

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

Monday, June 10, 2002

1:18 P.M. Budget Worksession

**MINUTES**

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

Present: Chairman MaryAnn E. Black, Vice-Chairman Ellen W. Reckhow, and Commissioners Joe W. Bowser, Philip R. Cousin Jr., and Becky M. Heron

Absent: None

Presider: Chairman Black

**Office of the Sheriff and Detention Center—Budget Presentations**

Chairman Black called on Sheriff Worth Hill to make his budget presentation to the Board of County Commissioners.

Sheriff Hill made the following remarks about his proposed budget:

Durham County  
Office of the Sheriff

Asked to cut 5 percent—approximately \$1.1 million from an agency driven mainly by mandated services. The original budget submitted to the Manager identified a 4.4 percent reduction (\$939,146).

- Detention services operating budget cut--\$127,000.
  - Cut 10 percent from last year's adopted budget.
- Law Enforcement services operating budget cut--\$573,000.
  - Cut 25 percent from last year's adopted budget.
  - Puts us back to the same funding level as in 1997-1998.
- Personnel services represent 82 percent of our \$21 million budget.
  - Had to cut \$448,000.
  - Had to absorb approximately \$325,000 in salary, benefit, and retirement increases for over 400 positions.
- No new capital equipment purchases, vehicles, or computer equipment.
- Forced to hold the line on operating budgets for the 3<sup>rd</sup> consecutive year.

Largest Impact of the Requested Cuts:

Vehicles

- Unable to replace fleet vehicles.
- Have 59 vehicles with over 100,000 miles that need replacing.
- Received only 20 new vehicles in the past two years.
- Pose serious concerns for officer safety, response time, and effectiveness.

*Manager has recommended we receive 40 vehicles and equipment.*

- Without vehicle replacement this year, next year 100 vehicles will be over 100,000 miles and need replacement.
- Even considering the lease cost for 40 vehicles, the Sheriff's budget is still under the adopted budget amount from last year.

Building Security

- The Burns Security contract responsible for Judicial and County Administration security will be cancelled.
- Mandated security for the courtrooms will remain and officers will be available to respond to concerns or incidents upon request.

*Manager is proposing Sheriff assume all County Security (20 officers) – to be discussed June 18th*

Personnel

- Overtime—Reduced 50 percent for law enforcement.
  - Overtime only allotted for briefing time/schedule rotation, etc.
  - No security for BOCC meetings, special events, etc.
  - Did not reduce detention overtime (OT essential due to staff shortages).
- Positions—Cut 9 positions.
  - 5 in LEO (3 are deputy positions); 4 in detention.
- Keep in mind recommended staffing for the detention facility was 250 detention officers.
- These cuts will reduce the staffing level in detention to 215.
- Operational and fiscal impacts will be felt.
  - Programs such as work release will be eliminated.
  - Employees are required to work more hours to provide the mandated service of a safe and secure detention facility.
  - Less productivity.
  - Increased overtime expenses.

- More employees are on leave due to stress and burnout.
- Higher turnover rate that incurs additional recruitment and training expenses.
- The mentioned cuts will translate into losing 33 positions in two years (12 detention officers last year; 12 contracted services positions—Burns Security; and the above 9 positions)
- For the first time since I became Sheriff, every position can be filled tomorrow in detention services.

I support the Manager's recommendations for employee compensation. I strongly encourage you to listen and act upon the issues brought forward in the roundtable discussions held for employees earlier this year.

- Benefits
  - Increase flex dollars from \$165 to \$200
    - This represents a 21 percent increase.
    - Health insurance alone is expected to increase 20 percent next year.
    - Many employees have already elected no health care coverage because of costs....concerned these numbers may grow.
- Performance Increases
  - 5 percent for all employees regardless of where they are in the salary range.
    - Unfair for employees to be in the same position, meet the same performance level, and be compensated at different rates. (Punitive for tenured employees.)
    - Under the current system, when you take two steps forward through equity funding, you take one step back by compensating at different rates.
- Longevity
  - Longevity was abandoned in 1993.
  - Affects employee morale.
  - Rewards employees for their commitment through the years—through the good times and the bad.

Budget Figures:

Original Budget 2001-02 (Now)	\$21,282,154
Department Requested 2002-03 (Next year)	\$20,749,370
Manager Recommended 2002-03 (Next year)	\$21,175,808
*Includes 40 new vehicles & equipment	
*Actual Expenditures in 2000-01	\$21,063,548

The Commissioners asked questions and made remarks about Sheriff Hill's proposed budget to which he and his staff responded.

Vice-Chairman Reckhow commended the Sheriff's Department for its accomplishments last year and for the performance indicators developed by the department. The Sheriff's Department did a nice job.

Chairman Black commended the Sheriff for the performance indicators in his budget.

Chairman Black asked the Sheriff to calculate the cost in overtime compared to the cost of hiring one detention officer. The liability issue must be considered when the Detention Center has officers working overtime. Overtime hours can cause stress and burnout. Chairman Black asked that the calculations be given to County Manager Ruffin for his information.

Commissioner Heron said that she attends most of the 911 communication meetings. She recommended that the Sheriff's Department send a representative to the meetings so the department will know what is going on in that area of law enforcement. She asked that the Sheriff's Department continue putting emphasis on child support matters. Commissioner Heron congratulated the Sheriff on the work that he is doing.

Commissioner Bowser added his congratulations to the Sheriff for his accomplishments this past budget year. He emphasized the child support and criminal investigation division work that have been done.

Commissioner Heron asked County Manager Ruffin to put the fee for delivering civil papers on the legislative agenda. The present fee is \$5.00; the Sheriff's Association wants the fee to be increased to \$25.00.

No official action was taken on the Sheriff's Department or the Detention Center's budget.

### **Youth Coordinating Board, Criminal Justice Resource Center, and Juvenile Crime Prevention Council**

Chairman Black called on Deputy County Manager Carolyn Titus (also Interim Director, Youth Coordinating) to present the proposed budget for the above organizations.

Ms. Titus said the purpose of the presentation is to review the County Manager's budget. There is no page for the Youth Coordinating Board in the Human Services section of the budget. Staff's recommendation is to take that department with its funds and use those funds for direct services being provided to youth in Durham County. Those services would otherwise be cut and no longer available to youth. We looked at non-mandated services and those that were not directly affecting citizens. The Youth Coordinating

Board does not provide any direct services to youth. There are approximately \$173,000 of County funds in the Youth Coordinating Board. The four areas where the money would be used follows:

- 1) To Cooperative Extension Service  
Northeast Central Durham  
½ FTE Working with Youth                      \$ 18,732
  
- 2) To Criminal Justice Resource Center,  
Juvenile Day Reporting Center, and  
County match for two ongoing grants  
3.5 Program FTE  
.5 FTE JCPC Support                              \$100,262
  
- 3) To Public Health Department  
1 FTE TOPS Program                              \$ 26,802
  
- 4) To Juvenile Crime Prevention Council  
County Match                                      \$ 10,000

The Board of County Commissioners asked questions and made remarks about the Youth Coordinating Board budget to which Deputy County Manager Titus responded. Ms. Marcia Margotta, Budget Analyst, also assisted with answering the questions.

Commissioner Heron said that staff is playing games with the Commissioners on some of these positions. I don't like that.

Commissioner Bowser asked Ms. Titus to provide a summary of today's comments relative to cutting positions and using the funds in other places.

County Manager Ruffin answered several questions about the Youth Coordinating Board's proposed budget.

Vice-Chairman Reckhow requested additional information on the TOPS program and the Juvenile Day Reporting Center.

Ms. Gudrun Parmer answered questions about the Juvenile Day Reporting Center and the Juvenile Crime Prevention Council.

Commissioner Bowser said clarification was needed about the Youth Coordinating Board's budget.

Chairman Black wanted the TOPS program put back in the Public Health Department's budget.

Chairman Black said she felt strongly about not adding items from the Community Health Trust Fund to the bottom line of the property tax.

Vice-Chairman Reckhow wanted to review the Youth Coordinating Board's budget to find possible cuts so programs providing direct services to children could be saved.

Vice-Chairman Reckhow and Commissioner Heron requested that staff revisit the Youth Coordinating Board's budget to determine where the budget could be cut.

The Commissioners and staff held a lengthy discussion about this budget.

No official action was taken on this budget request.

Chairman Black commented that staff needs to go back and examine the Youth Coordinating Board's budget and Cooperative Extension's budget to see how that money is being allocated.

### **Durham County Public Health Budget**

Mr. Brian Letourneau said this is the toughest of the five budgets he has been associated with due to the 5 percent reduction that was mandated by the County allocation. Staff had to look at ways to protect jobs and to maintain the same service level.

Due to the 5 percent reduction in the budget for next year, 9.4 FTE positions were eliminated. The operating budget for next year was reduced by \$200,000. The County Manager's recommended budget for next year is \$5,059,434 in County support. The total budget for next year is \$14,011,237. The Public Health Department has \$5 million in revenue from grants and fees for services.

The Commissioners asked questions and made remarks about the proposed Public Health budget to which Mr. Letourneau responded. County Manager Ruffin assisted with answering the questions.

Vice-Chairman Reckhow commended Mr. Letourneau and his staff because they handled this budget in a very responsible manner and brought forward a budget without a complaint from the Public Health Board. She was impressed with the approach. She suggested that on performance indicators, Mr. Letourneau benchmark the effectiveness measure and outcome indicators in lieu of so many workload indicators.

No official action was taken on this agenda item.

### **The Durham Center**

Ms. Ellen Holliman, Interim Director for The Durham Center, presented The Durham Center's budget.

Ms. Holliman said the Center is requesting no additional positions. We did our 5 percent cut in County dollars. We allocated a reduction in State funds. We do not know what the allocation from the State will be this next year. The projected cut for next year's State allocation is \$725,000.

Ms. Holliman said that next year our first priority will be to look at and plan for our system reform.

The Commissioners asked questions and made comments to which Ms. Margotta and Dwight Murray, Finance Director, responded. Budget Director Pam Meyer assisted.

Vice-Chairman Reckhow requested that performance indicators be included in the budget document.

Commissioner Heron suggested that The Durham Center hold on to any of its excess money since we don't know what the mental health reform will mean or what the County's position will be.

Chairman Black said that The Durham Center is on the right road to providing better services. As we look at the new mental health reform, I would like the Commissioners to have periodic updates so they can have input in the plan before the final draft.

The Commissioners had a lengthy discussion about The Durham Center's budget and the programs that the Center has in place.

Ms. Holliman thanked the Board of County Commissioners for the support that it has given The Durham Center. The support is impressive.

No official action was taken on this agenda item.

### **Social Services Board**

Mr. Daniel C. Hudgins, Social Services Director, told the Board of County Commissioners that he would present an overview to answer some of the earlier questions about outcomes.

Mr. Hudgins used the following slides to present the Social Services budget:

- Agency Overview
- Vision: To partner with families to achieve prosperity, permanence, and safety
- Organizational Chart
- Services to Vulnerable Children and Adults
- Family Self-Sufficiency
- Program Support

- Demystifying the DSS Budget
- Revenues
- FY 2002 Revenues
- Expenditures
- FY 2002 Expenditures
- Understanding Match Rate
- Sharing Information on Family-Centered Outcomes
- CPS Reports and Substantiations
- Child Placement Performance Indicators
- Links: Improving Outcomes for Children “Aging Out” of Foster Care
- Child Day Care Outcomes
- Work First Caseload Indicators
- Child Support Performance Indicators
- Medicaid Caseload Indicators
- Food Stamp Caseload
- Major Increases in Public Assistance
- Day Care Funding Reductions
- County Share of DSS Budget
- Increasing Latino Population
- Services to Vulnerable Adults
- Continued High Turnover in Child Protective Services
- Supporting Employment in a Weak Economy with a Weaker Safety Net
- Substandard Facilities
- Information Management Plan: Based on our Vision
- Family to Family and Family Well Being

The Commissioners asked questions and made remarks about the presentation to which Mr. Hudgins responded.

No official action was taken on this agenda item.

### **Durham County Volunteer Fire Departments**

Durham County Fire Marshal Jeff Batten began his presentation by introducing representatives from the various Volunteer Fire Departments.

Mr. Batten said he would be presenting an overview of the requested tax rates and associated budgets for the County Fire Departments.

#### **Bahama Fire Department**

Bahama has requested that their tax rate be set at the current .06, which will provide tax revenue of \$351,988.



Bethesda Fire Department

Bethesda has requested that their tax rate be set at the current .055, which will provide tax revenue of \$971,000.

Lebanon Fire Department

Lebanon has requested that their tax rate be set at the current .059, which will provide tax revenue of \$540,596.

Parkwood Fire Department

Parkwood has requested that their tax rate be set at the current .09, which will provide tax revenue of \$960,872.

Redwood Fire Department

Redwood has requested that their tax rate be set at the current .075, which will provide tax revenue of \$422,037.

Eno And New Hope Fire Departments

These Orange County Departments serve areas of Durham County that border Orange County. Orange County sets the tax rates for these districts. It is my understanding that the current rates for these districts are going to remain in place for next year. The current rate for Eno is .440 and New Hope is .05.

Given the tight times we are currently facing and the ever-increasing emergency call volume, I would like to thank the departments that have worked to prepare a budget that keeps the current tax rate and maintain a professional level of service.

I would also like to take time to thank Mr. Steve Crysel, our County Tax Administrator and his staff for working very hard to correct our fire taxing district maps for the New Hope and Eno area. The district boundaries for this area changed recently and Mr. Crysel's staff worked many long hours to ensure the correct district will receive the appropriate funding. With the GIS mapping functions that the County has available now, my staff, along with the Tax staff, are in the process of reviewing all the fire tax districts to ensure that each district is coded properly.

I would like to also thank the County Manager's office for its support of our fire districts, particularly Deputy County Manager Carolyn Titus. Ms. Titus takes time to meet with the individual departments. She truly supports our efforts to provide fire and rescue services throughout Durham County.

I would also like to thank the Board of County Commissioners for its support of the County Fire Departments during the year. Without your support, we could not do what we do. It is reassuring to know we have elected officials who care.

The Board of County Commissioners did not have any questions for the Volunteer Fire Department representatives.

No official action was taken on this agenda item.

### **Emergency Medical Services**

Mr. Mickey Tezai, Emergency Medical Services Director, presented the Emergency Medical Services budget to the Board of County Commissioners.

Mr. Tezai said the Emergency Medical Services Department has struggled very hard to get where we need to be in the overall scheme of things. The most significant impact is the loss of 8½ of our current positions. The good part is that the positions are all vacant at this time. It is significant to note that the number of responses has not decreased. We are going have to try to maintain, with fewer personnel, the response time averages that we currently achieve. The Volunteer Fire Departments understand the situation with the County and the Emergency Medical Services. Most Volunteer Departments have agreed to continue to participate at the current level based on the level of funding the EMS Department has received.

Other significant pieces of our expense operation are the continued work on the Lebanon Fire Department station purchase and the land purchase and construction of the building approved in the bond referendum to replace the Lincoln Community Health Center operation.

Mr. Tezai said the new Medicare fee schedule finally arrived. Various implementation phases of the schedule are underway and take five years to complete. The final stage will be completed next year with full implementation. The Medicaid cost reporting process continues to be of benefit to us. We received an incremental payment in the amount of \$89,000 this year. The Medicaid payment should have been twice that much. The rate structure should be upgraded. Starting April 1, 2002, we are charging for ground mileage. This is the first time Medicare will allow us to charge for ground mileage.

Mr. Tezai reported that the department qualifies for the replacement of about 25 computer workstations, which are needed.

The EMS Department is going to change the collection agency it is now using. We are working with the County Attorney's office and the Tax Administration office in our collection efforts. We are using a new process to improve the garnishment collection.

The auto mechanic that was on the Durham Regional Hospital payroll has been placed on the Durham County payroll. The department has developed a maintenance program with the following four County departments: Fire Marshal, Criminal Justice Resource Center, Animal Control, and Animal Protection. The program should save the four departments approximately \$10,000 - \$12,000 in labor during the remainder of the year.

The Commissioners asked questions and made remarks about the Emergency Medical Services budget to which Mr. Tezai responded.

Vice-Chairman Reckhow requested a copy of the Medicare fee structure.

The Commissioners thanked Mr. Tezai for the job that he is doing and for the service he is providing the citizens in Durham County.

### **Durham Emergency Communications Center**

Deputy County Manager Carolyn Titus introduced Chuck Johnson, Director of Durham Emergency Communications Center. He reviewed the focus of this year's budget changes. The difference between last year and this year's budget is primarily the purchase of the Emergency Medical Dispatch (EMD), a \$220,000 expenditure. Our share of that cost is 29 percent based on the interlocal agreement. Our medical director that underwrites our liability and the provision of those services has recommended the purchase of the EMD. EMD is a system by which we involve the communicators with emergency medical dispatch and has been in place in many jurisdictions across North Carolina for as many as five or seven years. We are lagging behind. The Medical Director and the 911 Advisory Board have wanted this equipment for several years. The (EMD) system can help the Center address some of the staffing issues of 911.

Mr. Johnson said the primary issues are staff retention and the Emergency Medical Dispatch. Emergency Medical Dispatch is tied to employee retention in the area of pay restructuring.

Mr. Johnson began his comments by talking about employee retention. He discussed the following seven targeted areas:

- Strategic Recruitment
- Form Recruitment Team
- Applicant Orientation
- Enhanced Applicant Testing
- Provide for Career Advancement
- Emergency Medical Dispatch Certification
- Adjust Scheduling to Include Two Permanent Shifts

After the discussion on employee retention, Mr. Johnson made a presentation on the Emergency Medical Dispatch system.

The Commissioners asked questions and made remarks about the Durham Emergency Communications Center to which Mr. Johnson and Ms. Titus responded.

Vice-Chairman Reckhow requested that additional information be provided to the County Commissioners relating to raised revenue and the department's fund balance.

Chairman Black said the request for revenue figures and fund balance will be provided to the Commissioners.

Commissioner Heron said if the City would agree, the 911 Communications Center could be put under the County's Emergency Management Department.

Chairman Black said that discussion could be put on the City/County Committee meeting agenda.

Chairman Black requested that the 911 Communications Center be put on the City/County Committee meeting agenda.

### **Public Hearing ½-Cent Sales Tax**

County Attorney Kitchen told the Commissioners that staff has tentatively set the public hearing on the raising of the ½-cent sales tax for the June 24, 2002 Regular Session.

### **Occupancy Tax**

County Attorney Chuck Kitchen told the Commissioners that he has sent Senator Gulley a letter about the Occupancy Tax. Attorney Kitchen said he worked out the technical corrections.

### **½-Cent Sales Tax**

Vice Chairman Reckhow said that she could not support increasing the sales tax by ½-cent if we go forward with the County Manager's recommended property tax increase of four cents. I think we should go back and ask the Manager to revisit his proposed budget to find more savings and consider holding back on the new initiatives that he has in the budget. If we get the ½-cent sales tax or the reimbursement, we could then consider these new initiatives. I am going to vote against the proposed budget or the ½-cent sales tax.

County Manager Ruffin said he would provide the Commissioners with other possible options to consider in funding the proposed budget.

A lengthy discussion followed about the ½-cent sales tax.

### **FY 2002-2003 Proposed Budget**

Commissioner Heron said that she sees a lot of inequities in this budget that she is unhappy with and will not support.

**Closed Session**

Commissioner Bowser moved, seconded by Commissioner Cousin, to adjourn to closed session pursuant to G.S. 143.318.11(a)(6) to consider a personnel matter and pursuant to G.S. 143.318.11(a)(5) to instruct the County staff concerning the position to be taken on negotiating a proposed contract for the acquisition of real property.

The motion carried unanimously.

Respectfully submitted,

Garry E. Umstead, CMC  
Clerk to the Board