

NORTH CAROLINA

WAYNE COUNTY

The Wayne County Board of Commissioners met in reconvened session on Tuesday, May 24, 2022, at 2:00 p.m. in the Commissioners Meeting Room in the Wayne County Courthouse Annex, Goldsboro, North Carolina, after due notice thereof had been given.

Members present: Joe C. Daughtery, Chairman; George Wayne Aycock, Jr., Vice-Chairman; Barbara Aycock; Bevan Foster; Chris Gurley; Freeman Hardison, Jr.; and Antonio Williams.

Members absent: None

Budget Work Session

Chairman Joe C. Daughtery asked Human Resources Director Ginger Moore to present the salary study completed by the HR Department, attached hereto as Attachment A.

Ms. Moore explained the term “compression” as it relates to salaries, and shared Wayne County’s position in comparison to ten surrounding or comparable counties. She answered questions from the Board and she and County Manager Craig Honeycutt thanked the HR staff for their work on the study.

Ms. Moore stated it would be a recurring cost of \$4.7 million to get the County payroll to the median pay of the study counties.

County Manager Craig Honeycutt shared a spreadsheet, attached hereto as Attachment B, explaining the proposed budget cuts from the County Manager’s proposed budget that would reduce the proposed tax rate. He answered questions from the Board.

Chairman Joe C. Daughtery asked to review the spreadsheet by each line item. Finance Director Allison Speight and Assistant Budget Officer Janice Rice answered questions.

Commissioner Bevan Foster expressed his concerns over some cuts he stated were pointless, particularly if the cuts were only for one year.

Commissioner Chris Gurley stated the Board of Commissioners of ten to twelve years ago should have never cut taxes, putting the current Board in this position.

Mr. Honeycutt explained employees who were brought in at higher rates would not see the pay increases as those employees affected by compression; longer service with a lower salary.

Ms. Moore stated two departments, 911, and Animal Services, have already received adjustments to reach median pay.

Commissioner Bevan Foster stated the numbers did not add up and he would have a hard time voting for the proposed cuts.

Chairman Joe C. Daughtery asked if the Board was going to accept the budget cuts and revenue enhancements presented by the County Manager and staff.

Commissioner Antonio Williams asked EMS Director Dave Cuddeback to discuss the positions not being filled, per the proposed budget cuts. Mr. Cuddeback described the current EMS schedule as unsustainable, with three of eleven stations running 50% of the calls. These three stations are all in the City of Goldsboro. Commissioner Williams recommended the Board accept the changes but leave the six positions for EMS.

Commissioner Bevan Foster and Commissioner Chris Gurley asked for the line items to be discussed entirely. Chairman Daughtery returned to the list and asked Finance Director Allison Speight for explanations. She and Mrs. Rice explained each item and answered questions from the Board. Additionally, IT Director Ryan Preble, Facilities Director Kendall Lee, Sheriff Larry M. Pierce, and Health Director Dr. Brenda Weis addressed the Board, answering questions for their respective departments.

Chairman Joe C. Daughtery asked for clarification on putting the six positions back into the EMS budget. He reviewed the changes presented that would be implemented into the Board of Commissioners' budget, if approved.

Commissioner Antonio Williams stated he thought the Board should move forward with staff recommendations, with the change of the six EMS positions. Commissioner Chris Gurley said he thought the Planning Department position should be added back into that budget and Commissioner Bevan Foster agreed.

The Board agreed by majority to move forward on staff recommendations to changes to the County Manager's budget, with Commissioner Bevan Foster not agreeing.

Chairman Joe C. Daughtery asked if the County had reviewed all fee schedules. County Manager Craig Honeycutt said some fees had been reviewed but not all of them. Chairman Daughtery stated we do not have a contract on out-of-county inmates being housed in Wayne County and Sheriff Larry M. Pierce stated a contract exists with each County, with a sixty-day notice to get out of the contract. He also explained the fee amounts. The Board discussed increasing EMS fees, sewer fees, renewing the sewer contract with the City of Goldsboro, and the sewer fund.

Chairman Daughtery questioned a 430% increase for noncapital office supplies for the Library and Mrs. Rice said cuts were offered in the adjustments discussed earlier. Chairman Daughtery said library costs to the County were now \$2.3 million.

Commissioner Bevan Foster asked for a breakdown of the jetport budget. Mrs. Rice explained the net costs to the County and Chairman Daughtery explained the income-producing aspect of the jetport, as well as the service to the medical field. Commissioner Foster asked about the cost to the County, versus the number of citizens who own a jet.

Commissioner Chris Gurley asked for specifics on salaries and final budget numbers.

County Manager Craig Honeycutt reminded the Board the budget was not being approved during the work session, but rather would come after the public hearing in two weeks, with a final approval needed between June 7th and June 30th. The Board agreed to allow the staff's recommended changes to be implemented in the County Manager's budget.

The Department Managers were then asked to leave the meeting.

(This area intentionally left blank.)

Closed Session

At 4:18 p.m., upon motion of Commissioner Chris Gurley, the Board of Commissioners unanimously declared itself in closed session to determine the price and acquisition of property, and to consider the qualifications, competence, performance, character, fitness, conditions of appointment, conditions of initial employment of an individual public officer or employee or prospective public officer or employee.

At 5:40 p.m., upon motion of Commissioner Freeman Hardison, Jr., the Board of Commissioners unanimously declared itself in regular session.

Adjournment

At 5:41 p.m., Chairman Joe C. Daughtery adjourned the meeting of the Wayne County Board of Commissioners.

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

Carol Bowden, Clerk to the Board
Wayne County Board of Commissioners



Salary Presentation to the Board of Commissioners

May 24, 2022

External Factors

- ▶ The Great Resignation
 - ▶ According the US Bureau of Labor statistics, over 47 million Americans quit their jobs in 2021, spurred on by Covid-19
 - ▶ Demand for labor is high
 - ▶ Market shifting to \$15/hour minimum wage
 - ▶ More flexible work schedules

Study Purpose

- ▶ Ensure salaries and salary ranges are competitive with the external labor market;
- ▶ Ensure that employees are paid competitively and equitably based on their qualifications to reduce pay compression and improve employee morale;
- ▶ Implement compensation changes to reduce turnover and improve retention.

Salary Survey – Local Governments

- ☐ Brunswick
- ☐ Lenoir
- ☐ Harnett
- ☐ Wilson
- ☐ Pitt
- ☐ Johnston
- ☐ Wake
- ☐ Nash
- ☐ Carteret
- ☐ Orange
- ☐ Moore

Market Methodology

- ▶ **Requested Survey Data to Determine Market Rates**
 - ▶ Average Actual Salaries being paid for each job class
 - ▶ Salary Range minimum, midpoint, maximum
 - ▶ Job descriptions for positions surveyed with at 75% match

- ▶ **Calculating a Market Rate**
 - ▶ Average of actual salaries being paid in the market
 - ▶ Adjusted market rate calculated excluding outliers
 - ▶ Compare market to midpoint of the current salary range

Survey Results

- ▶ **Summary of Market Data Analysis:**
 - ▶ 68% of all positions surveyed were below the midrange of the market by at least 10%
 - ▶ Actual salary ranges were 9-42% below market based on department

Employee Salary Findings

- ▶ Salary ranges and employee salaries are below market;
- ▶ Wayne County actual/average actual salaries fall close to the bottom among the 10 survey responders;
- ▶ Calculated market rate without Wayne County; data was lowering the overall market rate.
- ▶ Most salaries are in the lower quarter of the range, which creates compression and makes recruitment and retention very difficult.

Salary Compression

- ▶ Compression occurs when employee salaries are grouped (compressed) at the lower end of the salary range without regard to employee qualifications;
- ▶ **Compression causes employee morale issues as experienced employees are making the same or close to the same salary rate as less experienced employees;**
- ▶ Compression makes it difficult to hire new employees and pay competitive market wages without creating more compression and pay inequities.

Salary Compression Examples

- ▶ Employee with 23 years of service \$26,275
- ▶ Employee with 9 years of service \$26,585
- ▶ **These employees have the same job duties**

- ▶ Employee with 15 years of service \$37,695
- ▶ Employee with 1 year of service \$39,140
- ▶ **These employees have the same job duties**

Average Findings per Department

Department	% Below market
▶ Tax	▶ 20%
▶ Planning	▶ 21%
▶ Library	▶ 33%
▶ Register of Deeds	▶ 42%
▶ Finance	▶ 10%
▶ Human Resources	▶ 31%
▶ Facilities	▶ 17%
▶ Information Technology	▶ 25%

Average Findings per Department

Department	% Below market median
▶ Emergency Management	▶ 16%
▶ Services on Aging*	▶ 6%
▶ Solid Waste	▶ 13%
▶ 4-H	▶ 11%
▶ Inspections	▶ 9%
▶ Soil and Water	▶ 7%
▶ Central Services	▶ 13%
▶ Veterans*	▶ 6%

Average Findings per Department

Department

- ▶ Day Reporting*
- ▶ Board of Elections*
- ▶ County Manger Office
- ▶ Public Affairs

% Below market median

- ▶ 14%
- ▶ 5%
- ▶ 3%
- ▶ 11%

- ▶ DSS
- ▶ Health

- ▶ 20%
- ▶ 18%

Compensation Recommendations

- ▶ Increase salary ranges to bring them within the market range;
- ▶ Most salary ranges need to move at least 10% to be competitive;
- ▶ Implement market pay adjustments to employees whose salaries are above minimum but below market commensurate with their qualifications and the % salary range movement.

Future Recommendation

- ▶ Review and update salary data per department on a three year rotation
- ▶ **Year 1:** Day Reporting, Veterans, Services on Aging, Register of Deeds, Maxwell, Public Affairs, Central Services, Solid Waste, Inspections, Soil and Water
- ▶ **Year 2:** Emergency Services, Planning, Tax, Facilities, Finance, HR, DSS, Health, IT, Cooperative Extension, Board of Elections
- ▶ **Year 3:** EMS, Sheriff, 911, Animal Control, County Manager Office

Positions/Department	% Below Market Median
911	17.60%
Emergency Management	16.84%
Tax	20.28%
Planning	21.69%
Library	33.77%
Animal Services	31.56%
Register of Deeds	42.52%
Finance	9.56%
Human Resources	31.89%
Veterans Services	6.63%
Services on Aging	5.63%
Facilities	17.42%
Information Technology	25.19%
Solid Waste	13%
4H	11%
Inspections	9%
Soil & Water	7%
Central Services	13%
Day Reporting	14%
Board of Elections	5%
Public Affairs	11%
County Managers Office	3%

Department	Page 1	Code	Description	Amount		
Central Services	1104200 539800		security services	\$ 150,545.00	prior figure included DSS & Health	
EMS			6 Positions	\$ 430,558.00		
	1104370 512200			\$ 60,690.00		
	1104370 512210			\$ 68,276.00		
	1104370 512300			\$ 22,759.00		
	1104370 512200			\$ (30,000.00)	increase for 10%	
	1104370 512210			\$ (39,911.00)	increase for 10%	
	1104370 512100			\$ 99,931.00	duplicate	
General fund			Hold Harmless	\$ 200,000.00		
			Sales Tax	\$ 500,000.00		
GIS	1104911 535200		M&R's -Equipment	\$ 8,000.00		
Planning	1104910 512100		Salaries	\$ 26,224.00	not filling position this FY	
	1104910 518000		FICA	\$ 1,626.00	not filling position this FY	
	1104910 518100		Medicare	\$ 380.25	not filling position this FY	
	1104910 518200		Retirement	\$ 3,189.00	not filling position this FY	
	1104910 518300		Hospitalization	\$ 10,944.00	not filling position this FY	
	1104910 518600		Workers Comp	\$ 660.00	not filling position this FY	
Library	1106110 526100		Non Capital Equip	\$ 5,000.00		
	1106110 526100		Non Capital Equip	\$ 7,000.00		
	1106110 526101		Non Capital Equip	\$ 1,700.00		
	1106110 526102		Non Capital Equip	\$ 2,000.00		
	1106110 526103		Non Capital Equip	\$ 4,000.00		
Social Services	1265304 519000		Professional Svc	\$ 171,288.00		
	1265304 535200		M&R's -Equipment	\$ 115,000.00		
	1265300 353003				Admin Revenue	\$ (128,830.00)
	1265300 398100				Transfers from GF	\$ (157,458.00)
				\$ (128,830.00)		
			Salaries & Fringes	\$ (482,449.00)	additional 1/2 to salary study	
	1265300 399100		Fund Balance Appropriated	\$ 250,000.00		
	126 512100		Salaries & Fringes	\$ 8,287.00	duplicate	
Information Tech	1104210 529200		Security Supplies	\$ 10,000.00		
	1104210 526200		Non Capital-Computer	\$ 10,000.00		
	1104210 526200		Non Capital-Computer	\$ 5,000.00		
	1104210 526200		Non Capital-Computer	\$ 55,000.00		
	1104210 519000		Professional Svc	\$ 20,000.00		
Facilities	1104260 521100		Janitorial Supplies	\$ 5,000.00		
	1104260 521200		Uniforms	\$ 2,500.00		
	1104260 544000		Service Contracts	\$ 7,780.00		
	1104260 512100		Salaries & Wages	\$ (12,181.00)	adj to previous increases	
911	1104325 544000		Service Contracts	\$ 30,219.00		
	1104325 383930		Municipality Reimbursements	\$ 24,103.00		
Maxwell	6676160 512100		Salaries & Wages	\$ (17,739.00)	not included in previous increases	
Register of Deeds	1104180 512100		Salaries & Wages	\$ (11,293.00)	adj to previous increase	
Sheriff/Jail	1104310 & 1104311		Salaries & Wages	\$ (248,063.00)	2% increase	
	1104310 535300		M & R's - Vehicles	\$ (25,000.00)	adj for insurance claims	
	1104310 525100		Fuel	\$ (60,000.00)	adj for fuel	

Attachment B Page 2	1104310 521200		Uniforms	\$ 9,000.00		
	1104310 523100	COPE	Program Supplies	\$ 9,500.00		
	1104310 523100	CrmSc	Program Supplies	\$ 5,000.00		
	1104310 523100	Invst	Program Supplies	\$ 10,000.00		
	1104310 523100	k-9	Program Supplies	\$ 7,900.00		
	1104310 539500		Training	\$ 18,500.00		
Board of Elections	1104170 519000		Professional Services	\$ 4,000.00		
	1104170 523100		Program Supplies	\$ 10,000.00		
	1104170 526000		Office Supplies	\$ 4,000.00		
	1104170 526200		Non Capital - Computer	\$ 500.00		
	1104170 531100		Travel	\$ 3,500.00		
	1104170 531110		Travel	\$ 500.00		
	1104170 532500		Postage	\$ 3,000.00		
	1104170 532900		Other Communications	\$ 250.00		
	1104170 537000		Advertising	\$ 2,500.00		
	1104170 538100		Programming	\$ 10,000.00		
	1104170 539300		Temporary Help	\$ 32,130.00		
	1104170 539500		Training	\$ 1,500.00		
	1104170 541200		Rental of Buildings	\$ 4,000.00		
Jetport	6324530		Salaries & Fringes	\$ (8,235.00)	not included in study	
Animal Control	1104380		Part Time	\$ (8,313.00)	not included in study	
Health	1315110 398100		transfers	\$ 171,000.00		
	1315110 399100		fund balance	\$ 15,000.00		
					1315110 351527	\$ 25,000.00
					1315110 351528	\$ 60,000.00
					1315110 351529	\$ 64,000.00
					1315110 351530	\$ 37,000.00
	1315110 399100		fund Balance	\$ 163,787.00		
			Salary Increases	\$ (610,917.00)	additional 1/2 of salary study	
				\$ 1,120,295.25	not included in study	
				\$ (1,100,000.00)	tax rate down to 1.75	
				\$ 20,295.25	not included in study	
				171,000.00		
				15,000.00		
				2,500.00	1315110 351527	\$ 25,000.00
				1,100,000.00	1315110 351528	\$ 60,000.00
Response to BOC Questions						
1104110 549100	NCACC Risk Pool		3% oversight for NCACC			
1104210 518300	ITS - Hospitalization		employee moved from Library + increase in cost			
1106110 549100	Library - Dues		previously covered by grants - employees do pay 1/2 cost of some dues			
1104330 539500	OES Training		Radio System Training, Safety Officer Training - All of needed			
1104911 535200	M&R's - Planning		No increase - GIS Mapping Programs			
1104325 544000	911 Contracted Svc		Criticall	\$ 720.00		
			CAD (Motorola)	\$ 24,352.00		
			Central Square (Adj made)	\$ 53,781.00		
			Vairkko	\$ 1,538.00		
			Shredding	\$ 350.00		
1104310 544000	Sheriff Contracted Svc		Indemia	\$ 6,901.65		
			Central Square	\$ 71,212.99		

Attachment B Page 3			Lexis Nexis Risk Mgt	\$ 14,000.00		
			padtrax	\$ 2,173.50		
			Cellebrite	\$ 4,515.00		
			Callyo	\$ 5,583.90		
			GrayKey	\$ 10,494.75		
			Interplat Solutions	\$ 1,050.00		
			Leads Online	\$ 12,544.05		
			MCCI Inc	\$ 997.81		
			Smart Draw	\$ 623.70		
			Matterport	\$ 743.40		
			DCI	\$ 16,000.00		
531100 & 539500	Travel, Meals & Lodging					
			FY23	\$ 809,496.91		
			FY22	\$ 640,479.00		
			FY21	\$ 519,583.00		
			FY20	\$ 602,000.00		
			FY19	\$ 660,000.00		
1104260 544000	Contracted Svcs					
			Brady Trane DDC Controls/Courth	\$ 24,000.00		
			Brady Trane DDC Controls/Library	\$ 2,000.00		
			Bucks Fire Ext	\$ 8,560.00		
			Carolina Fire Protection/Fire Alarm	\$ 8,800.00		
			Carolina Fire Protection/Sprinkler	\$ 5,500.00		
			Carolina Phone & Alarms Monitor	\$ 14,000.00		
			Dude Solutions	\$ 17,010.68		
			GFL/Waste Industries	\$ 90,000.00		
			Griffin Exterminating	\$ 20,970.00		
			KB Power Annual Insp	\$ 5,800.00		
			Piedmont Service Group Prev. Ma	\$ 30,000.00		
			Security Central	\$ 8,000.00		
			Southern Elevator	\$ 10,400.00		
			TS Richards Enterprise (Sweeping	\$ 2,100.00		
			Wiarcom	\$ 10,000.00		
				\$ 257,140.68		
1104311 343290	Inmate Housing					
			Needs to be reviewed in January			
			prior to other Counties			
			preparing their budgets			
1104140 341400	Tax Commissions					
			Need to be reviewed in January			
			prior to municipalities budget			
			season. Contracts & Agreements			
			will need to be updated. Six month			
			agreement needed.			
	Social Services					
			Scanning Project not recommended			
			for in house			