



CITY OF DURHAM

To: Thomas J. Bonfield, City Manager

Through: Keith Chadwell, Deputy City Manager

From: Constance Stancil, Neighborhood Improvement Services Director

Date: November 19, 2017

Re: Neighborhood Data Works Contract to manage and operate the City's Neighborhood Compass: a neighborhood indicator tool

EXECUTIVE SUMMARY

The City of Durham is proposing to enter into a five-year contract with Neighborhood Data Works, a 501 (c) (3) educational nonprofit to manage and operate the City's Neighborhood Compass, a neighborhood indicator tool designed to inform community programming and service policy, and resource allocation decisions. In 2016, the City partnered with Duke's Social Science Research Institute, and Durham County to establish Data Works, as an independent entity to leverage the City's investment while increasing the Neighborhood Compass' capacity to democratize data to facilitate an empowered, productive, and equitable Durham community.

In October, 2010, during the revision of the City's Strategic Plan, the City of Durham embarked on an effort to better understand community data and indicators around resource allocation and measuring impact of policy decisions and programs. Neighborhood Improvement Services and Planning Department staff formed a team to initiate a Beta version of a Neighborhood Vitality Index tool. The team worked to establish a methodology to collect data at the neighborhood-block group level and track that data over time in order to assist citizens and government officials in identifying changes in quality of life in the environmental, social, safety, physical, and economic aspects of the neighborhoods and use this data to help inform policy decisions.

Since October, 2010, the City's Neighborhood Compass has grown from a pilot neighborhood indicator tool conceptualized during the revision of the City's Strategic Plan to a state-of-the-art collaborative indicator serving as a significant resource to interdisciplinary community initiatives and partnerships as well as to City and County departments. The Compass allows residents and City government to track progress on neighborhood improvement efforts and shifts in the overall quality of life in Durham neighborhoods around demographics, infrastructure & amenities, economy, housing, environment, and safety. Major users of the Compass include the City departments of Police, Fire, Parks and Recreation, Transportation, Water Management, General Services, Community Development and Neighborhood Improvement Services. Neighborhood Compass staff consistently provide community engagement services to community organizations and residents:

respond to numerous community resident request for data and service information; Mayor's Transformation in Ten Initiative; Durham TRY, Durham Cares; Durham Public Health; Lincoln Community Health; Durham Co. Board of Health; AJ Fletcher Foundation and other foundations in support of their grantees; etc. In fiscal year 2017, 81% of the approximately 4,000 Compass website users were community citizens, 66% of those users actively used the website to pull reports and conduct research.

City staff has worked to broaden and strengthen the Neighborhood Compass through the development of national, state and local partners. Partners include Duke's Social Science Research Institute and Information Initiative, Durham County, Durham Public Health, Duke Medicine and Lincoln Community Health, Forward Cities, national and local foundations. The Compass has served as a platform to allow staff to participate and contribute to national and local neighborhood indicator networks, including the Community Indicators Consortium, the National Neighborhood Indicators Partnership, and the North Carolina Indicators Group. The establishment of collaborative relationships and strategic partnerships with several local and national organizations enables the City of Durham to leverage its investment in the Neighborhood Compass. This collaborative effort has resulted in the creation of the Neighborhood Data Works, Inc.

The creation of Neighborhood Data Works as a nonprofit educational organization affords the City an opportunity to work with regional partners to diversify the resource base to ensure sustainability of the Compass. To expand the public benefit from the Compass, the City's investment is being met by investment from the Duke and Durham County. The current County contract provides \$43,000 in funding for FY18 with the aim to match the City funding level beginning fiscal 2018/19. Duke is currently providing in-kind services (marketing, space, equipment) of approximately \$25,600 and National Science Foundation (NSF) grant funding (through Duke) of \$150,000 over 3 years. Data Works anticipates contracting for joint projects in the spring but have not yet arrived at a dollar figure. The aim is for Duke to be an equal partner (with the City and County) beginning fiscal year 2018/19.

In June, 2017, the City employee hired in 2012, John Killeen, as the dedicated staff to further develop and manage the Neighborhood Compass resigned as the Neighborhood Compass Program Manager to become the Executive Director of the Neighborhood Data Works. Rather than hire a replacement in the program manager position, the City of Durham is opting to enter into a five-year contract with Neighborhood Data Works, 501 (c) (3) educational nonprofit to manage and operate the City's Neighborhood Compass at a total cost \$477,822.00.

Therefore, Neighborhood Data Works is the selected vendor to implement the City's Neighborhood Compass. Data Works has been selected because of its ability to timely respond to the urgency of continuity of service, prior experience and familiarity with the project and the staff's expertise in neighborhood vitality indexes. No other organization has this unique combination of experience and expertise. This is a sole source contract, with no competitive bidding, and will require a waiver from the competitive bidding policy.

RECOMMENDATION

The Neighborhood Improvement Services Department recommends that the City Council:

- To authorize the City Manager to execute a five-year contract with Neighborhood Data Works in the total amount of \$477,822 to expand, manage and operate the City's Neighborhood Compass.

BACKGROUND

In October, 2010, during the revision of the City's Strategic Plan, the City of Durham embarked on an effort to better understand community data and indicators around resource allocation and measuring impact of policy decisions and programs. Neighborhood Improvement Services and Planning Departments staff formed a team to initiate a Beta version of a Neighborhood Vitality Index tool. The team worked to establish a methodology to collect data at the neighborhood-block group level and track that data over time in order to assist citizens and government officials in identifying changes in quality of life in the environmental, social, safety, physical, and economic aspects of the neighborhoods and use this data to help inform policy decisions.

In 2012, the City's Neighborhood Improvement Services Department (NIS) hired a full time employee dedicated to the development and enhancement of the neighborhood vitality index. The neighborhood vitality index was given the brand name, Neighborhood Compass. The Neighborhood Compass was developed to indicate community conditions for the City, County and community partners. As a program, it collects, maintains, analyzes and summarizes data related to neighborhoods, reporting community stories, housing, safety, economics and general quality of life. The Compass staff serves as a data analysis resource to interdisciplinary community initiatives and partnerships like the Mayor's Transformation in Ten Initiative, the Forward Cities National Learning Collaborative, and the 6-county Local Health Departments GIS Surveillance Project.

Goals

- Provide decision makers with data-based information to inform decisions
- Provide citizens with data to use to help improve their communities
- To be able track and measure the quality of life in the neighborhoods

Over the last five years, the Neighborhood Compass staff has developed the Compass into a state-of-the-art community vitality index tool. Since the Compass website's release in May 2014, key users have come from the City 26 departments, county departments, local universities, City residents, community organizations and grant makers and their grantees. City and County staff regularly use the Compass to make policy and resource allocation decisions. Community folks and organizations use it to plan neighborhood programming and gain a better understanding of status and conditions in their neighborhoods.

A Sample Selection of Who is Putting the Compass to Work:

- Parks and Recreation: Michelle Burger and Gina Morais identified the most appropriate PAC 1 location for July's Fun Caravan series using the Compass. They wanted a park in each of the 5 PACs, but finding the right PAC 1 location required more information. Using the Compass, they identified concentrations of youth population, household income, safety and demographic diversity that would allow them to reach the greatest number of people in need. Based on the data, they chose CR Wood park for PAC1, a somewhat less utilized park near a very high youth concentration.
- Mayors Poverty Reduction Initiative: after examining the Durham County Census tracts highlighted in a UNC report of statewide poverty rates, Mayor Bell consulted the Neighborhood Compass to identify the more granular, neighborhood-level areas of greatest

need within Census tract 10.01. Doing so helped narrow the focus of this effort and target these efforts to a more actionable geographic scale.

- Trevor Bower, PAC 1 resident: To help support his case for improving park resources for his community, Mr. Bower referred to the Compass, estimating the population of PAC 1 east of Highway 70. The Compass supplemented Mr. Bower's research gathered from three other City departments.
- Durham Youth Commission: In future short videos produced by the Commission, they may be using the Compass to explore neighborhood stories. In February of 2015 they discussed producing a short film to promote recreation and social opportunities in areas with more youth population.
- AJ Fletcher Foundation: AJF is promoting the Compass as a resource for grantees. (March 13, 2015) "All our #Durm partners – check out data update to @DurhamCompass. Great info about needs & opportunities. compass.durhamnc.gov" from <https://twitter.com/AJFfoundation>
- Community health indicators. In partnership with Durham Public Health, Duke Medicine and Lincoln Community Health, the Compass will publish Durham County health metrics from local data for the first time. This is still in development, starting with County-level measures. The goal of publishing neighborhood level measures will only follow sensitive community involvement in developing appropriate data presentation.

The City's continued investment in the Neighborhood Compass advances the following goals set out in its Strategic Plan:

- Community empowered by accessible and usable information (**Goal 4**)
- Foster a culture where innovative and creative solutions promote operational efficiencies (**Goal 4**)
- Engagement with neighborhoods ensures residents are empowered to preserve or improve the quality of their neighborhoods building connections between people and programs (**Goal 3**)

The Neighborhood Data Works staff will be primarily responsible for:

- Managing Neighborhood Compass web development by City/County GIS;
- Building relationships with citizen groups, non-profits, local agencies and businesses to share Neighborhood Compass content and foster user skills in data use;
- Building data relationships with providers like Duke Translational Research Institute, Duke Energy, Durham Public Schools, most City and County Departments, Environmental Protection Agency (EPA), North Carolina Department of Commerce, US Small Business Administration (SBA) and others; future relationships will include other Triangle counties, their municipalities, and Triangle J Council of Governments.
- Developing and maintaining data management systems that ensure data quality, consistency and accessibility;
- Developing the Compass to track measures of the City and County Strategic Plans;
- Providing neighborhood-level data as needed for community initiatives;
- Acquiring tax data from City/County GIS on an annual basis with dwelling unit estimates;
- Updating and maintaining "key businesses" data for pharmacies, grocers and banks;
- Conducting analysis using GIS and statistical programs;

- Maintaining metadata for all Neighborhood Compass measures, tracking data limitations, usefulness, sources and frequency; and
- Employing current and historic US Census Bureau data products in community indicators;
- Professional-quality research writing about community phenomena for *all audiences*.

Expected *Deliverables*:

- Uptime Availability—website is operational and accessible 99% of the time. Services are provided 24 hours a day seven days a week except for periods of planned maintenance.
- Represent Durham’s Neighborhood Compass in the National Neighborhood Indicators Partnership, and other local, state and national organizations and partnerships.
- Periodic Status and Progress Reporting
- Provide City with ad hoc status reporting to answer specific issues.
- Standard quarterly status reports as defined by the City
 - Quarterly report detailing the source and most current date of data inputs as of the quarter’s end.
 - Quarterly update of Compass measure methodology and definition of what measure represents.
 - Provide quarterly update of incremental data sources and Compass upgrade.
 - Continued expansion of data input sourcing to enable quarterly and ad hoc reporting to allow the City to respond to dynamic requests for issue, policy and resource allocation dependent information which facilitates informed decision making.
 - Provide metadata reporting which identifies, for example, website category of users, frequency of use and type of use.
 - Provide status reporting for training, community engagement and Durham Lab activities—identify organizations, type of training and community engagement, purpose and any resulting impact.
 - Provide status reporting of all on-call data support to department or city-wide projects.
- Annual reporting to City Manager including
 - Reference to the performance measures for the Compass
 - Updates on any new Compass content and how to use it
 - Updates on relevant Data Works projects with particular focus on the development and work of the Durham Lab

ISSUES/ANALYSIS

Successful community building requires many elements—a clear understanding of needs and opportunities, engagement of residents, support from all levels of government, and collaboration among people across programs. It also requires knowledge of what is happening in real time regarding community issues, concerns and quality of life requirements, whether strategies are working and how they can be improved.

The implications of not having such data, however, are serious. If the City does not know where problems are most severe, those working in neighborhoods have no way to systematically target their services. They also have no viable way to measure how the neighborhoods they worked in are getting better or worse from year to year. The City’s Neighborhood Compass is designed to respond to this need for useful empirical data.

In June, 2017, the City employee hired as the dedicated staff to further develop and manage the Neighborhood Compass resigned as the Neighborhood Compass Program Manager to become the Executive Director of the Neighborhood Data Works. To maintain continuity in the daily operations and management of the Compass the City is proposing to enter to a contract with Neighborhood Data Works.

ALTERNATIVE

The City Council could decide not to authorize the City Manager to execute the contract with Neighborhood Data Works or refer back to the City Manager for further consideration and study. If the City Council decides not to approve the recommendation, the City will have to hire staff to manage the Neighborhood Compass in-house.

FINANCIAL IMPACT

The contract with Neighborhood Data Works is a five-year contract with a total cost of \$477,822. The contract allows for an annual 3% increase. The cost for the City to operate and manage the Neighborhood Compass in-house is a comparable cost of approximately \$500,000 depending on the employee performance evaluation and cost of employee benefits. Funding for year one is \$90,000 available in NIS account OT500000-728600.

EOEA SUMMARY

Exemption Sole Source Contract memo to City Manager, Thomas J. Bonfield attached.

ATTACHMENTS:

- Neighborhood Data Works contract
- Exemption Sole Source Contract Memo