



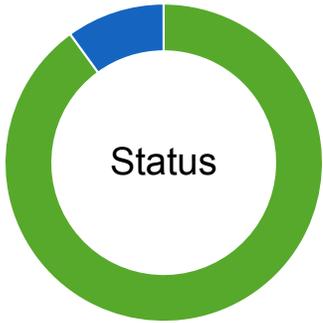
# County Manager FY2020 Performance Indicators

Date not set

Report Created On: Sep 21, 2020

<b>5</b> Focus Area	<b>10</b> Goal
------------------------	-------------------

## Overall Summary



● On Track 90.0  
● Completed 10.0



### Report Legend

 No Update

 Overdue

 Priority

### Focus Area 1.1

Progress 0%



**Safe & Healthy Community:** Foster a safe, secure and healthy community through coordinated, efficient and effective public safety and human services.

Owner: Cindy Hendricks

	%	#
● On Track	85.71	24
● Some Disruption	14.29	4

Goal: 28

Update provided by Cindy Hendricks on Sep 21, 2020 17:56:39

**Highlights/completions:** Teams have been intentional about accomplishing their goals and taking on new projects, as well as responding to an unforeseen outbreak of a new coronavirus strain.

**Issues & disruptions:** The onset of COVID-19 in March 2020 has affected every dimension of how services are provided. This is a major disruption that will continue to impact service delivery into FY2021.

### Focus Area 2.1

Progress 0%



**Growth & Infrastructure:** Implement a deliberate and realistic strategy to balance a growing, thriving economy with an appreciation of our natural and agricultural resources.

Owner: Cindy Hendricks

	%	#
● On Track	100.0	19

Goal: 19

Update provided by Cindy Hendricks on Sep 21, 2020 17:58:41

**Highlights/completions:** The 20-year comprehensive plan was completed and adopted in December 2019. The County's infrastructure projects are consistent with that plan. The County Park project was completed in the 4th quarter.

**Issues & disruptions:** The onset of COVID-19 in March 2020 has affected every dimension of how services are provided. This is a major disruption that will continue to impact service delivery into FY2021. New procedures have been implemented to reduce the amount of face to face contact that staff members have with one another and with community members.

### Focus Area 3.1

Progress 0%



**Business Operations:** Promote continuous improvement, high performance, exceptional customer service, transparency, accountability, and fiscal responsibility in all areas of government.

Owner: Cindy Hendricks

	%	#
● On Track	95.24	20
● Some Disruption	4.76	1

Goal: 21

Update provided by Cindy Hendricks on Sep 21, 2020 18:00:32

**Highlights/completions:** County staff continues to promote continuous improvement, high performance and exceptional customer service while finding ways to respond to needs differently.

**Issues & disruptions:** COVID-19 has impacted the service delivery of many projects. Staff members are using alternate methods to provide services to internal and external customers. Departments are working together to support one another's goals. COVID-19 will continue to create a fiscal burden for the organization.

**Goal 3.1.1**

Ongoing - Ongoing

On Track

Create a culture focused on results with Performance Based Budgeting

Owner: Cindy Hendricks

Update provided by \*Public Dashboard on Sep 17, 2020 16:17:58

Update this period: Departments were able to achieve the 90% threshold of performance accomplishments. Actual performance indicators were 94% complete.

Next steps:

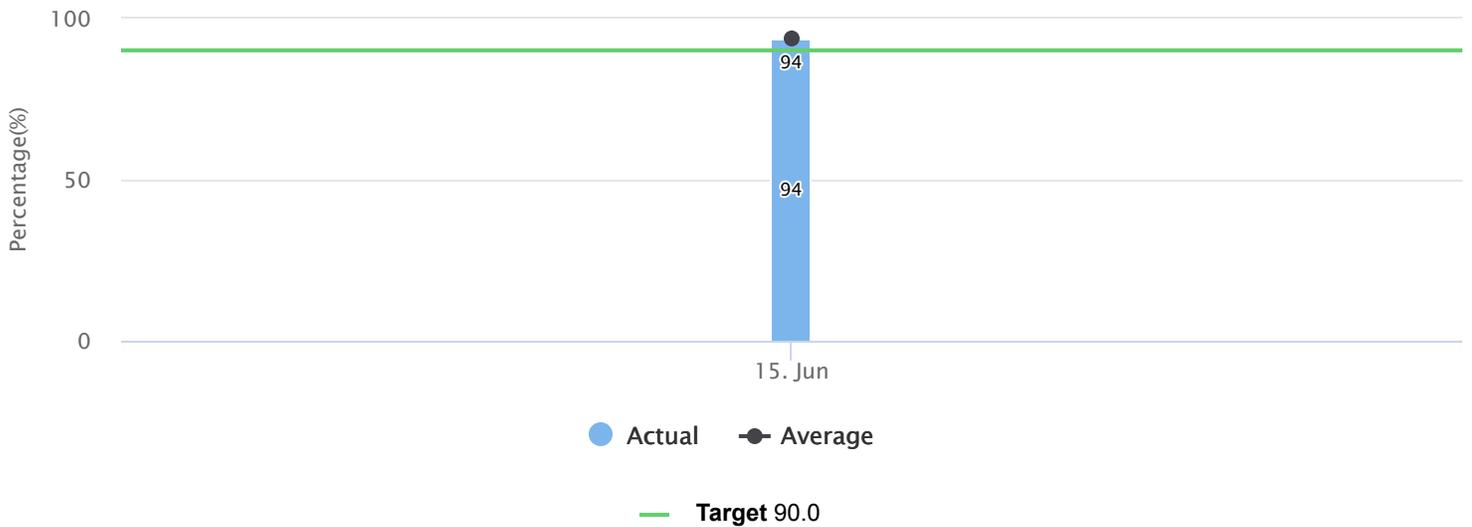
Disruptions (if necessary): Fifty-one metrics were Exempted due to COVID-19.

Goal 3.1.1 > Metric

**County departments who achieve outcomes**

Percentage of County departments who achieve outcomes, as measured by data metrics (Goal: 90% or more departments will achieve annual outcomes)

Owner: Cindy Hendricks Last Update: Sep 08, 2020 21:30:42



**Comment**

94% of departments achieved their performance outcomes - after COVID-19 Exemptions were applied

**Goal 3.1.2**

Ongoing - Ongoing

On Track

Support workforce development plan by collaboration between County Government, Schools, DCCC, Economic Development Commission, Chamber of Commerce

Owner: Cindy Hendricks

Update provided by Cindy Hendricks on Aug 03, 2020 15:03:45

Update this period: Contribution of \$30,000 was made for Ignite Davie Promise in July 2019.

Next steps: Continue to support this community-wide initiative through social media and personal conversations. County employees are able to contribute through payroll deduction.

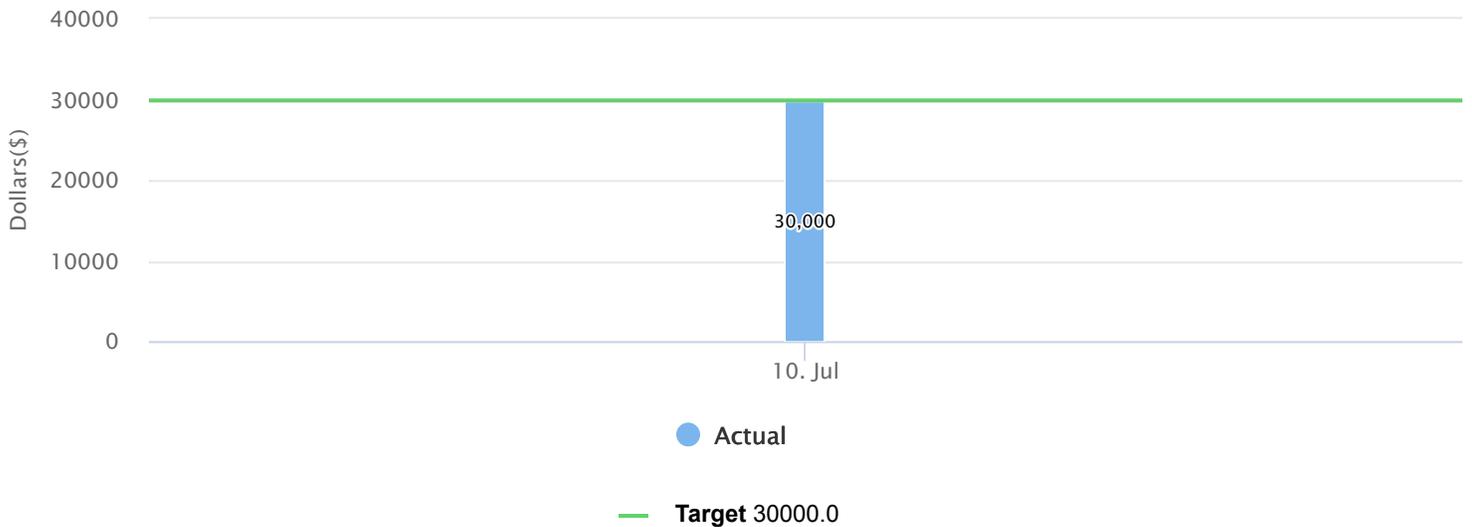
Disruptions (if necessary):

Goal 3.1.2 > Metric

### Support workforce development by contributing to Ignite Davie Promise

Support workforce development plan by contributing to Ignite Davie Promise  
(Goal: \$30,000 per year)

Owner: Cindy Hendricks Last Update: Jan 14, 2020 18:53:30



Comment

Contribution was made to Davie Community Foundation in July 2019.

Goal 3.1.3 Ongoing - Ongoing On Track

Engage Young Professional Citizen Action Groups to Assist with Process Improvements

Owner: Cindy Hendricks

Update provided by Cindy Hendricks on Aug 03, 2020 15:05:23

Update this period: Leadership Davie was re-invented in the Fall 2019

Next steps:

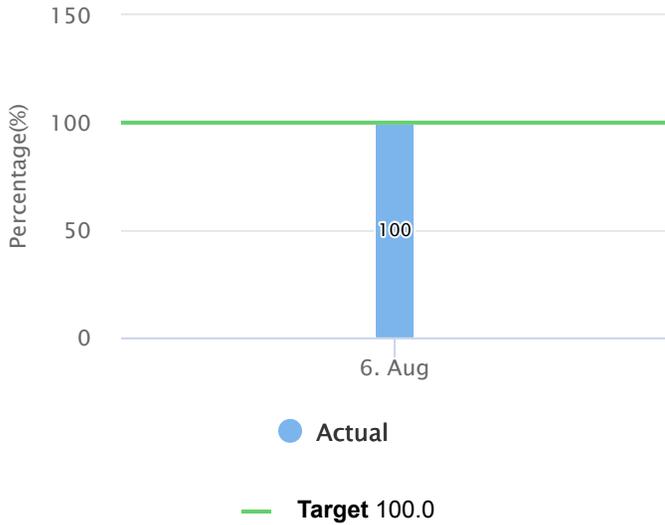
Disruptions (if necessary):

Goal 3.1.3 > Metric

### Study entertainment options for younger populations

Create a public relations committee to study and highlight entertainment options for younger populations (Goal: 100% complete by 6/30/2020)

Owner: Cindy Hendricks Last Update: Oct 15, 2019 17:11:30



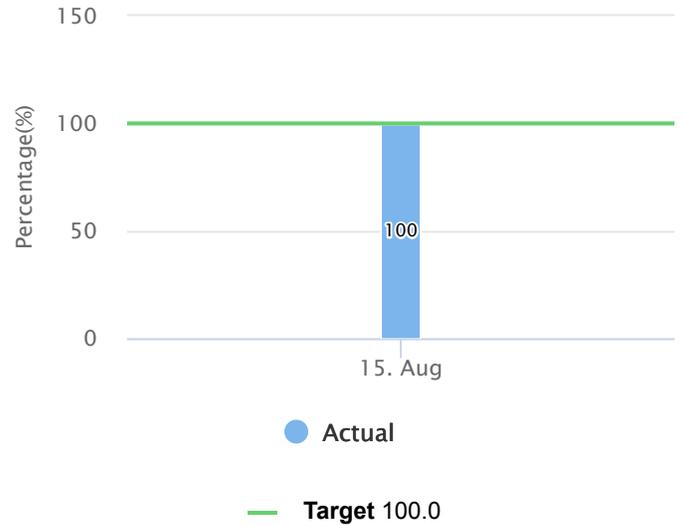
#### Comment

A public relations committee has been established in Davie County; including County staff, Chamber of Commerce, non-profits, publicists.

### Partner with Chamber of Commerce to develop Leadership Davie Professional group

Partner with the Chamber of Commerce to create a Leadership Davie Professional group (Goal: 100% complete by 6/30/2020)

Owner: Cindy Hendricks Last Update: Jan 14, 2020 18:56:27



#### Comment

Leadership Davie group has been established. Course dates and description below.

- Thursday, Aug 15th, 2019 Welcoming Ceremony
- Thu., Sep 5th – Fri., Sep 6th, 2019 2 Day Team Retreat
- Thursday, Oct 3rd, 2019 Our Community Past, Present, & Future
- Thursday, Nov 14th, 2019 Arts & Education
- Thursday, Jan 2nd, 2020 Government Relations & Economic Development
- Thursday, Feb 6th, 2020 Criminal Justice
- Thursday, Mar 5th, 2020 Infrastructure & Planning
- Thursday, Apr 2nd, 2020 Human Services
- Thursday, May 7th, 2020 History & Tourism
- Thursday, Jun 18th, 2020 Graduation Ceremony

### Goal 3.1.4

Ongoing - Ongoing

On Track

Harness technology to Increase communication and outreach to engage citizens and businesses

Owner: Cindy Hendricks

Update provided by Cindy Hendricks on Aug 03, 2020 15:05:40

Update this period: Branding plan is in place.

Next steps:

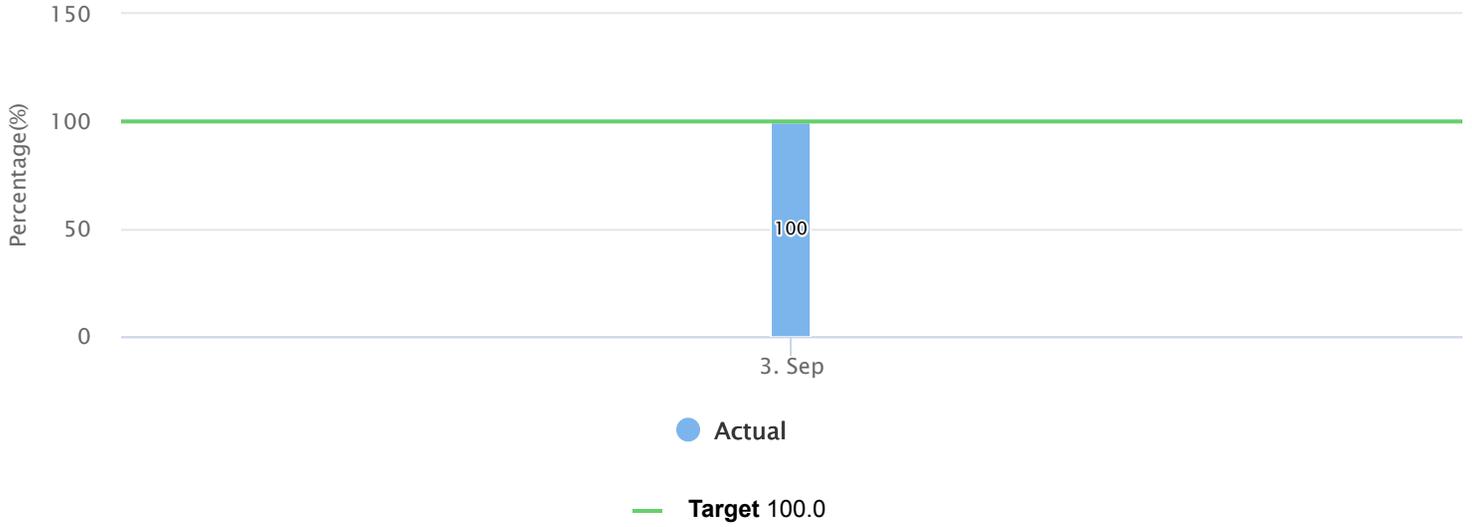
Disruptions (if necessary):

Goal 3.1.4 > Metric

### Develop and implement a branding plan

Develop and implement a branding plan in partnership with public and private partners (Goal: 100% complete by 6/30/2020)

Owner: Cindy Hendricks Last Update: Jan 14, 2020 18:56:51



### Goal 3.1.5

Ongoing - Ongoing

On Track

Promote Local Arts and Tourism

Owner: Cindy Hendricks

Update provided by Cindy Hendricks on Aug 03, 2020 15:29:19

Update this period: County has shown financial support to Arts and Tourism.

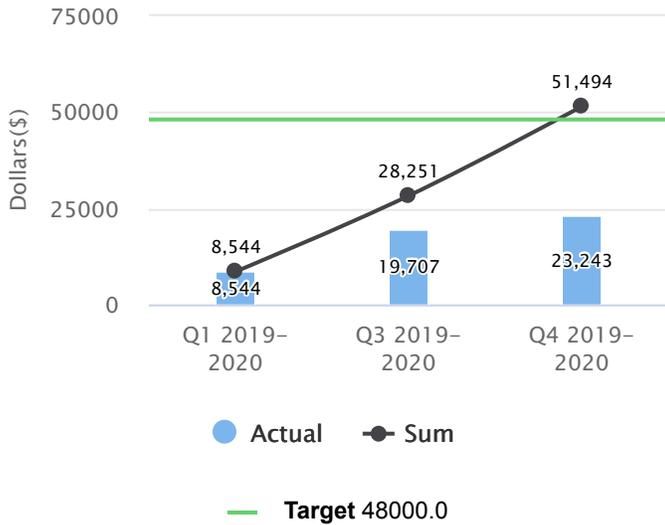
Next steps: Continue to provide financial support for Arts and Tourism.

Disruptions (if necessary):

### Amount of funds invested to facility improvements at the Brock Performing Arts Center

Amount of funds invested to facility improvements at the Brock Performing Arts Center (Goal: \$48,000)

Owner: Cindy Hendricks Last Update: Aug 03, 2020 15:15:05

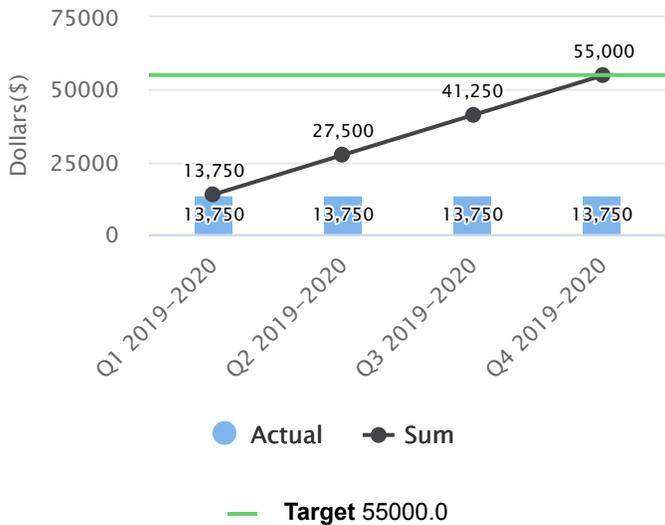


**Comment**  
 Replace Flooring in lower lobby - September 2019  
 Waterproofing project - March 2020  
 Sidewalk & Drainage project and Soffit & Gutter repair-April, May, June 2020

### Funds invested to support the Davie County Arts Council

Amount of funds invested to support the Davie County Arts Council (Goal: \$55,000)

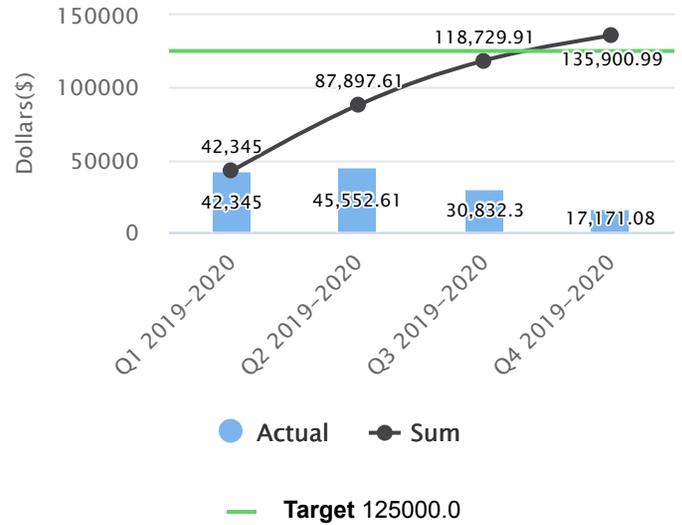
Owner: Cindy Hendricks Last Update: Aug 03, 2020 15:16:33



### Local occupancy taxes collected and invested in tourism

Amount of local occupancy taxes that are collected and invested in County Tourism (Goal: \$125,000)

Owner: Cindy Hendricks Last Update: Aug 03, 2020 15:29:04



**Comment**  
 First quarter FY19-20 Occupancy tax collected \$42,345 - paid to Tourism in Oct 2019  
 Second quarter FY19-20 Occupancy tax collected \$45,552.61 - paid to Tourism in Jan 2020  
 Third quarter FY19-20 Occupancy tax collected \$30,832.30 - paid to Tourism in April 2020  
 Fourth quarter FY19-20 Occupancy tax collected \$17,171.08 - paid to Tourism in July 2020

**Focus Area 4.1**

Progress 0%



**Quality of Life & Place:** Partner with citizens and stakeholders to create environmental, arts/cultural, civic and recreational opportunities that contribute to the health and well-being of our community.

Owner: Cindy Hendricks

Goal: 19

Update provided by Cindy Hendricks on Sep 21, 2020 18:06:20

Highlights/completions: Most projects and events were completed, as planned, prior to the onset of COVID-19.

Issues & disruptions: The 4th quarter was challenging due to the coronavirus pandemic. Many events were postponed or cancelled. Senior Services and Parks and Recreation staff worked diligently to refund patrons for pre-paid events and programming that had been cancelled. Since the doors were closed to the public, service delivery was severely disrupted from mid-March through the end of June.

**Focus Area 5.1**

Progress 20%



**Education:** Deliver quality classroom and vocational experiences which open various avenues for individual success from cradle to career.

Owner: Cindy Hendricks

Goal: 5

Update provided by Cindy Hendricks on Sep 21, 2020 18:08:23

Highlights/completions: Davie County Schools, DCCC, Smart Start, Davie Foundation, Mebane Foundation, Chamber of Commerce, and other partner agencies have worked together to create affordable, high-quality educational experiences for children and adults. Major accomplishments this year include Ignite Davie (College Promise program), Cognition Museum and Leadership Davie.

Issues & disruptions: The coronavirus pandemic forced educators to consider new avenues for delivering educational experiences remotely. Teachers provided coaching to parents so they could successfully lead their children through their school days. Teachers organized caravan tours through their students' neighborhoods to encourage them to keep learning. School personnel also prepared and delivered meals to students and their siblings.

**Goal 5.1.1**

Ongoing - Jun 30, 2019

Completed

Progress 100%

Implement a Workforce Development Plan by collaboration between County, Schools, DCCC, Economic Development Commission and Chamber of Commerce.

Owner: Cindy Hendricks

Update provided by Cindy Hendricks on Aug 03, 2020 20:45:25

Update this period: Davie County Government, Schools, Economic Development Commission, Chamber of Commerce and DCCC continue to work together to increase opportunities for county residents to develop skills necessary to meet the requirements of local industries.

Next steps:

Disruptions (if necessary):

Goal 5.1.1 > Metric

### Develop NC Works Site

Develop an NC Works site in Davie County to improve Workforce Development efforts

Owner: Cindy Hendricks Last Update: Oct 15, 2019 18:28:04

#### Comment

NC Works Site is located at DCCC - Davie Campus. NCWorks Career Center has business hours at DCCC - Davie Campus on Tuesdays, Thursdays and Fridays. Tuesday 8am - Noon Thursday 8am - 5pm Friday 8am - 5pm Toni Deal, Talent Development Specialist, can be contacted at 336.934.3286 for appointments at other times.

### Develop Simulated Medical & Educational Center

Partner with DCCC to develop a simulated medical and educational center to enhance programming in Davie County and internships with county departments

Owner: Cindy Hendricks Last Update: Jan 14, 2020 19:41:27

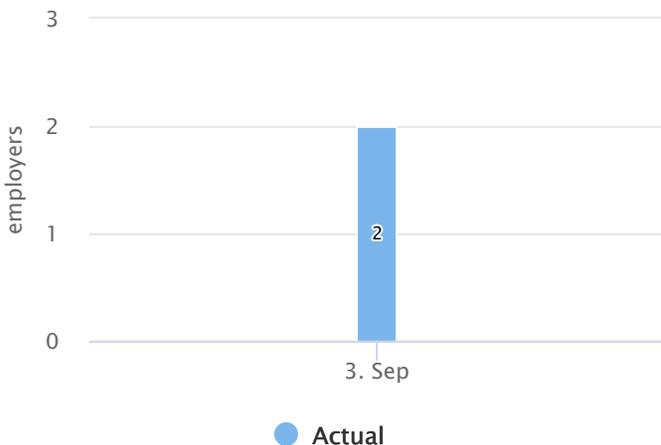
#### Comment

Simulated medical & educational center is located at the former Davie County Hospital. Simulated medical & educational center moved from the former Davie County Hospital to the Davie DCCC campus on December 31, 2019.

### Employers participating in Apprenticeship programs

Number of employers participating in Apprenticeship programs

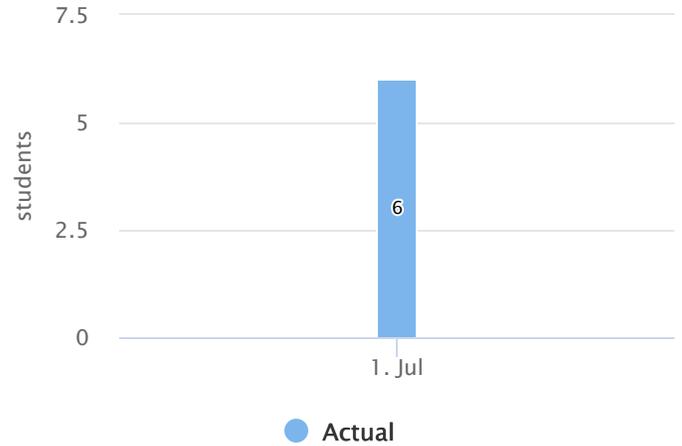
Owner: Cindy Hendricks Last Update: Oct 15, 2019 18:29:03



### Students participating in Apprenticeship Programs

Number of students participating in Apprenticeship programs

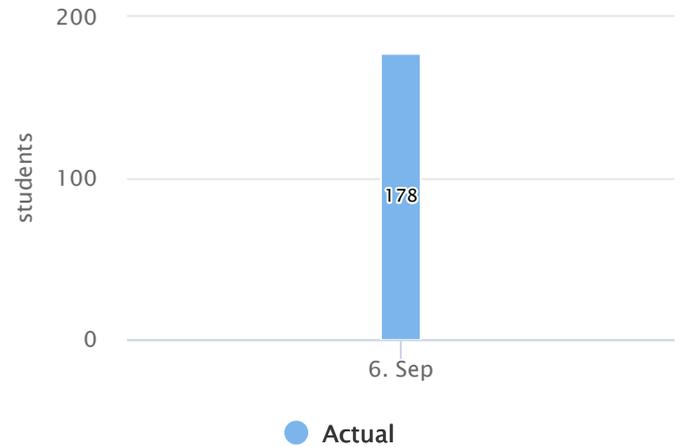
Owner: Cindy Hendricks Last Update: Oct 15, 2019 18:29:25



### Career & Technical Education Training

Number of Davie County students participating in Career & Technical Education (CTE) work-based training

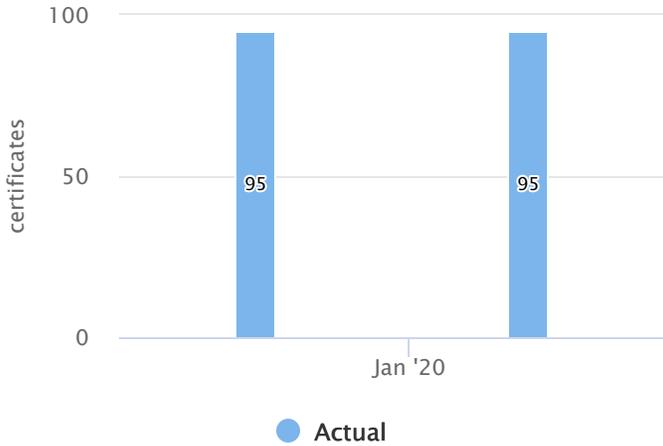
Owner: Cindy Hendricks Last Update: Oct 28, 2019 13:32:04



### Career Readiness Certificates

Increase utilization of Career Readiness certificates

Owner: Cindy Hendricks Last Update: Apr 07, 2020 13:26:41



#### Comment

Davie County is a certified member of ACT Work Ready Communities. 95% of maintaining goals have been completed as of September 30, 2019.

121 employers in Davie County recognize or recommend the ACT work keys.

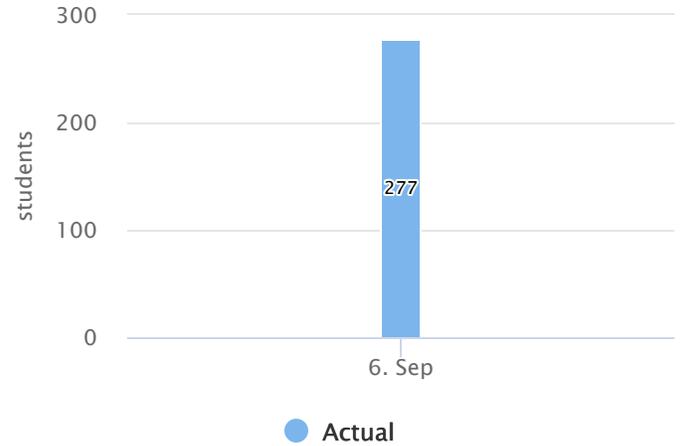
Davie County is a certified member of ACT Work Ready Communities. 95% of maintaining goals have been completed as of March 31, 2020.

121 employers in Davie County recognize or recommend the ACT work keys.

### Career and College Promise cohorts

Number of career and college promise enrollments

Owner: Cindy Hendricks Last Update: Oct 28, 2019 13:33:15



### Goal 5.1.2

Ongoing - Ongoing

On Track

Align partnerships for initiatives supporting children

Owner: Cindy Hendricks

Update provided by Cindy Hendricks on Aug 03, 2020 20:45:56

Update this period: The Davie Community education collaborative is working to increase initiatives to support children. Cognition Davie opened on March 3, 2020.

Next steps: Promote Ignite Davie and Cognition (Museum) Davie

Disruptions (if necessary):

### Goal 5.1.3

Ongoing - Ongoing

On Track

Grow the talent pipeline by increasing career pathways from middle school to post-secondary education

Update provided by Cindy Hendricks on Aug 03, 2020 20:46:39

Update this period: Davie County Schools are involved in STEM and leadership initiatives

Next steps: Continue to develop leadership and reasoning skills in the school setting

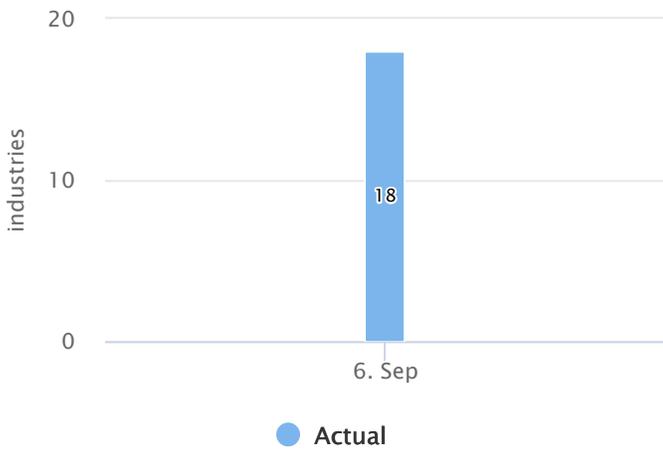
Disruptions (if necessary):

Goal 5.1.3 > Metric

### STEM tour - Industries

Number of industries participating in STEM tours

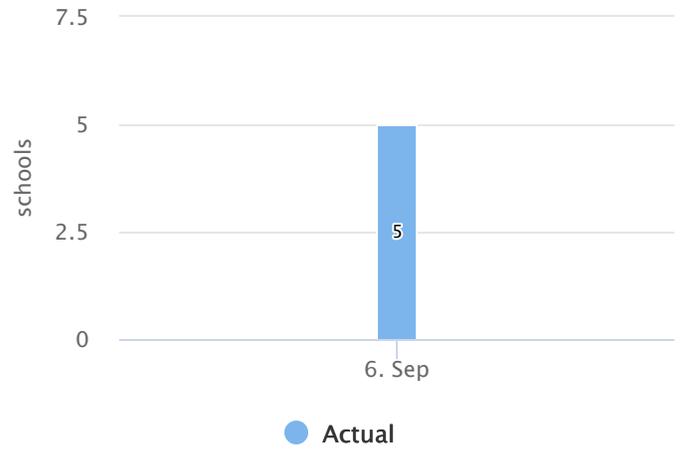
Owner: Cindy Hendricks Last Update: Oct 28, 2019 13:35:15



### STEM tours - Schools

Number of schools participating in STEM tours

Owner: Cindy Hendricks Last Update: Oct 28, 2019 13:38:11



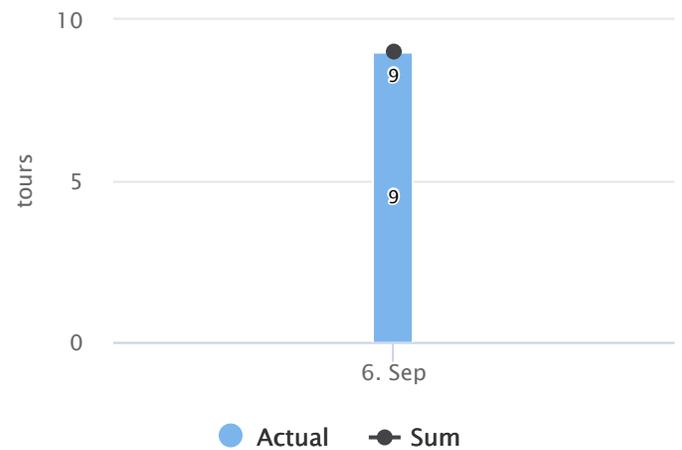
Comment

DHS, DCECHS, NDMS, SDMS, WME

### STEM tours conducted annually

Number of STEM tours conducted annually

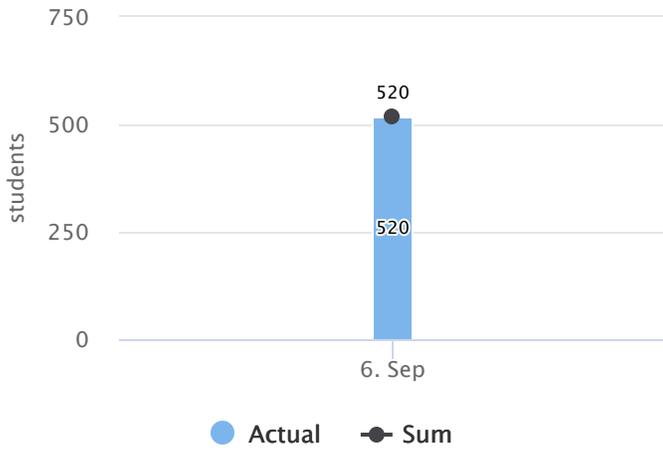
Owner: Cindy Hendricks Last Update: Oct 28, 2019 13:35:46



### STEM tours - Middle school participation

Number of students participating in STEM tours- 6th, 7th, 8th grades

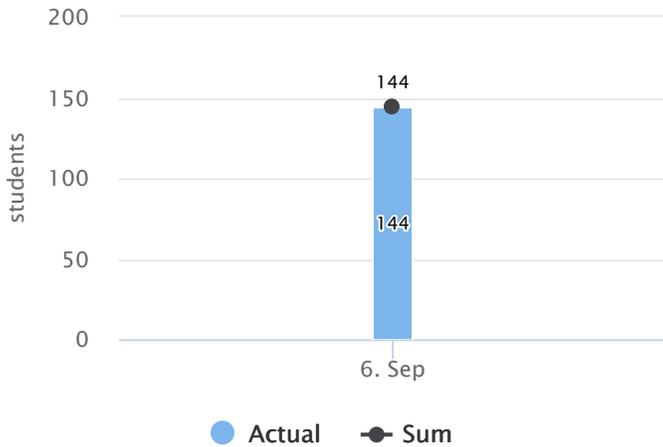
Owner: Cindy Hendricks Last Update: Oct 28, 2019 13:36:05



### STEM tours - High school participation

Number of students participating in STEM tours- 9th, 10th, 11th and 12th grades

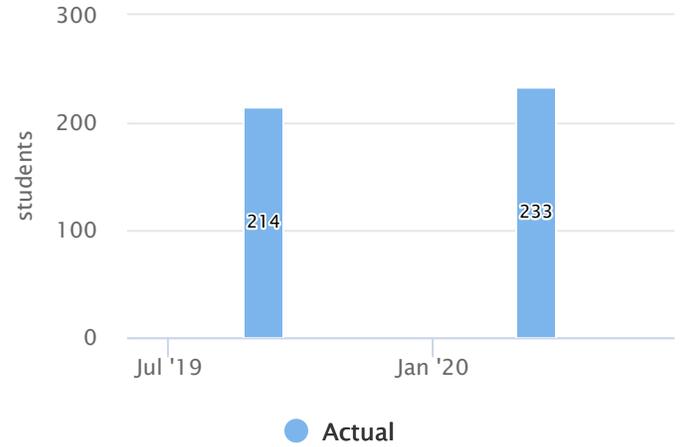
Owner: Cindy Hendricks Last Update: Oct 28, 2019 13:36:20



### Leadership Programs - Elementary schools

Number of Elementary School students participating in leadership programs

Owner: Cindy Hendricks Last Update: Apr 07, 2020 14:19:01



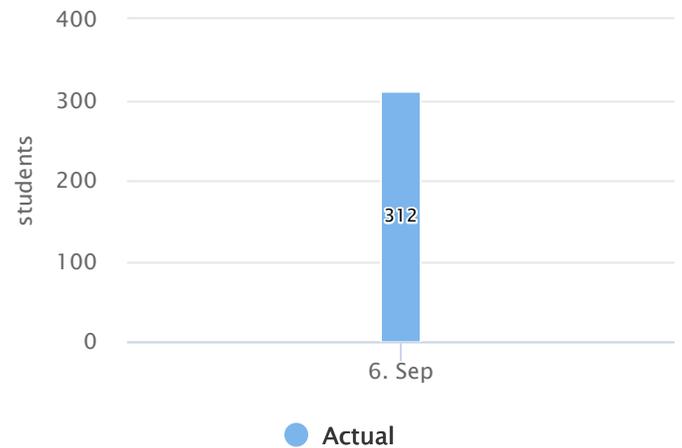
Comment

CES-17, CZE-50, SG-77, MES-22, PB-35, WRD-13  
CZE-46, SG-77, WRD-16, CES-20, PB-51, WRD-23

### Leadership Programs - Middle Schools

Number of Middle School students participating in leadership programs

Owner: Cindy Hendricks Last Update: Oct 28, 2019 13:51:11



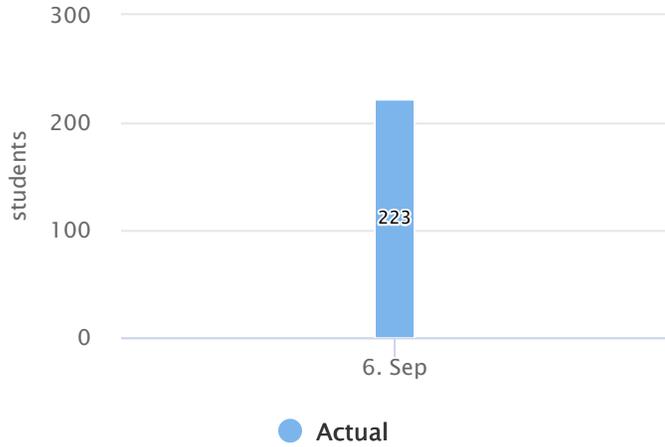
Comment

SDMS-40, NDMS-217, WME-55

## Leadership Programs - High School

Number of High School students participating in leadership programs

Owner: Cindy Hendricks Last Update: Oct 28, 2019 13:37:29



### Comment

Davie High (88): Leadership class (51), STEM Ambassadors (17), Student Services Ambassadors (20) Early College: (135) NHS 30, Yearbook 17, Ambassadors 27, Interns 22, SGA 9, Jr Civitans 30

### Goal 5.1.4

Ongoing - Ongoing

On Track

Promote Early Childhood Education

Owner: Cindy Hendricks

Update provided by \*Public Dashboard on Aug 13, 2020 11:59:27

Update this period: Davie County Schools, Smart Start, Davie County Government and Community Foundation worked together to encourage early childhood education.

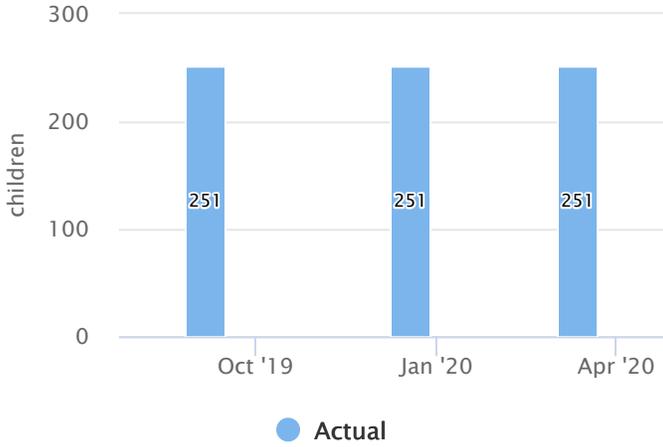
Next steps: Continue to support early childhood education through daycare subsidy funding and Smart Start educational and parenting support.

Disruptions (if necessary):

### Number of children in Pre-K educational programs

Number of children in high quality Pre-K educational programs

Owner: Cindy Hendricks Last Update: Apr 06, 2020 18:44:55



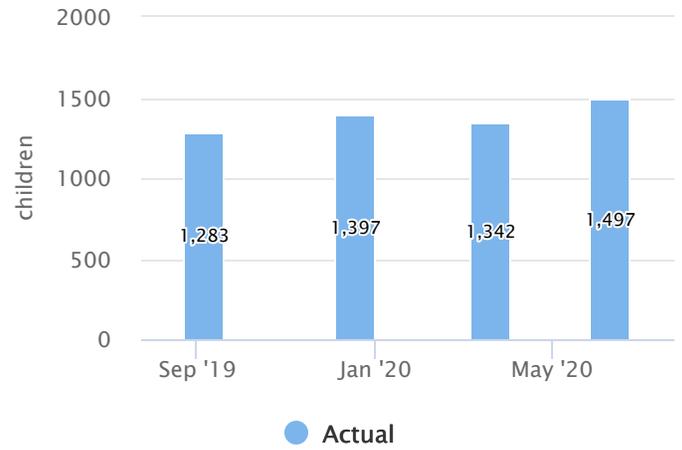
**Comment**

183 NC Pre-K funded slots for Davie County  
 Public Schools - 183 children attend - 132 NCPK funded; 51 family funded  
 Private child care providers - 68 children attend - 51 NCPK funded; 17 family funded

### Dolly Parton's Imagination Library

Number of children enrolled in Dolly Parton's Imagination Library

Owner: Cindy Hendricks Last Update: Aug 04, 2020 12:26:50



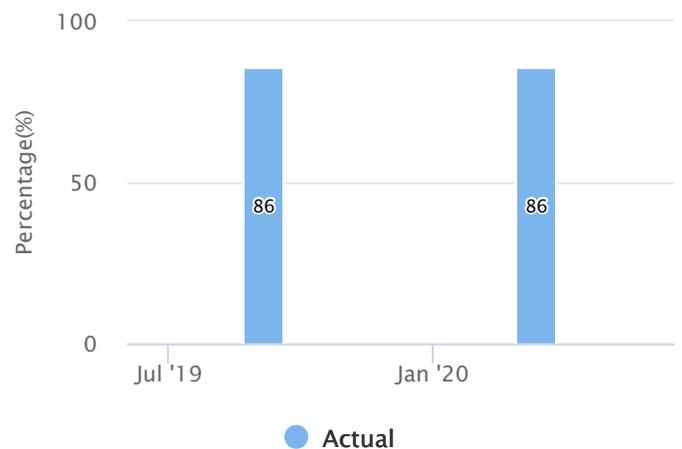
**Comment**

Enrolled 97 children in 1st quarter  
 Enrolled 114 children in 2nd quarter  
 Enrolled 113 children in 3rd quarter  
 Enrolled 84 children in 4th quarter  
 In total - 1,497 children enrolled in Dolly Parton Imagination Library

### Kindergarten ready children

Percentage of Kindergarten children who were 'Kindergarten ready'

Owner: Cindy Hendricks Last Update: Apr 07, 2020 13:21:04



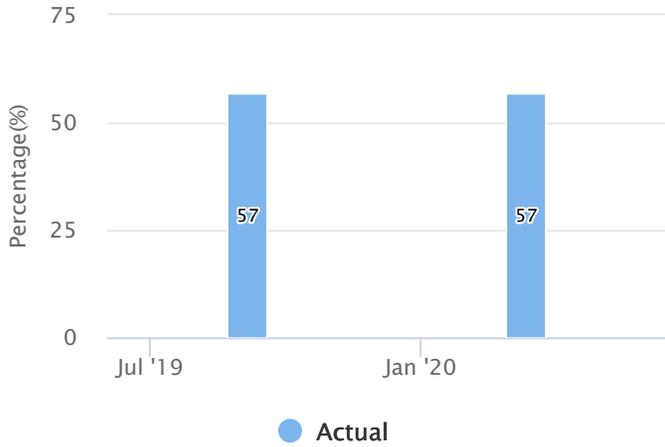
**Comment**

86% for End of 18-19 school year

### Children at 3rd grade reading level

Percentage of 3rd grade students who are above 3rd grade reading level

Owner: Cindy Hendricks Last Update: Apr 07, 2020 13:20:40

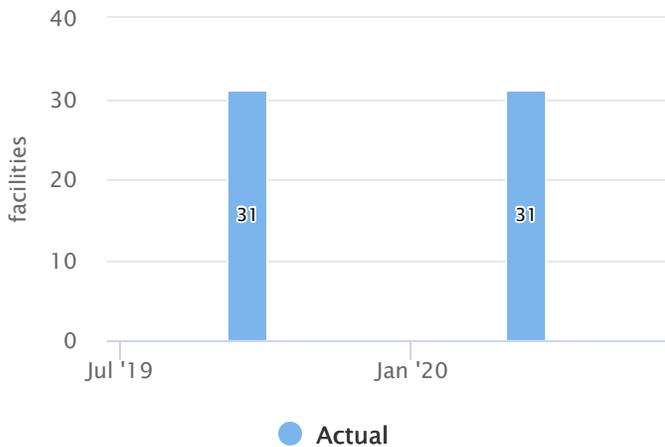


Comment  
57% for End of 18-19 school year

### Davie LEADS facilities

Number of facilities participating in Davie LEADS

Owner: Cindy Hendricks Last Update: Apr 07, 2020 13:20:15

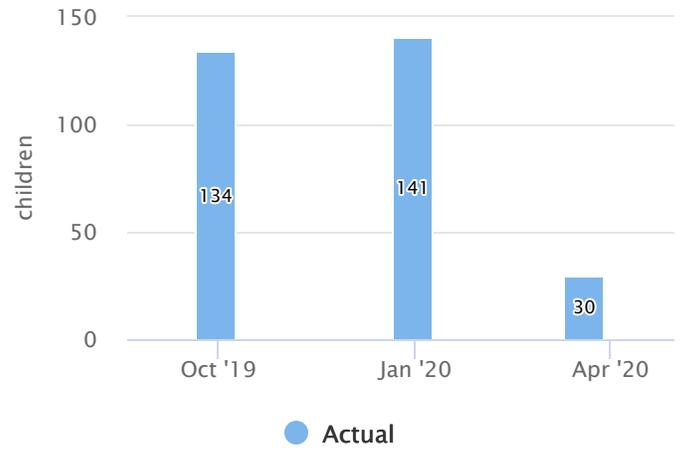


Comment  
6 Elem schools, 12 licensed/non-licensed, 13 public

### Child Care Subsidy waiting list

Number of children on child care subsidy waiting list

Owner: Cindy Hendricks Last Update: Apr 06, 2020 19:23:02



Comment  
September 30, 2019 - waiting list 134  
December 31, 2019 - waiting list 141  
March 31, 2020 - waiting list 30 - Application letters were mailed to families for 18 children, but those families decided to wait until COVID-19 is over to apply.

Goal 5.1.5 Ongoing - Ongoing On Track

Ensure affordable quality tutoring and mentoring programs

Owner: Cindy Hendricks

Update provided by Cindy Hendricks on Aug 03, 2020 20:52:46

Update this period: Community members volunteer as mentors and Aspire Kids At Work program provides mentoring programming for JCPC at risk youth.

Next steps:

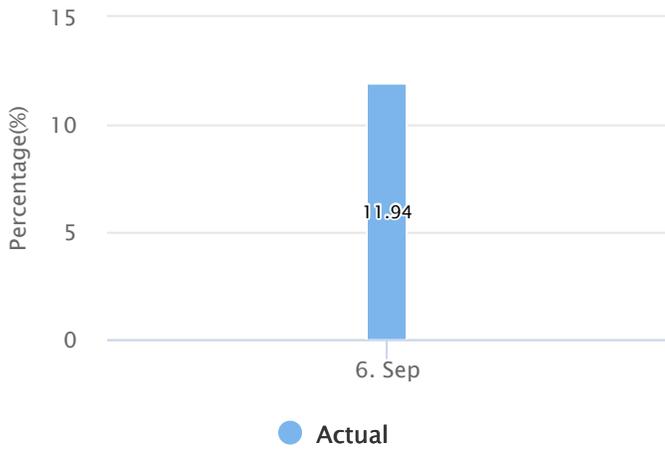
Disruptions (if necessary):

Goal 5.1.5 > Metric

### Teacher turnover rates

Teacher turnover rates

Owner: Cindy Hendricks Last Update: Oct 28, 2019 13:49:18



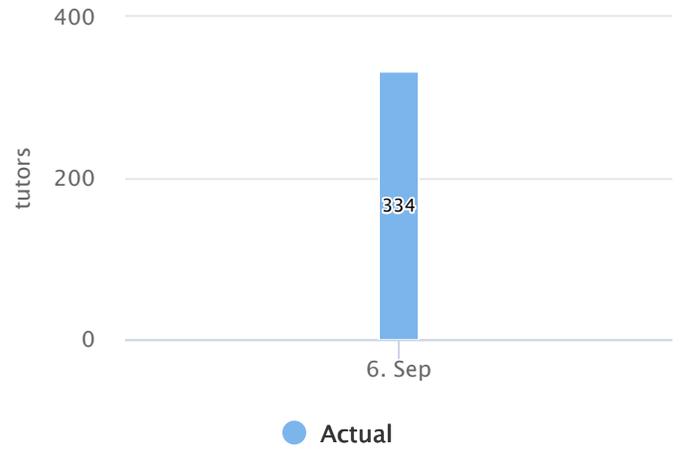
Comment

2018-2019: 11.94%

### Affordable and qualified tutors

number of affordable, qualified and vetted tutors

Owner: Cindy Hendricks Last Update: Oct 28, 2019 13:49:40



### County and Non-profit staff who have lunch with students

number of County and Non-profit staff who have lunch with students

Owner: Cindy Hendricks Last Update: Oct 28, 2019 13:50:04

