

**THE BOARD OF COUNTY COMMISSIONERS  
DURHAM, NORTH CAROLINA**

Monday, September 29, 2003

8:30 A. M – 4:30 P. M. Fall Retreat

**MINUTES**

Place: Museum of Life and Science, 433 West Murray Avenue, Durham, NC

Present: Chairman Ellen W. Reckhow, Vice-Chairman Joe W. Bowser, and Commissioners Becky M. Heron and Mary D. Jacobs

Absent: Commissioner Philip R. Cousin Jr.

Facilitator: John Ott, John G. Ott & Associates

**Call to Order**

Mr. Ott called the Fall Retreat to order and welcomed everyone.

**Objectives**

Mr. Ott began by reviewing the following objectives of the retreat:

- Review the Results-Based Accountability framework introduced at the January 2003 retreat and the first steps taken by the Commissioners at that retreat;
- Engage Commissioners in reviewing and refining the program performance improvement process undertaken by County Departments;
- Engage Commissioners in exploring the progress made to date on the countywide outcomes and indicators process;
- Explore with the Commissioners how best to deepen and accelerate the countywide outcomes and indicators process; and
- Develop agreement about next steps.

**Agenda**

1. Opening session
  - a. Welcome and opening remarks
  - b. Facilitator's role
  - c. Agenda design and focus
2. A review of the Results-Based Accountability (RBA) framework, part 1

3. Applying the RBA framework to County Departments
  - a. Case studies: examples of how County Departments have begun to apply the RBA framework to their programs
  - b. Large group dialogue
    - Implications for effectiveness of County Departments
    - Projective timeline
    - Next steps
4. A review of the Results-Based Accountability (RBA) framework, part 2
5. Applying the RBA framework to community-wide outcomes
  - a. Brief review of products that emerged from the extended exercise
  - b. Case studies from the workgroups
6. Applying the RBA framework to community-wide outcomes (continued)
  - a. Complete the case studies
  - b. Large group dialogue
  - c. Exploring possible next steps and timeline
  - d. Reaching agreement on next steps

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Mr. Ott gave a PowerPoint presentation entitled, “Applying the Results-Based Accountability Framework—Improving Performance Within County Departments,” which focused on the following questions of performance measures and their application to departments and programs:

1. **Who are the customers**, clients, or people we serve?
2. **How can we measure if our customers are better off?** (performance measures about client results – e.g. percent of children with good literacy skills)
3. **How can we measure if we are delivering service well?** (e.g. client staff ratio, unit cost, turnover rate, etc.)
4. **How are we doing** on the most important of these measures? Where have we been; where are we headed? (baselines and the story behind the baselines)
5. Who are **the partners** who have a potential role to play in doing better?
6. **What works**, what could work to do better than baseline? (best practices, best hunches, including partners’ contributions)
7. **What do we propose to do?**

The following Department Managers and staff presented programs:

Department/Program/Contact Person

- ◆ Tax Administration/Tax Collection/Kenneth Joyner
- ◆ County Engineering, Utility Division/Triangle Wastewater Treatment Plant Nitrogen Reduction/Glen Whisler
- ◆ The Durham Center/Crisis Service for Adult Mental Health, Substance Abuse, and Co-Occurring Disorders/Ellen Holliman

- ◆ Criminal Justice Resource Center/Community-Based Corrections/Gudrun Parmer
- ◆ Social Services/Child Care Subsidies/Dan Hudgins
- ◆ Fire Marshal/Fire Prevention/Mark Schell
- ◆ General Services/Recycling/Michael Turner

The Commissioners, Department Managers, County Manager, and Mr. Ott held a discussion concerning Results-Based Accountability framework implementation.

Department Managers gave their opinions about the proposed program. This discussion extended into the afternoon session.

Mr. Ott gave another PowerPoint presentation entitled, “Applying the Results-Based Accountability Framework—Building Community Will to Impact Community-Wide Outcomes and Indicators in Durham.”

The following Community Results Workgroups presented oral and written draft interim reports:

- ◆ Healthy Citizens and Communities/MaryAnn E. Black and Gayle Harris
- ◆ High Performance Workforce/Alan DeLisle and Karen Bowen
- ◆ Children Ready for and Succeeding in School/W. Floyd Laisure and Andrea Greenway
- ◆ Healthy Environment/Jane Korest and Judy Kincaid
- ◆ Safe Communities/Chief C. W. Crabtree and Mickey Tezai
- ◆ Prosperous Economy/Tom White and Carolyn Titus
- ◆ Vibrant Communities/Keith Lane and Sherry Devries
- ◆ Durham Seniors/Johnny Ford and Joan Pellettier
- ◆ Modern, Accountable & Ethical Government/Diane Pearson and Sharon Hirsch
- ◆ Twenty-first Century Infrastructure/Wendell Davis

Mr. Ott discussed the following aspects of the reports:

- Complete the case studies
- Large group dialogue
- Exploring possible next steps and timeline
- Reaching agreement on next steps

Mr. Ott concluded the Fall Retreat with an evaluation and final remarks.

### **Adjournment**

The retreat was adjourned at 4:30 p.m.

Respectfully submitted,

Garry E. Umstead, CMC  
Clerk to the Board