

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

Monday, February 7, 2000

9:00 A.M. Worksession

**AGENDA**

**1. Conduct Health and Human Services Delivery System Study**

In February of 1999, the Board of County Commissioners (BOCC) approved the following goal for fiscal year 1999-2000:

"To complete a comprehensive study that identifies and recommends best practices for delivery of health and human services to all citizens of Durham County."

To accomplish this goal, the County Manager assembled a Leadership Team consisting of Department Heads from Public Health, Social Services, The Durham Center, Criminal Justice Resource Center, Cooperative Extension, Youth Coordinating Board, Library, and the County Attorney to develop recommendations that best meet the above-referenced Board goal. The Leadership Team recommended the use to a consultant to gather information upon which to formulate their recommendations to the County Manager.

As a result, a competitive process was initiated on November 18, 1999 with a one-month acceptance period for responses to a Request for Qualifications. Based on the work plans and responses received, the Leadership Team is recommending Public Consulting Group Inc. (PCG) to conduct the analysis and delivery system study. Consultants from PCG, along with input from the Leadership Team, developed the following revised scope of service to be performed in a six- to eight-week period at a cost of \$50,000:

"To evaluate what service improvements and management goals could be accomplished through an organizational restructuring of the health and human services system, including the departments of: Social Services, Public Health, and MH/SA/DD. This will include establishing criteria for the evaluation, projecting the major cost considerations each would involve, and clarifying the opportunities and risks inherent in each organizational restructuring. The organizational models to be considered are: a) the county model used by Mecklenberg County; b) the human service model used by Wake County; and c) the board model currently used by Durham."

The Board's direction and guidance is being sought as to whether the Leadership Team should proceed with the recommendation to enter into a contractual agreement with a consulting firm to gather information for conducting a health and human services delivery study. (The funds have been budgeted in the County Manager's cost center to cover the cost of the contract.)

Resource Person(s): Carolyn P. Titus, Deputy County Manager

**County Manager's Recommendation:** Accept the progress report from the Health and Human Services Delivery System Leadership Team. Provide direction and guidance as to whether the team should proceed with recommending that a contractual agreement be entered into with a consultant for the purposes of meeting the Board's FY 1999-00 Goal.

**2. Update on the Activities of the Upper Neuse River Basin Association**

At the April 27, 1998 Board of County Commissioners' Regular Session, the Commission approved a resolution to provide financial support to the Upper Neuse River Basin Association. This contribution is in the amount of \$7,927 and has reoccurred on an annual basis for the association since 1998.

The mission of the Upper Neuse River Basin Association is to preserve the water quality of the Upper Neuse River Basin through innovative and cost-effective strategies, and to constitute a forum to cooperate on water supply issues within the Upper Neuse River Basin by:

- Forming a coalition of units of local governments, public and private agencies, and other interested and affected communities, organizations, businesses, and individuals to secure and pool financial resources and expertise;
- Collecting and analyzing information and data and developing, evaluating, and implementing strategies to reduce control and manage pollutant discharge and to manage water resources; and
- Providing accurate technical, management, regulatory, and legal recommendations regarding the implementation of strategies and appropriate effluent limitations on discharges into the upper portion of the Neuse River.

Lisa Martin, Executive Director, Upper Neuse River Basin Association, will brief the Board on the recent activities of the association and discuss the importance of the association to Durham County.

Resource Person(s): Lisa Martin, Executive Director, Upper Neuse River Basin Association

**County Manager's Recommendation:** The Manager recommends that the Board receive the report and reference the resolution which was adopted by the Board of Commissioners on April 27, 1998.

### **3. Unified Child Care Subsidy System**

Durham County Social Services (DSS), Durham's Partnership for Children (DPfC) also known as Smart Start, Child Care Services Association (CCSA), and Operation Breakthrough (OBT) have worked since May 1996 on a new Unified Child Care System which will operate as a collaborative venture between these four agencies. The purpose of the project is to improve access to quality child care for all Durham's children by combining all of Durham's existing child care subsidy programs into one process in one location. Funds for the project are furnished through a grant from the State through Durham's Partnership for Children (DPfC). A leadership team composed of representatives from the above agencies will govern the project. A director will be hired to manage the project, coordinate services, and oversee staff from the collaborating agencies.

DSS staff along with representatives from Durham's Partnership for Children, Child Care Services Association, and Operation Breakthrough will be present to apprise the Board of the project and outline its goals and implementation plan. In addition, staff will highlight future Board action that will be necessary to support project implementation.

Resource Person(s): Dan Hudgins, Director, Department of Social Services, and Arnold Dennis, Assistant Director for Family Self-Sufficiency, Department of Social Services.

County Manager's Recommendation: Accept the report and provide input to the planning team on the collaborative efforts of agencies designing and implementing the Unified Child Care Subsidy Project.

### **4. Scheduling a Walking Tour and a Meeting to Discuss the Space Needs Analysis and the Facility Master Plan**

This item is a request for the Board of County Commissioners to schedule a meeting to discuss the Durham County Space Needs Analysis and Facility Master Plan project. The meeting would begin with a tour of the East Main Street area followed by a presentation of a facility scenario, which incorporates the Board's input from the December worksession.

The purpose of the Space Needs Analysis and Facility Master Plan project is to identify the space needs of Durham County Government for the next 20 years and develop an implementation plan to meet the needs of the involved departments and agencies. On September 1, 1999, the project consultant, O'Brien/Atkins Associates, PA in conjunction with GSA, Ltd., provided an update to the BOCC prior to development of the facility plan component.

The update highlighted the data collection process, interviews, projections, and determination of future needs. On November 1, 1999, the project consultant presented four facility configuration

concepts which meet Durham County's facility needs. Following input and direction from the BOCC, an additional scenario that includes a Human Services facility on East Main Street was developed and presented on December 6, 1999. The most recent scenario has been modified to incorporate comments by the Board at the December worksession. Upon receiving direction from the Board, a final plan will be prepared for adoption.

Resource Persons: Glen Whisler, County Engineer, Sandra Phillips, Director of Purchasing, Kevin Montgomery, O'Brien/Atkins Associates, PA, Howard Geisler, GSA, Ltd.

County Manager's Recommendation: The County Manager's recommendation is that the BOCC schedule a meeting to include a tour and project update. Possible dates include February 15, 16, 17, 18, 22, 23, 24, and 25, 2000. Completion of the Space Needs and Facility Master Plan project will allow needed facility projects identified in the Master Plan to be incorporated into Durham County's Capital Improvement Plan. The Board may consider having a meeting on this issue at the Health Department after this tour.

**5. Receipt of the Durham Transportation Demand Management Plan and Setting a Public Hearing for February 28, 2000 to Receive Comments on the Commute Trip Reduction Program**

On January 3, 2000, the Board of County Commissioners received a briefing on the development of a Durham Transportation Demand Management Plan. This Plan has been prepared under the guidance of a Durham TDM Committee cochaired by Commission Vice-Chairman Ellen Reckhow and Kennon Borden. The main objectives of the TDM Plan are to:

- reduce the number and length of commute trips;
- shift additional commute travel to off peak hours;
- encourage walking, cycling, public transit, and carpooling as alternatives to driving;
- provide better integration of land use and transportation planning; and
- reduce air pollution and the number of ozone alert days.

The TDM Plan proposes a set of action strategies to help achieve these objectives. One of the strategies is a Commute Trip Reduction Program. The purpose of this program is to promote a reduction of commute trips to work through telecommuting, carpooling, vanpooling, transit usage, flexible work schedules, and other trip reduction strategies.

Resource Person(s): Ellen Reckhow, Commission Vice Chairman; Kennon Borden, TDM Committee Cochair; Mary Clayton; Parsons Brinckerhoff; Chuck Kitchen, County Attorney; Mark Ahrendsen, City of Durham Transportation Division; Bonnie Estes, City-County Planning Department; and Alden Jackson, City-County Planning Department.

County Manager's Recommendation: Receive the Durham Transportation Demand Management Plan and Commute Trip Reduction Program and set a public hearing for February 28, 2000. The purpose of the public hearing is to receive comment on the Commute Trip Reduction Program and to consider adoption of the TDM Plan and Commute Trip Reduction Program.

**6. CIP Review Criteria**

The Board originally scheduled to meet January 20 to discuss the review criteria for the Capital Improvement Plan (CIP) process. Although time is allocated on the regular worksession to the address the review criteria and ranking process, additional time will be needed to complete the discussion. Staff requests one additional meeting to discuss the CIP review criteria and provide an overview on the FY2000-01 budget process. Below are proposed dates for this meeting.

- February 10 9:00 – 12:00; or 1:00 – 4:00
- February 11 9:00 – 12:00; or 1:00 – 4:00
- February 16 9:00 – 12:00; or 1:00 – 4:00
- February 17 9:00 – 12:00; or 1:00 – 4:00
- February 21 9:00 – 12:00; or 1:00 – 4:00
- February 24 9:00 – 12:00; or 1:00 – 4:00
- February 25 9:00 – 12:00; or 1:00 – 4:00

Resource Person(s): Claudia Odom, Budget and Management Services Director

County Manager's Recommendation: Inclement weather delayed the originally scheduled Board discussion on the CIP review criteria selection. Placement of this item on the Board's regular worksession agenda allows the dialogue on the CIP review criteria to begin. Staff will need additional time from the BOCC to finish the CIP discussion and address the FY 2000-01 operating budget process.

**7. Substantial Equivalency**

The North Carolina State Department of Human Resources (DHR) employees, namely, those employed by the Public Health, Mental Health, Social Services, and Emergency Management departments are covered by the State Personnel Act (NC GS 126). This means these employees follow state rules for recruitment, selection, salary administration, and dismissal. The State requires the use of competitive recruitment and selection procedures as a condition for the receipt of funding. Substantial Equivalency refers to the establishment of a local personnel system for DHR employees that approximates the State system and allows for the administration of personnel actions at the County level.

Currently, the Durham County DHR agencies operate under a dual personnel system, the County's and the State's. The Durham County Human Resources Department administers both of these systems with the final decision-making authority reserved for the State regarding the agencies mentioned above. The Durham County Human Resources Department provides for uniform recruitment, compensation, benefits, training, and performance management for all County employees. However, DHR employees operate under state classification, pay and appeal procedures.

In an effort to quickly meet the recruitment and classification needs of the DHR agencies and localize personnel functions, staff is recommending that the BOCC petition the State for Substantial Equivalency.

Resource Person(s): Jackye Knight, HR Director, and Tony Noel, HR Manager

County Manager's Recommendation: Endorse efforts to apply for Substantial Equivalency and move to formal agenda for approval.

**8. Closed Session**

The Board is requested to adjourn to closed session pursuant to G.S. § 143-318.11(a)(6) in order to discuss a personnel matter and consider the appointment of a public officer.