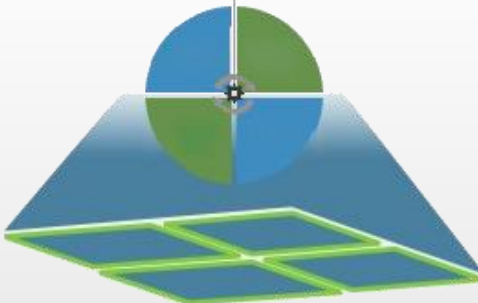


DURHAM COUNTY COURT HOUSE

# Durham County Government Quarterly Management Report

Fiscal Year 2017/2018  
Third Quarter



# Q3



## COUNTY OF DURHAM

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

Commissioners,

I am pleased to present the third quarter management highlights for fiscal year 2017-18 for the period January 1, 2018 to March 31, 2018. 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.

### **Second Quarter Management Report Highlights**

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

## 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:**

- The Durham Sports Commission helped host the MLK Rising Stars Holiday Classic Basketball Tournament that took place on January 13-14, 2018 at various locations across Durham County.
- DSC helped Durham host the US Women's Curling Association National Meeting and National Bonspiel that took place on February 12-18, 2018 at the Triangle Curling Center.
- DSC helped Durham host the King of the Spring Lacrosse Tournament that took place on March 8-11 at Durham County Memorial Stadium.
- DSC completed filming and production of two promotional videos that showcase to external event holders, Durham's all-star amenities and local community pride. The first video champions Durham and the second highlights family and fan experiences.  
<https://www.youtube.com/watch?v=7IdLtAv9kRI>
- Huddle Up Group, the group performing the facilities study, held a public listening session on the results of the Durham County Facility Assessment and Market Study.
- DSC is leading local efforts to create an e-sports strategy for the community. We are partnering with the Durham Bulls and considering ways to partner with Duke, NCCU, DPS, and the local private and charter schools to figure out the best fit for our community.

## 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:**

- Casey Steinbacher, former Executive Director of the Greater Durham Chamber of Commerce, will continue to serve as the interim Executive Director of MID through December 31, 2018.
- DPS Superintendent Mubenga conceptually agreed to grant data access to MID. With this data, MID can more astutely evaluate the components of the education to work pipeline that focus on the trajectories of students in the Durham Futures program consortium.
- MID formed a Career Advising Task Force and a Racial Equity Task Force to explore the needs and implications of career advising and racial equity on the MID mission.
- The Advisory Team and Board of Directors have identified shared members and an explicit communication protocol to enhance the role of each group.
- MID is seeking additional corporate funding and support for the DPS-MID Work Based Learning Initiative.
- MID and DPS are collaborating to implement and improve the work based learning continuum in Durham and the region.
- MID will convene additional community conversations on developing and implementing a cradle-to-career continuum, such as Strive Together, in Durham.

## My Brother's Keeper Durham

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

**Resource Person:** Edmund Lewis, MBK Durham 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:**

- MBK Durham worked with the Durham Youth Baseball Athletics to sponsor equipment purchases for youth baseball.
- MBK Durham partnered with the Latino Federal Credit Union and Square 1 Bank to develop Bull City Pitch, a social entrepreneurship competition for Durham high school students. A total of \$3,500 is awarded to students who demonstrate teamwork and collaboration. The award helps to build financial literacy and business acumen. The competition took place on April 24, 2018.
- Edmund Lewis, MBK Durham Manager, and Lara Khalil, City / County Youth Initiatives Manager, work together to ensure effectiveness and efficiency in their roles and to avoid duplication of programs, funding and activities.
- MBK Durham awarded \$5,000 to Campaign for Change to support annual programs and events.
- MBK Durham interviewed and selected a Public Allies cohort to support implementation of the MBK Durham Action Plan.
- MBK Durham is working with Vision, a consulting firm, to complete the new MBK Durham website. MBK Durham is meeting biweekly with internal and external staff to finalize the wireframe, layout, internal design and content of the website in preparation for its June launch.

## Preschool Expansion

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

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

**Project / Program Description:** Many Durham children benefit from high quality early education experiences, including preschool. Beyond those families able to pay for this educational experience themselves, NC Pre-K, Head Start, and DSS child care subsidies help many additional families to avail themselves of high quality educational interventions for their young children. These subsidies, however, still leave many unserved children, and the goal of this program is decrease the number of unserved four year olds. In the fall of 2017, eight new County-funded preschool classrooms open at the renovated Whitted School and are being operated by Durham Public Schools. The County Commissioners have committed up to \$3.5 million in additional funds in FY18-19 and beyond to further expand the number of children who can receive an educational intervention widely recognized to produce lasting, positive effects.

**Desired Outcomes:** The desired outcomes of expanding high quality preschool are improved kindergarten readiness and also evidence of lasting effects through third grade reading scores and beyond for those who have received this experience. Also, because those to be served may often end up with lower educational outcomes, we hope that expanding preschool access will reduce the achievement gap at kindergarten entry, in third grade reading scores, and beyond.

**Resource Allocation:** FY17-18 - \$1.5 million. FY18-19 - up to \$3.5 million anticipated

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

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

- The Whitted School Pre-K program is still under-enrolled, with 122 of 144 slots filled as of early April 2018.
- Durham County and Durham Public Schools staff finalized a monthly reporting template and meeting schedule.
- The Child Care Services Association is completing a Supply and Demand Study for pre-K, one of the key recommendations of the Pre-School Task Force.
- A "Pre-K Expansion Management" RFP was issued on December 1, 2017, one proposal was received. County staff brought the proposal to the Board of County Commissioners at the March 2018 Work Session. The County Commissioners, County staff and community partners are discussing alternative ways to proceed.
- County Commissioners and County staff continue to participate in conversations with representatives from communities that are working towards offering universal Pre-K.



## 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. 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.

### **Second Quarter Management Report Highlights**

The following section reflects information on Jail Health Services and North Carolina Families Accessing Services through Technology (NC FAST).

## 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 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 strategies 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 HER of inmates who may have received care at Duke to assure continuity of care.

## 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.
- 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.
- Between October and December 2017, DSS staff continued to focus on Phase 4.
- In December 2017, counties across the State began processing Low Income Energy Assistance applications, per Phase 3 processing.
- The implementation of Phase 4 with NC Fast, Child Welfare has been extended until September 2018. The agency has identified the county champions for this phase. The county champions consist of representatives from the Family Economic Independence Division Children Services Division and our agency internal IT team.

## 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.

### **Second Quarter Management Report Highlights**

The following section reflects information on the Assistant District Attorney for Jail Population Management, Drug Treatment Court, Jail Mental Health Services, Misdemeanor Diversion 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 third quarter was 504, this number represents an increase of the average jail population over the same quarter of the past three years.

## 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, January 2018 through March 2018, DTC admitted 9, graduated 2, discharged 1 and referred 24 individuals.
- One County Commissioner and two former DTC graduates attended graduation.
- DTC started a new CBI component and enrolled two participants during the period.
- The Assistant Director is working with the AOC on planning a statewide DTC conference to be held in October 2018.

## Jail Mental Health Program

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

**Resource Person:** Peter Baker, (919) 560-0500

**Project / Program Description:** The Jail Mental Health Program provides mental health screening and services to detainees in the Durham County Detention Facility. 20% to 25% of those entering the Detention Center require mental health services. Detainees are screened to identify Severe and Persistent Mental Illnesses (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 onsite 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 this targeted population; stabilize inmates through appropriate medication; work with Alliance Behavioral Health Care to schedule services after discharge and reduce risk factors that may lead to future crimes and / or returning to jail.

**Resource Allocation:** 5.0 FTE including a Case Management Assistant that was added in February. \$78,000 is allocated for a Contract Psychiatrist. Funding is also available for housing, medication copayments, 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:**

- 355 charts were reviewed in the Psychiatric Clinic during the third quarter.
- Jail Mental Health team members had 1,500 individual contacts with inmates during the third quarter.
- 42 inmates were placed in the Mental Health Pod during the third quarter.

## 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/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 Durham County Government.

**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 opened 333 referrals; recorded 325 successful program completions; 19 youth reoffended a year or longer after completing MDP.
- Adult MDP for 18-21 year olds opened 170 referrals; recorded 139 successful program completions; four youth reoffended a year or longer after completing MDP.
- Durham provided MDP information and training to 31 districts. Seven jurisdictions are currently replicating Durham's MDP Model.
- The MDP programs for both age groups have a 98% completion rate and an 11% recidivism rate.



## 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:**

- Effective February 12, CJRC filled the full time Pretrial Assistant position with an existing employee. Consequently, there is a vacant Office Assistant position, the position was posted during the third quarter.
- CJRC has part time vacancy within the Pretrial Services division, the position will be posted in April.
- The electronic format for the screening report was released on March 27, 2018. Staff are becoming more familiar with the new format and adjustments are being made to make the interface more user friendly.
- During the third quarter, CJRC served an average of 103 clients per month. An average of 39 clients per month were supported with 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.

### **Second Quarter Management Report Highlights**

The following section reflects information on the Judicial Building Renovation, the Lincoln Community Health Center (LCHC) Phase II Renovations, and the Main Library Renovation.

## Judicial Building Renovation

**Department(s) / Divisions:** Engineering and Environmental Services

**Resource Person:** Peri Manns, Deputy Director of Engineering and Environmental Services, (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:**

- The project team elected to enter into a contract with the team of Wilson and Utley for Public Art on the project. On July 21, 2017 the Durham Arts Council Board voted unanimously to approve the proposed concept for public art. The Historic Preservation Commission (HPC) Hearing for the public art is targeted for May 1, 2018.
- The project team obtained a Certificate of Appropriateness from the HPC for the War Memorial Improvements at the Administrative Building. The War Memorial Improvements are included as an allowance under the Judicial Building Renovation CM@R construction contract and was previously on hold following the toppling of the Confederate monument.
- Furniture design / pricing efforts continued over the past months as the BOCC approved the contract for the workstation procurement on January 8, 2018 due to the long lead / fabrication time on the product. The remaining furniture packages were more recently approved by the BOCC on March 12, 2018.
- The exterior sunshade installation continues and major HVAC equipment including condensers, boilers, chillers and cooling towers are set, system startups were conducted over the past month. The water meters have been installed and are currently being inspected. The overall completion date for the project remains on schedule.
- Durham County is scheduling coordination meetings to execute move management, furniture installation, punch list, owner training, and other closeout activities. Building occupancy is slated to occur between September 4-25, 2018.

## Lincoln Community Health Center (LCHC) Phase II Renovations

**Department(s) / Divisions:** Engineering and Environmental Services, Budget & Management Services, Finance

**Resource Person:** Peri Manns, Deputy Director of Engineering and Environmental Services, (919) 560-7996; Brenda Hayes-Bright, Project Manager, (919) 560-0735

**Project / Program Description:** On November 9, 2015, the Board of County Commissioners appropriated \$1,000,000.00 of federally awarded grant funds to create the LCHC Phase II Renovation capital project account and authorized the execution of a contract with Swanson + Stewart Architects (SSA) to provide architectural design services for this project. The Board of County Commissioners approved the project for construction on January 23, 2017. The project is now in the construction phase. The project will provide for renovations and expansions at the LCHC, thereby enhancing critical health services provided to the community via LCHC.

**Desired Outcomes:** Completion of this project will provide a reliable working environment by eliminating current space deficiencies and improve service delivery at this facility. New materials will include recycled content flooring and low VOC paint products to provide a healthier and more environmentally friendly facility for patients and staff.

**Resource Allocation:** This project was awarded a \$1,000,000 grant from HRSA in September 2015. The remaining construction costs are funded by Lincoln Community Health Center. Durham County Engineering & Environmental Services (EES) is providing Project & Construction Management services.

**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 project is divided into four phases to facilitate continued service delivery while under construction. Phase 1A and 1B will occur on the first floor. Phase 2A and 2B will occur on the second floor.
- Abatement and Construction (Phase 1A) began in April 2017.
- As of January 2018, the first floor was complete and occupied by the owner.
- Phase 2A is in progress and scheduled for completion in April 2018. Phase 2B is scheduled to begin in April 2018 after Phase 2A is complete.

## 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 BOCC approved the construction packages and GM#2 on December 11, 2017. Contractors mobilized and the Construction Manager at Risk (CM@R) continues to receive the required approvals.
- Currently, the construction work includes installing foundations, structural steel, shear walls, and the duct bank; pouring concrete; infrastructure; and site work.

## 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.

### **Second Quarter Management Report Highlights**

The following section reflects information on Bond Issuance Financing, 2016 General Reappraisal, 2019 General Reappraisal, IdeaLab, Managing for Results (Strategic Plan), and the Minority and Women's Business Enterprise.

## Bond Issuance Financing

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

**Resource Person:** Susan Tezai, CFO, (919)560-0039; Jessica Brown-Linton, Deputy 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 in December 2018.
- BANs financing for DPS, Durham Tech, NC Museum of Life & Science, and the Main Library is in process and ongoing.

## 2016 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:**

- No pending appeals before the local Board of Equalization and Review at the end of Q3.
- 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. Approximately 10 appeals remain at the Property Tax Commission at the end of Q3.



## 2019 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. The Durham Board of County Commissioners adopted the advancement of the next reappraisal, which is effective January 2019. 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 the County taxes.

**Desired Outcomes:** The reappraisal is intended to produce a reasonable estimate of the January 1, 2019 market value for each of the approximately 114,000 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 eight additional residential contractors and three commercial contractors to canvas the field and verify data.

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

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

- Staff analyzed 6,654 sales to develop pricing models.
- Staff canvassed 88.6% of all residential properties and 69.8% of all commercial properties.

## 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:**

- 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 kicked off with an idea submission campaign in Fall 2017. Ideas will be vetted, selected and tested in Spring 2018.
- The Durham Data Community of Practice formed in Fall 2017, as a spinoff of the IdeaLab. The group was formed after the popularity of the IdeaLab session, "Demystifying Data". The group is a learning network and community of practice focused on data, it consists of City and County employees and will meet periodically.

## 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 and will be integrated with the FY18-19 budget process. ClearPoint will continue to assist measurement reporting.
- The BOCC approved the 2017 Durham County Strategic Plan update in June 2017. General Managers are in the process of aligning departmental planning to strategic planning.

## Minority and Women's Business Enterprise

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

**Resource Person:** Susan Tezai, Chief Financial Officer, (919) 560-0039; 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 MWBE Team collaborated with the City, and the Institute to host "How to use Community Resources to Maximize your Business" held at Stanford Warren Library on January 13, 2018.
- The Institute and the Durham County MWBE Team held the third quarter MWBE Advisory council meeting on January 31, 2018.
- The Institute and the Durham County MWBE Team attended the Durham County Department Head meeting to share their plan to directly engage departments to increase minority participation.
- The MWBE Team collaborated with partners to host "Where are the Opportunities – Learning how to Successfully Navigate the websites of the County, the City and the NC Historically Underutilized Businesses" at North Regional Library on March 24, 2018.
- Total County departmental funds spent on the procurement of construction, goods and services in FY17-18 Q3 equal \$13.4M. Total funds spent with MWBE prime contractors and vendors in FY17-18 Q3 equal \$1.67M. Total funds spent with MWBE subcontractors in FY17-18 Q3 equal \$808K. Total funds spent overall with MWBE firms in FY17-18 Q3 equal \$2.5M. Percentage of funds spent overall with MWBE firms in FY17-18 Q3 equal 18.43%.
  - Women \$1.7M (12.68%)
  - Black American \$676K (5.04%)
  - Hispanic \$76K (0.57%)
  - American Indian \$0K (0.00%)
  - Asian American \$14K (0.11%)



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