

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

Tuesday, June 11, 2019

9:00 A.M. Budget Work Session

MINUTES

Place: Commissioners' Chambers, second floor, Durham County Government
Administrative Complex, 200 E. Main Street, Durham, North Carolina

Present: Chair Wendy Jacobs, Vice-Chair James Hill and Commissioners Heidi Carter,
Brenda Howerton and Ellen Reckhow

Presider: Chair Wendy Jacobs

Proposed Ordinance to Permit the Sale/Service of Alcohol on Certain County Premises

Curtis Massey, Senior Assistant County Attorney, informed the Board of the request from the library system to expand the allowance of alcohol to the rest of the library facilities and not limit it to just the library meeting rooms.

The Board considered including the fourth-floor meeting rooms of Admin Building II before staff pointed out that it would be problematic for General Services from an operational standpoint.

There were questions regarding whether individuals renting County premises and having alcohol would be charged different usage fees. Attorney Massey noted that insurance would cost users more, but there had been no conversations about the room rental fees being higher. County Manager Wendell Davis was inclined to leave the room usage costs the same for all uses and users.

Chair Jacobs announced that this item would be on the June 24th Regular Session consent agenda.

Directive: Staff to add the first-floor meeting rooms of Admin Building II to the list of approved premises, but not during office hours.

Strategic Innovation

Michael Davis, Strategic Initiative Manager, summarized the goals and purpose of the Strategic Innovation Department as well as the programming and consulting services that they provided.

The Board acknowledged the County's attempts to create a culture of innovation. Upon request, Mr. Davis described an instance in which an employee provided an innovative solution for a problem her work environment was experiencing.

Mr. Davis was commended for his work and passion.

Staff was encouraged to review the report or recommendations of the Innovative Leadership Group at Harvard Kennedy School which worked with the state of Rhode Island to help significantly reduce their increasing foster care cases. Commissioner Reckhow also suggested researching a North Carolina county's approach and treatment of child maltreatment as well as an initiative referred to as "LEAN" which focused on finding efficiencies in government management. Mr. Davis spoke about the skills taught at the Denver Peak Academy and how he used them in his daily work with County employees.

The Board felt that Strategic Innovation would become more critical as the County became restrained in terms of funds and resources. This work would be very useful when trying to solve problems with limited resources.

Early Childhood Taskforce/ACEs Resilience Taskforce Innovation and Implementation Funding

Keith Lane, Budget Director, presented the item to the Board.

Commissioner Carter was concerned with having this pot of money to promote early childhood education, but no formal process to guide its use.

Commissioner Reckhow spoke about Boston Basics and how the County could adopt the program and customize it for Durham.

The Board agreed to follow the previously established process for the Wash and Learn program as well as move forward with the creation of this fund.

Commissioner Carter discussed what the Wash and Learn program was. She hoped the process that staff brought forward would not involve Commissioners at this level (in terms of individually hand-picking new initiatives to fund).

The Board discussed the creation of new programs which eventually ended up in silos without making a difference.

Commissioner Reckhow noted that the educational achievement of children in low-income households was correlated with their parents' academic expectations. She discussed the widening education achievement gap and how programs like Wash and Learn could help close the gap by making reading more accessible to young children of low-income families.

The Board agreed to name the funds as the following:

- Early Childhood Innovation and Implementation Initiatives
- Durham ACEs Resilience Taskforce (DART) Innovation and Implementation Initiatives

Directive: Staff to return to the Board by September with a process that defined how the Early Childhood Innovation and Implementation Initiatives and the Durham ACEs Resilience Taskforce (DART) Innovation and Implementation Initiatives funds were

allocated with an emphasis on single pilots, collective impact, and the alignment to ACEs and early childhood reports. It should include details of alignment to the County's Strategic Plan, have performance measures, and the funds were to be overseen by the Cradle to Career and Early Childhood Coordinator position.

Emergency Medical Services and Fire Marshal/Emergency Management Consolidation

Jodi Miller, General Manager, presented the Board with an update on the Emergency Services department. She discussed the review of best practices and financial considerations. Ms. Miller stated that over the next 10 years, capital needs totaled approximately \$74 million (not including operating and personnel costs). The \$74 million would be used for the following: six new EMS stations; EMS cardiac monitors and stretcher replacements; replacement ambulances; first responder radios; new Emergency Operations Center (EOC); and Fire Marshal-Emergency Management administrative offices. The consolidation would save the County approximately \$200,000 annually in administrative personnel savings (due to a shared Emergency Services Analyst position). Ms. Miller also described the employee and stakeholder engagement process and feedback.

Ms. Miller clarified that the Director of EMS position would be reclassified to a Division Chief position.

Kevin Underhill, Interim EMS Director, was commended for his strong leadership in EMS. The Board was struck by the substantial increase in revenue that was collected—EMS was one of the few departments which experienced a decrease in net costs even with salary increases. Mr. Underhill described how using the Managing for Results model led to EMS making operational changes to services and programs based on data.

The Board raised questions regarding the confidentiality afforded to employees during the engagement process as well as being transparent with them of the proposed organizational structure.

Commissioner Reckhow noted the Community Trust Fund funding would not go away, as mentioned by Ms. Miller, due to it being a lease.

Mr. Underhill discussed what the Emergency Triage, Treat, and Transport (ET3) Model consisted of and where Durham County was in the application process. This model would demonstrate how EMS was a healthcare provider in a public safety area rather than solely a public safety department.

Directive: Jodi Miller and County Manager Davis to look at how to reengage Duke in terms of support for the medical centers that the County was serving.

Cradle to Career and Early Childhood Coordinator Positions – Changing to 1 position towards Early Childhood (Coop. Ext.)

There was discussion regarding how the two positions were converted to one geared towards coordinating early childhood systems.

Drew Cummings, Chief of Staff, discussed why Cooperative Extension was the most fitting department to integrate the position into.

Manager Davis clarified that staff would work to provide the Board with more information regarding the job duties, job description, and expectations after the budget was approved.

Durham Central Kitchen Feasibility Study and Support

Manager Davis spoke of the leadership meeting between the County, City and Board of Education. He noted that while both, the City and Board of Education, were willing to help fund the feasibility study, the County would likely bear most of the weight in funding any capital requirements resulting from the study.

It was confirmed that Blue Cross and Blue Shield of North Carolina (BCBSNC) had agreed to help fund the study.

Chair Jacobs recounted that the City Manager requested the study be limited to a breakdown of minimal costs and not include designs. She also asked the Food Insight Group to include, as part of the study, how the Durham Central Kitchen would be funded knowing that the County did not have the funds to do so.

The Board discussed the funding of the study and where the County's portion would be stored in the budget. Mr. Cummings stated that the original cost to the County was \$24,000, but Chair Jacobs requested a confirmation on how much the County would need to pay for their portion of the study now that there was an additional funding partner.

Commissioner Howerton recalled there was \$5,000 dedicated to the County's poverty summit in the previous year's budget that did not get used because the event was cancelled. North Carolina Central University was holding a poverty summit in October and Commissioner Howerton hoped the County would partner with them.

Board was in favor of moving forward with the feasibility study.

David Ades, Assistant Budget Director, discussed the nonprofit funding process and the consolidated oversight it needed. He clarified that nonprofits were required to submit quarterly reports to the Budget Office in order to receive a quarterly payment.

The Board discussed the revamp of the nonprofit process in the fall of 2019. Mr. Ades announced that staff would provide the Board with a report on where the County was in terms of the nonprofit process as well as recommendations on how to move forward. This would include notifying all the nonprofits of the upcoming process changes.

American Tobacco Parking Deck Lease Agreement

Staff was encouraged to be more careful with long-term leases when rent in the downtown area was rising at a rapid rate. Commissioner Reckhow felt that a 10-year lease without the option to recalibrate or renegotiate at the contract midpoint was too long.

Closed Session

The Board moved to adjourn to Closed Session for the following:

- To discuss matters relating to the location or expansion of industries or other businesses in the area served by the public body, including agreement on a tentative list of economic development incentives that may be offered by the public body in negotiations pursuant to G.S. 143-318.11(a)(4)
- To consult with an attorney employed or retained by the public body in order to preserve the attorney-client privilege between the attorney and the public body, which privilege is hereby acknowledged, pursuant to G.S. 143- 318.11(a)(3)

The motion carried unanimously.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Tania De Los Santos", is written over a light gray rectangular background.

Tania De Los Santos
Administrative Assistant