



Durham County

200 E. Main Street
Durham, NC 27701
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Budget Worksession Meeting Minutes

Board of County Commissioners

Michael D. Page, Chair
Brenda A. Howerton, Vice Chair
Fred Foster, Jr., Commissioner
Wendy Jacobs, Commissioner
Ellen W. Reckhow, Commissioner

Commissioners' Chambers

Thursday, June 16, 2016

Managing for Results

Claudia Hager, General Manager shared a presentation titled “*Managing for Results: Investing in Continuous Improvement*” which highlighted the following:

- Managing for Results Model
- Managing for Result Highlights
 - Strategic Plan
 - Budget and Management
 - Engagement
 - City-County Resident Survey
 - Quarterly Management Reporting

Ms. Hager introduced Joe Thompson, Consultant from Phoenix Consulting and stated he was asked to look at where the County’s Managing for Results infrastructure was to see how the County could make the data user friendly for the public and for the departments.

Wendell Davis, County Manager asked the Board to focus on the work being done and the system approach.

Mr. Thompson shared the following presentation “Leveraging SAP – Durham County” which highlighted the following:

- Introduction
 - Background
 - SAP System Review Overview
- Findings and Recommendations
 - SAP System Review Findings
 - Governmental Leading Practice Drivers
 - Recommendations for Leveraging SAP

Commissioner Reckhow mentioned the need to see the five (5) areas success measures that were meaningful according to the quality of life for the citizens. Ms. Hager responded that one bullet stated the need to refresh the Strategic Plan and other bullets were very specific in detail. She added over the next six (6) to seven (7) months they would refine the plan for better alignment. Commissioner Reckhow stated since the process started, targets were needed that affected the real world. She added the County needed target outcomes that were important to the community. County Manager Davis stated the County had not recapped Strategic Planning since its existence in 2012. Commissioner Reckhow stated the County needed outcomes that could be tracked and measured. She continued to say the current budget document did not contain the mission statement, County vision or the Strategic Plan goals. Commissioner Reckhow suggested the County decide what goals to accomplish so the citizens could get a better understanding.

Ms. Hager stated for the adopted budget there was more information about the Strategic Plan. She added in the future, the County would ensure the items were not blended and were made clearer. Commissioner Reckhow responded that June 2016 was the time of the year when people were most interested in the budget.

Commissioner Jacobs agreed with Commissioner Reckhow. She mentioned she expected to see something different from the first cohorts shown in the budget books. Commissioner Jacobs stated last year there was more of an effort to integrate. She explained the need for a refresher on the five (5) plans and determine how each department fits under each goal, then implement a plan from there.

Commissioner Foster stated the current manager came on board in 2014. He added change would not occur overnight but eventually, the County would get there.

Vice Chair Howerton stated the Strategic Plan was something that was needed. She continued to say there had been several shifts over the past years.

Commissioner Jacobs stated the County had great goals but was missing the actual objectives under the goals and the performance measures. She added the purpose was to meet the objectives and goals. Ms. Hager responded that there was a discussion about updating the plan so when it was shown, you would be able to see the connection.

Commissioner Reckhow stated in terms of the last goal, she suggested the County benchmark with other counties. She questioned what the County was doing to track efficiency in local government.

Risk Management

David English, Safety and Risk Manager shared presentation on “*FY 2016-17 Risk Management’s Recommended Budget*” which highlighted the following:

- Risk Management’s Recommended Budget
 - Value of Managing Risks
 - Mitigate Losses and Lower Cost/Return on Investment

- Control Claim Costs
 - 24/7 Nurse Triage Hotline; Proactive Claims Resolution/Excess Coverage
- Safety and Loss Control Program
 - Countywide Safety Program/Worksite Safety Consulting
 - Safety Committees/Incident Investigation
- Direct Cost and Indirect Cost
- Risk and Safety Coordinator
 - Serve as Countywide Resource
 - Site Visits and Inspections/Safety Education and Training

Mr. English stressed the department was seeking a new position dedicated to safety. Vice Chair Howerton asked was the position listed as a goal. Mr. English responded yes, he added the first step was to stop the increased claims and accidents.

Commissioner Reckhow questioned the graph on page 213 in the budget book. She asked what was being shown on the “y” side of the graph. Mr. English responded the increase in worker’s compensation.

Lowell Siler, County Attorney stated Risk Management proposed to intervene in a proactive way to utilize safety and best practices. He added when the County looked to increase workers in areas, the need for proactive safety would increase as well.

Commissioner Reckhow requested an email to be sent out when all incidents occurred because Board members were sometimes questioned. Mr. English responded the department would do a better job of notifying the Board of incidents.

Commissioner Jacobs questioned if the items highlighted on the chart needed to be conducted on an annual basis. Mr. English concurred and added that Risk Management asked department heads to designate one person to be a liaison. Commissioner Jacobs inquired about the First Aid Program and the Defibrillator Training. Mr. English responded there was initial first aid training but nothing was ongoing. Ngat Awass, Safety and Risk Management Specialist also added that the County did offer defibrillator training. Commissioner Jacobs encouraged the County to have a designated safety person in each department.

Commissioner Foster questioned the County’s current numbers. Mr. English responded Risk Management focused on workplace injuries and the national average was 2.0; the County was currently at 3.6. He continued to say he did not have the current numbers on-hand but they were decreasing.

Commissioner Jacobs asked for a breakdown of the departments that showcased the workplace injuries.

Vice Chair Howerton suggested at the next retreat to determine what areas needed to be benchmarked.

Information Technology

Greg Marrow, Chief Information Officer shared a presentation titled “*FY 2017 IS&T’s Budget Presentation*” which highlighted the following:

- FY2017 Budget Request
 - 1 Position – Information Security Officer (InfoSec)
- Cyber Intrusions
- Gartner-Defined Information Security Score Levels (Data)
- Role of InfoSec Officer
- IS&T’s New Position Request: Information Security Officer
 - Create agency-wide information and cyber security plans and policies
 - Provide information guidance for the IT organization
 - Provide training
 - Establish county-wide procedures to respond to threats
- Other Local Communities with Information Security Officers and Teams
 - Wake County; Charlotte; Greensboro
- Summary

Commissioner Jacobs questioned the open data portal and asked how was it used in the community and how could it be used in the fifth (5th) goal area. Mr. Marrow responded it was launched with the City of Durham as a joint venture. He added there were a number of data sets posted on the portal and the goal was to bring onboard an Open Data Program Manager. Commissioner Jacobs asked would there be any effort to have it used to improve services to get real time information from citizens about issues. Mr. Marrow stated the “real time” was another project the departments were currently working on.

Commissioner Reckhow stated the open data website was great however, the County did not offer an easy link on their website. Mr. Marrow responded that the City of Durham recently underwent a website update which enhanced their page.

Commissioner Foster inquired about measureable goals or outcomes to let the Board and the community know what was going on. Mr. Marrow responded the department had measureable goals for the projects.

Human Resources

Kathy Everett-Perry, Director of Human Resources shared a presentation titled “*FY 2016-17 Human Resources Recommended Budget*” which highlighted the following:

- Manager’s Recommended Budget (Data)
- New HR Position in County Manager’s Recommended Budget – Employment Service Division (Chart and Data)

- HR Consultant – dedicated to the Employment Services Division, specifically to the function of attracting, engaging, assessing and onboarding talent for our organization
- Benefits Division – Changed FY17
 - Aetna – New Employee Benefits Vendor
- Classification/Compensation Division – the New FLSA Overtime Regulations
- Classification and Compensation Division Public Safety Benchmark
- Classification and Compensation Employee Compensation and Pay Plan Maintenance

Commissioner Reckhow recommended the County look at the issue of parental leave. She expressed her concern that employees may attempt to return to work sooner than appropriate. Wendell Davis, County Manager responded parental leave was a topic currently being discussed.

Commissioner Jacobs stated by adding the new position, hopefully the County would review the entire process.

Soil and Water Conservation District (SWCD)

Eddie Culberson shared a presentation titled “*FY 2017 Soil & Water Department Budget Request*” which highlighted the following:

- Requested one (1) Full-Time Agriculture Economic Development Coordinator
- Contracted Services
- Local Nutrient Control Strategy (LNCS)/Surveys
- Pressure on Agriculture
- Farmland Economic Development Program Grants

Wendell Davis, County Manager asked Jay Gibson, General Manager to speak on the issues addressed by Mrs. Melissa Rooney, citizen. Mr. Gibson responded the County was looking for ways to determine if practices were being duplicated and consistent. He added they were looking at the ordinance and how to re-engineer the process and ways to leverage the new staff. Mr. Gibson asked the Board to consider removing the ordinance to eliminate the SWCD portion of the review process.

Vice Chair Howerton questioned accountability. Mr. Gibson stated two County entities were working on the ordinances. Vice Chair Howerton asked without the extra person, what would be the impact of the SWCD. Mr. Gibson responded the County would be removing the redundancy and it would free up staff time to take on other projects and assignments.

Commissioner Jacobs inquired about the percentage of the staff person’s time. Mr. Culberson responded maybe 15 – 30 minutes per plan. He added the grant fund and the position were very connected and believed the Board should look at how to support local business. Mr. Culberson continued to say SWCD could not implement things in the Farmland plan because they did not have the capacity.

Commissioner Reckhow stated now that the County had a full time Economic Development Director, could that person help in this area. County Manager Davis responded a conversation would take place around that area. Commissioner Reckhow suggested that Mr. Gibson and Marqueta Welton, Economic Development Officer work around the item. She added the County should capitalize on the two (2) universities that have business programs and possibly utilize them.

Commissioner Jacobs requested a follow-up on this topic. She suggested that SWCD conduct research and decide if it was something that could be done and if it would fit the department needs.

Sheriff's Department

Chairman Page mentioned that 14 officers were recommended and asked if they were included in the figure requested. Manager Davis concurred that the cost figure requested (\$850,000.00) was for the substance abuse pod and the 14 officers.

Commissioner Foster suggested a recap of the facility and what needed to be done to get the mental health portion of the facility ready. He asked if everything requested could not be completed, what other options were available. Sheriff Andrews responded as of June 13, 2016 the cell population was 471 inmates. He stated he requested 14 officers, but the minimum needed would be 10 to get the mental health pod covered with relief staff available.

Commissioner Reckhow stated if the Board moved forward as recommended by the County Manager with the new positions, they could implement higher salaries for other detention officers. She suggested to allocate money to hire staff before getting the salary portion completed and maybe move forward with what the department had and to implement the pod at a later time. Sheriff Andrews responded with the attention focused on the facility, he would not recommend waiting to add the mental health pod.

Chairman Page asked what difference the mental health pod would make in the detention center. Sheriff Andrews responded currently the mental health staff included an Assistant Director, Supervisor, three (3) licensed Social Workers, one (1) five-star Worker/Supervisor and a Psychiatrist. He stated the request was only for one side of the mental health pod.

Vice Chair Howerton asked how long could a person remain the mental health pod? Sheriff Andrews responded that could vary depending on the mental health professionals.

Commissioner Foster mentioned the State offered funds for mental health and asked Sheriff Andrews if his staff looked into what was being offered. Sheriff Andrews responded he was not aware of the funds offered by the State.

Commissioner Jacobs inquired about the staffing problem and the compensation increase. She asked how many people could accommodate a pod. Sheriff Andrews responded about 48 people. Commissioner Jacobs asked if inmates were shifted to the new pod, would it free up staff.

Sheriff Andrews responded no, additional staff would be needed. Commissioner Jacobs stated this was a part of best practice and was a need for the County.

Commissioner Foster asked if the salaries were increased for the detention officers, would the 11 vacant positions potentially be a part of the 10 needed to start the new pod. Donald Ladd, Chief Deputy responded the 11 positions would be needed just to maintain the current duties.

County Manager Davis stated there were two (2) options, take money from the fund balance or to increase taxes. Claudia Hager, General Manager offered another option which would be to begin recruitment, hire as needed and use \$300,000.00 now from the fund balance instead of \$600,000.00. Commissioners Foster and Reckhow were both in agreement with Ms. Hager's option.

County Manager Davis stated they would approve the \$300,000.00 now and the Sheriff could begin recruitment for positions in July 2016.

Board Discussion

Chairman Page asked the Board was there anything uncovered that needed to be addressed. Claudia Hager, General Manager responded there was nothing additional that needed to be addressed.

Chairman Page raised the issue of the History Hub and the City's decision to decline future funding. Commissioner Reckhow suggested the topic be discussed at a City-County meeting because the History Hub was a joint effort.

Commissioner Jacobs stated she supported the History Hub and believed public history was critical for Durham. She asked that a public history policy be adopted. Commissioner Jacobs recommended staff develop this policy so with every renovation and construction a certain percentage goes into displaying the history of the building. Vice Chair Howerton stated she would like to see an analysis on the meaning and the cost. County Manager Davis encouraged the Board to go to the South Regional Library to look at the history displayed at that location which also added to the cost of the construction.

Closed Session

Chairman Page announced the Board requested to adjourn into Closed Session pursuant to G.S. 143.318.11 (a)(6) to consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual public officer or employee or prospective public officer or employee; or to hear or investigate a complaint, charge, or grievance by or against an individual public officer or employee.

Commissioner Foster moved, seconded by Commissioner Reckhow to adjourn to Closed Session.

The motion carried unanimously.

Reconvene from Closed Session

Chairman Page announced the Board met in Closed Session and asked for a vote on the County Manager's contract:

Ayes: Foster, Howerton, Page
Noes: Jacobs, Reckhow

Commissioner Reckhow requested the Board follow up with the School of Government in Chapel Hill to make sure the County was not in violation of the North Carolina Constitution when approving the five (5) years severance pay portion of the County Manager Davis' contract.

Vice Chair Howerton responded that a conversation was held with the Executive Director of the National Association of Counties (NACo) who stated the County was not in violation. She added there were other contracts completed by other counties and it was the individual county's decision to offer severance pay.

Commissioner Jacobs stated for the record that County Manager Davis' original contract was not received until June 15, 2016 with an updated copy later provided the morning of June 16, 2016. She stated there was not sufficient time to review and assess the terms of both contracts. Commissioner Jacobs expressed her concerns about the implications to Durham County tax payers and the State Constitution. She also shared her concerns about the Board not willing to wait until the June 24, 2016 Budget Worksession meeting to conduct the evaluation which would have provided more time for questions to be answered and informed decisions to be made.

Chairman Page stated he voted for and supported County Manager Davis' contract. He added the Board was in agreement with the County Manager's performance and overall achievements presented along with the contract provided.

Chairman Page thanked the Board for their participation throughout the long day and adjourned the meeting at 4:09pm.

Respectfully Submitted,



Monica W. Toomer
Deputy Clerk to the Board