



# QUARTERLY MANAGEMENT REPORT

FISCAL YEAR 2017/2018  
FIRST QUARTER

# Q1





## COUNTY OF DURHAM

**WENDELL M. DAVIS**  
**COUNTY MANAGER**

Commissioners,

I am pleased to present the first quarter management highlights for fiscal year 2017-18 for the period July 1, 2017 to September 30, 2017. This quarter's document aligns with Durham County's strategic goal areas to include: *Community Empowerment and Enrichment, Health and Well-Being for All, Safe Community, Environmental Stewardship and Community Prosperity, and Accountable, Efficient and Visionary Government.*

We will continue to refine the quarterly management report to reflect our developments and milestones within the Managing for Results 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

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## Goal 1: Community Empowerment and Enrichment

### **Overall Goal Highlights**

In the 2017 update to the Durham County Strategic Plan, the two primary goals identified for *Community Empowerment and Enrichment* focus on providing access to educational, vocational, economic and cultural opportunities and empowering citizens to select strategies that improve their quality of life. In order to reach these goals, programmatic and project work will focus on providing support for educational opportunities that ensure high academic achievement, facilitating the development of a skilled workforce aligned with current and future business needs, fostering a business friendly environment, leveraging local and regional economic development resources, expanding access to technology, and enhancing cultural and creative opportunities.

More than one third of the Durham County budget supports public education. The increasing allocation of County dollars to Pre-K classrooms represents a growing commitment to high quality, publicly funded universal Pre-K access before age 5. The County supports Durham Public Schools with nearly \$30 million in capital funds and \$134 million in annual operating funds. Durham Technical Community College receives a significant amount of County funds each year with additional funding support provided in part by the voter approved Article 46 sales tax levy. In the FY17-18 application cycle, 40 nonprofit agencies were approved for funding at a total of \$650,000. Several process changes were made to the nonprofit funding program's application process as a result of a comprehensive program review.

### **First Quarter Management Report Highlights**

The following section reflects information on the Durham Sports Commission, Made in Durham, My Brother's Keeper Durham, and the Whitted School.

## Durham Sports Commission

**Department(s) / Divisions:** County Manager

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

**Project / Program Description:** Durham was 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 received 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 (current Chair of the Commission), 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, DCVB is asked to contribute 50% of the growth it receives.

**Strategic Plan Alignment:** Goal 1: Community Empowerment and Enrichment

**Critical Program / Project Steps or Updates:**

- Created \$1,767,027 in economic impact from three events between July 1 and August 30, 2017.
- From September 29 to October 1, 2017, the Durham Bulls Athletic Park hosted a Gaming Challenge for 1,200 attendees. Participants were from North Carolina, South Carolina and Virginia. The Commission will provide figures outlining the full economic impact of the event.
- King of the Canopy, a two day tree climbing event at Duke Park, will take place on October 7 and 8, 2017. More than 70 people are scheduled to participate in the event, including athletes, support staff, and officials. Teams from seven states and two European countries are scheduled to attend. The Commission will provide figures outlining the full economic impact of the event.
- The RDC 5K, Marathon, and Half-Marathon is scheduled for November 11 and 12, 2017. The Race Across Durham Trail 10 Miler and Marathon is scheduled for December 3, 2017.
- The Facility Assessment Study has begun and is the first step of the Facility Feasibility Study process. The Commission selected *Huddle Up Group* from Phoenix, AZ to complete the initial assessment. *Huddle Up Group* will meet with the Commission and view all facilities from December 6 to December 8, 2017. *Huddle Up Group* will conduct phone interviews with stakeholders before the December visit.
- The Commission is working to submit several bids before the end of the calendar year and is helping to coordinate several events that are scheduled to occur in January and February 2018.
- The Commission will assist the Durham Bulls as they work with the Atlantic Coast Conference (ACC) to coordinate the ACC Baseball Championship. Additionally, the Commission will organize and execute Fan Fest for the ACC Baseball Championship.



## 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 My Brother’s Keeper Initiative, and the activities of Durham Public Schools.

**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 have approved \$101,000 each for this program in FY17-18. This is the fourth year of funding, the total FY17-18 revenue budget is over \$1.2 million.

**Strategic Plan Alignment:** Goal 1: Community Empowerment and Enrichment

**Critical Program / Project Steps or Updates:**

- MID formed a Career Advising Task Force with public and private sector representation to help DPS provide all students with career exploration and planning by the time of their high school graduation.
- MID formed a Racial Equity Task Force with public and private sector representation to identify strategies that counteract racial barriers and disparities in education and employment.
- The Oak Foundation awarded MID a three-year \$750,000 grant to launch a dropout recovery program for high school aged youth. The Durham Futures Action Team will use the grant to connect 50-75 young people to alternative education programs best suited to their needs.
- GSK President, Jack Bailey, will be the guest speaker at the Partnership Luncheon on November 3, 2017.
- DPS is hosting an Apprenticeship Open House on November 8, 2017 for students and their parents. Currently, 125 students have registered to learn about available apprenticeship programs with five employers.
- MID and DPS are key partners in strengthening the City and County work-based employment experience through the YouthWork Internship Program.
- 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.

## 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, a 10-month partnership with six Public Allies, and other program funding has been allocated to MBK Durham in FY17-18. In June 2016, 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 six Public Allies from FY16-17 assisted with implementing the recommendations from the MBK Durham Action Plan.

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

**Critical Program / Project Steps or Updates:**

- Edmund Lewis, the new MBK Durham Manager, began his work with Durham County Government in August 2017.
- The annual MBK Durham / Public Allies Report was presented to the Board of County Commissioners at the September 2017 Work Session.
- County Manager, Wendell Davis and MBK Durham Manager, Edmund Lewis attended the 2017 Congressional Black Caucus Conference in Washington, D.C. at the end of September to communicate with potential funders.
- Edmund is making connections with community partners and is identifying goals that MBK Durham will pursue for the year.

## 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 Empowerment and Enrichment

**Critical Program / Project Steps or Updates:**

- Construction is complete, the new building (32 units) is fully occupied, and 24 of the 47 units in the restored section of the building are partially occupied.
- Pre-K classrooms opened in August 2017 are nearing full occupancy.
- The Child Care Services Association is working with Pre-K classrooms and leadership at the center to provide technical assistance towards licensure.



## Goal 2: Health and Well-Being for All

### **Overall Goal Highlights**

In the 2017 update to the Durham County Strategic Plan, the two primary goals identified for *Health and Well-Being for All* focus on improving the quality of life for residents through the delivery of preventive, behavioral and physical care services and through the reduction of barriers that decrease access to these services. In order to reach these goals, programmatic and project work will focus on decreasing health disparities within the community, strengthening individual and familial well-being through prevention and education, and partnering with community resources that increase access to health and wellness services. Funding for the *Health and Well-Being for All* goal includes \$97.9 million dollars to support Social Services, Public Health and Mental Health activities. In addition, dollars are allocated in the Cultural and Recreation function with \$12 million dollars budgeted in fiscal year 2017-18.

With the approval of the 2016 General Obligation Bond Referendum, library staff vacated the Main Library and established alternative service locations in preparation for extensive renovation and expansion to the Main Library facility. The building is scheduled to reopen in 2019. In the FY17-18 budget, the Department of Social Services did not request any additional local dollars. Due to increased revenue (\$2,267,578) associated with mandated service delivery, Social Services reduced its need for County funding by \$1,181,283. The additional increase in expenditures (\$1,086,295) supports program enhancements, non-capital computers to support integration of child welfare services into NC FAST and other purchases. To reduce the student to nurse ratio in Durham Public Schools and to foster improvements related to student absenteeism as a result of health issues, the Board of County Commissioners funded four 10-month positions last year. However, during the interview process, applicants were consistently seeking fulltime employment rather than 10-month employment. To that end, three full time positions were created. In order to limit growth costs in this budget, but still support this important health outcome, the FY17-18 budget supports an additional school nurse FTE.

### **First Quarter Management Report Highlights**

The following section reflects information on the Medical Respite Pilot Program, North Carolina Families Accessing Services through Technology (NC FAST) and School Health Services.

## 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 \$10,000 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 – 55 (5 new patients in the 1<sup>st</sup> quarter), plus 5 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.

## North Carolina Families Accessing Services through Technology (NC FAST)

**Department(s) / Divisions:** Social Services

**Resource Person:** Rhonda Stevens, Assistant Director, Family Economic Independence (FEI), (919) 560-8000

**Project / Program Description:** NC FAST is an ongoing program required by the North Carolina Department of Health and Human Services (DHHS) to improve the work processes of DHHS and local county Social Service departments. NC FAST is driven by new technology tools and new business processes for county staff which are intended to reduce time spent on work tasks and increase time spent on families. Since 2012, DSS has implemented new phases of NC FAST designed to expedite processing time for data entry applications and re-certification.

**Desired Outcomes:** The purpose of the program is to create a tool to improve work processes and better serve families by merging data collected from various legacy systems into a central location.

**Resource Allocation:** The Durham County Department of Social Services receives significant external funding to support operational and personnel costs. Funding levels are variable based upon the specific program. On average, 67% of departmental funding comes from Federal and State government and 33% of departmental funding comes from County government.

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

**Critical Program / Project Steps or Updates:**

- Ongoing NC FAST program implementation is required and directed by the NC Department of Health and Human Services. Phases 1, 2, 6, and 7 of the program have been implemented.
- Durham County Child Care Subsidy cases were converted into NC FAST in March 2017. Child Care Subsidy providers began entering information through the new provider portal prior to the conversion in March.
- The Crisis Intervention Program was also part of Phase 3, staff began entering those cases in July 2017.
- Children Services is part of the Phase 4 roll out. The department began preparing for this phase in July 2017, the anticipated start date for the Phase 4 conversion is May 2018.

## 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.

**Resource Allocation:** School Health Services is staffed with 19 full time employees and supported with \$1,766,170 in county funding and \$117,415 in grant funding for FY18.

**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 the educational achievement of students. The nurses provide additional health care services, including case management for students with chronic health care conditions and strengthened partnerships with community health care providers and Durham Public Schools Administrators and Educators.
- Statistical data sets and audit tools are revised and will be implemented in the 2018 school year. These resources directly impact how the effect of school health nursing services on student health and education are measured.
- The School Health Nurse team began conducting vision screenings for all first and third grade students in Durham Public Schools. Good vision is a vital trait for academic and social learning in elementary school students.

## Goal 3: Safe Community

### **Overall Goal Highlights**

In the 2017 update to the Durham County Strategic Plan, the primary goal identified for *Safe Community* focuses on partnering with the community to prevent and address unsafe conditions, protect life and property, and respond to emergency situations. In order to reach these goals, programmatic and project work will focus on improving outcomes for vulnerable children, youth, adults and animals, improving outcomes for disconnected youth, improving coordination within the public safety and criminal justice systems, and increasing resident engagement in communities.

The FY17-18 approved budget includes a 5.39% net spending increase in public safety. The general fund public safety budget totaled \$63.1 million. Increased investments in EMS and the Sheriff's Office are the primary new investments in this goal area. The County is implementing a community paramedicine pilot program (\$307,561) which includes three additional positions to assist citizens with chronic disease management, the homeless, and those with behavioral health issues, all who frequently find themselves in need of EMS services. The pilot program will be evaluated and next steps determined after one year. Important in the evaluation will be the effect it has on response times due to staffing adjustments needed to implement the program. In preparation for changes that are expected to occur at the State level that relate to raising the age of adult charges and given the current condition of the Youth Home facility, funding for a facility masterplan and environmental assessment (\$87,660) is included to assist in preparing for this important capital improvement project. The FY17-18 budget supports investments in technology and replacement vehicles in the Sheriff's Office. Software upgrades to the CAD system and new computers for the Detention Center were included in the proposed budget. The Sheriff's Office also requested funding to purchase Microsoft Office 365 software to better interface with County Government.

### **First Quarter Management Report Highlights**

The following section reflects information on the Assistant District Attorney for Jail Population Management, Drug Treatment Court, Jail Health Services, Jail Mental Health Program, and Pretrial Services.

## Assistant District Attorney for Jail Population Management

**Department(s) / Divisions:** District Attorney

**Resource Person:** Roger Echols, District Attorney for District 14 Courts (919) 808-3303; Sheila Eason (919) 808-3154

**Project / Program Description:** The Assistant District Attorney position helps reduce the jail population as well as jail and court related medical and travel expenses by coordinating with judges, jail staff, pretrial services, and all relevant law enforcement personnel to identify situations where jail population management tools such as unsecured bonds and pretrial release may be safely used. Offenders that come before the Jail Court include those who have Felony warrant(s) and those charged with Misdemeanors who have not made bond. This function is particularly important because new laws require that misdemeanor sentences (effective 10/2014) and impaired driving sentences (effective 1/2015) be served locally.

**Desired Outcomes:** The County has funded this additional position in the courts to help manage and reduce the population in the Durham County Detention Center. This reduction decreases costs and can help facilitate getting offenders connected to appropriate services outside of the jail setting. The goal of the program is to reduce recidivism rates and enhance the affected individuals' chances of being productive members of society.

**Resource Allocation:** This program requires 1 FTE and \$64,953.

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

**Critical Program / Project Steps or Updates:**

- The average jail population for the 1<sup>st</sup> quarter was 498, this is an increase from last quarter but a significant decrease from the same quarter over the past three years. The corresponding quarter from FY14-15 was 555 but has steadily decreased.
- During this reporting period 87 offenders were released through Pre-Trial Services and 114 offenders were released pursuant to an unsecured bond or voluntary dismissal.



## 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. DTC has the capacity to serve 45-50 participants, the length of the program is 12 to 24 months. DTC 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. Additional funding is available for drug testing, as well as housing and support services.

**Strategic Plan Alignment:** Goal 3: Safe Community

**Critical Program / Project Steps or Updates:**

- During this quarter, DTC admitted 7, graduated 3, discharged 2 and referred 21 individuals.
- September was National Recovery Month, Drug Treatment Court clients participated in several activities hosted by CJRC including a recover panel.
- The Assistant Director and Public Defender assigned to DTC attended the National Drug Court Conference in Washington, DC from July 10-12, 2017. They also attended a one day DTC workshop in Greensboro, NC on August 15, 2017.
- Durham DTC added the Freedom House as a new provider for DTC clients.

## 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. The contract will not exceed \$3,178,547. For the current contract, YTD paid claims are \$12,419, outstanding unpaid claims are \$58,340. These claims total \$70,759, which is under the pro-rated budget cap.

**Strategic Plan Alignment:** Goal 2: Health and Well-Being for All, Goal 3: Safe 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 20-25% of those entering the Detention Center require mental health 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. Mental health clinicians respond to emergency calls and monitor inmates who are at risk for suicide. A contract psychiatrist is on-site 12 hours per week to evaluate newly admitted inmates and regularly monitor inmates on medication. Staff works with local providers to develop discharge plans and assist inmates with resources and direct services upon release. A psychosocial, dual-diagnosis group is offered as part of the Substance Treatment and Recidivism Reduction (STARR) curriculum.

**Desired Outcomes:** Assist in reducing jail admissions for the targeted population, stabilize inmates through appropriate medication, work with Alliance Behavioral Healthcare to schedule services after discharge, and reduce risk factors that may lead to future crimes and/or a return to jail.

**Resource Allocation:** 5.0 FTEs and \$78,000 allocated for a contract psychiatrist. Funding is also available for housing, medication, and other supportive services.

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

**Critical Program / Project Steps or Updates:**

- 465 individuals admitted into the detention center were served.
- Over 80% of the clients referred to the Jail Mental Health Program met the program's eligibility requirements and received services.
- 59% of the target population with known discharge dates were discharged with appointments with service providers.

## 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 6.6 full-time employees. This program also has a \$178,000 service contract that provides electronic monitoring and court reminder notifications.

**Strategic Plan Alignment:** Goal 3: Safe Community

**Critical Program / Project Steps or Updates:**

- Admitted 111, averaged 1100 active per month. Completed 519 risk assessments, averaged 130 served per month in various service capacities.
- Served an average of 108 clients per month and averaged about 38 clients per month for electronic monitoring.

## Goal 4: Environmental Stewardship and Community Prosperity

### **Overall Goal Highlights**

In the 2017 update to the Durham County Strategic Plan, the primary goal identified for *Environmental Stewardship and Community Prosperity* focuses on protecting our environment through planned growth, conservation, preservation, enhancement and restoration of our natural and built resources.

In order to reach these goals, programmatic and project work will focus on increasing energy efficiency, increasing the use of environmentally preferred transportation options, improving water quality, changing behaviors to achieve environmental quality, protecting open space and preserving rural character. Over \$4.4 million was allocated to support Solid Waste, Environmental Engineering and other environmental protection efforts. In addition, \$5.7 million is budgeted for Economic Development, Planning, Soil and Water Conservation, and Open Space Management in fiscal year 2017-18.

The renovated Judicial Building and Main Library facilities will be LEED eligible in accordance with the adopted policies of the Board of County Commissioners. Work will continue towards a more “green built” environment through ongoing efforts in the High Performance Contracting Program. The Development Finance Initiative (DFI) in the School of Government at the University of North Carolina at Chapel Hill will provide analysis options to ensure Durham County goals are realized as work proceeds in the 300 and 500 blocks of East Main Street. The Open Space program continues to increase protected acreage and targeted investments in storm water and soil erosion programs have resulted in enhanced responsiveness and environmental quality, however legislative changes at the State and Federal levels have led to increased challenges and uncertainties. The Utility Division is expanding the extension of reclaimed water services and interlocal agreements with surrounding municipalities and Research Triangle Foundation businesses. To meet this service demand, a new Assistant Utility Division Manager position was approved. The Division Manager position will relieve additional duties that continue to arise due to economic growth.

### **First Quarter Management Report Highlights**

The following section reflects information on the Interchange Beautification Program, the Judicial Building Renovation and the Main Library Renovation.

## 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 these interchanges are key gateways to a first look at our community, their appearance speaks to our community’s 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 visual improvements.

**Resource Allocation:** The initial two interchange areas are very well maintained. Durham County contributed \$15,000 to each interchange for the past three fiscal years. The County’s contribution helps leverage \$45,000 from other partners. The County budgeted \$17,000 in FY17-18 to help spur expansion to new areas and attract new partners. Private sector funding is expected to increase in FY18-19.

**Strategic Plan Alignment:** Goal 1: Community Empowerment and Enrichment, Goal 4: Environmental Stewardship

**Critical Program / Project Steps or Updates:**

- Generated new financial commitments and additional outreach efforts during a September 2017 meeting with developers from downtown Durham.
- The Duke and Chapel Hill Street Interchange and the southeast portion of the Fayetteville Street Interchange will likely be added to the program as a result of additional funds.
- Alston Avenue will likely be added to the program after construction is complete.



## 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 4: Environmental Stewardship and Community Prosperity, Goal 5: Accountable, Efficient and Visionary Government

**Critical Program / Project Steps or Updates:**

- Entered into a contract with Wilson, Hinnant and Utley for Public Art on the project site. On July 21, 2017, the Durham Arts Council Board voted unanimously to approve the proposed concept for the Public Art.
- Furniture design and pricing efforts continued through meetings with building occupants and furniture vendors.
- OBA finalized the interior signage and audiovisual packages. Those packages are in the bidding process.
- The hanging, taping and finishing of drywall is nearing completion on all floors. Elevator work continues on floors 3 and 4. Acoustical ceiling tile grid installation continues on multiples floors. The building dry-in is on the critical path as the exterior curtainwall, glass, air barrier, framing and sheathing is nearing completion on all floors, ribbons and canopies. Metal panel grid and installation has commenced on the upper canopy and ribbon. Major HVAC equipment including condensers, boilers, chillers and cooling towers are set. The overall completion date for the project continues to remain on schedule.
- 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. Improvements are on hold following the toppling of the Confederate monument.

## 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 Empowerment and Enrichment, Goal 2: Health and Well-Being for All, Goal 4: Environmental Stewardship and Community Prosperity, Goal 5: Accountable, Efficient and Visionary Government

**Critical Program / Project Steps or Updates:**

- The *Construction Documents* phase is complete, the project is currently in the *Bidding Phase*. The design team and Skanska are securing the necessary approvals to begin construction. 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.
- Demolition / abatement activities commenced on July 10, 2017. The site fencing is installed and the construction trailers have been delivered and connected to the appropriate utilities. Demolition activities are progressing as the project team intends to obtain BOCC approval for GMP #2 on November 13, 2017.
- Efforts to value engineer the project were completed over the past month. These modifications were included in the 100% Construction Documents provided to Skanska/Holt Brothers for bidding. The initial bid opening for GMP #2 will be October 12, 2017. If packages do not receive the mandatory (3) bids necessary for opening, a re-bid will be scheduled about two weeks after the original bid opening date.

## Goal 5: Accountable, Efficient, and Visionary Government

### **Overall Goal Highlights**

In the 2017 update to the Durham County Strategic Plan, the primary goal identified for *Accountable, Efficient, and Visionary Government* focuses on a commitment to excellence and effectiveness through collaborative leadership, exceptional customer service, innovation, transparency and fiscal responsibility. In order to reach these goals, programmatic and project work will focus on strengthening leadership through collaboration, providing exceptional customer service, encouraging innovation, harnessing community resources, expertise and intellectual capital, fostering informed public engagement, and adopting evidence-based practices for programs.

Departments have gone through initial MFR training and will begin to report on public facing measures. Continued investments will ensure operational efficiencies are gained through robust data analysis, performance measurement review, and regular reporting to internal and external stakeholders. The County is currently in the second year of the biennial 2017-26 Capital improvement Plan. Last year \$1 billion of capital requests came from County departments, Durham Public Schools, Durham Technical Community College and the NC Museum of Life and Science. To stay within the recommended debt range we scaled back project scopes and moved project implementation timing beyond the four year 2016-2020 range. Estimated project expenses over the next four years total \$295 million. This includes spending from an approved \$170 million November 2016 GO Bond Referendum as well as current and future spending on large projects such as the Judicial Center Renovation project.

### **First Quarter Management Report Highlights**

The following section reflects information on Bond Financing, General Reappraisal, the IdeaLab, Managing for Results (Strategic Plan), Minority and Women's Business Enterprise, the Open Data Initiative, and the Resident Satisfaction Survey.

## Bond Issuance Financing

**Department(s) / Divisions:** Finance

**Resource Person:** George K. Quick, CFO, (919)560-0043; Jessica Brown-Linton, Asst. CFO, (919)560-0063

**Project / Program Description:** The GO Taxable Bond – Whitted School Project – The County has advanced \$3.3M to the project. The actual bond sale will take place on March 16, of which time the County will be reimbursed for its advances. We have been informed that the project is essentially complete. The 2016 Referendum as of date has not advanced any funds or issued any bonds on any of the 4 projects. The credit facility associated with this financing was approved by the LGC on March 7, 2017 and is expected to close on March 23, 2017. Judicial building renovation project – The County has advanced \$5.6M to the project. On March 7, 2017 the LGC approved the financing facility for this project and it is scheduled to close on March 30. At that time the County will be reimbursed for its advances. This project is expected to be complete in December 2018.

**Desired Outcomes:** Projects will progress as scheduled.

**Resource Allocation:** Funding for these projects are part of financing approved by the LGC on March 7, 2017. This financing will close on March 16, 23, and 30<sup>th</sup>, 2017.

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

**Critical Program / Project Steps or Updates:**

- On March 7, 2017, the LGC approved financing for the projects listed (GO Taxable Whitted School debt, LOBs finance, and GO Referendum 2016 projects).
- GO Taxable Whitted School project is essentially complete.
- LOBs financing for the judicial building project is expected to be complete December 2018.
- BANs financing for DPS, Durham Tech, NC Museum of Life & Science, and the Main Library is in process and ongoing.

## General Reappraisal

**Department(s) / Divisions:** Tax Administration

**Resource Person:** Kimberly Simpson, Tax Administrator, (919) 560-0300

**Project / Program Description:** More than 85% of the Durham County tax base consists of real property. For property tax purposes, the value of real property is determined each time the county conducts a general reappraisal. State statute requires a reappraisal of real property at least every eight years. Property values typically appreciate and depreciate at different rates. The countywide reappraisal 'resets' tax values to match current market values to ensure all property owners are paying their share of County taxes. The reappraisal will be effective as of January 1, 2016. After value change notices were mailed in December 2015, the focus of the Reappraisal shifted to managing appeals that resulted from the new values.

**Desired Outcomes:** The reappraisal is intended to produce a reasonable estimate of the January 1, 2016 market value for each of the approximately 110,000 parcels of real property in the county. Overall reasonableness of a reappraisal can be measured objectively by comparing assessed values with actual sale prices from sales occurring near the reappraisal date.

**Resource Allocation:** The revaluation project requires seven additional FTEs. County funding for this project is \$1,409,158.

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

**Critical Program / Project Steps or Updates:**

- Approximately 115 appeals from Board of Equalization and Review decisions (approximately 1.7% of all appeals filed) have been filed with the State Property Tax Commission. Most of the Property Tax Commission appeals should be resolved by the end of FY17-18. At the end of Q1, approximately 14 appeals remain at the Property Tax Commission.

## 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.

**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 for the City / County ICMA Fellow and the City and County Strategic Initiative Managers.

**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 the A3 continuous improvement tool used by Peak Academy in Denver, Colorado. At the June 2017 IdeaLab, staff taught process mapping, at the September 2017 IdeaLab, staff taught root cause analysis.
- 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; subsequently, departmental and organizational leaders will provide the tools needed to test, prototype and refine those ideas. The County's Innovation Academy team has been developing IdeaspHERE, a process for idea management. IdeaspHERE will begin in Fall 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 the 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 Empowerment and Enrichment, Goal 2: Health and Well-Being for All, Goal 3: Safe Community, Goal 4: Environmental Stewardship and Community Prosperity, Goal 5: Accountable, Efficient and Visionary Government

**Critical Program / Project Steps or Updates:**

- Measure collection and reporting in departments was integrated in 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 reporting measures.
- The updated Durham County Strategic Plan was approved by the BOCC in June 2017. General Managers are in the process of aligning departmental planning with strategic planning.

## 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:**

- The Institute and the Durham County MWBE team hosted the first quarterly MWBE Advisory meeting in July 2017.
- On August 12, 2017, at Northeast Regional Library, the Institute and the Durham County MWBE team led their third business development class, 25 people attended.
- At the September 25, 2017 BOCC Regular Session, the BOCC proclaimed October 2-6, 2017 as Minority Enterprise Development Week.
- The Institute, the City of Durham, and the Durham County MWBE team will meet to discuss how to provide collaborative MWBE training for the Durham community. The first collaborative event is tentatively scheduled for November 2017.
- The Institute completed a comparison study that profiled the Durham County MWBE program and similar programs in neighboring communities, including Mecklenburg County and the cities of Durham, Greensboro, Winston-Salem, and Charlotte. The conclusion revealed that Durham County has a more robust program with more engagement of MWBEs.
- Total County departmental funds spent on the procurement of construction, goods and services in Q1 FY17-18 equal \$22M. Total funds spent with MWBE prime contractors and vendors in Q1 FY17-18 equal \$1.7M. Total funds spent with MWBE subcontractors in Q1 FY17-18 equal \$811K. Total funds spent overall with MWBE firms in Q1 FY17-18 equal \$2.5M. Percentage of funds spent overall with MWBE firms in Q1 FY17-18 equal 11.58%.
  - Women \$1.5M (6.88%)
  - Black American \$975K (4.44%)
  - Hispanic \$19K (0.09%)
  - American Indian \$30K (0.14%)
  - Asian American \$700 (0.03%)

## 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. Durham County Government and the City of Durham each contribute \$68,718.50.

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

**Critical Program / Project Steps or Updates:**

- Participated in Civic Spark Day and City Camp NC in August and September 2017.
- Facilitated the August 2017 IdeaLab about data.
- Organizing the City and County Data Academy that is scheduled for October 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.

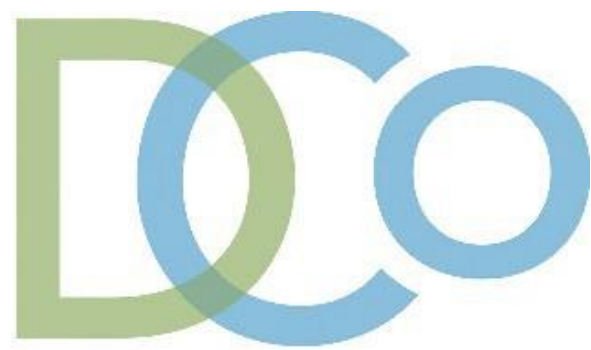
**Desired Outcomes:** The survey is designed to capture citizen perceptions of a number of local governmental services and initiatives. The survey will be completed by a representative sample of Durham County residents of sufficient size to give good, statistically significant feedback on the services 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 FY17-18 contribution to this joint project is \$12,000. Significant staff time has been devoted to the development of a joint survey and will be devoted to finding effective ways of putting survey feedback to use.

**Strategic Plan Alignment:** Goal 1: Community Empowerment and Enrichment, Goal 2: Health and Well-Being for All, Goal 3: Safe Community, Goal 4: Environmental Stewardship and Community Prosperity, 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 and 2017 surveys.
- The Fall 2016 survey was administered in November and December 2016, results were presented to the BOCC on February 6, 2017.
- Departments reviewed survey feedback and other information in preparing their FY17-18 work plans.
- City and County employees have been developing ways to make 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.
- Plans to administer the 2017 survey in November and December 2017 are on track.



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