



**City of Durham, NC**  
**Budget and Management Services**

2020 Local Government Management Fellowship Work Plan | Salary: \$45,000 annually

**THE COMMUNITY**

The City of Durham currently has a population of 278,993, making it the 4th most populous city in North Carolina. The city is located in the east-central part of the Piedmont region along the Eno River. Durham is the core of the four-county Durham-Chapel Hill Metropolitan Area.

Durham is home to several recognized institutions of higher education, most notably Duke University and North Carolina Central University. Durham is also a national leader in health-related activities, which are focused on the Duke University Hospital and many private companies. Duke and its Duke University Health System, in fact, are the largest employers in the city. North Carolina Central University is a historically black university that is part of the University of North Carolina system. Together, the two universities make Durham one of the vertices of the Research Triangle area; central to this is the Research Triangle Park, which encompasses an area of 11 square miles and is devoted to research facilities.

Durham is a destination on the move where inspiration is found, where all are welcome, and where the wild, wonderful, bold, and beautiful come together in unexpected ways. It is home to a buzzing startup culture, distinguished Performing Arts Center, renowned Athletic Park, and top-notch universities and restaurants. Over 2,600 City of Durham employees provide services every day that make Durham a great place to live, work, and play.

**THE ORGANIZATION**

The City of Durham hosted multiple Local Government Management Fellows over the past seven years. The City Manager and all City staff are committed to giving the Local Government Management Fellow contact with multiple facets of City operations, exposure to interagency and multijurisdictional projects, and the opportunity to experience interacting with local government executives and elected officials.

The Fellow will be a member of the Office of Performance and Innovation which is housed in the City's Budget and Management. The Office of Performance and Innovation leads enterprise-wide initiatives and work with all departments within the organization as well as partners with community agencies to bring about positive impact for the Durham community.

The Fellow will have the ability to be involved with enterprise-wide projects at the City of Durham, as well as opportunities to collaborate with the County of Durham. This approach offers

the Fellow wide exposure to the breadth of local government services as well as meaningful experience on specific projects. Potential projects could involve the following departments or program areas, including but not limited to:

- 1) City Manager's Office
- 2) Budget and Management Services Department
- 3) Public Safety
- 4) Planning
- 5) Finance
- 6) Technology
- 7) Public Information
- 8) The six strategic goal areas: Shared Economic Prosperity; Creating a Safer Community Together; Connected, Engaged and Diverse Communities; Innovative and High-Performing Organization.

### **THE FELLOWSHIP**

The Fellow would be participating in the administration and service delivery of City government. It is expected that the Fellow will commit to a year of learning about Durham City government (with the option to extend to another year in mutually agreed upon by Fellow and City). In addition, the Fellow will be able to apply skills acquired through advanced study while completing work for the City. After attending the orientation and facilities tour of the program, the Fellow will begin to work on strategic plan and performance management projects enterprise-wide and with various departments. The projects will take the Fellow to many departments where they will observe as well as be assigned projects on both an individual and group basis. Many of these projects will be molded to the interests of the Fellow. The work plan for the LGMF position includes, but is not limited to:

- 1) Serving as the City Lead to plan and implement IdeaLab, a joint City/County innovation learning and networking forum for local government employees
- 2) Serving as the City Lead for Innovate Durham, a City/County initiative that allows entrepreneurs to test products and services in local government departments and offices
- 3) Supporting various innovation, process improvement, and change management initiatives
- 4) Supporting the design and implementation of OPI academy where City employees can explore skills related to innovation through a hands-on curriculum
- 5) Supporting IdeaStarter, an idea sourcing campaign that offers City employees an opportunity to pilot and test solutions through a cohort and one-on-one mentorship
- 6) Helping to develop, promote, and update the City's strategic plan
- 7) Leading one of the City's strategic plan goal areas
- 8) Participating in the development and analysis of departmental work plans and strategic plans
- 9) Participating in department head meetings
- 10) Participating in senior management team meetings

Throughout the year, the Fellow will be asked to attend meetings with local community leaders as well as attend related local government seminars and conferences as part of the Educational Component of the program (meeting format will be impacted by necessary safety precautions as it relates to COVID-19).

**What are some of the attainable goals that you will establish for the Fellow?**

- To obtain a better understanding of the structure and operations of City Government in the City of Durham specifically and in the North Carolina area
- To provide practical work experience as it relates to various municipal operations, strategic planning, performance management, process improvement, and innovation
- To impress upon the Fellow the importance of establishing excellent interpersonal relationships to be successful as a professional local government manager
- To prepare and develop the Fellow to progress into a position as a professional local government manager
- To help the Fellow witness and be part of change management efforts
- To expose the Fellow to ICMA and the North Carolina City/County Manager's Association and the resources that they offer

**How do you plan to structure the Fellow's experience in general?**

The Fellow's experience will be structured in three parts:

- Orientation and tour of City facilities (due to COVID-19, this may be virtual)
- Educational component including attending related in-house professional development courses, seminars, conferences, and meetings with community leaders, and
- Practical component including working on various strategic initiatives and projects (e.g., strategic planning, innovation, process improvements, and performance management projects) in multiple departments

**How will you ensure that the Fellow gains exposure to at least one of the following areas: human resource management, inter-generationality, or diversity, however that issue is represented in your community?**

The Fellow will be exposed to all of these areas. The City of Durham is addressing equity and diversity issues, which offers a Fellow various opportunities to learn in a real-world setting.

**What do you hope the Fellow will understand about local government and public management by the end of the program?**

The City of Durham would like the Fellow to understand the values, challenges, and rewards associated with a career as a professional local government manager. In addition, we would like to expose the Fellow to the tools needed to succeed as a manager and provide an overview of the operations associated with city government in North Carolina. The Fellow will work with his or her supervisor to find a project portfolio that matches the Fellow's professional goals and policy interests with the specific business needs of the organization.

**What other resources/opportunities would you provide that would maximize the Fellow's exposure to local government and your time with the Fellow?**

Attendance at state and regional manager meetings would be permitted and encouraged. In addition, the City offers professional development programs for its employees. The Fellow would be permitted to attend these programs and any other programs the City offers on behalf of its employees. Finally, the Fellow would be asked to attend some of the meetings of the Durham City Council. Attendance at these meetings would expose the Fellow to the governance model used at the City of Durham and Durham County.

Sources:

- Digital Cities <https://www.govtech.com/dc/digital-cities/Digital-Cities-Survey-2018--Winners-Announced.html>
- <https://durhamnc.gov/DocumentCenter/View/22085/FY19-Strategic-Plan>
- <https://www.clearpointstrategy.com/case-studies/city-of-durham-2/>
- <https://www.discoverdurham.com/>
- <https://durhamnc.gov/1457/Welcome-to-The-City-of-Durham>