



FISCAL YEAR 2022-2023
MINUTES



Minutes

Discover Durham
Tourism Development Authority

NO MEETING IN JULY



Draft Minutes

Discover Durham
Tourism Development Authority Meeting
Tuesday, August 23, 2022
3:00 p.m.

Board Present

Daniel Edwards	Lois Deloatch	Carlos Rubio
Prerna Desai	Barry Van Deman	Wendy Jacobs
Leonardo Williams	Michael Page	Tom Lubbe
Jennings Brody		

Staff Present

Susan Amey	Tony Hall		
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At 3:04 p.m. Chair Daniel Edwards called the meeting to order. The Board took the following actions:

- Voted to approve minutes from June 28, 2022
- Voted to approve unaudited FY22 financials
- Voted to approve unaudited July 2022 financials
 - Daniel asked why July revenue was so much better than budget. There was a discussion around the timing of receipt of funds. There was also discussion about whether back-to-school stays were back to pre-pandemic levels.

Board will receive two emails after this meeting: one, asking them to sign the annual code of ethics form and two, a self-assessment survey. We'll compile results from the latter prior to the next board meeting and provide them for discussion.

Year in review presented to the board by the following team members (in order of appearance)

Susan Amey
Margaret Pentrack
Jonathan Lee
Shannon Groff
Anna Fiore

Marcus Manning
Kaila'Shea Menendez
Tony Hall

*The last part of the presentation was moved to the next meeting because of time constraints

Wendy Jacobs suggested sending the public art guide to the city and county commissioners and thinking about how to support them on the importance of public art. They receive criticism for spending public money on art.

The board reviewed the four applications to refill the TDA seat Lois holds when she rolls off. Susan provided pros for each applicant. The board voted on their top two selections: John Brown, followed by Carrie Heinonen.

The next board meeting is on September 27 and we will take the board photo at the next board meeting since several members had to attend virtually.

Leonardo and his wife are featured in a 6-page spread in Our State magazine.

Daniel adjourned the meeting a 4:46 pm.

Respectfully Submitted,

Jennings Brody, Secretary/Treasurer

DISCOVER DURHAM
212 W Main Street, Suite 101
Durham, NC 27701
TF: (800) 446-8604
W: discoverdurham.com



Draft Minutes

Discover Durham
Tourism Development Authority Meeting
Tuesday, September 27, 2022
3:00 p.m.

Board Present

Aubrey Zinaich	Lois Deloatch	Carlos Rubio
Perna Desai	Barry Van Deman	Daniel Edwards
Leonardo Williams	Michael Page	Jennings Brody

Staff Present

Susan Amey	Cara Rousseau	Tony Hall	Anna Fiore
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At 3:05 p.m., Chair Daniel Edwards called the meeting to order. The Board took the following actions:

- Approved the minutes of the August 2022 meeting. Aubrey asked for the attendance to be corrected and it has been.
- Approved the FY22 audit following a presentation of the audit by Jay Sharpe of Sharpe Patel.
- Reviewed and approved the August 2022 financial status report.
- Anna Fiore, Sr. Manager of Sales & Partnerships, joined the meeting to finish the presentation on organizational accomplishments from FY22. Susan asked for feedback on the Year in Review report; the group agreed it's helpful as board members and ambassadors and should be an annual practice. The board also appreciated meeting and hearing directly from staff and encouraged us to include them more often in board meetings.
- Reviewed President's Report and opened for any questions:

Discussion around RFP and steering committee for the Destination Master Plan. Lois suggested we look at past board members for the steering committee and corporate representation. Michael asked about grassroots organizations and Susan responded they would be invited to the research phase. Lois suggested a visual showing how different voices will be heard.

- Reviewed the TDA feedback survey and asked for any follow-up comments:
 - Really enjoy meeting and hearing from the staff
 - Would be interested to be included on staff FAM tours
 - There is a lot of reporting in the meetings and there could be more discussion around challenges the CEO/organization is having – consider covering less of the board book aside from financials
 - Spend more time with Tony understanding the financials
 - Consider quarterly happy hour gatherings to socialize
- Reviewed the CEO evaluation process. Board members will receive an email link to the survey this week.
- Agreed to scheduling the Nov/Dec TDA meeting on Dec. 6, 2022.
- Meeting adjourned at 4:52 p.m.

Respectfully Submitted,

Jennings Brody, Secretary/Treasurer

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212 W Main Street, Suite 101
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Draft Minutes

Discover Durham
Tourism Development Authority Meeting
Tuesday, October 24, 2022
3:00 p.m.

Board Present		
Aubrey Zinaich	Lois Deloatch	Carlos Rubio
Perna Desai	Barry Van Deman	Wendy Jacobs
Leonardo Williams	Daniel Edwards	Tom Lubbe
Jennings Brody		

Staff Present			
Susan Amey	Cara Rousseau	Tony Hall	

At 3:09 p.m., Vice Chair Barry Van Deman called the meeting to order. (Chair Daniel Edwards joined the meeting a few minutes later and facilitated the rest of the proceedings.) The Board took the following actions:

- Approved the minutes of the September 2022 meeting.
- Reviewed and approved the September 2022 financial status report.
- Approved appointment of Tony Hall as Finance & Budget Officers, per Local Government Commission guidelines.
- Approved authorization for Tony to dispose of obsolete assets valued at less than \$30,000, following this process:
 - Determine fair market value
 - Offer items at fair market value to employees, board members, former employees/board members. We **WOULD NOT** be required to advertise the items to the general public.
 - Items that are not purchased are donated to a non-profit entity in Durham.

The assets to be disposed of are obsolete computer equipment. Disposal of any future surplus assets of greater than \$30,000 in value would require specific TDA authorization.

- Reviewed President's Report and opened for any questions:
 - Reviewed the Durham Destination Master Plan Stakeholder Map & Key Roles roadmap
 - TDA self-evaluation survey results and opportunities for added engagement discussed
 - Daniel Edwards offered to host a Dec. 6 holiday gathering for the TDA and staff
 - Tourism Impact Report is being released this week
 - New promotional package marketing tactic launched
 - New content report included in TDA report
- Board and staff notes:
 - John Brown has been appointed to the TDA and will join the December meeting
 - Commemoration of Lois Deloatch's term of service on the TDA
- Board members asked about participation in holiday parade for Discover Durham, which will be considered for 2023.
- The board voted to move to Executive Session as permitted by GS 143-318:11 (a) to consider the conditions of appointment of an individual public officer for the purpose of conducting the CEO's annual performance evaluation and reviewing an updated succession plan.
- The board later voted to move back to general session, having completed the annual evaluation of the CEO and approved the proposed Succession and Business Continuity Plan. The meeting was then adjourned.

Respectfully Submitted,

Jennings Brody, Secretary/Treasurer

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Draft Minutes

Discover Durham
Tourism Development Authority Meeting
Tuesday, December 6, 2022
3:00 p.m.

Board Present		
Daniel Edwards	John Brown	Carlos Rubio
Prerna Desai	Barry Van Deman	Wendy Jacobs
Leonardo Williams	Michael Page	Tom Lubbe

Staff Present			
Susan Amey	Cara Rousseau	Tony Hall	

At 3:09 pm Chair Daniel Edwards called the meeting to order.

The board took the following actions:

- Welcomed new member John Brown.
- Approved the minutes of the October 24th meeting.
- Approved the October 2022 unaudited financials.
- Approved the addition of Tony Hall as a signatory for Durham Sports Commission accounts at Self Help Credit Union.

Susan provided a 2023 forecast outlook from Tourism Economics (as included in the board book) and asked for board feedback. Board hoteliers noted:

- Leisure travel is still very strong. Transient business travel is good.
- Group and meeting business is not as strong; businesses are cautious about booking events.
- Whether individual properties are below, at, or above 2019 levels varied depending on the type of property or location.
- Advance bookings for big weekends in 2023 suggest these will be strong.

- Overall, the group is cautiously optimistic about 2023 but the potential for recession introduces a lot of uncertainty.

Product Development Advocacy

Susan introduced this topic for discussion. There are several projects that we believe could be very beneficial to attracting visitors to Durham. Examples:

- DPlex (in progress)
- “Welcome to Durham” signage on highways into Durham
- The Durham African American Experience: an augmented reality-enabled way for residents and visitors to experience Durham African American history
- Projects that will come out of the DMP
- The board added one: RDU signage (“Welcome to Durham”)

While this direction is appealing as a way to have a positive impact on Durham tourism, Susan noted it is also challenging: we can be advocates, but can’t fund projects ourselves based on our defining legislation and revenues, so we lack control over timelines and outcomes. This makes it difficult to set firm, measurable goals. Not all projects will be reasonable to pursue or successful, but we can apply some principles of product development to guide our efforts.

The board noted that sponsors may be willing to fund some of these projects. The board was enthusiastic in supporting the direction of pursuing all of these concepts, and eager to see them carried out. Susan said she would work with the team to set plans and expectations and report back to the board.

CEO Goals – 2023-2024

Susan presented the first draft of these, and provided weightings as follows:

- DMP 40%
- Durham sports commission 15%
- New data insights 15%
- Organizational Health 30%

Comments and feedback: The group agreed these are ambitious but seem appropriate and agreed to them as written. Susan will include these as-is for approval in January.

Annual event discussion

Susan asked for board feedback on whether to return to having an annual meeting. If we did, we would consider a focus on hospitality awards that recognize excellence among hospitality employees and employers. The board thought this was a good idea. Some specific comments:

- people need to be recognized
- could do it every 2 years if it’s not possible to do it every year
- Tom Lubbe – is experienced with this type of event in LA- Shreveport/Bossier, where it was a very popular annual evening event. He’ll share additional information.
- Monday evening may be ideal for the industry
- Could recognize businesses that have helped people experiencing food insecurity

- Should work with the NCCU and DTCC hospitality programs, to include recognizing top students, and perhaps use the event to award a scholarship
- The event could help educate people about viable career paths in hospitality
- Honoring people from the front lines by having them at the event distinguishes this event from others, such as chamber or DDI events

DD staff will work toward hosting an event with this input in mind.

At 4:29 pm Chair Edwards adjourned the meeting.

Respectfully Submitted,

Jennings Brody, Secretary/Treasurer

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Draft Minutes

Discover Durham
Tourism Development Authority
Meeting Tuesday, January 23, 2023
3:00 p.m.

Board Present

Michael Page	Tom Lubbe	Carlos Rubio
Prerna Desai	Barry Van Deman	Wendy Jacobs
Leonardo Williams	Daniel Edwards	John Brown
Aubrey Zinaich		

Staff Present

Susan Amey	Cara Rousseau	Tony Hall	Lindsey Scherich
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At 3:02 pm Chair Daniel Edwards called the meeting to order.

Susan introduced Lindsey Scherich, Discover Durham's new executive assistant.

The board took the following actions:

- Approved the minutes of the December meeting.
- Approved the November and December 2022 unaudited financials.
- Susan updated the TDA on the Destination Master Plan kickoff with the Steering Committee and their choice of consultant after hearing the finalists' presentations. The winning consultant's (MMGY/NextFactor) proposal was for \$278k, which is \$78k more than originally budgeted. The staff proposed to increase the amount of fund balance allocated for the project to cover this additional amount, plus the cost of a contract project manager and miscellaneous project expenses, for a total of \$301k. The board approved. The proposed budget amendment that followed in the agenda assumed this amount would be approved, and reflected the projected portion to be spend in FY23 in the amendment.
- Approved the budget amendment for FY23.
- Approved the CEO goals for 2023-24.

President's report:

- Update on idle funds management progress.
- Update and discussion on product development advocacy-oriented projects. As part of the African American Experience project Wendy asked if the staff had engaged MODH and encouraged us to highlight civil rights events and activities in Durham.
- Updates on the DSC's December events (NAIA Championship and Champion Durham Classic)
- Members of the marketing team presented on the outcomes of the Fall 2022 advertising campaign and provided an overview of research strategy and an introduction to Zartico.

At 4:38 pm Chair Edwards adjourned the meeting.

Jennings Brody, Secretary/Treasurer

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Draft Minutes

Discover Durham
Tourism Development Authority
Meeting Tuesday, February 28, 2023
3:00 p.m.

Board Present		
Michael Page	Tom Lubbe	Carlos Rubio
Prerna Desai	Barry Van Deman	Jennings Brody
Leonardo Williams	Daniel Edwards	John Brown
Aubrey Zinaich		

Staff Present			
Susan Amey	Cara Rousseau	Tony Hall	Lindsey Scherich

At 3:03 pm Chair Daniel Edwards called the meeting to order.

Anna Fiore (Director of Sales & Partnerships) introduced our new National Sales Manager Neil Curiel and gave a Sales update.

Items requiring Board Approval

- Approved the minutes of the January meeting.
- Approved the January 2023 unaudited financials.
- Approved proposed changes to the Financial Policies and Internal Financial Control Structure Policy, which were drafted to improve the accuracy of the language.
- Approved proposed changes to the Purchasing Policy, raising the spending cap for direct procurement (without multiple written quotes and/or RFPs) to \$5000 for goods and \$10,000 for services.

President's Report Q&A:

- DD & DSC are scheduled to present updates on the proposed sports complex to the City Council and County Commissioners on March 23 and April 9, respectively. We will notify the TDA of the presentation time and date specifics for anyone who'd like to attend or listen in.

Additional discussion

- TDA hotelier members noted spring bookings appear strong. Corporate travel is improving, and more guests are arriving on Sundays.
- Upcoming TDA activities for the balance of the year: review of the Strategic Blueprint and FY24 budget.

At 4:06 pm Chair Daniel Edwards adjourned the meeting.

Respectfully Submitted,

Jennings Brody, Secretary/Treasurer

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Draft Minutes

Discover Durham
Tourism Development Authority
Meeting Tuesday, March 28, 2023
3:00 p.m.

Table with 3 columns and 4 rows under the heading 'Board Present'. Names listed include Michael Page, Tom Lubbe, Carlos Rubio, Prerna Desai, Barry Van Deman, Jennings Brody, Wendy Jacobs, and Daniel Edwards.

Table with 4 columns under the heading 'Staff Present'. Names listed include Susan Amey, Cara Rousseau, Tony Hall, and Lindsey Scherich.

At 3:04 pm Chair Daniel Edwards called the meeting to order.

The board approved the minutes of the February meeting and the February 2023 unaudited financials.

Tony Hall presented a new, abbreviated version of the usual Financial Status report that shows the current month's results and YTD information, rather than including all previous months individually. This provides the needed information for monthly board decision-making in an easier-to-read format and includes the additional advantage of providing the current month's variance calculation in addition to the YTD variance. The board approved of moving to the new version for the future. The full month-by-month FSR will always be available on request.

Cara Rousseau (Chief Marketing Officer) presented the upcoming "Hightail it to Durham" advertising campaign, which will run through the end of the fiscal year.

As part of the President's Q&A session Susan provided an update on Destination Master Plan progress (kick-off meeting with the consultants April 10).

Work is progressing to define new presentation dates on the sports facility to the City; the presentation to the County Commissioners is currently scheduled for April 3. Planning is underway for two leadership site visits this summer.

The TDA viewed a video from Rutherford County (Rutherford Bound) created to support their appeal for a change in their occupancy tax allocation (from 2/3 tourism promotion, 1/3 tourism-related, to a 50/50 split that would support more product development) and discussed current NC occupancy tax laws and the positions of various stakeholder groups.

The Annual Tribute Lunch is scheduled for October 9; save-the-dates will come out later in the spring.

Daniel noted that in April the nominating committee will begin discussion about officers for next year. Anyone interested should let him know.

At 4:42 pm Chair Daniel Edwards adjourned the meeting.

Respectfully Submitted,

Jennings Brody, Secretary/Treasurer

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Draft Minutes

Discover Durham
Tourism Development Authority Meeting
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3:00 p.m.

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The Annual Tribute Lunch is scheduled for October 9; save-the-date communications will come out later in the spring.

Daniel noted that in April the nominating committee will begin discussion about officers for next year. Anyone interested should let him know.

At 4:42 pm Chair Daniel Edwards adjourned the meeting.

Respectfully Submitted,

Jennings Brody, Secretary/Treasurer

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Draft Minutes

Discover Durham
Tourism Development Authority Meeting
Tuesday, April 25, 2023
3:00 p.m.

Table with 3 columns and 4 rows. Header: Board Present. Row 1: Daniel Edwards, Carlos Rubio. Row 2: Prerna Desai, John Brown. Row 3: Wendy Jacobs. Row 4: (Empty)

Table with 4 columns and 1 row. Header: Staff Present. Row 1: Susan Amey, Cara Rousseau, Tony Hall, Lindsey Scherich

At 3:06 pm Chair Daniel Edwards called the meeting to order.

The board lacked a quorum, so approvals of the March board minutes and financials were postponed to the May meeting.

Susan reported planned dates for presentation of the sports facility update to the City Council and County Commissioners. Wendy suggested moving the date for presentation to the County (currently June 26) to an earlier one if possible; she'll be absent for that meeting.

Cara presented highlights of the 2024-2026 Strategic Blueprint. The board will receive a copy of the full plan prior to the May board meeting to review; the plan will be discussed at the May meeting and the board will be asked to approve it at the June meeting.

In response to the Visitor Info Center team's plan to consider developing a "mobile VIC," Wendy reported there is a similar concept -- a "City Hall On the Go" -- and the County is considering something similar, so there may be partnership opportunities.

The executive committee will meet prior to the May board meeting to discuss prospective officers for next year and will report on the status of that effort at the next meeting. Anyone who would like to make a nomination or volunteer should communicate that to Daniel.

Tony will present a draft of the FY24 budget at the May TDA meeting for board feedback.

The meeting was adjourned at 4:26 pm.

Respectfully submitted by

Jennings Brody, Secretary/Treasurer

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Draft Minutes

Discover Durham
Tourism Development Authority Meeting
Tuesday, May 23, 2023
3:00 p.m.

Table with 3 columns and 4 rows. Header: Board Present. Row 1: Daniel Edwards, Tom Lubbe, Carlos Rubio. Row 2: Prerna Desai, Barry Van Deman, Jennings Brody. Row 3: Leonardo Williams, John Brown, Aubrey Zinaich. Row 4: (Empty)

Table with 4 columns and 2 rows. Header: Staff Present. Row 1: Susan Amey, Cara Rousseau, Tony Hall, Lindsey Scherich. Row 2: (Empty)

At 3:01 pm Chair Daniel Edwards called the meeting to order.

The board approved the minutes of the April meeting and the April 2023 unaudited financials. Since the TDA lacked a quorum in April, the group also approved the March meeting minutes and March unaudited financials.

Cara Rousseau provided an opportunity for discussion on the new strategic blueprint, which was sent out earlier in the month. The board was asked to submit any final questions or feedback by June 15 so the plan can be adjusted if needed and then approved in the June meeting.

Cara presented our newest creative campaign concept. Feedback was mostly positive; one board member expressed concern but was not able to stay for the discussion. The staff will follow up with her to understand her concerns.

The following nominations were made for FY24 TDA Officers:

- Chair – Daniel Edwards, for a second term
Vice Chair – Tom Lubbe
Treasurer/Secretary – Carlos Rubio
Immediate Past Officer – Jennings Brody

At the June meeting the TDA will vote on the Blueprint, the Slate of Officers, and the Budget for fiscal year 2024.

At 4:39 pm Chair Daniel Edwards adjourned the meeting.

Respectfully Submitted,

Jennings Brody, Secretary/Treasurer

DISCOVER DURHAM

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Draft Minutes

Discover Durham
Tourism Development Authority Meeting
Tuesday, June 27, 2023
3:00 p.m.

Table with 3 columns and 4 rows listing Board Present members: Daniel Edwards, Tom Lubbe, Carlos Rubio, Prerna Desai, Barry Van Deman, Jennings Brody, Leonardo Williams, John Brown, Aubrey Zinaich, Wendy Jacobs.

Table with 4 columns listing Staff Present members: Susan Amey, Cara Rousseau, Tony Hall, Lindsey Scherich.

At 3:01 pm Chair Daniel Edwards called the meeting to order.

The board approved the minutes of the May meeting and the May 2023 unaudited financials.

The board approved the 2024-26 Strategic Blueprint pending one requested change: Wendy Jacobs requested "commuter rail" be replaced with "regional rail" to better align with Durham County terminology.

The TDA conducted a public hearing on the FY24 budget as required by local government commission policies. Tony presented the budget, which was substantially the same as what was presented in May, except for a \$65,948 increase in forecasted revenue and expenses related to anticipated workforce costs to better align the workforce with the Blueprint.

No members of the public attended the hearing. The TDA approved the FY24 budget as presented.

Tony presented the final FY23 budget amendment, which included a \$123,000 increase in revenue forecast, along with a commensurate total increase in various expense lines. The TDA approved the amendment.

Cara presented the results of research and assessments related to the new ad campaign that were completed since the May TDA meeting. The marketing department reached out to some hoteliers, plus marketing leaders from several family-friendly attractions in Durham, and received uniformly positive feedback. (Daniel noted this seems like a positive practice to use in the future.) Cara also addressed questions raised about search engine

results related to a Canadian initiative of the same name: while campaign goals don't include driving organic web traffic around the campaign slogan, the slogan will undoubtedly rise to the top in US searches once the campaign has had some time in the market.

Jennings noted that she is not in favor of the campaign. In light of that, while she would like to remain on the board, she wished to withdraw from the executive committee.

The TDA voted on FY24 board officers. The following were approved:

- Chair: Daniel Edwards
- Vice Chair: Tom Lubbe
- Treasurer/Secretary: Carlos Rubio
- Immediate Past Chair: Aubrey Zinaich, who volunteered to remain in the position after the withdrawal of Jennings Brody.

The board agreed with holding a board/staff social following the August TDA meeting. Several options were considered; staff will make arrangements.

The board expressed interest in taking a group board photo (the last group photo was pre-pandemic.) This will also be arranged for the end of the August meeting.

At 4:38 pm Chair Daniel Edwards adjourned the meeting.

Respectfully Submitted,

Jennings Brody, Secretary/Treasurer

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