



TRIANGLE J COUNCIL OF GOVERNMENTS

World Class Region

Board of Delegates Meeting

Wednesday, November 28, 2018

Delegates and Alternate Delegates Attending:

Pamela Baldwin, Town of Pittsboro
Thomas Beal, Town of Broadway
Corey Branch, City of Raleigh
Ken Byrd, Town of Aberdeen
Bethany Chaney, Town of Carrboro
Jim Crawford, Chatham County
Ronnie Currin, Town of Rolesville
Kathleen Ferguson, Town of Hillsborough
DeDreana Freeman, City of Durham
Brett Gantt, Town of Apex
Marilyn Gardner, Town of Fuquay-Varina
Ken Marshburn, Town of Garner
David McGowan, Town of Willson's Mills
Jerry Medlin, Town of Benson

Nancy Oates, Town of Chapel Hill (A) (via call-in)
Cheryl Olliver, Town of Selma (via call-in)
Marc Phillips, Town of Carthage
Donald Rains, Town of Princeton
Steve Rao, Town of Morrisville
Penny Rich, Orange County (A)
Jennifer Robinson, Town of Cary
Rebecca Wyhof Salmon, City of Sanford
David Seiberling, Town of Cameron
Pete Villadsen, Town of Holly Springs
Bridget Wall-Lennon, Town of Wake Forest
Lewis Weatherspoon, Town of Angler
Mark Willson, Town of Archer Lodge

Delegates Absent:

Michael Parker, Town of Chapel Hill
Butch Lawter, Town of Clayton (E)
James Hill, Durham County
Tim Cunnup, Town of Goldston
Lee Jackson, Johnston County
Trinity Henderson, Town of Kenly
Tim Sloan, Lee County
Jay Langston, Town of Micro (E)
Earl McKee, Orange County

Nancy Florillo, Village of Pinehurst
Lonnie English, Town of Robbins
Bill Haiges, Town of Siler City (E)
Andy Moore, Town of Smithfield
Carol Haney, Town of Southern Pines
Sig Hutchinson, Wake County
Jon Lutz, Town of Wendell (E)
Robert Matheny, Town of Zebulon

(A) – Alternate Delegate (E) – Excused Absence

TJCOG staff attending:

Lee Worsley, Executive Director
Renée Boyette, Administration & Member Services Director
Matt Day, Principal Planner
Jenny Halsey, Planner

John Hodges-Copple, Regional Planning Director
Alana Keegan, Engagement Specialist
Mary Warren, Area Agency on Aging Director

Also attending:

Matt Reece, Piedmont Triad Regional Council

Tom White, FTZ #93 Rates, Tariff and Legal Review Board

Call to Order, Welcome & Declaration of Quorum

Chair Salmon called the meeting to order at 6:00 PM and declared a quorum in attendance.

Approval of Agenda

Chair Salmon presented the agenda for the November 28, 2018 Board of Delegates meeting. *Ms. Ferguson made a motion to approve the agenda as presented. Ms. Chaney seconded the motion; the motion was unanimously approved.*

Recognitions and Presentations

- **Recognition of outgoing delegates**

Chair Salmon reported that the Board of Delegates' terms of Butch Lawter (Town of Clayton) and Tim Sloan (Lee County) will be ending soon. She recognized each of them and noted they could not attend tonight's meeting. She then thanked them for their service to TJCOG and reported a plaque would be presented to them on behalf of TJCOG.

- **Report from November meeting of The Forum**

Chair Salmon asked Kathleen Ferguson and Don Rains to present this report.

Ms. Ferguson noted the November meeting of The Forum included an informative presentation from State Emergency Management and a recommendation for disaster training for elected officials. She also noted The Forum adopted three areas of focus for the upcoming legislative session: broadband, water resources planning, and the use of COGs as regional infrastructure.

Mr. Rains noted the TJCOG legislative committee dug into broadband at their November meeting. He said there were a lot of suggestions on how to implement broadband across the state. He said COGs could take the lead in assembling information for the Broadband Office. He noted the committee is compiling an agenda of what Triangle J can do to help our region. He also reported there was discussion on defining economic development Tier 1 communities in Tier 2 and 3 counties.

Chair Salmon thanked Ms. Ferguson and Mr. Rains for this report.

Consent Agenda

- **Approval of Board of Delegates minutes – October 24, 2018**

- **Cancellation of December 19, 2018 Executive Committee Meeting**

Chair Salmon presented the Consent Agenda of the November 28, 2018 Board of Delegates meeting for review and consideration. *Mr. Wilson made a motion to approve the consent agenda as presented. Ms. Ferguson seconded the motion; the motion passed unanimously.*

Old Business

There was no old business presented.

New Business

- **Appointments to the FTZ #93 Rates, Tariff and Legal Review Board and appointment of officers for calendar year 2019**

Chair Salmon asked Administration and Member Services Director Renée Boyette to present this item.

Ms. Boyette noted the FTZ #93 Rates, Tariff and Legal Review Board is comprised of 9 members serving staggered 3-year terms and provides general oversight to the FTZ program. She recognized Tom White, Chair of the FTZ Board and Chair Rebecca Salmon and Delegate Bill Haiges as Board members.

Ms. Boyette reported that the terms of FTZ Board members Rebecca Salmon, Ellen Reckhow and Bill Haiges expire at the end of December 2018. She also said the offices of Chairman and Vice-Chairman are one-year terms expiring on December 31, 2018. Tom White and Michael Weisel currently serve as Chairman and Vice-Chairman, respectively.

Ms. Boyette reported that at its November 14th meeting, the FTZ Board received and endorsed the following recommendations from the nominating committee:

Board members – terms expiring December 31, 2021	Rebecca Salmon
	Bill Haiges
	Ellen Reckhow
Chairman – 1 year term expiring December 31, 2019	Tom White
Vice-Chairman – 1 year term expiring December 31, 2019	Michael Weisel

Ms. Chaney made a motion to appoint Rebecca Salmon, Bill Haiges, and Ellen Reckhow to additional 3-year terms on the FTZ #93 Rates, Tariff and Legal Review Board, with the term expiring on December 31, 2021. Mr. Rains seconded the motion; the motion passed unanimously.

Mr. Phillips made a motion to appoint Tom White and Michael Weisel to a one-year term as Chairman and Vice-Chairman respectively, with the term expiring on December 31, 2019. Mr. Marshburn seconded the motion; the motion passed unanimously.

- **Consideration of Adoption of TJCOG Pay Study Recommendations and a Resolution for Budget Amendment No. 1 of the Fiscal Year 2018-2019**

Chair Salmon asked Executive Director Lee Worsley to present this item.

Mr. Worsley reminded the Board that TJCOG recently contracted with the Piedmont Triad Regional Council (PTRC) to conduct a pay and classification study of all TJCOG positions. He said that since TJCOG is a local government our pay and class plan probably looks similar to that of our member governments. He noted it had been almost 10 years since the last study was completed and the Executive Committee asked him to include this in his work plan.

Mr. Worsley also noted that PTRC has a wide breadth of experience doing human resources work and that we are currently partnering with them to conduct a study for the Town of

Smithfield. He also noted that having PTRC conduct our study is helpful because, being a similar organization, they have knowledge of many of our positions.

Mr. Worsley stressed that the study was done independently, and the analysis, classifications and market determination were all done by PTRC. The study is now complete and TJCOG is prepared to make recommendations to the Board. Mr. Worsley then introduced Matt Reece from PTRC, who led this project, and asked him to present his findings.

Mr. Reece said that pay and classification studies should be engaged in periodically and that organizations should also maintain their pay and classification plan on a regular basis. He presented background material on how such studies are performed, the influences of compensation and noted such studies are not based on individual performance. The study focused on the compensation system structure to determine if the current pay grades and classifications are satisfactory.

Mr. Reece explained that each position at TJCOG was benchmarked, either to positions in the external market or to positions in Triangle J. Many were compared to the market, which was a good cross section of small and large local governments and some COGs. Mr. Reece explained that the market data was then placed into a graded pay system and no compression problems were identified.

Mr. Reece recommended such studies be undertaken about every 4 years. He also reported this study resulted in a recommendation that the classification of 11 of 28 positions be adjusted, probably due to the amount of time since the last study. He noted that staff progression into the ranges is really good.

Mr. Reece commented a purpose of the study is to get the plan back to a good place for routine maintenance and noted TJCOG's plan was in pretty good shape. He said the classifications and study frequency needed the most attention.

Chair Salmon asked if the peer groups informed the study. Mr. Reece responded that yes, internal peer groups were used when there wasn't a good market position.

Mr. Worsley requested the Board of Delegates to consider three actions:

1. approve the assignment of grade to classes as presented in the agenda materials;
2. provide direction on expectations for future budgets by:
 - a. setting a policy to move the salary ranges up 1.5% each year to keep up with inflation, and
 - b. directing the Executive Director to complete a pay and class study every 4 years; and
3. adopt the proposed budget amendment to implement the recommended adjustments effective with the first pay period of 2019.

Ms. Ferguson asked what the 1.5% increase is based on. Mr. Worsley noted that it is half of what is usually budgeted for merit and not based on any index. He said it is an effort to keep the minimum salaries up without creating compression issues.

Ms. Oliver asked why we need to do this and why it would not be done at budget time. Mr. Worsley noted this is an effort to ensure our pay and grades are competitive and to keep the minimum salaries up so when we complete the next study the amount to absorb budgetarily is not as big. He noted the ranges had not been moved upward in 3-4 years until this budget.

Chair Salmon asked if we would ever get to the point where everyone is way over market. Mr. Currin noted this only moves the scale, not an individual's salary. Ms. Ferguson said she thinks the percentage is too low. Mr. Worsley responded that we just want to make sure minimums are keeping up and we can compete with other organizations. He also commented that he is trying to anticipate and balance budgetary restrictions within the pay plan and he feels 1.5% is at least a start, but it would be a board directive and may need to change after a few years.

Ms. Oliver said she would like to see the Executive Director come with a percentage suggestion each year, rather than just 1.5% each year. Mr. Rains said if the COLA is 4% then the Executive Director can change the number. Mr. Worsley said that each year he brings a recommendation to the Board on how to adjust the pay ranges.

Ms. Ferguson said this is a standard process and we don't want the minimums, mid-points, and maximums staying the same because the market is moving. She suggested identifying key indexes to measure so we compare apples to apples and that we select an index applicable to the US market, particularly competitive markets. She said that standardized indices are more important than establishing the number.

Chair Salmon asked Mr. Reece if he could recommend such indices. He agreed to provide this information. Chair Salmon said if the Board feels like 1.5% is a reasonable benchmark then we could move forward with that and still recommend something different at any budget.

Ms. Freeman asked if grades and salaries are included in the budget. Mr. Worsley noted the Board adopts the pay plan with each budget.

Mr. Worsley commented that the most important item to consider is the adoption of the pay and class study (#s 1 and 3 above) and he can bring ideas for #2 back to the board for further study and discussion.

Ms. Ferguson made a motion to approve the assignment of grades to classes as presented. Mr. Byrd seconded the motion.

Ms. Wall-Lennon asked if the position of Executive Director was included in the study. Mr. Reece replied that it was not included, which is standard practice.

Ms. Wall-Lennon also asked what happens when an applicant counters a salary offer. Mr. Worsley said that when developing a new position, part of the discussion is how much money is available for salary and how much we need to budget to ensure we get someone with a few years experience. Mr. Worsley explained that each new position is budgeted on the salary lines for the projects on which they will be working.

Mr. Branch asked for additional information about the deleted classifications. Mr. Worsley explained that these positions were not filled and there is no reduction in force or individual salaries recommended.

Ms. Wall-Lennon asked if there is an Assistant Executive Director. Mr. Worsley said there is not, nor is there an Executive Assistant or Assistant To.

Mr. Byrd asked why #2 is not being considered. Chair Salmon responded that Mr. Worsley will bring additional recommendations to the Board. Mr. Worsley commented the budget amendment should be considered separately from the implementation question.

Chairman Salmon called the question; the question passed with Ms. Oliver opposing.

Chair Salmon asked Mr. Worsley to present the budget amendment. Mr. Worsley explained that the budget amendment reflects what is needed to implement the salary adjustments for the remainder of the fiscal year and that the total annual impact to salaries is approximately \$65,000.

Mr. Phillips asked where this funding is coming from. Mr. Worsley said this is not new money but is coming from project income and federal sources. Mr. Phillips asked if any funds were being drawn from reserves. Mr. Worsley said they were not.

Mr. Currin made a motion to approve the budget amendment to implement the recommended salary adjustments effective with the first pay period of 2019 as presented. Ms. Chaney seconded the motion; the motion passed unanimously.

- **The Sandbox Series Challenge: Recruitment and Retention of Law Enforcement**

Chair Salmon asked Engagement Specialist Alana Keegan and Planner II Jenny Halsey to present this report.

Ms. Keegan provided a brief overview of The Sandbox Initiative and reported it was chosen through a process at the Regional Summit where attendees voted. She explained that the initiative has to be regional in focus, and an issue the community has been trying to solve.

Ms. Keegan reported the successful challenge was submitted by the Town of Garner Police Department and is related to the hiring process. The department found itself going through the hiring process and not finding any suitable candidates.

Ms. Keegan said some of the identified obstacles are the lack of competitive salary, the perception of risk vs. reward, and the requirement that a person must be 21 to be a police officer. She said staff is working to narrow the challenge focus and noted we are not likely to solve all different facets in one year.

Ms. Keegan said the Initiative is currently in the research and development stage and we are putting together a task force with technical colleges, police chiefs, and other partners.

Mr. Branch suggested another issue is getting new officers trained then they leave the department. Mr. Rao said morale is sometimes challenging and how the police work with PIOs, and how social media, and Twitter impact police officers that are just doing their jobs. He also noted there is a higher rate of suicide among police officers.

Mr. McGowan suggested we include hospitals and universities because that is where some officers move to and they feel there are no hassles and they get paid more.

Ms. Wall-Lennon asked about diversity and what type of outreach efforts are made to ensure the department reflects the community. Ms. Halsey responded that this issue was part of Garner's original submission and would be included in the study.

Mr. Gantt asked what is the end goal. Ms. Keegan responded there will be a defined time line of activities for 2019 and once the research is finished a white paper and set of best practices will be produced.

Mr. Byrd asked if there are any state organizations we can get involved. He suggested there should be a public relations program for all first responders, and they should all be recognized for what they are doing. Mr. Byrd suggested finding a way to publicly pat them on the back and let them know they are appreciated, such as at Council meetings and with pictures in the paper.

Ms. Ferguson reported there is a lot of town branding originating from within the police department. She said the department has a lot of visibility and support you can't buy.

Mr. Medlin said he asked another mayor in Johnston County how they keep positions filled and was told they hire as many police officers as they can from their own town.

Ms. Robinson said it would be intriguing to find out what is happening with youth to make them choose not to be a police officer and what are the characteristics of those that are applying. Ms. Ferguson noted they have had success with the Explorer program.

Chair Salmon asked what actions items are needed from the Board. Ms. Keegan said we will be engaging with police chiefs and asked delegates to make sure their chief is involved. She also suggested sending people to Sandbox events and sharing the survey link that will be in the After Action Report. Ms. Halsey said we are gathering data; will be telling the story to help with recruitment in an individualized way; and putting out data compiled from our research.

Ms. Rich asked if we will be reaching out to sheriffs as well. Ms. Keegan said we will.

Ms. Wall-Lennon asked what is the bottom line take away. Chair Salmon said this is a work in progress, generating ideas, and we don't know what the final product will look like. She said we are just in the brainstorming phase to define the process.

Ms. Keegan said there will be more information available about programming in the next couple of months.

Ms. Robinson said this Sandbox exercise is phenomenal and shows the innovation of staff and leadership.

Chair's Report

Chair Salmon had nothing to report.

Executive Director's Report

Mr. Worsley stated that the Executive Director's report was at everyone's place.

Mr. Worsley said the key to the word sandbox is that sometimes it gets messy. There was no pre-determined outcome for today, we just wanted to make sure the Board was informed about the Initiative. He said we got a lot of good ideas and we will see where the issues guide us and what makes the most sense for the region.

Mr. Worsley also pointed out the new seal for the Town of Fuquay-Varina.

He also said he will be taking a "manager strike team" to Robbins next Monday to help the manager with some items he is dealing with from Hurricane Florence, provide technical assistance and see how we can help them.

Around the Region


Chair Salmon noted it is important to step back and take stock. She asked Board members to share something from their community they are happy about and thankful for.

Other Business

Chair Salmon asked if there was any other business to discuss. Having no further business, Chair Salmon adjourned the meeting at 8:01 p.m.



Renée Boyette, Recording Officer



Rebecca Salmon, Chair