

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

Thursday, June 2, 2005

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 Lewis A. Cheek (arrived late), Philip R. Cousin Jr., and Michael D. Page

Absent: None

Presider: Chairman Reckhow

DISCUSSION OF BUDGET REQUESTS

Chairman Reckhow stated that today's focus is on departments that have fairly significant budget changes such as increases in requests for employees and new programs.

Chairman Reckhow asked that future budget worksession agendas include the page numbers (in the County Manager's Recommended Operating Budget) of the referenced departments. She also requested that future agendas include additional information either on the agenda or as a supplement for clarification purposes.

Animal Shelter

County Manager stated that the Shelter is requesting an increase of \$53,983 for a total request of \$486,350.

Susan Teer, President, Board of Directors, Animal Protection Society, stated the requested increase in the budget:

- An additional full-time Cat Technician
- An increase in entry-level rate of pay from \$8 to \$8.50 per hour.

Ms. Teer conveyed reasons for the requested increases.

Chairman Reckhow asked how much revenue is raised (fees associated with adoption, etc).

Ms. Teer responded, "\$130,170."

Vice-Chairman Heron commented that the Animal Protection Society contributes \$88,000 per year for Animal Shelter operations. She stated that Durham County's Shelter is the

model shelter for this state; however, Durham County is at a disadvantage in the pay scale. Employees leave the Shelter to work at Animal Control to receive a salary increase.

EMS

Mickey Tezai, EMS Director, addressed the proposed additional EMS collection rate increases for FY 2005-06, specifically the special event charge process, which would amount to a net increase of approximately \$250,000. He stated that the fee changes could be reasonably implemented.

Mr. Tezai stated that increases in the EMS budget were primarily due to the economy (cost of supplies and equipment). One new position was recommended by the Manager—a Quality Assurance Coordinator to begin in January 2006.

Discussion ensued regarding the new EMS Station projected for Year 2007. Negotiations are underway with Duke to purchase approximately one acre of land next to City Fire Station No. 11 on Cornwallis Road. The southwest area is currently and temporarily being served from the City Fire Station at Lakewood on Chapel Hill Road.

Chairman Reckhow recommended that Mr. Tezai look at possible economies of scale by a joint facility situation with City Fire Station No. 11.

Chairman Reckhow directed that Mr. Tezai and County Manager Ruffin have further discussions with Duke about donating the land on Cornwallis Road instead of the County paying \$10,000.

Chairman Reckhow stated that the fee increases proposed by Mr. Tezai would be factored into the budget.

Animal Control

Cindy Bailey, Animal Control Administrator, explained how the new position approved in last year's budget was utilized. She requested two new Animal Control Officers for the upcoming budget year so that regular services can be provided by the department, as well as emergency services. Two officers are needed for Saturday and Sunday duty (peak hours requiring additional coverage since more people are at home making requests). The eight current employees share a seven-day work week (11:30 a.m. to 8:00 p.m.), working rotating shifts. The department is an officer short two days per week.

Ms. Bailey stated that staff is reviewing various collection options because collections have dropped from 40 to 17 percent. She explained the difficulty relating to enforcement. She stated that \$550,000 in revenue is projected out of the \$1 million due.

Departmental revenues were discussed as well as options for collecting license fees.

The Commissioners, County Manager Ruffin, and County Attorney Chuck Kitchen discussed the Board's recommendation to consider attaching the fees to property taxes. (The recommendation was made by the Commissioners about four months ago.)

County Manager Ruffin stated that the Animal Control Advisory Committee asked for an opportunity to consider the Commissioners' recommendation.

Commissioner Cousin asked about collection methods in other counties.

Chairman Reckhow asked County Manager Mike Ruffin and Vice-Chairman Heron to speak with the Animal Control Advisory Committee about the progress of its study and the imperativeness of the issue.

Ms. Bailey asked for and received consensus from the Board to utilize the court system for collection purposes. Citizens can be charged because failure to pay is a violation of the ordinance.

County Attorney Kitchen advised Ms. Bailey concerning the legal aspects.

Vice-Chairman Heron stated that after two or three Animal Control Advisory Committee meetings, the committee should be able to present its recommendation(s) to the Board.

Commissioner Page inquired about the department's work schedule and the process by which citizens are contacted if an emergency prevents an officer from providing a promised service.

Vice-Chairman Heron expressed the crucial need for the two additional officers.

Chairman Reckhow directed Ms. Bailey to strive to raise the revenue target by 10 percent or \$50,000. This would be included in the budget to help offset the expense of the additional staff.

General Services

Mike Turner, General Services Director, requested increases for the following for FY 2005-06:

Administration

Positions

- Maintenance Technician I to support the ground maintenance division and maintenance of foreclosed properties—to commence October 1, 2005
- Equipment Technician (Electrician) to support the building maintenance division and to reduce the amount of electrical work currently outsourced

Vehicles

- 4 replacement vehicles to be used for building maintenance (painter vehicle), mail services, litter control investigator, and solid waste crew
- 1 new vehicles for the new Equipment Technician position (January 1, 2006)

Operating Costs

- tools, uniforms, radio, trailer, weed eater, back-pack blower (to support new positions)

- replacement grooming mower for Stadium

Capital Costs

- two snow plows
- one four-wheel-drive tractor
- one mower for new Maintenance Technician I (grounds maintenance) position
- one enclosed tractor cab for protection of the driver from elements

Public Buildings

- utility increases caused by Duke Power increase
- Youth Home and Jail Annex (Criminal Justice Resource Center) roof replacement
- Judicial, Public Health, and Elections carpet replacement
- Detention Center security enhancements (door sliders)
- Youth Home security enhancements (cell locks, security upgrade [outside lighting])
- Lincoln Health Center generator replacement and upgrade to security surveillance system
- Law Building exterior (County's share) (window and front door replacement and painting)

Contracted Services

- Stanford Warren and East Branch Libraries and Tax Satellite Office at Westgate Plaza janitorial services increase

Solid Waste

Operating

- 75 35-gallon recycling material roll carts
- 3 replacement 40-cubic-yard open top waste containers for County Convenience Centers
- utility increases
- equipment repair

Pest Control (insignificant increase)

Mail Services (insignificant increase)

Questions/Discussion

1. Use of jail inmates for labor have not been utilized for a number of years
2. Stadium renovation needs will be a future issue for discussion
3. County's share to Law Building improvements—the County pays one-third cost
4. Relocation of County Engineering from Law Building—possibility of moving to Eligibility Building
5. Rent for Probation and Parole—\$122,000
6. Tax Satellite Office—Tax Administrator Ken Joyner will clarify the need in his presentation
7. Exterior cleaning of Detention Center
8. Solid Waste cost projections
9. Administrative Complex—improvements in cleanliness
10. Library appears to be cleaner but has an odor problem—possibly purchase new chairs or clean upholstery

Directives

1. Amend graph on page 67 in budget document to reflect/clarify expenditures and revenues
2. In the next quarterly CIP report, include a cost estimate to upgrade the 2nd floor of Johnson Motor Building
3. Solid Waste permit cost increases:
City residents: \$53 to \$60
County residents: \$75 to \$80
Out-of-County residents: \$119 to \$120—this amount may increase contingent upon an assessment of Social Services' cost allocation plan. The amount will be brought back before the Board if an increase greater than \$1 is justifiable.

Tax Administration

Tax Administrator Ken Joyner began his presentation explaining how postage for huge mailings and technology upgrades are the major reasons for the overall increase in the department's budget request. He requested the following three new positions:

- 2 revenue agents—1 for motor vehicles, 1 for real property
- 1 Deputy Sheriff for collecting property tax (will be budgeted in the Sheriff's Office)

Mr. Joyner presented data to justify the new positions requested, stating that future collection percentages can be increased by adding the positions.

Questions/Discussion

1. County's revenue for collecting City taxes and whether the City's percentage should be increased.
2. Business Personal Property Appraiser and Mapper. These positions were requested but not recommended in the Manager's budget. Mr. Joyner's opinion was that these positions are more essential than revenue agents. With accurate records, the assessed value per year could be increased by \$2 to \$4 million.
3. Need for the Satellite Office at Westgate, which is currently being used by appraisers. The office will be used for future revaluation and informal appeals.
4. 2007 versus 2008 revaluation—Mr. Joyner recommended postponing the revaluation until 2008, and he recommended a 4-year cycle.
5. Discussion regarding statement in County Manager's Recommended Operating Budget, page 37, "estimated 200 deeds per year not processed timely due to error associated with deed documents".
6. Whether office leases for space should be approved by the Commissioners—future discussions to be held.
7. Property leased by the County—list provided by County Attorney Kitchen.
8. Threshold amounts for bringing leases to the Board for approval—County Manager is authorized to execute leases for up to \$30,000. The County Commissioners can amend the amount.
9. Renovations to the Washington Duke will add \$12.5 million in tax value this year and \$18.5 million the following year.

Directives

1. In the final budget document, show the amount for collecting taxes for the City as a revenue item on the Tax Administration page.
2. Check the estimated revenue line item for collecting City taxes in 2005-06; it reflects a lesser amount than last year (should be greater since the collection rate has increased).
3. The County receives from the City 1/6 of the collections over 97%. Include the projection in the budget.
4. Mr. Joyner would look at the study of firm Turner Business Appraisers Inc. to make sure the numbers are correct about a \$2 to \$4 million annual increase in assessed with the proper records. Send a report to the Board next week.
5. Mr. Joyner will review his monthly reports to the Board to see if he informed the Commissioners of the Satellite Office.
6. Report office lease space so the Board will be kept apprised about the locations and activities of major County departments.

Information Technology (IT)

IT Director Perry Dixon spoke about the IT's progress over the past year, its mission, and focus for the upcoming year as follows:

- ERP project
- Web development and support capabilities to inform citizens about governmental functions
- network security and reliability
- customer support (i.e. additional Helpdesk hours)

Mr. Dixon explained the need for the following three new positions as recommended in the Manager's budget. He presented the rationale for each position.

- Programmer Analyst who has programming language unique to SAP environment
- Data Base Administrator
- Project Coordinator

Questions/Discussion

1. Issues regarding access to "The Board Room"—IT will look into the problems
2. Progress/status of the IT replacement program
3. Document imaging to eliminate paper

Criminal Justice Resource Center

Gudrun Parmer, Director, Criminal Justice Resource Center, listed the following current programs, briefly describing each program:

- Community Based Corrections (largest program)
- Criminal Justice Partnership
- STARR Program
- Truancy Program
- Pretrial Program

She requested the following additions to the department's budget for the 2005-06 Fiscal Year:

- Contract with the Chamber of Commerce for employment assistant for clients.
- Staff Specialist—support for Adult and Juvenile Services
- Pre-Trial Program (report follows):

Pretrial Services Program

Pretrial Services Program Structure

Three Components

- First Appearance
- Pretrial Release Program
- Electronic House Arrest

What will a Pretrial Services Program accomplish?

- ✓ Better (and more) information available to the Courts at First Appearance
- ✓ Some inmates released who otherwise would remain in jail
- ✓ Better supervision of inmates released to program
- ✓ INCREASED PUBLIC SAFETY!

First Appearance

- Designated Deputy Clerk of Court
 - Run and review all record checks
 - Identify previous FTA and outstanding warrants
 - Identify other pending charges
 - Find and coordinate service of outstanding warrants
- Division of Community Corrections
 - Identify current probation cases
 - Provide compliance status
- Cost
 - Deputy Clerk: Year 1—\$27,040; Year 2—\$31,000
 - Equipment for Courtroom (printer) Year 1—\$2,500
- Proposed Criteria:
 - Eligibility – H and I Felonies, Misdemeanor Larceny
 - Exclusions – Prior failure to appear, other pending charges, current probation case, habitual felons
- Structure
 - All charge eligible inmates interviewed prior to first appearance (interview and participation is voluntary)
 - Anyone in jail more than 72 hours considered for program
 - Verification of residence and employment
 - Judge will assign inmate to program
 - Program will provide supervision, monitoring, referral to services, including classes at CJRC
- Cost
 - Personnel
 - Coordinator (start Sept. 1)
 - 2 Case Managers (start Oct.1)
 - Operating Cost
 - Annualized less than \$11,000

- Equipment/Furniture
 - Year 1 Only

Total Year 1—\$111,500; Year 2—\$135,000

Electronic House Arrest

Two Options for use of 25 units

- Tie to Pretrial Release Program, make part of release condition
- Available for civil cases, e.g. non-payers of child support

Service provided on contractual basis

Cost: Year 1—\$ 97,500; Year 2—\$130,000

Questions/Discussion

1. Truancy Program—three staff: two are located at Neal and Chewning Middle Schools and one Truancy Officer in the Sheriff's budget.
2. Base funding—\$167,456 for Day Reporting (funding reduced by \$45,000 due to two separate reductions since program inception).
3. Efforts to hire released prisoners—Durham County has fewer labor positions than the City.
4. Pre-Trial Release Program—potential annual inmate cost reduction if implemented—\$288,000; average number of persons in program—47. (Cost reduction may be higher if a pod in the jail could be closed, which could create a reduction in staff.)

Directives

1. Work with the schools' staff on improvements to the Truancy Program to make sure the full potential is achieved. Provide a complete report prior to the August 3 System of Care meeting. The Truancy initiative should be interfaced as closely as possible with the System of Care.
2. Determine if the General Services Department has positions for released prisoners.
3. Make sure that efforts of the new Staff Specialist position and the two Detention Officers are not duplicated.
4. Move forward with the Pre-Trial Release Program.

Sheriff

County Manager Ruffin mentioned that the overtime in the jail was underfunded. The correction would be reflected in the final budget document.

Sheriff Worth Hill reported on his budget request for FY 2005-06. He asked for the following increases: an agency-wide salary increase to promote hiring competitiveness and retention of existing trained employees, 12 Detention positions, 45 replacement vehicles, and operational increases to address increased costs incurred with vehicle maintenance, inmate meals and supplies, gasoline, etc.

County Manager Ruffin responded to Sheriff Hill's comments, referring to portions of his letter to the Board dated May 27, 2005 regarding a Jail Staffing Study prepared at his request by Goble Associate Inc.

The County Manager's recommended plan of action based on the consultant's recommendation:

- Implement the training program
- Continue overtime
- Reassess staffing needs next spring

Questions/Discussion

1. When was the original staffing study done?—1990.
2. 1994 staffing recommendation by Robert Cote, Jail Manager.
3. Previous studies, consultant's report, overtime (added positions would not decrease the overtime), and turnover.
4. Number of inmates per pod—Each pod can accommodate up to 64 inmates with some double bunking.
5. Training costs per Detention officer—\$30,000 to \$34,000 (salaries, uniforms, equipment, etc. and the trainer's cost)
6. Possibility of commitment by Detention Officers to remain employed by Durham County for up to four years after training is complete.
7. 5% salary increases given to Sheriff's employees in addition to the possible 3.25 or 4.25% performance increase.
8. Will employee market study include the Sheriff's Office?—Yes.
9. Are Detention Officers trained in a group? Yes, with about 10 to a group.
10. Benefits of fingerprinting misdemeanants and consultant's report. The recommended staffing level (5) is based on analysis at other jails; the ratio is consistent with other counties.
11. If the Board decides not to increase staff as requested by the Sheriff, will the Sheriff implement fingerprinting of misdemeanants? No.

Directives

1. Sheriff to work with the County Attorney and explore implementation of a contract to commit Detention Officers to work with Durham County for a designated period after being trained.
2. Manager to have another discussion with the Sheriff to attempt a resolution to the issues.

Court System

Chairman Reckhow stated that the County Manager is proposing enhancements in the budget for the court system. An Assistant District Attorney, an Assistant in the Public Defender's Office, and a portion of another Assistant DA is currently being funded.

In answer to Commissioner questions about a memo from Kathy Shuart, Trial Court Administrator, County Manager Ruffin stated that he is recommending one new Assistant DA in his budget (\$73,436). (This position had been funded through the conference of District Attorneys through a Cold Case Assessment Program grant, which terminates June 30, 2005.) One Assistant in the Public Defender's Office and a portion of another assistant DA is already being funded by the County. To fund Tiers 1, 2, and 3 (with the exception of the judges—\$251,824—the County cannot legally fund judges), ½ cent or \$1 million must be added to the tax rate over and above the Manager's recommendation.

One Assistant DA to prosecute domestic violence cases is expected to be funded by the City of Durham.

District Attorney Michael Nifong informed the Board that the department has 13 statutory positions and five grant positions as follows:

1. Gun Prosecution
2. Gang Prosecution Grant
3. C-CAP Grant
4. Jail Grant
5. Domestic Violence Grant

District Attorney Nifong explained that the County Manager's recommendation is simply to maintain the current ratio of judges to DAs.

Directives

1. Are the Gun Prosecution Grant and the Project Safe Neighborhoods Grant the same grant?
2. How much time is remaining on the Gun Prosecution Grant?
3. Examine Ms. Shuart's memorandum to determine whether any positions can be deleted without critically affecting the court system.
4. Check quickly with the US Attorney's office to see if more Federal dollars are available.
5. Search for other funds—exhaust all other resources.

Adjournment

There being no further business, Chairman Reckhow adjourned the meeting at 3:04 p.m.

Respectfully submitted,

Vonda C. Sessoms
Clerk to the Board