



## Agenda Action Form

---

**File #:18-0887**

---

**Item:**

**Approval of Contract with Made in Durham**

**Date of BOCC Meeting: July 23, 2018**

**Request for Board Action:**

The Board is requested to approve the attached contract with Made in Durham and authorize the County Manager to execute it.

Made in Durham (MID) is a collaborative of public and private sector partners in Durham who wish to improve education-to-work pathways for Durham youth ages 14-24 so that by age 24 as many of them as possible have at least completed a post-secondary credential and secured living wage work. There were several years of foundational work before Made In Durham was spun off as a separate non-profit. Fiscal Year (FY) 2018-2019 will be the fourth year that Durham County has supported the Made in Durham effort financially.

Made in Durham was formed because the partners did not believe existing mechanisms and collaborations were sufficient, but of course MID faces the same institutional and societal barriers to progress that existed before. The collaborative continues its work in identifying, highlighting, and working with institutional partners to try to fill knowledge gaps, service gaps, and other kinds of pathway gaps and blockages which inhibit regular movement of Durham's youth towards an economically secure existence.

The MID work plan for FY18-19 includes expanded business engagement and pathway creation, intensified work with Durham Futures organizations, further youth engagement, exploration of cradle-to-career continuum and ongoing efforts to acquire data and analysis that will give greater insights into areas of success in MID's work as well as efforts that require additional focus and perhaps changes in strategy. Thus far those efforts have been largely stymied by the inability to have 3<sup>rd</sup> party (Duke) researchers get access to Durham Public Schools data, but it appears that this issue is being addressed.

**Alignment with Strategic Plan:** A high-functioning education-to-work pipeline is both a cause and result of improved function and results in Goal 1: Community Empowerment and Enrichment and Goal 4: Environmental Stewardship and Community Prosperity of the Durham County Strategic Plan.

**Resource Persons:** Drew Cummings, Chief of Staff

**County Manager's Recommendation:** The County Manager recommends that the Board approve the attached contract with Made in Durham and authorize the County Manager to execute it.

County Manager: \_\_\_\_\_

**NORTH CAROLINA  
DURHAM COUNTY**

**SERVICE CONTRACT**

**THIS CONTRACT** is made, and entered into this the 1st day of July, 2018, by and between the **COUNTY of DURHAM**, a political subdivision of the State of North Carolina, (hereinafter referred to as "COUNTY"), and Made in Durham, a corporation duly authorized to do business in the state of North Carolina, (hereinafter referred to as "CONTRACTOR").

For and in consideration of mutual promises to each as herein after set forth, the parties hereto do mutually agree as follows:

1. **SCOPE OF SERVICES.** CONTRACTOR hereby agrees to provide the services and/or materials under this contract pursuant to the provisions and specifications identified in "Attachment 1" (hereinafter collectively referred to as "Services"). Attachment 1 is hereby incorporated herein and made a part of this contract. Time is of the essence with respect to all provisions of this contract that specify a time for performance.

The COUNTY will perform on-going contract monitoring to ensure that the terms of this contract are complied with. CONTRACTOR agrees to cooperate with the COUNTY in its monitoring process and provide documentation and/or information requested during the term of this Agreement for the purpose of monitoring the services provided by CONTRACTOR.

2. **TERM OF CONTRACT.** The Term of this contract for services is from July 1, 2018 to June 30, 2019 unless sooner terminated as provided herein.
3. **PAYMENT TO CONTRACTOR.** CONTRACTOR shall receive from COUNTY an amount not to exceed **\$125,000** as full compensation for the provision of Services. COUNTY agrees to pay CONTRACTOR a total of \$100,000 in twelve, equal, monthly installments of \$8,333.33 by the 15<sup>th</sup> of every month. *Up to \$25,000 will be by invoice only for approved expenditures related to further community exploration of the cradle-to-career concept as well as the Strive Together model for that concept.*
4. **INDEPENDENT CONTRACTOR.** COUNTY and CONTRACTOR agree that CONTRACTOR is an independent contractor and shall not represent itself as an agent or employee of COUNTY for any purpose in the performance of CONTRACTOR's duties under this Contract. Accordingly, CONTRACTOR shall be responsible for payment of all federal, state and local taxes as well as business license fees arising out of CONTRACTOR's activities in accordance with this Contract. For purposes of this contract taxes shall include, but not be limited to, Federal and State Income, Social Security and Unemployment Insurance taxes.

CONTRACTOR, as an independent contractor, shall perform the Services required hereunder in a professional manner and in accordance with the standards of applicable professional organizations and licensing agencies.

5. **INDEMNIFICATION.** To the fullest extent permitted by laws and regulations, CONTRACTOR shall indemnify and hold harmless the COUNTY and its officials, agents, and employees from and against all claims, damages, losses, and expenses, direct, indirect, or consequential (including but not limited to fees and charges of engineers or architects, attorneys, and other professionals and costs related to court action or mediation) arising out of or resulting from CONTRACTOR's performance of this Contract or the actions of the CONTRACTOR or its officials, employees, or subcontractors under this Contract or under contracts entered into by the CONTRACTOR in connection with this Contract. This indemnification shall survive the termination of this Contract.

In claims against any person or entity indemnified under this provision by an employee of the CONTRACTOR, a subcontractor, an employee of a subcontractor, or an agent of the CONTRACTOR or a subcontractor, the indemnification obligation under this provision shall not be limited by a limitation on amount or type of

damages, compensation or benefits payable by or for the CONTRACTOR or a subcontractor under workers' or workmen's compensation acts, disability benefit acts or other employee benefit acts.

- 6. INSURANCE.** CONTRACTOR shall procure and maintain for the duration of the contract the following insurance coverage from an insurance company(s) possessing a rating of A-VII or higher from the A.M. Best Company and licensed to do business in North Carolina. All of the policies required of the CONTRACTOR shall contain a waiver of subrogation provision to waive all rights of recovery under subrogation or otherwise against the COUNTY. In the event CONTRACTOR'S Insurance Policy or Certificate of Insurance conflicts with the aforesaid language concerning "waiver of subrogation" this contract shall govern. CONTRACTOR shall advise the COUNTY of any cancellation, non-renewal, or material change in any policy within ten (10) days of notification of such action and provide updated certificates of insurance evidencing renewals within fifteen (15) days of expiration. CONTRACTOR'S insurance shall be primary and any insurance or self-funded liability programs maintained by the COUNTY shall not contribute with respect to the CONTRACTOR's insurance. COUNTY shall not be listed as an additional insured on any Insurance Policy or Certificate of Insurance of the CONTRACTOR. In the event CONTRACTOR'S Insurance Policy or Certificate of Insurance conflicts with the aforesaid language concerning "additional insured" this contract shall govern.

**6.1 Commercial General Liability:** Insurance Services Office (ISO) Form CG 00 01 on an "occurrence" basis, including products and completed operations, property damage, bodily injury, and personal & advertising injury with limits no less than **\$1,000,000** per occurrence and **\$2,000,000** aggregate.

**6.2 Commercial Automobile Liability:** ISO Form CA 00 01 covering any auto with limit not less than **\$1,000,000** per accident for bodily injury and property damage.

**6.3 Worker's Compensation and Employers Liability:** as required by The State of North Carolina, with statutory limits, and Employers Liability Insurance with a limit of no less than \$1,000,000 per occurrence.

By requiring insurance herein, the COUNTY does not represent that coverage and limits will necessarily be adequate to protect CONTRACTOR, and such coverage and limits shall not be deemed as a limitation on CONTRACTOR's liability under the indemnities granted to the COUNTY in this Contract. CONTRACTOR shall provide the COUNTY a valid certificate of insurance, in advance of the performance of any work, exhibiting coverage required. CONTRACTOR shall require and verify that all subcontractors maintain insurance meeting all the requirements stated herein.

The failure of the COUNTY at any time to enforce the insurance provisions, to demand such certificates of insurance, or to identify a deficiency shall not constitute a waiver of those provisions, nor reduce obligations of the CONTRACTOR to maintain such insurance or to meet its obligations under the indemnification provisions. Notwithstanding the foregoing, nothing contained in this section shall be deemed to constitute a waiver of the governmental immunity of the COUNTY, which immunity is hereby reserved to the COUNTY.

## **7. TERMINATION.**

**7.1. EVENT OF DEFAULT.** Any one or more of the following acts or omissions of the Contractor shall constitute an Event of Default hereunder:

- a. Failure to perform the Services satisfactorily or on schedule,
- b. Failure to submit any report required hereunder; and/or
- c. Failure to perform any other covenant, term, or condition of this Agreement.

Upon the occurrence of an Event of Default, the County may take one or more or all of the following actions:

1. Give Contractor written Notice of the Event of Default, specifying the Event of Default

and requiring it to be remedied within, in the absence of greater or lesser specification of time, seven (7) calendar days from the date of the notice; and if the Event of Default is not timely remedied, terminate the agreement, effective two (2) days after giving the Contractor written Notice of Termination; and/or

2. Deduct any and all expenses incurred by the County for damages caused by the Contractor's Event of Default; and/or
3. Treat the agreement as breached and pursue any of its remedies at law or in equity, or both, including damages and specific performance.

**7.2 TERMINATION FOR CONVENIENCE.** This Contract may be terminated, without cause, by either party upon thirty (30) days written notice to the other party. This termination notice period shall begin upon receipt of the Notice of Termination. Termination of this Contract, under either section 7.1 or 7.2, shall not form the basis of any claim for loss of anticipated profits by either party.

**8. COUNTY NOT RESPONSIBLE FOR EXPENSES.** COUNTY shall not be liable to CONTRACTOR for any expenses paid or incurred by CONTRACTOR, unless otherwise agreed in writing.

**9. EQUIPMENT.** CONTRACTOR shall supply, at its sole expense, all equipment, tools, materials, and/or supplies required to provide Services hereunder, unless otherwise agreed in writing.

**10. COMPLIANCE WITH LAWS.** CONTRACTOR shall abide by all statutes, rules, regulations, laws, and executive orders Federal, State and Local as they relate to, but are not limited to, (i) services in general, (ii) payment of employees, subcontractors and agents, (iii) the Fair Labor Standards Act and (iv) the Wage and Hour Division. In the event CONTRACTOR is determined by the final order of a court or appropriate agency to be in violation of any Federal, State or Local statute, rule, regulation, law or executive order or this provision, this Contract may be canceled, terminated or suspended in whole or in part by COUNTY and CONTRACTOR may be declared ineligible for further COUNTY contracts.

**11. HEALTH AND SAFETY.** CONTRACTOR shall be responsible for initiating, maintaining and supervising all safety precautions and programs required by OSHA and all other regulatory agencies while providing Services under this Contract.

**12. NON-DISCRIMINATION IN EMPLOYMENT.** CONTRACTOR shall not discriminate against any employee or applicant for employment because of age, sex, race, creed, national origin, or disability. CONTRACTOR shall take affirmative action to ensure that qualified applicants are employed and that employees are treated fairly and legally during employment with regard to their age, sex, race, creed, national origin, or disability. In the event CONTRACTOR is determined by the final order of an appropriate agency or court to be in violation of any non-discrimination provision of federal, state or local law or this provision, this Contract may be canceled, terminated or suspended in whole or in part by COUNTY, and CONTRACTOR may be declared ineligible for further COUNTY contracts.

**13. EMPLOYMENT ADVERTISING REQUIREMENTS.** CONTRACTOR shall post local job openings, in connection with this contract, with the City of Durham's Office of Economic and Workforce Development, the North Carolina Department of Commerce-Division of Employment Services (formerly ESC, Employment Security Commission) and with the Durham County Department of Social Services throughout the term of this Agreement; provided that the foregoing requirement does not limit CONTRACTOR'S ability to advertise and/or otherwise post job openings with other organizations or media outlets.

**14. E-VERIFY.** As a condition of payment for services rendered under this agreement, CONTRACTOR shall comply with the requirements of Article 2 of Chapter 64 of the North Carolina General Statutes. Further, if CONTRACTOR provides the services to the County utilizing a subcontractor, CONTRACTOR shall require

the subcontractor to comply with the requirements of Article 2 of Chapter 64 of the North Carolina General Statutes as well. CONTRACTOR shall verify, by affidavit, compliance of the terms of this section upon request by the COUNTY.

**15. AFFORDABLE CARE ACT REQUIREMENTS (Applicable Only to Staffing Agencies).** Beginning in 2015, employers with 100 or more full-time equivalent employees (50 or more beginning in 2016) must offer health insurance coverage that is affordable and provides “minimum value” to full-time employees and dependents as defined by the Patient Protection and Affordable Care Act or face penalties. Staffing companies under contract with Durham County are required to provide affordable minimum essential coverage as defined by the Patient Protection and Affordable Care Act and to indemnify Durham County against any 4980H penalties that result from their failure to provide the appropriate coverage. By signing this contract as a Staffing Company, CONTRACTOR shall comply with the aforementioned health insurance coverage requirements of the Affordable Care Act and to indemnify the County against any associated 4980H penalties. **Please complete Exhibit A and return with this contract.**

**16. SECURITY BACKGROUND CHECKS.** The Contractor is responsible for requesting and paying for criminal history checks on all individuals providing services under this contract who will be obtaining County identification badges and allowed unescorted access to County facilities. Background checks can be provided by any vendor, or from a North Carolina State agency, providing that the criminal history check is done nationwide. The Sheriff’s Office will conduct background investigations for those Contractor employees who will be working at the Courthouse or Detention Center. A criminal history will not automatically disqualify a Contractor employee from employment on a County contract unless explicitly mandated by law.

The Contractor will send the results of the background checks to their County point of contact who will provide them to the Durham County Security Manager. The Security Manager will individually assess and determine the degree to which the nature of a person’s criminal conduct has a direct and/or specific negative bearing on a person’s fitness or ability to perform contract services in Durham County buildings. The Security Manager will consult the Legal Office on any negative determinations. The Security Manager will notify the Contractor’s County point of contact of the results of the review. A Contractor can appeal a negative determination by the Security Manager to the County Manager for final disposition. Appeals need to be submitted in writing to the contract point of contact within 30 days of notice of a decision to remove or deny an individual from working the County contract due to adverse information in the background check.

This information will be updated annually by the Contractor, 90 days prior to the renewal or extension of the contract, and submitted to their County point of contact who will provide them to the Durham County Security Manager. Personnel without a currently approved background check will have their access to those buildings restricted.

Additional background screening may be necessary at specific county buildings. The Contractor shall provide names of all individuals in the Contractor communications log and to the County Representative. This information will be reviewed annually.

For those Contractor employees who will be working at the Courthouse or Detention Center, the Sheriff’s Office will make the security determination. The Contractor will provide the results of their background check to the Major for Support Services who will conduct an additional investigation and then individually assess and determine the degree to which the nature of a person’s criminal conduct has a direct and/or specific negative bearing on a person’s fitness or ability to perform contract services in the Courthouse or Detention Facility. A Contractor can appeal a negative determination to the Chief Deputy for final disposition. Appeals need to be submitted in writing to the Chief Deputy within 30 days of notice of a decision to remove or deny an individual from working the contract due to adverse information in the background check. While an appeal is pending, the employee will not be allowed access to the Courthouse or Detention Facility.

This information will be updated by the Contractor and submitted to the Sheriff's Office annually, 90 days prior to the renewal or extension of the contract. Personnel without a currently approved background check will have their access to those buildings restricted.

**17. AUDIT RIGHTS.** For all Services being provided hereunder, COUNTY shall have the right to inspect, examine, and make copies of any and all books, accounts, invoices, records and other writings relating to the performance of the Services. Audits shall take place at times and locations mutually agreed upon by both parties. Notwithstanding the foregoing, CONTRACTOR must make the materials to be audited available within one (1) week of the request for them.

**18. DISPUTE RESOLUTION PROCEDURE.** To prevent disputes and litigation, it is agreed by the parties that any claim or dispute between COUNTY and the CONTRACTOR, arising from this Agreement or the services and/or materials being provided by the CONTRACTOR, shall be sent to the Durham County Manager who shall appoint a qualified mediator to address the issue. Such request shall be submitted to the County Manager in writing within ten (10) days of the claim or dispute. Upon receipt of a timely written claim, the Manager, or his designee, shall notify the Mediator who will conduct a mediation and notify the CONTRACTOR in writing of the decision within forty five (45) calendar days from the date of the submission of the claim or dispute, unless the Mediator requires additional time to gather information or allow the parties to provide additional information. The Mediator's orders, decisions and decrees shall be non-binding. Mediation, pursuant to this provision, shall be a pre-condition to initiating litigation concerning the dispute. During the pendency of any dispute and after a determination thereof, parties to the dispute shall act in good faith to mitigate any potential damages including utilization of schedule changes and alternate means of providing services and/or materials. The costs of mediation shall be divided equally between parties to the dispute.

The mediation session shall be private and shall be held in Durham County, North Carolina. Mediation under this provision shall not be the cause for a delay of services and/or materials being provided which is the focus of the dispute.

If the disputed issue cannot be resolved in mediation or either party disagrees with the results of the mediation, the parties may seek resolution in the General Court of Justice in the County of Durham and the State of North Carolina. If a party fails to comply in strict accordance with the requirements of this provision, the non-complying party specifically waives all of its rights provided hereunder, including its rights and remedies under State law.

**19. EXISTENCE.** CONTRACTOR warrants that it is a corporation or otherwise legal entity duly organized, validly existing, and in good standing under the laws of the State of \_\_\_\_\_ and is duly qualified to do business in the State of North Carolina and has full power and authority to enter into and fulfill all the terms and conditions of this contract.

**20. CORPORATE AUTHORITY.** By execution hereof, the person signing for CONTRACTOR below certifies that he/she has read this contract and that he/she is duly authorized to execute this contract on behalf of the CONTRACTOR.

**21. SUCCESSORS AND ASSIGNS.** CONTRACTOR shall not assign its interest in this Contract without the written consent of COUNTY. CONTRACTOR has no authority to enter into contracts on behalf of COUNTY.

**22. NOTICES.** All notices which may be required by this contract or any rule of law shall be effective when received by certified mail sent to the following addresses:

**COUNTY OF DURHAM**  
**ATTN: PURCHASING DEPARTMENT**  
**4TH FLOOR, 200 EAST MAIN STREET**

**CONTRACTOR**  
**ATTN: \_\_\_\_\_**  
\_\_\_\_\_

- 23. HEADINGS.** The subject headings of the sections are included for purposes of convenience only and shall not affect the construction or interpretation of any of its provisions. This contract shall be deemed to have been drafted by both parties and no interpretation shall be made to the contrary.
- 24. GOVERNING LAW.** This Contract shall be governed by and in accordance with the laws of the State of North Carolina. All actions relating in any way to this Contract shall be brought in the General Court of Justice in the County of Durham and the State of North Carolina.
- 25. REQUIRED PROVISIONS FOR CONTRACTS/AGREEMENTS/GRANTS UTILIZING FEDERAL FUNDS.** Pursuant to the Federal Uniform Guidance Appendix II to 2 CFR Part 200, if Federal Funds are involved in this Contract/Agreement/Grant Agreement, by executing this Contract/Agreement/Grant Agreement, the Contractor/Vendor/Grantee, certifies that it agrees to and is in compliance with the provisions specified in **Exhibit B – Federal Uniform Guidance Contract Provisions Certification**.
- 26. ENTIRE CONTRACT.** This contract, including Attachment 1, shall constitute the entire understanding between COUNTY and CONTRACTOR and shall supersede all prior understandings and agreements relating to the subject matter hereof and may be amended only by written mutual agreement of the parties.

**IN TESTIMONY WHEREOF**, the parties have expressed their agreement to these terms by causing this Service Contract to be executed by their duly authorized officer or agent.

**COUNTY OF DURHAM**

\_\_\_\_\_  
**Name and Title**

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Budget Control Act.

\_\_\_\_\_  
**Susan Tezai, Durham County Chief Financial Officer**

**CONTRACTOR**

By: \_\_\_\_\_  
Authorized Representative

**Print Name/Title:** \_\_\_\_\_

ATTACHMENT 1” to follow

## Made in Durham FY 2017-2018 End of Year Report for Durham County

A progress report on services Made in Durham agreed to provide during fiscal year 2017-2018.

Activity	Measurement	Comments	End-of-Year Report
<b>Support implementation of career pathways that extend from secondary to post-secondary institutions.</b>			
Establish Career Advising Task Force of employers, educators and nonprofits to provide career pathway information and improve quality and quantity of students receiving career advising.	Analyze strengths and gaps of current strategy.  Develop strategies for increasing number of students receiving DPS career advising.  Develop plan to increase number of students receiving quality advising by 15% (100 students at a minimum).	Baselines need to be established to determine percentage increase.	Committee formed. Initial analysis indicated the need for a more robust work-based learning (WBL) continuum to create options for the career advising.  As part of WBL, also identified need for career coordinators inside each high school to help students navigate the WBL prior to engaging students. Career coordinators hired.
Provide work-based learning to support career pathways and career exposure.	Increase number of employers providing work-based learning to students by 15%.  Develop evaluation plan for analyzing effects of select work-based learning experiences.	Baselines need to be established to determine percentage increase.  Data in the programs noted in WBL would be considered baseline moving forward.	Employers indicated preference for their WBL to be tied to bigger vision for WBL engagement. Subcommittee established to develop framework for larger vision.  Framework completed and includes career awareness, exploration and experience goals and programs. Programs are Durham Public Schools-, City of Durham Office of Economic and Workforce Development- and private-employer based.  Programs delivered during the 2017-2018 year: <ul style="list-style-type: none"> <li>• Career Conversations – 700 DPS high school students, 57 employers participated.</li> <li>• SummerWork Youth Job Expo – 250 youth, 20 businesses participated.</li> <li>• Durham YouthWork Internship Program – 180 youth, 33 employers participated. 70 interns funded through NCWorks NextGen program.</li> <li>• Scholars-at-Work – 85 DPS high school students, 9 employers participate in spring break work immersion.</li> </ul>



Activity	Measurement	Comments	End-of-Year Report
Establish new apprenticeship programs in Durham.	Establish 10 apprenticeship programs.	Apprenticeship programs often require significant coordination among education, private sector, state and union regulatory agencies. Thus, two future goals should be set: 1. Number of apprenticeship program opportunities explored, and 2. Number of apprenticeship programs established and underway.	<p>Analysis of potential apprenticeship programs conducted to identify industry sectors with most urgent needs and most willing to participate.</p> <p>Two main areas identified: Construction industry and utility industry. Coordinated conversations identified need within each industry for skilled trades apprentices and utility linemen. Meetings with State of North Carolina defined program potential within the requirements of the state.</p> <p>Collaboration with Duke Energy, Durham Technical Community College and DPS led to funding for DTCC for lineman apprenticeship training.</p> <p>Collaboration with DPS, DTCC and construction employers and associations resulted in new apprenticeship program scheduled to begin in September 2019 and feed into new DTCC Construction Academy.</p>
Establish Racial Equity Task Force of employers, educators and nonprofits to review challenges of equity and develop recommendations to reduce impact of bias on student achievement.	Reduce achievement gap, impact of race on suspension and assignment to AP classes. Task Force will review issues and establish goals.		<p>Task force formed, developed initial framework, looking at racial inequity in the education-to-career system for youth. Initial work focused on mapping the system to identify potential points in which bias occurs.</p> <p>Next steps are to develop goals and solutions for addressing them.</p>

Activity	Measurement	Comments	End-of-Year Report
<p>Work with Made in Durham's Youth Network to support efforts to reduce bias and improve equity.</p>	<p>Youth Network members are developing action projects in four high schools in Durham. Progress and outcomes that result from YN action projects will be evaluated.</p>		<p>Youth Network members actively participated in all Made in Durham boards and committees and in program development and policy. All students participating worked on action projects to address racial disparities in the schools.</p> <p>Five action plans currently underway to address one of three areas:</p> <ul style="list-style-type: none"> <li>• Increasing the number of students of color in AP/Honors classes.</li> <li>• Addressing racial disparities in school discipline, specifically in-school and out-of-school suspension.</li> <li>• Working to cultivate among teachers and administration stronger racial and cultural awareness for their students.</li> </ul> <p>Specific Youth Network outcomes in 2017-2018:</p> <ul style="list-style-type: none"> <li>• 25 youth participate in Youth Network.</li> <li>• 10 onboarded to Made in Durham leadership teams (Board of Directors, 2; Advisory Team 4; Racial Equity Task Force, 4)</li> <li>• 19 youth-serving organizations engage in recruitment</li> <li>• 5 public engagements to speak or represent youth issues.</li> <li>• 4 Action Plans in 4 Durham high schools.</li> </ul>
<p><b>Support reengagement of opportunity youth.</b></p>			
<p>Support success of stopped-out youth with Made in Durham's Durham Futures collaborative.</p>	<p>Develop a pilot to reengage, support and track progress for at least 50 (new) stopped-out youth in a best-fit reengagement program with support from an Oak Foundation grant.</p>	<p>The plan will consist of a coordinated outreach and referral to best-fit programs to maximize the youths' chances of success.</p>	<p>Pilot established and underway. Four participating agencies to deliver the direct high school equivalency programming: Gateway to College, Performance Learning Center, Achievement Academy and Durham Literacy Center.</p> <p>Best-fit model adopted. Staff hired to provide re-engagement services, direct best-fit-model, career readiness and college readiness.</p>

Activity	Measurement	Comments	End-of-Year Report
			<p>Agreement reached on data collection. Contract executed with Duke University Social Science Research Institute to begin data collection.</p> <p>Results delivered during the 2017-2018 program year:</p> <ul style="list-style-type: none"> <li>• Reengagement <ul style="list-style-type: none"> <li>○ 85 stopped-out youth identified.</li> <li>○ 35 complete intake forms.</li> <li>○ 15 re-engage in partner alternative schools.</li> <li>○ 5 connect to NCWorks NextGen for career support.</li> </ul> </li> <li>• College Readiness <ul style="list-style-type: none"> <li>○ 96 students participate in college readiness classes.</li> <li>○ 136 receive one-on-one coaching and support.</li> <li>○ 60% connect to social supports.</li> </ul> </li> <li>• Career Readiness <ul style="list-style-type: none"> <li>○ 73 students participate in career development classes/</li> <li>○ 34 receive one-on-one career development counseling.</li> <li>○ 7 students participate in YouthWork internships.</li> </ul> </li> <li>• Completion/Transition <ul style="list-style-type: none"> <li>○ 124 youth earn GEDs</li> <li>○ 22% matriculate to postsecondary education.</li> </ul> </li> </ul>
<b>Evaluation, Assessment and Reporting</b>			
Use data analytic techniques to evaluate the success of supports for opportunity youth that can be scaled for all youth.	An evaluation plan for Durham Futures will be established and implemented.	MOU with the Durham Children's Data Center is being established to accomplish evaluation and assessment of Made in Durham interventions.	<p>MOU with Durham Children's Data Center transferred and renegotiated with Social Services Research Institute (SSRI) as a result of changes in the Data Center.</p> <p>MOU calls for dashboard metrics for Durham Futures to begin September 1, 2018.</p>
Present Made in Durham progress to Durham County Commissioners in January and May 2018.			<p>Did not complete due to change in leadership. Presentations to Commissioners have now been scheduled for August 2018 and December 2018.</p>



## WORK-BASED LEARNING

**700** students, **57** employers participate in **17** Career Conversations at Durham high schools

**250** youth, **20** employers/organizations participate in SummerWork Youth Job Expo

**180** youth, **33** employers participate in Durham YouthWork Internship Program

**70** interns funded through NCWorks NExtGen program

**85** DPS high school students, **9** employers participate in spring break Scholars-at-Work program



Akheem Hurst, one of 124 graduates from partner alternative schools in 2017-2018

“It’s not where you started, it’s where you end. Look at me now!”



## DURHAM FUTURES

### Reengagement

**85** stopped-out youth identified

**35** complete intake forms

**15** re-engage in partner alternative schools

**5** connect to NCWorks NextGen for career support

### College Readiness

**96** students participate in college readiness classes

**136** receive one-on-one coaching and support

**60%** connect to social supports

### Career Readiness

**118** students participate in career development classes

**34** receive one-on-one career development coaching

**70** participate in **8** work-based learning events

### Completion/Transition

**124** youth earned GEDs

**22%** matriculate to post-secondary education



## YOUTH ENGAGEMENT

**25** youth participate in Youth Network

**10** onboarded to Made in Durham leadership teams (Board of Directors, 2; Advisory Team 4; Racial Equity Task Force, 4)

**19** youth-serving organizations engage in recruitment



Youth Network members join leadership teams to inform the work.



Career fairs, internships, industry panels and site visits expose Durham youth to work.



Community teams help align, connect and create Durham's education-to-career system.

## ORGANIZATION



### Fundraising

**\$1,632,500** raised  
**60** meetings with prospects  
**46** funding requests  
**32** requests approved  
**2** requests pending

### Funding

**\$332,500** for 2017-2018  
(plus **\$377,879** previously raised)  
**\$650,000** for 2018-2019  
**\$650,000** for 2019 and beyond  
**19** youth-serving organizations engage in recruitment



### Data Development

**5** months of strategic evaluation partnership with Social Science Research Institute  
**11** meetings to inform evaluation processes  
**6 of 7** Durham Futures partners complete survey to inform evaluation process  
**4 of 7** Durham Futures partners commit to program evaluation interviews



### Interns

**5** interns provide programmatic support



Made in Durham is a community partnership of educators, business, government, youth-serving nonprofits and young people mobilized around a shared vision that all of Durham's youth will complete high school and a post-secondary credential and begin a rewarding career by the age of 25.



## Made in Durham FY 2018-2019 Statement of Work for Durham County

Made in Durham agrees to provide the following services during fiscal year 2018-2019.

Activity	Measurement	Comments	End-of-Year Report
<b>Support implementation of career pathways that extend from secondary to post-secondary institutions.</b>			
Continue Career Advising Task Force of employers, educators and nonprofits to provide career pathway information and improve quality and quantity of students receiving career advising.	Develop strategies for increasing number of students receiving DPS career advising  Determine effectiveness of Career Cruising software as baseline data for student career advising.	Analysis of first year of activities by career coordinators will be necessary to the strategy and success metrics.	
Provide work-based learning (WBL) to support career pathways and career exposure.	Develop WBL sub-committee of Career Advising Task Force to oversee build out and pilot of WBL in 2018-2019. Pilot Work Based Learning (WBL) Continuum in two Durham Public Schools high schools with specific goals in each of the WBL Continuum components of Work Awareness, Work Exploration and Work Experience.  Develop evaluation plan for analyzing effects of pilot WBL experiences.	Data in the programs noted in WBL would be considered baseline moving forward. Pilot program in two schools may be affected by school funding.	
Continue to establish new pre-apprenticeship programs in Durham.	Assist DPS in finalizing pre-apprenticeship program in skilled trades in DPS 11th and 12th grade for execution in September 2019. Assist DPS in exploring five additional pre-apprenticeship programs in high-demand industry clusters for execution in 2019-2020.	Apprenticeship programs often require significant coordination among education, private sector, state and union regulatory agencies. Thus, two future goals should be set: 1. Number of apprenticeship program opportunities explored, and 2. Number of apprenticeship programs established and underway.	

Activity	Measurement	Comments	End-of-Year Report
Continue Racial Equity Task Force of employers, educators and nonprofits to review challenges of equity and develop recommendations to reduce impact of bias on student achievement.	Reduce achievement gap, impact of race on suspension and assignment to AP classes. Task Force will review issues and establish goals.		
Work with Made in Durham's Youth Network to support efforts to reduce bias and improve equity.	Youth Network members are developing action projects in four high schools in Durham. Progress and outcomes that result from YN action projects will be evaluated. Youth Network members will host an annual partnership summit in January of 2019 aimed at highlighting to community leaders key challenges in addressing this issue on behalf of youth in Durham. Expected attendance is 200.	The Youth Network transitions at half the membership in September as half the cohort graduates. Nominations will reach out to include Made in Durham partners in addition to DPS in order to be inclusive in its representation, which may affect existing action plans already underway.	
<b>Support reengagement of opportunity youth.</b>			
Support success of stopped-out youth with the Made in Durham's Durham Futures collaborative.	Execute second year of Durham Futures program to reengage, support and track progress for at least 50 new stopped-out youth in a best-fit reengagement program with support from an Oak Foundation grant. Year 2 will also include increased emphasis in college and career readiness and successful transition to college and work.	The plan will consist of a coordinated outreach and referral to best fit programs to maximize the youths' chances of success.	

Activity	Measurement	Comments	End-of-Year Report
----------	-------------	----------	--------------------

### Evaluate, assess and report results.

Use data analytic techniques to evaluate the success of supports for opportunity youth that can be scaled for all youth.	With new contract with Duke University Social Science Research Institute, data will be used to provide metrics for the system, providing baseline data for year two.  Metrics will include: <ul style="list-style-type: none"> <li>• Re-engagement</li> <li>• College readiness</li> <li>• Career readiness</li> <li>• Completion rates</li> <li>• Transition to college and/or career rates</li> </ul>	Data-sharing agreements need to be executed by partners for metrics to begin by Fall 2018.	
Present Made in Durham progress to Durham County Commissioners on in January and May 2019.			
<b>Facilitate and participate in community cradle-to-career visioning and planning.</b>			
Convene and facilitate conversations about the creation of a cradle-to-career system in Durham.	Hold two information meetings with key stakeholders to discuss concept and best practices using Strive Together system.		
Participate with commissioners and stakeholders to determine appropriate cause of action and timelines for execution.	Cradle-to-career strategy and timelines approved by Durham County Commissioners in 2019.	Strive Together application requires a full assessment and will take collaboration that may affect timeline.	





# **MADE IN DURHAM**

## **PROGRAM OF WORK 2018-2019**

# Work-based Learning 2018-2019

## Build Out the Vision



- Continue Business Engagement Team collaboration
- Engage CBOs, employers, youth, tech and data experts to review framework
- Determine vision for pilot site execution
- Continue developing program pilots:
  - Skilled Trades 2019-2020

# Durham Futures 2018-2019

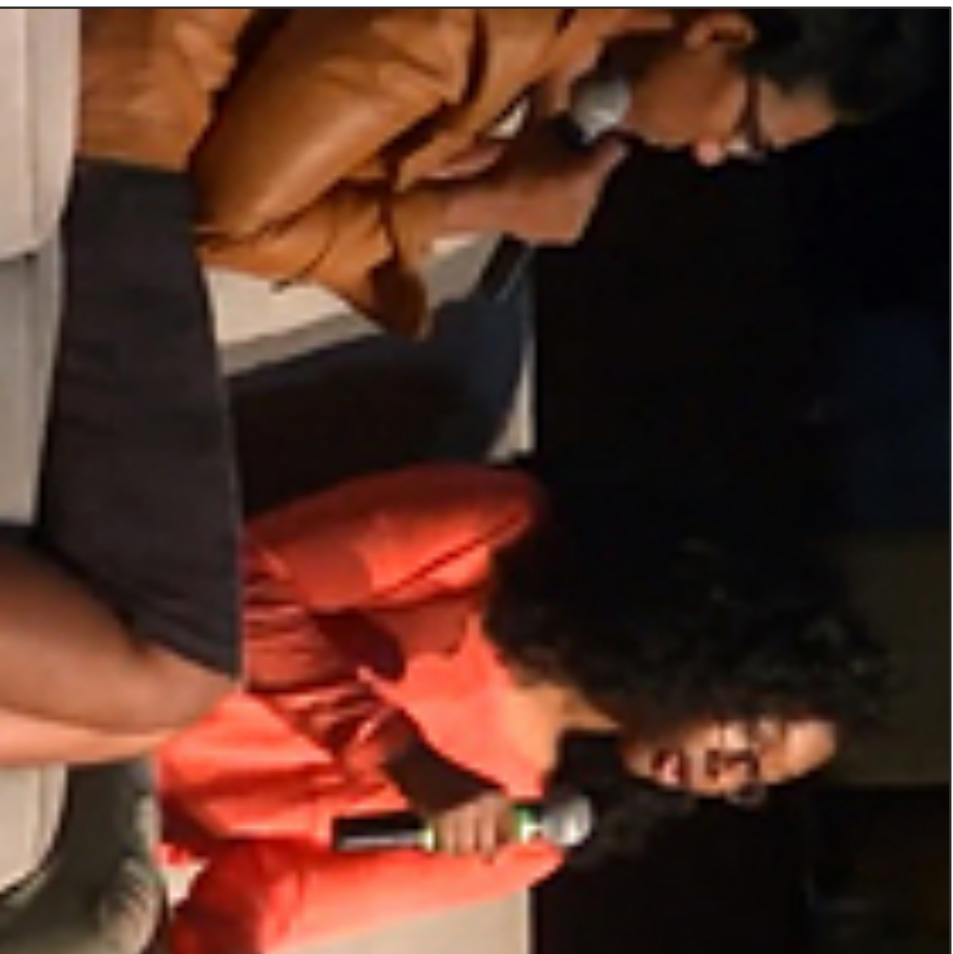
## Continue System Development



- Expand community-wide reengagement
- Develop retention strategy with partners
- Increase attendance and graduation rates
- Increase college/career rates
- Develop baseline data (dashboards by September 2018)
- Expand marketing/community engagement

# Youth Network 2018-2019

## Elevate Engagement



- Diversify membership
- Increase support/training
- Build network of connections
- Support action plans
- Engage as public ambassadors
- Enlist as event content producers

# Cradle to Career 2018-2019

## Convene and Coalesce



- Convene community to inform and discuss (Strive Together)
- Identify and map opportunities for Durham and Made in Durham
- Create task force to create the Durham strategy



# Organizational Excellence 2018-2019

## Sustain and Grow



- **Funding:** Creatively increase through partnerships
- **Marketing:** Create greater presence in the community and social media
- **Governance:**
  - Finish Advisory Team buildout
  - Renew and expand partnership agreements
- **Data:**
  - Social Science Research Institute data reports regularly; dashboards by September
  - DPS data partnership a priority



## Made in Durham Responses to County Commissioner Questions

July 27, 2018

### Commissioner Heidi Carter Questions

**1. 2018-2019 Funding Request: How is the \$25,000 for Cradle to Career Activities going to be used?**

Made in Durham has been asked to facilitate community conversations around the concept of cradle to career. The goal is to inform and level set the understanding of the concept to existing organizations in Durham that are currently delivering or assisting in programming in the area of education to career that serves youth from 0 to 24.

The County is interesting in exploring the concept and its potential for improving outcomes in Durham. This informational process will utilize the expertise of Strive Together; a national consortium of 90-plus communities/programs currently using a six-point data-driven performance-based model to define and drive outcomes and share best practices. Made in Durham will coordinate all speakers, meetings and logistics associated with the community convening.

The funding will be used for costs associated with speakers, facilitation, logistics and related costs. Made in Durham will provide the staff facilitation. All funds will remain at the County and be drawn down as needed and approved by the County.

Expected outcomes include: a better understanding of the concept; shared examples of best practices from communities that are successfully participating; general consensus on Durham's interest in moving forward on a Durham cradle-to-career initiative.

It is important to note what it is NOT. This is not an attempt to bring a new outside organization into Durham to supplant exiting initiatives. This is more about a process to inform how communities across the United States have created a local initiative that aligns all the players in their current 0 to 24 education-to-career systems towards common goals and agreed-upon measures of success. Strive Together is a national association of communities that are already doing this. It offers its services to help interested communities gain information from Strive Together member communities to assist in their decision to pursue a similar model. At this point in time, Made in Durham's role is ONLY to convene interested organizations and facilitate the conversation specific to Durham's interest in developing a cradle-to-career initiative.

**2. 2018-2019 Funding Request: Is there a budget that shows how the County's \$100,000 will be spent? What are total expenditures?**

The County, City and private sector funding is not individually allocated to specific line items but instead supports the broader initiatives. Here is a quick overview of the overall Made in Durham budget:

- Made in Durham's annual operating budget for 2018-2019 is \$1.2 million. Our budgeted expenditures are \$1 million. Approximately 20% of the projected revenue is public funding, 40% is private funding and 40% is philanthropic funding.
- Approximately 80% of our expenditures are salaries, consultants and contract support. The balance is related to administrative expenses.
- There are seven FTE positions budgeted:
  - Three are programmatic positions to support existing Made in Durham partner organizations that are funded through foundation grants. These positions provide value additive services to existing programs at Performance Learning Center, Achievement Academy of Durham, Durham Literacy Center and a variety of Durham programs that serve youth.
  - Two provide assistance in the areas of Youth Engagement and Employer Engagement.
  - Two are administrative.
- Our consulting and contract support includes contracts for data collection, youth stipends and ongoing communications and business development support.

**3. On page 1 of 17/18 Scope of Work: Who is funding these positions? MID, DPS?**

Career coordinators are funded by Durham Public School Career and Technical Education.

Career and college counselors are funded by Made in Durham through a grant from the Oak Foundation.

**4. On page 3 of 17/18 Scope of Work: How does this work align with that of the DPS Director of Racial Equity?**

Made in Durham's Racial Equity Task Force is in its formative stages. It was created as a result of the identification of racial inequity in schools by Made in Durham's Youth Network as the single biggest challenge to Made in Durham's goal of achieving a 100% high school graduation rate for youth in Durham. As such, the task force clearly understands it will only be successful if it aligns, supports and provides added value to the work of the DPS Director of Racial Equity moving forward.

**5. What do the four Youth Action Plans Address?**

I have updated the End of Year Report and Scope of Work to describe the action plans. There are currently five youth action plans that fall into one of three buckets:

- Increasing the number of students of color in AP/Honors classes – Strategies include peer-to-peer mentoring, addressing a tracking system that disproportionately advantages white students.
- Addressing racial disparities in school discipline, specifically in-school suspensions and out-of-school suspension – The strategy has included conducting a survey of more than 550 students and receiving responses about their encounters with disciplinary actions within the school (completed); presenting the results of this survey to faculty and administration (completed); and continuing the conversation with the principal and teachers about what can be done to mitigate the disparities (in process).
- Working to cultivate among teachers and administration stronger racial and cultural awareness for their students – Strategies include creating clubs that will work to offer



community conversations with teachers/parents/students and ongoing professional development for teachers on cultural awareness.

**6. On Page 5 of the 17/18 Scope of Work: Are these college and career readiness services over and above that of DPS? Are these positions at DPS funded by MID or MID? Are these value-added outcomes?**

Yes, these services are over and above that currently offered. They are provided to our Durham Futures program, which is a collaborative of Durham Public Schools, Durham Technical Community College and nonprofit organizations that offer GED programs. Through a grant from the Oak Foundation, Made in Durham provides these services to students who are no longer in the traditional school system and are seeking a high school diploma through one of these entities. All of the statistics in the End of Year Report were new and or additive services to the participants in those programs.

**7. On Page 6 of the 17/18 Scope of Work: What is up with DCDC that led to switch with SSRI? How is data sharing going? With DPS?**

Duke University's Center for Child and Family Policy has been through some significant changes in the past year-plus. Ken Dodge stepped down as director and Linda Burton came on board. Then, for some complicated reasons, she stepped down and there is now a longer-term interim director (Dr. Seth Sanders at the Sanford School of Public Policy). Linda was interested in getting additional colleagues at Duke bought into the concept of the Durham Children's Data Center, which conducts research for Durham policy questions. Tom Nechyba, who leads Duke's Social Science Research Institute (SSRI) – a very talented researcher and administrator and great person to have on board with this – was one of them. So, the shift is not a bad thing but a signal of the broadening appeal of some of the formative DCDC concepts to folks at Duke. The research professor Tom has assigned to Made in Durham's work has informed me that the team is waiting for sufficient data sharing along with cleaning and organization to occur so that there is something for her to engage in. They are currently participating in data-sharing conversations that occur monthly among partner organizations to conceptually work on proposed metrics for the upcoming school year.

In the area of data sharing, things are actually moving much more quickly and positively than they did at any time in the past. DPS Superintendent Dr. Pascal Mubenga has stated that as soon as the district can figure out the mechanics, "We will share everything." Given the history of these conversations, we are cautiously optimistic.

### **Commissioner Eillen Reckhow Questions**

**1. What is "stopped out" Youth?**

Stopped-out youth is a term used to describe youth who are no longer in school but have some probability of returning.

In Durham, "stopped-out youth" is the terminology used to describe youth who have stopped attending school and are no longer in contact with DPS but have some willingness to discuss options for continuing their education.

Made in Durham works closely with DPS and other agencies to identify these youth and then actively attempts to re-engage them in school or a GED program. This work is additive to DPS re-engagement efforts, which are primarily focused on re-engaging youth who are "at risk" for dropping out and/or who have very recently dropped out.

## **2. What metrics have improved in the last 4 years?**

From Made in Durham's perspective, our inability to get uniform data collection from all or most of the key partners inhibits an exact answer to that question. Please note in the answer above that we appear to be getting over that problem with our contract with SSRI. We are currently negotiating data-sharing agreements with multiple partners in addition to the movement with DPS.

However, we can say that there are some new baseline data points in two areas that we now have that we didn't necessarily have before. Made in Durham would not necessarily consider them key system metrics, but they are informational nonetheless.

First, the Durham Futures program is what Made in Durham refers to as our "new system for youth who are no longer in the traditional system." These are youth 14 to 24 years old who are not in school but actively seeking their GED. The four agencies in Durham that are recognized as official high school equivalent diploma providers are now working as a system and reporting some uniform data. All the data contained in the End of Year Report concerning Durham Futures is the first aggregate data collection of students actively engaging in GED, receiving their GED, participating in college and career counseling as part of their GED experience in these organizations, and accepted to college after participating in the GED programs. SSRI is assisting Made in Durham and Durham Futures to develop deeper metrics for this program beginning this school year. This will include more uniform definitions and measurements. Made in Durham's goal is to assist this system in scaling its results through more effective execution and/or increased seat capacity.

Second, the Work-based Learning Continuum for all students in 9th through 12th grades has been developed through collaborative efforts with the staff at DPS Career and Technical Education. This continuum is a progression of activities beginning in 9th grade through graduation that encompasses career awareness, career exploration and career experiences. Some of each of these activities began in all of the DPS high schools this past year. Participation numbers are included in the End of Year Report. While it is still the plan that this initiative eventually be adopted high school wide, testing many of these activities in the 2017-2018 school year gave us some good baseline numbers and, more importantly, identified key challenges to capturing the data and engaging all youth. With that, DPS will officially pilot the initiative in two DPS high schools in the 2018-2019 school year. Made in Durham is facilitating conversations on behalf of the CTE staff to more proactively identify solutions to those barriers and key metrics for this upcoming year.

## **3. Who is paying for the new Career Counselors?**

Career coordinators are funded by DPS Career and Technical Education.

Career and college counselors are funded by Made in Durham through a grant from the Oak Foundation.