

**WARREN COUNTY
BOARD OF COMMISSIONERS**

JUNE 17, 2015

6:15 PM

WORK SESSION

WARREN COUNTY
ARMORY CIVIC CENTER
COMMISSIONERS' MEETING ROOM
WARRENTON, NORTH CAROLINA

***June 17, 2015
Board of Commissioners
Work Session Agenda
6:15 p.m.***

- 1- Open with Moment of Silence**
- 2- NCACC Monthly Update Video**
- 3- Department Head Reports:**
 - Yvonne Alston, Register of Deeds**
 - Angelena Kearney-Dunlap, Clerk to the Board**
- 4- Research Triangle Regional Equitable Growth Profile – Will Brooks,
Kerr-Tar COG**
- 5- Proposed County Policies – Lisa Alston, Human Resources Director &
Linda T. Worth, County Manager**
 - A. Longevity Pay Policy**
 - B. Salary Progression Policy**
 - C. Salary Administration Policy**
- 6- Public Hearing Procedures – Linda T. Worth, County Manager**
- 7- Adjourn Work Session**

Item # 1

Moment of Silence

Item # 2

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NC Association of County Commissioners

Video Update

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Play from the web YouTube:

<http://youtu.be/G2flmR47iBU>

Download to play locally - Google Drive:

<https://drive.google.com/file/d/0Bx6fC1oKngQQnzVpcTBCUGxnT3M/view?usp=sharing>

Item # 3

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Department Head Reports

(5 Minutes each)

**Yvonne Alston
Register of Deeds
&
Angelena Kearney-Dunlap
Clerk to the Board**

Item # 4

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**Research Triangle Regional
Equitable Growth Profile**

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**Will Brooks,
Kerr Tar Regional
Council of Governments (COG)**



Equity is an Economic Issue

The Research Triangle region's 2012 GDP would have been **more than \$20 billion higher** if there were no racial disparities in income.

Find the full report here: www.tjcog.org

From: Triangle J Council of Governments [mailto:mdorrel@tjcog.org]

Sent: Tuesday, March 31, 2015 1:36 PM

To: adunlap@co.warren.nc.us

Subject: Region's Equitable Growth Profile Measures Economic Opportunity



Triangle J Council of Governments News

Equitable Growth Profile released for Research Triangle region

Data-driven report analyzes economic opportunity

(Durham, NC): Triangle J Council of Governments and Kerr-Tar Regional Council of Governments today released the Equitable Growth Profile for the Research Triangle Region, a data-driven analysis of economic opportunity for people of color throughout the combined 13-county region. The report was developed by [PolicyLink](#), working with the USC Program for Environmental and Regional Equity ([PERE](#)). A 26-member advisory committee of regional leaders in economic development, planning, workforce

development, academia, social service organizations, local government and philanthropy provided guidance and review.

Released on March 31, 2015, in an event hosted by The Research Triangle Park, the profile presents equity as an economic issue and draws the following conclusions:

GDP (Gross Domestic Product) for the 13-county region could have been more than \$20 billion higher in 2012, if there were no racial disparities in income. If the average annual income of each racial/ethnic group had the same average income and work hour as whites, the region's GDP would have increased by 19 percent.

Find the full Equitable Growth profile [here](#).

Find the summary narrative, with implications and recommendations, [here](#).

Find the presentation made by Sarita Turner of PolicyLink [here](#).

Policy Link and PERE have developed similar profiles for the Piedmont Triad and Cape Fear regions in North Carolina, as well as regions centered in southeast Florida, Kansas City, Omaha and Houston, among others. The project is funded by the U.S. Department of Housing and Urban Development (HUD).

For more information, contact John Hodges-Copple, johnhc@tjco.org, 919.558.9320

About Triangle J Council of Governments

Triangle J Council of Governments (TJCOG) is the lead regional planning organization for North Carolina's Region J, encompassing Chatham, Durham, Johnston, Lee, Moore, Orange and Wake counties. TJCOG promotes collaboration among local governments, stakeholders and partners, tackling challenges that cross jurisdictional lines.

TJCOG leads regional planning and collaborative efforts in land use and infrastructure, water resources, energy efficiency, waste reduction and air quality. The organization also coordinates county-based services for the region's aging population across the seven-county region. Find more about TJCOG [here](#).

Triangle J Council of Governments

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Inequality threatens Triangle's rise

On the surface, the Research Triangle region is a model for economic success. It sits high on many "best place to live" lists. The unemployment rate is low as its high-tech industries flourish. The centers of Raleigh and Durham are booming. But the numbers beneath the surface show that success is built on shifting sands. Increases in the black and Hispanic populations are driving growth, but many of those young people lack the education and job skills that will be needed by the region's employers. Along with those gaps, the region's middle class is shrinking, and poverty is growing. These prospects and patterns were among the findings of a report issued last week by the Triangle J Council of Governments and Kerr-Tar Regional Council of Governments. The groups looked at their combined 13-county Research Triangle region covering most of east-central North Carolina. The study was part of a federally funded program that helps regions integrate planning in housing, transportation, land use and economic growth. This report looked closely at planning in response to demographic trends. One of those trends is the growing income inequality between whites and people of color, a designation that includes blacks, Asians, nonwhite Hispanics and people of mixed race. The report says that minorities tend to be lower paid and more often are poorer as compared with white workers and the white population. If all races had the same average annual income, the report says, the region's gross domestic product would rise by \$20 billion, or 19 percent. That shortfall isn't a problem just for minorities. It's a problem for the region's economic future. Since 1980, the region's population has more than doubled from 900,000 to more than 2 million. During the same period, the share of residents who are minorities has climbed from 29 percent to 39 percent. By 2040, minorities will become the majority in the region. Yet many minority youth lack the education and access to skills training to meet the needs of a workplace in which 42 percent of the jobs will require an associate's degree or higher by 2020. For now, these young people are filling the bottom half of a regional economy in which low- and high-paying jobs are growing, but middle-income jobs are shrinking. Equity isn't simply a matter of fairness. It has become a matter of economic vitality. Unless education and training can close the gap in skills and earnings, the region will lack enough people with the needed skills and people who can buy homes, cars and goods. "The education level of African-Americans and immigrants is not keeping up," says Sarita Turner of PolicyLink, a research institute that conducted the federally funded study in partnership with the two regional groups and the University of Southern California's Program for Environmental and Regional Opportunity. "When the people who are driving growth are not prepared for current and future jobs, it looks concerning for the region's ability to compete with the rest of the country." The report says the same, noting that "ensuring that people of all races and ethnicities can participate and reach their full potential is more than just the right thing to do, it is an economic imperative." The ability to

respond effectively to this demographic trend is complicated by the state's political priorities. When the state should be investing more in education, the Republican-led legislature is shortchanging public schools and making a public college education more expensive and less accessible for students. Lawmakers are trying to lure businesses by cutting taxes, but businesses will instead be driven off by a workforce that increasingly lacks the education and job skills needed to succeed. Some state Republican lawmakers have begun to acknowledge the growing income inequality in North Carolina. Unfortunately, they see it as an urban vs. rural divide and have proposed shifting sales tax revenue from urban to rural counties. But the report makes clear that poverty is growing in cities as well as in rural areas. Inequality threatens Triangle's rise | News and Observer News and Observer <http://www.newsobserver.com/opinion/opn-columns-blogs/ned-barnett/article17343608.html>[4/7/2015 9:12:50 AM] In Wake County, for instance, the number of people living in poverty more than doubled between 2000 and 2012, while the percentage rose by 68 percent across the region. Wake County Commissioner Caroline Sullivan notes that Wake has 100,000 people living below the poverty line, more than the poor population of 73 other counties combined. "That puts urban-rural, rich-poor in perspective," she says. The report offers a series of steps that would reverse the region's growing income inequality. They include strengthening the public school system, creating universal preschool, reducing "zero tolerance" school discipline that knocks children off the education track, increasing apprenticeship programs, expanding public transit, adding affordable housing in middle-class neighborhoods and getting universities, hospitals and large employers to focus on hiring and training people of color. It's not too late to better equalize and stabilize the regional economy, but at the rate solutions are being ignored, it soon will be.

Item # 5

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Proposed Warren County Policies

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Lisa Alston, HR Director

&

Linda T. Worth, County Manager

Proposed Warren County Policies

A. Longevity Pay Policy

Warren County, NC Longevity Pay Policy

Purpose: Longevity pay is intended to reward employees whose service with Warren County is enhanced through the experience they have gained as a local government employee.

Scope: All full-time and permanent part-time employees.

Objective: The objective of the Longevity Pay Policy is to encourage the continued service of quality employees with Warren County.

Definitions:

Service – Employment with Warren County.

Continuous – Without a break in service.

Break in service – Not being employed with Warren County for a period of at least thirty one (31) consecutive calendar days. Periods of leave with or without pay within an overall period of employment do not constitute a break in service. Periods of less than thirty one (31) days do not constitute a break in service.

Anniversary date – Date of hire.

Eligibility: All full-time and permanent part-time employees who have successfully completed two (2) years of continuous employment with Warren County shall be eligible to receive longevity pay.

Guidelines:

1. Longevity pay will be disbursed to an employee during the pay period following the anniversary date.
2. Service with other local government or state agencies cannot be applied to service with Warren County for the purpose of increasing longevity.
3. Disbursal of longevity pay shall be contingent upon the Warren County Board of Commissioners' approval of funds in the annual budget.
4. Longevity pay shall be granted in the following increments:

Draft

Years of Service	Amount Received
2 to 5 years	\$200
6 to 10 years	\$300
11 to 15 years	\$400
16 to 20 years	\$500
21 years plus	\$600

Policy Adoption:

Adopted this the _____ day of _____, 2015.

Attest:

Angelena Kearney-Dunlap, Clerk to the Board

Warren County Board of Commissioners

Barry Richardson, Chairman

Proposed Warren County Policies

B. Salary Progression Policy

Warren County Salary Progression Policy

Purpose: It is the intent of this policy to provide career employees an opportunity for salary progression within the designated salary grades dependent upon the completion of County service.

Scope: All full-time employees and permanent part-time employees.

Objectives: The objectives of the Salary Progression Policy are as follows:

- To maintain fair and competitive salaries consistent with the general labor market.
- To provide a mechanism to move career employees from the minimum hiring salary through the salary range.
- To motivate and reward employees who achieve performance objectives.
- To encourage the continued service of quality employees with Warren County.

Definition: Service – Employment with Warren County.

Eligibility: Permanent employees who have successfully completed a minimum of two (2) consecutive years of service with Warren County shall be eligible for consideration to receive an initial salary progression increase. The increase shall be granted on the anniversary date during the fiscal year within which the anniversary falls. Permanent employees will be eligible for salary progression every other year thereafter within the fiscal year during which the anniversary falls. Fiscal year is defined as July 1st through June 30th.

Employees must have achieved a minimum overall performance appraisal score of 3.0 on the previous annual performance evaluation in order to be eligible for salary progression during the initial consideration period or during any subsequent consideration period. Employees whose salaries are at or above the salary grade maximum for their job classifications are not eligible for a salary progression increase.

Draft

Guidelines:

All permanent employees covered by this policy are eligible for a salary increase in an amount up to 2.5% of the base salary dependent upon individual job performance, continued service with Warren County, and the pool of funds approved for salary progression by the Warren County Board of Commissioners and funded in the annual budget.

Permanent employees who have completed two (2) to four (4) years of service will receive an increase up to one percent (1%). Employees who have completed five (5) to seven (7) years of service will receive an increase up to one and a half percent (1.5%). Permanent employees who have completed eight (8) to ten (10) years of service will receive an increase up to two and a half percent (2.5%). Employees who have completed more than ten (10) years of service will receive an annual increase up to two percent (2%) per year for the duration of employment with the County.

Policy Adoption:

Adopted this the _____ day of _____, 2015.

Attest:

Warren County Board of Commissioners

Angelena Kearney-Dunlap, Clerk to the Board

Barry Richardson, Chairman

Proposed Warren County Policies

C. Salary Administration Policy

Warren County Salary Administration Policy

Policy

Warren County's policy is to promote and ensure competitive and equitable salaries for all employees.

Scope

All full-time employees and permanent part-time employees.

GUIDELINES

Objectives

The objectives of the Salary Administration Policy are as follows:

- To maintain fair and competitive salaries and ranges, consistent with the general labor market and the County's ability to pay.
- To maintain a salary schedule that will attract, retain, reward, and motivate the high quality employees needed by the County to achieve its goals and objectives.
- To ensure internal equity and consistency within and between departments.
- To provide the opportunity for salary increases for employees through cost-of-living adjustments (COLA's), increases resulting from salary progression increases, and longevity pay, or a combination of the three, dependent upon approval of funds in the annual budget by the Warren County Board of Commissioners.

Definitions

Demotion – Involuntary downward movement into a lower salary grade.

Down-bid – Voluntary downward movement into a lower salary grade.

Lateral Transfer – Move from one job to another in the same salary grade.

Promotion – Advancement from one salary grade job into a higher salary grade position.

Cost-of-Living Adjustment (COLA) – Annual adjustment in base salary granted to all employees covered by this policy.

Salary Progression Pay – Adjustment in base salary granted in order to advance eligible permanent employees through their respective salary grades.

Longevity Pay – Incremental lump sum payment based upon years-of-service granted in order to encourage continued service of quality employees.

Salary Structure Adjustment – Adjustment to the Job Classification Schedule Salary Range Structure (Minimum, Midpoint, and Maximum) which must be approved by the Warren County Board of Commissioners.

New Jobs

Before a new job may be filled, a job description must be written and assigned to a salary grade. The Warren County Board of Commissioners must approve both the job description and salary grade.

New Hires

New hires must be paid a base salary at least equal to the established salary grade minimum but should normally not exceed the first quartile (25%) of the salary grade. To avoid internal inequities, the salaries of other employees in the same job will be reviewed.

Special Note: Employees who are subject to the State Human Resources Act and are hired in a Trainee status will be paid twelve dollars (\$12) less annually than the salary grade minimum. Employees hired in a work against status shall be appointed to the salary grade which coincides with their job classification and level of qualification as determined by the Office of State Human Resources.

Salary Increases

During the annual budget process, the Warren County Board of Commissioners will determine which type of salary increase, if any, will be utilized. The Board will consider COLA's, salary progression increases, longevity pay, or a combination of the three types.

Employees who are at or above the salary grade maximum for their job classification are not eligible for any increase in salary.

Cost-of-Living Adjustment (COLA) – All employees covered by this policy are eligible for a COLA increase based on the percentage or amount approved by the Warren County Board of Commissioners and funded in the annual budget.

Employees who are serving in a probationary period are eligible for any COLA increase granted by the Warren County Board of Commissioners.

Salary Progression Increase – All permanent employees covered by this policy are eligible for a salary increase based on individual job performance, continued service with Warren County, and the pool of money approved for salary progression increases by the Warren County Board of Commissioners and funded in the budget. Employees will be considered for salary progression increases beginning on the second anniversary of employment with Warren County and every other year thereafter. Employees must have achieved a minimum overall performance appraisal score of 3.0 on the previous annual performance evaluation in order to be eligible for a salary progression increase.

Promotions

The amount of the promotional increase should be based upon and computed as follows:

- The number of grade levels promoted.
- The relationship of the employee's new salary to others in the same job with similar amounts of skill and experience in the performance of the assigned duties.
- The percentage increase for promotions is determined by multiplying the percentage difference between the grades in the approved Warren County Job Classification Schedule (currently 5%) times the number of grades promoted.
- If, after the initial percentage increase per grade calculation, the incumbent's rate is below the new grade minimum, the new rate of pay will be the grade minimum.
- The percentage difference between the grades in the approved Warren County Job Classification Schedule to compute promotional increases is a maximum and

smaller amounts should be used to avoid creating internal inequities.

Job Reclassification When a substantial change in current job duties within a job category merits reclassification, in consultation with the Human Resources Manager, the job description may be revised and the job category assigned to the proper pay grade.

If, as a result of reclassification, a job is changed to a **higher** salary grade, incumbents who are below the new salary grade minimum will be moved to the minimum. If an incumbent's salary falls within the new pay grade, no salary treatment will be initiated.

If, as a result of reclassification, a job is changed to a **lower** salary grade, incumbents who are at or above the new salary maximum will receive no salary increase.

All requests for Job Reclassification must be approved by the Warren County Board of Commissioners.

**Licensure and
Certification
Advancement**

Licensure or certification advancement should not be confused with promotions or job reclassification as defined above. Licensure or certification advancement focuses on an employee's potential to secure advanced license(s) or certification(s) while maintaining the same position number. It is the intent of this form of advancement to encourage professional growth and progression as it pertains to a particular profession. For example, Emergency Medical Technicians-Basic are encouraged to seek advanced training to the Emergency Medical Technicians-Paramedic level in order to provide the highest level of care possible to citizens of the County.

Upon presentation of the official advanced license or certification from an accredited institution of higher learning or prior approved program or course of study, licensure or certification advancement requests will be approved by the County Manager, and the position will be upgraded as necessary.

Lateral Transfer

If an employee moves from one job to another in the same salary grade, no salary treatment will be initiated. The previous supervisor must collaborate with the new supervisor concerning the employee's performance when performance appraisals are completed.

Down-bid

Salary reductions for employees who down-bid will be computed by multiplying the percentage difference between the grades in the approved Warren County Job Classification Schedule times the number of grades down-bid. The resulting decreased salary should not exceed the range maximum, in which case the salary will be reduced to the range maximum.

Employees who down-bid are eligible to receive the full portion of any salary increase, regardless of the timing of the down-bid, provided that the increase does not exceed the salary range maximum.

Demotion

Employees who are demoted will receive a salary reduction equal to the percentage difference between the grades in the approved Warren County Job Classification Schedule times the number of grades demoted. This resulting decreased salary should not exceed the range maximum, in which case the salary will be reduced to the range maximum.

Employees who are demoted are eligible to receive the full portion of any salary increase, regardless of the timing of the demotion, provided that the increase does not exceed the salary range maximum.

Exceptions

Exceptions to the guidelines of this policy are discouraged. All exception requests must be submitted in writing to the Human Resources Department. The Human Resources Manager will make a recommendation to the County Manager. If the County Manager recommends approval of an exception request, the request will be submitted to the Warren County Board of Commissioners for final approval.

Exceptions to this policy must be approved prior to any salary information being communicated to the employee.

Draft

This revised Warren County Salary Administration Policy is adopted the ____ day of _____ 2015.

WARREN COUNTY BOARD OF COMMISSIONERS

Barry Richardson, Chairman

ATTEST:

Angelena Kearney-Dunlap, Clerk to the Board

Current

Warren County Salary Administration Policy

Policy Warren County's policy is to ensure competitive and equitable salaries for all employees.

Scope All full-time employees and permanent part-time employees.

GUIDELINES

Objectives The objectives of the Salary Administration Policy are as follows:

- To maintain fair and competitive salaries and ranges, consistent with the general labor market and the County's ability to pay.
- To maintain a salary schedule that will attract, retain, reward, and motivate the high quality employees needed by the County to achieve its goals and objectives.
- To ensure internal equity and consistency within and between departments.
- To provide the opportunity for recognition and reward through pay for performance based on differences in individual performance.

Definitions Demotion – Involuntary downward movement into a lower salary grade.

Downbid – Voluntary downward movement into a lower salary grade.

Lateral Transfer – Move from one job to another in the same salary grade.

Promotion – Advancement from one salary grade job into a higher salary grade job.

Pay for Performance – Adjustment in base salary granted for continued demonstration of job proficiency or improved job performance.

Compa-ratio – A numerical description of an employee's position within the salary range. Calculated by dividing current salary by the job's salary range midpoint.

New Jobs

Before a new job may be filled, a job description must be written and assigned to a salary grade. The Warren County Board of Commissioners must approve both the job description and salary grade.

New Hires

New hires must be paid a base salary at least equal to the established salary range minimum but should normally not exceed the first quartile (25%) of the salary range. To avoid internal inequities, the salaries of other employees in the same job will be reviewed.

Special Note: Employees who are subject to the State Personnel Act and are hired in a Trainee status will be paid twelve dollars (\$12) less annually than the salary range minimum.

Salary Increases

At the beginning of the fiscal year, employees will be considered for salary increases based on their level of performance for the previous fiscal year and their compa-ratio (numerical description of an employee's position within the salary range).

Employees who do not achieve an overall performance appraisal score of 3.00 or higher are not eligible for a pay for performance increase.

Employees who are at or above the salary range maximum for their job classification are not eligible for a pay for performance increase.

New Hires

- Employees who are serving in a probationary period are not eligible for salary increases based on performance.
- Employees who have completed their probationary period will be eligible for a prorated salary increase based on performance. For example, an employee who has worked eight (8) months of the fiscal year will be eligible for eight-twelfths (8/12^{ths}) of the salary increase for their level of performance.

Promotions

The amount of the promotional increase should be based upon and computed as follows:

- The number of grade levels promoted.
- The relationship of the employee's new salary to others in the same job with similar amounts of skill and experience in the performance of the assigned duties.
- Up to 4% per grade promoted (maximum 3 grades or 12%).
- If, after the initial 4% per grade calculation, the incumbent's rate is below the range minimum, the new rate of pay will be the range minimum.
- The 4% per grade is a maximum and smaller amounts should be used to avoid creating internal inequities.

Job Reclassification

When a substantial change in current job duties merits a job reclassification, the job description is revised and the job is assigned to the proper pay grade.

If, as a result of reclassification, a job is changed to a **higher** salary grade, incumbents who are below the new salary range minimum will be moved to the minimum. If an incumbent's salary falls within the new pay range, no salary treatment will be initiated.

If, as a result of reclassification, a job is changed to a **lower** salary grade, incumbents who are within the new salary maximum will receive no pay treatment. If an incumbent's salary exceeds the range maximum of the new salary range, their salary will be "red circled." An employee with a "red circled" salary is not eligible to receive pay for performance increases.

Periodically, the Human Resources Department will formally review all job classifications to ensure both internal equity and external competitiveness.

Lateral Transfer

If an employee moves from one job to another in the same salary grade, no salary treatment will be initiated. The two supervisors must collaborate about the employee's performance when performance appraisals are done.

Downbid Employees who downbid will receive a salary reduction of 4% per grade. This decrease should not exceed 16% unless the resultant salary is over the range maximum, in which case the salary will be reduced to the range maximum.

Employees who downbid are eligible to receive the full portion of the pay for performance increase, regardless of the timing of the downbid.

Demotion Employees who are demoted will receive a salary reduction of 4% per grade. This decrease should not exceed 16% unless the resultant salary is over the range maximum, in which case the salary will be reduced to the range maximum.

Employees who are demoted are eligible to receive the full portion of the pay for performance increase, regardless of the timing of the demotion.

Exceptions Exceptions to the guidelines of this policy are discouraged. All exception requests must be submitted in writing to the Human Resources Department. The Human Resources Manager will make a recommendation to the County Manager. If the Human Resources Manager and the County Manager approve an exception request, the request will be submitted to the Board of County Commissioners for final approval.

Exceptions must be approved prior to any salary information being communicated to the employee.

Item # 6

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Public Hearing Procedures

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Linda T. Worth
County Manager

PUBLIC HEARING PROCEDURES

This public hearing is being held to hear citizens' comments regarding a request to _____.

RULES:

- Please sign up to speak.
- The maximum time allotted to each speaker will be five (5) minutes. The Clerk to the Board will keep time.
- Any group of people who support or oppose the same position should designate a spokesperson.
- Please address only those items which might not have been addressed by a previous speaker.
- Order and decorum will be maintained during this hearing.
- Two questions are permitted by each speaker.

*Warren County
Board of Commissioners*

Item # 7

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Adjourn Work Session