

**THE BOARD OF COUNTY COMMISSIONERS
DURHAM, NORTH CAROLINA**

Thursday, May 24, 2007

9:00 A.M. Budget Worksession

MINUTES

Place: Commissioners' Room, second floor, Durham County Government Administrative Complex, 200 E. Main Street, Durham, NC

Present: Chairman Ellen W. Reckhow, Vice-Chairman Becky M. Heron, and Commissioners Philip R. Cousin Jr. (arrived at 9:24 a.m.) and Michael D. Page

Absent: Commissioner Lewis A. Cheek

Presider: Chairman Reckhow

Sheriff's Office

Sheriff Worth Hill and Teresa McKinney, Division Manager of Planning and Development, Sheriff's Office, presented the budget request for Fiscal Year 2007-08.

Sheriff Hill stated that although he did not receive everything he had requested, he was satisfied with the Manager's recommendations. One matter of concern was the reduction in Detention overtime from \$350,000 FY 06-07 to \$200,000 in FY 07-08. The high vacancy rate and employees on medical leave necessitate increased overtime expenses in the Detention Center. It is projected the Personnel Appropriation unit within Detention Services will require additional funding to complete this fiscal year because of overtime costs and are anticipated to be in a similar situation in FY 07-08.

County Manager Ruffin stated he had met with the Budget Office and it was determined that full position funding was not made available in the current budget. The problem (funding) has since been corrected and should compensate for the difference in FY 07-08.

Teresa McKinney provided justification for the new position request to address data and training needs within the agency.

Sheriff Hill stated that although the request for 4 full-time officers to permanently staff a warrant squad was not recommended, he and the Manager had discussed alternatives for implementation.

There was brief discussion on fees charged by the Sheriff's Office to determine those legislatively mandated vs. discretionary for additional revenue sources.

The Commissioners asked about the ability to utilize private medical insurance on inmates to

offset County medical contract services.

Ms. McKinney answered questions posed by the Board.

Volunteer Fire Departments

Jeff Batten, Fire Marshal/Emergency Management Director, gave a brief overview of the requested tax rates and associated budgets for the following county fire departments:

Bahama Fire Department

Bahama has requested its tax rate be set at .06. This is the current rate for the district. The rate at .06 will provide tax revenue of \$529,466.

Bethesda Fire Department

Bethesda has requested its tax rate be set at .085. The current rate for the district is .065. The rate at .085 will provide tax revenue of \$1,257,334. Note: This increase is directly related to staff salaries. During the most recent salary study by the Human Resources Department, the firefighter positions were identified as difficult to recruit and attract qualified applicants, difficult to retain, and well below the market in pay. As a result of this study, the firefighter positions were adjusted by a 12.52% increase. This has allowed the department to retain some employees it would have lost to surrounding departments.

Lebanon Fire Department

Lebanon has requested its tax rate be set at .10. The current rate for the district is .0750. The rate at .10 will provide tax revenue of \$957,973. This increase is also directly related to staff salaries and the recent adjustment of 12.52%.

Parkwood Fire Department

Parkwood has requested its tax rate be set at .11. This is the current rate for the district. The rate at .11 will provide tax revenue of \$1,093,633.

Redwood Fire Department

Redwood has requested its tax rate be set at .115. The current rate for the district is .10. The rate at .115 will provide tax revenue of \$667,958. Please note this is an increase of .005 from the submitted request by Redwood in late February. The change is due to the fact that tax collections are slow in this district; several large taxpayers have yet to pay this year and several are in bankruptcy. This caused the fund balance for this district to be less than projected. Redwood had intended to use the fund balance for the additional revenue needed to balance the budget and maintain the current level of service.

Eno and New Hope Fire Departments

These departments, although in Orange County, serve areas of Durham County that border Orange County. The tax rate for these districts is set by Orange County. The current rate for Eno is .0570; New Hope is .06.

Mr. Batten stated that the County fire departments provide a professional level of service 24 hours a day, 7 days a week. The expense of providing this high level of professional service is not costly considering the service rendered. Mr. Batten requested that the Commissioners support the recommended budget for each department.

Mr. Batten concluded by thanking the Board of County Commissioners and the Manager's Office for their support of the County fire departments.

E-911 and Emergency Communications

Jim Soukup, Durham Emergency Communications Center Director, gave a brief overview on the following:

Major Challenges

- Answering 9-1-1 lines in a timely manner
- Implementing new technologies to improve efficiency
- Increasing level of bilingual employees
- Initiating C.A.L.E.A. accreditation process

This budget (FY 2008 priorities) will:

- Help improve the timely answering of 9-1-1 calls for service
- Improve the time required to dispatch calls for service
- Enhance the capabilities of the D.E.C.C. back-up center; NG 9-1-1 telephone system

Major Changes FY 07 to FY 08

- Work-schedule changes implemented on August 21, 2006 has reduced overtime amounts approximately 40%
- CodeRed emergency alert notification system available to augment warning procedures to citizens
- Divide radio traffic into more manageable functions by splitting police districts and removing 9-1-1 answering responsibilities from highest active radio channels

Unfunded Items

- | | |
|---|----------|
| • Two Communications Training Officer positions | \$86,200 |
| • Childcare Benefit | \$50,000 |

Certifications and Honors

- International Accreditation in Emergency Medical Dispatch maintained; 99th Center in the world to achieve this standard
- City Honor Roll for high marks during employee opinion survey

Emergency Communications 80 FTEs

- Director
- Executive Secretary
- Deputy Director
- E 9-1-1 Database Coordinator
- Education & Training Coordinator
- Assistant Education & Training Coordinator
- Training Squad (4)

- EMD Administrator
- Communications Shift Supervisor (4)
- Assistant Shift Supervisor (4)
- 9-1-1 Communication Officers (60)
- Assistant Manager of Administration

Library

Skip Auld, Library Director, provided the Durham County Library FY 2008 Budget and Service Highlights. He spoke about strategic planning, circulation policy changes (including fines and fees), and Sunday hours as follows:

Building a Customer-Centered Library System

Strategic Planning

The Library applied for and was awarded a \$15,000 planning grant to hire consultants to work with the Library to develop a new strategic plan for FY 2008–FY 2010. The winning bidder on the project was The Singer Group, which began working with the Library at the December 13 Staff Development Day. The Library’s FY 2007 budget provided supplemental funding of “best practices” visits to libraries in Charlotte, Greensboro, Richmond, and other localities and a Community Future Search Conference held May 18-19 at the Searle Center with 75-80 community members and about a dozen staff members.

The conference document is at the library’s wiki: <http://dclstrategicplan.pbwiki.com>. Among the participant comments on the wiki is the following: “This Search Conference is a very effective strategy for receiving community input from the diverse communities that use and support a sustainable, responsive, and effective public library in Durham.” - Ben Speller, Former Dean and Professor, School of Library and Information Sciences, North Carolina Central University.

Implementation of this plan will begin immediately upon adoption in early July and will involve review and reorganization of library operations and services to align resources with strategic directions.

Circulation Policy Changes, including Fines & Fees

In December, 2007, Library Director Skip Auld appointed a Circulation Quality Council. Part of this Council’s charge was to review circulation policies, fines, and fees with a goal of recommending policies and procedures which would be “more customer-friendly, less punitive, and simpler to administer”. The Council consists of front-line staff members, who thoroughly reviewed other libraries’ practices and made recommendations to the Library’s Leadership Council and the Library Board of Trustees. Following thorough discussion at its March 13 and April 10 meetings, the Library Board and Director feel the following changes are important to encourage library use:

- Lost card replacement fee reduced to \$1 (from \$2)
- High-demand book loan period of 14 days added (new service)
- 21-day check-out of back issues of magazines added (new service)
- Maximum number of items checked-out per card increased to 50 (from 25)
- Grace period of 3 days for all overdue items (new service)

- Consistency of fines for all types of library items (25 cents per day beginning with \$1 after a 3-day grace period, to a maximum of \$5 per item or \$25 per card)
- Processing fee for lost items reduced to \$5 (from \$10)
- Collection agency fee reduced to \$10 (from \$15)
- Maximum requests placed (holds) increased to 25 (from 5); holds allowed on DVDs—maximum 5 (new service)
- Consistency of number of renewals allowed, if no one is waiting, increased to 5 (from 1 or 2 depending on type of item)

Sunday Hours

In response to customer requests and out of concern for making the libraries as convenient as possible, the Library Board and Director have made Sunday hours a priority. In September, the library system will move to a new schedule that will allow for Main Library, the regional libraries and Stanford L. Warren Branch Library to be open Sunday afternoons year-round, except for holiday closings.

To accommodate the Sunday hours, we will abbreviate Friday hours of operation at all facilities. Historically, Fridays have seen the lowest usage throughout our library system. We expect these changes in hours to better serve the needs of our community. We will measure usage throughout the next year to ensure that these changes are effective. The change in hours of operation allows Durham County Library to open on Sunday afternoons without an increase in staffing or budget. Parkwood and Southwest branches will be open Sunday afternoons when they become regional facilities.

Directive

Change “East Regional” to “North Regional” in the next to the last bullet on page 223 of the Recommended Budget.

Criminal Justice Resource Center (CJRC)

Gudrun Parmer, Director, CJRC, gave the following presentation on the Criminal Justice Resource Center.

CJRC - Today

- Consists of six cost centers and eight programs/services
- Serve well over 2,000 offenders annually in various capacities

Plans for FY 07/08

--Community-Based Corrections: Day Reporting Center, Second Chance, Reentry

- Restructure substance abuse treatment services to include best practice models
- Focus on increasing completion rates

--A New Day

- Restructure program to serve short-term suspended, court-involved students in academic program (both middle and high school)
- Provide programming to youthful offenders 16 to 20 years old, pretrial, adult, and juvenile probation in afternoon setting

--STARR

- Expand STARR Grad Program through personnel reassignments

- Change STARR curriculum to incorporate best practices
- Expand outcome measures (pre- and post-tests)
- Reentry and Employment Services
 - Project Restore
 - Vocational training for 12 offenders
 - funding for 3 more cycles provided through CDBG
 - Expand employment services
 - Non-court-ordered offenders
 - Week-long employment track offered monthly
 - Expand job club
 - Laborer position
 - Six-month temp assignment in County departments
 - General Services is willing to collaborate
 - Employment Specialist
 - Job coach for Laborer
 - Coordinator for Project Restore
 - Teach additional employment courses
 - Jail Reentry
 - New component in the Detention Center
 - Work with inmates serving active time
 - Teach basic employment skills and cognitive behavior modification course
 - Refer people to CJRC after release
 - JAG funding
- Court Services
 - All positions and other cost funded by The Durham Center
 - Providing services in Detention Center, Youth Home, District Court, Juvenile Court, and DJJDP
- Truancy Program
 - JCPC and DPS funded
 - Moving from truancy issues to liaison position between DPS and DJJDP
- Pretrial Services
 - Numbers are moving upward
 - EHA is almost at capacity; one or two units available; adjust units to new technology and circumstances
 - Will propose enhanced pretrial release for young offenders in July (Pretrial Day Reporting Center) in conjunction with new programming at *A New Day*
 - Visited Gaston County to learn how to expand Pretrial—great ideas—will study for possible implementation in FY 08/09

The Board held a discussion regarding the Reentry program.

Mr. Parmer responded to questions put forward by the Board.

Directives

1. Follow up with the Second Chance Program regarding funding for the CJRC initiatives; look at funding the CJRC initiatives using federal dollars.
2. Set up a meeting with DPS and Durham Technical Community College regarding employment opportunities.
3. Bring additional performance information related to the Chamber of Commerce contract.

Human Resources

Marqueta Welton, Human Resources Director, presented the FY 2007-2008 budget request for the Human Resources Department.

Directive

Budget staff to survey comparable counties regarding the budgets for their Human Resources Departments.

Durham Civic Center

Heidi York, Assistant County Manager, presented the operating and capital budget for the Durham Civic Center as follows:

Durham Civic Center – Improvements Summary

1. **HVAC:** The project will include high priority work associated with code compliance and public safety, aging equipment, preventative maintenance, and work that will improve operations, life cycle costs, and deferred maintenance issues. Specific planned improvements include:
 - Rooftop unit RTU Nos. 1-4 replacement (service existing ballrooms)
 - Rooftop unit RTU Nos. 8 and 9 replacement (service hotel tower)
 - One chiller replacement, cooling tower, heat exchangers, associated HVAC components
 - DDC controls and other electrical upgrades in support of HVAC system replacement
 - Minor fire protection work

Project total: \$1,796,500.00

Shaner's share 33.3%: \$598,234.50

Owners' share 66.7%: \$1,198,265

County's share: \$599,132.75

1a. Partition walls: Replacement of partition walls in existing ballrooms

Project total/Owners' share: \$156,000

County's share: \$78,000

*** The City has folded the partition walls (\$156,000) into the HVAC project making the total amount of the HVAC project: \$1,952,500.00**

2. Exhibit Hall renovation: This work will be performed in conjunction with the current CIP project upgrades. Preliminary estimates exceed project budget, which was established based on outdated construction pricing. Design is currently under review to reduce scope to within budget. Specific planned improvements were to include:

- Conversion of three exhibit halls into ballrooms, including new lighting, partition walls, and carpet
- Finish upgrades to the corridor/staging area outside the newly converted ballrooms

Project total: \$403,500

County's share: \$201,750

3. ADA Upgrades: This work will be performed in conjunction with the current CIP project upgrades. Specific planned improvements include:

- Comprehensive renovations to the men's and women's bathrooms opposite the ballrooms
- New ADA compliant signage
- Outside plaza upgrades, including new handrails, reduced-slope ramps, and decorative coating (City only)

Project total: \$66,880

City's share: \$43,440

County's share: \$23,440

FY 07-08 Costs	HVAC	Partition Walls	Exhibit Hall	ADA Upgrades	Total
Project Total	\$1,796,500.00	156,000.00	\$403,500.00	\$66,880.00	2,422,880.00
Owners' portions:	\$1,198,265.50	\$156,000.00	\$403,500.00	\$46,880.00	\$1,804,645.50
County portion:	\$599,132.75	\$78,000	\$201,750.00	\$23,440.00	\$902,322.75

Additional needs not included in the FY 07-08 capital request:

Unfunded Capital Needs: This includes the balance of high priority items (identified in the 2003 Carter Burgess Needs Assessment) but remain unfunded due to budget constraints, driven by escalated construction costs and modified code requirements. Also included are aesthetic improvements and other facility upgrades that would improve operations. Some specific recommended improvements include:

- Roofing system rehabilitation, including skylight replacement
- Roof top unit RTU Nos. 5-7 replacement (service current exhibit hall rooms)
- One chiller replacement and other associated HVAC components
- Lighting and audio upgrades
- Replacement of doors and hardware as required
- Carpet and ceiling tile replacement; paint interior walls, including repair as required
- Various masonry and floor tile repairs
- Minor kitchen improvements

Total Cost: \$5,652,848

The Board held a discussion regarding ownership of the Durham Civic Center.

Directives

1. Convey to the City that the County will contribute 20% of the City employee's salary and no indirect cost.
2. Seek additional details regarding the budgets of joint City-County departments.

Budget Meeting Addition

Before adjourning the Budget Worksession, the Board scheduled a tentative meeting for Monday, June 11 from 3:00 p.m. to 5:00 p.m. to receive answers to questions that were raised at prior budget worksessions.

Adjournment

There being no further business, Chairman Reckhow adjourned the meeting at 1:35 p.m.

Respectfully Submitted,

Angela M. McIver
Staff Specialist
Clerk to the Board's office