

MONTGOMERY AREA MENTAL HEALTH AUTHORITY, INC.

STRATEGIC PLAN FOR 2017 - 2019

AGENCY OVERVIEW

The Montgomery Area Mental Health Authority, Inc. (MAMHA or Authority) is a public non-profit agency organized pursuant to Act 310 of the Alabama Legislature. The Authority provides a continuum of mental health services to the citizens of Autauga, Elmore, Lowndes and Montgomery counties. Description of the population served includes adult and children who are seriously mentally ill or seriously emotionally disturbed. Currently there are approximately 4,500 citizens receiving services through the Authority. A twenty-four member Board of Directors who are appointed by local governing entities in the four county area governs the Authority.

MAMHA is designated Service Area M-14 in the State of Alabama Mental Health Area Plan. In recent State wide planning efforts, the Authority has been assigned to Region 3, which also includes East Alabama Mental Health Center and East Central Mental Health Center.

FUNDING SOURCES

Funding for the Authority comes from a variety of sources. In the most recent fiscal year, approximately 59% of the Authority's revenue was generated from programs and services supported by the Alabama Department of Mental Health. Client fees, including Medicaid, produced 20% of the funding, while 6% was received from local governments and another 6% was received through supportive housing projects funded through U.S. Housing and Urban Development. The remaining 9% of the Authority's revenue came from joint projects with other State agencies and miscellaneous sources. The Alabama Department of Mental Health and the Alabama Medicaid Agency are the primary funding sources for the Authority.

MISSION STATEMENT

The Organization has a clearly defined mission adopted by the Board of Directors in 1994 and most recently revised in 2006. This Mission Statement developed with input of the Authority's consumers, family members and staff is as follows: The mission of the Montgomery Area Mental Health Authority is to provide quality mental health services within our service area, to the extent that resources will allow, with the assurance that these services will be provided in a manner that respects individual dignity, promotes recovery and enhances consumer, family and provider partnership.

VISION STATEMENT

The Organization has a strong sense of what it wants to become. The vision of the Authority looks into the future and calls for it to become a leader in the delivery of mental health services in its catchment area. The Vision Statement is as follows: The Montgomery Area Mental Health Authority seeks to be an innovative leader in the delivery of high quality, cost effective, consumer

focused treatment and rehabilitative services for those with serious mental illnesses or serious emotional disturbances.

ORGANIZATIONAL VALUES

In carrying out the Authority's mission and working towards its vision, the organization is guided by a strong sense of values. These values have evolved over the years, developing through the Core Management Team, Performance Improvement Committee and input from all aspects of the organization, including the Board of Directors, staff, consumers, family members and other stakeholders. The values begin with the understanding that the Authority's business is to serve consumers and their family members, and that the Authority's primary responsibility is to persons with serious mental illness or serious emotional disturbance. At the Authority, it is recognized that a "customer" is anyone with whom the Authority interacts, such as the consumer, a family member, a co-worker, a community citizen or a representative of an organization funding the Authority's services. Every position at the Authority has customers for the services it provides and each position exists solely for serving those customers.

The following values guide the Authority's provision of services:

1. Services will be consumer-focused and consumer-driven.
2. The Authority believes that consumers can recover and that the services will be recovery-oriented.
3. Serious mental illness (SMI) and serious emotional disturbance (SED) have biological, psychological and social causes and consequences.
4. Treatment and rehabilitation will be individualized, be based on needs, and address the bio-psychosocial nature of the disorders.
5. Continuity of care within a comprehensive continuum of services will promote the best outcome.
6. Involvement and participation of the family is vital.
7. Customers will be treated respectfully and will be responded to quickly.
8. The Authority will respect the diversity of the culture with which it interacts.
9. The staff will assist consumers in achieving the best results at the lowest cost with the highest satisfaction.

A Code of Conduct/Ethics on which all staff of the organization are trained augments these values, or guiding principles. Additionally, all professional staff are expected to adhere to the Code of Ethics of their specific professional disciplines.

SERVICES CURRENTLY PROVIDED

The following services are currently offered by the Authority in designated areas of the Authority's catchment area: adult out-patient services, child and adolescent out-patient services, adult case management, child and adolescent case management, medication support and psychiatric services, adult intensive day treatment programs, adult rehab day programs, and adult residential services (including two crisis residential units, an assessment center, and various types of

apartments, group homes, an adult Foster Care Home, a Meals, Observation, and Medication program, and transitional housing to allow consumers to save for their own apartment). Specialized services such as ACT Teams, In-Home Teams and a Crisis Evaluation and Support Team are also available to those who qualify.

The Authority's two-year plan of services includes the continued provision of the current services with the following expansions:

Autauga County

1. Enhance therapeutic services by expanding service personnel by one licensed therapist
2. Continue to explore Permanent Supported Housing
3. Expand Children's Services by expanding School Based Therapy
4. Expand access to Crisis/Acute Services
5. Add additional outpatient staff

Elmore County

1. Continue to explore Permanent Supported Housing
2. Expand Children's Services through the School Based Therapy Program
3. Expand Access to Crisis/Acute/ Services
4. Add additional outpatient staff
5. Expand the In-Home Intervention Program with a Peer Support Specialist

Lowndes County

1. Expand access to care by increasing therapeutic services to five days per week.
2. Expand Children's Services
3. Expand Access to Crisis/Acute Services
4. Add additional outpatient staff
5. Continue to explore the expansion of Substance Abuse Services
6. Continue to develop Cooperative Program with Health Services, Inc.

Montgomery County

1. Change Supported Housing requirements to "Dedicated" Permanent Supportive Housing
2. Continue to work with City/County/Department to establish a type of Crisis Center
3. Contract with local providers for inpatient psychiatric beds
4. Explore adding child and adolescent acute care beds

PLANNING AND NEEDS ASSESSMENT

Planning and needs assessment for the Authority are accomplished through a network of in-house committees and local and State meetings that include all of the Authority's stakeholders.

The Authority has a basic committee structure to support and enhance the management of the Organization. Administrative committees include the Core Management Team, the Performance

Improvement Committee and Management Forum. Clinical committees include the Program Directors Committee, the Quality Assurance Committee and the Therapeutics Committee. In addition, there are several meetings structured to promote the communication of information to staff. These meetings include the All Staff meeting and the Program Directors Staff meeting.

The Core Management Team (CMT) is composed of the Executive Director, Chief Operations Officer, Clinical Director, Human Resources Director, Director of Residential Services, Performance Improvement Director and other staff members as appointed by the Executive Director. The Management Team meets bi-weekly or as called by the Executive Director. The CMT advises and makes recommendations to the Executive Director concerning the operation of the Organization and the formulation of future goals..

The Performance Improvement Committee is composed of the Performance Improvement Director, Executive Director, Human Resources Director, Clinical Director, Chief Operations Officer, Director of Residential Services and three at-large staff members appointed by the Executive Director. The PI Committee meets monthly to review and discuss data and information collected through the performance improvement process. The PI Director reports indicators and recommendations to the Board of Directors on a quarterly basis.

The Management Forum meets monthly and includes Program Directors and Program Coordinators. The meeting is primarily for dissemination of information to keep management staff informed of issues related to the management and operation of the Organization. Directors attending Management Forum take this information back to their program staff for discussion.

The Program Directors' meeting is chaired by the Clinical Director. The Clinical Director meets regularly with the Directors of all non-residential clinical programs to discuss pertinent clinical, administrative and program operation issues.

The Quality Assurance Committee is chaired by the Performance Improvement Director with a focus on the collection and analysis of data and information related to the quality of client records, forms and other monitoring issues.

The Therapeutics Committee meeting, which includes the Clinical Director and medical staff, reviews issues related to medication and other medical concerns.

The Bed Reduction Committee meets in conjunction with the Residential Services Programs to facilitate movement of consumers through the Authority's residential care services and to discuss problems related to such.

The All Staff meeting is chaired by the Executive Director and meets on the Wednesday after the Board meeting. All staff are encouraged to attend to hear a summary of the Board meeting and to discuss any related issues or concerns.

In addition to the Committees and meetings previously discussed, the Authority's planning process also includes the Profession Advisory Committee/Planning Council, which meets on a regular basis to discuss pertinent issues, concerns and program development. This group is

composed of professionals, consumers, family members and community representatives. This advisory group reports directly to the Executive Director.

Management staff also participate in numerous community groups to facilitate input into the planning process. Some of these community groups include the following: Mental Health America, the Community Wellness Coalition, the Mental Health Court Task Force, the Children's Policy Council of each county, the Alabama Council of Community Mental Health Boards, the Mid-Alabama Coalition for the Homeless, the Montgomery Juvenile Risk and Resource Evaluation Committee, other local task forces and committees of the Alabama Department of Mental Health.

A major component in the Authority's planning and assessment is a Community Needs Assessment meeting sponsored by the Authority and attended by providers, consumers, family members, advocates and other interested stakeholders. Discussed at the most recent meeting were current services and identification and prioritization of local needs. The meeting identified needs in the following categories: case management, consumer and family support.

The Authority also participates in all Regional Planning Groups facilitated by the Department of Mental Health.

STRATEGIES TO MEET IDENTIFIED NEEDS

Goal 1. Develop a comprehensive crisis/acute service program for individuals in psychiatric crisis

Strategy

- * To facilitate the adoption of an Acute Care Facility with local partners for the delivery of Crisis Residential Unit services and Psychiatric Assessment Center services
- Coordinate with All Sheriff's Departments and City Police to determine feasibility and funding
- Coordinate with All municipalities and County Commissions to establish cost savings through such a facility
- Establish contracts with local psychiatric inpatient units to support the Psychiatric Assessment

Center and Crisis Residential Unit

Goal 2. Develop more independent and semi-independent living options for the catchment area

Strategy

- Explore the development of additional supported housing options with DMH through the Supportive Housing Leadership Committee and Work group
- Explore the development of additional MOM (Meals, Observation and Medication) model residential units

- Partner with NAMI and other local stakeholders to create a recovery oriented housing campaign in the area

Goal 3. Expand services to children and adolescents within the M-14 catchment area

Strategy

- Increase community based services to include but not limited to evidenced based practices for the local community
- Develop co-location of services with local school systems and juvenile court systems of care
- Develop linkages to other child serving agencies

Goal 4. Increase pay classifications for all staff to local and State market levels

Strategy

- Work with other community providers to request increases for direct care pay rates and increases for established pay rates for residential services
- Work with other community mental health providers to request appropriate cost of living increases from funding sources
- Explore options to generate and obtain revenue for all services provided by direct care staff

Goal 5. Improve the financial stability of the Authority

Strategy

- Provide the Board with current and meaningful financial information
- Implement a new cost saving and efficient Electronic Health Record
- Explore options to purchase state of the art financial and clinical software
- Promote training and expertise of financial office staff
- Obtain all revenues due to the Authority for services provided
- Explore ways to provide services in the most cost effective manner

Beginning in August 2017, the Authority began meeting with the Lighthouse, CAP, Bradford, Bullock County Hospital, Crossbridge Psychiatric Hospital and the Executive Director of the Council on Substance Abuse (COSA) to determine the most pressing needs for substance abuse. The needs were determined to be higher rates of reimbursement, better collaboration with each other, more prevention services and more funding. We determined that all agencies need to collaborate more with each other with a focus on obtaining grants.

The Authority meets with the staff of Crossbridge on a monthly basis to determine the most pressing needs for MI and each agency. . The needs agreed upon are for more intensive services for MI and more In-Home Teams. These monthly meetings lead to better collaboration with both agencies and the adaptation of policies to support each other.

IMPLEMENTATION, MONITORING AND EVALUATION OF PLAN

Implementation of the Authority's Strategic Plan is carried out through the Executive Director. Specific sections of the Plan are monitored by the appropriate committees and the overall Plan is closely monitored by the Authority's Performance Improvement Committee and the Board of Directors. Evaluation is accomplished through feedback from consumers, customers, family members, stakeholders, interested community members and the staff.

CONCLUSION

The Montgomery Area Mental Health Authority will continue to research, identify and evaluate the needs of the consumers and the Authority in order to better meet those needs. The Authority's planning is an ongoing process with formal plans developed every two years, allowing the Authority to be in compliance with the Alabama Administrative Code Standard for 310 Boards.

Henry E. Parker
Henry E. Parker, Executive Director

1-22-2018
Date

Bruce R. Howell
Bruce Howell, Board Vice-President

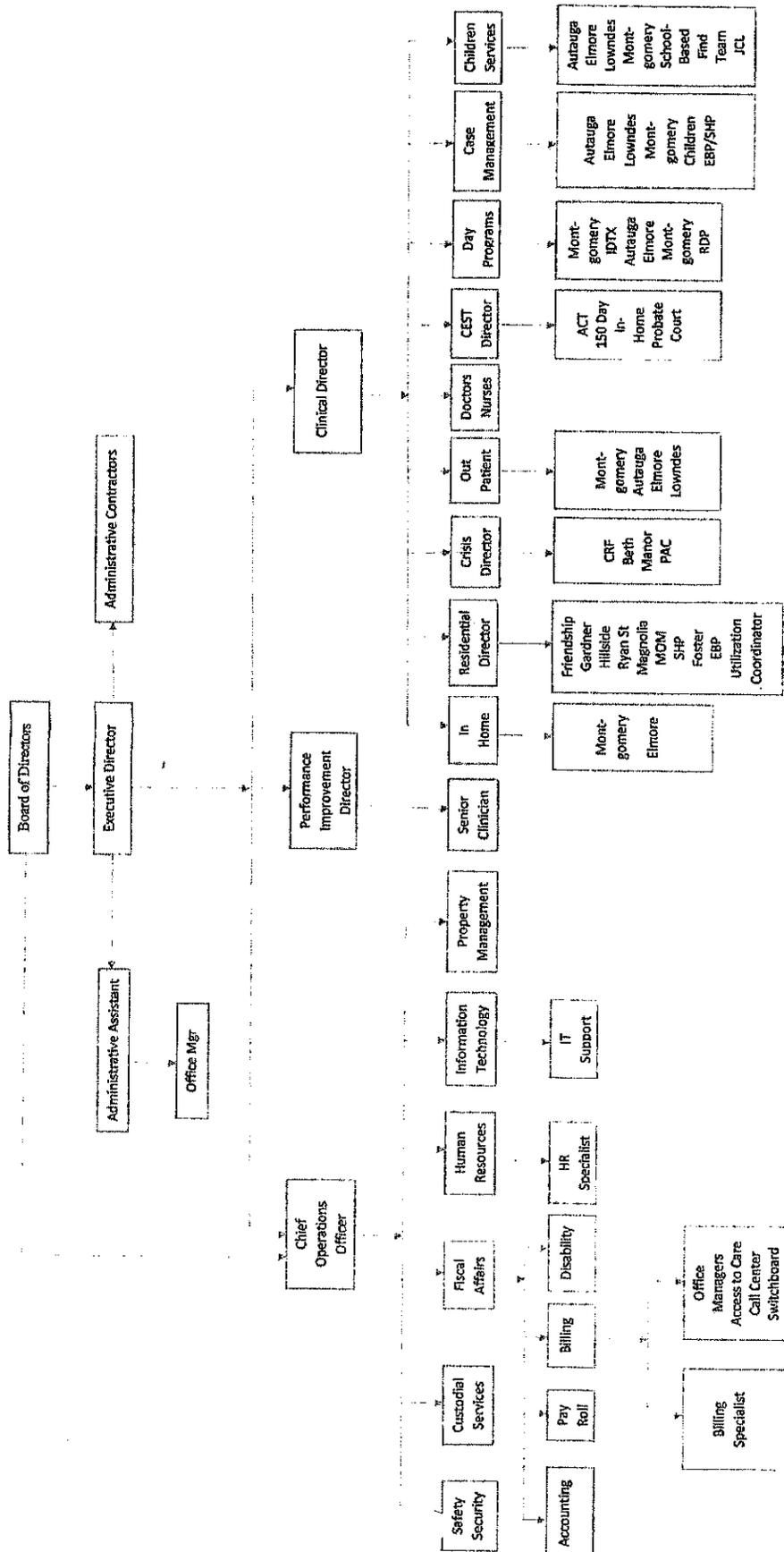
1/22/18
Date

Appendix One

Montgomery Area Mental Health Authority
Organizational Chart

MONTGOMERY AREA MENTAL HEALTH AUTHORITY, INC.

Organizational Chart



Appendix Two

General Population and Demographic Information by County

(From the U.S. Census Bureau Quick Facts for State and County)

AUTAUGA COUNTY ALABAMA

Population estimates, July 1, 2017, (V2017)	<u>NA</u>
Population estimates, July 1, 2016, (V2016)	55,416
Population estimates base, April 1, 2010, (V2017)	<u>NA</u>
Population estimates base, April 1, 2010, (V2016)	54,571
Population, percent change - April 1, 2010 (estimates base) to July 1, 2017, (V2017)	<u>NA</u>
Population, percent change - April 1, 2010 (estimates base) to July 1, 2016, (V2016)	1.5%
Population, Census, April 1, 2010	54,571

Age and Sex

Persons under 5 years, percent, July 1, 2016, (V2016)	5.8%
Persons under 5 years, percent, April 1, 2010	6.6%
Persons under 18 years, percent, July 1, 2016, (V2016)	24.4%
Persons under 18 years, percent, April 1, 2010	26.8%
Persons 65 years and over, percent, July 1, 2016, (V2016)	14.7%
Persons 65 years and over, percent, April 1, 2010	12.0%
Female persons, percent, July 1, 2016, (V2016)	51.3%
Female persons, percent, April 1, 2010	51.3%

Race and Hispanic Origin

White alone, percent, July 1, 2016, (V2016)(a)	77.2%
Black or African American alone, percent, July 1, 2016, (V2016)(a)	19.3%
American Indian and Alaska Native alone, percent, July 1, 2016, (V2016)(a)	0.5%
Asian alone, percent, July 1, 2016, (V2016)(a)	1.1%
Native Hawaiian and Other Pacific Islander alone, percent, July 1, 2016, (V2016)(a)	0.1%
Two or More Races, percent, July 1, 2016, (V2016)	1.8%
Hispanic or Latino, percent, July 1, 2016, (V2016)(b)	2.7%
White alone, not Hispanic or Latino, percent, July 1, 2016, (V2016)	75.0%

Population Characteristics

Veterans, 2012-2016	5,039
Foreign born persons, percent, 2012-2016	1.8%

Housing

Housing units, July 1, 2016, (V2016)	22,984
Housing units, April 1, 2010	22,135

Owner-occupied housing unit rate, 2012-2016	73.2%
Median value of owner-occupied housing units, 2012-2016	\$141,000
Median selected monthly owner costs -with a mortgage, 2012-2016	\$1,145
Median selected monthly owner costs -without a mortgage, 2012-2016	\$349
Median gross rent, 2012-2016	\$896
Building permits, 2016	169

Families & Living Arrangements

Households, 2012-2016	20,800
Persons per household, 2012-2016	2.62
Living in same house 1 year ago, percent of persons age 1 year+, 2012-2016	84.5%
Language other than English spoken at home, percent of persons age 5 years+, 2012-2016	3.8%

Education

High school graduate or higher, percent of persons age 25 years+, 2012-2016	87.6%
Bachelor's degree or higher, percent of persons age 25 years+, 2012-2016	24.6%

Health

With a disability, under age 65 years, percent, 2012-2016	14.2%
Persons without health insurance, under age 65 years, percent	9.4%

Economy

In civilian labor force, total, percent of population age 16 years+, 2012-2016	60.2%
In civilian labor force, female, percent of population age 16 years+, 2012-2016	55.0%
Total accommodation and food services sales, 2012 (\$1,000)(c)	93,431
Total health care and social assistance receipts/revenue, 2012 (\$1,000)(c)	119,403
Total manufacturers shipments, 2012 (\$1,000)(c)	665,897
Total merchant wholesaler sales, 2012 (\$1,000)(c)	D
Total retail sales, 2012 (\$1,000)(c)	607,854
Total retail sales per capita, 2012(c)	\$10,950

Transportation

Mean travel time to work (minutes), workers age 16 years+, 2012-2016	26.1
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Income & Poverty

Median household income (in 2016 dollars), 2012-2016	\$53,099
Per capita income in past 12 months (in 2016 dollars), 2012-2016	\$26,168
Persons in poverty, percent	13.5%

ELMORE COUNTY ALABAMA

Population estimates, July 1, 2017, (V2017)	<u>NA</u>
Population estimates, July 1, 2016, (V2016)	81,799
Population estimates base, April 1, 2010, (V2017)	<u>NA</u>
Population estimates base, April 1, 2010, (V2016)	79,296
Population, percent change - April 1, 2010 (estimates base) to July 1, 2017, (V2017)	<u>NA</u>
Population, percent change - April 1, 2010 (estimates base) to July 1, 2016, (V2016)	3.2%
Population, Census, April 1, 2010	79,303
Age and Sex	
Persons under 5 years, percent, July 1, 2016, (V2016)	5.9%
Persons under 5 years, percent, April 1, 2010	6.1%
Persons under 18 years, percent, July 1, 2016, (V2016)	22.6%
Persons under 18 years, percent, April 1, 2010	23.6%
Persons 65 years and over, percent, July 1, 2016, (V2016)	14.8%
Persons 65 years and over, percent, April 1, 2010	11.9%
Female persons, percent, July 1, 2016, (V2016)	51.5%
Female persons, percent, April 1, 2010	51.2%
Race and Hispanic Origin	
White alone, percent, July 1, 2016, (V2016)(a)	75.8%
Black or African American alone, percent, July 1, 2016, (V2016)(a)	21.2%
American Indian and Alaska Native alone, percent, July 1, 2016, (V2016)(a)	0.5%
Asian alone, percent, July 1, 2016, (V2016)(a)	0.7%
Native Hawaiian and Other Pacific Islander alone, percent, July 1, 2016, (V2016)(a)	0.1%
Two or More Races, percent, July 1, 2016, (V2016)	1.6%
Hispanic or Latino, percent, July 1, 2016, (V2016)(b)	2.8%
White alone, not Hispanic or Latino, percent, July 1, 2016, (V2016)	73.4%
Population Characteristics	
Veterans, 2012-2016	6,976
Foreign born persons, percent, 2012-2016	2.0%
Housing	
Housing units, July 1, 2016, (V2016)	33,741
Housing units, April 1, 2010	32,657
Owner-occupied housing unit rate, 2012-2016	73.4%

Median value of owner-occupied housing units, 2012-2016	\$152,500
Median selected monthly owner costs -with a mortgage, 2012-2016	\$1,173
Median selected monthly owner costs -without a mortgage, 2012-2016	\$333
Median gross rent, 2012-2016	\$817
Building permits, 2016	101
Families & Living Arrangements	
Households, 2012-2016	28,890
Persons per household, 2012-2016	2.64
Living in same house 1 year ago, percent of persons age 1 year+, 2012-2016	85.8%
Language other than English spoken at home, percent of persons age 5 years+, 2012-2016	3.2%
Education	
High school graduate or higher, percent of persons age 25 years+, 2012-2016	86.8%
Bachelor's degree or higher, percent of persons age 25 years+, 2012-2016	22.2%
Health	
With a disability, under age 65 years, percent, 2012-2016	12.6%
Persons without health insurance, under age 65 years, percent	11.1%
Economy	
In civilian labor force, total, percent of population age 16 years+, 2012-2016	55.7%
In civilian labor force, female, percent of population age 16 years+, 2012-2016	53.8%
Total accommodation and food services sales, 2012 (\$1,000)(c)	66,937
Total health care and social assistance receipts/revenue, 2012 (\$1,000)(c)	156,910
Total manufacturers shipments, 2012 (\$1,000)(c)	800,172
Total merchant wholesaler sales, 2012 (\$1,000)(c)	136,088
Total retail sales, 2012 (\$1,000)(c)	711,587
Total retail sales per capita, 2012(c)	\$8,825
Transportation	
Mean travel time to work (minutes), workers age 16 years+, 2012-2016	28.5
Income & Poverty	
Median household income (in 2016 dollars), 2012-2016	\$53,398
Per capita income in past 12 months (in 2016 dollars), 2012-2016	\$24,771
Persons in poverty, percent	13.5%

LOWNDES COUNTY ALABAMA

Population estimates, July 1, 2017, (V2017)	<u>NA</u>
Population estimates, July 1, 2016, (V2016)	10,358
Population estimates base, April 1, 2010, (V2017)	<u>NA</u>
Population estimates base, April 1, 2010, (V2016)	11,289
Population, percent change - April 1, 2010 (estimates base) to July 1, 2017, (V2017)	<u>NA</u>
Population, percent change - April 1, 2010 (estimates base) to July 1, 2016, (V2016)	-8.2%
Population, Census, April 1, 2010	11,299

Age and Sex

Persons under 5 years, percent, July 1, 2016, (V2016)	6.0%
Persons under 5 years, percent, April 1, 2010	6.6%
Persons under 18 years, percent, July 1, 2016, (V2016)	22.6%
Persons under 18 years, percent, April 1, 2010	24.2%
Persons 65 years and over, percent, July 1, 2016, (V2016)	18.9%
Persons 65 years and over, percent, April 1, 2010	14.6%
Female persons, percent, July 1, 2016, (V2016)	52.7%
Female persons, percent, April 1, 2010	53.2%

Race and Hispanic Origin

White alone, percent, July 1, 2016, (V2016)(a)	25.2%
Black or African American alone, percent, July 1, 2016, (V2016)(a)	73.4%
American Indian and Alaska Native alone, percent, July 1, 2016, (V2016)(a)	0.3%
Asian alone, percent, July 1, 2016, (V2016)(a)	0.3%
Native Hawaiian and Other Pacific Islander alone, percent, July 1, 2016, (V2016)(a)	<u>Z</u>
Two or More Races, percent, July 1, 2016, (V2016)	0.7%
Hispanic or Latino, percent, July 1, 2016, (V2016)(b)	1.5%
White alone, not Hispanic or Latino, percent, July 1, 2016, (V2016)	24.5%

Population Characteristics

Veterans, 2012-2016	434
Foreign born persons, percent, 2012-2016	0.3%

Housing

Housing units, July 1, 2016, (V2016)	5,079
Housing units, April 1, 2010	5,140
Owner-occupied housing unit rate, 2012-2016	73.6%

Median value of owner-occupied housing units, 2012-2016	\$68,900
Median selected monthly owner costs -with a mortgage, 2012-2016	\$965
Median selected monthly owner costs -without a mortgage, 2012-2016	\$415
Median gross rent, 2012-2016	\$589
Building permits, 2016	0

Families & Living Arrangements

Households, 2012-2016	4,238
Persons per household, 2012-2016	2.47
Living in same house 1 year ago, percent of persons age 1 year+, 2012-2016	91.1%
Language other than English spoken at home, percent of persons age 5 years+, 2012-2016	0.7%

Education

High school graduate or higher, percent of persons age 25 years+, 2012-2016	74.8%
Bachelor's degree or higher, percent of persons age 25 years+, 2012-2016	12.3%

Health

With a disability, under age 65 years, percent, 2012-2016	17.7%
Persons without health insurance, under age 65 years, percent	11.0%

Economy

In civilian labor force, total, percent of population age 16 years+, 2012-2016	48.8%
In civilian labor force, female, percent of population age 16 years+, 2012-2016	48.5%
Total accommodation and food services sales, 2012 (\$1,000)(c)	1,692
Total health care and social assistance receipts/revenue, 2012 (\$1,000)(c)	5,539
Total manufacturers shipments, 2012 (\$1,000)(c)	2,374,969
Total merchant wholesaler sales, 2012 (\$1,000)(c)	D
Total retail sales, 2012 (\$1,000)(c)	100,834
Total retail sales per capita, 2012(c)	\$9,287

Transportation

Mean travel time to work (minutes), workers age 16 years+, 2012-2016	30.4
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Income & Poverty

Median household income (in 2016 dollars), 2012-2016	\$27,914
Per capita income in past 12 months (in 2016 dollars), 2012-2016	\$18,434
Persons in poverty, percent	11.0%
	31.7%

MONTGOMERY COUNTY ALABAMA

Population estimates, July 1, 2017, (V2017)	<u>NA</u>
Population estimates, July 1, 2016, (V2016)	226,349
Population estimates base, April 1, 2010, (V2017)	<u>NA</u>
Population estimates base, April 1, 2010, (V2016)	229,385
Population, percent change - April 1, 2010 (estimates base) to July 1, 2017, (V2017)	<u>NA</u>
Population, percent change - April 1, 2010 (estimates base) to July 1, 2016, (V2016)	-1.3%
Population, Census, April 1, 2010	229,363
Age and Sex	
Persons under 5 years, percent, July 1, 2016, (V2016)	6.8%
Persons under 5 years, percent, April 1, 2010	6.9%
Persons under 18 years, percent, July 1, 2016, (V2016)	23.2%
Persons under 18 years, percent, April 1, 2010	24.5%
Persons 65 years and over, percent, July 1, 2016, (V2016)	14.0%
Persons 65 years and over, percent, April 1, 2010	12.0%
Female persons, percent, July 1, 2016, (V2016)	52.7%
Female persons, percent, April 1, 2010	52.4%
Race and Hispanic Origin	
White alone, percent, July 1, 2016, (V2016)(a)	37.2%
Black or African American alone, percent, July 1, 2016, (V2016)(a)	58.1%
American Indian and Alaska Native alone, percent, July 1, 2016, (V2016)(a)	0.3%
Asian alone, percent, July 1, 2016, (V2016)(a)	2.9%
Native Hawaiian and Other Pacific Islander alone, percent, July 1, 2016, (V2016)(a)	0.1%
Two or More Races, percent, July 1, 2016, (V2016)	1.4%
Hispanic or Latino, percent, July 1, 2016, (V2016)(b)	3.3%
White alone, not Hispanic or Latino, percent, July 1, 2016, (V2016)	34.7%
Population Characteristics	
Veterans, 2012-2016	17,295
Foreign born persons, percent, 2012-2016	4.4%
Housing	
Housing units, July 1, 2016, (V2016)	104,615
Housing units, April 1, 2010	101,641

Owner-occupied housing unit rate, 2012-2016	58.7%
Median value of owner-occupied housing units, 2012-2016	\$122,000
Median selected monthly owner costs -with a mortgage, 2012-2016	\$1,116
Median selected monthly owner costs -without a mortgage, 2012-2016	\$357
Median gross rent, 2012-2016	\$825
Building permits, 2016	535
Families & Living Arrangements	
Households, 2012-2016	90,281
Persons per household, 2012-2016	2.44
Living in same house 1 year ago, percent of persons age 1 year+, 2012-2016	79.0%
Language other than English spoken at home, percent of persons age 5 years+, 2012-2016	5.5%
Education	
High school graduate or higher, percent of persons age 25 years+, 2012-2016	85.5%
Bachelor's degree or higher, percent of persons age 25 years+, 2012-2016	31.5%
Health	
With a disability, under age 65 years, percent, 2012-2016	12.5%
Persons without health insurance, under age 65 years, percent	11.1%
Economy	
In civilian labor force, total, percent of population age 16 years+, 2012-2016	61.2%
In civilian labor force, female, percent of population age 16 years+, 2012-2016	57.7%
Total accommodation and food services sales, 2012 (\$1,000)(c)	474,521
Total health care and social assistance receipts/revenue, 2012 (\$1,000)(c)	1,780,734
Total manufacturers shipments, 2012 (\$1,000)(c)	10,786,565
Total merchant wholesaler sales, 2012 (\$1,000)(c)	4,140,806
Total retail sales, 2012 (\$1,000)(c)	3,258,650
Total retail sales per capita, 2012(c)	\$14,159
Transportation	
Mean travel time to work (minutes), workers age 16 years+, 2012-2016	20.0
Income & Poverty	
Median household income (in 2016 dollars), 2012-2016	\$45,358
Per capita income in past 12 months (in 2016 dollars), 2012-2016	\$26,255
Persons in poverty, percent	18.8%