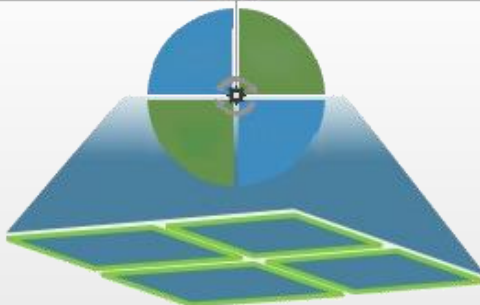


DURHAM COUNTY COURT HOUSE

Durham County Government Quarterly Management Report

Fiscal Year 2016/2017
Fourth Quarter



Q4



COUNTY OF DURHAM

WENDELL M. DAVIS
COUNTY MANAGER

Commissioners,

I am pleased to present the fourth quarter management highlights for fiscal year 2016-17 for the period April 1, 2017 to June 30, 2017. This quarter's document aligns with Durham County's strategic goal areas to include: *Community and Family Prosperity & Enrichment, Health and Well-being for All, Safe and Secure Communities, Environmental Stewardship, and Accountable, Efficient & Visionary Government.*

We will continue to refine the quarterly management report to reflect our developments and milestones within the MFR process. This document includes a summary of fiscal highlights by goal area, with emphasis on high profile initiatives and programs for review by the Board of County Commissioners.

Sincerely,

Wendell M. Davis
County Manager

Table of Contents

Goal 1: Community and Family Prosperity and Enrichment	2
Durham Sports Commission.....	3
Made in Durham	4
Main Library Renovations.....	5
My Brother’s Keeper Durham	6
Whitted School	7
Goal 2: Health and Well-being for All.....	8
Durham Community Resource Connections for Older Adults and Adults with Disabilities	9
Medical Respite Pilot Program.....	10
School Health Services.....	11
Goal 3: Safe and Secure Community	12
Drug Treatment Court	13
Jail Health Services	14
Jail Mental Health Program	15
Judicial Building Renovation.....	16
Misdemeanor Diversion Program	17
Pretrial Services.....	18
Goal 4: Environmental Stewardship.....	19
Interchange Beautification Program	20
Goal 5: Efficient, Accountable and Visionary Government	21
IdeaLab	23
Managing for Results (Strategic Plan)	24
Minority and Women's Business Enterprise	25
Open Data Initiative	26
Resident Satisfaction Survey	27

Goal 1: Community and Family Prosperity and Enrichment

Overall Goal Highlights

The purpose of the Community and Family Prosperity and Enrichment goal area is to ensure that residents have access to educational, vocational, economic and cultural opportunities. When evaluating Durham County's overall budget and resources allocated to support community and family prosperity Durham Public Schools budget totaled \$128 million of the overall operating budget. This amount translates to 31% of the total county general fund. In addition to the direct operating expense and debt service payment for Durham Public Schools, an additional \$3.53 million is allocated in County department budgets to support School Resource Officers and School Nurses.

Fourth Quarter Management Report Highlights

The Quarterly Management report highlights critical areas and strategic priorities that are of interest to the board throughout the fiscal year. The following section reflects information on the Durham Sports Commission, Made in Durham, Main Library Renovations, My Brother's Keeper Durham, and Whitted School.



Durham Sports Commission

Department(s) / Divisions: County Manager

Resource Person: Drew Cummings, Chief of Staff, (919) 560-0065

Project / Program Description: Durham is unusual among communities of its size and vibrancy in not having a sports commission. Durham County staff spent several years working with other local stakeholders to plan the Sports Commission and an interlocal agreement was signed in April 2016. County government, City government and the Chamber of Commerce receive applications for appointment to the Sports Commission. Durham County Government appointed Tommy Hunt, Dwight Perry, and Ingrid Wicker-McCree. The City of Durham appointed Omar Beasley, Dan Hill and Desmond Scott. The Durham Chamber of Commerce appointed George Habel, Chris Kennedy, and Terrance Holt.

Desired Outcomes: The purpose of the sports commission is twofold: 1) to ensure that Durham is fully utilizing existing sports facilities to drive economic activity and community benefit through sporting events; and 2) to understand what new publicly supported sports facilities might provide the greatest returns on investment for economic activity and community benefit.

Resource Allocation: The interlocal agreement commits the County and City to contribute 1/3 of the growth in occupancy tax revenues they experience on top of the FY14-15 base year, and the DCVB is asked to contribute 50% of the growth it receives. Because the interlocal agreement was not signed until late in FY15-16, no funds were allocated in that year, and the FY16-17 payment will be 1/3 of the actual growth experienced between FY14-15 and FY15-16.

Strategic Plan Alignment: Goal 1: Community and Family Prosperity and Enrichment

Critical Program / Project Steps or Updates:

- The Board Retreat took place on June 27, 2017. The Board is set to approve the vision, sports to focus on and metrics at the board meeting on August 1, 2017.
- Alyssa Duke is the new Sports Services Manager with the Durham Sports Commission. She started her work in this role on June 27, 2017. Her previous work experience includes positions with the Atlantic Coast Conference, the Durham Bulls and the Greensboro Sports Commission.
- The Board voted to support the inaugural Geek Week at the DBAP. Geek Week is an eSports (video gaming) event from September 27 to October 1, 2017. This is the first eSports event to take place in a baseball stadium.
- The Board will approve a Facility Assessment RFP to review current facilities in the market and their ability to host sports tourism events. This is the first step towards a Facility Feasibility Study.
- The team is working to submit several bids by the end of the calendar year and is assisting with a number of other Durham events happening in January and February.
- Specific bid opportunities being reviewed include the 2019 USA Track and Field Hershey Youth Outdoor Tournament and the 2022 National Veterans Golden Age Games (which the team is working on with the Durham VA Medical Center).

Made in Durham

Department(s) / Divisions: County Manager

Resource Person: Wendell Davis, County Manager, (919) 560-0000; Drew Cummings, Chief of Staff, (919) 560-0065

Project / Program Description: Durham County staff continue to work with MDC staff and other community stakeholders to develop and implement improved education to work pathways for Durham youth ages 14-24. Made in Durham (MID) is moving into an implementation phase – recruiting employees, establishing an initial health and life sciences pathway, building particular “on ramps” for reconnecting young people, aggressively collecting needed data, and raising additional funds. The staff is working to ensure that MID work continues to align well with efforts of the Workforce Development Board, the Youth Opportunity Initiative, and the My Brother’s Keeper Initiative.

Desired Outcomes: MID’s goal is for all of Durham youth is to graduate from high school, earn a college degree or other work related credential, and find rewarding employment by the age of 25.

Resource Allocation: The City and County of Durham each have approved \$101,000 for this program in the FY16-17 (same as the prior two years). The total FY16-17 budget is over \$1.1 million.

Strategic Plan Alignment: Goal 1: Community and Family Prosperity and Enrichment

Critical Program / Project Steps or Updates:

- MID is a key partner in strengthening the City and County work-based employment experience through the YouthWork Internship Program.
- The number of businesses recruited for the YouthWork Internship Program grew from 93 in 2016 to 144 in 2017.
- 30 employers participated in a local apprenticeship summit.
- MID continues its work with the Durham Futures dropout recovery programming at Holton Career Resource Center.
- MID continues to deepen its coordination with DPS (including CTE programs and "P-Tech Academy"), Durham Technical Community College, and others.
- MID has an MOU with the Durham Children’s Data Center. This partnership will allow MID to access and analyze post-secondary and education-to-work results.
- MID is working with DCVB to assist in establishing a talent pipeline for the hospitality industry.
- MID is strengthening relationships with career advisors at DPS middle and high schools to make sure better information about career and pathway opportunities are disseminated.

Main Library Renovations

Department(s) / Divisions: Budget & Management Services, Engineering and Environmental Services, Finance, General Services, Information Services & Technology, Library

Resource Person: Peri Manns, Deputy Director of Engineering and Environmental Services, (919) 560-7996; Brenda Hayes-Bright, Project Manager, (919) 560-7991; Tammy Baggett, Library Director, (919) 560-0725.

Project / Program Description: The Main Library opened its current location at 300 North Roxboro Street in 1980. An aging facility coupled with increased demand for services has resulted in a need for additional space and technological improvements. Funding for the planning and preliminary design activities became available in FY15. Programming verification and schematic design is complete. The project is now in the design development phase.

Desired Outcomes: The renovation will provide a vibrant and effective Durham-specific public library that will continue to enrich the community and the lives of those who use it. The renovation will achieve Leadership in Energy and Environmental Design (LEED) Certification as outlined in the Durham County High Performance Building Policy adopted by the BOCC in October 2008.

Resource Allocation: The project is part of a Bond Referendum that voters supported during the November 2016 election.

Strategic Plan Alignment: Goal 1: Community and Family Prosperity and Enrichment, Goal 4: Environmental Stewardship, Goal 5: Accountable, Efficient and Visionary Government

Critical Program / Project Steps or Updates:

- The project is currently in the *Construction Documents* phase. The design team is currently securing the necessary approvals to allow for the construction of the project. Critical to the project was the Board of Adjustment Approval which was obtained on June 27, 2017 allowing for the use of the metal panels on the exterior curtainwall.
- The *Main Library Transformation Ceremony* was held on June 27, 2017. At the ceremony, library staff and Durham County Commissioners issued the keys to Skanska/Holt Brothers.
- Efforts to value engineer the project were completed over the past month. These modifications were included in the 60% Construction Documents estimate provided by Skanska/Holt Brothers. The Pre-qualification period has been extended in an attempt to increase subcontractor for GMP #2. It is anticipated that GMP #2 will be bid around September/October 2017.
- The BOCC approved the GMP #1 for the project on June 12, 2017 which included demolition/abatement, general trades, elevators, temporary fencing and allowances for structural steel shop drawing preparation.

My Brother's Keeper Durham

Department(s) / Divisions: County Manager

Resource Person: Dionne Hines, Assistant to the County Manager, (919) 560-0000

Project / Program Description: In February 2014, President Barack Obama launched the My Brother's Keeper (MBK) Initiative to address societal disparities affecting young males of color. In his 2014 and 2015 State of the County speeches, Durham County Board of Commissioners Chairman Michael D. Page communicated the County's commitment to address the same disparities. Durham County formally accepted the President's MBK framework, held two summits to discuss challenges faced by young men of color, and commissioned four policy review committees to prepare prioritized action recommendations in the areas of education, health, job training and placement and court involvement.

Desired Outcomes: The President's MBK Challenge highlights the need for a "cradle to college and career strategy" to improve the lives of young men of color. MBK Durham will take the recommendations stemming from the committees' policy review and will work with community partners to strategize and execute plans of action in each area. Each actionable item will include outcome measures, benchmarks, and timelines.

Resource Allocation: One FTE and other program funding has been allocated to MBK Durham in FY16-17. MBK Durham entered into a 10-month partnership with Public Allies of North Carolina, an AmeriCorps program within the Corporation for National and Community Service (CNCS). The CNCS is a federal agency that helps more than 5 million Americans improve the lives of their fellow citizens through service. The 10-month partnership began in June 2016 to assist with implementing the recommendations from the MBK Durham Action Plan. Six Public Allies will work with MBK Durham through April 2017.

Strategic Plan Alignment: Goal 1: Community and Family Prosperity and Enrichment, Goal 2: Health and Well-being for All, Goal 3: Safe and Secure Community, Goal 5: Accountable, Efficient and Visionary Government

Critical Program / Project Steps or Updates:

- MBK Durham Public Allies worked to implement components of the MBK Durham Action Plan and to further build out some of the details within its strategies.
- The Public Allies finished their term of service with MBK Durham during the fourth quarter.
- Staff is working to select and hire the new MBK Durham Manager in the first quarter of FY17-18.

Whitted School

Department(s) / Divisions: Budget & Management Services, County Attorney, County Manager, Engineering & Environmental Services, Finance, General Services

Resource Person: Drew Cummings, Chief of Staff, (919) 560-0065

Project / Program Description: In 2012, the County issued a Request for Proposals for parties interested in redeveloping the James A. Whitted School property. The Board of County Commissioners selected a proposal from Integral-Forty / AM and Durham Public Schools. The project proposes to renovate and add on additional new space for an inter-generational project including low income senior housing and pre-kindergarten space. After lengthy preparations and negotiations, the sale of the property to Whitted Redevelopment LLC (Integral) closed on December 18, 2015 and keys were handed over to the developer. Due to the delays, construction will need to proceed quickly in order for the school portion to open in the fall of 2017.

Desired Outcomes: The desired outcome of the project is a redeveloped Whitted School with development agreements in the place that protect the historic structure while contributing to the redevelopment of the Southside community.

Resource Allocation: The total cost for this project is estimated at \$22,384,425. The County has pledged \$2,550,000 to support the project but with the reinstatement of (some) historic tax credits by the legislature the County may be able to decrease its contribution. Other major funding sources include:

- Developer Mortgage \$2,896,900
- DPS Article 46 sales tax \$2,000,000
- DPS Bond Funds \$3,800,000
- City of Durham \$600,000
- City Utility contribution \$265,300
- Federal LIH Tax Credit \$5,873,000
- State Tax Credit \$1,040,710
- Federal Historic Tax Credit \$2,187,000
- State Historic Tax Credit \$703,105

Strategic Plan Alignment: Goal 1: Community and Family Prosperity and Enrichment

Critical Program / Project Steps or Updates:

- Construction is largely complete and the new building (w. 32 units) is fully occupied.
- The residential units on the renovated side are ready for occupancy but have not yet been leased out / occupied.

Goal 2: Health and Well-being for All

Overall Goal Highlights

Ensuring have residents an improved quality of life through preventive, behavioral and physical care services anchors the health and well-being for all goal. Over \$92 million, of the \$414 million general fund operating budget support these efforts with resources allocated to the Public Health Department, Department of Social Services, Cooperative Extension Services, Veterans Services, and staff liaisons for the Alliance Behavioral Services.

Funding highlights for 2016-17, include an additional \$450,000 allocation to foster care direct services due to the increased number of children needing care. This service demand also necessitated a new Paralegal position for the County Attorney's Office. An additional \$434,537 was added to support the national *Cure Violence Initiative*, a public health approach to gun violence reduction that seeks to change individual and community attitudes and norms about gun violence. Further, four new School Health Nurses were added to address student health issues within Durham Public Schools. The county now funds 16 positions to service 47 schools. Finally, the FY 2016-17 budget allocated an additional Veterans Services Program Officer to address a 162% growth in walk-in clients. This service demand increase has been attributed to the closure of a State Veteran Affairs office located downtown Durham.

Fourth Quarter Management Report Highlights

The following section reflects information on the Durham Community Resource Connections for Older Adults and Aging Adults with Disabilities, Medical Respite Pilot Program, and School Health Services.



Durham Community Resource Connections for Older Adults and Adults with Disabilities

Department(s) / Divisions: Public Health

Resource Person: Melissa Black, Coordinator, (919) 560-0735; Triangle J Council of Governments Area Agency on Aging (TJAAA)

Project / Program Description: The mission of the Durham Community Resource Connection (CRC) is to strengthen and enhance the service and support system for older adults and adults with disabilities by linking resources within the community and building relationships among existing service providers; and to implement a “no wrong door” model. “No wrong door” strives to give consumers information about the services and supports available and assists them with accessing these services regardless of how or where they first enter the system.

Desired Outcomes: The goals of the Durham CRC are to provide easy access to information on available resource options, minimize confusion, enhance individual choice, support informed decision making, and increase the cost-effectiveness of the long term services and support system in Durham County.

Resource Allocation: This project has no County FTEs. The County contributes \$27,000 and leverages \$2,000 in cash support from The Forest at Duke and \$5,800 of in-kind services from Triangle J Council of Governments Area Agency on Aging.

Strategic Plan Alignment: Goal 2: Health and Well-being for All

Critical Program / Project Steps or Updates:

- Developed a CRC Agency Training focused on LGBT Older Adults with Chatham-Orange CRC and Wake County CRC (planned for May 2017).
- Collaboration with Alliance Behavioral Healthcare to improve content and utility of the Network of Care to occur in June 2017.
- Durham CRC website (estimated completion June 2017).
- Edit Network of Care “Senior Resources” and “Disability” Sections (estimated completion June 2017).
- Collaborate with Alliance Behavioral Healthcare in improving the content and utility of Network of Care through monthly meetings and supervision of an intern (June 2017).
- Co-Chair Partnership for a Healthy Durham (PHD) Communications Committee, which is responsible for the external / internal branding of PHD (June 2017).

Medical Respite Pilot Program

Department(s) / Divisions: Public Health

Resource Person: Gayle Harris, Public Health Director, (919) 560-7600

Project / Program Description: This project provides financial assistance with room and board for up to 40 medically vulnerable homeless persons who need short-term housing for stabilization or recovery following hospitalization as part of a pilot project to determine benefits and successful strategies of the medical respite program. Project Access of Durham County (PADC) administers the program for persons who are also eligible for services through PADC (low income, uninsured residents of Durham County) and ensures patients have access to needed health care, prescription medications and case management services. Results from the pilot project will be used to develop a proposal for a longer-term solution.

Desired Outcomes: The goals are to improve the health, health care, and well-being for persons served by the program. The program allows homeless persons in need of acute care to receive medical treatment and to rest and recover in a safe environment. The program provides able-bodied people the opportunity to return to work and disabled people the opportunity to connect with disability benefits, mental health and substance abuse counseling, and housing.

Resource Allocation: This program has no County FTEs. The County contributes up to \$20,000 annually and leverages \$455,122 of in-kind services annually from Duke University Health System, Lincoln Community Health Center, and Project Access of Durham County. The program was awarded \$600,000 in grant funding through the Rita & Alex Hillman Foundation's Innovations in Care Program to expand the scope of services to provide case management to homeless persons experiencing care transitions between January 1, 2016 and December 31, 2018.

Strategic Plan Alignment: Goal 2: Health and Well-being for All

Critical Program / Project Steps or Updates:

- Participant enrollment – 50 (3 new patients in the 4th quarter), plus 15 patients for case management only (without medical respite).
- Pilot project continues through FY17-18.
- Initial program evaluation completed.
- Final program evaluation (for the first two respite pilot years) to be completed by July 31, 2017.
- Awarded \$600,000 in grant funding through the Rita & Alex Hillman Foundation's Innovations in Care Program to expand the scope of services that provides case management to homeless persons experiencing care transitions for the period 1/1/2016 to 6/30/2019.

School Health Services

Department(s) / Divisions: Public Health

Resource Person: Hattie Wood, Community Health Division, (919) 560-7600; Cheryl Scott, Community Health Division, (919) 560-7600

Project / Program Description: The School Health program develops, establishes and maintains a nursing and health services program for students in Durham Public Schools grades pre-kindergarten through 12. A collaborative effort with educators and health personnel is used to implement public health nursing services in schools. Emphasis is placed on health promotion, early intervention and the remediation of student health problems.

Desired Outcomes: Preliminary goals include increasing the capacity of the program to provide nursing services and facilitate access to other public health services in all public and private schools in the county. Steps to provide services and access to public health services for charter schools include creating a Public Health School Liaison.

Resource Allocation: School Health Services is staffed with 15 full time employees and supported with \$1,579,170 in county funding and \$117,415 in grant funding for FY16.

Strategic Plan Alignment: Goal 2: Health and Well-being for All

Critical Program / Project Steps or Updates:

- The provision of additional nurses in FY17 increased support for students' educational achievement. Nurses provided additional health care services, including case management services for students with chronic health care conditions and strengthened partnerships with community health care providers and Durham Public Schools Administrators and Educators.
- The expanded capacity of the staffing facilitated the mass screening initiative of first grade students in the Durham Public Schools district.
- Data sets, statistical and audit tools will be revised and implemented in FY18. The key points in these documents are necessary to measure the effect of school health nursing services on student's health and education.

Goal 3: Safe and Secure Community

Overall Goal Highlights

Building and maintaining partnerships with the community to prevent and address unsafe conditions, protect life and property, and respond to emergencies anchors the safe and secure community goal. The FY 2016-17 operating budget allocates over \$60 million to the County Sheriff's Office, Emergency Communications, Fire Marshal, Criminal Justice Resource Center, Youth Home and Emergency Medical Services. This allocation translates 15% of the overall general operating budget.

FY-16-17 the Sheriff's Department received additional resources to support three Law Enforcement Officers who will cover Jail inmate transportation and the creation of a Mental Health pod for inmates with special needs. Five positions were added to EMS for to address peak time service calls, with two positions added to address county-wide Emergency Management issues.

Fourth Quarter Management Report Highlights

Though there are internal and external resources that support safe and secure communities, the quarterly management report highlights six programs and/or service areas. This report highlights the Drug Treatment Court, Jail Health Services, Jail Mental Health Program, Judicial Building Renovation, Misdemeanor Diversion Program and Pretrial Services.



Drug Treatment Court

Department(s) / Divisions: Criminal Justice Resource Center

Resource Person: Roshanna Parker (919) 560-0550

Project / Program Description: Adult Drug Treatment Courts (DTC) is a 15-year-old substance abuse treatment program that is an alternative to incarceration. The program lasts from 12 to 24 months. The DTC program includes incentives to encourage compliance and accountability through random and frequent drug testing, court appearances, and a sanction system. Participants are also supported with intensive outpatient treatments and other ancillary services. The program is monitored by a local management and operational team that meet bi-weekly.

Desired Outcomes: The purpose of this program is to avoid the incarceration and social costs of a criminal record (including healthcare utilization) and to reduce recidivism.

Resource Allocation: The adult drug treatment court requires two FTEs in addition to time from existing court staff, treatment personnel, and law enforcement personnel. The County budgeted \$29,142 in FY15-16 for this program which was supplemented by \$71,195 from Alliance Behavioral Health.

Strategic Plan Alignment: Goal 3: Safe and Secure Community

Critical Program / Project Steps or Updates:

- During this quarter, DTC admitted 5, graduated 1, discharged 2 and had 12 referrals.
- May was National Drug Treatment Court Month. CJRC hosted several client events including a resource panel, salsa dancing, and a recovery panel.
- DTC hosted one graduation during this quarter.
- The Trial Court Administrator, who had been with the team since the beginning, retired.

Jail Health Services

Department(s) / Divisions: Public Health

Resource Person: Hattie Wood, Community Health Division (919) 560-7600; Cheryl Scott, Community Health Division (919) 560-7600

Project / Program Description: The Jail Health Program provides health services to inmates of the Durham County Detention Center and to the residents of the Durham County Youth Home. Services are provided by a contract agency, Correct Care Solutions, Inc. Nursing staff members are on duty at the Detention Center 24 hours per day, 7 days per week. A physician and physician's assistant (PA) provide a total of 38 hours/week of service. Dental services are provided on-site weekly. The PA or MD visits the Youth Home weekly to provide health screening, education, and medical care. (The physician is always available for consultation or backup of Youth Home services.)

Desired Outcomes: Provide appropriate, cost effective health care to the inmates housed in the Detention Center and to residents of the Youth Home.

Resource Allocation: The Jail Health program is supported through a contract with Correct Care Solutions, Inc. that is not to exceed \$3,353,242. For the month of June, off-site services were \$34,944 which was \$1,942 under the cap budget. For the current contract YTD, offsite services total \$453,142 (claims payments and outstanding reserves), which is \$3,142 over the cap budget. In comparison, prior contract YTD off-site services were \$278,346 (claims payments and outstanding reserves) which was \$171,654 under the cap budget. As of June 30, 2016, the County owes the CCS a net amount of \$11,447. This includes a charge of \$3,142 for amounts over the cap budget for the current contract YTD and a charge of \$11,447 for prior contract year adjustments. Through June 2016: FY16 Services provided to inmates assigned to the State Misdemeanor Confinement Program included: 11,278 bed days @ \$13.15 per day costing \$148,305.70 and medications costing \$10,449.14. Through June 2016: Medications provided through Public Health's pharmacy for FY16 actual costs were \$331,322.88.

Strategic Plan Alignment: Goal 2: Health and Well-being for All, Goal 3: Safe and Secure Community

Critical Program / Project Steps or Updates:

- Continue to monitor the status of NCACC's plan for a uniform method to allow counties to bill Medicaid for inmate hospitalizations.
- Continue to meet with local partners to explore ways to mitigate escalating jail medical costs.
- The Duke and Durham County legal offices continue to develop an MOU to provide Jail Medical Staff access to Duke MedLink and view EHR of inmates who may have received care at Duke to assure continuity of care.

Jail Mental Health Program

Department(s) / Divisions: Criminal Justice Resource Center, Public Health, Sheriff

Resource Person: Peter Baker, Criminal Justice Resource Center, (919) 560-0500

Project / Program Description: This program provides mental health screening and services to detainees entering the Durham County Detention Center. Approximately 20% of those entering the Detention Center require services. Staff screens detainees to identify Severe and Persistent Mental Illness (SPMI) or Severe Mental Illnesses (SMI) and to determine a need for medication or additional services. The jail mental health practitioner responds to emergency calls and monitors inmates who are at risk for suicide. Staff educates inmates on their illness by running a psychosocial, dual- diagnosis group as part of the Substance Treatment and Recidivism Reduction (STARR) curriculum. With an increase in those served, there is a need to reexamine staffing patterns.

Desired Outcomes: Assist in reducing jail admissions for the targeted population; stabilize inmates through appropriate medication; and reduce risk factors that may lead to future crimes and/or returning to jail.

Resource Allocation: This program requires 3 FTEs and is supported by \$227,378 in FY15-16 County funding. One additional FTE was re-classified from our STARR team to our Jail Mental Health team effective September 29, 2015. We currently have one vacant position. We have petitioned for the budgeting of an additional staff, Peer Support Specialist for FY2017.

Strategic Plan Alignment: Goal 3: Safe and Secure Community

Critical Program / Project Steps or Updates:

- 442 individuals admitted into the detention center were served.
- Over 80% of the MH cases referred to the team were in urgent need of care.
- 59% of the target population with known discharge dates were discharged with appointments with service providers.

Judicial Building Renovation

Department(s) / Divisions: Engineering and Environmental Services

Resource Person: Peri Manns, Senior Project Manager, (919) 560-7996; Brenda Hayes-Bright, Project Manager, (919) 560-0735

Project / Program Description: This project involves renovation of the currently vacant Judicial Building located at 201 East Main Street, built in 1976. The Durham County Facility Master Plan recommends that the building be renovated as office space for functions currently housed in the Administration Building, the Agriculture Building and leased spaces throughout the County. The current building configuration does not meet the needs of the departments and agencies proposed for relocation to the building and will require substantial renovation to meet operational needs. There is a need to replace the 40-year-old building systems and to make the building ADA and building code compliant. Programming, space planning, exterior signage and way-finding are included in the proposed project.

Desired Outcomes: The renovation will result in a high-quality, re-branded facility with office space for the various departments currently programmed for the project. The renovation will achieve Leadership in Energy and Environmental Design (LEED) Certification as outlined in the Durham County High Performance Building Policy adopted by the BOCC in October 2008.

Resource Allocation: Funding for this project will be determined in the CIP following the update to the Durham County Space Needs Analysis and Facility Master Plan.

Strategic Plan Alignment: Goal 3: Safe and Secure Community, Goal 4: Environmental Stewardship, Goal 5: Accountable, Efficient and Visionary Government

Critical Program / Project Steps or Updates:

- The project team obtained a Certificate of Appropriateness from the Historic Preservation Commission for the War Memorial Improvements at the Administrative Building. The War Memorial Improvements are included as an allowance under the Judicial Building Renovation C, M @ R Construction Contract and is currently being priced by the C, M @ R's subcontractors.
- Furniture kickoff efforts commenced over the past month as meetings with the various building occupants are currently underway.
- OBA is continuing to work on finalizing the interior signage package in preparation for bidding.
- Framing activities is complete and/or is nearing completion on all floors. Various plumbing, mechanical and electrical rough-ins are continuing on multiple floors. The installation of the elevator equipment commenced during the month of June and is continuing. The building dry-in is on the critical path as the exterior curtainwall, glass, air barrier, framing and sheathing is continuing on all floors, ribbons and canopies. The major HVAC equipment including condensers, boilers, chillers and cooling towers are currently being set. The overall completion date for the project continues to remain on schedule.

Misdemeanor Diversion Program

Department(s) / Divisions: Criminal Justice Resource Center

Resource Person: Gudrun Parmer, 919-560-0503; Kelly Andrews 919- 560-8292

Project / Program Description: North Carolina is the last state in the US that continues to prosecute 16 and 17 year olds charged with criminal offenses in the adult criminal justice system. Criminal records can have severe collateral consequences, especially for youth of color, while also having a grave fiscal impact on individuals, families and communities. The Durham County Misdemeanor Diversion Program (MDP) is a program for processing 16 and 17-year-old first-time non-violent offenders committing misdemeanors. In lieu of formal court processing, an incident report (IR) program has been initiated as a 90-day diversion to avoid a first arrest for low risk youth in Durham County, keeping them out of the adult criminal justice system. Program components include: an MDP Court session with the Chief District Court Judge, District Attorney, Public Defender, and Law Enforcement educating youth and families on dangers of adult criminal involvement, and a 10-hour community based diversion program.

Desired Outcomes: Desired outcomes include an increase in referrals to MDP, keeping 16-17 year olds with first-time misdemeanors in Durham out of the adult criminal justice system and assisting other districts with Durham County MDP replication in their jurisdictions.

Resource Allocation: The Misdemeanor Diversion Program is currently supported by one FTE funded through a second year grant from the Governor's Crime Commission (GCC).

Strategic Plan Alignment: Goal 3: Safe and Secure Community, Goal 5: Accountable, Efficient and Visionary Government

Critical Program / Project Steps or Updates:

- MDP for 16-17 year olds has opened 290 referrals; recorded 261 successful program completions; 19 youth reoffended a year or longer after completing MDP.
- Adult MDP (18-21 year olds) has opened 106 referrals; recorded 78 successful program completions. 4 youth reoffended a year or longer after completing MDP.
- Durham has provided MDP information and training to thirty-one (31) districts and seven (7) jurisdictions have currently replicated Durham's MDP model.
- This quarter, MDP hosted a Law Enforcement Appreciation and Award Breakfast to acknowledge the Durham Police Department, Office of the Sheriff, and Durham District Courts.
- 98% program completion rate, 11% recidivism rate for both age groups

Pretrial Services

Department(s) / Divisions: Criminal Justice Resource Center, Sheriff

Resource Person: Christie Long, Criminal Justice Resource Center, (919) 560-0512

Project / Program Description: Established in January 2006, the purpose of Durham County's Pretrial Services is to create a systematic approach for recommending release and community supervision for defendants who do not pose a risk to the community as they await trial. The goal of the program is to reduce jail crowding, ensure that defendants return to court for disposition, provide complete and accurate information to judges to maintain the integrity of the judicial process, improve the release and detention decision, actively supervise pretrial defendants, and ensure that agency mandated conditions and court ordered requirements are satisfied. Pretrial services focus on First Appearance, Pretrial Release, and Supervision.

Desired Outcomes: To reduce jail overcrowding by reducing the number of days a person is detained pending their court date. Potential savings are based on the days a person would be in jail (if not posting bond) until their case is heard. Other measures include whether the person appears in court and whether the person did not commit new crimes while out on pretrial release.

Resource Allocation: Pretrial Services is staffed with 6 full-time employees and supported with \$436,831 in county funding for FY16.

Strategic Plan Alignment: Goal 3: Safe and Secure Community

Critical Program / Project Steps or Updates:

- During the last quarter of fiscal year 2017, two Pretrial Specialists resigned and the part-time employee hired specifically for weekend coverage left prior to the end of the probationary period. A temporary full-time Pretrial Specialist was hired and a job announcement was posted for one of the full time vacancies. To ensure normal operating hours were sufficiently staffed, second shift and weekend coverage was discontinued until further notice.
- In the fourth quarter of FY2017 we served an average of 108 clients per month and averaged about 38 clients per month on electronic monitoring.

Goal 4: Environmental Stewardship

Overall Goal Highlights

Ensuring a protected environment through planned growth, conservation, preservation, enhancement and restoration of our natural and built resources is the environmental stewardship goal focus. Within this goal, several critical funds occur to include Solid Waste, Soil and Water Conservation, Cooperative Extension Center Efforts, Economic Develop and Open Space Funding. Overall, \$6 million was allocated in the general operating fund to support environmental stewardship budget activities. An additional \$8 million supports the sewer utility fund, which protects regional water quality through the administration of the sewer use, storm water and erosion control ordinances. The FY16-17 budget funds the addition of two new Maintenance Technician positions to provide recycling support for county solid waste facilities. Due to nationwide changes in the recycling environment it not will cost the County to process recyclable goods rather than receiving revenue for this processing. This eliminates revenues that previously offset some solid waste costs. The City and County are currently developing a multi-use planning area that will serve as a “One Stop Shop” customer service department for citizens completing the Development Review Process. The capital cost for the first year of the project is \$430,000 and will be supported by increased revenue within the participating departments.

Fourth Quarter Management Report Highlights

For FY 2016-17, quarterly management updates have occurred on the Interchange Beautification Program.



Interchange Beautification Program

Department(s) / Divisions: County Manager

Resource Person: Drew Cummings, Chief of Staff, (919) 560-0065

Project / Program Description: This program matches City and County funds with private sector funds to provide additional maintenance, litter control, and beautification activities to a number of downtown interchanges on NC 147. One of the Strategic Plan Goal 1 first year initiatives was to “Promote Durham’s image, capitalizing on its uniqueness and historical significance, by improving gateways, increasing public art and enhancing overall appearance”.

Desired Outcomes: First impressions are lasting and therefore these interchanges are key gateways to a first look at our community, and their appearance speaks to our community priorities. If we invest in how we look, keeping Durham beautiful speaks volumes to residents, visitors, and those individuals and companies who may consider moving to Durham. Appearance has a long-established relationship to property values. Though we don’t have survey data to gauge people’s sense of improved conditions, we do have before and after photos showing the drastic positive visual improvements.

Resource Allocation: The initial two interchange areas being maintained at a higher level cost the County \$15,000 in FY14-15, which is helping to leverage \$45,000 in contributions from other partners.

Strategic Plan Alignment: Goal 1: Community and Family Prosperity and Enrichment, Goal 4: Environmental Stewardship

Critical Program / Project Steps or Updates:

- We did not succeed in adding an additional interchange to this arrangement in FY15-16 or FY16-17, but have a meeting set in early September which 5-10 proposed new partners to discuss their potential contributions as well as expansions of the project’s scope.

Goal 5: Efficient, Accountable and Visionary Government

Overall Goal Highlights

Efficient, Accountable and Visionary Government affects all areas of county government. The Quarterly Management Report reflects summary highlights on the general fund operating budgets. For the second quarter, the County collected \$472,819,710 or 94.33% of the budgeted General Fund and Capital Improvement Fund revenue. The overall budget for these funds total \$501,251,084. Two of the most significant revenues in these funds -- property tax and sales tax revenue collections -- have started to be collected with 100.81% of the revenues collected. The other financing sources year-end collection was at 60.14%. This category includes the budgeted amount for projected fund balance. As planned, the total amount of fund balance budgeted was not actually used, thus reflecting a lower actual collections rate for this category. The overall collection rate is consistent with historical years. The official year-end audited budget and actual information will be included in the 2017 Comprehensive Annual Financial Report (CAFR).

Fiscal Year 2016-17 Revenues by Category

Fourth Quarter: April 1, 2017 –June 30, 2017

Revenue Category	Current Budget	Revenue Collected	Positive (Negative) Variance	% Collected
Taxes	\$339,888,580	\$342,628,496	-\$2,739,916	100.81%
Licenses and Permits	\$1,359,250	\$1,393,097	-\$33,847	102.49%
Intergovernmental	\$61,896,743	\$58,784,273	\$3,112,470	94.97%
Contributions and Donations	\$86,799	\$72,179	\$14,620	83.16%
Investment Income	\$150,000	\$851,329	-\$701,329	567.55%
Rental Income	\$1,007,024	\$972,562	\$34,462	96.58%
Service Charges	\$20,702,487	\$21,589,617	-\$887,130	104.29%
Sewer Connection Fees	\$42,100	\$57,285	-\$15,185	136.07%
Other Revenues	\$764,617	\$1,081,088	-\$316,471	141.39%
Other Financing Sources*	\$75,353,484	\$45,389,784	\$29,963,700	60.24%
Total Revenues	\$501,251,084	\$472,819,710	\$28,431,374	94.33%

General Fund and Capital Improvement Fund expenditures and encumbrances through June 30, 2017 or 94.58% of the budget.

Fiscal Year 2016-17 Expenditures by Category

Fourth Quarter: April 1, 2017 –June 30, 2017

Function	Current Budget	Expended	Positive (Negative) Variance	% Spent
General Government	\$ 182,045,209	\$ 165,580,451	\$ 14,467,283	92.05%
Public Safety	\$ 62,608,034	\$ 59,662,078	\$ 2,406,045	96.16%
Transportation	\$ 512,500	\$ 293,372	\$ 219,128	57.24%
Environmental Protection	\$ 4,408,084	\$ 3,983,227	\$ 139,972	96.82%
Economic & Physical Activity	\$ 6,159,293	\$ 4,994,825	\$ 793,603	87.12%
Human Services	\$ 98,087,879	\$ 86,547,936	\$ 8,958,756	90.87%
Education	\$ 134,879,723	\$ 134,879,723	\$ 0	100.00%
Culture & Recreation	\$ 12,550,363	\$ 11,892,150	\$ 188,130	98.50%
Total Expenditures	\$ 501,251,084	\$ 467,833,762	\$ 27,172,916	94.58%

Fourth Quarter Management Report Highlights

The Quarterly Management report highlights critical areas and strategic priorities that were interest to the board. The following section reflects information on the Idealab, Managing for Results (Strategic Plan), Minority and Women’s Business Enterprise, Open Data FY16 Initiative, and Resident Satisfaction Survey.



IdeaLab

Department(s) / Divisions: County Manager

Resource Person: Michael Davis, Strategic Initiative Manager, (919) 560-0062

Project / Program Description: IdeaLab is an experiment to foster collaboration and innovation within and between the City of Durham and Durham County. After a City-County Partnership Retreat in October 2014, the strategic initiative managers at the City and County decided that their organizations needed to create a regular time and space to brainstorm ideas for how the two local governments could work together on shared strategic goals. IdeaLab was born in March 2015, and it is now held every other month. More than 50 City and County employees have participated in the process so far.

Desired Outcomes: More intentional, data driven partnerships between the City of Durham and Durham County; stronger professional relationships between City and County employees; an enhanced culture of innovation within local government.

Resource Allocation: IdeaLab is a significant time investment of the City-County ICMA Fellow, as well as the strategic initiative managers at the City and County.

Strategic Plan Alignment: Goal 5: Accountable, Efficient and Visionary Government

Critical Program / Project Steps or Updates:

- IdeaLab sessions, held every other month, have transitioned into workshops and skills-training sessions. Using skills learned through a partnership with Duke University, IdeaLab has taught human-centered design and behavioral economics. For 2017, the instructional theme is continuous improvement. At the February 2017 IdeaLab, Dr. Jim Svara from UNC's School of Government talked about a culture of innovation. At the April 2017 IdeaLab, staff presented on the A3 continuous improvement tool used by Peak Academy in Denver, Colorado. At the June 2017 IdeaLab, staff taught on process mapping, in order for employees to gain this skill.
- Learning from IdeaLab, the County will continue to formulate an innovation strategy within Durham County. The vision is to push the spirit of IdeaLab into all departments by encouraging all employees to learn innovation skills and be empowered to offer specific ideas for departmental and organizational improvements, and then support them with the tools to be able to test, prototype and refine those ideas. The County's Innovation Academy team has been developing a process for idea management, called Ideasphere. It will start in Fall 2017.
- The City and County strategy and innovation teams presented on IdeaLab at the Transforming Local Government conference in Tulsa, Oklahoma in April 2017.

Managing for Results (Strategic Plan)

Department(s) / Divisions: County Manager

Resource Person: Mr. Wendell Davis, County Manager, (919) 560-0000

Project / Program Description: Managing for Results is the new business model for Durham County. It will determine how Durham County can plan, budget, manage and evaluate and learn to determine how it can make improvements for better outcomes. A MFR model and four-year implementation plan was created and approved by the BOCC. During the second half of FY14-15, Progress Teams worked on the following milestones: 1) Develop a Common Language for Managing for Results; 2) Pilot Performance Measurement in seven departments; 3) Design process, structure and timeline to update Strategic Plan; 4) Begin developing stakeholder communications and engagement strategies; and 5) Use Quarterly Management Report system for reporting.

Desired Outcomes: A culture of performance management which will allow the organization to better plan, budget, manage, evaluate, and learn. Higher-level outcome measures that will continue at the countywide Strategic Plan level. Assistance to departments to do more intensive outcome measurement at the program level. A culture of innovation and continuous improvement.

Resource Allocation: Implementing Managing for Results requires a substantial time investment from County employees, including the Budget & Management Services Department, Strategic Initiatives staff and other County departments. Consulting contracts were executed with consultant Martha Marshall to assist with MFR Milestones.

Strategic Plan Alignment: Goal 1: Community and Family Prosperity and Enrichment, Goal 2: Health and Well-being for All, Goal 3: Safe and Secure Community, Goal 4: Environmental Stewardship, Goal 5: Accountable, Efficient and Visionary Government

Critical Program / Project Steps or Updates:

- Measure collection and reporting in departments was integrated with the FY17-18 budget process.
- All departments were asked to submit 5-10 key measures in the FY17-18 budget process, along with third quarter measures reporting.
- The refreshed Durham County Strategic Plan was approved by the BOCC in June 2017. In late summer and early fall, staff will begin to work on implementation.

Minority and Women's Business Enterprise

Department(s) / Divisions: Finance

Resource Person: George K. Quick, Chief Financial Officer, (919) 560-0043; Jacqueline Boyce, Procurement Manager, (919) 560-0055

Project / Program Description: The Minority and Women's Business Enterprise (MWBE) Program promotes the development and growth of MWBE firms. The program provides technical assistance to MWBE firms to ensure that they have an opportunity to participate in the County's procurement and contracting process.

Desired Outcomes: Increase the percentage of funds spent with MWBEs. Identify and increase the number of MWBE firms in attendance at Durham County outreach and training programs. Ensure MWBE project participation goals are met.

Resource Allocation: The MWBE program is currently staffed with two full-time employees and is supported by a \$100,000 consultant contract with the North Carolina Institute of Minority Economic Development (The Institute).

Strategic Plan Alignment: Goal 5: Accountable, Efficient and Visionary Government

Critical Program / Project Steps or Updates:

- A prequalification workshop / outreach for the Main Library Renovation Project was held on May 4, 2017. The event was sponsored by Skanska / Holt Brothers & DC MWBE team.
- Two business development classes were held on May 10th and June 8th. The classes were sponsored by The Institute and the Durham County MWBE team.
- The Institute and the Durham County MWBE team presented an end of the year MWBE report to the Durham Board of County Commissioners on June 5, 2017.
- For the first three quarters of FY2017, the overall MWBE participation goal was 21.86%.
- The Institute and the Durham County MWBE team met with the City of Durham on June 27, 2017 to discuss collaborative training opportunities.
- Total County funds spent on the procurement of construction, goods and services in Q4 2016-17 equal \$18M. Total funds spent with MWBE prime contractors / vendors in Q4 2016-17 equal \$2.1M. Total funds spent with MWBE subcontractors in Q4 2016-17 equal \$2.5M. Total funds spent overall with MWBE firms in Q4 2016-17 equal \$4.6M. Percentage of funds spent overall with MWBE firms in Q4 2016-17 equal 25.36%.
 - Women \$3.4M (18.65%)
 - Black American \$1.1M (6.11%)
 - Hispanic \$78K (0.43%)
 - American Indian \$14K (0.08%)
 - Asian American \$17K (0.09%)

Open Data Initiative

Department(s) / Divisions: Information Services & Technology

Resource Person: Sam McClenney, City of Durham Technology Solutions; 919-560-4122

Project / Program Description: The City and County of Durham are developing a platform to share publicly available, de-identified, “raw” data structured in machine readable language. This sharing allows for data access for internal and external analysis – increasing opportunities for community engagement, economic development, and service delivery. The development of the proof of concept for Open Data Program is currently in process.

Desired Outcomes: To support the City and County’s goals to use technology to foster open, transparent, accessible, and collaborative government by sharing data freely, the City and County of Durham will create an open data portal as an initial phase platform to enable economic development opportunities, internal efficiency, and community development benefits.

Resource Allocation: The total project amount is \$137,437, with \$68,718.50 funded by Durham County Government and \$68,718.50 allocated from the City of Durham.

Strategic Plan Alignment: Goal 3: Safe and Secure Community, Goal 4: Environmental Stewardship, Goal 5: Accountable, Efficient and Visionary Government

Critical Program / Project Steps or Updates:

- Preparing to launch an updated Open Data Portal (July / August, 2017)
- Preparing to submit an updated Open Data Policy and S.O.P. Documents (July / August, 2017)
- Assembling a data governance workgroup (August, 2017)
- Facilitating the IdeaLab on data (August, 2017)

Resident Satisfaction Survey

Department(s) / Divisions: County Manager

Resource Person: Drew Cummings, Chief of Staff, (919) 560-0065

Project / Program Description: This project is a collaborative effort between the City of Durham and Durham County. The City of Durham conducted its own survey every other year for a number of years, but City and County staff recognized a number of reasons to have a joint survey, including: 1) citizens not always differentiating between the two entities, 2) the sharing of survey costs, 3) areas of overlapping responsibility, and 4) a shared interest in further improving the function of local government. The City and County are continuing to use ETC Institute to conduct the survey.

Desired Outcomes: The survey is designed to capture citizen perceptions of a number of local governmental services and initiatives. The survey will be completed by a representative sample of Durham County residents of sufficient size to give good, statistically significant feedback on the services covered. The survey findings should serve as a useful tool for better understanding and acting on resident desires and concerns. Over time, annual survey data can create trendlines, which can highlight changing perceptions on these important issues. Finally, we are hopeful that the joint County-City nature of this complex project will continue to encourage collaboration on all levels between the two local entities.

Resource Allocation: The County's 50% contribution to this project is \$9,850. Significant staff time has been devoted to development of the joint survey and will be devoted to finding effective ways of putting survey feedback to use.

Strategic Plan Alignment: Goal 1: Community and Family Prosperity and Enrichment, Goal 2: Health and Well-being for All, Goal 3: Safe and Secure Community, Goal 4: Environmental Stewardship, Goal 5: Accountable, Efficient and Visionary Government

Critical Program / Project Steps or Updates:

- The first joint survey was administered during October and November 2015 and the survey report was presented to both elected boards and County staff in January 2016.
- County Commissioners and department heads were engaged in revising the survey for the Fall 2016 survey.
- The Fall 2016 survey was administered in November and December 2016 and results were presented to the BOCC on February 6, 2017.
- Departments reviewed survey feedback and other sorts of information in preparing their FY2017-18 work plans.
- City and County employees have been developing ways to make the survey data more accessible to citizens, employees, and policy makers. A draft Tableau tool for cross-tabbing results (e.g. looking at how a specific sub-population answered a particular question) was sent out to Commissioners in June.



**DURHAM
COUNTY**

Live. Grow. *Thrive.*