

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

Thursday, February 8, 2018

9:00 A.M. Worksession

**MINUTES**

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

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

Presider: Chair Wendy Jacobs

**Citizen Comments**

The Board of County Commissioners provided a 30-minute comment period to allow Durham County citizens an opportunity to speak. Citizens were requested to refrain from addressing issues related to personnel matters.

John Tarantino, of Tarantino Durham, performed a musical selection regarding the Confederate Statue that was toppled on August 14, 2017. He believed the removal of the statue, and others across the nation, was an attempt to erase history.

**Discussion Items:**

**18-0576 Presentation of 2017 Resident Survey Data**

Drew Cummings, Chief of Staff, stated that for the third consecutive year, Durham County partnered with the City of Durham to conduct a resident survey. Staff worked with the City, DPS, and the Board to ensure the survey questions were meaningful and actionable. The survey, conducted in late Fall 2016, presented information about service quality and resident prioritization of services. This data, including trends from the past two years, would be used to help Durham County make service improvements in the spirit of the County's continuous improvement model, Managing for Results. The survey also enabled Durham County to compare itself to other, similar-sized communities across the United States.

Jason Morado, Senior Project Manager for ETC Institute, went over the purpose of survey and major findings of the study. There were 609 total completed surveys returned.

Commissioner Howerton asked Mr. Cummings to provide her with the location that the dissatisfied ratings were coming from—they were not displayed in the maps on the PowerPoint, but were included in the graphs in the full report.

Commissioner Reckhow wanted to discuss the low ratings regarding raising children and public education, specifically the ratings according to geographic area. Mr. Cummings stated that there was a software that was developed to allow the Board to play with the data and see it according to different variables. This would be shared with the Board.

Commissioner Reckhow wondered whether the report findings had been shared with Durham Public Schools. Mr. Cummings stated that he would be sending it to the superintendent.

Vice Chair Hill pointed out that public schools was ranked the highest in the question that asked which services people would be willing to pay higher taxes for, but Pre-K ranked low. He wondered why this was so. Mr. Cummings stated that the way the answers were worded could have impacted the responses. Staff was limited in how many words could be included per answer. Chair Jacobs suggested wording the question as a more general statement about the topic (such as “how important is universal access to Pre-K?”) rather than using “subsidized Pre-K” as an answer choice.

Commissioner Howerton inquired as to how households were selected and how the surveys were administered to the public. Mr. Morado stated that households were selected completely at random and the survey was administered via mail. The mailed survey had a cover letter that included a URL to the online version of the survey—this gave households the option to complete and submit the survey electronically as well. Staff then followed up on the surveys by calling the households or emailing them. Commissioner Howerton advocated for having the survey sample represent the diversity of the entire Durham population.

Chair Jacobs wanted staff to dig in deeper in the results of the survey. She felt that it was important to use the survey results to identify areas of improvement. The following were findings from the survey that jumped out at her:

- Only 29% of residents said they were satisfied with the level of public involvement with local decision making.
- Pages 18-20, 41, and 47 of the full report which delved into county customer service and response, county efforts to keep residents informed, ease of contact with the county, and county website.
- 22% of respondents had lived in Durham for less than five (5) years.
- In map Q1.22, the dissatisfaction with schools was highest in South Durham.

Commissioner Reckhow asked when this report was received. Mr. Cummings stated that staff received the rough draft in late January and the final revisions were received the week prior to the meeting.

**Directive:**

- **Drew Cummings to provide Commissioner Howerton with the location that the dissatisfied ratings were coming from—they were not displayed in the maps on the PowerPoint, but were included in the graphs in the full report.**

### **18-0637 Classification and Compensation Study**

The Board was requested to authorize the County Manager to enter into a contract with Management Advisory Group International (MAG), Inc. to conduct a comprehensive Classification and Compensation Study for the County as specified in RFP #18-015. The funding was budgeted and approved by the Board in the FY17-18 budget. The study would include performing a comprehensive review of the County's classification and compensation systems. The proposal was reviewed by an Evaluation Committee of County Employees which included detailed reference checks. Management Advisory Group International, Inc. was interviewed by county employees. Based on the RFP proposal, interview process and reference checks, staff recommended Management Advisory Group International (MAG), Inc. to complete the classification and compensation study.

Anthony "Tony" Noel, Human Resources Manager, stated that the County put out the RFP and only received one (1) response and that was from MAG, Inc.

Chair Jacobs was surprised that the County only received one (1) response and inquired as to how long the RFP bid period was. Mr. Noel stated that it was open for two (2) weeks in December 2017. Chair Jacobs noted that the Board approved this at the end of June 2017. She wondered why this took six (6) months. Mr. Noel explained that staff needed time to classify the positions. Human Resources also had to fill vacant staff positions to help complete this work.

Commissioner Reckhow, Mr. Noel, and General Manager Claudia Hager discussed the compensation study work that MAG, Inc. would perform. This included helping the County set competitive salaries for specific positions that the County was unable to fill due to poor salary offers. Many of these positions were in IS&T.

Mr. Noel stated that the process would include having MAG, Inc. host information sessions to employees for a week. Information sessions would allow employees to learn the purpose of the study, the expectations, the importance of their participation, how to participate, and when their submission was due. The Classification and Compensation Study would remain open for two (2) weeks. The plan was to receive the final draft from MAG, Inc. by the end of April 2018.

Commissioner Reckhow suggested that the County could offer incentives to get employees to answer the study. Manager Davis stated that innovation staff would be asked to look at possible incentives that could be offered.

Commissioner Carter was concerned with the tight schedule of the project and the possibility of not receiving many responses by the deadline. Ms. Hager stated that it was acceptable to achieve around 50% participation in larger departments, but the smaller departments would need close to 100% participation. Staff would attempt to have management encourage employees to participate.

Chair Jacobs stated that this was comparative to the Evergreen Study, which was a long, expensive process. The work done by MAG, Inc. was going to cost the County \$149,500 and was more of an update. She inquired as to how this would fit into how the County retroactively addressed some of the compensation issues in the Sheriff's Department. Ms. Hager stated that

when the findings occurred, they would be categorized by the various job classifications and as it related to the Sheriff, staff would segment it out to be addressed because the dollars were set aside already.

### **18-0630 Light Rail Quarterly Update**

The Board was requested to receive this update from GoTriangle staff on the status of the Durham Orange Light Rail Transit (DOLRT) project. GoTriangle staff previously agreed to bring the Durham Board of County Commissioners quarterly updates on the progress of this important community project.

Chair Jacobs asked whether there would be a one (1) page type of document made for the community with graphics, visuals, key numbers, etc. John Tallmadge, Director of Regional Services Development Department stated that the annual report would be made available on the website.

In watching the Wake Transit Plan move into implementation, Commissioner Reckhow was struck by the very detailed and comprehensive approach they were taking. She noted the transparency and accountability measures that were in place. She felt that this project was very light in comparison with respect to those characteristics. She encouraged staff to mimic Wake County's methods. Mr. Tallmadge understood.

Matthew Clark, Government Affairs Manager, provided an overview of topics related to the status of the Durham-Orange Light Rail Transit Project including contracts, DBE participation, funding, contingency funds, schedule, design progress, and public involvement.

GoTriangle hosted a successful visioning workshop at the Hayti Heritage Center on Tuesday, January 16, 2018. Chair Jacobs wanted to know how the Board could see the results of the visioning workshop. She wanted all the ideas and content generated at the event to be documented, shared and accessible to the public. Mr. Clark stated that the lists were all captured by staff.

Commissioner Howerton brought up diversity. She was concerned that GoTriangle did not represent the diversity of Durham; the people making all the decisions looked nothing like the people riding the transit system. She stated that she would continue to raise this issue because the people of the community continued to raise it. Commissioner Reckhow stated that the staff at GoTriangle had become more diverse and encouraged Commissioner Howerton to attend a board meeting. She added that the diversity was not just seen in the bus drivers, but in all levels of the organization. Chair Jacobs stated that there was a new GoTriangle subcommittee that she felt Commissioner Howerton would be a good fit for. Danny Rogers, D-O LRT Projects Director, stated that he heard Commissioner Howerton's message and that GoTriangle would take into consideration what roles people were playing when showing to the public. He acknowledged that GoTriangle had a lot of staff opportunity to take advantage of and diversity was important to them.

Commissioner Carter thanked Commissioner Howerton and felt that the Board and staff benefitted from reminders regarding racial and gender equity.

Commissioner Carter requested information as to any concerns raised at the Hayti Heritage Center visioning workshop.

**Directives:**

- **GoTriangle to provide the Board the results of the visioning workshop held at the Hayti Heritage Center on Tuesday, January 16, 2018. This included all the ideas and content generated at the event, not just the top three (3).**
- **GoTriangle to provide Commissioner Carter requested information as to any concerns raised at the Hayti Heritage Center visioning workshop.**

**18-0639 Joint City-County Committee on Public Confederate Monuments and Memorials**

The Board was requested to receive a report on the framework for the Joint City-County Committee on Public Confederate Monuments and Memorials that came out of the meeting with the City and County Clerks, City and County Managers, Mayor and Chair of Board of County Commissioners. The next step was the final approval of this framework to move forward with the committee appointment process.

Chair Jacobs went over the framework. The Committee responsibilities were:

- Engage the Durham community in an expansive and transparent public process regarding public monuments and other remnants of the Confederacy present in Durham.
- Make recommendations to the Board of County Commissioners regarding disposition of the toppled Confederate statue as well as the remaining monument outside of the Old Courthouse/ County Administration Building
- Catalogue any other public Confederate monuments or symbols of the Confederacy in Durham and recommendations as to their future disposition to the City Council and Board of County Commissioners

Co-chairs with Historic/Subject Area Expertise would be appointed by the Mayor and the Chair of the County Commissioners. The Durham Heritage Alliance would provide guidance, support and historical and cultural expertise. Adam Lovelady from the UNC School of Government would provide legal expertise. Michelle Parker-Evans, Clerk to the Board, would provide logistical support with respect to meetings. City and County Clerks would oversee the committee application process. There would be 10 Committee members: the City Council and Board of County Commissioners would each appoint five (5) members. Two positions, the City and County to appoint one (1) each, were designated for members with historical expertise.

The timeline was as follows:

February/March 2018	30 day application period conducted
April 2018	Appointments made by the City Council and County Commissioners
May-November 2018	Committee convenes
November 13, 2018	Committee to report recommendations to Joint City-County Committee

County Attorney Lowell Siler stated that Adam Lovelady was willing to offer his expertise, but made it clear that some of the key decisions would need to rely on the County and City Attorneys.

Commissioner Reckhow raised the issue of the “Monuments and Memorials” in the Committee’s name being plural. She felt this was inappropriate as they had only identified one such monument. She stated that the Durham Heritage Alliance was already planning to do some outreach for this issue. She wondered why the County did not consider asking them to do this work rather than creating a new committee. Chair Jacobs stated that the Committee would not only focus on the statue, but also any kind of Confederate symbol such as the naming of buildings. A notable instance was Julian Shakespeare Carr’s name on the middle school building at Durham School of the Arts (which had been removed). She added that the County did not know if there were more such instances as an assessment had not been performed yet. The Durham Heritage Alliance was hosting free history lessons to educate the community on Durham’s history. Education was a key component of the public engagement process, but the Committee also created an opportunity for public participation as well as researching legal issues.

Commissioner Howerton asked if the Chair would now appoint people to boards without the Board being a part of the process. Commissioner Reckhow concurred and suggested that Chair Jacobs bring her recommendation to the Board rather than appoint the co-chair herself.

Commissioner Carter fully supported this as it was and did not have a preference to having the Chair and Mayor choose the co-chairs or the Chair bringing recommendations to the Board. She considered this Committee a special board.

Vice Chair Hill also considered it a special Committee and pointed out that the Chair was only choosing the co-chair, not the entire half of the Committee. He asked Commissioner Howerton if the concern was that there was too much power being vested in the Chair. Commissioner Howerton noted that there was only one (1) other instance of the Chair appointing members without Board input and it was for the Workforce Development Board. Commissioner Reckhow added that that rule was changed once it became clear that it did not comply with the Boards’ rules.

Commissioner Carter moved, seconded by Vice Chair Hill, to suspend the rules.

The motion carried unanimously.

Commissioner Carter moved, seconded by Commissioner Reckhow, to approve the process as it was written with the understanding that the Chair would return to the Board with a recommendation for co-chair.

The motion carried unanimously.

**18-0617 Request to Approve Six Positions Mid-Year for the Department of Social Services Child Welfare Division**

The Board was requested to review and approve six new positions for the Department of Social Services Child Welfare Division. This request sought authorization to establish five new Child Welfare Social Worker positions and a Child Welfare Social Worker Supervisor to deliver Child Protective Services for the County of Durham.

This request was generated due to a staffing shortage within Child Protective Services that prevented the Department from meeting the required caseload standard of one (1) worker per 10 cases. In addition, new state legislation was driving performance standards for County Social Services that required that certain benchmarks be met within the program or the County could face potential corrective actions and/or state assumption of the program. Ensuring adequate staffing capacity was one of the critical steps in meeting new state requirements under HB 630.

This request would not require any additional funding from the County for FY2018. The positions would be funded from lapsed salaries identified from currently vacant positions within DSS. Starting July 1, 2018, to maintain these new positions and all other current positions within Child Welfare, DSS would request an additional \$593,333 in the FY2019 budget request.

Chair Jacobs encouraged the Board to look at the attachments, specifically the strategic plan document that Ben Rose, Director of DSS, planned to implement to address retention issues and improve DSS overall.

Chair Jacobs asked if the item would be on the consent agenda. Manager Davis confirmed that it would be.

Attorney Siler strongly supported this item because of the short staffed departments that dealt with child welfare as well as the increased number of incidents seen in the community.

Commissioner Carter was a member of the Community Child Protection Team (CCPT)/Child Fatality Prevention Team (CFPT). She was confident that increasing the number of child welfare social workers would be a recommendation included in their annual report to the Board.

**18-0603 Security Services Contract Amendment - HHS Screening Officer Additions, Specialty Pay and Insurance Increases**

The Board was requested to receive the staff report and provide staff with policy guidance towards the implementation of a security screening pilot program at the Health and Human Services (HHS) building, the creation of a sergeant and dispatcher specialty designation with hourly pay increases, and the inclusion of insurance costs.

Motiryo Keambiroiro, General Services Director, stated that staff was requesting policy direction regarding the aspects of a proposal to provide additional security officers and screening equipment to implement a security screening process in the main lobby of the HHS building.

The Department of Social Services Board requested that the county add a security screening process at the HHS main entry lobby to mitigate the threat of weapons and other prohibited items

from being brought into the facility. Security vulnerability assessments conducted in 2014 by Security Management Consultants as well as a subsequent assessment performed by the Security Manager in 2015 and 2016 identified this concern as a risk to employees, contractors, and visitors to HHS.

To properly provide a screening process, it would be necessary to install two walk-through metal detectors, provide the electrical infrastructure for this equipment, and increase security staffing by five full-time and two part-time officers at a cost of \$107,875.35.

The span of control for Nighthawk site leadership was currently at 1:45 officers. Staff was recommending that a sergeant designation and subsequent hourly pay increase be implemented to provide a more successful organizational layout.

Dispatchers were a key position within the security organization and required specialty training and skills. Staff recommended that a specialty designation of Dispatcher be created with a subsequent hourly pay increase to compensate for the additional training and duty requirements.

Nighthawk implemented an insurance plan for their employees which generated an additional cost for the contract.

Commissioner Reckhow inquired whether there was an incident that prompted bringing this item forward. She stated that there were no backup materials to support a need for this. Chair Jacobs stated that there were ongoing incidents. Ms. Keambiroiro added that people entered the building with weapons, there were altercations between clients and threats to employees. Ed Miller, Security Manager, recalled an incident 10 days prior in which a person pulled out a knife and attempted to stab another person in the lobby of the building.

Commissioner Reckhow raised the issue of creating a backlog of people waiting to be screened to enter the building during the busier times of the day. She also pointed out that most nationally publicized events were due to employees becoming active shooters.

Chair Jacobs asked that the letters written by the DSS Board to the Board of County Commissioners be sent to the Board as background material. She also requested a study completed by Mr. Miller. Ms. Keambiroiro stated that the study was a confidential document.

Chair Jacobs wondered whether an assessment had been done to know how many people entered the building daily. Ms. Keambiroiro stated that they had not tracked the number of people, but they did know the cycle. More people entered the building at the beginning of month and at the end of month. They served roughly 1,000 individuals per day. Mr. Miller added that the building also saw a morning rush of people and that was why he hoped to have two (2) part-time officers working until 12 noon. He spoke extensively with Wake County about how they handled their flow and how many officers they used to help formulate what would be done for the Health and Human Services Building. He stated that the officers would not only perform walk-in screenings, but also check hand-carried items.



Chair Jacobs inquired as to how this would be rolled out to the community. Ms. Keambiroiro stated that they did have a plan that included installation, education to the community, and gradual implementation. Chair Jacobs requested a copy of the plan. She asked that Ms. Keambiroiro speak with Department Directors in the building about how they felt this should be brought to the residents. Chair Jacobs wanted a diagram of how this would be done.

Vice Chair Hill asked how wheelchairs and strollers would be handled. Ms. Keambiroiro stated that there would be ADA access. Vice Chair Hill asked whether people would be officer-escorted to whichever office they were headed to. Ms. Keambiroiro stated that they would not be escorting people to offices, there would only be screenings at the building's entrance.

**Directives:**

- **Motiryo Keambiroiro to send the letters written by the DSS Board to the Board of County Commissioners as background material.**
- **Motiryo Keambiroiro to provide the Board with the plan as to how the HHS screening would be rolled out to the community (included information on installation, education to the community, and gradual implementation). Ms. Keambiroiro to speak with Department Directors in the building about how they felt this should be brought to the residents. Ms. Keambiroiro to provide the Board with a diagram of how the HSS screening would be done.**

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Commissioner Reckhow distributed material to the Board regarding opioids.

**18-0640 Board Directives**

The Board did not review earlier Board directives.

**Consent Agenda (15 min)**

The Board did not review Consent Agenda items for the February Regular Session meetings. Chair Jacobs asked the Board to email the County Manager any questions they had about following Consent Agenda items:

**18-0599 Contract Amendment for Cox & Company**

**18-0601 Contract Amendment for Westaff**

**18-0605 Social Services Budget Ordinance No. 18BCC000020 Recognizing First Presbyterian Church Contribution of \$8,000 and SHIFT NC Contribution of \$2,000 for a Total of \$10,000**

**18-0628 Execution of Architectural Design Service Contract with DTW Architects and Planners, Ltd. for the Administration Building Renovations Project No.: DC 137**

**18-0632 Resolution Supporting NCDOT Project to Resurface a Portion of Page Road**

**Adjournment**

Commissioner Reckhow moved, seconded by Vice Chair Hill, that the meeting be adjourned.

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*