



# Wake County

301 South McDowell Street  
Raleigh, NC

## Meeting Minutes Board of Commissioners

---

Monday, March 9, 2020

2:00 PM

Wake County Justice Center

---

### Work Session

#### Work Session Meeting Materials

#### Meeting Called to Order: Chair

Chairman Ford called the meeting to order at 2:00 pm.

#### Rollcall

**Present:** 7 - Chairman Greg Ford, Vice-Chair Vickie Adamson, Commissioner Matt Calabria, Commissioner Susan Evans, Commissioner Jessica Holmes, Commissioner Sig Hutchinson, and Commissioner James West

Staff Present: David Ellis, County Manager; Scott Warren, County Attorney; Denise Hogan, Clerk to the Board; Yvonne Gilyard, Deputy Clerk to the Board; Johnna Rogers, Chief Operating Officer; Chris Dillon, Assistant County Manager; Denise Foreman, Assistant County Manager; Ben Canada, Assistant to the County Manager; Nicole Kreiser, Assistant County Manager; Bill Greeves, Chief Information and Innovation Officer; Derwick Paige, Chief Community Vitality Officer; Jason Horton, Strategic Performance Director; Ken Murphy, Deputy County Attorney; Beth Smerko, Senior Deputy Attorney; Kelli Braunbach, General Services Administration Director; Lorena McDowell, Director of Affordable Housing; Ed Barberio, Deputy Director of Affordable Housing and Community Revitalization; Emily Lucas, Chief Financial Officer; Mark Forestieri, Director of Facilities Design and Construction; Heather Drennan, Deputy Director of Budget and Management Services; Tammy DePhillip, Budget Analyst; Michelle Venditto, Director of Budget and Management Services;

#### Others Present:

Sally Edwards, Presidents and CEO of Marbles Museum; Hardin

Engelhardt, Vice President of Learning, Marbles Museum; Emily Bruce, Vice President of Development, Marbles Museum; Tim Hazelhurst, Vice President of Innovations, Marbles Museum; Nate Spilker, Board of Directors Chairman, Marbles Museum; Dr. Maria Rosa Rangel, Board of Directors, WCPSS representative, Marbles Museum; Jim Steed, Town resident; Mayor Dick Sears, Town of Holly Springs; Christine Kelly, Holly Springs Council member; Roy Baldwin, Solid Waste Facilities Manager-Projects, Lee Squires, Solid Waste Facilities Manager; John Boyer, CDM Smith; Bob Dick, VP, SCS Engineers; Travis Hitchcock, Regional VP, GFL Environmental, Inc.; Ben Habets, Area VP, GFL Environmental, Inc. and Brian Wuester, Corporate Landfill Director, GFL Environmental, Inc.

1. Agenda

**Attachments:** [Agenda Work Session 3.9.2020 FINAL.docx](#)

2. South Wake Landfill

**Attachments:** [SWLF - BOC Work Session 3-9-2020 - WC Slides Revised 030620 r3.pdf](#)  
[GFL Wake County BOC Meeting Presentation 3.9.20.pdf](#)

Dr. Joseph Threadcraft, Director of Environmental Services, introduced the partners in the audience.

He shared the operations overview.

Manage 19 waste facilities

- 11 Convenience Centers
- 3 Multi-Material Recycling Facilities
- 3 Household Hazardous Waste Facilities
- SOUTH WAKE LANDFILL (SWLF)
- East Wake Transfer Station
  
- Landfill gas systems
  
- Illegal dumping enforcement
  
- Closed North Wake Landfill

He shared the outreach and education overview.

Feed the Bin School Program  
86it Anti-Litter Campaign  
Community Outreach

Food Waste Reduction  
Facility Tours  
**South Wake Landfill Tours**

He shared the 2020 Public Landfills tours.

One tour per month  
Private tours scheduled as needed

He shared the South Wake Landfill timeline.

- 1990's - NCDEQ approved the construction permit
- 2005 - ILA approved with the exception of Holly Springs
- 2006 - Contracted with Waste Industries, now GFL
- 2008 - SWLF opened
  - 25 year design life (2033) at 450,000 tons/year
- 2008/2013 - 400,000 tons/year
- 2013/2019 - 500,000 tons/year
- 2020 - Projected at 540,000 tons
- Total landfill size is 179 acres
- 75 acres are in operation
- 20 acres permanently closed in 2018/19

He shared the two primary landfill odor sources.

Operations/Working Face

GFL Environmental is responsible for daily operation of the landfill working face and all cover aspects of buried waste

Landfill Gas

Wake County is responsible for all aspects of landfill gas (collection, control, monitoring or compliance) including well, pumps, blowers, flares, O&M contractor and energy partner

Mr. Travis Hitchcock, Regional Vice President, Green for Life (GFL), shared introductions.

He shared the GFL contractual responsibilities.

Contracted to design, build, operate and maintain landfill

- New cell design and construction
- Quality and assurance of design contract
- Receiving and placing waste daily
- Site compliance-leachate, storm water, erosion control

Leachate management

- Design and construct leachate collection system
- Treatment and disposal through WWTP

Work face operations and daily closure

- Waste receiving, placement and compaction
- Closure through forms of alternate daily cover (ADC)
- Erosion control and general site management

He shared the site compliance.

- Site is regularly inspected by NC DWM and DEQ
- No notice of Violations issued
- Site regularly commented by visitors/inspectors to be one of the best/run/cleanest/most organized in the state

He shared the community involvement and outreach efforts.

- On December 12th, members of our Landfill Operations group participated in a food distribution to those in need at the Holly Springs Food Cupboard
- In addition to volunteering, we presented HS Food Cupboard with a Full Circle monetary donation of \$5,500
- GFL is actively participating with County Staff on community communications such as:
  - Newsletters
  - Citizens Committee Meetings
  - Surrounding HOA Board Meetings
  - Vendor/Resource suggestions from the Town of Holly Springs

He shared the South Wake Landfill odor mitigation timing.

- Since February of 2008, GFL has utilized posi shell as our primary form of ADC (Alternate Daily Cover)
- August of 2017-GFL and Wake County partnered and purchased an Odor Vaporizing System

- April of 2019-GFL begins adding Odor Neutralizing product to posi shell application
- November of 2019-GFL started a pilot with a foaming product called RUSMAR as another form of ADC
- January of 2020-GFL added a misting applicator to its waste compactor to apply odor neutralizer on the waste

He shared what is posi-shell.

- Posi-shell is a common Alternative Daily Cover used by landfills all over the country
- Comprised of a bentonite-based material mixed with water and the recycled paint received thru Wake Counties HHW program
- In April of 2019 we began adding odor mitigation element to the Posi-shell
- Used due to recycled paint use and long-term landfill benefits
- Fairly costly with limited odor mitigation

He shared the posi-shell process. (pictures of product mixer, applicator, applied to working force)

- Product and mixer to applicator and applied to working face

He shared the GFL adc/odor mitigation investment overview.

#### **2017**

- Vapor System implementation - \$50k+ annually

#### **2018**

- Vapor System - \$50k+ annually

#### **2019**

- Vapor system - \$50k+ annually
- Odor Neutralizer added to posi shell - \$55k annually
- Rusmar Foam - \$250k+ annually
- Gas well leachate management - \$190k annually

#### **2020 and beyond**

- Soil Cover and Tarp deployment - \$350k annually
- Compactor Odor Misting Applicator - \$30k annually
- Vent/solar flaring application - \$50k annually
- Misting applicator on compactor - \$30k annually
- Gas well leachate management - \$190k annually

He shared the technical approach to odor mitigation.

- Collaborative development between GFL and Wake County on an Odor Management Plan
- Revised Closure and Opening Procedures
- Solar Gas Flare Installation
- Other advanced forms of odor mitigation
- Geo-membrane Temporary Closure Evaluation

He shared the odor management plan initiatives.

- Optimizing closure efforts in the evening
- Minimize the amount of working area of exposed waste with purchasing additional assets to move dirt
- GFL adding additional staff to assist with dirt movement and application
- Continue to evaluate new approaches to landfill design and operation that may assist with odor abatement

He shared the utilization of dirt to minimize exposed waste footprint.

- Utilization of Dirt to minimize exposed waste footprint
- Tarp Application on less than half an acre of remaining exposed waste footprint

He shared the solar flare-gas collection system.

- GFL is constructing this system to be utilized to assist with new cell construction. Additionally, GFL has committed to construct additional system to assist with other areas of the site
- Can assist with capturing escaping gas in areas where gas collection system is inefficient
- System can be relocated around site based needs

Commissioner Calabria asked about the solar flare system and asked whether is GFL will cover the active area with tarp except for the half an acre that is being targeted at night.

Mr. Hitchcock said that some waste will be placed outside of the half an acre area until it is at the appropriate grade. He said that GFL needs the half an acre in the morning because trucks will be waiting for their fills.

Commissioner Calabria asked for a start date of the process. Mr. Hitchcock shared that the process will start within 30 days.

Vice-Chair Adamson asked if other landfills operated by GFL are also operated in similar rural settings and if so, what is being done in those locations that Wake County is not operating.

Commissioner Hutchinson asked about the tarp and other items and if they will take the place of the posi-shell.

Mr. Hitchcock said that they do not have sites similar to Wake County. He said that the process is that after trucks are loaded and the evening has ended, the soil is covered with the tarp. He said that the goal is to shrink the acreage.

Mr. Brain Wuester, Corporate Landfill Director, GFL, said that the concept is to operate even though it is a similar site.

Commissioner Calabria said that there is a double digit percentage of residents in Holly Springs that smell odors because of the dense area. He said that this is the most urbanized area that they are working in and asked if it is typical to be able to smell a quarter mile from a site.

Mr. Hitchcock said that any waste site has odors.

There was additional discussion about odor at the landfill.

Commissioner Calabria asked why additional measures were not taken earlier in the process. Mr Hitchcock said that it was a risk, and staff did not want to have employees filing worker's comp claims.

Commissioner West shared his thoughts on a previous landfill situation and wanted to know what is different this time with this particular landfill.

Mr. Roy Baldwin, Solid Waste Facilities Manager-Projects, made comments on the landfill situation in the past and what is happening current in the landfill and the urban area.

There was open discussion between commissioners and staff.

Mr. Hitchcock shared the geo-membrane caps.

Mr. Bob Dick, PE-VP SCS Engineers, shared his work with the county and his opinion of what has been implemented through the county. He said that the county has implemented all methodologies, strategies and techniques that are available within the solid waste industry as a best management practice except for the use of geo-membrane cover.

Chairman Ford asked about the timeline that would trigger this option.

Mr. Dick said that it would be appropriate to consult with staff and return with an update.

Commissioner Holmes asked if the smell in the landfill has increased because of usage or has the density of the area increased. She asked if there would ever be zero or limited smells from the landfill and if a citizen moving to the area is notified of the landfill.

Mr. Dick said that he is not aware of any landfill being zero odor. He said that the goal of the county and GFL are to mitigate odors as much as possible.

Vice- Chair Adamson asked about the disposal of solid waste in Mecklenburg County.

Mr. Dick said that Mecklenburg County disposes waste at the Charlotte Motor Speedway.

Mr. Hitchcock said that a plan would be defined.

Commissioner Hutchinson asked if GFL needed approval from the board.

County Manager Ellis replied that an approval is not needed from the board.

Mr. Dick shared the SWWL odor issues.

- Landfill Gas Related
  - System shutdowns (power related typically; system downtime < 2%)
  - Gas wells not optimized due to environmental factors (barometric pressure, rain, hot, cold, dry)
  - Liquids accumulation in wells
- Wind Speed (1-5 mph) & Direction (to S/SW/SE) are always a contributing factor

He shared the industry odor mitigation best practices.

#### BMP Strategies for LFG Emissions

- ✓ Extensive LFG Collection & Control System
- ✓ Accelerated Installation of LFG System
- ✓ Dedicated Wellfield Dewatering System
- ✓ Timely Final Cap Installation



- ✓ Interim Cover System

- ✓ Horizontal Collectors

BMP Strategies for Investigation & Outreach

- ✓ Supplemental LFG & Air Monitoring

- ✓ Odor Complaint Tracking & Analysis

He shared that Wake County continues to do the following:

- Monitor Surface Emissions
- Monitor Leachate Cleanouts
- Optimize Wellfield Performance
- Evaluate Integrity of Daily Cover
- Manage Odor Neutralizer System
- Evaluate Working Face Operations

He shared the LFG system improvements.

- On-Site Weather Station
- Increased well density to 82 wells
- Vapor Based Odor Mitigation System
- Expand wellfields prior to final grades
- Extra Blower capacity (6,000 cfm total)
- Automated Well Heads (new technology)
- Use of pumps in wells (20 installed to date)

Dr. Threadcraft shared the Town of Holly Springs Resolution.

- Initiate a landfill waste plan...
- Evaluate waste disposal alternatives...
- Explore early landfill closure options...
- Identify alternate disposal site(s)...
- Waste to energy...

He shared the solid waste management plan.

- Alternative waste disposal options are being evaluated as part of the Comprehensive Solid Waste Management Plan. Draft document by April 30, 2020.

He shared the proven waste disposal alternatives.

Energy from Waste EfW (mass-burn type)

- Regional approach (Wake, Durham, Orange?)
- 10 year minimum development period

- Expensive alternative - 3 times current disposal rate (\$90+/ton)
- Out of County Waste Disposal
- Additional Transfer Station(s) needed
  - 60+ miles in transportation costs
  - Rates controlled by market/availability of space

He shared the merging conversion technologies.

The following are not widely used and do not deal with the entire MSW waste stream, long-term feasibility evaluation is ongoing

- Pyrolysis - thermal decomposition at elevated temperatures
- Gasification - thermal energy produces biogas, fuels and fertilizers
- Fermentation - novel approach to waste management

He shared the Town of Holly Springs Resolution part two.

- Increase near-term efforts and investments...
- Identify innovative landfill practices...
- Significantly reduce malodors...

He shared the future mitigation strategies.

- Comprehensive Odor Management Plan - This joint document will include a strategy/response matrix that outlines past, present and future approaches to odor mitigation. Draft document by June 30, 2020.
- Optimize LFG System Infrastructure - System expansion
  - Phase 2A in 2020
  - Phase 2B in 2021

He shared the GFL's near term items.

- Landfill Design and Operation - Continuous evaluation and implementation of best management practices
- New pilot of odor mitigating Bio-Organic Catalyst
- Use of tarps with odor neutralizer
- Dirt based daily cover

Dr. Threadcraft shared the Town of Holly Springs Resolution that includes the FY2021 funding.

- To date, over \$3.5 M in LFG improvements
- \$ 2.5 M additional improvements in next 7 years
- \$ 200,000 per year for future Environmental Nuisance Mitigation efforts
- \$ 100,000 vapor based odor system with \$ 100,000/year operating cost (this is a shared cost with GFL)

He shared the Town of Holly Springs Resolution: Complete the odor reporting/resident engagement app.

- Odor reporting app completed March 6th
- New odor reporting form that will allow the County to be more responsive and graphically evaluate odor complaints
- Air dispersion modeling allows for better prediction of bad odor days - enable's the County and GFL to be more proactive

He shared the Town of Holly Springs Resolution: increase community engagement.

- Increase community engagement...
- Monthly communications on odor mitigation...
- Response: We have collaborated with our Communications Office to enhance our capabilities in this area.

He shared next steps.

- Comprehensive Odor Management Plan (draft June 2020)
- Comprehensive Solid Waste Management Plan (draft April 2020)
  - Future Waste Disposal (WTE/EfW or out of county)
  - Future Transfer Station(s)
  - Other Special Waste (tires, mattresses, etc.)
- SW Citizens Committee Meeting (March 24th)
- Arbor Creek Home Owners Association (April 9th)
- Additional community meetings as requested

Commissioner West asked about the swine bio-gas and the connection with residents in the eastern parts of the state.

Mr. John Boyer, Associate, CDM Smith, shared comments about swine bio-gas and how it generates revenue.

Chairman Ford asked Mayor Dick Sears and Councilwomen Kristen Kelly to share their thoughts on the landfill.

Councilwoman Kelly said that the Town of Holly Springs wants to help the community. She said that one-fifth of the residents are affected by the landfill and they are asking the town for help. She said that although the county has made provisions to assist, the odor is still prevelant. She said that advocacy is needed from the community. She shared some of the questions that residents are asking. She asked the board to offer a parallel plan and not a 10 year plan. She said that it is not a healthy site for the community, and the town needs assistance from the board.

Mayor Dick Sears, Town of Holly Springs, said that different solutions have been tried but have not worked. He said that he received a call from his wife about the odor and asked the board to pursue the timeline. He said that there may be a solution that no one has spoken about. He said that a resident uses a high level oxygenated water that works on garbage cans, garbage pits and that he thinks that this worth a try.

Commissioner Calabria thanked staff and GFL for today's presentation. He said that the board has seen community frustration and something has to change. He suggested that an agenda item be placed on the Growth and Sustainability Committee meeting in the near future. He said that near term solutions are needed.

Commissioner Evans thanked staff and GFL for their continued work on the landfill issue and said that it's time to think about other options beyond the landfill.

Manager Ellis shared that this item will be placed on the Growth and Sustainability Committee agenda in the Spring.

### 3. Future Relationship Structure with Marbles Kids Museum

Attachments: [Future of Marbles Relationship 3.09.20 Final v1.pdf](#)

Ms. Sally Edwards, President and CEO, Marbles Museum, introduced the team from Marbles that were present today: Ms. Hardin Engelhardt, Vice President of Learning, Ms. Emily Bruce, Vice President of Development. Mr. Tim Hazelhurst, Vice President of Innovations, Mr. Nate Spilker, Chairman, Board of Directors, and Dr. Maria Rosa Rangel, Board of Directors.

Ms. Johnna Rogers, Chief Operating Officer, shared why we are here today through a blurb between she and Vice-Chair Adamson.

She said that during the conversation with others that one question led to

other questions.

She said that after the many conversations, she also included Ms. Edwards in the conversations.

Ms. Rogers shared today's discussion.

#### Purpose

- Share with the Board preliminary thoughts on looking at a different structure for the Marbles Partnership
  - Scenario 1: Transfer ownership to Marbles and develop a new long-term funding agreement for operating and capital
  - Scenario 2: County retains ownership of Marbles and develop a new long-term funding agreement for operating and capital

#### Agenda

- Marbles History and current ownership arrangement
- County Funding - Operating & Capital
- Preliminary thoughts on new structure
- Hear from Marbles
- Board Discussion
- Summary and potential next steps

Commissioner Holmes asked if there was another nonprofit agency that has a similar agreement with the county. Ms. Rogers said that she would research and get back to her.

Ms. Rogers shared the history of Marbles.

- Marbles Kids Museum 501c(3) non-profit
- Born from merger of Playspace & Exploris in 2007
- Operates children's museum and educational theater as Public/Private Partnership with Wake County

1999: Exploris Museum Completed

2001: Exploris IMAX Theatre Completed

2007: Exploris merges with Playspace - Marbles Kids Museum Opens in former Exploris space

2015: Marbles at Capacity

Initiates Master Planning

2018: Marbles Expansion

Design Process Begins

She shared the current ownership.

- County Owns Museum & IMAX Theatre buildings
  - Original Exploris Construction Investment \$32.9 M through Hospitality Tax
  - Life Cycle Improvements of \$3.4 M to date thru County's Annual \$1 M Discretionary Disbursement of Hospitality Tax (Major Facilities Trust Fund - NOT CIP)
  - FY 2021-2027 Life Cycle Improvements Budget of \$3.8 M
- Marbles Operates Under Long-Term Lease w/Wake County

She shared the history of Marbles attendance and budget.

FY 2007: 106,674 Museum Visitors  
\$3.7M Budget

FY 2019: 678,000 Museum Visitors  
\$8.5M Budget

She shared the Marbles/county operating funding history.

#### Exploris

- Wake County Operating Appropriation \$1,500,000
- 39% of \$3.7M Budget
- 61% Other Sources

#### Marbles 2019

- Wake County Operating Appropriation \$650,000
- 7.6% of \$8.5M Budget
- 92.4% Other Sources

She shared a chart of the county operating contributions to Marbles.

Ms. Edwards shared the Marbles Impact.

#### **Play-based learning at Marbles is critical to Wake County's thriving educational ecosystem.**

- Informal out-of-school learning experiences **bolster development of the 4C's** - critical thinking, creativity, collaboration and communication.
- Early play-based learning fosters intellectual growth, social and emotional well-being and healthy outcomes that help **prepare children for success in school and in life.**
- Marbles **supports WCPSS service goals** with targeted, no-fee programs including Kick-off to Kindergarten, Title I Family Nights, Ready-Set-School Workshops and more.
- Marbles was **instrumental in actualizing WCPSS goal to create**

a **Magnet School for Play & Ingenuity** and provides ongoing Play Training for faculty and students.

- Marbles is a leading partner in **Wake Up and Read**.

Ms. Engelhardt, Vice President of Learning, Marbles Museum, shared the Marbles Museum programs.

As the hub of play-based education in Wake County, Marbles delivers innovative early childhood, pre-K and parent-child programs, prioritizing access and inclusion.

Wake County funding supports targeted no-fee learning experiences for vulnerable communities at Marbles:

- **Title I Family Events** for low-income and special needs WCPSS students
- **Ready-Set-School Workshops** for families without access to formal preschool
- **Early Math + Literacy Field Trips** for economically disadvantaged children
- **Community sensory-friendly events** for children with special needs and their families
- **Full Circle Family Playdates** for nonprofits serving housing-insecure families and low-income parents
- **Summer Enrichment Scholarships** to reduce financial barriers to high-quality summer learning experiences

Ms. Rogers shared goals of new structure.

### **Transparency**

Create a more transparent model for county funding-both program and facility support

### **Asset Leverage**

A non-government facility may be more attractive to private donors. Ownership provides Marbles a source of collateral.

### **Predictability**

Develop a long-term capital plan to support funding request which provides more predictability and certainty.

### **Flexibility**

County ownership comes with rules and regulations Counties must follow. Marbles ownership provides more options to allow Marbles to control its own destiny.

She shared preliminary thoughts on new structure.

**NOTE: These are high-level, initial thoughts subject to change as concept is further explored.**

- County transfers ownership to Marbles with a provision it would revert to County if no longer used for museum operations
- Options would be developed as the basis for determining operating and capital funding
- The “new” public / private partnership would look similar to WCPSS and Wake Tech funding - county does not own, but funds a portion of facility costs and operating funding annually

Dr. MariaRosa Rangel, Marbles Board of Directors, shared information about Marbles.

Mr. Nate Spilker, Marbles Museum, Board of Directors, Chairman, spoke about the past and future partnership with Marbles and Wake County. He said that there are different options, but the board and Marbles will continue to have a great partnership.

Ms. Rogers shared more questions to answer. (listen to comments about the timeline)

#### Summary

- Does the Board support continuing to explore a new agreement structure with Marbles?
- What details or specifics should be considered as the team moves forward?

#### Next Steps

- If yes, to proceed, the team will develop a work plan and identify points along the way where input from the Board will be needed.
- As the current lease expires in November 2022, target date for bringing proposed new agreement to the board is December 2021 to incorporate into the FY23 budget.

Vice-Chair Adamson shared that she has a special place in her heart for Marbles. She said that Marbles has a capital campaign to extend the building and it seems to be a good time to support the initiative and allow Marbles to control their building and implement their plans.

Commissioner Hutchinson thanked Vice-Chair Adamson and the work that she does with Marbles. He said that he supports the plan for Wake County to allow Marbles to take ownership of the building.



Commissioner Evans said that she is in support of Marbles plan. She asked for a list of pros and cons from both parties.

The commissioners shared their support of the Marbles Museum agreement.

Chairman Ford made comments about moving forward with the potential agreement with Marbles. He echoed the values that Marbles brings to the community. He said that there are cost benefit analysis that the county needs to review. He said that the board wants to ensure that Marbles is on the right path for continued growth and development.

#### 4. 2020 Board Goals

**Attachments:**    [01 - BOC Goals Retreat Follow-up \(2020.03.04\).pdf](#)  
[02 - 2020 BOC Goals - Working DRAFT - Marked Version.pdf](#)  
[03 - 2020 BOC Goals - Working DRAFT - Clean Version.pdf](#)

Mr. Jason Horton, Strategic Performance Manager, shared what will be discussed today.

- Briefly recap the February 7th retreat
- Review specific items for feedback
- Recommendation on 2020 prioritization exercise
- Discuss next steps

He shared starting point - 2019.

Blue - Complete/Ongoing

Green - On Track

Yellow - Some Obstacles

Red - Significant Obstacles

Purple - Planning

Black - Discontinued

He shared on the day of the retreat information.

Clarifying questions:

- What problem are we trying to solve?
- What role does the county have in this policy issue?
- What outcome do we want to achieve?
- Is the outcome specific and measurable?
- What are the county's highest priorities?

## Updates

- 11 objective revisions
- 20 initiatives were removed or merged
- 12 new initiatives proposed

He shared further refinement.

Staff continued the process by:

- Drafting language on new items
- Reviewing and “fine tuning” each objective and initiative
- Build clarity and focus for staff implementation
- Purposeful effort to incorporate the Board’s consensus and direction into draft language.

He shared track changes.

- Packet includes:
  - “Marked” draft
    - ~~Red Text~~ - Retreat deletions
    - Blue Text - Retreat additions
    - ~~Green Text~~ - Staff edits after retreat
  - “Clean” draft assumes all edits are accepted

Commissioner Hutchinson asked for clarity on questions being addressed at today's meeting.

Mr. Horton shared economic strength-objectives.

- BOC recommended removing two objectives
- ES1: Support Wake County economic development's efforts to bring targeted jobs and business to Wake County.
- ES4 ES5: Work with community partners to provide robust workforce development and talent training.
- Staff requests that BOC reconsider removal and include staff edits
- Will tie reporting and performance indicators to Economic Strength goal.

He shared a slide for economic strength -Wake Co Job Investments that listed companies that would provide jobs, required BOC approval and the required investments.

He shared Education-Arts and Cultural Objectives.

- Objective E4: Support inclusive cultural and artistic programs that broaden perspectives and enrich everyday experiences.
- Current activities include:
- Annual Community Funding Process (Marbles, NC Symphony, & United Arts)
- Major Facilities interlocal agreements (Performing Arts Center's capital maintenance through Raleigh's 85% distribution)
- Major Facilities small project awards (NC Museum of Art Park Expansion & Wake Forest Renaissance Center)
- Public Arts Policy
- Two art projects in fabrication (Fuquay-Varina and Morrisville Community Libraries)
- One art project in planning (Beech Bluff County Park)

He shared the Public Safety-Revision for 2019 and 2020.

#### 2019 Versions

- Objective PS3: Reduce the effects of substance use and abuse on the community and the impacts on public safety departments.
- Objective PS6: Create diversion and reentry opportunities to improve health and wellbeing of those who are incarcerated or at risk of incarceration and to address recidivism.

#### 2020 Versions

- Objective PS3: Reduce recidivism and barriers to success for incarcerated persons through substance abuse treatment, diversion and reentry programs.

He shared the prioritization background.

- Created out of necessity
  - High number of initiatives in prior years
  - Provided clarity on the highest priorities
  - Lacked a staff-led process to track and monitor progress
- Feb 7th retreat
  - BOC identified 47 initiatives
  - 15 nominated for a "final" prioritization exercise
  - Final prioritization is no longer required to provide clarity

He shared the 2020 priorities.

- CH 1.4 Enhance the availability and diversification of substance abuse treatment options
- CH 2.2 Consolidate the Community Health Needs Assessment and Population Health Task Force recommendations into the Live Well Wake community collaborative. The collaborative will develop a multi-year plan to improve health and well-being.
- CH 2.3 Develop and implement a comprehensive plan to enhance the health outcomes for babies and moms. Use best practices to reduce infant deaths and related disparities.
- ES 3.2 Explore options to identify and increase opportunities for minority-owned enterprises seeking to do business with Wake County.
- E 1.1 Implement strategies that support capacity and access to early childhood development and Pre-K programs for all eligible and interested four-year olds.
- E 1.3 Identify and support WCPSS efforts to improve the educational outcomes for students affected by homelessness.
- GG 5.1 Explore and develop strategies to improve community engagement.
- GS 3.1 Collaborate with Water Partnership on One Water initiatives to identify a multiyear sustainable water supply.
- GS 5.1 Monitor and oversee the transit governance interlocal agreement.
- GS 5.2 Identify opportunities to create affordable housing along transit corridors by leveraging public land
- PS 3.1 Implement strategies to reduce drug related recidivism.
- PS 4.2 Continue programs and evaluate strategies that support public safety employees affected by traumatic on-the-job experiences.
- SEV 1.1 Implement the Wake County Affordable Housing Plan to increase and preserve the County's affordable housing inventory by 2,500 units by 2024.
- SEV 1.3 Convene municipal elected official to identify strategies for increasing county-wide affordable housing supply.
- SEV 3.1 Implement the comprehensive Wake County Food Security Plan and measure the impacts of county-resources efforts.

He shared next steps.

- Consider approval at the March 16th BOC Meeting.
- Staff will then develop and implement work plans.
- Update the Wake County Transparency Portal and continue

to track and post metrics throughout the year.

There was discussion about several of the objectives that dated back to the board retreat. Also there was discussion on closing the gaps.

5. Update on FY 2021 Community Organization Funding Process

Attachments:    [CommunityOrganizationWorkSession.pdf](#)  
                          [Summary Table Community Org Funding FY21.pdf](#)  
                          [Individual Commissioner Scoresheet.pdf](#)

Mr. Bill Greeves, Chief Information and Innovation Officer, shared the direction of the Board of Commissioners.

- Via Great Government Committee, Commissioners directed staff to develop a more inclusive process for evaluating the funding of community organizations
- At the November 12 Work Session, staff presented a proposed process for review and approval
  - BoC directed staff that all previously-funded organizations must go through the competitive process, with the exception of Smart Start
  - BoC directed staff to increase the funding available to \$2mil
- Staff developed an open online submission process to facilitate collection of materials for Board review, analysis, discussion and approval
- Staff review was limited to facilitating the collection of submissions using similar criteria to previous processes and documenting exceptions to submittals

He shared the timeline.

- Online Submission Process Open - Jan 21 - Feb 7
- Commissioners Receive Packets & Scoring Materials - Feb 28
- **Work Session Review - March 9**
- Deadline for Commissioner Scoring - March 16
- Board Retreat/Deliberations - March 23
- Internal Audit to Review All Prioritized Submissions - Staff will present any exceptions or concerns at May 11 Budget work session
- Commissioners formally approve and adopt final list as part of FY21 Budget

He shared the submissions which included the names of the organizations and the requested amount. The chart can be viewed online via the video.

He shared the Summary Tables.

- Includes all pertinent info for each submission, as supplied by the organization:
  - Service Provided
  - Board Initiative Addressed
  - Needs Addressed
  - Desired Program Outcome
  - Primary Measure to Evaluate Success
- Dependency on County Funding - Requested funding as a percentage of the organization's total revenues. Over 25% indicates significant level of dependency on County. Under 25% suggests less dependence on County.
- Financial Solvency - The organization's unrestricted net assets, including cash, as a percentage of total expenditures. Above 10% indicates financial solvency and ability to meet cash needs for 4-6 weeks. Below 10% may indicate a lack of financial flexibility.
- Required Documents - County requests certain documents from all entities using County funds. Agencies that did not submit required documents are noted on the Summary table.

He shared the Board Goal Updates Impacting Submissions.

- Organizations linked their submissions to 2019 BOC goals
- At the Feb 7th retreat, BoC refined and/or removed several initiatives
- Three submissions referenced initiatives that have been removed:
  - Morrisville Veterans Memorial Foundation - *Set priorities and implement strategies for the use of new bond funds for parks, open space and greenways.*
  - StepUp Ministries - *Explore a multi-criteria policy for economic development incentives to include work with vulnerable communities.*
  - The Hope Center at Pullen, Inc - *Assist foster children in transitioning to successful independent living after leaving the foster care program.*
- Seven community partners were affected by initiatives that were moved, consolidated, or merged-however the spirit of the initiative remains.
- Staff did not review or recommend new initiatives that could be applied to FY21 community partner submissions

He shared Individual commissioner scoresheets.

- Each Commissioner uses the sheet to individually allocate the \$2 million total.
- The total at the bottom of the sheet indicates total allocations and alerts when the \$2 million has been exceeded.
- Individual scoresheets will be used to develop a “straw man” starting point for the Board to discuss at the March 23 retreat.
- **Please complete and return your completed scoresheet to Ben Canada by March 16.**

He shared the full application packet.

- The full application packet for all 30 submissions is available via Legistar. Packet includes:
  - Application with questions about proposal
  - Goals and outcomes table
  - Expenditure budget
  - Financial documents: Either audited financial statement or two years of tax returns
  - List of Board members
  - Certificate of insurance

He shared Next Steps.

- **Deadline for Commissioner Scoring - March 16**
- Board Retreat/Deliberations - March 23
- Internal Audit to Review All Prioritized Submissions - Staff will present any exceptions or concerns at May 11 Budget work session
- Commissioners formally approve and adopt final list as part of FY21 Budget

## 6. Consideration of Change to Recording Committee Minutes

**Attachments:** [03-09-20 BOC Minutes Process \(004\).pdf](#)

Ms. Denise Hogan, Clerk to the Board, shared the work session objectives.

- Review current process of Committee Meeting minutes preparation and approval
- Commissioners discuss and provide feedback on preferred format options

She shared the background.

- On **February 17, 2020**, at the Great Government Committee of the Wake County Board of Commissioners, the Committee received a review of the board meeting minutes process and the value, use, rationale and constraints that guide the current process on the recording and creation of minutes.

She shared the Great Government Committee feedback.

- Current process of minutes too detailed/consider summary of minutes for Committee meetings
- Current process requires additional staff preparation time
- Current process requires additional Commissioner review time
- No changes to current process

She shared the summary minutes-Sample A. The sample was taken from a Human Services meeting.

- Agenda item
- Discussion, Conclusions, Recommendations
- Action, Follow Up
- Responsible party
- Due date

She shared summary minutes-Sample B. The sample was taken from the City of Raleigh Growth and Natural Resources Meeting that was held on September 2019.

She shared the pros and cons of summarizing minutes.

#### Pros

- Provides a basic summary of minutes (the who, what, where, when, and why) of a committee meeting
- Requires less staff time for preparation of minutes
- Requires a quicker review by committee members

#### Cons

- Less detailed minutes - reducing full discussion held in meetings
- Difficult to perform record searches for citizens, staff, and commissioners (Average 2-3 requests a week)

She shared discussion.



- Feedback from board members for consideration of changes to Committee Meeting minutes
- What methods do commissioners like
- What changes would you like to see
- Is there a committee meeting we should use as a test

She shared next steps.

- Based on discussion of Board of Commissioners

Commissioner Evans shared her thoughts about the minutes and reviewing minutes. She said that it has become difficult for staff preparing minutes for multiple minutes. She said that there was a general consensus by the Great Government Committee of streamlining minutes. She said that she supports a truncated version of the minutes.

Commissioner West asked about the format with Human Services and how the minutes are prepared now.

Ms. Hogan said she had requested this information from staff but had not received it.

Commissioner Evans said that she recalled discussing the pros and cons at the Growth and Sustainability Committee meeting.

Chairman Ford asked the board for feedback. The consensus was to summarize the committee minutes of the Board of Commissioners moving forward.

## 7. Policy Workflow Items

**Attachments:** [Policy Workflow Request 1 - Civic Saturdays.pdf](#)

[Policy Workflow Request 2 - Pre-Approved ADU Building Plans .pdf](#)

Chairman Ford said that commissioners have requested additional staff capacity beyond the four hour rule. He said that this was an opportunity for commissioners to advocate for specific issues and justification for going beyond the four hours and it would require board approval.

Commissioner West said that he wanted to share a video from an urban conference that he attended in Miami, Florida. He said that it pertains to gaps that he has seen as it relates to engagement in vulnerable communities. He said that this would give the board an opportunity to review the whole process of engagement.

Mr. Ben Canada, Assistant to the County Manager, shared Talking Transition information.

Talking Transition is a first-of-its-kind initiative by Judge Hidalgo in an effort to run an open transition process.

Talking Transition included a countywide survey that garnered 11,000+ responses. The survey is one of many different approaches that Judge Hidalgo's office is using to learn about the issues that matter most to Harris County residents. The following are some of the most important takeaways from the survey:

- Many Harris County respondents reported a lack of information on county government, including its composition and functions;
- Nearly half of respondents have a negative perception of the criminal justice system;
- Regardless of where they live, 44% of respondents reported feeling increasingly unsafe against future natural disasters;
- 24% of Harris County respondents reported that their air and water quality is "terrible," and a third of respondents estimated that overall quality is declining;
- A quarter of respondents reported that public transportation options are getting worse - this was especially prevalent in areas not served by METRO;
- One-third of respondents say they have had trouble paying for affordable housing in the last year, with many also saying they were affected by Harvey;
- 36% of respondents living in eastern and southern parts of Harris County reported having difficulty finding quality jobs to support their families.

Talking Transition included a variety of ways to learn about resident priorities, including Civic Saturdays, an event series that created opportunities for members of the public to discuss community needs. Each Civic Saturday involved engaging public discussions as well as Action Plan Workshops for experts, policymakers, and community leaders to identify actions that the County and others can take to respond to those needs. Over 200 organizations-from community-based coalitions, to university research centers, to county agencies and other policymakers-sent leaders to participate in one of the seven Action Plan Workshops. The workshops generated a wide range of policy ideas or programs that Harris County and its partners could potentially implement-many of which the county judge's office, other members of commissioners court, and county departments are currently advancing-across seven different key issues areas: health & environment; transportation; children & education; economic opportunity;

housing; criminal justice; and resilience & flood mitigation.

These survey results highlight the need for real change to how government informs, interacts with, and provides services to residents. These findings further motivate Judge Hidalgo and her team to build a more accessible, transparent, and inclusive county government.

<http://cjo.harriscountytexas.gov/Talking-Transition>

Commissioner Evans shared that at Great Government meeting, there was an agenda item and discussion about community engagement and some of the ideas from the Talking Transition information was mentioned. She said that after broad discussion about the levels of community engagement that the board might want to expand on and other ways that the community could be engaged. She said that ideas were having town halls, a list serve tool, Civic Saturdays, and instructed staff to look at best various best practices and report back to the Great Government Committee an overall community engagement guideline.

A video was shared with the board.

Commissioner West made comments about the targeted population and the citizens that are not engaged.

Commissioner Holmes made comments about community engagement. She commended Commissioner West for bringing this issue to the board. She said that she supports staff spending additional time on this initiative. She suggested that staff look at a comprehensive approach to community engagement with a focus on engaging vulnerable communities.

Chairman Ford asked the commissioners if there were any objections to the item being moved forward with additional staff performing additional hours beyond the four hours of work using the comprehensive approach. There were no objections.

Commissioner Hutchinson spoke about ADU's (accessory dwelling units) under the affordable housing plan and the issues that surround the process. He said that one of his goals is recognizing affordable housing and how the ADU's could be a good benefit. He spoke about a program in San Diego, California that had the ADU's program for senior citizens to increase housing. He shared the plan that California had on line.

Vice-Chair Adamson asked if citizens in unincorporated Wake County areas were aware that they could build these units in their houses. She also asked what the demand for plans would be. She said that there should be an education program so that citizens could be made aware.

Ms. Rogers said that the county is currently not moving forward with any plan designs. She said that the county is investigating the cost and doing research.

Commissioner Evans made comments about the county's policy about ADU's. She said that the public should be informed about the county's process.

Vice-Chair Adamson asked about next steps.

Commissioner West said that he has met with community leaders about affordable housing and gentrification. He said that affordable housing issue runs deep and wide and the the county should involve the City of Raleigh in planning.

Commissioner Holmes asked the manager if this research would come from the leadership team or the housing department.

Manager Ellis said that this research would come from the planning department.

Chairman Ford said that Commissioner Hutchinson's proposal on the issue of ADU's would move forward.

## Adjourn

Respectfully submitted,

Yvonne C. Gilyard, NCCCC  
Deputy Clerk to the Board  
Wake County Board of Commissioners



## Legislation Details (With Text)

---

**File #:** 16-2717

**Type:** Regular Item      **Status:** Agenda Ready

**On agenda:** 3/9/2020      **In control:** Board of Commissioners

**Title:** Agenda      **Final action:**

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [Agenda Work Session 3.9.2020 FINAL.pdf](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Agenda



## Legislation Details (With Text)

**File #:** 16-2718

**Type:** Regular Item      **Status:** Agenda Ready

**On agenda:** 3/9/2020      **In control:** Board of Commissioners

**Title:** South Wake Landfill      **Final action:**

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [SWLF - BOC Work Session 3-9-2020 - WC Slides Revised 030620 r3.pdf](#)  
[GFL Wake County BOC Meeting Presentation 3.9.20.pdf](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

South Wake Landfill



## Legislation Details (With Text)

---

**File #:** 16-2719

**Type:** Regular Item      **Status:** Agenda Ready

**In control:** Board of Commissioners

**On agenda:** 3/9/2020      **Final action:**

**Title:** Future Relationship Structure with Marbles Kids Museum

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [Future of Marbles Relationship 3.09.20 Final v1.pdf](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Future Relationship Structure with Marbles Kids Museum



## Legislation Details (With Text)

---

**File #:** 16-2720

**Type:** Regular Item      **Status:** Agenda Ready

**On agenda:** 3/9/2020      **In control:** Board of Commissioners

**Title:** 2020 Board Goals      **Final action:**

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [01 - BOC Goals Retreat Follow-up \(2020.03.04\).pdf](#)  
[02 - 2020 BOC Goals - Working DRAFT - Marked Version.pdf](#)  
[03 - 2020 BOC Goals - Working DRAFT - Clean Version.pdf](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

2020 Board Goals





## Legislation Details (With Text)

**File #:** 16-2721

**Type:** Regular Item

**Status:** Agenda Ready

**In control:** Board of Commissioners

**On agenda:** 3/9/2020

**Final action:**

**Title:** Update on FY 2021 Community Organization Funding Process

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [CommunityOrganizationWorkSession.pdf](#)  
[Summary Table Community Org Funding FY21.pdf](#)  
[Individual Commissioner Scoresheet.pdf](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Update on FY 2021 Community Organization Funding Process



## Legislation Details (With Text)

---

**File #:** 16-2722

**Type:** Regular Item      **Status:** Agenda Ready

**In control:** Board of Commissioners

**On agenda:** 3/9/2020      **Final action:**

**Title:** Consideration of Change to Recording Committee Minutes

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [03-09-20 BOC Minutes Process \(004\).pdf](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Consideration of Change to Recording Committee Minutes



## Legislation Details (With Text)

**File #:** 16-2723

**Type:** Regular Item      **Status:** Agenda Ready

**On agenda:** 3/9/2020      **In control:** Board of Commissioners

**Title:** Policy Workflow Items      **Final action:**

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [Policy Workflow Request 1 - Civic Saturdays.pdf](#)  
[Policy Workflow Request 2 - Pre-Approved ADU Building Plans .pdf](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Policy Workflow Items



# Board of Commissioners

## Work Session Agenda

**Monday, March 9, 2020 - 2:00 PM**

**Wake County Justice Center, Room 2800**

### **I. Policy Workflow Items**

*County Commissioners*

Each item below is a Commissioner request for additional staff capacity or budgetary resources. For each requested item, staff has devoted up to four hours of time to understand, scope, and frame the item at Commissioner request.

Staff request direction from the Board. The Board may refer an item to a committee for further discussion, direct staff to bring an action item to a regular meeting, authorize no additional staff capacity, or take other appropriate steps.

#### Request 1

Title	Description	Staff Input
Civic Saturdays  Commissioner West	Given the disparities that exist between some of our communities, Commissioner West has requested staff evaluate the development of a Civic Saturdays program to help engage vulnerable communities to inform them about what County programs and services are available to serve them. In addition, these sessions would provide an opportunity for the County to learn about the issues that matter most for these vulnerable residents.	<p>While staff has only reviewed some of the preliminary material on the concept, it is clear that extensively studying this topic would need Board approval prior to additional work.</p> <p>GG5.1 in the 2020 draft board goals pertains to the development of community engagement guidelines. At the February 17 Great Government Committee meeting, Commissioners referenced the Civic Saturdays program as a potential option under this initiative. The Civic Saturdays program could be explored under that initiative if it fits within the overall community engagement strategy, to be developed by staff and approved by the Board.</p> <p>The Board might consider one of these options:</p> <ol style="list-style-type: none"><li>1) Approve additional staff capacity to address questions raised by the Board on this issue</li><li>2) Do not approve additional staff capacity or further consideration</li><li>3) Other approaches deemed appropriate by the Board</li></ol>



# Board of Commissioners

## Work Session Agenda

**Monday, March 9, 2020 - 2:00 PM**

**Wake County Justice Center, Room 2800**

### **I. Policy Workflow Items**

#### *County Commissioners*

Each item below is a Commissioner request for additional staff capacity or budgetary resources. For each requested item, staff has devoted up to four hours of time to understand, scope, and frame the item at Commissioner request.

Staff request direction from the Board. The Board may refer an item to a committee for further discussion, direct staff to bring an action item to a regular meeting, authorize no additional staff capacity, or take other appropriate steps.

#### Request 2

Title	Description	Staff Input
Pre-Approved Building Plans for Affordable Dwelling Units  Commissioner Hutchinson	<p>At its February 17 meeting, the Growth and Sustainability Committee discussed Accessory Dwelling Units (ADUs), which are secondary dwelling units located on the same property as a principal dwelling. Staff briefed the Committee on current County ADU regulations and permit demand (20-24 per year). Commissioners also discussed San Diego County's approach to pre-approved ADU building plans.</p> <p>Commissioner Hutchinson requests the Board's approval to devote additional staff resources to analyzing offering pre-approved ADU building plans. This approach could lead to an increase in ADU demand, which would complement the Board's housing affordability goals.</p>	<p>Should the Board direct staff to analyze this further, staff will analyze several aspects of pre-approved building plans, including legal liability, potential demand, implementation costs, and implementation challenges and opportunities.</p> <p>The Board might consider one of these options:</p> <ol style="list-style-type: none"><li>1) Approve additional staff capacity to address questions raised by the Board on this issue</li><li>2) Do not approve additional staff capacity or further consideration</li><li>3) Other approaches deemed appropriate by the Board</li></ol>