



# Wake County

301 South McDowell Street  
Raleigh, NC

## Meeting Minutes Board of Commissioners

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Monday, September 9, 2019

2:00 PM

Wake County Justice Center

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### Work Session

#### Meeting Called to Order: Chair Jessica Holmes

Chair Holmes welcomed everyone to the meeting.

**Present:** 6 - Chair Jessica Holmes, Vice-Chair Greg Ford, Commissioner Vickie Adamson, Commissioner Matt Calabria, Commissioner Susan Evans, and Commissioner James West

**Absent:** 1 - Commissioner Sig Hutchinson

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; Derwick Paige, Chief Community Vitality Officer; Emily Lucas, Chief Financial Officer; Nicole Kreiser, Assistant County Manager; Dara Demi, Communications Director; Regina Petteway, Human Services Director; Michael James, Senior Budget and Management Analyst; Todd Taylor, Financial Services Manager; Pat Sturdivant, Workforce Development Director; and Tim Maloney, Planning, Development, and Inspections Director.

Other's Present: Danya Perry, Director, Equitable Economic Development; Michael Haley, Executive Director, Wake County Economic Development; Jackie Hughes, Co-Chair, Wake Invests in Women Steering Committee; Hilda Pinnix-Ragland, Co-Chair, Wake Invests in Women Steering Committee; Kasy Ashton, Director, Wake Invests in Women; Dr. Scott Ralls, President, Wake Technical Community College; and Dr. Pam Howze, Executive Director, Apprenticeships, Work-based Learning and Customized Training, Wake Technical Community College.

#### 1. [Agenda](#)

**Attachments:** [Agenda BOC Work Session 9-9-2019.pdf](#)

## 2. [Wake Invests in Women](#)

**Attachments:**    [1. Presentation WIIW Year One.pdf](#)  
                              [2. WIIW-Annual Report Executive Summary Final \(003LB\).docx](#)  
                              [3. WIIW Appendices.pdf](#)

Ms. Hilda Pinnix-Ragland, Co-Chair, Wake Invests in Women Steering Committee, thanked the Board of Commissioners for inviting the Steering Committee to the board meeting.

She introduced her colleague Ms. Jackie Hughes, Co-chair, Wake Invests in Women Steering Committee. She recognized Dr. Gayle Greene, Executive Vice President, Wake Technical Community College; and Dr. Scott Ralls, President, Wake Technical Community College; as well as the task force members that were in attendance. She shared that today Dr. Kasey Ashton, Director, Wake Invests in Women would present the Wake Invests in Women Roadmap to a Stronger Workforce presentation.

Ms. Ashton shared that in 2020 Wake Invest in Women, along with all women will be celebrating the 19th amendment which gave women the right to vote on August 18, 1920.

She shared the benefits to closing the wage and skill gaps in Wake County that includes a stonger healthier community, a stronger skilled workforce and how to meet current and future labor market needs.

She shared the occupational participation gaps that are projected to grow over the next 10 years. These gaps include: Management Leadership positions with a ratio of 6 women to 10 men, Computer Sciences Mathematics with a ratio of 3 women to 10 men, and Architecture Engineering with a ratio of 2 women to 10 men.

She shared the income gaps in high growth and high wage fields in Wake County. She said that statistics indicate that in the Health Sciences and Diagnosing and Treating areas, women earn 49 percent less than men. In Management and Leadership, women earn 37 percent less than men. In Computer Sciences and Mathematics, women earn 20 percent less than men and in Architecture and Engineering, women earn 20 percent less than men.

She shared the earning power gaps in Wake County which included the gender wage gap, mean annual salary, and the loss of earning and spending power.

Ms. Ashton said that the direct impact on Wake County encompasses:

1. Economic health and stability
2. Workforce development, and
3. Stengthened families

She said that Wake Invests in Women is the solution to the low wage gaps.

She said that the innovative collective impact approach involves partners such as Wake County, Wake Technical Community College, Wake Invest in Women and Industry and community partners.

She shared the Wake Invests in Women Roadmap.

**Guiding principles**

- Impact, data driven, program & system focused, collaborative, equity lens, application & replication

**Action Items**

- Research & data collection to identify/prioritize high impact strategies
- Strategic action framework for change in line with common agenda
- Metrics for success & continuous communication
- Pilot strategies to learn "what works" for Wake County & maximize success

She shared the 2019 Roadmap with metrics for success, strategic action framework, 2020 piloting strategies, and research and data driven information.

Commissioner Calabria thanked Dr. Ashton for the presentation and said that the information is valuable. He said that he looks forward to hearing about the wage gap solutions.

Chair Holmes thanked Dr. Ashton for the Wake Invest in Women report. Chair Holmes said that this concept with women started with former Commissioner Caroline Sullivan. Ms. Sullivan, thanked the commissioners for their support and she shared how the initiative started and how the Board of Commissioners shared her thoughts. She said that the gap in Wake County is higher than most counties. She said that there is a need to figure out the wage gap for women in an effort to make Wake County the best place to work. She said she is happy to know that the board continues to support wage gap issues.

Commissioner West thanked Dr. Ashton for the report. He talked about physical infrastructure and spiritual infrastructure. He quoted John Carter, "think, analyze change, see and feel change" He said that the will is the key

to bringing about a change. This means the political as well as the economic will.

Dr. Ashton said that empowerment can come and strengthen women and families in Wake County and that the heart needs to be there.

Commissioner Adamson said that she earned less wages when she was younger and as a woman compared to her male counterparts. She described the types of assignments that she received because she was a woman. She thanked Dr. Ashton and Wake Invests in Women for the update.

Vice Chair Ford said that this reminds him of his two 8 year old girls and all of the work that needs to be done so that true equity and access can be achieved. He said that this is an example of community will through elections and priorities really helps to move the needle forward. He said that he is looking forward to next steps because there is historical and political bias that has to be dealt with and they need to own it as part of the solution. He said that the answers will lie with more carrot than stick incentivising partners and the business community.

Chair Holmes reiterated the board's gratitude and said that the boards wants to be a true partner to Wake Invests in Women. She asked Dr. Ashton to share policies and issues that she may encounter with the board. This will help the board to implement the issues and policies on the forefront. She asked Dr. Ashton and the team to consider Wake County as a friend and an ally in this work.

**3. [Proposed Wake Tech Scholarship/Apprenticeship Program](#)**

**Attachments:**     [Wake Works Presentation v7.pdf](#)

Chair Holmes introduced Dr. Scott Ralls, President, Wake Technical Community College.

Dr. Ralls said that Wake Technical Community College is honored and privileged to share the stewardship role with Wake Invests in Women.

He thanked the board for allowing more time to prepare the Wake Works proposal and for allowing him time to adapt to his new role as President of Wake Tech. He said that one of the primary reasons he came back to North Carolina is because he is passionate about workforce development, and North Carolina does workforce development better than any state in the country.

He said that in his opinion, Wake County has the potential to be the premiere location in the country for technical education and technology

workforce opportunities. He said that this county has made a significant statement in this direction with the voters' approval of the \$350 million in bond funding for workforce facilities at Wake Tech. The Wake Works concept would add a complementary programmatic component that moves Wake County to the forefront of employment opportunity through apprenticeship.

He said that this is an exploratory concept and asked the board for their feedback.

Dr. Ralls said that Wake Works is an apprenticeship program at Wake Tech that involves free tuition and apprenticeships all while giving its participants enough potential income to support a family. He said that there are several colleagues and partners that share the work. He said that Wake Tech would play a central role in addressing the County's skills gap, but would not be alone in what is proposed as a collective effort to address skills gap in the areas of skilled trade professionals, maintenance and other technician positions, information technology professionals, and in a later phase, healthcare and hospitality professionals.

He said that today the county is fortunate to have workforce development colleagues from the Capital Area Workforce Board; educational colleagues from the Wake County Public School System; and employer partners from NCTAP, and the North Carolina Triangle Apprenticeship Program. He said that Wake Tech has already begun engaging these and other potential partners so that they can take advantage of every available resource that can support apprenticeships.

He shared the skills gap in Wake County that shows that the supply of technical workers is not keeping pace with demand.

He shared the mobility gap:

- In education, we often say that understanding the why is important before we understand the value of the what and how. So here's the why...
- On the average, Wake County has been a remarkable economic success story.
- Since 2010, only two metro areas in the US have attracted more people than our metropolitan area: Austin, Texas and Orlando, Texas.
- Of the 100 largest metropolitan areas in the nation, Wake County ranks 95th in the economic mobility of children who grow up in families falling in the bottom 25 percent of incomes.

Dr. Ralls shared the talent magnet and the talent ladder.

- If we delve closely into our progress, we see we have been more successful as an economic magnet than an economic ladder.
- As an economic ladder for the people who grew up in Wake County, we still struggle.

He shared Wake County's Economic Health. He said that the majority of Wake Tech students in Wake County come from zip codes that need a boost in prosperity. He said that the zip code is 27610, which is Southeast Raleigh. He said that more Wake Tech students live in Southeast Raleigh than in any other zip code. He said that an economic ladder is needed in addition to the magnet ladder.

Vice Chair Ford asked about the economic maps and geographically what it means.

Dr. Ralls said that Wake Tech selects students from low income and working families.

Commissioner West said that the meeting with Dr. Ralls was enlightening. He said that when you look at collective impact, synergy and maximizing inputs to outputs and outcomes, with 27610 being a pilot for social and economic vitality communities, it is important to look at the pilot program in conjunction with this new idea. He said if all resources are shared, it would create collective impacts.

Dr. Ralls said that Wake Tech has an obligation to serve all students especially from the vulnerable communities and from across the county.

Dr. Ralls shared that apprenticeships ensure a direct pathway.

- There are several areas of the country that are offering **free tuition** to higher education to ensure that access to higher education and training is affordable, and this is a good start, but free tuition is not enough to ensure that students find successful placement in the workforce.
- Most job postings these days require not only education beyond high school, **but also** work experience, a barrier to many lower income students who must work to go to school and cannot afford to take part in free, non-paid internships.
- Consequently, "work-based" learning is the surest way to ensure future success in the workforce, and of the various work-based learning options, apprenticeships offer the best opportunities for students to learn as they earn.

He shared Earn As You Learn. He said that the ability to learn as they earn is especially critical to students from lower-income families. He said that unpaid internships are increasingly common among students with means at universities, but most commonly community college students must work to attend college.

He shared information on registered apprenticeships. He said that for on-the job training, a student needs 2000 plus hours in addition to 144 plus hours of related classroom instruction. He said that the average starting salary upon completion of a Registered Apprenticeship is **\$50,000**. Completing a Registered Apprenticeship program equals **\$300,000** more in earnings for an individual over the course of a career and \$24 an hour is a living wage in Wake County, a wage that can support a family.

He shared the various options of apprenticeship and college. The options included: registered apprenticeship with on-the-job-training, Wake Tech Associate in Applied Science Degree, Gainful Employment and Wages, Pre-Apprenticeship: Wake Tech Courses and Certifications and a University Degree option.

Vice Chair Ford said that he sees the potential for expanding relationships with Wake County Public School System. He asked if the working assumption is that there does not need to be a blessing from Department of Public Instruction (DPI) on curriculum or red tape at that level that the curriculum instruction exists where this can be obtained locally and with Wake County Public School System.

Dr. Ralls said that the baseline for the curriculum is the applied associates degree. He said that this refers to the pre-apprentice program taking elements of it (certificate) and making sure that it is articulated. He said that there needs to be training and courses that are incorporated into formal apprenticeship. He said that what Wake Tech does with the WCPSS is a dual role.

Vice Chair Ford said that this is like an evolution of the public school systems early college program. He said that it is almost like a 2.0 plus inversion.

He shared information on workforce and economic development.

Dr. Ralls shared information on Wake Works. He said that the plan is to offer free tuition, fees, books/tools for all Wake Tech training associated with Pre-apprenticeships (prepares students for apprenticeships) and Registered Apprenticeships for eligible occupations with Wake County

employers.

Commissioner West asked about the adult learner program. He asked if there are any adjustments from adult learners versus younger learners. Dr. Ralls talked about developmental learners.

Dr. Ralls shared apprenticeships. He shared that apprenticeships in the United States is expanding to new occupations, like Computer Technology, Healthcare and Hospitality.

He shared Phase One occupations. Phase One occupations is comprised of eligible occupations such as carpenters, electricians, plumbers, welders, automotive technicians, HVAC technicians, manufacturing technicians, maintenance supervisors, networking professionals, software developers and programmers, cybersecurity specialists, computer and information analysts, computer support specialist and database systems.

He shared other Phase One occupations that were advertised and showed how many available positions.

Carpenters - 50

Electricians - 34

Plumbers - 70

Welders - 17

He shared Phase One occupations for technicians and maintenance professionals.

Facility Maintenance - 557

HVAC Technicians - 307

Manufacturing Technicians - 471

Heavy Equipment and Automotive Technicians - 23

Maintenance Supervisors - 39

He shared Phase One occupations for IT Infrastructure.

Cybersecurity Specialists - 408

Networking Professionals - 946

Software Developers and Programmers - 2460

Database/Systems Analysts & Network Architects - 711

Computer and Information Analysts - 524

Computer Support Specialists - 1048

He shared Phase Two occupations for frontline healthcare & hospitality.

Emergency Medical Technicians and Paramedics - 44



Medicals Assistants - 152

Home Health and Nursing Assistants - 193

Hospitality - 1689

Biotech - 254

He shared how success will be measured.

- Increased levels of employer and student participation
- Student placement in Wake County's workforce with wages that can support a family

He shared Wake Tech today.

- Wake Tech currently has over 200 students in apprenticeships in traditional occupations like skilled trades and manufacturing.
- Through the Wakes Works proposal, we want to more than double this number in the next few years in two phases with the goal of 500 apprenticeships by 2022 and expand the ladder of opportunity to more Wake County residents to good paying jobs with Wake County employers

He shared how the Wake County can help. He said that Wake County can help by offering free tuition and fees as well as providing transportation.

He shared how partners can help. He said that partners can help by providing media campaigns, faculty and instructional equipment, veterans outreach and books, uniforms and tools.

Commissioner Calabria said that based on what he has seen in NC, there is a large interest from corporations, and individuals and families. He asked Dr. Ralls to expound on the role of the available resources.

He shared Wake Tech's Investment.

- Wake Tech is so committed to this effort that we are creating a new position.
- Introduce Pam Howze. Executive Director for Apprenticeships, Work-based Learning, and Customized Training.
- Dr. Howze and team will work to lessen the bureaucratic burden associated with "Registered" Apprenticeships for business owners.
- Wake Tech has the start up funding it needs to begin - and gap scholarships for students.

Commissioner Evans asked how many of the 200 apprenticeships are free and how many are paid. Mr. Mark Bertoncino, Chair, NCTAP, shared that

NCTAP will graduate 17-20 students a year.

Dr. Ralls shared next steps.

1. Receive County Commissioners' approval to move forward
2. Develop
  - MOU with County
  - Last Dollar Process with Partners
  - County Budget Request for 2020-21
3. Develop pre-apprenticeship opportunities
4. Plan media campaign to promote Wake Works apprenticeship opportunities
5. Recruit partners to support Wake Works and offer registered apprenticeships

He shared that corporate partners, Wake County partners and private donors are wanted.

Dr. Ralls asked who will be the first to offer 500+ apprenticeships.

Commissioner Calabria said that he is moved hearing Dr. Ralls speaking about the initiative and the impact that the program will have on people's lives. He thanked Dr. Ralls for his leadership in this process. He says that it is a landmark program for Wake Tech and Wake County and it keeps Wake County on the leading edge and incorporates Board of Commissioners priorities. Commissioner Calabria says that it is appropriate for the residents and the Wake County School System. He said the process is phenomenal.

Vice Chair Ford said that this opportunity supports the board's goals. He asked about the Memorandum of Understanding (MOU) make up and the financial request.

Dr. Ralls said that this could also fund some needed positions. He ask the board to grow with Wake Tech and know that Wake Tech is watching the State budget to see how it will interact with the county budget. He said that Wake Tech will be working with Board of Commissioners.

Ms. Johnna Rogers, Chief Operating Officer, said that the item was brought forward today to get a thumbs up in this change of direction. She said that when Commissioner Calabria brought it before the board previously, it was a scholarship program, but has morphed into an apprenticeship. She said that Wake Tech did not want to discuss further information ans funding until they received consensus from the board that the board was ok with the change in direction. She said that there are more details to work out as

staff moves forward with the budget process and Wake Tech prepares this for their fall 20/20 school opening.

Chair Holmes said that she is interested in the conversation between Wake County Public Schools and Wake Tech. She asked that if \$750,000 was available, would the school system allocate the funds for their school budget or would they say that they want to work with Wake Tech on the apprenticeship program. She asked the role of the school system and where are they in the conversation. Ms. Rogers said that the school system has been in conversation from a funding standpoint, but more from a programmatic standpoint.

Dr. Ralls said that students receive a waived tuition from state funding. He said that only 5 percent of the student population are below the age of 18. He said that the funding request from Wake County is for a 27 year old working mom who wants to make a transition from her job.

Chair Holmes said the concept is brilliant. She requested more information as it relates to specific cost of the program. She said that she wants to ensure that Wake Tech is investing funds in the appropriate areas. She requested more information about Fostering Bright Futures program and asked if raising the age to 18 affects this program. She said that she supports programs that supports the vulnerable communities.

Dr. Ralls said that Wake Tech has developed a proposal that would limit the program to just Wake County employers.

Commissioner West said that he is concerned about the individual, family and the community. He spoke about mapping the process. He said it would be good to ensure that partnering agencies compliment the efforts of Wake Tech and the board. He said that there are already people doing the same type of work. He said that this is an improvement and wants to make sure that persons with the greatest needs are being addressed.

Dr. Ralls said that partnerships will be very important.

Commissioner West noted the linkage with vulnerable communities and the community college. He said that it is a bond of trust.

Commissioner Evans said that this is a win win and that people with upward mobility will receive training and employment. She said that this is a value added approach and she is very supportive. She said that this is a pathway for steady employment. She said that this is a value added approach.

Vice Chair Ford thanked his colleagues for their comments. He noted the

importance of collective impacts and synergy.

Commissioner West said that when both agencies come together, they can be stronger.

Dr. Ralls invited the commissioners to the Celebration of Construction for the Center of Automotive Excellence Grand Opening on September 16th located on the Scott Northern Wake Campus.

Chair Holmes thanked Dr. Ralls for clarity on traditional students and the targeted students. She said she is excited about moving forward. She thanked Commissioner Calabria for bringing this item to the board. She said that it brings synergy.

Commissioner Calabria said he is reminded of how much fun it can be to be a commissioner. He said that he is impressed with Wake Tech partners and thanked his colleagues for their support.

Chair Holmes mentioned the song "It's been a long time coming but a change is going to come". She said that her message to the public is that a change has come and that they can expect to see more from the board.

#### 4. [Economic Development Update](#)

Attachments: [EconomicDevelopmentUpdateSeptember2019.pdf](#)

Mr. Chris Dillon, Assistant County Manager, thanked the Board of Commissioners for their time today. He said that he would be presenting the Wake County Economic Development Update with Mr. Michael Haley, Executive Director, Wake County Economic Development, and Mr. Danya Perry, Director, Equitable Economic Development.

Mr. Haley, updated the Board of Commissioners on quarterly updates.

He shared the five areas of focus for Economic Development:

- Business expansion and retention
- Talent
- Brand Awareness
- Entrepreneurship and Innovation
- Regionalism

He shared industry updates.

He shared the NYC media tour.

- WCED
- City of Raleigh Economic Development
- **Interviews with:** Business Insider, Bloomberg News, Bloomberg Business Radio, Wall Street Journal & ZDNet
- **Purpose:** Highlight the Raleigh Story and Strength of the tech ecosystem
- Hosted Site Selector Breakfast

He shared the State of Foreign Direct Investment event.

**Keynote:** Marek Gootman, Fellow and Director, Strategic Partnerships & Global Initiatives at Brookings Institution

**Panelists:**

- BASF
- SAS
- MANN + HUMMEL

- 104 attendees

Mr. Perry shared the diversity, equity and inclusivity (DEI) conference. He said that there were 478 attendees, 28 sponsors and that the #DEIConf19 was trending in the Raleigh market on Twitter.

He shared recent announcements.

**Xerox**

- **600** jobs over the next 5 years
- **\$18.4**million investment

**Schmalz Inc.**

- 62 jobs over the next 5 years
- \$10.5 million investment
- Located in Targeted Growth Area

Commissioner West said that he has heard that community leaders want to be engaged in the process of equity and diversity. He said that people are feeling that they are out of the loop and that it creates distrust. He said that with growth in Wake County, people feel that their basic needs are not being met. He asked how is the Chamber of Commerce engaged in the process with community benefits agreement.

Mr. Perry said that the Chamber is being very transparent in the process. He said that the projects will be benefits to the community. He said that the Chamber is studying best practices. He shared that he has met with

community leaders and the issue is translation of the process. Mr. Perry said that it is the goal of the Chamber to establish language in a manner in which the community will understand.

Mr. Haley said that the CBA's (Community Benefits Agreements) are a new tool that many communities are looking at. He said that the point is to get the community involved and ask what are the specific goals that they would like for their communities. He said that there are shared goals.

Mr. Perry said that another project is creating profiles on the targeted growth areas in each census tract and creating opportunities for growth in opportunity zones. He said that working with municipalities and getting their inputs before talking about growth in that particular community. He said that the project should be completed in 30-45 days.

Commissioner Calabria says that although not new, it is a new initiative to him. He said that's what's disheartening to him is seeing the business community raise their hand and agree to shouldering the work on this project because it is everyone's responsibility. He requested that if there is any literature available about the 13 building blocks, that it be shared with the board.

County Manager Ellis said that he has attended many conferences but when he walked in the DEI conference, it looked like the Wake County community. He thanked the Chamber of Commerce, Mr. Perry, Mr. Haley, Mr. Dillon and Ms. Adrienne Cole for a great conference.

Mr. Haley shared international delegations.

#### **Quarter 2**

- Hosted **4** international delegations
- **26** individual representatives
- Multiple countries:
  - Austria
  - Belgium
  - Bulgaria
  - Croatia
  - Finland
  - France
  - Germany
  - Hong Kong
  - Ireland
  - Netherlands
  - Paraguay

- Sweden
- United Kingdom

He shared the Site Assessment Program kick off. He said that the Site Assessment Program (SAP) serves as a way for municipalities in Wake County to have property assessed for potential industrial development.

Major Milestones:

- Committee met to kick off program
- Site consultant meetings for top scoring
- Next -speed advising

### **Results from 2019**

- 20 Sites
  - 13 Returning Sites
  - 7 New Sites
- 1,496 Acres

He shared the awards and recognitions.

### **#3 Best State for Business in America | CNBC**

This ranking studies business competitiveness in 10 categories including:

- Workforce
- Economy
- Quality of Life
- Cost of Doing Business

### **3 Best City to Work in Tech | SmartAsset**

- 5.70% of workers in the tech sector, making that the ninth-highest percentage in this study
- Average salary of \$91,680 for tech workers

### **Raleigh Makes Top 20 List for Best Run Cities in America | WalletHub**

- Ranked out of 150 Best and Worst Run Cities in the U.S.
- Raleigh fit in at #16 just below Durham and above Greensboro

### **Raleigh Ranks in Top 10 Tech Talent Markets | CBRE**

- High-tech industry has accounted for about 20% of major office-leasing activity in the U.S. since 2018
- Market rankings by wages, labor pool, cost and more

Mr. Dillon shared the Wake County Policy Update

He shared the economic strength goal.

- Board adopted new goals in 2019
- County staff and partners are implementing goals
- Work in progress with considerable success

He shared the top rankings.

**“#2 Top 100 Best Places to Live”** (Raleigh) | Livability

**“#1 Safest City in America”** (Cary) | HomeSnacks

**“Top 20 U.S. City for Startups”** (Raleigh) | Commercial Café

He shared the targeted growth area tier.

- First project to locate in “Targeted Growth Area”
- Schmalz, Inc. investing \$10.5 million in a vulnerable area designated census tract
- 62 jobs created
- Wages greater than County living wage and robust benefits

He shared the diversity, equity & inclusivity.

- Greater Raleigh Chamber formed the Triangle DEI Alliance
  - Coalition of business leaders in the Research Triangle region advancing diversity, equity, and inclusivity
  - Vision: Triangle DEI Alliance is leading the effort to make the Triangle the most diverse, equitable, and inclusive business environment in the country
- Second-annual DEI Conference held by Greater Raleigh Chamber
  - 478 attendees, 28+ sponsors,
  - DEI is beyond a social issue, it is an economic issue
  - Diversity is good for business

He said that under the Upward Mobility Bonus Initiative, after qualifying for a Business Development Grant under Wake County policy, new or existing companies may be eligible for a Business Development Grant Bonus when locating or expanding in Wake County and meeting the following conditions:

- Employees receive a minimum salary of Wake County Living Wage
- Health insurance offered to employees and dependents
- Prohibits discrimination against applicants and employees in hiring,



promotion discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment on the basis of race, color, religion, sex (including pregnancy and wages), national origin, age, disability, genetics, veteran status, sexual orientation, gender identity or expressions, family status, or political affiliation

- Demonstrate second chance hiring practices, including removal of prior conviction checkoffs
- Provide a minimum of forty hours of bereavement leave for employees
- Provide a minimum of eight weeks of parental leave for employees
- Provide a minimum of sixteen hours of volunteer leave annually for employees
- Provide opportunities for improvement of health and wellness for employees

The Upward Mobility Bonus would be a \$2 million investment and would create a minimum of 20 jobs. The average salary minimum would be the Wake County Living Wage with a 5 percent additional tax growth in addition to qualifying grant over an maximum eight year period.

Mr. Dillon shared that the relative poverty is -8.3% in Raleigh. Relative poverty measures the share of people earning less than half of the local median wage.

He shared average the annual wage +1.4%. The average annual wage equals aggregate annual wages paid to workers divided by the number of jobs.

He shared the economic outlook.

- 48 active projects
  - 14,148 jobs
  - 1.8 billion in potential investment
- Construction of 540 will create expansion
  - Targeted growth areas will have additional access
- Wake County Unemployment Rate 3.8%
  - North Carolina 4.2%
  - United States 3.7%

He shared upcoming events.

- September 7, 2019: Black Business Momentum - Less Hustle, More Flow - Improving Your Entrepreneurial Efficiency
- September 16-20th: Black Entrepreneurship Week

- October 3, 2019: Innovate Raleigh Summit “The Future of Our Region”

Commissioner West said he wanted to say one word: policy. He said that the board has put the right policies in place.

Mr. Dillon said that since he has been with Wake County, that he feels the realistic difference in culture in other communities in other towns and that he is optimistic of what is to come. He said that optimism from the board is being implemented in communities.

Chair Holmes thanked Mr. Dillon, Mr. Haley and Mr. Perry for the Economic Development update.

The meeting went into recess then reconvened.

## 5. [Proposed Changes to the Board's Rules of Procedure](#)

**Attachments:**    [Board Rules 9-9-2019 v1.pdf](#)  
                              [Current Rules of Procedure.docx](#)  
                              [Rule Change Worksheets - Work session draft.docx](#)

Mr. Ben Canada, Assistant to the County Manager, presented the proposed changes to the Board's rules of procedure. He said that today's meeting is a culmination of the last three meetings of work to discuss four proposed changes to the rules of procedure.

He shared the four proposed rule changes:

- Agenda development
- General public comment period
- Meeting attendance
- Order of debate

He shared implementing a specific board goal.

- GG2.3: Review and update board procedures to align with best practices for Boards of Commissioners.
- Four proposed rule changes
  - Rule 1 Agenda Development Process
  - Rule 2 General Public Comment
  - Rule 10 Order of Debate
  - Rule 16 Attendance at Meetings

He shared the committee consideration.

- Great Government Committee discussed potential rule changes
- March 25 - General discussion
- May 13 - Discussion focused on agenda development (Rule 1) and order of debate (Rule 10)
  - Committee voted 2-1 to advance proposed agenda change
- August 5 - Discussion focused on general comment signup (Rule 2) and meeting participation (Rule 16)
  - Consensus to move forward with selected revisions

He shared today's feedback.

- **For Rule Changes with Consensus:** Commissioner Evans will request placement on September 16 agenda for approval
- **For Rule Changes with No Consensus Reached:** Commissioner Evans will place on agenda for next Great Government Committee meeting on September 30

He shared that the rule worksheets explain the change.

Proposed Text Change:

One worksheet for each of the four proposed changes

~~The old text is struck out.~~ The new text is highlighted in yellow.

Order of Debate, Rule 10, is a complete rewrite

He shared the committee rationale which is the Synopsis of the Great Government Committee's discussion, and why it approved the change. Synopses have been reviewed by committee chair.

He shared the staff comments. He said that where appropriate, staff have commented on the implementation and application of the rule.

Commissioner Evans shared background information on the history of the items. She said that the items were discussed at the March 25th Great Government Committee meeting and that there was consensus to move two of the items forward. The two items were the agenda development process and the order of debate. She said that the entire board has had a group discussion about the two items at a work session in the spring and there was general consensus about the direction in which they wanted to proceed. She said that staff has taken feedback from the sessions and made proposed edits.

Mr. Canada shared rule 1-agenda development process.

Proposed text changes.

- Two commissioners required to request an agenda item, instead of one
- Agenda items must be requested 10 days before meeting, instead of 7 days

He shared the committee rationale.

- Single Commissioner should not unilaterally be able to add an agenda item
- 10 days' notice allows for more discussion during agenda development
- Preserves Manager's flexibility for urgent items

He shared staff comments.

- Emailed requests will suffice
- 10 days is defined as 5:00pm, two Fridays before the Monday regular meeting.
- Staff will notify Chair
- Commissioners responsible for content, but staff will assist

Chair Holmes asked if it made sense to add the part about the staff notifying the chair, and ask whether it needs to be added to proposed text change. She asked to be copied on requests that are sent to the County Manager. She asked if there were any comments as it related to the proposed text change.

Vice Chair Ford said he agreed and that whoever is making the request would copy the Chair on the request.

Commissioner Evans said that she proposes re-wording the first paragraph of the document.

Vice Chair Ford said that the 2nd commissioner should be copied as well.

Mr. Ellis said that the request might go to the manager, attorney and the full board for greater transparency.

Chair Holmes requested the board does not "reply all" when responding to messages because of the open meeting law violation.

Commissioner West said all commissioners should receive copies of relevant information.

Attorney Warren said informing the full board is always a good practice. He said that the genesis of the rules in 2010 focused on it. He said that this process is his preference.

There was discussion and consensus on the rule change language.

Commissioner Adamson asked what constitutes an emergency of an agenda item. Mr. Canada said that after agenda reviews, the staff does not prefer to make changes because there is no time to review items with commissioners.

Commissioner Calabria said that under rule 1 the last paragraph " no agenda item requested by commissioners within ten (10) calendar days." He suggested that it read "less than ten (10) calendar days" for more clarity.

Mr. Canada shared Rule 2 - General Public Comment.

He shared the proposed text change.

- Language changed to allow new technology
- 30 minute time period has been removed
- Draft rule acknowledges requests to transfer 3 minutes to another speaker

He shared the committee rationale.

- Balance structure and efficiency with flexibility
- Requirement to approve continuing comments beyond 30 minutes has been removed - assumes board will hear all attendees who wish to speak

He shared staff comments.

- Staff have begun evaluating technology packages for online comment signup prior to Board meetings.

Commissioner Evans said that there has been conversation among the commissioners about best practices for online signup. She shared that staff is looking for the best tools to assist with the process and will report back to the committee.

Commissioner Adamson said that giving someone else their three (3) minutes is not good practice.

Vice Chair Ford agreed with Commissioner Adamson and said that it should be the discretion of the chair as the parliamentarian.

Commissioner West said that public comments are the most important part of a meeting.

Chair Holmes said that there has been concern with the 30 minute time limit. She said that if a citizen has signed up to speak, then they should be heard. She asked to strike the language in red and move forward with the remainder of the text changes.

Chair Holmes said that she is looking forward to the technology implementation of public comments.

Commissioner Evans said that staff was in agreement of the allotted 3 minutes per citizen for public comments.

Mr. Canada shared rule 16 - Attendance at meetings.

He shared the proposed text change.

- Separates “normal” meetings from emergency meetings
- Allows Commissioner offsite attendance, if approved by majority vote
- Preserves rule allowing extraordinary meetings for emergencies

He shared the committee rationale.

- Physical attendance at normal meetings remains the expectation of all Commissioners
- Offsite participation should be rare
- Emergency meetings contemplated for hurricanes, floods, etc.

He shared staff comments.

- If adopted, still will develop a technical means for off-site participation

Chair Holmes said that she has concerns about the majority of the board approving the request of an absence at a meeting. She used the example of former Commissioner Betty Lou Ward. She said that she would like to stick to the criteria versus the will of the board. She said that she rather stick to a criteria versus the will of the board or suggestion of the majority.

Commissioner Evans said that she understands the concerns of the Chair.

She said there was much discussion in the committee meeting of what is an eligible circumstance for an absence at the meeting. She said that at the direction of the attorney, this is highly unusual and something that doesn't occur often.

There was additional discussion about absence at meetings and applying equitable decisions.

Chair Holmes said that attendance is expected. She said that this item can be referred back to the committee for further discussions because there is not a consensus.

Attorney Warren said the majority of the board can move to suspend any of the rules. He said in doing this speaks for itself under certain circumstances. He said that there is no easy answer to this item and it deserves a lot of thought. He said that it changes whether a member of the board would be able to vote.

Vice Chair Ford said that any one of the rules can be suspended with the majority. He said that he spends a great deal of time reading Robert's Rules of Order. He said that one option could be to take the entire second paragraph and remove in its entirety so that it could read "basically a member has to be present to participate except for the rare and exceptional instances, and that future board would vote to suspend the rule to allow that member to participate."

Mr. Warren agreed with Vice Chair Ford's comments and said that the option would be a great remedy. He said in the event of the rare and exceptional instance, the motion could be brought forward for discussion.

Chair Holmes asked if a mechanism was in place based on Robert's Rules of Order to address absences. She said that she supports Vice-Chair Ford's suggestion.

Commission Evans asked if everyone is ready to move forward with separating part A and part B because in the existing rule it is confusing between regular meetings and extraordinary meetings. She confirmed that the board is in consensus to strike the middle paragraph altogether.

Vice Chair Ford suggested to strike the word generally in part A. He made reference to the last sentence, a member may avail himself (added herself) of a leave of absence. He said that this is not typically a policy that the board follows when a commissioner is absent. Board members should formally request an absence from the chair so that they are marked absent in the minutes versus unexcused. He asked for the last section of part A be struck from the paragraph.

Attorney Warren said that he is aware for the need of the language change, because but does not have a problem removing it.

Commissioner Adamson asked about how the statute addresses a leave of absence. Attorney Warren said that he will get her the information.

Commissioners agreed to strike the last sentence of part A of the proposed text changes under Attendance at Meetings.

Mr. Canada confirmed the proposed text changes based on discussion about Rule 16: Attendance at Meetings. He read the following: keep the structure of separating part A from part B. For part A, the board is giving guidance to staff to remove the word generally, strike the last sentence of the first paragraph of part A, and strike the entire second paragraph. Part B remains as proposed.

Attorney Warren said according to the statute, an official has to apply for protracted illness for other reason satisfactory to the Board of Commissioners.

Mr. Canada reiterated that should a commissioner have a need to call in from offsite, the board can vote to suspend the rule.

Chair Holmes asked staff to set up a means for the Board of Commissioners to receive information when there is an emergency situation.

Mr. Canada shared Rule 10 - Order of Debate.

He shared the proposed text change.

- New draft rule
- Prescribes a specific sequence for board consideration of regular agenda items
- Additional guidance for sequence of public hearings

He shared the committee rationale.

Committee desires to:

- Hold one round of Commissioner discussion for an agenda item-  
-after motion, before vote
- Allow staff to complete presentations without interruption

He shared staff comments.



Chair Holmes said the way that the board conducts their meetings is by using Roberts' Rules of Order. She said that the proposed Rule 10 is overreach by the committee because these are decisions that are guided by Robert's Rules of Order and the Chair's role as parliamentarian. She said that there could be situations where there is unintended consequences if some of the rules were implemented. She gave the example of not being able to ask a question during a presentation when compelled to do so. She questioned the necessity of Rule 10.

Commissioner Evans said that there was a lot of discussion on Rule 10: holding all questions until the end of a staff's presentation. She said the majority of the discussions centered around the fact that at meetings whether a presentation by staff or not, clarification is needed about when board members provide comments during an agenda item. She said that her experience with Robert's Rules of Order is that the general expectation is that the motion is presented and seconded which opens debate about an issue and then the discussion should take place at that point. She said that she wanted a single stage for discussion, not to limit discussion.

Chair Holmes said that discussion is healthy. She said that she does not want to be in a situation that once a commissioner places a motion on the floor, that a commissioner can't ask a clarifying question before a second is made. She said Roberts Rules of Order should not be used in order to discourage discussion by board members.

Commissioner Evans reiterated what was discussed at the Great Government Committee meeting and the committee is seeking a refined process.

Chair Holmes said in order to avoid confusion, once the commissioner is recognized that each commissioner will be given an opportunity to speak.

Vice-Chair Ford said tweaking of the rules is all about order of the board. He shared an example of a recent scenario and said that discussion is necessary for clarity.

Commissioner West said rules are important, but can restrict the understanding of an item.

Chair Holmes shared an example of a situation in a recent meeting. She suggested striking the proposed text changes to Rule 10: Order of Debate.

Commissioner West agreed.

Chair Holmes asked the County Attorney about past practices.

Commissioner Evans said that the chair is the chief parliamentarian. She said the objective of the proposed text changes were to clarify the process during meetings, not to stymie discussion. She said that Great Government Committee discussed the Rule of Procedure at length.

Commissioner Adamson said that she will ask to be recognized if she needs to make a comment during a meeting.

Commissioner Calabria suggested to bring clarity, adding that "commissioners be able to make comments before and or or after motions."

Commissioner West suggested commissioners acknowledge to the chair that they would like to speak by raising their hand if they don't speak loud enough.

Commissioner Adamson said Rule 10 was intended to provide expectations for board members and suggested moving forward with Rules 1, 2, and 16. She suggested they be placed on the consent agenda.

Mr. Canada said that he will send the board updated copies of the Rules of Procedure this week.

Commissioner Evans asked for feedback from the board members as to whether to take Rule 10 back to the Great Government Committee for further discussion.

Chair Holmes suggested that the board strike the proposed changes to Rule 10 and make the following change: the Chair shall state the motion or ask another commissioner who states the motion, then open the floor for debate.

Commissioner Calabria asked for clarification on the Robert's Rules of Order as related to Rule 10.

Attorney Warren said that generally Robert's Rules of Order requires a second on a motion. He said that if a motion is made, it most often times requires a second.

Vice Chair Ford said these changes can be challenging and thanked Commissioner Evans on her leadership.

Mr. Canada shared next steps.

- **For Rule Changes with Consensus:** Commissioner Evans will request placement on September 16 agenda for approval
- **For Rule Changes with No Consensus Reached:** Commissioner Evans will place on agenda for next Great Government Committee meeting on September 30

## 6. [Policy Workflow Items](#)

**Attachments:**    [Policy Workflow Items 9-9-19.docx](#)

Commissioner Calabria presented the policy workflow items.

Commissioner Calabria said that he had a summer intern that has put together extensive research regarding gun fatalities and firearm accidents in general.

Commissioner Calabria said he gathered information about gun fatalities and accidents related to Wake County specifically. He said the Public Safety Committee reviewed the data and discussed potential ways that Wake County Government could address the risk of gun fatalities and injuries. The committee expressed support for additional effort on this topic.

Commissioner Calabria requested additional staff capacity to research this topic, and refine the scope of potential policies and programs. He said any specific policy drafts or resource requests would be brought to a committee or work session for the Board's consideration. He said gun safety is not an initiative within the 2019 Board Goals. Commissioner Calabria said that this item is on the agenda to ask for support from staff.

All commissioners present stated that they are in support of additional research involving this topic.

Chair Holmes asked Commissioner Calabria how does the apprenticeship program create synergy and the recidivism work as it relates to connecting individuals that are currently incarcerated. She said that she is aware of the inmate education. She asked how could these individuals be connected to an apprenticeship program and receive compensation. She

asked that the item be placed on the Public Safety Committee agenda. She asked how to better support and get trades for people with criminal records.

Commissioner Calabria shared his appreciation toward consideration of additional research and said that this is a great item to flag and consider for the Public Safety Committee.

Chair Holmes said that Healing Transitions and Urban Ministries have beds and have wrap around services for the women's center. She said that there is an emergency need for additional beds especially because it will soon get cold. She asked the County Manager to invite Healing Transitions to a meeting to talk about their efforts and support of the women's center. She said that this is an urgent need for single women. She also said that there is a work session scheduled in December and that the board generally does not hold a work session in December. She said that she will meet with staff to confirm.

Vice Chair Ford confirmed that there is a Regular meeting on December 2nd and a Worksession on December 9th.

Commissioner West mentioned an event with Lester Holt, Journalist. He said that Mr. Holt spent 2-3 days visiting the largest prisons in the United States including Sing Sing prison. He said that we are in a country where the emphasis seems to be strictly on punishment and not rehabilitation.

Commissioner Adamson invited the board members to the Welcome Reception for Mr. Chris Janaro, an Artist in Residence, for the United Arts Council Project. She said that in honor of the United Arts Council's 30th anniversary, Mr. Janaro would be photographing a "Year in the Life of the Arts in Wake County."

Manager Ellis said that a year ago, Wake County was experiencing Hurricane Florence. He said that senior staff just completed disaster training and that the board would receive an invite for training as well.

## **Adjourn**

Meeting adjourned at 5:50 pm.

Respectfully submitted,

Yvonne Gilyard, NCCC  
Deputy Clerk to the Board  
Wake County Board of Commissioners