



CITY OF
DURHAM

Strategic Plan
Initiative Progress Highlights



One Vision, Five Goals

The City of Durham Strategic Plan serves as a roadmap to make Durham a diverse, welcoming and innovative community. Over 2,600 City of Durham employees provide services every day that make Durham a great place to live, work, and play. While our mission remains the same, the City's Strategic Plan and the five goals that are the framework for the activities, programs, and services associated with them, change to build on how Durham is transforming to meet the needs of the growing, diverse, and inclusive community that we strive to be.

This document provides updates for many of the initiatives included in the current Strategic Plan which was adopted in June 2018. As reflected in the updates, the initiatives are in varying stages of being addressed; a few are in the early stages of implementation, while others are far along in implementation, and many are nearing completion. The phasing of initiatives acknowledges the City's limited resources and allows for prudent and thoughtful implementation.

Moving forward, City Council will receive formal annual updates regarding the City's progress at addressing the initiatives outlined in the Strategic Plan. The ability to achieve the initiatives, and ultimately the objectives, included in the Strategic Plan will require ongoing engagement between staff and City Council.

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Youth Internship Program

OBJECTIVE

Build a Talented, Competitive Workforce

INITIATIVE

Grow the Durham Youth Internship Program from 200 to 1,000 placements.

UPDATE

In 2019 program, Durham YouthWork Internship Program (DYWIP) served 248 Durham Youth. It provided 210 youths with six-week paid internships and offered a one-week paid Career Readiness Program experience for 38 additional youths (ages 14 and 15) who were not matched to a host site. These programming elements are critical to achieve the underlying goal of building Durham's Youth Talent Pipeline.

In an effort to attract more robust participation from private sector partners, Office of Economic Work Development (OEWD) piloted a partnership with the Durham Workforce Development Board Executive Committee to establish the Youth Ambassador's Program who served to promote partners and recruit industry leaders. The Ambassadors worked with Made in Durham to conduct a marketing and outreach campaign targeting large private sector employers.



Following four to five months of targeted engagement, the campaign yielded mixed results. Using the pilot outcomes as the basis for lessons learned, staff made strategic modifications expanding internship host recruitment to small businesses and non-profits. The revised recruitment approach has resulted in some notable success. There are six new hosts representing 27 internships. Additionally, Duke University has agreed to fund 20 additional interns to their program in Duke Health.

As a result of various process improvements by Human Resources, Finance, and Budgeting, DYWIP was able to streamline the application and reduce processing time for the on-boarding and matching processes. Staff anticipates that these process improvements, targeted marketing, and host recruitment will result in attaining the goal to continue a steady increase in program participation each year.

2

Shared Economic Prosperity

Justice Involved Employment Program

OBJECTIVE

Build a Talented, Competitive Workforce

INITIATIVE

Re-design and implement an employment program for justice-involved residents.

UPDATE

Office of Economic Work and Development (OEWD) undertook two main initiatives to address the need of justice-involved residents. First, with the partnership of the iTeam, OEWD launched the Transitional Jobs program that placed 10 participants in four City of Durham agencies.

- Nine of the 10 participants completed the six-month comprehensive program that included job readiness training; on-going skills training; case management and mentorship; supportive services; and most importantly, up to twenty-six weeks of employment at \$15.46 per hour with full health and other employee benefits.
- Six of the original cohort have transitioned into full-time positions with the City of Durham. In response to the successful results, OEWD is seeking the expansion of this program to additional City departments, as well as to developing partnerships with Durham County and private sector employers.

Second, in 2016, the Department of Labor (DOL) awarded OEWD a \$1.36M grant to provide pre- and post-release services for individuals in Durham and Wake Counties including mentoring, job training, occupational skills training, education, and other supportive services. The grant runs through March 31, 2020. Following the formal end of the grant period, the Training to Work program will be incorporated into the City of Durham's Justice Involved Program, which will expand services to an additional 50 participants.

Training to Work Performance Measure	Goal	Actual
Enrollment Rate	100% (170 participants)	103% (175 participants)
Entered Employment Rate	60%	74%
Employment Retention Rate	70%	72%
Average Earnings	\$9.50 per hour	\$12.93 per hour
Recidivism Rate	22% or below	13%
Entered Occupational Training Rate	75%	78%
Industry Recognized Certificate/Degree Rate	60%	67%
Attainment Rate	60%	85%

Financial Inclusion Strategy

OBJECTIVE

Civic Infrastructure

INITIATIVE

Create a financial inclusion strategy with community partners.



UPDATE

Cities for Financial Empowerment Fund (CFE) funded a grant for CityStart Initiative to formulate a blueprint for the City of Durham to support municipal financial inclusion and empowerment efforts. Creating the blueprint included partnership with public and private community stakeholders to convene a Financial Inclusion/Empowerment Bootcamp. Additionally, CFE created a network of other cities awarded CityStart grants to convene sessions with national representatives. Durham was highlighted for our proposed mobile engagement pilot—leveraging technology to directly reach Durham residents around personal money management.

OEWD, Durham Housing Authority, DCLT, and Community for Empowerment Fund (CEF) have completed the **Credit Building through Rent Reporting Pilot** and anticipate releasing the report mid-March 2020. The pilot presented a low risk opportunity to enhance and expand a credit building opportunity for low- to moderate-income subsidized residential tenants. Participants were able to report alternative data (on-time rent payments) to leverage their largest existing monthly expense as an active trade line with the Credit Bureau. The pilot showed that participants were able to remarkably increase their credit scores with an average of 40 to 50 points.

Additionally, OEWD launched a pilot social media campaign called **Tell ED** that was a 21-day challenge to garner Durham residents' opinions about what is most important as it pertains to personal money management. Over 200 Durham residents responded to the survey through the use of a smartphone platform. Residents' responses to the survey revealed the following priorities: (1) a need for financial coaching, (2) information on housing (both home buying and affordable housing), (3) information and grants related to starting a business/entrepreneurial training, and (4) identifying opportunities for additional income streams. Also, the survey revealed aspirational goals of increasing credit scores, buying a house/obtaining better apartment, reducing debt, and saving money.



4

Shared Economic Prosperity

Career Pathways

OBJECTIVE

Build a Talented, Competitive Workforce



INITIATIVE

Fulfill the workforce needs of the business community by connecting residents to career pathways and work-based learning programs.

UPDATE

Through Durham Workforce Development Board (Board) partnerships, the Office of Economic and Workforce Development (OEWD) has engaged the City of Durham in several regional and statewide initiatives. The Triangle Regional Career Pathway Collaborative is comprised of the Board and three other workforce boards. Their primary goal is to develop career pathways that align with the Triangle regional labor market and support the regional economy.



Since its establishment, the Board enhanced partnerships with various industry leaders working to develop certified career pathways in health/life science, advanced manufacturing, information technology, and construction and skill trades. Career pathway engagement has resulted in partnerships with several key stakeholders, including the International Brotherhood of Electrical Workers (IBEW), Joint Apprenticeship Training Committee (JATC), Durham Technical Community College, and Durham Public Schools (DPS). The outcomes of the partnership indicate positive results. For instance, seven of 10 participants from IBEW J.A.T.C. program graduated and earned full apprenticeships.

Innovative Development Review Services

OBJECTIVE

Create an Inclusive Development Environment

INITIATIVE

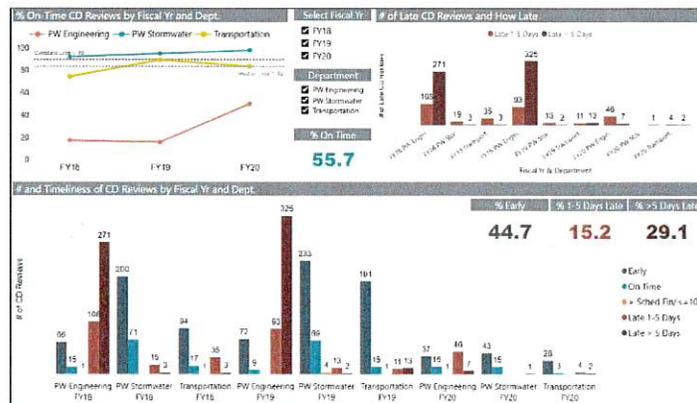
Establish consistent and committed service levels between all development review departments.

UPDATE

Several changes have been implemented since July 2018 that have led to significant progress on this initiative. This includes improving the timeliness and the quality of reviews, as well as reducing other various delays or impediments to the overall development review process. Site plan review, construction drawing review, and the building permit processes have all seen improvements since July 2018 .

The Fiscal Year 2019 budget (June 30, 2018 to July 1, 2019) included additional staff members with the primary responsibilities of development review. The increased staff in Public Works allowed for a greater percentage of the reviews for all types of submittals to be completed on time. The timeliness of reviews by Public Work staff has improved for construction drawing reviews, building permits, and site plan or plat reviews. The established goal of 85% on time, is being met or exceeded by all other reviewing departments.

In November 2019, the Development Management Team was established. The Development Management Team consists of supervisors from each Department with significant responsibilities in development review processes. Starting in February of 2019, Planning staff members were included in the residential building permit process. The Planning Department reviews applications concurrently, and this has simplified the reviews of the staff in the Inspections Department. The Development Management Team will continue to work to monitor the progress of this initiative.



Crisis Intervention Team

OBJECTIVE

Reduce Harm

INITIATIVE

Decrease amount of time from referral for Crisis Intervention Team (CIT) intervention to patient contact.

UPDATE

With the addition of the Licensed Clinician in April of 2018, the triage process was streamlined to ensure that only cases that fit the criteria for CIT Teams were referred. This allowed the appropriate cases to be quickly review by the Clinician or Crisis Intervention Team.

In February of 2019, as a result of Senate Bill 630, the CIT Team started responding to live crisis calls for service and Involuntary Commitment (IVC) transports. The CIT Team is taking more active crisis calls for service which has reduced the number of referrals.

By instituting these changes, the CIT Team has met the average percentage of time set for their 48-hour goal. It also increased the number of cases referred by 20%, bringing the average of 94% cases in 2019.



8

Creating a Safer Community Together

Partner with Local Hispanic Organizations

OBJECTIVE

Proactive Relationship Building

INITIATIVE

Partner with local Hispanic organizations and residents to create opportunities to learn about, and understand, the specific challenges facing the Hispanic community.



UPDATE

The Police Department's Hispanic Community Liaison Officer has partnered with many Hispanic organizations such as El Centro Hispano to hold various events, including the National Night Out, Coffee with a Cop, El Centro Mobile and Church educational forums which are hosted quarterly. The Liaison helps to promote various departmental events and services, including the Durham Police Athletic League, Durham Police Department Summer Youth Camps, Explorer programs, Citizens Police Academy, and the Community and Business Workshops. The Liaison not only markets the programs within the Hispanic community, but assists potential participants with the application processes.

The Liaison has been instrumental in crime prevention efforts to the Hispanic Community. He continues to update the public on current crime trends, safety tips, and community events using the La K Buena radio station. He has held community pop-up events that both educate the public and offer community services on a variety of topics. He regularly meets with crime affected communities in order to answer questions and increase safety efforts. Upon further crime trend recognition, the Liaison will continue to host informational sessions and pop-up events within the identified communities.

Future plans are to support current event offerings and investigate additional opportunities for outreach partnerships. Plans are being developed to assist the Durham County Health Department with a series of trainings for food vendors. Conversations are in the works to partner with Duke Health on ideas to offer assistance for navigating the healthcare system. The Hispanic Liaison is currently working with the Autism Society of North Carolina to fine tune a safety training for Hispanic parents of autistic youth.

Patrol Beat Structure

OBJECTIVE

Improve Operational Efficiency

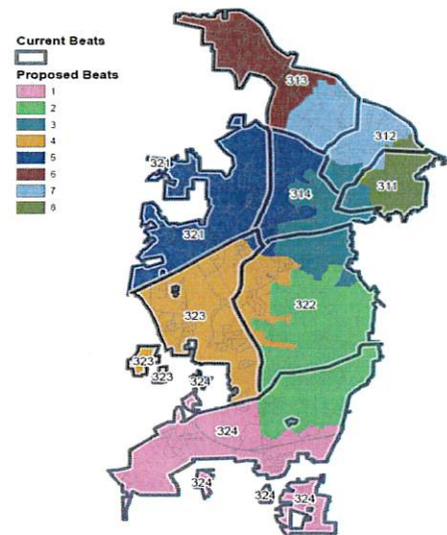
INITIATIVE

Analyze Beat structure to help improve beat integrity and “in district” call response.

UPDATE

In 2017-2018, the Durham Police Department partnered with the International Association of Chiefs of Police (IACP) to study its beat structure. Calls For Service (CFS) were analyzed for a two-year period (Oct 1, 2015 to Sep 30, 2017) and plotted on a map in ¼ mile sections. Design considerations included: minimize workload variations between beats, establish a target of 5,000 to 5,500 CFS events per beat, leave district boundaries unchanged (with minor exceptions), minimize response time for officers, and improve beat integrity and community policing efforts. Based on these considerations, there were eight beats established for the four primary patrol districts, and three beats established for the downtown district. A committee was formed, including patrol officers, supervisors and analysts, to assist in drawing the new boundaries. The new beats went into effect on January 11, 2019.

For calendar year 2019, significant improvements were observed in the workload variation between beats. The variance, between patrol beats with the fewest CFS and those with the most, declined by 64% for the City as a whole. The result was a more equitable distribution of CFS across the beats, reducing the number of times officers were pulled from their assigned area to cover CFS elsewhere. Modest improvements were observed in response time and beat integrity. The average response time to the highest priority CFS improved from 6 minutes, 17 seconds in 2018 to 6 minutes, 7 seconds in 2019. In addition, the ratio of such CFS that were answered in less than 5 minutes also improved, from 52 percent in 2018 to 54 percent in 2019. The ratio of CFS in each beat that were answered by the officer assigned to that area improved from 24 percent in 2018 to 27 percent in 2019 for the highest priority CFS, and 29 percent to 31 percent for all CFS in the City.



10

Creating a Safer Community Together

Effective Community Risk Reduction Programs

OBJECTIVE

High Survivability

INITIATIVE

Design, deliver, and deploy effective community risk reduction programs.

UPDATE

Efforts to reduce risk among residents of all ages are being implemented across the City of Durham.

Durham Housing Authority partners with Durham Fire, Durham Police, Safe Kids, Durham Bike Co-op and the Durham County Library to hold monthly Be Smart/Bike Safe youth bike events throughout the city. The event provides youth with a better understanding of bike and pedestrian safety. Every participant receives a properly fitted bike helmet, a repaired and road worthy bike to ride, and valuable information and training to be better prepared to walk and ride their bike in the city.



Safe Kids partnered with the City of Durham Fire Department to provide supplies and training for firefighter technicians. The partnership has doubled the department's capacity to handle the overwhelming request from the community to have their car seat professionally checked by a nationally certified Child Passenger Safety Technician.

Starting in April, the Fire Department will once again launch Safety in Our City which features various events in 19 weeks across the 19 fire stations, every Saturday. The events range from smoke alarm canvassing, fire station open houses, car seat safety check events, operation medicine drop events, fire extinguisher training, hot car events, and community engagement events. There will be two large smoke alarm canvasses in the first week of April and the second week in June. With the help of American Red Cross and Office of the State Fire Marshal, the Fire Department will continue to have the "after the fire" canvassing to help the community come together after a fire in their neighborhood. Additionally, the department will install over 1,500 smoke alarms and carbon monoxide alarms free of charge to the community.

Finally, Fire Department personnel have been trained to teach "Matter of Balance," an evidence-based falls prevention program, and "Remembering When," the fall and fire prevention program developed by the National Fire Protection Association. The intended benefits of the programming offered are to ensure that older adults live safely at home longer.

Defining Equity and Inclusion



OBJECTIVE

Advance a More Inclusive and Equitable Durham

INITIATIVE

Facilitate the process of defining the terms “Equity” and “Inclusion” that the City will adopt, and work with departments to operationalize.

UPDATE

Racial equity is focused on creating connected, diverse, and engaged communities by providing a voice for under-represented and disproportionately impacted communities of color. In support of this goal, the City of Durham’s first Racial Equity Core Team has been formed. Made up of representatives from City of Durham Departments, this team collaborates to create the vision, mission and language for racial equity that the City of Durham will adopt and ultimately operationalize. It is expected that the vision, mission, and language will be finalized in March of 2020 and will create common understanding of the City of Durham’s commitment to racial equity.

The Racial Equity Core Team is also working on a Climate Assessment Survey, which will be administered to employees in March. This survey will benchmark the starting place for racial equity work to create a more connected, diverse, and engaged workforce. Similar work, to enable us to hear the voice of the community, is being undertaken through engagement activities facilitated by Neighborhood Improvement Services in partnership with the Racial Equity Task Force.

In addition, the Racial Equity Core Team is developing the City of Durham's first Equity Action Plan, which will contain recommendations to advance equity and foster engagement, internally and externally. It is estimated that this plan will be presented in June of 2020.

12

Connected, Engaged, and Diverse Communities

Youth and Family

OBJECTIVE

Advance a More Inclusive and Equitable Durham

INITIATIVE

Explore and implement strategies to better connect youth and their families to resources and programs.

UPDATE

The Office on Youth (OOY) launched two key projects under this initiative: the Youth Listening Project (YLP) and the City-County Youth Services Inventory.

The YLP will talk with young people, their families, and people who work with and support youth about what they think would make Durham a better place for young people. The project centers the voices of youth of color, LGBTQ youth, immigrant/migrant youth, and those who have experienced economic hardships, houselessness, and interactions with law enforcement. A youth-adult board was formed to lead the project, and a local consultant, Strategies4Freedom, was selected to provide support. Over the summer and fall 2019, we collected over 700 responses at community events that helped us identify key themes. We are now exploring those themes further through a series of community listening sessions across Durham. Young people will help us create a list of recommendations for how the City of Durham and Durham County can: better connect youth/families to City and County supported services; enhance existing services and create new ones to be responsive to community needs; and engage young people as decision makers.

To better understand the existing youth services landscape, we are building an inventory of services and programs supported by the City and County for ages five to twenty-four. We developed a survey to standardize information across departments. We also selected a visualization tool that allows us to study the data internally to better understand our over sixty youth programs, who they are serving, how they relate to each other, and how we might work across departments to respond to the priorities that emerge from the listening project.



Regulatory Impediment to Affordable Housing

OBJECTIVE

Make Durham more Affordable

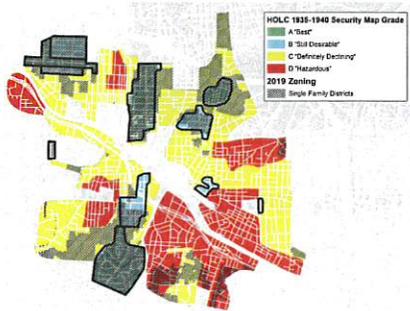
INITIATIVE

Identify and reduce regulatory impediments to housing affordability.

UPDATE

The initial phase of this initiative, branded Expanding Housing Choices (EHC), was designed to reduce zoning impediments to housing affordability. EHC was adopted as an amendment to the Unified Development Ordinance by both the City Council and the Board of Commissioners in Fall of 2019. This amendment allows for more varied housing choices to be created in a context-sensitive manner predominantly within, but not completely limited to, the Urban Tier. EHC revisions include: expanding the allowance of duplexes, a new small lot option; aligning duplex and attached single-family housing types with detached single-family standards; increasing the opportunities for accessory dwelling units; and modifying to residential infill standards and other associated standards.

As part of the adoption of EHC, both the City Council and the Board of County Commissioners adopted resolutions directing the City-County Planning Department to develop and track metrics to assess the impacts of the changes. As of January 2020, ten related permit applications have been submitted to the City-County Planning Department, to enable regular reports on the effectiveness and impact of the EHC amendment. Additionally, the Planning Department has gathered metrics and baseline information for six of 12 agreed upon metrics related to effectiveness and impact. Staff is gathering data for two more of the metrics and require more time to gather the remaining four metrics. Staff has also been conducting research and interviews with affordable housing developers about other local regulations that impede housing development



14

Connected, Engaged, and Diverse Communities

Public Art Experience



OBJECTIVE

Cultivate Stronger Connections between Neighbors

INITIATIVE

Invest in and create public art experiences – both downtown and in neighborhoods – that illuminate residents’ history, sparks reflection and dialogue, and enhances daily life.

UPDATE

The Cultural and Public Art Program, under the General Services Department, has developed processes and filled a staff position to grow the City’s public art policies, practices, and portfolio. Over the last year, multiple milestones were completed or developed with more robust planning, which will cue the projects to an implementation stage.

Three public art projects have been completed in the third quarter of 2019: Morreene Road Park, Durham Police Headquarters, and Westover Park in collaboration with the YouthWorks Summer Internship Program. In addition, the Cultural staff are currently working to develop support for cultural events with partnerships through the RFP for Festivals and Special Events. The projects have increased partnerships and funding for public art efforts, including the Museum of the Moon, the Durham Convention Center Garage Doors murals, and the SmART corridor project.



The Public Art Committee has developed a task force, a smaller sub-group, called the Capacity Building Task Force. With guidance from the Cultural & Public Art Program, a survey assessing the needs of the artistic community has been created and will be released in the beginning of the fourth quarter of 2019. The survey will assess the professional development needs of the artistic and cultural community, and inform the Cultural and Public Art Program and PAC on next steps.

Staff are currently creating a listing of the public art portfolio of the City of Durham as a baseline to inform the decision making processes of the Cultural and Public Art Program and its two public bodies (the Cultural Advisory Board and the Public Art Committee). The document will capture artist demographics, in addition to the art work materials and background.

IdeaStarter

OBJECTIVE

Promote Organizational Sustainability through Innovation



INITIATIVE

Utilize lessons learned from IdeaStarter to increase funding and develop training for employees to expand innovation and process improvement.

UPDATE

In 2017, with the spirit of spurring innovation throughout the City of Durham, the Office of Performance and Innovation (OPI) implemented an idea collection campaign for City staff called IdeaStarter. IdeaStarter encourages City employees to bring their ideas to receive funding for prototype testing and potential implementation. Over the last three years, close to 140 employees have submitted their ideas; of these, 15 have been directly supported and/or funded by resources and staff mentorship from OPI.



In its third year, IdeaStarter formed a cohort that brought participants together as they built out their ideas through a hands-on curriculum. The cohort received tools to approach their challenges with a human-centered perspective, build a structure around their innovations, and formulate a pitch to leadership and potential project allies.

As IdeaStarter has made a name for itself as a space to learn, create and innovate, it continues to evolve based on lessons learned and a growing interest in participation. OPI recognizes the benefits of building capacity within the organization through expanded training opportunities for City employees.

Citywide STAT Model

OBJECTIVE

Promote Organizational Sustainability through Innovation

INITIATIVE

Develop and implement a citywide STAT model to better use data and implement the Strategic Plan.



UPDATE

Upon adoption of the current Strategic Plan, the Budget and Management Services Department embarked on a mission to better assist City staff with achieving greater success on strategic initiatives. Initiatives are the heart and soul of a Strategic Plan, providing a list of actions that drive the organization forward. Durham Strategy and Performance (DSAP) was developed to add more structure, support, and accountability around implementing the Strategic Plan.



DSAP aims to ensure that resources and efforts are focused and intentional. DSAP has three main purposes:

1. Provide a forum for discussing progress on initiatives and performance metrics included in the Strategic Plan.
2. Provide a platform for cross-departmental problem solving and information sharing.
3. Opportunity to discuss new funding requests outside the budget process.

DSAP meetings occur each month and have the City Manager and all Deputy City Managers in attendance. During these meetings, initiative teams have the opportunity to share their current status, milestones, and performance metrics. Initiative owners also gain clarity from leadership as they discuss issues and/or roadblocks to their initiatives' advancement.

The City has already seen the benefits of DSAP and will continue to test out new ideas to determine what works best for Durham.

Language Access Plan

OBJECTIVE

Enable the Community to Effectively Engage with Local Government

INITIATIVE

Develop and implement a Language Access Plan to provide guidance to departments to help prioritize efforts to improve access.

UPDATE

Following months of research within the organization and involving other demographically similar cities, the City of Durham adopted a Language Access Plan in June 2019. Falling under the Innovative and High-Performing Organization Goal, the objective was to enable the community to effectively engage with local government. While the plan demonstrates the City's commitment to communicate with all members of the public, it also serves as a management tool for City staff to provide "meaningful access" to persons who speak a primary language other than English.



To implement the plan, the City Manager convened a review team last Fall to address citywide issues, such as language standards, materials translation, signage and other communication needs. Key plan accomplishments were establishing resources to meet interpretation and translation needs and providing guidance on how the City will work to ensure compliance with the Civil Rights Act of 1964, which prohibits discrimination based on race, color or national origin. While plan implementation, such as translation of vital documents, has begun in many departments, staff is currently assessing budget needs to ensure translation and interpretation are available for immediate needs and on an ongoing basis.

18

Innovative and High-Performing Organization

Direct Decision-Making Power

OBJECTIVE

Enable the Community to Effectively Engage with Local Government

INITIATIVE

Develop a democratic process to give residents direct decision-making power over a portion of the budget.

UPDATE

Participatory Budgeting (PB) Durham officially launched November 2018 with a primary goal of developing a democratic process to give residents direct decision making power over the a portion of the City's budget. For the City, that meant allowing residents and students over the age of 13 to decide how to spend \$2.4 million of the City's budget. The PB Steering Committee created the following goals for the PB process:

- Implement projects that serve the most marginalized communities
- Build greater equity by allocating resources in ways that correct past harm
- Engage more diverse populations in making decisions about how resources are used
- Increase overall engagement in decision-making in the city of Durham

During the Idea Collection phase, residents submitted over 500 project ideas with the goal of improving their communities. Approximately 100 budget delegates worked closely with the City's technical staff during the proposal development phase to vet project ideas and develop them into feasible project proposals. Last May, 10,000 residents casted to vote for approximately 40 projects to move forward. Approximately 20 projects received the highest votes, and currently the City is implementing 50% of the winning projects this fiscal year (July 1, 2020 to June 30, 2021). The remaining projects will be implemented next fiscal year (July 1, 2021 to June 30, 2022). PB staff continues to work with the internal departments to strategize project implementation through monthly meetings.

PB Durham Cycle 1 is currently undergoing a third-party evaluation in partnership with North Carolina Central University's School of Public Administration. The purpose of the evaluation is to analyze the Participatory Budgeting Cycle 1 process and measure the impact on the community. The evaluation will include prospective and retrospective analyses of program administration, communication between PB participants, city staff, the community, and other factors that contribute to first cycle outcomes such as diversity of participants, diversity of winning projects, and the quality of winning projects.





City of Durham, Human Resources



Wellness Program

OBJECTIVE

Cultivate a Diverse, Engaged, and Healthy Workforce Dedicated to Public Service

INITIATIVE

Develop an outcome based wellness program.

UPDATE

Human Resources proposes moving towards outcome-based wellness programming. Outcome-based programs require an individual to attain or maintain a specific health target (such as not smoking or attaining certain results on biometric screenings) in order to obtain a reward. The outcomes-based wellness program is also an incentive strategy. The program will be implemented in a methodical and strategic way over a four-year timeframe. Each year will build on the previous year's results. It takes time and commitment to build a wellness culture and comprehensive plan. The estimated timeline is below:

FY 19/Phase 1: Biometric Screening & Care management

- Care management attempts to improve the health of and reduce the cost for enrollees with chronic illness by teaching them about their disease and suggesting treatment options.

FY 20/Phase 2: Biometric Screening with My Five to Health Profile, Care management

- Upon completion of biometric screening employees will receive a robust report including their score for metabolic syndrome: HDL Cholesterol, Triglycerides, Glucose, Blood Pressure, Waist Circumference. The report will also include resources to address identified risk factors.
- Care management attempts to improve the health of and reduce the cost for enrollees with chronic illness by teaching them about their disease and suggesting treatment options.

FY 21/Phase 3: Biometric Screening with My Five to Health Profile; must pass at least three of five of metabolic syndrome criteria to meet wellness requirement.

- Progress amounts may vary by person in achieving the outcome, but overall employees must pass at least three of five of metabolic syndrome criteria to meet wellness requirement and this will be measured by biometric screening results.

20

Sustainable Natural and Built Environment

Reduce Energy Consumption

OBJECTIVE

Invest in Sustainable Infrastructure

INITIATIVE

Reduce energy consumption and expand life cycle of buildings with the use of building automation systems, sensors, and analytics.

UPDATE

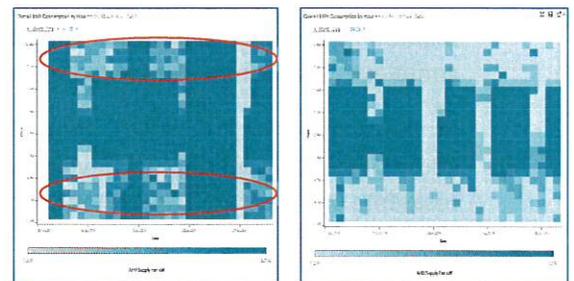
The City partnered with SAS and Building Clarity to model data on the General Services Department building as part of the pilot for the Smart Building Analytics Platform. The analytics project has brought together data from old and new systems pertaining to the major mechanical systems, building automation system, and utility information, so it can be organized into relevant information to improve energy usage while proactively monitoring building performance and boosting operational longevity. Twelve dashboards are currently in use by General Services staff including two custom-made dashboards, one for public lobby display and one for high-level executive overview.

The project has provided a multitude of insights around building operation and performance at the General Services building. When data began streaming to the SAS cloud, it quickly became apparent that energy use during the weekend was higher than expected. The issue was verified and corrected in the building automation system; and it was identified that the equipment in the building was not properly setting back on the weekends. Another issue that was identified involved natural gas use in the building, which was much higher than expected. Due to the availability of real-time visualization, on-site investigation by staff revealed that the warehouse unit heaters were turned on and set to run 24/7. The issue was quickly identified and resolved.

The results of improvements identified and corrected during the pilot amount to \$10,977 savings in annual utility cost and an estimated \$3,750 in avoided capital expenditure due to prolonged equipment life. The platform also provided mobile based alerts for facilities staff to find root-causes. In December 2019, the IT Governance Steering Committee approved the platform as the standard for the City. The project team expects to expand this effort to City Hall and Police Headquarters contingent upon City Council approval.



Equipment Operating Hours



GENERAL SERVICES
CITY OF DURHAM

Before

After

Multi-modal Transportation

OBJECTIVE

Improve Mobility Networks

INITIATIVE

Encourage residents and commuters to utilize multi-modal transportation choices.

UPDATE

The Department of Transportation has developed a new brand to promote mobility options to commuters and residents of Durham. Way To Go Durham was created in August 2019 and will focus on outreach, public education, and the marketing of commute and travel options to reduce the number of drive alone trips through the city.

Way To Go Durham launched a new website (WayToGoDurham.com) in December 2019 and created marketing materials for employers and commuters around commuting resources and best practices for transportation benefits.

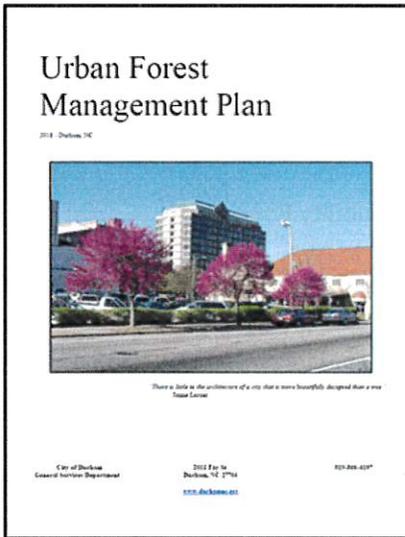
Through the first half of fiscal year 2020 (July 2020 to June 2021), the Way To Go Durham team has

- Partnered with North Carolina Central University for a Mayors Challenge pilot that reduced drive alone trips taken by students by 4.8%.
- Performed 21 in-person outreach events that were attended by over 2,000 residents and commuters.
- Tweeted 34 mobility-themed tweets that reached an estimated 64,000 and were engaged with by over 1,200.
- Attended 15 strategic meetings with employers, community groups, and developers.

Way To Go Durham anticipates issuing an RFP for marketing and communications support to develop marketing campaigns that will target different markets such as residents of downtown apartment complexes and commuters who live near park & rides.

In the second half of FY20, Way To Go Durham anticipates issuing an RFP for marketing and communications support to develop marketing campaigns that will target different markets such as residents of downtown apartment complexes and commuters who live near park & rides.





OBJECTIVE

Create a More Sustainable Durham

INITIATIVE

Develop and execute urban forestry management plan to achieve the City's goals and priorities for achieving equitable tree canopy goals.

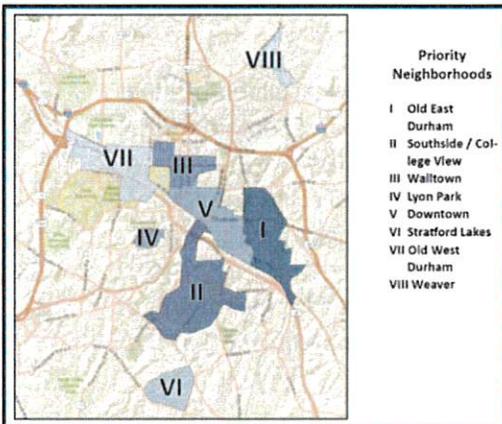
UPDATE

The General Services Department aims to preserve and manage the tree canopy by halting canopy loss and expanding tree planting. To maintain the City's 52% canopy, the department aimed to offset losses by increasing annual planting to 1,500 trees, utilizing in-house staff and community partners.

High priority areas for tree planting have been identified based upon canopy density and furthering socioeconomic goals such as improved walkability, reducing air pollution, and targeting benefits to historically underserved neighborhoods and the City's most vulnerable residents.

Since July 2018, the City's Urban Forestry division and Keep Durham Beautiful have planted 4,295 trees with 85% of the 1,500 annually planted trees allocated to priority areas.

By 2040, the intention is to increase the City's tree canopy to 55% by actively planting trees on city-owned and controlled properties and by suggesting changes to land development and redevelopment processes, to emphasize preserving and enhancing tree coverage on private land.



Sustainability Roadmap

OBJECTIVE

Create a More Sustainable Durham

INITIATIVE

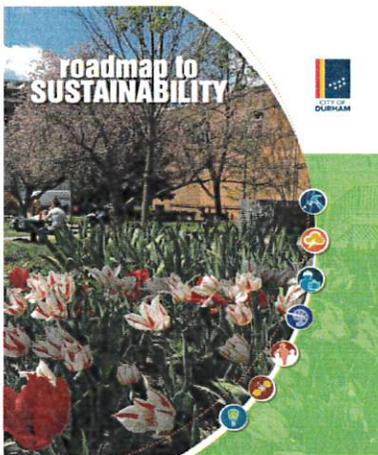
Implement and track progress of the Sustainability Roadmap.

UPDATE

The City's Sustainability Roadmap is the result of a year-long visioning and planning process by teams of City employees with extensive public input. It provides a shared vision of Durham's sustainable future and an actionable plan for achievement, establishing goals and measures across seven sustainability focus areas, including environmental, social, and economic criteria. The Roadmap was adopted by City Council in March 2018.

A user-friendly dashboard for the Roadmap is now available online through a [link](#) on the City's website. The dashboard contains data graphs and written progress reports which are updated twice a year. A Sustainability Team made up of a cross-section of City employees reviews the Roadmap annually and revises it as needed.

To date, 19% of the outcome measures and strategies in the Roadmap have been completed, and 50% are on track for completion within the next two years.



Implementing the Strategic Plan

The Mayor, City Council, and City Manager's Office provide significant support for the City's strategic planning and performance management efforts. The initiatives included in the Strategic Plan are led by employees from across the organization who work with community partners and stakeholders to move the initiatives forward. The City of Durham's Strategic Plan represents the efforts of many dedicated public servants who are committed to making Durham a great place to live, work, and play.





CITY OF
DURHAM

Strategic Plan
Initiative Progress Highlights
February 2020