

# AGENDA



Andy Nickelston, Chairman  
Jimmy Walker, Vice Chairman  
Ronnie Mendenhall, Commissioner  
Rick Morris, Commissioner  
Jamie Yontz, Commissioner

## REGULAR MEETING OF THE BOARD OF COUNTY COMMISSIONERS

Monday, July 22, 2019

1014 MAIN STREET

DANBURY, NC 27016

6:00 PM

Call to Order

Invocation

Pledge of Allegiance

I. Approval of the Agenda

II. Comments - Managers/Commissioners

III. Public Comments

IV. Consent Agenda

- a. Minutes
- b. Budget Amendments
- c. Tax Administration - Monthly Report
- d. Tax Administration - Fiscal Year End
- e. Capital Project Ordinances

V. Information Agenda

- a. Register Of Deeds - 4th Quarter Report

VI. Discussion Agenda

- a. LifeBrite Hospital
- b. RFQ Draft - Meadows Water
- c. Purchase Agreement
- d. Appointments - Stokes County Voluntary Agricultural District Advisory Board

**e. DSS Board/Board of Health - Organizational Structure**

**VII. Action Agenda**

- a. Salary Study Proposals**
- b. YMCA Recreation Contract**
- c. Resolution for Storage/Maintenance Building**
- d. Resolution for Walnut Cove EMS Station**
- e. Resolution for Walnut Cove Solid Waste Transfer Station**
- f. Stokes County Health Department Lab Fee Changes**
- g. Tobacco Sign - Reagan Building**
- h. Stokes County Health Department - Adjudication Policy**
- i. Stokes County Health Department -Overall Operations Policy**

**VIII. Adjournment**

\*Anyone with a disability(is) who needs an accommodation to participate in this meeting is requested to inform us 48 hours prior to the scheduled time of the affected group meeting

\*Attachments may be delivered before or at the time of the meeting

\*Times may vary due to times preset for agenda items



**Board of County Commissioners**  
**July 22, 2019**  
**6:00 PM**

**Item number: IV.a.**

**Minutes**

Contact: Shannon Shaver

Summary:  
Regular Meeting Minutes - July 8, 2019

**ATTACHMENTS:**

| Description                           | Upload Date | Type       |
|---------------------------------------|-------------|------------|
| Minutes- Regular Meeting July 8, 2019 | 7/18/2019   | Cover Memo |

**STATE OF NORTH  
CAROLINA  
  
COUNTY OF STOKES**

)  
)  
)  
)

**OFFICE OF THE  
COMMISSIONERS  
STOKES COUNTY  
GOVERNMENT  
DANBURY, NORTH  
CAROLINA  
MONDAY JULY 8, 2019**

### **CALL TO ORDER**

Vice Chairman Walker called the Regular Meeting of the Board of Commissioners to order.

Vice Chairman Walker noted that Chairman Nickelston would be absent from the meeting tonight.

Absent: Nickelston

### **INVOCATION**

Commissioner Morris delivered the Invocation.

### **PLEDGE OF ALLEGIANCE**

Vice Chairman Walker invited those in attendance to join the Board in the Pledge of Allegiance

### **APPROVAL OF AGENDA**

Commissioner Morris moved to to move Item B. from the Information Agenda to the Discussion Agenda at the next meeting.

The motion Died for lack of Second.  
Absent: Nickelston

Commissioner Mendenhall moved to to approve the Agenda as presented.

Commissioner Yontz seconded the motion. The motion Passed.  
Ayes: Mendenhall, Walker, Yontz  
Nays: Morris  
Absent: Nickelston

### **COMMENTS - Managers/Commissioners**

Commissioner Morris welcomed those in attendance and those watching online and noted that he would hold office hours Tuesday from 4-7 for anyone that might be interested and that he would be blogging from tonight's meeting in the morning.

Vice Chairman Walker welcomed those in attendance and noted that he wanted to put a plug in for the local farmers markets in the county as he had the opportunity to visit one recently. He encouraged folks to visit the markets.



Commissioner Yontz welcomed those in attendance and noted that he looked forward to working on things for the county.

Commissioner Mendenhall welcomed those in attendance and thanked them for their participation in local government and noted that he hoped everyone had a good Fourth of July Holiday.

County Manager Oakley welcomed those in attendance.

Absent: Nickelston

## **PUBLIC COMMENTS**

Ellen Peric  
1095 Wheeler Smith Road  
Lawsonville, NC 27022  
RE: Arts Update

### **The Apple Gallery – July**

The Stokes County Arts Council presents Belinda Eldridge in the Apple Gallery. Belinda is a photographer and many of her subjects are from Stokes County – where she grew up. An opening reception will be held at the Apple Gallery on Friday, July 12th from 5:30 – 7:30pm.

### **Danbury Songwriters July 11<sup>th</sup> 7pm**

July 11, 2019 The Danbury Songwriters welcomes the Brown Mountain Lightning Bugs to the The Arts Place of Stokes.

The Brown Mountain Lightning Bugs are a folk(ish)/Americana group hailing from Winston-Salem, NC. Comprised of Zack and Kendra Harding, and Ryan Packet, Their influences range from Neil Young to Regina Spektor. Blending their unique musical sensibilities, the band seeks to craft an entertaining experience that has a little something for everyone.

Tickets are \$5 in advance and at the door.

### **July 13<sup>th</sup> Portable Art Sit In – The Arts Place 10am – 12noon**

Are you an artist that practices a portable art? Can you pick up your craft and work anywhere? Come join other local artist at the Arts Place of Stokes for a 'Portable Art Sit In!' Artists of ANY medium are invited 'Sit In' and work on their current projects in the company of other local artists. As long as the weather is nice, we will be 'sitting in' on the front porch. Saturday, July 13, 2019. 10am until noon at The Arts Place

### **Kaleidoscope Making Class – 12:30 to 3:30pm The Arts Place**

Have you ever wondered how a kaleidoscope works? How and why do the designs change as you turn or shake the decorated tube? Come and let your creative voice shout as you learn. We will turn a 7" aluminum tube, three mirrors, and your choice of colored beads into your own kaleidoscope! Be proud to share it with friends and family. All materials are provided, but you can bring your own beads and found objects to see how they can change a design.

Limited to 8 participants \$60

### **Danbury Songwriters Series – July 18<sup>th</sup>– 7 pm**

Growing up 200 yards from the Arts Place, Joshua is a true Danbury Songwriter by any definition. He plays both acoustic and electric guitar and has a style all his own in both his many originals and songs composed by others.

Tickets are \$5 in advance and at the door.

### **Films of the Triad Movie Night –“Susie’s Hope”**

Central Park – 8:30pm

**July 18<sup>th</sup> -King**

Come to Central Park this summer for a **FREE**, family friendly night of fun enjoying films created in the Triad!

Popcorn and other concessions will be available for purchase 15 minutes before showtime, arrive early to get a good seat!

Movies put on through partnership with the Stokes County Arts Council and the Piedmont Triad Film Commission and hosted by the City of King.

### **Mason Via and Hot Trail Mix in Concert – July 20<sup>th</sup> 7pm The Arts Place**

Hot Trail Mix is an innovative North Carolina bluegrass band with a rowdy youthful vigor that excites audiences of all ages! Hot Trail Mix combines soulful high lonesome harmony singing with virtuosic instrumental prowess. The band features an all-star cast of convention ribbon winners, including: Mason Via (guitar), Zeb Gambill (mandolin), Grayson Tuttle (banjo), Sam Weiss (fiddle), and Zachary Smith (of Town Mountain) on bass. Led by Mason Via, a young singer/songwriter and son of award winning songwriter David Via (Corn Tornado). Mason's lyrics are also considered by many to be the driving force behind the band's music, and his vocals back up the deep emotion that his lyrics possess.

Tickets are \$10 General Admission and \$8 for Stokes County Arts Council members

### **Kids Camps**

- Theatre Camp wraps up on July 12<sup>th</sup> at Mount Olive Elementary
- Visual Arts Camp – July 15<sup>th</sup> – 19<sup>th</sup> at Mount Olive Elementary
- Pottery Camp – July 15<sup>th</sup> – 19<sup>th</sup> at The Arts Place (Additional Camp added because first camp sold out early)
- Take the Lead Dance Camp – July 22-26<sup>th</sup> The Arts Place
- New Perspectives on Art Camp – July 29 – Aug 2<sup>nd</sup> The Arts Place
- Art of Cooking Camp – Aug 12 – 16<sup>th</sup> The Arts Place

### ***Note for John Berry fans:***

John Berry and his band will perform July 26<sup>th</sup> Friday at 7pm

Tickets will go quickly: go to Brown Paper Tickets

Paula Duggan

1546 Asbury Speedway Road

Westfield, NC 27052

RE: Our Communities of NW Stokes

### **About Our Communities of NW Stokes:**

Our Communities is a local development initiative that focuses on revitalization in Francisco, Collinstown, Asbury, Westfield, Harts Store, and Double Creek---and on building partnerships and programs that benefit Stokes County, especially the most rural areas. It is a community-driven and allvolunteer effort. Our Communities of NW Stokes Foundation, a non-profit (501c3) organization, was created in 2015 to support this work and assist with funding other projects.

### **Goals:**

- Sustain and nurture NW Stokes communities • Build local capacity to shape the future • Improve service delivery • Promote education and technology • Integrate the arts into community life and development • Create a business-friendly environment • Conserve our natural, historical, and cultural assets • Increase community involvement and inclusion

What volunteers in the Our Communities Initiative and Foundation are doing:

- Organizing FarmFest • Leading a community-driven development process • Creating opportunities for civic engagement and education • Raising funds for local organizations and projects • Advocating for NW communities and residents • Teaching classes and workshops • Documenting and preserving local music and history • Working with providers to expand broadband internet access • Managing the only non-profit foundation in our area • Offering project management and support services • Building a network of partners and resources locally and around North Carolina

Some 2019 projects in addition to FarmFest:

Micro-grants and scholarship programs; classes in sustainable practices, cooking, health and wellness, gardening and crafts; help for seniors, a dance camp and programs in the schools. We are also working on longer-range issues that community members have prioritized in planning workshops over the past four years: broadband, a permanent walking trail and park, and a centrally located place to meet and eat, get groceries and buy gas. And, we continue to take action to achieve better education, transportation, job training, and healthcare, and a viable plan for sustainable economic development.

To learn more contact Paula @ 336-351-6002 or Texie @ 336-351-4142

Absent: Nickelston

## **CONSENT AGENDA**

All attachments presented on the Agenda are available in the attachments of the Agenda on the County Website and are available upon request from the Clerk, with the exception of the minutes approved which are located on the County Website under the minutes tab.

Minutes

Budget Amendments

Capital Reserve Resolution

Holiday Schedule for 2020

Commissioner Mendenhall moved to to approve the Consent Agenda.

Commissioner Yontz seconded the motion. The motion Passed.

Absent: Nickelston

## **INFORMATION AGENDA**

## **LifeBrite Hospital**

Hospital Administrator Pam Tillman presented the LifeBrite Community Hospital's Quarterly Report to the Board of Commissioners and requested to schedule a meeting of the Board as the Hospital Board.

After a brief discussion by the Board regarding meeting as the Board of Trustees for the Hospital this item was placed on the Discussion Agenda at the next meeting to clarify the Board of Trustees for the Hospital Board, as well as set a date for the meeting.

Absent: Nickelston

## **RFQ Draft - Meadows Water**

Public Works Director Mark Delehant presented the Board with information on sending out an RFQ (Request for Qualifications) regarding the Meadows Water Project and noted that as part of this process there would be a committee selected to oversee this project which would consist of a member of the Board of County Commissioners, along with himself, Glenda Pruitt, David Sudderth, Will Carter, Jake Oakley, and Shannon Shaver. This Committee would go through the Qualifications received and make a selection and pursue this project.

After much discussion by the Board Commissioner Mendenhall suggested 2 Commissioners be on the Committee and Commissioner Morris concurred.

The consensus of the Board was to move this item to the Discussion Agenda at the next meeting on July 22nd for further discussion.

Absent: Nickelston

## **DISCUSSION AGENDA**

### **Tax Administration - Monthly Report**

Tax Administrator Richard Brim presented the monthly Tax Administration Report to the Board.

After a brief discussion, there was a consensus to move the real and personal refunds more than \$100 to the Consent Agenda at the next meeting on July 22nd.

### **Tax Administration - Fiscal Year End**

Tax Administrator Richard Brim presented the Annual Settlement of the Fiscal Year End Report to the Board.

After a brief discussion, there was a consensus to move 2 items to the Consent Agenda at the meeting on July 22nd:

1. Annual Settlement for FY 18/19 - Resolution
2. Order to collect 19/20 FY Taxes-Resolution

## **Salary Study Proposals**

Assistant County Manager/Clerk to the Board Shannon Shaver presented the 5 proposals received

from the RFP sent out regarding the Salary Study.

The Board directed Assistant County Manager/Clerk to the Board to check some references and contact the companies to coordinate them coming to a meeting to present to the Board. The Board also narrowed the selection to 4 companies and excluded the PTRC.

There was a consensus of the Board to move this item to the Action Agenda at the next meeting on July 22nd.

### **County Leased Properties**

County Manager Jake Oakley presented information regarding County Leased property and noted that in the months to come he will be looking at all County Leased Property. He presented the Board with an updated lease drafted by County Attorney Browder for the space currently being leased by the Artists Way in Danbury.

After some discussion by the Board, and a request for the County Manager Oakley to meet with the tenant and go over the new lease this item was moved to the Action Agenda at the next meeting on July 22nd.

### **YMCA Recreation Contract**

County Manager Jake Oakley presented the updated Recreation Lease with the Stokes County YMCA and noted the only change is the small increase approved in this years budget. The previous amount was \$117,484.00 and the new amount is \$120,595.00.

After some discussion by the Board and a general consensus to look at new ways to promote recreation in the county in the future this item was moved to Action Agenda at the next meeting on July 22nd.

## **ACTION AGENDA**

### **Planning Board Appointments/Re-Appointments**

Vice Chairman Walker opened the floor for nominations

Commissioner Mendenhall motioned to close the floor for nominations.

Commissioner Morris seconded

Vice Chairman Walker polled the Board

All Board Members present voted for the list as presented:

Ted Hairston Beaver Island Township  
Tommy White Peters Creek Township  
Ronnie Tilley Big Creek Township  
Keith Wood Danbury Township

Patrick Flinchum Meadows Township

Commissioner Mendenhall moved to to approve the Planning Board Appointment Requests as presented.

Commissioner Morris seconded the motion. The motion Passed.

Absent: Nickelston

**King American Legion Post 290- Stokes County Agricultural Fair Request**

Commissioner Mendenhall moved to to approve the request from the King American Legion in the amount of \$6,500.00 and Budget Amendment #3.

Commissioner Morris seconded the motion. The motion Passed.

Absent: Nickelston

**Adjournment**

Commissioner Mendenhall moved to to adjourn.

Commissioner Morris seconded the motion. The motion Passed.

Absent: Nickelston

---

**Shannon Shaver**  
**Clerk to the Board**

---

**Andy Nickelston**  
**Chairman**



**Board of County Commissioners**  
**July 22, 2019**  
**6:00 PM**

**Item number: IV.b.**

**Budget Amendments**

Contact: Julia Edwards

Summary:  
Consent for Approval

Budget Amendments #4-9

**ATTACHMENTS:**

| Description                        | Upload Date | Type       |
|------------------------------------|-------------|------------|
| Budget Amendment #4 #5 #6 #7 #8 #9 | 7/17/2019   | Cover Memo |

## STOKES COUNTY-BUDGET AMENDMENT

BE IT ORDAINED by the Stokes County Board of Commissioners that the following amendment be made to the annual budget ordinance for the fiscal year ending June 30, 2020.

Section 1. To amend the General Fund, the expenditures are to be changed as follows:

| Account Number | ACCOUNT DESCRIPTION         | CURRENT BUDGETED AMOUNT | INCREASE (DECREASE) | AS AMENDED           |
|----------------|-----------------------------|-------------------------|---------------------|----------------------|
| 100.5470.003   | Special Adoption Assistance | \$ 280,430.00           | \$ 48,000.00        | \$ 328,430.00        |
|                |                             |                         |                     | \$ -                 |
|                |                             |                         |                     | \$ -                 |
|                | TOTALS                      | <u>\$ 280,430.00</u>    | <u>\$ 48,000.00</u> | <u>\$ 328,430.00</u> |

This budget amendment is justified as follows:

To appropriate additional funding for Special Adoption Assistance. This is 100% Federal Funding. See attached funding authorization.

This will result in a net increase of \$48,000.00 in the expenditures and other financial use to the County's annual budget. To provide the additional revenue for the above, the following revenues will increase. These revenues have already been received or are verified they will be received in this fiscal year.

| Account Number | ACCOUNT DESCRIPTION    | CURRENT BUDGETED AMOUNT | INCREASE (DECREASE) | AS AMENDED           |
|----------------|------------------------|-------------------------|---------------------|----------------------|
| 100.3301.216   | Special Adoption Funds | \$ 280,430.00           | \$ 48,000.00        | \$ 328,430.00        |
|                |                        |                         |                     | \$ -                 |
|                |                        |                         |                     | \$ -                 |
|                | TOTALS                 | <u>\$ 280,430.00</u>    | <u>\$ 48,000.00</u> | <u>\$ 328,430.00</u> |

SECTION 2. Copies of this amendment shall be furnished to the Clerk of the Board of Commissioners, Budget Officer and to the Finance Director.

Adopted this 22<sup>nd</sup> day of July, 2019.

Verified by the Clerk of the Board

Stacey L. Elmer  
Department Head's Approval

[Signature]  
County Manager's Approval

Julia E. Edwards  
Finance Director's Approval

[Signature]

7/2/2019  
Date

7-17-19

Date

7/10/19  
Date



## STOKES COUNTY-BUDGET AMENDMENT

BE IT ORDAINED by the Stokes County Board of Commissioners that the following amendment be made to the annual budget ordinance for the fiscal year ending June 30, 2020.

Section 1. To amend the General Fund, the expenditures are to be changed as follows:

| Account Number | ACCOUNT DESCRIPTION        | CURRENT BUDGETED AMOUNT | INCREASE (DECREASE) | AS AMENDED    |
|----------------|----------------------------|-------------------------|---------------------|---------------|
|                | Emergency Medical Services |                         |                     |               |
| 100.4370.351   | Maint. & Repairs Auto      | \$ 130,000.00           | \$ 13,625.00        | \$ 143,625.00 |
|                | Total                      | \$ 130,000.00           | \$ 13,625.00        | \$ 143,625.00 |

This budget amendment is justified as follows:

To appropriate insurance claim fund for damage to ambulance.

This will result in a net increase of \$13,625.00 in the expenditures and other financial use to the County's annual budget. To provide the additional revenue for the above, the following revenues will increase. These revenues have already been received or are verified they will be received in this fiscal year.

| Account Number | ACCOUNT DESCRIPTION | CURRENT BUDGETED AMOUNT | INCREASE (DECREASE) | AS AMENDED   |
|----------------|---------------------|-------------------------|---------------------|--------------|
|                | GENERAL FUND        |                         |                     |              |
| 100.3839.850   | Insurance Claims    | \$ 3,049.00             | \$ 13,625.00        | \$ 16,674.00 |
|                | TOTALS              | \$ 3,049.00             | \$ 13,625.00        | \$ 16,674.00 |

SECTION 2. Copies of this amendment shall be furnished to the Clerk of the Board of Commissioners, Budget Officer and to the Finance Director.

Adopted this 22th day of July, 2019

Verified by the Clerk of the Board

N/A

Department Head's Approval

Date

County Manager's Approval

Date

Finance Director's Approval

Date

7/10/19

## STOKES COUNTY-BUDGET AMENDMENT

BE IT ORDAINED by the Stokes County Board of Commissioners that the following amendment be made to the annual budget ordinance for the fiscal year ending June 30, 2020.

Section 1. To amend the General Fund, the expenditures are to be changed as follows:

| Account Number | ACCOUNT DESCRIPTION        | CURRENT BUDGETED AMOUNT | INCREASE (DECREASE) | AS AMENDED   |
|----------------|----------------------------|-------------------------|---------------------|--------------|
|                | Animal Control             |                         |                     |              |
| 100.4380.440   | Misc. Contractual Services | \$ 7,550.00             | \$ 3,000.00         | \$ 10,550.00 |
|                | Total                      | \$ 7,550.00             | \$ 3,000.00         | \$ 10,550.00 |

This budget amendment is justified as follows:

To appropriate funds from spay neuter program state funding.

This will result in a net increase of \$3,000.00 in the expenditures and other financial use to the County's annual budget. To provide the additional revenue for the above, the following revenues will increase. These revenues have already been received or are verified they will be received in this fiscal year.

| Account Number | ACCOUNT DESCRIPTION | CURRENT BUDGETED AMOUNT | INCREASE (DECREASE) | AS AMENDED  |
|----------------|---------------------|-------------------------|---------------------|-------------|
|                | GENERAL FUND        |                         |                     |             |
| 100.3301.424   | Spay Neuter Program | \$ 3,000.00             | \$ 3,000.00         | \$ 6,000.00 |
|                | TOTALS              | \$ 3,000.00             | \$ 3,000.00         | \$ 6,000.00 |

SECTION 2. Copies of this amendment shall be furnished to the Clerk of the Board of Commissioners, Budget Officer and to the Finance Director.

Adopted this 22th day of July, 2019

Verified by the Clerk of the Board



N/A  
Department Head's Approval

Date

7-17-19

County Manager's Approval

Date

7/10/19

Finance Director's Approval

Date

## STOKES COUNTY-BUDGET AMENDMENT

BE IT ORDAINED by the Stokes County Board of Commissioners that the following amendment be made to the annual budget ordinance for the fiscal year ending June 30, 2020.

Section 1. To amend the General Fund, the expenditures are to be changed as follows:

| Account Number | ACCOUNT DESCRIPTION | CURRENT BUDGETED AMOUNT | INCREASE (DECREASE) | AS AMENDED    |
|----------------|---------------------|-------------------------|---------------------|---------------|
|                | Public Buildings    |                         |                     |               |
| 100.4190.590   | Improvements        | \$ 165,760.00           | \$ 196,312.00       | \$ 362,072.00 |
|                | Total               | \$ 165,760.00           | \$ 196,312.00       | \$ 362,072.00 |

This budget amendment is justified as follows:

To re-appropriate funds from fiscal year 2018-19 for the paving, milling and stripping of parking lots

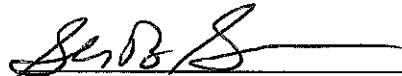
This will result in a net increase of \$196,312.00 in the expenditures and other financial use to the County's annual budget. To provide the additional revenue for the above, the following revenues will increase. These revenues have already been received or are verified they will be received in this fiscal year.

| Account Number | ACCOUNT DESCRIPTION       | CURRENT BUDGETED AMOUNT | INCREASE (DECREASE) | AS AMENDED      |
|----------------|---------------------------|-------------------------|---------------------|-----------------|
|                | GENERAL FUND              |                         |                     |                 |
| 100.3991.000   | Fund Balance Appropriated | \$ 4,093,376.00         | \$ 196,312.00       | \$ 4,289,688.00 |
|                | TOTALS                    | \$ 4,093,376.00         | \$ 196,312.00       | \$ 4,289,688.00 |

SECTION 2. Copies of this amendment shall be furnished to the Clerk of the Board of Commissioners, Budget Officer and to the Finance Director.

Adopted this 22th day of July, 2019

Verified by the Clerk of the Board



N/A  
Department Head's Approval

Date

7-17-19

County Manager's Approval

Date

7/10/19

Finance Director's Approval

Date

## STOKES COUNTY-BUDGET AMENDMENT

BE IT ORDAINED by the Stokes County Board of Commissioners that the following amendment be made to the annual budget ordinance for the fiscal year ending June 30, 2020.

Section 1. To amend the General Fund, the expenditures are to be changed as follows:

| Account Number | ACCOUNT DESCRIPTION       | CURRENT BUDGETED AMOUNT | INCREASE (DECREASE) | AS AMENDED    |
|----------------|---------------------------|-------------------------|---------------------|---------------|
|                | Vehicle Maintenance       |                         |                     |               |
| 100.4250.511   | Equipment Non Capitalized | \$ 2,500.00             | \$ 2,000.00         | \$ 4,500.00   |
|                | Contingency               |                         |                     |               |
| 100.9910.000   | Contingency               | \$ 143,500.00           | \$ (2,000.00)       | \$ 141,500.00 |
|                | Total                     | \$ 146,000.00           | \$ -                | \$ 146,000.00 |

This budget amendment is justified as follows:

To transfer funds from contingency for the purchase a computer for Vehicle Maintenance due to DMV changes.


This will result in a net increase of \$0.00 in the expenditures and other financial use to the County's annual budget. To provide the additional revenue for the above, the following revenues will increase. These revenues have already been received or are verified they will be received in this fiscal year.

| Account Number | ACCOUNT DESCRIPTION | CURRENT BUDGETED AMOUNT | INCREASE (DECREASE) | AS AMENDED |
|----------------|---------------------|-------------------------|---------------------|------------|
|                | TOTALS              | \$ -                    | \$ -                | \$ -       |

SECTION 2. Copies of this amendment shall be furnished to the Clerk of the Board of Commissioners, Budget Officer and to the Finance Director.

Adopted this 22th day of July, 2019

Verified by the Clerk of the Board



*N/A*  
Department Head's Approval

Date

7-17-19

  
County Manager's Approval

Date

7/15/19

  
Finance Director's Approval

Date

## STOKES COUNTY-BUDGET AMENDMENT

BE IT ORDAINED by the Stokes County Board of Commissioners that the following amendment be made to the annual budget ordinance for the fiscal year ending June 30, 2020.

Section 1. To amend the General Fund, the expenditures are to be changed as follows:

| Account Number | ACCOUNT DESCRIPTION | CURRENT BUDGETED AMOUNT | INCREASE (DECREASE) | AS AMENDED    |
|----------------|---------------------|-------------------------|---------------------|---------------|
| 100.4190.510   | Equipment           | \$ 25,000.00            | \$ 1,589.00         | \$ 26,589.00  |
|                | Public Buildings    |                         |                     |               |
|                | Contingency         |                         |                     |               |
| 100.9910.000   | Contingency         | \$ 141,500.00           | \$ (1,589.00)       | \$ 139,911.00 |
|                | Total               | \$ 166,500.00           | \$ -                | \$ 166,500.00 |

This budget amendment is justified as follows:

To transfer funds from contingency for the boiler at the Regan Building. Quote for boiler is \$26,589 and the budget was \$25,000.

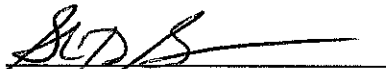
This will result in a net increase of \$0.00 in the expenditures and other financial use to the County's annual budget. To provide the additional revenue for the above, the following revenues will increase. These revenues have already been received or are verified they will be received in this fiscal year.

| Account Number | ACCOUNT DESCRIPTION | CURRENT BUDGETED AMOUNT | INCREASE (DECREASE) | AS AMENDED |
|----------------|---------------------|-------------------------|---------------------|------------|
|                | TOTALS              | \$ -                    | \$ -                | \$ -       |

SECTION 2. Copies of this amendment shall be furnished to the Clerk of the Board of Commissioners, Budget Officer and to the Finance Director.

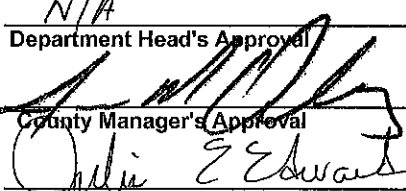
Adopted this 22th day of July, 2019

Verified by the Clerk of the Board

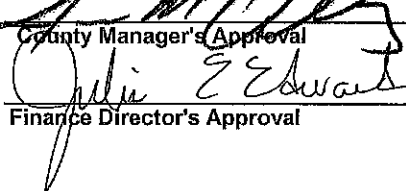


N/A  
Department Head's Approval

Date

  
County Manager's Approval

Date

  
Finance Director's Approval

Date



**Board of County Commissioners  
July 22, 2019  
6:00 PM**

**Item number: IV.c.**

**Tax Administration - Monthly Report**

Contact: Richard Brim

**Summary:**

At the July 8th Meeting the Real and Personal Property Refunds more than \$100 were moved to the Consent Agenda at the meeting on July 22nd.

**ATTACHMENTS:**

| Description                          | Upload Date | Type       |
|--------------------------------------|-------------|------------|
| Real and Personal Refunds Over \$100 | 7/16/2019   | Cover Memo |

# STOKES COUNTY TAX ADMINISTRATION REFUND REPORT FOR JUNE, 2019 (1 OF 2)

## REAL AND PERSONAL PROPERTY REFUNDS MORE THAN \$100 PER NCGS 105-381(b)

| NAME  | ADDRESS                                      | BILL NUMBER    | LEDGER       | AMOUNT   | REASON                         |
|---|--|----------------|--------------|----------|--------------------------------|
| BURNETTE, TERRI LEE                                   | 1040 WILLOW CREEK DR<br>PINNACLE, NC 27043   | 8953-2017-2017 | 100.4140.390 | \$49.90  | MANUF HOME<br>SOLD IN 2016     |
|   |  |                | 209.3100.160 | \$6.44   |                                |
|   |  |                | 211.3100.160 | \$3.22   |                                |
|   |  |                | 112.3100.160 | \$5.70   |                                |
|   |  |                | 100.3839.012 | \$36.10  |                                |
| ALLEGHANY COUNTY<br>TAX OFFICE<br>ATTN: CORINA GREENE | PO BOX 1027<br>SPARTA, NC 28675              | 41165059       | 100.3100.113 | \$115.01 | VEHICLE<br>CHANGE OF<br>COUNTY |
|   |  |                | 209.3100.112 | \$14.84  |                                |
|   |  |                | 211.3100.001 | \$7.42   |                                |
| COOLEY, JOHN WATSON<br>COOLEY, DONNA WARREN           | 202 RIDGE RD<br>WALNUT COVE, NC 27052        | 40817750       | 100.3100.113 | \$129.01 | VEHICLE SOLD                   |
|   |  |                | 100.2190.069 | \$83.23  |                                |
|   |  |                | 211.3100.001 | \$8.32   |                                |
| HARRIS, JIMMY KEITH                                   | 1085 LINVILLE DR<br>PILOT MOUNTAIN, NC 27041 | 42269640       | 100.3100.113 | \$113.37 | VEHICLE SOLD                   |
|   |  |                | 209.3100.112 | \$14.63  |                                |
|   |  |                | 211.3100.001 | \$7.31   |                                |
| HARRIS, JIMMY KEITH                                   | 1085 LINVILLE DR<br>PILOT MOUNTAIN, NC 27041 | 35235617       | 100.3100.113 | \$172.66 | VEHICLE SOLD                   |
|   |  |                | 209.3100.112 | \$22.67  |                                |
|   |  |                | 211.3100.001 | \$11.14  |                                |
| IRWIN, VALERIE LYNN<br>IRWIN, DONALD CARTER JR        | 1015 FLIPPIN LN<br>KING, NC 27021            | 40440081       | 100.3100.113 | \$154.75 | VEHICLE SOLD                   |
|   |  |                | 206.3100.112 | \$19.97  |                                |
|   |  |                | 211.3100.001 | \$9.98   |                                |

(CONTINUED)

STOKES COUNTY TAX ADMINISTRATION REFUND REPORT FOR JUNE, 2019 (2 OF 2)

REAL AND PERSONAL PROPERTY REFUNDS MORE THAN \$100 PER NCGS 105-381(b)

| <u>NAME</u>               | <u>ADDRESS</u>                                 | <u>BILL NUMBER</u> | <u>LEDGER</u> | <u>AMOUNT</u> | <u>REASON</u>      |
|---------------------------|--|--------------------|---------------|---------------|--------------------|
| MCCARTY, AMANDA MICHELLE  | 560 BODENHAMER FARM RD<br>RURAL HALL, NC 27045 | 45887736           | 100.3100.113  | \$180.84      | VEHICLE SOLD       |
|                           |  |                    | 206.3100.112  | \$23.33       |                    |
|                           |  |                    | 211.3100.001  | \$11.67       |                    |
| RIGANO, LANCE S           | 1035 KINGSWOOD CT<br>WALNUT COVE, NC 27052     | 45145763           | 100.3100.113  | \$84.88       | TAG<br>SURRENDERED |
|                           |  |                    | 100.2130.069  | \$54.76       |                    |
|                           |  |                    | 211.3100.001  | \$5.47        |                    |
| SOUTHERN, KRISTINE ELAINA | 2129 SAURATOWN MTN RD<br>WESTFIELD, NC 27053   | 46667153           | 100.3100.113  | \$106.94      | VEHICLE SOLD       |
|                           |  |                    | 209.3100.112  | \$13.80       |                    |
|                           |  |                    | 211.3100.001  | \$6.90        |                    |
| TOLBERT, JEREMY LOREN     | 117 S ROSEWOOD LN<br>KING, NC 27021            | 45336117           | 100.3100.113  | \$129.22      | VEHICLE SOLD       |
|                           |  |                    | 206.3100.112  | \$16.67       |                    |
|                           |  |                    | 211.3100.001  | \$8.34        |                    |

TOTAL AMOUNT \$1,628.49

Richard T. Brim  
RICHARD T. BRIM  
TAX ADMINISTRATOR

7/3/19  
DATE

\_\_\_\_\_  
ANDY NICKELSTON  
CHAIRMAN-STOKES COUNTY  
BOARD OF COMMISSIONERS

\_\_\_\_\_  
DATE





**Board of County Commissioners  
July 22, 2019  
6:00 PM**

**Item number: IV.d.**

**Tax Administration - Fiscal Year End**

Contact: Richard Brim

Summary:

Tax Office FY 18-19 Year End Settlement Agenda:

At the July 8th meeting the following items were moved to the Consent Agenda at the meeting on July 22nd:

Annual Settlement of FY 18-19 NCGS 105-373 Resolution  
Order to Collect FY 19-20 NCGS 105-321 & 105-354

**ATTACHMENTS:**

| Description                 | Upload Date | Type       |
|-----------------------------|-------------|------------|
| Resolution-Settlement       | 7/16/2019   | Cover Memo |
| Resolution-Order to Collect | 7/16/2019   | Cover Memo |

STATE OF NORTH CAROLINA   )  
  )  
COUNTY OF STOKES            )

RESOLUTION

WHEREAS, Section 105-373 of the North Carolina General Statutes provides for an annual settlement of the property taxes charged to the Tax Collector; and

WHEREAS, that, in keeping with this requirement, the attached settlement summary was provided to the Stokes County Board of Commissioners by the Stokes County Tax Administrator, Richard T. Brim;

NOW, THEREFORE, be it resolved that the Stokes County Board of Commissioners:

- (1) Orders the insolvent amount for 2018 be entered into the minutes as the accepted insolvent amount, and further, that said insolvent amount be credited to the Stokes County Tax Administrator in his settlement. And;
- (2) Orders the tax liens for 2018 property taxes for the purpose of collection to be recharged to the Stokes County Tax Administrator. And further;
- (3) Orders that the settlement for delinquent (prior years taxes) be entered into the minutes, and that the uncollected balance of said taxes be recharged to the Stokes County Tax Administrator for the purpose of collection. And finally;
- (4) Orders that the 2018 property tax settlement by the Stokes County Tax Administrator be accepted in accordance with Section 105-373(e) of the North Carolina General Statutes.

Adopted this the \_\_\_\_ day of July 2019

\_\_\_\_\_  
Andy Nickelston- Chairman

\_\_\_\_\_  
Jimmy Walker – Vice Chairman

\_\_\_\_\_  
Ronnie Mendenhall - Commissioner

\_\_\_\_\_  
Rick Morris - Commissioner

\_\_\_\_\_  
Jamie Yontz – Commissioner

STATE OF NORTH CAROLINA

) ORDER OF THE BOARD OF COMMISSIONERS  
) IN ACCORDANCE WITH G.S.105-321(b) FOR

THE

COUNTY OF STOKES  
TAXES

) COLLECTION OF FY 2019-2020 PROPERTY

TO : THE STOKES COUNTY TAX ADMINISTRATOR

You are hereby authorized, empowered, and commanded to collect the taxes set forth in the 2019 tax records filed in the Office of the Stokes County Tax Administration (General County Taxes and Educational School Fund Taxes), and in the tax bills herewith delivered to you, in the amounts and from the taxpayers likewise set forth. You are further authorized, empowered, and commanded to collect the 2019 taxes charged and assessed as provided by law for adjustments, changes, and additions to the tax records and tax bills delivered to you which are made in accordance with law per G.S. 105-321(B). Such taxes are hereby declared to be a first lien on real property of the respective taxpayers in Stokes County.

You are hereby authorized, empowered, and commanded to collect the taxes of Special Districts (King Fire District, Rural Hall Fire District, Walnut Cove Fire District, Stokes County Service Fire District, the Town of Danbury, City of King and the Town of Walnut Cove), and in the tax bills herewith delivered to you, in the amounts and from the taxpayers likewise set forth. You are further authorized, empowered, and commanded to collect the 2019 taxes charged and assessed as provided by law for adjustments, changes, and additions to the tax records and tax bills delivered to you which are made in accordance with law per G.S. 105-354. Such taxes are hereby declared to be a first lien on real property of the respective taxpayers in each Special Tax District of Stokes County.

This order shall be full and sufficient authority to direct, require, and enable you to garnish wages, to attach rents, cash receipts, checking accounts, and savings accounts; levy on and sell any real or personal property of such taxpayers, for and on account thereof, in accordance with law.

Witness my hand and official seal this \_\_\_\_ day of July 2019.

\_\_\_\_\_  
Andy Nickelston- Chairman

\_\_\_\_\_  
Jimmy Walker – Vice Chairman

\_\_\_\_\_  
Ronnie Mendenhall - Commissioner

\_\_\_\_\_  
Rick Morris - Commissioner

\_\_\_\_\_  
Jamie Yontz – Commissioner

Attest:

\_\_\_\_\_  
Shannon Shaver – Clerk to the Board



**Board of County Commissioners  
July 22, 2019  
6:00 PM**

**Item number: IV.e.**

**Capital Project Ordinances**

Contact: Julia Edwards

**Summary:**

Capital Project Ordinances for Walnut Cove EMS Station, Walnut Cove Solid Waste Transfer Station, Storage/Maintenance Building and Solid Waste Building/Scale House

These projects were approved in the budget and this is a formality that has to be completed before the project can begin. This is not an indication that the project is beginning now, we are just being proactive so there will be no delay when the time comes.

**ATTACHMENTS:**

| Description                | Upload Date | Type       |
|----------------------------|-------------|------------|
| Capital Project Odrinances | 7/18/2019   | Cover Memo |

## Capital Project Ordinance

BE IT ORDAINED by the Governing Body of the County of Stokes, North Carolina that, pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance is hereby adopted:

Section 1. The project authorized is the construction and other related expenditures financed by a private placement.

Section 2. The officers of this unit are hereby directed to proceed with the capital project within the budget contained herein.

Section 3. The following amounts are appropriated for the project:

### Walnut Cove EMS Station

|                  |              |              |
|------------------|--------------|--------------|
| General Contract | 400.5912.600 | \$650,000.00 |
|------------------|--------------|--------------|

Section 4. The following revenues are anticipated to be available to complete this project:

|                         |              |              |
|-------------------------|--------------|--------------|
| Proceeds from financing | 400.3831.002 | \$650,000.00 |
|-------------------------|--------------|--------------|

Section 5. The Finance Director is hereby directed to maintain within the Capital Project Fund sufficient specific detailed accounting records to satisfy the requirements.

Section 6. Funds may be advanced from the General Fund for the purpose of making payments as due.

Section 7. The Finance Director is directed to report, on a quarterly basis, on the financial status of each project element in Section 3.

Section 8. The Budget Officer is directed to include a detailed analysis of past and future costs and revenues on this capital project in every budget submission made to this Board.

Section 9. Copies of this capital project ordinance shall be furnished to the Clerk to the Governing Board, and to the Budget Officer and the Finance Director for direction in carrying out this project

Adopted this 22th day of July, 2019

---

Andy Nickelston-Chairman

---

Jimmy Walker-Vice Chairman

---

Ronnie Mendenhall-Commissioner

---

Richard D. Morris-Commissioner

---

Jamie B. Yontz- Commissioner

---

Shannon Shaver-Clerk to the Board

## Capital Project Ordinance

BE IT ORDAINED by the Governing Body of the County of Stokes, North Carolina that, pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance is hereby adopted:

Section 1. The project authorized is the construction and other related expenditures financed by a private placement.

Section 2. The officers of this unit are hereby directed to proceed with the capital project within the budget contained herein.

Section 3. The following amounts are appropriated for the project:

### Storage/Maintenance Building

|              |              |              |
|--------------|--------------|--------------|
| Construction | 400.5918.603 | \$500,000.00 |
|--------------|--------------|--------------|

Section 4. The following revenues are anticipated to be available to complete this project:

|                                   |              |              |
|-----------------------------------|--------------|--------------|
| Proceeds from financing           | 400.3831.002 | \$435,000.00 |
| Transfer from Regional Sewer Fund | 400.3982.003 | \$ 32,500.00 |
| Transfer from Danbury Water Fund  | 400.382.007  | \$ 32,500.00 |

Section 5. The Finance Director is hereby directed to maintain within the Capital Project Fund sufficient specific detailed accounting records to satisfy the requirements.

Section 6. Funds may be advanced from the General Fund for the purpose of making payments as due.

Section 7. The Finance Director is directed to report, on a quarterly basis, on the financial status of each project element in Section 3.

Section 8. The Budget Officer is directed to include a detailed analysis of past and future costs and revenues on this capital project in every budget submission made to this Board.

Section 9. Copies of this capital project ordinance shall be furnished to the Clerk to the Governing Board, and to the Budget Officer and the Finance Director for direction in carrying out this project

Adopted this 22th day of July, 2019

\_\_\_\_\_  
Andy Nickelston-Chairman

\_\_\_\_\_  
Jimmy Walker-Vice Chairman

\_\_\_\_\_  
Ronnie Mendenhall-Commissioner

\_\_\_\_\_  
Richard D. Morris-Commissioner

\_\_\_\_\_  
Jamie B. Yontz- Commissioner

\_\_\_\_\_  
Shannon Shaver-Clerk to the Board

## Capital Project Ordinance

BE IT ORDAINED by the Governing Body of the County of Stokes, North Carolina that, pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance is hereby adopted:

Section 1. The project authorized is the construction and other related expenditures financed by a private placement.

Section 2. The officers of this unit are hereby directed to proceed with the capital project within the budget contained herein.

Section 3. The following amounts are appropriated for the project:

### Solid Waste Building/Scale House

|              |              |              |
|--------------|--------------|--------------|
| Construction | 400,5918.640 | \$125,000.00 |
|--------------|--------------|--------------|

Section 4. The following revenues are anticipated to be available to complete this project:

|                                    |              |              |
|------------------------------------|--------------|--------------|
| Transfer from Capital Reserve Fund | 400,3982.001 | \$125,000.00 |
|------------------------------------|--------------|--------------|

Section 5. The Finance Director is hereby directed to maintain within the Capital Project Fund sufficient specific detailed accounting records to satisfy the requirements.

Section 6. Funds may be advanced from the General Fund for the purpose of making payments as due.

Section 7. The Finance Director is directed to report, on a quarterly basis, on the financial status of each project element in Section 3.

Section 8. The Budget Officer is directed to include a detailed analysis of past and future costs and revenues on this capital project in every budget submission made to this Board.

Section 9. Copies of this capital project ordinance shall be furnished to the Clerk to the Governing Board, and to the Budget Officer and the Finance Director for direction in carrying out this project

Adopted this 22th day of July, 2019

\_\_\_\_\_  
Andy Nickelston-Chairman

\_\_\_\_\_  
Jimmy Walker-Vice Chairman

\_\_\_\_\_  
Ronnie Mendenhall-Commissioner

\_\_\_\_\_  
Richard D. Morris-Commissioner

\_\_\_\_\_  
Jamie B. Yontz- Commissioner

\_\_\_\_\_  
Shannon Shaver-Clerk to the Board

## Capital Project Ordinance

BE IT ORDAINED by the Governing Body of the County of Stokes, North Carolina that, pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance is hereby adopted:

Section 1. The project authorized is the land, construction and other related expenditures financed by a private placement.

Section 2. The officers of this unit are hereby directed to proceed with the capital project within the budget contained herein.

Section 3. The following amounts are appropriated for the project:

### Walnut Cove Solid Waste Transfer Station

|              |              |              |
|--------------|--------------|--------------|
| Construction | 400.5918.602 | \$300.382.00 |
|--------------|--------------|--------------|

Section 4. The following revenues are anticipated to be available to complete this project:

|                         |              |              |
|-------------------------|--------------|--------------|
| Proceeds from financing | 400.3831.002 | \$300,382.00 |
|-------------------------|--------------|--------------|

Section 5. The Finance Director is hereby directed to maintain within the Capital Project Fund sufficient specific detailed accounting records to satisfy the requirements.

Section 6. Funds may be advanced from the General Fund for the purpose of making payments as due.

Section 7. The Finance Director is directed to report, on a quarterly basis, on the financial status of each project element in Section 3.

Section 8. The Budget Officer is directed to include a detailed analysis of past and future costs and revenues on this capital project in every budget submission made to this Board.

Section 9. Copies of this capital project ordinance shall be furnished to the Clerk to the Governing Board, and to the Budget Officer and the Finance Director for direction in carrying out this project

Adopted this 22th day of July, 2019

\_\_\_\_\_  
Andy Nickelston-Chairman

\_\_\_\_\_  
Jimmy Walker-Vice Chairman

\_\_\_\_\_  
Ronnie Mendenhall-Commissioner

\_\_\_\_\_  
Richard D. Morris-Commissioner

\_\_\_\_\_  
Jamie B. Yontz- Commissioner

\_\_\_\_\_  
Shannon Shaver-Clerk to the Board





**Board of County Commissioners**  
**July 22, 2019**  
**6:00 PM**

**Item number: V.a.**

**Register Of Deeds - 4th Quarter Report**

Contact: Register of Deeds Brandon Hooker

Summary:

**ATTACHMENTS:**

| Description                          | Upload Date | Type       |
|--------------------------------------|-------------|------------|
| Register of Deeds-4th Quarter Report | 7/17/2019   | Cover Memo |

July 22, 2019

To the Honorable  
Board of County Commissioners  
Stokes County, North Carolina

Dear Board Members,

I, Brandon Hooker, in my capacity as Register of Deeds of the County of Stokes, submit to you the monies taken in by this office for the **fourth quarter** of the **2018-2019** fiscal year as follows:

|                       |                     |
|-----------------------|---------------------|
| Total Recording Fees: | \$55,694.50         |
| Total Excise Tax:     | <u>\$81,355.00</u>  |
| <b>Total Revenue:</b> | <b>\$137,049.50</b> |

For the reporting period of **April 1, 2019 – June 30, 2019**, this office recorded **434 deeds; 337 deeds of trust; 770 miscellaneous documents; 51 plats; 97 death certificates;** issued **50 marriage licenses;** administered the oath of office to **41 Notaries;** notarized **14 signatures;** issued **691 certified copies;** and **280 un-certified copies.**

The **number of transactions** in the **fourth quarter** of fiscal year **2018-2019** was a **4.83% decrease** from the **fourth quarter** of fiscal year **2017-2018**.

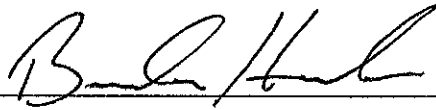
The **revenue** collected in the **fourth quarter** of fiscal year **2018-2019** was a **3.17% increase** from the **third quarter** of fiscal year **2017-2018**.

The table below represents the monies collected by the state from this office.

|                          |                    |
|--------------------------|--------------------|
| Conveyance Tax           | \$40,677.50        |
| Domestic Violence Center | \$1,500.00         |
| Children's Trust Fund    | \$250.00           |
| State Treasurer          | \$7198.20          |
| <b>Total</b>             | <b>\$49,625.70</b> |

|                                    |                    |
|------------------------------------|--------------------|
| Gross Revenue                      | \$137,049.50       |
| Less monies collected by the state | \$49,625.70        |
| <b>Net Revenue</b>                 | <b>\$87,423.80</b> |

Witness my hand and seal this 22<sup>nd</sup> day of July, 2019.

  
\_\_\_\_\_  
Register of Deeds

**RECEIPTING ALLOCATION REPORT**  
**04/01/2019 - 06/30/2019**

Stokes County, NC

|  |          |            |
|--|----------|------------|
| Total fees* for the date range         |          | 137,049.50 |
| Pension Fund (1.5% of applicable fees) |          | 835.42     |
| State Treasurer Allocation(total)      |          | 7,198.20   |
| Floodplain Mapping Fund (55%)          | 3,959.01 |            |
| Dept. of Cultural Resources (25%)      | 1,799.55 |            |
| General Fund (20%)                     | 1,439.64 |            |
| Marriage License Allocations:          |          | 1,750.00   |
| Children's Trust Fund (\$5)            | 250.00   |            |
| Domestic Violence Center Fund (\$30)   | 1,500.00 |            |
| Excise Tax Collections:                |          | 81,355.00  |
| EBRS Collections:                      |          | 0.00       |
| Preservation and Automation Fund:      |          | 4,764.98   |
| Undesignated County Receipts:          |          | 41,145.90  |

\* This is the total fees for the date range. It may not be equal to total receipts if there was a refund issued by the Finance Department for that date range.

| CODE          | DESCRIPTION                              | CATEGORY | NO. OF INSTRUMENTS<br>AND/OR TRANSACTIONS | QTY          | AMOUNT            |
|---------------|--|----------|---|--------------|-------------------|
| 205           | Cancellation                             | D T      | 360                                       | 360          | 0.00              |
| 301           | Plat - 1st Page                          | PLATS    | 51  | 51           | 1,071.00          |
| 401           | Marriage License                         | MARR     | 50  | 50           | 3,000.00          |
| 403           | Marriage License Certified Copy          | CERT M   | 87  | 90           | 870.00            |
| 501           | Oath                                     | NOTARY   | 41  | 41           | 410.00            |
| 502           | Document Notary                          | NOTARY   | 10  | 14           | 70.00             |
| 601           | Certified Copy of Birth Record           | BIRTH    | 49  | 119          | 1,160.00          |
| 603           | Birth Amendments (preparation)           | BIRTH    | 1   | 1            | 10.00             |
| 607           | Certified Copy of a Death Record         | DEATH    | 112                                       | 476          | 4,690.00          |
| 608           | Recorded Birth Certificate               | BIRTH    | 1   | 1            | 0.00              |
| 609           | Recorded Death Certificate               | DEATH    | 97  | 97           | 0.00              |
| 701           | UCC - 1 to 2 Pages                       | UCC      | 9   | 9            | 342.00            |
| 702           | UCC - 3 to 10 Pages                      | UCC      | 11  | 11           | 495.00            |
| 801           | Plat Uncertified Copy (per page)         | MISCOP   | 1   | 1            | 0.50              |
| 804           | Copies                                   | MISCOP   | 52  | 280          | 70.00             |
| 901           | Certified Copy - 1st Page                | CERCOP   | 6   | 9            | 45.00             |
| 902           | Certified Copy - 2+ pages                | CERCOP   | 6   | 36           | 72.00             |
| 1001          | Excise Tax                               | EXCISE   | 286                                       | 286          | 81,355.00         |
| 1101          | Non-Conforming Document                  | NSF      | 4   | 4            | 100.00            |
| 1102          | Re-recording-ROD                         | DEEDS    | 1   | 1            | 0.00              |
| 1104          | Certified Military Discharge             | CERCOP   | 1   | 1            | 0.00              |
| 1105          | Historical Map                           | MISC     | 4   | 5            | 25.00             |
| 1106          | County Filing - no fee                   | MISC     | 1   | 1            | 0.00              |
| 1205          | Administrative Notice                    | DEEDS    | 12  | 12           | 0.00              |
| 2101          | Miscellaneous - first 15 pages           | MISC     | 346                                       | 346          | 8,996.00          |
| 2102          | Miscellaneous - addl pages               | MISC     | 2   | 3            | 12.00             |
| 2105          | Foreclosures - first 15 pages            | MISC     | 6   | 6            | 156.00            |
| 2201          | Deed of Trust - first 35 pages           | D T      | 337                                       | 337          | 21,568.00         |
| 2202          | Deed of Trust - addl pages               | D T      | 1   | 4            | 16.00             |
| 3201          | Deeds - first 15 pages                   | DEEDS    | 434                                       | 434          | 11,284.00         |
| 3202          | Deeds - addl pages                       | DEEDS    | 3   | 31           | 124.00            |
| 3203          | Additional Names >20 (Eff.<br>10/1/2015) | DEEDS    | 1   | 60           | 120.00            |
| 3301          | Right of Way - first 15 pages            | R W      | 38  | 38           | 988.00            |
| <b>Totals</b> |  |          | <b>2,421</b>                              | <b>3,215</b> | <b>137,049.50</b> |



**Board of County Commissioners**  
**July 22, 2019**  
**6:00 PM**

**Item number: VI.a.**

**LifeBrite Hospital**

Contact: Shannon Shaver

**Summary:**

At the meeting on July 8th Pam Tillman, Hospital Administrator with LifeBrite provided a quarterly update and spoke with the Board regarding setting up a date for the Board to meet as the LifeBrite Hospital Board of Trustees.

The SRMH Bylaws are attached for your review.

It has also been verified with County Attorney Browder that the current elected Board of Commissioners acts as the Board of Trustees for the Hospital.

The meeting can be held at the hospital or in the Commissioners Chambers depending upon the Board's preference. Hospital Administrator Pam Tillman noted that the meetings have taken place directly before a Commissioners Meeting in the past. I have sent the next few Regular Meeting dates to Ms. Tillman and she just needs the Board to select their preference for the date and location.

**ATTACHMENTS:**

| Description | Upload Date | Type       |
|-------------|-------------|------------|
| SRMH Bylaws | 7/16/2019   | Cover Memo |

AMENDED AND RESTATED BYLAWS  
OF  
STOKES-REYNOLDS MEMORIAL HOSPITAL, INC.

ARTICLE I

Name, Offices and Effect on Previous Bylaws

Section 1. Name. The name of the Corporation is Stokes-Reynolds Memorial Hospital, Inc.

Section 2. Principal Office. The principal office of the Corporation is located at 1014 Main Street, Danbury, Stokes County, North Carolina 27016,

Section 3. Other Offices. The Corporation may have offices at such other places, either within or without the State of North Carolina, as the Board of Trustees may from time to time determine, or as the affairs of the Corporation may require.

Section 4. Effect on Previous Bylaws. These Amended and Restated Bylaws (the "Bylaws") hereby supersede and replace in its entirety the previous bylaws of the Corporation, which previous bylaws shall have no further force or effect.

ARTICLE II

Purposes and Powers

Section 1. Purposes. The Corporation is organized and operated exclusively for charitable and educational purposes, including but not limited to providing hospital and health care facilities and services.

Section 2. Powers. The Corporation has and may exercise the powers set forth in the North Carolina Nonprofit Corporation Act.

ARTICLE III

Membership

The Corporation is a North Carolina membership corporation. Stokes County, a political subdivision of the State of North Carolina, is the sole member of the Corporation (the "Sole Member").

ARTICLE IV

Meetings of the Sole Member

Section 1. Place of Meetings. All meetings of the Sole Member shall be held at the principal office of the Corporation, or at such other place, either within or without the State of North Carolina, as shall be designated by the Sole Member.

Section 2. Annual Meeting. The annual meeting of the Sole Member shall be held on the fourth Monday in October, if not a legal holiday, but if a legal holiday, then on the next day following which is not a legal holiday, for the transaction of such business, if any, as may be properly brought before the meeting.

Section 3. Special Meetings. Special meetings of the Sole member may be called by the Chairman of the Board of Trustees, the President, the Secretary, or by the Sole Member.

Section 4. Notice of Meetings. Written or printed notice stating the time and place of the meeting shall be delivered not less than two (2) days before the date thereof, either personally or by first-class, registered or certified mail, by or at the direction of the Secretary of the Corporation to the Sole Member. Such notice must be given not less than ten (10) days before any meeting at which a merger or consolidation is to be considered. If mailed, such notice shall be deemed to be delivered when deposited in the United States first-class, registered or certified mail addressed to the sole Member at its address at Post Office Box 20, Danbury, North Carolina 27016, with postage thereon prepaid.

In the case of an annual or substitute annual meeting, the notice of the meeting need not specifically state the business to be transacted thereat unless it is a matter on which the vote of the membership is expressly required by the provisions of the Act. In the case of a special meeting, the notice of meeting shall specifically state the purpose or purposes for which the meeting is called.

When a meeting is adjourned for thirty (30) days or more, notice of the adjourned meeting shall be given as in the case of an original meeting. When a meeting is adjourned for less than thirty (30) days in any one adjournment, it is not necessary to give any notice of the adjourned meeting other than by announcement at the meeting at which the adjournment is taken.

Section 5. Waiver of Notice. To the extent permitted by law, the transactions of any meeting of the Sole Member, however called and with whatever notice, if any, are as valid as though at a meeting duly held after regular call and notice, if the Sole Member is present at the meeting in person or by proxy and no objection to holding the meeting is made by the Sole Member, or its proxy. All such waivers, consents, or approvals shall be filed with the corporate records or made a part of the minutes of the meeting.

Section 6. Quorum. The presence of the Sole Member, represented in person or by proxy, shall constitute a quorum at meetings of the membership.

Section 7. Informal Action of the Membership. If permitted by law,, any action which is required or permitted to be taken at a meeting of the membership may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by a duly authorized representative of the Sole Member and filed with the Secretary of the Corporation to be kept in the corporate minute book, whether done before or after the action so taken.

Section 8. Compliance With Law. Notwithstanding any provision herein to the contrary, all official meetings of the Board of commissioners shall be called and conducted in



compliance with the North Carolina Open Meetings Law applicable to official meetings of public bodies.

## ARTICLE V

### Board of Trustees

Section 1. General Powers. The Board of Trustees (the "Board") shall manage the business and affairs of the Corporation.

Section 2. Number, Term and Qualification. The Board shall consist of the five (5) elected members of the Board of Commissioners of Stokes County, who shall each serve, ex officio, until his or her successor is elected and qualified.

Section 3. Medical Liaison. The president of the Medical Staff will act as medical liaison for the Medical Staff when invited to meet with the Board.

Section 4. Compensation. Trustees shall not be compensated for their services as such, but may be reimbursed for all expenses incurred by Trustees in connection with the performance of their duties.

Section 5. Board Performance. Each Trustee shall evaluate the performance of the Board of Trustees and submit the evaluation to the Chairman prior to the annual meeting.

## ARTICLE VI

### Officers of the Corporation

Section 1. Officers. The Board of Trustees shall elect as officers of the Corporation a Chairman and a Vice Chairman, who shall be members of the Board, a President and Chief Executive Officer, a Secretary and a Treasurer and Chief Financial Officer. The Board of Trustees may also elect one or more Vice Presidents, Assistant Secretaries and one or more Assistant Treasurers, and such other officers as it shall deem necessary. Except as otherwise specifically provided in these Bylaws, such additional officers shall have such authority and perform such duties as from time to time may be prescribed by the President with the concurrence of the Board of Trustees. Any two or more offices may be held by the same person, except the offices of the President and Secretary.

Section 2. Election and Term. The Chairman and Vice Chairman, President and Chief Executive Officer, Secretary, Treasurer and Chief Financial Officer and the other officers shall serve for one year and until their respective successors are elected and qualified. In the case of any vacancy occurring among the said officers, a successor shall be elected at a special meeting within 10 days of the resignation, death or removal of such officer. Each person appointed to fill a vacancy will serve until the next regular annual election of officers and until his or her successor is elected and qualified.

Section 3. Chairman of the Board. The Chairman of the Board of Trustees shall exercise all the powers and perform all the duties usual to such office and shall perform such other duties as may be assigned to him from time to time by the Board of Trustees. He shall preside over meetings of the Board of Trustees and he shall have the power to make appointments to

committees, as provided in these Bylaws. The Chairman of the Board shall be a member, with vote, of all committees of the Board. The Chairman of the Board shall evaluate the performance of the President at least annually and may ask other members of the Board to assist with that evaluation.

Section 4. Vice Chairman of the Board. The Vice Chairman of the Board of Trustees shall exercise the powers and perform the duties of the Chairman of the Board of Trustees in the absence or disability or refusal to act of the Chairman, and he shall perform such other duties as may be assigned to him from time to time by the Board of Trustees.

Section 5. President. The President shall be the chief executive officer of the Corporation and shall, under the direction of the Board of Trustees and Chairman of the Board, have general and active charge and management of the Corporation. The President shall be an ex officio, non-voting member of all committees of the Board. The President, together with the Secretary, shall execute all conveyances, contracts and agreements authorized by the Board of Trustees, and shall sign all documents and papers authorized by the Board of Trustees to be executed on behalf of the Corporation; he shall, in addition, exercise and perform such authority as is usually vested in the chief executive officer of the Corporation under the laws of North Carolina not inconsistent herewith.

Section 6. Vice Presidents. The Vice Presidents in the order of their election, unless otherwise determined by the Board of Trustees, shall, in the absence or disability of the President, perform the duties and exercise the powers of that office. In addition, they shall perform such other duties and shall have such other powers as the Board of Trustees shall prescribe.

Section 7. Secretary. The Secretary shall keep accurate records of the acts and proceedings of all meetings of members and trustees. He shall give all notices required by law and by these Bylaws. He shall have general charge of the Corporation records and books and of the corporate seal; and he shall affix the corporate seal to any lawfully executed instruments requiring it. He shall sign such instruments as may require his signature, and, in general, shall perform all duties incident to the office of Secretary and such other duties as may be assigned to him from time to time by the President or by the Board of Trustees.

Section 8. Treasurer. The Treasurer shall have custody of all funds and securities belonging to the Corporation and shall receive, deposit or disburse the same under the direction of the Board of Trustees. He shall keep full and accurate accounts of the finances of the Corporation in books especially provided for that purpose. The Treasurer shall, in general, perform all duties incident to his office and such other duties as may be assigned to him from time to time by the President or by the Board of Trustees.

Section 9. Assistant Secretaries and Treasurers. The Assistant Secretaries and Treasurers shall, in the absence or disability of the Secretary or the Treasurer, respectively, perform the duties and exercise the powers of those offices and shall, in general, perform such other duties as shall be assigned to them by the Secretary or the Treasurer, respectively, or by the President or the Board of Trustees.

Section 10. Bonds. The Board of Trustees may, by resolution, require any or all officers, agents and employees of the Corporation to give bond to the Corporation, with sufficient sureties, conditioned on the faithful performance of the duties of their respective offices or positions, and to comply with such other conditions as may from time to time be required by the Board of Trustees.

## ARTICLE VII

### Meetings of the Board of Trustees

Section 1. Annual Meetings; Regular Meetings. The annual meeting of the Board of Trustees shall be held on the fourth Monday in October, if not a legal holiday, but if a legal holiday, then on the next day following which is not a legal holiday, for the transaction of such business as may be properly brought before the meeting. In addition, the Board of Trustees may provide, by resolution, the time and place, either within or without the State of North Carolina, for the holding of additional regular meetings. Regular meetings of the Board shall be at least quarterly.

Section 2. Special Meetings. Special meetings of the Board of Trustees may be called by or at the request of the President or any two trustees. Such meetings may be held within or without the State of North Carolina.

Section 3. Notice of Meetings. Regular meetings of the Board of Trustees may be held in accordance with a schedule adopted by the Board in accordance with the North Carolina Open Meetings Law. The person or persons calling a special meeting of the Board of Trustees shall, at least two days before the meeting, give notice thereof in accordance with the North Carolina Open Meetings Law. Such notice need not specify the purpose for which the meeting is called, unless otherwise required by law.

Section 4. Waiver of Notice. If permitted by law, a trustee may waive any notice required by the Act, the Articles of Incorporation or these Bylaws before or after the date and time stated in the notice. The waiver must be in writing, signed by the trustee entitled to the notice, and filed with the minutes or corporate records, except that, notwithstanding the foregoing requirement of written notice, a trustee's attendance at or participation in a meeting waives any required notice to the trustee of the meeting unless the trustee at the beginning of the meeting (or promptly upon the trustee's arrival) objects to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to action taken at the meeting.

Section 5. Presumption of Assent. A trustee of the Corporation who is present at a meeting of the Board of Trustees or a committee of the Board of Trustees when corporate action is taken shall be deemed to have assented to the action taken unless the trustee objects at the beginning of the meeting (or promptly upon the trustee's arrival) to holding it or transacting business at the meeting, unless the trustee's dissent or abstention from the action shall be entered in the minutes of the meeting or unless the trustee shall file written notice of dissent or abstention to such action with the presiding officer of the meeting before the adjournment thereof or with the Corporation immediately after adjournment of the meeting. Such right of dissent or abstention shall not apply to a trustee who voted in favor of the action taken.

Section 6. Quorum. A majority of the trustees fixed by the Board of Trustees in accordance with these Bylaws shall constitute a quorum for the transaction of business at any meeting of the Board of Trustees.

Section 7. Manner of Acting. Except as otherwise provided by law or in this section, an act of the majority of the trustees present at a meeting at which a quorum is present shall be the act of the Board of Trustees.

The vote of a majority of the trustees then holding office shall be required to adopt, amend or repeal a Bylaw, if otherwise permissible, or to adopt a resolution for dissolution of the Corporation. Approval of a transaction in which one or more trustees have an adverse interest shall require a majority, no less than two, of the disinterested trustees present, even though less than a quorum. Vacancies in the Board of Trustees may be filled as provided in Article V, Section 4 of these Bylaws.

Section 8. Attendance by Telephone. Any one or more trustees may participate in a meeting of the Board by means of a conference telephone or similar device which allows all persons participating in the meeting to hear each other, and such participation in a meeting shall be deemed present in person at such meeting.

Section 9. Resolutions. Resolutions shall be adopted and action shall be taken upon majority vote of those present except as otherwise provided by law or these Bylaws.

Section 10. Compliance With Law. Notwithstanding any provision herein to the contrary, all official meetings of the Board of Trustees shall be called and conducted in compliance with the North Carolina Open Meetings Law applicable to official meetings of public bodies.

## ARTICLE VIII

### Committees

Section 1. General. Committees may be created and abolished by amendment to these bylaws. Committees may also be created and abolished by resolution adopted by a majority of the members of the Board of Trustees; provided that committees created by amendment to these Bylaws may not be abolished by Board resolution. Special and ad hoc committees may be created and abolished by the Chairman, subject to the approval of the Board. A majority of the members of any committee shall constitute a quorum at its meetings, and the act of a majority of the members of a committee shall be the act of that committee.

The Chairman of the Board shall appoint the members of committees and the chairman thereof. The Chairman of the Board shall be a member with vote of all committees of the Board.

Committee members shall be appointed for one year terms. The Chairman will make the appointments at the annual meeting.

Minutes and special reports, data or related material shall be mailed to every member of the Board of Trustees.

Any trustee may attend meetings of any committee, whether or not he is a member of that committee, and may participate, to include voting on any motion, the same as if he were appointed to serve thereon. A trustee who is not a member of a committee shall not be counted for purposes of determining a quorum.

To the extent permitted by law, any committee established pursuant to these Bylaws may take action without a meeting if written consent to the action in question is signed by all the members of the committee and filed with the minutes of the proceedings of the committee, whether done before or after the action so taken.

Any member of any committee established pursuant to these Bylaws may be removed by action duly taken by a majority of the Board of Trustees. A vacancy on any committee arising from any cause may be filled by the person or group authorized by these Bylaws to elect or appoint the position that is vacant.

## ARTICLE IX

### The Medical Staff

Section 1. Organization and Appointment. The Board has caused to be created an organization known as the Medical Staff of Stokes-Reynolds Memorial Hospital. This organization consists of all physicians and other practitioners who have been granted Medical Staff membership and clinical privileges to practice at the Hospital

Section 2. Medical Staff Bylaws, Rules and Regulations. The Medical Staff organization shall propose and adopt bylaws, rules and regulations for its internal governance. The purpose of the Medical Staff bylaws, rules and regulations shall be to create an effective administrative unit to discharge the functions and responsibilities assigned to the Medical Staff by the Board of Trustees, and they shall state the purpose, functions and organization of the Medical Staff and set forth the policies in accordance with which the Medical Staff shall exercise and account for the authority and the responsibilities delegated to it by the Board of Trustees.

The Medical Staff shall have the initial responsibility for formulating, adopting and recommending to the Board of Trustees bylaws for the Medical Staff (and any amendments thereto); and these bylaws (and any such amendments thereto) shall be effective when approved by the Board of Trustees.

Section 3. Staff Membership and Clinical Privileges. The Board of Trustees shall delegate to the Medical Staff the responsibility and the authority to investigate and evaluate all matters relating to Medical Staff membership status, to clinical privileges, and to corrective action, and shall require that the Medical Staff adopt and forward to the Board specific written recommendations with appropriate supporting documentation which will allow the Board of Trustees or its appointed review committee to take informed action on any such matter.

Section 4. Final Action by Board. Final action on all matters relating to Medical Staff membership status, to clinical privileges, and to corrective action shall be taken by the Board of Trustees after giving full consideration to the recommendations of the Medical Staff.

Section 5. Criteria for Board Action. In acting on matters of Medical Staff membership status, the Board of Trustees shall consider the recommendations of the Medical Staff, the needs of the Corporation and the community, and such additional criteria as are set forth in the Medical Staff bylaws; and in granting and defining the scope of clinical privileges to be exercised by each practitioner, the Board shall consider the recommendations of the Medical Staff, the supporting information on which those recommendations are based, and such criteria as are set forth in the bylaws of the Medical Staff. No aspect of membership status or of specific clinical privileges shall be limited or denied to a practitioner on the basis of sex, race, creed or national origin, or on the basis of any other criterion unrelated to good patient care at the hospital, to professional qualifications, to the purposes, needs and capabilities of the Corporation, or to the needs of the community.

Section 6. Terms and Conditions of Medical Staff Membership and Clinical Privileges. The terms and conditions of membership in the Medical Staff, and of the exercise of clinical privileges in the Corporation, shall be as specified in the bylaws of the Medical Staff or as more specifically defined in the notice of individual appointment.

Section 7. Procedure. The procedure to be followed by the Medical Staff and the Board of Trustees in acting on matters of membership status, of clinical privileges and of corrective action shall be specified in the bylaws of the Medical Staff.

Section 8. Fair Hearing and Appellate Review Procedure. The Board of Trustees shall require that any adverse recommendation made by the Medical Staff or any adverse action taken by the Board of Trustees with respect to the Medical Staff appointment, re-appointment, Medical Staff category, admitting prerogatives or clinical privileges of a practitioner shall be entitled to review in accordance with the fair hearing and appellate review procedure set forth in the Medical Staff bylaws approved by the Board of Trustees and then in effect (except under circumstances for which specific provision is made in the Medical Staff bylaws). Such fair hearing and appellate review procedure set forth in the Medical Staff bylaws shall provide for procedures to assure fair treatment and to afford opportunity for fair hearing.

Section 9. Allied Health Professionals. The Board of Trustees shall delegate to the Medical Staff the responsibility and the authority to investigate and evaluate each application by an allied health professional for specified services or departmental affiliation, and for modification in the services such allied health professional may perform, and shall require that the Medical Staff make recommendations thereon to the Board of Trustees or to the designee of the Board of Trustees.

## ARTICLE X

### Quality of Professional Services

Section 1. Responsibility of the Board. The Board of Trustees, after considering the recommendations of the Medical Staff and administration, shall require the establishment and maintenance of specific review and evaluation activities to assess, to preserve and to improve overall quality and efficiency of patient care in the Corporation; and the Board, acting through the President, shall provide whatever administrative assistance is reasonably necessary to support

and facilitate the implementation and the continuing operation of these review and evaluation activities.

Section 2. Accountability to the Board. The Medical Staff and administration staff shall conduct, and shall be accountable to the Board of Trustees for conducting, activities that contribute to the preservation and the improvement of the quality and efficiency of patient care provided in the Corporation; and these activities shall include:

The establishment of an organizational plan for and evaluation of patient care for identifying opportunities to improve patient care and for identifying and resolving problems.

The regular monitoring of patient care practices through the defined functions of the Medical Staff and the Corporation administration.

The delineation of clinical privileges for members of the Medical Staff commensurate with individual credentials and demonstrated ability and judgment.

The delegation to the Medical Staff for responsibility and authority to investigate and evaluate each allied health professional application for specified services or departmental affiliation, and shall require the quality of patient care services provided by these individuals is reviewed as a part of the total quality management program.

The provision of continuing professional education, to be shaped primarily by the needs which are identified through the monitoring and evaluation activities.

A continuing review of the utilization of the resources of the Corporation in order to provide for the allocation of those resources needed.

Such other measures as the Board of Trustees, after considering the advice of the Medical Staff and the Corporation administration, may deem necessary for the preservation and improvement of the quality and efficiency of patient care in the Hospital.

Section 3. Competency. The Board of Trustees shall assure, through individual job descriptions and the departmental policies for employees; through the appointment process of Medical Staff and other professional appointment; and through contract stipulations that all individuals responsible for assessment, treatment and care of patients are competent. This competency includes the ability to serve patients of all ages and good working knowledge of growth and development; to be able to obtain and interpret information in terms of patient needs and to understand the range of treatment needed by all the patients the Corporation serves.

Section 4. Documentation. The Board of Trustees shall require and receive, and shall consider and act upon, the findings and recommendations emanating from the activities required by Section 2 above. All such findings and recommendations shall be in writing, shall be signed by the persons responsible for the activity and shall be accompanied and supported by appropriate documentation upon which the Board of Trustees can take informed action.

## ARTICLE XI

## General Provisions

Section 1. Management of Corporate Funds. No funds received by donation, bequest or any other means shall be diverted from the use to which they may be assigned by the donor, testator or testatrix, unless said use is contrary to or in conflict with the purposes of the Corporation, and no funds shall be used for any purpose other than to effect the purposes of the Corporation.

Section 2. Records. The Corporation shall keep at the principal office of the Corporation complete and correct records and books of account, and shall keep minutes of the proceeding of the Board of Trustees or any committee appointed by the Board of Trustees.

Section 3. Exempt Activities. Notwithstanding any other provision of these bylaws, no member, trustee, officer, employee or representative of this Corporation shall take any action or carry on any activity by or on behalf of the Corporation not permitted to be taken or carried on by an organization exempt from Section 501(c)(3) of the Internal Revenue Code and its Regulations as they now exist, or as they may hereafter be amended, or by an organization, contributions to which are deductible under Section 170(c)(2) of such Code and Regulations as they now exist or as they may hereafter be amended.

Section 4. Indemnification. When by reason of the fact that he is or was serving as a trustee of the Corporation, or, at the request of the Corporation and while a trustee, as a director, officer, trustee or agent of another corporation, trust, partnership, joint venture or other enterprise, whether for profit or not for profit, any person is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, such person and his personal representative shall be entitled to indemnification or reimbursement by the Corporation for any expenses or liabilities proceeding, except in relation to matters as to which he shall be adjudged in such action, suit or proceeding not to have acted in good faith or to have been liable or guilty by reason of willful misconduct in the performance of duty. "Expenses" and "liabilities" shall include, without limiting the generality thereof, reasonable expenses of defense or participation, including attorneys' fees, and the amount of any judgment, money, decree, fine, penalty or reasonable settlement.

Expenses incurred by a person who is or was a trustee of the Corporation in defending an action, suit or proceeding described herein may be paid by the Corporation in advance of the final disposition of such action, suit or proceeding upon receipt of an undertaking by or on behalf of such person to repay such amount unless it shall be ultimately determined that he is entitled to be indemnified as authorized by these Bylaws.

Section 5. Fiscal Year. The fiscal year of the Corporation shall commence July 1 and end June 30 of each year. After the end of each fiscal year and before October 30 the Board of Trustees shall receive a full and detailed report of the receipts and disbursements during the preceding fiscal year. This report shall be in the form of an audit prepared by a firm of independent certified public accountants appointed by vote of the Board of Trustees.

Section 6. Amendment of Bylaws. Subject to the prior or contemporaneous approval of the Member, these Bylaws may be amended, or they may be repealed and new bylaws adopted, by



the vote of a majority of the whole Board of Trustees at any regular or special meeting, provided, however, if the meeting be a special one, that proper notice has been given of the intention to take action on any such proposal for modification of the Bylaws.

Section 7. Corporate Compliance Program. The Board of Trustees shall develop and implement a written corporate compliance program, and all trustees, officers, employees and agents of the Corporation shall comply with and be bound by that policy.

Section 8. Conflicts of Interest Policy. The Board of Trustees shall develop and implement a written conflicts of interest policy designed to require full disclosure by trustees and officers of situations and associations that might constitute conflicts of interest with the Corporation's objectives.

\* \* \* \* \*



**Board of County Commissioners  
July 22, 2019  
6:00 PM**

**Item number: VI.b.**

**RFQ Draft - Meadows Water**

Contact: Mark Delehant, Director of Public Works

**Summary:**

RFQ draft included for Board review regarding Meadows Water project and after some discussion at the meeting on July 8th this item at the request of the Board was placed back on the Discussion Agenda for the meeting on July 22nd.

**ATTACHMENTS:**

| Description        | Upload Date | Type       |
|--------------------|-------------|------------|
| RFQ- Meadows Water | 7/2/2019    | Cover Memo |
| Map                | 7/18/2019   | Cover Memo |

REQUESTS FOR QUALIFICATIONS (RFQ)  
PROFESSIONAL ENGINEERING SERVICES  
WATER SYSTEM IMPROVEMENTS

Stokes County proposes to secure funding and complete construction of the water system to serve the Meadows community consisting of approximately 8,500 lf of water main, supply well, and elevated storage tank. Although other funding sources are to be explored, the primary funding of the project is anticipated to be provided through USDA – Rural Development. The County is seeking the services of a professional engineer or professional engineering firm to assist with the Preliminary Engineering Report, Environmental Report, USDA funding application, explore design, construction administration, inspection, and initial startup of the proposed project. The engineer or engineering firm must be licensed to practice engineering in North Carolina for this type of project.

**Stokes County** proposes to select a professional engineer or professional engineering firm based on the following criteria each of which is deemed to have equal importance:

1. Availability and interest in providing services.
2. Experience especially as related to providing these services for similar clients and for similar projects and familiarity with project described above, including specific USDA Rural Development experience in the last 5 years.
3. Qualifications of the personnel to be assigned to the project, including but not limited to qualifications of the project engineer, the design engineer(s), and the resident inspector(s).
4. Past performance history in terms of providing timeliness of services, project cost control, and project startup services.
5. A list of three references with contact names and phone numbers. References should be from similar projects and to the extent possible from similar clients.

Any interested professional engineering firm or professional engineer working as a sole proprietor may submit proposals for consideration. Proposals should provide ample information for evaluation in accordance with the above criteria. Since funding for the project is anticipated to be provided by Rural Development, the amount of engineering fees eligible for that funding will be determined by the agency. Because of limited availability of funds, Stokes County desires to procure these services for fees that will be determined totally eligible for funding by Rural Development.

Written proposals from interested engineers and engineering firms will be received by Stokes County, Attn: Mr. Mark Delehant, Public Utilities Director at the Stokes County Administration Building, 1014 Main Street, (or by mail at P.O. Box 20) Danbury, North Carolina 27016, Phone (336) 593-2415 until 5:00 pm **July 23, 2019**. Stokes County will then evaluate proposals and will make a selection of an engineering firm

based on consideration of the above criteria. It is the intention of Stokes County to select an engineer or engineering firm that best meets the County's needs for this project. All firms submitting proposals will be notified in writing as to the outcome of the selection process. Any questions regarding this request for proposals should be directed to the above contact person.

*Stokes County is an Equal Opportunity Employer. Local, minority, female-owned, and small businesses are encouraged to submit proposals. Stokes County reserves the right to accept or to reject any or all proposals.*



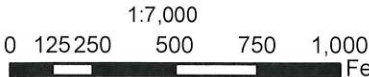
MEADOWS, NC  
7,724 FEET TOTAL OF  
PROPOSAL 8 INCH WATER



Disclaimer  
This map was prepared using the most reliable sources from government and private industry sources. There are no guaranties (implied or expressed) regarding this map by the Stokes County Mapping/GIS Department. Furthermore, the Stokes County Mapping/GIS Department shall not be held responsible to any party, under any circumstance for damages arising from the use or misuse of this map. Any and all errors brought to our attention will be corrected in later revisions.

Stokes County GIS Mapping

PROPOSAL FOR MEADOWS WATER SYSTEM



Printed  
Date: 4/2/2019







**Board of County Commissioners**  
**July 22, 2019**  
**6:00 PM**

**Item number: VI.c.**

**Purchase Agreement**

Contact: Jake Oakley

Summary:

Purchase Agreement, with Phase I and II Testing Results for Fulp Garage

**ATTACHMENTS:**

| Description                    | Upload Date | Type       |
|--------------------------------|-------------|------------|
| Purchase Agreement             | 7/17/2019   | Cover Memo |
| Addendum I                     | 7/17/2019   | Cover Memo |
| Addendum II                    | 7/17/2019   | Cover Memo |
| Exhibit B- Contract Addendum   | 7/17/2019   | Cover Memo |
| Phase I - Enviromental Testing | 7/17/2019   | Cover Memo |
| Phase II- Enviromental Testing | 7/17/2019   | Cover Memo |

*This form is copyrighted by the North Carolina Association of REALTORS® and the North Carolina Bar Association and is distributed ONLY to members of the Real Property Section as a service to its members.*

*The words and format of the forms are to be utilized without modification.*

**IF ANY CHANGES ARE MADE TO THE TERMS SET OUT IN THE FORM:**

- 1) **THE LOGO MUST BE REMOVED, AND**
- 2) **ANY REFERENCES TO THE NORTH CAROLINA ASSOCIATION OF REALTORS® AND/OR THE NORTH CAROLINA BAR ASSOCIATION MUST BE REMOVED, AND**
- 3) **A CONSPICUOUS STATEMENT MUST BE INCLUDED (BOLD, ALL CAPS) CLEARLY INDICATING THAT THE FORM HAS BEEN MODIFIED FROM ITS ORIGINAL AND THAT IT IS NOT A "NORTH CAROLINA ASSOCIATION OF REALTORS®" AND/OR "NORTH CAROLINA BAR ASSOCIATION" FORM.**



AGREEMENT FOR PURCHASE AND SALE OF REAL PROPERTY

THIS AGREEMENT, including any and all addenda attached hereto ("Agreement"), is by and between  
The County of Stokes("Buyer"), and

Michael Ray Fulp ("Seller").  
(individual or State of formation and type of entity)

FOR AND IN CONSIDERATION OF THE MUTUAL PROMISES SET FORTH HEREIN AND OTHER GOOD AND VALUABLE CONSIDERATION, THE RECEIPT AND SUFFICIENCY OF WHICH ARE HEREBY ACKNOWLEDGED, THE PARTIES HERETO AGREE AS FOLLOWS:

**Section 1. Terms and Definitions:** The terms listed below shall have the respective meaning given them as set forth adjacent to each term.

(a) **"Property":** (Address) 1286 NC 8 & 89S

the tax parcel number of the Property is 6946654986; and, (ii) some or all of the Property, consisting of approximately 3.26 acres, is described in Deed Book 393, Page No 1797, Stokes County.)

together with all buildings and improvements thereon and all fixtures and appurtenances thereto and all personal property, if any, itemized on **Exhibit A**.

\$250,000.00 (b) **"Purchase Price"** shall mean the sum of Two Hundred Fifty Thousand and no/100 Dollars,  
*payable on the following terms:*

\$ -0- (i) **"Earnest Money"** shall mean -0- Dollars

Buyer Initials Rm

Seller Initials MA



☐ ANY EARNST MONEY DEPOSITED BY BUYER IN A TRUST ACCOUNT MAY BE PLACED IN AN INTEREST BEARING TRUST ACCOUNT, AND: (check only ONE box)

☐ ANY INTEREST EARNED THEREON SHALL BE APPLIED AS PART PAYMENT OF THE PURCHASE PRICE OF THE PROPERTY AT CLOSING, OR DISBURSED AS AGREED UPON UNDER THE PROVISIONS OF SECTION 10 HEREIN. (Buyer's Taxpayer Identification Number is: \_\_\_\_\_)

☐ ANY INTEREST EARNED THEREON SHALL BELONG TO THE ACCOUNT HOLDER IN CONSIDERATION OF THE EXPENSES INCURRED BY MAINTAINING SUCH ACCOUNT AND RECORDS ASSOCIATED THEREWITH.

\$ \_\_\_\_\_ (ii) Proceeds of a new loan in the amount of \_\_\_\_\_ Dollars for a term of \_\_\_\_\_ years, with an amortization period not to exceed \_\_\_\_\_ years, at an interest rate not to exceed \_\_\_\_\_ % per annum with mortgage loan discount points not to exceed \_\_\_\_\_ % of the loan amount, or such other terms as may be set forth on Exhibit B. Buyer shall pay all costs associated with any such loan.

\$ \_\_\_\_\_ (iii) Delivery of a promissory note secured by a deed of trust, said promissory note in the amount of \_\_\_\_\_ Dollars being payable over a term of \_\_\_\_\_ years, with an amortization period of \_\_\_\_\_ years, payable in monthly installments of principal, together with accrued interest on the outstanding principal balance at the rate of \_\_\_\_\_ percent ( \_\_\_\_\_ %) per annum in the amount of \$ \_\_\_\_\_, with the first principal payment beginning on the first day of the month next succeeding the date of Closing, or such other terms as may be set forth on Exhibit B. At any time, the promissory note may be prepaid in whole or in part without penalty and without further interest on the amounts prepaid from the date of such prepayment. (NOTE: In the event of Buyer's subsequent default upon a promissory note and deed of trust given hereunder, Seller's remedies may be limited to foreclosure of the Property. If the deed of trust given hereunder is subordinated to senior financing, the material terms of such financing must be set forth on Exhibit B. If such senior financing is subsequently foreclosed, the Seller may have no remedy to recover under the note.)

\$ \_\_\_\_\_ (iv) Assumption of that unpaid obligation of Seller secured by a deed of trust on the Property, such obligation having an outstanding principal balance of \$ \_\_\_\_\_ and evidenced by a note bearing interest at the rate of \_\_\_\_\_ percent ( \_\_\_\_\_ %) per annum, and a current payment amount of \$ \_\_\_\_\_.

\$250,000.00 (v) Cash, balance of Purchase Price, at Closing in the amount of Two Hundred Fifty Thousand and no/100 Dollars.

(c) "Closing" shall mean the date of completion of the process detailed in Section 11 of this Agreement. Closing shall occur on or before March 31, 2019

(d) "Contract Date" means the date this Agreement has been fully executed by both Buyer and Seller.

(e) "Examination Period" shall mean the period beginning on the first day after the Contract Date and extending through 5:00pm (based upon time at the locale of the Property) on

February 28, 2019. **TIME IS OF THE ESSENCE AS TO THE EXAMINATION PERIOD.**

(f) "Broker(s)" shall mean: N/A

\_\_\_\_\_  
("Listing Agency"),  
\_\_\_\_\_  
("Listing Agent" – License # \_\_\_\_\_)

Buyer Initials PM Seller Initials MA

Acting as: ☐ Seller's Agent; ☐ Dual Agent

and \_\_\_\_\_ ("Selling Agency"),  
\_\_\_\_\_  
("Selling Agent" - License # \_\_\_\_\_)

Acting as: ☐ Buyer's Agent; ☐ Seller's (Sub)Agent; ☐ Dual Agent

(g) **"Seller's Notice Address"** shall be as follows:

3154 NC 8 Hwy N Danbury NC 27016

except as same may be changed pursuant to Section 12.

(h) **"Buyer's Notice Address"** shall be as follows:

c/o Jake Oakley, Stokes County Manager, PO Box 20 1014 Main St. Danbury, NC 27016

except as same may be changed pursuant to Section 12.

☒ (i) If this block is marked, additional terms of this Agreement are set forth on **Exhibit B** attached hereto and incorporated herein by reference. (Note: Under North Carolina law, real estate agents are not permitted to draft conditions or contingencies to this Agreement.)

☐ (j) If this block is marked, additional terms of this Agreement are set forth on the Additional Provisions Addendum (Form 581-T) attached hereto and incorporated herein by reference.

**Section 2. Sale of Property and Payment of Purchase Price:** Seller agrees to sell and Buyer agrees to buy the Property for the Purchase Price.

**Section 3. Proration of Expenses and Payment of Costs:** Seller and Buyer agree that all leases, rents, mortgage payments and utilities or any other assumed liabilities as detailed on attached **Exhibit B**, if any, shall be prorated as of the date of Closing. Seller shall pay for preparation of a deed and all other documents necessary to perform Seller's obligations under this Agreement, excise tax (revenue stamps), any deferred or rollback taxes, and other conveyance fees or taxes required by law, and the following:

Seller shall pay all unpaid property taxes on all property owned by Seller in Stokes County due and owing through December 31, 2018, as well estimated taxes on all property owned by Seller in Stokes County for the tax year 2019, including estimated taxes for the full year for 2019 on the property being sold herein.

Buyer shall pay recording costs, costs of any title search, title insurance, survey, the cost of any inspections or investigations undertaken by Buyer under this Agreement and the following:

N/A

Each party shall pay its own attorney's fees.

**Section 4. Deliveries:** Seller agrees to use best efforts to deliver to Buyer as soon as reasonably possible after the Contract Date copies of all material information relevant to the Property in the possession of Seller, including but not limited to: title insurance policies (and copies of any documents referenced therein), surveys, soil test reports, environmental surveys or reports, site plans, civil drawings, building plans, maintenance records and copies of all presently effective warranties or service contracts related to the Property. Seller authorizes (1) any attorney presently or previously representing Seller to release and disclose any title insurance policy in such attorney's file to Buyer and both Buyer's and Seller's agents and attorneys; and (2) the Property's title insurer or its agent to release and disclose all materials in the Property's title insurer's (or title insurer's agent's) file to Buyer and both Buyer's and Seller's agents and attorneys. If Buyer does not consummate the Closing for any reason other than Seller default, then Buyer shall return to Seller all materials delivered by Seller to Buyer pursuant to this Section 4 (or Section 7, if applicable), if any, and shall, upon Seller's request, provide to Seller copies of (subject to the ownership and copyright interests of the preparer thereof) any and all studies, reports, surveys and other information.  
Buyer Initials Am Seller Initials MS

relating directly to the Property prepared by or at the request of Buyer, its employees and agents, and shall deliver to Seller, upon the release of the Earnest Money, copies of all of the foregoing without any warranty or representation by Buyer as to the contents, accuracy or correctness thereof.

**Section 5. Evidence of Title:** Seller agrees to convey fee simple insurable title to the Property without exception for mechanics' liens, free and clear of all liens, encumbrances and defects of title other than: (a) zoning ordinances affecting the Property, (b) Leases (as defined in Section 7, if applicable) and (c) specific instruments on the public record at the Contract Date agreed to by Buyer (not objected to by Buyer prior to the end of the Examination Period), which specific instruments shall be enumerated in the deed referenced in Section 11 (items 5(a), 5(b) and 5(c) being collectively "Permitted Exceptions"); provided that Seller shall be required to satisfy, at or prior to Closing, any encumbrances that may be satisfied by the payment of a fixed sum of money, such as deeds of trust, mortgages or statutory liens. Seller shall not enter into or record any instrument that affects the Property (or any personal property listed on Exhibit A) after the Contract Date without the prior written consent of Buyer, which consent shall not be unreasonably withheld, conditioned or delayed.

**Section 6. Conditions:** This Agreement and the rights and obligations of the parties under this Agreement are hereby made expressly conditioned upon fulfillment (or waiver by Buyer, whether explicit or implied) of the following conditions:

N/A (a) **New Loan:** The Buyer must be able to obtain the loan, if any, referenced in Section 1(b)(ii). Notwithstanding, after \_\_\_\_\_, Seller may request in writing from Buyer a copy of the commitment letter. If Buyer fails to provide Seller a copy of the commitment letter within five (5) days of receipt of Seller's request, then Seller may terminate this Agreement by written notice to Buyer at any time thereafter, provided Seller has not then received a copy of the commitment letter, and Buyer shall receive a return of Earnest Money.

N/A (b) **Qualification for Assumption:** The obligations of Buyer under this Agreement are conditioned upon Buyer being able to assume the existing loan described above. If such assumption requires the lender's approval, Buyer agrees to use its best efforts to secure such approval and to advise Seller immediately upon receipt of the lender's decision. Approval must be granted on or before \_\_\_\_\_. On or before this date, Buyer has the right to terminate this Agreement for failure to be able to assume the loan described above by delivering to Seller written notice of termination by the above date, *time being of the essence*. If Buyer delivers such notice, this Agreement shall be null and void and Earnest Money shall be refunded to Buyer. If Buyer fails to deliver such notice, then Buyer will be deemed to have waived this condition. Unless provided otherwise in Section 3 hereof, Buyer shall pay all fees and costs associated with any such assumption, including any assumption fee charged by the lender. At or before Closing, Seller shall assign to Buyer all interest of Seller in any current reserves or escrows held by the lender, any property management company and/or Seller, including but not limited to any tenant improvement reserves, leasing commission reserves, security deposits and operating or capital reserves for which Seller shall be credited said amounts at Closing.

(c) **Title Examination:** After the Contract Date, Buyer shall, at Buyer's expense, cause a title examination to be made of the Property before the end of the Examination Period. In the event that such title examination shall show that Seller's title is not fee simple insurable, subject only to Permitted Exceptions, then Buyer shall promptly notify Seller in writing of all such title defects and exceptions, in no case later than the end of the Examination Period, and Seller shall have thirty (30) days to cure said noticed defects. If Seller does not cure the defects or objections within thirty (30) days of notice thereof, then Buyer may terminate this Agreement and receive a return of Earnest Money (notwithstanding that the Examination Period may have expired). If Buyer is to purchase title insurance, the insuring company must be licensed to do business in the state in which the Property is located. Title to the Property must be insurable at regular rates, subject only to standard exceptions and Permitted Exceptions.

(d) **Same Condition:** If the Property is not in substantially the same condition at Closing as of the date of the offer, reasonable wear and tear excepted, then the Buyer may (i) terminate this Agreement and receive a return of the Earnest Money or (ii) proceed to Closing whereupon Buyer shall be entitled to receive, in addition to the Property, any of the Seller's insurance proceeds payable on account of the damage or destruction applicable to the Property.

(e) **Inspections:** Buyer, its agents or representatives, at Buyer's expense and at reasonable times during normal business hours, shall have the right to enter upon the Property for the purpose of inspecting, examining, conducting timber cruises, and surveying the Property; provided, however, that Buyer shall not conduct any invasive testing of any nature without the prior express written approval of Seller as to each specific invasive test intended to be conducted by Buyer. Buyer shall conduct all such on-site inspections, examinations, testing, timber cruises and surveying of the Property in a good and workmanlike manner, at Buyer's  
Buyer Initials DM Seller Initials MA

expense, shall repair any damage to the Property caused by Buyer's entry and on-site inspections and shall conduct same in a manner that does not unreasonably interfere with Seller's or any tenant's use and enjoyment of the Property. In that respect, Buyer shall make reasonable efforts to undertake on-site inspections outside of the hours Seller's or any tenant's business is open to the public. Buyer shall provide Seller or any tenant (as applicable) reasonable advance notice of and Buyer shall cause its agents or representatives and third party service providers (e.g. inspectors, surveyors, etc.) to give reasonable advance notice of any entry onto the Property. Buyer shall be obligated to observe and comply with any terms of any tenant lease which conditions access to such tenant's space at the Property. Upon Seller's request, Buyer shall provide to Seller evidence of general liability insurance. Buyer shall also have a right to review and inspect all contracts or other agreements affecting or related directly to the Property and shall be entitled to review such books and records of Seller that relate directly to the operation and maintenance of the Property, provided, however, that Buyer shall not disclose any information regarding this Property (or any tenant therein) unless required by law and the same shall be regarded as confidential, to any person, except to its attorneys, accountants, lenders and other professional advisors, in which case Buyer shall obtain their agreement to maintain such confidentiality. Buyer assumes all responsibility for the acts of itself, its agents or representatives in exercising its rights under this Section 6(e) and agrees to indemnify and hold Seller harmless from any damages resulting therefrom. This indemnification obligation of Buyer shall survive the Closing or earlier termination of this Agreement. Except as provided in Section 6(c) above, Buyer shall have from the Contract Date through the end of the Examination Period to perform the above inspections, examinations and testing. **IF BUYER CHOOSES NOT TO PURCHASE THE PROPERTY, FOR ANY REASON OR NO REASON, AND PROVIDES WRITTEN NOTICE TO SELLER THEREOF PRIOR TO THE EXPIRATION OF THE EXAMINATION PERIOD, THEN THIS AGREEMENT SHALL TERMINATE, AND BUYER SHALL RECEIVE A RETURN OF THE EARNEST MONEY.**

**Section 7. Leases (Check one of the following, as applicable):**

☒ If this box is checked, Seller affirmatively represents and warrants that there are no Leases (as hereinafter defined) affecting the Property.

☐ If this box is checked, Seller discloses that there are one or more leases affecting the Property ("Leases") and the following provisions are hereby made a part of this Agreement.

(a) A list of all Leases shall be set forth on **Exhibit B**. Seller represents and warrants that as of the Contract Date, there are no other Leases, oral or written, recorded or not, nor any subleases affecting the Property, except as set forth on **Exhibit B**;

(b) Seller shall deliver copies of any Leases to Buyer pursuant to Section 4 as if the Leases were listed therein;

(c) Seller represents and warrants that as of the Contract Date there are no current defaults (or any existing situation which, with the passage of time, or the giving of notice, or both, or at the election of either landlord or tenant could constitute a default) either by Seller, as landlord, or by any tenant under any Lease ("Lease Default"). In the event there is any Lease Default as of the Contract Date, Seller agrees to provide Buyer with a detailed description of the situation in accordance with Section 4. Seller agrees not to commit a Lease Default as Landlord after the Contract Date, and agrees further to notify Buyer immediately in the event a Lease Default arises or is claimed, asserted or threatened to be asserted by either Seller or a tenant under the Lease.

(d) In addition to the conditions provided in Section 6 of this Agreement, this Agreement and the rights and obligations of the parties under this Agreement are hereby made expressly conditioned upon the assignment of Seller's interest in any Lease to Buyer in form and content acceptable to Buyer (with tenant's written consent and acknowledgement, if required under the Lease). Seller agrees to deliver an assignment of any Lease at or before Closing, with any security deposits held by Seller under any Leases to be transferred or credited to Buyer at or before Closing. The assignment shall provide: (i) that Seller shall defend, indemnify and hold Buyer harmless from claims, losses, damages and liabilities (including, without limitation, court costs and attorneys' fees) asserted against or incurred by Buyer which are caused by or the result of any default by Seller under any Lease prior to the date of Closing, and (ii) that Buyer shall defend, indemnify and hold Seller harmless from claims, losses, damages and liabilities (including, without limitation, court costs and attorneys' fees) asserted against or incurred by Seller which are caused by or the result of any default by Buyer under any Lease after the date of Closing.

(e) Seller also agrees to execute and deliver (and work diligently to obtain any tenant signatures necessary for same) any estoppel certificates and subordination, nondisturbance and attornment agreements in such form as Buyer may reasonably request.

**Section 8. Environmental:** Seller represents and warrants that it has no actual knowledge of the presence or disposal, except as in Buyer Initials Rm Seller Initials MJ

accordance with applicable law, within the buildings or on the Property of hazardous or toxic waste or substances, which are defined as those substances, materials, and wastes, including, but not limited to, those substances, materials and wastes listed in the United States Department of Transportation Hazardous Materials Table (49 CFR Part 172.101) or by the Environmental Protection Agency as hazardous substances (40 CFR Part 302.4) and amendments thereto, or such substances, materials and wastes, which are or become regulated under any applicable local, state or federal law, including, without limitation, any material, waste or substance which is (i) petroleum, (ii) asbestos, (iii) polychlorinated biphenyls, (iv) designated as a Hazardous Substance pursuant to Section 311 of the Clean Water Act of 1977 (33 U.S.C. §1321) or listed pursuant to Section 307 of the Clean Water Act of 1977 (33 U.S.C. §1317), (v) defined as a hazardous waste pursuant to Section 1004 of the Resource Conservation and Recovery Act of 1976 (42 U.S.C. §6903) or (vi) defined as a hazardous substance pursuant to Section 101 of the Comprehensive Environmental Response, Compensation and Liability Act of 1980 (42 U.S.C. §9601). Seller has no actual knowledge of any contamination of the Property from such substances as may have been disposed of or stored on neighboring tracts.

**Section 9. Risk of Loss/Damage/Repair:** Until Closing, the risk of loss or damage to the Property, except as otherwise provided herein, shall be borne by Seller. Except as to maintaining the Property in its same condition, Seller shall have no responsibility for the repair of the Property, including any improvements, unless the parties hereto agree in writing.

**Section 10. Earnest Money Disbursement:** In the event that any condition hereto is not satisfied, then the Earnest Money shall be refunded to Buyer. In the event of breach of this Agreement by Seller, the Earnest Money shall be refunded to Buyer upon Buyer's request, but such return shall not affect any other remedies available to Buyer for such breach. In the event of breach of this Agreement by Buyer, the Earnest Money Deposit shall be paid to Seller as liquidated damages and as Seller's sole and exclusive remedy for such breach, but without limiting Seller's rights under Section 6(e) or Section 22 of this Agreement. It is acknowledged by the parties that payment of the Earnest Money to Seller in the event of a breach of this Agreement by Buyer is compensatory and not punitive, such amount being a reasonable estimation of the actual loss that Seller would incur as a result of such breach. The payment of the Earnest Money to Seller shall not constitute a penalty or forfeiture but actual compensation for Seller's anticipated loss, both parties acknowledging the difficulty determining Seller's actual damages for such breach.

NOTE: In the event of a dispute between Seller and Buyer over the disposition of the Earnest Money held in escrow, a licensed real estate broker is required by state law (and Escrow Agent, if not a broker, hereby agrees) to retain the Earnest Money in the Escrow Agent's trust or escrow account until Escrow Agent has obtained a written release from the parties consenting to its disposition or until disbursement is ordered by a court of competent jurisdiction. Alternatively, if a broker or an attorney licensed to practice law in North Carolina is holding the Earnest Money, the broker or attorney may deposit the disputed monies with the appropriate clerk of court in accordance with the provisions of N.C.G.S. §93A- 12.

Seller and Buyer hereby agree and acknowledge that the Escrow Agent assumes no liability in connection with the holding of the Earnest Money pursuant hereto except for negligence or willful misconduct of Escrow Agent. Escrow Agent shall not be responsible for the validity, correctness or genuineness of any document or notice referred to under this Agreement. Seller and Buyer hereby agree to indemnify, protect, save and hold harmless Escrow Agent and its successors, assigns and agents pursuant to this Agreement, from any and all liabilities, obligations, losses, damages, claims, actions, suits, costs or expenses (including attorney fees) of whatsoever kind or nature imposed on, incurred by or asserted against Escrow Agent which in any way relate to or arise out of the execution and delivery of this Agreement and any action taken hereunder; provided, however, that Seller and Buyer shall have no such obligation to indemnify, save and hold harmless Escrow Agent for any liability incurred by, imposed upon or established against it as a result of Escrow Agent's negligence or willful misconduct.

**Section 11. Closing:** At or before Closing, Seller shall deliver to Buyer a special warranty deed unless otherwise specified on Exhibit B and other documents customarily executed or delivered by a seller in similar transactions, including without limitation, a bill of sale for any personalty listed on Exhibit A, an owner's affidavit, lien waiver forms (and such other lien related documentation as shall permit the Property to be conveyed free and clear of any claim for mechanics' liens) and a non-foreign status affidavit (pursuant to the Foreign Investment in Real Property Tax Act), and Buyer shall cause to be delivered the funds necessary to pay to Seller the Purchase Price. The Closing shall be conducted by Buyer's attorney or handled in such other manner as the parties hereto may mutually agree in writing. Possession shall be delivered at Closing, unless otherwise agreed herein. The Purchase Price and other funds to be disbursed pursuant to this Agreement shall not be disbursed until the Buyer's attorney's (or other designated settlement agent's) receipt of authorization to disburse all necessary funds.

**Section 12. Notices:** Unless otherwise provided herein, all notices and other communications which may be or are required to be given or made by any party to the other in connection herewith shall be in writing (which shall include electronic mail) and shall be deemed to have been properly given and received (i) on the date delivered in person or (ii) the date deposited in the United States mail, registered or certified, return receipt requested, to the addresses set out in Section 1(g) as to Seller and in Section 1(h) as to Buyer Initials RM Seller Initials WA 9

Buyer, or at such other addresses as specified by written notice delivered in accordance herewith, (iii) upon the sender's receipt of evidence of complete and successful transmission of electronic mail or facsimile to the electronic mail address or facsimile number, if any, provided in Section 1(g) as to Seller and in Section 1(h) as to Buyer or (iv) on the date deposited with a recognized overnight delivery service, addressed to the addresses set out in Section 1(g) as to Seller and in Section 1(h) as to Buyer, or at such other addresses as specified by written notice delivered in accordance herewith. If a notice is sent by more than one method, it will be deemed received upon the earlier of the dates of receipt pursuant to this Section.

**Section 13. Counterparts; Entire Agreement:** This Agreement may be executed in one or more counterparts, which taken together, shall constitute one and the same original document. Copies of original signature pages of this Agreement may be exchanged via facsimile or e-mail, and any such copies shall constitute originals. This Agreement constitutes the sole and entire agreement among the parties hereto and no modification of this Agreement shall be binding unless in writing and signed by all parties hereto. The invalidity of one or more provisions of this Agreement shall not affect the validity of any other provisions hereof and this Agreement shall be construed and enforced as if such invalid provisions were not included.

**Section 14. Enforceability:** This Agreement shall become a contract when signed by both Buyer and Seller and such signing is communicated to both parties; it being expressly agreed that the notice described in Section 12 is not required for effective communication for the purposes of this Section 14. The parties acknowledge and agree that: (i) the initials lines at the bottom of each page of this Agreement are merely evidence of their having reviewed the terms of each page, and (ii) the complete execution of such initials lines shall not be a condition of the effectiveness of this Agreement. This Agreement shall be binding upon and inure to the benefit of the parties, their heirs, successors and assigns and their personal representatives.

**Section 15. Adverse Information and Compliance with Laws:**

(a) **Seller Knowledge:** Seller has no actual knowledge of (i) condemnation(s) affecting or contemplated with respect to the Property; (ii) actions, suits or proceedings pending or threatened against the Property; (iii) changes contemplated in any applicable laws, ordinances or restrictions affecting the Property; or (iv) governmental special assessments, either pending or confirmed, for sidewalk, paving, water, sewer, or other improvements on or adjoining the Property, and no pending or confirmed owners' association special assessments, except as follows (Insert "None" or the identification of any matters relating to (i) through (iv) above, if any):

N/A

**Note:** For purposes of this Agreement, a "confirmed" special assessment is defined as an assessment that has been approved by a governmental agency or an owners' association for the purpose(s) stated, whether or not it is fully payable at time of closing. A "pending" special assessment is defined as an assessment that is under formal consideration by a governing body. Seller shall pay all owners' association assessments and all governmental assessments confirmed as of the date of Closing, if any, and Buyer shall take title subject to all pending assessments disclosed by Seller herein, if any.

Seller represents that the regular owners' association dues, if any, are \$\_\_\_\_\_ per \_\_\_\_\_.

(b) **Compliance:** To Seller's actual knowledge, (i) Seller has complied with all applicable laws, ordinances, regulations, statutes, rules and restrictions pertaining to or affecting the Property; (ii) performance of the Agreement will not result in the breach of, constitute any default under or result in the imposition of any lien or encumbrance upon the Property under any agreement or other instrument to which Seller is a party or by which Seller or the Property is bound; and (iii) there are no legal actions, suits or other legal or administrative proceedings pending or threatened against the Property, and Seller is not aware of any facts which might result in any such action, suit or other proceeding.

**Section 16. Survival of Representations and Warranties:** All representations, warranties, covenants and agreements made by the parties hereto shall survive the Closing and delivery of the deed. Seller shall, at or within six (6) months after the Closing, and without further consideration, execute, acknowledge and deliver to Buyer such other documents and instruments, and take such other action as Buyer may reasonably request or as may be necessary to more effectively transfer to Buyer the Property described herein in accordance with this Agreement.

**Section 17. Applicable Law:** This Agreement shall be construed under the laws of the state in which the Property is located. This form has only been approved for use in North Carolina.

**Section 18. Assignment:** This Agreement is freely assignable unless otherwise expressly provided on Exhibit B.

Buyer Initials Em Seller Initials WJ

**Section 19. Tax-Deferred Exchange:** In the event Buyer or Seller desires to effect a tax-deferred exchange in connection with the conveyance of the Property, Buyer and Seller agree to cooperate in effecting such exchange; provided, however, that the exchanging party shall be responsible for all additional costs associated with such exchange, and provided further, that a non-exchanging party shall not assume any additional liability with respect to such tax-deferred exchange. Seller and Buyer shall execute such additional documents, at no cost to the non-exchanging party, as shall be required to give effect to this provision.

**Section 20. Memorandum of Contract:** Upon request by either party, the parties hereto shall execute a memorandum of contract in recordable form setting forth such provisions hereof (other than the Purchase Price and other sums due) as either party may wish to incorporate. Such memorandum of contract shall contain a statement that it automatically terminates and the Property is released from any effect thereby as of a specific date to be stated in the memorandum (which specific date shall be no later than the date of Closing). The cost of recording such memorandum of contract shall be borne by the party requesting execution of same.

**Section 21. Authority:** Each signatory to this Agreement represents and warrants that he or she has full authority to sign this Agreement and such instruments as may be necessary to effectuate any transaction contemplated by this Agreement on behalf of the party for whom he or she signs and that his or her signature binds such party.

**Section 22. Brokers:** Except as expressly provided herein, Buyer and Seller agree to indemnify and hold each other harmless from any and all claims of brokers, consultants or real estate agents by, through or under the indemnifying party for fees or commissions arising out of the sale of the Property to Buyer. Buyer and Seller represent and warrant to each other that: (i) except as to the Brokers designated under Section 1(f) of this Agreement, they have not employed nor engaged any brokers, consultants or real estate agents to be involved in this transaction and (ii) that the compensation of the Brokers is established by and shall be governed by separate agreements entered into as amongst the Brokers, the Buyer and/or the Seller.

**Section 23. Attorneys Fees:** If legal proceedings are instituted to enforce any provision of this Agreement, the prevailing party in the proceeding shall be entitled to recover from the non-prevailing party reasonable attorneys fees and court costs incurred in connection with the proceeding.

☐ **EIFS/SYNTHETIC STUCCO:** If the adjacent box is checked, Seller discloses that the Property has been clad previously (either in whole or in part) with an "exterior insulating and finishing system" commonly known as "EIFS" or "synthetic stucco". Seller makes no representations or warranties regarding such system and Buyer is advised to make its own independent determinations with respect to conditions related to or occasioned by the existence of such materials at the Property.

THE NORTH CAROLINA ASSOCIATION OF REALTORS®, INC. AND THE NORTH CAROLINA BAR ASSOCIATION MAKE NO REPRESENTATION AS TO THE LEGAL VALIDITY OR ADEQUACY OF ANY PROVISION OF THIS FORM IN ANY SPECIFIC TRANSACTION. IF YOU DO NOT UNDERSTAND THIS FORM OR FEEL THAT IT DOES NOT PROVIDE FOR YOUR LEGAL NEEDS, YOU SHOULD CONSULT A NORTH CAROLINA REAL ESTATE ATTORNEY BEFORE YOU SIGN IT.

**BUYER:**

Individual

~~Ronnie Mcdermott~~

Date: ~~1/24/19~~

Date: \_\_\_\_\_

Business Entity

Buyer Initials ~~RM~~ Seller Initials \_\_\_\_\_

**SELLER:**

Individual

Michael Ray Fulp

Michael Ray Fulp

Date: 1/24/19

Date: \_\_\_\_\_

Business Entity

County of Stokes  
(Name of Entity)

By: Ronnie Mendenhall

Name: Ronnie Mendenhall

Title: Chairman Board of Commissioners

Date: 1/24/17

(Name of Entity)

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Buyer Initials \_\_\_\_\_ Seller Initials \_\_\_\_\_



ORIGINAL

ADDENDUM TO AGREEMENT FOR PURCHASE AND SALE OF REAL PROPERTY

Seller: Michael Ray Fulp

Buyer: The County of Stokes

Contract Date: January 24, 2019

Property: Stokes County Tax Parcel 6946654986 containing 3.26 acres and described in Book 393 Page 1797 Stokes County Register of Deeds.

The above referenced contract is hereby amended as follows:

1. Section 1 (c) is amended to change the Closing Date from May 15, 2019 to June 30, 2019.
2. Section 1 (e) is amended to change the end date of the Examination Period from April 15, 2019 to June 15, 2019.

Except as amended herein, all of the terms of the above reference contract shall remain in full force and effect.

Seller:

Buyer: The County of Stokes

Michael Ray Fulp  
Michael Ray Fulp

by: Andy Nickelston  
Andy Nickelston  
Chairman  
Board of Commissioners

Date: 4/16/19

Date: 4-8-19

**SECOND ADDENDUM TO AGREEMENT FOR PURCHASE  
AND SALE OF REAL PROPERTY**

Seller: Michael Ray Fulp

Buyer: The County of Stokes

Contract Date: January 24, 2019

Property: Stokes County Tax Parcel 6946654986 containing 3.26 acres and described in Book 393 Page 1797 Stokes County Register of Deeds.

The above referenced contract is hereby amended as follows:

1. Section 1 (c) is amended to change the Closing Date to July 31, 2019.
2. Section 1 (e) is amended to change the end date of the Examination Period to June 21, 2019.
3. Seller shall remove all containers of petroleum products from the Property, under the supervision of Buyer, no later than the closing date.
4. Seller shall also remove all vehicles and trash from the property no later than the closing date.

Except as amended herein, all of the terms of the above reference contract shall remain in full force and effect.

Seller:

Buyer: The County of Stokes

\_\_\_\_\_  
Michael Ray Fulp

by: \_\_\_\_\_  
Andy Nickelston  
Chairman  
Board of Commissioners

Date: \_\_\_\_\_

Date: \_\_\_\_\_

## EXHIBIT B

### CONTRACT ADDENDUM

Seller: Michael Ray Fulp

Buyer: County of Stokes

Property: Tax Parcel 6946654986, being approximately 3.26 acres described in Deed Book 393 Page 1797, and being located at 1286 NC 8 & 89S.

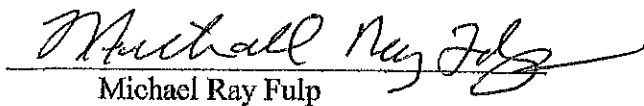
Purchase Price: \$250,000.00

As a condition of the above referenced contract, the parties agree that at closing, the Seller shall pay all unpaid and outstanding real and personal property taxes due from him on the above referenced property, and on all other real and personal property owned by him in Stokes County. The Seller shall also prepay all estimated taxes for the calendar year 2019 on the above referenced property, and on all other real and personal property owned by him in Stokes County. Any balance due on said 2019 taxes shall be promptly paid by the Seller upon receipt of tax bills for 2019. Any overpayment on said 2019 taxes shall be refunded to Seller upon mailing of tax bills for 2019.

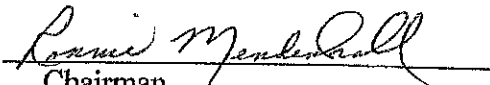
Seller hereby authorizes the settlement agent to withhold and pay all of said taxes at closing.

Seller:

Buyer:

  
Michael Ray Fulp

County of Stokes

By:   
Chairman  
Board of Commissioners

# Phase I Environmental Site Assessment

## Location:

1286 NC 8 & 89 Highway South  
Walnut Cove, North Carolina 27052

## Prepared for:

Mr. Mark Delehant  
Stokes County  
P.O. Box 20  
Danbury, North Carolina 27016

LaBella Project No. 2181971.02

March 29, 2019



1520 South Boulevard, Suite 120 | Charlotte, North Carolina | p 704-376-6423



LaBella Associates, D.P.C. (LaBella) has been contracted by Stokes County to perform an All Appropriate Inquiry (AAI) Phase I Environmental Site Assessment (ESA) report for 1286 NC 8 & 89 Highway South, Town of Walnut Cove, Stokes County, North Carolina, 27052 (PIN #6946-65-4986), hereinafter referred to as the "Site".

The findings of this report are based upon a preliminary assessment of the condition of the Site within the Scope of Work and objective described below as of the date of our site observations and documentation review. This assessment was prepared according to the American Society for Testing and Materials (ASTM) Standard Practice E1527-13 to satisfy the due diligence requirements set for Stokes County. The information contained in this report is considered privileged and confidential and is intended solely for the use of Stokes County as it applies to the Site.

## 1.0 EXECUTIVE SUMMARY

---

Based on the results of this assessment, the following Recognized Environmental Conditions (RECs) have been identified associated with the Site at this time.

### **SECTIONS #5.5.7 and 6.0 and – Use of the Site and Poor Housekeeping**

The Site Building has been utilized for automotive repair operations since 1992. At the time of the site visit, at least 23 unlabeled 55-gallon drums were observed throughout the exterior of the Site. Several large areas of apparent petroleum staining were observed on the gravel and vegetation proximate unlabeled drums. In addition, discarded vehicles, tires, scrap metal, and automobile parts were observed throughout the exterior of the Site. Staining was also observed within the Site Building, including in the vicinity of a 150-gallon waste oil aboveground storage tank (AST). There is the potential for impact to the subsurface of the Site based on the use of the Site for automotive repair operations and the conditions observed at the time of the site visit.

## 2.0 INTRODUCTION

---

### **2.1 Purpose**

This investigation was requested to identify, to the extent feasible, Recognized Environmental Conditions in connection with the Site, including the identification of conditions indicative of releases and threatened releases of hazardous substances on, or in the vicinity of the Site. This AAI Phase I ESA report was conducted in general conformance with the Scope and Limitations of ASTM Standard Practice E1527-13.

The performance of ASTM Standard Practice E1527-13 is intended to reduce, but not eliminate, uncertainty regarding the potential for RECs (defined below) and the potential liability for contamination to be present in connection with the Site recognizing reasonable limits of time and cost. It is also intended to add protection from Comprehensive Environmental Response Compensation and Liability Act (CERCLA) liability for innocent landowner defense, bona fide prospective purchaser, contiguous property owners and grantors who meet certain statutory requirements.

The objective of this AAI Phase I ESA was to determine the following, using our professional judgment, by means of the Scope of Work hereafter described.

1. A general description of the Site.
2. The current and historical usage of the Site and adjoining properties.





## **7.2 Local Government Officials**

A FOIL request was submitted to the Town of Walnut Cove Clerk, Ms. Amanda Bryant on March 4, 2019 requesting copies of building department, assessment and fire marshal records on file for the Site with the Town of Walnut Cove. A response has not been received from the Town of Walnut Cove as of the date of this report. Refer to Sections 3.3., 3.4 and 3.4.3 for current records associated with the Site.

## **7.3 Tribal Records**

There do not appear to be any Native American Sovereign Territories on or within one mile of the Site. In accordance with ASTM Standard Practice E1527-13, tribal records will only be reviewed if the subject Site falls on or within one mile of Native American Sovereign Territory. Therefore, tribal government representatives were not contacted as part of this AAI Phase I ESA report.

## **7.4 North Carolina Department of Environmental Quality**

A FOIL request was submitted to the NCDEQ on March 4, 2019. A response was received from the NCDEQ on March 15, 2019. According to the NCDEQ, after a diligent search, no records could be located for the names and addresses provided. Copies of the FOIL request and response are included in Appendix 6.

## **7.5 Stokes County Health Department**

A FOIL request was submitted to the SCHD on March 4, 2019. A response was received from the SCHD on March 5, 2019. According to the SCHD, no health records were on file for the Site. Copies of the FOIL request and response are included in Appendix 6.

# **8.0 FINDINGS, OPINIONS AND CONCLUSIONS**

---

We have performed a Phase I ESA in conformance with the scope and limitations of ASTM Practice E1527-13 for 1286 NC 8 & 89 Highway South, Town of Walnut Cove, Stokes County, North Carolina, 27052, the Site.

## **8.1 Findings**

Any exceptions to, or deletions from, this practice are described in Section 2.5 of this report. Based on the results of this assessment, the following REC has been identified associated with the Site at this time.

### **SECTIONS #5.5.7 and 6.0 and – Use of the Site and Poor Housekeeping**

The Site Building has been utilized for automotive repair operations since 1992. At the time of the site visit, at least 23 unlabeled 55-gallon drums were observed throughout the exterior of the Site. Several large areas of apparent petroleum staining were observed on the gravel and vegetation proximate unlabeled drums. In addition, discarded vehicles, tires, scrap metal, and automobile parts were observed throughout the exterior of the Site. Staining was also observed within the Site Building, including in the vicinity of a 150-gallon waste oil aboveground storage tank (AST). There is the potential for impact to the subsurface of the Site based on the use of the Site for automotive repair operations and the conditions observed at the time of the site visit.

#### **8.1.1 Additional Findings**

Based on the results of this assessment, no apparent HRECs, CRECs, or de minimis conditions have been identified associated with the Site at this time.



## **8.2 Data Failures and Data Gaps**

### **8.2.1 Data Failures**

ASTM E1527-13 defines a data failure as a failure to achieve the historical research objectives of AAI even after reviewing the standard historical sources that are reasonably ascertainable and likely to be useful. Specifically, the historical research objectives include identifying all obvious uses of the Site from the present, back to the Site's first developed use, or back to 1940, whichever is earlier.

A data failure was encountered within the scope of this assessment. Specifically, the use or occupancy of the Site prior to 1951 was not identified. Based on the undeveloped nature of the Site in 1951 this data gap does not appear significant.

### **8.2.2 Data Gaps**

ASTM E1527-13 defines a data gap as a lack of or an inability to obtain information required by this practice despite *good faith* efforts by the *Environmental Professional* to gather such information. Data gaps may result from incompleteness in any of the activities required by this practice, including, but not limited to site reconnaissance, interviews, data failure, or lack of a User Questionnaire.

Data gaps were encountered within the Scope of Work of this assessment. The first data gap includes the historical data failure discussed above. This data gap does not appear significant. The second data gap includes the lack of FOIL response from the Town of Walnut Cove. The receipt of relevant environmental information as a result of FOIL requests has the ability to change the Findings and Conclusions of this report. This data gap does not appear significant based on the local, state, and federal records reviewed during this assessment.

## **8.3 Opinion of Findings**

Based on the findings of this assessment, further investigation appears warranted at this time.

## **9.0 DEVIATIONS**

---

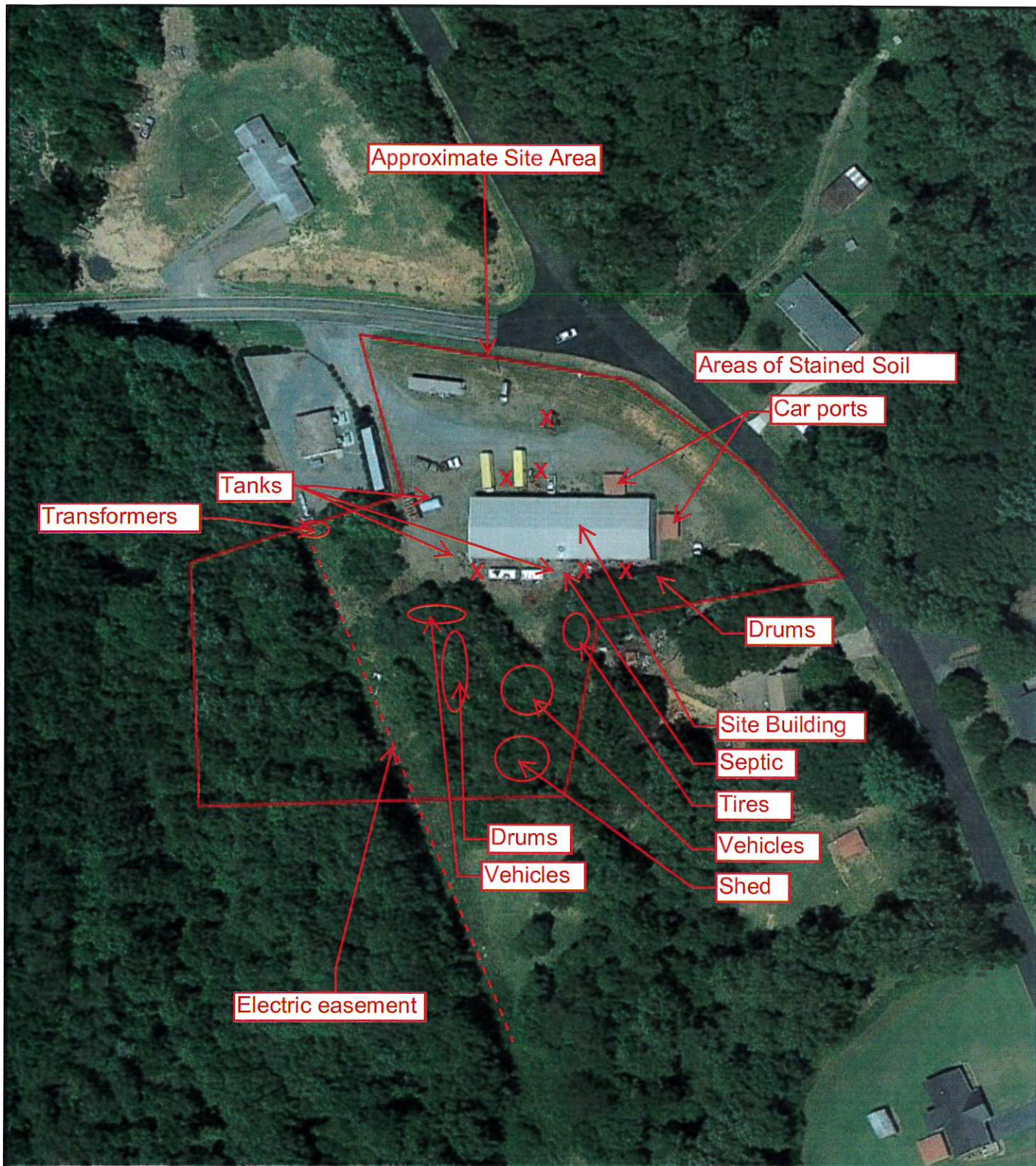
No deviations were made to the report, other than the Limitations and Exceptions as stated in Section 2.5.

## **10.0 ADDITIONAL SERVICES**

---

No additional services were provided or agreed upon as part of this assessment.





N  
▲  
○  
▲  
NOT TO SCALE

## FIGURE 3 SITE SKETCH

1286 NC 8 & 89 Highway South  
Walnut Cove, North Carolina 27052

 **LaBella**  
Powered by partnership.

PROJECT NO. 2181971.02



# Phase II Environmental Site Assessment

**Location:**

1286 NC 8 & 89 Highway South  
Walnut Cove, North Carolina 27052

**Prepared for:**

Mr. Mark Delehant  
Stokes County  
P.O. Box 20  
Danbury, North Carolina 27016

LaBella Project No. 2191036

July 10, 2019



400 S Tryon Street, Suite 1300 | Charlotte, NC 28285 | p 704-376-6423



## 6.0 CONCLUSIONS

---

LaBella was retained by Stoke County to conduct a Phase II ESA at the Mike Fulp Tire and Auto Repair located at 1286 NC 8 & 89 Highway South Walnut Cove, North Carolina. The ESA consisted of the advancement of seven (7) soil test borings, and laboratory analysis of four (4) soil and one (1) groundwater samples. This ESA was performed to evaluate the Site subsurface based on the historical use of the Site. In addition, testing was limited to the exterior. The following conclusions have been made:

- Low-level PID readings were detected up to 9 ppmv during soil screening.
- VOCs, SVOCs, and PCBs were not detected above laboratory MDLs in any soil samples, including the interval with the highest PID reading.
- Chromium, lead and mercury were detected above laboratory MDLs in soil samples; however, the concentrations were below the North Carolina protection of groundwater remediation goals.
- VOCs were not detected above laboratory MDLs in groundwater.

## 7.0 RECOMMENDATIONS

---

Based on the lack of compounds detected above laboratory MDLs in soil and groundwater, further investigation or remediation does not appear warranted.

A copy of all information collected during this assessment, including maps, notes, analytical data and other material will be kept on file at the offices of LaBella Associates, D.P.C. This information is available upon the request.

## 8.0 SIGNATURES OF ENVIRONMENTAL PROFESSIONALS

---

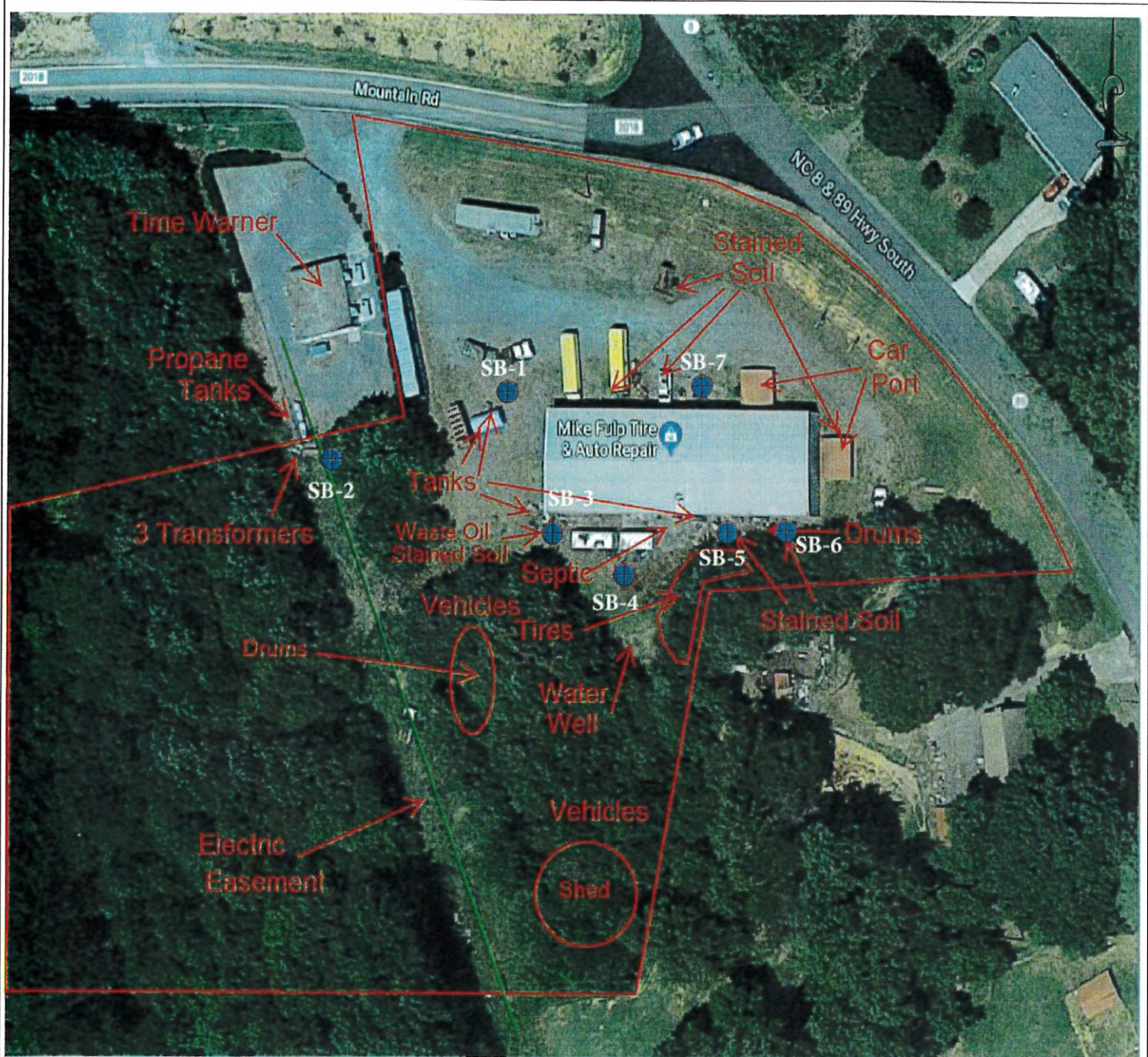
---

Miguel A Vázquez, PG  
Senior Technical Consultant

---

Richard Rote, CIH  
Carolinas Environmental Manager





### Legend



Approximate Soil Test Boring Location

SB-1 Soil Test Boring Identification Number



**LaBella**  
Powered by partnership.

2211 WEST MEADOWVIEW, SUITE 101  
GREENSBORO NC, 27407  
PHONE: (336) 323-0092

labellapc.com

© 2019 LaBella Associates

It is a violation of New York Education Law Article 145 Sec 7209, for any person, unless acting under the direction of a licensed architect, professional engineer, or land surveyor, to alter in any way, if an item bearing the seal of an architect, engineer, or land surveyor is altered, the altering architect, engineer, or land surveyor shall alter to the item their seal and notation "altered by" followed by their signature and date of such alteration, and a specific description of the alteration.

DRAWING NAME:  
SOIL TEST BORING LOCATION MAP

PROJECT NAME:  
**STOKES COUNTY GROUNDWATER ASSESSMENT**  
WALNUT COVE, NORTH CAROLINA

ISSUED FOR:

GROUNDWATER ASSESSMENT REPORT

DRAWN BY:  
RWH

DATE:  
07/10/2019

PROJECT NO.:  
2181971.02

DRAWING NUMBER:

2



**Board of County Commissioners**

**July 22, 2019**

**6:00 PM**

**Item number: VI.d.**

**Appointments - Stokes County Voluntary Agricultural District Advisory Board**

Contact: Jake Oakley

**Summary:**

Request received from Tom Smith, District Soil/Watershed Conservationist for the approval of two new members to the Voluntary Agricultural District Advisory Board.

The request is for:

Robert P. Lindsay

George Cuthins



**Board of County Commissioners**

**July 22, 2019**

**6:00 PM**

**Item number: VI.e.**

**DSS Board/Board of Health - Organizational Structure**

Contact: Shannon Shaver

**Summary:**

The Board has discussed dissolving the current DSS Board and Board of Health at a recent meeting.

This has been discussed a few times at past meetings.

Setting a date for a Public Hearing is the first step in this process and once the Board sets the date and this is held this process can move forward if this is the direction the Board elects to go in.



**Board of County Commissioners  
July 22, 2019  
6:00 PM**

**Item number: VII.a.**

**Salary Study Proposals**

Contact: Shannon Shaver/Glenda Pruitt

**Summary:**

The deadline for submitting an RFP for the Salary Study was June 28, 2019. Five proposals were received. There is \$45,000.00 in Capital Reserve for the funding of a Salary Study. Once the Board agrees on a company a Budget Amendment will be added to allocate the funds.

At the meeting on July 8th, the Board agreed to eliminate the PTRC from the proposals and asked that references be checked and that the top choices be asked to present to the Board.

We have contacted references for all the companies and will have any information obtained available at the meeting.

We reached out to the companies and all are willing to present at the August 12th meeting either in person or by video/skype as one company is located in Minnesota.

**ATTACHMENTS:**

| Description             | Upload Date | Type       |
|-------------------------|-------------|------------|
| Archer Company Proposal | 7/1/2019    | Cover Memo |
| Bakertilly Proposal     | 7/3/2019    | Cover Memo |
| McGrath Proposal        | 7/1/2019    | Cover Memo |
| Mercer Proposal         | 7/1/2019    | Cover Memo |
| PTRC Proposal           | 7/1/2019    | Cover Memo |



*A Proposal to Conduct a*

## **SALARY AND POSITION CLASSIFICATION STUDY**

*for*



**Stokes County, North Carolina**

*June 28, 2019*



**Human Resources Management Consulting**  
1905 Oak Park Road  
Rock Hill, South Carolina 29730  
archere@comporium.net  
(803) 366-2400



**Corporate Headquarters:**

Charlotte, NC / Rock Hill, SC  
1905 Oak Park Road  
Rock Hill, South Carolina 29730  
Phone (803) 366-2400  
e-mail: [archer@comporium.net](mailto:archer@comporium.net)

June 28, 2019

Ms. Glenda Pruitt  
Support Services Supervisor  
P.O. Box 20  
Danbury, North Carolina 27019

Dear Ms. Pruitt:

It is a pleasure for the Archer Company to submit a proposal to conduct a Salary and Position Classification Study for Stokes County. The Archer Company is the owner and creator of the nationally known human resource management systems collectively known as the "Archer Systems". These copyrighted, state-of-the-art systems include our Matrix-Point-Factor Job Evaluation System, our Multi-Dimensional Performance Appraisal System, our Performance Indicator Job Description Format, our Comprehensive Position Questionnaire and our Quality of Work Life Survey.

All the systems marketed by the Archer Company are tried and tested systems that have evolved to their modern-day state as the result of over 29 years of experience and pace setting research. They are valid and reliable systems and methodologies. Several have won prestigious awards for their contribution to the human resource management field.

The Archer Company's professional staff combines years of hands-on experience in private and public sector organizations, both as practitioners and as consultants. Most of our staff in the compensation field possess Masters' degrees, or above, from accredited universities. We provide focus to local issues combined with the scope, resources and experience of a highly professional consulting staff.

We are headquartered in Rock Hill, South Carolina, within 15 minutes of Charlotte, North Carolina. We have operational centers in Rock Hill, South Carolina, Columbus, Ohio, Raleigh, North Carolina, and Fairfax Station, Virginia.

We understand that Stokes County is seeking a wage/salary and classification study that will ensure stability, consistency, accountability, internal equity and external equity in the organization. We understand that the County is looking for viable options and strategies that would enhance the organization's ability to attract and retain a highly qualified and motivated workforce.

As a Company, we are committed to following all Federal, State and local laws and regulations. We provide a drug free workforce and location. We do not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or other basis prohibited by state law relating to discrimination. We do not discriminate against faith-based organizations. We do not subcontract any of our projects to subcontractors unless the project is for over 1,000 employees. We do not employ unauthorized aliens.

Our consultants understand the requirements of the work in request for proposal and are committed to performing the work required to complete the project within the required time frame. Our proposal is firm. Our offer is irrevocable for one hundred twenty (120) calendar days.

Respectfully Submitted,  
*Sally R. Archer*, President  
The Archer Company, LLC



## I Executive Summary

Stokes County desires to hire a qualified consulting firm to conduct a salary and job classification study to review and make recommendations to update the County's pay plan which has approximately 315 full-time and 181 part-time employees covered by approximately 232 classifications.

The scope of work for this project will include job analysis and evaluation, market analysis, integration of internal and external equity considerations, pay plan development, recommendations for implementation, and updated job descriptions.

### *Goals and Objectives:*

We are pleased to submit this proposal to review the County's current pay system and recommend revisions to the current system or the development of a new system. The goal of the study is to ensure that the County's pay plan is up-to-date and that it is fair, balanced, and equitable, recognizes and rewards current and future employees, and attracts highly qualified candidates for County positions. It is important that the system developed during this process be perceived as fair and balanced by the employees represented in the plan. A well-designed pay plan will achieve a careful balance between internal equity (fairness) and external equity (competitiveness). The study will be done in accordance with generally accepted compensation methods and applicable federal and state laws, utilizing accepted practices in the management and design of compensation systems. Finally, the system will be easy to manage and maintain by the County and capable of accommodating organizational changes and growth.

It is our further goal to ensure that Stokes County receives a high level of customer service from and the full attention of the Archer Company, to include significant on-site participation by a dedicated Project Consultant and senior staff. This project will be organized as a strategic partnership between the Archer Company and the County's Management and Human Resources staff. The Archer Company expects to work closely with Human Resources to ensure the success and long-term viability of the pay plan and to facilitate the implementation of our recommendations. We will draw from our extensive experience working with local governments to provide management with an objective, unbiased assessment of the County competitiveness in its labor market.

The Archer Company understands that this project is significant to Stokes County. All recommendations made during the study will be supported by objective analysis (data driven rationale) and valid methodologies to promote the credibility of the findings to both management and employees. While the Archer System utilizes a system and methodology proven to provide reliable and objective findings to develop recommendations, our methods and report formats will be customized to meet the County's specific needs. We also understand that communication, perception and buy-in will play a key role in whether the plan will meet with success for this project.

## II Study Methodology

Based on our understanding of Stokes County's needs, the Archer Company is pleased to offer the following overview approach to conduct this study. The methodology utilized by the Archer Company is consistent with the methodology employed successfully in all of our studies of this nature and is supported by our proprietary job evaluation system. This study is conceived as a multi-task effort. While it is necessary to conduct the phases in the general order presented, there will be overlaps of some tasks.

Specifically, Stokes County requests that the base pay salary survey include:

- Pay plan salary range comparison of Stokes County to other counties for each position for each participant organization by minimum, midpoint, and maximum;
- Analysis of Stokes County's pay practices and salary structure;
- Recommended salary ranges with appropriate per cent spread;
- Prepare a new competitive salary structure, based on the results of the study;
- Review designation for each job title for FLSA status;
- Standardize format for position descriptions to include minimum classification summary; listing of essential duties; desired education, training and experience; and required knowledge, skills, abilities (KSAs) for each position.

## PROJECT TASKS

The following is intended to be an outline of the project plan and progression of the proposed work; a more detailed discussion of our methodologies is presented immediately after the scope of work.

### Orientation Meetings

The Archer Company will conduct an orientation meeting with County management and the Project Team to discuss any areas of concern related to the County's current and future classification systems, pay plans and their expectations for the study. At that time, we will also outline and explain our philosophies associated with conducting the proposed classification and compensation study to assure a common understanding regarding the basis for the study's recommendations.



The Archer Company will ask the County to compile the following information:

- Employee database containing pertinent information (identified by the Archer Company);
- Current job descriptions;
- Organizational charts for all departments included in the study;
- List of department directors and key managers with phone numbers and email addresses; and
- Copy of the current budget document.

### CLASSIFICATION PLAN DEVELOPMENT

#### Job Analysis

The Archer Company will conduct an internal equity analysis for all job classifications first by conducting job analyses and by reviewing current job classifications. We will analyze each job in the study to obtain a thorough understanding of the scope of responsibility and the major job functions. Our job analysis process is a three-pronged approach that begins with the administration of the Comprehensive Position Questionnaire (CPQ). The CPQ has proven very effective as a tool to gather in-depth data about each job without placing too high an administrative burden on the employees.

- To further our understanding of each job, the Archer Company will conduct department director interviews and selected individual interviews. The interviews may be combined with onsite observations. This proposal includes three days of interviews.
- The Archer Company will review the County's existing organization structure, job documentation, and administrative procedures related to job classification and compensation.
- Based on the CPQ's and the employee interview input we will develop a set of recommendations regarding potential changes to the County's classification structure.

#### Job Evaluation

The County's classifications will be carefully reviewed and analyzed against the information captured in the job analyses phase. The Archer Company will make recommendations to add, delete, consolidate or revise classifications as appropriate to ensure that they reflect current operations, new classification expectations and position assignments throughout the County

## Stokes County Salary and Position Classification Study

We will use the Archer Matrix-Point-Factor Job Evaluation System to determine the relative worth of each job within the study (internal equity) to establish and to maintain a valid and reliable, long-term pay plan. Job evaluations based on the job-related criteria yield a quantitative score for each job. Internal equity is established by grouping jobs of similar complexity and importance (i.e., jobs with similar quantitative scores) into the same pay grade. Pay grades will be tailored to the specific needs of the County.

The Archer Matrix-Point-Factor Job Evaluation System covers the following areas:

| <b>Job Function Requirements</b>   | <b>Aptitude Requirements</b>  |
|--|---|
| <ul style="list-style-type: none"><li>• Data Utilization</li></ul>                           | <ul style="list-style-type: none"><li>• Language Requirements</li></ul>                   |
| <ul style="list-style-type: none"><li>• Human Interaction</li></ul>                          | <ul style="list-style-type: none"><li>• Mathematical Requirements</li></ul>               |
| <ul style="list-style-type: none"><li>• Equipment, Tools and Materials Utilization</li></ul> | <ul style="list-style-type: none"><li>• Functional Reasoning Requirements</li></ul>       |
|  | <ul style="list-style-type: none"><li>• Situational Reasoning Requirements</li></ul>      |
| <b>Responsibility Requirements</b>   | <ul style="list-style-type: none"><li>• Manual Dexterity Requirements</li></ul>           |
| <ul style="list-style-type: none"><li>• Managerial Span of Control</li></ul>                 | <ul style="list-style-type: none"><li>• Physical Requirements</li></ul>                   |
| <ul style="list-style-type: none"><li>• Time Span of Decisions and Planning</li></ul>        | <ul style="list-style-type: none"><li>• Sensory Requirements</li></ul>                    |
| <ul style="list-style-type: none"><li>• Budgetary /Fiscal Accountability</li></ul>           | <ul style="list-style-type: none"><li>• Experience Related Requirements</li></ul>         |
|  | <ul style="list-style-type: none"><li>• Educationally Related Requirements</li></ul>      |
|  | <ul style="list-style-type: none"><li>• Environmental Adaptability Requirements</li></ul> |

The County Human Resources and Project Team will be asked to review a preliminary list of job evaluation rankings to provide our team with input regarding the face validity of the outcomes. We will respond to management input regarding the job evaluation results. The job evaluation process includes analysis of FLSA recommendations and career pathing.

### Classification Descriptions

The Archer Company will ensure standardized classification specifications based on the completed CPQ's and employee interviews. Our classification specifications include classification function, essential functions, minimum qualifications for education and experience, including knowledge, skills and abilities.

### Salary Survey

The Archer Company will collect and compile salary data for the County and analyze the results in order to assess the impact of the County's competitive market on the pay plan. To the extent possible, we will also solicit information regarding general compensation plan administration practices to aide our analysis. The Archer Company will ask the County to approve a list of benchmark jobs and targeted survey participants prior to survey development. Data collected in the surveys will be supplemented by data from published sources. The data collected will be compiled and submitted to County in a comprehensive, easy to read report.

- 1) **Planning:** The following tasks will be expected to take place as part of the kick-off process:
  - The Archer Company will work with the Project Team to define the *competitive market* for the County to include Davie, Rockingham, Surry and Yadkin counties. This will include recommendations for the list of targeted survey participants that make up the geographical area studied. The final list of organizations to be surveyed will be submitted to the County for input and approval. Jurisdictions with the following characteristics are typically surveyed: (1) organizations with which the County competes for employees; (2) organizations which are recognized as important, or influential, in the local market place; (3) organizations which are within proximity to the County's competitive market (i.e. the same geographic region); and/or (4) organizations with similar population, demographics, scope of services and other quantitative filtering criteria.
  - The Archer Company will work with the Project Team to identify the list of *benchmark jobs* that will be included in the salary survey. The final list of benchmark jobs will be submitted to the County for input and approval. Benchmark jobs are generally selected to represent the continuum of County classifications, focusing on: (1) positions which are widely recognized as possessing similar job content in most organizations; (2) positions for which the County may have had difficulty recruiting and retaining a qualified work force; (3) positions which represent a substantial number of employees as well as the various job families; and/or (4) positions which represent the full array spectrum of salary grades and ranges in the pay plan.



## Stokes County Salary and Position Classification Study

- 2) **Survey Construction:** The Archer Company will construct a customized salary survey designed to collect the data requested by the County. The Archer Company utilizes a specific format for salary surveys that has proven to optimize the collection of the data while minimizing the burden to participating organizations; however, this format can be customized to meet the specific needs and objectives of the County. Our surveys typically include sections regarding base and supplemental pay, pay practices, and any supplemental questions the Archer Company or the client feels would add to the value of the survey.
- Our standard salary survey solicits information regarding the pay ranges, average actual salaries, number of employees covered, an indicator of the degree-of-match, and the respondents' title for each benchmark; we also ask for general information about the structure of the pay plan and practices (COLA's, merit pay, adjustments, etc.).
  - In all of our engagements, the Archer Company prefers to utilize customized salary surveys to help ensure validity, rather than relying on a database clearing house to compile the information. However, we use data collected from credible published sources, where necessary and appropriate, to supplement survey responses.
  - A draft of the survey document will be submitted to the County for review, and appropriate revisions will be made before the survey is initiated.
- 3) **Conducting the Survey:** The Archer Company will conduct a customized salary survey for the County and analyze the results in order to determine the competitive job market.
- The Archer Company will identify and compile the contact information for the targeted organizations. Each organization will be contacted by email to invite their participation in the survey.
  - The Archer Company will distribute the electronic survey tool to all participants.
  - The Archer Company will contact each participant after the surveys have been distributed and provide any follow-up assistance participants may need to complete the survey.
  - The Archer Company will make every reasonable effort to solicit and encourage the participation of the targeted agencies; however, we may ask Human Resources personnel to follow-up on any personal contacts that may help obtain participation.

## Stokes County Salary and Position Classification Study

- 4) **Salary Survey / Market Analysis:** Salary data gathered is carefully analyzed to ensure a high level of validity in our findings. The Archer Company will carefully analyze the results in order to assess the County's position relative to the competitive job market within which it competes.
- All data collected will be compiled, tabulated, and edited as appropriate, to facilitate the comparative analysis and to ensure the accuracy and consistency of match with the County's benchmark jobs.
  - The Archer Company may contact participants directly to clarify their responses and to solicit additional information as necessary to ensure that appropriate comparisons were made. Significant differences between the job functions for similarly titled positions will be identified and factored into our analysis.
  - The survey analysis will account for cost of living differentials, the size and scope of participating organizations, and differences in job responsibilities as appropriate.
- 5) **Design and Development of the Pay Plan:** The Archer Company will incorporate our findings from the review of internal equity with the data collected in the market analysis in order to provide recommendations for the County's pay plan.
- The Archer Company utilizes mathematical regression analysis to integrate the relative worth of classifications (job evaluation points) with the competitive worth of each classification in the competitive labor market (market rates).
  - The regression analysis produces a pay schedule (a list of pay grades and their respective salary ranges) that can be structured and customized to reflect the organization's compensation philosophy. Thus, the new or revised pay plan will be designed to meet both internal equity and competitive needs. The recommended pay plan will reflect the cooperative result of organizational discretion paired with the professional guidance and facilitation of the consultant.
  - Job analysis and evaluation is used to establish the appropriate internal relationship between benchmark classifications and the remaining classifications in order to tie non-benchmark classifications to the plan.
  - The universal design of our system provides for optimal equity across departments and job families.
- 6) **Implementation and Administration:** The Archer Company will work with the Project Team to recommend strategies for implementing the updated pay plan (i.e. transitioning employees to the new pay plan), to include calculation of costs associated with the update as appropriate.

## Stokes County Salary and Position Classification Study

- The Archer Company will assist the County in the calculation of implementation costs for the recommended pay plan (i.e. placing employees into their new salary ranges based on their proposed classification and pay grade) as appropriate. Implementation costs can be calculated using standard methodologies or customized to meet specific needs of the County and can be calculated to spread the costs over multiple years, if necessary. Emphasis is placed on resolving existing pay issues in the most fair and equitable manner, taking into consideration financial constraints and the County's compensation philosophy.
- Variables considered when calculating costs are open for discussion and buy-in; they may include longevity, employee movement through the ranges, and a measure of employee performance.

### Final Report and Implementation

The Archer Company will provide a final narrative report containing the study methodology, data used, findings and recommendations based on the feedback from the County.

- The final report will include a comparison of the current Stokes County pay levels in the market.
- The final report will include an analysis of the financial impact for various implementation strategies and plans for implementation phases to make the County competitive in its labor market.
- The Archer Company will train the County Human Resources personnel in study methods to make adjustments to the pay plan to keep salaries up to date.



## A. Study Scope

### PROJECT TASKS

Following are specific tasks necessary to complete the compensation study:

#### **TASK 1: Conduct Orientation Meetings**

- 1.1 We will meet with the Project Team as the key contacts for the study to discuss expectations with respect to the development and implementation of the study and explain the Comprehensive Position Questionnaire (CPQ). Project time frames will be finalized.
- 1.2 We will develop employee communication materials to outline the project and assist with completing the CPQ's.

#### **TASK 2: Employees Complete the Comprehensive Position Questionnaires**

- 2.1 Employees will complete and return completed CPQs to their immediate supervisors for review and approval.
- 2.2 Supervisors will review and forward the completed questionnaires to the appropriate department head.
- 2.3 Department directors will review and return the completed questionnaires to Human Resources who will review them for completeness and send them to the Archer Company.

#### **TASK 3: Conduct Job Analysis**

- 3.1 The Archer Company will carefully review each completed CPQ and any employee comments.
- 3.2 We will interview department directors and employees to discuss classification and compensation issues. We anticipate conducting three consulting days of employee interviews and observations.
- 3.3 We will develop recommendations for changes to Stokes County classification structure and specifications that we think are appropriate to accurately describe the work being performed.

## Stokes County Salary and Position Classification Study

### **TASK 4: Conduct Job Evaluation**

- 4.1 The Archer Company will evaluate the data provided in the CPQ's and information obtained from the employee interviews. Using the Archer Matrix-Point-Factor Job Evaluation System all job titles will be evaluated.
- 4.2 We will submit an initial job evaluation listing to Stokes County for review.
- 4.3 We will respond to any concerns of the County regarding the job evaluation results.

### **TASK 5: Classification Specifications**

- 5.1 We will develop new and/or revised classification specifications based on the CPQ's and employee interviews.
- 5.2 Specifications will include classification functions, essential functions, marginal functions, minimum requirements and linkages to the job evaluation factors.
- 5.3 The County will review and comment on the classification specifications and we will respond to comments.

### **TASK 6: Conduct Salary Survey**

- 6.1 We will work with the County to discuss compensation philosophy, market competitive placement, define the target labor market and benchmark jobs for the salary survey.
- 6.2 We will develop a salary survey instrument. The survey will request information about, organization size, compensation practices, pay ranges and pay structure. We will submit the survey instrument to the County for review.
- 6.3 We will identify and compile the contact information for the targeted organizations and distribute the electronic survey instrument to participating organizations. We will determine with the County which, if any, published surveys should be considered.
- 6.4 We will analyze the salary survey data to calculate the mean market rates paid for the benchmark jobs along with other compensation practices.
- 6.5 We will submit the analysis of the salary survey data to the County for review and comment.

## Stokes County Salary and Position Classification Study

### **TASK 7: Develop the Pay Plan**

- 7.1 We will integrate internal equity (job evaluation data) and external competitiveness (mean labor market rates) for the benchmark jobs via linear regression analysis to determine pay range midpoints once the “size” of the pay grades is determined. We will also make recommendations based on pure market competitiveness.
- 7.2 We will work with the County to develop the number of pay grades and the pay range structure.
- 7.3 We will assign the appropriate pay grade and pay range to each classification.
- 7.4 We will upload the County’s current payroll and assign employees to classifications.

### **TASK 8: Recommend Implementation Plan and Pay Plan Policies**

- 8.1 The Archer Company will work with the County to develop the most appropriate strategy for implementing the recommended pay plan.
- 8.2 The Archer Company will provide a pay plan implementation costing scenario.

### **TASK 9: Present Draft Report and Recommendations**

- 9.1 We will submit a recommended pay plan draft report to the County. The draft report will include the new pay table, alphabetical listing of jobs, grade order listing of jobs, and an installation schedule with implementation costs by department and employee.
- 9.2 The County will review and comment on the draft report.

### **TASK 10: Present Final Report and Recommendations**

- 10.1 We will present our final report and recommendations and all other supporting data to the County.
- 10.2 We will provide one year of pay plan maintenance at no cost to the County.



## B. Project Schedule

### PROPOSED PROJECT SCHEDULE

The project timeline will be finalized during the initial meetings with management, and individual tasks will be scheduled as appropriate to complete the study within the agreed upon timeframe (180 days). The Archer Company can typically begin work within three weeks of notification that we have been awarded a contract.

The Archer Company has designed the following projected timeline for the project. Factors that generally impact completion time frames include the time organizations take to return requested information and the time the County requires to review our pay plan recommendations. Work progress for each major task will be reviewed with the County's project team at appropriate intervals in order to allow for review, feedback, and validation of our findings.

The projected time frame for the completion of the study is described below based on weekly increments:

| Project Task   | Task # | Month / Week |
|--|--------|--------------|
| <b>Planning &amp; Kickoff</b>  | 1.0    |              |
| <i>Planning Meetings</i>   |        | Week 1       |
| <b>Employees complete questionnaires</b>                             | 2.0    | Weeks 2-3    |
| County reviews questionnaires and submits them to the Archer Company |        | Weeks 4-6    |
| <b>Conduct Job Analysis</b>  | 3.0    |              |
| Review questionnaires and conduct job analysis                       |        | Weeks 8-10   |
| <i>Conduct employee interviews</i>                                   |        | Week 7       |
| <i>Review classification structure</i>                               |        | Week 7       |
| <b>Conduct Job Evaluation</b>  | 4.0    |              |
| Establish job worth hierarchy  |        | Weeks 7-8    |
| Confirm pay grade structure with the County                          |        | Week 8       |
| <i>Submit internal equity to the County</i>                          |        | Week 8       |
| County reviews & responds to internal equity                         |        | Week 9       |
| The Archer Company revises internal equity                           |        | Week 9       |
| <b>Develop Classification Specifications</b>                         | 5.0    | Weeks 9-15   |
| <b>Conduct Salary Survey</b>   | 6.0    |              |
| Identify & approve benchmark positions                               |        | Week 3-4     |
| Define & approve targeted labor market                               |        | Weeks 3-4    |
| <i>Construct customized salary survey</i>                            |        | Weeks 5-6    |
| Conduct salary survey  |        | Weeks 6-10   |
| Analyze salary survey data   |        | Weeks 11-14  |
| <i>Submit initial survey data</i>                                    |        | Week 14      |

## Stokes County Salary and Position Classification Study

| <b>Project Task</b>  | <b>Task #</b> | <b>Month / Week</b> |
|--|---------------|---------------------|
| County reviews & responds to survey data                   |               | Week 14             |
| <b>Develop the Pay Plan</b>                                | 7.0           |                     |
| Design pay plan structure                                  |               | Week 16             |
| Integrate internal & external equity (regression analysis) |               | Week 16             |
| Upload payroll & assign employees to classifications       |               | Week 16-18          |
| <b>Determine Pay Plan Implementation Scenarios</b>         | 8.0           | Week 22             |
| <b>Submit Draft Reports</b>                                | 9.0           | Week 24             |
| County reviews draft reports                               |               | Week 24             |
| <b>Submit Final Reports</b>                                | 10.0          | Week 26             |
| Archer presents findings                                   |               | TBD                 |



### III Company Overview and Study Team Qualifications

#### A. A Profile of the Archer Company

The Archer Company, LLC is the flagship of a long-established consulting practice that began over twenty-nine years ago and became nationwide through the marketing and distribution efforts of Archer Consulting, Inc., David M. Griffith and Associates (DMG), Ltd. and MAXIMUS, Inc.

The Archer Company utilizes a number of proprietary products in its classification and compensation work. They include the Archer Comprehensive Position Questionnaire, the Archer Matrix-Point-Factor Job Evaluation System, the Archer Multi-Dimensional Performance Appraisal System, and the Archer Quality of Work Life Survey. These products are the result of years of research; and all have won an outstanding practitioner award given by the Society for Human Resource Management. They were developed and copyrighted by Earnest R. Archer, Ph.D., the former President of the Archer Company.

The Archer Company was established in 1978 for the sole purpose of providing Federal, State and Local Governments with award-winning, valid and reliable human resource management systems. We are proud of our successes, which have led to a long list of satisfied clients. Today, we are a market leader specializing in human resource consulting services and software applications.

The Archer Company has been a profitable company in all the years of its existence, which is a testament to the high quality of services we provide and repeat client loyalty. Our corporate headquarters is located at 1905 Oak Park Road, Rock Hill, South Carolina, just outside Charlotte, North Carolina. Stokes County project will be managed from our Headquarters' and Fairfax Station, Virginia Office.

The human resource management systems created and copyrighted by the Archer Company were marketed by the Human Resources Management Practice of MAXIMUS, Inc. for thirteen years. In July 2004, this practice became the Archer Company, LLC and relocated to Rock Hill, SC.

**The Archer Company specializes in the development and implementation of compensation and classification systems, including job analysis, job descriptions, job evaluation, pay and benefits surveys, survey analysis, and pay-for-performance programs. The Company also specializes in organization redesign, process improvement, training and development and employee surveys and communication.**

We have developed classification and compensation systems for more than 1,500 cities, counties, colleges, school districts and other public agencies throughout the United States. We were awarded these contracts through competitive bid processes, competing against some of the best-known consulting firms in the United States. These clients have contracted with us to address innovative, yet practical, compensation methodologies, and to develop systems and policies, which overcome the problems and limitations of traditional compensation systems.

It takes experience to maintain the high level of service and to provide the results offered by the Archer Company. Almost without exception, our professionals come to the Archer Company with government experience and/or consulting expertise. We understand the public sector environment, its issues and concerns, the requirements of government leaders, and how to develop an equitable, defensible classification and compensation plans. We are uniquely qualified and staffed to complete all the tasks associated with a public sector engagement. This means only minimal time and involvement is required from our government clients.

What you can expect from us, and what you will receive from Archer Company professionals, is a commitment to thoroughness, objectivity and accuracy. We stay with the project and assist with the implementation of the study recommendations by providing the necessary presentations and training to accomplish total understanding and support. We are ideally suited to work with individuals or groups that might be affected by our recommendations, to ensure their understanding of the opportunities presented, and to gain their support.

In summary, the Archer Company has worked with a wide variety of organizations in both public and private environments in the development of classification and compensation systems. Although all systems are designed with the primary focus of equity, competitiveness and ease of administration, each system is developed and tailored to incorporate the specific needs, concerns and philosophies of the client organization.

### A. Our Project Team

**1. Relationship Management:** While the Archer Company utilizes a team approach in our work, every client is assigned a senior manager who will manage the project and serve as the primary project liaison to the client. The project manager is expected to devote a significant amount of time to the project and will be hands-on in the development of all recommendations. The workload of all our consultants is balanced to ensure that they give their full attention to each task at hand and complete deliverables in a timely manner. The team approach ensures that all work receives the scrutiny of a second and usually third set of eyes—even the work of our most experienced consultants is subject to review by the team to ensure the highest quality of service.



## B. Team Qualifications

Most of the work on this project will be performed by our staff at our Headquarters Office located in Rock Hill, SC with support from personnel in other offices as needed. We always utilize a team approach in our work to ensure overall consistency for our clients, and we have assembled a team of experienced professionals that we believe will best provide the professional analysis and support needed for this project. Brief biographies of our key project consultants are provided below. (Analysts will be assigned to support these consultants in accordance with need).

**Project Manager:** Because of her experience managing classification and compensation projects for the Archer Company, and her familiarity with the Western Tidewater Regional Jail Authority proposal and requirements, **Ms. Rita Archer** will serve as the **project manager** and primary point of contact for the Stokes County study. Ms. Archer manages our client relations and has been the project manager for our classifications and compensation studies. Her experience with public and private entities has served her well for compensation and classification studies. Her math and statistical background, as well as being an engineering graduate, provides the accuracy required for compensation and classification studies. Her most recent work has been in Georgia, South Carolina, Florida and Virginia. Contact information for Ms. Archer is as follows:

**Rita K. Archer, Regional Director,** Ms. Archer works out of the headquarters office and the Archer Company Office location, 8517 Century Oak Court, Fairfax Station, Virginia. She can be reached at 609-304-3462. email: [rita.k.archer@archercompany.com](mailto:rita.k.archer@archercompany.com).

| Proposed Project Staffing                |   |
|--|---|
| <b>Sally Archer, President</b>           | <b>Quality Control &amp; Project Oversight:</b> The Company President will have ultimate responsibility for the project and quality assurance to our clients; Ms. Archer will provide technical guidance and oversight to all staff.  |
| <b>Rita K. Archer, Regional Director</b> | <b>Project Manager &amp; Client Liaison:</b> Ms. Archer will serve as the Project Manager and coordinate workflow and project deliverables; the project manager oversees the construction of the pay plan recommendations (job analysis, classification, and evaluation, and market analysis) and the work of the project team. <i>The <b>Project Manager</b> will be dedicated to meeting the expectations of Stokes County and completing the study in the established time frame. Ms. Archer finished a WorkSource Development project in April, a Reston, VA project in May and is managing a Regional project in June.</i> |



## Stokes County Salary and Position Classification Study

| Proposed Project Staffing  |  |
|--|--|
| <b>Jim Battigaglia,</b><br><i>Regional Director</i>  | <b>Mr. Battigaglia</b> will be active in the project and play a significant role in the technical components of the work; Mr. Battigaglia will directly assist with the development of recommendations. <b>Mr. Battigaglia</b> will serve as a backup to project management and assist with the oversight of project professionals as part of our quality control and internal review process, <b>Mr. Battigaglia</b> will review recommendations for this project with the project manager and County team members. |
| <b>Marianne Oyaas,</b><br><i>Regional Director</i>   | <b>Project Team:</b> Team members will be assigned to the project as needed based on skillset and availability; consultants and analysts play significant roles in the technical components of the work, including market analysis, job analysis and evaluation, employee interviews, documentation; training; and operational support. <b>Ms. Oyaas</b> is lead consultant on the City of Greenville, NC project and also a team member on the Stokes County project.   |
| <b>Deb Sutton, Amy Lee, and Laurie Serrin,</b> Consultants and Analysts, <i>Project Team Members</i> | <b>Project Team:</b> Team members will be assigned to the project according to skillset and availability; consultants and analysts play significant roles in the technical components of the work, including market analysis, job analysis and evaluation, employee interviews, classification specifications; data input; documentation; and operational support. They are all available to work with the Stokes County Project Manager   |

### KEY PERSONNEL

**Rita K. Archer, MBA, CCP • Project Manager:** Ms. Archer will be the *Project Manager* for the Stokes County compensation study. Ms. Archer is the lead consultant for the Eastern Region of the Archer Company. She has worked with both public and private sectors. She brings extensive technical experience to both public and private sector human resource applications. She is currently completing a compensation and classification study for Work Source, a federally funded project, in Warner Robbins, GA. She provides training for the Archer Company's performance appraisal system. She worked with the large unified government of Augusta-Richmond County, GA compensation and classification study. She prepared classifications and specifications for the City of Gaffney, SC compensation and classification study. She conducted data research and prepared final reports for the Peace River Water Authority, Florida study. All projects listed above were completed in 2018, except the Work Source project which concluded in April 2019. She is currently project manager for the Western Tidewater Regional Authority Jail and the City of Simpsonville, South Carolina update to conclude in July.

## Stokes County Salary and Position Classification Study

Ms. Archer's skills are in budget formulation and proposals, financial management, analytic decision making, problem solving, oral and written communication, data analysis and utilization and human resource management.

Ms. Archer's expertise also includes office management to include hiring, supervising, and appraising performance of employees.

Ms. Archer is working as a consultant team member on the current project in the City of Fountain Inn, SC. and project manager for the City of Simpsonville, SC update which concludes in June. She is also a consultant team member on the Greenville County, SC project. Greenville County has 2,500 employees. The Greenville County project concludes in September 2019. She is conducting a compensation and benefits study for the Reston, Virginia Homeowners Association, a non-profit organization, with 103 employees, 70 job titles. The Reston project will conclude in mid-June.

Ms. Archer maintains expertise in OSHA compliance. She was a Safety and Occupational Health Specialist at the Naval Air Warfare Center, Louisiana where she oversaw chemical disposal.

Ms. Archer received a Master's degree in business administration from Louisiana Technical University, cum laude, and a Bachelor of Science degree in Chemical Engineering from Pennsylvania State University. She is a Certified Compensation Professional. She is a member of World at Work and the Society for Human Resources Management.

**James Battigaglia, CCP • Regional Director:** Mr. Battigaglia is a Regional Director for the Northern Region and one of three principle managers for the Archer Company. His work on this project will be as *assistant lead project manager*. Prior to the Archer Company, Mr. Battigaglia served as the Director of the MAXIMUS Human Resources and Organizational Development practice. Prior to that, Mr. Battigaglia served as a government consultant for KPMG and as the Director of Accounting for Montgomery City, Ohio.

Mr. Battigaglia specializes in classification and compensation system implementations, performance appraisal systems and other human resource engagements. The majority of the pay plans included job analysis, market analysis, classification structure design, job documentation, pay plan implementation design and pay plan implementation costing analysis. He is the project manager for the Greenville, South Carolina project and the project manager for the Greenville City and Greenville Utilities, North Carolina project.

His experience includes:



## Stokes County Salary and Position Classification Study

- Served as project manager developing classification and compensation systems at Beaver, Cumberland, Mifflin, Monroe and Union Counties, Pennsylvania; the City of Elmhurst, Illinois; Saline County, Kansas; Cole County, Missouri; Cuyahoga, Franklin, Geauga, Lucas, Mahoning, Richland, Ashland, and Wood Counties, Ohio; Regional Income Tax Board; Solid Waste of Central Ohio; Central Ohio Transit System; Franklin County ADAMH Board; City of Carmel, Indiana; the City of Elmhurst, Illinois; The Metropolitan District Commission (CT); City of O'Fallon, Missouri; City of Hazelwood, Missouri; Massachusetts Board of Higher Education; First Judicial District of Pennsylvania; Jefferson County, Colorado; Cole County, Missouri; Battery Park City (NY).
- Provides pay plan maintenance services to numerous organizations including clients in Ohio, Pennsylvania, Michigan, Wisconsin, Minnesota, Tennessee, and Massachusetts.
- Participated in Management Studies of the Cuyahoga County Engineer's Maintenance Department and the Ohio Exposition Center.
- Implemented performance appraisal systems at Cuyahoga County, Montgomery County Auditor's Office, Ohio and the Butler Metropolitan Housing Authority.
- Participated in developing classification and compensation systems at Irvine, California; Roswell, Georgia; Hamilton County, Indiana; Westmoreland County, Pennsylvania; and McHenry County State's Attorney, Illinois.
- Currently working with the State of Louisiana Parks and Recreation Department and the Charleston, South Carolina Parks and Recreation Department.

Mr. Battigaglia received a Bachelor of Business Administration from Ohio University. He is a member of World at Work (formerly American Compensation Association) and holds the World at Work's Certified Compensation Professional certification.

**Marianne Oyaas, MA, CCP.** • Regional Manager: Ms. Oyaas is a Regional Manager with the Archer Company. She will serve as a *principle project team member* with the County. She is currently serving the lead role with our projects at the City of Fountain Inn and Greenville County, South Carolina. The projects include both compensation and benefits studies. Ms. Oyaas has a broad understanding of all areas of compensation and employee recognition. She has partnered with company executives and other leaders to determine the best compensation and reward strategies best aligned with human resources and business goals and objectives.

Ms. Oyaas is currently working on our projects at Clayton County Water Authority, GA, Henry County, GA, Bulloch County, GA and the City of Griffin, Georgia to be completed in April and May 2019. She finished the Gaffney, SC compensation and classification study, in 2018. She is conducting the Greenville, NC Utilities study.

Ms. Oyaas has extensive experience in developing, maintaining and enhancing base, variable and executive plans for private, non-for-profit organizations and local governments. Her experience also includes market pricing, point-factor and other quantitative job evaluation and job pricing methodologies.

Ms. Oyaas has extensive experience with private corporations, consulting firms and governments. Ms. Oyaas worked with the team members when she worked with DMG-MAXIMUS. She received a Master of Arts in industrial Relations for the University of Minnesota and a Bachelor's degree in Psychology from the College of St. Catherine in Minneapolis. Ms. Oyaas is a Certified Compensation Professional.

**Deb Sutton, MS, SPHR. • Project Consultant:** Ms. Sutton will serve as administrative assistant for the Stokes County study. Ms. Sutton's career spans two decades in the human resources field working in a variety of capacities: Compensation & Benefits Manager, Generalist, Human Resources Manager and Vice President of Human Resources. Her cross-industry experience includes work in manufacturing, health care, banking, retail and for a public governmental utility. She has owned and operated HR Pro and functioned as the Senior Human Resources Consultant for a total of eight years. Deborah holds a Bachelor's of Business Administration from Georgia State University, a Master of Science in Human Resources Management and Development, and is certified by the Human Resource Certification Institute as a Senior Professional in Human Resources (SPHR). She is also OSHA certified.

**Deb Sutton, Amy Lee, and Laurie Serrin, Consultants and Analysts, *Project Team Members.*** Team members will be assigned to the project according to skillset and availability; consultants and analysts play significant roles in the technical components of the work, including market analysis, job analysis and evaluation, employee interviews, classification specifications; data input; documentation; and operational support.



## C. Cost of Services

The following fixed fee proposal is prepared for Stokes County based on the proposed scope of work herein. The not-to-exceed proposed fees include all travel, per diem, photocopying, or other incidental expenses. Project costs assume the inclusion of 232 job classifications (job titles).

| Pay Plan (Classification & Compensation Study)                                      | Cost            |
|---|-----------------|
| Project Planning & Start-up; receive County data; distribute CPQ's                  | 5,300           |
| Receive & review questionnaires, conduct job analysis and employee interviews       | 7,850           |
| Conduct job evaluation, establish job hierarchy, confirm pay grade structure        | 15,800          |
| Establish benchmarks, construct customized salary, conduct market survey & analysis | 10,700          |
| Update 232 position descriptions in a standardized format to include KSA's          | 6,500           |
| Plan Development & Implementation scenarios   | 5,400           |
| Draft reviews & final reports & presentations                                       | 11,050          |
| <b>Total</b>  | <b>\$63,800</b> |

*We anticipate submitting monthly invoices based on completed work. The fees listed do not include services provided by the Consultant following submission of its final report and recommendations. In the event the Archer Company is required to provide documents or testimony in response to claims, demands or actions by third parties, the Archer Company shall bill the County for services rendered based on then current professional fees and expenses incurred, including reasonable attorney's fees. No tasks shall be undertaken without prior notification to the County. This provision is intended to apply only to third party actions based on the County's implementation of the Archer Company's report and findings.*

## Final Product

The Archer Company will deliver at least one (1) original, five (5) copies, and one (1) flash drive of the final report to the Director of Human Resources of Stokes County, North Carolina. The final report will contain a narrative summary, tables, schedules, charts, and spreadsheets (in Microsoft Word/Excel format) containing the results of the job analyses and evaluations as well as the salary survey. Job descriptions will be provided in electronic format (Microsoft Word). Training for staff and materials necessary for the implementation and maintenance of the compensation/classification system will be provided.

## D. Client References:

### ❑ Cobb County, Georgia

The Archer Company has successfully completed a classification and compensation study for the County covering 5,000 positions and over 450 classifications. The project included job analysis, job evaluation, salary survey analysis, pay plan implementation and job documentation. Mr. Battigaglia served as the project manager.

**Contact:** Tony Hager, Human Resources Director (770) 528-2541 100 Cherokee Street, Marietta, Georgia email: [thagler@cobbCounty.org](mailto:thagler@cobbCounty.org)

### ❑ Charlotte County, Florida

The Archer Company conducted a classification and compensation study for Charlotte County, Florida in 2017. The project included job analysis, job evaluation, salary survey analysis, pay plan development, pay plan implementation and written reports.

**Contact:** Ms. Kathy Brantley, Human Resource Analyst (941) 743-1258 18500 Murdock Circle, Port Charlotte, FL 33948 email: [Kathy.Brantley@CharlotteCountyFL.gov](mailto:Kathy.Brantley@CharlotteCountyFL.gov)

### ❑ Greenwood County CPW, South Carolina

Conducted a comprehensive compensation and classification study for the Greenwood County Commissioner of Public Works. The study included the analysis and evaluation of all jobs in the organization. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation and written reports. The CPW also adopted the Archer Performance Appraisal System.

**Contact:** Ms. Vicki Knott, Personnel Director, 121 Court Avenue, Greenwood, SC 29646. (864) 942-8106 email: [vknot@greenwoodcpw.com](mailto:vknot@greenwoodcpw.com).

### ❑ City of Orangeburg and Orangeburg Utilities, Orangeburg, SC

Conducted a comprehensive compensation/classification study for the City of Orangeburg and Orangeburg Public Utilities. The study included the analysis and evaluation of all jobs in the organization. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation and written reports.

**Contact:** Ms. Theresa Williams, Director of Human Resources, 979 Middleton Street, Orangeburg, South Carolina 29115 (803) 533-6000 email: [twilliams@orangeburg.sc.us](mailto:twilliams@orangeburg.sc.us)



### ❑ Cuyahoga County, Ohio

The Archer Company maintains the County's classification plan. Since 1992, we have conducted classification plans for most all elected officials with the County government. To date, we have conducted classification studies that include approximately 12,000 employees. In 2008, we conducted several classification update studies for various County departments. In addition, we just completed a salary survey and pay plan update for the Prosecutor's Office and Public Defender's Office. Mr. Battigaglia manages client relations for the County.

Contact: Mr. Albert Bouchahine, Classification Manager (216) 443-5619  
1219 Ontario Street, 4<sup>th</sup> floor, Cleveland, OH 44113 [abouchahine@cuyahogaCounty.us](mailto:abouchahine@cuyahogaCounty.us)

### ❑ City of North Augusta, South Carolina

Conducted a comprehensive compensation/classification study for the City of North Augusta, South Carolina. The study included the analysis and evaluation of all jobs in the Authority. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation, and written reports.

Contact: Mr. J.D. McCauley, Human Resources Manager, 100 Georgia Avenue, North Augusta, South Carolina, 29841-3843. (803)-441-4205 email address: [dmccauleyr@northaugusta.net](mailto:dmccauleyr@northaugusta.net).

### ❑ Fairfield County, South Carolina

Conducted a comprehensive compensation/classification study for Fairfield County, South Carolina. The study included the analysis and evaluation of all jobs in the Authority. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation, and written reports.

Contact: Mr. Davis Anderson, Deputy County Administrator/Human Resources Director, 350 Columbia Road, P.O. Box Drawer 60, Winnsboro, South Carolina 29180 (803)-712-6501. email address: [danderson@fairfield.sc.gov](mailto:danderson@fairfield.sc.gov).

## Appendix

1. Client List 5 years (2014-2019)
2. Methodology on the Classification of Jobs
3. Acord Certificate - Sample



**This list was requested by another client.**

We have included it here for your FYI.

**Archer Company clients: last five years (2014 to present):**

|  |   |
|--|---|
| City of Orangeburg, SC                             | United Government, Augusta--Richmond County, GA |
| Peace River Regional Water Supply Authority, FL    | Low Country Regional Water System, SC           |
| City of North Myrtle Beach, SC                     | Cuyahoga County, OH                             |
| City of North Augusta, SC                          | Low Country Council of Governments, SC          |
| Fairfield County, SC                               | City of Orangeburg Utilities, SC                |
| Charlotte County, FL                               | City of Riverdale, GA                           |
| City of North Augusta, SC                          | Laurens County, SC                              |
| Town of Santee, SC                                 | Wood County, OH                                 |
| Charleston County Parks & Rec Commission, SC       | North Charleston Sewer District, SC             |
| Greenwood CPW, Greenwood, SC                       | City of Westfield, IN                           |
| Laurens CPW, SC                                    | Glynn County, GA                                |
| Pinellas County Sheriff's Dept, FL                 | Bulloch County, GA                              |
| City of Myrtle Beach, SC                           | Clark County, OH                                |
| Valdosta-Lowndes County Parks & Rec Commission, GA | Henry County, GA                                |
| City of Simpsonville, SC                           | City of Smyrna, GA                              |
| Newton County, GA                                  | City of Carrollton, GA                          |
| Jefferson Parish, LA                               | State of LA Parks & Rec, LA                     |
| DeKalb County, GA                                  | Clayton County Water Authority, GA              |
| Cobb County, GA                                    | Spalding County, GA                             |
| Cuyahoga County, OH                                | Butler County, PA                               |
| City of Tega Cay, SC                               | Fulton County, GA                               |
| Town of Fort Mill, SC                              | McHenry County, IL                              |
| City of Rock Hill, SC                              | Family Health Centers, SC                       |
| Town of Bennettsville, SC                          | Denver Housing Authority, CO                    |
|  | Greater Erie CAC, PA                            |

City of Carmel, IN  
City of Beachwood, OH  
City of Albany, GA  
Athens-Clark County, GA  
Madison Metro School Dis., WI  
Knoxville Airport, TN  
City of Clemson, SC  
Dawson County, GA  
Metro Parks Toledo, OH  
Fulton County, GA  
Floyd County, GA  
St Charles Parish, LA  
Saline County, KS  
Walton County, GA  
Oconee County, GA  
Henderson Co. Public Library, KY  
Newton County Sheriff Dept., GA  
St Bernard Parish, LA  
City of Westlake, OH  
City of Beechwood, OH  
City of Carmel, IN  
Wisconsin Rapids, WI  
Village of Downers Grove, IL  
Madison Metro School Dist., WI  
Outagamie County, WI  
Forsyth County, GA  
City of Kennesaw, GA  
City of Elgin, IL

City of Pekin, IL  
City of Gaffney, SC  
National Digital School, PA  
Sangamon County, IL  
Prevention First, IL  
Shoreline Health Center, SC  
Regional Income Tax Agency, OH  
City of Foley, AL  
Franklin Co., Public Defender, OH  
City of Daphne, AL  
Franklin Co., Prosecutor's Office, OH  
Beaver County, PA  
City of Christiansburg, VA  
Orange Beach Water/Sewer & Fire, FL  
Green Hills AEA, IA  
City of Hazelwood, MO  
Regional Income Tax Agency, OH  
City of Raymore, MO  
Reston Association, VA  
City of Dunedin, FL  
City of Newport News, VA  
FL Keys Aqueduct, FL  
City of Alexandria, LA  
Geauga County, OH  
Village of Lombard, IL  
Blue Grass Airport, KY  
Lee County Port Authority, FL  
City of Union, SC

Iberia Parish, LA  
Kiawah Island, SC  
Pickens County, SC  
Orlando Housing Authority, FL  
City of Winchester, VA  
Lugoff-Elgin Water Authority, SC  
City of Aiken Public Safety, SC  
Franklin County Data Center, OH  
Meher Spiritual Center, SC  
Easley Combined Utilities, SC  
Johnson C. Smith University, NC  
Piedmont Municipal Power Association, SC  
Henry County, GA  
Greenville County, SC

**Although we are not currently working with these Counties, the Archer Company conducted studies for these North Carolina counties in the 1990's:**

Orange County (2008)  
Union County  
Brunswick County  
Onslow County  
Pasquotank County  
Beaufort County  
Roberson County  
Bladen County  
Iredell County  
Lee County

# *Methodology on the Classification of Jobs*



***THE ARCHER COMPANY, LLC***

**1905 Oak Park Road  
Rock Hill, South Carolina 29730  
(803) 366-3541**

*This document contains proprietary information.  
To be used only with written permission*

**2019**

## OBJECTIVES OF THE STUDY

### TO DEVELOP A FAIR AND COMPETITIVE PAY PLAN

- To Determine the Relative Worth of Every Job in the Organization in Accordance with the **Degree of Difficulty or Complexity Associated with Each Job**, i.e., to Establish *Internal Equity* in the Organization's Pay Structure. The more complex the job, the higher the level of pay. (See how jobs are measured or evaluated on page 3.)
- To Provide an Equitable System Wherein the **Degree of Difficulty or Complexity of Every Job in the Organization is Evaluated Against the Same Set of Universal Criteria.**
- To Provide an Objective Basis for Classifying Each Job in the Organization in Accordance with its Degree of Difficulty or Complexity. **This is not title related but has to do with the measure of a job's level of complexity (or difficulty) as compared to every other job in the organization.**
- To Determine the Competitive Worth of Every Job in the Organization in Accordance with Scientifically Gathered Wage and Salary Survey Data, i.e., to Establish *External Equity* in the Organization's Pay Structure.
- To Provide the Independent Variable Necessary to Integrate Job Evaluation Data (internal equity) with Wage & Salary Survey Data (external equity) for the Purpose of Developing a Pay Structure that will be **both Fair and Competitive.**
- To Provide an Objective Basis for Defending Against Challenges to the Organization's Pay Structure.
- To Provide a **Valid and Reliable** Basis for Adherence to Legal and Statutory Regulations, e.g., FLSA, Equal Pay Act of 1963, Title 7, of the Civil Rights Act of 1964 as Amended, the American with Disabilities Act of 1991, etc.

### **JOB ANALYSIS, PAY CLASSIFICATION & EVALUATION**

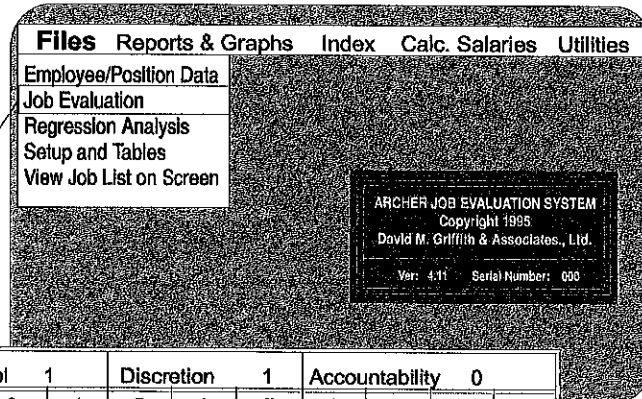
- Focus on Job Duties & Responsibilities – Not the Employee
- Collect, Review, Sort, Analyze, Categorize and Compile each questionnaire according to job content >>> *Equal Pay for Equal Worth*
- Employ the Matrix Point Factor Job Evaluation System to Derive the Relative Worth of Each Job as Measured in terms of **Job Evaluation Points** (A Measure of Job Complexity and difficulty)
- Arrange all Jobs in Hierarchical Order from the Least Complex to the Most Complex according to job Evaluation Points and Develop a Point Order List
- Submit List to Management for Review and Ascertain if any Significant Anomalies are Perceived by Management
- Document job content through preparation of new class specifications (job descriptions); submit to the Organization for review
- Review Returned Job Descriptions and Confirm Job Evaluation Points to be Assigned to Each Job

### **THE MATRIX POINT-FACTOR JOB EVALUATION SYSTEM**

- 10 Aptitudes Measured across 3 Dimensions of Work
- Objective Measure of Job Complexity
- Meets Validity Tests for the Following:
  - Content Validity
  - Criterion-Related Validity
  - Construct Validity
  - Congruency Validity
- Meets Reliability Tests for the Following:
  - Test-Retest Reliability
  - Alternate Form Reliability
  - Internal Consistency Reliability
  - Appraiser or Scorer Reliability

# ARCHER COMPANY PAY CLASSIFICATION METHODOLOGY

**Employs  
Universal  
Job Factors  
in the  
Evaluation  
of Jobs**



**WORK  
REQUIREMENTS**

- ↻ data utilization
- ↻ human interaction
- ↻ equipment operated

| RESPONSIBILITY    |   | Control 1 |                       |         |         | Discretion 1 |          |              | Accountability 0 |         |          |     | SET TOTAL |
|-------------------|---|-----------|-----------------------|---------|---------|--------------|----------|--------------|------------------|---------|----------|-----|-----------|
| WORK REQUIREMENTS |   | 1 VERB    | 2 MATH                | 3 FUNCT | 4 SITUA | 5 DEXTR      | 6 PHYS   | 7 SENSO      | 8 EXPER          | 9 EDUCA | 10 ENVIR |     |           |
| DATA              | 5 | 5<br>25   | 4<br>20               | 5<br>25 | 4<br>20 | 2<br>10      | 2<br>10  | 3<br>15      | 5<br>25          | 5<br>25 | 2<br>10  | 185 |           |
| HUMAN INTERACT    | 6 | 4<br>24   | 3<br>18               | 5<br>30 | 4<br>24 | 1<br>6       | 1<br>6   | 4<br>24      | 5<br>30          | 5<br>30 | 2<br>12  | 204 |           |
| EQ, MACH MATERIAL | 4 | 3<br>12   | 3<br>12               | 4<br>16 | 3<br>12 | 4<br>16      | 2<br>8   | 3<br>12      | 3<br>12          | 2<br>8  | 4<br>8   | 116 |           |
| SUB-TOTAL         |   | 505       | RESPONSIBILITY FACTOR |         |         |              | 1.166650 | TOTAL POINTS |                  |         |          | 589 | GRADE 18  |

**RESPONSIBILITY  
FACTORS**

- ↻ span of control
- ↻ discretion - planning  
vs. implementation
- ↻ financial

## THE PURPOSE OF THE ARCHER JOB EVALUATION METHODOLOGY IS:

- To provide a common system wherein the degree of complexity and difficulty of every job in the organization is evaluated against the same set of universal criteria.
- To determine the relative worth of every job in the organization in accordance with the degree of difficulty associated with each job, i.e., to establish internal equity in the organization's pay structure.
- To provide an objective basis for classifying each job in the organization in accordance with its degree of difficulty.
- To provide an objective basis for establishing grade levels for each job in the organization.
- To provide the independent variable necessary to integrate with wage and salary survey data for the purpose of developing a pay structure for the organization that possesses both internal equity (job evaluation) and external equity (wage and salary survey data).
- To provide an objective basis for defense against challenges to the organization's pay structure.
- To provide a valid and reliable basis for adherence to legal and statutory regulations.



## **WAGE & SALARY SURVEY**

- **Survey Designed to Yield Quality Salary Data**
  - Detailed Benchmark Descriptions
  - Facilitates Accurate Comparisons
- **Survey is Comprehensive**
  - Salary Administration Section
  - Wage & Salary Section
  - Survey Available in Electronic Format
- **Verification & Validation of Data**
  - Statistical Validity and Reliability Testing
  - Direct Contact Verification

## **SURVEY ANALYSIS**

- Define the Competitive Labor Market (Local, Area, Regional, National)
- Identify Comparable Jurisdictions
- Identify Public Sector Competitors
- Define Comparable Benchmark Positions
- Obtain Buy-in and Approval of Survey Benchmarks & Organizations
- Prepare and Distribute Survey Instruments
- Collect, Compile and Classify Survey Data
- Examine and Analyze Results of the Survey Data
- Collect, Compare and Analyze the Results of Surveys Conducted by Associations, Societies, Etc.
- Provide Statistical Analysis including Average and Median Salary for Each Benchmark Position

## **DEVELOPING THE PAY PLAN**

### **REGRESSION ANALYSIS**

- Ensures Mathematical and Statistical Consistency in Determining the Precise Correlation Between Job Evaluation points and Average Salary Findings
- The Only Way to Ensure Both Internal Equity and External Equity in the Development of a Valid and Reliable Pay Structure (Pay Ranges)
- Provides a Firm Foundation for Analyzing Alternative Pay Structures (Broad Banding, Skill Based Pay, etc.)
- Measures & Indices: Standard Deviation, Variance, Correlation, Errors of Estimate, Determination, Alpha and Beta, etc.

### **TAILORING THE PAY PLAN**

- Secure Input from all Major Players to Ensure that the Pay Plan Will Directly Address Key Issues and Reflect the Organization's Environment
- Partnership with Management & Human Resources Personnel
- Work with Management to Structure the Pay Plan to Fit the Organization:
  - Compensation Philosophy
  - Relative Market Placement
  - Budgetary & Other Constraints



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

10/05/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

|  |  |   |                                      |
|--|--|---|--------------------------------------|
| <b>PRODUCER</b>                            |  | <b>CONTACT NAME:</b> Christie Ashburn                       |                                      |
| ANGEL INSURANCE & FINANCIAL SERVICES, INC. |  | <b>PHONE (A/C No, Ext):</b> (803) 327-6112                  | <b>FAX (A/C, No):</b> (803) 327-6443 |
| 404 OAKLAND AVE                            |  | <b>E-MAIL ADDRESS:</b> cashburn@angelinsurance.com          |                                      |
| ROCK HILL SC 29730-3530                    |  | <b>INSURER(S) AFFORDING COVERAGE</b>                        |                                      |
|  |  | <b>INSURER A:</b> Nationwide Mutual Fire Insurance Company  | <b>NAIC #</b> 23779                  |
|  |  | <b>INSURER B:</b> United States Liability Insurance Company | <b>25895</b>                         |
|  |  | <b>INSURER C:</b>   |                                      |
|  |  | <b>INSURER D:</b>   |                                      |
|  |  | <b>INSURER E:</b>   |                                      |
|  |  | <b>INSURER F:</b>   |                                      |

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE   | ADDL INSD | SUBR WVD | POLICY NUMBER       | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS  |
|----------|---|-----------|----------|---------------------|-------------------------|-------------------------|---|
| A        | <input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b>   | Y         |          | ACP BPOF 2303566324 | 10/28/2018              | 10/28/2019              | EACH OCCURRENCE \$ 2,000,000  |
|          | <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR                                  |           |          |                     |                         |                         | DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000                            |
|          |   |           |          |                     |                         |                         | MED EXP (Any one person) \$ 5,000   |
|          |   |           |          |                     |                         |                         | PERSONAL & ADV INJURY \$ 2,000,000  |
|          | GEN'L AGGREGATE LIMIT APPLIES PER:  |           |          |                     |                         |                         | GENERAL AGGREGATE \$ 4,000,000  |
|          | <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC       |           |          |                     |                         |                         | PRODUCTS - COMP/OP AGG \$ 4,000,000   |
|          | OTHER:  |           |          |                     |                         |                         | \$  |
| A        | <b>AUTOMOBILE LIABILITY</b>   |           |          | ACP BPOF 2303566324 | 10/28/2018              | 10/28/2019              | COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000                                |
|          | <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS |           |          |                     |                         |                         | BODILY INJURY (Per person) \$   |
|          | <input checked="" type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS                    |           |          |                     |                         |                         | BODILY INJURY (Per accident) \$   |
|          |   |           |          |                     |                         |                         | PROPERTY DAMAGE (Per accident) \$   |
|          |   |           |          |                     |                         |                         | \$  |
|          | <b>UMBRELLA LIAB</b>  |           |          |                     |                         |                         | EACH OCCURRENCE \$  |
|          | <b>EXCESS LIAB</b>  |           |          |                     |                         |                         | AGGREGATE \$  |
|          | <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE   |           |          |                     |                         |                         | \$  |
|          | DED RETENTION \$  |           |          |                     |                         |                         | \$  |
| A        | <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b>  | Y/N       | N/A      | ACP WCF 2303566324  | 10/28/2018              | 10/28/2019              | <input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER |
|          | ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)                                     |           |          |                     |                         |                         | E.L. EACH ACCIDENT \$ 1,000,000   |
|          | If yes, describe under DESCRIPTION OF OPERATIONS below  |           |          |                     |                         |                         | E.L. DISEASE - EA EMPLOYEE \$ 1,000,000   |
|          |   |           |          |                     |                         |                         | E.L. DISEASE - POLICY LIMIT \$ 1,000,000  |
| B        | <b>PROFESSIONAL LIABILITY ERRORS &amp; EMISSIONS COVERAGE</b>   |           |          | SP1006748N          | 11/21/2018              | 11/21/2019              | \$2,000,000/Each Agg<br>\$2,000,000/Each Claim<br>\$1,000/Deductible            |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

PB04040101 ENDORSEMENT INCLUDED. HIRED AUTO & NON OWNED AUTO COVERAGE

Clayton County Water Authority is named as additional insured in regards to General Liability Coverage with a 30 day cancellation notice provided

Comprehensive Compensation Review

**CERTIFICATE HOLDER****CANCELLATION**

|   |  |
|---|--|
| Clayton County Water Authority            | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. |
| 1600 Battle Creek Road<br>Morrow GA 30260 |  |
| AUTHORIZED REPRESENTATIVE                 |  |
| Christine Ashburn                         | <i>Christine M Ashburn</i>   |

© 1988-2014 ACORD CORPORATION. All rights reserved.



now joined with  
Springsted and Umbaugh

## Stokes County, NC

Salary and position classification study  
June 28, 2019



# 1. Cover sheet

## Stokes County, North Carolina

Salary and position classification study

June 28, 2019

### Project contact and location

Ann Antonsen, Director  
380 Jackson Street, Suite 300  
Saint Paul, MN 55101  
Office: 651.223.3057  
Fax: 651.223.3002  
Email: [ann.antonsen@bakertilly.com](mailto:ann.antonsen@bakertilly.com)



now joined with  
Springsted and Umbaugh

Baker Tilly Virchow Krause, LLP  
380 Jackson Street, Suite 300  
St. Paul, MN 55101  
+1 (651) 223 3000  
+1 (651) 223 3046  
[bakertilly.com](http://bakertilly.com)

## 2. Table of Contents

|   |           |
|---|-----------|
| <b>1. COVER SHEET .....</b>                                     | <b>1</b>  |
| <b>2. TABLE OF CONTENTS .....</b>                               | <b>2</b>  |
| <b>3. LETTER OF TRANSMITTAL.....</b>                            | <b>3</b>  |
| <b>4. EXECUTIVE SUMMARY .....</b>                               | <b>4</b>  |
| <b>5. PROJECT UNDERSTANDING AND APPROACH .....</b>              | <b>5</b>  |
| OUR UNDERSTANDING OF THE COUNTY'S NEEDS .....                   | 5         |
| PROJECT APPROACH .....  | 6         |
| PROJECT TIMELINE.....   | 11        |
| <b>6. BACKGROUND AND EXPERIENCE .....</b>                       | <b>12</b> |
| FIRM INTRODUCTION.....  | 12        |
| EXPERIENCE .....  | 13        |
| <b>7. QUALIFICATIONS OF STAFF .....</b>                         | <b>19</b> |
| ORGANIZATIONAL CHART .....                                      | 19        |
| PROJECT TEAM RESUMES .....                                      | 20        |
| <b>8. REFERENCES .....</b>                                      | <b>24</b> |
| <b>9. PROOF OF WORKERS COMPENSATION<br/>    INSURANCE .....</b> | <b>25</b> |
| <b>10. COST PROPOSAL .....</b>                                  | <b>27</b> |
| PROFESSIONAL FEE .....  | 27        |
| ADDITIONAL WORK .....   | 27        |
| <b>APPENDIX I: SAMPLE PAQ.....</b>                              | <b>I</b>  |

This document contains confidential material that is proprietary to Baker Tilly Virchow Krause, LLP, and other related entities (collectively referred to herein as Baker Tilly). The materials, ideas, and concepts contained herein are to be used exclusively to evaluate the capabilities of Baker Tilly. The confidential information and ideas herein may not be disclosed to anyone outside parties and may not be used for purposes other than the evaluation of Baker Tilly's capabilities.



now joined with  
Springsted and Umbaugh



### 3. Letter of transmittal

June 28, 2019

Ms. Glenda Pruitt  
Support Services Supervisor  
Stokes County  
P.O. Box 20  
Danbury, NC 27019

Dear Ms. Pruitt:

In accordance with Stokes County's (the County) request for proposals, Baker Tilly Virchow Krause, LLP (Baker Tilly) is pleased to submit our qualifications to conduct a salary and position classification study to update the current compensation plan for the County's employees covered by the current classification and compensation program.

Our firm has assisted numerous jurisdictions throughout the United States in addressing human resources and compensation issues, as well as performing specialized management studies. We have created an extensive consulting service that provides in-depth study and analysis on a variety of management topics. In addition, Baker Tilly ensures that we have the staff, capabilities and experience required for the study the County has outlined.

Baker Tilly has developed specialized expertise in performing personnel and compensation studies and currently serves as the ongoing position classification consultant for several counties throughout North Carolina, the Midwest region and the country. We feel that this experience coupled with our technical and human resources specialties will bring unparalleled expertise to your study in the areas of human resources administration.

Included in this proposal are the qualifications of our firm, a detailed scope of services, our study methodology and a list of client references. The project's time frame is also provided, along with the resumes of the consulting team.

Very truly yours,

A handwritten signature in black ink, appearing to read "TL Cox", written over a horizontal line.

TL Cox  
Principal  
P: +1 (469) 515 0646  
Email: [tl.cox@bakertilly.com](mailto:tl.cox@bakertilly.com)

A handwritten signature in black ink, appearing to read "Ann Antonsen", written in a cursive style.

Ann Antonsen  
Director  
P: +1 (651) 223 3057  
Email: [ann.antonsen@bakertilly.com](mailto:ann.antonsen@bakertilly.com)

---

## 4. Executive summary

Baker Tilly will conduct a comprehensive classification and compensation study and analysis for the County's approximately 232 job classifications (approximately 315 full-time and 181 part-time employees). Baker Tilly will assist the County in the review and analysis of the current job classification and compensation system, conducting a comprehensive market survey, evaluating internal equity and providing recommendations for improvements to the existing system or development of a new system which meets the goals established by the County. The proposed system will be understandable and explainable to administration, elected officials, employees and citizens and can be maintained by the County. The system will allow the County to recruit and retain quality, qualified employees and will be competitive with comparable organizations. The system Baker Tilly will develop will:

- Establish fair and equitable compensation relationships between positions within the County
- Reflect relevant market conditions outside the organization
- Apply to all County positions professionally, consistently and objectively
- Include employee input and participation as an integral part of the study process
- Provide a strategic plan for implementation and ongoing maintenance in accordance with best practices

As described in this proposal, Baker Tilly is an ideal candidate for meeting your needs. Choose Baker Tilly and you will be collaborating with a firm able to strategically join forces with clients. We offer the requisite depth of experience, knowledge, and skills to effectively meet the County's needs. The County will receive a solution tailored to your needs and objectives from our coordinated process. Extensive expertise, human capital consulting experience and a collaborative approach positions Baker Tilly as the right choice to serve the County's needs.

We are confident that you will find our assertions substantiated by the information presented in this proposal and the comments provided by our references. We look forward to a successful and lasting relationship.

Baker Tilly would value the opportunity to assist the County with its classification and compensation study. Our experience working with other comparable government entities in North Carolina and similar to the County gives us a thorough understanding of the scope of the study you seek.

---

## 5. Project understanding and approach

*Baker Tilly is uniquely positioned to assist the County to ensure an equitable, competitive classification/compensation system is in place.*

### Our understanding of the County's needs

Baker Tilly is pleased to submit this proposal to conduct an analysis of the County's classification and compensation system.

The services to be provided by Baker Tilly include:

- Meetings conducted with administration, department heads and other relevant staff to gain an understanding of the needs and expectations of the County and to collect information on the County and department structure, operations and staffing
- Conduct employee orientation meetings; employees and supervisors complete Position Analysis Questionnaires (PAQs)
- Analyze and develop/update job descriptions
- Evaluate positions to determine internal comparability of County positions
- Determine FLSA status of County positions
- Develop and conduct a comprehensive salary and benefits survey of comparable organizations selected in conjunction with the County. Survey information is requested directly from the selected participants. Baker Tilly does not rely on published survey information for public sector participants; this information is used to supplement information collected directly from the selected survey participants. We will use a variety of resources to collect relevant private sector information. Summaries of County positions are included in the survey instrument to ensure comparability of positions.
- Provide recommendations for revisions to the County's current compensation plan, including options for implementation based on the County's financial resources that will enable the County to recruit and retain qualified employees, is competitive in the established market, eliminates compression and ensures fair and equitable internal compensation of County positions
- Provide a manual and training of key County employees on maintaining the classification and job evaluation system and the compensation plan, how to place new positions within the classification, evaluation and compensation system and how to ensure the system remains internally equitable and competitive with the County's established market
- Presentation of study findings and final report to the County.



## 5. Project understanding and approach

The manner in which we approach a project takes into consideration two key variables: *process credibility* and *outcome credibility*. Process credibility is the realization to all involved, in particular County staff, that the methodology used is credible, reasonable and fair to all concerned. In addition, the information and communication must be transparent, honest and timely. Outcome credibility is the realization that the information and data used to develop the findings and conclusions is comprehensive, complete and applied consistently and appropriately without bias or preference to any particular person, persons or individual agenda. If these two objectives are realized, the recommendations, outcomes and future implementation are based on a strong foundation. This distinction is unique in our business and is a contributing factor to the benefits and strengths of the Baker Tilly team.

In summary, extensive expertise, human capital consulting experience and a collaborative approach positions Baker Tilly as the most logical choice to serve the County's needs.

We are confident that you will find our assertions substantiated by the information presented in this proposal and the comments provided by our references. We look forward to a successful and lasting relationship.

### Project approach

The proposed project approach and study methodology are outlined below. The scope of services, tasks and staffing necessary to successfully complete this project are discussed in subsequent sections of this proposal. The project approach was developed to include employee and management involvement and communication as requested by the County. Baker Tilly is willing to adjust any aspect of this study to respond to the County's needs.

### Project initiation

The Baker Tilly Project Director will meet with the designated County staff and appropriate officials to establish working relationships and to finalize a comprehensive work plan and timetable. At these meetings we will request that the designated project manager provide us with the background materials necessary to conduct this study, including current job descriptions, classification and compensation documents, a copy of each labor agreement currently in effect, the County's personnel policies, fringe benefit information and other relevant data. This information will be evaluated to determine the status of existing human resource management programs and to identify apparent issues and opportunities. The purpose of the meeting(s) is to:

- Introduce the Project Director and the consulting team
- Discuss the background and experience of Baker Tilly and the consulting team
- Discuss, in detail, the methodology to be used in conducting the study, the role of the consulting team, management and the employees, and the amount and type of employee participation
- Ascertain the major issues the County wants the study to address
- Review the project schedule and determine significant milestones
- Determine the frequency and content of status reports
- Discuss methods of communicating the status of the study to employees

## 5. Project understanding and approach

Baker Tilly will also meet individually with department heads to become familiar with department structure and service levels, hiring and retention issues, any concerns with the current compensation plan and any other issues that may need to be addressed during the study

### Data collection

Success in a classification and compensation review requires meaningful employee involvement and transparency, employees play a major role in providing the data needed for this study. Therefore, it is imperative that employees receive information about the study and why it is being conducted, be given opportunities for employee involvement throughout the process, learn the expected outcomes, as well as have the opportunity to ask questions and express concerns.

Baker Tilly will conduct employee informational meetings to introduce the study, explain study procedures and answer any questions employees may have about the process. These meetings will be scheduled and conducted to ensure that all employees have the opportunity to attend and so as not to disrupt operations.

Baker Tilly will introduce the Position Analysis Questionnaire (PAQ) at this time. The questionnaire provides an opportunity for each employee to provide input on essential job functions, education, training, certifications, licenses and experience requirements of the position and provide input on the various job factors which apply to their position. Employees will also identify the specific physical requirements and working conditions of their position to assist in the consultant's review for compliance with the Americans with Disabilities Act (ADA). Baker Tilly will spend time at the meeting reviewing the PAQ and responding to employee questions. The information gathered from the PAQs will provide the information to be used to assist in developing/updating the County's job descriptions, during the job evaluation process and to assist in the collection and analysis of wage data from comparable organizations. Baker Tilly will also review each position's designation under the Federal Fair Labor Standards Act (FLSA).

Baker Tilly has developed an innovative and proprietary *online* PAQ. Any employee who is comfortable using a smartphone, tablet or computer will find the online instrument very user-friendly and efficient.

We find most organizations have at least 90% of their workforce positioned to utilize the online PAQ, and its use adds great value and efficiency to our studies. For a small subsection of employees, we can accommodate handwritten hardcopies when necessary.

During the informational meeting(s), we will also explain the supervisors' roles in completing and signing off on the PAQs. The questionnaire is designed to allow supervisors to comment on employee responses without altering employee responses. This allows the consultant to review complete, unedited responses from employees and supervisors. In instances where the employee and supervisor view the position requirements differently, Baker Tilly will conduct job audits (as necessary) to obtain more information. Audits will be scheduled to minimize disruption to County operations. If necessary, meetings can be scheduled at the beginning or end of a shift to facilitate employee attendance.

A sample PAQ is provided in **Appendix I**.



## 5. Project understanding and approach

### Job evaluation and development of pay plan

In order to determine appropriate salary levels of positions in the workforce and address the issue of comparable compensation, Baker Tilly will conduct an extensive salary and benefits survey to compare County positions with analogous positions in other comparable agencies in the area labor market. By gathering and analyzing information on wages, wage equivalents and benefits, a comparison of total compensation can be reviewed in comparison to the County's established market area. External market comparisons for positions will be based on similar organizational structure, population, geographic location, job responsibilities, scope of authority, financial, socio-economic, growth and other relevant factors. The study team will consult with the County management and designated staff in identifying the appropriate sources of survey data, which will include public and private sector organizations. Baker Tilly will develop the salary survey in conjunction with the County.

It is recommended that potential survey data pertain to organizations comparable to the County, relate to those organizations with which the County is competing for employees and represent the appropriate labor market.

There are different labor markets for positions. Some positions are recruited from the local area, while others are recruited regionally and/or nationally. The consulting team will work closely with the staff in determining the appropriate labor market for positions.

While salary survey data will assist the County in establishing its position in the competitive market, job evaluation is the mechanism that ensures that internal relationships are equitable. Baker Tilly has developed and copyrighted a job evaluation system known as *Systematic Analysis and Factor Evaluation* (SAFE®) system. The SAFE® system is a unique job evaluation method designed to measure job factors which apply specifically to local government. This system has been successfully used for many years throughout the country and has been reviewed by the United States District Court in conjunction with an Equal Employment Opportunity (EEO) suit and found acceptable to the Court.

The system rates and ranks jobs based on various skill levels and work factors. The result is an equitable and consistent method of evaluating jobs and relating positions to the compensation plan. The system facilitates proper and equitable comparisons between and among positions and minimizes the appearance of favoritism in evaluating, rating and ranking jobs.

The nine (9) elements considered in determining the relative value of classifications are:

- |                           |                              |
|---------------------------|------------------------------|
| – Training and Ability    | – Supervision Exercised      |
| – Level of Work           | – Human Relations Skills     |
| – Physical Demands        | – Working Conditions/Hazards |
| – Experience Required     | – Impact on End Results      |
| – Independence of Actions |                              |

This system can be maintained by the County. Baker Tilly provides training to individuals assigned by the County to this task on utilizing the SAFE® system to evaluate newly created positions and re-evaluate revised positions.

## 5. Project understanding and approach

Based on the wage and benefits data analysis and the job evaluation system, Baker Tilly will develop a recommended compensation plan. The plan will be developed in accordance with information obtained from the County regarding its pay philosophy as well as goals and objectives established for its compensation program, including the option for a performance based component. In the development of the proposed compensation plan, Baker Tilly will attempt to equal the market rate for all positions and identify any deviations from the market rate in writing in the final report prepared for the County. Baker Tilly will review options with the County to address compensation plan structure, the spread for pay ranges, the relationship between ranges and adjustments needed to ensure that the County remains competitive with the labor market.

### Development of the County's compensation policy

A pay philosophy guides the design of a compensation system and answers key questions regarding pay strategy. It generally takes a comprehensive, long-term focus and explains the compensation program's goals and how the program supports the employer's long-range strategic goals. Without a pay philosophy, compensation decisions tend to be viewed from a short-term tactical standpoint apart from the organization's overall goals.

Market competitiveness and internal equity are among the most important areas addressed in a pay philosophy. An organization's desired market position involves defining the market and identifying where the organization wants to be positioned within that market. Market position should balance what it takes to attract new employees and retain skilled employees (in other words, eliminate higher pay as the reason employees leave the organization) with the organization's financial resources. Internal equity expresses an organization's desire to provide comparable pay to positions with comparable duties and responsibilities.

A pay philosophy should be developed that establishes a compensation program based on individual employee performance as a key feature of the pay philosophy. Therefore, we emphasize references to performance in the pay philosophy discussion. As part of the study, it is recommended that the County consider these concepts in the adoption of a formal pay philosophy:

- Providing fair and equitable rates of pay to employees
- Defining the County's market area
- Developing a system that establishes a "market rate" for each position and states the minimum wage and maximum rates that the County will pay individuals within a position
- Establishing rates of pay that allows the County to compete successfully for new employees within its market area
- Establishing a market position that is fiscally responsible with public resources
- Ensuring that pay rates for existing employees are based on individual performance that meets or exceeds expectations and reflects changing economic conditions
- Developing a compensation system that allows employees to progress through the pay range as long as their performance consistently meets expectations
- Developing pay administration policies and procedures that ensure their consistent application between departments
- Ensuring that the compensation program is understandable to employees, supervisors, managers, the County officials and the public



## 5. Project understanding and approach

### Employee communications

Baker Tilly will develop a communications strategy to inform employees of job evaluation and pay grade assignments. Employee communications will be developed explaining the study methodology, employee input opportunities, study recommendations and the process used for reviewing requests for reconsideration by employees who do not agree with the assigned classification. The consultant will participate in the review of employee requests for reconsideration.

### Implementation strategy

At the conclusion of the study, Baker Tilly will work with the staff in developing a plan for implementing the study recommendations. The plan will coincide with the needs of the County and the employees while maintaining the County's financial integrity. An estimate of the cost of implementation will be provided.

### Staff training

At the conclusion of the study, Baker Tilly will train members of the staff in the methodology used to develop, maintain and update all aspects of the classification and compensation plan and how to determine the validity of requests for reclassification. The training program will include the rating, ranking and salary grade assignments of positions. Instruction manuals pertaining to the job evaluation system will be prepared and presented. The Baker Tilly team will remain available to the staff for additional consultation after the study has been completed.

### Final report

- The final report will be a document that contains the following:
- Detailed study methodology
- Discussion of the consulting team's findings, conclusions and recommendations regarding employee classification, salary structure, compensation philosophy, fringe benefits, compensation plan, estimated cost and implementation plan
- List of positions and the assignment of each to the compensation plan
- FLSA Status recommendations for all positions
- Salary and benefits survey results
- Job evaluation factor analysis for each position

### Post contract maintenance

Baker Tilly Incorporated can provide ongoing assistance to clients after completion of a classification and compensation study. Post-contract maintenance services include assisting the County with assignment of positions to the classification plan, determining the FLSA status of a new or revised position and conducting job evaluations for reclassification requests and new positions created by the County.

## 5. Project understanding and approach

### Project timeline

#### *Baker Tilly takes pride in meeting its time commitments.*

The schedule to commence this project coincides with Baker Tilly's completion of other studies. This will ensure that the proposed staff members will be available to concentrate on this study. Baker Tilly is prepared to initiate the study within three (3) weeks after receiving the official notice to proceed and will complete the study within 180 days. A detailed project schedule is provided below.

***There are factors that impact upon meeting the schedule that are beyond the consulting team's control. The proposed time frame is contingent upon a timely decision, the receipt of requested data, and the timely receipt of feedback and comments on the submitted preliminary data.***

| Stokes County<br>Positional Analysis and Compensation Study   |                    |
|---|--------------------|
| Activity  | Target Date        |
| – Authorization to proceed  | July 22 2019       |
| – The County completes initial data request   | August 12, 2019    |
| – Initial planning meeting ( <i>onsite</i> ), executive briefing, and employee communications         | Week of August 19  |
| – Electronic PAQ distributed  | Week of August 19  |
| – PAQ due to next-level supervisor for review   | September 6, 2019  |
| – Completed PAQs due to Baker Tilly   | September 20, 2019 |
| – Baker Tilly submits salary, benefits, pay practices survey for County approval                      | October 18, 2019   |
| – County approval of comprehensive survey   | October 25, 2019   |
| – Baker Tilly distributes survey to benchmark organizations   | November 1, 2019   |
| – Total compensation and organizational and staffing structure survey deadline                        | November 22, 2019  |
| – Baker Tilly prepares draft salary structures and compiled salary survey results                     | December 18, 2019  |
| – Baker Tilly prepares modified salary structures (as necessary) and approximate implementation costs | January 8, 2019    |
| – Baker Tilly submits final report and works with the County to schedule final report presentation    | January 22, 2020   |



## 6. Background and experience

### Firm introduction

Baker Tilly is a nationally recognized firm with a long history of service to clients located throughout the country — and internationally. As a member of Baker Tilly International, the world's 10th largest accountancy and business advisory network, we are able to extend our reach through trusted relationships with firms located across the country and throughout the world.

Baker Tilly was founded in 1931 with one central objective: to use our industry specialization to help our clients improve their businesses. For more than 85 years, Baker Tilly has understood that our business demands absolute integrity, a belief in the value of trusted relationships and a willingness to collaborate with every client.

Key facts about Baker Tilly:

- Headquartered in Chicago and employing more than 1,400 throughout the Midwest
- Provides a wide range of accounting, tax, assurance and consulting services by more than 3,600 total staff members, including approximately 353 partners
- Ranked among the 15 largest accounting firms in the U.S.
- Serving clients with industry-focused teams

For more than 85 years, Baker Tilly has understood that our business demands absolute integrity, a belief in the value of trusted relationships and a willingness to collaborate with every client. We will strive to continue to deepen and enhance our relationship with the County as we seek to become your Valued Business Advisor.

In early 2019, Baker Tilly expanded their public sector practice, joining with Springsted Incorporated (Springsted) and H.J. Umbaugh and Associates, Certified Public Accountants, LLP (Umbaugh). This combination has created one of the largest municipal advisory firms in the nation.

As an independent advisory firm, Springsted provided high quality, independent financial and management advisory services to public and not-for-profit organizations for more than 60 years. Springsted was one of the largest and longest established independent public sector advisory firms in the U.S. Springsted's staff has been advising their clients





## 5. Project understanding and approach

in organizational development for more than 30 years. The combination of Baker Tilly's and Springsted's compensation and benefits specialists has created a strong, experienced staff with direct experience in managing and leading local city and county governments. Our team of professionals brings practical, realistic and creative solutions to the challenges faced by public entities.

Our compensation consulting team is focused on position classification, compensation and performance evaluation. Our work is competitive, current, court tested and copyrighted to deliver pragmatic outcomes. Our organizational management focus ranges from human resource consulting, executive recruitment, group facilitation, strategic planning, budget analysis, resource sharing and building collaborations to organizational improvement and efficiency studies.

Public entities are under a great amount of pressure to deliver high quality services in a fiscally constrained environment. Traditional methods and means don't necessarily work anymore and this scenario is not likely to change at any time in the future. To that end, elected officials and public administrators are under pressure to employ new and innovative solutions that require progressive leadership, creative collaboration, cautious risk taking and an investment in their personnel and organizational foundation. Success in the public sector is hard to define, but those public entities that enhance and enrich their people, their process and their systems are more likely to deliver more value by maximizing the use of public resources, thus achieving more success in the marketplace of public opinion.

Since our firm's beginning, we have emerged as a leader in human resource management consulting and executive recruitment. It is our more than 30 years of consulting experience, coupled with our unique approach and personal touch, which drive our internal standard for delivering only outstanding services and leading-edge products.

### Experience

*There are a number of factors that set Baker Tilly apart from other consulting firms performing studies such as the proposed engagement for the County.*

Although we have included on the following page a lengthy list of organizations for whom Baker Tilly has provided classification and compensation services, to simplify the County's evaluation process, we have augmented this list by including a brief narrative of select experience our staff provides, as well as a generalized list of outcomes consistent to our many custom compensation engagements.

- **Evaluating the appropriateness of (and potentially consolidating) job titles:** The assignment of job titles (including the potential for consolidation where warranted) is an integral part of each comprehensive classification and compensation study that Baker Tilly conducts. Baker Tilly provides a consistent, easy to explain and understand rationale for the assignment of job titles, which would be vital to the County's success in this project given the diversity of jobs included in the scope of work.
- **Analyzing extensive total compensation survey data:** Baker Tilly has assigned to the County's project a consulting team with diverse public and private sector experience gathering and analyzing survey data. This group will work under the leadership of a practice director with extensive experience in both custom classification and compensation studies and web-based salary and benefit surveys for thousands of organizations. TL Cox has directed, through Baker Tilly's online

## 5. Project understanding and approach

platform SurveyNavigator™, the salary and benefit surveys for various state municipal leagues and individual municipalities. This experience is unique to Baker Tilly's proposal, and thus Baker Tilly is singularly positioned to ensure the County's success in this study.

- **Providing detailed implementation cost estimates:** Although discussed in greater detail below, Baker Tilly has the experience and capability to guide the County in the most effective implementation costing scenarios and to prepare highly complex financial models leveraging our staff's Microsoft Excel skillset.
- **Presenting compensation results:** Baker Tilly's staff has broad experience interacting with employees at all levels in our client organizations. From executives primarily in office working environments to individual contributors in the field, we have successfully engaged employees to establish credibility in our methodology and results. Likewise, our staff has a distinct ability to present the results of compensation studies in such a way that elected officials from all walks of life can understand.

Although each engagement is different, the following are the general results Baker Tilly has achieved on behalf of our public sector clients:

- Established fair and equitable relationships among positions throughout various pay structures (internal equity);
- Identified relevant market conditions to strategically select benchmark organizations;
- Included employee input and participation to promote transparency and consistency in the job classification and compensation processes;
- Developed pay structures that reflect the defensible, quantifiable alignment of positions and market competitiveness;
- Maintained compliance with state and federal laws (FLSA, for example); and
- Implemented modified job classification and compensation systems within our client's defined budget parameters.

Following is a partial list of Baker Tilly's previous Human Capital studies.

### List of Relevant Projects: 2014 – Present

| Year | Client                           | State | Project            | Population |
|------|----------------------------------|-------|--------------------|------------|
| 2014 | Big Lake                         | MN    | Class & Comp Study | 5,200      |
| 2014 | Cabarrus Co Water and Sewer Auth | NC    | Class & Comp Study | 187,226    |
| 2014 | Cape Charles                     | VA    | Class & Comp Study | 990        |
| 2014 | Carroll County Public Schools    | VA    | Class & Comp Study | 29,883     |
| 2014 | Clarke County                    | VA    | Pay & Class Update | 14,323     |
| 2014 | COMtech Business Park            | NC    | CAO Salary Survey  |            |
| 2014 | Delavan                          | WI    | Comp Study         | 8,495      |
| 2014 | Dunn County                      | WI    | Class & Comp Study | 44,122     |
| 2014 | Elkhorn                          | WI    | Comp Study         | 9,963      |
| 2014 | Elko New Market                  | MN    | Comp Update        | 4,513      |
| 2014 | Glasgow                          | VA    | Comp & Class Plan  | 1,130      |
| 2014 | Lake Geneva                      | WI    | Comp Study         | 7,710      |
| 2014 | Leland                           | NC    | Class & Comp Study | 16,022     |
| 2014 | McFarland School District        | WI    | Class & Comp Study | 8,108      |



## 5. Project understanding and approach

### List of Relevant Projects: 2014 – Present

| Year | Client                               | State | Project             | Population |
|------|--------------------------------------|-------|---------------------|------------|
| 2014 | Metropolitan Sewerage District       | NC    | Comp Update         |            |
| 2014 | Middleton                            | WI    | Comp Study          | 17,589     |
| 2014 | New Berlin Public Schools            | WI    | Class Study         | 39,834     |
| 2014 | Oakdale                              | MN    | Comp Study          | 27,780     |
| 2014 | Orange County                        | VA    | Comp Study Update   | 34,246     |
| 2015 | Amherst                              | VA    | Pay & Class Study   | 2,219      |
| 2015 | Appomattox River Water Authority     | VA    | Comp Study          |            |
| 2015 | Bluffton                             | SC    | Class & Comp Study  | 15,199     |
| 2015 | Cass Lake                            | MN    | Comp Study          | 747        |
| 2015 | Ches Bay Bridge Tunnel Dist Comm     | VA    | Salary Update Study |            |
| 2015 | Clarkfield                           | MN    | Class & Comp Study  | 832        |
| 2015 | Coweta County                        | GA    | Class & Comp Study  | 133,180    |
| 2015 | Dinwiddie County                     | VA    | Comp Study          | 27,904     |
| 2015 | Emporia                              | VA    | Comp & Class Study  | 5,588      |
| 2015 | Franklin County                      | VA    | External Comp Study | 56,335     |
| 2015 | Harris County                        | GA    | Class & Comp Study  | 32,663     |
| 2015 | Independent School District No. 0206 | MN    | Salary Study        | 11,580     |
| 2015 | Kannapolis                           | NC    | Class & Comp Study  | 44,359     |
| 2015 | La Crosse Public Library             | WI    | Class & Comp Study  | 51,522     |
| 2015 | Lake Geneva                          | WI    | Comp Study          | 7,710      |
| 2015 | Lake Worth                           | FL    | Class & Comp Study  | 36,000     |
| 2015 | Le Sueur                             | MN    | Comp Study          | 4,041      |
| 2015 | Lee County                           | NC    | External Comp Study | 60,266     |
| 2015 | Little Falls                         | MN    | Class Study         | 8,232      |
| 2015 | Luray                                | VA    | Comp Study          | 4,860      |
| 2015 | Maple Lake                           | MN    | Class & Comp Study  | 2,093      |
| 2015 | Maryville                            | TN    | Class & Comp Study  | 27,992     |
| 2015 | Midlands Auth for Conventions        | SC    | Class & Comp Study  |            |
| 2015 | Monroe                               | NC    | Class & Comp Study  | 33,975     |
| 2015 | Mukwonago                            | WI    | Comp Study          | 7,494      |
| 2015 | New Ulm                              | MN    | Comp Study          | 13,210     |
| 2015 | Newnan                               | GA    | Comp & Class Study  | 34,847     |
| 2015 | Newport                              | MN    | Class & Comp Study  | 3,461      |
| 2015 | NC Assn of County Commissioners      | NC    | Comp & Class Study  | 9,944,000  |
| 2015 | Orange Water and Sewer Authority     | NC    | Comp Study          | 140,352    |
| 2015 | Otsego                               | MN    | Class & Comp Study  | 14,254     |
| 2016 | Altavista                            | VA    | Class & Comp Study  | 3,490      |
| 2016 | Ankeny                               | IA    | Class & Comp Study  | 51,567     |
| 2016 | Belle Plaine                         | MN    | Comp Plan           | 6,838      |
| 2016 | Bertie County                        | NC    | Comp Study          | 20,344     |

## 5. Project understanding and approach

### List of Relevant Projects: 2014 – Present

| Year | Client                              | State | Project               | Population |
|------|-------------------------------------|-------|-----------------------|------------|
| 2016 | Blacksburg                          | VA    | Comp Study            | 43,609     |
| 2016 | Branson                             | MO    | Class & Comp Study    | 11,064     |
| 2016 | Cabarrus County                     | NC    | Comp Study            | 187,226    |
| 2016 | Cannon Falls                        | MN    | Class & Comp Study    | 4,078      |
| 2016 | Chapel Hill                         | NC    | Class & Comp Study    | 59,635     |
| 2016 | Cleveland County Water              | NC    | Pay & Class Study     | 97,047     |
| 2016 | Cologne                             | MN    | Comp Study            | 1,564      |
| 2016 | Crosslake                           | MN    | Class & Comp Study    | 2,193      |
| 2016 | Dallas Area Rapid Transit Authority | TX    | Comp Services         | 1,318,000  |
| 2016 | Daniel Boone Regional Library       | MO    | Class & Comp Study    |            |
| 2016 | Dare County                         | NC    | Class & Comp Study    | 35,019     |
| 2016 | Eagan                               | MN    | Class & Comp Study    | 65,453     |
| 2016 | Eastern Shore of VA 911 Comm        | VA    | Comp Update           |            |
| 2016 | El Paso                             | TX    | Class & Comp Study    | 674,433    |
| 2016 | Gastonia                            | NC    | Class & Comp Study    | 73,209     |
| 2016 | Grant County                        | MN    | Class & Comp Study    | 5,989      |
| 2016 | Greenville Housing Authority        | NC    | Class & Comp Study    | 89,130     |
| 2016 | Hibbing HRA                         | MN    | Class & Comp Study    | 16,301     |
| 2016 | Hoboken Housing Authority           | NJ    | Comp Study            | 52,575     |
| 2016 | Kenosha Joint Services              | WI    | Wage & Comp Study     | 99,889     |
| 2016 | Lake Zurich                         | IL    | Class & Comp Study    | 19,984     |
| 2016 | Lawrence Public Library             | KS    | SAFE Database         |            |
| 2016 | League of WI Municipalities         | WI    | Market Survey         | 5,779,000  |
| 2016 | Louisa County Public Schools        | VA    | Comp Study            | 33,945     |
| 2016 | Manassas                            | VA    | Class & Comp Consult  | 41,705     |
| 2016 | Moorhead Public Housing Agency      | MN    | Salary Study          | 39,398     |
| 2016 | Newport News RHA                    | VA    | Comp Study            | 182,385    |
| 2016 | Nisswa                              | MN    | Class & Comp Study    | 2,004      |
| 2017 | Aitkin                              | MN    | Class & Comp Study    | 2,087      |
| 2017 | Appalachian Regional Library        | NC    | Class & Comp          |            |
| 2017 | Assn County Commissioners of GA     | GA    | Class & Comp          | 10,100,000 |
| 2017 | Bath County Public Schools          | VA    | Pay & Class           |            |
| 2017 | Baudette                            | MN    | Market Survey         | 1,073      |
| 2017 | Baxter                              | MN    | Comp Study            | 7,781      |
| 2017 | Cabarrus County                     | NC    | Class & Comp Study    | 187,226    |
| 2017 | Cabarrus Health Alliance            | NC    | Comp Benefit Study    |            |
| 2017 | Caroline County                     | VA    | Pay & Class Study     | 29,298     |
| 2017 | Chapel Hill                         | NC    | Comp Study & FLSA Rev | 59,635     |
| 2017 | Chincoteague                        | VA    | Comp Study            | 2,929      |
| 2017 | Cleveland County                    | NC    | Comp & Benes Study    | 97,047     |

## 5. Project understanding and approach

### List of Relevant Projects: 2014 – Present

| Year | Client                                | State | Project                      | Population |
|------|---------------------------------------|-------|------------------------------|------------|
| 2017 | Craven County                         | NC    | Comp Study                   | 103,451    |
| 2017 | Dunn County                           | WI    | Market Survey                | 44,122     |
| 2017 | Florida Municipal Power Agency        | FL    | Comp Study                   |            |
| 2017 | Fort Wayne City Utilities             | IN    | Class and Comp               |            |
| 2017 | Harnett County                        | NC    | Comp Study                   | 124,987    |
| 2017 | Harrisburg                            | PA    | Class & Comp Study           | 49,188     |
| 2017 | Hopewell                              | VA    | Class & Comp Consult         | 22,163     |
| 2017 | Independent School District No. 0013  | MN    | Job Desc/Pointing            | 19,674     |
| 2017 | Le Sueur County                       | MN    | Market Survey                | 27,810     |
| 2017 | Lee's Summit                          | MO    | Comp & Benefit Study         | 93,184     |
| 2017 | Lufkin                                | TX    | Comp Study                   | 36,085     |
| 2017 | Meeker McLeod Sibley Comm Health Svcs | MN    | Class & Comp Study           |            |
| 2017 | Mendota Heights                       | MN    | Class & Comp Study           | 11,222     |
| 2017 | Middlesex County                      | VA    | Comp & Class Study           | 10,762     |
| 2017 | New Brighton                          | MN    | Market Survey                | 21,867     |
| 2017 | New Hope                              | MN    | Market Survey                | 20,877     |
| 2017 | North Mankato                         | MN    | Anal of Comp Syst Structure  | 13,439     |
| 2017 | Osseo                                 | MN    | Class & Comp Study           | 2,476      |
| 2018 | Battle Creek                          | MI    | Comp Study                   | 51,833     |
| 2018 | Bemidji                               | MN    | Comp Study                   | 14,435     |
| 2018 | Blue Springs                          | MO    | Pay Plan Design              | 53,294     |
| 2018 | Bonner Springs                        | KS    | Comp and Class Study         | 7,665      |
| 2018 | Broad River Water Authority           | NC    | Class and Comp Study         |            |
| 2018 | Burnsville                            | MN    | Class and Comp Study         | 61,290     |
| 2018 | Carver                                | MN    | Comp Study                   | 4,628      |
| 2018 | Cleveland County                      | NC    | SAFE Database                | 97,047     |
| 2018 | Cloquet                               | MN    | Comp Plan Update             | 12,050     |
| 2018 | Craven County Schools                 | NC    | Comp Study                   |            |
| 2018 | Craven County Schools                 | NC    | Job Descr Database Services  |            |
| 2018 | Dallas Area Rapid Transit Authority   | TX    | Comp Study                   |            |
| 2018 | Dayton                                | VA    | Class and Comp Study         | 1,609      |
| 2018 | DeSoto                                | TX    | Class and Comp Study         | 52,599     |
| 2018 | Dinwiddie County Schools              | VA    | Review of Compensation Study |            |
| 2018 | Elko New Market                       | MN    | Pay Equity Report            | 4,513      |
| 2018 | Eudora                                | KS    | Class and Comp Study         | 6,211      |
| 2018 | Grain Valley                          | MO    | Class, Comp & Benes Study    | 13,125     |
| 2018 | Harris County Housing Authority       | TX    | Salary/Wage Compare Study    |            |
| 2018 | Housing Authority of the Durham       | NC    | Salary Comparability Study   | 263,016    |
| 2018 | Ingleside                             | TX    | Class & Comp Study           | 10,488     |
| 2018 | Intermediate School District No. 917  | MN    | Job Description Updates      |            |



## 5. Project understanding and approach

### List of Relevant Projects: 2014 – Present

| Year    | Client                                      | State | Project                    | Population |
|---------|---|-------|----------------------------|------------|
| 2018    | Johnson County                              | IA    | Comp and Class Study       | 144,251    |
| 2018    | Lakeville                                   | MN    | Class & Comp Study         | 58,562     |
| 2018    | Laurinburg                                  | NC    | Class & Comp Study         | 15,774     |
| 2018    | Leavenworth                                 | KS    | Comp Study                 | 35,891     |
| 2018    | Mansfield                                   | CT    | Class & Comp Study         | 25,959     |
| 2018    | Minnehaha Creek Watershed District          | MN    | Class and Comp             |            |
| 2018    | Minnehaha Creek Watershed District          | MN    | Class and Comp Study       |            |
| 2018    | Minnehaha Creek Watershed District          | MN    | Pay Equity Report          | 1,124,000  |
| 2018    | Minnetonka                                  | MN    | Class & Comp Study         | 51,638     |
| 2018    | Northwest Regional Library                  | NC    | Class & Comp Study         |            |
| 2019    | Dallas Housing Authority                    | TX    | Comp Study                 |            |
| 2019    | Gastonia                                    | NC    | Class & Comp Study         | 75,536     |
| 2019    | King County Housing Authority               | WA    | HR Management Consulting   |            |
| 2019    | Local Government Information Systems        | MN    | Comp & Benefit Study       |            |
| Current | Adams County                                | WI    | Class & Comp Study         | 19,973     |
| Current | AppalCART                                   | NC    | Class & Comp Study         |            |
| Current | Bellingham                                  | WA    | Comp Market Study          | 89,045     |
| Current | Brooklyn Center                             | MN    | Comp Study                 | 30,712     |
| Current | Capital Region Water                        | PA    | Class & Comp Study         |            |
| Current | Circle Pines                                | MN    | Comp & Class Study         | 4,978      |
| Current | Council Bluffs                              | IA    | Class & Comp Study         | 62,316     |
| Current | Fillmore Soil & Water Conservation District | MN    | Class & Comp Study         |            |
| Current | Gatesville                                  | TX    | Class & Comp Study         | 12,387     |
| Current | Independent School District No. 2769        | MN    | Job Desc/Pay Equity Review | 5,297      |
| Current | Iowa League of Cities, Des Moines           | IA    | Comp Study                 | 3,146,000  |
| Current | Montgomery                                  | MN    | Class & Comp Study         | 2,907      |
| Current | Morehead City                               | NC    | Class & Comp Study         | 9,203      |
| Current | North Central Regional Library              | WA    | Comp & Benefits Study      |            |

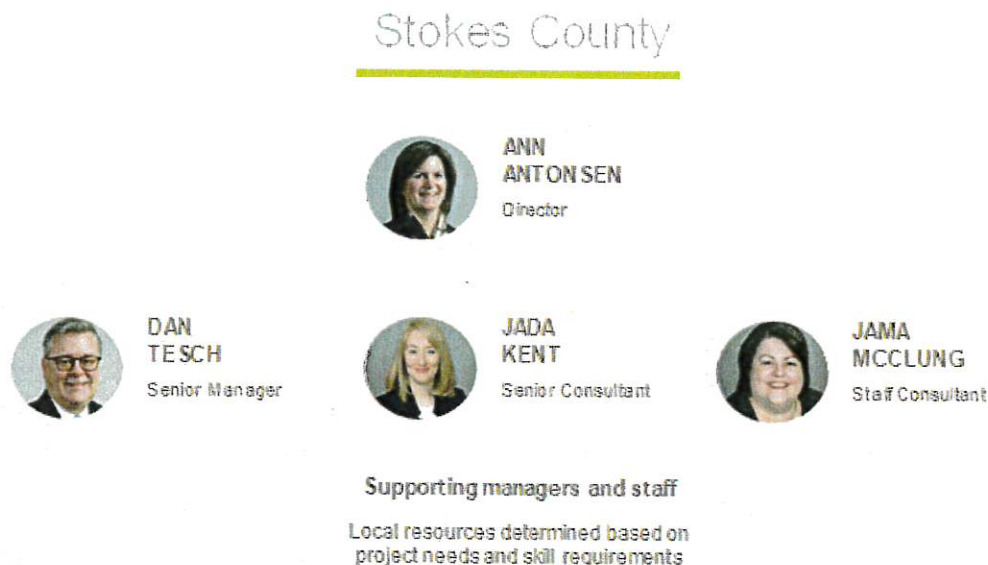
---

## 7. Qualifications of staff

*The Baker Tilly project team is designed specifically for the County.*

This project team represents experienced professionals who will be working on this project. Our service team is selected to meet four very specific objectives for the County: 1) It represents the staff who will be directly responsible for your projects; 2) It provides a range of expertise to cover the range of service requirements; 3) It provides a national perspective of experience and institutional knowledge to achieve your future objectives; and 4) It represents the commitment to take personal and professional responsibility for the services and outcomes for the County.

### Organizational chart



## Project team resumes

# Ann Antonsen

Ann Antonsen, a director with Baker Tilly, has been with the firm since 2005.



**Baker Tilly Virchow Krause, LLP**  
**Director**

380 Jackson Street  
Suite 300  
Saint Paul, MN 55101  
United States

**T +1 (651) 223 3057**

**M + 1 (612) 382 4491**

[ann.antonsen@bakertilly.com](mailto:ann.antonsen@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

**Education**

Bachelor of Arts, Psychology  
University of Minnesota – Minneapolis

Ann is a consultant with a strong background in organizational management and human resources that she uses effectively in developing position analyses, classification and compensation studies, performance management and evaluation system development and staff training and in conducting executive search efforts for the public sector. She is dedicated to using her well-honed abilities to assist governmental agencies in developing and growing meaningful legacies

**Specific experience**

- Performs organizational assessments and studies, revisions and development of personnel policies and manuals and conducts organizational management training and providing general human resources assistance
- Strong background in organizational management and human resources
- Experienced in serving government organizations
- Provides human resources management services for large suburban communities and regional centers
- Has human resources experience in both public associations and private corporations

**Industry involvement**

- International Public Management Association in Human Resources (IPMA)



## Daniel Tesch

Dan Tesch, a senior manager with Baker Tilly, has been with the firm since 2013.



**Baker Tilly Virchow Krause, LLP**  
**Senior Manager**  
380 Jackson Street  
Suite 300  
Saint Paul, MN 55101  
United States

**T +1 (651) 223 3078**  
[dan.tesch@bakertilly.com](mailto:dan.tesch@bakertilly.com)  
[bakertilly.com](http://bakertilly.com)

### Education

Mini MBA  
University of St. Thomas – St. Paul

Bachelor of Arts, Public Administration  
St. Cloud State University – St. Cloud

He and has more than 25 years of experience as a human resources management professional in local government. Dan is recognized as a leader in both professional and not-for-profit organization and has provided internal leadership, policy development, recruitment and training. Dan is recognized as a leader in both professional and not-for-profit organization and has provided internal leadership, policy development, recruitment and training.

### Specific experience

- Experience in contract negotiations/labor relations, employee recruitment, performance evaluations, employee and community surveys, council/staff communications and employee safety and training
- Has led successful recruitment and hiring efforts for all personnel including top management, department heads, clerical, technical, fire district and general maintenance
- Effectively works with consultants, testing professionals and staff panels
- Led major reorganization initiatives in response to the needs for greater staff infrastructure in a rapidly growing community
- Involved in administration of two Twin Cities metropolitan suburbs

### Industry involvement

- Minnesota City/County Managers Association
- International Public Management Association in Human Resources
- National Public Employer Labor Relations Association
- Minnesota Public Employer Labor Relations Association
- Minnesota Association of Telecommunication Administrators
- Mediation Services of Anoka County
- Association of Professional Management Assistants (APMA) – past president
- North Metro Telecommunications Commission – past officer and commissioner

# Jada Kent

Jada Kent, a senior consultant at Baker Tilly, has been with the firm since 2015.



**Baker Tilly Virchow Krause, LLP**  
**Senior Consultant**  
14825 Midway Road  
Suite 340  
Addison, TX 75001  
United States

**M +1 (469) 520 6345**  
[jada.kent@bakertilly.com](mailto:jada.kent@bakertilly.com)  
bakertilly.com

### Education

Master of Public Administration (MPA)  
University of Texas – Dallas

Bachelor of Arts, U.S. History/Political Science  
University of North Texas – Denton

As a Senior Consultant, Jada specializes in conducting job evaluations, FLSA reviews, market data compilation and analysis, regression analysis, implementation calculations, and benefits review and analysis. Jada also trains clients to use the SAFE® job evaluation system and assists with conducting employee presentations, interviews and audits.

Before transitioning to the compensation team, Jada was a project manager in support of many executive recruitment and organization management studies – a role she obtained through an internship.

Prior to joining Baker Tilly, Jada served as a public affairs specialist (journalist) with the 7<sup>th</sup> Mobile Public Affairs Detachment (MPAD) in the U.S. Army, as well as the 136<sup>th</sup> Airlift Wing (AW) in the Texas Air National Guard, respectively. In this role Jada was responsible for preparing news releases, articles and photo stories for both military and civilian news outlets.

### Industry involvement

- North Texas Compensation Association (NTCA)

### Continuing professional education

- Certified Compensation Professional (CCP) – in progress



## Jama McClung

Jama McClung, a staff consultant with Baker Tilly, has been with the firm since 2010.



**Baker Tilly Virchow Krause, LLP**  
**Staff Consultant**  
9097 Atlee Station Road  
Suite 200  
Mechanicsville, VA 23116  
United States

**T +1 (804) 622 6991**  
[jama.mcclung1@bakertilly.com](mailto:jama.mcclung1@bakertilly.com)  
bakertilly.com

### **Education**

Coursework completed  
Glenville State College – Glenville

Jama joined Baker Tilly's management consulting group, supporting Mid-Atlantic executive recruitment work.

### **Specific experience**

- Specialty focus is classification and compensation studies, performance evaluations and benefits review
- Performed prior consulting support work as a Capital Project Assistant for healthcare IT financial system conversions and IT infrastructure upgrades
- Served as a Public Finance Assistant supporting senior living and healthcare public finance bankers

## 8. References

*The following references are for projects that Ann Antonsen, proposed Project Director for the County's engagement, recently completed.*

The following references will attest to Baker Tilly's ability to leverage our proven classification and compensation methodologies, tailor them to fit specific needs and concerns, and provide actionable implementation plans that consider the current and future situation of our clients.

### Cabarrus County, North Carolina

|                 |  |              |  |
|-----------------|--|--------------|--|
| <b>Name</b>     | Lundee Covington   | <b>Title</b> | Human Resources Director   |
| <b>Phone</b>    | 704-920-2875   | <b>Email</b> | <a href="mailto:llcovington@cabarruscounty.us">llcovington@cabarruscounty.us</a> |
| <b>Services</b> | Comprehensive classification and compensation study and on-going support |              |  |

### Cleveland County, North Carolina

|                 |  |              |  |
|-----------------|--|--------------|--|
| <b>Name</b>     | Allison Mauney   | <b>Title</b> | Human Resources Director   |
| <b>Phone</b>    | 704-484-4935   | <b>Email</b> | <a href="mailto:allison.mauney@clevelandcounty.com">allison.mauney@clevelandcounty.com</a> |
| <b>Services</b> | Comprehensive classification and compensation study and on-going support |              |  |

### Harnett County, North Carolina

|                 |   |              |  |
|-----------------|---|--------------|--|
| <b>Name</b>     | Brian Haney   | <b>Title</b> | Community & Government Affairs Director                  |
| <b>Phone</b>    | 910-814-6892  | <b>Email</b> | <a href="mailto:bhaney@hamett.org">bhaney@hamett.org</a> |
| <b>Services</b> | Comprehensive classification and compensation study |              |  |



## **9. Proof of workers compensation insurance**

Please see the following page.

## 9. Proof of workers compensation insurance



### CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)  
01/09/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

| <b>PRODUCER</b><br>Aon Risk Services Northeast, Inc.<br>New York NY Office<br>One Liberty Plaza<br>165 Broadway, Suite 3201<br>New York NY 10006 USA | <b>CONTACT NAME:</b><br>PHONE (A/C, No. Ext): (312) 381-1000      FAX (A/C, No.): (312) 381-7007<br><b>E-MAIL ADDRESS:</b>   |                               |        |  |       |   |       |            |  |            |  |            |  |            |  |
|--|--|-------------------------------|--------|--|-------|---|-------|------------|--|------------|--|------------|--|------------|--|
| <b>INSURED</b><br>Baker Tilly Virchow Krause, LLP<br>Ten Terrace Court<br>Madison WI 53718-2004 USA  | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: center;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: center;">NAIC #</th> </tr> <tr> <td>INSURER A: The Continental Insurance Company</td> <td style="text-align: center;">35289</td> </tr> <tr> <td>INSURER B: Transportation Insurance Co.</td> <td style="text-align: center;">20494</td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table> | INSURER(S) AFFORDING COVERAGE | NAIC # | INSURER A: The Continental Insurance Company | 35289 | INSURER B: Transportation Insurance Co. | 20494 | INSURER C: |  | INSURER D: |  | INSURER E: |  | INSURER F: |  |
| INSURER(S) AFFORDING COVERAGE  | NAIC #   |                               |        |  |       |   |       |            |  |            |  |            |  |            |  |
| INSURER A: The Continental Insurance Company   | 35289  |                               |        |  |       |   |       |            |  |            |  |            |  |            |  |
| INSURER B: Transportation Insurance Co.  | 20494  |                               |        |  |       |   |       |            |  |            |  |            |  |            |  |
| INSURER C:   |  |                               |        |  |       |   |       |            |  |            |  |            |  |            |  |
| INSURER D:   |  |                               |        |  |       |   |       |            |  |            |  |            |  |            |  |
| INSURER E:   |  |                               |        |  |       |   |       |            |  |            |  |            |  |            |  |
| INSURER F:   |  |                               |        |  |       |   |       |            |  |            |  |            |  |            |  |

**COVERAGES**      **CERTIFICATE NUMBER:** 570074744945      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.      *Limits shown as requested*

| INSR LTR | TYPE OF INSURANCE  | ADDL INSD | SUBRI WVD | POLICY NUMBER       | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS   |
|----------|--|-----------|-----------|---------------------|-------------------------|-------------------------|--|
|          | <b>COMMERCIAL GENERAL LIABILITY</b><br><input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR<br><br>GEN'L AGGREGATE LIMIT APPLIES PER:<br><input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC<br>OTHER: |           |           |                     |                         |                         | EACH OCCURRENCE<br>DAMAGE TO RENTED PREMISES (Ea occurrence)<br>MED EXP (Any one person)<br>PERSONAL & ADV INJURY<br>GENERAL AGGREGATE<br>PRODUCTS - COMPIOP AGG |
|          | <b>AUTOMOBILE LIABILITY</b><br><input type="checkbox"/> ANY AUTO<br><input type="checkbox"/> OWNED AUTOS ONLY<br><input type="checkbox"/> HIRED AUTOS ONLY<br><input type="checkbox"/> SCHEDULED AUTOS<br><input type="checkbox"/> NON-OWNED AUTOS ONLY          |           |           |                     |                         |                         | COMBINED SINGLE LIMIT (Ea accident)<br>BODILY INJURY (Per person)<br>BODILY INJURY (Per accident)<br>PROPERTY DAMAGE (Per accident)                              |
|          | <b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR<br><b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE<br><input type="checkbox"/> DED <input type="checkbox"/> RETENTION  |           |           |                     |                         |                         | EACH OCCURRENCE<br>AGGREGATE   |
| A        | <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b><br>ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)<br>If yes, describe under DESCRIPTION OF OPERATIONS below  | Y/N<br>N  | N/A       | WC 6016751624 - AOS | 01/01/2019              | 01/01/2020              | <input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER  |
| A        |  |           |           | WC 6023746823 - CA  | 01/01/2019              | 01/01/2020              | E.L. EACH ACCIDENT    \$1,000,000<br>E.L. DISEASE-EA EMPLOYEE    \$1,000,000<br>E.L. DISEASE-POLICY LIMIT    \$1,000,000   |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 PART ONE OF THIS POLICY APPLIES TO THE WORKERS COMPENSATION LAW AND ANY OCCUPATIONAL DISEASE LAW OF EACH OF THE STATES LISTED HERE: CA

**CERTIFICATE HOLDER**

**CANCELLATION**

|  |   |
|--|---|
| Baker Tilly Virchow Krause, LLP<br>205 North Michigan Avenue<br>Chicago, IL 60601-5927 USA | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.<br><br>AUTHORIZED REPRESENTATIVE<br><div style="text-align: center; margin-top: 20px;"> </div> |
|--|---|

Holder Identifier :

Certificate No : 570074744945



## 10. Cost proposal

### Professional fee

Baker Tilly will perform all the tasks delineated as described in this proposal for a professional fee of \$104,400 including expenses. This fee is based on 232 job classifications (encompassing 315 full-time and 181 part-time employees), six employee orientation sessions, one meeting with the County Board (for final presentation), as well as required meetings with administration, three implementation options and associated work outlined in this proposal. This proposal includes a maximum of three (3) on-site visits by the Project Manager.

Baker Tilly would invoice the County for work completed based on the following schedule:

| Time of Invoice   | Percentage Invoiced | Cumulative Percentage |
|---|---------------------|-----------------------|
| Completion of Project Initiation (or Employee Orientation)    | 25%                 | 25%                   |
| Completion of Position Analysis Questionnaires                | 25%                 | 50%                   |
| Completion of Draft Pay Structure(s) or Pay Structure Updates | 40%                 | 90%                   |
| Completion of Final Report                                    | 10%                 | 100%                  |

### Additional work

Should the County request and authorize additional work, we would invoice the County at an agreed upon fee or our standard hourly fees. Additional Implementation Plans will be billed at a cost of \$1,000/plan. In addition, we would charge, at cost, for any related out-of-pocket expenses.

| Title                          | Hourly Rate |
|--------------------------------|-------------|
| Principal/Senior Officer       | \$260       |
| Senior Professional Staff      | \$215       |
| Professional Staff             | \$160       |
| HR Analyst/Project Coordinator | \$100       |
| Associates                     | \$75        |

Additional work would include work outside the scope of services as agreed to including, but not limited to:

- Additional position descriptions
- Additional job audits
- Additional on-site meetings
- Additional reports
- Work related to a special request



## **Appendix I: Sample PAQ**

Please see the following page.



Springsted Incorporated  
380 Jackson Street, Suite 300  
Saint Paul, MN 55101-2887

Tel: 651-223-3000  
Fax: 651-223-3002  
www.springsted.com

## MEMORANDUM

TO: Employees of Stokes County  
FROM: Ann Antonsen, Director  
DATE: 2019  
SUBJECT: Instructions for Completing Your Position Analysis Questionnaire

Please read these instructions before completing your Position Analysis Questionnaire (PAQ). This form is used to obtain information about your position and will be used to develop a job description. The questionnaire consists of multiple-choice and fill-in-the-blank questions; please be clear, accurate and complete. For multiple-choice questions, please check only the appropriate box on the left-hand side of the document; the right-hand box is for your supervisor or department/division head to complete; **check only one box per question, except for question 19 and the American with Disabilities section. Please complete and return the PAQ to your supervisor within five business days.**

We only need one PAQ per position, although each person is welcome to fill out a PAQ for their given position. Each PAQ should be saved in Microsoft Word format as follows "Name of position\_Name of Staff.doc" and emailed to your supervisor. The Name of Position and Name of Staff should match #1 and #2 of the saved PAQ.

### Tips for Completing Your PAQ

- Spell out acronyms – acronyms may be exclusive to your department and mean something else nationally or to another part of the organization
- Minimum Requirements – Answer the questions based on the minimum requirements needed to perform the duties of the position (you may have 10 years of experience but would a new hire need that to do the job).
- Priority/Description of Duties – Question number nine (9) is the most important question, which requests the priority and description of your duties. This question provides you the opportunity to explain your day-to-day duties in your words.
  - Give this question extra thought and provide your response as clearly and completely as possible, so that someone who has never met you or performed your duties may understand what your job entails.
  - Think about your day, week, month and even year on the job; some major duties are performed annually.
  - Begin with your most important duty and continue on down to the least important duty.
  - Try to keep the description to one-line or short phrases; begin each statement with a verb. Avoid paragraphs.
  - As a percentage, indicate the amount of time that it takes for you to complete each of the described tasks. Please keep in mind that the most important duty may not take the highest percentage of time.
  - Percentages should total 100%; it is strongly recommended that these percentages should be no smaller than 5%.

*If you need more space than what is allotted, please feel free to attach a separate piece of paper.*

---

TO: Supervisors and/or Division/Department  
SUBJECT: Instructions for Completing Position Analysis Questionnaire

After each employee or group of employees under your day-to-day supervision has completed a PAQ, they should return them to you for your review and verification. You will want to check the appropriate boxes on the right-hand side of every page, either agreeing or disagreeing with the boxes the employee has checked on the left-hand side. There is a section on Page 7 where you can comment on the accuracy and completeness of the employee's response. Please note any comments in this section and do not make any changes to employee responses.

## Stokes County Position Analysis Questionnaire

[illegible]

**10. Education and Experience** - Please indicate the minimum education and minimum experience level needed to complete the normal, day-to-day tasks:

Employee (check one)

Supervisor (check one)

- |  |                          |
|--|--------------------------|
| <input type="checkbox"/> Less than High School Diploma or GED..... | <input type="checkbox"/> |
| <input type="checkbox"/> High School Diploma or GED.....           | <input type="checkbox"/> |
| <input type="checkbox"/> Associates Degree.....                    | <input type="checkbox"/> |
| <input type="checkbox"/> Bachelors Degree.....                     | <input type="checkbox"/> |
| <input type="checkbox"/> Masters Degree.....                       | <input type="checkbox"/> |
| <input type="checkbox"/> PhD.....                                  | <input type="checkbox"/> |
| <input type="checkbox"/> Other.....                                | <input type="checkbox"/> |

Major/Coursework: \_\_\_\_\_

Type of Experience: \_\_\_\_\_

Years of Experience

- |   |                          |
|---|--------------------------|
| <input type="checkbox"/> No experience.....                           | <input type="checkbox"/> |
| <input type="checkbox"/> Less than one year (minimal).....            | <input type="checkbox"/> |
| <input type="checkbox"/> One to three years (moderate).....           | <input type="checkbox"/> |
| <input type="checkbox"/> Three through five years (considerable)..... | <input type="checkbox"/> |
| <input type="checkbox"/> Six or more years (extensive).....           | <input type="checkbox"/> |

**11. Licenses, Certificates and Registrations** - Please indicate if there are any licenses, certificates and/or registrations required to perform your job (e.g. driver's license) (Supervisor's comments regarding this information may be provided in the Supervisor's Comments section)

\_\_\_\_\_  
 \_\_\_\_\_

Are these required: ☐ Upon Hire ☐ Within 6 months ☐ Within 1 year ☐ Within 2 years

If requirement is specific to the license, certification or registration, please indicate timeframe by each one individually.

**12. Special Training** - Please indicate if there is any special training required to perform your job. (Supervisor's comments regarding this information may be provided in the Supervisor's Comments section)

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Are these required: ☐ Upon Hire ☐ Within 6 months ☐ Within 1 year ☐ Within 2 years

If requirement is specific to the training, please indicate timeframe by each one individually.

**13. Work Level** - Level of work required to complete your normal, day-to-day duties satisfactorily.

- |   |                          |
|---|--------------------------|
| <input type="checkbox"/> Handles everyday, reoccurring basic assignments and problems.....  | <input type="checkbox"/> |
| <input type="checkbox"/> Handles a variety of typical assignments and problems independently.....   | <input type="checkbox"/> |
| <input type="checkbox"/> Senior or supervisory level; handles all advanced assignments and problems except those requiring policy or procedural change..... | <input type="checkbox"/> |
| <input type="checkbox"/> Managerial in nature; directs all assignments and deals with all problems.....   | <input type="checkbox"/> |

**14. Work Complexity** - Complexity and difficulty level associated with the tasks necessary to complete your work. Consider the level of judgment, analytical ability and creativity required and whether there are standards, policies and procedures that guide your actions.

- |  |                          |
|--|--------------------------|
| <input type="checkbox"/> Regular and repetitive tasks, processes or operations requiring the selection and execution of actions based on defined procedures.....   | <input type="checkbox"/> |
| <input type="checkbox"/> Fairly standard procedures and tasks where basic analytical ability is required, such as comparison of numbers and facts to select the correct actions. Detailed guidelines and procedures are generally used to make decisions or determine actions..... | <input type="checkbox"/> |
| <input type="checkbox"/> Requires the application of a variety of procedures, policies and/or precedents and moderate analytic ability in adapting standard methods to fit facts and conditions.....   | <input type="checkbox"/> |
| <input type="checkbox"/> Considerable analytical ability is needed to select, evaluate and interpret data from several sources; interpretation of guidelines, policies and procedures is required.....   | <input type="checkbox"/> |
| <input type="checkbox"/> Widely varied and involving many complex and significant variables, requiring analytical ability and inductive thinking in adapting policies, procedures and methods to fit unusual and complex situations.....   | <input type="checkbox"/> |



**15. Mental Stress and/or Effort** - Conditions you are subjected to during your day-to-day duties:

- ☐ Limited mental effort and/or stress..... ☐
- ☐ Some mental effort and stress involved resulting in inconvenience and frustration. .... ☐
- ☐ Considerable mental effort and stress ..... ☐
- ☐ Serious mental stress involved that could, over a period of time, result in temporary nervous disorder and severe mental anguish. .... ☐
- ☐ Severe mental stress involved that could result in permanent nervous disorder/mental instability ..... ☐

**16. Interpersonal Skills and Communication Skills** - Skills required during your day-to-day duties:

- ☐ Little or no contact required except with immediate associates and direct supervisor. .... ☐
- ☐ Regular contact within the department and periodic contacts with other departments, outside agencies and the general public ..... ☐
- ☐ Regular contact within the department and other departments, outside agencies and general public (supplying or seeking information) on specialized matters..... ☐
- ☐ Outside and inside contacts to carry out organization programs or occasional contacts with officials at higher levels on matters requiring cooperation, explanation and persuasion, or work requiring enforcement of laws, ordinances, policies and procedures ..... ☐
- ☐ Regular contact with persons of importance and influence involving considerable tact, discretion and persuasion. .... ☐
- ☐ Continuing contact involving difficult negotiations calling for well-developed sense of timing and strategy; representing department or organization in policy settings..... ☐

Please list people or groups with whom you must interact and/or communicate in the performance of your job.  
(e.g.: citizens, customers, clients, elected officials, supervisors, subordinates, consultants, engineers, etc.)

|       |       |
|-------|-------|
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |

**17. Level of Responsibility** - How much freedom or independence is required or allowed in the performance of your normal duties:

- ☐ Close supervision, or tasks are so routine and standardized that they do not require supervision. .... ☐
- ☐ Moderate supervision within standard operating procedures; supervisor or senior workers are generally nearby to answer questions, make "judgment calls" and/or prioritize work ..... ☐
- ☐ Limited supervision with general autonomy in determining how objectives are achieved; supervisors generally set operating benchmarks, goals and objectives ..... ☐
- ☐ General direction, based on broad goals and policies ..... ☐
- ☐ Involves setting policies and goals for the department or organization operation ..... ☐

**18. Organizational Impact and Consequences** - How your daily duties impact the organization and the consequences of those duties:

- ☐ Supportive, informational, recording or other services to assist others in producing correct and effective results; minor consequences..... ☐
- ☐ Assisting and supporting others or individually providing data or facilitating services for use by others; minor to moderate consequences..... ☐
- ☐ Daily actions or services affect individual clients/citizens; activity has moderate impact on specific cases in service area .... ☐
- ☐ Participating with others (within and/or outside of community/agency) in program development, service delivery and supervision of subordinate staff; moderate to serious impact. .... ☐
- ☐ Major individual impact on and accountability for end results affecting organizational unit or total community/agency ..... ☐

19. **Supervision and/or Oversight** - The scope and type of responsibility that you exercise as a supervisor or lead worker of other employees. (Supervisor's comments regarding this information may be provided in the Supervisor's Comments section)

Do you supervise or have oversight of other positions: ☐ Yes, continue in this box ☐ No, continue to next section

*Please check all that apply:*

☐ N/A    ☐ Work Group/Team    ☐ Unit/Section    ☐ Department    ☐ Division    ☐ Organization

List the positions by title, along with number of individuals within the position, that you have responsibility for:

|  |  |
|--|--|
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

For the positions listed above, do you effectively recommend or take action on the following:

Effectively  
Recommend

## Take Action

[illegible]

|  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|
|  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|

- Hire
- Assign Work
- Direct Work
- Reward
- Transfer
- Promote
- Adjust Grievances
- Train
- Inspect Work

Effectively  
Recommend

## Take Action

|  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|
|  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|

|  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|
|  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|

Suspend  
Terminate  
Discipline (Oral Reprimand)  
Discipline (Written Reprimand)  
Evaluate Performance  
Demote  
Coach and/or Counsel  
Develop Staff Schedules  
Other

**Supervisor's Comments** *(To be completed by immediate supervisor of employee)*

Are the statements provided by the employee accurate and complete? ☐ Yes ☐ No Please indicate any inaccuracies or incomplete items.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Employee (check one)

Supervisor (check one)

I certify that the answers to the above questions are my own and to the best of my knowledge and belief are correct and complete.

---

Employee(s) E-Signature(s)

---

Date

---

Supervisor or Dept/Div Head E-Signature

---

Date

# Americans with Disabilities Act Supplemental Information Form

In order to assist in developing job descriptions which recognize and accommodate the requirements of the Act, each employee is requested to complete the attached ADA supplemental information form. Please check only those physical requirements or activities and sensory requirements that are **absolutely necessary** to perform the essential functions of your job and those environmental conditions which apply. If options provided are not applicable, please do not check the corresponding box.

The employee should check the appropriate box on the left side of the form. Supervisors should review information provided by the employee and verify the requirements of the position by checking the appropriate box on the right side of the form.

**1. The physical requirements of this position.**

Does this job require that weight be lifted or force be exerted? If so, how much and how often? Check the appropriate boxes below.

|                                  | Employee Amount of Time  |                          |                          |                          | Supervisor's Input       |                          |                          |                          |
|----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                                  | None                     | up to 1/3                | 1/3 to 2/3               | 2/3 & up                 | None                     | up to 1/3                | 1/3 to 2/3               | 2/3 & up                 |
| Up to 10 pounds of force         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Up to 25 pounds of force         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Up to 50 pounds of force         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Up to 100 pounds of force        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| In excess of 100 pounds of force | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

What is being lifted: \_\_\_\_\_

**2. The physical activity of this position.**

How much on-the-job time is spent in the following physical activities? Show the amount of time by checking the appropriate boxes below.

|                                     | Employee Amount of Time  |                          |                          |                          | Supervisor's Input       |                          |                          |                          |
|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                                     | None                     | up to 1/3                | 1/3 to 2/3               | 2/3 & up                 | None                     | up to 1/3                | 1/3 to 2/3               | 2/3 & up                 |
| Stand                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Walk                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sit                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Speak or hear                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Use hands to finger, handle or feel | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Climb or balance                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Stoop, kneel, crouch or crawl       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Reach with hands and arms           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Taste or smell                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Push or pull                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Lifting                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Repetitive Motions                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**3. The sensory requirements of the position are:**

**Visual Acuity**

- ☐ Standard vision requirements..... ☐
- ☐ Close vision..... ☐
- ☐ Distance vision..... ☐
- ☐ Ability to adjust focus..... ☐
- ☐ Depth perception..... ☐
- ☐ Color perception..... ☐
- ☐ Night vision..... ☐
- ☐ Peripheral vision..... ☐

**Vocal Communication**

- ☐ Expressing or exchanging ideas by means of the spoken word..... ☐
- ☐ Detailed or loud talking to convey detailed or important spoken instructions to others accurately, loudly or quickly..... ☐

**Hearing Perception**

- ☐ Ability to recognize information at normal spoken word levels..... ☐
- ☐ Ability to receive detailed information through oral communications and/or to make fine distinctions in sound..... ☐

**Sensory Utilization**

- ☐ Preparing and analyzing written or computer data ..... ☐  
☐ Visual inspection involving small defects and/or small parts ..... ☐  
☐ Use of measuring devices ..... ☐  
☐ Assembly or fabrication of parts within arms length ..... ☐  
☐ Operating machines ..... ☐  
☐ Operating motor vehicles or equipment ..... ☐  
☐ Observing general surroundings and activities ..... ☐

**4. The environmental conditions the worker will be subject to in this position.**

How much exposure to the following environmental conditions does this job require? Show the amount of time by checking the appropriate boxes below.

|                                     | Employee Amount of Time  |                          |                          |                          | Supervisor's Input       |                          |                          |                          |
|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                                     | None                     | up to 1/3                | 1/3 to 2/3               | 2/3 & up                 | None                     | up to 1/3                | 1/3 to 2/3               | 2/3 & up                 |
| Wet, humid conditions (non-weather) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Work near moving mechanical parts   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Work in high, precarious places     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Fumes or airborne particles         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Toxic or caustic chemicals          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Outdoor weather conditions          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Extreme cold (non-weather)          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Extreme heat (non-weather)          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Risk of electrical shock            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Work with explosives                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Vibration                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Breathing apparatus                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Exposure to blood borne pathogens   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other:                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other:                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other:                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**5. Typical Noise Level**

Employee (check only one)

Supervisor (verify job requirement)

- ☐ Very Quiet (e.g. park trail, storage or file room) ..... ☐  
☐ Quiet (e.g. library, private offices) ..... ☐  
☐ Moderate Noise (e.g. business office with typewriters and/or computer printers, light traffic) ..... ☐  
☐ Loud Noise (e.g. heavy traffic, large earth-moving equipment) ..... ☐  
☐ Very Loud Noise (e.g. jack hammer work, garbage recycle plant) ..... ☐





**Professional Proposal prepared for  
Stokes County, North Carolina**

**Salary and Position Classification Study**

**By**  
**McGrath Human Resources Group**  
PO Box 190  
Wonder Lake, IL 60097  
815-728-9111

**June 28, 2019**





May 14, 2019

Glenda Pruitt  
Support Services Supervisor  
1014 Main Street  
PO Box 20  
Danbury NC 27019

Thank you for the opportunity to submit our qualifications to provide a Salary and Position Classification Study for Stokes County, North Carolina. This proposal outlines our understanding of the project.

Developing and maintaining a competitive classification and compensation plan in today's fiscally conservative environment is extremely challenging, yet essential. McGrath Human Resources Group understands the issues public sector entities are facing and stand ready to assist you in maintaining and updating your compensation plan so that it attracts and retains competent professionals, as well as fits within fiscal constraints. At McGrath Human Resources, we feel each client is unique and we take the time to understand your compensation philosophy, your organizational culture, and the vision you have for your community to better provide top quality service and best practices to your organization.

***Why should you choose McGrath Human Resources Group for your project?***

**We do not ask you to adapt to an off-the-shelf solution.**

- ❖ Even in local governmental entities that appear to be similar, we find that each entity has unique qualities, culture and needs.
- ❖ We work hard to understand your goals, fiscal realities, and compensation history so that we can offer options for compensation systems, whether it be updating current systems or developing new systems to address your organization's qualities while holding to best practices to maintain validity in the system.

**We specialize in and understand public employment and local municipalities.**

- ❖ An investment in your employee's compensation plan is an investment in your community, and we recognize that the investment you are making is with taxpayer dollars.

- ❖ We specialize in public sector consulting; thus, we stand out in our ability to understand and work with your stakeholders to make a sound investment that will benefit Stokes County.

**Our long history brings a unique breadth of experience.**

- ❖ We work almost exclusively with public sector organizations including Cities, Counties, Townships, Villages, Towns and merged Governmental Authorities. This means that we have been exposed to a broad spectrum of policies, procedures and compensation system designs.
- ❖ We have experience. Not only experience with the development of various approaches to compensation, but knowledge of organizational cultures and thus, what approaches will usually succeed. Therefore, we can update or design the system specifically for you.

**We are successful.**

- ❖ After 19 years in business, with over 350 clients in 37 states, we are proud that 99% of our projects have been fully adopted and implemented.
- ❖ Our success stems from sound principles and best practices throughout our work and the relationships we build through honest and transparent communication from the beginning of the project through the adoption, implementation and follow-through.

Detailed information regarding our firm, consultants, methodologies and proposed services are presented within this proposal. We accept the terms and scope of the project as listed in the Request for Proposal. As you review the proposal, if you have any questions or require additional information, please do not hesitate to ask.

We look forward to the opportunity of working with Stokes County and its employees on this important project.

Sincerely,

*Victoria J. McGrath*

Victoria J. McGrath, Ph.D.

CEO

[victoriaphd@comcast.net](mailto:victoriaphd@comcast.net)

## Table of Contents

|   |           |
|---|-----------|
| <b>FIRM INFORMATION .....</b>   | <b>5</b>  |
| <b>EXECUTIVE SUMMARY.....</b>   | <b>5</b>  |
| <b>SCOPE OF SERVICES .....</b>  | <b>6</b>  |
| <b>PROCESSES AND METHODOLOGY.....</b>   | <b>7</b>  |
| Project Orientation.....  | 7         |
| Meet with Stakeholders .....  | 7         |
| Position Questionnaires & Job Audit .....                                       | 8         |
| Market Survey.....  | 9         |
| Establishing Comparables – Public and Private Sector .....                      | 10        |
| Updating the Compensation System .....  | 11        |
| Salary Data Analysis.....   | 11        |
| Total Compensation Analysis.....  | 11        |
| Determination and Design of Compensation System .....                           | 11        |
| Findings and Reports .....  | 12        |
| Department Director/Administration Input .....                                  | 12        |
| Fiscal Analysis.....  | 12        |
| Draft and Final Report Preparation .....  | 12        |
| Presentation of Final Findings to Administration and Department Directors ..... | 13        |
| Presentation of Findings to Governing Officials .....                           | 13        |
| Job Description Updates.....  | 13        |
| Ongoing Maintenance .....   | 13        |
| Implementation .....  | 14        |
| Introduction to Employees .....   | 14        |
| Pay Grade Appeals.....  | 14        |
| Administrative Training .....   | 14        |
| <b>PROPOSED TIMELINE.....</b>   | <b>14</b> |
| <b>COMMUNICATIONS AND COUNTY DELIVERABLES .....</b>                             | <b>15</b> |
| <b>PROFESSIONAL QUALIFICATIONS .....</b>  | <b>15</b> |
| <b>REFERENCES .....</b>   | <b>19</b> |
| <b>COST PROPOSAL .....</b>  | <b>22</b> |
| <b>OTHER SERVICES OFFERED .....</b>   | <b>22</b> |
| <b>CONFLICT OF INTEREST STATEMENT .....</b>                                     | <b>23</b> |
| <b>A FINAL WORD .....</b>   | <b>23</b> |

### Core Business Philosophy and Goals

*McGrath Human Resources Group, Inc. provides human resource consulting services including compensation systems (salary schedules, job descriptions, performance management tools), employee handbooks, training, human resource audits, and other services that assist our clients in recruiting, engaging, rewarding and retaining a qualified workforce. By building a strong client relationship we assist our clients in implementing fiscally responsible, successful compensation systems.*

## FIRM INFORMATION

|                     |   |
|---------------------|---|
| Company Name        | McGrath Human Resources Consulting                      |
| Parent Organization | McGrath Consulting Group, Inc.                          |
| Principals          | Dr. Victoria McGrath, CEO<br>Dr. Tim McGrath, President |
| Established         | May 1, 2000   |
| Type of Firm        | Corporation   |
| Company Address     | P.O. Box 190<br>Wonder Lake, IL 60097                   |
| Phone Number        | (815) 728-9111  |
| Fax Number          | (815) 331-0215  |
| Email Address       | victoria@mcgrathhumanresources.com                      |
| Direct Email        | victoriaphd@comcast.net                                 |

Responsible Party      CEO – Dr. Victoria McGrath, Ph.D., SPHR  
Insurances              Admiral Insurance, State Farm Insurance  
Certificates will be provided as needed.

## EXECUTIVE SUMMARY

McGrath Consulting Group, Inc. is an organization that specializes in public sector consulting predominately in the fields of human resource management, fire, EMS, police, and communications. The principals of the company have over 50 years of public sector experience.

We have two very distinct divisions within the company: **Human Resources** – overseen by Dr. Victoria McGrath and **Public Safety** – overseen by Dr. Tim McGrath. We have found that having expertise in public safety is beneficial in public sector compensation studies. Thus, the McGrath Human Resource Group consultants have access to experts in Police and Fire compensation systems to address the unique laws and best practices these two professions add to most public-sector compensation systems.

McGrath Consulting has been working with public sector organizations of all types for the past 19 years. The Consultant's assigned to this project have worked with McGrath Consulting on compensation projects and most have worked for governmental entities; however, to ensure diversity of opinions, a few of our consultants have private sector experience to add value to our projects. McGrath Human Resource Group has never been a party to legal proceedings or business litigation against our firm nor is any pending.

As you will see in our methodology – **we do not sell you a system but work with you to develop one** that meets the needs of your organization and compensation philosophy.



## SCOPE OF SERVICES

We understand that a competitive compensation system is an important element for Stokes County's ability to hire, cultivate, and retain employees who provide service and value to all County stakeholders. Similarly, internal equity, proper classification, career opportunities and addressing of any compression issues serves to enhance the employee's feeling of value and willingness to actively engage in their work for the organization.

Thus, McGrath Human Resources recommends the following services:

- ✓ Guide the County in confirming or developing your County's **compensation philosophy** including your desired position in the market, recognition of tenure, recruitment and retention priorities, usage of performance-based pay, and other aspects of a sound compensation philosophy.
- ✓ Develop a **cooperative plan of action** utilizing the basic methodology outlined in this proposal and **tailored to your specific project**.
- ✓ Obtain and **establish compensation within the external market** through a salary survey of comparable entities.
- ✓ Obtain information on each job title for a job audit through **position description questionnaires and a review of current position descriptions** to establish **internal equity** among positions within the County.
- ✓ Complete a **compression analysis** and, if found to be a problem, develop strategies to address compression during the design and implementation of the new system.
- ✓ **Update classification descriptions/requirements** including developing **career ladders** as appropriate.
- ✓ Integrate the data from the external market, internal market, and job audit to a **tailored classification and compensation system**.
- ✓ **Support implementation** of approved system.
- ✓ Provide a **plan for on-going maintenance** of the system, in accordance with all applicable compensation practices by the County (i.e. movement through the range; COLA; merit, etc.) including a projection of the ongoing budget commitments necessary to provide a sustainable and consistent compensation system.
- ✓ **Review and recommend compensation policy and procedure changes** that will assure consistent implementation and application of the compensation system.
- ✓ **Develop final reports and documents** with summary data; and **present final recommendations to governing body**.
- ✓ Provide **training for systems maintenance** recommendations
- ✓ **Update or rewrite** position descriptions.

This will be accomplished in a **participatory environment** whereby McGrath Consultants **listen** to the administration, departments directors, and staff, is **sensitive to the unique qualities** of the County and then is responsive to your needs.

## PROCESSES AND METHODOLOGY

Our methodology and approach for these services include steps to assure our thorough understanding of your compensation system and policies. Our goal is to meet the ongoing needs of your organization.



### Project Orientation



### Meet with Stakeholders

The first trip is an exciting and critical site visit. Because we do not have a “canned” compensation system/plan to mold you into, we want to meet with representatives of the County to map out the project. ***A clearly defined game plan will result in a successful solution for your organization.***

In these initial meetings, we will meet with your stakeholders to gain an understanding of the County’s pay philosophy with regard to your desired position in the market, recognition of tenure and performance, recruitment and retention priorities and other aspects of a sound compensation philosophy.

We will explore your organization’s current compensation system; and meet with the County Executive Director or designee, other Department Heads, Elected Officials or other stakeholders as appropriate, to gain an understanding of the County’s goals, values and structure as well as each

department's structure; any unique responsibilities associated with positions; problems with the current system or issues in attracting/ retaining employees.

At this time, the Consultants will begin to review all documents of the project – current compensation system, policies, and/or ordinances attached to the systems, and gain data regarding current employees. A list of data needed will be sent to the appropriate person prior to this visit so that the County will have time to prepare.

At this site visit, short employee meetings can be held to explain the process of a compensation study, introduce the consulting team, and describe the general outcome of the Study. Because of the variety of staff and working hours, if needed, the Consultants can be made available in the early morning or evening hours as well.

### **Position Questionnaires & Job Audit**

A Position Description Questionnaire (PDQ) will be sent to the County for distribution. Our PDQ has been designed ***specifically for use in public sector*** organizations; thus, ensuring points are given for the features encountered by government organizations that other entities don't necessarily share. Employees may complete it electronically or in paper form and will be given two (2) weeks to complete the Questionnaire and return it to the appropriate supervisor.

This Questionnaire will be completed on all job titles for purposes of:

- ❖ Expounding upon information provided in job descriptions to accommodate factors included in a formal job evaluation plan.
- ❖ Evaluating position responsibilities with regard to necessary competencies, experience, education, finances, judgement, decision-making and other expectations which provide value to the County.
- ❖ Clarifying instances where statements in the existing job descriptions are vague or absent.
- ❖ Probing for the interrelationship with other positions and how the position serves to fulfill the County's overall values, vision, and objectives.
- ❖ Determination of appropriate FLSA classification – exempt/non-exempt.

We typically use a point factor system to complete this analysis. ***We go beyond the typical "Knowledge, Skills and Abilities" (KSA's)*** and explore deeper into the following aspects of a job:

- Tasks & Responsibilities
  - Records, Reports and Programs
  - Complexity and Judgement including:
    - Problem-Solving
    - Supervision Received
    - Procedures/Guidelines Available
  - Impact of Decisions & Consequents of Errors
  - Planning

- Confidential Data
- Contact with Others (both inside and outside the organization)
- Stress (Degree of mental or emotional fatigue or stress inherent to the job and sustained through concentration, work pressure or critical incidents.)
- Tools and Resources
  - Equipment, Machines & Tools
  - Technology
  - Budget, Financial and Cash Handling Responsibilities
- Leadership & Supervisory Responsibilities
- Education & Experience
- Work Environment & Physical Requirements

We find the point factor system of job analysis is the easiest for us to train our clients to continue using on their own should they choose. Thus, the Compensation System is more likely to be kept up-to-date and relevant which extends its lifecycle.

Each incumbent's supervisors and Department Head will be given time to review the completed PDQ for content and accuracy, and to comment in a designated area of the document. They will sign off on their review prior to submission to the Consultants. However, the employee's responses are to be unaltered.

The completed Questionnaires and existing job descriptions will be utilized for a job audit to begin the process of position placement for internal equity. If, after review of those documents the Consultants feel they need more clarification on a specific position, we will utilize group or telephone interviews to glean more information.

## Market Survey



We will design and send out a market survey of benchmarked positions. We do not restrict the number of benchmarked positions, but at the same time, do not want the survey to be so cumbersome as to prohibit its completion. Thus, we will attempt to obtain data on as many positions as possible. As we begin receiving the survey results, McGrath Human Resources may ask the County to contact organizations that are not responding to the Consultant to solicit their assistance in the survey.

Pay data is solicited for the minimum, midpoint, and maximum salary, as well as the average salary of incumbents. This provides data as to the true market rate. ***Other pay practices can be included in this comprehensive survey as desired and may include such practices as uniform allowance, shift differentials, etc.***

## **Establishing Comparables – Public and Private Sector**

**Public Sector** - A list of public sector comparables will be developed. The list can be either municipalities the City has used in the past and/or a developed list of organizations which the City feels are comparable. This list will be addressed with administrators and department heads during the first site visit. Criteria for comparables is usually the surrounding area in which the City competes for talent; organizations of similar size and EAV, population, etc. The goal being to establish a comprehensive list of organizations that are similar in scope and/or in job responsibilities.

**Private Sector** – A number of organizations ask for comparisons to the private sector. If the City desires, McGrath Human Resources will look to the private arena. However, there are several inherent problems in collecting this information.

- ✓ First, there are limited numbers of positions that compare to municipal jobs. Comparisons are usually restricted to clerical and manual labor classifications.
- ✓ Second, the mixture of salary to benefits – or total package compensation – is vastly different than the public sector. This includes the potential of higher wages in the private sector in lieu of benefits; whereas, public sector has typically offered average wages in exchange for higher levels of benefits. These differences must be taken into consideration.
- ✓ Third, comprehensive data from the private sector is difficult to obtain. Unlike municipal organizations which are required through freedom of information to provide the data, there are no such requirements in the private sector.

With these restrictions in mind, we have been able to obtain information from specific employers within the area through phone calls and a separate survey; and can purchase data from several sources. Further, we can use any private sector data the City may have obtained through associations with the Chamber of Commerce and relationships established with primary private sector organizations. However, the amount of private information will be limited.

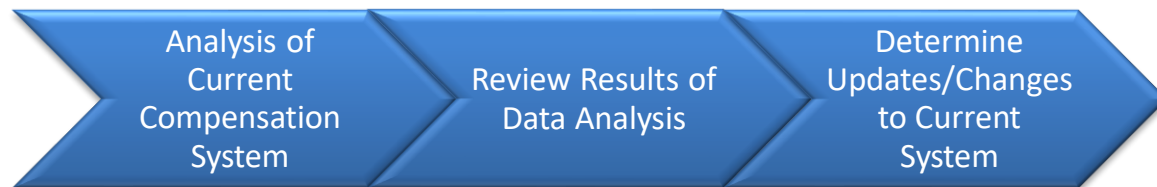
**Other Data Sources** - If the County participates in a centralized compensation data source that administration believes is up-to-date and valid, McGrath can utilize that data and supplement it with a shorter survey to the selected comparables to solicit only information not contained in the centralized data source.

**Survey Participation** - McGrath Human Resources generally has great success at obtaining market survey data. Our process includes contacting the selected comparables before and during the survey process to obtain their cooperation, find the best contact point and assist them in completing the compensation survey. We follow-up at least two times with those who are not responding to the survey. After that, we will ask a designee from the County to make contact with those entities not responding to the survey request. After these multiple attempts, the



organization will be given the option to delete that comparable from the study or make an Open Records/FOIA request to obtain the data. Any cost to request Open Records will be added to the final invoice.

## **Updating the Compensation System**



### **Salary Data Analysis**

When data is received through the market survey, the Consultants will tabulate and analyze the salary data and identify any trends and/or areas of concern regarding the County's current salary as compared with the Market. Also, the Consultants will conduct an analysis of the County's current Compensation System to determine any potential problems with the current design, and areas of compression that need to be resolved, such as compression.

### **Total Compensation Analysis**

The City of Andover has requested Total Compensation Analysis. Often, we are asked to survey and compare benefits within the comparable market. We do offer a total compensation analysis which places a monetary value on the major benefits along with salary. The process for this analysis involves the consultants and County cooperatively selecting top competitors in your market. Through a re-analysis of the average incumbent salary – health insurance – and pension – we develop a picture of where the County fares within the market.

### **Determination and Design of Compensation System**

With this information, the Consultants will make a site visit to:

- ❖ Confirm the recommended compensation philosophy.
- ❖ Meet with appropriate County personnel to discuss the data obtained and share the preliminary trends found in our analysis as it compares to the current Compensation System.
- ❖ Discuss the future compensation and classification system – should it continue in its current form; make minor modifications to the current system; or develop a new process?
- ❖ Discuss the tie between the compensation system and performance and/or tenure as appropriate.

After this meeting, the direction for the future Classification and Compensation System will be finalized. The Consultants will make recommendations based on our observations and experience with input from the County regarding any previous experiences with a system, any unique positions that might lend themselves better to one system over another, and the County's administration's professional opinions on which system is more sustainable for the organization moving forward.

The Consultants will then draft the tailored Salary Schedule and begin the process of placing positions on the Schedule.

### **Findings and Reports**



### **Department Director/Administration Input**

Once the System is updated, the Consultants will meet with appropriate County personnel to review the draft Compensation System. This third site visit will include meetings with a ***representative of Administration and each department head to review placements*** within the Compensation System to identify any potential placement problems prior to finalization of the Compensation System.

### **Fiscal Analysis**

Also, at this on-site meeting, the Consultants will have developed the initial, detailed fiscal impact of the Compensation System. The Consultants will present implementation strategy options that fit the fiscal needs, culture and compensation philosophy of Stokes County. While some entities can fully implement the compensation system immediately, many clients have utilized a phased approach. We will work with the County to assure that any phased approach fits with best practices and your fiscal realities.

### **Draft and Final Report Preparation**

McGrath Human Resources will provide a ***Policy/Procedure Manual***. This report details the:

- ✓ Study methodology and findings.
- ✓ Recommended compensation modifications.
- ✓ Recommended position title or career progression changes.
- ✓ Fiscal impact and implementation strategies.

- ✓ Policies and procedures necessary to administer and maintain the system in-house.

We will also work with Administration to assist in any training that might be necessary to successfully implement the compensation program.

In addition to the Policy Manual, McGrath Human Resources will develop an ***Executive Summary Report*** for distribution as the County sees fit. This provides a summary of the methodology, issues, and recommendations; however, all the information regarding on-going administration of the system is only in the Policy Manual.

### **Presentation of Final Findings to Administration and Department Directors**

As appropriate and necessary, a site visit or teleconference may be scheduled to present final findings and recommendations to administrators and department director before presenting to the governing body. This will be a final 360-degree transparent check-through to assure all stakeholders, who will be the ones utilizing the system daily, understand our recommendations for the designed compensation system, final position placement and implementation strategy and on-going use and maintenance.

### **Presentation of Findings to Governing Officials**

The study costs include a presentation to your governing officials, administration and other appropriate personnel. McGrath Human Resources will provide the County with electronic copies of the Executive Summary and the Policy Manual for reproduction, along with Word and Excel versions of all documents (reports, fiscal impact spreadsheets, etc.) for future modification and implementation; thus, the compensation plan is not dependent upon McGrath Human Resources for future modifications, unless requested by the County.

### **Job Description Updates**

After approval of the compensation plan, position titles and pay ranges will be confirmed and available for the revising and rewriting of job descriptions as needed. Any descriptions that are updated will be submitted to the County in draft form and one edit is included in the price before being turned over to the County as final.

### **Ongoing Maintenance**

The County will have the option to maintain the new Compensation Plan, or have the Firm provide recommendations for maintenance. This includes the following:

- ✓ New Position Requests
- ✓ Position Change/Re-Grade requests
- ✓ Market Updates (recommended every 3-5 years)
- ✓ Cost of Living Schedule adjustments

These options may be exercised at any time during the project, or after completion, and will be quoted based upon the scope of services needed.

Some clients prefer that McGrath Human Resources continue as the source to resolve current and future pay grade placements rather than the County and if so, the point factor matrix remains with the Consultant. This can be done for a nominal fee depending upon the time involved in the placement. ***Whether it is done by McGrath Human Resources or Stokes County*** can be discussed and is at the discretion of the County.

## **Implementation**

### **Introduction to Employees**

McGrath Human Resources Consultants continue to work with your organization throughout the implementation of the compensation system. We can introduce the Plan(s) to the employees through on-site mini-presentations to discuss the methodology, the compensation/pay plan, position placement and answer questions.

Alternatively, we can prepare communication tools and presentation materials for you to introduce the approved plan to County employees. These can include correspondence, brochures, presentation slides and/or other communications ready to be distributed electronically, in hard-copy or presented by your staff.

### **Pay Grade Appeals**

We can work with the County on any pay grade appeals that may occur as a result of the Study. If the County wants to utilize the appeal process, it typically requires the employee (and/or manager) to complete the reason and rationale for the request. This information is reviewed by the Consultant, with some assistance from the County, and a final determination will be made. Therefore, any pay grade appeals that might result are covered in the cost of the project.

### **Administrative Training**

During the presentation site visit, training will be provided to Administration or other designated staff for maintenance of the Compensation System and Salary Schedule.

We are always available to answer your questions and offer returning-client pricing for more in-depth assistance in placing new or updated positions into the Compensation System.

## **PROPOSED TIMELINE**

McGrath Human Resources Group takes pride in meeting its time commitments. Following is the timeframe we believe to be reasonable for this project from our experience.

| Task  | July | August | September | October | November | December | January | February |
|---|------|--------|-----------|---------|----------|----------|---------|----------|
| Project Initiation - 1 <sup>st</sup> Site Visit                                     |      |        |           |         |          |          |         |          |
| Data Collection & Questionnaires  |      |        |           |         |          |          |         |          |
| Market Survey & Analysis  |      |        |           |         |          |          |         |          |
| Review of Market Survey Findings – Site Visit                                       |      |        |           |         |          |          |         |          |
| Development of Salary System  |      |        |           |         |          |          |         |          |
| Review Plan, Dept. Head Meetings, Report Preparation – Site Visit or Teleconference |      |        |           |         |          |          |         |          |
| Presentation of Compensation Plan; Training of Staff – Site Visit                   |      |        |           |         |          |          |         |          |
| Update Position Descriptions  |      |        |           |         |          |          |         |          |

*\*This timeline will be adjusted based on the agreed upon Project Initiation date.*

There are factors that impact this schedule that may be out of the control of the Consultants. The proposed time frame is contingent upon timely receipt of data from the County, the availability of employees to complete the position questionnaire and participate in interviews; and timely receipt of information and/or feedback from the County. The months represent the anticipated contract date assuming a decision is reached soon after the proposal opening.

## COMMUNICATIONS AND COUNTY DELIVERABLES

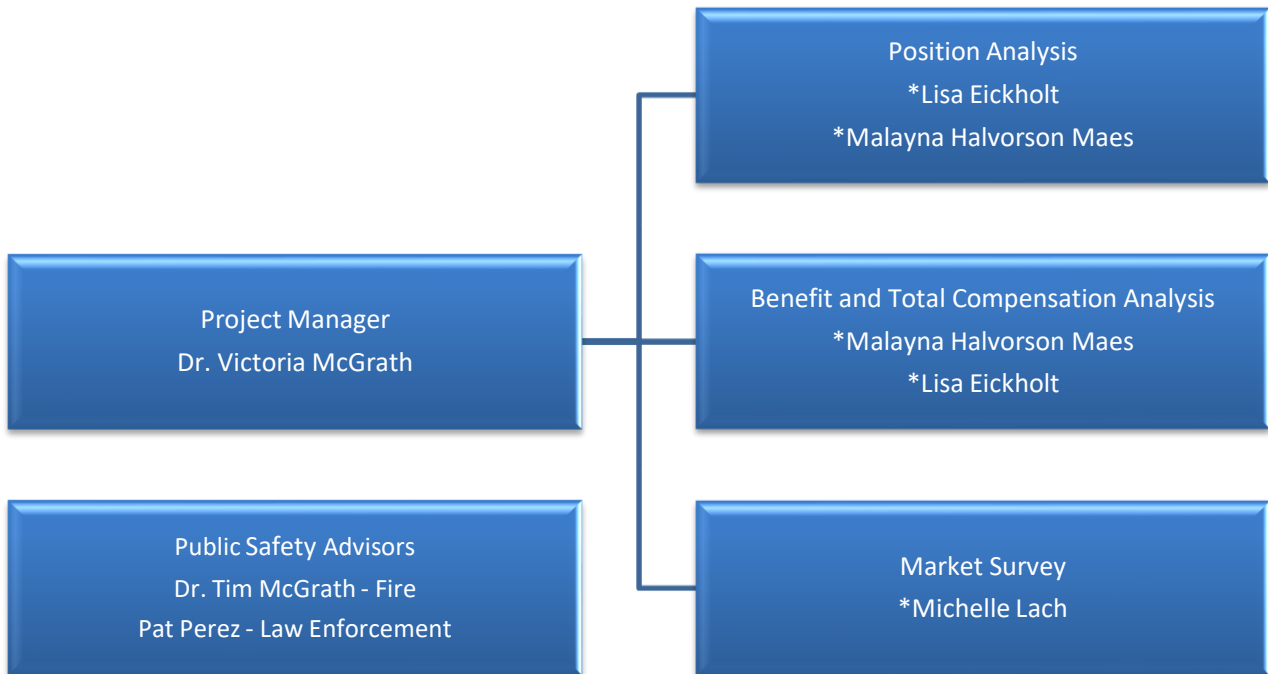
Since we work closely with our clients, support and communication on our consulting services is critical but not intrusive. Initially, a list of items required for analysis or understanding is submitted to the County's project designee. We request materials to be submitted electronically. These requested materials typically include job descriptions, current compensation plan(s), employee data, reports and/or documents from any previous studies, employee handbooks, human resource policies and procedures, and local ordinances or resolutions pertaining to employment in your community.

## PROFESSIONAL QUALIFICATIONS

The Consultants were selected for this project based upon their areas of expertise and specialties. A Principal of the company is actively involved in every project. However, we operate under the philosophy of total team involvement and each team member has experience in all facets of project work and will work together to meet the goals of your project.

If necessary, we have the flexibility to involve other consultants with our organization to bring their specialized perspective and expertise.





**Victoria McGrath, Ph.D., SPHR – Chief Executive Officer – Project Manager**

Dr. Victoria McGrath has an extensive background in the field of human resources, predominately in the public sector; but she also has a number of years in the private sector having worked in health care, banking, and education. Thus, she brings over 19 years of practitioner experience in all phases of human resources prior to her years as a consultant.

Her professional experience includes the City of Brookfield, WI, which had over 500 employees, including five (5) labor unions; the Elmbrook School District, WI – the 2<sup>nd</sup> largest school district in Wisconsin, also with 5 labor unions; and Citicorp Banks. She has dealt with labor/employee relations; policy, procedure and labor compliance; benefits and compensation; recruitment and staff development. Dr. McGrath's local government experience touched all local services including police/sheriff, fire, public works/highway, engineering, library, health department, administration, courts, jail, and more.

Dr. McGrath has provided management assistance to more than 200 local government clients on a variety of management issues. In addition to working with government, she has been a speaker for a number of professional organizations and worked with two (2) organizations in developing courses in human resource management to current and upcoming supervisors. Further, she is an adjunct professor – teaching in areas such as human resources, organizational development, management, and research – at Northwestern University (Master's in Public Policy Administration Program).

Dr. McGrath's doctoral dissertation dealt with Government as a Learning Organization. Her research dealt with government efficiency in providing services and how governmental services can become more effective.

### **Education**

University of Wisconsin – Milwaukee, WI

Ph.D. – Municipal Government as a Learning Organization

Cardinal Stritch College, WI

Master of Science - Management

University of Wisconsin – Milwaukee, WI

Bachelor of Science – Industrial Relations & Finance

### **Malayna Halvorson Maes - Senior Consultant**

Malayna Halvorson Maes has served as a human resource professional in both the private and public sectors for over 20 years. She worked previously in health care human resources, then as the Human Resources Director and senior advisor for a large county in northwestern Wisconsin. Thus, she has direct experience with the many challenges facing municipal employers.

During her time in county government, Ms. Maes advised the organization through the significant changes at the State level (referred to as Act-10) that resulted in a reduction from five (5) collective bargaining units to one (1) unit, due to reduced legal authority of organized labor in the public sector. As a change agent, she facilitated the development of significant policy changes for the organization. This included conducting a complete evaluation of the compensation system for the county which included a rewrite of all job descriptions, and the implementation of a pay for performance evaluation system. This system was created through the work of a combined employee – manager committee and included the implementation of a performance management software system to streamline the 360-evaluation process. She brings a practical understanding to the development and implementation of pay-for-performance compensation systems.

As a former municipal Human Resources Director, she is knowledgeable of all facets of local government, including police, public works, engineering, health services, and more. She has been active in a number of professional organizations including SHRM, Chippewa Valley Society of Human Resource Management; WIPFLI Senior HR Forum; Wisconsin Association of County Personnel Directors, and the National Public Employer Labor Relations Association. In addition, she served on the WACPD training Committee, Chair of the Legislative Affairs Committee, a Board of Director member as well as a member of the Services Committee for WPELRA; thus, she takes an active role in defining the profession.

### **Education**

Luther College, Iowa

Bachelor of Arts – Psychology

### **Lisa Eickholt, SCP – Senior Consultant**

Lisa Eickholt brings over 30 years of local and state governmental Human Resource and management experience. Most recently, she served as a county Human Resource Director for over 18 years. She not only brings current human resource methodologies, but also knowledge of county government. In her county, she not only served as the director of human resources but was also relied upon by the County Board to function in an assistant county administrator role. Thus, she brings not only personnel, but overall county operations knowledge and experience to the project.

Ms. Eickholt was responsible for developing and eventually was hired as the County's first human resource professional. In the position, she had responsibility for developing all the County's personnel practices and policies, as well as compensation systems.

Due to her 25 plus years of experience in local government, Ms. Eickholt has been a presenter at workshops and seminars on various HR and Leadership topics to county and city leaders and employees with the Kansas Association of Counties; Kansas County Commissioners Association, as well as Wichita State University to name a few. Further, Ms. Eickholt is a certified trainer and presenter of True Colors (Personality Type Indicator) which has been useful in building cooperation and efficiencies within departments.

As a Human Resource Director, she is knowledgeable of all facets of local government including the sheriff, public health, community corrections, treasurer, county clerk, public works, property appraisal as well as other services provided by a county.

Ms. Eickholt was a co-founding member and charter president of the Kansas County Human Resource Association; co-founding member and charter secretary for the IPMA-HR – Kansas Chapter; and, is a member of National and Kansas IPMA-HR chapters, and National and Kansas SHRM Chapters. Ms. Eickholt has completed all the necessary work and testing and maintains certification as a Senior Certified Professional from both IPMA-HR and SHRM.

### **Education**

Kansas State University

Bachelor of Science – Business Management

### **Michelle Lach - Senior Consultant**

Ms. Lach has been a consultant with McGrath Human Resources Group for over ten years. During that time, Ms. Lach has been in charge of developing position questionnaires and soliciting external market data. With this experience, she excels at gaining a substantial return from the questionnaire sent; thus, providing very reliable and quantifiable data for the client.

Ms. Lach has over nine years of experience in the areas of affirmative action, human resource planning, recruitment, compensation, FLSA, performance management, employee relations, developing employee handbooks, training and development and worker's compensation.

Most of Ms. Lach's work experience has been in the private sector, thus she is able to understand and assist in matching public-sector position to private sector comparables. Her experience has been in manufacturing which is where a number of positions have private sector comparables.

During her tenure, Michelle was involved in a number of organizations including membership in the Society for Human Resource Management (SHRM).

### **Education**

Bowling Green State University

Bachelor of Arts – Communication and Organizational Development

### **Advisors**

McGrath Human Resources will partner with the parent company – McGrath Consulting Group in the areas of fire and law enforcement, as needed. Dr. Tim McGrath has over 30 years of experience in fire, EMS, communications and emergency management. Pat Perez brings 23 years of law enforcement experience to our projects including serving as an elected Sheriff. Both of these Consultants are on staff to assist in any issues or concerns that need to be addressed in the area of public safety.

## **REFERENCES**

The following list is a sampling of projects that captures the depth and comprehensiveness of our experience in compensation and classification consulting.

|  |   |
|--|---|
| <b>City of Fayetteville, NC</b><br>Contact: Chief Benjamin Major, Fire Chief<br>Phone: 910-433-1429<br>Email: <a href="mailto:bmajor@ci.fay.nc.us">bmajor@ci.fay.nc.us</a>                                   | Conducted a compensation study for the fire department only. Incorporated the department's career progression into a compensation system.   |
| <b>St. Croix County, WI</b><br>Contact: Pat Thompson, County Administrator<br>Phone: 715-331-5816<br>Email: <a href="mailto:Patrick.thompson@co.saint-croix.wi.us">Patrick.thompson@co.saint-croix.wi.us</a> | Comprehensive compensation analysis of all positions within the County and consolidating numerous salary schedules into two separate salary systems with approximately 400 job titles. Shortly after the start of the project, the human resources director left, and the project was completed working with two HR Generalists. Contracted to conduct updates in 2018. This County is in the Minneapolis-St. Paul metropolitan region. Currently contracted to complete an entire plan update.                     |
| <b>Winnebago County, WI</b><br>Contact: Michael Collard<br>Title: Human Resources Director<br>Phone: 920-232-3466<br>Email: <a href="mailto:mcollard@co.winnebago.wi.us">mcollard@co.winnebago.wi.us</a>     | Consolidation of 16 different salary schedules into one schedule – thus aligning internal comparability issues with approximately 300 job titles, along with minimizing compression, especially between union and non-union positions. Approximately 1,200 employees. Included recommendations among a number of other pay issues such as different hours of work, out of class pay, FLSA status, shift differential, etc.; and a benefit analysis. The compensation system was passed by a 33-member county board. |

|  |   |
|--|---|
| <b>City of Rochester Hills, MI</b><br>Contact: Pam Gordon<br>Title: Human Resources Director<br>Phone: 248-656-4708<br>Email: <a href="mailto:gordonp@rochesterhills.org">gordonp@rochesterhills.org</a>       | Comprehensive compensation study for two (2) union groups and non-union employees, and development of job descriptions. Compensation plan includes an added value step increase. Subsequently worked with City to develop performance evaluations and rules for movement into these new steps. Rochester Hills is in the Detroit metropolitan area.   |
| <b>Portage County, WI</b><br>Contact: Laura Belinger Tess<br>Title: Human Resources Director<br>Phone: 715-346-1327<br>Email address: <a href="mailto:belangl@co.portage.wi.us">belangl@co.portage.wi.us</a>   | Conducted a comprehensive compensation study combining seven different salary schedules into two comprehensive pay structures containing approximately 600 employees in 300 job titles. The compensation system was passed by a 25-member county board. During the compensation study, the public works department recertified per WI Act 10 rules, requiring the development of a 3rd compensation schedule to adhere to labor relation regulations. The study also dealt with compression issues between union public safety and non-union officer positions. Ongoing updates contracted. |
| <b>Reno County, KS</b><br>Contact: Renee Harris<br>Title: Human Resources Director<br>Phone: 620-694-2988<br>Email address: <a href="mailto:renee.harris@renogov.org">renee.harris@renogov.org</a>             | Comprehensive compensation analysis of all positions within the County including a benefits analysis. Analysis included a comprehensive compression analysis within the public safety department. Ongoing position updates and regrades contracted.   |
| <b>City of Clayton, MO</b><br>Contact: Janet Watson<br>Title: Finance and Administration Director<br>Phone: 314-290-8445<br>Email: <a href="mailto:jwatson@claytonmo.gov">jwatson@claytonmo.gov</a>            | Comprehensive compensation analysis of all positions within the City. Created a system that placed individuals at the 60 <sup>th</sup> percentile. Utilization of an employee committee for review and approval of all comparable data. Rehired to develop job descriptions. Clayton is in the St. Louis metropolitan region.<br>Proposal to update the plan in 2019 is under budget review.  |
| <b>City of Gallatin, TN</b><br>Contact: Debbie Johnson<br>Title: Human Resources Director<br>Phone: 615-451-5890<br>Email: <a href="mailto:Debbie.johnson@gallatin-tn.gov">Debbie.johnson@gallatin-tn.gov</a>  | Conducted a comprehensive compensation study for all positions with the City. Currently conducting a review compensation study on police and fire positions.  |
| <b>City of Kirkwood, MO</b><br>Contact: Georgia Ragland<br>Title: Assistant Chief Administrative Officer<br>Phone: 314-822-5809<br>Email: <a href="mailto:raglangl@kirkwoodmo.org">raglangl@kirkwoodmo.org</a> | Comprehensive compensation schedule of union and non-union positions was developed into three (3) classification systems.   |
| <b>City of Dodge City, KS</b><br>Contact: Cherise Tieben<br>Title: City Manager<br>Phone: 620-225-8100<br>Email: <a href="mailto:cheriset@dodgecity.org">cheriset@dodgecity.org</a>                            | Conducted a comprehensive compensation study in 2007 for all positions. This system was updated again in 2018.  |



|  |  |
|--|--|
| <b>Clearfield City, UT</b><br>Contact: Summer Palmer<br>Title: Assistant City Manager<br>Phone: 801-525-2701<br>Email: <a href="mailto:summer.palmer@clearfieldcity.org">summer.palmer@clearfieldcity.org</a>                            | Comprehensive compensation study for all full and part-time positions within the city. Special emphasis on recruitment of police officers which entailed created a separate schedule toward the end of the study and re-researching market data on police officer salaries as market conditions showed a sudden shift mid-study. Clearfield City is in the Salt Lake City metropolitan area. Ongoing position updates and regrades contracted. |
| <b>City of Manhattan, KS</b><br>Contact: Tammy Galvan<br>Title: Human Resources Director<br>Phone: 785-587-2444<br>Email address: <a href="mailto:Galvan@cityofmhk.com">Galvan@cityofmhk.com</a>   | Developed a performance-based compensation system in 2006. Rehired in 2014 to update the system and convert to a step-based system. Rehired in 2017 to conduct a tenure analysis for non-union employees regarding their progress through the salary schedule.   |
| <b>City of Northfield, MN</b><br>Contact: Michelle Mahowald<br>Title: Human Resources Director<br>Phone: 507-645-3012<br>Email: <a href="mailto:michelle.mahowald@ci.northfield.mn.us">michelle.mahowald@ci.northfield.mn.us</a>         | Comprehensive compensation schedule of union and non-union positions was developed into one (1) classification system, and job descriptions were updated. Compensation system had to be compliant with the State of Minnesota's Pay Equity Act. Northfield is in the Minneapolis-St. Paul metropolitan area.   |
| <b>City of Oak Ridge, TN</b><br>Contact: Bruce Applegate<br>Title: Administrative Services Director<br>Phone: 865-425-3563<br>Email: <a href="mailto:bapplegate@oakridgetn.gov">bapplegate@oakridgetn.gov</a>                            | Comprehensive compensation schedules for all City positions were developed, and development of job descriptions. All Departments, including Police, Fire, and Public Works, and Electric were included.  |
| <b>Village of South Elgin, IL</b><br>Contact: Megan Golden<br>Title: Administrative Services Director<br>Phone: 847-741-3894<br>Email: <a href="mailto:mgolden@southelgin.com">mgolden@southelgin.com</a><br>Timeframe: 2007, 2014, 2018 | Conducted a comprehensive compensation study in 2007 for all positions. This system was updated 2014-15 and again in 2018.   |
| <b>Town of Berwyn Heights, MD</b><br>Contact: Jessica Cowles<br>Title: Town Administrator<br>Phone: 301-474-5000<br>Email: <a href="mailto:jcowles@town.berwyn-heights.md.us">jcowles@town.berwyn-heights.md.us</a>                      | Performed a compensation study, developed job descriptions, an employee handbook, and a performance evaluation process.  |
| <b>City of Arlington, WA</b><br>Contact: Paul Ellis<br>Title: City Manager<br>Phone: 360-403-3447<br>Email: <a href="mailto:pellis@arlingtonwa.gov">pellis@arlingtonwa.gov</a>   | Conducted comprehensive compensation analysis of all union and non-union positions within the City. Included the development of separate salary schedules for police, fire, union and non-union – however, keeping internal equity and compression issues in line.   |

|   |  |
|---|--|
| <b>City of Marysville, WA</b><br>Contact: Gloria Hirashima<br>Title: Chief Administrative Officer<br>Phone: 360-363-8000<br>Email: <a href="mailto:ghirashima@marysvillewa.gov">ghirashima@marysvillewa.gov</a> | Conducted a compensation study for all non-union positions. Have been asked to complete a similar study for all union positions in late 2018 – early 2019. |
|---|--|

## **COST PROPOSAL**

Payment for the Total Compensation Study is \$35,589. This fee covers all consultant hours, administrative overhead, and all expenses incurred. Because we tailor the project to your needs, we do not charge a “per hour” fee, nor do we charge per diem, transportation or office expenses.

Pay will be made in three installments: \$10,000 upon signing of the contract; \$15,589 upon submission of the draft report; and the balance \$10,000 upon submission of the final report.

Payment for the Job Description Update/Rewrite for all job descriptions is \$20,150 is made in two installments: \$8,000 upon commencement of job description updating and the balance \$12,150 upon submission of all job descriptions for a maximum of 250 job descriptions.

All invoices are due within 30 days of receipt and proposal cost is good for at least 90 days from June 28, 2019. Dr. Victoria McGrath is the individual with the authority to negotiate and contractually bind McGrath Human Resources in any type of negotiations and contracts.

## **OTHER SERVICES OFFERED**

McGrath Human Resources Group offers a wide spectrum of services to our public-sector clients including:

- Compensation and Benefit Analysis
- Human Resources Audits
- Compensation System Design and Implementation
- General Recruitment
- Employee Handbooks
- Performance Evaluations
- Policies and Procedures
- Management/Labor Relations
- Executive Recruitment
- Personnel Records
- Assessment Center Testing
- Training
- Compliance

A full listing is available on our website: [www.mcgrathhumanresources.com](http://www.mcgrathhumanresources.com).

## CONFLICT OF INTEREST STATEMENT

McGrath Human Resources Group attests that there is no professional or personal conflict(s) of interest between our company, consultants and associates and Stokes County, North Carolina.

## A FINAL WORD

McGrath Human Resources Group is confident that we can meet the goals and objectives to maintain a credible, competitive, fiscally sound classification and compensation system. ***We take the time to understand your culture and the vision of your organization and then make recommendations that align with your needs.***

Our firm is large enough to employ the necessary resources to ensure success, yet small enough to make certain our clients are a priority and ensure open communication and transparency throughout the entire process. Please feel free to contact us if you have any questions.

# Stokes County, North Carolina

---

## Classification and Compensation Study 2019

28 June 2019

**THE MERCER GROUP, INC.**  
**[www.mercergroupinc.com](http://www.mercergroupinc.com)**

**Corporate Headquarters:**  
5579 B Chamblee-Dunwoody  
Suite 511  
Atlanta, GA 30338  
770-551-0403

**Raleigh Office:**  
**Phillip G. Robertson**  
**3443 Highway 39 North**  
**Louisburg, North Carolina 27549**  
**919-496-2080**  
**[MercerNC@aol.com](mailto:MercerNC@aol.com)**



## The Mercer Group, Inc.

Consultants to Management

3443 Highway 39 North  
Louisburg, North Carolina 27549  
919-496-2080  
FAX 919-496-7995  
E-mail: [mercernc@aol.com](mailto:mercernc@aol.com)

28 June 2019

Glenda Pruitt  
Support Services Supervisor  
Stokes County  
P.O. Box 20  
Danbury, N.C. 27019  
Via Email: [gpruitt@co.stokes.nc.us](mailto:gpruitt@co.stokes.nc.us)

RE: RFP: Classification and Compensation Study 2019

Dear Ms Pruitt:

The Mercer Group, Inc. is pleased to provide this proposal for a Classification and Compensation Study. If selected, we can begin work promptly.

Our experience has shown that good classification and compensation studies are a combination of sound technical processes and an understanding of human nature. Our approach is sensitive to this in several ways. Our position evaluation system uses a factor evaluation system that is industry standard and is sufficiently straightforward, therefore transparent, so that how the process works and how factor scores and total scores for a position are derived is easily explainable and easily understood by employees, supervisors, and the executive board.

- We provide orientation sessions for all employees so that they understand the methodology of the study and how their positions will be evaluated, thus reducing anxiety.
- We will meet with every employee to discuss his/her questionnaire answers and get clarification.
- We provide an appeals process for any employee who feels that his/her position has been classified incorrectly.
- We work closely with you and your management team throughout the process to assure that you are informed and that there are no “surprises.”



The Study should take approximately three months to complete, given prompt responses to the Market Survey by the market organizations.

We welcome the opportunity to discuss our proposal in person or teleconference.

This proposal is valid for 120 days from the date of receipt by you. We abide by all applicable rules of federal, state, and local entities. The Mercer Group, Inc. and the staff proposed have no conflicts of interest.

We thank you for this opportunity and look forward to working with you on this important project. If you have any questions, please contact me at (919) 496-2080.

Sincerely,

A handwritten signature in cursive script, reading "Phillip G. Robertson", is displayed on a light-colored rectangular background.

**THE MERCER GROUP, INC.**

Phillip G. Robertson, Senior Vice-President

**Table of Contents**  
Stokes County, North Carolina  
Classification and Compensation Study 2019

|   |           |
|---|-----------|
| <b>PROJECT SUMMARY .....</b>                      | <b>2</b>  |
| <b>CONSULTING FIRM .....</b>                      | <b>3</b>  |
| <b>QUALIFICATIONS AND PERSONNEL .....</b>         | <b>5</b>  |
| <b>REFERENCES .....</b>                           | <b>8</b>  |
| <b>PROJECT MANAGEMENT AND APPROACH .....</b>      | <b>9</b>  |
| <b>METHODOLOGY / PLAN/ TIMELINE .....</b>         | <b>10</b> |
| <b>PROPOSED COSTS/ PRICE PROPOSAL .....</b>       | <b>14</b> |
| <b>ATTACHMENT A: POSITION QUESTIONNAIRE .....</b> | <b>15</b> |
| <b>ATTACHMENT B: FACTOR EVALUATION .....</b>      | <b>21</b> |

**Stokes County, North Carolina**  
**Proposal for Classification and Compensation Study 2019**

**PROJECT SUMMARY**

The proposed Classification and Compensation Study will provide the following:

**Classification Study**

Employees will respond to a written questionnaire and participate in interviews to discuss and clarify the roles and responsibilities of their positions. Stokes County Government has a total of 315 full time employees, and 181 part-time employees under approximately 232 job classifications. Every employee will be given the opportunity to submit a questionnaire and participate in these interviews, individually or as a group, where appropriate. At a minimum a questionnaire and interview will be completed for every unique position classification (the definition of “unique position classification” is totally at the discretion of the County).

**Current Salary Evaluation**

Stokes County's pay practices and salary structure will be reviewed and analyzed.

**Benchmark Survey**

Other counties, municipal jurisdictions, and private sector employers will be surveyed to provide information to develop a competitive and local market-based salary structure, including salary ranges. Stokes County will work with The Mercer Group in identifying these entities.

**Class Specifications**

Class specifications will be developed for each classification. Class Specifications will be in a standard format that include at a minimum a Position Overview, Responsibilities, Knowledge and Abilities, and Education and Experience.

**Fair Labor Standards Act Designations**

A recommendation of “Exempt” or “Non-Exempt”, via-a-vis overtime eligibility, will be made for each employee.

**Final Report**

A written final report will contain a recommended salary structure, discussion of methods, techniques and data used to develop the classification and compensation plan and identify Stokes County’s position in their specified market. This report will include an analysis of the financial impact for various implementation strategies.

**Training and On-going Support**

To assure consistency with the methods of this study, Stokes County Human Resources Department will be provided instructional information to permit periodic salary reviews and adjustments to salary and position requirements. We provide free telephone support following completion of the project for as long as the County considers itself our client.

## Stokes County, North Carolina

### Proposal for Classification and Compensation Study 2019

#### **CONSULTING FIRM**

**Legal Name of Firm:** The Mercer Group, Inc.

**Street and Mailing Address:** 3443 NC Highway 39 North  
Louisburg, North Carolina 27549

**Telephone Number:** (919) 496-2080

**Email:** mercernc@aol.com

**Name of Authorized Representative:** Phillip G. Robertson

**Title of Authorized Representative:** Senior Vice President

**Overview:** The Mercer Group, Inc. is a management consulting firm incorporated in the State of Georgia and operating nationwide. Founded by James L. Mercer, a long-term public management consultant, The Mercer Group, Inc., provides management consulting services to state and local governments, special districts, and private sector clients. The company's services include:

|  |                                       |
|--|---------------------------------------|
| Compensation and classification studies; | Executive recruitment;                |
| Performance management systems;          | Organization and operations analysis; |
| Productivity improvement;                | Strategic planning;                   |

The Mercer Group, Inc. is a *consortium model firm*, with a core of key staff members supplemented by associated independent consultants and specialty firms. The consortium members work together regularly and have long personal and professional relationships. This business model allows us to address each project with consulting professionals who have the specific managerial, functional, and technical skills needed to fully satisfy the project objectives.

**History:** The Mercer Group, Inc., as it is today, has been in operation for 28 years. Mr. Mercer started his firm in 1981 and, in 1984, merged with another consulting firm, Wolfe & Associates, Inc. On June 1, 1986, Mr. Mercer acquired the Human Resource and Organizational Consulting Practice of Wolfe & Associates, Inc. This acquisition formed the basis for Mercer, Slavin & Nevins, Inc. Early in 1990, Mr. Mercer sold his interest in Mercer, Slavin & Nevins, Inc. and founded The Mercer Group, Inc.

**Philosophy:** The Mercer Group, Inc. believes that the Classification and Compensation Study must have extensive client participation. Our experience has shown that successful assignments are characterized by:

- A mutual understanding between the client and the consultant staff of the objectives, study process, timing, and end products of the study;

- A thorough understanding of the current situation by the consultants before proceeding with detailed analysis;
- Providing opportunities for participation and input by staff; and,
- A thorough review of draft reports with the County Manager and others of the County's choosing.

Our work plan includes provision for each of the items listed above. The specific participation of County officials and staff is described as follows:

County Manager - The County Manager (or designee) is the principal client(s) for the project. The principal client will receive a thorough briefing and description of the study process and methodology. At the end of the study, the principal client will receive a briefing on all findings and recommendations as well as briefings throughout the process as appropriate. It is important that the principal client be involved in the key policy issues to ensure the overall effectiveness of the resulting Classification and Compensation systems to meet the needs of the organization.

Management (Department/Division Heads) - Management will be involved in the study by participating in a briefing session with the consultants, completing questionnaires, meeting individually with the consultants to review the scope of their operations, and identifying any specific concerns they may have with respect to their current classification, compensation or organizational systems. Key management will likewise be involved in reviewing a draft of all job analysis recommendations including position placement recommendations and class specifications.

Employees - All employees whose positions are included in the study must feel that they have a role in the process and that their input is both sought and welcomed. That role and input will be introduced and explained by a thorough and accurate initial presentation about the project. Employees then will be asked to complete position questionnaires and will be given opportunities to be involved further in the process through interviews, job audits (when necessary), and appeal procedures.

Administrative Staff - Designated Administrative Staff will be asked to assist in the distribution and collection of the position questionnaires and assist the consultants in setting up meetings and interviews.



## **QUALIFICATIONS AND PERSONNEL**

This project will be conducted out of the North Carolina Office located in Louisburg, North Carolina. The North Carolina Office is staffed by Senior Vice President Phillip Robertson and Vice President Joan Miller. The staff specializes in Compensation and Classification Studies, Performance Evaluation Systems, FLSA Compliance, and Executive Recruitment. The staff has over 65 years' experience.

### **Principal in Charge: James L. Mercer.**

Mr. Mercer, President of The Mercer Group, Inc., is a Certified Management Consultant and has extensive experience in all phases of management consulting including compensation, classification, and performance appraisal. Mr. Mercer will be available if needed to assist in this project.

### **Primary Consultant (Project Manager): Phillip Robertson, Senior Vice President.**

Mr. Robertson possesses extensive knowledge of all phases of staffing studies, compensation and classification and all areas of local government management. He will be responsible for assuring the quality of our work, the adherence to expected schedules and the delivery of our work products.

### **Research: Joan L. Miller, Vice President.**

Ms. Miller has a background in research in support of local, state and federal reporting, grant management and program design.

### **James L. Mercer, President**

Mr. Mercer holds a Master of Business Administration degree from the University of Nevada, Reno, and a Bachelor of Science degree in Industrial Management from the same institution. He has also received a Certificate in Municipal Administration from the University of North Carolina at Chapel Hill and is a graduate of the Executive Development Program at Cornell University. Mr. Mercer has more than 26 years' experience in management consulting. He has authored three books, co-authored three books, and has written more than 250 articles on various phases of public management.

Prior to forming The Mercer Group, Mr. Mercer was President of Mercer, Slavin, & Nevins, Inc. and a Regional Vice President of Wolfe & Associates, Inc., with which he previously merged his own local government consulting firm, James Mercer & Associates, Inc. He has been Director of Government Consulting Services for Coopers & Lybrand, a National Program Director with Public Technology, Inc., and, served as Assistant City Manager of Raleigh, North Carolina.

Mr. Mercer is a recipient of the prestigious George C. Franklin Memorial Award from the North Carolina League of Municipalities for Excellence in Public Administration and election to Beta Gamma Sigma, the national honor society in business and administration. He has served on several private and public Boards, including the University of Nevada Foundation, the School of Business Advisory Board at California Polytechnic State University in San Luis Obispo, and the Public Administration Program at the University of South Carolina. Mr. Mercer has been quoted in The New York Times, Forbes, Public Management, American City and County, and many other national and local publications. His professional affiliations include:

- International City/County Management Association;
- American Society for Public Administration;
- Institute of Industrial Engineers (past Chapter President);
- The Technology Transfer Society (Board of Directors - 5 terms); and,
- International Association of Quality Circles.

**Phillip Robertson, Senior Vice-President**

3443 NC Highway 39 North  
Louisburg, North Carolina 27549  
Office: (919) 496-2080 Cell: (919) 349-7239  
Email: mercernc@aol.com

Mr. Robertson has 40 years' experience in the public sector. Mr. Robertson joined The Mercer Group, Inc. in 1998.

- **Compensation and Classification studies performed and managed by Mr. Robertson:**

Hernando County, Florida; Housing Authority of Covington, Kentucky; East Point, Georgia; Martin County, Florida; Ouachita Parish, Louisiana, Public Library; Monmouth, Oregon; Monroe, Georgia; Peachtree City, Georgia; The Development Authority of Peachtree City, Georgia; **Pitt County, North Carolina**; Okaloosa County, Florida; Okaloosa County, Florida, Detention Center; Martin County, Florida, Sheriff's Office; Henderson, Nevada; Berlin, Connecticut; Choctawhatchee Electric Cooperative, Defuniak Springs, Florida; Duncan, Oklahoma; Calcasieu Parish, Louisiana, Public Library System; Colonial Heights, Virginia; Nye County, Nevada; Decatur, Illinois, Housing Authority; Rochester Hills, Michigan; Garden City, Georgia; Glastonbury, Connecticut; **Kitty Hawk, North Carolina; Holly Springs, North Carolina**; Sun 'N Lake of Sebring, Florida, Improvement District; Okaloosa, Florida, Gas District; Sunny Isles Beach, Florida; Frankfort, Kentucky; Peachtree City, Georgia, Tourism Association; Sioux City, Iowa; Glen Heights, Texas; Daytona Beach, Florida; Jacksonville, Florida; Osawatomie, Kansas; Gordon College, Barnesville, Georgia; Assisted Housing Risk Management Association, Illinois; Iowa League of Cities; Peachtree City Water and Sewerage Authority, Georgia; Minturn, Colorado; Loma Linda, California; Public Agency Risk Sharing Authority of California, Sacramento; Hercules, California; **Mooreville, North Carolina**; Salt River Landfill, Scottsdale, Arizona; **Jackson County, North Carolina**; Clayton State University, Morrow, Georgia; Rhode Island Airport Authority; Vernon, California; Metropolitan District Commission in Hartford, Connecticut; Glenwood Springs, Colorado; Eagle, Idaho; Wethersfield, Connecticut; Davie, Florida; Yankton County, South Dakota; Pensacola, Florida; **North Carolina State Firefighters Association; Craven Community College, New Bern, North Carolina**; Lee County, Georgia; **Cumberland County ABC Board, Fayetteville, North Carolina**; Portland, Maine; **Goldsboro, North Carolina**; Cheyenne, Wyoming; **Huntersville, North Carolina; Spring Lake, North Carolina**; Southland Utility Services, Florida; Kentucky League of Cities; **Cabarrus County, North Carolina**; Nevada City, California; **Johnston County, North Carolina**; Defuniak Springs, Florida; **Lexington, North Carolina**; Kiawah Island, South Carolina; **Fletcher, North Carolina**; and, **North Carolina Association of County Commissioners**.

- **Executive Searches:**

Arkansas City, Kansas - City Manager (2006); Federal Heights, Colorado - City Manager (2007); Liberty, Texas - City Manager (2007); Hanover Park, Illinois - Chief Information Officer (2007); Union City, Georgia - City Administrator (2008); Choctawhatchee Electric Cooperative - Chief Operating Officer (2007); Tipp City, Ohio - City Manager (2008); Mooreville, North Carolina - Engineering Manager (2008); Mooreville, North Carolina - City Manager (2008); Orange County, North Carolina - Emergency Services Director (2008); Orange County, North Carolina - County Attorney (2009); Harrisburg, North Carolina - Finance Director (2008); Orange County, North Carolina - County Manager (2009); Decatur, Illinois, Housing - Executive Director (2010); Lee County, Georgia - County Manager (2011); Tipp City, Ohio - Library Director (2011); Holland, Michigan - City Manager (2012); Troy, Michigan - City Manager (2012); Yankton, South Dakota - City Manager (2012); Milliken, Colorado - Town Administrator (2014); Petoskey, Michigan - City Manager (2015); Clinton County, Ohio, Port Authority - Executive Director (2015); Lebanon, Ohio - Finance Director (2017); and, Goldsboro, North Carolina - City Manager (2019).

- **Organizational and Staffing Studies:**  
Frankfort, Kentucky; Okaloosa Gas District, Florida; Peachtree City, Georgia, Tourism Association; Choctawhatchee Electric Cooperative, Florida; and, Hercules, California.
- **Performance Evaluation Systems:**  
Pitt County, North Carolina; Colonial Heights, Virginia; Sun’N Lake Improvement District, Florida; Peachtree City, Georgia, Water and Sewerage Authority; and The Village of Carol Stream, Illinois; Rockaway Township, New Jersey; and, Durham, North Carolina (Ongoing).
- **Organizational Climate Surveys**  
Assisted Housing Risk Management Association, Illinois and Horizons of Okaloosa County, Florida.
- **Additional Experience:**
  - Former Management Information Systems Director for the North Carolina Division of Employment and Training.
  - Extensive experience in organizational analysis at the local and state government levels.
  - Former Human Resources Director for a Division of the North Carolina State Government.
  - Former Assistant City Manager for Town of Clayton, North Carolina.
  - Extensive experience in Grant Management at the Federal, State, and Local levels.
  - Extensive experience and expertise with information systems management at the Federal, State, and Local levels.

Mr. Robertson has a MA in Public Administration from Appalachian State University in Boone, North Carolina and a BA in History from Wake Forest University in Winston-Salem, North Carolina. He has also undertaken doctoral work at North Carolina State University in Raleigh, North Carolina.

**Joan L. Miller, Vice President**

3443 NC Highway 39 North  
Louisburg, North Carolina 27549  
Office: (919) 496-2080  
Email: mercer.robertson@aol.com

Ms. Miller has 26 years of experience in municipal government as a planner, housing specialist, grants manager and inspector. Her areas of expertise include:

- Policy and Procedure Research, Development, and Implementation
- Fiscal Analysis as a Function of Policy Options
- Transportation and Recreation Program Planning and Implementation
- Water Quality Improvements
- Code Enforcement and Residential Rental Inspection
- Comprehensive Plan Development, Modification, and Interpretation
- Environmental Review
- Grants Development, Administration, Reporting and Closeout
- Housing Rehabilitation Program Planning, Development, and Implementation

Ms. Miller is a graduate of North Carolina State University.

## **REFERENCES**

Public-sector references, all of whom can comment on our organization's relevant experience, are listed below.

(Ms.) Lu Hickey  
Human Resources Director  
Johnston County, North Carolina  
919-938-4703  
Full Classification Study 2016  
Full Compensation Study 2017

Kevin Leonard, Executive Director  
North Carolina Association of Counties  
323 W. Jones Street, Suite 500, Raleigh, NC 27603.  
919-715-4369  
Full Compensation and Classification Study 2019

Susan Nunn  
Human Resources Director  
Lexington, North Carolina  
(Also, Deputy HR Director in Cabarrus County during the study there)  
336-243-2489 x 3222  
Compensation Studies and Focused Classification  
Ongoing.

Kay Godwin  
Deputy County Manager  
Okaloosa County Human Resources Department  
Crestview, Florida  
850-651-7515  
Compensation and Classification Study for Board of County Commissioners and Supervisor of Elections.  
The original project was completed in 2000. The Mercer Group maintained the system for the County through 2004. The Mercer Group was contacted again in 2006 and has continued provided services through 2019.

Susan Van Buren, PhD.  
Director of Human Resources and Organizational Development  
Choctawhatchee Electric Cooperative  
Defuniak Springs, Florida  
850-892-2111  
Compensation and Classification Study  
The original project was completed in 2000.  
A comprehensive update was conducted in 2004.  
Full Compensation and Classification Study 2012.  
Full Classification Study 2017.  
Ongoing Focused Classification

## **PROJECT MANAGEMENT AND APPROACH**

The Mercer Group, Inc. (The Mercer Group) will examine the County's classification and compensation system and provide recommendations for compensation policies, procedures, and practices and conduct a market study of comparable labor markets, including both private and public-sector employers.

**Classification and Compensation:** The Mercer Group will develop a comprehensive classification/compensation plan for the County's employees based upon an objective analysis and evaluation of job content utilizing a Position Questionnaire (PDQ) and interviews with employees and supervisors. Questionnaires will be evaluated utilizing a 10 Factor Evaluation System. This study will be the basis for recommending the appropriate classifications and will allow the County, in consultation with The Mercer Group to address any discrepancies identified in the existing classifications and make correction while implementing the proposed classification program.

**Meetings:** The Mercer Group will schedule an initial meeting with the County Manager and others so designated by the County to discuss the process and tasks to be performed in the study to include reasonable dedication of key personnel and meet with senior management, all department heads and employees to explain study and processes to be used.

Weekly progress reports will be communicated to the Administrative Services Director with additional updates, if so required.

**Existing Methodology:** The Mercer Group will review current classification grade methodology and propose recommended strategies for the County. All employees will complete a Position Questionnaire and participate in interviews. Interviews may be conducted individually or in groups based upon classification. Should job audits be required, that need will be determined at meetings with senior management, department heads and employees prior to scheduling and conducting onsite reviews.

**Market Study:** The Mercer Group, with the County, will review existing and identify additional comparable labor markets, including both private and public-sector employers, for compensation survey. From the results of that survey, The Mercer Group will recommend appropriate salary ranges for each position based on the classification plan, the compensation survey results, and internal relationships and equity. An updated salary structure based on the results of the survey and best practices will be developed and supplied to the County for review, approval and implementation along with a calculation of the costs of implementing such plan. We will:

- Identify any extreme current individual or group compensation inequities and to provide a recommended corrective action plan and process to remedy these situations;
- Make recommendations and provide implementation strategies related to other key compensation practices, based on market demands, including pay for performance, skill pay, special assignment pay, certification pay, bilingual pay, promotional pay, and acting assignment pay;
- Provide system documentation and computer formats/software to administer the compensation plan;
- Provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance will include annual activities such as a market survey; and,
- Conduct a comprehensive training program for appropriate staff to ensure that the staff can explain and administer the new system in the future.



## **METHODOLOGY / PLAN/ TIMELINE**

To meet the client's specific objectives for this project, we have developed a work plan, as follows:

### **Phase I**

#### **STEP 1. Orientation**

Because of the significance of a classification and compensation study, a clear understanding of and agreement to the work plan is critical. We will begin the project by meeting with all appropriate officials including but not limited to the County Manager, department heads and others necessary to clarify the following issues:

- Specific issues regarding the current classification and pay structure(s);
- Specific issues regarding individual Departments and Divisions;
- Understanding of the objectives for the systems;
- Review of The Mercer Group, Inc. classification and analysis methodology, including specific forms such as the position questionnaire;
- Policies regarding review and employee appeal of recommendations;
- Begin development of a list of organizations for the "market analysis," including public and private employers (Management will participate in the process of development of the comparable organization list); and
- Implementation strategy for results of the study.

At the orientation, we will also obtain information on current practices. We will then provide the initial communication to employees through group meetings, written explanations, or both, depending on the needs of the organization. The Mercer Group, Inc. prefers to meet with employee groups to review the process and how the employees are going to be asked to participate.

Classification and Compensation Studies can produce anxiety with employees. We have found that open discussions with employees at the beginning of the study helps employees understand what to expect from us and what we are going to ask of them. It also allows employees the opportunity to voice any concerns or questions and meet the consultants. During orientation, we generally provide our contact information to employees and encourage them to contact us at any point during the process if they have questions or concerns.

### **Phase II**

#### **STEP 2. Classification Process**

The job analysis classification portion of the study will begin with the distribution of Position Questionnaires to all employees. This process will permit a high degree of accuracy in collecting information from the locality of its employees.

The Position Questionnaire is typically distributed and reviewed during the Employee Group Orientation meetings. The Position Questionnaire is important to the Classification and Compensation process because the information obtained becomes the basis for the classification system and the development of "benchmark" positions.

Because the questionnaire is important, we will review and edit our questionnaire with management to ensure its appropriateness. A draft of the Position Questionnaire is included as Attachment A.

Upon receipt of the questionnaires, we will interview positions for employees having submitted questionnaires to confirm and clarify the information. At a minimum, we must have a sufficient sample

size of each class or job title to ensure a thorough understanding of each position. We will also conduct job audits when necessary.

**All reasonable accommodation will be made to ensure that all employees who wish to participate in the interview process will be given the opportunity to do so.** Our history has been that on average, 90% of all employees participate in interviews. Employees who have the same job title and agree that they are performing the same job duties can interview as group with a sufficient sample size.

Employees who have the same job title and do NOT agree that they are performing the same job duties will be interviewed separately. It may be that at the end of the study we recommend that these positions remain in the same classification or the duties and responsibilities may be such that a separate classification is recommended. If we do not allow employees to choose if they want to interview together or separately it greatly undermines the results of the study and the employee “buy in”.

We will begin interviews in each department with the lowest classifications and work up to the Department Heads. This approach allows us to obtain a good understanding of the organization and to discuss issues and problems at each succeeding level. Interviews generally take 15 minutes for individuals and 30 minutes for groups. During the interviews the consultant will review the submitted questionnaire with the employee and as clarification questions. This is also an opportunity to employees who communicate more effectively in an oral format the opportunity to discuss their position with the consultant.

Upon completion of the position questionnaire and interview process, we will analyze classifications by the duties and responsibilities. As a result of the questionnaire and interview process, we obtain information regarding organizational and personnel issues outside of the scope of this project. We will provide an informal report to the principal client covering those issues which appear to be significant, if desired.

To develop the proper classifications and provide internal equity, we will use The Mercer Group Factor Evaluation System (FES). Such systems are used to provide numerical rankings for classifications and positions. A detailed description of our job measurement methodology is included as Attachment B: Factor Evaluation. During the classification process, we will address the issues of parity among departments, appropriate titles, consolidation of classifications, creation of new classifications and logical career ladders.

After the completion of the interviews and the application of the Factor Evaluation System, the consultants will meet with each Department Head to review the preliminary factoring for the position is her/his department. This is a time that the consultants will be able to obtain clarifications on issues with any positions that were not clear in the interview and questionnaire. These meetings help familiarize the Department Heads with how the classification system works. The preliminary factoring will also be reviewed with the principal client(s) from an organizational prospective.

After the recommendations have been approved, copies of the recommended class specifications, and title changes should be provided to incumbents for review. Should an employee feel that his/her recommended classification is inaccurate; an appeal may be made to the Review Committee. The make-up of the Review Committee will be established at project orientation. We will recommend a methodology to make the process fair and non-threatening to the individual employees.

A copy of the Position Questionnaire and the Factor Evaluation System are attached. Please see, Attachment A and Attachment B.

### **Phase III**

#### **STEP 3. Market Analysis**

Using the specifications developed through the questionnaire/interview process, we will work with the organization to select a representative number of positions to be used as "benchmarks" for a market comparison survey, including data for each market organization.

The survey instrument will be developed as part of our assessment and understanding of the needs of the organization. We recommend that a broad base of private and public organizations be used. Through meetings with management we will work together to identify the organizations to be included in this survey.

The survey instrument will be customized for the organization and left with the organization for continued use in maintaining the system. All information will be analyzed by The Mercer Group, Inc. and a detailed report will be prepared regarding the responses. This analysis and report will be done on Excel spreadsheets and provided to the organization with training on how to update the spreadsheets in maintaining the system.

We recommend that the market analysis survey be repeated in its entirety at least once every two years with parts of it used more often. We will provide the organization with the instrument and training in the analysis of data.

Using the market research data, a set of specific recommendations regarding the level of Compensation for all classes will be developed. In this part of the study, we will:

- Provide pay levels for all classes;
- Provide recommendations on policy decisions such as range widths, new-hire level guidelines, and mechanisms for slotting; and
- Provide alternative implementation strategies for the system, including the cost of each alternative.

### **Phase IV**

#### **STEP 4. FLSA Analysis**

Once classifications (jobs) are identified for the new system each position will be preliminarily reviewed and analyzed for the appropriate FLSA designation of Exempt or Non-Exempt, keeping in mind that the final determination of the status must be made for each employee – **employees are exempt or non-exempt, not positions.**

#### **STEP 5: Training and System Maintenance**

Training will be provided for all appropriate personnel in the administration of the new Compensation and Classification systems, including:

- The Factor Evaluation System for classification of new positions and reclassifications as they occur;
- The market survey instrument for continued update of the salary system; and
- Implementation procedures.

We provide telephone consultation for one year following the study. Many of our clients keep us on contract following the first year to assistance as needed. We provide this assistance on at an hourly rate.

#### **STEP 6. Reporting and Documentation**

Throughout the project The Mercer Group, Inc. will provide the organization with written or oral updates. Specifically, we will provide:

- Status reports at each step of the process.
- Special reports or requests when policy decisions need to be made.
- Preliminary final report for review by appropriate officials.
- Final report.

We will also make a presentation of findings and recommendations to management, staff and the governing board, as necessary.

#### **RESULTS OF THE CLASSIFICATION PHASE:**

- Classification standards for all classes and levels proposed;
- Class specifications for all classifications;
- FLSA designation for exempt or non-exempt status for each employee included in the study (keep in mind that these recommendations [especially for the Administrative and Executive Exemptions] may need to be revisited -at no additional charge - as the proposed 12/2016 changes to FLSA are currently in litigation);
- Allocation of each position to an appropriate classification to ensure internal equity.

#### **RESULTS OF THE COMPENSATION PHASE:**

- Development of comprehensive market survey instrument for continued use by the organization;
- Detailed analysis and attendant recommendations regarding total compensation;
- Development of appropriate salary guidelines;
- Assignment of appropriate salary range to each classification;
- Development of written guidelines of the total system.

## **PROPOSED COSTS/ PRICE PROPOSAL**

The not-to-exceed total cost of your **Classification and Compensation Study** will be \$19,750.

This includes all expenses related to 10 days on site spread across 3 separate trips during the course of the study. *If the successful completion of the study should require more trips or more time on site there will be no additional charges.*

If the county desires true job descriptions (the best example here would be a tailored description for the administrative assistant position in department A as well as a separate tailored descriptions for the administrative assistant positions in departments B, C, and D) the additional cost would be \$75 per description. Class specifications – detailed descriptions of each classified position are included in the price quoted above. If this distinction is unclear, please call us for clarification and discussion – 919-496-2080).

The County's cost for The Mercer Group, Inc. for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized in writing by the organization. We will comply with all applicable laws, rules and regulations of federal, state and local government entities.

Our ability to carry out the work required will be drawn greatly from our experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

The results obtained, our recommendations and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between The Mercer Group and Stokes, County. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of North Carolina.



**ATTACHMENT A: POSITION QUESTIONNAIRE**

(Allocation of space for questions has been reduced for the purpose of including this questionnaire within the body of the response to an RFP from the County)

**Stokes County, North Carolina**  
**POSITION QUESTIONNAIRE**

**PLEASE PRINT YOUR ANSWERS OR IF YOU WISH TO COMPLETE THIS QUESTIONNAIRE IN ELECTRONIC FORMAT, A TEMPLATED VERSION WILL BE EMAILED TO YOU UPON YOUR REQUEST**

---

Job Title: \_\_\_\_\_

Name of the person currently in this position: \_\_\_\_\_

Department: \_\_\_\_\_

Work station location: \_\_\_\_\_

This questionnaire was prepared by: \_\_\_\_\_

Name of this position's supervisor: \_\_\_\_\_

Title of this position's supervisor: \_\_\_\_\_

Signature of supervisor indicating that this questionnaire has been reviewed:

\_\_\_\_\_

---

In a brief summary, state the basic purpose of your position and how it contributes to the work of your unit, department, or the organization as a whole.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

List the duties that best describe the major areas of your job. State the approximate % of time or frequency (daily, weekly, monthly, annually) for each duty.  
If the space provided for any item is not sufficient, please continue on another page.

| Specific Duty or Job Area: | Frequency or % of Time |
|----------------------------|------------------------|
| 1. _____                   | _____                  |
| 2. _____                   | _____                  |
| 3. _____                   | _____                  |
| 4. _____                   | _____                  |
| 5. _____                   | _____                  |
| 6. _____                   | _____                  |
| 7. _____                   | _____                  |
| 8. _____                   | _____                  |
| 9. _____                   | _____                  |
| 10. _____                  | _____                  |
| 11. _____                  | _____                  |
| 12. _____                  | _____                  |
| 13. _____                  | _____                  |
| 14. _____                  | _____                  |
| 15. _____                  | _____                  |

1. **Education and Experience:** Please list the level of education, years of experience, and any courses, certifications, or licenses that you think should be required to be hired into your job.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2. **Assignment, Review, and Approval of Work:**

a. Describe how your work is assigned, reviewed, and approved. Who does this review and approval, and how often?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

b. Describe any work that does not require approval.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3. **Supervision Given:** Are there other employees of your organization for whom you approve requests for time off, provide input on their performance evaluation, initiate disciplinary action, or provide input on decisions to hire or fire? If yes, please complete pages 4 and 5. Please provide information on pages 4 and 5 for any temporary employees, volunteers, or interns that you may supervise or if you are the supervisor in the absence of your supervisor. If you have no supervisory responsibilities please skip to question 4 at the top of page 6.

3.a.

(Your Supervisor)

(Your Position)

|   |   |   |   |
|---|---|---|---|
|   |   |   |   |
| <div>Position Title:</div> <div># of employees holding this title that you supervise.</div> | <div>Position Title:</div> <div># of employees holding this title that you supervise.</div> | <div>Position Title:</div> <div># of employees holding this title that you supervise.</div> | <div>Position Title:</div> <div># of employees holding this title that you supervise.</div> |

(Draw additional boxes if necessary.)

Complete the Organization Chart above indicating the job title and name of your immediate supervisor, your own position, and any subordinate positions that report directly to you, including the number of employees holding that position. If available, please attach an organizational chart for your unit or Department.

3.b. List below the primary functions and responsibilities of any *Subordinate Positions* that report directly to your position. Where multiple employees holding the same job title and who are performing the same job functions are involved, group these together and indicate the total number of positions in the parenthesis following the job title.

| Job Title | Number of employees | Primary Function/Duties |
|-----------|---------------------|-------------------------|
| _____     | ( )                 | _____                   |
| _____     | ( )                 | _____                   |
| _____     | ( )                 | _____                   |
| _____     | ( )                 | _____                   |
| _____     | ( )                 | _____                   |
| _____     | ( )                 | _____                   |
| _____     | ( )                 | _____                   |
| _____     | ( )                 | _____                   |
| _____     | ( )                 | _____                   |
| _____     | ( )                 | _____                   |
| _____     | ( )                 | _____                   |
| _____     | ( )                 | _____                   |
| _____     | ( )                 | _____                   |

4. **Guidelines:** What job duties do you perform for which there are no policies, procedures, guidelines or industry standards?

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

5. **Complexity:** What job duties do you perform that: 1) Were extremely difficult to learn or; 2) Involve a large number of intricate tasks or; 3) You must use creative or original thinking to decide how to begin or complete?

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

6. **Scope and Effect:** Within the organization or the general public, whom does your work affect? Describe this effect.

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**7. Personal Contacts outside the Organization:**

Outside the Organization, what types of personal contacts must you make to do your job?:

---

---

---

**8. Purpose of Contacts Outside of the Organization:**

What is the purpose of each of the personal contacts listed above?

---

---

---

**9. Physical demand:** How much physical exertion or mobility does your position require? How often are you required to be mobile or use physical strength?

---

---

---

**10. Work environment:** List any dangers or severe or unusual environmental conditions connected with your job and how often you must deal with these dangers or conditions. What special protection is needed or is available to protect you while working?

---

---

---

**11. List the types of equipment that you use to do your job.**

---

---

---

**12. Hardest Part of Your Job:** What is the hardest or most difficult part of your job? Why?

---

---

---

**13. Additional Information:**

**Provide** any additional information that you feel should be in this Position Questionnaire in order to accurately describe the duties and responsibilities of your position. This can include information for topics covered in the questionnaire, or comments about any other areas of your job that will give a better understanding of the work that you do.

---

---

---



REVIEW BY IMMEDIATE SUPERVISOR

1. Please provide your comments, exceptions, or additions to any of the employee's responses to the topic areas of this Position Questionnaire.

---

---

---

---

2. What do you consider to be the most important duties of this position?

---

---

---

---

**REVIEW BY DEPARTMENT HEAD**

Please provide your own comments relating to the responses of the incumbent and/or the Supervisor, and any additional information that might be appropriate to properly define the duties and responsibilities of this position.

---

---

---

---

Signature of the Department Head indicating review of the questionnaire:

---

## **ATTACHMENT B: FACTOR EVALUATION**

### **THE MERCER GROUP, INC.**

#### **FACTOR EVALUATION SYSTEM OVERVIEW**

Each functional position will be analyzed and assigned a level for all 10 factors outlined below, based on the completion of a position questionnaire followed by an interview. **In cases where employees hold the same position title but are of the opinion that their duties are materially different, separate interviews and factoring will be done.**

#### **FACTOR 1. KNOWLEDGE REQUIRED BY THE POSITION**

Factor 1 measures the nature and extent of information or facts which the worker must understand to do acceptable work (e.g. steps, procedures, practices, rules, policies, theories principle, and concepts) and the nature and extent of the skills needed to apply that knowledge. To be used as a basis for selecting a level under this factor, a knowledge must be required and applied.

#### **FACTOR 2. SUPERVISORY CONTROLS**

“Supervisory controls” covers the nature and extent of direct or indirect controls exercised by the supervisor, the employee’s responsibility, and the review of completed work. Controls are exercised by the supervisor in the way the assignments are made, instructions are given to the employee, priorities and deadlines are set, and objectives and boundaries are defined. Responsibility of the employee depends upon the extent to which the employee is expected to develop the sequence and timing of various aspects of the work, to modify or recommend modification of instructions, and to participate in establishing priorities and defining objectives.

The degree of review of completed work depends upon the nature and extent of the review (close and detailed review of each phase of the assignment, detailed review of the finished assignment, spot-check of finished work for accuracy, or review only for adherence to policy).

#### **FACTOR 3. SUPERVISION EXERCISED**

Factor 3 measures the knowledge that may be required to supervise or manage small or specialized organizational units, mid-level divisions, and major operations within the total organization or the entire organization.

#### **FACTOR 4. GUIDELINES**

This factor covers the nature of guideline and the judgment needed to apply them. Guides may include manuals, established policies and procedures, engineering handbooks or the organization’s personnel manual. The guidelines may be related to the specific occupation rather than organizational. For instance, a CPA may work under specific guidelines imposed by the profession rather than the organization.

Individual jobs in different occupations vary in the specificity, application and availability of guidelines for performance of assignments. Consequently, the constraints and judgmental demand placed upon employees also vary. For example, the existence of specific instructions, procedures and policies may limit the opportunity of the employee to make or recommend decisions or actions. In the absence of procedures or under broadly stated objectives, employees in some occupations may use considerable judgment in researching literature and developing new methods.

#### **FACTOR 5. COMPLEXITY**

This factor covers the nature, number, variety, and intricacy of tasks, steps, processes or methods in the work performed; the difficulty in identifying what needs to be done; and the difficulty and originality involved in performing the work.

**FACTOR 6. SCOPE AND EFFECT**

Scope and effect covers the relationship between the nature of the work, i.e. the purpose, breadth and the depth of the assignments and the effect of the work products or services both within and outside the organization. Effect measures such things as whether the work output facilitates the work of others, provides timely services of a personal nature, or impacts on the adequacy of decisions.

**FACTOR 7. PERSONAL CONTACTS**

This factor includes face-to-face contacts and telephone and radio dialogue with persons not in the supervisory chain. Levels described under this factor are based on what is required to make the initial contact, the difficulty of the communicating with those contacted, and the setting in which the contact takes place.

Above the lowest level, points should be credited under this factor only for contacts which are essential for successful performance of the work and which have a demonstrable impact on the difficulty and responsibility of the work performed.

The relationship of Factors 7 and 8 presumes that the same contacts will be evaluated for both factors. Therefore, use the personal contact which serves as the basis for the level selected for Factor 8 as the basis for selecting a level for Factor 7.

**FACTOR 8. PURPOSE OF CONTACTS**

Purpose of personal contact range from factual exchanges of information to situations involving significant or controversial issues and differing viewpoints, goals or objectives. The personal contacts which as the basis for the level selected for this factor must be the same as the contact which are the basis for the level selected in Factor 7.

**FACTOR 9. PHYSICAL DEMANDS**

The “Physical Demands” factor includes physical characteristics and abilities (e.g. agility and dexterity requirements) and the physical exertion involved in the work (e.g. stooping, bending, climbing, walking, or running). To some extent the frequency or intensity of physical exertion must be considered, e.g. is the exertion continuous or on an infrequent basis.

**FACTOR 10 WORK ENVIRONMENT**

The “Work Environment” factor considers the risks and discomfort in the employee’s physical surroundings or the nature of the work assigned and the safety regulations required. Although the use of safety precautions can practically eliminate a certain danger or discomfort, such situation typically place additional demands upon the employee in carrying out safety regulations or wearing protective equipment.



June 28, 2019

Ms. Shannon B. Shaver, Assistant County Manager  
Stokes County  
Administration Building  
PO Box 20  
Danbury, North Carolina 27016

Dear Shannon:

Thank you for calling on the Piedmont Triad Regional Council (PTRC) to assist you with conducting a classification and pay study. Please find the enclosed proposal that details the scope of work we anticipate. We are proposing to do the work for a fee of \$32,250.00. If you have any questions about the scope of work, terms or desire a different format please contact me.

As you know, our mission is to serve our member governments by being accessible and providing high quality services. We provide these services from a unique position and familiarity with this region. You can expect the highest degree of expertise and precision from our management services department. Our work may not have the flash and glitz that some consultants put forward but our track record of standing with our member governments and being continually available for ongoing technical assistance without additional charge is unmatched.

I very much appreciate you giving us an opportunity to submit this proposal. I look forward to working with you in the future.

Sincerely,

A handwritten signature in black ink, appearing to read 'Matthew Reece', is written over a horizontal line.

Matthew Reece  
Assistant Director

Enclosures

This is a proposal and agreement by the Piedmont Triad Regional Council (PTRC) to provide services to a member government, specifically, to Stokes County (hereinafter "County") to complete a classification and pay study for selected employee classifications.

**I. Work Elements for Position Classification Study**

As part of the position classification and pay study, the PTRC agrees to conduct the following work elements:

- A. Study the classification and positions identified in section II of this proposal.
- B. Meet with management before commencement of the position classification and pay study to discuss the following issues: expectations of the study, confirmation of labor market comparisons, the understanding of the classifications and pay process, and implementation principles.
- C. Facilitate an orientation session with the employees for the purpose of explaining the study and to distribute and explain the position description questionnaire. The PTRC will provide the design and format of questionnaires which are to be filled out by every employee. The questionnaires provide the basic information necessary to address the classification criteria.
- D. Interview all incumbents from each classification that desire to be interviewed and at least one incumbent from each classification. The interviews provide an opportunity to see the employee's work environment, to ask the employee additional questions, to allow the employee to add information that may have been left off the questionnaire, and to obtain a "personal feel" for the position.
- E. Collect salary data from public employers in the labor market with whom the County wishes to compete. The County will have input as to whom data is collected from and generally what weight data is given. Private sector employers typically are unwilling to share their compensation data. PTRC will use compensation data collected by the NC Department of Commerce to augment the public employer data. This data includes responses from private sector entities and is available at the county level.
- F. Assign each classification to a salary grade based on an assessment of the classification, market data collected, and internal relationships.



- G. Assign each employee to a position and classification. Implementation costs for any recommended changes will be calculated. A printout will be provided to management which will include name, current title, proposed title, current grade, current salary, proposed grade, proposed salary, dollar increase on an annual basis, and percent increase. These costs will be summarized by department based on the way the information is provided by the County. The County will need to provide guidance as to how implementation will be administered.
- H. Write classification specifications for any classes without adequate existing classification specifications.
- I. Meet with Department Heads and management prior to finalizing the recommendations to discuss findings and receive input.
- J. Present to management a summary of the study and recommendations.
- K. Deliver to the County a final compilation of the study that will contain the assignment of classifications to grades, schedule of changes, and allocation list.
- L. Consult on miscellaneous items such as report preparation to communicate study results to employees, organizational design of departments, advice on feasibility of substantially equivalent status and other related subjects as needed.

## **II. Schedule of Classifications to Review**

Specifically, the following classifications will be studied;

### **ADMINISTRATION**

ADM ASST/PERSONNEL OFF/CLK BD  
COUNTY MANAGER

### **ANIMAL CONTROL**

ANIMAL CONTROL OFFICER  
CHIEF ANIMAL CONTROL OFFICER

### **ARTS COUNCIL**

ARTS COUNCIL DIRECTOR  
ARTS/OFFICE ASSISTANT II

### **DAY REPORTING**

DISTRICT RESOURCE DIRECTOR  
DRC WORK PROGRAM COORDINATOR  
OFFICE ASSISTANT III/DRC

### **ECONOMIC DEVELOPMENT**

ECON DEV TECH ANALYST  
ECON DEV DIRECTOR

### **ELECTIONS**

DEPUTY ELECTION DIRECTOR  
DIRECTOR OF ELECTIONS

### **EMERGENCY COMMUNICATIONS**

EMERG COMM DIRECTOR  
TELECOMMUNICATOR SUPV  
TELECOMMUNICATOR

### **EMERGENCY MANAGEMENT**

EMS/EM DIRECTOR

### **EMERGENCY MEDICAL SERVICES**

EMERG MED TECH INTERMEDIATE  
EMERG MED TECH PARAMEDIC

EMT PARAMEDIC SHIFT SUPV  
EMT TRAINING OFFICER

### **FINANCE**

ASST FINANCE DIRECTOR  
FINANCE ACCTING TECH II  
FINANCE ACCTING TECH IV  
FINANCE DIRECTOR

### **FIRE & RESCUE**

ADMIN ASST/FIRE MARSHAL  
ASST FIRE MARSHAL/SUPPRESSION  
FIRE MARSHAL

### **FORSYTH TECH**

CUSTODIAN/SECURITY TECH

### **INFORMATION SYSTEMS**

INFORMATION TECH DIRECTOR  
INFORMATION TECH SYS ANALYST

### **JAIL**

BALIFF/TRANSPORT OFFICER  
CORPORAL/EVIDENCE MANAGER  
JAIL CAPTAIN  
JAIL SERGEANT  
JAILER  
JAILER/BAILIFF  
JAIL-SHIFT SUPV/CORPORAL

### **MAPPING**

GIS MAPPER I  
GIS MAPPING SUPERVISOR  
GIS SPECIALIST

**NATURAL RESOURCES**

DIST SOIL/WATERSHED CONS  
DISTRICT ADM ASST/ED SPEC

**PLANNING & ZONING**

CHIEF CODE ENF OFFICER  
CODE ENF I/ZONING ENF OFFICER  
CODE ENFORCEMENT OFF II  
DIRECTOR PLANNING/ECONOMIC  
PERMITTING TECH I  
PERMITTING/OFFICE MANAGER

**PUBLIC BUILDINGS**

ADMIN ASST/PUBLIC WORKS  
BLDG MAINTENANCE SUPV  
CUSTODIAN  
MAINTENANCE TECH I MAINTENANCE  
WORKER/CUSTODIAN MAINTENANCE  
WORKER/PARKS PUBLIC  
WORKS DIRECTOR  
WATER & SEWER MAINT TECH

**PURCHASING**

SUPPORT SERVICE SUPV

**REGISTER OF DEEDS**

ASST REGISTER OF DEEDS  
DEPUTY REGISTER OF DEEDS II  
REGISTER OF DEEDS DIRECTOR

**SENIOR CITIZENS**

NUTRITION SITE MGR  
OFFICE ASSISTANT II  
OFFICE ASSISTANT III  
SENIOR/PROGRAM DIRECTOR  
WALNUT COVE SENIOR CENTER COOR

**SHERIFF'S DEPARTMENT**

ADM OFFICER I/SHERIFF  
CHIEF DEPUTY

DEPUTY II/CORPORAL  
DEPUTY II/DARE OFFICER  
DEPUTY II/DETECTIVE  
DEPUTY II/LIEUTENANT  
DEPUTY II/SCHOOL RES OFFICER  
DEPUTY II/SERGEANT  
DEPUTY SHERIFF DETECTIVE  
DEPUTY SHERIFF II  
DETECTIVE  
DETECTIVE LIEUTENANT  
JUVENILE RESOURCE OFFICER  
LT/DARE/SRO/COMM PROG OFFICER  
NARCOTICS DETECTIVE SGT  
NARCOTICS DETECTIVE OFFICER  
OFFICE ASST III/SHERIFF'S DEPT  
RECORDS CLERK-SHERIFF  
SERGEANT  
SHERIFF

**SOCIAL SERVICES**

ACCOUNTING TECH I  
ADM OFFICER I/DSS  
CHILD SUPP AGENT II  
CHILD SUPPORT SUPERVISOR I  
COMMUNITY SS ASST  
COMPUTER SUPPORT TECHNICIAN II  
DSS DIRECTOR  
IM ADMIN I  
IM SUPERVISOR II  
INC MAINT CASEWRKER I  
INC MAINT CASEWRKER II  
INC MAINT CASEWRKER III  
INCOME MAINT INVESTIGATOR I  
INCOME MAINT SUPERVISOR II  
PROCESSING ASSISTANT III  
SOCIAL WORKER I  
SOCIAL WORKER II  
SOCIAL WORKER II - SUSBTANCE ABUSE LIAISON  
SOCIAL WORKER III  
SOCIAL WORKER III CPS

SOCIAL WORKER SUPERVISOR II  
SOCIAL WORKER SUPV III  
SW PROGRAM MANAGER

**SOLID WASTE**

HEAVY EQUIPMENT OPERATOR  
OFFICE ASSISTANT III  
SANITATION TRUCK DRIVER  
SOLID WASTE/LANDFILL SUPV

**TAX DEPARTMENT**

ASSISTANT TAX COLLECTOR/DEL  
BUSINESS PROPERTY APPRAISER  
DEPUTY TAX COLLECTOR  
LISTING APPRAISER  
MOTOR VEHICLE APPRAISER

PERSONAL PROPERTY APPRAISER  
REAL PRO APP TECH II/REVAL  
REAL PROPERTY APPRAISER I  
REAL PROPERTY APPRAISER II  
TAX ADMINISTRATOR  
TAX/EMS COLLECTIONS CLERK

**VEHICLE MAINTENANCE**

SHOP FOREMAN  
VEHICLE MAINT MECHANIC  
VEHICLE MAINTENANCE SUPV

**VETERAN SERVICES**

VETERAN SERVICE OFFICER

### **III. Responsibilities of the County**

In order to facilitate relevant and useful study results the County agrees to provide to PTRC the following:

- A. Input as to whom data is collected from and generally what weight data is given.  
Because this element is so important in determining recommended salary ranges, it is suggested this be discussed and resolved before the data is collected in order to obtain some consensus about data collection and what emphasis should be placed on the larger employers in the market. Private sector employers typically are unwilling to share their compensation data. PTRC will use compensation data collected by the NC Department of Commerce to augment the public employer data.
- B. Copies of existing class specifications. Electronic copies will be provided if available,
- C. Access to employees for interviews, if necessary, for data collection about the work they perform.
- D. Access to a computer or digital database of current payroll and salary administration information. This database should include the employee's name, current title, current grade, current salary, and any other relevant information related to classification or study implementation decisions. PTRC will summarize the study reports based on the way the information is provided by the County.
- E. Guidance as to how the implementation of the study's results will be administered.
- F. Access to appropriate management staff, as determined by the County Manager, to meet with PTRC's representatives to gather information, discuss recommendations, and receive input.
- G. A contact person for all business related to the project including the scheduling of interviews, necessary meeting space, information referral to the County Manager and any other items necessary to the completion of this project.

Until otherwise directed the designated contact and address is –

Mr. Rick Morris, County Manager  
Stokes County  
Administration Building  
PO Box 20  
Danbury, North Carolina 27016



#### **IV. Timeline for Project Completion**

*July 2019*

- Meet with management (Work Element A)

*August 2019*

- If necessary, hold an orientation session with the employees (Work Element C).
- Employees complete questionnaires and supervisors review and approve. Questionnaires returned to PTRC for review and building interview schedules.

*September through*

*October 2019*

- Conduct Interviews (Work Element D).

*November through*

*December 2019*

- PTRC completes market analysis and classification analysis.

*January 2020*

- Meet with management to discuss findings and receive input (Work Element I).
- Final presentation will be made to management summarizing the study and recommendations (Work Element J).

*February 2020*

- Deliver final compilation of the study to the County (Work Element K).

**V. Method of Classification**

The PTRC utilizes the factor comparison method of job evaluation. The duties and responsibilities of individual positions are evaluated to determine their relative level of difficulty and responsibility. The factors used are generally accepted principles in the personnel field. The following are among the classification factors used in determining the level of each position:

1. Working conditions
2. Nature and significance of public contacts
3. Variety and complexity of work
4. Decision making
5. Consequence of error
6. Supervision given
7. Supervision received
8. Knowledge, skills, and abilities

It is mutually understood that individual employee compensation is not being studied and PTRC will not be making recommendations regarding individual employee compensation. Further it is understood that the County's management and employment practices and such factors as individual employee performance determine individual compensation.

## **VI. Staff**

The PTRC Staff assigned to this project are very experienced in all areas of Human Resources Management, data collection and analysis. A biographic sketch of the assigned Staff is provided:

### **David Hill**

After receiving his Bachelor's Degree in Economics from UNC-Asheville David served for the following three years as a member of the Army's 66th Military Intelligence Group where his 40 years of Human Resources Management began. David brings both a private and public sector perspective having worked within a unionized private sector environment as well as in North Carolina State and Local Government. He retired January 1, 2013 after 21 years as Caldwell County's Human Resources Director.

David provides demonstrated proficiencies and a unique understanding of workplace issues and his experience includes employee benefits development; labor contract negotiations and administration; analysis and development of policies and procedures; establishment and management of a Substantially Equivalent HR System; federal contract compliance; employee and management training covering a broad scope of topics; employee relations; employee development; compensation and classification analysis; conflict resolution; Affirmative Action and EEO compliance; and many other areas focused on management, employee and workplace issues.

David's workplace perspective and appreciation was further influenced by his graduation from the UNC School of Government's Municipal/County Administration Program, membership in IPMA, SHRM and, along with Kim Newsom, the formation of HRDNC (Human Resources Director's Association of North Carolina Counties). David also served 6 years as a Trustee for the North Carolina Association of County Commissioners Health, Workers' Comp. and Property & Liability Insurance Pools, as well as 4 years as a Board of Directors member for Foothills Area Mental Health Authority.

### **Ann Taylor**

Ann has over 30 years of Human Resources experience at the county and regional level. After working for six years with the Union County Department of Social Services, she joined Piedmont Behavioral HealthCare (now Cardinal Innovations). Ann retired from Cardinal Innovations having served as Director of Human Resources for over 20 years, where she developed and administered a substantially equivalent personnel system. During her tenure she was a member of the Executive Management Team developing and over-seeing merger plans, divesture plans and the creation of Daymark Recovery – a successful, private non-profit spin-off of the area program.

Her experience includes policy and procedure development, employee relations, classification and compensation, interpretation and application of federal and state legislation, development and presentation of a wide range of Human Resources and Compliance training. Ann obtained her Senior Professional in Human Resources (SPHR) in 1999 and completed the Healthcare Corporate Compliance Institute in 2005 and is certified as a Workplace Mediator.

Since retiring in 2007, she has worked as a consultant providing Human Resources, Compliance and National Accreditation training and consultation throughout the state, working with Areas Programs and Behavioral Healthcare Providers. Most recently she was a key member of the consulting group managing the successful merger of three Area Programs that transitioned from a Local Management Entity (LME) to a Medicaid Managed Care Organization (MCO).

#### Kim Newsom

As a North Carolina native educated in the Winston Salem/Forsyth County school system, Kim graduated with a bachelor's degree in Economics from North Carolina State University and completed selected graduate courses at NC State and East Carolina University. His work career has totaled over 40 years in public service in North Carolina beginning with serving as a Personnel Analyst in the Office of State Personnel specializing in classification and compensation. After a stint as the Personnel Director for the Greenville Utilities Commission, he returned to his hometown of Winston Salem to work in the Regional Personnel Office for the North Carolina Department of Human Resources serving local mental health, public health and social services departments in a 21 county region. As Regional Personnel Director, he consulted on all aspects of the State Personnel Act for a total of 50 local agencies in the region. In 1999, Kim became the County Personnel Director for Randolph County government and worked there until he retired in 2010.

Kim's work experience both in state and local government has focused primarily in management areas. He developed skill sets in a full range of human resources services with emphasis on employee relations, classification and compensation, policy development and administration, interpretation and application of federal and state legislation, personnel records, drug and alcohol policy administration, supervision and managerial development, human resources and motivational training, etc. He has consulted with and has successfully written applications for Substantially Equivalent status under GS 126 rules and regulations.

A longtime supporter of professional growth and development Kim has been a member of the International Personnel Management Association since beginning his career. He has served in various appointed positions and elected offices including President of the North Carolina Chapter and President of the IPMA Southern Region. Kim, along with David Hill and several others, was instrumental in the establishment of the Human Resources Directors Association of North Carolina Counties (HRDANCC).

Matt Reece

Matt serves as PTRC's Assistant Director. He has extensive experience providing technical assistance to local governments throughout the region. He regularly conducts a variety of management studies including, program evaluation, policy analysis, capital budgeting, and personnel classification and compensation. As a past-president of regional and state wide professional organizations, Matt has directed and organized research and discussion on a variety of personnel, compensation and public policy issues. He has also served as adjunct faculty for compensation management instructing in the master of human resources management program. Matt has a bachelor of arts in political science and a master's degree in public affairs, both from the University of North Carolina at Greensboro.

## **VII. References**

The PTRC has been involved in human resources consulting since 1986. Over the past two decades PTRC has performed personnel consulting for almost every local government in our region. The following is a list of local governments for which services have been rendered recently and would be familiar with our work. Specific contacts at each local government are available upon request.

Alamance County  
Caswell County  
Davie County  
Forsyth County  
Guilford County  
Randolph County  
Yadkin County  
Iredell County  
Lincoln County  
Moore County  
City of Asheboro  
City of Burlington  
City of Graham  
City of High Point  
City of Reidsville

Town of Elon  
Town of Gibsonville  
Town of Haw River  
Town of Kernersville  
Town of Mocksville  
Town of Southern Pines  
Town of Granite Falls  
Town of Lake Lure  
Town of Holly Springs  
Town of Warrenton  
Town of Morehead City  
Yadkin Valley Water and Sewer Authority  
YVETTI

**VIII. Fees for Service**

PTRC proposes to complete the classification and pay study of selected classifications for a fee of \$32,250.00. This fee will be billed in two installments; one-third after the interviews are completed and the balance will be payable within thirty (30) days after submission of completed final report. Any alteration or modification from the above specifications involving extra cost of material or labor will be implemented only upon written instructions from the designated contact with the County.

**IX. Confirmation of Proposal Acceptance**

If you are in agreement with the terms of this proposal please indicate by signing below and returning a signed original to the offices of the PTRC. PTRC staff will begin work as soon as we are notified of your acceptance. This confirms the Caswell County's intention to accept the scope of work as indicated in the proposal presented by the PTRC, provide assistance and otherwise meet the responsibilities outlined, and confirms the authorization and encumbrance of funds sufficient to pay the fee for service.

---

Accepted for Stokes County

---

Title

---

Date

This instrument has been preaudited in the manner required by the Local Government Budget and Fiscal Control Act.

---

(Signature of finance officer).

---

Date





**Board of County Commissioners  
July 22, 2019  
6:00 PM**

**Item number: VII.b.**

**YMCA Recreation Contract**

Contact: Jake Oakley

**Summary:**

The YMCA Contract needs to be updated to reflect the new amount approved in the budget this year. The previous amount was \$117,484.00 and the new amount is \$120,595.00.

The 2018 Contract has been attached for review as well as the new contract.

This contract was moved to the next meetings Action Agenda at the July 8th meeting.

**ATTACHMENTS:**

| Description                          | Upload Date | Type       |
|--------------------------------------|-------------|------------|
| YMCA Contract -2018                  | 7/2/2019    | Cover Memo |
| Memo of Approval for 2019 Y Contract | 7/2/2019    | Cover Memo |
| YMCA Contract -2019                  | 7/2/2019    | Cover Memo |

## RECREATION CONTRACT

This contract for Recreation Services (herein the "Contract") is made by and between the Stokes Family YMCA herein known as the "YMCA", and the County of Stokes, herein known as the "County". For and in consideration of the mutual promises and covenants set forth herein, the parties agree as follows:

### Responsibilities of the YMCA

The YMCA agrees to provide the following minimum services:

1. The YMCA shall administer and coordinate all current recreation and wellness programming to include Stokes County Youth Sports Programming, Summer Day Camp, Stokes County Easter Egg Hunt, other seasonal family special events, 5k event, Fitness Center operation and wellness services.
2. A Summer Youth Program shall be provided to the youth of Stokes County. This program shall be for the length of time specified each year in the County's Annual Budget. This program shall utilize school sites as well as YMCA and County facilities.
3. The YMCA shall provide recreation, wellness and social programs at a County facility, at the County's sole expense except for long distance telephone calls, in Danbury, North Carolina. The YMCA shall maintain regular office hours and Fitness Center hours of operation in said facility.
4. Stokes County Youth Sports Programming shall be provided to the youth of Stokes County. The programming shall last a minimum of seven weeks.
5. The YMCA shall host an annual 5k event.
6. New Programs shall be offered based on need and availability, such as additional summer camps, sports, recreation and wellness programs and social events.
7. The YMCA shall assume all liability insurance coverage for all YMCA staff and program offerings.
8. The YMCA shall administer the scheduling of shelter usage and special events to be held at Moratock Park, located in Danbury, North Carolina.

9. The YMCA shall collect all fees as set by the Stokes County Board of Commissioners for use of Moratock Park facilities and remit those funds back to the County as requested by the County.
10. The YMCA shall retain all revenues generated by program offerings, except those fees generated from Moratock Park shelter usage.
11. The YMCA shall provide a Stokes County Recreation Department Committee under the authorization of the Stokes Family YMCA volunteer Board of Management. The Committee shall consist of Stokes Family YMCA volunteers, Stokes County citizens and a designated representative of the Stokes County Board of Commissioners. The Committee will meet at least one time quarterly.

### **Responsibilities of the County of Stokes**

The County of Stokes agrees to the following responsibilities:

1. The County shall maintain ownership of Moratock Park located in Danbury, North Carolina. Further, the County shall provide maintenance and repair services for Moratock Park up to and including grounds maintenance, facility maintenance, insurance and utility costs.
2. The County shall provide a facility to serve as a Program Center to the YMCA in Danbury, North Carolina or other strategically placed locations at the County's sole expense except for long distance telephone calls. The County shall maintain ownership of said facility and shall provide maintenance and repair services up to and including road maintenance, grounds maintenance, facility maintenance, insurance and utility costs.
3. The County shall provide, at its sole cost and expense, the YMCA staff in Stokes County with one (1) vehicle for travel solely within Stokes County in maintaining programs based in Stokes County and offered to Stokes County citizens.
4. The County shall allow the YMCA staff to purchase fuel at the Stokes County fueling facilities for use in the vehicle provided by the County.

### **Compensation**

The County hereby agrees to pay to the YMCA an amount equal to one hundred seventeen Thousand and four hundred and eighty-four dollars (\$117,484) for the contract year. This contract sum shall be paid in two (2) equal installments with the first payment due on July 31<sup>st</sup> and the second due on January 31<sup>st</sup> of the contract term.

### Term

The term of this contract shall be for a period of one year. This contract may be extended for additional periods upon the expressed written consent of both parties.

The Agreement shall be effective July 1, 2018 and shall remain in effect through June 30, 2019. If a new agreement has not been reached between the parties by July 1, 2018, the FY 2017-18 Agreement shall remain in force, unless it has been terminated in accordance with the provisions of this Agreement.

### Contract Termination

Either party wishing to terminate this contract may do so upon one-hundred and eighty days written notice to the other party.

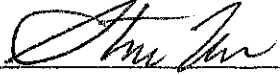
### Hold Harmless Provision

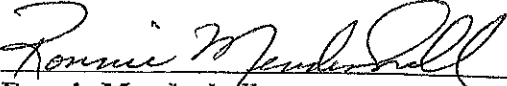
The YMCA hereby agrees to indemnify and hold the County harmless from all liability arising out of the provision of recreational programs and services as set forth herein.

The County agrees to indemnify and hold the YMCA harmless from all liability arising out of the provision of County maintenance and facilities.

### Contract Date and Signatures

This contract for services shall have an effective date and commence as of July 1, 2018 and terminate on June 30, 2019. Contract term extensions are provided in the section of this contract titled "Term".

  
\_\_\_\_\_  
Stan Law  
President/CEO  
YMCA of Northwest North Carolina

  
\_\_\_\_\_  
Ronnie Mendenhall  
Chairman  
Stokes County Board of Commissioners

Date: 9-24-18

Date: 9-24-18

This Instrument has been pre-audited in the Manner as required by the Local Government Budget and Fiscal Control Act.

**Julia Edwards, Finance Director**

Date \_\_\_\_\_

Approved as to Form and Legal Sufficiency

Tyrone Browder, Stokes County Attorney

Date \_\_\_\_\_



**BROWDER, OVERBY, HALL & MICHAUD**  
— ATTORNEYS AT LAW —

NICHOLAS J. OVERBY  
nickoverby@browder-overby.com

ADAM L. HALL  
adamhall@browder-overby.com

JENNIFER OAKLEY MICHAUD  
jennifer@browder-overby.com

OF COUNSEL:

J. TYRONE BROWDER  
tybrowder@browder-overby.com

TO: Jake Oakley, County Manager

CC: Shannon Shaver, Assistant County Manager / Clerk to the Board

FROM: Nicholas J. Overby, County Attorneys Office

DATE: July 2, 2019

RE: Contract Approval - Contract between County of Stokes and YMCA of Northwest North Carolina

MEMORANDUM

This memorandum serves as documentation that the above referenced Contract has been approved as to Form and Legal Sufficiency.

Nicholas J. Overby  
County Attorneys Office



## **RECREATION CONTRACT**

This contract for Recreation Services (herein the “Contract”) is made by and between the Stokes Family YMCA herein known as the “YMCA”, and the County of Stokes, herein known as the “County”. For and in consideration of the mutual promises and covenants set forth herein, the parties agree as follows:

### **Responsibilities of the YMCA**

The YMCA agrees to provide the following minimum services:

1. The YMCA shall administer and coordinate all current recreation and wellness programming to include Stokes County Youth Sports Programming, Summer Day Camp, Stokes County Easter Egg Hunt, other seasonal family special events, 5k event, Fitness Center operation and wellness services.
2. A Summer Youth Program shall be provided to the youth of Stokes County. This program shall be for the length of time specified each year in the County’s Annual Budget. This program shall utilize school sites as well as YMCA and County facilities.
3. The YMCA shall provide recreation, wellness and social programs at a County facility, at the County’s sole expense except for long distance telephone calls, in Danbury, North Carolina. The YMCA shall maintain regular office hours and Fitness Center hours of operation in said facility.
4. Stokes County Youth Sports Programming shall be provided to the youth of Stokes County. The programming shall last a minimum of seven weeks.
5. The YMCA shall host an annual 5k event.
6. New Programs shall be offered based on need and availability, such as additional summer camps, sports, recreation and wellness programs and social events.
7. The YMCA shall assume all liability insurance coverage for all YMCA staff and program offerings.
8. The YMCA shall administer the scheduling of shelter usage and special events to be held at Moratock Park, located in Danbury, North Carolina.
9. The YMCA shall collect all fees as set by the Stokes County Board of Commissioners for use of Moratock Park facilities and remit those funds back to the County as requested by the County.
10. The YMCA shall retain all revenues generated by program offerings, except those fees generated from Moratock Park shelter usage.
11. The YMCA shall provide a Stokes County Recreation Department Committee under the authorization of the Stokes Family YMCA volunteer Board of Management. The Committee shall consist of Stokes Family YMCA volunteers, Stokes County citizens and a designated representative of the Stokes County Board of Commissioners. The Committee will meet at least one time quarterly.

## **Responsibilities of the County of Stokes**

The County of Stokes agrees to the following responsibilities:

1. The County shall maintain ownership of Moratock Park located in Danbury, North Carolina. Further, the County shall provide maintenance and repair services for Moratock Park up to and including grounds maintenance, facility maintenance, insurance and utility costs.
2. The County shall provide a facility to serve as a Program Center to the YMCA in Danbury, North Carolina or other strategically placed locations at the County's sole expense except for long distance telephone calls. The County shall maintain ownership of said facility and shall provide maintenance and repair services up to and including road maintenance, grounds maintenance, facility maintenance, insurance and utility costs.
3. The County shall provide, at its sole cost and expense, the YMCA staff in Stokes County with one (1) vehicle for travel solely within Stokes County in maintaining programs based in Stokes County and offered to Stokes County citizens.
4. The County shall allow the YMCA staff to purchase fuel at the Stokes County fueling facilities for use in the vehicle provided by the County.

## **Compensation**

The County hereby agrees to pay to the YMCA an amount equal to One Hundred Twenty Thousand Five Hundred Ninety-five dollars (\$120,595.00) for the contract year. This contract sum shall be paid in two (2) equal installments with the first payment due on July 31<sup>st</sup> and the second due on January 31<sup>st</sup> of the contract term.

## **Term**

The term of this contract shall be for a period of one year. This contract may be extended for additional periods upon the expressed written consent of both parties.

The Agreement shall be effective July 1, 2019 and shall remain in effect through June 30, 2020. If a new agreement has not been reached between the parties by July 1, 2020, the FY 2018-19 Agreement shall remain in force, unless it has been terminated in accordance with the provisions of this Agreement.

## **Contract Termination**

Either party wishing to terminate this contract may do so upon one-hundred and eighty days written notice to the other party.

## **Hold Harmless Provision**

The YMCA hereby agrees to indemnify and hold the County harmless from all liability arising out of the provision of recreational programs and services as set forth herein.

The County agrees to indemnify and hold the YMCA harmless from all liability arising out of the provision of County maintenance and facilities.

### Contract Date and Signatures

This contract for services shall have an effective date and commence as of July 1, 2019 and terminate on June 30, 2020. Contract term extensions are provided in the section of this contract titled "Term".

YMCA of Northwest North Carolina

County of Stokes

By: \_\_\_\_\_  
**Stan Law**  
President/CEO

By: \_\_\_\_\_  
**Andy Nickelston**  
Chairman  
Stokes County Board of Commissioners

Date: \_\_\_\_\_

Date: \_\_\_\_\_

This Instrument has been pre-audited in the Manner as required by the Local Government Budget and Fiscal Control Act.

\_\_\_\_\_  
**Julia Edwards**  
Stokes County Finance Director

Date: \_\_\_\_\_

Approved as to Form and Legal Sufficiency

See Attached Memorandum  
Stokes County Attorney

Date: \_\_\_\_\_



**Board of County Commissioners  
July 22, 2019  
6:00 PM**

**Item number: VII.c.**

**Resolution for Storage/Maintenance Building**

Contact: Shanon Shaver

**Summary:**

Resolution for Stokes County to reimburse itself for construction and equipment for Storage/Maintenance Building per the County Attorney

This was approved in the budget and this is a formality that has to be completed before the project can begin. This is not an indication that the project is beginning now, we are just being proactive so there will be no delay when the time comes.

**ATTACHMENTS:**

| Description                                 | Upload Date | Type       |
|---|-------------|------------|
| Resolution for Storage/Maintenance Building | 7/17/2019   | Cover Memo |

Extract of Minutes of a regular meeting of the Board of Commissioner of the County of Stokes, North Carolina held in the Commissioners' Chambers, New Government Center, Danbury, North Carolina 27016, on July 22, 2019.

\* \* \*

The following members were present:

The following members were absent:

Also present:

\* \* \*

Commissioner \_\_\_\_\_ moved that the following resolution (the "*Resolution*"), a copy of which was available with the Board and which was read by title:

**RESOLUTION OF THE COUNTY OF STOKES, NORTH CAROLINA DECLARING THE INTENT OF THE COUNTY OF STOKES, NORTH CAROLINA TO REIMBURSE ITSELF FOR CAPITAL EXPENDITURES INCURRED IN CONNECTION WITH THE ACQUISITION, CONSTRUCTION AND EQUIPPING OF AN STORAGE/MAINTENANCE BUILDING FROM THE PROCEEDS OF CERTAIN TAX-EXEMPT OBLIGATIONS TO BE EXECUTED AND DELIVERED IN CALENDAR YEAR 2019 OR 2020.**

***WHEREAS***, the Board of Commissioners of the County of Stokes, North Carolina ("*County*") has determined that it is in the best interests of County to acquire, construct and equip an EMS Facility (the "*Project*");

***WHEREAS***, the County presently intends, at one time or from time to time, to finance all or a portion of the costs of the Project with proceeds of tax-exempt obligations and reasonably expects to execute and deliver its tax-exempt obligations (the "*Obligations*") to finance, or to reimburse itself for, all or a portion of the costs of the Project; and

***WHEREAS***, the County desires to proceed with the Project and will incur and pay certain expenditures in connection with the Project prior to the date of execution and delivery of the Obligations (the "*Original Expenditures*"), such Original Expenditures to be paid for originally from a source other than the proceeds of the Obligations, and the County intends, and reasonably expects, to be reimbursed for such Original Expenditures from a portion of the proceeds of the Obligations to be executed and delivered at a date occurring after the dates of such Original Expenditures;

***NOW, THEREFORE, BE IT RESOLVED*** by the Board of Commissioners of the County of Stokes, North Carolina as follows:

Section 1. ***Official Declaration of Intent***. The County presently intends, and reasonably expects, to reimburse itself for the Original Expenditures incurred and paid by the County on or after the date occurring 60 days prior to the date of adoption of this Resolution from a portion of the proceeds of the Obligations. The County reasonably expects to execute and deliver the Obligations to finance all or a portion of the costs of the Project and the maximum principal amount of Obligations expected to be

executed and delivered by County to pay for all or a portion of the costs of the Project to be reimbursed is \$500,000.

Section 2. ***Compliance with Regulations.*** The County adopts this Resolution as a declaration of official intent under Section 1.150-2 of the Treasury Regulations promulgated under Section 103 of the Internal Revenue Code of 1986, as amended, to evidence the County's intent to reimburse itself for the Original Expenditures from proceeds of the Obligations.

Section 3. ***Itemization of Capital Expenditures.*** The Finance Officer of the County, with advice from special counsel, is hereby authorized, directed and designated to act on behalf of the County in determining and itemizing all of the Original Expenditures incurred and paid by the County in connection with the Project during the period commencing on the date occurring 60 days prior to the date of adoption of this Resolution and ending on the date of execution and delivery of the Obligations.

Section 4. ***Effective Date.*** This Resolution is effective immediately on the date of its adoption.

On motion of Commissioner \_\_\_\_\_, seconded by Commissioner \_\_\_\_\_, the foregoing resolution entitled **"RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE COUNTY OF STOKES, NORTH CAROLINA, DECLARING THE INTENT OF THE COUNTY OF STOKES, NORTH CAROLINA TO REIMBURSE ITSELF FOR CAPITAL EXPENDITURES INCURRED IN CONNECTION WITH THE ACQUISITION, CONSTRUCTION AND EQUIPPING OF AN STORAGE/MAINTENANCE BUILDING FROM THE PROCEEDS OF CERTAIN TAX-EXEMPT OBLIGATIONS TO BE EXECUTED AND DELIVERED IN CALENDAR YEAR 2019 OR 2020"** was duly adopted by the following vote:

AYES:

NAYS:



STATE OF NORTH CAROLINA                    )  
  )  
COUNTY OF STOKES                            )       ss:

I, *Shannon B. Shaver*, Clerk to the Board of Commissioners of the County of Stokes, North Carolina, ***DO HEREBY CERTIFY*** that the foregoing is a true and exact copy of a resolution entitled “**RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE COUNTY OF STOKES, NORTH CAROLINA, DECLARING THE INTENT OF THE COUNTY OF STOKES, NORTH CAROLINA TO REIMBURSE ITSELF FOR CAPITAL EXPENDITURES INCURRED IN CONNECTION WITH THE ACQUISITION, CONSTRUCTION AND EQUIPPING OF AN STORAGE/MAINTENANCE BUILDING FROM THE PROCEEDS OF CERTAIN TAX-EXEMPT OBLIGATIONS TO BE EXECUTED AND DELIVERED IN CALENDAR YEAR 2019 OR 2020**” adopted by the Board of Commissioners of the County of Stokes, North Carolina, at a meeting held on the 22th day of July, 2019.

***WITNESS*** my hand and the corporate seal of the County of Stokes, North Carolina, this the 22th day of July, 2019.

\_\_\_\_\_  
Shannon B. Shaver  
Clerk to the Board  
County of Stokes, North Carolina



**Board of County Commissioners**

**July 22, 2019**

**6:00 PM**

**Item number: VII.d.**

**Resolution for Walnut Cove EMS Station**

Contact: Shannon Shaver

**Summary:**

Resolution for Stokes County to reimburse itself for construction and equipment for the Walnut Cove EMS Station per County Attorney

This was approved in the budget and this is a formality that has to be completed before the project can begin. This is not an indication that the project is beginning now, we are just being proactive so there will be no delay when the time comes.

**ATTACHMENTS:**

| Description                            | Upload Date | Type       |
|--|-------------|------------|
| Resolution for Walnut Cove EMS Station | 7/17/2019   | Cover Memo |

Extract of Minutes of a regular meeting of the Board of Commissioner of the County of Stokes, North Carolina held in the Commissioners' Chambers, New Government Center, Danbury, North Carolina 27016, on July 22, 2019.

\* \* \*

The following members were present:

The following members were absent:

Also present:

\* \* \*

Commissioner \_\_\_\_\_ moved that the following resolution (the "*Resolution*"), a copy of which was available with the Board and which was read by title:

**RESOLUTION OF THE COUNTY OF STOKES, NORTH CAROLINA DECLARING THE INTENT OF THE COUNTY OF STOKES, NORTH CAROLINA TO REIMBURSE ITSELF FOR CAPITAL EXPENDITURES INCURRED IN CONNECTION WITH THE ACQUISITION, CONSTRUCTION AND EQUIPPING OF AN EMS FACILITY FROM THE PROCEEDS OF CERTAIN TAX-EXEMPT OBLIGATIONS TO BE EXECUTED AND DELIVERED IN CALENDAR YEAR 2019 OR 2020.**

**WHEREAS**, the Board of Commissioners of the County of Stokes, North Carolina ("*County*") has determined that it is in the best interests of County to acquire, construct and equip an EMS Facility (the "*Project*");

**WHEREAS**, the County presently intends, at one time or from time to time, to finance all or a portion of the costs of the Project with proceeds of tax-exempt obligations and reasonably expects to execute and deliver its tax-exempt obligations (the "*Obligations*") to finance, or to reimburse itself for, all or a portion of the costs of the Project; and

**WHEREAS**, the County desires to proceed with the Project and will incur and pay certain expenditures in connection with the Project prior to the date of execution and delivery of the Obligations (the "*Original Expenditures*"), such Original Expenditures to be paid for originally from a source other than the proceeds of the Obligations, and the County intends, and reasonably expects, to be reimbursed for such Original Expenditures from a portion of the proceeds of the Obligations to be executed and delivered at a date occurring after the dates of such Original Expenditures;

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Commissioners of the County of Stokes, North Carolina as follows:

Section 1. ***Official Declaration of Intent.*** The County presently intends, and reasonably expects, to reimburse itself for the Original Expenditures incurred and paid by the County on or after the date occurring 60 days prior to the date of adoption of this Resolution from a portion of the proceeds of the Obligations. The County reasonably expects to execute and deliver the Obligations to finance all or a portion of the costs of the Project and the maximum principal amount of Obligations expected to be

executed and delivered by County to pay for all or a portion of the costs of the Project to be reimbursed is \$650,000.

Section 2. ***Compliance with Regulations.*** The County adopts this Resolution as a declaration of official intent under Section 1.150-2 of the Treasury Regulations promulgated under Section 103 of the Internal Revenue Code of 1986, as amended, to evidence the County's intent to reimburse itself for the Original Expenditures from proceeds of the Obligations.

Section 3. ***Itemization of Capital Expenditures.*** The Finance Officer of the County, with advice from special counsel, is hereby authorized, directed and designated to act on behalf of the County in determining and itemizing all of the Original Expenditures incurred and paid by the County in connection with the Project during the period commencing on the date occurring 60 days prior to the date of adoption of this Resolution and ending on the date of execution and delivery of the Obligations.

Section 4. ***Effective Date.*** This Resolution is effective immediately on the date of its adoption.

On motion of Commissioner \_\_\_\_\_, seconded by Commissioner \_\_\_\_\_, the foregoing resolution entitled "**RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE COUNTY OF STOKES, NORTH CAROLINA, DECLARING THE INTENT OF THE COUNTY OF STOKES, NORTH CAROLINA TO REIMBURSE ITSELF FOR CAPITAL EXPENDITURES INCURRED IN CONNECTION WITH THE ACQUISITION, CONSTRUCTION AND EQUIPPING OF AN EMS FACILITY FROM THE PROCEEDS OF CERTAIN TAX-EXEMPT OBLIGATIONS TO BE EXECUTED AND DELIVERED IN CALENDAR YEAR 2019 OR 2020**" was duly adopted by the following vote:

AYES:

NAYS:

STATE OF NORTH CAROLINA                    )  
  )  
COUNTY OF STOKES                            )       ss:

I, *Shannon B. Shaver*, Clerk to the Board of Commissioners of the County of Stokes, North Carolina, ***DO HEREBY CERTIFY*** that the foregoing is a true and exact copy of a resolution entitled **“RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE COUNTY OF STOKES, NORTH CAROLINA, DECLARING THE INTENT OF THE COUNTY OF STOKES, NORTH CAROLINA TO REIMBURSE ITSELF FOR CAPITAL EXPENDITURES INCURRED IN CONNECTION WITH THE ACQUISITION, CONSTRUCTION AND EQUIPPING OF AN EMS FACILITY FROM THE PROCEEDS OF CERTAIN TAX-EXEMPT OBLIGATIONS TO BE EXECUTED AND DELIVERED IN CALENDAR YEAR 2019 OR 2020”** adopted by the Board of Commissioners of the County of Stokes, North Carolina, at a meeting held on the 22th day of July, 2019.

***WITNESS*** my hand and the corporate seal of the County of Stokes, North Carolina, this the 22th day of July, 2019.

\_\_\_\_\_  
Shannon B. Shaver  
Clerk to the Board  
County of Stokes, North Carolina



**Board of County Commissioners  
July 22, 2019  
6:00 PM**

**Item number: VII.e.**

**Resolution for Walnut Cove Solid Waste Transfer Station**

Contact: Shannon Shaver

**Summary:**

Resolution for Stokes County to reimburse itself for construction, land, and equipment per the County Attorney

This was approved in the budget and this is a formality that has to be completed before the project can begin. This is not an indication that the project is beginning now, we are just being proactive so there will be no delay when the time comes.

**ATTACHMENTS:**

| Description   | Upload Date | Type       |
|---|-------------|------------|
| Resolution for Walnut Cove Solid Waste Transfer Station | 7/17/2019   | Cover Memo |



Extract of Minutes of a regular meeting of the Board of Commissioner of the County of Stokes, North Carolina held in the Commissioners' Chambers, New Government Center, Danbury, North Carolina 27016, on July 22, 2019.

\* \* \*

The following members were present:

The following members were absent:

Also present:

\* \* \*

Commissioner \_\_\_\_\_ moved that the following resolution (the "*Resolution*"), a copy of which was available with the Board and which was read by title:

**RESOLUTION OF THE COUNTY OF STOKES, NORTH CAROLINA DECLARING THE INTENT OF THE COUNTY OF STOKES, NORTH CAROLINA TO REIMBURSE ITSELF FOR CAPITAL EXPENDITURES INCURRED IN CONNECTION WITH THE ACQUISITION, CONSTRUCTION AND EQUIPPING OF AN SOLID WASTE TRANSFER STATION FROM THE PROCEEDS OF CERTAIN TAX-EXEMPT OBLIGATIONS TO BE EXECUTED AND DELIVERED IN CALENDAR YEAR 2019 OR 2020.**

**WHEREAS**, the Board of Commissioners of the County of Stokes, North Carolina ("*County*") has determined that it is in the best interests of County to acquire, construct and equip an EMS Facility (the "*Project*");

**WHEREAS**, the County presently intends, at one time or from time to time, to finance all or a portion of the costs of the Project with proceeds of tax-exempt obligations and reasonably expects to execute and deliver its tax-exempt obligations (the "*Obligations*") to finance, or to reimburse itself for, all or a portion of the costs of the Project; and

**WHEREAS**, the County desires to proceed with the Project and will incur and pay certain expenditures in connection with the Project prior to the date of execution and delivery of the Obligations (the "*Original Expenditures*"), such Original Expenditures to be paid for originally from a source other than the proceeds of the Obligations, and the County intends, and reasonably expects, to be reimbursed for such Original Expenditures from a portion of the proceeds of the Obligations to be executed and delivered at a date occurring after the dates of such Original Expenditures;

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Commissioners of the County of Stokes, North Carolina as follows:

Section 1. **Official Declaration of Intent.** The County presently intends, and reasonably expects, to reimburse itself for the Original Expenditures incurred and paid by the County on or after the date occurring 60 days prior to the date of adoption of this Resolution from a portion of the proceeds of the Obligations. The County reasonably expects to execute and deliver the Obligations to finance all or a portion of the costs of the Project and the maximum principal amount of Obligations expected to be

executed and delivered by County to pay for all or a portion of the costs of the Project to be reimbursed is \$650,000.

Section 2. ***Compliance with Regulations.*** The County adopts this Resolution as a declaration of official intent under Section 1.150-2 of the Treasury Regulations promulgated under Section 103 of the Internal Revenue Code of 1986, as amended, to evidence the County's intent to reimburse itself for the Original Expenditures from proceeds of the Obligations.

Section 3. ***Itemization of Capital Expenditures.*** The Finance Officer of the County, with advice from special counsel, is hereby authorized, directed and designated to act on behalf of the County in determining and itemizing all of the Original Expenditures incurred and paid by the County in connection with the Project during the period commencing on the date occurring 60 days prior to the date of adoption of this Resolution and ending on the date of execution and delivery of the Obligations.

Section 4. ***Effective Date.*** This Resolution is effective immediately on the date of its adoption.

On motion of Commissioner \_\_\_\_\_, seconded by Commissioner \_\_\_\_\_, the foregoing resolution entitled **"RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE COUNTY OF STOKES, NORTH CAROLINA, DECLARING THE INTENT OF THE COUNTY OF STOKES, NORTH CAROLINA TO REIMBURSE ITSELF FOR CAPITAL EXPENDITURES INCURRED IN CONNECTION WITH THE ACQUISITION, CONSTRUCTION AND EQUIPPING OF AN SOLID WASTE TRANSFER STATION FROM THE PROCEEDS OF CERTAIN TAX-EXEMPT OBLIGATIONS TO BE EXECUTED AND DELIVERED IN CALENDAR YEAR 2019 OR 2020"** was duly adopted by the following vote:

AYES:

NAYS:

STATE OF NORTH CAROLINA                    )  
  )  
COUNTY OF STOKES                            )       ss:

I, *Shannon B. Shaver*, Clerk to the Board of Commissioners of the County of Stokes, North Carolina, ***DO HEREBY CERTIFY*** that the foregoing is a true and exact copy of a resolution entitled **“RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE COUNTY OF STOKES, NORTH CAROLINA, DECLARING THE INTENT OF THE COUNTY OF STOKES, NORTH CAROLINA TO REIMBURSE ITSELF FOR CAPITAL EXPENDITURES INCURRED IN CONNECTION WITH THE ACQUISITION, CONSTRUCTION AND EQUIPPING OF AN SOLID WASTE TRANSFER STATION FROM THE PROCEEDS OF CERTAIN TAX-EXEMPT OBLIGATIONS TO BE EXECUTED AND DELIVERED IN CALENDAR YEAR 2019 OR 2020”** adopted by the Board of Commissioners of the County of Stokes, North Carolina, at a meeting held on the 22th day of July, 2019.

***WITNESS*** my hand and the corporate seal of the County of Stokes, North Carolina, this the 22th day of July, 2019.

\_\_\_\_\_  
Shannon B. Shaver  
Clerk to the Board  
County of Stokes, North Carolina



**Board of County Commissioners  
July 22, 2019  
6:00 PM**

**Item number: VII.f.**

**Stokes County Health Department Lab Fee Changes**

Contact: Shannon Shaver

**Summary:**

Lab Fee Changes were presented on the Discussion Agenda at the Board of Health meeting held on Monday July 15th and were moved to the Action Agenda at the meeting on July 22nd.

**ATTACHMENTS:**

| Description | Upload Date | Type       |
|-------------|-------------|------------|
| Lab Fees    | 7/17/2019   | Cover Memo |

## Stokes County Health Department

Effective: May 2019

Date: \_\_\_\_\_

Diag. Code: \_\_\_\_\_

Total for Labs: \_\_\_\_\_

Amount Paid: \_\_\_\_\_

| Test # | Test                                  | Price    | CPT   |
|--------|---------------------------------------|----------|-------|
| 001396 | Amylase, Serum                        | \$ 7.00  | 82150 |
| 008003 | Anaerobic and Aerobic Culture \$55.00 | \$ 51.00 | 87070 |
| 164855 | Antinuclear Antibodies Direct \$12.00 | \$ 11.00 | 86038 |
| 180224 | B pertussis, Nasophar Culture         | \$ 19.00 | 87070 |
| 322758 | Basic Metabolic Panel (8)             | \$ 7.00  | 80048 |
| 008300 | Blood Culture, Routine                | \$ 16.00 | 87040 |
| 024778 | BUN+Creat                             | \$ 5.00  | 82575 |
| 004176 | Catecholamines,Ur.,Free,24 Hr         | \$ 25.00 | 82384 |
| 005009 | CBC With Differential/Platelet        | \$ 6.00  | 85025 |
| 977709 | CBC With Differential/Default         | \$ 6.00  | 85025 |
| 183194 | Chlamydia/GC Amplification            | \$ 44.00 | 87800 |
| 322000 | Comp. Metabolic Panel (14) \$9.00     | \$ 8.00  | 80053 |
| 010108 | C-Peptide, Serum                      | \$ 19.00 | 84681 |
| 006627 | C-Reactive Protein, Quant             | \$ 11.00 | 86140 |
| 013672 | Creatinine, Urine                     | \$ 7.00  | 82570 |
| 188698 | Ct/Gc NAA, Pharyngeal                 | \$ 44.00 | 87491 |
| 008664 | Culture (ID)                          | \$ 16.00 | 87077 |
| 008680 | Culture (Sensitivity)                 | \$ 35.00 | 87186 |

\*\* Culture (Sensivity) is \$87.00 + \$10.00 per organism 1-5 found

|        |   |           |       |
|--------|---|-----------|-------|
| 725788 | Drug Unbound (screen 7 drugs) RFX(110.0 | \$ 19.00  | 80307 |
| 004598 | Ferritin, Serum                         | \$ 11.00  | 82728 |
| 002014 | Folate (Folic Acid), Serum \$12.00      | \$ 11.00  | 82746 |
| 004309 | FSH, Serum                              | \$ 16.00  | 83001 |
| 001958 | GGT                                     | \$ 5.00   | 87491 |
| 162289 | H. pylori, IgG Abs (Bacteria) \$22.00   | \$ 21.00  | 86677 |
| 550080 | HCV REAL-TIME PCR                       | \$ 425.00 | 86803 |
| 015610 | PTH                                     | \$ 103.00 | 83970 |
| 180098 | Chlamydia/GC Amplification \$46.00      | \$ 42.00  | 87800 |
| 183160 | Ct. NG, Trich vag by NAA \$96.00        | \$ 88.00  | 87491 |
| 006510 | HBsAg Screen (Hep B Titer) \$13.00      | \$ 12.00  | 87340 |
| 322755 | HEPATIC FUNCTION LIVER                  | \$ 23.00  | 80076 |
| 083935 | HIV                                     | \$ 30.00  | 86701 |
| 507800 | HPV, High Risk \$48.00                  | \$ 44.00  | 87624 |
| 007401 | Phenytoin (Dilantin), Serum             | \$ 16.00  | 80185 |
| 004465 | Prolactin                               | \$ 17.00  | 84146 |
| 010322 | Prostate-Specific Ag, Serum \$13.00     | \$ 12.00  | 84153 |
| 003277 | Protein Total, Qn, 24-Hr Urine          | \$ 7.00   | 84156 |

| Test # | Test                      | Price   | CPT   |
|--------|---------------------------|---------|-------|
| 005199 | Prothrombin Time (PT INR) | \$ 5.00 | 85610 |

| Test # | Test                                     | Price     | CPT   |
|--------|--|-----------|-------|
| 140889 | BNP                                      | \$ 57.00  | 83880 |
| 140659 | HCV Antibody (Hep C) \$13.00             | \$ 12.00  | 86803 |
| 001453 | Hemoglobin A1c \$12.00                   | \$ 11.00  | 83036 |
| 006726 | Hep A Ab, Total                          | \$ 12.00  | 86708 |
| 098418 | Hep B Profile                            | \$ 24.00  | 86704 |
| 006395 | Hep B surface Ab                         | \$ 12.00  | 86706 |
| 303755 | Hepatic Function Panel (6)               | \$ 6.00   | 80076 |
| 322744 | Hepatitis Panel (4) \$49.00              | \$ 46.00  | 80074 |
| 008250 | Herpes Culture and Typing                | \$ 38.00  | 87255 |
| 164905 | Herpes Simplex Virus I/II, IgG \$123.00  | \$ 114.00 | 86694 |
| 004333 | Insulin                                  | \$ 12.00  | 83525 |
| 001321 | Iron and TIBC                            | \$ 11.00  | 83550 |
| 001339 | Iron, Serum                              | \$ 5.00   | 83540 |
| 001404 | Lipase, Serum \$8.00                     | \$ 7.00   | 83690 |
| 303756 | Lipid Panel \$8.00                       | \$ 7.00   | 80061 |
| 007708 | Lithium (Eskalith(R)), Serum             | \$ 13.00  | 80178 |
| 004283 | Luteinizing Hormone(LH), S               | \$ 16.00  | 83002 |
| 015271 | Lyme IgG/IgM Ab                          | \$ 113.00 | 86618 |
| 163600 | Lyme, Western Blot, Serum                | \$ 88.00  | 86617 |
| 001537 | Magnesium, Serum                         | \$ 5.00   | 83735 |
| 058495 | Measles/Mumps/Rubella Immunity \$41.00   | \$ 40.00  | 86735 |
| 140285 | Microalb/Creat Ratio, Randm Ur           | \$ 13.00  | 82043 |
| 006189 | Mononucleosis Test, Qual \$12.00         | \$ 11.00  | 86308 |
| 183467 | MRSA Screening                           | \$ 35.00  | 87081 |
| 096552 | Mumps Antibodies, IgG                    | \$ 13.00  | 86735 |
| 008623 | Ova + Parasite Exam (Stool) reflex 10.00 | \$ 18.00  | 87177 |
| 199330 | Pap LB, HPV-hr (Age 30+) \$79.00         | \$ 73.00  | 88142 |
| 199300 | Pap Lb, rfx HPV ASCU \$32.00             | \$ 29.00  | 88142 |
| 006072 | RPR-LABCORP \$7.00                       | \$ 6.00   | 86592 |
| 235945 | Varicella Zoster Abs, IgG/IgM            | \$ 51.00  | 86787 |
| 096206 | Varicella V Ab, IgG \$21.00              | \$ 19.00  | 86787 |
| 004655 | Vitamin B6, Plasma                       | \$ 38.00  | 84207 |
| 081950 | Vitamin D, 25-Hydroxy \$31.00            | \$ 29.00  | 82306 |
| 008003 | Wound Culture reflex 10.00               | \$ 51.00  | 87075 |
| 001503 | Vitamin B12 \$14.00                      | \$ 13.00  | 82607 |

| Prenatal Labs |      |       |     |
|---------------|------|-------|-----|
| Test #        | Test | Price | CPT |



|        |   |           |                        |
|--------|---|-----------|------------------------|
| 005207 | PTT, Activated                          | \$ 5.00   | 85730                  |
| 005280 | Reticulocyte Count                      | \$ 7.00   | 85045                  |
| 006502 | Rheumatoid Arthritis Factor             | \$ 8.00   | 86431                  |
| 006072 | RPR-LABCORP                             | \$ 6.00   | 86592                  |
| 096537 | Rubella Antibodies, IgM \$17.00         | \$ 16.00  | 86762                  |
| 005215 | Sedimentation Rate                      | \$ 7.00   | 85652                  |
| 008144 | Stool Culture reflex 10.00 \$48.00      | \$ 45.00  | 87045                  |
| 182444 | Strep Gp A Ag, IA                       | \$ 13.00  | 87081                  |
| 001156 | T3 Uptake                               | \$ 6.00   | 84479                  |
| 004226 | Testosterone, Serum \$21.00             | \$ 19.00  | 84403                  |
| 001149 | Thyroxine (T4) \$7.00                   | \$ 6.00   | 84436                  |
| 001974 | Thyroxine (T4) Free, Direct, \$ \$12.00 | \$ 11.00  | 84439                  |
| 188052 | Trich vag by NAA                        | \$ 44.00  | 87661                  |
| 002188 | Triiodothyronine (T3) \$35.00           | \$ 32.00  | 84480                  |
| 004259 | TSH \$10.00                             | \$ 9.00   | 84443                  |
| 001057 | Uric Acid, Serum                        | \$ 5.00   | 84550                  |
| 003772 | Urinalysis, Complete                    | \$ 7.00   | 81001                  |
| 008847 | Urine Culture, Routine reflex 10.00     | \$ 11.00  | 87086                  |
| 007260 | Valproic Acid (Depakote),S \$17.00      | \$ 16.00  | 80164                  |
| 15400  | Borrelia Lyme                           | \$ 167.00 | 86618                  |
| 016592 | Rickettsia Panel                        | \$ 121.00 | 86757                  |
| 164722 | Ehrlichia                               | \$ 540.00 | 86666                  |
| 138412 | Detection Organism                      | \$ 366.00 | 87798                  |
| 164630 | Febrile antibody profile                | \$ 538.00 | 86622(x2)<br>86757(x4) |
| 161802 | Anticardiolipin Ab IgG Igm              | \$ 137.00 | 86147(x2)              |
| 163002 | Beta-2 Glycoprotein lab G/M             | \$ 170.00 | 86146                  |
| 117892 | Lupus Anticoagulant Reflex              | \$ 181.00 | 85613                  |
|        |   |           |                        |
|        |   |           |                        |
|        |   |           |                        |
|        |   |           |                        |
|        |   |           |                        |
|        |   |           |                        |

|        |  |           |       |
|--------|--|-----------|-------|
| 006049 | ABO Grouping ad Rho (D) Typing \$23.00 | \$ 21.00  | 86900 |
| 006015 | Antibody Screen \$16.00                | \$ 14.00  | 86850 |
| 005223 | Sickle cell                            | \$ 68.00  | 85660 |
| 096537 | Rubella-Antibodies, IgG                | \$ 16.00  | 86762 |
| 235945 | Varicella                              | \$ 51.00  | 86787 |
| 098418 | Hep B                                  | \$ 24.00  | 86704 |
| 008847 | UA Culture \$12.00                     | \$ 11.00  | 87086 |
| 977709 | CBC With Differential/default          | \$ 6.00   | 85025 |
|        |  |           |       |
| 121679 | HGB electrophoresis                    | \$ 166.00 | 85660 |
| 164905 | HSV 1 and 2-Specific Ab, IgG           | \$ 114.00 | 86695 |
| 007625 | Lead, Blood (Adult)                    | \$ 13.00  | 83655 |
| 004283 | Luteinizing Hormone(LH), S Prenatal    | \$ 16.00  | 83002 |
| 197070 | Pap LB, HPV-h+lr (Maternal Health)     | \$ 112.00 | 88142 |
| 015610 | Parathyroid Hormone (PTH)              | \$ 103.00 | 83970 |
| 004317 | Progesterone level (prenatal)          | \$ 84.00  | 84144 |
| 006197 | Rubella Antibodies, IgG \$12.00        | \$ 11.00  | 86762 |
| 188130 | Strep Gp B Cult/DNA Probe              | \$ 78.00  | 87149 |
| 096206 | Varcella-Zoster V Ab, IgG              | \$ 19.00  | 81240 |
| 102277 | Gest. Diabetes 1-Hr Screen             | \$ 6.00   | 82950 |
| 101000 | Gest. Diabetes 2-Hr Screen             | \$ 14.00  | 82951 |
| 102004 | Gest. Diabetes 3-Hr Screen             | \$ 18.00  | 82952 |
| 004416 | hCG,Beta Subunit, Qnt, Serum \$13.00   | \$ 12.00  | 84702 |
| 005300 | Hematopath Consultation smear          | \$ 26.00  | 85060 |
| 017319 | AFP Tetra                              | \$ 96.00  | 82105 |
| 480533 | Cystic Fibrosis (prenatal)             | \$ 307.00 | 81220 |
|        |  |           |       |
|        |  |           |       |
|        | Venipuncture Fee                       | \$ 11.00  | 36415 |





**Board of County Commissioners  
July 22, 2019  
6:00 PM**

**Item number: VII.g.**

**Tobacco Sign - Reagan Building**

Contact: Shannon Shaver

**Summary:**

At the Board of Health Meeting held on Monday July 15, 2019, Health Director Tammy Martin requested a sign be placed at the Reagan Building restricting tobacco use. The Health Department is required by the state to have this posted and due to Environmental Health being housed in the Reagan Building the signage needs to be posted. The information related to this is attached.

This item was moved to the Action Agenda at the July 22nd meeting.

**ATTACHMENTS:**

| Description  | Upload Date | Type       |
|--------------|-------------|------------|
| Tobacco Sign | 7/17/2019   | Cover Memo |

Part 2. Local Government Regulation of Smoking.

**§ 130A-498. Local governments may restrict smoking in public places.**

(a) Except as otherwise provided in subsection (b1) of this section, and notwithstanding any other provision of Article 64 of Chapter 143 of the General Statutes to the contrary, a local government may adopt and enforce ordinances, board of health rules, and policies restricting or prohibiting smoking that are more restrictive than State law and that apply in local government buildings, on local government grounds, in local vehicles, or in public places. A rule or policy adopted on and after July 1, 2009 pursuant to this subsection by a local board of health or an entity exercising the powers of a local board of health must be approved by an ordinance adopted by the Board of County Commissioners of the county to which the rule applies. The definitions set forth in G.S. 130A-492 in Part 1A of this Article apply to this section and shall apply to any local ordinance, rule, or law adopted by a local government under this section.

(b) Repealed by Session Laws 2009-27, s. 1, effective January 2, 2010.

(b1) A local ordinance or other rules, laws, or policies adopted under this section may not restrict or prohibit smoking in the following places:

- (1) A private residence.
- (2) A private vehicle.
- (3) A tobacco shop if smoke from the business does not migrate into an enclosed area where smoking is prohibited pursuant to this Article. A tobacco shop that begins operation after July 1, 2009, may only allow smoking if it is located in a freestanding structure occupied solely by the tobacco shop and smoke from the shop does not migrate into an enclosed area where smoking is prohibited pursuant to this Article.
- (4) All of the premises, facilities, and vehicles owned, operated, or leased by any tobacco products processor or manufacturer, or any tobacco leaf grower, processor, or dealer.
- (5) A designated smoking guest room in a lodging establishment. No greater than twenty percent (20%) of a lodging establishment's guest rooms may be designated smoking guest rooms.
- (6) A cigar bar if smoke from the cigar bar does not migrate into an enclosed area where smoking is prohibited pursuant to this Article. A cigar bar that begins operation after July 1, 2009, may only allow smoking if it is located in a freestanding structure occupied solely by the cigar bar and smoke from the cigar bar does not migrate into an enclosed area where smoking is prohibited pursuant to this Article. To qualify under this subsection, the cigar bar must satisfactorily report on a quarterly basis to the Department, on a form prescribed by the Department, the revenue generated from the sale of alcoholic beverages and cigars as a percentage of quarterly gross revenue. The Department shall determine whether any additional documentation is required of the cigar bar to authenticate or verify revenue data submitted by the cigar bar. This subdivision shall not apply to any business that is established for the purpose of avoiding compliance with this Article.
- (7) A private club.
- (8) A motion picture, television, theater, or other live production set. This exemption applies only to the actor or performer portraying the use of tobacco products during the production.

(c) Repealed by Session Laws 2009-27, s. 1, effective January 2, 2010.

(c1) Continuing to smoke in violation of a local ordinance or other rules, laws, or policies adopted under this section constitutes an infraction, and the person committing the infraction may be punished by a fine of not more than fifty dollars (\$50.00). Conviction of an infraction under this section has no consequence other than payment of a penalty. A person smoking in violation of a local ordinance or other rules, laws, or policies adopted under this section may not be assessed court costs.

(d) Repealed by Session Laws 2009-27, s. 1, effective January 2, 2010.

(d1) Notwithstanding G.S. 130A-25 or any other provision of law, a violation of a local ordinance, rule, law, or policy adopted under this section shall not be punishable as a misdemeanor.

(d2) A local government may enforce an ordinance, rule, law, or policy under this section against a person who manages, operates, or controls a public place only as provided in G.S. 130A-22(h1).

(e) A county ordinance adopted under this section is subject to the provisions of G.S. 153A-122. (2007-193, ss. 2, 3.1; 2007-484, s. 31.7; 2008-95, s. 1; 2008-149, s. 4; 2009-27, s. 1.)



**Board of County Commissioners  
July 22, 2019  
6:00 PM**

**Item number: VII.h.**

**Stokes County Health Department - Adjudication Policy**

Contact: Shannon Shaver

**Summary:**

This policy was presented at the Board of Health Meeting on July 15th and moved to the Action Agenda for July 22nd. This is an accreditation requirement.

**ATTACHMENTS:**

| Description         | Upload Date | Type       |
|---------------------|-------------|------------|
| Adjudication Policy | 7/17/2019   | Cover Memo |

## Stokes County Health Department Policy and Procedure

|  |                          |
|--|--------------------------|
| Manual: <b>Administrative</b>                          |                          |
| Title: <b>BOCC Adjudication Policy</b>                 |                          |
| Chapter:   | Revised date: Sept. 2015 |
| Distributed to: BOCC                                   |                          |
| Effective Date: January 2012                           |                          |
| Review Date: 1/13, 1/14, 1/15, 11/16, 8/17, 7/18, 5/19 | Health Director:         |

**Purpose:** BOCC Adjudication of public health legal matter

**Policy:**

The Stokes County Health Department Health Director has the power and duty to enforce public health laws and rules prescribed by and under the supervision of the Stokes County Board of County Commissioners and the NC Department (NCGS 130A-41). This enforcement may in some circumstances involve the institution of an administrative penalty in accordance with NCGS 130A-22.

Any appeal of the enforcement by the Health Director shall be in accordance with NCGS 130A-24. The Stokes County Board of County Commissioners shall serve as the adjudication body for any appeals concerning local public health rules or concerning the imposition of administrative penalties by the Health Director. The Health Director will notify the Board Chair when a request to appeal a decision has been received. The Board Chair will establish a date for the hearing and the Health Director and/or designee will notify the Board members, the appealing party and legal counsel of the date, time and location of the hearing.

The Board shall hold a quasi-judicial hearing and shall either confirm, modify or reverse the challenged action. A person who wishes to contest the Board's decision may appeal to the jurisdiction's district court in accordance with NCGS 130A-24(d).

**Definitions:** **BOCC** – Board of County Commissioners  
**NCGS** – North Carolina General Statutes

**Applicable Law, Rules, and References:**

**Reference:** NC General Statutes 130A-24, 130A-22, 130A-41

**Responsible Persons:** BOCC



**Board of County Commissioners  
July 22, 2019  
6:00 PM**

**Item number: VII.i.**

**Stokes County Health Department -Overall Operations Policy**

Contact: Shannon Shaver

**Summary:**

This policy was presented at the Board of Health Meeting on July 15th and moved to the Action Agenda on July 22nd. This is required for accreditation.

**ATTACHMENTS:**

| Description               | Upload Date | Type       |
|---------------------------|-------------|------------|
| Overall Operations Policy | 7/17/2019   | Cover Memo |



## Stokes County Health Department

### Policy and Procedure

|  |                          |
|--|--------------------------|
| Manual: <b>Administrative</b>                                |                          |
| Title: <b>Overall Operations Policy</b>                      |                          |
| Chapter:   | Revised date: Sept. 2015 |
| Distributed to: All Personnel                                |                          |
| Effective Date: 3/20/12                                      |                          |
| Review Date: 1/13, 1/14, 1/15, 9/15, 11/16, 8/17, 7/18, 6/19 | Health Director:         |

**Purpose:** To state general policies that will guide the Board of County Commissioners in its delegation of duties.

**Procedures:** The mission of Stokes County Health Department is to promote healthy and safe living, prevent disease, care for the sick, protect the environment, and provide essential services to meet community needs.

#### **Policies:**

1. Delegation of authority to the Health Director:
  - a. The BOCC will employ a Health Director and delegate to him/her the authority and responsibility for the overall management of the affairs of the SCHD in accordance with written policies. In the absence of written policies, the Health Director is to be guided by an application of Board intent as established in other policies and counseled where appropriate by the officers of the Board.
  - b. The BOCC will ensure that a job description for the position of the Health Director includes appropriate qualifications of education, experience and skills according to the NC Office of State Human Resources. *See Attachment 1.*
  - c. The Health Director shall guide his/her activities by the content and requirements of the job description with duties and responsibilities outlined therein. *See Attachment 2.*
  - d. The BOCC strives to ensure that the Health Director administers the SCHD within conformance or a reasonable interpretation of North Carolina General Statutes and Related Laws.
  - e. The Health Director keeps the BOCC updated on program events through the data and information obtained through quality improvement activities, program monitoring, internal and external (state and federal) audits and other means as available.
  - f. The County Manager will evaluate the job performance of the Health Director on an annual basis as set forth by Accreditation requirements. The BOCC will establish criteria upon which such an evaluation will be necessary for any annual salary increase recommendation beyond county cost-of-living. The job description should be reviewed and revised at the time of the annual review.
  - g. The BOCC will be responsible for the hiring, discipline, and termination of the Health Director, as guided by the Stokes County Personnel Policy, the County Manager and the policies of the NC Office of State Human Resources.
2. BOCC Training/Orientation:

- a. Formal training for BOCC members will be provided through the recommendations of the Health Director or BOCC Chair and may be through the UNC School of Public Health - Institute of Public Health or through other opportunities available that meet the training needs identified. BOCC members will be provided general board member orientation by the Health Director or designee upon appointment.
  - b. BOCC members will receive a SCHD BOCC Manual and orientation material upon BOCC appointment.
3. Legal Counsel: The BOCC may request legal counsel and authorizes the Health Director to request legal counsel (generally the County Attorney) through County protocol. Legal counsel may be requested for advice regarding the adoption, dissemination, evaluation, improvement and enforcement of laws, rules, regulations and policies related to SCHD public health services. Legal counsel will review Bylaws, changes and proposed rules for compliance with local, state and federal statutes and regulations. Legal counsel may also be requested by the BOCC or the Health Director for personnel or contractual matters. Legal counsel may also be sought through the North Carolina Institute for Government, the Division of Public Health or the Attorney General, especially relating to public health rules and policy.
4. Local Rules:
  - a. The BOCC strives to assure the promotion and protection of health and the prevention of disease of the SCHD and Stokes County citizens through its adoption, dissemination, evaluation, improvement and enforcement of laws and regulations that govern the services provided.
  - b. Based on information presented, the BOCC will evaluate the necessity of additional rules, regulations or ordinances. The BOCC, SCHD Management Team, and legal counsel will collaborate to establish the best alternatives, and consider cost-effectiveness when making necessary additions to the rules, regulations, or ordinances.
  - c. The BOCC may adopt a more stringent rule in an area regulated by the NCCHS or the EMC where, in the opinion of the BOCC, a more stringent rule is required to protect the public health; otherwise, the rules of the CHS or the rules of the EMC shall prevail over local BOCC rules. As provided in N.C.G.S. 130A-39, the BOCC may not adopt a rule concerning the grading, operation, and permitting of food and lodging facilities as listed in Part 6 of Article 8 of Chapter 130A and as defined in N.C.G.S. 130A-335(c).
  - d. The BOCC shall follow the procedures for adopting rules outlined in N.C.G.S. 130A-39.
  - e. Rules adopted by the BOCC shall apply to all municipalities within the BOCC's jurisdiction. When adopting, amending, or repealing any BOCC rule, the following process shall occur:
    - i. Not less than 10 days before the adoption, amendment or repeal of any BOCC rule, the proposed rule shall be made available at the Stokes County Clerk to the Board and a notice shall be published in a newspaper having general circulation within the area of the BOCC's jurisdiction.
    - ii. The notice shall contain a statement of the substance of the proposed rule or a description of the subjects and issues involved, the proposed effective date of the rule, and a statement that copies of the proposed rule are available at the SCHD.
    - iii. Board rules shall become effective upon adoption unless a later effective date is specified in the rule.

- iv. Copies of all BOCC rules shall be filed with the secretary of the BOCC.
  - v. The BOCC may, in its rules, adopt by reference any code, standard, rule, or regulation which has been adopted by any agency of the state, another state, any agency of the United States or by a generally recognized association. Copies of any material adopted by reference shall be filed with the rules.
5. Appeals Process: The BOCC provides an appeals process for Stokes County citizens who wish to voice concerns regarding SCHD interpretation or enforcement of local rules and regulations. The process will consist of the following:
- a. The appeals procedure shall be conducted as provided in N.C.G.S. 130A-24, as described below. The appeals procedure will reflect the most current version of the relevant statute.
  - b. The aggrieved person shall give written notice of appeal to the SCHD within 30 days of the challenged action. The notice shall contain the name and address of the aggrieved person, a description of the challenged action and a statement of the reasons why the challenged action is incorrect.
  - c. Within 5 working days upon filing of the notice, the Stokes County Health Director shall transmit the notice of appeal to the BOCC along with the papers and materials upon which the challenged action was taken.
  - d. Within 15 days of the receipt of the notice of appeal, the BOCC shall hold a hearing.
  - e. The aggrieved person shall be given not less than 10 days' notice of the date, time and place of the hearing.
  - f. On appeal, the BOCC shall have authority to affirm, modify or reverse the challenged action. The BOCC's decision shall be provided in writing based on the evidence presented at the hearing. The written decision shall contain a concise statement of the reasons for the decision.
  - g. A person who wishes to contest a decision of the BOCC under subsection (b) of N.C.G.S. 130A-24 shall have a right of appeal to the Stokes County District Court within 30 days after the date of the decision by the BOCC. The scope of review in district court shall be the same as in N.C.G.S. 150B-51.
6. Non-discrimination Guidance:
- a. The BOCC strives to assure the SCHD is compliant as an equal opportunity employer. The SCHD will afford equal opportunity to all qualified employees and applicants for employment regardless of race, national origin, color, religion, age, sex, creed, physical handicap or political affiliation.
  - b. The BOCC strives to assure that the SCHD accepts all clients who qualify for the services provided without regard to race, national origin, color, religion, age, sex, creed, physical handicap or political affiliation or any other legally protected basis, and treats all clients accepted for services without discriminating on the basis of these categories in providing its services.
7. BOCC Policy Development/Review/Approval:
- a. The BOCC will establish methods and guidelines to be followed in the formulation and implementation of policies. These policies will be implemented to ensure compliance of services. The BOCC will enact policies to support the development, implementation and evaluation of SCHD programs and services.

- b. The BOCC enacts policies that promote public health collaborative activities, diagnosing, investigating and/or responding to public health threats and emergencies through community collaboration.
  - c. The BOCC requests the Health Director present all matters requiring policy guidance by the BOCC in written form. The primary responsibility for initiating policy actions rests with the BOCC members and the Health Director and the BOCC.
  - d. The following guidelines will be followed by the BOCC in carrying out its responsibility for policy and planning.
    - i. All potential issues, problems, concerns likely to require policy determination will be referred to the Health Director.
    - ii. The Health Director will make an initial determination of whether an applicable policy exists, whether current policy is ambiguous or whether current policy is incomplete or absent.
    - iii. The Health Director will follow the SCHD Policy on Policies.
  - e. Except in case of an emergency, the BOCC will follow these steps in approving BOCC policies and other SCHD policies requiring BOCC approval:
    - i. Draft policy presented in type-written format in advance to BOCC members for review, discussion and recommendations at BOCC meeting.
    - ii. Draft policy is presented as a discussion item under Discussion. And then moved to action item on the next agenda unless it is time sensitive.
    - iii. During the accreditation or monitoring process when the volume of policies to be reviewed significantly increases, the BOCC Chair may appoint a special committee to meet with the Health Director and/or the Nursing Supervisor to review the policies. Required policies will be presented as a recommendation from committee for approval. These committee members act as liaison between SCHD and the BOCC.
  - f. The Health Director is responsible for implementing the policies approved by the BOCC.
  - g. The BOCC shall review the BOCC policies, personnel policies and fiscal policies annually, and update each policy as needed.
8. Strategic Planning: The BOCC is encouraged to have input during the SCHD annual review of the Strategic Plan. The annual review ensures collaboration and input from various community organizations, stakeholders and the community-at-large in identifying the community's needs and establishing priorities. This effort evaluates the SCHD services; the BOCC's involvement in adhering to current rules and regulations; developing and establishing rules, regulations, or ordinances to protect the citizens of Stokes County; and presenting them to elected officials in order to implement and enforce these activities.
9. Staff Training: The BOCC strives to ensure that the SCHD follows policies, procedures, guidelines, standing orders and statutes in providing all services. This process can only be accomplished with Licensed, credentialed and trained staff. Training will be provided upon initial hire and on-going training and continuing education opportunities throughout employment.
10. Quality Improvement: The SCHD follows the "Plan-Do-Study-Act" Model for improving organizational performance.
11. BOCC Responsibilities to the Community:

- a. The BOCC reviews reports that identify the Community's health and needs. The State of the County Health Report or the Community Health Assessment will be reviewed to observe identified needs and to monitor the progress of direct services being provided by the SCHD in achieving positive outcomes.
  - b. The BOCC advocates for laws and regulations that better enhance and protect the health and safety of the citizens of Stokes County. The BOCC may lobby for laws and regulations that require changes.
  - c. The BOCC is actively involved in looking at the pros and cons of public health issues and potential changes, and balancing the most efficient and effective outcome.
  - d. The BOCC will also assist in ensuring that the community is given the opportunity to become aware of services, changes in services or regulations, and are given the opportunity to participate in and voice their concerns, whether positive or negative. The BOCC will strive to ensure that the SCHD addresses these issues prior to making a final decision and also interacts with the community to enhance partnerships and improve agency services.
  - e. SCHD staff may serve on community boards, committees, etc. as appropriate and with the approval of the Health Director. This is to be used as a means of developing collaboration between the SCHD and the community.
  - f. BOCC members will report to the BOCC any personal or business conflict of interest that might impact his/her decisions on public health issues.
12. Public Health Funding:
- a. The BOCC will support the SCHD's efforts in applying for and receiving/securing grants, diversifying funding sources and approves an annual budget that facilitates implementation and maintenance of the SCHD's services. Not all services have fees associated; however, services that are chargeable are assigned a fee for service.
  - b. Review of SCHD cost of services provided, Medicaid rates and local market rates will be among criteria that may be reviewed by the BOCC in setting fees.
  - c. The BOCC will be an advocate for public health funding requirements with state and federal legislators.
13. Human Services Advisory Committee: According to the General Statutes (153A-77) the BOCC will appoint a Human Services Advisory Committee meeting all requirements of the N.C.G.S. 153A-77

**Definitions:** BOCC: Board of County Commissioners  
 SCHD: Stokes County Health Department  
 NCCHS: NC Commission for Health Services  
 EMC: Environmental Management Commission

## **ATTACHMENT 1**

NC 09928  
OSP 10/98

### **LOCAL HEALTH DIRECTOR**

This is directive/managerial work in serving as the chief executive officer of a county health department, district health department or public health authority executing the powers and duties as defined in GS 130A-41 and GS 130A-45.5. Employees direct other managers/supervisors, professional, technical and support staff in the delivery of agency services to protect and promote public health. Work involves providing leadership and directing program development and implementation, establishing program standards and monitoring and evaluating quality of service delivery systems. Employees supervise budget activities and may maintain direct involvement in conflict/complaint resolution, staffing and personnel issues and serve as the principle spokesperson for the agency relative to public health issues. Work also involves representing the agency with government officials, medical/dental societies, health care providers, public/private schools and a variety of advocacy groups to influence the decision making process in order to insure adequate resources for program maintenance and expansion and the delivery of comprehensive services.

Employees are appointed by and report to a local board of health or public health authority board.

Employees in a public health authority serve at the pleasure of the public health authority board to whom they report.

#### **RECRUITMENT STANDARDS:**

**Knowledge, Skills, and Abilities-** General knowledge of management principles, techniques, and practices. Thorough knowledge of the principles and practices of public health. Working knowledge of applicable federal and state laws, rules, and regulations. Ability to exercise sound judgment in analyzing situations and making decisions; direct employees and programs in the various areas of responsibility; and, develop and maintain effective working relationships with the general public, and with federal, state, and local officials.

**Minimum Education and Experience Requirements-** A master's degree in public health administration and at least one year of employment experience in health programs or health services; or a master's degree in a public health discipline other than public health administration and at least three years of employment experience in health programs or health services; or a master's degree in public administration and at least two years' experience in health programs or health services; or a master's degree in a field related to public health and at least three years of experience health programs or health services; or a bachelor's degree in public health administration or public administration and at least three years' experience in health programs or health services.

**Note:** Minimum training and experience requirements are in accordance with GS 130A-40 and GS 130A-45.5. For master's degree related to public health, the determination must be made by the State Health Director.

**Special Note:** This is a generalized representation of positions in this class and is not intended to identify essential functions per ADA. Examples of work are primarily essential functions of the majority of positions in this but may not be applicable to all positions.



## ATTACHMENT 2

STATE OF NORTH CAROLINA

OFFICE OF STATE PERSONNEL

POSITION DESCRIPTION FORM (PD-102R)

APPROVED CLASSIFICATION:

EFFECTIVE DATE: Updated 4/3/2018

ANALYST:

(This Space for Personnel Department Use Only)

|  |   |   |
|--|---|---|
| <b>1. Present Classification Title of Position:</b><br>Health Director | <b>7 Present 15 Digit Position Number: 543-16-220</b>                                       | <b>Proposed 15 Digit Position Number: N/A</b> |
| <b>2. Usual Working Title of Position:</b><br>Health Director          | <b>8. Department, University, Commission, or Agency</b><br>Stokes County Health Department  |   |
| <b>3. Requested Classification of Position:</b>                        | <b>9. Institution &amp; Division:</b><br>N/A  |   |
| <b>4. Name of Immediate Supervisor:</b>                                | <b>10. Section and Unit:</b><br>Health  |   |
| <b>5. Supervisor's Position, Title &amp; Position Number:</b>          | <b>11. Street Address, City and County:</b><br>1009 North Main Street Danbury Stokes County |   |
| <b>6. Name of Employee:</b>  | <b>12. Location of Workplace, Building and Room</b><br>Number: Danbury                      |   |

**I. A. Primary Purpose of Organizational Unit:**

Stokes County Health Department strives to protect and preserve the health of our community. Our goal is to ensure that every person benefits from high quality public health service through promotion of health, prevention of disease, and care of the sick. We recognize that the health needs of the community are ever-changing, that early intervention is most effective, that the environment affects health, that health information is essential for making choices for healthy living, that SFHC must work to create a healthy community, and that individual health affects the community health and the community health affects individual health. We believe that providing services without discrimination of race, ethnicity, marital status, religion, gender, economic status, health status, lifestyle preferences or age, that individuals are valued and deserve courtesy and respect, that individuals have a responsibility for their own health, and that quality services are essential. The Health Center operates under the direction of the Health Director at the discretion of the Board of Health. There are basically seven divisions within the Health Department: Clinical and Outreach Nursing and Social Work Services, Education and Community Health Promotion, Management Support, Public Health Laboratory, WIC, Environmental Health, Emergency Planning and Administration.

**B. Primary Purpose of Position:**

This position serves as the chief executive officer of the Stokes County Health Department. The Local Health Director is responsible for the overall operation of the Agency. Along with the Board of Health, this position is responsible for promoting and protecting the public's health in Stokes County and for carrying out all applicable federal, state and county, and local Board of Health rules and regulations.

Work involves providing leadership and directing program development and implementation, establishing program standards and monitoring and evaluating the quality of service delivery systems. Program implementation includes delegating duties relative to Accreditation, the quality assurance program that allows the Health Department to recoup Medicaid funding.

The employee supervises budget activities and maintains direct involvement in conflict/complaint resolution,

staffing and personnel issues and serves as the principle spokesperson for the agency relative to public health issues.

Work also involves representing the agency with government officials, medical/dental societies, health care providers, public/private schools and a variety of advocacy groups to influence the decision making process in order to insure adequate resources for program maintenance, expansion, and the delivery of comprehensive services.

**C. Work Schedule**

The normal work schedule for this position is Monday through Friday from 8:00 a.m. to 5:00 p.m. and 8:00 a.m. to 5:30 p.m. with every other Friday off. Due to the nature of this position, after hours work is sometimes necessary, especially in the areas of emergency response and attendance at public meetings.

**D. Change in Responsibilities or Organizational Relationship:**

There are constant changes in rules, regulations, laws, and minimal staffing and resources, increasing demands through expanded requirements and major additions to programs, higher expectations to do more with less by the public and elected officials. Program emphasis and new directions are subject to political, funding, and technology changes.

**II. A. DESCRIPTION OF RESPONSIBILITIES AND DUTIES: Method Used:**

**Order of importance   Sequential order**

**Management – 50%**

The Health Director serves as chief executive officer of the health center with overall responsibilities for agency planning, organizing, implementing, directing, and evaluating department services and programs.

This position is responsible for overseeing and management of the department, approving all staff assignments, hiring staff, firing staff, approving promotions and increases, developing and/or approving all program

plans and policies, negotiating and implementing contractual agreements, budget development and presentation to the Board of Health/ BOCC and the public, approval of expenditures, development of fee schedules, and mediation of problems and conflicts.

#### Planning – 20%

Responsibility for a local public health department under conditions of constant change in rules, regulations, and laws, and minimal staffing and resources, with ever increasing demands through expanded requirements and major program additions, coupled with higher expectations on the part of the public and elected officials to do more with less, requires a great deal of planning and study of health department operations. Program emphasis and new directions are subject to political change, funding changes, technology changes, and changing need. The Health Director has or ensures that agency staff has expertise and training to collect, manage, integrate, and display health-related data. Responsible for planning and initiating changes within the agency such as the development of the agency's adult health program, expansion of family care coordination services, reorganization of staff responsibilities and duties, medical records, expansion of health promotion services, development of a Community Care Network, health check coordinator program, expansion of language interpretation services, expansion of the Stokes County Healthy Carolinians Program, establishment of a HIPAA compliance program, development of the Department's Public Health Preparedness Plan, and compliance with Accreditation benchmarks.

#### Leading/Delegating – 10%

Effective management requires constant involvement in daily program activities. Contact with program supervisors and coordinators is maintained in order to provide support for the staff and guidance when an issue arises during the course of guideline implementation. Programmatic issues are generally delegated to staff. Attention is given to ensure program policies and procedures are carried out. The Health Director is briefed routinely on program performance, levels of activity, and operational impediments. The Nursing Supervisor, Environmental Health Supervisor, CC4C/PCM Supervisor, Emergency Preparedness Coordinator

as needed, Administrative Officer, WIC Director, and Home Health Nursing Supervisor report directly to the Health Director.

#### Enforcement and Program Administration – 10%

As a local health director, the N.C. General Statutes charge the director with the following duties: to administer programs as directed by the local board of health, to enforce the rules of the Board of Health, to investigate the causes of infectious, communicable, and other diseases, to exercise quarantine authority and isolation authority pursuant to G.S. 130A-145, to disseminate public health information and to promote the benefits of good health, to advise local officials concerning public health matters, to enforce State immunization requirements and laws, to examine and investigate cases of venereal disease pursuant to the State General Statutes, to examine and investigate cases of tuberculosis pursuant to the State General Statutes, to examine, investigate, and control rabies pursuant to State General Statutes, and to abate public health nuisances and imminent hazards pursuant to the State General Statutes. This position ensures that the necessary qualified staffs are available to carry out the above duties. Since the legislative responsibility rests with the local health director, this position must oversee the broad functioning of these duties.

Quarantine authority, isolation authority, and the declaration of public health nuisances and imminent hazards are powers and duties given only to the local health director and State health director. The Health Director is directly involved and responsible for these determinations and signing of such orders. In addition, in consultation with medical staff at the local and State level, this position makes the final decisions on community vaccination efforts to control communicable disease outbreaks in the community. Such decisions can result in thousands of exposed residents being vaccinated in the aftermath of a communicable disease case. The county health director serves as the local registrar for the registration of births and deaths in Stokes County. These duties are performed by deputy registrars within the Department.

#### Public Relations/Governing Board Administration Functions – 10%

This position serves as chief spokesperson for the Department. With the support of the Public Health Epidemiologist, the health director deals with all media inquiries and interviews during times of crisis or public health activation. The Health Director is routinely contacted by the media on public health issues and problems. This position works closely with staff to establish the factual information on each issue/- inquiry and report back to the media. This role takes a great deal of skill in communicating the appropriate message to the media.

The Local Health Director serves on numerous boards and committees as County Health Director. These may include, but not limited to: the Northwest Partnership for Public Health, the Stokes County Partnership for Children, the N.C. Association of Local Health Directors; the Stokes County Child Fatality Prevention Team, Healthy Carolinians of Stokes County, Stokes County Child Protection Team, School Health Advisory Committee and Northwest Community Care Network. A major component of the job is representing the needs and services of the Department throughout the community through the various organizations and community partners.

This position reports to the Stokes County Board of Health/BOCC with guidance from the County Manager.

The Stokes County Health Director position requires a great deal of interaction with medical providers, Dental providers, state officials, community groups, human service agencies, contractor, vendors, Developers, real estate agents, attorneys, auditors, local churches, schools, child care providers, governing board members, and staff. Conflict resolution and mediation is often necessary.

#### **II. B. OTHER POSITION CHARACTERISTICS:**

##### **1. Accuracy Required in Work:**

N/A



2. Consequence of Error: N/A

3. Instructions Provided to Employee:

Instructions are provided from the Stokes County BOH/Board of Commissioners by the County Manager through the personnel policy manual and by occasional directives. Health Director receives input and guidance from BOH/BOCC via formal contact at commissioner meetings as well as the Human Services Advisory Committee meeting.

4. Guides, Regulations, Policies and References Used by Employee:

North Carolina State and Local Government rules and regulations, personnel policies, both state and county, Stokes County Board of Health minutes, local county classification and pay grade scales, Department of Environment, Health and Natural Resources regulations, Standards for local health departments in North Carolina, Stokes County Health Department policies, Public Health and related laws in North Carolina, CDC manual, and MWR reports. Periodic communications from the various state health programs are also utilized.

5. Supervision Received by Employee:

Health Director works very independently receiving guidance from the Board of Health.

6. Variety and Purpose of Personal Contacts:

An "Open Door" policy is available to all employees and casual contact with them is daily. Formal contact is maintained with the management team members individually as needed and as a group at regular team

meetings. Monthly general staff meetings provide regular staff contact. Also contact with the general public is regular as well as contact with state officials and other health department administrators. County and state officials are regularly contacted.

7. Physical Effort:

Physical effort is minimal.

8. Work Environment and Conditions:

Adequate, but aging facility.

9. Machines, Tools, Instruments, Equipment, and Materials Used:

Telephone, calculator, PDA, copier, computer, general office machines.

10. Visual Attention, Mental Concentration, and Manipulative Skills:

Closely monitor budget functions.

11. Safety for Others:

Safety for staff, clients and the general public is considered in OSHA/Bloodborne Pathogens training, personal protective equipment, facility safety, etc.

12. Dynamics of Work:

Work includes managing multiple and changing priorities.

As a Public Health First Responder, employee may be expected to work extended hours in the event of a major emergency, disaster and/or pandemic, including, but not limited to any natural disaster, bioterrorist event, and/or public health emergency such as H1N1, communicable disease outbreak, etc. or any other situation as deemed appropriate by the Health Director.

**III. A. KNOWLEDGES, SKILLS, & ABILITIES:**

General knowledge of management principles, techniques, and practices. Thorough knowledge of the principles and practices of public health. Working knowledge of applicable federal and state laws, rules, and regulations. Ability to exercise sound judgment in analyzing situations and making decisions; direct employees and programs in the various areas of responsibility; and develop and maintain effective working relationships with the general public, and with federal, state, and local officials.

**B. 1. Required Minimum Training:**

A master's degree in public health administration and at least one year of employment experience in health programs or health services; or a master's degree in a public health discipline other than public health administration and at least three years of employment experience in health programs or health services; or a master's degree in public administration and at least two years' experience in health programs or health services; or a master's degree in a field related to public health and at least three years of experience in health programs or health services; or a bachelor's degree in public administration and at least three years' experience in health programs or health services.

Note: Minimum training and experience requirements are in accordance with GS 130A-40 and GS 130-45.5. For master's degree related to public health, the determination must be made by the State Health Director.

Special Note: This is a generalized representation of positions in this class and is not intended to identify essential functions per ADA. Examples of work are primarily essential functions of the majority of positions in this class but may not be applicable to all positions.

**2. Additional Training/Experience:**

N/A

**3. Equivalent Training and Experience:**

As above.

**IV. License or Certification Required by Statute or Regulation:**

Valid Driver's License

ICS Trainings

V. Signatures indicate agreement with all information provided, including designation of essential functions.

**Supervisor's Certification:** I certify that (a) I am the immediate Supervisor of this position, that (b) I have provided a complete and accurate description of responsibilities and duties and (c) I have verified (and reconciled as needed) its accuracy and completeness with the employee.

Signature: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

**Employee's Certification:** I certify that I have reviewed this position description, completed by the above named immediate supervisor, is complete and accurate.

Signature: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

**Section or Division Manager's Certification:** I certify that this position description, completed by the above named immediate supervisor, is complete and accurate.

Signature: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

**Personnel Director's Certification:** I certify that this is an authorized, official position description of the subject position.

Signature: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_