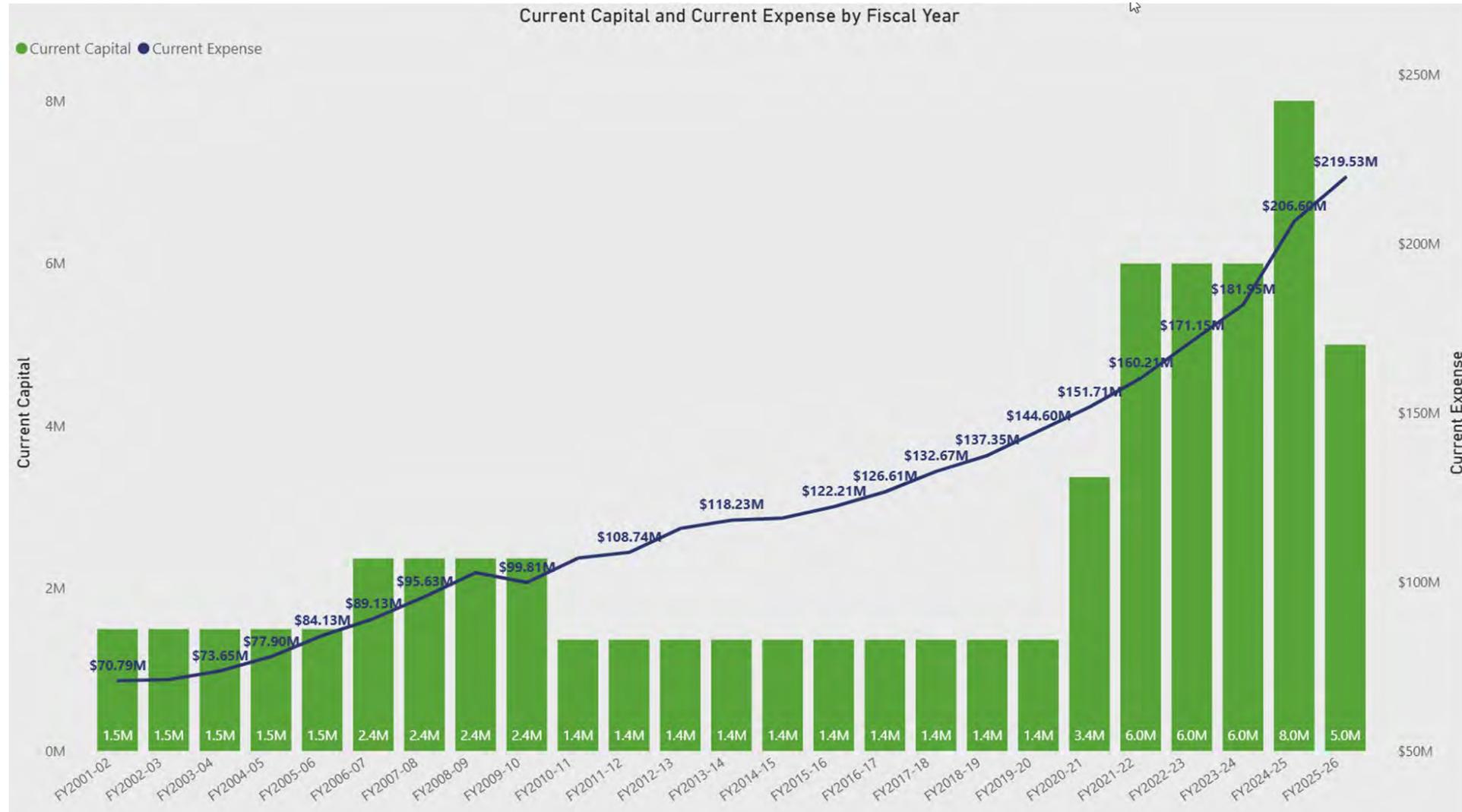
Durham School Student Trending (All Students)



Durham School Student Trending (All Students)



Durham Public Schools Local Funding



**DURHAM
COUNTY**



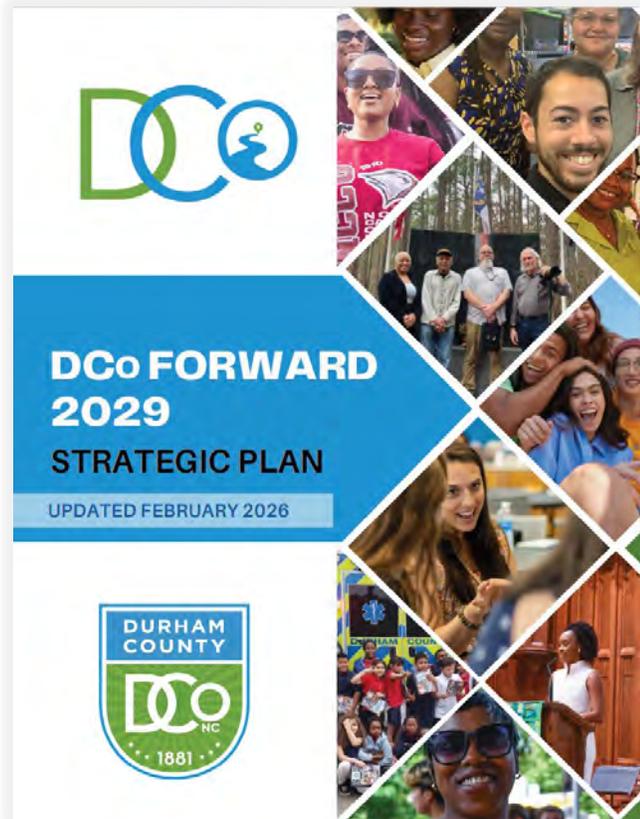
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FY 2026 Performance Management Updates

Organizational Effectiveness

February 26, 2026

Overview



- > Evaluation of Department Current Goals and Priorities
- > Program Identification (Dec 2025-Jan 2026)
- > Performance Measure Analysis and Refinement (February – March)
- > Updates to Budget Book Performance Information
- > Additional Performance Reporting and Measure Development
- > Additional Performance Management Activities

Evaluation of Current Goals and Priorities

Goal – Increase both the quality and quantity of performance information available to County leadership.

- Current challenges require a better understanding of the results of our work at addressing intended needs.

Priority 1 – Ensure we have an accurate picture of the full scope of programming across the enterprise.

Priority 2 – Ensure that we have strong, valid, up-to-date performance measurement of all County programs.

Priority 3 – Increase the amount of high-quality performance data available to leadership and the public.

Program Identification Process



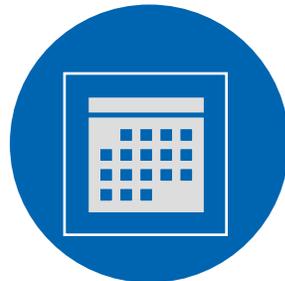
Starting in December, Budget and OE departments began working with departments to identify the full scope of programs administered by each department.



OE and Budget met with departments and used an established set of evaluative criteria to revise existing program categories and develop new categories where appropriate.



Result of this process was the development of a new comprehensive program listing that will serve as the organizational foundation for performance measurement and reporting.



New programs and updated descriptions will be included in the upcoming Budget Book and will be reflected in additional performance reporting and department-level planning materials.

Organizational Effectiveness Program Assessment



Once programs were identified, OE staff began meeting with departments to develop the following information for each program:

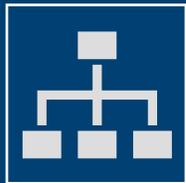
Brief Description / Mission

Service Population

Activities Conducted

Partners / Stakeholders Providing Similar Services

Additional Important Information



The eventual “profile” of each program developed through this process is serving as the foundation for subsequent program-level analysis of performance measures and development of departmental work plans.

Performance Measure Analysis and Refinement: Key Performance Indicators



Currently, OE staff are working with departments to analyze existing performance measures for each program.

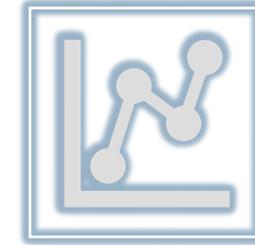
Measures are being evaluated for:

- Alignment with program objectives.
- Degree to which the measure effectively captures program outcomes.
- Utilization of measurement best practices.
- Data quality.



Analysis is looking at all measures for each program, not just ones that have historically been included in Budget Book.

Does include mapping existing measures against newly defined programs and articulating new measures to fill gaps as possible.



OE is also benchmarking performance measures against peers to compare how we are reporting on similar programs.



Performance Measure Analysis and Refinement

Once performance measure analysis is completed, OE staff will support departments in updating measures in preparation for inclusion in FY 2027 Budget Book.

Measure selection for inclusion in Budget Book will be finalized.

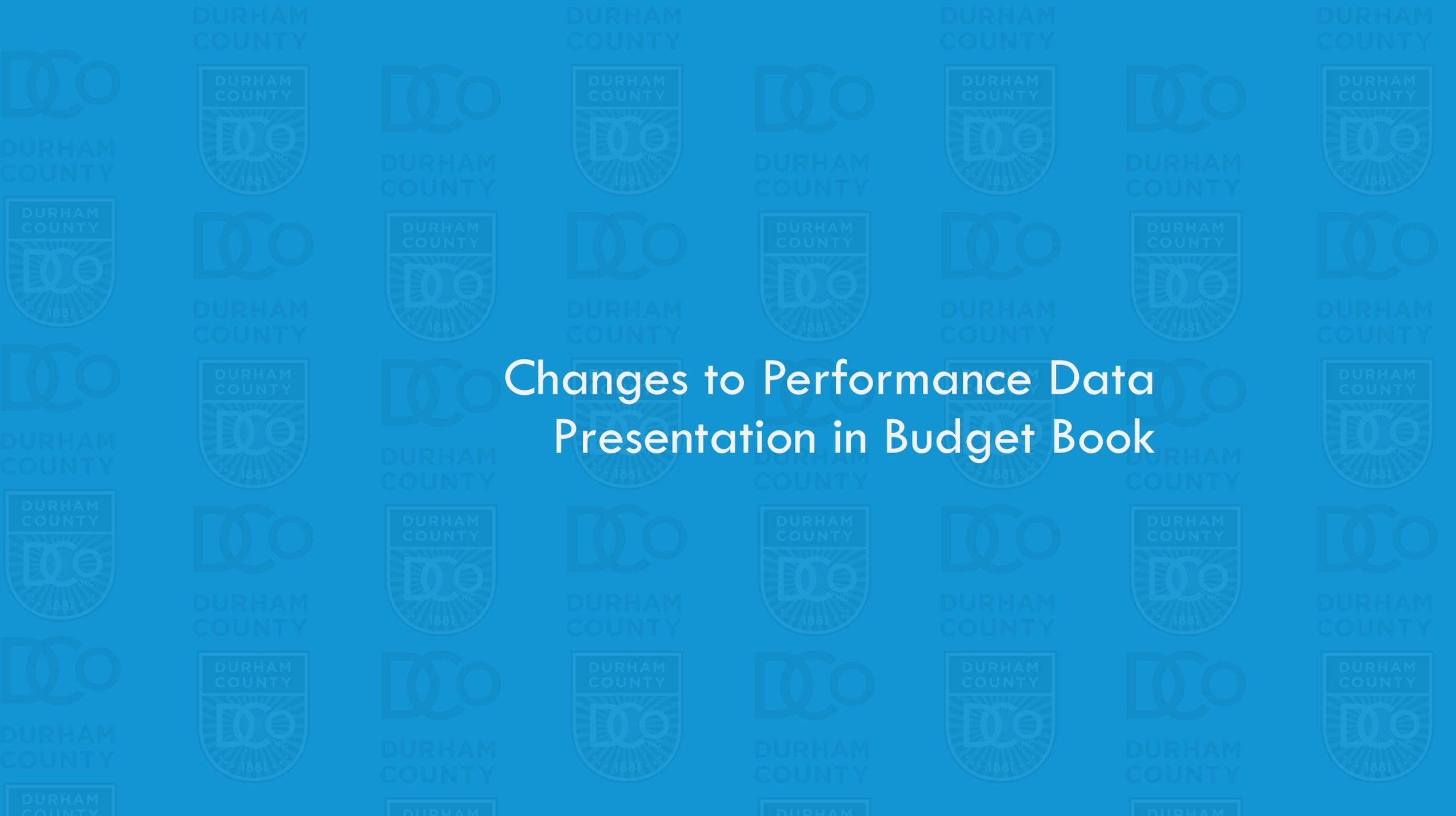
Data for selected measures will be reviewed and updated.

Visual presentation of measures will be completed.

Program descriptions will be finalized.



The County will continue to use the ClearPoint system as the tool to collect, review, and store performance measure information for the Budget Book and other purposes.

The background of the slide is a repeating pattern of the Durham County logo, which consists of the text 'DURHAM COUNTY' above a stylized 'DCO' monogram. The logo is repeated in a grid across the entire page.

Changes to Performance Data Presentation in Budget Book

Evaluating New Performance Reporting Structure

OE has also been benchmarking our Budget Book performance information against other models to identify potential shifts in how we are presenting information.

- Looking at local/regional peers as well as at national leaders to identify any strategies for more effectively data presentation.

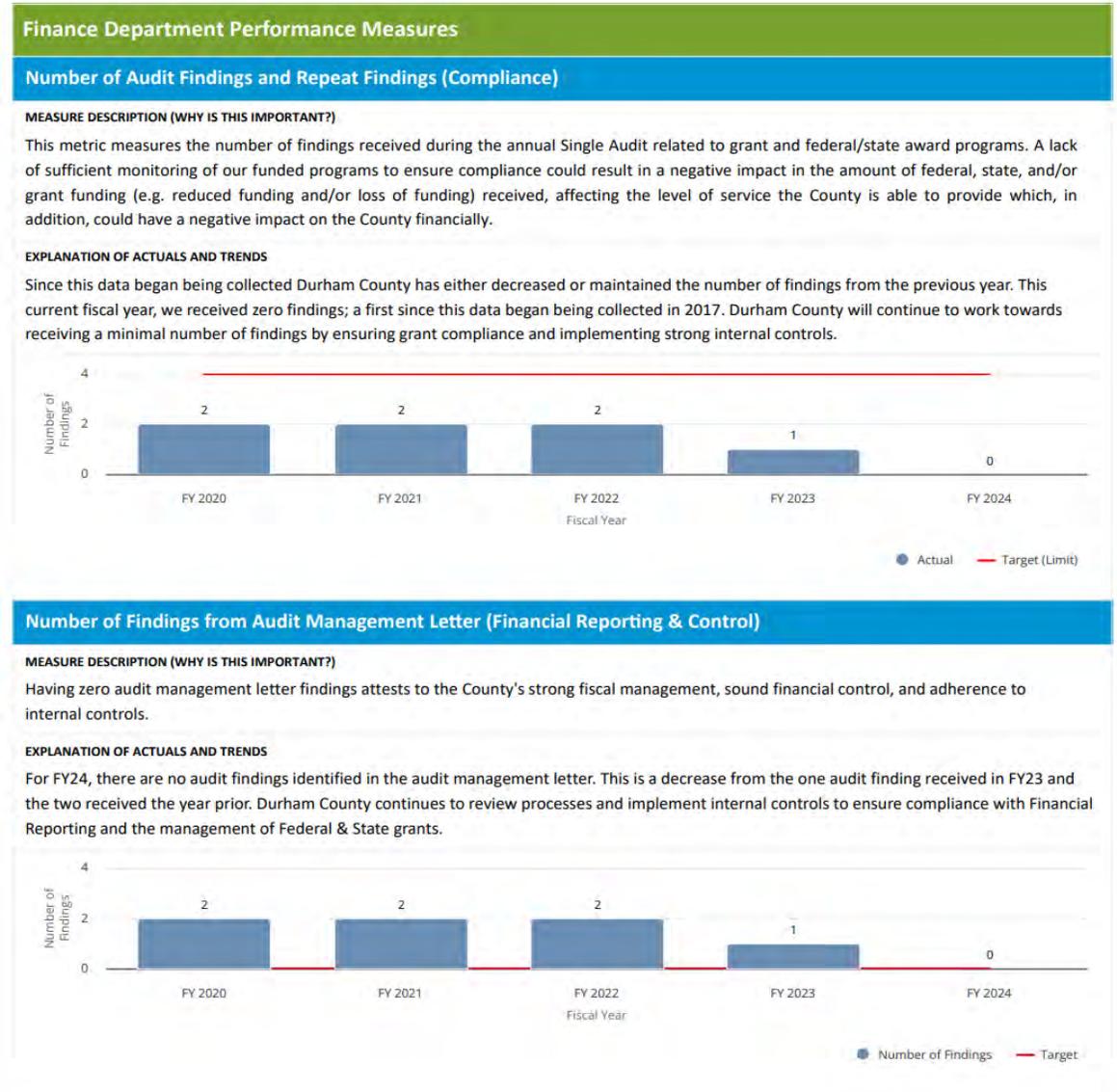
Goal – Maximize ability to report important performance information while maintaining/improving efficiency of Budget Book document.

- How do we ensure that this information is both meaningful and digestible for leadership and the public?



Current Budget Book Performance Data Structure

- > Currently, we have an extensive presentation (with both data visualizations and narrative) with information presented by Department.
- > Provides a substantial amount of information for each measure but limits total range of performance information reported.



Alternative Models

> Some other jurisdictions use a more compact, streamlined, tabular approach.

> Organize performance information by programs.

> Sacrifice narrative context for an increase in the number of reported metrics.

Example: Prince William County, VA

Supportive Services

The Supportive Services program provides a wide range of long-term support services such as Veteran Assistance, Medicare Counseling, Hospital Care Transitions, Caregiver Support, Assessment and Care Coordination, and Information to the public about Aging and Disability Services. This program provides residents with information to make informed decisions about their service options within the Prince William Area.

Key Measures	FY22 Actuals	FY23 Actuals	FY24 Actuals	FY25 Adopted	FY26 Adopted
Clients reporting that supportive services helped them stay in their homes	100%	100%	100%	99%	99%
Clients reporting that services helped them access aging services	93%	100%	95%	98%	99%
Clients reporting options counseling connected them to services and supports	-	-	95%	95%	95%

Example: Fairfax County, VA

Office of the County Executive

AGENCY DASHBOARD			
Key Data	FY 2012	FY 2013	FY 2014
Administration Dashboard			
1. Board Package Items Prepared	817	665	576
2. Board Matters Requiring Action	329	315	210
3. Manage Countywide Performance Targets	1,585	1,394	1,445
4. Agencies and Divisions Continuity of Operations Planning (COOP) Reviewed	N/A	45	45
5. Number of General Assembly Bills Affecting County	236	158	199
6. Number of Employees who Attended Department of Human Recourses Training Events	9,886	11,588	10,776
7. Environmental Agenda Plan Initiatives Implemented	3	6	7
Internal Audit Dashboard			
8. Number of Auditable Agencies	45	45	45
9. Business Process Audit Universe	52	52	52
10. County Procurement Card Spending	\$45.6m	\$53.3m	\$53.2m
11. County Governmental Fund Revenues	\$3.87b	\$4.06b	\$4.21b



Changes to Performance Data Presentation

Revisions to performance data structure still being finalized.

However, high likelihood that FY 27 materials will:

Organize performance information by program rather than department level reporting.

Utilize a tabular approach to increase overall number of metrics included in budget document.

Continue to report targets for metrics and multi-year data (where available).

Emphasize outcome measures over output and efficiency measures but include clearly identified data on all three types.



The background of the slide is a repeating pattern of the Durham County logo and the text "DURHAM COUNTY". The logo consists of two interlocking circles, with the text "DURHAM COUNTY" above and "1881" below. The text "DURHAM COUNTY" is also repeated in a grid pattern across the entire slide.

Additional Performance and Planning Activities

Additional Performance Reporting and Measure Development



Development of Companion Performance Report

Recognizing that changes to the Budget Book structure will involve trade-offs, OE will work to develop a companion document that includes more detailed performance information – a step towards an “Annual Performance Report.”



The performance measure evaluation process is designed to both update existing measures and identify gaps in performance measurement.



Where identified gaps exist, OE is working with departments to develop new performance measures; new measures have already been identified for some programs.



Measures that are no longer valid or relevant will be archived and no longer maintained.



Annual Performance Reporting Process

- > OE is working with County leadership to develop an annual performance reporting process with periodic meetings to discuss work plan progress and interim data on performance measures.
- > Design process is still in its infancy but will be ready for piloting in FY 2027.
- > Goal is to provide more timely information to leadership to allow for improved oversight and collective sharing of information.
- > OE will also be working on developing more dynamic performance reporting for public consumption (e.g., public-facing dashboards) to accompany ongoing performance reporting – Future Years.

DCO

Public Health: Federal/State Policy and Funding Updates



FY 2026-2027 BOCC Budget Retreat

February 26, 2026

Director Dr. Rodney Jenkins

The background of the slide is a repeating pattern of the Durham County logo, which includes the text 'DURHAM COUNTY' and the year '1881' around a central emblem. The text 'Federal & State Policy Updates' is centered in a large, white, sans-serif font.

Federal & State Policy Updates

Federal & State Policy Highlights

> Key Challenges:

- > Impoundment by Delay-Our New Public Health Budget Reality
- > Major Budget Cuts & Structural Changes still underway

> HR 1: “One Big Beautiful Bill Act”

- > Medicaid Impact = more costly to run + more pressure on States to pay
- > Snap-Ed Funding Cuts = loss of DINE Program funding
- > Refugee resettlement decreases and health coverage changes = loss of Medicaid and grant revenue

> HIV/STI services targeted

> NC House Bill 307: Iryna’s Law



Federal & State Funding Highlights

> **2025 Medicaid Rate Reductions**

> HR 1: “One Big Beautiful Bill Act”

> Durham’s Innovative Nutrition Education (DINE) Program

> **State Grants**

> We remain the only state that has not passed a budget
-More costs are shifting to counties through cuts

> Current Fiscal Year-currently operating under the previous FY’s funding

> Next Fiscal Year is up in the air



2025 Medicaid Rate Reductions

Timeline

- > Insufficient funding from the NC General Assembly to keep up with rising costs for the Medicaid budget, causing rate reductions of 3-10% for some services.
- > October 1, 2025: Rate cuts went into place.
- > December 10, 2025: Rates were restored to September 30 levels after legal challenges and court decisions.
- > January 5, 2026: NC Medicaid Fee Schedules were **restored** and payors have 45 days to reprocess claims for services.

Expected Fiscal Impact

Anticipated Annual Reduction			
Medicaid Services	3% Reduction Amount	8% Reduction Amount	Total Reduction
Care Management for At Risk Children	\$ 15,750		\$ 15,750
Care Management for High Risk Pregnancy	\$ 25,950		\$ 25,950
Dental	\$ 4,350		\$ 4,350
Family Planning		\$ 29,177	\$ 29,177
TOTALS	\$ 46,050	\$ 29,177	\$ 75,227



2025 Medicaid Rate Reductions

Why are Medicaid costs increasing?

Health care is more expensive everywhere, not just in Medicaid

- > Inflation
- > New, expensive drugs
- > Increased demand for behavioral health services
- > Federal policy changes



HR 1: “One Big Beautiful Bill Act” Impact on DINE

- > Since 1999, DCoDPH has received SNAP-Ed funding for its DINE nutrition education program.
- > On July 4, 2025, HR 1 eliminated SNAP-Ed funding.
- > Loss: \$1.4M in FFY26 funding for DINE; 13 positions impacted.
- > With support from DCo, SNAP-Ed carryover funding, and other grants, DINE has retained 10 grant-funded team members through September 2026.
- > Only 4 county-funded staff will remain after September 2026 to continue essential nutrition education & maintain community partnerships.



Unless alternative funding is secured,
the DINE program in its current form will not continue after September 30, 2026.

Durham's Innovative Nutrition Education Program

Project Impact FY25

- > Served 23 DPS schools, 14 preschools, 19 community sites, directly reaching 8,338 Durham residents with nutrition education.
- > Assisted 42 community partners, facilitating 78 policy + system changes to make environments more supportive of healthy eating + physical activity.
- > Worked with DPS to promote free school meals for all.
- > Supported \$372,370 in local foods being purchased with Double Bucks, EBT, WIC & Senior FMNP.

Fiscal Impact

- > SNAP-Ed grant FFY25 Oct-Sept = **\$1,337,420**
- > Funded **13 positions** (12 Dietitians)
- > A recent study showed for **every \$1 spent**, SNAP-Ed **returns at least \$5.36** in future health + economic benefits



State Grants: 2025-2026

Title X (AA 151)

- Stop Work Order issued September 25, 2025, for spending on one Title X DPH Project.
 - \$128,413 was awarded; **\$87,553 unallocated** at the time of the Stop Work Order
- Stop Work Order lifted February 11, 2026
 - Revised AA reduces the award by \$7,689 (6%), leaving **\$79,864 to be pulled**
- Program Impact:
 - County funds covered staff salaries and fringe during the period of the Stop Work Order. Now DPH can recoup, but at the reduced amount.
 - Reduced grant amount for FY 26-27.



State Grants: 2026-2027

HIV/STI Partner Services (AA 547)

- **\$201,026 reduction**
- Program Impact: Elimination of 2 bridge counselors who connect individuals with HIV/other STIs to health services.
- Departmental action: Reclassified vacant position to retain 1 counselor and working with State to create a contract position for a second counselor.

Child Health (AA 351)

- **\$737,000 reduction**
- Program Impact: Drastically reduces ability to respond to a community health priority at a time that we know youth and families need mental health supports.



State Grants: 2026-2027

Refugee Health (AA 583)

- > \$122,296 reduction
- > Program Impact: Fewer refugees are being settled in Durham/US. Nurses are shifting their time to the CD and TB clinic to ensure that they can assist in the event of an outbreak that will require contact tracing.

Child Fatality (AA 352)

- > \$2,880 reduction, grant ending
- > Program Impact: Minimal, funding shifting to another grant.



State Grants: 2026-2027

Breast and Cervical Cancer Screening Program (AA 452)

- > Increase = \$3,200
- > Program Impact: To support patient navigation, partnership development, and additional services for high-risk individuals.

Tobacco Prevention and Control (AA 451)

- > Increase = \$10,000
- > Program Impact: Will strengthen youth-focused tobacco prevention efforts across Region 5; expand in-person technical assistance and regional meetings for county staff, partners, and Youth Council members across all nine counties; and increase the Youth Council membership with enhanced stipends and professional development.



Uncertain Times

Stay Focused On:

- > What we can control
- > Improvements to our grant tracking and revenue cycle management
- > Maximizing grant draw-downs (92% last year)

Improvements:

- > Examining fees and increasing where we can
- > QI within the clinic & medical billing team
- > Contracting with more payors
- > Improving credentialing

PROJECTED REVENUE CHANGES

Private Insurance	-\$2,370
Service Fees	\$18,551
Medicaid	\$193,910
TOTAL	\$210,091



Thank You!



Social Services

FY 2026-27 County Budget Retreat

February 26, 2025



Changes in Federal and State Support

Department of Social Services



Food and Nutrition

- Reimbursement Changes
- Program Changes
- Cost Share Implementation

Medicaid

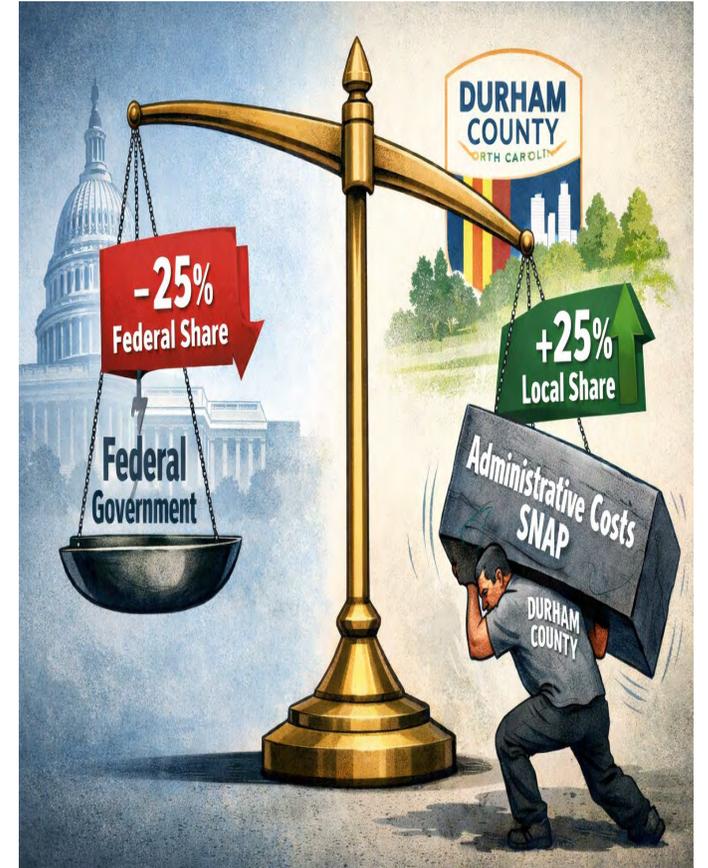
- Program Changes
- Reimbursement
- Funding

Budget Estimates/Narrative

Supplemental Nutrition Assistance Program (SNAP) Changes

H.R.1 Significant Changes to Administrative Cost

- Federal reimbursement for SNAP administrative costs will decrease from 50% to approximately 25%.
- Cost Share: 25% Federal 75% County
- Effective October 1, 2026
- For Durham County, based on current cost this is \approx \$2,000,000 decrease in reimbursement for FY27



Supplemental Nutrition Assistance Program (SNAP) Changes cont.

H.R.1 Significant Changes to Work Requirements & Non-Citizen Eligibility

- Work Requirements - Effective December 1, 2025
- Several exemptions were eliminated from the Able-Bodied Adults Without Dependents (ABAWD) Work Rules Food and Nutrition – ABAWDs
- Non-Citizen Eligibility Changes now limited to three qualifying groups– Effective February 1, 2026 (*Lawful Permanent Residents, Cuban & Haitian Entrants, Citizens of Freely Associated States*)

Supplemental Nutrition Assistance Program (SNAP) Changes cont.

How the Changes will impact Durham County

- Potential loss or reduction of benefits for eligible citizens
- Increased food insecurity among Durham County residents impacted by federal changes.
- Adverse effects on physical health, overall well-being, and mental health, potentially resulting in higher healthcare utilization and associated medical cost.
- Increased workload and administrative demands on County staff.

Supplemental Nutrition Assistance Program (SNAP) Changes that will impact FY 28

H.R.1 (Section 10106) Change that will impact cost in FY 28

Starting October 2027, states are required to pay portion of benefit costs each year based on SNAP payment error rates, as follows:

- No cost share if error rate <6% (8 states met this in 2024)
- 5% if error rates between 6% to 8%
- 10% if error rates between 8% to 10%
- 15% if error rates over 10%

Durham County's SNAP Payment Error Rate is 1.21%; however, federal compliance is assessed at the state level. North Carolina's current statewide error rate is 7.01%, reflecting improvement from 10.21% in 2024.

Supplemental Nutrition Assistance Program (SNAP) Changes that will impact FY 28

Example of Financial Impact:

Benefit Cost for FY25 -
\$77,240,790

Error Rate	Cost Share	County Share
<6%	0	0
6-8%	5%	\$ 3,862,040
8-10%	10%	\$ 7,724,079
>10%	15%	\$ 11,586,119

Benefit Cost for Current Year
(7 months) - \$41,296,973

Error Rate	Cost Share	County Share
<6%	0	0
6-8%	5%	\$ 2,064,849
8-10%	10%	\$ 4,129,697
>10%	15%	\$ 6,194,546

H.R. 1 and Changes to Medicaid*

Key NC DHHS H.R. 1 Changes to Medicaid:

- **Immigrant Eligibility Restrictions (Effective Oct. 1, 2026)**: Limits eligibility to lawful permanent residents, specific Cuban/Haitian entrants, and COFA migrants, excluding many previous humanitarian groups.
- **Work/Community Requirements (Effective Jan. 1, 2027)**: Able-bodied adults (19–64) on expansion must work, volunteer, or attend school for at least 80 hours/month to maintain benefits.
- **Eligibility Redeterminations (Effective December 31, 2026)**: Frequency increases from annual to every six months for certain beneficiaries. (Medicaid Expansion population) This would increase the workload for staff

**This list is not all-inclusive*

Medicaid Changes cont.

- Durham will continue to receive additional Revenue for Medicaid Expansion. ≈\$704,472 for FY26
- Division of Health Benefits (DHB) is working with the General Assembly to provide funds for counties to support the implementation of these eligibility changes effective October 2026.
- IRS Publication 1075 requires both local and federal criminal background checks for all employees and contractors who have access to Federal Tax Information (FTI). Implementation guidance for Medicaid will be issued by December 31, 2026

Medicaid Expansion

KEEP IN MIND

- **There has been pressure for NC to reconsider Medicaid expansion**

Expansion was passed w/ 90% cost supported by Fed Gov't and 10% covered through tax on hospitals. The H.R. 1 cuts that source of revenue by almost half by 2032.

- **Loss of Medicaid Expansion could result in increased cost to citizen if they were to enroll in the Affordable Care Act.**
- **Citizens who lose coverage would then apply for Medicaid that would result in an influx of application for staff.**
- **Medicaid expansion is associated with 422 fewer CPS cases/100,000 children under age 6 (statewide)**

Sources: NC DHHS; NC Health News, Positive Childhood Alliance

FY Budget Estimates

<https://www.ncdhhs.gov/divisions/social-services/county-staff-information/budget-information/dss-budget-estimates>

**G.S. 108A-88 - Determination of State/County Financial Participation
County Budget Estimates - State Fiscal Year 2026-2027
Issued February 13, 2026**

Durham County	ESTIMATED RESOURCES				ESTIMATED PERCENT		
	Total	Federal	State	County	Federal	State	County
A. Division of Social Services							
NC CORELS	4,307	0	0	4,307	0.00%	0.00%	100.00%
Total Cost For							
<i>Note that the totals may be off due to rounding.</i>	4,307	0	0	4,307	0.00%	0.00%	100.00%
1. Public Assistance Programs							
A. Division of Social Services							
01 Work First Family Assistance - Electing Cash	0	0	0	0	0.00%	0.00%	0.00%
02 Title IV-B Adoption Assistance Payments	209,658	0	157,243	52,415	0.00%	75.00%	25.00%
03 Title IV-B Adoption Vendor Payments	226,238	0	169,679	56,559	0.00%	75.00%	25.00%
04 State Adoption Assistance Payments	61,900	0	61,900	0	0.00%	100.00%	0.00%
05 Title IV-E Adoption Assistance Payments	2,987,818	1,920,420	533,699	533,699	64.27%	17.86%	17.86%
06 Title IV-E Non-Recuring Adoption Expense Pymts	0	0	0	0	0.00%	0.00%	0.00%
07 Title IV-E Foster Care - Standard Board Rate	757,773	487,059	135,357	135,357	64.28%	17.86%	17.86%
08 Title IV-E Foster Care Maximization	388,715	197,349	92,295	99,071	50.77%	23.74%	25.49%
09 Title IV-E Guardianship Assistance Payments	37,787	24,288	6,750	6,749	64.28%	17.86%	17.86%
10 State Guardianship Assistance Payments	59,526	0	29,763	29,763	0.00%	50.00%	50.00%
11 Title IV-E Extended Foster Care	239,063	153,658	85,405	0	64.28%	35.72%	0.00%
12 State Extended Foster Care	75,709	0	75,709	0	0.00%	100.00%	0.00%
13 State Foster Care Benefits Program	424,752	0	212,376	212,376	0.00%	50.00%	50.00%
14 State Kinship Care Program	115,327	0	57,664	57,663	0.00%	50.00%	50.00%
15 Title IV-E Prevention Services Grant Program	2,000	1,000	0	1,000	50.00%	0.00%	50.00%
16 Low Income Energy Assistance Payments - Checks	1,466,298	1,466,298	0	0	100.00%	0.00%	0.00%
17 Crisis Intervention Program	1,165,467	1,165,467	0	0	100.00%	0.00%	0.00%
18 Duke Progress Energy - Share the Light Fund	11,777	0	11,777	0	0.00%	100.00%	0.00%
19 Wake Electric Membership Corp – Roundup Program	4,902	0	4,902	0	0.00%	100.00%	0.00%



State Budget Estimate Narrative

- Highlights up coming changes and reminders
- Includes a Brief Program Description for each Funding Source
- Capped or Uncapped
- Reimbursement Percent
- Are funds Recurring

Program Name: 05 Title IV-E Adoption Assistance Payments

Service Name: Adoption Services

Brief Program Description:

IV-E Adoption Assistance, authorized by Title IV-E of the Social Security Act, provides federal financial participation adoption assistance benefits to children with special needs meeting Title IV-E eligibility requirements. Local social service agencies are responsible for determining Title IV-E eligibility for children, managing adoption assistance cases, and conducting annual verification of continued eligibility. Reasonable, but unsuccessful efforts to place the child with a suitable adoptive family without providing adoption assistance, unless such efforts would not be in the best interest of the child, must be documented. Adoption assistance begins, for eligible children, the month after the final order of adoption. Payments cannot be more than the foster care board rate.

Adoption assistance benefits terminate at age 18 except for young adults who were adopted at 16 or 17 years of age who continue to meet the requirements connected to extended foster care. Those young adults continue to be eligible for adoption assistance benefits until they turn 21.

Please see the Adoption Assistance Manual at the web address below for additional information on eligibility.

Funding for Title IV-E Adoption Assistance is Federal, State, and County.

Capped Allocation: Yes _____
No X

Percent Reimbursement: Federal 67.71% State 16.145% County 16.145%

Citation: P.L. 96-272; P.L. 99-514; P.L. 103-382; P.L. 106-395; P.L. 105-89; P.L. 103-382; P.L. 106-169; P.L. 109-171

NC General Statute Reference: N.C.G.S. 108A-49

Related web link for this program: https://policies.ncdhhs.gov/wp-content/uploads/Appendix-3-6-Adoption-Assistance-Funding_7-2024.pdf

Funds recurring into future years: Yes X No _____ (If "no", give brief explanation):

Brief reason for projected increase/decrease in program costs:
As of July 1, 2024, all children are eligible based on age, which will increase program costs.

Any Questions?

- **Feel free to contact us at the email below if questions arise.**

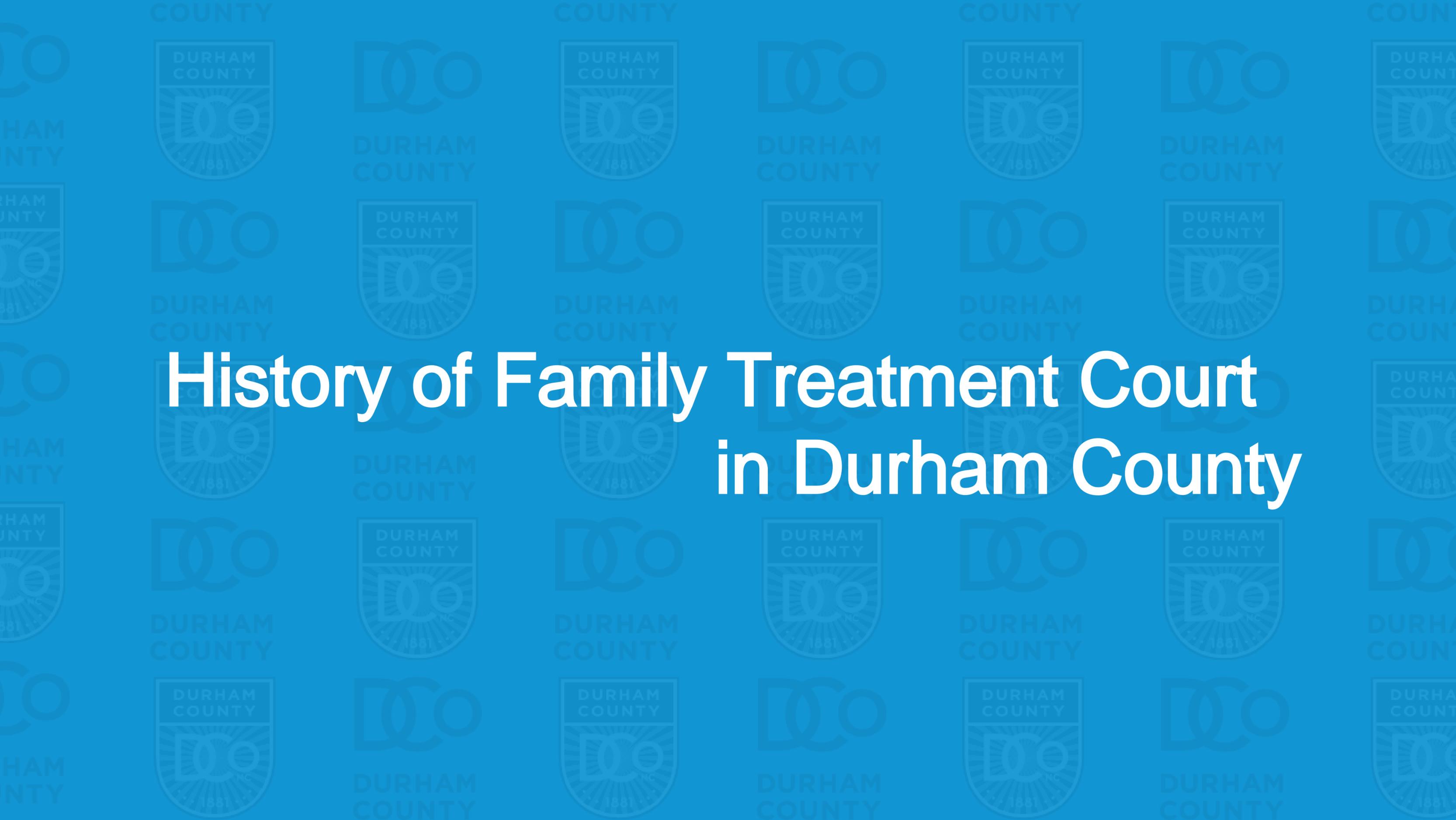
Margaret Faircloth, Assistant Director: Finance
mmfaircloth@dconc.gov

Maggie Clapp, Social Services Director mclapp@dconc.gov



**FAMILY
TREATMENT
COURT**

PROPOSAL
February 2026

The background of the slide is a solid blue color with a repeating watermark pattern of the Durham County logo. The logo consists of a shield with a sunburst at the bottom, a stylized 'DC' in the center, and the words 'DURHAM COUNTY' at the top. The shield is flanked by two stylized figures.

History of Family Treatment Court in Durham County

Family Treatment Court in Durham County

- Administrative Office of the Courts (AOC) funded an FTC from 2002 to 2012
- Eliminated due to funding cuts
- FTC received 93 referrals between 2004 and 2011
- One-third of participants completed all required program stages

Family Treatment Court 2002 -2012 Performance Metrics

Graduation rates

**29% ↑
→ 36%**

**Average length
of stay**

**9 ↑
12+ months**

**Retention over
6 months**

**35% ↑
to 86%**

Family Treatment Courts Documented Outcomes

- Parents were 25%–35% more likely to complete treatment**
- Out-of-home placement time decreased by 3 –6 months for children
- Children were 15%-40% more likely to be reunited with their parents/caregivers

**Compared to standard recovery programs – Source: 2016 U.S. Drug Courts Report



DCo DSS– Child & Family Services Division Snapshot



**Data as of December 2025



Key Takeaways

- Reinstating a Family Treatment Court can:
 - Decrease the burden on DSS
 - Strengthen cross-system collaboration by uniting peer FTC courts in North Carolina, child welfare agencies, and treatment providers
 - There are currently 14 successful FTCs in North Carolina:
 - Beaufort (District 2)
 - Catawba (District 36)
 - Chatham (District 18)
 - Cumberland (District 14)
 - Greene (District 9)
 - Lenoir (District 9)
 - Martin (District 2)
 - Mecklenburg (District 26)
 - Orange (District 18)
 - Robeson (District 20)
 - Scotland (District 21)
 - Union (District 30)
 - Washington (District 2)
 - Wayne (District 9)



Program Structure & Goals

Program Structure

Target Population: high-risk, high-need parents/caregivers involved in the child welfare system for whom substance use impacts parenting. Program success will lead to better outcomes for reunifying families.

Program Referral and Enrollment

- Any parent/caregiver that meets FTC participant and program criteria may be referred
- Identified referrals will complete a clinical comprehensive assessment (CCA)
- If participant meets criteria for the program, a recommendation for treatment will be made, and they may voluntarily enroll in FTC services



Program Structure

Program Management

- Program administered by two full -time grant funded staff members:
 - Coordinator
 - Case Manager
- Housed within the Justice Services Department
- Report to the Clinical Services Manager

Program Structure

Program Timeline

YEAR ONE:

- 0-3 Months - Formalize interagency agreements; hire and train FTC staff
- 4-6 Months - Begin accepting referrals and enrollment for participants; begin Family Treatment Court sessions and treatment services
- 7-9 Months - Assessments for successful participants completing program phases
- 10-12 Months - Assessments for successful participants completing program phases; preparation for program graduation for successful participants

YEAR TWO:

- 13-24 Months - Ongoing enrollment for new participants; treatment; program graduation for successful participants; increase number of unduplicated enrolled participants from Year One



Key Program Goals

Goal 1: Initiate and implement program components, including operational procedures and data collection processes.

- Includes hiring full-time staff

Goal 2: Begin participant referral and enrollment process.

- Admit 10 unduplicated participants into FTC program and any needed wraparound services



Key Program Goals

Goal 3: Increase treatment opportunities and access to SUD and mental health services.

- Funnel conversion analysis (referral → pre-screen → screened → eligible → admitted)
- Track additional FTC participant outcomes (family reunification, life skills training, access to safe/stable housing)

Goal 4: Establish measures for participant engagement and graduation rates from FTC program.

Estimated Number of Unduplicated Individuals to be Served Year One

Q1	Q2	Q3	Q4	Total Served
0	2	3	5	10 participants (potential positive impact for up to 25 children)





Budget Proposal

Budget Proposal – Year One

Expense	Note/Explanation	Total Request
Personnel	Two full-time staff - Coordinator and Case Manager*	\$100,000.00
Fringe Benefits	Fringe expenses for two full-time staff*	\$51,512.50
Equipment/Office	Laptops, office supplies, equipment/furniture, printing/copying	\$5,000.00
Program Supplies	Program supplies, including drug screening kits*/lab confirmations and SUD curriculum	\$10,000.00
Other	Staff cell phones	\$1,600.00
	TOTAL PROPOSED YEAR ONE EXPENSES:	\$168,112.50

- Salaries & Fringe estimated for 10 months
- Drug screenings estimated at \$1000 per month for 9 months



Family Treatment Court Work Group

- Roshanna Humphrey, Justice Services Director
- Maggie Clapp, DSS Director
- Dawn Baxton, Public Defender
- Judge Kendra Montgomery Blinn, North Carolina 16th Judicial District



The **North Carolina 16th Judicial District Family Treatment Court Collaborative (FTCC)** seeks to reestablish a Family Treatment Court (FTC) in Durham County.

The FTCC consists of partnerships between the Durham County Justice Services Department (JSD), Durham County Department of Social Services (DSS), Durham County Guardian ad Litem office, Durham County Public Defender's Office, the Private Bar, Durham County Judicial Offices, and various mental health and substance use disorder treatment agencies.

FTC Quick facts:

- Administrative Office of the Courts (AOC) previously funded a Family Treatment Court in Durham County from 2002 to 2012. It was eliminated due to funding cuts.
- FTC received 93 referrals between 2004 and 2011.
- Roughly one-third of exiting participants completed all required stages of the program.
- Graduation rates increased from 29% in 2005 to 36% in 2011.
- The average participant length of stay rose from nine months (2004-2005) to 12 plus months (2008-2010).
- The number of participants who remained in treatment for longer than six months increased from 35% in the program's earliest years to 86% in FY 2010-2011.

Community Need:

- Between 2020 and 2023, 41,500 North Carolinians overdosed on opioids resulting in death. In Durham County alone, 74 individuals lost their battle to substance use disorder in 2024. And 12 individuals die daily in North Carolina.
- In Durham County, and consistent with national trends, approximately 40% of child removals are linked to substance use disorder.
- According to Durham County Department of Health and Human Services (DHHS) data, there were 146 reports of families involved with the child welfare process based upon parents/caregivers suffering from substance use disorder between July 2022 and June 2025.
- As of December 2025, the DCo DSS, Child and Family Services Division reported working with 165 families and 263 children.
- Annually, Durham County DSS spends \$204,282 on wraparound services.

Four main components of the FTC project include:

1. Reestablish FTC including hiring full-time staff (Coordinator and Case Manager) for program implementation.
2. FTC staff engage partner agencies for referrals and evaluate potential participants for fit with eligibility criteria.
3. Eligible participants voluntarily enroll into the program.
4. Successful participants graduate after the completion of three phases of recovery (typically 9 to 12 months; limit 24 months).

Target Population: high-risk, high-need parents/caregivers involved in the child welfare system for whom substance use impacts parenting. Program success will lead to better outcomes for reunifying families.

Research demonstrates the effectiveness of Family Treatment Courts. In a 2016 report on drug courts in the United States, researchers found that:

- Parents who joined an FTC program were 25%-35% more likely to finish than those enrolled in standard recovery programs.
- Out-of-home placement time decreased by 3-6 months for children.
- Children were 15%-40% more likely to be reunited with their parents/caregivers.



Program Update for the Durham
County Commission February 2026





Enjoy this video of testimonials about Durham PreK!

What is Durham PreK?

Opportunity

Durham County expands access to high-quality, publicly supported preschool

Main Program Goals

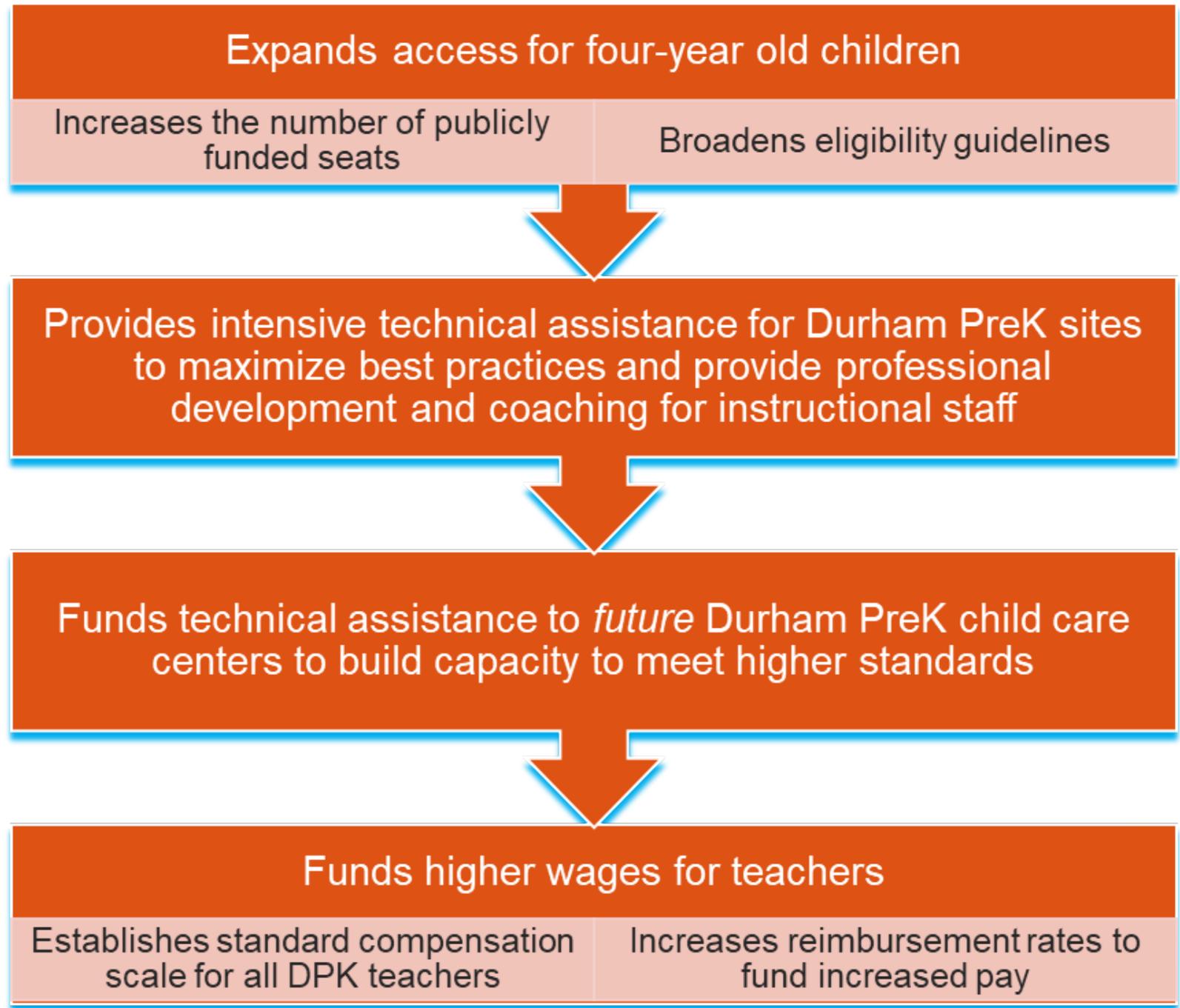
- Prepare Students for Kindergarten
- Improve Classroom Instruction
- Support Family Engagement
- Build Capacity for High Quality



Durham PreK Addresses Equity by Expanding Access and Improving Quality



Durham County's Investment in Universal Preschool

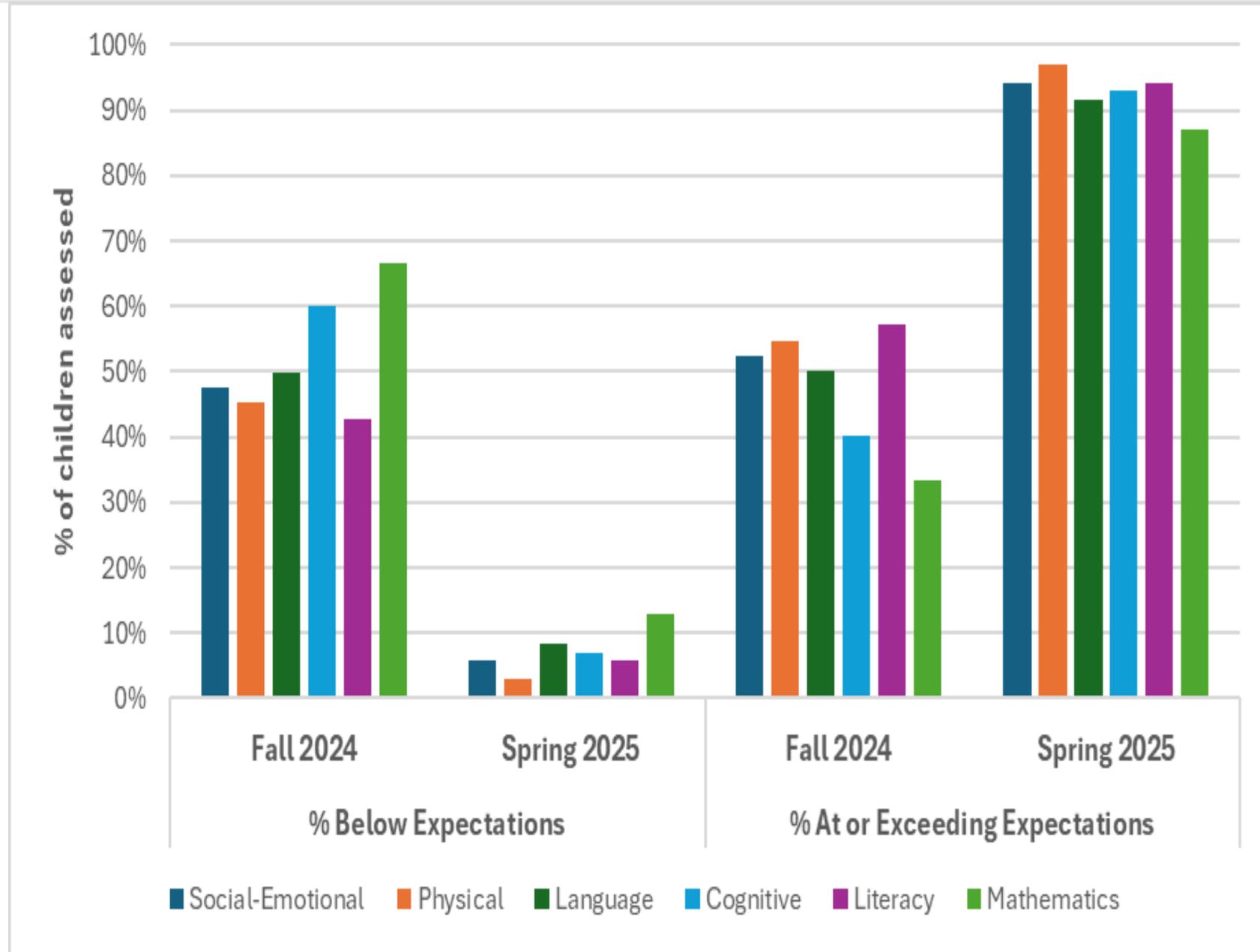


Instructional Impact 2024 – 2025 School Year

TSG report

% of children meeting or exceeding expectations at the end of the school year 2025

- 94% in *social-emotional* development,
- 97% in *physical* development,
- 92% in *language* development,
- 93% in *cognitive* development,
- 94% in *literacy* development
- 87% in *mathematics* development.



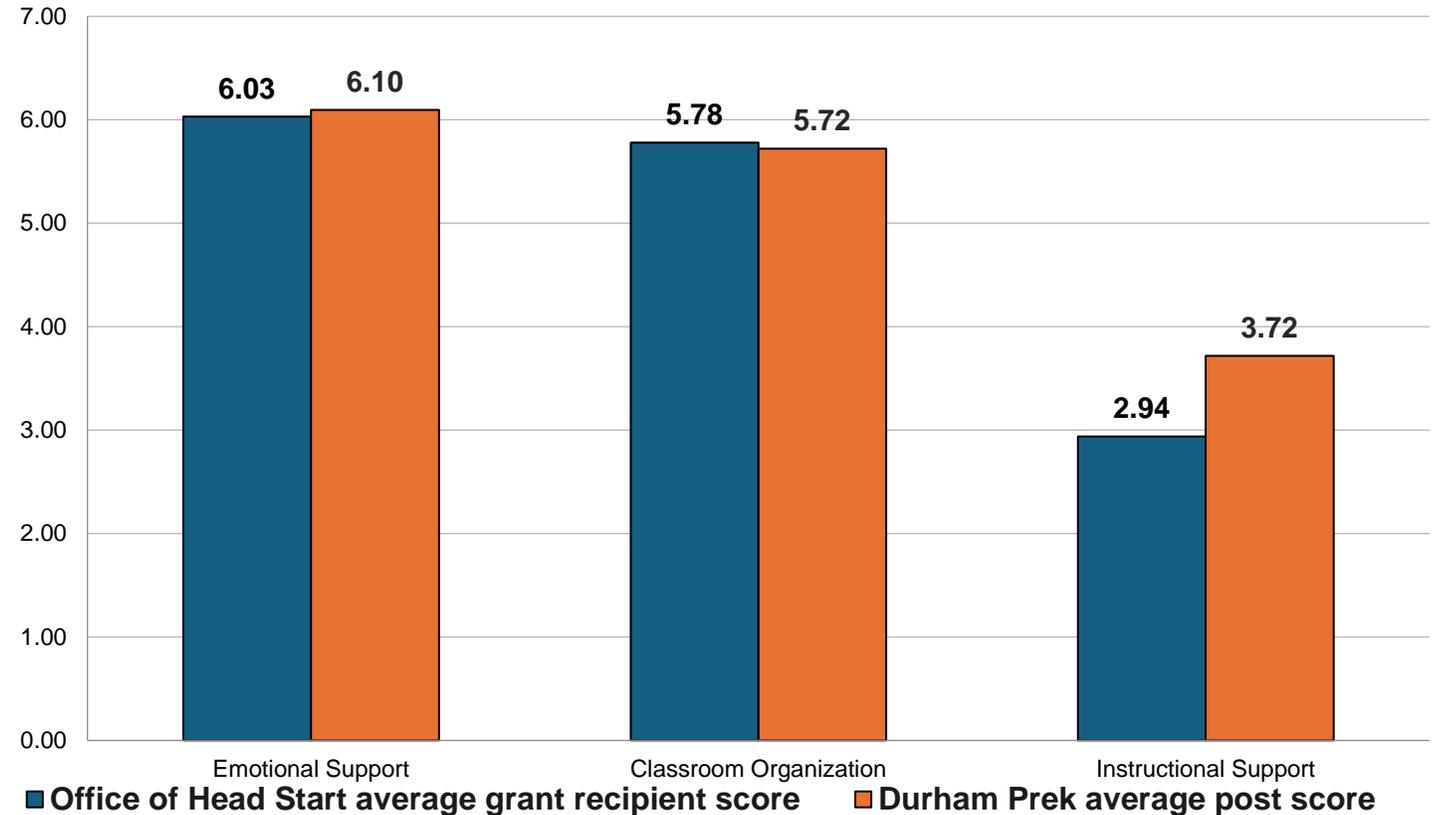
Instructional Impact

2024 – 2025 School Year

To improve instructional practices,
DPK coaches use the research-based
Classroom Scoring System
(CLASS™)

- 5.0 and above in *Emotional Support and Classroom Organization* domains are consistently linked to improved student outcomes, including better math, literacy, and social emotional gains
- *Instructional Support* domain includes concepts such as higher order thinking and quality feedback. 3.3 considered a benchmark for positive outcomes. DPK classrooms exceed that score at 3.72

Durham PreK Compared to National Head Start:
Average CLASS Scores by Domain



Historically due to broad public investments, classrooms in Head Start score much higher than programs without public resources on CLASS™ assessments.



Durham Community Goal - established in 2018 by the Preschool Task Force based upon the Durham Supply and Demand Study: Expand public preschool seats to serve up to 75% of the total four-year-old census



FUNDING IN 2025-2026

Problem

Original
2025-2026
budget of
\$7,373,029

Solution



Due to county
provided
ARPA funds,
Early Years
was able to
reallocate
\$770,000 to
DPK

Outcomes

- 
- No cuts to locally funded seats
 - Implemented base salary support payment
 - Increased teacher support payments
 - Preserved wrap care scholarships for before and after school
 - Preserved bonus for instructional staff
 - Did **NOT** provide an increase in reimbursement rates

MAINTAINING DPK IN 2026-2027

① Increased cost to pay schools=
\$262,160

Governance committee voted on rate increase to \$1514 per site per month due to inflation

② Increased wrap care rate=
\$31,500

Due to childcare subsidy reimbursement changes

③ Teacher raises =
\$30,242

Estimated cost. Teachers receive raises for years of experience which is linked to higher quality

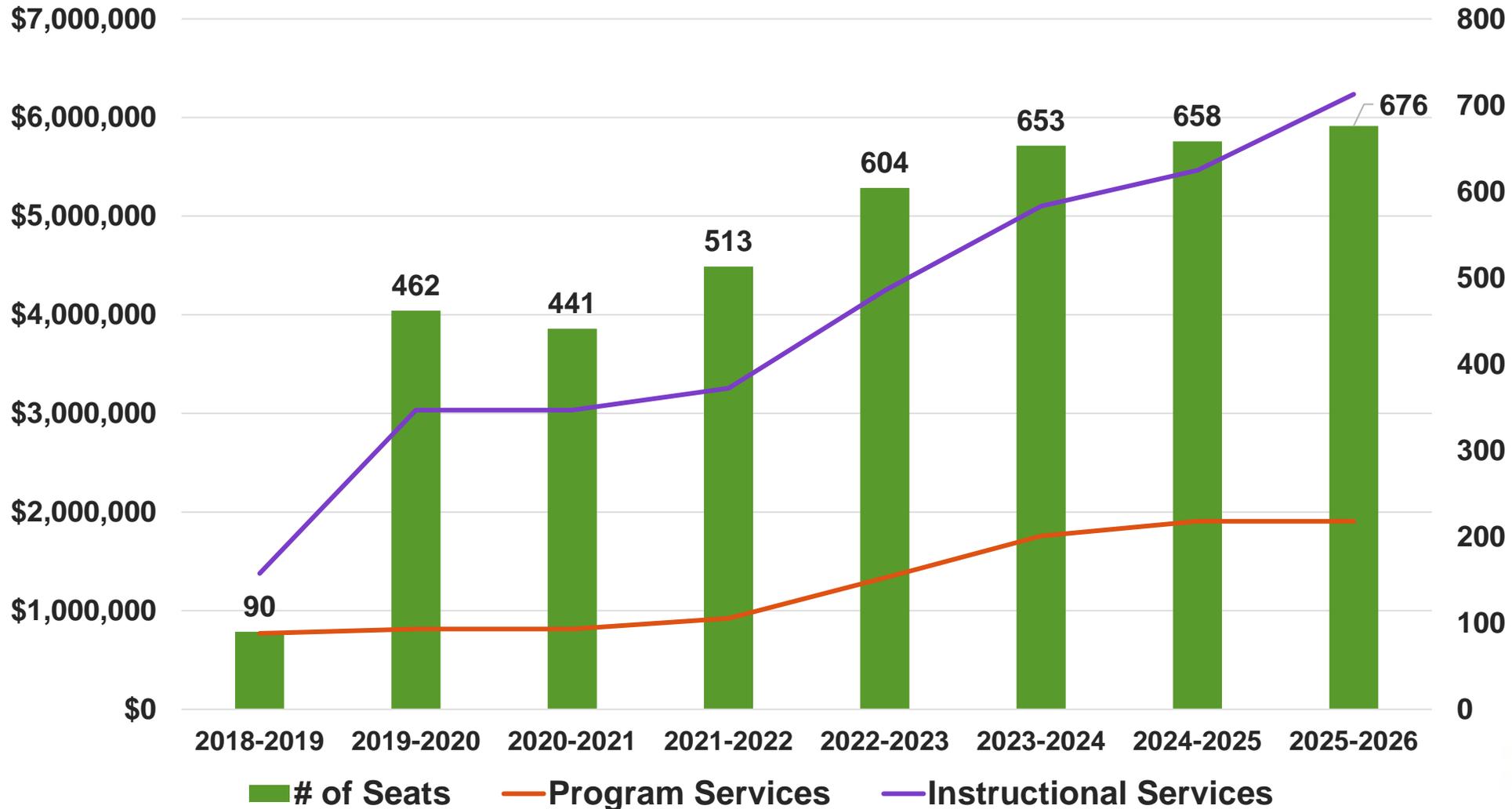
④ Maintaining DPK seats in absence of Early Years ARPA funds=
\$770,000

⑤ Maintaining Murray Massenberg seats in absence of DPS ARPA funds=
\$825,315

Budget increase of \$2.57 million to maintain and expand current seats

[\$650,000 to expand to additional 34-50 new seats]

DPK Budget



2026-2027 Budget Considerations

Request a \$2.57 million increase in DPK funds

➤ **Total estimated additional funding needed to *maintain* current seats \$1,919,217**

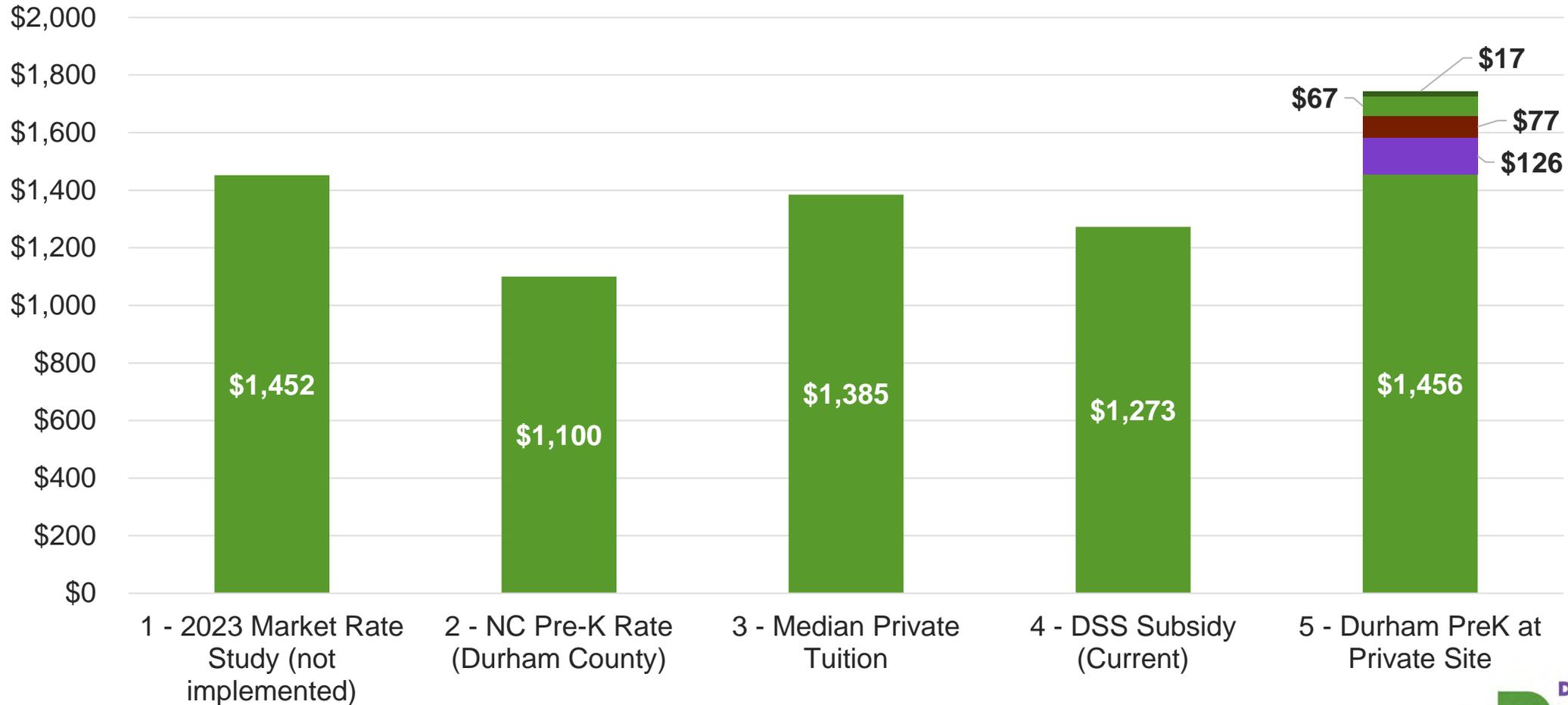
- \$1,919,217 (\$323,902 in increased costs + \$825,315 to fund Murray Massenburg + \$770,000 to replace DPK ARPA)

➤ **Expansion funding request for 34 – 50 *new* seats \$650,000**



2026-2027 Rate Comparison

Per Child Reimbursement Amounts for 4 year olds in 5 star Durham Centers



■ Child Reimbursement Rate

■ Preservice Payment

■ Teacher Experience Payment

■ Teacher Base Payment (Lead)

■ Teacher Base Payment (Assistant)



2025-2026 Applications

As of February 13, 2026

- **1,806 Applications have been received in the online portal that opened in February 2025**
- **130 families are on the waitlist due to a desire for a different school placement than was offered**
- **Enrollment is ongoing during the school year**



2025-2026 Enrollment by Seat Type

	# Seats Allocated	# Seats Filled (January)	Enrollment Rate (January)	Enrollment Rate (October)
NC Pre-K	574	511	89%	85%
Private Sites	376	344	91%	89%
Head Start	142	116	82%	71%
DPS	56	51	91%	91%
DPK Only (All)	360	330	92%	82%
DPK Only at Whitted	80	59	72%	45%
DPK Only	280	271	96%	93%
DPK Enhanced	316	298	94%	91%
Title I Only	228	155	68%	62%

Note: Number of seats filled are for children confirmed to have started, not just those who have accepted their placement, as of the dates below.

Sources for enrollment numbers:

- NC Pre-K at Private Sites as of 12/12/25; DPK Only, and DPK Enhanced – SMA Accepted Seats Report and Site Rosters as of 1/12/26
- NC Pre-K Head Start and NC Pre-K DPS – November NC Pre-K attendance sheets
- Title I Only – Enrollment/Capacity numbers shared from DPS 12/12/25



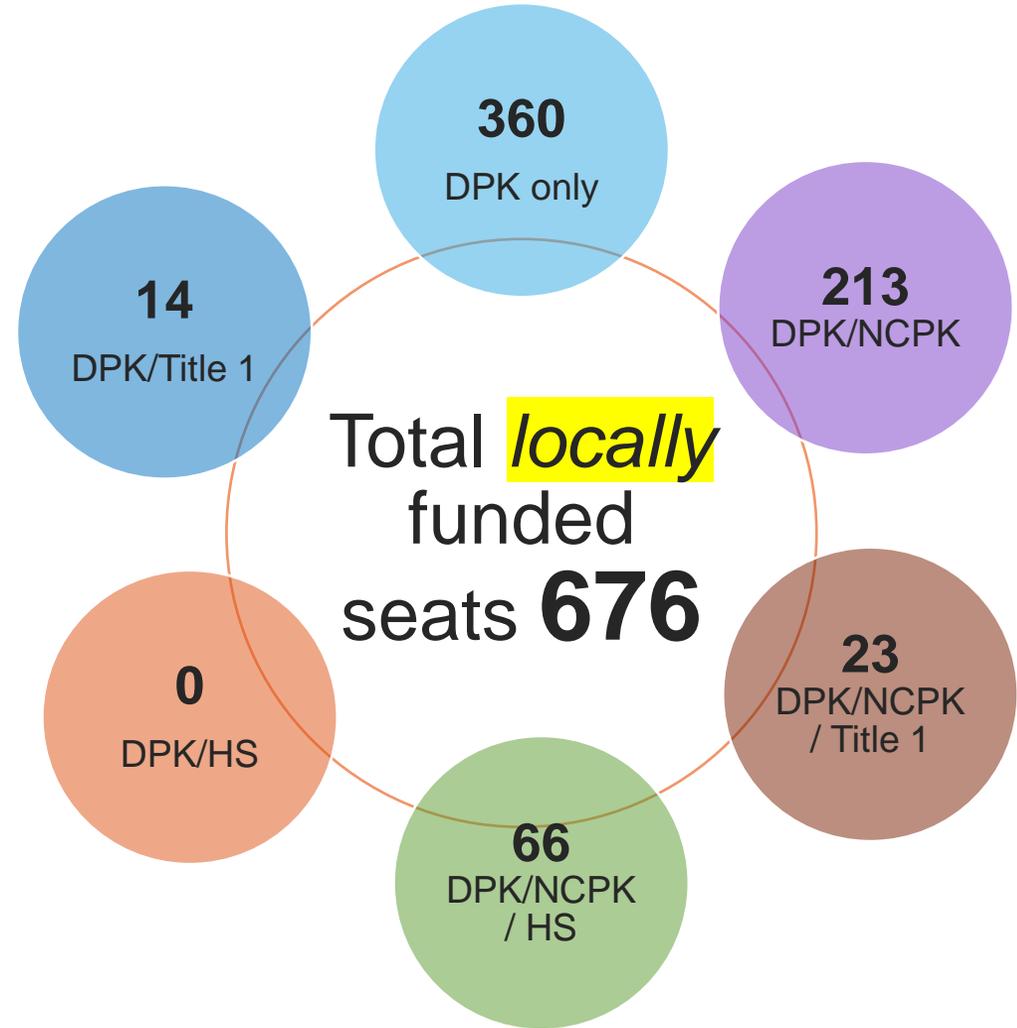
Review of Placement Priority

2024-2025		
Poverty Level	Number	Percent
<130%	650	48%
131-185%	133	10%
186-200%	36	3%
201-250%	105	8%
251-300%	71	5%
301-399%	107	8%
>=400%	257	19%
Total	1,359	

YTD 25-26		
Poverty Level	Number	Percent
<130%	625	44%
131-185%	173	12%
186-200%	43	3%
201-250%	125	9%
251-300%	65	5%
301-399%	78	5%
>=400%	319	22%
Total	1,427	



Durham PreK Partners



Number of seats as of January 15, 2026



SY24-25 Family Survey Results

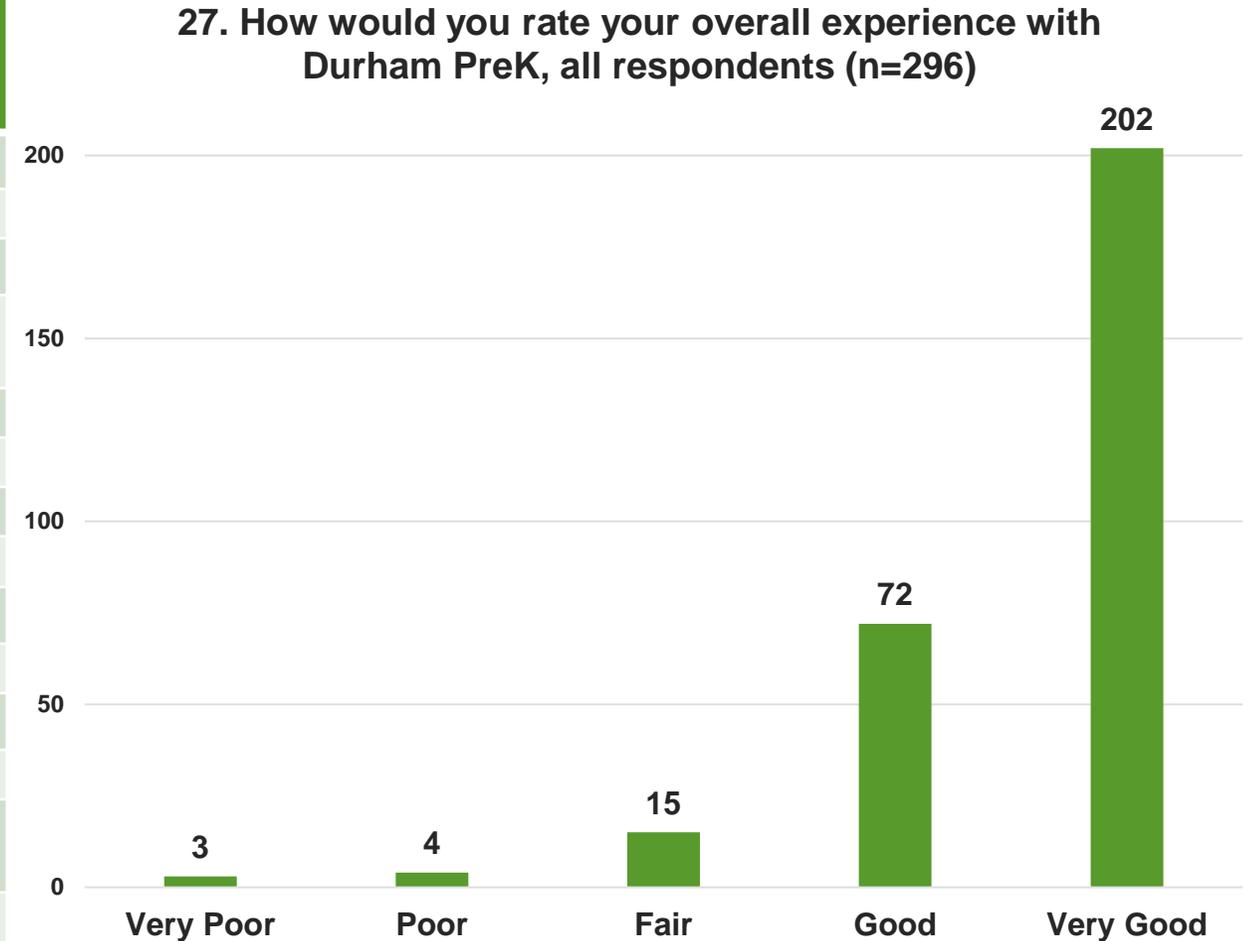
- ***Would you recommend Durham PreK to a friend or fellow family?***
 - 95% yes
- **Which aspect of Durham PreK needs to be changed the most?**
 - 30% Pre-K site placement process
 - 26% Transportation
 - 25% Availability of before/after care



SY24-25 Family Survey Results

How would you rate your overall experience with Durham PreK?

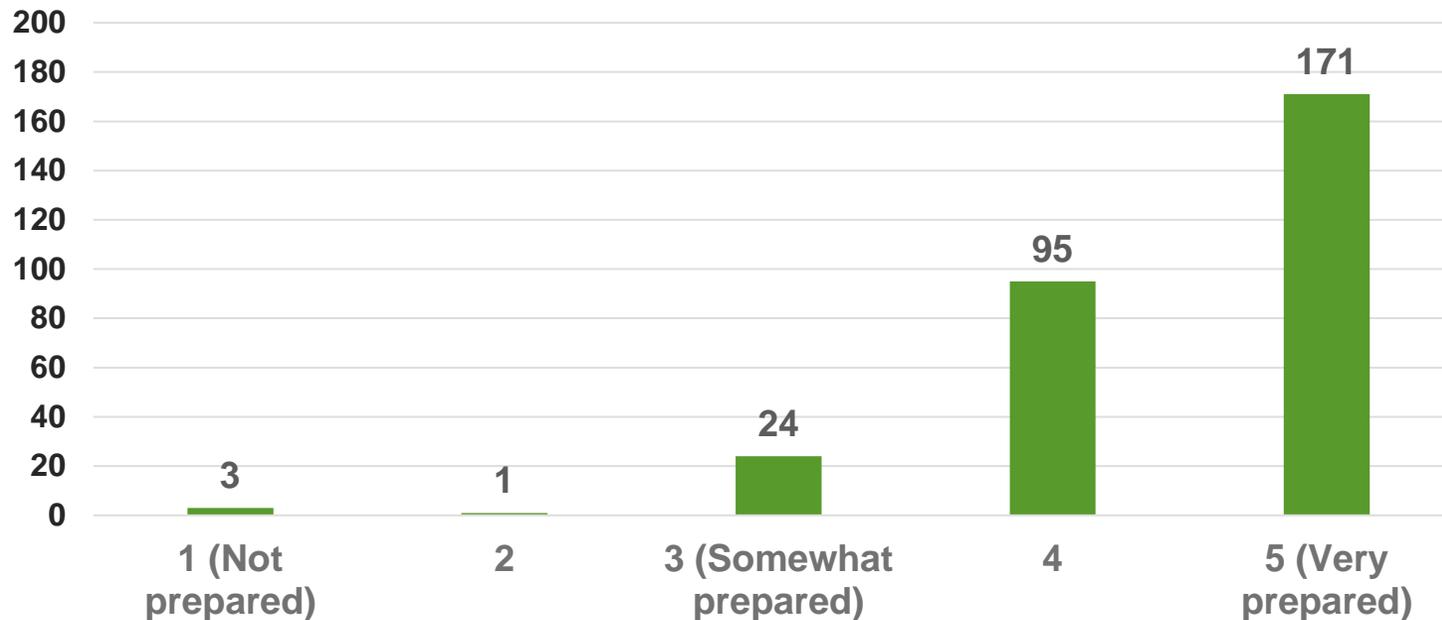
27. How would you rate your overall experience with Durham PreK?		Percent of Respondents Who Selected Good or Very Good
All Respondents (n=296)		92%
By Home Language	English (n=209)	90%
	Spanish (n=49)	98%
	Bilingual English-Spanish (n=12)	100%
	Multi (n=12)	100%
	Other (n=4)	100%
	Blank (n=10)	100%
By Income	<=200% FPL (n=166)	95%
	201-399% FPL (n=68)	91%
	>=400% FPL (n=62)	89%
By Race	Asian (n=23)	96%
	Black (n=153)	91%
	All other People of Color (n=68)	97%
	White, not Latinx (n=52)	90%
By Ethnicity	Latinx (n=81)	96%
	Not Latinx (n=215)	91%



SY24-25 Family Survey Results

- *As a result of participating in Durham PreK, I feel my child is more prepared for Kindergarten.*
 - 93% agree
- *On a scale of 1 to 5, with 1 being "not prepared," and 5 being "very prepared" how prepared is your child for kindergarten as of today?*

On a scale of 1 to 5, with 1 being "not prepared," and 5 being "very prepared" how prepared is your child for kindergarten as of today?, all respondents (n=294)



SY24-25 Family Survey Results

- *“The Pre-K program has been incredibly helpful in preparing our child for kindergarten. **It has greatly improved his social and communication skills.** We're truly grateful to the Pre-K organizers—thank you so much!”*
- "As a family who only stayed in the US for the year, we all felt very welcome. My child started speaking English very quickly and her teachers supported her and us in every way they could. **We are forever grateful for the opportunity to be provided with such a prek experience.**"
- *“Durham prek has been a great experience for me and my family. **Very family oriented and the teachers have good communication.**”*



DPK Workforce
Support
Strategies are
WORKING!

How do we
know?



Teacher Retention Rate from the 2024-25 to the 2025-2026 school year

- **Durham PreK has a much higher retention rate than early education programs typically report**
 - 95% (39 out of 41) Lead Teacher Retention Rate
 - 81% (30 out of 37) Instructional Assistant Retention Rate
- **Three unlicensed teachers last year earned their residency license and are continuing to work towards their initial license.**



Apprenticeship Program

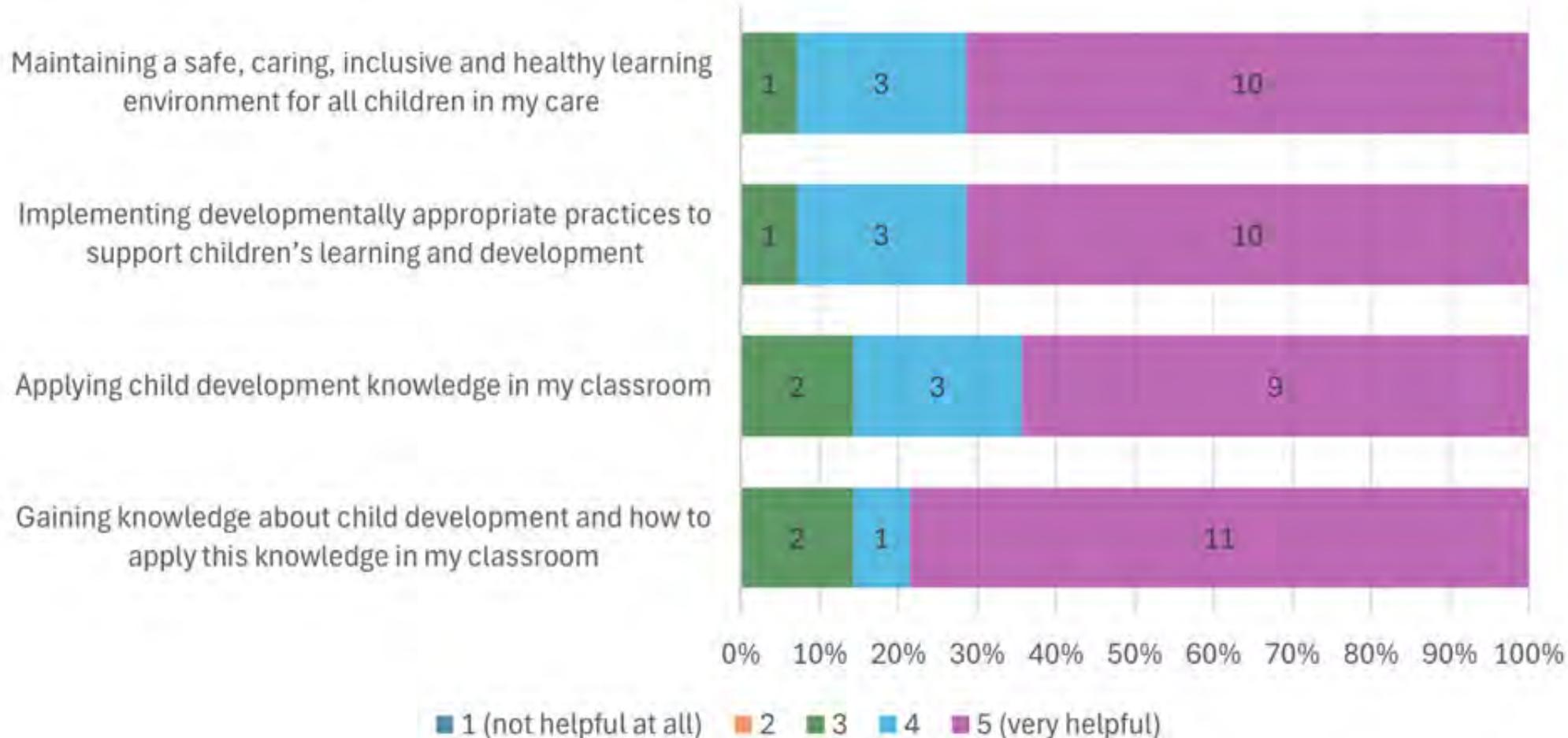
- **Celebrated 28 current apprentices for achievements in the program, including:**
 - 28 obtained NC Early Childhood Credential
 - 18 earned the Infant/Toddler Certificate
 - 19 earned the Preschool Certificate
 - 9 earned the Administration Certificate
 - 2 earned their Associate Degree
- **Welcomed 14 new apprentices**
- **Recognized 24 partnering childcare centers**
- **Early Educator Academy**
 - 20 students in inaugural bilingual cohort, Summer 2025
 - Over 150 applicants for only 20 available spaces



Apprenticeship program - Main findings

Apprentice's confidence in their abilities, knowledge, and skillset.

How helpful has the program been in increasing your knowledge and skills in the following areas?



Workforce Support: Planning Ahead

Collaborating with Durham Tech to support 3 Early Educator Academies in 2026 (Jan-July)

- Durham Tech received a grant from DCDEE to support Academies
- DPK coordinating with Durham Tech to identify / raise resources to fill gaps in program funding
 - Such as funds for transportation/ completion stipends, participants' childcare to attend trainings, background checks



DPK Technical Assistance (TA)

DPK Programs Receive Support to Improve Quality

- In SY2024 - 2025, DPK programs received 540 coaching visits
- Programs enrolled to become future DPK sites received 92 coaching sessions
- Technical assistance provides:
 - Support for professional development and education planning
 - Classroom Assessment Scoring System (CLASS™)
 - Leadership development
 - Individualized classroom quality improvement plans with measurable goals

Goal: “Empowering emerging programs with the skills, support, and confidence to deliver high-quality PreK experiences for Durham’s youngest learners.”



Elevating Early Math: Focus Areas for Durham PreK Teachers

MONTHLY MATH TOPICS

Math is More Than Just Counting! Each month, we will focus on specific TSG math objectives and dimensions for development and learning. Please share pictures of the math activities happening in your classroom with your Quality Enhancement Coach!

OCTOBER Number Concepts and Operations
TSG: 20 a, b, c



NOVEMBER Spatial Relationships and Shapes
TSG: 21 a, b



DECEMBER Patterns
TSG: 23



JANUARY Patterns
TSG: 23



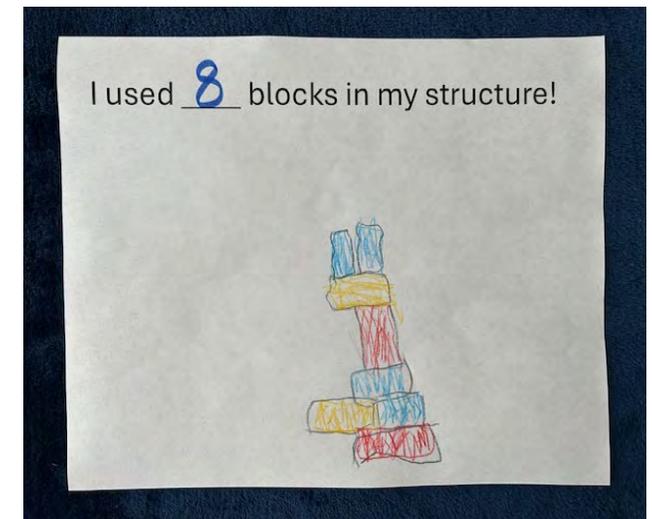
FEBRUARY Measuring Objects, Time, and Money
TSG: 22 a, b, c



MARCH Representing and Analyzing Data
TSG: 22 c



APRIL Math and Books
TSG: 18, 20-23



Communications & Public Engagement

The Durham PreK application for the 2026-2027 school year opens on March 2, 2026!

The Durham PreK Application Opens
March 2, 2026!

Complete an interest form to receive a reminder when the application opens!

SCAN ME

Logos: Early Years, Durham Partnership for Children, FCR Families & Rising, Durham Public Schools, Durham County





The Value of County Investments in Economic Development Projects

Matthew Filter, Economic Development Manager

Overview

- > Demonstrate the success of the County's business recruitment & expansion program investments
- > Reinforce the need for continued investment in infrastructure (particularly in Downtown, RTP, and Treyburn Corporate Park) so we can continue to be successful in recruiting, retaining, and expanding companies

Recruited Companies (Portfolio) - Program Impact (2024)



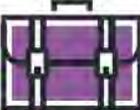
The County's business recruitment program currently supports

\$2.7 BILLION

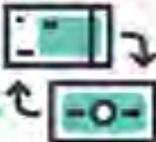
In projected private investment and

4,600 JOBS

in Durham County



Nearly **half** of the announced new jobs created are **entry-level positions** that exceed living wage standards, offer great benefits, and provide career advancement in a meaningful field.



For a very small public investment, this program generates significant private investment. This private investment generates tax revenue that can support social services, infrastructure, education, small businesses and more.

For projects recruited under the Durham County Incentive Policy, for every **\$1.00** that the County has invested, the County has received

\$668.39

in private taxable investment.

FYI: Actual figures, not projected; based on running total of private investments reported and County incentives paid by June 30, 2024

Recruited Companies (All) – Local Tax Impact (2025)

796.2%

Return on Investment in 2025

\$19.0M

Local Taxes Paid in 2025

≤\$2.1M

County Incentives Paid in 2025

BioAgilytix 

 Beam
THERAPEUTICS

 BIOMÉRIEUX

 CARSGEN
THERAPEUTICS

Catalent®

 The Clorox
Company

CORNING

Lilly

GRAIL

 + KEMPOWER

IONNA™

 MERCK

 Q² Solutions®

 NOVARTIS

SMART  WIRES



June brings sunshine and new job opportunities! Check out the 10+ new apprenticeship opportunities at CSL Seqirus, Lilly, and FUJIFILM Biotechnologies! Keep reading to learn more about NCBiotech's new career center, Women in Bio's upcoming career fair, and job opportunities across the state.

To all new graduates joining our community, congratulations! Please [reach out](#) with any questions or to walk through resources to support your job search.



Newly trained Ambassadors at Lilly's RTP site



durham_public_schools



99



4



1



5



Liked by nidaallam and others

durham_public_schools Today at Hillside High School, students got a first look at real opportunities in life science careers. The Life Science Career Panel marked the launch of a new partnership between Eli Lilly and Durham County, giving students direct insight into BioWork certifications and the local pathways to earn them.

Thank you to the DPS CTE Department for their steady work and commitment to our students. This partnership opens the door to future careers in biopharmaceutical manufacturing and helps students see what is possible right here in our community. [#WeAreDPS](#) [#DPSCTE](#)



Research Triangle Park

23,987 followers

3h · 🌐

Regional educational and economic development leaders convened at [GRAIL](#)'s Research Triangle Park campus last week. The healthcare company pioneering early cancer detection has been a part of the RTP community since 2020.

Organized by [Durham County Government](#)'s Economic Development Department, the gathering fostered meaningful dialogue around innovative strategies and partnerships to advance workforce development to support cutting-edge companies like GRAIL. Representatives from [Duke University](#), [Durham Technical Community College](#), [North Carolina Central University](#), the [Greater Durham Chamber of Commerce](#) and [North Carolina Biotechnology Center \(NCBiotech\)](#) also participated in the discussion.

[Travis Crayton, AICP](#) represented RTP to discuss how we can support efforts to build talent pipelines that drive innovation and expand opportunity.

These kinds of cross-sector conversations are what make RTP a national model for strategic collaboration and long-term growth.





The background of the slide is a repeating pattern of the Durham County logo, which consists of the text "DURHAM COUNTY" above a stylized "DC" monogram. The monogram features a sunburst design behind the letters. The text "1881" is visible at the bottom of the monogram. The entire background is a light green color.

Questions and Comments

**DURHAM
COUNTY**



**DURHAM
COUNTY
GOVERNMENT**

CIP Presentation
February 26, 2026

**ENGINEERING &
ENVIRONMENTAL SERVICES**

UTILITIES DIVISION

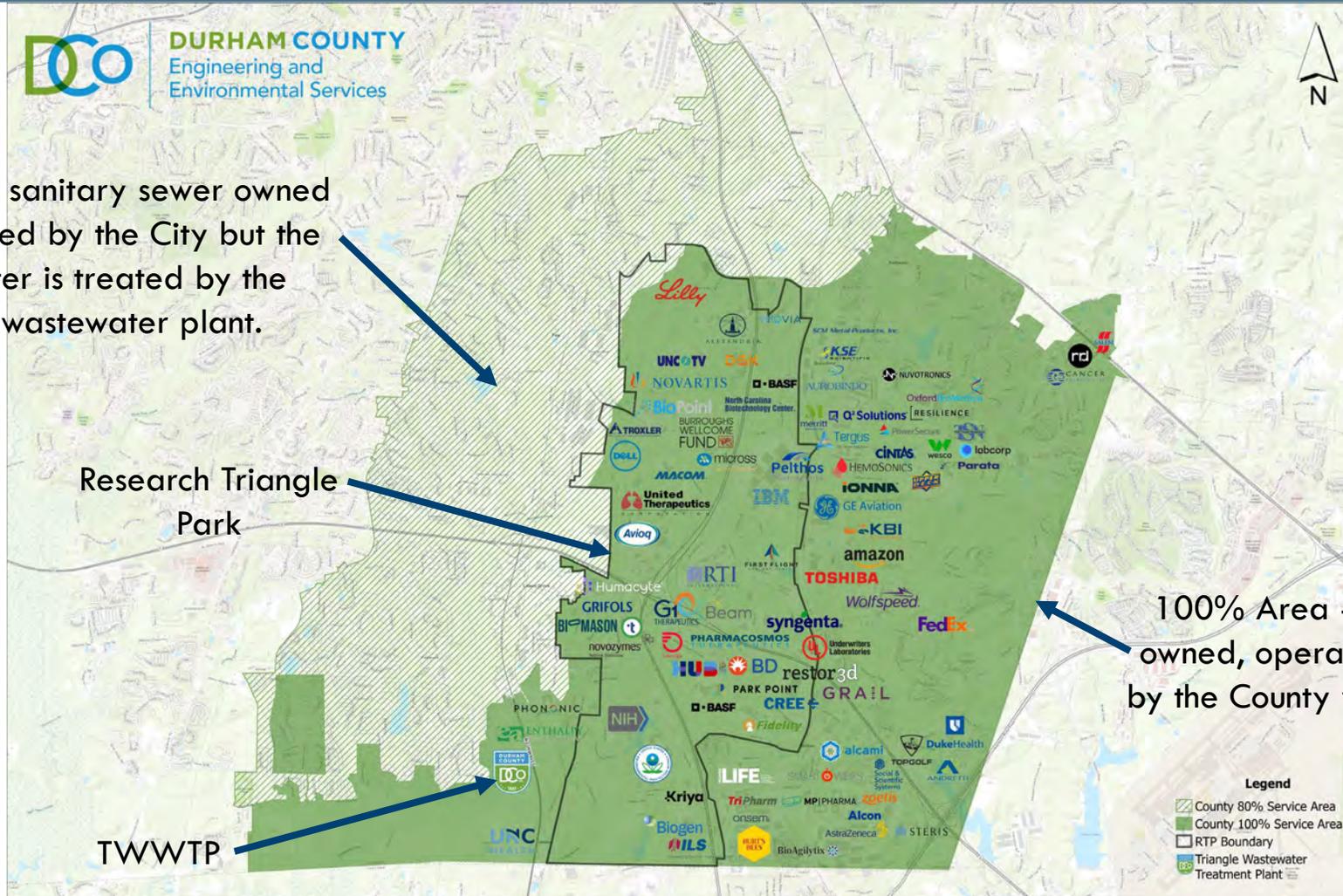
Who We Serve



80% Area - sanitary sewer owned and operated by the City but the wastewater is treated by the County wastewater plant.

Research Triangle Park

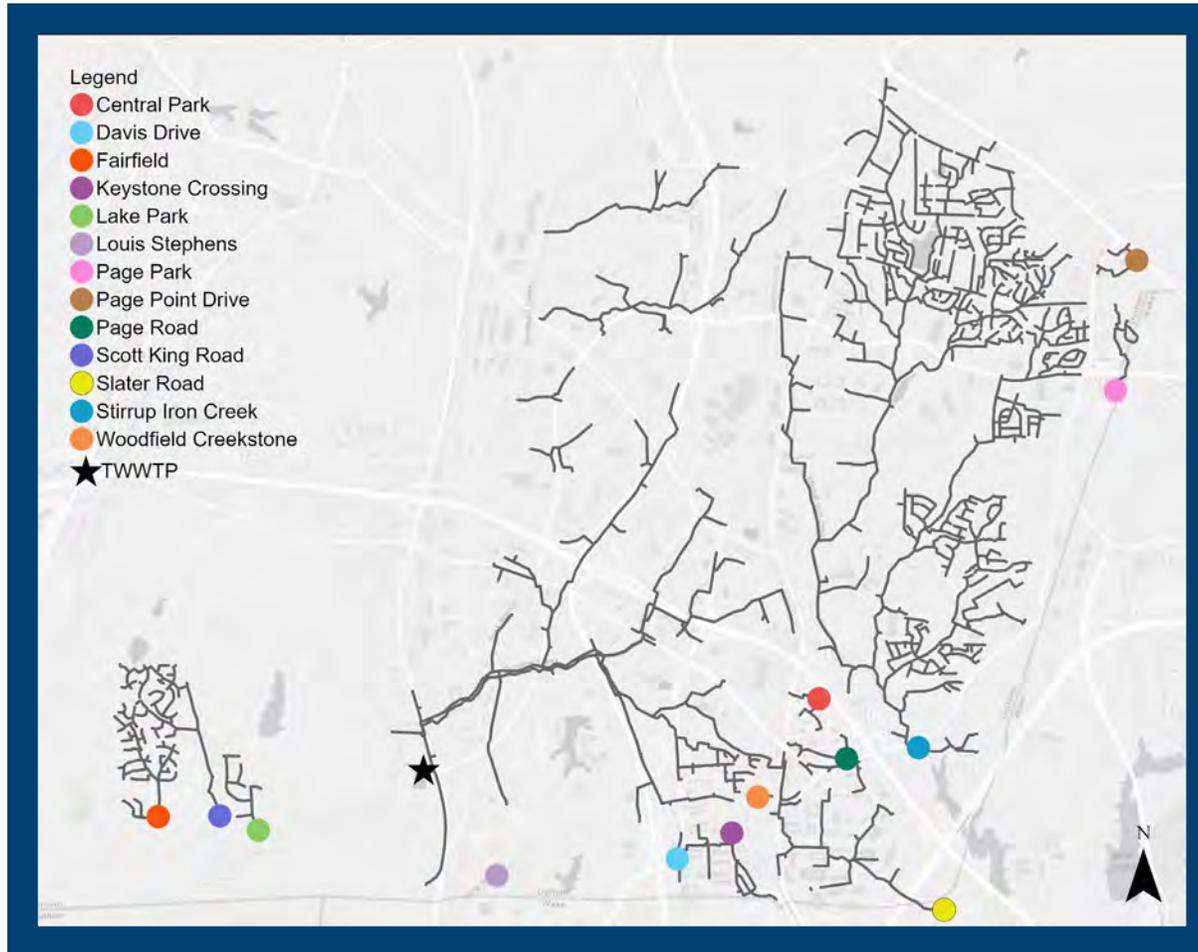
TWWTP



100% Area - sanitary sewer owned, operated, and treated by the County wastewater plant.



Collection System

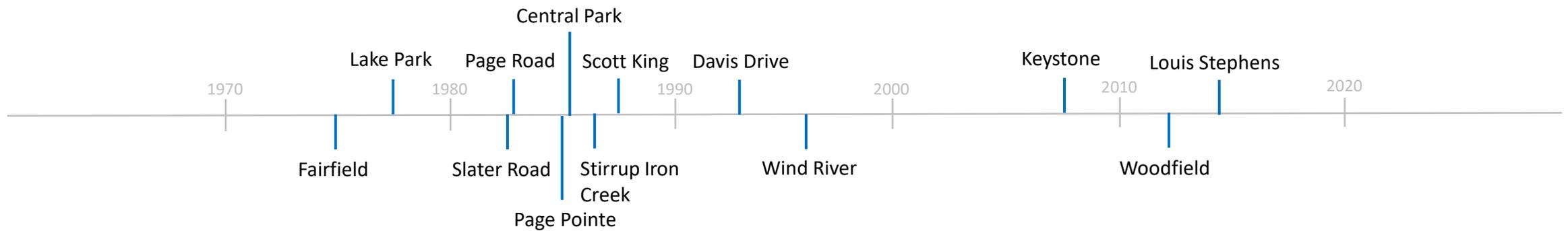
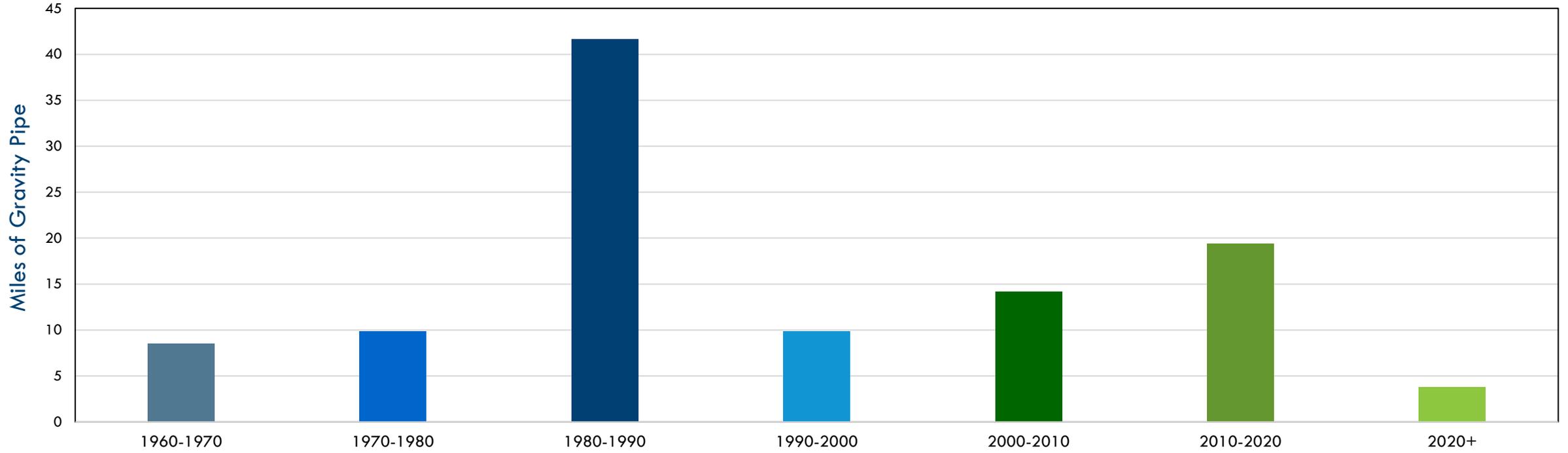


Lift stations are a vital piece of the County's collection system. There are 13 lift stations that pump wastewater from a lower elevation to a higher elevation where it can flow by gravity to the Triangle Wastewater Treatment Plant.

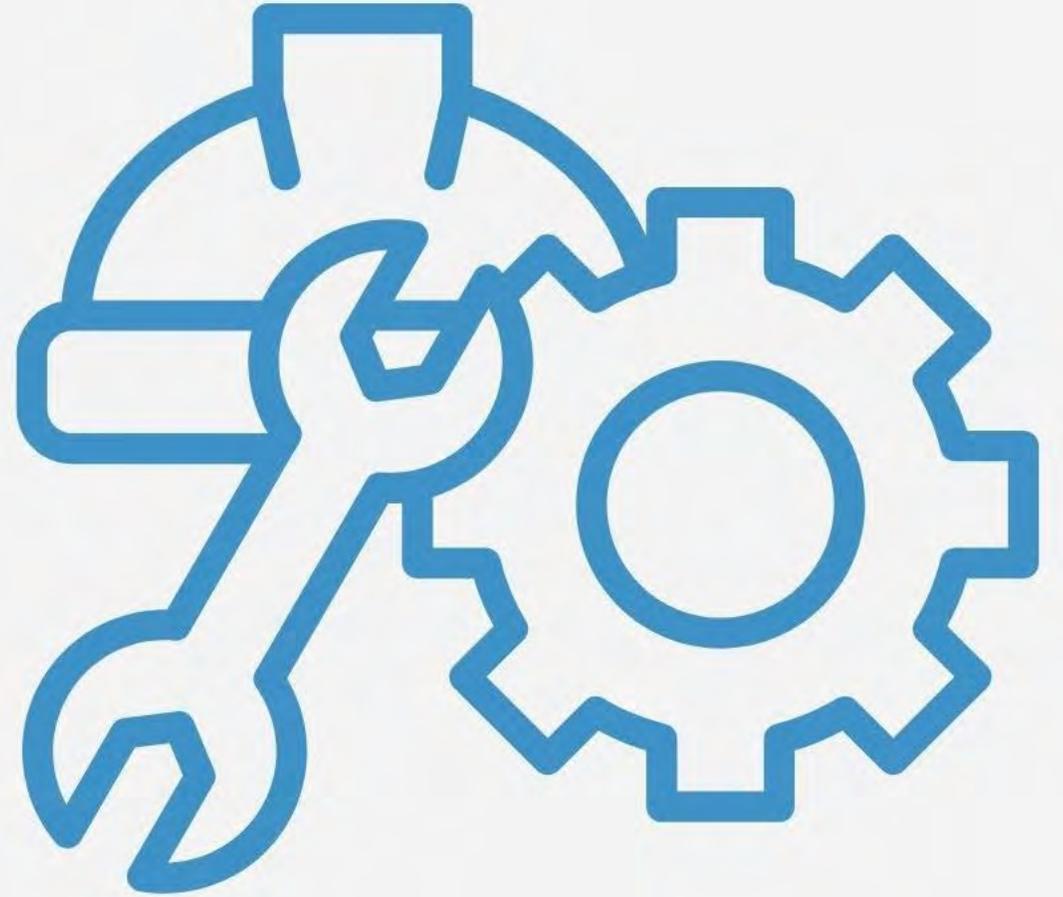
The Collection System Consists of:

- 110± miles of sanitary sewer gravity pipes
 - 2,300± manholes
 - 13 lift stations
- 11± miles of force main

Collection System Age



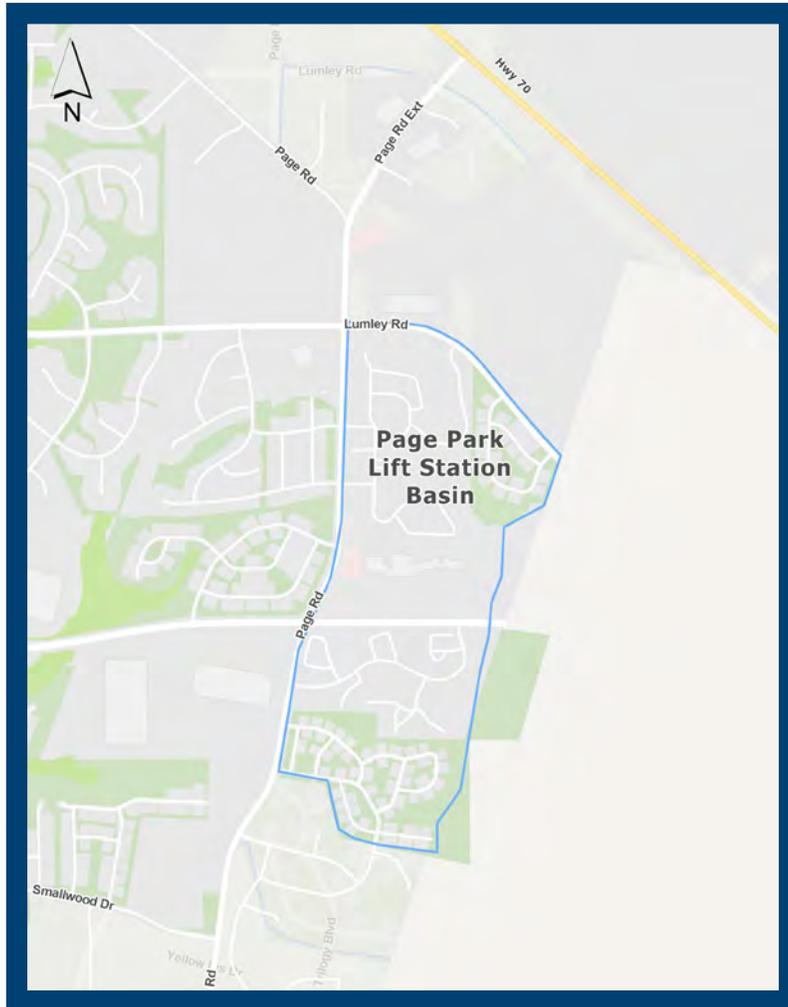
**UNDER
CONSTRUCTION**



Page Park Lift Station*



Current Construction Budget: \$4.1 Million
\$1.09 Million Community Funding & Sewer Utility Fund



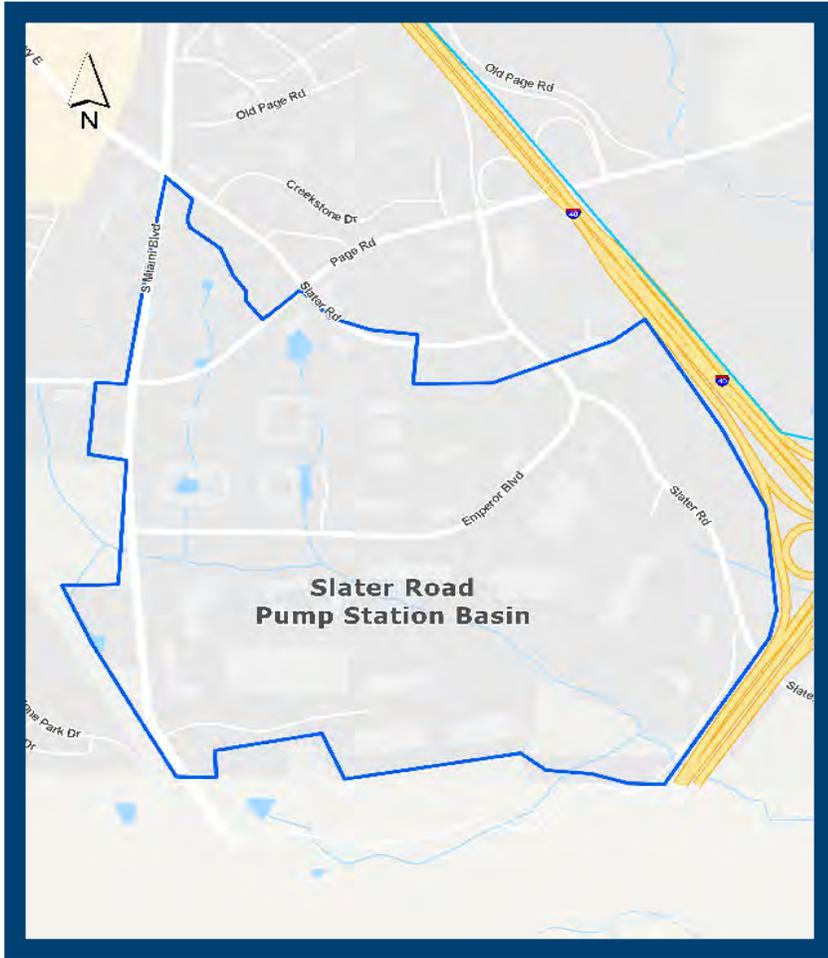
- The condition of this station was identified as critical based on a condition assessment completed in 2022.
- This project consists of new pumps, control panels, generator, and adding bypass connection.
- Currently under construction with expected completion late summer 2026.
- Project is funded through \$1.09 Million in Community Project Funding with remaining funding from Sewer Utility Fund.

* Lift station was renamed in 2025 to Wind River Lift Station.

Slater Road Lift Station



Estimated Budget: ~~\$10 Million~~ → ~\$21 Million
\$13.135 Million ARPA Funding & Sewer Utility Fund

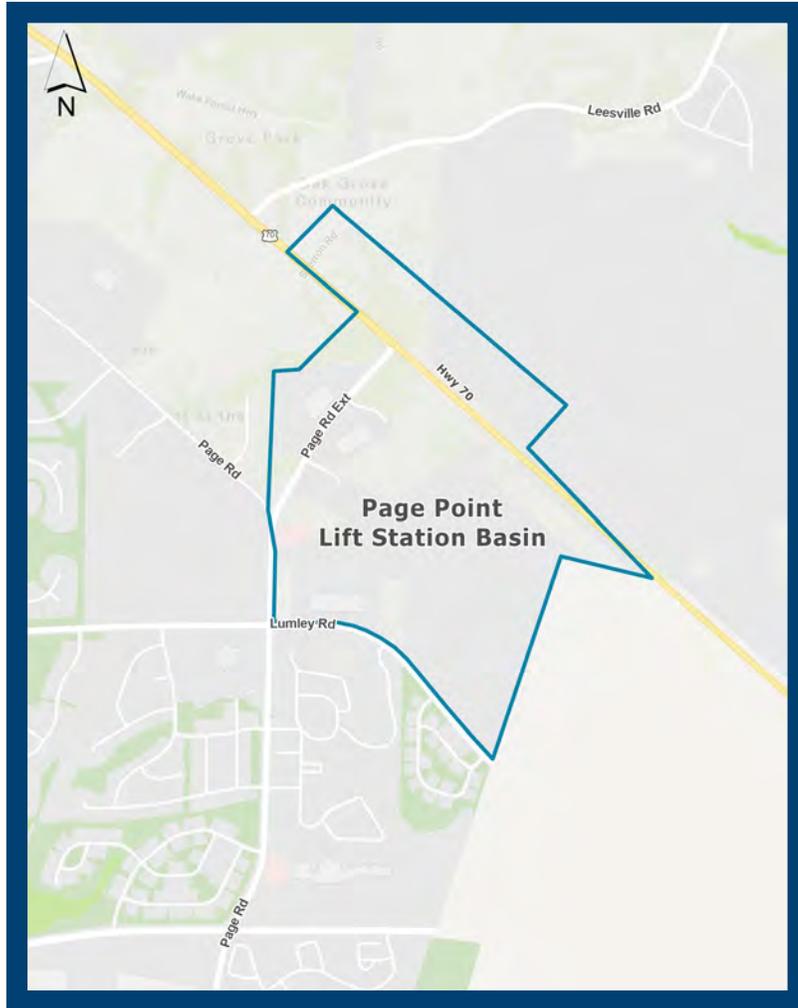


- Slater Road Lift Station services an area abundant with research, development, commercial, and industrial facilities and has reached maximum capacity.
- Currently under construction with expected completion December 2026.
- Project is funded through \$13.135 Million in ARPA Funding with remaining funding from Sewer Utility Fund.

Page Point Lift Station



Estimated Budget: \$0
Developer Funded



- The equipment at Page Point Lift Station is obsolete and can not be upgraded. Based on capacity analysis, this station cannot handle much more added flow from development.
- This station is within a proposed controlled access Right-of-Way area for two overlapping NCDOT projects.
- New station currently being built by a private developer due to timeline of DCo CIP to allow their multi-family project to move forward with expected completion date spring 2027.

TWWTP Utility Administration Bldg.



Estimated Budget: \$27 Million
Sewer Utility Fund



- Project will include a 35,000 sf facility with FF&E, A/V, security, enhanced & envelope commissioning, and ancillary warehouse.
- Project bids were received on February 18, 2026, and are currently under review.
- Funding source to be identified with assistance from the Finance Department.

IN DESIGN



Chin Page Lift Station



Estimated Budget: ~~\$20 Million~~ → ~\$40 Million
\$959k Community Funding + \$19.1 Million SRF Loan
+ ~\$20 Million TBD



- Stirrup Iron Creek Basin is Durham County's largest basin and services residential, commercial, and industrial users.
- Without the Chin Page Lift Station, the Stirrup Iron Creek Basin would be placed on a development hold and the probability of sanitary sewer spills would increase.
- Preliminary cost estimate in 2021 was approximately \$20 million. Due to inflation and cost escalations, current estimate is approximately \$40 million.
- Currently have \$19.1 million in SRF low interest loan plus the \$959,752 in FY 2024 Community Project Funding.
- Additional funding source to be identified with assistance from the Finance Department.

TWWTP Phase IV Upgrades



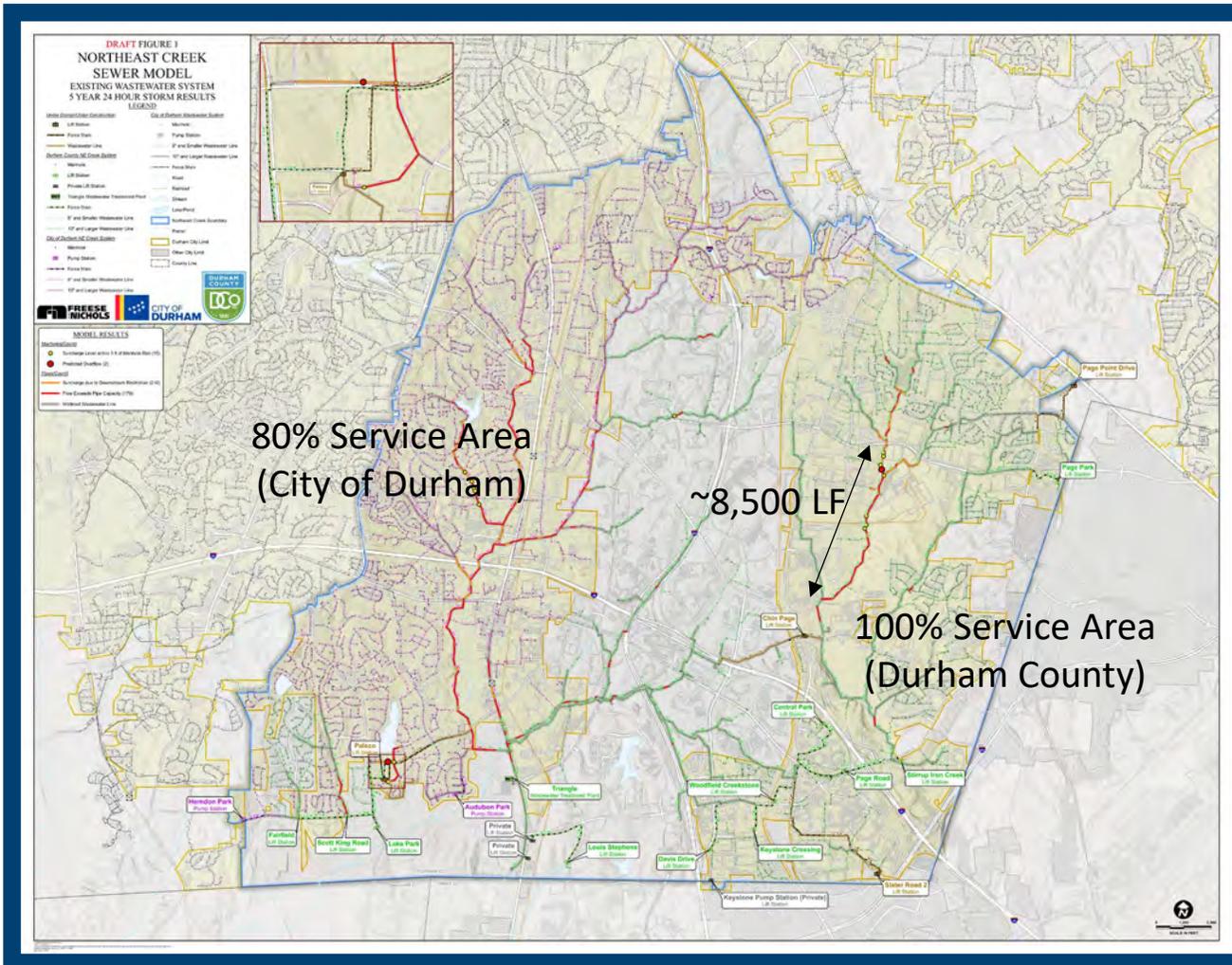
Estimated Budget: \$15 Million (UV System)
\$30.36 Million SRF Loan



- This project addresses aging WWTP equipment and future reclaimed water needs for environmental stakeholders, RTP 3.0, industrial growth, and ratepayers. Upgrades will improve energy efficiency, reduce carbon footprint, and enhance employee safety.
- Last major upgrades were in 2004 and 2007.
- Rising costs require a phased approach, starting with a new UV system (Phase 1).
- SRF loan approval from LGC is needed before final Division of Water Infrastructure approval.
- Grit removal rehab should be prioritized next fiscal year, but whether filters advance to design depends on UV system cost.

NE Creek Sewer Modeling

Estimated Budget: Unknown
Unfunded



- Preliminary modeling results of the existing system with design storm has been received. This particular model run assumes the Chin Page LS is in service.
- Preliminary modeling results of build out conditions are expected late spring 2026.
- Red segments and some orange segments indicate capacity issues based on current flows.
- Example of estimated cost:
 - The highlighted segment may be between \$5-10 Million.



Annual Collection System Rehab.



Estimated Budget: ~\$5 Million/Year
Unfunded



- NE Creek Sewer Basin Modeling project will guide future collection system rehab.
- Annual project to address aging and undersized infrastructure concerns.
- The cost of the system rehabilitation pales in comparison to the cost of emergency repairs or sanitary sewer overflows.
- Pipe replacement or rehabilitation will address environmental concerns by decreasing the risk of sanitary sewer spills and ensures adequate system capacity.

Outfall Remediation & Access Improvements



Estimated Budget: Unknown
TBD



- Improve access to sanitary sewer outfalls to ensure proper maintenance. Stream migration and backups have exposed or undermined infrastructure and, in some cases, restricted access, posing risks to manholes and pipes.

- Preliminary engineering report has been received:

Site 1: \$300k-\$1Mil

Site 3: \$150k-\$600k

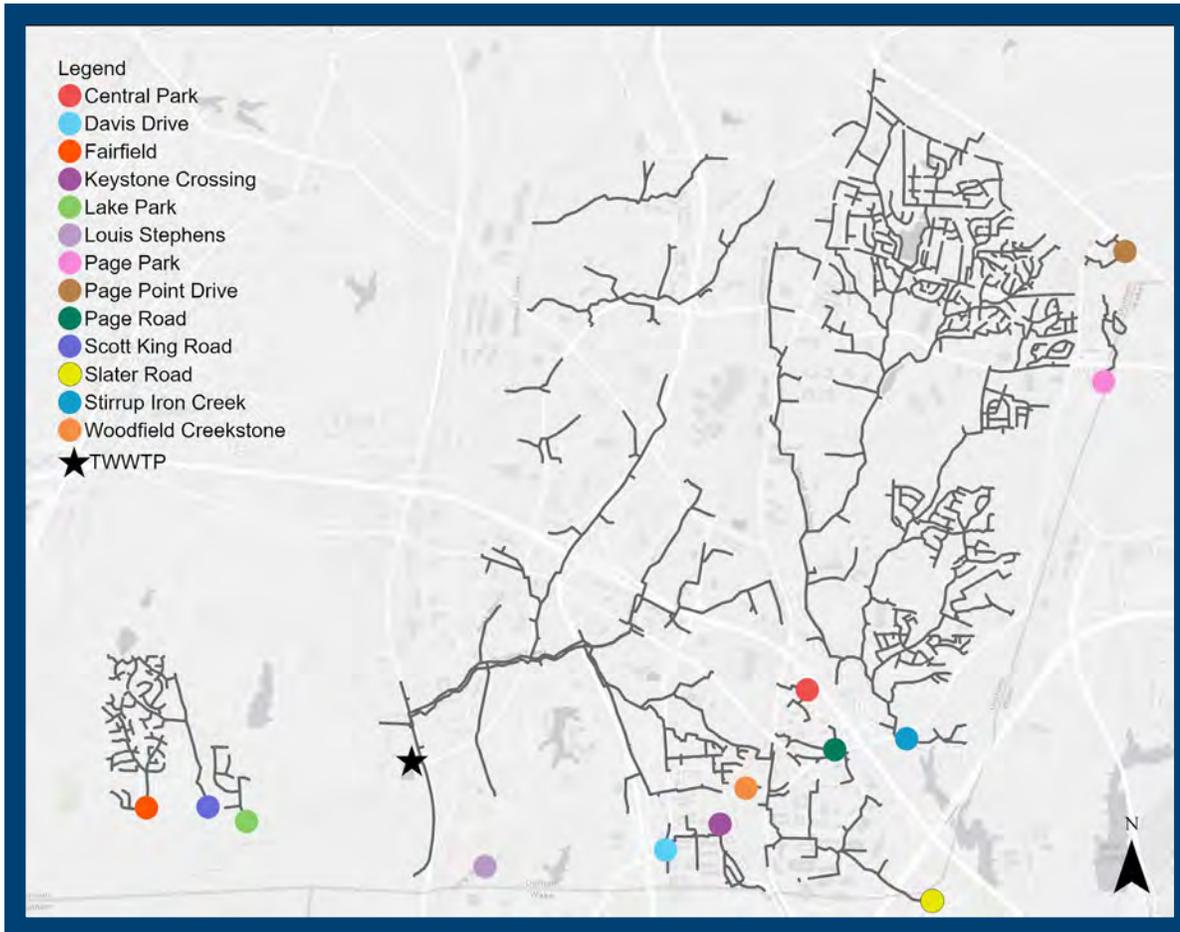
Site 2: \$250k

Site 4: \$300k-\$2.3Mil

LOOKING TO THE FUTURE



Lift Station Upgrades



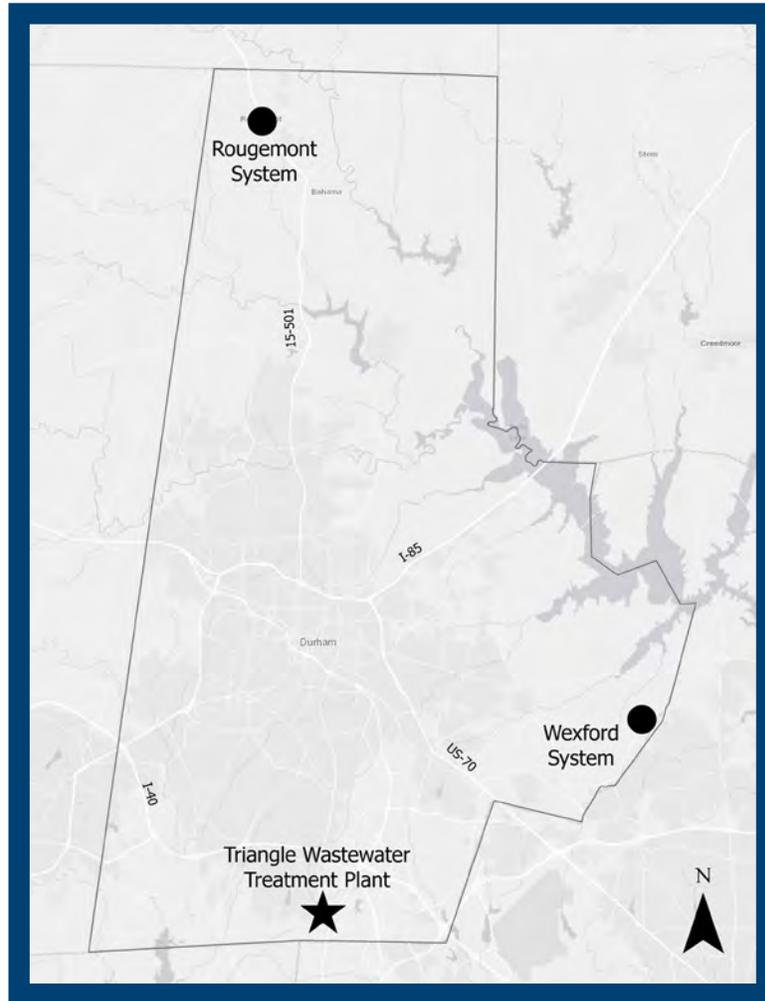
Future Lift Station Upgrades:

(Estimates are in today's dollars)

- 2028 – **Central Park** and **Page Road**.
 - Estimated Cost = \$20 Million
- 2030 – **Fairfield**, **Scott King**, and **Lake Park**.
 - Estimated Cost = \$20 Million
- 2035 – **Davis Drive** and **Stirrup Iron***.
 - Estimated Cost = \$40 Million

* Consideration needs to be given to rehabilitate Stirrup Iron Creek sooner due to size, length, floodplain, and force main route.

Satellite Systems Upgrades



Satellite Systems Upgrades:

(Estimates are in today's dollars)

- 2026 – Wexford.
 - Estimated Cost = \$20 Million
- 2040/2050 – Rougemont Water System.
 - Estimated Cost = \$10 Million

Plant & Collection System Expansion



Estimated Budget: Unknown
TBD



- TWWTP is currently rated to treat 12 MGD.
- NE Creek Sewer Basin Modeling project will project future flows based on the new Land Use Maps impacts from RTP 3.0.
- Started discussion with NCDEQ to develop speculative discharge limits.
- Once speculative limits have been established, an engineering report can be completed with high level cost estimates.

FISCAL IMPACT

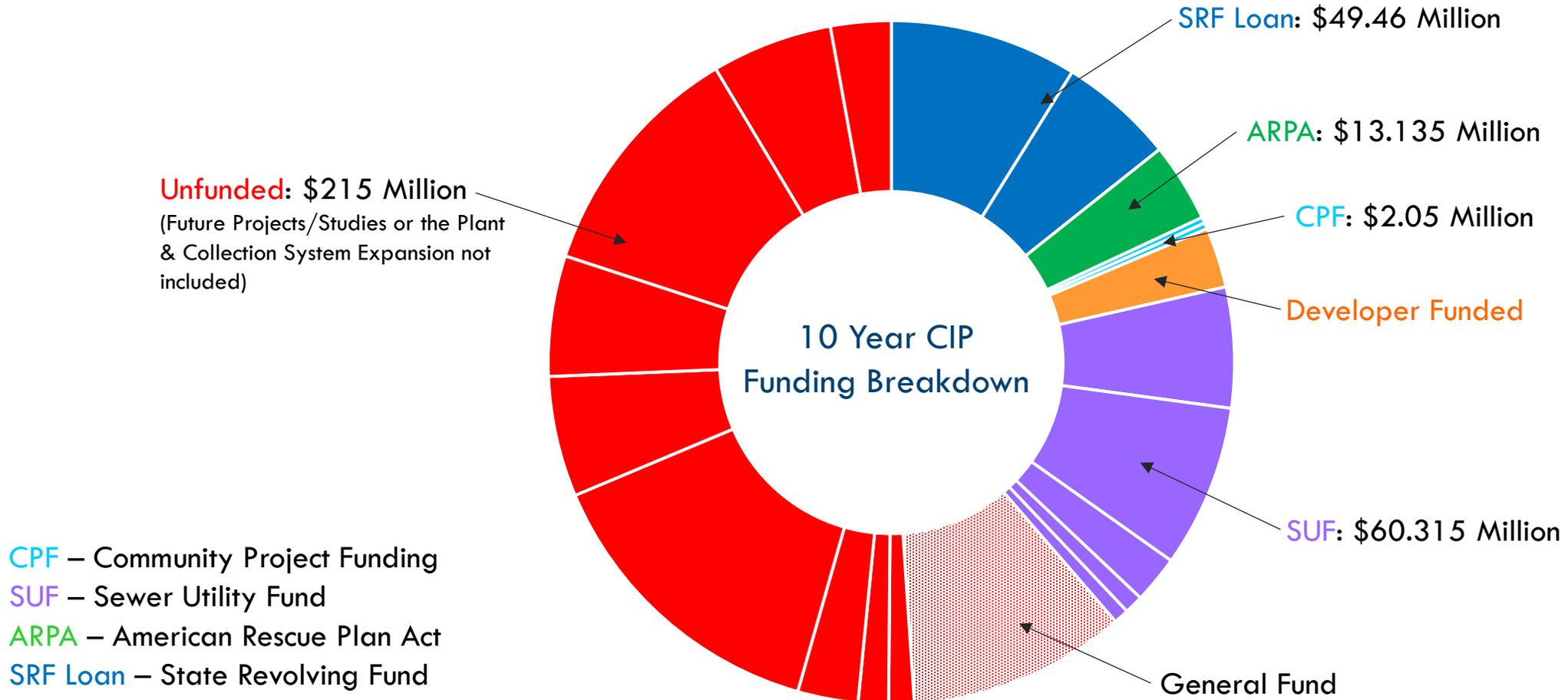


In Summary

In Construction	Page Park Lift Station	\$4.1 Million – Community Project Funding, & Sewer Utility Fund
	Slater Road Lift Station	\$21 Million – ARPA & Sewer Utility Fund
	Page Point Lift Station	\$0 Million – Developer Funded
	TWWTP SCADA & Security	\$2.5 Million – Sewer Utility Fund
	TWWTP Utility Admin Bldg.	\$27 Million – Sewer Utility Fund
	Snow Hill Road P.S. Force Main	\$36 Million – General Fund
In Design	Chin Page Lift Station	\$40 Million – SRF Loan, Community Project Funding, & Sewer Utility Fund
	TWWTP Phase IV Upgrades	\$30 Million – SRF Loan & Unfunded
	NE Creek Sewer Modeling	See Annual Collection System Rehab
	Annual Collection System Rehab	\$50 Million (\$5 Million/yr) – Unfunded
	Outfall Remediation & Access Improvements	\$4.2 Million – Unfunded
	Lift Station Flow Meters	Est. \$5 Million – Unfunded
	Hopson Road Force Main Extension	\$10 Million – Unfunded
On the Horizon	Central Park/Page Road	\$20 Million – Unfunded
	Fairfield/Scott King/Lake Park	\$20 Million – Unfunded
	Davis Drive/Stirrup Iron	\$40 Million – Unfunded
	Wexford	\$20 Million – Unfunded
	Rougemont Water System	\$10 Million – Unfunded
	Plant & Collection System Expansion	Unknown – Unfunded



Capital Project Funding Breakdown



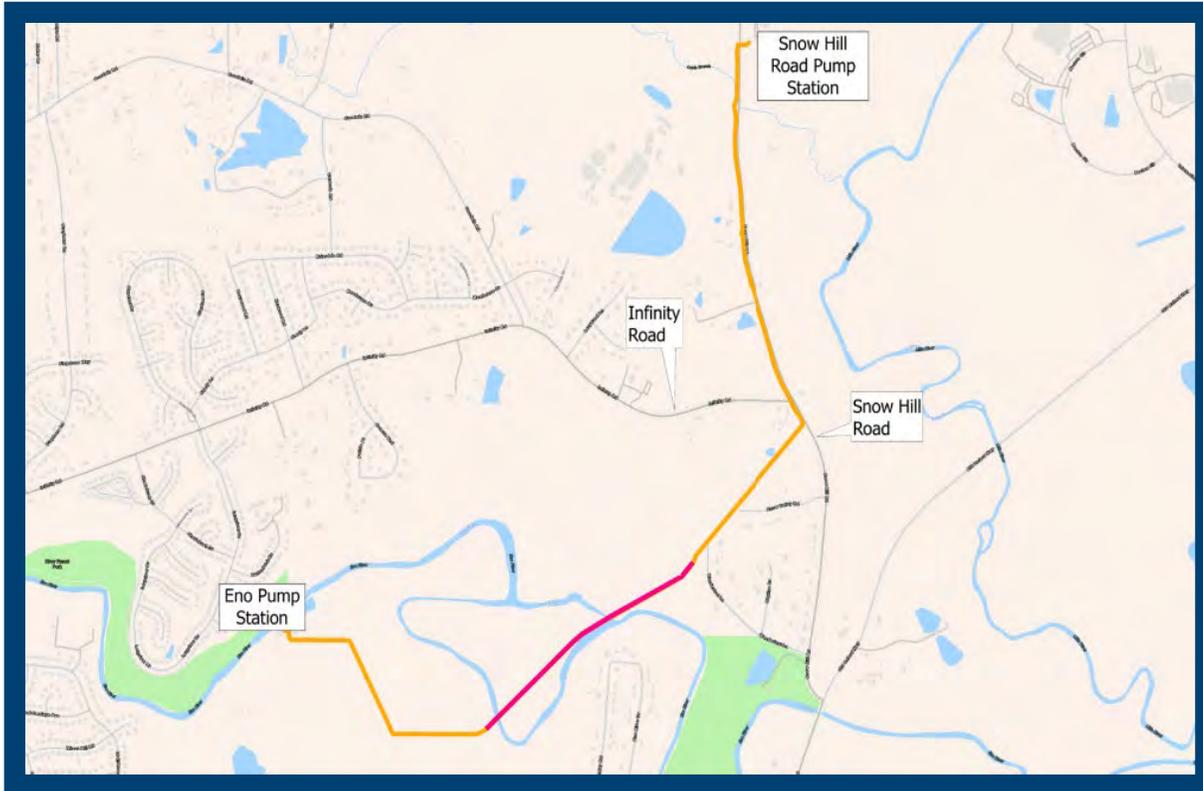
The background of the slide is a repeating pattern of the Durham County logo, which consists of the text 'DURHAM COUNTY' above a stylized 'DC' monogram. The text and monogram are in a light blue color, matching the background. The monogram features a sunburst design within the 'D' and 'C'.

General Fund Capital Improvement Utility Projects

Snow Hill Road P.S. Force Main



Contracted Amount: \$36 Million
Expected Completion in March 2026



- Upgrade needed to City of Durham lift station to support economic development in the Treyburn Industrial Park.
- 2015 Preliminary Engineering Report estimated approximately \$12.5 Million for new lift station and force main.
- Construction bidding during COVID with dramatic material escalations causing project to split in two phases: Lift station and Force main.
- Current contracted amount is approximately \$36 Million.

DCO