

**Wake County Board of Commissioners  
Great Government Committee  
March 25, 2019  
1:00 p.m.  
Wake County Justice Center, Room 2800**

**Commissioners Present:**

Susan Evans, Chair  
Greg Ford, Vice-Chair  
Sig Hutchinson  
Matt Calabria  
James West

**Wake County Staff Present:**

David Ellis, County Manager; Johnna Rogers, Chief Operating Officer; Nicole Kreiser, Assistant County Manager; Chris Dillon, Assistant County Manager; Derwick Paige, Chief Community Vitality Officer; Ben Canada, Assistant to the County Manager; Scott Warren, County Attorney; Jason Horton, Strategic Performance Director; Michelle Burgess, Budget and Management Analyst; Denise Hogan, Clerk to the Board; Yvonne Gilyard, Deputy Clerk to the Board, Portia Johnson, Executive Assistant to the Board; and Michelle Cerett, Executive Assistant to the Board.

**Meeting Called to Order**

Commissioner Evans called the meeting to order at 1:00 p.m. and welcomed everyone to the meeting. She said she is excited about the new committee and looking forward to working together.

**Policy Workflow**

Commissioner Evans said she has met with staff regarding the policy workflow. She said staff provided the proposed workflow that will be discussed today.

Mr. David Ellis, County Manager, provided an overview of today's agenda. He shared an explanation of "policy workflow." He said one of the challenges is communicating committee progress to the full Board of Commissioners. He said the new process will increase the efficiency of staff when communicating to the board.

## What is “Policy Workflow?”

- Operationalize how Board Goals and other ideas can become policy or programs
- How we use our committees, work sessions, and regular meetings
- Policy workflow is *not* the agenda process

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Mr. Ben Canada, Assistant to the County Manager, shared reasons why a clear policy workflow is necessary.

## Why we need clear policy workflow...

- More-structured approach will facilitate transparency and communication
- Use the Board's time in work sessions and committees effectively and efficiently
- Advance our Board Goals
- Prioritize staff workload capacity

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He shared a breakdown of the various meetings of the Board of Commissioners.

## Each Board forum has its Purpose

### **Board Committee**

- Initial feedback from subset of Commissioners on staff-presented issues
- Shape and refine fresh ideas
- Recommend items for consideration by the full Board

### **Work Session (Committee of the Whole)**

- Share proposals and information with the full Board
- “Fine tune” policy proposals
- Board provides a solid course of action
- Committee Reports
- Consider all Education and Economic Strength topics

### **Regular Meeting**

- Formally consider (vote on) policy changes
- Allocate budget resources
- Approve statutorily required actions

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He shared the “4-hour rule” and why it is important.

### Implementation: “4 Hour Rule”

- Commissioner proposals do not receive more than 4 hours of staff time without the full Board’s awareness
- Need this rule to
  - Facilitate transparency and communication among Commissioners
  - Focus staff capacity on priorities and consensus issues
- Initial 4 hours of analysis meant to understand issue and scope the work effort, including,
  - What goal do you want to accomplish, and why?
  - What is the County’s role in this proposal?
  - What are the potential financial and other resource impacts?

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He shared how the work sessions would be impacted.

### Implementation: Using Work Sessions

- Each work session will end with committee referrals
  - Following initial research (“4 hour rule”), this is the Board’s opportunity to hear Commissioner initiatives and consider referring to a committee
  - David will summarize each item, potential impact, and estimated staff time
- Staff look to Board to...
  1. Refer to committee, and authorize additional staff work
  2. Continue discussion at full Board level, authorize additional staff work
  3. Not authorize additional staff work
- Committee reports moved from regular meetings to work sessions to allow more discussion

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He shared how the committee meetings will be impacted.

### Implementation: Using Committees

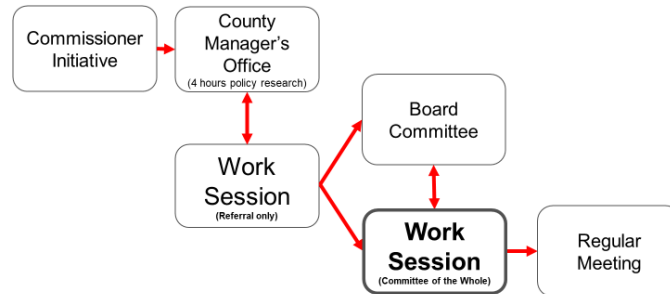
- Committees will consider...
  - Staff-driven items, including Board Goals
  - Issues referred to the committee at a work session
- Scheduling all committee meetings for rest of 2019
- Assigned Chiefs will work with committee Chair to set agendas
- Commissioner initiatives will be referred to committee at work sessions

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He shared how the policy workflow would work for the commissioners. (7 slides)

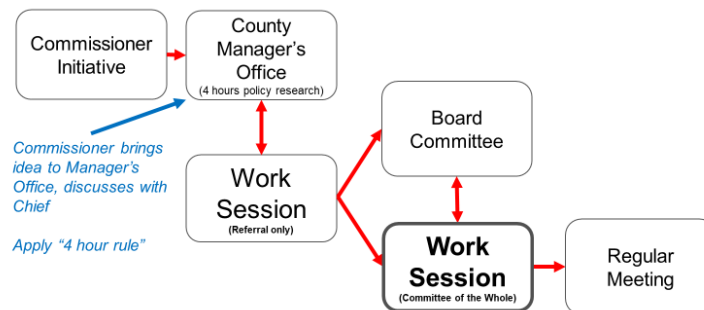
### Policy Workflow for Commissioner initiatives



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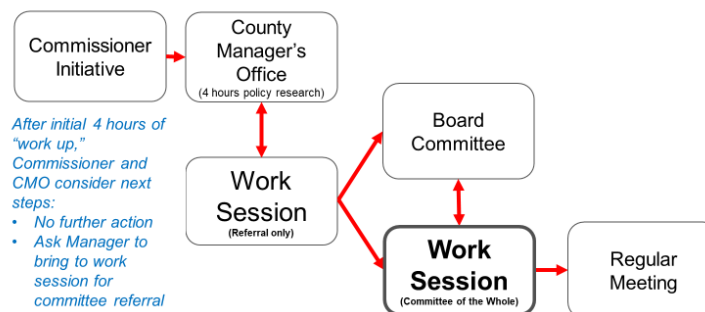
### Policy Workflow for Commissioner initiatives



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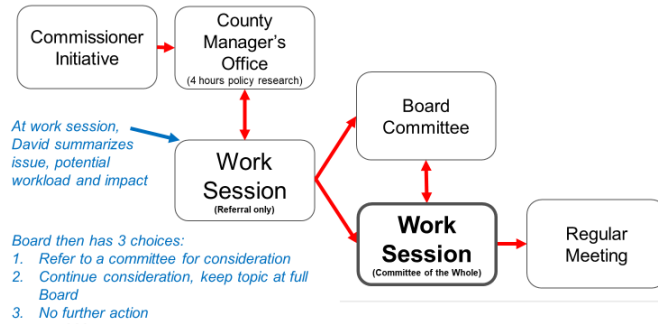
### Policy Workflow for Commissioner initiatives



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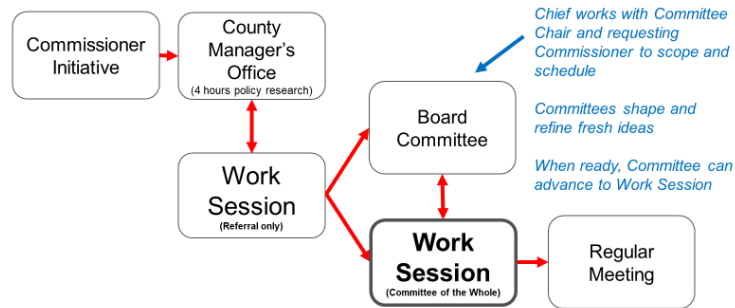
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## Policy Workflow for Commissioner initiatives



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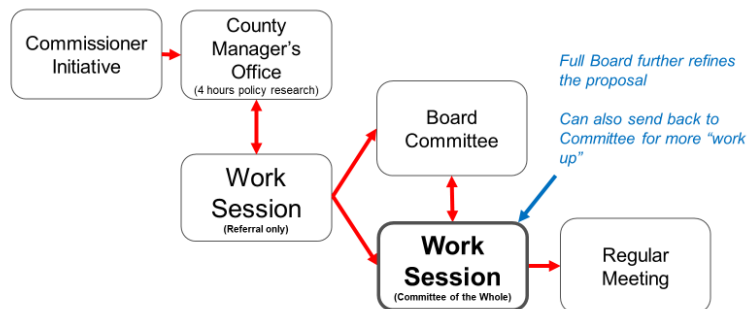
## Policy Workflow for Commissioner initiatives



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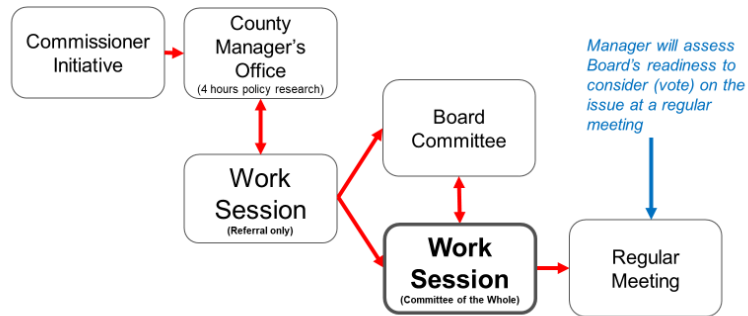
## Policy Workflow for Commissioner initiatives



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## Policy Workflow for Commissioner initiatives



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Mr. Canada said items would still go through the committee and work session meetings as they have in the past.

Mr. Canada shared the committee meeting schedule for the remainder of 2019.

## Engaging Committees

- Committee meetings will be added to your calendar

	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Human Services		15th		24th		26th		28th		2nd
Affordable Housing				24th					4th	
Growth and Sustainability	25th		20th		29th		23rd		25th	
Great Government	25th	22nd			1st			28th		9th
Public Safety		22nd			8th			7th		
Arts and Culture			6th			19th			4th	
Education	Committee of the Whole									
Economic Strength	Committee of the Whole									
BOC Work Session	11th	8th	13th, 20th	10th	n/a	12th	9th	14th	12th	9th

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Commissioner Evans said revising the process is necessary to maximize the efficiency of commissioners and staff. She said it also allows staff to obtain consensus from commissioners on new ideas prior to involving staff time.

Commissioner Hutchinson said the commissioner goals are based on work in progress, but new things come up throughout the year. He said the chair of the committee should be responsible for setting the agenda for committee meetings. Commissioner Hutchinson said he is agreeable to the 4-hour rule, but he is strongly opposed to not being permitted to make the agenda for his committee.

Mr. Ellis said the chief in the County Managers Office that are in charge of the committee will work with the chair of the committee to create the agenda.

Ms. Johnna Rogers, Chief Operating Officer, said the idea is to manage staff time, not control commissioners. She used the native plants item as an example. She said that project required many hours of staff time, but the full Board of Commissioners were unaware of the request until the project was completed.

Commissioner West said the County Manager/Board of Commissioner form of government should be respected. He said there is a gap in the function of the committees and the new process will close that gap. He said the role of the commissioner and the role of staff need to be respected. He said the manager is responsible for the day to day operations of the county.

Commissioner Hutchinson said the purpose of committees is to allow commissioners to utilize their skills in a particular area of expertise.

Commissioner Evans said control is not being taken away from the committee chairs. She feels it is important to have a process, but any commissioner can present an idea to the managers office. She said reviewing committee progress at the end of the work session would allow for full board feedback. She said they should work as a board, not individual commissioners with their own agendas. She said their number one duty is to support county operations and staff.

Commissioner Calabria asked if this is intended to be a mandatory process or a suggestion. Mr. Ellis said it is a structure to assist staff with time management.

Commissioner Calabria said he fears important issues will take too long to get through all the proposed steps. Mr. Ellis said steps can be skipped if the board is agreeable to it. He said it would be determined on a case by case basis depending on the topic.

Commissioner Evans agreed items could get delayed by the process due to the timing of the meetings. Ms. Rogers said the process is a general guideline and each case will be handled differently depending upon the urgency of the issue.

Ms. Rogers confirmed that the new process only comes into play once the 4-hour role is reached. She said if staff is spending significant time on an item, the entire board should have an opportunity to provide input.

Commissioner Calabria said there is a transparency and communication piece

that needs to be addressed and a staff management piece that needs to be addressed. He said if staffing is an issue, consideration should be made to increase staff. He said he fears this may become a straight jacket that will hinder progress.

Commissioner Evans said the sole purpose is not to accommodate staff. She said it is to ensure that staff time is being used as wisely as possible.

Commissioner Ford commented on the increased demands put on staff in recent years. He said better management of commissioners is needed and he is in favor of more structure. He said goals should be free flowing instead of static. He agreed that a change needs to be made, but said the matter should be addressed with the full board.

Commissioner West said it is important to move away from chaos and towards creativity. He said authority gives a person control, but the person's behavior gets them respect.

Mr. Ellis said he understands the concerns and will review it with staff. He said there is no intention to put a constraint on commissioners.

Commissioner Evans said the goal of the new process is to share new ideas with the entire board. She said every commissioner should have adequate information on a matter before they are expected to vote on it. She said the goals and initiatives of the board should be considered when presenting new ideas.

Commissioner Hutchinson said this board has been aggressive since taking office in 2014. He said each commissioner has an area of expertise that contributes to the success of the entire board.

Commissioner Evans asked committee members what the next step in this process should be.

Commissioner Hutchinson suggested sending it back to staff for revision prior to bringing it back to the Great Government Committee.

Commissioner Ford said this is an ambitious board, but there is a common goal. He said some commissioners feel there is an issue and there needs to be a better way. He suggested presenting the item to the full board at a work session.

Commissioner West said staff is stressed and he agrees that offices are short staffed. He said staff must be appreciated in order for them to be productive.

Commissioner Calabria said he appreciates the effort and agrees that there is room for improvement. He suggests shortening the process and agreed the full board needs to be involved in the process.

Ms. Rogers said the process can be shortened if it is the will of the full board. She said the commissioners should function as a board and staff should support the full board.

Commissioner Ford moved, seconded by Commissioner Evans, to move the item to a Work Session for full board input. Commissioner Hutchinson opposed the motion. The motion carried on a 2-1 vote.

Commissioner Evans suggested changes to dates for future Great Government Committee meetings.

### **Meeting time options**

Commissioner Evans said this item was referred to the Great Government Committee at a recent Work Session meeting.

Mr. Canada provided an overview of typical Commissioner meetings.

#### **Board Holds at least 45 Public Meetings each year**

- Historically, the Board holds at least 21 regular meetings per year
  - Every regular meeting has a public comment period
  - Some meetings have 1 to 3 public hearings on specific issues
- 10 or more work sessions
- 12 or more committee meetings
- Retreats, joint meetings with Board of Education, special called meetings

He shared the purpose of the various meetings.

## Different Meetings Have Different Purposes

- Regular Meetings
  - Vote on policy changes and resource allocations
  - Public comment period
  - Public hearings on specific issues
- Work Session
  - Broader, deeper discussion of major topics
- Committees
  - Shape and refine fresh ideas, or provide initial feedback to staff
- Retreats
  - Goal setting, and long-term financial planning

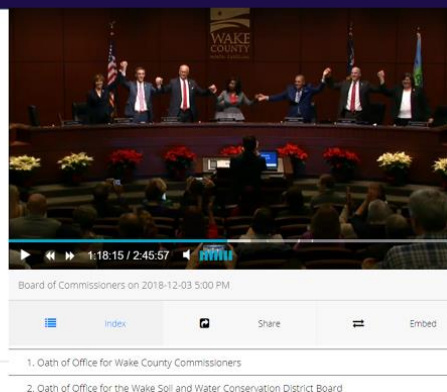
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He shared information on how the public can access the meetings live and online.

## Regular Meetings Live and Online

- Meetings are broadcast LIVE on RTN cable channel 11 and on [the County's website](#)
- Video recordings and minutes are available on [the County's website](#)
- Work sessions will be live-streamed starting this Summer



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1. Oath of Office for Wake County Commissioners  
2. Oath of Office for the Wake Soil and Water Conservation District Board

Mr. Canada shared a history of the meeting time changes.

## Board Changed Meeting Time in 2016

- From 2000 through 2015, the Board held two regular meetings per month and started all meetings at 2:00
- Beginning in January 2016, Board approved...
  - First meeting of each month begins at 5:00
  - Second meeting of each month begins at 2:00

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He shared statistics of the 2018 meetings.

## Stats on 2018 Meetings

### 2018 Regular Board Meetings

	All Meetings	2:00 Start	5:00 Start
Average Length of Meeting	2 hrs 5 min	2 hrs 14 min	1 hrs 56 min
Average Public Comment Speakers	3.4	3.8	3.0
Average Speakers per Public Hearing	0.9	0.8	1.0

Regular Meetings Held in 2018	21
Shortest meeting	46 minutes
Longest Meeting	3 hours 10 min

### 2018 Notes

May 21 budget public hearing data is omitted, 32 speakers during day and 44 at night  
Total of 68 speakers during public comment period, main issues were Crooked Creek, housing plan  
Times do not include closed session; 14 of 21 meetings had a closed session

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He shared a breakdown of the numbers and reasons for public comments.

## Specific Issues Drive Public Speakers

- During 2017 and 2018, 41% of public comment speakers addressed an item on that meeting agenda (64 of 157)
  - 59% of speakers addressed a topic not on agenda
- 2018 - 68 public comment speakers
  - Main issues were Crooked Creek, affordable housing, orphan roads, school funding
- 2017 - 89 public comment speakers
  - Main issues were Crooked Creek, Forest Hills

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He shared the impacts of moving the meeting times.

## Impacts from Moving Meeting

- Major cost drivers
  - Overtime for security, audio/visual staffing, utilities
- Minor cost drivers—staff overtime, food
- Public impacts—How changes might affect attendance, media, other governments
- Internal impacts—How changes might affect employees and Commissioners

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Mr. Canada shared the annualized financial impact of moving the meeting times.

Annualized Financial Impact				
Meeting Time Options	2:00 Start	5:00 Start	6:00 Start	7:00 Start
Only Move the 2 <sup>nd</sup> Meeting (currently 2:00) No change to 1 <sup>st</sup> Meeting	N/A	\$16,000	\$28,000	\$38,000
Only Move the 1 <sup>st</sup> Meeting (currently 5:00) No change to 2 <sup>nd</sup> Meeting	N/A	N/A	\$13,000	\$22,000
Move Both Meetings to Same Time	N/A	\$16,000	\$41,000	\$60,000

He shared the impacts on the public and county staff due to meeting time changes.

Public and Internal Impacts				
Impact Area	2:00 Start	5:00 Start	6:00 Start	7:00 Start
<b>Public Impacts</b>				
Public Speakers	N/I	N/I	?	?
Proclamation Attendees	N/I	N/I	?	?
Overlap with Municipal Meetings	N/I	N/I	-	-
Media Coverage	+	-	-	-
RTN availability	+	?	?	?
Downtown Traffic	+	-	-	+
<b>Internal Impacts</b>				
Retirees and Awards	+	-	-	-
Family Impact	N/I	-	-	-
Commissioner Impact	?	?	?	?

+ Anticipated positive impact      N/I Negligible impact  
 - Anticipated negative impact      ? Uncertain impact

He shared how the meeting time change impacts the media and the municipalities.

## Notes on Impacts

- Overlap with Municipalities
  - Moving first Monday meetings to a later date would worsen overlap with Town Council meetings in Fuquay-Varina, Garner, Knightdale, and Zebulon
  - All other municipalities meet on Tuesday or Thursday
- Media Coverage
  - Later start times leave reporters with less time to meet their deadlines
  - Evening start times create fewer opportunities for coverage during evening TV news slots (5pm, 5:30pm, 6pm, etc.)
  - Particularly challenging for print reports

He shared an overview of municipal meetings county wide.

## Wake County Municipalities

Town	Meeting	Date	Time
Apex	Council Meeting	1 <sup>st</sup> Tuesday 3 <sup>rd</sup> Tuesday	7:00 pm 7:00 pm
Cary	Council Meeting	2 <sup>nd</sup> Thursday 4 <sup>th</sup> Thursday	6:30 pm 6:30 pm
	Work Session	Varies	
Fuquay-Varina	Council Meeting	1 <sup>st</sup> Monday 3 <sup>rd</sup> Tuesday after 1 <sup>st</sup> Monday	7:00 pm 7:00 pm
Garner	Council Meeting	1 <sup>st</sup> Monday 3 <sup>rd</sup> Tuesday after 1 <sup>st</sup> Monday	7:00 pm 7:00 pm
	Work Session	Last Tuesday	6:00 pm
Holly Springs	Council Meeting	1 <sup>st</sup> Tuesday 3 <sup>rd</sup> Tuesday	7:00 pm 7:00 pm
	Work Session	Varies	
Knightdale	Council Meeting	3 <sup>rd</sup> Wednesday	7:00 pm
	Work Session	1 <sup>st</sup> Monday	7:00 pm
Morrisville	Council Meeting	2 <sup>nd</sup> Tuesday 4 <sup>th</sup> Tuesday	6:00 pm 6:00 pm
Raleigh	Council Meeting	1 <sup>st</sup> Tuesday 3 <sup>rd</sup> Tuesday	1:00 pm 1:00 pm
	Petitions Meeting	1 <sup>st</sup> Tuesday	7:00 pm
	Work Sessions	2 <sup>nd</sup> Tuesday 3 <sup>rd</sup> Tuesday	4:00 pm 11:30 am
Rolesville	Council Meeting	1 <sup>st</sup> Tuesday 3 <sup>rd</sup> Tuesday	7:00 pm 7:00 pm
	Informational Meeting		
Wake Forest	Council Meeting	3 <sup>rd</sup> Tuesday	5:30 pm
	Work Session	1 <sup>st</sup> Tuesday	5:30 pm
Wendell	Council Meeting	2 <sup>nd</sup> Monday 4 <sup>th</sup> Monday	7:00 pm 7:00 pm
	Work Session		
Zebulon	Council Meeting	1 <sup>st</sup> Monday	7:00 pm
	Work Session	3 <sup>rd</sup> Wednesday after 1 <sup>st</sup> Monday	7:00 pm

He shared additional opportunities for change.

## Other Opportunities

- Advertise more widely the availability of parking vouchers
- Cost savings
  - Staff plans to only keep Nash Square entrance open after 5pm
  - Nearly all attendees enter at Nash Square
  - Closing Salisbury Street will reduce overtime costs

Mr. Canada shared an overview of the meeting time change options.

## Framing Up Options

Two things Board can change (see handout)

1. Meeting Start Time
  - o 2:00, 5:00, 5:30, 7:00
2. Public Comment Approach
  - o Current practice is one period starting roughly 30 minutes into meeting
  - o Two periods: one before consent vote, another 1 hour into meeting
  - o Two periods: one before consent vote, another after regular agenda

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He opened the floor for questions.

## Questions

- What does the Board wish to accomplish with a change of meeting time?
- Which combination of 1) meeting start time and 2) public comment approach lends itself to that goal?
- Is the committee ready to recommend a change to the full Board?
  - o If not, what additional information would help Commissioners consider alternatives?

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Commissioner Evans said she has had several citizens comment on the 2:00 p.m. meeting and said it is inconvenient for them to attend. She said the later meeting time may be inconvenient to retirees and employees, but it would be more accommodating to the public. She said regardless of a meeting time change, citizens should be made aware of the option for a parking voucher.

Commissioner Hutchinson said both meetings had always been at 2:00 p.m. until there was a suggestion to have a later meeting in 2014 and the board voted to have a 5:00 p.m. meeting. He said since the change to 5:00 p.m., he hasn't seen an increase in public comment. He said the current times accommodate staff and the public.

Commissioner Ford agreed and said the two different meeting times provides public an option. He asked if the public was given an opportunity to express their opinion on the meeting times.

Mr. Canada said the information he has received came from members of the Board of Commissioners, not the public. He said when people truly have an issue to discuss, they will find a way to attend the meeting regardless of the time.

Mr. Canada asked for feedback on changing public comment structure.

Commissioner Evans said public comment should be held before the agenda items are voted on.

Ms. Rogers agreed and said a public comment period could be offered for agenda items and a separate public comment period later in the meeting for other matters.

Commissioner Ford said the public comment has been moved to accommodate a specific item. He said the issue at hand is the meeting time, not the public comment period. He suggested that nothing be changed at this time. Commissioners Evans and Hutchinson agreed that no change should be recommended.

## **Board Procedures**

Commissioner Evans said the board has changed significantly since the board procedures were last revised in 2011. She suggested updating them and asked staff to review the board procedures of other counties. She said the section allowing a commissioner the ability to add any item to the agenda with a 7-day notice should be revised.

Commissioner Evans asked staff to gather information and bring it back to the next Great Government committee meeting. She also requested clarification on the Boards and Commissions process at the next meeting. Commissioner Ford said staff has gathered demographic information on Boards and Commissions. He suggested that information be shared at the next meeting.

Commissioner Evans suggested the Great Government committee meeting in July to be changed. Mr. Canada offered June 24<sup>th</sup> as a tentative date, but that would be confirmed at the next meeting in May.

Commissioner Ford suggested community partners request for funding be reviewed at the next meeting.

## **Adjourn**

There being no further business, the meeting was adjourned at 2:57 p.m.

Respectfully submitted,

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Michelle L. Cerett  
Executive Assistant to the Board