

**May 29, 2012 Regular Session**

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

Tuesday, May 29, 2012

7:00 P.M. Regular Session

**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 Brenda A. Howerton and Pam Karriker

Absent: None

Presider: Chairman Michael D. Page

**Opening of Regular Session**—Pledge of Allegiance

**Announcements**

Chairman Page announced that "In Touch with Durham County," the Durham County Television show, airs on Cable TV Channel 8 at 8:30 a.m. and 12 noon on Mondays and 8:30 a.m., 12 noon, and 6:30 p.m. Tuesday – Sundays. He further announced that Durham County Commissioners' meetings are also rebroadcast on Thursdays at 2:00 p.m., Saturdays at 9:00 p.m., and Sundays at 9:00 p.m.

**Minutes**

Commissioner Howerton moved, seconded by Vice-Chairman Reckhow, to approve as submitted the May 7, 2012 Worksession Minutes and May 14, 2012 Regular Session Minutes of the Board.

The motion carried unanimously.

**Resolution—Dr. LeRoy Walker**

Chairman Page introduced a resolution prepared to honor the life of Dr. LeRoy T. Walker Sr., Chancellor Emeritus of North Carolina Central University, who passed on April 23. Dr. Walker was an internationally known men's track and field coach who became the first African American to serve as President of the United States Olympic Committee.

Chairman Page read the following resolution into the record to honor Dr. Walker:

RESOLUTION

WHEREAS, Dr. LeRoy T. Walker, Sr., was born in Atlanta, Georgia and grew up in New York's Harlem community; and

WHEREAS, he received a bachelor's degree from Benedict College, a Master's degree from Columbia University and earned his Ph.D. in biomechanics from New York University; and

WHEREAS, during a highly productive career which began in 1945, Dr. Walker was head coach of North Carolina Central University's track team, and additionally chaired the physical education and recreation departments; and

WHEREAS, he made history at the 1976 Summer Olympics as the first African American head coach of the men's track and field team, and his team medaled in 19 events and received six gold medals; and

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WHEREAS, in 1992, Dr. Walker again made history by coming the first African American to serve as President of the United States Olympic Committee; and

WHEREAS, Dr. Walker exercised his broad reaching academic leadership expertise by serving as NCCU's vice chancellor from 1974-83 and as Chancellor from 1983-1986; and

WHEREAS, he held 15 honorary degrees and received numerous honors and recognitions including the Olympic Order, the highest honor handed out by the International Olympic Committee during his unmatched career; and

WHEREAS, Dr. Walker devoted a lifetime to training and leading collegiate athletes to realize their potential:

NOW, THEREFORE, BE IT RESOLVED that we, the Durham County Board of Commissioners, do hereby resolve to pay tribute to

DR. LEROY T. WALKER, SR.

for his work to bring the best qualities to local, regional and international athletic competition. We call upon all citizens of Durham County to remember this phenomenal, revered man who tirelessly devoted his career to improve the quality of life in all areas in which he served.

This the 29<sup>th</sup> day of May, 2012.

/s/ All Four Commissioners

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Staff was unsuccessful in reaching Dr. Walker's family to accept the resolution; therefore, no one was present to accept it.

Chairman Page, Vice-Chairman Reckhow, and Commissioner Howerton spoke about their personal encounters with Dr. Walker and expressed their condolences to the family.

**Proclamation—Hunger Awareness Month**

The Board was requested to proclaim June as Hunger Awareness Month. This recognition was an opportunity to educate the community about hunger throughout the world and in Durham County.

Chairman Page read the proclamation into the record as follows:

PROCLAMATION

WHEREAS, Durham County is home to more than 269,706 residents; and

WHEREAS, there are 42,840 individuals in Durham County living at or below the poverty level, representing 16.1% of Durham's residents; and

WHEREAS, the US Department of Agriculture estimates that 14.5% or 48.8 million Americans lived in households considered to be food insecure, meaning their access to enough food is limited by lack of money and other resources, for at least part of 2010, including 16.2 million children; and

WHEREAS, according to Feeding America (America's Second Harvest), North Carolina's Food Insecurity Rate is 15.7% and North Carolina's Child Food Insecurity Rate is 20.2%, with a 24.1% rate for children under age 5; and

WHEREAS, hunger has adverse consequences for all Americans, but particularly for children and mothers; and

WHEREAS, hunger impedes growth and development; and

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WHEREAS, hunger is a significant predictor of adverse health conditions; and

WHEREAS, hunger is associated with behavior problems among preschoolers and school-age children; and

WHEREAS, the Food Bank of Central and Eastern North distributes 5.6 million pounds of food annually in Durham County ; and

WHEREAS, the Department of Social Services has experienced a 90% increase in the number of recipients of Food and Nutrition Services (Food Stamps) since 2006 - from 22,177 recipients on average in June 2006 to 42,034 recipients in June 2011; and

WHEREAS, as of April 2012 more than 43,724 Durham County residents have food on their tables thanks to the Food and Nutrition Services Program (Food Stamps) at the Durham County Department of Social Services; and

WHEREAS, half of all food stamp recipients are children and 19,636 children receive free/reduced lunches during the school year; and

WHEREAS, 18 percent of food stamp households contain an elderly person and 23 percent contain a disabled person; and

WHEREAS, every resident of Durham should have enough to eat and sufficient nutrition to carry out the daily tasks of life and work; and

WHEREAS, the Food Bank of Central and Eastern North Carolina, the Community Kitchen at Urban Ministries of Durham and other non profits help to fill the gap for those who struggle to put food on their tables in Durham:

NOW, THEREFORE, BE IT RESOLVED that I, Michael D. Page, Chairman of the Durham County Board of Commissioners, do hereby proclaim June 2012 as

**HUNGER AWARENESS MONTH.**

I commend this observance to our residents and urge all citizens, community agencies, faith groups, and businesses to join with the Department of Social Services, to commit to participate in food drives and to promote and participate in activities that raise awareness about hunger in our community.

This the 29<sup>th</sup> day of May, 2012.

/s/ Michael D. Page, Chairman

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Pinky Davis-Boyd, FNS Program Manager, emphasized the importance of recognizing hunger amongst Durham citizens. She elaborated on services to provide food to families in need and instructed the public on how to donate food.

Rhonda Stevens, Assistance Director, FEI Division, thanked the Board for the recognition.

The Commissioners admired the efforts of Ms. Davis-Boyd, Ms. Stevens, and staff. They briefly discussed the value of food donations and suggested ways to increase donations across the county.

Chairman Page presented the proclamation to Ms. Davis-Boyd and Ms. Stevens.

**Presentation of a Certificate of Appreciation from the NC Division of Parks and Recreation for Durham County's Participation in Completion of the Mountains-to-Sea Trail at Falls Lake**

Vice-Chairman Reckhow introduced this item, requesting that the Board receive the Certificate of Appreciation. She reported that Durham County assisted with the completion of a 23-mile

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segment of North Carolina's Mountains-to-Sea Trail that connects Penny's Bend nature Preserve to the Rollingview Section of the Falls Lake State Recreation Area. Durham County provided a matching grant through the open space and trails matching grants program to the Friends of the Mountains to Sea Trail to help construct a bridge over Little Lick Creek, which was a critical link in the trail near Falls Lake. The grant provided \$55,611 for the construction of a 100 foot steel truss bridge in the location of an old bridge that burned down years ago.

Jane Korest, Open Space/Real Estate Manager, provided details about the Trail.

### FY2012-2013 Recommended Budget Presentation

County Manager Mike Ruffin presented the Recommended Budget for FY 2012-2013 to the Board, which was in accordance with N.C.G.S. 159-12 of The Local Government Budget & Fiscal Control Act.

County Manager issued the following remarks:

“Thank you, Mr. Chairman. Good evening to everyone. Our recommended General Fund Budget next year is \$347.4 million, a 3.10% reduction with no property tax rate increase. Our rate next year will remain at 74.59 cents. I should point out that the reduction in the General Fund Budget is due to the merger of our mental health service with Wake County, which removed over \$25.1 million in spending from next year's budget. Real spending for County services next year is actually up by 4.22% when this reduction is removed.

Let me say at the onset how proud I am to serve as Durham County Manager. I've said many times that Durham is THE place to live in the Triangle, and a lot of folks agree. Just look at the many recognitions we have received from across the nation:

- Durham is celebrated for being business friendly and a good place to live and work. Last June, Forbes listed Durham as one of the Best Places for Business and Careers. And last May, Triangle Business Journal recognized Durham's Metropolitan Statistical Area as the highest-paying in the South.
- Our diversity and tolerance is recognized across the state and nation. Durham was named “America's Most Tolerant City” by The Daily Beast (Newsweek's Web publication) in January 2012.
- We are also a hip and a desirable location for young people. Last month, Yahoo! Travel ranked Durham as one of the “10 Best Cities for Singles.”
- Durham also is an attractive place for older adults to live. Last year, CNN Money named the Bull City the top place to retire.
- Our educational institutions are world class. NC Central's law school was recognized as a “Best School for Public Service” by The National Jurist magazine last December and Duke was honored by Kiplinger's as the 7th “Best Value” among private universities last October.
- We have invested in some arts and entertainment assets that draw regional crowds, stimulate our restaurants and other businesses, and attract national attention. In January, DPAC – which continues to pull in top-shelf theater productions and concerts – was recognized as the 4th most-attended theater in its size range across the country by industry publication Pollstar.
- And we have an outstanding reputation as a haven for “foodies.” In January, Southern Living called Scratch Bakery one of “The South's Best Bakeries” for its pies and last September the American Farmland Trust recognized the Durham Farmers' Market as the country's 11th favorite farmers market.

But we are also known across America as a high-performing County Government. Every two weeks, I speak to new employees and point out to them that no matter where they work in our organization, they are joining a group of highly talented, highly motivated, passionate employees who care greatly about what they do. And while the stress that comes with the passion is high here, our County has created an atmosphere that makes this a fun place to work, too. Just watch how much fun we had during a flash mob for County employees at the CCB Plaza downtown last month.

We are a great organization in so many ways, known and respected across the nation for what we do because of what our employees do. I know this organization and the services we

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provide like the back of my hand and can sit here tonight and proudly proclaim that our workforce is second to none. Next year's budget includes the normal performance-based raises for them, and there are no proposed reductions in County benefits. I have incorporated a modest 2.4% increase in the employee cost of our health care benefit.

The fact that we can continue to provide an excellent health care benefit to our employees with only a minor increase in cost is proof-positive that our wellness efforts are beginning to reap some dividends. Next year, we will restore our clinic hours to 37½ per week, and our employees will be able to be seen on the same day for colds, allergies, sore throats, and all of the normal reasons they would visit their primary care physician. However, when they come to our wellness clinic, there will be no co-pay and they may conveniently fill generic prescriptions written by Wellness Clinic staff at the Public Health Pharmacy just down the hall. The County's cost for these generics will be much lower, since we will now benefit from the Public Health Pharmacy's ability to purchase medications at greatly discounted rates. This will further reduce our insurance claims and help to fight the cost increases our health care insurance plan has been experiencing.

Since shower facilities and an exercise area for County employees are included in the second phase of the Human Services Building, which will be completed in early 2013, there will be even more exercise opportunities for our employees. This will be especially true during the winter months, when it's too cold for outdoor exercise, and during the summer months, when it's too hot.

All of these initiatives are directly tied to our Strategic Plan goal for a healthier Durham. If we are to encourage our community to consider healthier lifestyles, we have to set a good example in our own organization.

We've also set a good example by continuing to directly support the rebirth of downtown Durham. When I think about the energy that downtown Durham has, I have to say that I agree with several current and former commissioners, who have said quite simply that our County has not been given the credit it deserves. Many of our citizens do not realize how much we have invested in downtown Durham over the last decade. There would be NO Durham Performing Arts Center had this County not imposed the additional 1% occupancy tax that provided the funds to pay the capital expense for over 80% of the cost of construction. We also built the \$15 million dollar South Parking Deck to help American Tobacco become a reality. Next year, we will complete the Human Services Building, a \$90 million dollar capital investment and home to approximately 800 County employees; and our New Courthouse and parking deck, an investment of \$119 million, will open in January of next year. We have changed the skyline in Durham and invested almost \$263 million in downtown Durham since 2003. Our investment has and will continue to bring thousands of County and State employees and citizens to our downtown, and these people spend their money while they are working and doing business here. Can you imagine downtown Durham without American Tobacco, DPAC, the Human Services Building, and the New Courthouse? I asked Sheriff Mike Andrews to briefly speak about our New Courthouse.

We're not through investing in downtown Durham. As soon as we vacate the present Courthouse, we'll completely remodel the building for County offices, eliminating the need for leased properties for some of our County and state services. And in 2015, renovations will begin to our Main Library. DPAC counted 414,000 visitors for the 2011 calendar year. But Durham County welcomed 515,000 visitors to our Main Library. The Main Library is the number one destination for visitors in downtown Durham. These two projects, the Main Library and the renovation of the current courthouse into a County office building, will increase our capital investment in downtown Durham by more than \$36 million. I share all of this to illustrate that Durham County is a DRIVING FORCE in downtown Durham.

We now have a strategic plan, which is in the early months of implementation. Much work remains to be done. However, we've been working strategically for years, and much has already been accomplished around our five goal areas. I will get to those in just a minute, but I do want to first focus on our vision. You quickly settled on what you as a Board want for our citizens when you agreed to our vision:

*Durham County: A Thriving, Vibrant, Diverse Community with Abundant*

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*Opportunity for All Residents to Live, Work, Learn, Play and Grow.*

This has been our unwritten vision for years, but when you adopted it, you gave it voice and the authority it deserves. It has and will continue to very much drive what we do with our dollars.

One way we spend our money that demonstrates our strategic vision is helping our citizens get a much deserved chance to begin their lives again. Let me first share a very personal story with you. I lost my mom at the tender age of 7 and saw my dad become a convicted felon at the age of 8—convicted for a crime he did not commit. As a child, I watched him struggle. I helped him clean toilets, sweep floors, empty trash and cut grass. I babysat my little sister for him while he sat at our dining room table and prepared income taxes for friends, or went to their homes to fix their televisions. At one point in my childhood, my dad held five part-time jobs just to make ends meet. I saw the frustration and disappointment he shouldered when the door of opportunity was closed in his face because of his past.

We open doors here in Durham County Government for ex-offenders like my dad and others who have overcome drug and alcohol addictions. We now have two positions in which we've placed citizens seeking to start anew. Next year, I am recommending the addition of another two positions. In these positions, we train citizens who are unable to find work due to past drug addictions or felony convictions and give them a chance to begin again. We help them learn to make the most of the new opportunity they have been given. When a County job opens, we will consider them for permanent employment. We need the private sector to step up and take a strong look at these individuals for job opportunities, too. This is the right thing to do. Larry Parker, who has been with us for several years, provides a strong testimonial to show just how right we are to sponsor this initiative. I'll let him tell you his story.

Wasn't that a great story? I will be reaching out to the private sector next year to join our "Begin Again" effort and give these citizens the break they need to establish a new life for themselves and their families.

When I was interviewed in late 2000 for the County Manager's position, I was asked why I wanted the job. I replied that I wanted to work in a community where everyone did not always think the same way. I got my wish. Outsiders misunderstand us when we don't agree, but this is the quality I actually like most about Durham. In the 70's, 80's and even the 90's, local governments were depended upon to be the problem solvers for their residents. But today, government is far more interactive. Community stakeholders demand to be involved in the solutions to their problems. Here in Durham County, we were collaborating on community issues before collaboration became part of the local government lexicon. Why? Because our citizens care about how their community moves forward and they are vocal about it. What we learned through all those years of citizen engagement, when no one else was collaborating, gave us a head start with our strategic planning process. The plan was approved just a few months ago, and we're in the early months of implementation. About 3,000 of our citizens and County employees have weighed in to shape it. But on the small chance that someone sitting here tonight, or watching on television or the Internet, doesn't understand what it means to plan strategically, Dr. Tyrone Baines breaks it down in an easy-to-understand way.

Dr. Baines makes Strategic Planning sound so easy, doesn't he? That's a real gift in these complex times. And while our plan is not complicated, the process was not an easy one and its implementation will be even tougher. It will take money, human resources, and even stronger collaboration and partnerships to produce the gains we all expect to see in the next few years. But as you will soon see in a couple of the videos that follow, we are already making great progress.

Next year's budget includes \$192,295 for first-year Strategic Plan initiatives that you have already reviewed. I'll touch briefly on some of these initiatives in a few minutes, but we have multiple initiatives around all five of our Strategic Plan goals.

Obviously, there is and has to be a very tight alignment between our newly adopted Strategic Plan and next year's budget. There's no way I could present next year's budget

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recommendation and ignore its close relationship to our Strategic Plan. Consequently, I'm going to structure the balance of my presentation around our Strategic Plan's goals because our budget is nothing more than an annual plan of work to help us accomplish our Strategic Plan's goals.

The Strategic Plan's Goal 1 is referred to as our prosperity goal. Three of you who ran and won your party's nomination have told me how much you heard about the need to continue job creation in our community. While our economy has suffered over the last four years with the rest of the nation, we continue to be one of the leaders in North Carolina for job creation and new investment. Marqueta Welton, who works every day to bring jobs to this community, has a great report on our progress this year.

We will continue this outstanding record of progress as we keep working closely with the Chamber, the City and regional partners in economic development.

Speaking of new jobs, next year I have proposed 48.5 new county positions – paramedics, nurses, environmental specialists, maintenance personnel, and staff assistants. All are new job opportunities for Durham residents. Only \$299,382 in new local County dollars will be necessary to pay for these positions. I'll explain in greater detail during one of our hearings with you, but suffice it to say much of the money for these new positions is coming from grants, termination of EMS contracts with two County fire departments, the revenue associated with increases in EMS call volumes, and efficiency savings. Much like the industries Marqueta referenced that bring added jobs to our community, we are a business, too, which next year needs to add jobs to improve services to our citizens – jobs that will help Durham's economy.

The real way to a good job and a better quality of life is to get a good education. Last year's one-quarter cent sales tax initiative included more funding for Durham Public Schools and Durham Technical Community College, and more funding for pre-K education, which I believe is the best dollar we can spend on dropout prevention. Dr. Eric Becoats and Dr. Bill Ingram explain how these tax dollars will be spent.

Now here's an interesting funding twist: Thanks to improving one-quarter cent sales tax projections, I am actually recommending more current expense funding for Durham Public Schools than they requested – an increase of \$244,880. Next year's appropriations are \$115.8 million for current expense and \$1,370,000 for capital outlay. This amount does not include what we pay for debt service for schools. Due to the sale of school bonds this spring, our debt payments for school-related construction and renovation will increase by \$2.9 million for a total of \$28.9 million. Per-pupil funding for DPS next year will increase by \$120 per pupil over the current fiscal year – \$3,165 per pupil. Again, Durham County provides hundreds of dollars more to its school district than any urban county in North Carolina.

For the last several years, school funding decisions have been stressful to say the least. Your meeting with the School Board on Thursday should be one of the most pleasant meetings we've had with them in years. They should be pleased with this budget.

Goal 2 of our Strategic Plan is our "healthy Durham" goal. You've already seen how we are emphasizing wellness among our workforce and having a good time while doing it. Equally serious work also is being done in our community through our Public Health Department and our health partners. Public Health employee Mel Downey-Piper explains in greater detail.

Next year, I am recommending an even stronger partnership with the Duke Health System. A Durham Health Innovations committee, chaired by Dr. Bill Fulkerson and me, has been developing a strategy over the last two years to connect Durham County residents to appropriate health care. The effort has a strong measurement component and, if successful, could be replicated across Durham. Thirty-five percent of all Duke patients come from Durham County and the Health System is donating \$60,000, among other resources, to the effort. For this initiative, I'm recommending the addition of three Public Health nurses who will provide well-child screening examinations to school children and their siblings in 3 elementary schools. These schools are located in areas where families have had difficulty accessing health care. The purpose of providing these examinations is early recognition of conditions that might have a long-term (chronic) impact on health and school performance.

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The information will be shared with the child's primary medical provider. Our share for the funding will come from the proceeds we have on reserve from the sale of our home health license. This initiative is exciting and offers real promise in helping residents who have little or no health care to become healthier.

Goal 3 of our Strategic Plan is our safety goal. One of your priorities, which you shared with the Durham Crime Cabinet, is to help our citizens communicate with local law enforcement. Sheriff Mike Andrews agrees and speaks briefly about several ways the Sheriff's Office is helping to improve communication between Durham County residents and the Durham County Sheriff's Office.

Sheriff Andrews points out how closely we're working with the Durham Police Department on crime and how we're using new technology and social networking to engage and inform our citizens about crime in their neighborhoods. Again, the key to better law enforcement is close collaboration with our citizens.

Our Sheriff's Office rolling stock has not been replaced for the last three years. We cannot go another year as many of our vehicles are beyond our replacement policy threshold. Next year, I've budgeted sufficient funding to replace 35 vehicles, many of which have gone two to three years beyond their expected life.

I've also consulted with the fire chiefs who represent the five tax districts that span our County. Fire service is not uniform in our County, and we are not coordinating increasingly expensive fire resources efficiently. Next year, we have agreed to work together to analyze fire service and determine if some consolidation of our tax districts would enable us to more efficiently use and distribute our firefighting resources to improve service to those citizens who live in unincorporated Durham County. I don't know if we'll see lower fire taxes under some form of consolidation, but I do think we have a good chance to help our citizens pay lower fire insurance premiums from it.

It's time to give merger of County fire service close scrutiny and I commend our fire chiefs for agreeing to partner with the County to evaluate how we can improve fire service in unincorporated Durham County.

Goal 4 of our Strategic Plan is our environmental goal.

We are leaders in many ways when it comes to our commitment to protect and improve our environment. We were the first county in the State to tackle the problem of greenhouse gas emissions by jointly approving the Durham Greenhouse Gas Emissions Reduction Plan with the City of Durham. It was the beginning of our environmental sustainability initiative, which led to the employment of Tobin Freid. Understandably, Tobin's time has been devoted to changing the culture of the City and County governments to think more proactively about what we can do inside our organizations to reduce our carbon footprints. Much of her time has been spent engaging employee committees and working with contractors to improve energy use in our facilities. But the most significant way to reduce our carbon footprint is through the private sector. Next year, City Manager Tom Bonfield and I have recommended an additional position to engage the private sector in many of the same ways we've engaged our own organizations. Taking the next step means engaging hundreds of organizations about best practices to reduce the carbon footprint and make real progress to reduce greenhouse gas emissions in Durham County. I've also added 2 new positions, 1 in the Health Department and 1 in the County Engineer's office, to implement Jordan Lake and Falls Lake rules that are now fully in effect with various deadlines approaching. We have kept you abreast of the broad implications these rules will have, and it will require a substantial pledge of county resources to honor the duties and responsibilities that have been delegated to us by state rulemaking. Though costly, these rules certainly help us achieve water quality goals in Goal 4 of the Strategic Plan, and point out our commitment to strong environmental stewardship.

Finally, I am recommending additional funding for our Open Space and Farmland Protection programs. In FY 2011, we appropriated \$850,000 for Open Space and Farmland Protection. Last year we reduced this appropriation to \$300,000. This reduction has significantly affected our ability to implement these land conservation plans. Next year, I am recommending we increase this appropriation from \$300,000 to \$500,000. We are the leaders in our region in



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both of these areas. However, we are behind where we had hoped to be in 2012. Keep in mind that we fund this initiative with an annual appropriation while many counties, like Wake County, use bond funds that voters have approved. I like our strategy better and am proud to report that we are debt-free in implementing our Open Space and Farmland Protection plans. Again, this demonstrates our strategic commitment to environmental stewardship.

The Strategic Plan's Goal 5 is our accountable, efficient and visionary government goal. This year I have really challenged our staff to fully incorporate this goal across our organization. I want to address a few of the items in our budget related to this goal.

Right now, we spend almost \$60,000 across our organization publishing scores of telephone numbers in yellow, blue and white page directories. Next year, we will publish only 8 telephone numbers – which are those most frequently dialed – and use part of the savings to add a call taker to the Tax Administration Call Center to assist in routing them. The Tax Department's number, 919-560-0300, will become the featured number in the published directories and calls coming to this number will be routed to the appropriate department. This is a cheaper and far more efficient way to handle the flood of misdirected calls we receive every day.

All of our call takers will be trained for a new customer service initiative that will be implemented next year throughout our entire workforce. We will begin this training with other call takers in our departments, as well as those employees who personally attend to inquiries when citizens appear at our facilities for assistance. This initiative teaches one major principle: ***Two Ears, Two Eyes and One Mouth: Use them in that order. Listen to and observe your customer. They are trying to tell you something. It is only when they have told you what they want that you can give them the help they need.***

As I thought about how we could be more efficient, I began to examine our building security contract. I recommend eliminating the security officer in this building on September 30th and reducing the number of security officers in the Human Services Building on January 1st from 7.5 officers to 4.25 officers. The savings will be used to station greeters in our Administration and Human Services Building lobbies to help the thousands of citizens who appear in these facilities every year. We need to put our face on customer service. County customer service agents, three in the Human Services Building lobby and two in the Administration Building lobby, will greet visitors and will be available to answer questions, provide directions, and even escort citizens, if necessary, to their requested destination.

In our strategic planning process, our citizens strongly told us that we need to better establish our brand. Next fall, we will launch our new brand, which is being featured for the first time in this presentation. Our new logo and county color theme will begin to show up on stationery, business cards, vehicles and our County website.

We're also in the final stages of developing our website theme and appearance. Over the summer, content will be finalized and the site will be tested to make sure the pages render quickly, the content is correct, and dead links are removed. We will ensure it is a smooth transition that in no way interrupts citizen access to our Web site.

The Strategic Plan's Goal 5 highlights transparency, efficiency, accountability, and great customer service as high priorities. This will require huge organizational change that involves modifying the culture of our organization and training our employees to reflect the values that you want to see in our organization. It will require an additional staff member in our Human Resources Department. As an organizational development consultant, Commissioner Howerton understands the importance of having this employee to implement and ensure these initiatives. This position is critical to the success of much of what I've outlined around this goal.

I am very pleased with this budget. It is tightly aligned with our Strategic Plan, includes several new initiatives, provides more school funding than DPS requested, and doesn't include a countywide property tax rate increase to pay for anything, including increasing debt for capital improvements, rising fuel costs, and employee raises. On a personal note, our Strategic Plan challenged me as a manager to think differently. I resisted it at first, but today

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could not embrace it more. I am convinced the only way to achieve our goals is through a highly focused strategic planning process. This process of producing our Strategic Plan required me to reevaluate how I was trained to view and run an organization. I am a better manager today for having gone through it. It is now going to require that our organization change, too. We will be a better organization because of it, and most of all, our citizens will receive better services from it. Everybody wins here!

Finally, I want to challenge you as a Board to consider one more change. Like my early resistance to the strategic planning process, some might push back at this recommendation at first, but I honestly believe from my 38 years of experience in both city and county governments that this change needs to happen in our community. It's time for one unified government to serve Durham County citizens.

We are 12 years into the 21st Century and still using a 19<sup>th</sup> Century form of local government. Today's Durham is a 21st Century community and deserves a local government that uses 21st Century thinking to serve its citizens.

This represents new thinking for me, too. I've long opposed consolidation because Durham's City and County governments for the most part do not do the same things. But if there is anywhere it could and should work, it's here in Durham.

We have a new economy that behaves very differently than when this community studied the consolidation of city and county governments in the late 1990's. Durham is not the same Durham we saw then, and the two local governments that serve it are not the same either.

The last four years have required the City and County to rethink much of what we do, why we do it, and, most importantly, how we do it. And while there are still small efficiencies that remain to be gained, short of major service eliminations or service consolidations, significant savings can only be realized by combining the two governments into one. Why? Because consolidation forces efficiencies that will never occur as long we continue to operate independently.

If you stop and think about it, you can honor your Strategic Plan by seriously considering this challenge. Consolidation is more efficient and accountable. Here in Durham County, we are known and respected across the country for outside-of-the-box thinking. Initiatives we've launched over the years that were questioned by skeptics are best practices today. Consolidation would not only help us achieve our vision for Durham, but also help us achieve every goal that our Strategic Plan so passionately embraces. Please don't allow politics, the disappointment over the process employed the last time it was studied, or simple fear of the unknowns associated with the idea at this point to dismiss it. It makes more sense today than it ever has, and I encourage you to place the item on a future worksession agenda for further discussion.

Copies of the recommended budget will be available in the Clerk's Office and the County Manager's Office tomorrow morning as well as in the reference sections of the Main Library and our four regional libraries. We will also post my remarks, tonight's presentation, and a copy of the proposed budget on the home page of the County's website tomorrow morning. The web address is [www.durhamcountync.gov](http://www.durhamcountync.gov) or it can be found through Google or Bing by typing "Durham County Government" in the search box.

The public hearing for citizens to weigh in on the proposed budget will be held on June 11th at 7 pm in this room. Commission worksessions are scheduled for May 31st from 9:30 am to 3 pm, June 4 from 1 pm to 4 pm, June 12th from 9 am to 12 noon, and if needed, June 14th from 9 am to 12 noon. Final adoption of the budget will be placed on your June 25th Meeting Agenda. All of these meetings will be held here in the BOCC chambers.

I look forward to working with you. Thank you for allowing me the time to present my recommendation."

The Board applauded County Manager and staff for creating a budget that would strengthen the citizen base and economic development without proposing a tax increase.

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The Board modified the budget worksession calendar to cancel the June 14 meeting and to extend the allotted time for the June 12 meeting (new time: 9:00 a.m. to 3:00 p.m.).

**Consent Agenda**

Commissioner Howerton moved, seconded by Commissioner Karriker, to approve the following consent agenda items:

- \*a. Approve Budget Ordinance Amendment No. 12BCC000081 to transfer \$60,000 from non-departmental to EMS for up fit cost to the City's main fleet garage;
- b. Approve the refund of \$558.00 for the overpayment of excise tax to Law firm of Brock, Payne, and Meece, P.A.;
- \*c. Amend the contract with TBA for the property value discoveries and approve Budget Ordinance Amendment No. 12BCC000082 in the amount of \$120,000. Payment is made to TBA only after the County has collected the tax, at a rate of 30% of the amount collected. There is no additional cost to the county whereas this fee is deducted from new revenue collected;
- \*d. Accept the property tax release and refund report for April, 2012 as presented and authorize the Tax Assessor to adjust the tax records as outlined by the report;
- e. Approve the FY2012-2013 Warrant Control Office Interlocal Agreement with the City of Durham and authorize him to execute the agreement. *Vice-Chairman Reckhow supported and praised the work of the Durham Police Department and the Sheriff's Office in regards to serving warrants in a timely manner. However, she expressed a desire for the Sheriff, Police Chief, and City and County Managers to consider moving towards an electronic database in the future to allow data to be entered and retrieved electronically to help reduce staff in the office;*
- \*f. Approve Budget Ordinance Amendment No. 12BCC000083 recognizing and appropriating a \$10,299 grant from Reading Is Fundamental to the Durham County Library;
- \*g. Approve to officially close the Public Improvement Bonds, Series 2002A&B, Fund, Capital Project Amendment No. 12CPA000011 decreasing several project budgets' phases, and Budget Ordinance Amendment No. 12BCC000084 transferring the net equity to the Debt Service Fund for funding of the retirement of debt effective March 31, 2012.;
- \*h. Approve Budget Ordinance Amendment No. 12BCC000085 for the GO Bond Refunding;
- \*i. Approve Budget Ordinance Amendment No. 12BCC000086 for the transfer of funds to the debt service fund for the payout of the BANs debt; and
- \*j. Approve the resolution authorizing a REDUCTION in the interest rate on the \$60,000,000 Bond Anticipation Note with Bank of America, N.A and authorize the Finance Director to execute the necessary documents to make the change.

\*Document(s) related to this item follow:

Consent Agenda Item No. a. Approve Budget Ordinance Amendment No. 12BCC000081 to transfer \$60,000 from non-departmental to EMS for up fit cost to the City's main fleet garage.

DURHAM COUNTY, NORTH CAROLINA  
FY 2011-12 Budget Ordinance  
Amendment No. 12BCC000081

**May 29, 2012 Regular Session**

BE IT ORDAINED BY THE COMMISSIONERS OF DURHAM COUNTY that the FY 2011-12 Budget Ordinance is hereby amended to reflect budget adjustments.

Revenue:

<u>Category</u>	<u>Current Budget</u>	<u>Increase/Decrease</u>	<u>Revised Budget</u>
<u>GENERAL FUND</u>			

Expenditures:

<u>Function</u>			
<u>GENERAL FUND</u>			
General Government	\$84,137,112	(\$60,000)	\$84,077,112
Public Safety	\$46,223,312	\$60,000	\$46,283,312

All ordinances and portions of ordinances in conflict herewith are hereby repealed.

This the 29<sup>th</sup> day of May, 2012.

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Consent Agenda Item No. c. Amend the contract with TBA for the property value discoveries and approve Budget Ordinance Amendment No. 12BCC000082 in the amount of \$120,000. Payment is made to TBA only after the County has collected the tax, at a rate of 30% of the amount collected. There is no additional cost to the county whereas this fee is deducted from new revenue collected.

DURHAM COUNTY, NORTH CAROLINA  
FY 2011-12 Budget Ordinance  
Amendment No. 12BCC000082

BE IT ORDAINED BY THE COMMISSIONERS OF DURHAM COUNTY that the FY 2011-12 Budget Ordinance is hereby amended to reflect budget adjustments.

Revenue:

<u>Category</u>	<u>Current Budget</u>	<u>Increase/Decrease</u>	<u>Revised Budget</u>
<u>GENERAL FUND</u>			
Taxes	\$250,583,475	\$120,000	\$250,703,475

Expenditures:

<u>Function</u>			
<u>GENERAL FUND</u>			
General Government	\$84,077,112	\$120,000	\$84,197,112

All ordinances and portions of ordinances in conflict herewith are hereby repealed.

This the 29<sup>th</sup> day of May, 2012.

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Consent Agenda Item No. d. Accept the property tax release and refund report for April, 2012 as presented and authorize the Tax Assessor to adjust the tax records as outlined by the report.

Due to property valuation adjustments for over assessments, listing discrepancies, duplicate listings, and clerical errors, etc. the report details releases and refunds for the month of April, 2012.

Releases & Refunds for 2012 Taxes	
Personal	\$ 7,887.16
Total for 2012 Taxes and Fees	\$ 7,887.16

Releases & Refunds for 2011 Taxes	
Real Estate	\$ 376.24
Personal	\$ 31,522.77
Registered Vehicles	\$ 47,752.08
Vehicle Fees	\$ 2,440.00
Total for 2011 Taxes and Fees	\$ 82,091.09

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Prior years' (2001-2010) releases and refunds for April, 2012 are in the amount of \$61,660.43. The current year and prior years' releases and refunds amount to \$151,638.68.

(Recorded in Appendix A in the Permanent Supplement of the May 29, 2012 Regular Session Minutes of the Board.)

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Consent Agenda Item No. f. Approve Budget Ordinance Amendment No. 12BCC000083 recognizing and appropriating a \$10,299 grant from Reading Is Fundamental to the Durham County Library.

DURHAM COUNTY, NORTH CAROLINA  
FY 2011-12 Budget Ordinance  
Amendment No. 12BCC000083

BE IT ORDAINED BY THE COMMISSIONERS OF DURHAM COUNTY that the FY 2011-12 Budget Ordinance is hereby amended to reflect budget adjustments.

Revenue:

<u>Category</u>	<u>Current Budget</u>	<u>Increase/Decrease</u>	<u>Revised Budget</u>
<u>GENERAL FUND</u>			
Intergovernmental	\$76,725,747	\$10,299	\$76,736,046

Expenditures:

<u>Function</u>			
<u>GENERAL FUND</u>			
Cultural & Recreation	\$10,717,767	\$10,299	\$10,728,066

All ordinances and portions of ordinances in conflict herewith are hereby repealed.

This the 29<sup>th</sup> day of May, 2012.

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Consent Agenda Item No. g. Approve to officially close the Public Improvement Bonds, Series 2002A&B, Fund, Capital Project Amendment No. 12CPA000011 decreasing several project budgets' phases, and Budget Ordinance Amendment No. 12BCC000084 transferring the net equity to the Debt Service Fund for funding of the retirement of debt effective March 31, 2012.

DURHAM COUNTY, NORTH CAROLINA  
FY 2011-12 Capital Project Ordinance  
Amendment No. 12CPA000011

BE IT ORDAINED BY THE COMMISSIONERS OF DURHAM COUNTY that the FY 2011-12 Capital Project Ordinance is hereby amended to reflect budget adjustments for the following projects:

<i>Project</i>	<i>Current Budget</i>	<i>Inc./Dec.</i>	<i>Revised Budget</i>
Human Services Complex (DC070)	\$90,258,450	(\$9,590)	\$90,248,860
Judicial Building Renovations (DC072)	\$3,111,369	(\$37,416)	\$3,073,953
North Regional Library (DC073)	\$6,307,739	(\$8,526)	\$6,299,213

All ordinances and portions of ordinances in conflict herewith are hereby repealed.

This the 29<sup>th</sup> day of May, 2012.

DURHAM COUNTY, NORTH CAROLINA  
FY 2011-12 Budget Ordinance  
Amendment No. 12BCC000084

BE IT ORDAINED BY THE COMMISSIONERS OF DURHAM COUNTY that the FY 2011-12 Budget Ordinance is hereby amended to reflect budget adjustments.

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Revenue:

<u>Category</u>	<u>Current Budget</u>	<u>Increase/Decrease</u>	<u>Revised Budget</u>
<u>DEBT SERVICE FUND</u>			
Other Financing Sources	\$51,776,929	\$617,780	\$52,394,709

Expenditures:

<u>Function</u>			
<u>DEBT SERVICE FUND</u>			
General Government	\$52,305,150	\$617,780	\$52,922,930

All ordinances and portions of ordinances in conflict herewith are hereby repealed.

This the 29<sup>th</sup> day of May, 2012.

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Consent Agenda Item No. h. Approve Budget Ordinance Amendment No. 12BCC000085 for the GO Bond Refunding.

DURHAM COUNTY, NORTH CAROLINA  
FY 2011-12 Budget Ordinance  
Amendment No. 12BCC000085

BE IT ORDAINED BY THE COMMISSIONERS OF DURHAM COUNTY that the FY 2011-12 Budget Ordinance is hereby amended to reflect budget adjustments.

Revenue:

<u>Category</u>	<u>Current Budget</u>	<u>Increase/Decrease</u>	<u>Revised Budget</u>
<u>DEBT SERVICE FUND</u>			
Other Financing Sources	\$52,394,709	\$17,607,424	\$70,002,133

Expenditures:

<u>Function</u>			
<u>DEBT SERVICE FUND</u>			
General Government	\$52,922,930	\$17,607,424	\$70,530,354

All ordinances and portions of ordinances in conflict herewith are hereby repealed.

This the 29<sup>th</sup> day of May, 2012.

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Consent Agenda Item No. i. Approve Budget Ordinance Amendment No. 12BCC000086 for the transfer of funds to the debt service fund for the payout of the BANs debt.

DURHAM COUNTY, NORTH CAROLINA  
FY 2011-12 Budget Ordinance  
Amendment No. 12BCC000086

BE IT ORDAINED BY THE COMMISSIONERS OF DURHAM COUNTY that the FY 2011-12 Budget Ordinance is hereby amended to reflect budget adjustments.

Revenue:

<u>Category</u>	<u>Current Budget</u>	<u>Increase/Decrease</u>	<u>Revised Budget</u>
<u>DEBT SERVICE FUND</u>			
Other Financing Sources	\$126,002,133	\$56,000,000	\$70,002,133

Expenditures:

<u>Function</u>			
<u>DEBT SERVICE FUND</u>			
General Government	\$70,530,354	\$56,000,000	\$126,530,354

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All ordinances and portions of ordinances in conflict herewith are hereby repealed.

This the 29<sup>th</sup> day of May, 2012.

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Consent Agenda Item No. j. Approve the resolution authorizing a REDUCTION in the interest rate on the \$60,000,000 Bond Anticipation Note with Bank of America, N.A and authorize the Finance Director to execute the necessary documents to make the change.

RESOLUTION APPROVING A PROPOSED AGREEMENT, AMENDING A PRIOR RESOLUTION AND APPROVING AND AUTHORIZING CERTAIN ACTIONS IN CONNECTION WITH CHANGING THE TERMS OF A GENERAL OBLIGATION BOND ANTICIPATION NOTE OF THE COUNTY OF DURHAM, NORTH CAROLINA.

WHEREAS, the Board of Commissioners for the County of Durham, North Carolina (the “County”) on July 25, 2011 passed a resolution entitled: “RESOLUTION PROVIDING FOR THE ISSUANCE OF NOT EXCEEDING \$147,000,000 GENERAL OBLIGATION PUBLIC IMPROVEMENT BOND ANTICIPATION NOTES, SERIES 2012” (the “Resolution”); and

WHEREAS, pursuant to the Resolution the County sold and issued a General Obligation Public Improvement Bond Anticipation Note, Series 2011, dated August 1, 2011 (the “Note”), to Bank of America, N.A. (the “Bank”) as the purchaser thereof; and

WHEREAS, the County and the Bank now desire to change the rate of interest on the Note and to change a commitment fee with respect to the Note; and

WHEREAS, there has been presented for consideration by the Board of Commissioners for the County (the “Board”) a draft of a proposed agreement, dated May 23, 2012, between the Bank and the County (the “Agreement”) in connection with making such changes with respect to the Note; and;

WHEREAS, it is now necessary or advisable for the Board to approve the Agreement, to amend the Resolution accordingly and to approve and authorize certain actions in connection with making such changes with respect to the Note;

NOW, THEREFORE, BE IT RESOLVED by the Board as follows:

Section 1. The Board hereby finds and determines that it is in the best interest of the County to enter into the Agreement in order to effectuate the changes with respect to the Note as described above and in the Agreement.

Section 2. The form and content of the Agreement, which will be a valid, legal and binding obligation of the County in accordance with its terms, are hereby approved in all respects and the Chairman of the Board, the County Manager of the County, the Finance Director of the County and the Clerk to the Board or their designees are hereby authorized and directed to

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execute and deliver the Agreement, as may be applicable, in substantially the form presented to the Board, together with such additions, changes, modifications and deletions as they, with the advice of counsel, may deem necessary and appropriate, and such execution and delivery shall be conclusive evidence of the approval and authorization thereof by the Board and the County; provided, however, that the rate of interest on the Note does not exceed 18% per annum.

Section 3. The Resolution is hereby amended effective as of June 1, 2012, as follows:

- (a) In the first sentence of the seventh paragraph of Section 2 of the Resolution, the percentage of .70% is changed to .55%.
- (b) In the first sentence of the first paragraph of Section 3 of the Resolution, the percentage of .15% is changed to .10%.

Section 4. The Board hereby approves, ratifies and confirms the actions of the County Manager, the Finance Director and the County Attorney of the County in connection with this matter.

Section 5. The officers and employees of the County are authorized and directed (without limitation except as may be expressly set forth herein) to take such other actions and to execute and deliver such other documents, certificates, undertakings, agreements or other instruments as they, with the advice of counsel, may deem necessary or appropriate to effectuate the changes contemplated by the Agreement.

Section 6. The County covenants that, to the extent permitted by the Constitution and laws of the State of North Carolina, it will comply with the requirements of the Internal Revenue Code of 1986, as amended, as applicable to the Note, as changed by this resolution, except to the extent that the County obtains an opinion of bond counsel to the effect that noncompliance would not result in the interest on the Note, as changed by this resolution, being includable in the gross income of its owner for purposes of federal income taxation.

This resolution shall take effect immediately upon its passage.

**Relocation of Animal Control from General Services to the Sheriff's Office**

County Manager Ruffin requested that the Board relinquish control over the Animal Control Division of the General Services department to allow the Office of the Sheriff to assume responsibility and control of the division and enforcement of the Animal Ordinance effective July 1, 2012. He noted that this change in responsibility would require modifications to the Animal Ordinance, Chapter 4, of the Durham County Code of Ordinances. Amendments to the Ordinance would be brought back before the Board at the June 4 Worksession.

On December 25, 2011, the Sheriff's Office began assisting in day-to-day operation of Animal Control and has assessed the feasibility of relocating the division to supervision under the Sheriff's Office. The Sheriff's Office had determined that the Animal Control division was well



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aligned to fit the mission of the Sheriff's Office and that the Sheriff would accept responsibility for enforcement of the animal control ordinance.

Vice-Chairman Reckhow thanked the Sheriff and his staff for their accepting attitude and leadership.

Commissioner Howerton inquired about whether additional changes had occurred since the Board's last meeting with the County Manager regarding this transition.

County Manager Ruffin responded in the negative.

Sheriff Mike Andrews mentioned that Sergeant Hartigan had assumed the duty of heading Animal Control since December 22, 2011.

Vice-Chairman Reckhow moved, seconded by Commissioner Howerton, to approve the Relocation of Animal Control from General Services to the Sheriff's Office.

The motion carried unanimously.

**Board Appointments**

Michelle Parker-Evans, Clerk to the Board, distributed ballots to the Board to make appointments to boards and commissions.

The Board made the following appointments (incumbents are underlined):

*Adult Care Home Community Advisory Committee*  
Jennifer H. Shrewsbury

*Animal Control Review Board*  
Mimi Coker

*Bicycle & Pedestrian Advisory Commission*  
Jennifer McDuffie (Health Representative; recommended by JCCPC.)

*Board of Adjustment*  
Phillip A. Harris Jr. (Alternate; recommended by JCCPC.)

*City-County Appearance Commission*  
Brian D. Marks (Recommended by JCCPC.)

*Design District Review Team*  
Ian Kipp

*Nursing Home Community Advisory Committee*  
Sonya R. Isler

*Planning Commission*  
Fredrick A. Davis II (Recommended by JCCPC.)

**Adjournment**

There being no further business, Chairman Page adjourned the meeting at 8:43 p.m.

Respectfully Submitted,



Yvonne R. Jones  
Deputy Clerk to the Board