

# FY 2026 Performance Cycle

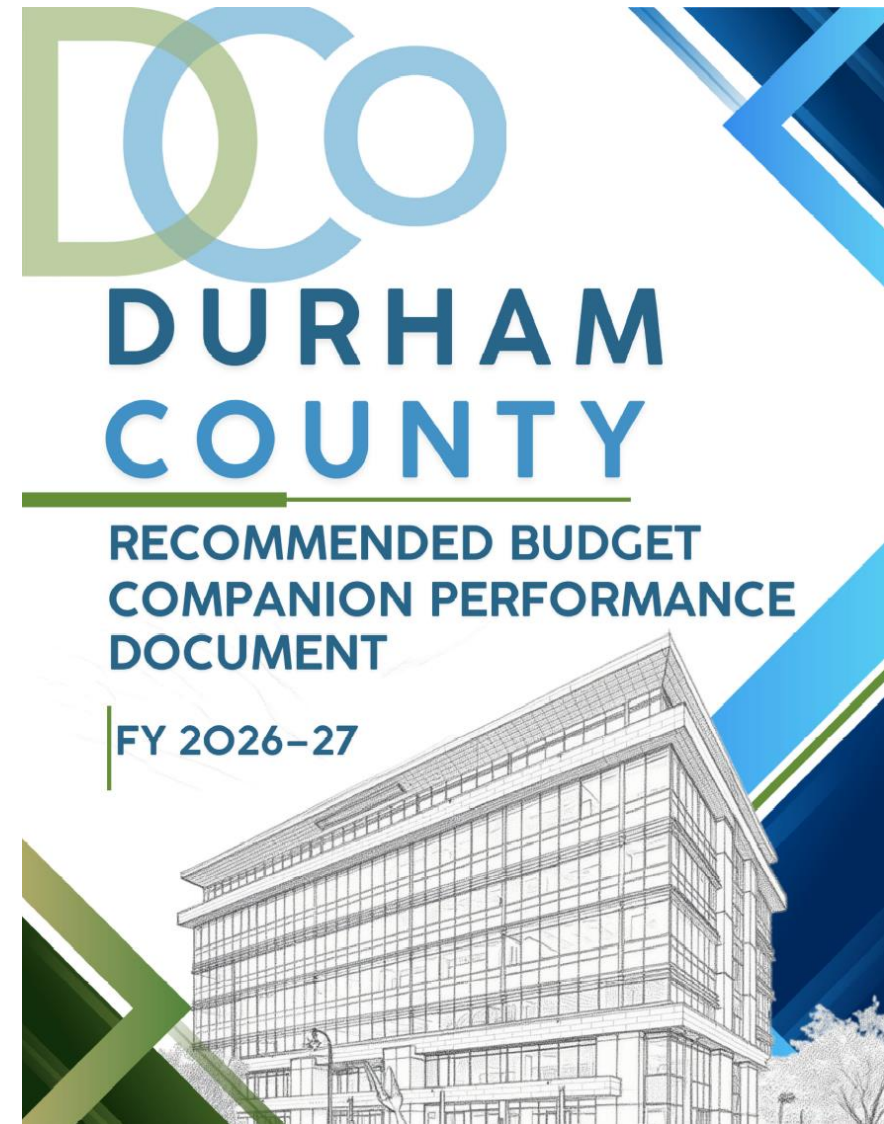
## Overview

Organizational Effectiveness

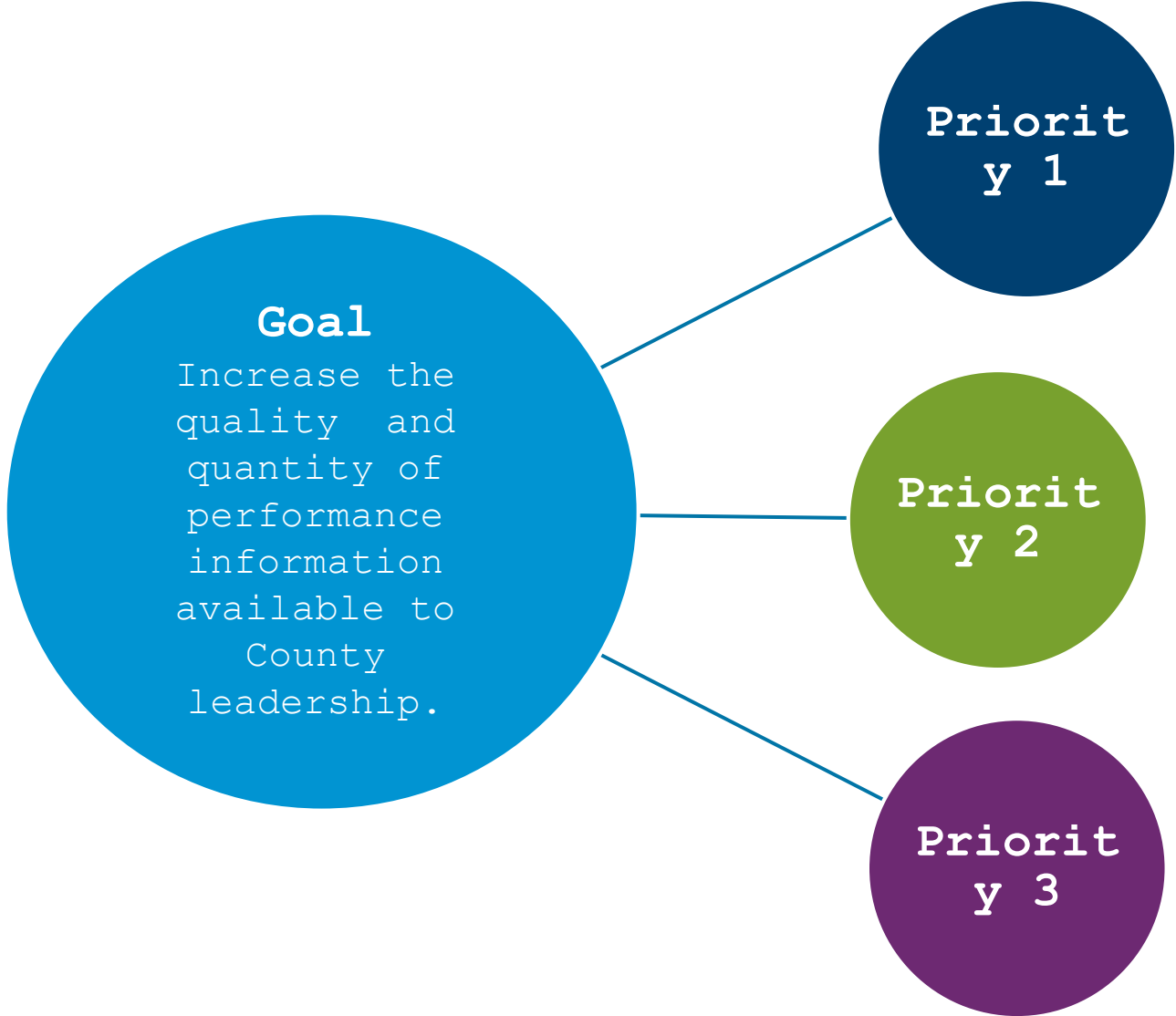
May 19, 2026

# Discussion Items

- Goals of FY 2026 Performance Cycle
- FY 2026 Performance Evaluation Process
  - Program Identification
  - Performance Measure Assessment
  - Performance Measure Refinement
- FY 2026 Performance Reporting
  - Budget Book Performance Measures
  - Recommended Budget Companion Performance Document
- Next Steps and FY 2027 Priorities



# FY 2026 OE Performance Goals and Priorities

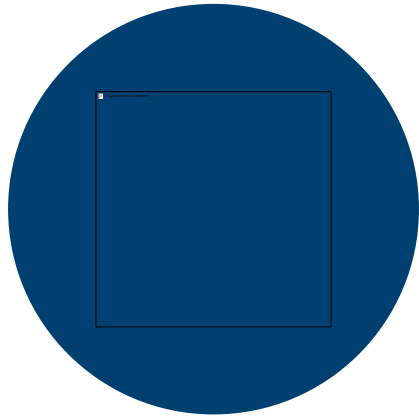


- Ensure we have an accurate picture of the full scope of programming across the enterprise.
- Ensure that we have strong, valid, up-to-date performance measurement for all County programs.
- Improve the quality of performance reporting materials for leadership and the public.

The background of the slide is a repeating pattern of the Durham County logo, which consists of the text 'DURHAM COUNTY' above a stylized 'DCO' monogram. The monogram features a shield with a sunburst and the year '1881' below it. The text and monogram are rendered in a light blue color against a darker blue background.

# FY 2026 Performance Evaluation Process

# FY 2026 Performance Measure Development Process



PROGRAM  
IDENTIFICATION



PERFORMANCE  
MEASURE ANALYSIS



PERFORMANCE  
MEASURE REFINEMENT

# Priority 1 – Program Identification and Definition



## **Departmental Collaboration**

Starting in December, Budget and OE departments worked with each department to identify and define departmental programs.



## **Program Definition Rubric**

Process used a set of evaluative criteria to revise existing program definitions and develop new programs where appropriate.



## **Updated Program Listing**

Result of this process was the development of a new comprehensive program listing, including definitions, for each department.



## **Organizational Framework**

New programs, updated descriptions, and defined outcomes serve as the organizational basis for measure evaluation and FY 2026 performance reporting.

# Defining Department “Programs”



Programs are the primary units through which departments organize their work, allocate resources, and measure performance.

## Formal Definition

- A collection of related activities which contribute to achieving a broader objective or purpose and specific outcomes

## Alternative Ways to Describe Programs

- A small number of “buckets” which group the department’s major activities and/or functions
- The main activities and/or functions a department would likely mention in their “elevator pitch”
- In some cases, department divisions may be organized to logically stand alone as programs

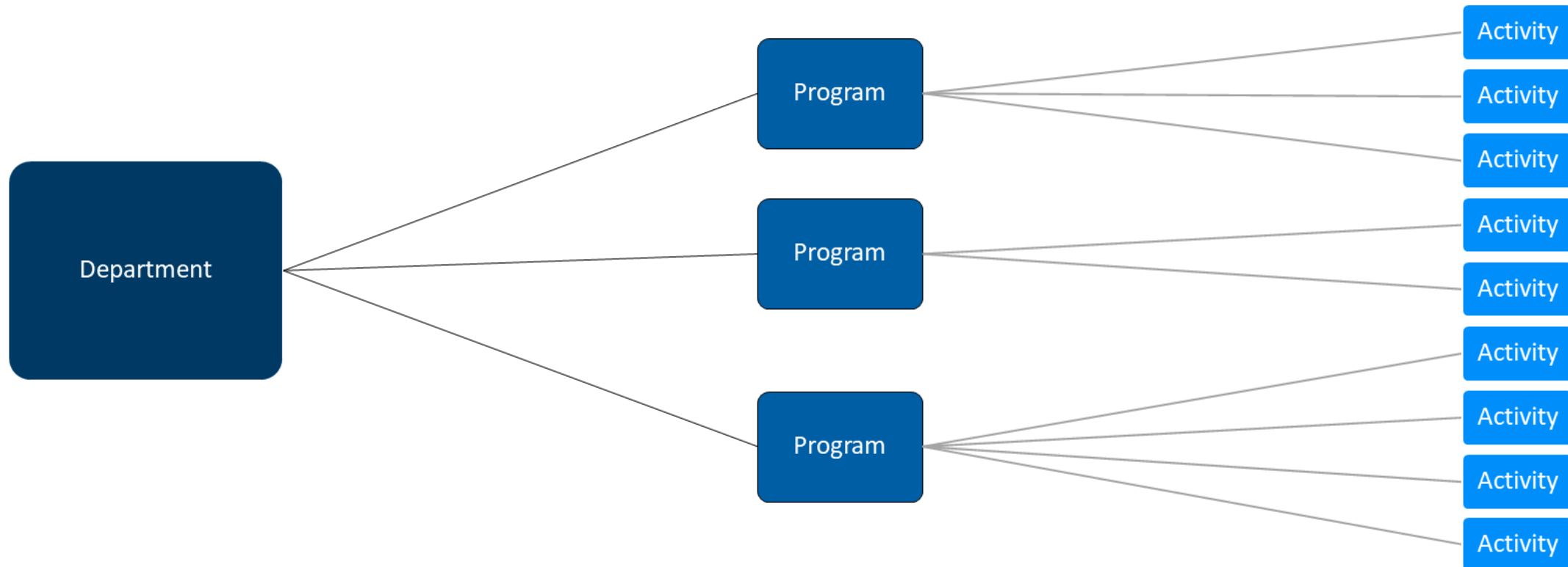
# Structure of Programs and Activities in a Department



**Department:** The formal organizational unit which implements programs and provides services.

**Programs:** A collection of related activities which contribute to achieving a broader objective or purpose and specific *outcomes*; sometimes division-level.

**Activities:** A distinct sets of actions that are performed for a specific purpose; the teams and functions which comprise a program and typically wouldn't stand alone.



# Sample Department Program Listings



## Office of Emergency Services

- Emergency Medical Services (EMS)
- Emergency Management
- Business Operations
- Fire Marshal

## Tax Administration

- Tax Base Assessment
- Property Tax Revenue Collection
- Resident Support

## Public Health

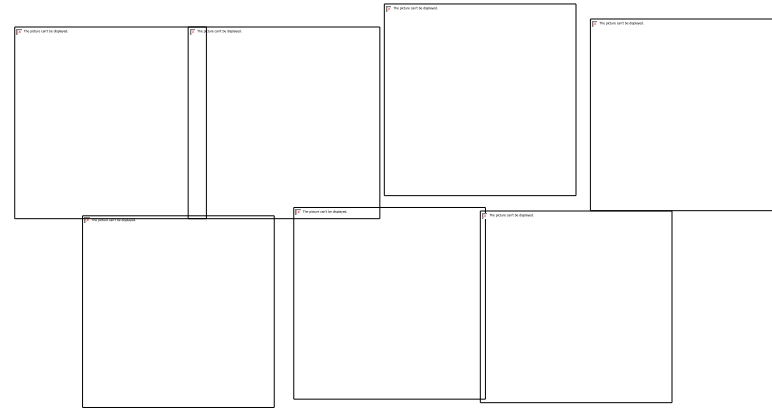
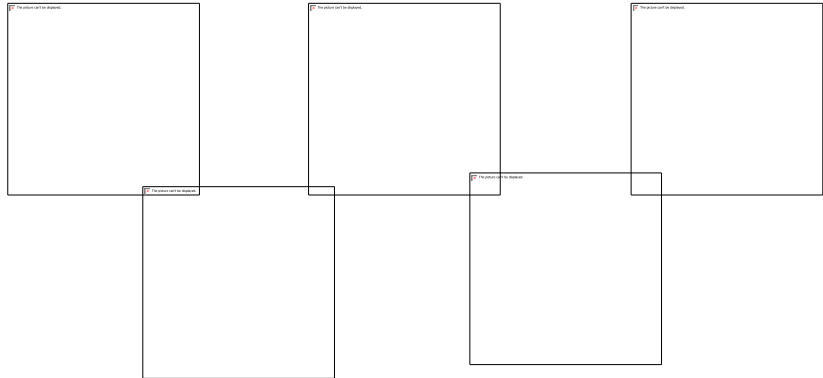
- Medical Services
- Environmental Health
- Community Health Education
- Nutrition
- Family Dental Health
- Laboratory and Pharmacy Services
- Management, Data, and

# Program Identification and Assessment Results



Between January and March 2026...

OE facilitated meetings with  
**30+ County departments...**

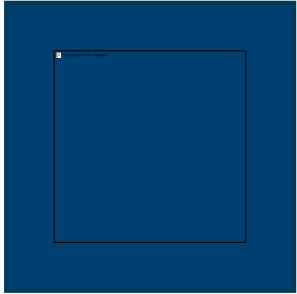


...resulting in identification and  
assessment of  
**~118 Durham County programs...**

...creating the **foundation** upon which we are  
building out our performance management  
framework to more effectively tell the  
story of Durham County and its services.

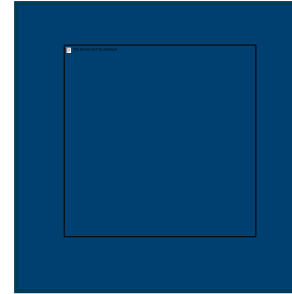


# Priority 2 – Improved Performance Measurement



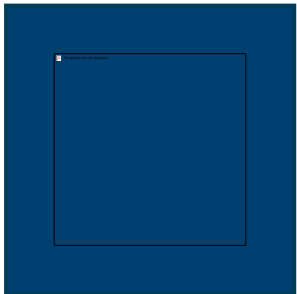
## **Review of Legacy Measures**

OE collaborated with departments to review and map legacy performance measures to our refreshed program list.



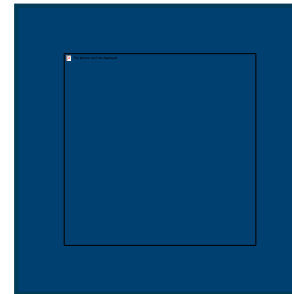
## **Measure Refresh**

OE discussed and documented with departments which measures are still relevant to current County functions.



## **Measure Selection and Refinement**

OE and departments selected measures which best represent the new program list, and for which data were available, to report in the recommended budget



## **Future Measures**

OE and departments identified gaps where programs will need additional, or stronger measures to communicate outcomes.



# Connecting Programs and Measures

OE worked with departments to answer the following prompts for each program and identify measures for reporting:

What are the typical results of this program?

Which outcomes define success in this program?

Which current or future performance measures would help best communicate these outcomes, and your department's story, to the Durham community?

Where do gaps exist in current reporting, and what support will the department need to collect this information?

# Refined Measure Criteria



OE continues to collaborate with departments to refine as many performance measures as possible to meet the following criteria:

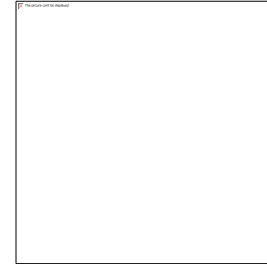
- Measure shows a direct link to the program's **purpose and intended outcomes**.
- Measure is **feasible** to collect data for, with a **valid and reliable** source.
- Measure has **multiple years of data**.
- Measure is elevated beyond an "output" measure where possible, showing an **efficiency or outcome**, with a reasonable target or benchmark.
- Measure **clearly communicates the impact of the program** using a concise narrative with "plain language" and clear, unambiguous visuals.

# Measure Analysis and Refinement by the Numbers



OE facilitated the following work and deliverables between March and May 2026:

07/10/2025 10:00 AM



Performance Measure Analysis and Refinement meetings with **30+ County departments** resulted in the review of **600+ legacy performance measures**.

Contributions to the FY 2026-27 Recommended Budget document resulted in reporting of **400+ performance measures** across **40+ County departments and partners**.

Compilation of the FY 2026-27 Recommended Budget Companion Performance Document resulted in creation of **200+ data visualizations and narratives** across **30+ County departments**.

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# FY 2026 Performance Reporting

# Priority 3: Designing Improved Performance Reporting Structure

Maximize amount  
of high-quality  
performance  
information  
reported

- How can we increase the amount of meaningful, valid, reliable, up-to-date performance information?

Ensure  
performance data  
is reported  
effectively and  
efficiently

- How do we ensure that this information is both meaningful and digestible for leadership and the public?

Benchmark  
against peer  
jurisdictions to  
compare  
performance  
reporting  
approaches

- What can we learn from local/regional peers, as well as national leaders, to identify strategies for more effective data presentation?

# Previous Approach – Budget Book Performance Reporting

- Primary method of enterprise-wide performance reporting was through annual Budget Book.
- Reporting was *departmental* (0-4 measures per department) with embedded visualizations and narrative elements.
- Decentralized process for updating and reviewing measures (including visualizations and narratives) in advance of publication.

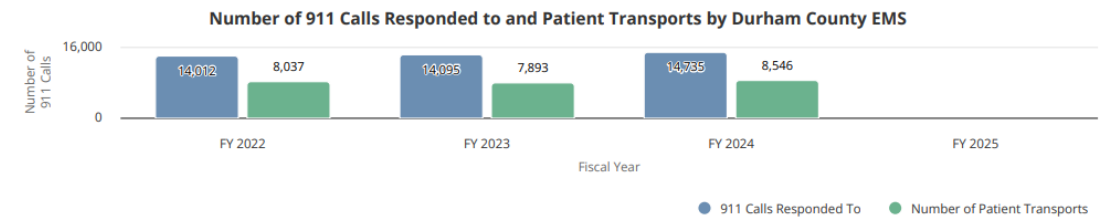
## Emergency Services Department Performance Measures

### NUMBER OF 911 CALLS RESPONDED TO AND PATIENT TRANSPORTS BY DURHAM COUNTY EMS

#### MEASURE DESCRIPTION (WHY IS THIS IMPORTANT?)

This measure depicts the number of 911 calls for assistance that EMS responds to annually. The call volume data informs the development of ambulance deployment and staffing models for the County. This also measures the number of patients transported by EMS. The number of transports data informs the development of ambulance deployment (where the ambulances are located) and staffing models for the County.

#### EXPLANATION OF ACTUALS AND TRENDS



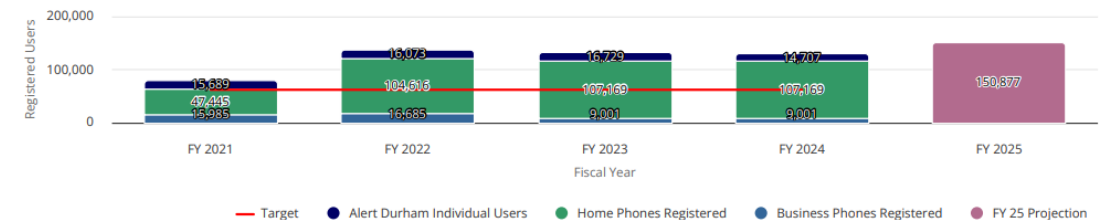
### NUMBER OF COMMUNITY MEMBERS THAT ARE SIGNED UP TO RECEIVE EMERGENCY ALERT DURHAM NOTIFICATIONS

#### MEASURE DESCRIPTION (WHY IS THIS IMPORTANT?)

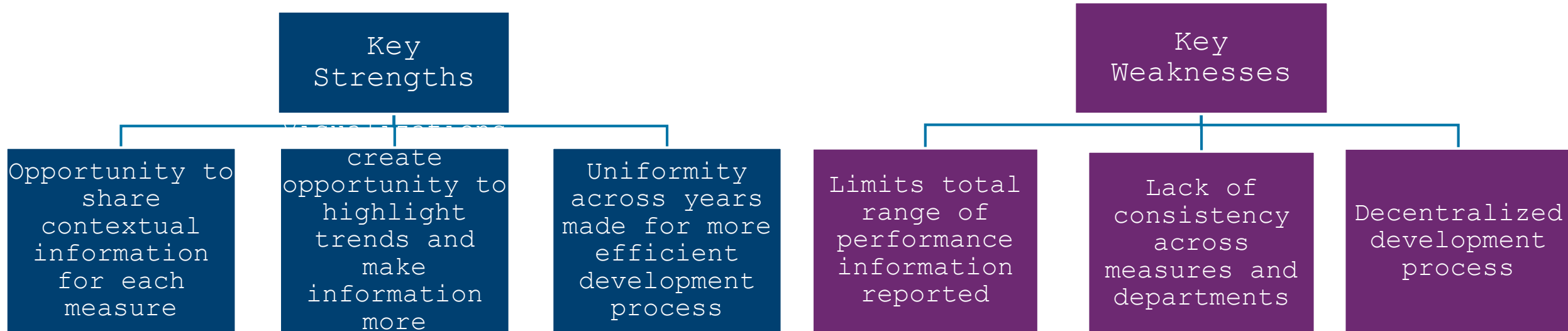
Emergency Management is responsible for warning the public of any impending threats or hazards and alerting the public with protective actions in the event of an emergency. Durham County purchased software to accomplish this mission, referred to as "Alert Durham." Tracking the number of individuals signed up for Alert Durham indicates the number of residents that are aware of the emergency notification system and will receive timely emergency information.

#### EXPLANATION OF ACTUALS AND TRENDS

The target is 62,000 users annually.



# Strengths and Weaknesses of Previous Approach



# New Approach – Budget Book Performance Reporting

- OE-led process to identify measures for inclusion in Budget Book and collecting updated data.
- Performance data organized by *program* for each department with goal of *at least 1* measure per program
- Tabular presentation with greater number of permitted measures.

## Programs

### EMERGENCY MEDICAL SERVICES

Emergency Medical Services (EMS) responds to 911 medical calls and provides mobile integrated healthcare services to protect the health and safety of Durham County residents and visitors. The program includes field operations, clinical quality and research, mobile integrated healthcare programs, and continuing education. Staff deliver medical care, transport patients, conduct special operations at major events, evaluate clinical standards, and coordinate with hospitals, first responders, and statewide partners. EMS aims to achieve rapid emergency responses, strong clinical outcomes, and regulatory compliance.

Key Program Measures	FY 2021-22 Actuals	FY 2022-23 Actuals	FY 2023-24 Actuals	FY 2024-25 Actuals	FY 2025-26 Estimates
Number of calls received	56,440	57,300	58,680	60,718	63,019
Number of calls held	2,868	4,111	4,271	5,997	7,096
Percent of call volume held	5.08%	7.17%	7.28%	9.88%	11.26%
EMS utilization per 1,000 residents	171	172	174	177	180
Percent of adults with chest pain symptoms who received a heart test (ECG) from EMS	99%	99%	99%	99%	99%
Percent of patients with chest pain who received a heart test (ECG) within 10 minutes of EMS arrival	93%	94%	93%	92%	92%
Percent of patients who received a heart test (ECG) when regaining a pulse after suffering from a cardiac arrest	83%	89%	87%	93%	90%
Percent of severe heart attack cases where EMS quickly alerted the hospital and activated the cath lab team	100%	100%	100%	100%	100%
Percent of patients checked for blood sugar issues in suspected strokes by EMS	97%	95%	94%	95%	95%
AHA Mission: Lifeline Overall Performance Across all EMS Performance Measures*	Gold+ (93%)	Gold+ (91%)	Gold+ (92%)	Gold+ (95%)	Gold+ (95%)

\*The AHA Mission: Lifeline score is determined by a variety of performance indicators, including some reported for this program.

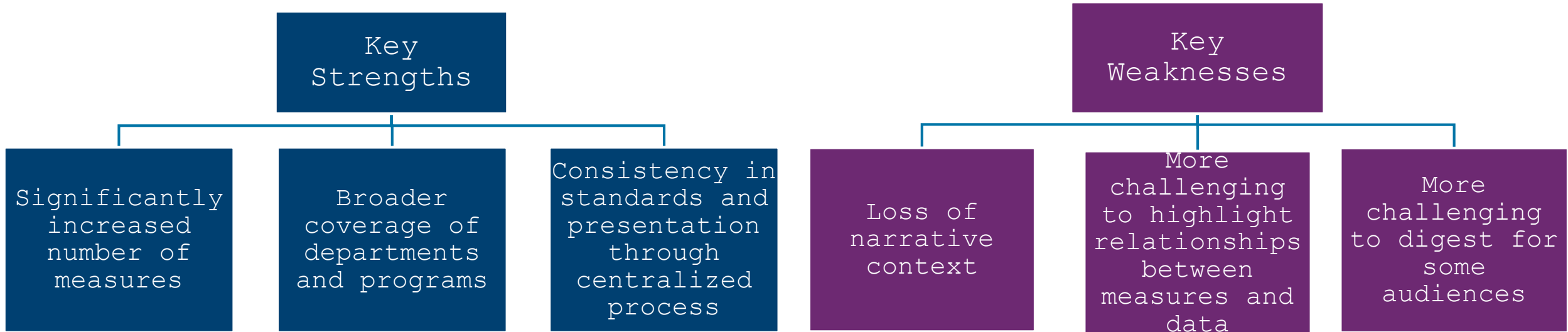
### EMERGENCY SERVICES BUSINESS OPERATIONS

The Emergency Services Business Operations program provides comprehensive administrative, logistical, fleet, procurement, and compliance support for the entire Office of Emergency Services. Staff act as a centralized support hub that streamlines workflows and ensures operational continuity across EMS, Emergency Management, and Fire Marshal. Through these services, Business Operations keeps vehicles in service, supplies stocked, staff supported, records maintained, and financial and regulatory obligations fulfilled, enabling the department to respond to emergencies.

Key Program Measures*	FY 2021-22 Actuals	FY 2022-23 Actuals	FY 2023-24 Actuals	FY 2024-25 Actuals	FY 2025-26 Estimates
Percent of EMS fleet available for service	-	-	63%	83%	83%
Emergency Management/Fire Marshal vacancy rate	28%	17%	13%	24%	2%
Emergency Medical Services/Business Ops vacancy rate	24%	23%	11%	12%	8%
OES overall vacancy rate	25%	22%	12%	13%	6%

\*Some data and FY 2025-26 estimates for this program are currently unavailable. Vacancy rates in certain divisions are combined due to internal reporting capabilities.

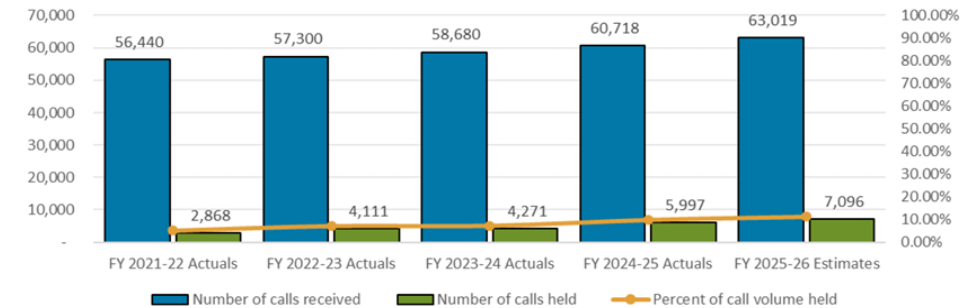
# Strengths and Weaknesses of New Approach



# Companion Performance Document

- OE created a Companion Performance Document to address weaknesses of new Budget Book strategy.
- Presents data visualizations and provides narrative for program measures included in Budget Book.
  - Understanding the Measure
  - Explanation of Actuals and Trends
  - Data Source
- Tabular presentation for measures with insufficient number of years of data or that

CALL VOLUME AND CALLS HELD



#### Applicable Program(s)

- Emergency Medical Services

#### Understanding This Measure

This combination of measures tracks EMS call demand and the proportion of incoming calls that EMS crews are unable to respond to immediately due to unit unavailability. "Calls held" represent incidents in which either limited or no EMS units are available to dispatch at the time of the call, resulting in a delayed assignment until a unit clears or becomes free. The percentage of call volume held reflects how often the system is operating beyond its available capacity and is a key indicator of workload, resource sufficiency, and system strain. Monitoring this measure helps identify service gaps, response-time risks, and areas where staffing or deployment strategies may need adjustment. Additional supporting data shows that, in addition to quantity of calls held, the duration of time calls are held has increased, further exhibiting system oversaturation and strain. EMS operates at over 90% capacity for utilization 11 hours of the day, and at over 100% capacity for utilization for 7 of those hours.

#### Explanation of Actuals and Trends

EMS call volume has shown steady and consistent growth over the five-year period, increasing from 56,440 calls in FY 2021–22 to an estimated 63,019 in FY 2025–26. This upward trend aligns with Durham's population increases, expanded service expectations, and year-over-year demand growth commonly seen in urban EMS systems. While rising call volume is an expected operational trend, the number of calls held has increased at a significantly faster rate. Calls held grew from 2,868 in FY 2021–22 to an estimated 7,096 in FY 2025–26, more than doubling. As a result, the percentage of total call volume being held has escalated from just over 5% to more than 11% in the same timeframe.

This pattern indicates that EMS demand is outpacing available unit hours. Even modest increases in call volume can have large impacts when the system is already operating near capacity, leading to more frequent periods when no units are available for dispatch. The rising percentage represents growing system strain and highlights challenges in maintaining timely EMS response. These trends point to the need for additional unit hours, improved deployment strategies, and continued evaluation of call types, response models, and system efficiency. Without intervention, increasing demand will continue to widen the gap between available resources and required service levels. In addition to the EMS system's ability to properly handle the growing demand for service, this trend has significantly impacted on employee wellbeing. In conjunction with comparative compensation to local competitors, it becomes increasingly difficult to recruit and retain talented staff. The EMS System is actively evaluating deployment strategies and response models to improve system efficiency, but support with additional unit hours, including both personnel and fleet expansion, is an essential element for that to succeed.

#### Data Source

The department sources these data from the 911 CAD system, ESO (patient care reporting system), and FirstWatch.

# Changes to Performance Reporting Based on OE Efforts



## FY 2025-26 Budget Document

## FY 2026-27 Budget Document

## FY 2026-27 Companion Performance Document

**Emergency Services Department Performance Measures**

**NUMBER OF 911 CALLS RESPONDED TO AND PATIENT TRANSPORTS BY DURHAM COUNTY EMS**

**MEASURE DESCRIPTION (WHY IS THIS IMPORTANT?)**  
This measure depicts the number of 911 calls for assistance that EMS responds to annually. The call volume data informs the development of ambulance deployment and staffing models for the County. This also measures the number of patients transported by EMS. The number of transports data informs the development of ambulance deployment (where the ambulances are located) and staffing models for the County.

**EXPLANATION OF ACTUALS AND TRENDS**

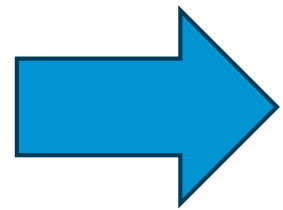
Fiscal Year	911 Calls Responded To	Number of Patient Transports
FY 2022	94,025	8,037
FY 2023	94,658	7,893
FY 2024	94,025	8,546

**NUMBER OF COMMUNITY MEMBERS THAT ARE SIGNED UP TO RECEIVE EMERGENCY ALERT DURHAM NOTIFICATIONS**

**MEASURE DESCRIPTION (WHY IS THIS IMPORTANT?)**  
Emergency Management is responsible for warning the public of any impending threats or hazards and alerting the public with protective actions in the event of an emergency. Durham County purchased software to accomplish this mission, referred to as "Alert Durham." Tracking the number of individuals signed up for Alert Durham indicates the number of residents that are aware of the emergency notification system and will receive timely emergency information.

**EXPLANATION OF ACTUALS AND TRENDS**  
The target is 62,000 users annually.

Fiscal Year	Alert Durham Individual Users	Home Phones Registered	Business Phones Registered	Total
FY 2021	47,683	16,998	7,319	72,000
FY 2022	50,000	16,687	5,313	72,000
FY 2023	52,729	9,001	10,270	72,000
FY 2024	56,207	9,001	6,792	72,000
FY 2025	56,207	-	-	56,207 (Projection)



**EMERGENCY SERVICES**

**Description**  
The mission of the Office of Emergency Services is to ensure the safety and well-being of the residents of and visitors to Durham County. The primary goals of OES include: 1) Delivering emergency medical and related care in a safe, compassionate, and timely manner; 2) Providing leadership in prevention, preparedness, response, recovery, and mitigation activities through partnerships; 3) Developing resilient government operations and enhancing public safety, property conservation and protection of the environment; 4) Providing effective fire/life safety education, fire code enforcement, and fire origin and cause investigations; and 5) delivering robust fiscal stewardship through administrative planning, compliance, and rigorous monitoring and evaluation. OES unifies Emergency Medical Services, Emergency Management, and Fire Marshal services partnered with the Business Operations team under a single operational structure.

**Programs**  
**EMERGENCY MEDICAL SERVICES**  
Emergency Medical Services (EMS) responds to 911 medical calls and provides mobile integrated healthcare services to protect the health and safety of Durham County residents and visitors. The program includes field operations, clinical quality and research, mobile integrated healthcare programs, and continuing education. Staff deliver medical care, transport patients, conduct special operations at major events, evaluate clinical standards, and coordinate with hospitals, first responders, and statewide partners. EMS aims to achieve rapid emergency responses, strong clinical outcomes, and regulatory compliance.

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**Applicable Program(s)**  
• Emergency Medical Services

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# Next Steps and FY 2027 Priorities

# FY 2026-27 Adopted Budget Companion Performance Document

- Before end of fiscal year, OE will be working with departments to finalize narratives for performance measures within Companion Performance Document.
  - OE has already identified opportunities for strengthening narratives and will have targeted conversations with departments over the next several weeks to complete identified updates.
- Document structure and visualizations will remain unchanged.

# FY 2027 Departmental Work Plans

- Over June and July, OE will work with each department to create a Department Work Plan for FY 2027.
- Work Plans will outline (as applicable):
  - Priority programmatic and/or operational initiatives for fiscal year;
  - Performance management and reporting priorities for fiscal year;
  - Key partnership and/or stakeholder engagement activities;
  - Planned internal employee engagement or departmental culture improvement;
  - Risks/Challenges and mitigation strategies
- Work Plans will subsequently serve as framework for periodic reporting during fiscal year.

# FY 2027 Performance Measurement Improvement

- FY 2026 efforts were designed to allow for understanding the landscape of performance measurement across County and establish the foundation.
- FY 2027 will focus on further refining, strengthening, and standardizing performance framework.
  - Development of a Performance Measurement Guide/Handbook to establish standards and support department efforts.
  - Establishment of a hierarchy/categorization method to allow for clearer identification of key performance indicators.
  - Establishment of targets and/or stretch goals for individual measures where possible.
  - Mapping alignment of performance measures to DCo Forward 2029 Strategic Plan.
- Further enhancement of performance reporting is also planned through development of dynamic, on-demand performance data dashboards.



# Quarterly Performance Reporting Cycle

- In FY 2027, OE will work with County leadership to operate an annual performance reporting process with quarterly meetings to discuss work plan progress and interim data on performance measures.
- Goal of this process will be to ensure that County leadership has more timely access to performance data, facilitating improved oversight, collective sharing of information, and opportunities for earlier intervention when issues arise.
- OE will support departments in preparing for and delivering quarterly reports to leadership, providing a standardized template for use where desired.



# Acknowledgements

- While additional progress is still needed in FY 2027 to further mature the County's performance measurement and reporting framework, OE wants to acknowledge the significant effort of department staff required to achieve FY 2026's improvements.
- Also want to recognize the OE Performance and Evaluation Team whose hard work were essential to achieving so many of our FY 2026 priorities:
  - Pat Madej, Performance and Evaluation Manager
  - Ciji Garner, Performance Analyst