

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

Monday, April 6, 2009

9:00 A.M. Worksession

**MINUTES**

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

Present: Chairman Michael D. Page, Vice-Chairman Ellen W. Reckhow, and Commissioners Joe Bowser, Becky M. Heron, and Brenda A. Howerton.

Absent: None

Presider: Chairman Page

**Citizen Comments**

Mr. Steve Toler thanked the Commissioners for his previous appointments to the Raleigh Durham Airport Authority and shared comments he made at his final Authority meeting.

“Thank you, Mr. Chairman and Commissioners, for allowing me the privilege to represent you and the citizens of Durham County on the Airport Authority. When I look back over my 10 years of serving as a member, Secretary, Vice Chair, Chair, and Chair emeritus of the RDU Airport Authority, several things come to mind:

My personal advocacy efforts which resulted in:

- Incorporating customer service into our RDU culture and vision statement;
- The creation of a Historically Underutilized Business Plan and Authority Committee - along with the creation of aggressive business objectives for RDU operations and the construction of Terminal 2;
- The creation of the Taxi Stand Manager concept that dramatically improved customer service and increased the availability of late model, quality vehicles with a strong emphasis on customer service - and treating our drivers better; and
- My serving as the Commissioners' and citizens' customer service advocate - dealing with issues as diverse and the cleanliness of women's restrooms to the creation of a cell phone parking area.

I carry all these memories and many more as I leave the Authority. I do have a few things I'd like you all to continue to pursue in the future, on your watch:

- Best Airport Customer Service Award – Build into every contract with our business partners our expectations on their commitment to serving our customers.

- Best Airport to do business as a minority supplier, vendor, contractor, business partner award. And I appreciate Toni Lipscomb, RDU Airport Authority, for her leadership in this area.
- Increase staff diversity throughout the organization and at the leadership team level and be recognized nationally as one of the best.
- Figure out the best way for RDU to interface with our region's mass transit plans.
- Continue the work we've begun on employee surveys and policies in an effort to make RDU one of the best places to work in the region and the state.
- Continue to improve our air service – by increasing direct flights, international flights and finding new, strong business partners that exhibit their commitment to customer service every time they touch one of our customers. And when they don't exhibit that commitment, appropriate consequences.
- Help our community owners and citizens have a richer understanding and appreciation for RDU – as one of our region's premier economic development engines.
- Elect the first woman to be Chair of the RDU Authority – ASAP – before they send one of our male Authority members back in to check on the ladies restrooms!
- Grow your support for the USO and our Chaplain's service and our meditation areas – in both terminals – and consider building the Chaplain's service into our budget.
- Find a way to work with our area public schools, universities and technical colleges – we need paying internships and meaningful learning opportunities for all our region's students via RDU. I'd love for us to find a way to do more to share the wonder of flight and the operation of the airport with people of all ages.
- Consider starting a scholarship program for the children and grandchildren of RDU Authority Staff, based upon need – and fund it with contributions from current and former Authority Members. I'll make a pledge and will work to get our other Authority Members to contribute, if you think it's a worthy endeavor – it will be a special gift from us to RDU.

Well, I had better stop for now. There is an old saying that a goal without a plan is just a dream. We had a plan to improve Terminal C that helped us realize our dream of T-2. It has been an honor to serve with special people like Craigie Sanders and others on the Authority. Thanks for listening to some of my dreams for RDU's future. Thanks to our customers for giving us the opportunity to serve them and thank you to the past and present Durham County Commissioners for giving me the honor of representing the citizens of the best county in America on the RDU Authority. ”

Commissioner Heron raised the issue about Wake County receiving RDU sales tax.

The Board thanked Mr. Toler for his dedication and past service on the Raleigh-Durham Airport Authority.

### **Review of March BOCC Directives**

It was requested that at each month's worksession, the Board of County Commissioners have the opportunity to review the previous month's directives for staff and make comments as necessary.

County Manager responded to Commissioner Howerton's inquiry regarding the Board's position with Urban Ministries' request for funding. He informed the Board that the item would be placed on the April 13 Regular Session agenda for approval.

### **Directives**

1. Follow up with City Manager Tom Bonsfield about the funding amount for Urban Ministries.
2. Provide information about other cities across the State that fund their homeless shelter.

### **Durham Chamber of Commerce—Annual Report and Business Update**

Casey Steinbacher, CEO and President of Durham Chamber, introduced this item. She stated that the Board requested to receive the annual report and business update from the Durham Chamber of Commerce. The Chamber provides the county with assistance in coordinating economic development initiatives and activities that includes corporate and industrial recruitment.

Keith Burns, Chairman, Durham Chamber of Commerce Board of Directors, presented the following:

#### Greater Durham Chambers of Commerce in Partnership with Durham County

##### Who is The Chamber?

- The Greater Chamber of Commerce is a membership based nonprofit organization with nearly 1,000 business, non-profit and government agency member firms, which look to the Chamber for assistance in growing and developing their business.
- The Chamber serves these various organizations by helping to create and sustain a healthy economic climate through economic development and business services

##### Who Do We Serve

- Our Community
- Economic Development is at the center of our service
- Small & Mid-Size Businesses
- Large Companies

Ms. Steinbacher proceeded to state the following:

#### Chamber's Role in Economic Development

- The Chamber serves as the official economic development entity in Durham County responsible for economic development recruitment and expansion

#### Staff

4FTE

- VP of Economic Development
- Director of Workforce & Talent Development
- Director of Client Services
- Research Coordinator

Budget--\$585,000/Year

With Indirect costs applied, total economic development expense represents 50% of Chamber budget

#### Economic Development Services

- Recruit companies to Durham and encourage existing businesses to expand, which equals job opportunities for residents
- Increase Durham's tax base by encouraging expansion of existing businesses and recruitment of new businesses
- Grow business opportunities for Durham's existing businesses
- Help develop and implement job training programs
- Forecast trends and help develop and promote a sustainable economy
- Educate new executives on the value of Durham as a place to live, not just work

#### The Recruitment/Retention Process

Overview: Recruitment/Expansion Process

##### Planning Phase

- Conception
- Feasibility
- Investment Decision

##### Phase I

- Alignment/Criteria
- Regional Analysis
- Areas of Interest
- Background Research: Website Data
- RFP or Website Data
- Candidate Communities

##### Phase II

- Community Visits
- Site Evaluation
- Comparative Analyses

- Finalist Communities Selection

### Phase III

- Negotiations
- Evaluation
- Site Due Diligence
- Finalist Selection
- Announcement

### Overview: Typical Engagement Process

#### Planning Phase

##### Contact

- Company
- Consultant

### Phase I

##### Contact

- North Carolina Department of Commerce
- RTRP/Partners
- Chamber

### Phase II

- Partners
- Property Contacts
- County/City Staff
- Durham Tech/DWDB
- County/City Departments
- North Carolina Departments
- Designers
- 30-50/Yr.

### Phase III

- Contractors
- Local Engineers
- County/City Elected Officials
- North Carolina Elected Officials
- 10-20/Yr.

Normal economic cycle 9-18 months—usually evenly paced

#### 2008 Goals/Results

- Continue active pursuit of projects in the pipeline
- Continue to respond to RFI's and work with local expansions
- Create an active Make It Durham campaign replete with collateral materials and ambassadors

- Strategically align talent/workforce development efforts with economic Development
- Work with RTRP on a new cluster recruitment strategy with a focus on sustainable technologies
- Increase in-house capabilities
- Develop and deliver better economic development information to existing companies
- Extend collaborations/partnerships into the community

#### Economic Development Performance

Chamber Assisted Announcements: 1993-2008 (Chart)

Chamber Assisted Job Creation: 1993-2008 (Chart)

2008 Announcements by Industry Cluster (Graph)

Significant Announcements

Location Diversity—Locations of Key Announcements

Mr. Burns continued to discuss the following:

#### Economic Development Impacts

##### Three Types of Impact

- Direct Impact
  - Investment by a new or expanding industry (office space or facility development, job creation, etc.)
- Indirect Impact
  - Investment, including job creation, by businesses that serve the new or expanding industry (suppliers, equipment, etc.)
- Induced Impact
  - Investment, including job creation, by businesses that provide services to the employees of the new or expanding industry (retail, housing, etc.)

#### Increasing Tax Base/Tax Revenue

- \$730 Million direct capital investment
- \$3.9 Million recurring annual property tax revenue to the City and \$5.1 Million recurring annual property tax revenue to the County
- \$291.1 Million indirect capital investment
- \$1.6 Million recurring annual property tax revenue to the City and \$2.1 Million to the County.
- \$44.1 Million additional personal consumption
- \$1.1 Million Additional Annual Sales Tax Revenue (approximately \$638,000 to the County and \$462,000 to the City)
- \$71.8 Million induced capital investment
- \$387,000 recurring annual property tax revenue to the City and \$508,000 recurring annual property tax revenue to the County
- Total Property Tax and Sales Tax Impact of \$14.7 Million - \$6.35 Million to the City and \$8.35 Million to the County

Additional tax revenues provide funding for much needed programs and services to Durham County residents without the need to increase taxes or fees.

2003-2007 Economic Development Results

	Direct Impact	Indirect Impact	Induced Impact	Total Impact
Jobs	7,753	3,994	2,635	14,382
Investment	\$737 million	\$651 million	\$212 million	\$1.6 billion

Annual Property Tax Revenue: approximately \$20M (\$11M County; \$9M City)  
 Personal Consumption: \$581M

Preliminary Economic Development Results 2008

	Direct Impact	Indirect Impact	Induced Impact	Total Impact
Jobs	1,922	1,429	754	4,105
Earnings	\$112,920,901	\$83,240,993	\$26,052,464	\$222,214,358
Output	\$908,861,348	\$325,535,988	\$78,978,695	\$1,313,376,031

Calculations were computed based on the following inputs:

- Creation and of 1,922 direct jobs
- Creation of \$748.40 million of capital investment
- The total impact of the Chambers' economic development efforts is calculated based on the IMPLAN (IMPact analysis for PLANning) input-output model that is calibrated specifically for Durham County, North Carolina
- The direct earnings were calculated based on the average wage rate reported by each company

Employee Analysis

- The Chamber is currently in process of contracting with NCCU to do an employee analysis for all projects completed using the job creation portion of the revised Durham County's former Economic Development Investment Fund and the recently adopted Economic Development Policy.
- Preliminary result of the first such incentive is as follows"
  - AICPA
    - 419 jobs created to date
    - 38% currently Durham residents
    - \$59,872 average wage paid to Durham residents
    - Annual payroll of approximately \$8 million per year to Durham residents

2009 Activity

Job Creation by Cluster (Graph)

Investment by Cluster (Graph)

Trends

What Was Learned in 2008?

1. National Economy: Pipeline is active...decision making slowed down by financial markets;
2. Organizations are looking hard at states and communities offering long-term cost stability;
3. Incentives remain important; but talent is the crucial location consideration and competition is fierce;
4. Talent and technology oriented workforce is keeping our community competitive;
5. Consolidation and restructuring is an opportunity and a challenge for the region;
6. Telecommunications, one of the region's clusters centered in Durham, is again challenged; and
7. Biopharmaceuticals, the second of the region's strong clusters, centered in Durham, is holding steady with growth in manufacturing arena.

#### Recommendations for the Future

1. Now more than ever we need to be pro-active, visible, and supportive of every opportunity;
2. Investment in internal infrastructure is critical to our ability to respond in the now model;
3. Clarity of investment policy is critical to our ability to respond in the new model;
4. Need better statistical evidence of cost competitiveness;
5. Need coordinated efforts to nurture environment conducive to talent recruitment and development;
6. Need to continue developing economic diversity according to Porter's Clusters Study such as the development of a renewable energy/green technologies cluster;
7. Need greater emphasis on retention and home grown companies, which has important incentive implications;
8. Vision 3D will bring greater community engagement and accountability to the entire economic development process; and
9. Talent development/job training programs need a more direct straight line between job seekers and jobs.

Chairman Page thanked Ms. Steinbacher and Mr. Burns on their presentation. He expressed gratification with the work that has been done in the Durham Community.

Ms. Steinbacher informed the Board that the Workforce Development Board (WDB) is reaching out to develop systems from within the WDB to engage with businesses on a proactive basis. The Durham Chamber is currently working on and is trying to create pilot programs to decipher what works best for the community. She educated the Board about the Make It Durham program that allows executives to actively go out and change the perception of the Durham community which would encourage individuals to live in the area.

Commissioner Bowser expressed concerns about giving opportunities to individuals who are dedicated in the community. He stated that he would not be in support of giving local dollars to bring companies to Durham when jobs are being offered to residents in other counties. He



asked that the Durham Chamber be sincere in what is being done to help citizens to engage in the job market. He emphasized the commitment of the Durham citizens.

The Board posed the following questions:

- What is being done with disconnected youth regarding career development?
- What is being done to encourage people to live in Durham?
- Is there an idea of how much tax revenue is coming into the community?
- How much tax revenue is going to the City?

#### Directives

1. Give a report on how to acquire the right skill set for youth as they prepare for careers.
2. Consider facilitating internships and apprenticeships with Durham Public Schools (DPS) and WDB on ways to enhance opportunities for the youth and companies in Durham.

#### **Presentation from Correct Care Solutions LLC, Contractor for Medical Services Provided at the Durham County Detention Facility and the Youth Home**

Gayle B. Harris, Public Health Director, introduced this item stating that the Board received a presentation from Correct Care Solutions LLC (CCS) explaining the FY 2010 funding request. In the Detention Facility, both the average daily population (ADP) and medical acuity have increased since September 2004, when the County entered into this contractual arrangement. During the first year of the contract, the ADP in the Detention Facility was 458. The ADP is currently in excess of 600. From July 1, 2007 through January 31, 2009, fourteen inmates were responsible for paid, off-site medical charges totaling \$1,065,149. CCS is proposing an increase in the FY 2010 contract that would cover inflationary charges, additional staffing (1.0 FTE RN and 0.05 FTE Dentist), and increased risk sharing.

Patrick Cummiskey, Executive Vice President, CCS, gave the following presentation:

#### CCS Today

- Almost 43,000 inmates under our care
  - Controlled and focused growth
- Operate facilities in 12 different states
- Over 1,700 employees
- Proudly list every client as a reference

#### Durham Accomplishments

CCS wished to continue a partnership that is WORKING!

- Successfully maximized on-site resources, reducing required off-site care
- Opened an infirmary, improving visibility and treatment of patients
- Successfully hired a large cadre of nurses with familiarity with facility and patients, resulting in improved patient care

- Increased staff allowing for a 24/7 health services operation
- Developed improved protocols, policies, and procedures, leading to more consistent patient care and more efficient processes
- Provided creative pricing that allows the County to have a “not to exceed” amount
- Improved discount at Durham Regional Hospital by 50%.
- Initiated open communication, including daily case management, with local hospitals
- Flawless malpractice history at facility
- Achieved accreditation by NCCHC for the first time ever for Durham County in 2005

#### Durham Patient Population

- 9,000 patients annually “visit” (current ADP 659)
- Significant Chronic Care Needs
- Patient population often non-compliant with past prescribed treatments
- High percentage of indigent patients

#### Key Components of Program

- Intake Process
- Sick Call
- Health Assessments (Physicals)
- Chronic Care (includes Behavioral Health)
- Medication Administration
- Utilization Management

#### Current Staffing (chart)

##### Key Services: Volume

##### Monthly Averages – Events

<i>Services</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>
Intakes	749	684	701	716
Sick Call	884	850	964	930
Health Assessments (Physicals)	179	166	187	280
Inmates on Meds	212	164	183	212
Mental Health Assessments	210	206	224	210

#### Special Needs Activity

##### Monthly Averages – Number of Patients

<b>Special Need</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
<b>Asthma/COPD</b>	8	8	21	9
<b>Diabetes</b>	13	10	26	10
<b>Dialysis</b>	1	1	2	2
<b>HIV</b>	5	4	8	3
<b>Pregnancy</b>	2	2	4	4
<b>Hypertension/Cardiovascular</b>	36	31	69	22

<b>Seizure Disorder</b>	7	4	6	3
<b>MRSA</b>	6	5	11	0.2

Total Pharmacy Costs

<b>Total Rx</b>	<b>Monthly Ave. Cost</b>	<b>ADP</b>	<b>PIPM</b>	<b>% Increase</b>
<b>2005</b>	\$12,847	534	\$24.06	-
<b>2006</b>	\$9,958	565	\$17.62	-27%
<b>2007</b>	\$12,361	620	\$19.94	13%
<b>2008</b>	\$15,856	659	\$24.06	21%

Total HIV Medication Costs

<b>Total Rx</b>	<b>Monthly Ave. Cost</b>	<b>ADP</b>	<b>PIPM</b>	<b>% Increase</b>
<b>2005</b>	\$3,538	534	\$6.63	-
<b>2006</b>	\$4,303	565	\$7.62	15%
<b>2007</b>	\$6,843	620	\$11.37	45%
<b>2008</b>	\$9,173	659	\$13.92	26%

Infirmery/Off-Site Activity  
 Monthly Averages

<b>Special Need</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
ER Trips	4.0	2.8	3.1	4.8
Hospital Admissions	2.3	1.4	1.1	2.6
Hospital Days	5.4	2.9	4.9	10.3
Average Hospital Stay	2.35	2.07	4.45	3.96
Infirmery Admissions	5.4	3.0	3.0	1.8
Safekeeping Admissions	0.6	0.8	0.9	1.0
Safekeeping Days	9.4	16.2	10.9	13.5

Total Medical Costs (Chart)

Per Inmate Per Day Costs: Total (Chart)

Aggregate Cap: Current FY (Chart)

Medical Expense: Off-Site Costs (Chart)

Per Inmate Per Day Costs: Off-Site (Chart)

Cost Proposal for FY 2010

1. Inflationary
2. Staffing
3. Risk Sharing

CPI Increase

- Medical Component of the CPI as published by the US Bureau of Statistics has averaged 4.36% for the last three years.
- CCS proposing a 4.25% per year for each of last two years (CCS received no increase for FY 2009).

Staffing Increases for FY 2010

0.05 FTE Dental per week (eight hours monthly):	\$14,400
1.0 FTE RN (five days per week, days, including backfill):	
0.05 FTE Dental per week (eight hours monthly):	\$14,400
1.0 FTE RN (five days per week, days, including backfill):	<u>\$85,000</u>
TOTAL	\$99,400

Dental Justification

- Averaging over 20 dental exams per month
- Averaging over 20 extractions per month
- Averaging over 1 filling per month

RN Justification

- Increase in population and acuity
- New NCCHC standards for 2008
- All 24 hour holds now requiring screening

Staffing with Proposed Increases (Chart)

Risk Sharing Proposal: FY 2010

Key Statistics for CAP Calculation

Current Rx average (annual)	\$190,272
Offsite Costs FY 2008	\$868,864
Offsite Costs FY 2009*	\$1,481,900

Even without FY 2009, current trend is over \$1,000,000 per year.

\*projected based on first five months of FY09

Summary: Cost Proposal for FY 2010

Base Price: FY 2009	\$2,498,800
4.25% increase *2yrs=8.5%	\$212,398
Staffing Increases	\$99,400
Increase Cap floor by \$100,000	<u>\$100,000</u>
Total Base Contract Increases	\$411,798

Potential Risk Sharing Increase (from 100k to 240k) \$140,000

Summary FY2010

Base Cost: \$2,498,800 + \$411,798=\$2,910,598	PIPD=\$11.47*
Worst Case: \$2,910,598+ \$240,000= \$3,150,598	PIPD=\$12.42

\*Assumers population of 695 for FY 2010

\*Proposal assumes no change to Per Diem

Per Inmate Per Day Costs: Total

Vice-Chairman Reckhow raised an issue about the jail population. She stated that the numbers that are being presented are not consistent with the recent numbers received from the District Attorney's office.

Ms. Harris informed the Board that the detainees in the youth home are able to maintain their Medicaid coverage. However, individuals in the detention center lose their healthcare coverage once they are incarcerated.

Shonicia Jones, CCS Health Services Administrator, addressed Commissioner Howerton's question about the Youth Home assessment. She stated that the presentation does not include information pertaining to the Youth Home. She added that if a staff person is not able to manage the current situation, the inmate is sent to the State hospital.

Ms. Harris ensured the Board that CCS is reviewing ways to obtain cheaper HIV drugs. CCS is trying to take advantage of the State policy that provides HIV medications for inmates at a discounted rate. She informed the Board that some of the health conditions are diagnosed in jail.

The Board discussed the cost that is incurred as it relates to the inmate cost per day.

The following questions were asked:

- Do patients normally go to Durham Regional?
- If patients go to another facility, would the 50% discount apply?
- How many people are in the Youth Home?
- What is the population at the Youth Home?
- Are any inmates in the detention facility on Medicaid?
- Is the healthcare coverage reinstated once the inmates are released?
- When the inmates are placed on house arrest does that reinstate Medicaid?
- How are the patients transported?
- Are there pharmacy contracts with the State regarding the inmate population?
- What is the length of time it takes for an inmate to get through the court system?
- Are some of the health conditions developed in the jail?

#### Directives

1. Generate data from other County owned hospitals regarding increased discounts.
2. County Manager to review the numbers as it relates to the jail population.
3. Follow up on hospital charges to negotiate a better deal if there are other counties in the state.
4. Obtain accounting of what the real cost are for holding inmates in the detention facility.
5. County Manager to review how funds come out of the Sheriff's budget as opposed to the Public Health budget.
6. Chairman Page and the County Manager to consider attending the stakeholders meeting.

7. Patrick Cummiskey to bring information regarding the self-insured retention; provide what the costs were; and what was paid in terms of the share.

### **Durham System of Care Presentation**

Ann K. Oshel, M.S., Adult System of Care Coordinator, introduced this item stating that the System of Care is a national best practice model that incorporates a comprehensive array of services and supports into a coordinated network of care built on partnerships and collaboration to promote system alignment. Child System of Care was implemented in Durham County in 2002 and expanded to the adult service system in 2007.

Ms. Oshel provided the following update on the accomplishments and priorities of Child and Adult System of Care as well as the upcoming infrastructure changes:

#### Mission Statement

Durham System of Care (SOC) will develop and maintain an integrated, streamlined service delivery system based on best practices, outcomes and accountability while providing leadership for system level change and continuous quality improvement. “The System of Care offers the best possible programmatic, fiscal, and organizational context for implementing and sustaining evidence-based interventions”.

#### Basic Tenets of SOC

- Comprehensive, incorporating a broad array of services and supports
- Individualized, strength-focused care
- Services provided in the least restrictive setting with sensitivity to cultural needs.
- Coordinated at both the system and services delivery levels
- Involves individuals, youth, and families as full partners
- Encompasses prevention and intervention efforts
- Flexible service provision
- Accountability

#### History of Child SOC

- August 2002: key County leaders commit to work to develop a community-wide SOC:
  - Public Health
  - Social Services
  - The Durham Center
  - Juvenile Justice and Delinquency Prevention
  - Durham Public Schools
  - Chair, County Commissioners
  - Assistant County Manager
  - District Court Judge
- Leaders sign Memorandum of Agreement to serve as a guide for implementation of SOC in Durham County for all children and families

- This leads to the creation of a System of Care infrastructure
- November 2007: Adult SOC Coordinator hired
- February 2008: Care Review implemented
- May 2008: Adult Development Specialist hired
- September 2008: Care Review expanded to Urban Ministries
- Approach virtually unprecedented across the nation

#### The Value of Our Work

- Positively affects the structure, organization, and availability of services
- Built on collaboration that transcends systems to create a more coordinated services delivery system
- Shared values and beliefs can leverage system change
- Can yield cost savings by reducing duplication in the system

#### Accomplishments of Child SOC

- Cost savings
  - 2001: Durham spent \$2,000,000 on court-ordered out-of-home placements
  - Last several years: \$0 budgeted
- 5% of our youth in non-family foster care settings compared to 13% in other large counties and 14% statewide
- Out-of-home placements down from 50% to 10%
- Lowest out-of-home replacement in the state for youth involved in mental health services
- Child and Family Teams achieving fidelity to SOC values and principles comparable to national average
- 329 individuals trained by DSOC
- Responded to 225 requests for technical assistance
- Network of Care utilizations doubled between FY07 and FY08
- Recognitions
  - 2004 Ketner Award, North Carolina County Commissioners Association
  - 2004 Programs of Excellence Award, North Carolina Council of Community Programs
  - 2006 Excellence in Community Collaboration, National Council for Community Behavioral Healthcare
- Highly successful in engaging community partners, particularly non-traditional partners
- Identified focus areas for collaboration and organized workgroups to address system issues
  - Homeless services
  - Criminal Justice services
  - Crisis services
- Co-sponsored Homeless Community Forum attended by 70+ people from 33 community organizations/churches
- Implemented Care Review

- Recruited 41 people from 24 community agencies and churches to serve on four teams
- Quadrupled number of Care Review slots since February 2007
- Hosted 101 Care Reviews and 15 community planning meetings in one year
- Developed specialized Care Review teams for DPD and re-entry from jail/prison
- Quarterly increase in referrals from agencies outside of mental health
- Established “Welcome Home” basket initiative and delivered 30+ baskets to people transitioning out of homelessness
- Developed and distributed 1000+ copies of a community resource card for emergency personnel

#### Highlights of Care Review Data (Chart)

##### Priority Areas of Child SOC

- Common consent implementation
- Recognized partners
- Complete Train-the-Trainer and Coaches Pool
- Complete 2008 End-of-Year Outcomes report and dissemination of FY09 surveys

##### Priority Areas of Adult SOC

- Participating in two Duke-Durham Planning Grants
- Provide leadership on two System Change workgroups
  - Increased number of initial successful disability benefit applications
  - Develop a community discharge policy from State psychiatric hospitals to homelessness
- Facilitate a Homeless Steering Committee and workgroups to address treatment/support needs
- Collaborate with community partners on grant/foundation funding opportunities
- Infusion of more evidence based practices

##### Rationale for Combined Infrastructure

- Can positively affect practice and outcomes
  - Streamlined processes for special populations (transition aged youth) and issues (discharged planning from State institutions)
- Creates opportunity to take a broader view of system building and quality management
- Allows for more holistic and comprehensive planning and engagement of partners
  - Cross training of agencies
  - “No wrong door” access to services

##### Next Steps

- Continue to outline combined priority areas
- Develop a plan to address changing work assignments and roles/responsibilities



- Work with community stakeholders to propose a governance structure addressing the combined and unique needs of the child and adult service delivery systems.

Comments were made discussing the importance and the value of System of Care program and the need for it in the community.

Ms. Oshel responded to Chairman Page's question regarding SOC's interaction with panhandling. She stated that SOC has collaborated with Open Table Ministry and Housing for New Hope to begin some outreach efforts. It is a long process of engaging. SOC interact with individuals to determine where they lived before coming to Durham.

The Board held a discussing regarding panhandling.

The Board was informed of the discharge policy that had been developed for mental institutions that work closely with the staff at Central Regional Hospital to make alternative discharge plans. There is also a collaborative effort that looks at alternative ways to panhandling.

The Board thanked the staff on their presentation.

### **Durham Workforce Development Board Annual Report Presentation**

Kevin Dick, Director, Office of Economic and Development, presented the following Workforce Development Board Annual Report:

2007-2008 Annual Report  
Helping Businesses Find People  
Helping People Find Career

#### 2007-2008 Highlights

- 2008 Youth Summit-60 youth from diverse backgrounds attended the fifth annual summit
- Durham JobLink obtained Charter Level III Status – The highest status awarded for a JobLink Center in North Carolina
- EPA Brownfields Job Training Program – Stated program goals to train 60 NECD Residents – 20 currently enrolled in training
- JobLink Recognition Ceremony – Honorees included JobLink Adults, Youth, Business Partner, Career Advancement Partner, and Community Partner(s) of the year
- Earned \$116,000 in Incentives for:
  - Superior Job Placement, Retention, and Earnings for Adults, Laid-off Workers, and Youth
  - Meeting/Exceeding Educational Attainment Goals of Participants
  - Upgrading Customer Service of the JobLink to the Highest Recognized Level
- Recognized by the State Division of Workforce Development for being ONE OUT OF ELEVEN workforce development boards to pass newly adopted state board standards

- Regional Workforce Development Forums – Over 100 attendees including businesses representatives from the Healthcare, Education, Bioscience, and Communications industries

#### Value Added to the Community

Through the Durham JobLink Career System We Provide:

- Services to All Job Seekers Including
  - Low Income Adults and Youth
  - Laid-Off Individuals
  - Ex-Offenders
  - Other Special Population

#### Programs for All Job Seekers

- 2,645 Individuals Employed
- 11,527 Registered Job Seekers
- 48,104 in Customer Traffic (repeat visits by job seekers)
- Over 4,700 new job listings from businesses with over 5,200 new openings
- Job Seeker Demographics
  - 78% African American
  - 17% White
  - 1% Hispanic
  - 4% Other
  - Male – 52%
  - Female – 48%
  - 6% Under 21
  - 23% Between Ages 22-29
  - 27% Between Ages 30-39
  - 26% Between Ages 40-49
  - 18% Age 50+

#### Programs for Unemployed, Underemployed, and Laid-Off Workers

- 147 individuals found employment
- 94% of Dislocated Worker and 80% Adult participants were still employed after six months
- 51 people that were employed also received an educational credential
- Placement wage goals for participants were exceeded
- Demographics – 218 Adult and Dislocated Worker Participants
  - 85% African American
  - 13% White
  - 2% Hispanic
  - Male – 28%
  - Female – 72%
  - 16% Under 21
  - 39% Between Ages 22-34

- 31% Between Ages 35-49
- 14% Age 50+

#### Programs for Youth

- 143 youth were served in the Durham Youth Employed and Succeeding Program
  - 36 Youth entered employment
  - 14 received their GED
  - 10 youth entered college stayed
  - 93 continued to receive services
- 77 youth were placed in summer employment positions
- 22 Students participated in the Working Hard on Achieving Program – 17 attained summer employment
- A RFP was issued in 2008 to procure leadership development, mentoring, and GED and tutoring services for youth
- Demographics
  - 92% African American
  - 3% White
  - 5% Hispanic
  - Male – 38%
  - Female – 62%
  - 69% Between Ages 16-18
  - 31% Between Ages 19-21

#### JobLink Ex – Offender Program

- 130 Ex-Offenders received employment and training services
- 98 participants were either placed in employment (86) or training (12) during the year
- 70% of ex-offenders who entered into employment through the program, sustained employment after six months
- Demographics – 130 Ex-Offenders Participants
  - 92% African American
  - 6% White
  - 2% Hispanic
  - Male – 82%
  - Female – 18%
  - 5% Under 21
  - 37% Between Ages 22-34
  - 49% Between Ages 35-49
  - 9% Age 50+

Nicholas McCoy, Interim Senior Workforce Development Manager, continued the presentation as follows:

- Services to All Businesses Including Those In Durham's Four High Demand Target Industries
  - Healthcare
  - Higher Education

- Information Technology
- Bioscience
- \$41,230 in Grants to businesses to train existing workers at two Durham companies in Lean Manufacturing, Productive Maintenance, Value Stream Mapping, and Highway Safety

#### EPA Brownfields Job Training Program

In 2008, OEWD received a \$200,000 EPA grant to train 60 NECD residents in an Environmental Technology program

- 70 applications were received from NECD residents, 35 applicants interviewed, and 23 participants were enrolled in the first eight week class starting on 1/26/09
- Participants will gain skills/certifications so as to seek competitive employment in environment in environmental/green jobs
  - Lead Abatement
  - Soil/Water Sampling
  - Hazardous Material Handling
  - Brownfields Remediation

The following challenges will have an impact on Durham's Workforces Development initiatives

#### Challenges in 2009

- Unemployment Rate
  - Increase from 3.8% in December 2007 to 6.2% in December 2008 for Durham County
- Business Closures & Lay-Offs
  - 1,327 employees were affected by numerous business closures/lay-offs in 2008
- Greater Demand for JobLink Resources

#### Opportunities in 2009

The following opportunities can have an impact on Durham's Workforce Development initiatives

- Stimulus Package
  - Durham WIA investments stand to substantially increase in the near future
- Work experience/on-the-job-training (OJT) opportunities
  - OEWD can work to place a number of Unemployed/Underemployed Durham Residents in Work Experience and OJT contracts within Private and Public Entities

#### Upcoming and Ongoing Initiatives

- Mayor's Summer Youth Program (Expanded this year)
- Year Round Work Experience Program for Adults, Youth, and Ex-offenders
- Local Marketing Initiatives
- Regional Collaboration Initiatives
- Improved Assessment Tools for Job Seekers and Businesses

- Planning for Arrival of Stimulus Funds in Order to Expand JobLink Programs
- Strategic Partnerships with Faith & Community-Based Organizations & Other Key Stakeholders

Mr. Dick answered Commissioner Heron's question about what is being done to encourage youth to stay in school and what is being done in the program for older adults. He explained that the WDB dropout prevention program is used to encourage the youth to stay in school and to improve their grades. He informed the Board that a senior program has been housed at the JobLink center to work with senior citizens with job development (through the City's Neighborhood Improvement Services Department). More money will be received to help individuals that are laid off.

Chairman Page pointed out how the youth would enjoy interacting with professionals in a professional work environment. He acknowledged businesses that are willing to give youth the opportunity to train in a skilled environment.

Mr. Dick responded to Commissioner Howerton's question about the job seeker demographics. He stated that there are a number of African Americans that register at the center; however, the challenges are getting the Hispanics to come to the JobLink center to register. The WDB continues to step out under the outreach initiative.

Chairman Page shared his appreciation with what is being done. However, he pointed out how people are not prepared when applying for jobs.

#### Directives

1. County Manager work with WDB and look at using the stimulus money to provide summer jobs for youth.
2. Review the adult programs to see if the County could provide meaningful work experience.
3. Staff to explore additional opportunities to utilize the stimulus funds for the youth.
4. County Manager to talk to Greg Schuster, Open Space Land Manager, regarding the New Hope project.
5. Collaborate with organizations on how to better prepare citizens for job interviews

The Board thanked Mr. Dick and Staff for their presentation.

#### Adjournment

There being no further business, Chairman Page adjourned the meeting at 12:56 p.m.

Respectfully Submitted,

Angela Pinnix  
Clerk to the Board's office