ROCKY MOUNT, NC
THE CENTER OF IT ALL

ROCKY MOUNT CITY COUNCIL

COMMITTEE OF THE WHOLE MEETING

MONDAY, NOVEMBER 8, 2021

CITY COUNCIL
COMMITTEE OF THE WHOLE

MONDAY, NOVEMBER 8, 2021
5:00 PM

AGENDA

1. Community Land Trust Agreement	Rochelle D. Small-Toney
2. Pay & Classification Plan	Kena Cofield-Jones Kenneth Hunter
3. Neighborhood Housing Revitalization Program	Peter Varney
4. Housing Initiative Recommended Projects	Mayor Pro-Tem Joyner
5. October Crime Stats (Report Only)	Chief Hassell

MEMORANDUM

ROCKY MOUNT
CITY MANAGER'S OFFICE
THE CENTER OF IT ALL

To: Mayor and City Council

From: Rochelle D. Small-Toney, City Manager

Date: 11/5/2021

Re: Proposed Management Services Agreement for Community Land Trust

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The community received presentations from Dr. Jim Johnson and Professor Jeannie Bonds of the UNC Kenan Flagler School on the benefits and steps for establishing the city's Community Land Trust. The next step is to engage the management team that will be charged with the following scope of work:

- Create a separate legal entity to provide the independent governance of the land trust
- To implement the Trades Accelerator Training program for land trust home construction
- To implement the Child Care Accelerator and Training for home based and facility childcare
- To establish a Green School prototype
- To assist the neighborhood associations

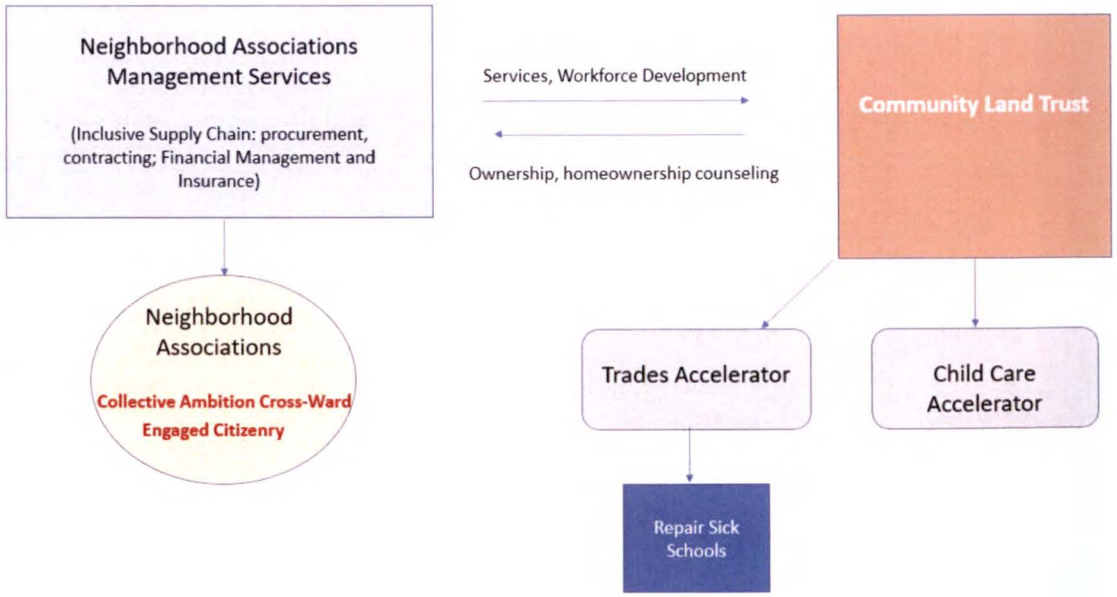
A professional management team has formed and secured a $1 million grant in October, using the $1 million city funding that City Council reserved for the Community Land Trust. The team consist of Wendell Davis, Reginald Boney, Dr. James Johnson, Jr., and Jeanne Milliken Bonds. I am requesting authorization to negotiate up to $305,000 for their services.

Restoration Rocky Mount:

A Community Land Trust for the Greater Rocky Mount Metro Region

Professional Management Services

- A professional management team will report to Restoration Rocky Mount Board of Directors will construct the homes, manage the land, coordinate the Management Services Umbrella for Neighborhood Associations, and administer the affiliated programs:
- *Trades Accelerator**
  - Training for Encore Entrepreneurs (55+)
  - Trades Training and Apprenticeship
  - Incentives
  - Supply Chain
  - Relocate to Rocky Mount!
- *Child Care Accelerator**
  - Training
  - Wage Accelerator
- Green School Building prototype*



* See Handouts

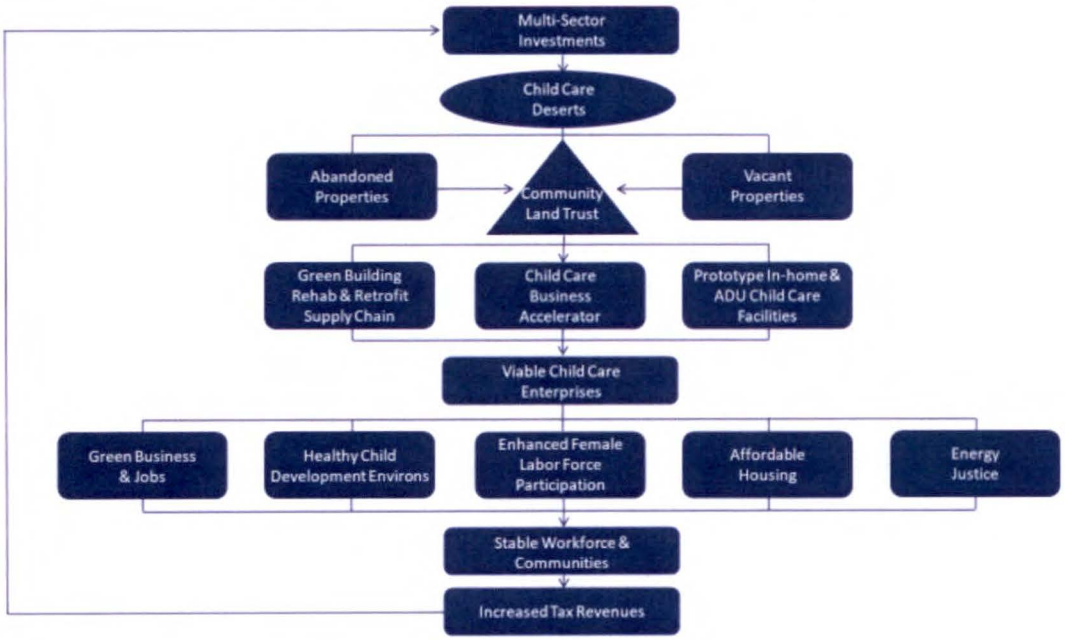
Restoration Rocky Mount: A Community Land Trust
Addressing the Child Care Crisis in North Carolina: The Child Care Accelerator

Foundation Funding Received: $995,500

Women's labor force participation is heavily dependent on the availability and accessibility of high quality and affordable child care. But such care, especially for low- and moderate-income and female-headed households with pre-school aged children (birth to age five), was in short supply prior to COVID-19 — and has become an even scarcer commodity as the pandemic has exacted a heavy toll on existing childcare facilities, especially those serving low-income urban and rural communities.

The pandemic-induced challenges that child care businesses face have exacted a disproportionately heavy toll on working mothers with young children. Faced with a further dwindling of an already sparse supply of accessible and affordable child care, reportedly there have been 611,000 job losses among working mothers who have been forced, as schools transitioned to online learning, to stay home and take care of their children.

A Framework for Addressing the Child Care Crisis



Source: Johnson and Bonds

The creation of the *Community Land Trust,* a nonprofit, community-led home ownership initiative will create single family homes for lower-income families as well as a pathway for families to accumulate equity and wealth through the value of their home.

The first prong is the *Child Care Business Accelerator* is designed to recruit, train, and certify the next generation of childcare facility owners and operators with strong business acumen.

The second prong of our intervention involves the creation of Early Childhood Equity Fellows Program. This dynamic professional development program engages aspiring childcare professionals in the practices that help them to create high quality environments for children to successfully learn, grow, and develop. The Fellows approach invests critical resources and creates opportunities to equitably impact historically marginalized early childhood entrepreneurs. This is critical as there are 2,940 children under the age of five in Edgecombe County, and over 35% of them are in poverty. Thus, this program will have downstream impacts from providers to families and children, especially those living in poverty.

The third prong of our intervention addresses the wage challenge directly by offering both childcare entrepreneurs and childcare workers a suite of benefits that help entrepreneurs build their childcare enterprises and recognizes the important role of childcare workers in community ecosystems. According to Zip Recruiter the average annual pay for a childcare worker in North Carolina is $15,987 a year. That works out to be approximately $7.69 an hour, $307/week, or $1,332/month. We will use cash transfers as a means of compensating workers and addressing the low wage conundrum. Our intervention proposes a 12-month pilot where childcare workers receive an additional $1200 per month or $14,400 a year.

Together, the three prongs of the intervention within the construct of the land trust — the Childcare business accelerator, Early Childhood Equity Fellows and the Wage Accelerator income transfer program — will create and grow businesses and jobs; enhance marginalized female labor force participation; and, increase access to quality child care in former child care deserts.

Scope of Work

- Create the separate, legal entity – Restoration Rocky Mount (Community Land Trust)
  - Provide for the Governance of the entity
  - Implement Best Practices
  - Institute a model land lease policy
  - Create the five-year build plan
  - Train the Board and Report to the Board
- Create the Management Services structure to assist the Neighborhood Associations

Lead Affiliated Programs:

- Implement the Trades Accelerator and Training (Land Trust home construction)
- Implement the Child Care Accelerator and Training (Home based and Facility child care)
- Green Schools Prototype

Timeline of Priorities: November 2021-March 2022

- ❑ November
  - ❑ Recommendations for Incorporators
  - ❑ State Incorporation
  - ❑ By-Laws and Processes
  - ❑ EIN
  - ❑ DUNS
  - ❑ IRS Non-Profit Status
  - ❑ Board Training
- ❑ December
  - ❑ Full Board
  - ❑ Board Training
- ❑ January
  - ❑ Launch Child Care Accelerator
  - ❑ Community Engagement
- ❑ February
  - ❑ Launch Trades Accelerator
  - ❑ Community Engagement
- ❑ January – March
  - ❑ Land Trust Procedures and Processes
  - ❑ Secure Properties
  - ❑ Create Services Relationship with Neighborhood Associations
  - ❑ Final Build Plan
  - ❑ Community Engagement
- ❑ March
  - ❑ Home Construction Begins!
  - ❑ COMMUNITY ENGAGEMENT !

Professional Management Team

The combined skills of the management services team includes:

- Experience with municipal government clients in North Carolina and extensive knowledge of North Carolina statutes governing municipalities.
- Experience evaluating the feasibility and structure of affordable housing projects.
- Experience providing analyses of the structure associated with community land trusts and their compatibility with City and State laws and regulations.
- Experience with innovative funding sources and successful public-private-philanthropic enterprises.
- Experience working with local housing developers and/or nonprofits that promote long-term affordable housing.
- Training, Supply Chain and Procurement expertise.

Leveraged Investments from Other Funders

- Trades Accelerator (Expected January 2022)
- Green School Buildings Prototype (Expected January 2022)
- Child Care Accelerator (Management Services Team Secured a Grant for $1,000,000 in October 2021)
  - Rocky Mount Investment Leveraged 1:1 with the Child Care Accelerator Funding for:
    - Equity Fellows Early Childhood Education and Care
    - Wage Accelerator

Management Team

Wendell Davis

Wendell Davis is the former County Manager for Durham County, North Carolina, where he oversaw a $730 million operating budget and approximately 2,100 employees. Prior to working as the County Manager, Davis served as the Chief Financial Officer (CFO) in higher education at North Carolina Central University, and additionally spent 16 years as a local government executive in the role of Deputy County Manager. Davis' overall career includes 31 years of progressive experience in management, tax administration, budget & finance, auxiliaries, planning & development, human resources, human services, occupational safety, public safety, and information technology. Davis will provide overall adminstrative leadership for the project.

Reginald Boney

Reginald Boney is a Legal Consultant at the North Carolina Department of Natural and Cultural Resources. A passionate individual whose interests span the law, theology, ethics, and social justice, Boney's studies at North Carolina Central University, Duke University, and the University of North Carolina School of Law encompass all of those areas. Boney's main desire is to use the skills attained in academia, along with life experiences, to advocate for the marginalized both socially and legally. Reggie will be day-to-day manager of the projects in Rocky Mount.

Dr. James Johnson, Jr.

The William R. Kenan, Jr. Distinguished Professor of Strategy and Entrepreneurship at the Kenan-Flagler Business School, Dr. Johnson will lead the equitable supply chain and procurement processes, and training for businesses and child care. Dr. Johnson has spent his entire career focused on the causes and consequences of growing inequality in American society, as well as innovative approaches to poverty alleviation, job creation, and community development.

Jeanne Milliken Bonds

Jeanne Milliken Bonds is a Professor of the Practice specializing in Impact Investment and Sustainable Finance at Kenan-Flagler Business School (UNC). A former Mayor and previous Senior Leader in Regional Community Development for the Federal Reserve Bank of Richmond, Bonds brings a wide range of expertise in community development and investment strategies, fundraising, experience creating land trusts, financing affordable housing, and training.

Consulting Services

CONTRACT TERMS

Professional Service Consulting Agreement approved by Restoration Rocky Mount Incoporators, including the final scope of work, timeline, deliverables, pricing, payment information, terms for amending the agreement and adherence to City rules and regulations.

In the administration of Restoration Rocky Mount, a strict adherence to the principles of equitable and inclusive development will be prioritized.
Aside from the development of the land trust, the primary principles include supporting inclusive supply chain management, cross-ward mobilization, and impact investing strategies.

MEMORANDUM

ROCKY MOUNT, NC
THE CENTER OF IT ALL

To: Mayor and Members of City Council

Cc:

From: Rochelle D. Small-Toney, City Manager

Date: 11/5/2021

Re: Proposed Pay & Classification Plan

It is my pleasure to recommend for approval the attached Pay & Classification Plan. This culminates a lengthy effort by our Staff to carefully evaluate the City workforce and develop a comprehensive, consistent system for job classification, as well as ensure our employees are compensated at levels competitive with their skills and labor market.

This proposed Pay & Classification Plan achieves the following objectives:

- Establishes new pay grade system based on level of position (i.e., worker, specialist, supervisor, manager, executive, etc.);
- Sets pay ranges for each grade to approximately 10% above comparable market as determined by salary survey;
- Sets the minimum pay rate for the lowest grade at $15 per hour;
- Includes a 3% cost of living adjustment (COLA) for all full-time employees;
- Standardizes position titles across the organization;
- Enables the implementation of citywide career ladders, enabling automatic promotion opportunities for employees based on obtainment of skills and certifications; and
- Includes additional increases targeting specific position classifications in Police, Fire, Environmental Services, Streets, Parks & Recreation Maintenance, Energy Resources, Water Resources (Water & Sewer), and Stormwater.

Also included are proposed reorganization of several departments: Police, Energy Resources, Community & Business Development, and Human Relations.

My recommendation for Council approval of this Pay & Classification Plan would take effect on the pay period beginning November 27, 2021, with employees receiving their first pay checks under this new plan on December 17, 2021. The budgetary impact of the plan, including costs of proportional city-paid taxes and benefits, would be approximately $1,635,450 across City funds for the remainder of the current fiscal year (FY 2022). This would be funded with the use of reserves, which are sufficient for this purpose. The first full fiscal year of implementation (FY 2023) would see an increased associated cost of approximately $2,863,170 across all City funds and would be built into the City's Proposed FY 2023 Annual Operating Budget.

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CITY OF ROCKY MOUNT
Classification and Compensation
Study Results and Performance Management System Review

Gallagher Human Resources and Compensation Consulting

October 2021

Gallagher

Insurance | Risk Management | Consulting

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Study Background

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The City of Rocky Mount (the City) contracted with Gallagher's Human Resources & Compensation Consulting practice (Gallagher) to conduct a comprehensive classification and compensation study for approximately 812 employees in 384 job classifications

- Gallagher consultants met with City officials late 2018
  - The purpose of this meeting was to:
    - Confirm the timeline and process for the study
    - Discuss the state of the City's current classification and compensation systems
    - Discuss the Position Description Questionnaire (PDQ) instrument that would be used to collect job duties and responsibilities from employees
    - Discuss the project orientation meetings for employees

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Project Goals

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- The goals of the project were identified as the following:
  - Update the City's current classification and job evaluation systems
  - For the City to determine and apply the most appropriate job evaluation methodology
  - Provide training to City staff in the chosen job evaluation methodology
    - The City has adopted the Decision Band Method ® for job evaluation
  - Update or create classification specifications as requested by the City
  - Analyze results from the compensation study to create a new compensation plan for the City that is internally equitable, externally competitive and reduces and/or mitigates compression
  - Conduct compensation study of benchmark jobs by surveying comparator organizations that were determined by the City in consultation with Gallagher Consultants
    - Gallagher consultants would incorporate data from ElectriCities for those positions in the City's Energy Resources Department since the City competes with private industry for such skill and talent

Classification Study

Gallagher
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- Gallagher Partnered with the City to develop Position Description Questionnaires (PDQs)
  - PDQs were utilized for collecting information including, but not limited to essential responsibilities, decision-making examples, knowledge, and skills
- PDQs were:
  - Completed by employees
    - Every employee had the right to complete an individual questionnaire
  - Reviewed by immediate supervisors with opportunity to comment
- Developed a classification structure that was reviewed and approved by project team and the City's HR in late 2019
- Classification titles simplified
  - Ensures greater consistency across the City
  - Simplifies the classification structure to ensure ease of administration
  - Allows for use of position specific titles within the classification structure

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Decision Band Method®

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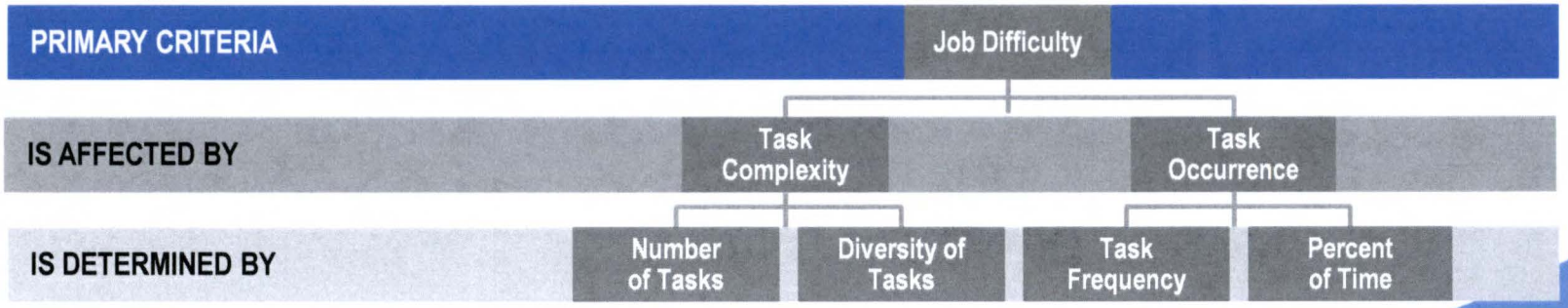
STEP 1: Determine appropriate band

BAND A: Defined	BAND B: Operational	BAND C: Process	BAND D: Interpretive	BAND E: Programming	BAND F: Policy
Determine manner and speed to perform defined steps of an operation	Determines how and when to perform steps of processes	Develops and selects appropriate process to accomplish operations of programs	Interprets programs into operational plans and deploys resources	Plans strategies, programs and allocates resources to meet goals	Organization scope, direction, and goals

STEP 2: Determine appropriate grade

Grade Assignment	Jobs with coordinating or supervisory responsibility within the same band are placed in the higher grade Jobs without this responsibility within the same band are placed in the lower grade

STEP 3: Determine appropriate subgrade



Compensation Study

Gallagher
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Benchmark Jobs

- Gallagher partnered with the City to identify 51 benchmark jobs from a total of 225 classifications (23%)
  - Gallagher utilized data from 51 of 51 benchmark jobs to develop the proposed salary structure
  - Benchmark jobs were chosen based on a number of factors to include, but not limited to:
    - High employee populated jobs
    - Ensure all functional and organizational level representation
    - Those commonly found in the market
    - Jobs where the City experiences recruitment and/or retention challenges
- Overall, the benchmark jobs represent approximately 335 employees out of the total 811 population for the study (41%)

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Labor Market – Public Sector

- Public sector data was collected from 14 of the 19 selected participants
  - 6* sent in their completed survey
  - Data from 8** was collected via data mining

Survey Participants	Data Mining	Did Not Participate
Goldsboro*	Cary**	Burlington
Asheville*	Gastonia**	Kanapolis
Concord*	Jacksonville**	Hickory
Nash County*	Chapel Hill**	Fayetteville
Wilmington*	Huntersville**	Edgecombe County
High Point*	Greenville**	
	Wilson**	
	Raleigh**	

- Additionally, NC League of Municipalities Salary Survey was provided by the City to be included as part of the representation of public sector

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Data Collection Process

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Published Survey Sources

- Gallagher utilized published survey sources to collect both public sector and private sector base salary data

- Published survey sources include:
  - American Public Power Association
  - CAI 2019 NC Wage & Salary Survey
  - NC League of Municipalities - 2019 Municipal Salary Survey
  - EAP Data Information Services, LLC - Energy Technical Craft Clerical Survey (ETCCS)
  - Willis Towers Watson Survey Library (8 sources)
  - Mercer Benchmark Survey Libraries (5 sources)
  - CompData Benchmark Pro - National
  - Economy Research Institute
  - Gallagher Integrated Clinic Organizations

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Market Data Analysis and Results

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Definitions for Level of Competitiveness

- The following guidelines are used when determining the competitive nature of current actual compensation:

HIGHLY COMPETITIVE	COMPETITIVE	POSSIBLY MISAGLIGNED	SIGNIFICANTLY MISALIGNED
+/- 5%	+/- 5 to 10%	+/- 10 to 15%	> +/- 15%

Market Data – Important Additional Considerations

- Additional factors influencing actual salaries must be considered, including:

  Performance Turnover Longevity

- Some benchmark jobs that at first appear misaligned with the market, do not necessarily reflect true misalignment when additional relevant factors are assessed

Market Data Analysis and Results

Gallagher
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Market Comparison

- When Gallagher compares the actual salaries of benchmark positions to the median of actual salaries in the market, we find that, from an aggregate perspective, the following:

	Percentage Difference – Actual Salary vs. Market	
Data Source	Market 50th Percentile	
Custom Survey/Public Sector (47 of 51 benchmark jobs)	+7.93%	Competitive
Published Survey/Private Sector (33 of 51 benchmark jobs)	-7.17%	Competitive
Combined Market (51 of 51 benchmark jobs)	+1.79%	Highly Competitive

- Based on the above results in 2019, actual pay at the City was considered competitive with the market

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Salary Structure Development

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Recommended Salary Structure

- Market salary data was combined with the DBM® evaluations to develop trend lines (line of best fit) through regression analysis
- The salary structure is anchored at the 50th percentile of the combined market data, which ensures sufficient data for a statistically valid and defensible structure while maintaining competitiveness with the general labor market which includes both private sector and public sector
- Based on discussion with the City, structures were modelled separately for Utility jobs and Non-Utility jobs

Recommended Range Spread

- The percent difference between the minimum and the maximum of the range is the range spread
- Reflects the length of time it takes to be fully competent in the assigned role (e.g. longer to be fully competent in a Director level positions as opposed to a position at a lower band)
- Reflects the market trend (average 60%-65% range spread across the board)

Ongoing Administration

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Pay administration guidelines should be implemented for placing and moving employees through the structure, we recommend the following:

- The hiring range should be from the range minimum for minimally acceptable qualified individuals to the first quartile (25th percentile) for well qualified individuals
- Appointment above the first quartile should require the approval of Human Resources, and appointment above the midpoint should require the approval of a nominated authority
- The salary structure should be adjusted by a structure movement trend factor every year to remain competitive with the market

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Ongoing Administration

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Pay administration guidelines should be implemented for placing and moving employees through the structure, we recommend the following:

- In addition to adjusting the salary structure each year to keep pace with the market, the City should conduct a comprehensive market compensation study similar to the salary study part of the project at least every three to five years

- The City should annually review its internal alignment and classification of jobs to ensure proper leveling between jobs

THANK YOU!

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Compensation Study

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Benchmark Jobs

Benchmark #	Position Title
1	Administrative Specialist
2	Animal Control Officer
3	Code Enforcement Officer, Senior
4	Community Development & Housing Administrator
5	Cultural Arts Analyst
6	Electric Lineman First Class
7	Electric Service Supervisor
8	Energy Resources Engineering Manager
9	Emergency Communications Officer
10	Engineer
11	Budget & Evaluation Manager
12	Assistant City Engineer
13	Director of Parks & Recreation
14	Director of Finance
15	Director of Public Works
16	Fire Chief
17	Police Chief
18	Assistant City Manager
19	Firefighter/EMT
20	Fire Captain (Operations)
21	Fiscal Technician, Senior
22	Fiscal Analyst
23	Fiscal Manager
24	Fleet Maintenance Specialist
25	Gas Service Technician II
26	Gas Services Supervisor

Benchmark #	Position Title
27	Human Resources Analyst
28	Technology Analyst
29	Laboratory Specialist
30	Maintenance Technician
31	Maintenance & Operations Superintendent
32	Occupational Health Nurse
33	Paralegal
34	Building Trades Inspector
35	Planner
36	Plant Mechanic
37	Plant Operator
38	Procurement Specialist
39	Procurement Manager
40	Property/Risk Manager
41	Public Safety Support Technician
42	Recreation Analyst
43	Staking Engineer III
44	City Surveyor
45	Police Officer
46	Police Sergeant
47	Trades Specialist, Senior
48	Traffic Signal Specialist, Senior
49	Dispatch Operator II
50	Electric Meter Technician III
51	Water Resources Field Specialist

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City of Rocky Mount Classification & Compensation Study

Overview and Recommendations

November 2021, Kena Cofield Jones, Director of Human Resources

The City of Rocky Mount underwent a project to redesign its classification and compensation structure for **approximately 950 full-time employees citywide**.

Project Purpose

- Update classification & compensation structure
- Competitive market-based structure
- Scalable job structure

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Why Re-Design CRM's Compensation Program?

Align pay with the philosophy and goals

↓

Attract and retain top talent

↓

Recognize employees for their contributions to their jobs

↓

Pay is competitive with the external market

↓

Titles accurately reflect the content of jobs and align with the external market

The City of Rocky Mount is committed to providing employees with market competitive pay and opportunities to grow and develop within our organization.

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Engagement Process

- Classification & Job Evaluation
- Market & Pay Structure
- Gallagher DBM Training w/CRM HR
- Human Resources Internal Analysis
- Employee Mapping & Job Descriptions
- Meetings: Gallagher, City Manager, Departments

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Overview of the Proposed Classification & Compensation Program Development

Current Compensation Program

- Pay system
  - Last system update 2008
  - Outdated job descriptions
- Continued concerns:
  - Lack of entry level jobs across the organization
  - Pay compression
  - Misalignment of pay to the external market

Proposed Compensation Program

- Competitive, market-based structure
- Policies for pay administration to ensure:
  - Compliance and consistency across the organization
  - Ongoing maintenance of program
- Lays foundation for future HR initiatives
  - Performance management
  - Training & development

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Benefits of the Proposed Compensation Program

Key benefits include:

- Competitive Pay Bands
- **$15 min hourly rate** *(2080 equivalency)* Raised from $9.71/$10.36
- **7.5%** average increase in pay range minimums
- **155** Employees moved from current pay to proposed minimum of new pay band/grade
- **Attention given to:** Police, Fire, Park Maint., Solid Waste, SSW, Gas, Electric, Water, Wastewater
- Created entry level jobs and Career Ladders (A, B, & C Bands)
- Job titling standardized **(424 to 262)**
- Individual employee notice outlining their specific job with a job description

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Career Ladder Illustrative Examples

It is proposed to provide progression levels for the jobs in Band A to C.

Ladders:

- scalable job structure
- transparency
- may lower replacement cost
- Opportunity for growth

Grade	Accountant	Operator/Mechanic/Technician	Lineman	Construction & Maintenance	Sanitation (Solid Waste)	Administrative Support
C3	Accountant-III					
C2	Accountant-II					
C1	Accountant-I					
B5						
B4		Lead Operator/ Lead Mechanic/ Lead Technician	1st Class Lineman	Crew Supervisor	Lead Sanitation Equipment Operator	
B3		Senior Operator/ Senior Mechanic/ Senior Technician	2nd Class Lineman	Crew Lead	Sanitation Equipment Operator-III	
B2		Operator-II/ Mechanic-II/ Technician-II	Lineman	Construction Assistant-III	Sanitation Equipment Operator-II	Senior Administrative Associate
B1		Operator-I/ Mechanic-I/ Technician-I	Apprentice Lineman	Construction Assistant-II/ Maintenance Assistant-III	Sanitation Equipment Operator-I	Administrative Associate-II
A2		Trainee		Construction Assistant-I/ Maintenance Assistant-II		Administrative Associate-II
A1				Maintenance Assistant-I		

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Career Ladder Specific Example: Warehouse Technician

Career Ladder for Warehouse Technician	Existing	Proposed	
	Warehouse Clerk	Warehouse Technician I	Warehouse Technician II
Operates the Munis inventory software program to produce inventory reports to make stock inquires.	x	x	x
Coordinates with other City employees and vendors to remain informed of inventory equipment and supply needs and resources.	x	x	x
Organizes inventory in designated warehouse.	x	x	x
Issues inventory items to City personnel.	x	Basic	Intermediate
Reports any discrepancies in inventory records to Warehouse Supervisor.	x	x	x
Maintains various files and records for the purpose of documenting activities and providing materials and reliable resource information.		Basic	Intermediate
Conducts physical inventories for the purpose of verifying stock and identifying losses.	x	x	x

Basic

Employee has the minimum understanding to do the task.

Employee has the ability to:

- process transactions or provide information once given direction, training, or guidance.
- communicate basic warehouse matters (location, availability, and general product information) to others.

Needs direction and supervision to successfully complete the task.

Minimal work would be required to cover another warehouse section on a routine basis.

Intermediate

Employee has above the minimum understanding to do the task associated with being a subject matter expert and a person that most people would go to for information on how to do the task.

The employee has the ability to:

- provide basic training for other warehouse clerks.
- communicate more complex warehouse related matters (missing items, wrong items, resolution to critical deliveries).

The employee has sufficient knowledge and experience to provide advice on warehouse items and can resolve issues with orders with staff and/or vendors.

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Department Restructuring Highlights

Energy Resources

- Adds 5 positions
- Streamlines operations centered around business processes
- Creates better alignment to strategy outcomes
- Improves efficiency by flattening the organization and adjusting spans of control
- Provides redundancy for highly specialized skills
- Provides additional upward mobility opportunities for employees

Human Relations & Community Development *(merger)*

- Net zero position add
- Incorporates
  - Community Wealth Building Division
  - Community Development Division
  - Neighborhood Redevelopment Division
- Streamlines processes
- Supports business needs
- Supports customer needs
- Improves efficiency

Police

- Adds 2 Police Majors
- Streamlines business to meet operational needs
- Supports business strategy
- Improves continuity of operations

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Proposed Pay Band/Grade Structure

Move to 5 Pay Bands

- ***A, B, C, D, E***
- ***21 Grades within the Bands***

Pay Bands / Grades	1	2	3	4	5
A	x	x			
B	x	x	x	x	x
C	x	x	x	x	x
D	x	x	x	x	x
E	x	x	x	x	

Grade	Min	Mid	Max
E4	$126,610	$167,759	$208,907
E3	$117,689	$155,938	$194,187
E2	$111,019	$147,100	$183,181
E1	$104,726	$138,763	$172,799
D5	$96,527	$127,899	$159,270
D4	$88,431	$117,171	$145,910
D3	$82,200	108,915	$135,629
D2	$77,541	$102,741	$127,942
D1	$73,146	$96,918	$120,691
C5	$65,682	$87,029	$108,375
C4	$60,172	$79,728	$99,284
C3	$55,933	$74,111	$92,289
C2	$52,762	$69,910	$87,058
C1	$49,772	$65,948	$82,124
B5	$46,265	$61,301	$76,337
B4	$42,384	$56,159	$69,934
B3	$39,398	$52,202	$65,006
B2	$37,165	$49,243	$61,322
B1	$35,058	$46,452	$57,846
A2	$33,065	$43,812	$54,558
A1	$31,200	$41,340	$51,480

2080 equivalency

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Budgetary Impact of Classification & Compensation Plan

11/04/2021, City Manager's Office

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FY 2022 (Current Year) Budgetary Impact

Fund	Pay Plan Increase per Pay Period	COLA Increase per Pay Period	Total Increase per Pay Period	# Applicable Pay Periods	Total Salary Impact	Total Benefit Impact	Total Budget Impact
General	21,805.13	37,747.78	59,552.91	15.5	923,070.09	207,690.77	**1,130,760.86**
Transit	101.18	160.88	262.06	15.5	4,061.93	913.93	**4,975.86**
Electric	4,425.41	3,378.79	7,804.20	15.5	120,965.05	27,217.14	**148,182.19**
Gas	2,673.75	1,393.86	4,067.61	15.5	63,047.92	14,185.78	**77,233.71**
Water	3,758.04	2,513.21	6,271.26	15.5	97,204.50	21,871.01	**119,075.51**
Sewer	2,804.98	1,670.23	4,475.21	15.5	69,365.70	15,607.28	**84,972.98**
Stormwater	2,256.78	1,442.90	3,699.69	15.5	57,345.12	12,902.65	**70,247.77**
Total	**$37,825.28**	**$48,307.65**	**$86,132.92**	**15.5**	**$1,335,060.31**	**$300,388.57**	**$1,635,448.88**

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FY 2023 (Next Year) Budgetary Impact

Fund	Total Increase from FY 2022 Base	Projected FY 2023 Increase	Total Salary Increase	Total Benefit Increase	Total Budget Impact
General	1,549,450.91	3%	1,595,934.44	375,044.59	**1,970,979.03**
Transit	6,813.56	3%	7,017.96	1,649.22	**8,667.19**
Electric	209,200.07	3%	215,476.08	50,636.88	**266,112.95**
Gas	109,761.50	3%	113,054.34	26,567.77	**139,622.12**
Water	163,052.70	3%	167,944.29	39,466.91	**207,411.19**
Sewer	116,355.36	3%	119,846.02	28,163.82	**148,009.84**
Stormwater	96,191.81	3%	99,077.57	23,283.23	**122,360.80**
Total	**$2,250,825.92**	**3%**	**$2,318,350.70**	**$544,812.41**	**$2,863,163.11**

Next Steps

Obtain Council Approval

Effective 11/27/2021	12/17/2021 Pay Date

Implementation:

Send employee notice w/job description NLT – 11/27/2021	Standardize Career Ladder Criteria 11/27/2021	Update Class & Comp policies for City Manager approval NLT – 11/27/2021	Update MUNIS records NLT – 12/10/2021	FLSA Designation Changes – Effective 12/25/2021

Recommendations

Approve Proposed Classification & Compensation Structure effective 11/27/2021

12/17/2021 – Pay Date

Approve updated ordinance as applicable and proposed

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THANK YOU!

MEMORANDUM

ROCKY MOUNT, NC
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Committee of the Whole

To: Rochelle D. Small-Toney, City Manager

From: Peter Varney, Interim Director of Community & Business Development

Date: October 25, 2021

Re: Neighborhood Housing Revitalization Program

The Department of Community and Business Development receives applications each year from citizens requesting funding assistance for housing repair under the Urgent Repair Program, Housing Repair Program, and Rehab Matching Rebate Program, or HOME Rehabilitation Program. Quite often, the funding requested will result in repair if only one or two items such as reshingling the roof or replacing a water heater when more extensive work is really needed. Occasionally, the repair or rehabilitation that is needed is so extensive that it is more economical to replace the home than it is to rehabilitate it.

In order to provide a means for addressing cases where replacing a home is more feasible than extensive rehabilitation, we have drafted a policy that would allow for this. The main terms of the proposed policy (see attached) are summarized as follows:

1. The home must be at least 50 years old.
2. The property must be free of liens and without delinquent City and/or County property taxes.
3. The owner must enter a Replacement Agreement which will provide for the demolition of the existing home, preparation of plans and specifications for a new home of comparable size, a loan not to exceed 50% of the cost of the new construction secured by a Deed of Trust on the property. The loan will be administered as an interest free deferred payment loan with a 10-year term. The principle is to be reduced by 10% each year.
4. The Replacement Agreement requires that the new home be occupied for at least 10 years by a household whose annual income is not more than 80% of the area median income.

It is recommended that the City Council adopt the Policy entitled "Neighborhood Housing Revitalization Program.

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City of Rocky Mount Administrative Policy
Policy: NEIGHBORHOOD HOUSING REVITALIZATION PROGRAM

Section:	**Administrative**	**Policy No. II.39**
Prepared By:	**Department of Community and Business Development**	
Approved By:	**City Council**	
Effective Date:	_____	**Page(s): 1-7**

SECTION 1. Purpose

The purpose of the Neighborhood Housing Revitalization Program (the "Program") is to move communities toward sustainability and wealth creation by providing funds to rehabilitate, improve, reconstruct, demolish, and rebuild housing in older neighborhoods. The Program is a community development program to restore and preserve older neighborhoods as authorized by the North Carolina General Statutes and will help reduce poverty and community blight, while engaging communities at the neighborhood grass roots level to assist residents and increase, retain, and support homeownership. Housing reconstructed or rehabilitated through this Program will ensure affordable housing opportunities for low to moderate income individuals and families and encourage stability and redevelopment in distressed communities.

SECTION 2. Roles and Responsibilities

The Community and Business Development Department shall recommend applications for award and administer the Neighborhood Housing Revitalization Program in accordance with the Program policy as outlined

herein. The Program will be administered by the following City staff members:

a. The Community Development Administrator will serve as the primary contact for questions, concerns, application intake, and program promotion.
b. The Community Development Administrator will review and prepare recommendations for grants for approval by the Community and Business Development Director.
c. Development Services shall inspect permitted work for satisfactory completion, ensure compliance with the Building Code and ensure compliance with Historic Preservation guidelines if applicable.

SECTION 3. Neighborhood Housing Revitalization Program Guidelines

3.1 The identified property for revitalization or demolition and rebuilding must be located within an older neighborhood of the City. An older neighborhood is one that has been in existence for at least forty (40) years.

3.2 Revitalization projects which may be funded include, but are not limited to, the following:

a. Flooring
b. Ductwork
c. Tree removal, landscape enhancements
d. Roof repair and replacement
e. Window and/or door replacement/repair
f. Structure add-ons
g. Water/sewer line replacements
h. Replacement/repair to exterior steps
i. Interior repairs and improvements, such as but not limited to electrical, plumbing, HVAC, windows, insulation, ceilings, flooring and painting.
j. Demolition and reconstruction of a similar size residence on property owned by the recipient.

3.3 Plans for improvements must conform to existing building and landscape regulations of the City of Rocky Mount, and the Rocky Mount Historic Preservation Commission Design Guidelines. All projects must receive a Certificate of Appropriateness or approval from the Historic Planner prior to the funding approval, if applicable.

3.4 To be eligible for funding under the Program, the identified residential property must be free of liens and without delinquent city and/or county property taxes.

3.5 Funding Disbursement Formula: Subject to the availability of funding, awarded grants will be disbursed according to a schedule agreed to between the City and the recipient.

3.6. Upon award, the recipient must agree that any and all improvements funded in part with grant award funds must remain with the property, including upon conveyance to another owner if the property is sold or transferred.

SECTION 4. Application Process

4.1 The application and supporting material will be collected and reviewed by the Community Development Administrator for an approval/denial recommendation and submitted to the Director of Community and Business Development for submittal to the City Manager.

4.2 The City Manager will review the report and recommendation and approve for submittal to the City Council.

4.3 Final approval of application and grant award shall be made by the Rocky Mount City Council and cannot subsequently be increased without the approval of the City Council.

4.4 Demolition of an existing home shall require a Home Replacement Agreement between the applicant and the City and must be approved by the City Council. The agreement shall provide for demolition of the existing home, preparations of plans and specifications for a replacement home of comparable size, and such other terms and conditions as are mutually agreeable, including a City loan not to exceed fifty percent (50%) of cost of the new construction, after adjusting for the equity of the existing home, secured by a deed of trust on the property. The owner of the property shall execute a promissory note to the City secured by a deed of trust on the property providing adequate security for the repayment of the loan. The loan will be administered as an interest free deferred payment loan payable ten (10) years from the date of the promissory note,

with the principle being forgiven ten (10%) each year during the term of the loan. The balance of the loan shall be due and payable upon the death of the recipient or other owner of the property, the sale or other transfer or conveyance of the property, or the refinancing of the loan, unless the home continues to be occupied by an Eligible Household (as hereinafter defined).

All work must be completed within three hundred sixty-five (365) days of grant award.

SECTION 5: Monitoring

All projects shall be subject to initial and on-going monitoring, inspection, and evaluation by the department of Community and Business Development for program compliance and reporting. Monitoring visits and evaluations after completion of the work shall be conducted annually and in accordance with the grant agreement between the City and the applicant.

SECTION 6: Affordable Housing Restrictions and Requirements

6.1 Homes repaired, rehabilitated, or reconstructed with Program funds shall be occupied for a period of at least ten (10) years by households whose annual income, adjusted for family size, is not more than eighty percent (80%) of the Rocky Mount area median income as defined by the most recent figures published by the U.S. Department of Housing and Urban Development (Eligible Households).

6.2 Restrictive covenants shall be recorded requiring that the home located on the property (rehabilitated or reconstructed) shall be occupied by an Eligible Household for a period of at least ten (10) years from the date of recordation of the restrictive covenants.

6.3 The affordable housing restrictions and requirements shall be set out in an Affordable Housing Agreement between the property owner and the City and the requirement that the home be occupied by an Eligible Household shall be secured by promissory note in the amount of the grant funds, which note shall itself be secured by a deed of trust on the property. The failure of the home to be occupied by an Eligible Household shall constitute an event of default under the Affordable Housing Agreement and shall cause the note for the home to become due and payable. The City shall notify the owner of the home that the owner has thirty (30) days to cure the default to the

reasonable satisfaction of the City. If the default is not cured within the thirty (30) day cure period the owner shall repay the City the amount due under the promissory note. If payment is not received within thirty (30) days of the date notice is provided, the City shall have the right to initiate foreclosure proceedings to recover the amount due.

The City of Rocky Mount Community and Business Development Department in conjunction with any other City Department reserves the right to reject any incomplete or unclear application. All applications and other documents under the Program are public records. The CRM does not discriminate on the basis of race, color, sex, religion, marital status, disability, age, sexual orientation, or national origin. For additional information regarding requirements or eligibility call 252-972-1100.

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Neighborhood Housing Revitalization Program

11/8/2021, Department of Community & Business Development

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Neighborhood Housing Revitalization Program

- Repair v. Replace
- New policy establishes replacement option
- Main Terms
  - City Council approves applications
  - Home must be at least 50 years old
  - Free of liens; current on taxes
  - Replacement Agreement
    - Grants permission to demolish
    - Includes plans and specs for new home
    - Loan not to exceed 50% of cost
    - 10-year term, no interest, deferred payment
    - Occupy for 10 year, no greater than 80% AMI

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Housing Repair – Workforce Housing Program

- Current Programs (3)

Urgent Repair	Housing Repair	Matching Rebate
Owner-Occupied <50% AMI and either Elderly Disabled Military Veteran Children w/Lead Pipes	Owner-Occupied 50%-100% AMI Current on taxes & insurance	Owner or Tenant Occupied No Income Limit Current on taxes & insurance

- Concerns:
  - Matching Rebate applicants lack up front funding
  - Housing Repair applicants often over income limits
- Proposal:
  - Housing Repair Program income limit raised to no greater than 125% AMI

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Income Limits (FY 2021)

	1 Person	2 Person	3 Person	4 Person
Rocky Mount MSA				
100% AMI	$42,700	$48,800	$54,400	`$61,000
125% AMI	$53,375	$61,000	$68,625	$76,250

Workforce Housing Examples

Position	Salary
Firefighter	$36,525
Police Officer	$38,374
Teacher	$39,600
Nursing Assistant	$28,330
Cashier	$29,977
Fast Food Employee	$18,758
Wait Staff	$19,906

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Recommendation

- Approve Following Administrative Policies
  - Housing Repair Program — Policy II.43(a)
  - Housing Repair Program-Workforce Housing — Policy II.43(b)
- Cost for Current Year Implementation
  - $200,000
- Proposed Application Period
  - January 3rd to February 4th

MEMORANDUM

ROCKY MOUNT
POLICE
THE CENTER OF IT ALL

To: Rochelle Small-Toney, City Manager

Cc:

From: Robert Hassell, Police Chief RH

Date: 11/08/2021

Re: Presentation of Crime Statistics

Purpose
The purpose of this memo is to present a summary of the city-wide crime numbers to the Committee of the Whole during the November 8, 2021 meeting.

Discussion
The presentation covers the crime incidents throughout the city currently and compares them to last year during the same time period. The crimes tracked in this presentation are crimes labeled as part 1 crimes in the National Incident Based Reporting System (NIBRS) by the federal government. These crime numbers are tracked by the FBI and shared with the Bureau of Justice Statistics for tracking purposes

The presentation includes investigation outcomes for the violent crimes and the related arrests. It also includes maps depicting the areas of shots fired, incidences of aggravated assault and murder. The presentation also highlights the efforts and successes of the police department to combat the violent crime occurring in the city.

Requested Action
None

Respectfully Submitted,

Robert Hassell
Chief of Police

ROCKY MOUNT
POLICE
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November 2021 Crime Report

October 2021 Data

November 8, 2021
Robert Hassell, Chief of Police

ROCKY MOUNT
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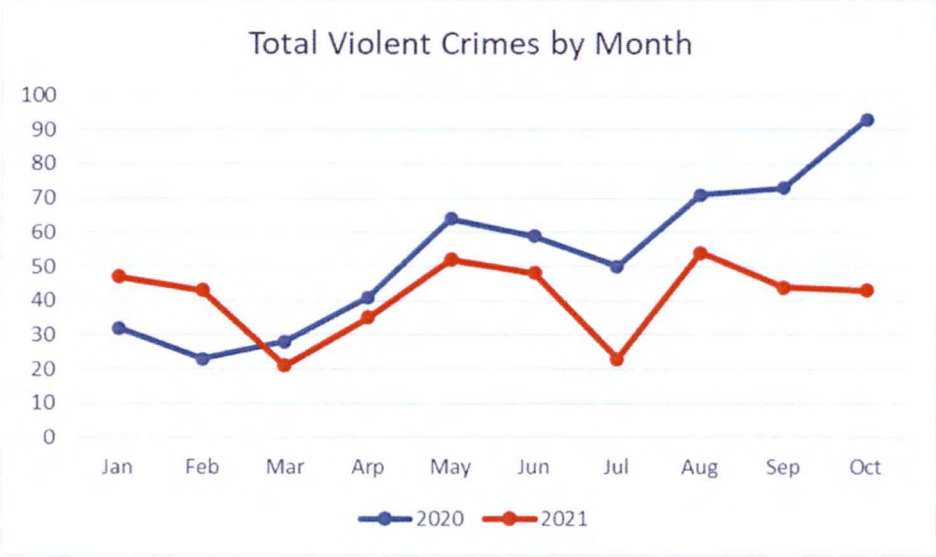
November 2021 Crime Report

Part 1 Crimes Comparison Chart

The table is a comparison of crime numbers by month and year to date compared to the same time periods last year.

CRIMES	Oct 2020	Oct 2021	+/-	YTD 2020	YTD 2021	+/-
Murder	3	1	-2	11	10	-1
Rape	3	1	-2	10	13	3
Com Robbery	6	4	-2	27	28	1
Ind Robbery	8	6	-2	47	24	-23
Agg Assault	73	31	-42	439	341	-98
Violent	**93**	**43**	**-50**	**534**	**416**	**-118**
Commercial B&E	12	13	1	58	106	48
Residential B&E	22	17	-5	198	134	-64
Non Residential B&E	6	4	-2	38	29	-9
Larceny	126	70	-56	879	731	-148
MV Theft	11	14	3	71	72	1
Arson	0	5	5	9	14	5
Property	**177**	**123**	**-54**	**1253**	**1086**	**-167**
****Total****	**270**	**166**	**-104**	**1787**	**1502**	**-285**

Part 1 Crimes Comparison Chart



November 2021 Crime Report

Aggravated Assault Cases and Investigations

Aggravated Assault Cases	21
Aggravated Assault Victims	31
Numbers Cases with Multiple victims	6
Aggravated Assault Arrests	7
Aggravated Assault Cases Cleared	6

Case Dispositions

• Cases Cleared by Arrest	5
• Exceptionally Cleared	1
• Inactive Cases	1
• Open Cases	14
• **Grand Total of Incidents**	**21**

ROCKY MOUNT
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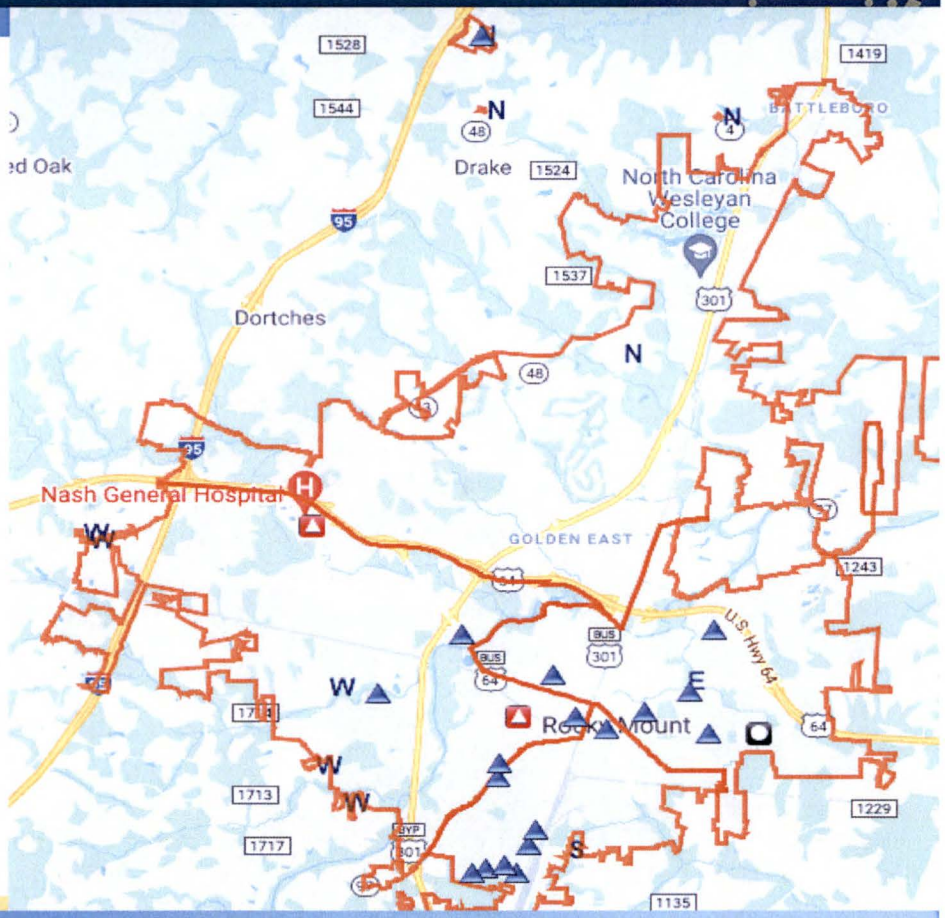
November 2021 Crime Report

- Murder
- Aggravated Assault
- Shooting Into OCC Build/Veh.

• Victims with Injuries	18
• Victims Without Injuries	14
Grand Total of Victims	**32**



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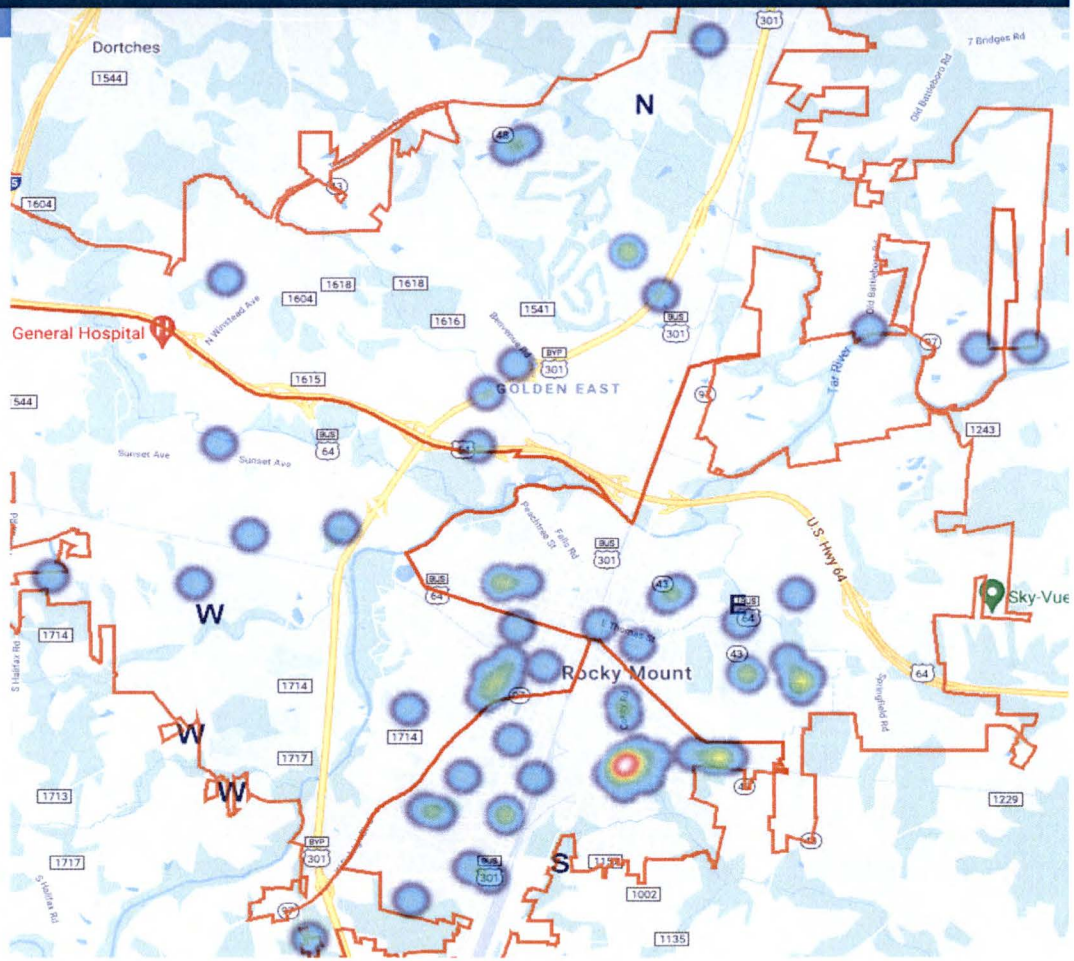
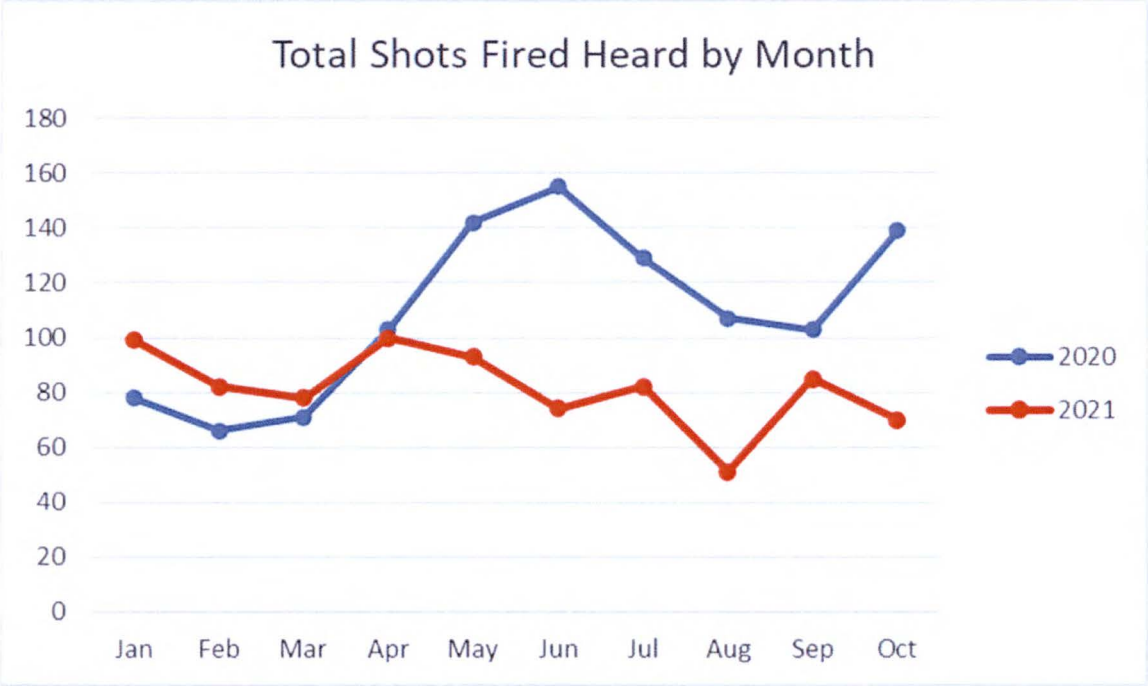
November 2021 Crime Report

Shotspotter & Citizen Calls Throughout the City

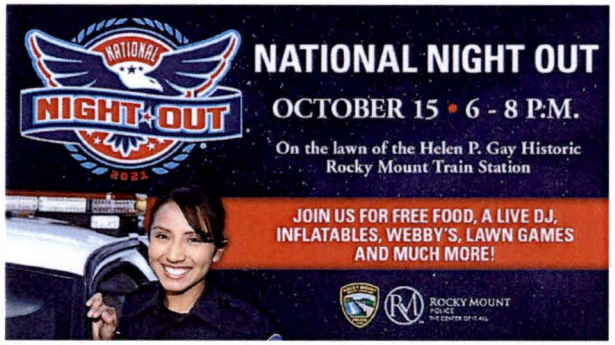
• Shots Fired	72
• Shell Casings were Found	32
• Number Shell Casings Found	194
• Number of Firearms Seized	44
• Number of Firearms Seized YTD	355
• Weapon Violation Arrests	7



Shots Fired Heard Comparison Chart



Community Involvement



- ***Police Athletic/Activity League***: We are sponsoring the 13–15-year-old male and female basketball league for the winter season.
- ***National Night Out:*** NNO was a great success with participation from many citizens from Rocky Mount.
- ***Hosted the BBQ Throwdown:*** With a Police Department team that entered in the event.
- ***Pack-a-Patrol-Car:*** A partnership between Piggly Wiggly and the Police Department to gather food bags for citizens in need during the holiday season.