

January 29, 2004

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

Thursday, January 29, 2004
Annual Retreat

MINUTES

Place: Durham County Public Library, 300 North Roxboro Street, Durham, NC

Present: Chairman Ellen W. Reckhow, Vice-Chairman Joe W. Bowser, and Commissioners Philip R. Cousin Jr., Becky M. Heron, and Mary D. Jacobs

Staff: Department Heads

Facilitator: John G. Ott, John G. Ott & Associates

Opening Session

Chairman Reckhow began the Commissioners' Annual Retreat with a welcome and opening remarks.

Summary of Commissioners' Annual Retreat

Mr. John Ott prepared the following summary subsequent to the County Commissioners' annual retreat. The summary is an integral part of the minutes of the retreat.

MEMORANDUM

TO: Commissioner Ellen Reckhow, Chair
Commissioner Joe Bowser, Vice-Chair
Commissioner Philip Cousin
Commissioner Becky Heron
Commissioner Mary Jacobs
County Manager Mike Ruffin
Deputy County Manager Wendell Davis
Deputy County Manager Carolyn Titus
Durham County Department heads

FROM: John Ott

DATE: February 9, 2004

RE: **Summary of priorities & next steps from the January 29, 2004 Durham County Commissioners' retreat**

I. A brief review of the cornerstone definitions for the Results-based Accountability framework

A. Definitions

1. *Outcomes*: conditions of well-being for children, youths, adults, families, and communities.
2. *Indicators*: measures that help quantify the achievement of an outcome.
3. *Strategies*: the initiatives and programs we undertake to improve the indicators and get the outcomes we want.
4. *Performance measures*: how we assess whether we are effectively implementing our strategies.

B. The population distinction

1. *Outcomes* and *indicators* focus on *community-wide* or *whole* populations— e.g., *all Durham's citizens* are healthy. In this outcome, the population we are concerned about is all of Durham's citizens.
2. *Performance measures* focus on program populations, those customers or clients served by the program in question—e.g., Durham citizens who access public health services.

II. The six outcomes embraced by Commissioners at their November 2003 worksession

- A. All of Durham's citizens are healthy.
- B. All of Durham's citizens are safe.
- C. Children are ready for and succeeding in school.
- D. Our communities are vibrant, embrace and celebrate our cultural diversity, and are supported by active citizens.
- E. Durham enjoys a prosperous economy.
- F. Durham enjoys a sustainable environment.

III. Priorities for 2004

- A. *Overarching commitment to Results-based Accountability*

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1. At the Community-wide Outcome level of work
 - a. Explore partnerships with other leadership institutions—e.g., Durham City Council and others—about co-sponsoring one or more efforts targeting the priority outcomes.
 - b. Assuming the emergence of these partnerships, develop a plan for moving ahead with one or more community conversations and action plans.
 - c. Regardless of these partnerships, the Commissioners could sanction staff or others to begin developing a *draft report card* focused on a beginning set of indicators associated with each of the six outcomes.
 2. At the Program Performance level of work
 - a. The Manager has instructed Department Directors to develop performance measures for at least 3 core mission programs within each Department for inclusion in the FY 2004-05 budget document.
 - b. Staff are revising the format for the FY 2004-05 budget document to more easily reflect Department and program performance measures.
 - c. The Manager will begin to use Department performance measures as guides for his individual work with Department Directors and to help focus Leadership Team meetings.
- B. *Specific priorities related to the six outcomes*
1. Outcome: Good health
 - a. The Commissioners want to focus on strategies that target *lifestyle choices* by Durham citizens, including, but not limited to, strategies confronting substance abuse, nutrition choices, obesity, and other lifestyle-related issues.
 - b. The Commissioners also expressed interest in holding conversations with the School Board about the promotion of nutrition and physical exercise within the schools.
 - c. The Commissioners agreed that jail health care and its attendant costs will have to be a priority, both in this current fiscal year and next.
 2. Outcome: Safety
 - a. Commissioners want to develop a partnership with the City, and other leadership institutions that are interested, to sponsor a community-wide conversation to develop multiple strategies to improve the experience and perception of safety throughout Durham County. This conversation should have as one of its primary foci the issue of firearms.
 - b. Commissioners want to support strategies that address the domestic violence dimensions of safety in Durham County.
 - c. Commissioners want to review planning procedures to insure that EMS issues and concerns are included early in any relevant planning and development efforts.
 - d. Commissioners want to carefully review for potential action commitments:
 - (1) Staffing needs for the District Attorney's office;
 - (2) Staffing and compensation needs for the Sheriff's Department; and

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- (3) 911 facility needs, funding structure, and the potential for co-management/co-location.
 - e. Commissioners and staff should seek additional resources from the state and other partners—e.g., to support fingerprinting and photographing misdemeanants.
3. Outcome: Children ready for and succeeding in school
- a. Commissioners want to explore how to continue, and perhaps expand, the County's commitment to child care subsidies in light of the Governor's FY 2003-04 and FY 2004-05 budgets.
 - b. Commissioners want to explore how to support and strengthen the community's after-school programs.
 - c. Commissioners want to support strategies that confront truancy.
 - (1) A first step in this process is to develop an analysis of the current baseline for truancy in Durham County:
 - (a) What has the trend been for the past 5 years?
 - (b) If we do nothing different than we are already doing, what do we think will happen to that trend over the next five years?
 - (2) A next step will be to develop the "story behind the curve." Why do we think the trend is what it is?
 - (3) Then we need to develop an analysis of the partners who have a role to play, and of the strategies that are likely to work. Some of the potential strategies named by the Commissioners during the retreat included:
 - (a) Hiring more truancy officers;
 - (b) Seeking a change in state policy to increase the age when young persons can legally choose on their own whether to attend school.
 - (c) Engaging with the School Board in a dialogue about the Board's zero tolerance policy and the perceived increase in the numbers suspensions and expulsions.
4. Outcome: Prosperous economy
- a. Commissioners want to support strategies that focus on providing training to help Durham residents, particularly those currently unemployed or employed in low-wage jobs, to qualify for jobs that are being recruited to Durham.
 - b. Commissioners also want to support strategies that recruit jobs tailored to the Durham workforce, particularly those currently unemployed or employed in low-wage jobs.
 - c. Commissioners want to examine contracting and other administrative policies to insure that, wherever possible, County contracts go to firms residing in Durham County.
 - d. In the context of the Commissioners' overall focus on a prosperous economy, they want to consider strategies that will help those citizens with a criminal record who are coming back into the community find gainful employment.
5. Outcome: Vibrant communities
- a. Commissioners want to continue to support libraries and other information infrastructure the County helps provide to the larger community.
 - b. Commissioners want to support strategies that strengthen the community's cultural arts.
 - c. Commissioners want to support strategies that strengthen the County's partnership with the City.
 - d. Commissioners want to insure that the Cultural Arts Master Plan responds to the diversity of communities within Durham County.
6. Outcome: Healthy environment
- Commissioners want to give special attention to two dimension of this outcome in 2004: clean air and open space.
- a. Clean air
 - (1) Commissioners want staff to detail the consequences of the potential clean air non-compliance finding by the EPA (projected for April 2004).
 - (2) Commissioners want staff to analyze the staffing and other capacity needs to adequately address environmental issues—e.g., in relationship to the Transportation Plan process.
 - (3) Commissioners want to pursue conversations with the federal and state legislative delegations regarding the regional origins of Durham's air quality problems—e.g., regional commuters contributing to the poor air quality.
 - b. Open space
 - (1) Commissioners want to pursue strategies to preserve as much open space as possible within the County, including ponds and rural areas.
 - (2) Commissioners want staff to analyze opportunities for developing incentives that support the environment—e.g., zoning laws, conversations with new employers, and others.
- C. Specific priorities related to County program performance (or the upper right hand quadrant of performance measures focusing on the *quality of effort*).
- 1. Commissioners want all programs to explore opportunities to maximize County

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revenues.

2. Commissioners want all programs to explore opportunities to build stronger relationships with City, State, and Federal partners.

IV. Next steps

- A. Overarching next steps
 1. Produce the summary from the retreat (this document)
 2. The Commissioners and Manager analyze the draft priorities developed during the retreat for their implication for the FY 2004-05 budget and other actions.
- B. Additional next steps agreed to during the retreat
 1. Reappraisal: Staff will develop a plan for property reappraisal by May 2004.
 2. Health Fund Trust: The Manager and staff will make a decision about changing firms managing the Health Fund Trust by March 2004.
 3. Suspect injuries: Commissioners requested that staff conduct an investigation into the costs incurred by the County because of injuries sustained by suspects during their arrest by City officers.
 4. Schools: Commissioners would like an analysis from the schools about the flow of dollars between charter schools and the public schools when a student transfers from the public schools to charter schools and back again.
 5. Mental Health
 - a. Commissioners would like the Mental Health Director to determine whether state policy will allow funds designated for the LME to actually be used for services. Depending on what the Director learns, this may become a topic for a conversation between Commissioners and the state legislative delegation.
 - b. Commissioners want to explore with the state legislative delegation the issue of state funding for DHH MIS and other service and infrastructure needs.

Adjournment

Mr. Ott adjourned the Commissioners' Annual Retreat on January 29, 2004 at 5:00 p.m.

Respectfully submitted,

Garry E. Umstead, CMC
Clerk to the Board