

**MINUTES OF BOARD OF COUNTY  
COMMISSIONERS  
OF GUILFORD COUNTY**

Greensboro, North Carolina  
February 26, 2019

*The Board of County Commissioners met in a duly noticed regular meeting Monday February 26, 2019 at 8:30 a.m., at NOAH's Event Venue located on 4130 Mendenhall Oaks Pkwy, High Point, NC 27265*

**PRESENT:** Chairman J. Alan Branson, presiding, Vice Chairman Jeff Phillips, Commissioners Melvin "Skip" Alston, Katie "Kay" Cashion, Alan Perdue, Carlvena Foster, Hank Henning, Carolyn Q. Coleman

**ABSENT:** None.

**ALSO PRESENT:** County Manager Marty Lawing, Deputy County Manager Clarence Grier, County Attorney Mark Payne, Clerk to Board Robin Keller, members of the School Board, Guilford County Staff, and members of the media.

**1. WELCOME CALL TO ORDER**

Chairman Branson Called the meeting to order at 8:45 a.m.

**2. OPENING REMARKS**

Marty Lawing, County Manager, provided some additional opening remarks and discussed the challenges that currently face the community.

**3. PRIORITY CAPITAL PROJECTS AND 2/3 BONDS**

Harley Will, Finance Director, introduced the Capital Projects and 2/3 Bond financing options and shared information about long-term debt financing. He provided the debt service structure and discussed the additional financing due to bond capacities. He outlined the total dollar amount of all projects amounted to \$90M and noted the number of other projects and funding stream available for projects. He spoke to the process of using bond proceeds in the time allocated. He spoke to interest rate projections, confidence percentages of interest rates, and reiterated that the County issues debt for twenty years. He said the plan was to finance from \$20M to \$56.8M. He stated that the financial advisor for the County had submitted a plan to address the financial scenario in detail. A principle payment would not be made until the third year and would identify the impacts of the County's tax rate. Will explained the impact on the County tax rate concerning the fiscal year 2020-21 to 2021-22. He noted that the estimate assumed that each \$.01 increase in the tax rate will generate \$5.1M in property tax revenue. He requested the Board act to decide on a number for bond issuance.

Commissioner Alston stated that the County is considering the premium but asked what other factors could be calculated to generate cost-saving revenues. Alston suggested the Board seek ways to reduce costs by budget management.

Lawing stated that Administration is constantly searching for areas to reduce operating costs and increase revenues. Lawing addressed the voluminous number of caseloads/workloads the County currently managed with a very lean staff. There is, he stated, little flexibility that could be considered to reduce staff any further.

Commissioner Cashion asked if all options had been vetted and what the final deadline date would be that a decision to issue bonds from the Board be submitted.

Lawing stated that the Law Enforcement Center (LEC) project is one that should be given more time for consideration. He provided the most cost-effective ways to move forward and the number of pathways staff have reviewed. Lawing asked the County's Facilities Director to provide further information on the LEC project.

Daniel Durham, Facilities Director, reviewed the LEC construction needs and framed a timeline that would need to be set in order to meet the needs of the project. He introduced a contractor from J. Hyatt Hammond to speak more depth into the matter.

Bruce Cantrell from J. Hyatt Hammond introduced the space needs of the Sheriff's Law Enforcement operations. He shared the scope of the study and the set of site plan options for proposals A, B, and C. He discussed the details of Site Plan A and the costs associated to extend the underground tunnel for prisoner transport. He noted the estimated costs to demolish the LEC and provide new construction and site development; the needed square feet to ensure efficiency of the new building in the years to come. He reviewed the scheduled project schedule, and noted that, until the site plan was completed, the building would need to remain vacant for two years. He proceeded to elaborate the projected scope of Site Plan B and noted the temporary upfit of 15,000 square feet. He discussed the demolition of the Otto Zenke building, new construction, tunnel extension, LEC demolition, and overall site development. He discussed the projected scope of Site Plan C and noted the temporary upfit of 17,658 Square Feet. He discussed the demolition of the Zenke building, new construction, tunnel extension, LEC Demolition, and overall site development. A summary of options was provided of Site Plan A through Site Plan C and stated that the Sheriff's preference is to implement Site Plan A for various efficiency reasons. He spoke to the history of the Edgeworth Building and its current construction needs. He reviewed the alternate building options to renovate and the costs for each option and elaborated the necessary new construction costs associated. He emphasized the optional parking deck at a cost of \$10,125,000. He provided the recommended options for Board consideration.

Commissioner Henning asked about the parking lot and the differences between the site plans, and if the current need for parking has been included for consideration, and what percent of the parking is for staff and visitors. He shared his concern for the almost doubling number of parking spots, and stated that it would not be a problem for staff to have to walk a few blocks if parking was deemed cost prohibitive to the success of the project. He asked if Option C was the complete plan and the cost had not changed very much from the previous projected cost.

Commissioner Conrad asked about the original Site Plan cost and expenses associated with tearing down the existing structures, and asked if Hammond had considered other site plans. He shared his concerns for moving the Sheriff's Department in the interim as it does have a cost. He asked if other lease options had been explored to identify usable space options.

Foster questioned if the Sheriff's preference was for site plan A.

Cantrell confirmed.

Discussion ensued concerning the options and projected uses of the buildings and population growth.

Chairman Branson spoke to the number of factors that surround the site plans and he suggested that the Board take some additional time to consider all the options on the table in order to make a responsible decision that considered future needs of the community and future needs of the court system.

Vice Chairman Phillips suggested issuing the 2/3 Bonds \$13.275M on hand at present and cap the dollar amount for the project. He shared that the Board could make a decision on other areas and projects at a later date, and he expressed caution about moving forward with the higher cost plans on the table as he noted the other plans up for consideration.

**A motion was made by Phillips, seconded by Justin Conrad to approve a total \$40M 2/3 Bonds along with existing funds already allocated for capital projects; identifying that capital dollars be allocated in the following manner: with 3.1M for the Mental Health Facility, 5M for the Sandhills Administration Building, 11.4M for EMS Logistics Facility Phase 1, 5M for the Animal Shelter, 15.2 for LEC and Otto Zenke project, 3.5M for Probations Parole, and 10 M for School Security Upgrades.**

Discussion ensued among the Board and Staff concerning the motion language and discussed the issuance of the 2/3 Bonds in the coming years.

Halford clarified that there is 66M in capital needs and that 14M of existing allocated funds is included in those estimated figures.

Lawing reviewed the upcoming capital construction projects and the funds allocated to the schools for their respective needs. He noted that the numbers presented were slightly higher than anticipated to provide for negotiation. Lawing noted that staff are recommending bond issuance of 50 or at least 52M in order to complete all of the identified priority projects.

Commissioner Alston questioned the construction projections, and since the numbers are a best guess estimate, asked how to proceed; and when the Animal Shelter would begin the bid process. Alston also reiterated the motion on the floor and reviewed the County's options were in the future to address costs.

There being no additional questions the board proceeded to vote on the motion.

**A motion was made by Vice Chairman Phillips, seconded by Commissioner Justin Conrad to approve a total \$40M 2/3 Bonds along with existing funds already allocated for capital projects; identifying that capital dollars be allocated in the following manner: with 3.1M for the Mental Health Facility, 5M for the Sandhills Administration Building, 11.4M for EMS Logistics Facility Phase 1, 5M for the Animal Shelter, 15.2 for LEC and Otto Zenke project, 3.5M for Probations Parole, and 10 M for School Security Upgrades.**

**Vote: 9-0; Motion carried unanimously**

**Ayes: Branson, Conrad, Henning, Cashion, Coleman, Alston, Foster, Cashion, Phillips**

**Noes: None**

### **ANIMAL SERVICES UPDATE**

Jorge Ortega, Animal Shelter Director, discussed the status of the bid process and the significant accomplishments over the past year. He shared the three years of animal progress of intake, community partnerships, and rescue groups. He shared that the goal was to become a "no kill" shelter by 2022. He noted the difficulties associated with a "no kill" shelter as many animals are not suitable for rehoming. Ortega shared the positive and the negative (animals euthanized) outcomes across the state and Guilford County. He noted the positive changes over the last two years and the number euthanized for various reasons based on health. Ortega reviewed the Department of Agriculture inspection and where the shelter is in relation to the county. Cats remain the shelter's biggest challenge. He reviewed the goals for 2019. He provided details for community engagement in 2019.

Foster out at 10:32AM

Commissioner Henning thanked Ortega and his staff for their hard work in turning the shelter around in a short time.

Commissioner Conrad thanked Ortega and his staff for the work they had done, and the programs that have improved the animal shelter. He shared the importance of the County procedures to curtail animal abandonment and veterinary services. He recommended returning to the Board at a later date to share information with the public.

Commissioner Cashion thanked Ortega for his hard work, and thanked Commissioner Conrad for his tireless efforts on the Animal Advisory Board.

Vice Chairman Phillips shared the Boards gratitude for Ortega and Animal Shelter staff. He asked about the progress that could be made with a new, state-of-the-art facility.

Ortega shared that if the shelter cannot function with the programming and relationship building at present then the shelter would not function in a new facility.

Commissioner Perdue stressed the need for this information to be made public and shared in the media.

**4. BREAK**

The Board recessed at 11:04AM

The Board reconvened at 11:19AM

**5. ECONOMIC DEVELOPMENT/GCEDA UPDATE**

Loren Hill, High Point Economic Development Corporation President, reviewed the roll of the Guilford County Economic Development Alliance (GCEDA). He noted that they are doing things now that they never did before, including sharing information and resources. He also shared that they are working with a media marketing company to improve media presence for Guilford County and Economic Development. He reviewed some recent announcements in our community. Hill also provided the Commissioners with the annual report from 2018.

Greensboro Chamber of Commerce Executive President David Ramsey discussed the County's economic development projections and what was accomplished in 2018. He spoke to the number of jobs created throughout the County and highlighted several corporations for their efforts to develop the Piedmont Triad.

Commissioner Alston asked about the status on the Catalyst Project (High Point's Multi-Use Stadium) and the development on the hotels.

Loren Hill stated that the project was on schedule and they are looking to host ballgames in May. He shared that there are several projects in the works including a hotel.

Commissioner Coleman asked about the report that focused on MWBE from the Greensboro Chamber of Commerce.

Commerce Rep explained the agreements and the incentives awarded to the contractors were not required to provide an MWBE Report.

6. **2019 ECONOMIC DEVELOPMENT AND TIER RANKINGS**

Lawing discussed the Tiers for Guilford County. He provided the four factors (i.e. Avg. Unemployment Rate, Median Household Income, Percentage Growth in Population, Adjusted Property Tax Base Per Capita) He elaborated the above factors in comparison to other counties in NC. He stated that the average private sector wages, Guilford County was among the highest in North Carolina.

Commissioner Coleman asked what Forsyth County had done in comparison.

David Ramsey, Executive Vice President of the Greensboro Chamber of Commerce, provided that the difference is in the number of medical staff in Forsyth County comparable to those living in Guilford County.

Loren Hill reminded the Board that their contributions both High Point and Greensboro is 100K each, which is in addition to their budgets.

Commissioner Foster Arrived at 11:53PM

Discussion ensued regarding differences among counties and the work it takes to become a Tier-Three County; and methods to become a Tier-Two County.

Commissioner Cashion asked what methods could be instituted among the Greensboro Chamber of Commerce to address these issues.

David Ramsey stated that to raise to a Tier Three County, Guilford County would need to see an increase in overall wages.

Lawing shared that being in a Tier Two County does provide many opportunities such as grants and other revenue boosters. Lawing identified site selectors and shared that NC was ranked behind Georgia. He shared that NC was ranked as number one in competitiveness. He discussed the criteria for what private corporations see as most important in selecting a new region. He shared that priorities change annually as to what people are looking for in employees. Lawing shared two additional articles that provided information regarding site selection success.

David Ramsey shared more information regarding the County's reputation among possible corporations interested in looking to invest here. He emphasized that good relationships and partnerships were a focal point for corporations (i.e. relations between boards, municipalities, and community participation.) He stated that workforce development is an incentive to come to this area.

Commissioner Conrad emphasized the workforce obtaining their education in Guilford County but moving away to better employment opportunities in other states.

David Ramsey spoke to the barriers that exist in the County.

**7. LUNCH**

The Board Recessed for Lunch at 12:21PM

The reconvened at 1:00PM

**8. GUILFORD COUNTY MEDICAID AND FNS UPDATE**

Heather Skeens, Department of Social Services Director, discussed Medicaid transformation and the County's soft launch scheduled to go live on June 3, 2019. She reviewed the details of open enrollment in Medicaid. She spoke to NCCARE360; the Medicaid Audit Plan; and the County's eligibility determinations. She outlined the accuracy standards and shared the number of applications the County had received for Medicaid; the reasons for why applications were either withdrawn or denied. Skeens spoke to the number of applications received for FNS. She shared the decrease and decline of Food Stamp applications. She reviewed the FNS re-certification and Disaster SNAP (DSNAP). She outlined the benefits included in DSNAP following the Tornado event in 2018. She provided a complete breakout of the DSNAP disbursed since May 2018.

Commissioner Foster inquired about the application process for DSNAP benefits. She emphasized that some of the people that were eligible to receive benefits, received benefits and were concerned because they exceeded the requirements. She asked about what was needed to repay those benefits.

Skeens explained the process determined by the USDA for applying for benefits. The state does do a 10% audit on all the applications submitted, and if there is found to be fraud, the funds would have to be repaid.

Discussion ensued concerning the process of DSNAP distribution of funds in North Carolina specifically Guilford County.

Skeens reviewed the work first numbers, which is a program that assists individuals to find employment and get back to work. She reviewed the numbers regarding daycare.

She provided a breakout concerning the number of children served in Guilford County. She shared new information concerning the waitlist which is expected to reopen in May 2019. She elaborated the trends in Crisis Intervention Program (CIP) and Low-Income Energy Assistance Program (LIEAP). She spoke to the number of applications for CIP and LIEAP.

Commissioner Coleman asked about the numbers concerning the Underemployed and Unstable Employment. She asked about the number of people that were eligible for Medicaid but were not issued benefits. The percentage of recipients that were children receiving CIP.

Skeens shared that the tracking of funds was inconsistent, and the numbers were more anecdotal at this point. Skeens reviewed the County procedures regarding the Medicaid program. Skeens did not know the number of children receiving CIP.

Commissioner Phillips asked about the number of Medicaid applications received year to date.

Skeens shared the process of NCFASST and the collection and retention of applications. However, she explained that at present the applications were not collected.

Discussion ensued concerning the allocation of DSNAP, SNAP, and Medicaid. Skeens reviewed the impacts of benefit disbursement amid government shutdown.

#### **9. GCS – CAREER TECHNICAL EDUCATION PLAN**

School Superintendent Dr. Sharon Contreras shared a Power Point Presentation (PPP) with the Board. She spoke to workforce development and shared the growth domestic product in Guilford County and the education needs in North Carolina; and the differences among other counties. She emphasized the need to invest in public education and increase retention of technical careers. She spoke to creating pathways to spark student interests earlier. She emphasized the gap program—Signature advanced career academies within high schools. She discussed the evolution of schools to become advanced Career Technical Education (CTE) academies. She discussed the P-Tech model, which is the combination of HS diploma and Associates degree. She elaborated Cohort 1, the career academies.

Commissioner Alston shared his appreciation for Dr. Contreras's presentation to Washington.

Judy Stolder of Trebic discussed her role to provide government affairs for the Chamber of Commerce and support for the CTE programs that assist the ongoing efforts at the state level including 3M in state level funding to support the CTE programs.

Discussion ensued among the Board concerning Contreras's visit to Washington and her appearances on television and the types of progressive educators the County needs to be attracting.

#### **10. WORKFORCE DEVELOPMENT STUDENT CONTACT HOURS OF TRAINING**

Dr. Randy Parker discussed GTCC workforce development and the growth of the college to anticipate new and expanding industry projects. He shared the details of the apprenticeship program, and that they have 586,220 student contact hours. They were working with local employers for company specific training programs, and reported that they have enrolled 16 companies that have provided 1,333 jobs that participate directly in workforce training. Parker reviewed the Guilford Apprenticeship Partners Program (GAP) and the ways the program continues to grow to ensure all students have the same opportunities for training.

Commissioner Coleman questioned which companies have the GAP programs.

Commissioner Coleman questioned the jail release training programs. She questioned if Dr. Parker was made aware of any companies that work with those individuals that have previous records.

Parker reviewed the several companies that they work with that have GAP programs in place. He noted that those individuals with felonies have a more difficult time, and shared that they would like to partner with the Sheriff's Department. He noted that a number of years ago, the legislature used to provide funding that provided basic skills training for inmates. He stated that last year, through Rep Faircloth, they had sought to get a study together to see if that program could be re-implemented. He shared that as that moves forward in the legislature he would hope to have the Commissioners support to fund those programs. He remarked that the data shows that if involved in education during incarceration the chances of recidivism declines. Dr. Parker reviewed the State's legislative agenda.

Commissioner Phillips thanks Dr. Parker for his service and shared that he has been a leader in workforce development.

Commissioner Henning thanked Dr. Parker for his years of service and his openness to work with the County and all of the accomplishments he has overseen over the years. His leadership and efforts to take risks and present new ideas has changed the face of the county and opened the doors for economic development and employment.

Commissioner Foster and Commissioner Cashion echoed well wishes on his retirement.

## **11. REVIEW PRELIMINARY CAPITAL IMPROVEMENT PLAN**

Budget Director Michael Halford spoke to the functions of public safety where the total cost had accumulated to \$53,676.00. Halford provided a breakdown of public safety costs.

Commissioner Alston asked if the preliminary report was over ten-year period and asked Halford to provide the details of the EMS-based needs currently in question.

Halford discussed the breakdown in real numbers and what was being considered for EMS.

Commissioner Perdue provided further details concerning the construction of EMS facilities. He stated that the projection was need-based. Perdue noted that a lot of the need was also based on the high call volumes and were to better co-locate with the city fire departments whenever possible.

Jim Albright, EMS Director, provided additional facility needs and delineated between Greensboro and Guilford County and which facilities each unit serves. He also noted that the existing base in question was in need of an expansion and upgrades as it was constructed in the 1970s.

Discussion ensued regarding the need to replace and refurbish EMS facilities.

Halford discussed the increased expenses of the Juvenile Detention Center given the age change handed down by the state.

Commissioner Phillips inquired about the debilitating parking deck. He asked about the Voting Machine update about where the General Assembly was on their request for additional information. He asked about the funds included in the FY2019.

Commissioner Cashion shared information that the current election machines were not in need of replacement.

Daniel Durham, Facilities Director, shared the details of the current repair of the parking deck. He stated that the projected county building construction funds excludes the current repairs.

Discussion ensued among Board and Staff concerning the Election machines and other capital upcoming projects.

Commissioner Cashion asked about the funds and the net impact of not using the funds for the machines in time.

Charlie Collicutt, Elections Director, spoke to the current law that effect current elections machines which requires them to be decertified at the end of 2019. He shared that the State Board of Elections has yet to certify an alternate system, and stated that the lack of certification prohibits staff from legally obtaining quotes. As result of these delays there may be additional logistics problems; and future concerns regarding the method of voting machines.

Discussion ensued concerning the expansion of the Juvenile Detention Center.

Commissioner Cashion questioned the juvenile detention center expansion, and if the estimated costs would be required if the County refused to receive intakes from other counties.

Halford stated that if the County chooses to no longer receive intakes from other counties the need to expand the facility could be placed on hold, the facility would not need to expand; however, he noted that there would be an increase in the operational costs of the facility as the County would certainly loose those additional revenues collected from the intake of other counties youths. Halford spoke to the other line item projections. He explained the different upcoming projects and discussed the general government projects that include High Point Central Plant and Building Automation HVAC, New County Courthouse HVAC, County Building Construction Fund projects, such as parking decks, and Elections voting machine replacements. He reviewed the fund balance available and projected how the balance would fluctuate in the coming years.

Lawing reviewed that the County agreed to expand the facility if the State would also agree to fund the expansion. He noted that at this point, no decision between the County and the State had been set.

Doug Logan, Juvenile Detention Center Director, shared some of the challenges of the age limit changes is they will need to ensure separation between the younger population of juveniles under 11 being housed in same units with 18-20 year olds.

Halford noted the inclusion of some operational renovation projects in the Parks Department. He reviewed the general government projects for Board consideration.

The Board questioned the status of the Bryan Park negotiations.

Lawing shared that he was not aware that the negotiations had been finalized, and stated that he would look into the matter for further details.

Commissioner Alston questioned the total current balance of the County's Fund Balance.

Halford shared that it is roughly 13%. He cautioned with putting zero in the capital fund we still fall below 8% in two years. He advised the Board not to use Fund Balance to fund capital projects.

Albright recommended that the Board consider using the Fund Balance to purchase radios for EMS personnel as they malfunction and rather opt for a whole sale replacement included in the budget.

Commissioner Henning asked if the City of Greensboro had shared any interest in moving forward with the first phase of the Bryan Park development. He asked if the project would eventually generate enough patron revenues to cover its own operation costs.

Lawing stated that the facility would provide some revenues but would not be enough pay for itself.

## **12. EMS LOGISTICS FACILITY CONSTRUCTION CONTRACT**

Daniel Durham, Facilities Director, discussed the first phase of the EMS bid process and the decision to award a contract to a Winston-Salem based company, New Atlantic. He reviewed the staff recommendations and bid alternates.

Deputy County Manager Clarence Grier provided an update on the MWBE report and provided details on the good faith effort prior to January 18, 2019 to identify greater diversity. He reviewed that three African American subcontractors bid on the original solicitations, however none of the African American subcontractors were successful obtaining the award for the particular subcontract of the project. Grier presented information that reviewed the timeline of the bid and the demographics of the construction bidders. Grier provided the efforts of the County to increase African-American subcontractors to raise the total participation to 36.7%.

MWBE Director Cynthia Barnes-Phipps spoke to the methods the County was implementing to increase MWBE participation. She shared advertising, increased social media presence, and training programs.

Grier shared that as the County moves forward staff should have been more engaged with the Board's concerns regarding MWBE in the bidding process. He shared the methods that New Atlantic would commit to and the requested action the Board would need to take today.

Commissioner Coleman stated that the good faith effort was a waste of time and asked for clarification as to the increase of African American participation.

Commissioner Alston asked if the facts had been verified, and asked about Sky Construction specifically.

Grier shared that staff had verified most of the claims and awards by New Atlantic.

Discussion ensued concerning the nuances of the good faith effort and the dollar amounts of each bid, and the percent of minorities included in the study. Grier and Commissioner Alston engaged in debate concerning the good faith effort.

**A motion made by Commissioner Melvin “Skip” Alston, seconded by Commissioner Carolyn Q. Coleman to reject all bids and resubmit the bid through the new MWBE Director.**

Commissioner Foster shared that the intent behind the motion to set aside the bid was that there seemed to be no clear or good faith effort to locate African-American subcontractors. She noted that the New Atlantic contractor does not have a good reputation in the community and the County should take that into consideration.

Commissioner Coleman expressed her disappointment for staff not digging deeper into follow-up with subcontractors who may or may not have been solicited by New Atlantic. Coleman shared that the County needs to make it possible for African Americans to feed their families, on an equal basis as everyone else. She noted her tenure on the Board and stressed that African-Americans were not being taken seriously. She assured staff that she would have spent more time working to locate licensed MWBE contractors and subcontractors, specifically African-American participation. She discussed the previous presentation from DSS about DSNAP and the difficulties among African American members of the community to find and keep viable employment opportunities throughout the County. She emphasized that she does not consider African American participation a priority in Guilford County.

Commissioner Perdue noted that the Board had been working all morning trying to ensure proper allocation of County Funds to complete all the projects on the table. He further shared that the County has a fiduciary responsibility to move forward and award this contract yet continue to work on improving relationships with the African American contractors to encourage them to submit bids on county projects.

Commissioner Conrad shared his concerns with the motion to reject the bid.

**Commissioner Perdue made a substitute motion to Approve an increase in the capital project ordinance to \$14,416,463M to cover the stated costs of the Phase 1 Project, and award the construction contract in substantial form to New Atlantic Contracting in the amount of \$12,116,773. Motion seconded by Commissioner Conrad.**

Conrad spoke to the substitute motion and questioned the legal bid requirements.

Commissioner Cashion questioned if rebidding the projects was legally defensible.

County Attorney Payne advised that the Board's decision would be the deciding factor as to the question if good faith efforts were made by the successful bidder.

The board discussed Robert's rules of order and the order to which motion should be considered or debated first.

County Attorney Mark Payne shared the procedure outlined in Robert's Rules of Order.

Staff reported that there is a legal conflict in not approving the contract to the successful bidder. Clarence Grier, Deputy County Manager, stated that based on the definition of good faith effort staff believe that New Atlantic met the standard as outlined in the bid package.

**Commissioner Alston made a Second Substitute Motion/ to reject all bids and rebid the project with newly implemented MWBE policies and rebid the project allowing 45-60 days for the revised bid to be run; second substitute motion seconded by Commissioner Coleman**

Commissioner Alston spoke to his substitute motion and stated that he was asking for sixty days to re-bid the project and work with the new MWBE Director to come to a fair decision.

Commissioner Perdue stated that the County needed to get out of the weeds on this and recognize that the County facilities need attention and we need to move forward with a bid that was properly submitted and fairly bid and all parties had an opportunity to bid. He noted that contractors have the responsibility to participate in bids if they so choose, and certify their information.

Commissioner Coleman stated the need for more equity in the bidding process.

Commissioner Conrad questioned the second substitute motion on the floor to see if it was proper.

County Attorney Payne noted that it could be voted on in reverse order.

Clarence Grier, Deputy County Manager, shared that several of his colleagues throughout the state had provided him information on African American participation. He noted that the County's process is flawed, but he assured that the process will address and African American inclusion moving forward.

**The Board voted Commissioners Alston's Second Substitute motion, seconded by Commissioner Carolyn Q. Coleman to Reject All Bids and Resubmit the Bid Over a Sixty-day Period and managed through the new MWBE Director.**

**Vote: 5-4; Motion Fails**

**Ayes: J. Carlvena Foster, Melvin "Skip" Alston, Carolyn Q. Coleman, Kay Cashion**

**Noes: Alan Branson, Jeff Phillips, Alan Perdue, Justin Conrad; Hank Henning**

**First substitute motion made by Commissioner Perdue, seconded by Commissioner Conrad, to Approve award of the construction contract, in substantial form, in the amount of \$12,116,773 to New Atlantic Contract; and amend the EMS maintenance and facilities capital project ordinance to increase project funding by \$11,363,463 to a total of \$14,416,463 for construction and identified additional fees, security, and furnishings with all additional funds to come from unallocated existing bond proceeds.**

**Vote: 4-5; Motion Carries**

**Yay: Alan Branson, Jeff Phillips, Hank Henning, Alan Perdue, Justin Conrad**

**Nay: J. Carlvena Foster, Melvin "Skip" Alston, Carolyn Q. Coleman, Katie "Kay" Cashion**

**Absent: None**

Commissioners, Henning, Coleman and Foster left the meeting at 5:15PM

### **13. REPORT: COUNTY FIRE STUDY**

EMS Director Jim Albright introduced the Fire Chiefs and turned the floor over to Dr. Malton with Fitch and Associates.

Dr. Malton explained the data-driven process of the report. He spoke about the methodology of the data report. He shared that they had canvased a five-year period to identify trends. He noted the units that were considered for study and descriptive statistics and GIS reports. He discussed the average percentile of the time it takes to respond to a call. He shared that when they evaluate systems they do evaluate it at the 90<sup>th</sup> percentile. The 90<sup>th</sup> percentile is the industry standard. Malton spoke to the funding expended by agency. He noted the differences between career staff and volunteers. He noted that they identified people that were dual-rostered. He stated that those people rostered are not active and those listed as active are not necessarily from the County. He shared the projected growth

Albright provided additional stats across the County concerning call response time.

Chairman Branson shared recent concerns regarding a local incident in which additional measures were needed to ensure adequate staff were available to direct traffic, and the need to include law enforcement to manage dangerous traffic scenes to prevent further accidents. He noted on this particular incident law enforcement arrived 45 minutes after the accident with leaving no traffic support creating a very dangerous situation.

Dr. Malton reviewed the recommendations of the study, to establish response times levels of services with targets; Adoption of regional perspective for operations, staffing and supportive functions; enhance special operations/squad concept to address specialized incident types, development of effective response force at structure fire, and high priority EMS first responses; and finally design a funding structure which provides for both base and level of services in all county responsibility services.

Jim Albright shared that the volume of medical calls is growing at such a high level and is also driving demand on the fire departments. These drivers are reducing resiliency and the ability to respond timely to fire structures. He shared that we are balancing very high workloads but we are not preparing ourselves for very high workloads.

Alston questioned why Fire is dispatched for a medical call.

Albright responded that all fire fighters are also trained first responders who also bring lifesaving medical saving equipment and medications. He stated 65% of calls there is a fire truck dispatched.

Commissioner Perdue thanked staff for putting this information together. He questioned if staff were going to put together a group to bring back specific recommendations to the board.

Lawing stated that he would be putting together a committee.

The Board recessed at 6:08PM

**DAY 2 - MINUTES OF BOARD OF COUNTY  
COMMISSIONERS  
OF GUILFORD COUNTY**

Greensboro, North Carolina  
February 26, 2019

*The Board of County Commissioners met in a duly noticed regular meeting Monday February 26, 2019 at 8:30 a.m., at NOAH's Event Venue located on 4130 Mendenhall Oaks Pkwy, High Point, NC 27265*

**PRESENT:** Chairman J. Alan Branson, presiding, Vice Chairman Jeff Phillips, Commissioners Melvin "Skip" Alston (in at 9:11AM), Katie "Kay" Cashion, Alan Perdue, Carlvena Foster (in at 9:37AM), Hank Henning, Carolyn Q. Coleman

**ABSENT:** None.

**ALSO PRESENT:** County Manager Marty Lawing, Deputy County Manager Clarence Grier, County Attorney Mark Payne, Clerk to Board Robin Keller, members of the School Board, Guilford County Staff, and members of the media.

**1. WELCOME CALL TO ORDER**

Chairman Branson Called the meeting to order at 8:49 a.m.

**2. OPENING REMARKS**

Marty Lawing, County Manager, provided some additional opening remarks and discussed the challenges that currently face the community. Lawing shared that he will be scheduling a joint meeting with the Board of Education to the School Facility Study results in March.

Harley Will, Finance Director introduced the County's new Deputy Finance Director, Derrick Bennet who comes to Guilford County from Memphis Tennessee.

**3. GENERAL FUND**

Michael Halford, Budget Director, discussed the expense budget and posed the 5% risk value as an acceptable level of risk on the expense side of the fund balance. He asked the Board to affirm the risk level for the County to move forward with projects.

Commissioner Henning asked for additional information concerning the level and what are typical operating fund risk values.

Vice Chairman Phillips asked Halford to offer his best direction and recommendation.

Discussion ensued concerning the value of the percent best to accommodate the public budget. The Board discussed general fund and the reasonable bounds to keep within. The County's largest expense variances were explored and where the County saves and expends funds. The Board discussed personnel, debt, economic development, and other areas of constant fluctuation.

**The board discussed this practice and provided direction to staff by General consensus to maintain the practice of keeping operational expenditures within 5% of the budget.**

Halford reviewed revenue history excluding fund balances and debt-related revenues. He shared his discomfort with the current fund distribution and how often the County dipped into its saving account.

Vice Chairman Phillips asked about how the fund balances and what focus areas would need to be addressed for future implications of projects.

Commissioner Alston asked where the problem was concerning the use of funds. He asked what percentage of the fund balance would need to be implemented to balance the budget over the next ten years.

Halford reviewed the previous years' spending and the use of the fund balance. The appropriated fund balance -\$42.6M / Under Expense +28.6M / The fund balance decreased \$11.9M and Over Revenue +\$2.1M.

Halford stressed the need to locate more opportunities to foster increased revenue. He noted that Guilford County was stable during the recovery period following the recession; however, he stated that if the budget goes unaddressed moving forward then the County would need to make focused changes to compensate and balance. He shared the data supporting the decline in budget dollars per capita over the previous 10 years, and emphasized several timely strategies that could be implemented that would balance the budget. Halford discussed the major revenue sources of property taxes on regular property, and recommended that sales tax not be increased. He provided an opportunity for the Board to address any concerns and questions before proceeding further.

Halford then discussed the budget drivers for the upcoming fiscal year. He noted that the County had to use fund balance for regular operations in the previous year. He recommended reducing the amount of savings used to balance the budget from year to year, but to be cognizant of where debt is accumulated on items and services that will need to be addressed again fewer than ten years (i.e. radios, etc.) Halford provided

several models to the General Fund 10-year Projections to identify sustainability in the next ten years.

Lawing noted that in the past the County had implemented a hiring freeze to offset the costs associated with the recession; however, he shared the problems that would be generated by moving forward with that action at present.

Commissioner Alston asked about the number of employee vacancies at current. He asked about the impacts the current vacancies had on the budget, and if the positions have not been filled, should they be filled, or can the County not fill them.

Lawing shared that there are currently 200 vacant positions across the County. He shared that the positions vacant are difficult to fill and the compensation levels are not equivalent to the rest of the state.

Cashion questioned if the salary study will impact the funding of personnel and when that data would be provided to the Board.

Discussion ensued concerning recruit and compensation and the cutting of vacant positions.

Commissioner Henning asked about the efficiencies to be gained from exploring more opportunities for County employees work from home or more telecommunication methods.

Discussion ensued among the Board concerning the implications of addressing the employment vacancies in the County. Commissioner Coleman questioned the validity of exit interviews and the frequency conducted.

The board recessed at 10:23AM

The board returned from recess at 10:40AM

#### **4. REVIEW GUILFORD COUNTY VISION, MISSION, AND CORE VALUES**

Lawing discussed the last revision to the mission and vision statement. He shared the succinctness of County department statements. Lawing recommended putting together a team of people to create a vision statement.

**A motion was made by Henning, seconded by Cashion, to amend the existing mission statement to read “To Provide, efficient, effective, and responsive government.”**

**Vote: 9:0; motion carries unanimously**

**Ayes: Branson, Phillips, Perdue, Conrad, Foster, Coleman, Alston, Foster, Cashion, Henning**

**Noes: None**

County Manager Lawing reviewed the Core Values.

**Through General Consensus the board agreed to leave the Core Values as is.**

Lawing introduced and discussed the focus areas going forward. He shared the areas of focus organizational excellence and employee health.

Commissioner Cashion asked behavioral health initiatives be included in the plan.

Discussion ensued regarding the accommodation of employees and providing them recognition for all the good work.

Lawing discussed the logistics of providing an employee recognition event. He spoke to the creation of a Legislative Agenda for the General Assembly to consider.

Jim Albright, EMS Director, provided an update on Guilford County's opioid and substance abuse crisis. He recommended placing the item on the agenda as a priority goal in the year ahead.

Mark Payne, County Attorney, concurred with Albright and offered several additional points of interest and provided an update on the County's Opioid litigation. Payne noted that at this point there is no end date for the case.

Discussion ensued among the Board concerning the implications of the crisis throughout the County and the impacts on government, families, and providing efficient emergency services.

Chairman Branson suggested holding a County breakfast for General Assembly delegates to address the disparate factors facing the County concerning the opioid crisis. The Board considered setting up a date and possible location where such an event could be held, and an agenda could be addressed. The Board addressed the need for the County to host its own breakfast and invite members from the County.

Lawing discussed healthy people and extend health education to the public to ensure the public does know where to access services. He addressed the issue of creating smoke-free open spaces. Lawing spoke to public safety (i.e. EMS Logistics, reduce gun violence, fire study, response times for EMS, gang intervention programs, school security, County building security updates.)

Chairman Branson spoke to the rise and demand in call volume regarding EMS response times. He noted that the County would have to concentrate on the volume and breadth of the calls that EMS receives.

Albright addressed how the public identifies with the EMS presence in the community.

Halford asked what the response times meant for the Board and what level of efficiency does the Board want to achieve collectively apart from the national standards. He suggested setting performance standards.

Commissioner Conrad noted that he believed that EMS was meeting all the local and national standards. He sought clarification from Albright to identify the areas that needs improvements.

Albright noted that all but Echo Response Calls (life-saving calls) are below standards.

Discussion ensued concerning the setting of efficient response time standards; setting realistic goals; the volume and regularity of calls; Greensboro and High Point's efficiency to respond to calls in locations where County EMS is limited; concerning the creation of an online dashboard to address the issues in the County to alleviate the high number of long response times; and about the shortest time EMS has to respond to calls.

Marty Lawing, County Manager, suggested the addition of the mega-site as an issue for the General Assembly to consider under Economic Development. He also recommended placing schools to the list for consideration.

Commissioner Coleman recommended adding an economic initiative goal regarding support of the Greensboro/Randolph mega site.

Commissioner Conrad noted the importance of schools needing the funds to make the County youth employable.

Chairman Branson spoke to the differences between obtaining a college education and the pool of trades available to students. He noted that there has always been a vision for the schools, yet there are still several projects in the air to consider. He voiced his concerns for financing the schools in total as the issue of busing students from across the County to attend schools with specialized programs is problematic.

Commissioner Foster underscored her faith in the new Guilford County Superintendent, Dr. Sharon Contreras, and her capability to address the issues at present. Foster emphasized the territoriality of the schools and the districting of the students which compounds poverty where students are placed in schools where the focus empowers one set of economic demographics.

Commissioner Henning also shared his faith in the superintendent; however, voiced concerns for the volume and breadth for which the County is currently enmeshed. He stressed the necessity to address the many issues facing the County.

Lawing discussed a previous Joint Facilities discussion for when the referendum should be placed on the ballot.

Coleman noted that State is planning on putting a State bond referendum for school construction costs and cautioned the Board as to the timing of our local school construction bond referendum.

Commissioner Phillips discussed details from that Joint Facilities meeting and noted that presidential election year would be volatile.

Discussion ensued concerning the elections and what should be placed on the ballot and what the citizens should be asked to consider. The Board expressed caution moving forward to strategize the plan. The noted the need to push the school's request from March to November. They discussed the means of a plan to present to the public in a transparent and clear manner.

**5. EMPLOYEE HEALTH UPDATE, BIOMETRIC SCREENING, WELLNESS INCENTIVE FUND RECOMMENDATION**

Carol Campbell, Human Resources Manager, discussed the health plan update, and shared areas of concern in mental health claims that had increased exponentially over last year. She spoke to the rising pharmacy costs among Guilford County employees, and emphasized that the increases not only impacted active employees, but those family members and retired employees. She shared the correlation between glucose and cholesterol for those ~ 30 BMI. She emphasized the impacts of diabetes on the overall health of the County. She stated that of the 2,500 County employees approximately 200 are below the 30 BMI. She claimed that the biometric screenings alone are not moving the needle toward progress.

Karen Fishel, Human Resources Director, discussed the effects of the biometric screenings and ways to address employee obesity. She spoke to the growing trends of urbanization and the changing issues that arise from poor dietary decisions. She spoke to the solutions that the County staff have identified to curtail the growing numbers of obesity.

Commissioner Conrad spoke to the health of County employees and encouraging fitness by contracting with Planet Fitness or YMCA.

Fishel stated that staff had investigated partnering with different programs; however, noted that there exist several administrative barriers that need to be ironed out. She shared other plans that could be implemented that can address obesity.

**Chairman Branson made a motion to go into closed session to discuss and economic development matter, seconded by Commissioner Alston.**

**The board entered into closed session by general consensus.**

**6. CLOSED SESSION**

The Board recessed into Closed Session at 1:13 p.m.

The Board returned from Closed Session at 1:39 p.m.

**7. OTHER BUSINESS**

A Joint Capital/Facilities Planning Committee Meeting was set to be held on March 14, 2019, at McNair Elementary Brown Summit School from 5-7 p.m.

**8. ADJOURN**

There being no further business, the Board adjourned by unanimous consent at 1:40 p.m. on Tuesday, April 26, 2019

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Chairman

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Clerk

