

MEMBERS

Cleveland County

Belwood

Boiling
Springs

Earl

Fallston

Grover

Kings
Mountain

Kingstown

Lawndale

Polkville

Shelby

McDowell County

Marion

Old Fort

Polk County

Columbus

Saluda

Tryon

Rutherford County

Bostic

Chimney Rock

Ellenboro

Forest City

Lake Lure

Ruth

Rutherfordton

Spindale



IPDC

Isothermal Planning and Development Commission Board of Directors Agenda

Tuesday, January 14, 2020, 6:00 p.m.

IPDC Rutherfordton Office

111 West Court Street, Rutherfordton, NC

Item

Presenter

6:00pm Invocation / Dinner

An RSVP is required. A \$5.00 per plate charge will be collected to help defray costs.

A. 6:30pm Call to Order, Welcome, Moment of Silence and Pledge of Allegiance

Fred Baisden
Chairman

B. Reports from IPDC Program Directors

- 1) Workforce, Economic Development & Community Development
- 2) Technical Assistance
- 3) Isothermal Housing Agency
- 4) Area Agency on Aging
- 5) Rural Planning Organization

C. IPDC Business Meeting

- 1) **Request for Approval of September 10, 2019
IPDC Board of Directors Meeting Minutes
(attachment)**

Fred Baisden
Chairman

- 2) **Quarterly Financials through December 31, 2019
(handout)**

Becky Evans
Finance Director

- 3) **Request for Approval of Budget Amendments
(handout)**

Becky Evans

- 4) **Report on Market Rate Study, Pay Plan
(attachment)**

David Hill
Consultant, PR Formation

- 5) **Report on EDC Corporation Status
(attachment)**

Scott Dadson
Executive Director

- 6) **Housing Task Force
(attachment)**

Scott Dadson

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7) Around the Region

At this time, board members are asked to discuss upcoming events or informational items that pertain to their local government or region.

Fred Baisden
Chairman

8) Chairman's Remarks and Announcements

Fred Baisden
Chairman

Next Executive Committee meeting is
February 13, 2020 - 12:00pm at IPDC

Legislative Gathering
Monday, January 27, 2020, 9:30am
Tryon International Equestrian Center

Technical Assistance Kick-Off for IPDC Member Staff
Thursday, January 30, 2020, 10:30am at IPDC
(Come and meet our team as we go over Technical Assistance programs that can help our Local Governments)

IPDC Branding and Digital Platform Audit Presentation
Thursday, January 30, 2020, 12:15pm at IPDC
Lunch (\$5 donation) and Learn on our efforts to connect with our membership, clients, and partners. Presentation on our digital audit by PR Formation. And yes, we are talking "Branding".

Next Full Board meeting is
March 10, 2020
Time and location to be announced

9) Adjourn

Fred Baisden
Chairman

January 9, 2020

To: Isothermal Regional Commission Board of Directors

From: Scott Dadson, Executive Director

Re: Upcoming Meetings and Events for your participation in and notice of.

We have a very busy month in January with lots of important dates for you, your County or City, and County and City Staff. While many of these events are in the newsletter or even in emails blasts from this office, I wanted to take the opportunity to highlight them for each of you.

- I. **Third Annual Legislative Gathering on January 27, 2020 at the Tryon Equestrian Center.**
The Isothermal Regional Commission is happy to host our 3rd Annual Legislative Gathering on January 27, 2020 at 9:30 am at the Tryon Equestrian Center. We have invited our NC State Legislative Delegation and Federal Delegation to a brunch with our elected and business leaders. We are encouraging you to bring all your elected folks, chamber representatives, and others to this event.

We encourage you to register all of your Council and Commission Boards to attend this informative event. Invitations have been sent to Speaker Tim Moore, Rep. Kelly Hastings, Rep. Jake Johnson, Rep. Josh Dobson, Rep. David Rogers, Senator Ralph Hise, and Senator Ted Alexander. Staff from the offices of Rep. Virginia Fox, Rep. Mark Meadows, Sen. Richard Burr, Sen. Thom Tillis as well as our elected folks have been invited to attend this annual event. TO RSVP, [click here](#): 1/24 at 5:00 p.m. [Click here to view the new, 2019 Isothermal Regional Commission Legislative Issues List](#) which will be presented by the Board of Directors at the Third Annual Isothermal Regional Legislative Gathering.

- II. **Technical Assistance Kickoff**- The Isothermal Regional Commission is pleased to announce a Technical Assistance Kickoff slated for January 30, 2020 starting at 10am located here at the IPDC Main Offices 111 West Court Street, Rutherfordton. This meeting will introduce you and your team to our newest team members (we have four new staff, of which two are an addition to our current staff). **We would love to see your staff at this event.**

Included in our discussions will be the upcoming land use changes of Chapter 160D, our staff will be ready to assist our members be in compliance before the deadlines at the end of 2020, and in 2021.

Isothermal Regional Staff can provide technical assistance needed by members, including zoning and planning needs, back office support, grant writing, project management, and development of comprehensive plans or economic development strategies.

Staff will provide updates on the upcoming ARC grant cycle, as well as other funding sources, include EDA and the Dogwood Foundation.

The Regional Commission is planning on developing a new regional economic development strategy this year and would like to tell you about our timeline and plans for accomplishing this project.

Please RSVP to this event by emailing Steve Lockett at slockett@regionc.org so that we can count you in!

- III. **Branding, Branding, Branding, How we communicate, Branding:** Come participate in a lunch and learn here at the Isothermal Regional Commission on January 30, 2020 starting at 12:15pm here at the IPDC Main Offices located at 111 West Court Street, Rutherfordton. Our topic will be "Isothermal Regional Commission Branding and Digital Audit Presentation and Board Discussion." All of our Board of Directors are invited to this event and are encouraged to participate in the discussion regarding our communication plan, digital platform, website, newsletters, social media platforms, and of course our Brand!

In the Fall of 2019, IPDC engaged the services of Formation PR + Brand, a full service branding and PR firm located in Hendersonville, to review our digital footprint, current communication approaches, and how they all impact our brand. Erica Allison, CEO of Formation PR + Brand, will present the findings of this audit and her recommendations for strengthening our brand and communication strategies. We encourage our Board members and any of our partners to join this conversation. We look forward to discussing how we can work to elevate our presence and relevance to our membership in the upcoming calendar year and beyond! Lunch is \$5 and you are encouraged to sign up here at [\[link\]](#).

- IV. **Housing Task Force-** The Isothermal Regional Commission has named members to the Housing Task Force. These members will work with staff as they engage the issue of housing in our region over the next six months. Our first kick-off meeting will be February 11, 12, or 13th. We will review the housing data in more detail and establish our meeting schedule, outcomes, and strategy at this meeting. Below are the names of those that have responded to the request for volunteers to serve.

NAME	EMAIL	COUNTY	ORGANIZATION
Jimmy Clay	jimmyclay@townofforestcity.com	Rutherford	Town of Forest City
Shaun Tooke	stooke68@gmail.com	Rutherford	U.S. Army: ICMA/VGLMF Fellow w/City of Gastonia
Janet L. Gerald	townofkingstown@yahoo.com	Cleveland	Town of Kingstown
Myron Yoder	myoder@polknc.org	Polk	County Commissioner Chairman
Heather Cotton	hcotton@marionnc.org	McDowell	City of Marion
Brenda Vaughn	brenda.vaughn@mcdowellgov.com	McDowell	McDowell County Commissioner
Paul Marion	Paul.Marion@cityofsaludanc.com	Polk	City of Saluda Commissioner
David Eaker	davideaker@townofforestcity.com	Rutherford	Forest City Town Council and Matheny Real Estate
Doug Barrick	dbarrick@rutherfordton.net	Rutherford	Town of Rutherfordton
Nell Bovender	director@rutherfordhousingpartnership.com	Rutherford	Rutherford Housing Partnership
Robert Williamson	williamson.columbus@gmail.com	Polk	Town of Columbus, Elected Official
Todd Bennett	tyb66@att.net	Rutherford	Bennett Family Property, LLC
Jim Edwards	jim@balanceworksinc.com	Rutherford	Western NC Housing Partnership
Stuart Gilbert <>	stuart.gilbert@cityofkm.com	Cleveland	City of Kings Mountain

I would ask that you folk's vet these names and discuss with your appointing Board Chairs/Mayors or Managers regarding this. We still need one more member and frankly, we will take more names if so desired by the Board of Directors.

We further anticipate that we will invite more folks to the table as we discuss this important topic. Please remember to go to <https://regionc.org/housing-programs/isothermal-regional-housing-data/> for all of the information that we have to date on the issue of housing in our region. We hope that this page will be filled with more information and actions by the Housing Task Force in the coming months.

January 9, 2020

To: Isothermal Regional Commission Board of Directors

From: Scott Dadson, Executive Director

Re: Program Reports, FY 19-20

Please find attached to this memo, mid fiscal year reports from the Program Managers here at the Isothermal Regional Commission. Each of our Program Managers will be presenting their reports and will be available to answer Board Member questions at the January 14, 2020 Board of Directors Meeting.

attach

Re: Community, Economic, and Workforce Development (C.E.W.) Department Report for IPDC Board

1. Economic Development Programs and Projects

We are looking to really expand our work this year, with the addition of two new Project Managers (Nick Byrd and Sarah Kopkin). We expect to be formally recognized as an Economic Development District by EDA. We plan on updating our Regional Economic Development Strategy in the later half of the year. We will continue to provide programmatic and grant writing services for our members, including projects that bring in funding from ARC and EDA. We look to expand our Technical Assistance (TA) outreach to our membership, particularly around the Chapter 160D issue. Below is a list of projects:

- a. Economic Development District (EDD)
 - i. Application in to Economic Development Administration (EDA) for IPDC to be recognized as EDD (hopefully Spring)
 - ii. Community Development Corporation development
- b. Regional Economic Development Strategy Update
- c. Opportunity Zones
- d. Appalachian Regional Commission (ARC)
 - i. Old Fort/USDA Andrew's Geyser
 - ii. Marion GEM program
 - iii. POWER Technical Assistance (TA) grant
 - iv. Worker Wellness Program (Karen Davis)
- e. Local Technical Assistance
 - i. Chapter 160D work / comprehensive plans
 - ii. Spindale TA (right now is Karyl – need to transition)
 - iii. Boiling Springs TA
 - iv. Columbus/USDA
 - v. Polk County Park and Rec Plan
 - vi. Polk County EDA resiliency application
 - vii. Old Fort zoning / other
 - viii. Rutherfordton incubator info: follow-up
- f. Mountain BizWorks/USDA Entrepreneurship project
- g. GoldenLEAF
- h. Outdoor Economy Conference 2020
- i. Dogwood Trust

Funding Source	Amount	Total
ARC LDD	\$86,105	\$86,105
ARC CWP	\$27,500	\$27,500
ARC POWER TA Grant	\$50,000	\$50,000
ARC Worker Wellness Grant	\$210,000	\$210,000
Spindale TA	8 hrs per week, \$50 per hr, with ARC 50/50 match	\$800 per month
Boiling Springs TA	8 hrs per week, \$50 per hr	\$1,600 per month

Polk County Park and Rec Plan	\$50 per hour, with ARC 50/50 match	Variable per month
Columbus/USDA	\$50 per hr, with ARC 50/50 match, max of 35 hrs per month	Variable per month
TA Projects	\$50 per hour, with ARC 50/50 match in Polk, McDowell, Cleveland	Variable per month

2. Community Development Projects and Programs

We will continue to be the administrative entity for Rutherford County's CDBG grant. We have applied for an Essential Single Family Rehab Loan (ESFRL) for McDowell County and will hear back in mid-2020. We are discussing applying for Urgent Repair funding for Cleveland County. Right now our only funding for Community Development is through the Rutherford CDBG grant.

- a. Rutherfordton CDBG (Tammy Philips)
- b. McDowell ESFRL (application pending)
- c. Cleveland County Urgent Repair?

3. Workforce Development Projects and Programs

Our Workforce team continues to do amazing work. We are in the process of preparing an RFP for our programmatic services for Plan Year (PY) 20, which will begin July 1st. We are looking to consolidate our Adult, Dislocated Worker, and Youth programmatic contracts into a contract with a single provider, for increased efficiency and accountability. While our funding has been reduced, we continue to have a high number of OJT contracts with industry partners.

- a. RFP for new programmatic contractors for PY20
 - i. Adult, Dislocated Worker, Youth programs
- b. Next Gen Sector Partnership
- c. Finish Line Grant
- d. MyFutureNC engagement
- e. Career Pathways (3)
- f. Business Engagement Services
 - i. On-the-Job Training (OJT)
 1. Adult Funds: \$120,000
 2. Dislocated Worker Funds: \$50,000
 - ii. UpSkill Region C (Incumbent Worker Training)
 1. Adult Funds: \$30,000

PROJECTED BUDGET

	Admin	Adult	DW	Youth
Available 2019	\$ 199,190.00	\$ 907,509.00	\$ 306,257.00	\$ 752,100.78
Est Expenses	\$ 158,081.00	\$ 621,210.43	\$ 197,546.40	\$ 320,000.00
Total Est. Carryover	\$ 41,109.00	\$ 286,298.57	\$ 108,710.60	\$ 432,100.78
Estimated 2020 allocation	\$ 142,130.00	\$ 441,046.00	\$ 289,188.00	\$ 421,022.00
Total Estimated Available	\$ 183,239.00	\$ 727,344.57	\$ 397,898.60	\$ 853,122.78

4. RPO

Budget—(General Funds from NCDOT (Federal) to run RPO:	\$132,969
SPR Funds (Federal) for a Feasibility Study for a Connection between Peavine Rail Trail to the Thermal Belt Rail Trail (pass-through):	\$ 85,000
Safe Routes to School Non-Infrastructure Grant (Federal) for 3 years to provide programming, education to K-8 (public/private) in Rutherford County:	\$100,000

Current Projects—

- Isothermal Region-wide Comprehensive Transportation Plan
- Initial Public Involvement Prioritization 6.0
- Inputting Projects into SPOT Online N. Main Street in Marion Charrette
- Close-out Peavine Rail Trail to Thermal Belt Rail Trail Connection Feasibility Study
- Start-up Columbus-Tryon Bicycle and Pedestrian Plan—Draft Plan

In 2020—

- Isothermal Region-wide Comprehensive Transportation Plan — Draft Plan Prioritization 6.0—
 - Submitting new project to SPOT
 - Peavine Rail Trail to Thermal Belt Rail Trail Connection Feasibility Study
 - Final Plan and Adopted Columbus-Tryon Bicycle and Pedestrian Plan
 - Final Plan and Adoption Bicycle & Pedestrian Counting Program
 - Regular counts for Purple Martin and Thermal Belt Rail Trail posting/Mobile Counting Program Started

IPDC HOUSING DEPARTMENT UPDATE

Kim Johnson, Director of IPDC Housing Programs

January 9, 2020

- STAFFING CHANGES HAVE BEEN MADE WITHIN THE DEPARTMENT AND PROMOTIONS HAVE ALSO BEEN MADE
- ALL CLIENT FILES ARE NOW FILED AWAY AND KEPT SECURE AS REQUIRED BY HUD
- HOUSING COUNSELORS ARE NOW BEING TRAINED ON PROGRAM POLICIES AND PROCEDURES TO ENSURE PROGRAM INTEGRITY
- ALL HOUSING STAFF WERE TRAINED IN OCTOBER TO USE THE SOFTWARE FOR ALL PROGRAM ASPECTS RATHER THAN USING THREE SEPARATE SOFTWARE DATABASES AS BEFORE. THIS WILL DECREASE THE ERROR RATE FOR HUD REPORTING IN THE VMS SYSTEM AND PIC
- MASTER LISTS HAVE BEEN RUN AND ARE CURRENTLY BEING REVIEWED FOR ACCURACY TO GET AN ACCURATE COUNT ON THE NUMBER OF VOUCHER FAMILIES ON OUR PROGRAM.
- THE APPLICATION PROCESS FOR VOUCHERS IS NOW AN ONLINE SYSTEM THAT APPLICANTS CAN ACCESS ANYTIME AND UPDATE THEIR ELIGIBILITY INFORMATION FOR VOUCHER PULL EVENTS.
- THE DEPARTMENT IS PERFORMING OUTREACH TO CURRENT AND PROSPECTIVE LANDLORDS TO HELP HOUSE UR VOUCHER FAMILIES
- WEEKLY STAFF TRAININGS HAVE BEGUN TO KEEP HOUSING COUNSELORS REFRESHED AND UPDATED ON POLICY CHANGES FROM HUD
- OUR GOAL FOR THE NEXT SIX MONTHS IS TO INCREASE OUR LEASE UP PERCENTAGE TO MEET AND PASS HUD'S SEMAP INDICATOR THAT THE DEPARTMENT FAILED ON LAST YEAR.
- QUALITY CONTROL AND MONITORING OF HOUSING STAFF HAS BEGUN AND HAS HELPED MANAGEMENT IDENTIFY PROGRAM WEAKNESSES AND TRAINING SCHEDULES
- THE SOFTWARE DATABASE IS BEING EITHER CORRECTED OR BUILT ON A DAILY BASIS BY THE DEPARTMENT DIRECTOR SO ACCURATE DATA CAN BE PULLED BY COUNTY FOR SPECIFIC REGIONAL UTILIZATION AND PLANNING BY LOCAL UNITS OF GOVERNMENT

- THE DEPARTMENT WILL BEGIN ON SCANNING ALL MASTER FILES INTO THE SOFTWARE DATATBASE AS SOON AS POSSIBLE USING TEMP STAFF
- IN OCTOBER, SOFTWARE TRAINING TOOK PLACE AND THE ENTIRE HOUSING STAFF WORKED TOGETHER AS PART OF THE SOFTWARE TRAINING TO GET THE ENTIRE DEPARTMENT CAUGHT UP ON ANNUAL RECERTIFICATIONS OF CLIENTS. THE DEPARTMENT WAS RUNNING ON THE AVERAGE OF 4 MONTHS BEHIND AND NOW WE ARE PERFORMING AN SCHEDULING ANNUALS AS REQUIRED BY FEDERAL REGULATION
- THE HAP PROCESSING ON THE FIRST OF THE MONTH WAS CONVERTED TO ONE SOFTWARE SYSTEM AND THE PROCESS HAS BEEN REDUCED TO A LITTLE UNDER TWO HOURS BY ONE STAFF PERSON. PREVIOUSLY, THE PROCESS TOOK THREE STAFF MEMBERS AND ABOUT 8 HOURS TO COMPLETE.
- THERE WILL BE MORE TRANSITIONAL CHANGES POSSIBLY WITH STAFF ASSIGNMENTS ONCE WE GET ACCURATE DATA BY COUNTY TO MAKE SURE STAFFING LEVELS ARE APPROPRIATE FOR THE DEPARTMENT.
- QUESTIONS?

Mid-year Aging Program Update 2019-2020

The goals of the department at this time are: To continue to expand the Evidence Based Programs such as A Matter of Balance and Walk with Ease so as to have accessible options in ALL counties; To continue to expand options for Title V Host Agencies in our newly acquired counties; To be in our provider agencies more often (in addition to monitoring related visits)

FAMILY CAREGIVER PROGRAM

County	Service	Budget	Utilization
Cleveland	Grandparents Raising Grandchildren	\$2,500	On Target
	Respite (in home)	\$11,000	On Target
	Adult Day Respite	\$17,000	On Target
	Home Modifications	\$1,000	On Target
	Baths/Showers	\$4,000	On Target
McDowell	Support Groups	\$4,000	On Target
	Respite (in home)	\$3,000	On Target
Polk	Support Groups	\$4,000	On Target
	Respite (in home)	\$2,000	UNDER
Rutherford	Support Groups	\$8,000	On Target
	Respite (in home)	\$8,000	On Target
	Home Modifications	\$4,000	On Target
	Adult Day Respite	\$5,500	On Target
	Baths/Showers	\$800	On Target
	Grandparents Raising Grandchildren	\$2,500	On Target

OMBUDSMAN PROGRAM

- Have Monitored 70 Long-term Care Facilities
- Received 32 Formalized Complaints
- Received 501 Technical Assistance Requests
- Completed 189 Visits to Long-term Care Facilities
- Participated with DHSR (Department of Health Service Regulation) in 39 Facility Surveys
- Worked with 27 Ombudsman Program volunteers that allowed for 450 hours of their time and 2146 driving miles (for the volunteers)

TITLE V – OLDER WORKER PROGRAM

- Have Served 54 Participants (in 49 slots)
- Participants Have Worked 19,334 Hours Receiving \$140,172 in Wages
- Host Agencies have Received \$151,386 of Service Through Participants Placement
- FIVE Participants have Exited with a Job (Working an average of 25/hrs. per week @ an average of \$10.34/hour
- We continue to grown and expand the Title V Program in the Land of Sky counties

HOME & COMMUNITY CARE BLOCK GRANT PROGRAM

County	Service	Budget	Utilization
Cleveland	Adult Day Health	\$171,612	On Target
	Congregate Nutrition	\$102,565	On Target
	Home Delivered Nutrition	\$124,777	On Target
	Senior Center Operations	\$118,626	On Target
	In-Home Aide – Level I	\$8,050	On Target
	In-Home Aide – Level II	\$147,573	On Target
	In-Home Aide – Level III	\$7,812	On Target
	Care Management	\$87,835	On Target
	Senior Center Operations	\$14,114	On Target
	General Transportation	\$26,500	On Target
	Medical Transportation	\$16,000	On Target
McDowell	Home Delivered Nutrition	\$113,568	On Target
	Congregate Nutrition	\$120,000	On Target
	In-Home Aide – Level I	\$32,000	On Target
	In-Home Aide- Level II	\$62,000	On Target
	General Transportation	\$34,000	On Target
Polk	Home Delivered Nutrition	\$58,000	On Target
	Congregate Nutrition	\$26,879	On Target
	Senior Center Operations	\$26,526	On Target
	Housing & Home Improvement – Prov. #1	\$7,000	UNDERSPENDING Funding to be moved
	In-Home Aide - Level I	\$30,250	On Target
	In-Home Aide – Level II	\$30,250	On Target
	General Transportation	\$37,500	On Target
	Medical Transportation	\$12,500	On Target
	Housing & Home Improvement – Prov. #2	\$3,926	On Target
Rutherford	Adult Day Health	\$81,580	On Target
	Senior Center Operations	\$98,921	On Target
	Home Delivered Nutrition	\$110,055	On Target
	Congregate Nutrition	\$93,835	On Target
	General Transportation	\$18,408	On Target
	In-Home Aide – Level I	\$32,000	On Target
	In-Home Aide – Level II	\$59,777	On Target
	Housing & Home Improvement	\$15,296	On Target
	Care Management	\$5,000	On Target

Isothermal Planning and Development Commission
BOARD OF DIRECTORS MEETING Regional Economic Development Day
September 10, 2019
Minutes

Members Present

Fred Baisden, City of Saluda
Bob Boyette, City of Marion
Bill Chambless, Cleveland County
Jimmy Dancy, Town of Rutherfordton
Larry Dooley, Cleveland County
Tom Helton, Town of Ellenboro
Max Hopper, Town of Earl
Rick Howell, City of Shelby
Scott Niesler, City of Kings Mountain
Peter O'Leary, Village of Chimney Rock
Mark Phillips, Town of Columbus
Stephanie Rzonca, Rutherford County
Emily Sisk, Town of Belwood
Scott Webber, Town of Spindale

IPDC Staff Present

Scott Dadson
Becky Evans
Ben Farmer
Steve Lockett
Judy Lynch

Members Absent

Denver Buchanan, Town of Ruth
Dean Buff, McDowell County
Andrew Carlton, Town of Old Fort
Justin Conner, Town of Forest City
Jeffery Emory, Town of Grover
Steve Garrison, Rutherford County
Bill Ingham, Town of Tryon
Clarissa Jennings-Reid, Town of Kingstown
Jake Johnson, Polk County
Bryan King, Rutherford County
Thomas McKay, Town of Lake Lure
Ted Owens, Polk County
Ray Padgett, Town of Lawndale
D. Marche Pittman, Polk County
Jack Shytle, Town of Polkville
Jeff Swink, Town of Bostic
Daniel Thomas, Town of Boiling Springs
Brenda Vaughn, McDowell County
Doris Weaver, Town of Fallston
Ronnie Whetstone, Cleveland County
Ashley Wooten, McDowell County

Others Present

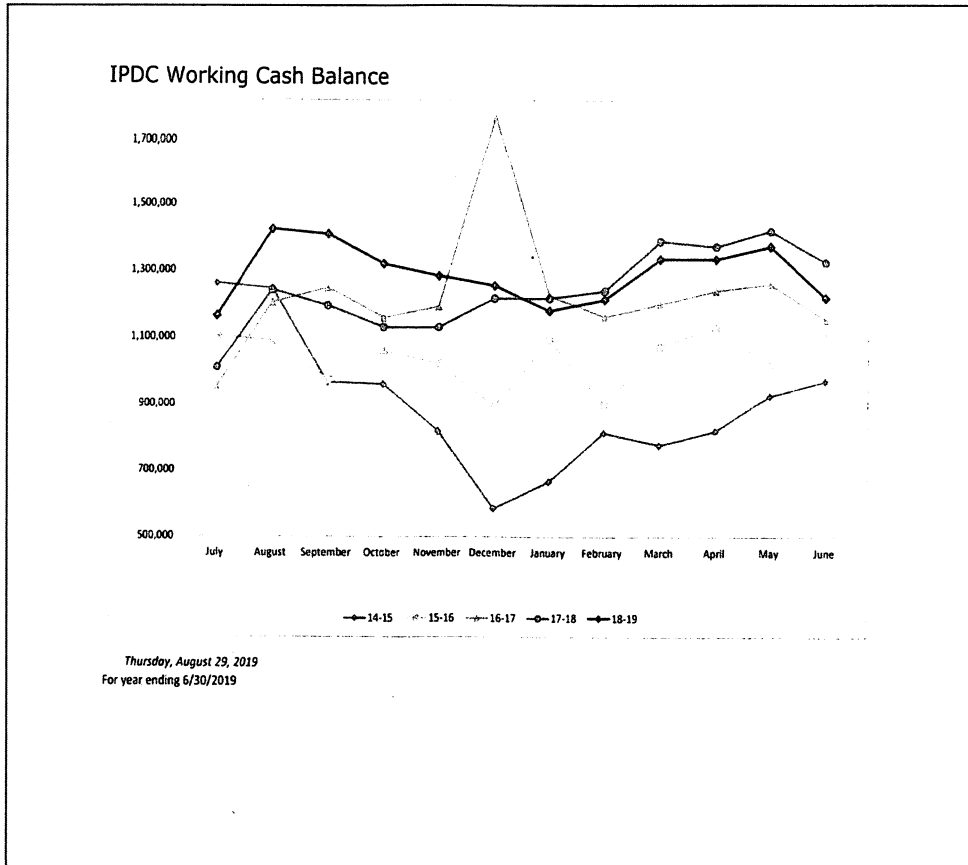
Stuart C Gilbert, City of Kings Mountain
Deb Hardin, Cleveland County
Amy Bridges, Town of Forest City
Sharon Oxendine, Western Women's Business Ctr.
Tara Brown, Western Women's Business Ctr.
Karen Smith, NC Commerce, Rural Division
Darren Rhodes, NC Commerce, Rural Division
Ann Bass, NC Commerce, Rural Division
Moriah Heaney, Mountain Biz Works
Doug Bridges, Cleveland County
Jeanne Milliken Bonds, Federal Reserve (Richmond)

The Board meeting was held in the Foundation Performing Arts and Conference Center at Isothermal Community College in Spindale. Chairman Fred Baisden welcomed all those attending and called the meeting to order at 12:02 p.m. He asked for a moment of silence and then led the Board, guests and staff in the Pledge of Allegiance.

Chairman Baisden requested approval of the June 11, 2019 minutes. There being no questions, and with a motion by Mr. Jimmy Dancy and second by Mr. Tom Helton the Board voted unanimously to approve the minutes as written.

Ms. Becky Evans presented a financial report ending June 30, 2019 and a working cash balance report:

Isothermal Planning & Development Commission Financial Summary For the year ending 6/30/19			
	Amended Budget	Expenditures to 6/30/2019	Percent of Budget
HOUSING	6,811,648	6,537,787	95.98%
AGING	3,800,945	3,516,786	97.66%
WIOA	2,582,568	1,778,263	69.39%
LOCAL	94,848	81,819	86.05%
RPO	132,982	121,044	91.02%
Appalachian Regional Commission	151,294	143,430	94.80%
Grant Administration KBR Grants	318,350	221,590	69.61%
Economic Planning & Community Development	313,260	152,781	48.77%
Total Budgeted Expenditures	\$13,985,893	\$12,553,280	89.76%
Indirect Expenses	\$ 666,357	\$ 567,850	85.22%
Expected percentage for ten months	100%		
Presented 8/29/2019			



First budget revisions for FY 2020 were then presented. On a motion by Vice Chair Max Hopper and a second by Mr. Scott Niesler the budget revisions were approved with a unanimous vote of the Board. The revisions were as follows:

ISOTHERMAL PLANNING & DEVELOPMENT COMMISSION			
BUDGET REVISIONS 2019 - 2020			
PROGRAM	APPROVED BUDGET	9/10/19	
		FIRST REVISION	AMENDED BUDGET
Housing (Section 8)	6,824,244		6,824,244
Aging	3,584,704		3,584,704
Workforce (WIOA)	2,228,800		2,228,800
Local	119,941		119,941
Economic, Planning & Community Development	214,500		214,500
Rural Transportation Planning (RPO)	132,969	85,000	217,969
Appalachian Regional Commission (ARC)	150,505		150,505
Grant Administration - KBR Foundation	247,000		247,000
Total Revision #1		85,000	
Original Budget Total			13,502,663
Revision #1		85,000	
Revised Budget 9/10/2019			13,587,663
PREPARED BY: REBECCA EVANS , FINANCE DIRECTOR			
PRESENTED BY: SCOTT DADSON, EXECUTIVE DIRECTOR			
Presented at Board Meeting 9/10/2019			

Mr. Scott Dadson updated Board members on the status of the Economic Development Corporation (EDC) and Economic Development District (EDD) coordination. A motion by Ms. Emily Sisk was made to direct the Executive Committee to review and approve final documents and to authorize the Executive Director to enter into contracts for the EDC. Mr. Rick Howell seconded the motion and the Board voted unanimously in favor.

An update on activities of the Facility Committee was given by Mr. Dadson. He told the board that currently we are working on the USDA grant information as directed by the Executive Committee.

A Housing Operations update was given by Mr. Dadson. He told the Board there would be a Regional Housing Summit on November 6th in Rutherfordton. Additional information will follow.

Chair Baisden asked members to share upcoming events or informational items pertaining to their local government. Contributions were as follows:

Saturday, September 14, 9-4: Marion Big Foot Festival

Friday, October 4: Soapbox Derby in downtown Rutherfordton

Saturday, October 5, 11-6: Octoberfest in downtown Rutherfordton

October 8, 8AM: Downtown ED Strategies for downtown Rutherfordton

September 17-21: Colfax Free Fair, Ellenboro at the old school grounds

October 19: Ribbon cutting and Grand Opening of the Thermal Belt Rail Trail in Spindale

Saturday, October 26, 5-9: Spindale Safety Night Out, Spindale House

September 25, 5:30 – 6:00(Reception)/6:00-8:30: Kings Mountain Visioning Session for downtown at the Mooney Library

Friday and Saturday, September 13 and 14: Dirty Dancing Festival in Lake Lure

September 26 – October 6: Cleveland County Fair in Shelby

October 18 – 19: Liver Mush Festival in Uptown Shelby

Chair Baisden then summarized upcoming meetings:

Executive Committee meeting on November 14, 2019 12:00PM at IPDC

Full Board meeting on January 14, 2020, time and locations to be announced

Ms. Jeanne Milliken Bonds from the Community Development Division of the Richmond Federal Reserve gave a presentation “Local Government and Communities’ Role in Opportunity Zones”.

With no further business, Chairman Baisden adjourned the meeting at 1:58PM.

Respectfully submitted,

Chairman Fred Baisden

Secretary Bryan King

January 9, 2020

To: Isothermal Regional Commission Board of Directors

From: Scott Dadson, Executive Director

Re: **Market Rate Study**

The Executive Committee heard a report of the Commission Market Rate Pay Study by David Hill, a consultant with the Piedmont Triad Council of Governments in Winston-Salem. The Board had authorized this study in the FY 19-20 Budget and the work on this commenced in August of this year. The Focus of Market Pay Study was twofold: Determine appropriate pay grade assignment for each position to be market competitive; and secondly, to Determine any appropriate employee salary adjustment to be market competitive.

Entities included in the study, which comprised "The Market," were based upon, consisted of organizations that were similar in provision of services & comparable job functions; contained variations of size of market entities (large & small); and, are in direct competitions for labor. These included:

<u>Municipal Governments</u>	<u>County Governments</u>	<u>Councils</u>
Columbus	Burke	All N.C. Councils
Forest City	Cleveland	Appalachian COG, SC
Kings Mountain	McDowell	
Marion	Polk	
Morganton	Rutherford	
Rutherfordton	Greenville, SC	
Shelby	Spartanburg, SC	
Tryon		

The presentation discussed the current status of the Commission Pay Plan to include the following observations:

1. Years of Employment of current Commission Staff:
 - a. 24.1% Employed less than 2 years
 - b. 51.7% Employed less than 5 years
 - c. 9.7 – Average Years of Employment
2. Commission Employee Salaries in Relation to Hire Rate:
 - a. 52.9% Less Than 5% Above Hire Rate
 - b. 64.7% Less Than 10% Above Hire Rate
 - c. 10.3% - Average % Above Hire Rate

The Committee discussed the methodology and comparable in the Market. The Committee, considering Commission Staff recommendations that these overall and individual adjustments should be made and would move the Commissions Pay Scale to a Market Rate position was important for both attraction of new employees as well as retention of good employees in the Commissions employ. The Committee agreed that adjusting the Grade and Pay Plan to the new market standards was the correct action to take. The Board had allocated funds for the subsequent actions of such a pay and grade market rate adjustment in the FY 19-20 Budget and as such approved the new Pay Plan for the Commission.

- Action Taken: Committee adopted the new pay grades and placement of our positions in same in their appropriate market-based salary grade either at the minimum salary of the recommended pay grade, or retain their current salary, whichever is higher, and implement a market adjustment to ensure each employee received, at minimum, a 2.5% adjustment. Cost Implications in current budget year (already budgeted for):

New Grade Minimum/Current Salary/2.5%:	\$66,927.24
Added 20% (F.I.C.A., Retirement, etc.):	<u>\$13,312.69</u>
Total	\$80,312.69

- Action Taken: The Committee approved the pay adjustments effective Jan 1, 2020 with another 2.5% adjustment for each position effective July 1, 2020.
- Action Taken: The Committed directed staff to develop options for board consideration and inclusion in the FY 20-21 Budget year that would create the merit-based review and compensation outcomes of these for use by IPDC moving forward.



PIEDMONT TRIAD REGIONAL COUNCIL

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MATTHEW L. DOLGE • EXECUTIVE DIRECTOR

Market Pay Study Report For Isothermal Planning and Development Commission



November 26, 2019

Prepared and Presented By

Piedmont Triad Regional Council
1398 Carrollton Crossing Drive
Kernersville, NC 27284



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MATTHEW L. DOLGE • EXECUTIVE DIRECTOR

Mr. Scott Dadson, Executive Director
Isothermal Planning and Development Commission
111.W. Court Street
Rutherfordton, North Carolina 28139

November 26, 2019

RE: Market Pay Study

Dear Mr. Dadson,

On behalf of the Piedmont Triad Regional Council, thank you for the opportunity to conduct the Market Pay Plan and Classification Study for the Isothermal Planning and Development Commission (IPDC). The report which follows represents an analysis of IPDC's present position classification system and pay plan. It includes our methodology with respect to pay comparisons with competing labor markets and recommendations on amending IPDC's existing Pay Plan. Also included are recommendations for changes in the grade assignment to individual position classifications and/or proposed employee pay changes.

The effectiveness of a public entity is measured in several ways. Two of the most important measurements are the stewardship of program dollars and the delivery of services to citizen-clients. The information contained in this report is based on a comprehensive review and comparable analysis of IPDC's classification system to those previously identified regional councils and local government entities. The analysis provides the data necessary to ensure IPDC's salary grade structure remains competitive with other employers in the market area, favorably positioning IPDC to attract well qualified new employees as well as retain existing staff sufficient to meet service delivery requirements.

I appreciate the hospitality and cooperation extended to me from everyone at IPDC during the study process.

Respectively Submitted,

David Hill

Management Analyst
Piedmont Triad Regional Council

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I. Overview

Piedmont Triad Regional Council (PTRC) was contracted to conduct a Market Pay Study for each approved and budgeted position to determine the effectiveness of IPDC's pay plan and analyze each position for correct placement within the pay plan.

A market pay and classification system establishes the basis by which employees are compensated and periodic studies will ensure external competitiveness and internal equity. The external competitive analysis focused on those geographically based peer entities that were identified as being 1) similar in size and/or services provided, 2) similar in job functions, and 3) competitors for talent. Those identified and surveyed regional councils and local government entities were:

<u>Municipal Governments</u>	<u>County Governments</u>	<u>Councils</u>
Columbus	Burke	All N.C. Councils
Forest City	Cleveland	Appalachian COG, SC
Kings Mountain	McDowell	
Marion	Polk	
Morganton	Rutherford	
Rutherfordton	Greenville, SC	
Shelby	Spartanburg, SC	
Tryon		

A formal job analysis and market comparison of each position was conducted from which preliminary assumptions and recommendations were prepared. After submission of the preliminary data several meetings were held with the Executive Director and Finance Director to provide overview and discussion of the preliminary study results and recommendations and to finalize implementation strategies.

The relevancy of an effective market based pay plan lies within the administration and methodology of establishing starting salaries for new employees and the systematic means by which experienced employees may advance across the salary range. Without an approved Pay Plan and salary administration methodology there will typically be a lack of consistency in salary administration as it relates to the establishment of new employee salaries as well as the systematic advancement of experienced employees. To that end, a recommended Pay Plan with established pay grades and ranges is included in this report.

As IPDC continues to serve a growing geographic population, it will be imperative for IPDC to offer competitive salaries to attract the best possible talent. In order to remain geographically competitive and to ensure all jobs are properly classified and compensated, the pay and classification system must be properly maintained. To ensure this proper maintenance, a periodic and ongoing process is needed to review job responsibilities and that each individual job has a proper pay grade assignment. This, in conjunction with an effective employee performance evaluation system will provide overall performance management for IPDC, each Department and each individual employee.

II. Methodology

The following methodology was utilized to achieve the project recommendations:

Methodology for Position Classification:

- Initial meetings and communications included meeting with the Executive Director and Finance Director to clarify potential issues regarding the full scope of work as well as establish the study schedule, procedures, goals, and project deliverables.
- The Finance Director provided necessary and timely employee workforce reports and documentation to assist in developing a full understanding of IPDC's present position classification structure.
- Pay and classification data from the external market was request and received.
- Collected data was analyzed to identify job families and to define the scope and different levels of work within each job family. Typical duties, knowledge, skills, abilities and other job-related characteristics were identified as required to perform the work. Based on this data, initial classification concepts and recommendations were produced and designed to appropriately describe the body of work being performed by employees.
- PTRC utilizes the whole job comparison method of job evaluation. The duties and responsibilities of individual positions are evaluated to determine their relative level of difficulty and responsibility. The following factors were used in the project:
 - Knowledge, skills, and abilities required
 - Difficulty, complexity, and variety of work performed
 - Decision making and judgment
 - Consequence of error
 - Nature, type, and significance of public contacts
 - Supervision given
 - Supervision received
 - Working conditions
- Each classification was evaluated to ensure the content and titles were current, accurate and consistent with the Fair Labor Standards Act, Equal Employment Opportunity and Americans with Disabilities Act considerations.
- A meeting was held with the Executive Director and Finance Director to review the preliminary findings and recommendations as well as to solicit review and comments.

- Initial assumptions and recommendations in the preliminary meetings were reviewed and discussed.
- A formal presentation to IPDC's Executive Committee was conducted to explain the study methodologies, findings, assumptions and recommendations.
- Study results and recommendations were completed and are presented to the Executive Director and Finance Director by way of this report.
- Finalized study results and recommendations are scheduled for presentation on January 14, 2020.

Methodology for Pay Plan:

- Identified the relevant job market to base the comparative pay plan analysis. Primary emphasis was on those who are natural competitors for local workforce talent or who are similarly sized and comparatively staffed regional councils and local governments.
- Conducted the customized market salary survey focusing on identified benchmark positions within the workforce. As a result of insufficient market data on a small number of classifications, those classifications were placed in appropriate pay grades based on their internal relationship to benchmark classifications.
- Analyzed survey data and recommended a pay plan structure including pay grades and pay grade ranges as well as assignment of individual positions within each pay grade.

III. Initial Workforce Analysis

Isothermal Planning and Development Commission has a relatively mature workforce based on the average length of employment; however, approximately 24% of the workforce have been employed less than two years and approximately 52% of the workforce have been employed less than 5 years.

The average length of employment is 9.7 years; however, that average may be inflated by three employees with 27, 30 and 31 years of employment respectively. With a relatively mature workforce an employee with 8 or more years' experience in their classification (and performing their job with demonstrated proficiencies and competencies) would be expected to be earning approximately 24% - 26% above the hiring rate of their salary grade. The average percentage above salary grade hiring rate is 10.3%. Additionally, 52.9% of employees have salaries less than 5% above their pay grade hiring rate salary and 64.7% have salaries less than 10% above the hiring rate for their salary grade. These percentages reflect a relatively mature workforce with employee salaries significantly compressed at less than 10% above the hiring rate. Among the causes are the number of relatively new employees or; perhaps, a lack of opportunity for advancement or compensation policy and implementation practices sufficient for employees to advance to the market grade midpoint of their salary grade.

Note: the following workforce analysis information is based on the workforce demographics at the beginning of the market pay study and does not include any data associated with the market pay study. The market pay study data begins with Section IV of this report.

The following charts provide a graphical representation of IPDC's workforce as it applies to Grade/Salary Assignment, Employment Date, as well as other workforce analytics at the beginning of the study.

Chart One

Employee Salaries as Percent Above Salary Grade Hire Rate

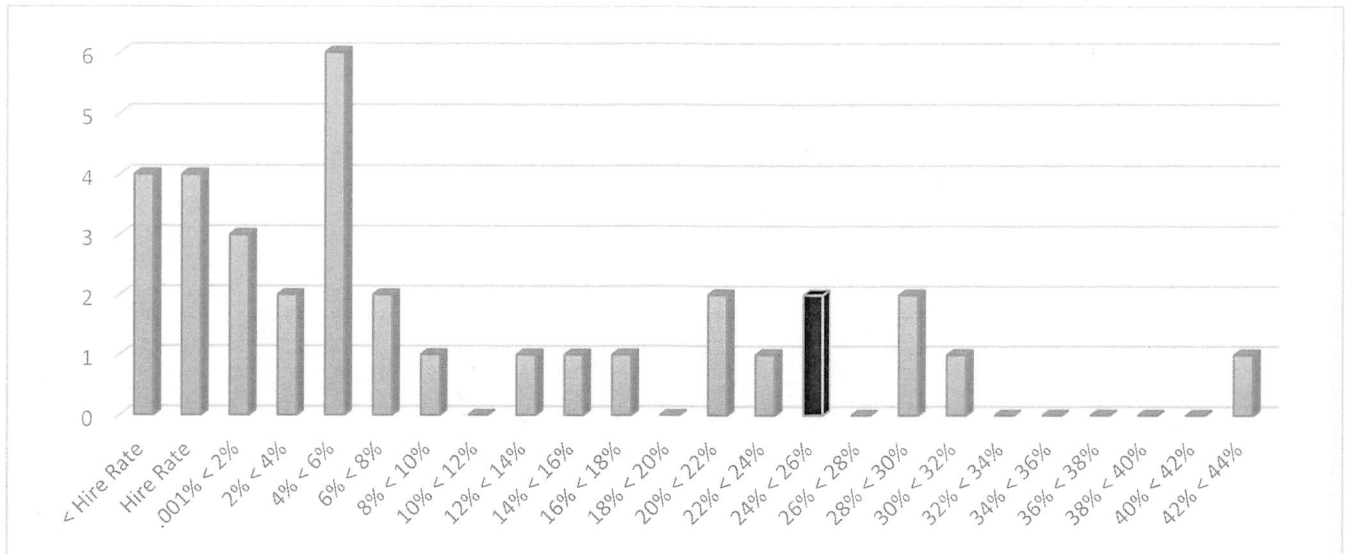


Chart One: This chart illustrates employee current annual salaries as a percentage above the hiring rate for each pay grade. The numbers on the vertical axis of the chart represent the number of employees in each category while the numbers on the horizontal axis of the chart represent 2% intervals, for example, 2% but less than 4%

Each bar represents a range of 2%

- First Bar reflects all salaries that are less than the hire rate
- Second Bar reflects all salaries at the hiring rate
- Third Bar reflects all salaries at least .001% but less than 2% above hiring rate, etc.

With IPDC's 50% salary range (hiring rate to maximum of each pay grade) the mid-point for each pay grade is 25% above hiring rate (Black Bar).

The graph shows that 52.9% of employees have salaries less than 5% above their salary grade hiring rate while 64.7% have salaries less than 10% above their salary grade hiring rate.

Chart Two
Employees by Year of Employment

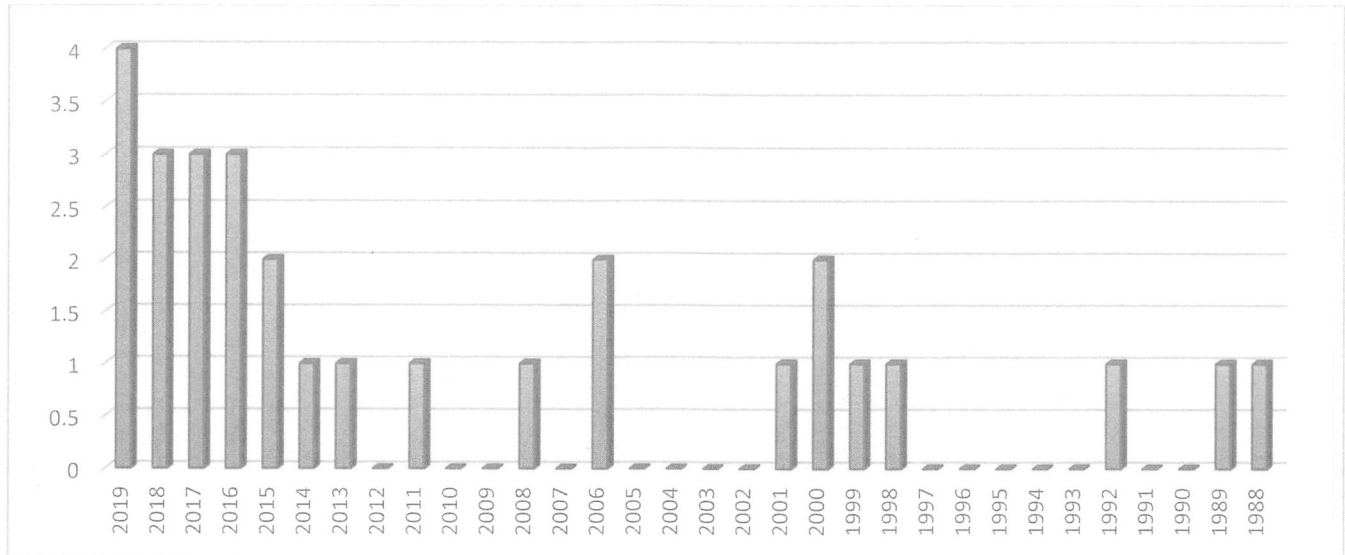


Chart Two: This chart reflects all regular full-time employees shown by their year of employment. The average length of employment is 9.7 years.

Although IPDC has a number of long serving employees, nearly one-quarter (24.1%) of employees have been employed less than 2 years and those employed less than 10 years are 51.7% of the workforce.

IV. General Recommendations

Develop and Adopt a Salary Administration Philosophy

The following *italicized* information was prepared by the Society for Human Resource Management (SHRM)

A Salary Administration/Compensation Philosophy is similar to a Mission and Vision Statement. It creates and supports a methodology of horizontal and vertical movement of employee compensation toward the Midpoint (Market Value) of an employee's salary range.

The philosophy is simply a formal statement documenting the employer's position about employee pay and total compensation. It essentially explains the "why" behind employee pay and creates a framework for consistency. Employers can benefit from being transparent about their compensation philosophy and having an official pay strategy.

The philosophy is based on many factors, including the employer's financial position, the size of the organization, the industry, business objectives, salary survey information, and the level of difficulty in finding qualified talent based on the economy, as well as the unique circumstances of the business. It is important for the compensation philosophy to be reviewed periodically and modified based on how well it is working and current factors affecting recruitment and retention. For example, market conditions may make it really difficult to find qualified talent in a particular specialization, and an employer may need to pay a premium for these candidates. If the employer's current compensation philosophy does not support this value, then the employer may need to change its philosophy to meet its current needs.

A well-designed compensation philosophy supports the employer's strategic plan and initiatives, business goals, competitive outlook, operating objectives, and compensation and total reward strategies.

As such, most compensation philosophies seek to:

- *Identify the organization's pay programs and total reward strategies*
- *Identify how the pay programs and strategies support the organization's business strategy, competitive outlook, operating objectives and human capital needs*
- *Attract people to join the organization*
- *Motivate employees to perform at the best of their competencies, abilities and skill sets*
- *Retain key talent and reward high-performing employees*
- *Define the competitive market position of the organization in relation to base pay, variable compensation and benefits opportunities*
- *Define how the organization plans to pay and reward competitively, based on business conditions, competition and ability to pay*

An effective compensation philosophy should pass the following quality test:

- *Is the overall program equitable?*
- *Is the overall program defensible and perceived by employees as fair?*

- *Is the overall program fiscally sensitive?*
- *Are the programs included in the compensation philosophy and policy legally compliant?*
- *Can the organization effectively communicate the philosophy, policy and overall programs to employees?*
- *Are the programs the organization offers fair, competitive and in line with the compensation philosophy and policies?*

While HR is clearly in the lead in developing an organization's compensation philosophy and policy, success lies in close collaboration with the leadership team to obtain valuable input, direction, concurrence, and continues funding.

Following are two examples/models to consider:

Example #1:

The philosophy behind IPDC's compensation program is to create a compensation program that supports our mission and values. We believe our compensation program is a management tool that, when aligned with an effective communication plan, is designed to support, reinforce and align our values, business strategy, operational & financial needs with a goal of superior customer service.

IPDC's compensation program is designed to attract, motivate, and retain talented employees who drive our success. We strive to provide base salary that meets the market (50th percentile) when employees are fully proficient and meeting expectations. We believe that employees consistently performing above expectations and who are proficient in their role should be rewarded with a higher base pay. Employees who are new to their role and/or not meeting expectations would be paid below the target (50th percentile). In addition to base salary, IPDC will utilize incentive, longevity and/or career development pay as a way to meet our strategic goals. Incentive pay will be available to some employees with consideration for a number of factors and will be based on individual goals that relate to the agency's objectives.

In alignment with our transparency culture and our vision statement, we will strive to communicate openly about the goals of the Agency and the design of the compensation program. The compensation process is intended to be fair and simple so that all employees and managers understand the goals and the outcomes of the process. IPDC will administer the compensation program in a manner that is consistent and free of discrimination.

Example 2:

It is the policy of Isothermal Planning and Development Commission to compensate its employees at a level sufficient to encourage excellence of performance and to maintain the labor market competitiveness necessary to recruit, retain, and develop a competent and diverse workforce. In order to meet this expectation, the Executive Director, or designee, will review the pay plan every 2-3 years and present recommendations to the Executive Board.

Administer Market-Based Salary Administration Practices

- A new Pay Plan should be adopted and implemented that reflects a competitive relationship to the defined market. That Proposed Pay Plan is included in Section VI of this report.
- Provide consistent salary grade differential throughout the Pay Plan. Adopting the recommended Pay Plan provides for a consistent 5% grade differential between each salary grade.
- Consider adjustments in the Pay Plan only when the entry level salaries (or market rate salaries) of a significant portion of the benchmark classifications are no longer competitive. For individual classifications which are not competitive, IPDC should use the recognized practice of reclassification (change in grade level) for specific job roles to ensure competitive salaries without the need to revise the entire Salary Schedule/Pay Plan. A full compensation plan review should be conducted not later than every 3 - 4 years with interim adjustments in certain classes and/or class series.
- The focus of salary administration should be on the competitive minimum salaries as well as the midpoints (market values) of each job classification. Employees with compa-ratios in the .95 to 1.05 range (employee salary divided by the grade midpoint) should be considered “at market” relative to the salary grade midpoint. We also recommend for consideration that employees with compa-ratios greater than 1.15 should have future salary adjustments given as lump-sum payments until the next salary schedule is adjusted and their annual salary falls below 1.15.
- The maximum rate for a given classification is the end of the range for a salary grade. This rate should not be construed as the “top rate” to which an employee aspires since salary ranges move up over time and any rate associated with the grade range will change as well. Instead, the focus of salary administration should be on minimums to attract employees, as well as market rates (midpoints) with advancement beyond midpoints dependent on total service and performance of employees, and not the passage of time.

Note:

1. Not all employees will receive a salary increase with this proposal
2. If an employee's salary in a job classification is below the new salary grade minimum, their salary will be advanced to the new grade minimum, regardless of length of service. In some circumstances, the minimum salary for employees in certain job classifications may be increased by 5% or more. This is primarily due to the grade and range having been incorrectly aligned to the market for that particular job role.

V. Implementation Recommendations

A. Adopt the Proposed Pay Plan (see Proposed Pay Plan in Section VI)

By adopting the recommended Pay Plan all positions will be assigned to the pay grade commensurate with their market value.

The recommended Pay Plan eliminates the “Hire Rate” for each paygrade and each pay grade has a beginning “Minimum Rate” that is market data determined to establish a market competitive entry level salary for the positions assigned to each pay grade.

The salary grade range is established at 50% (distance measured from grade minimum salary to that grades maximum salary).

B. Adopt one of the following two Implementation Options.

Option I: Option I focuses on the employee’s current salary relationship to their current salary range midpoint (market value) and places the employee’s salary on the recommended pay plan at the same relational place. For example, an employee in grade 10 has a salary that is 10% below the midpoint for grade 10 (Compa-Ratio of .90). As a result of the study, the employee’s position is moved to grade 11. Option I places the employee’s salary at 10% below the midpoint of grade 11, the same position as in grade 10.

Place Employee Salaries at Same Compa-Ratio	\$151,012.60
Add 20% (FICA, Retirement, etc.)	\$30,202.52
Required Funding for Option I	<u>\$181,215.12</u>

Option II: Option II places employees in their appropriate market-based salary grade either at the minimum salary of the recommended pay grade, or retain their current salary, whichever is greater, and implement a market adjustment to ensure each employee receives, at minimum, a 2.5% adjustment.

New Grade Minimum/Current Salary/2.5%	\$66,927.24
Add 20% (FICA, Retirement, etc.)	\$13,312.69
Required Funding for Option II	<u>\$80,312.69</u>

The preceding funding requirements for each proposal include salary adjustments plus 20% for FICA, Retirement, etc. The actual required funding requirements will fluctuate up to the time of approval and implementation as employees terminate, are employed, are promoted, etc. The required funding amount

will also fluctuate slightly based on the specific percentage required for FICA, Retirement, etc. For purposes of this report we estimated that requirement at 20%

The recommendation for implementing changes for individual employees is provided in a separate spreadsheet submitted to the Executive Director and Finance Director.

VI. Proposed Pay Plan

Grade	Minimum	Midpoint	Maximum	Classification Titles
10	22,880	28,600	34,320	
11	24,024	30,030	36,036	
12	25,225	31,531	37,837	
13	26,487	33,108	39,729	Administrative Assistant
14	27,811	34,763	41,716	
15	29,202	36,502	43,802	
16	30,662	38,327	45,992	Administrative Support Specialist
16	30,662	38,327	45,992	Aging Program Support Specialist (P/T)
17	32,195	40,243	48,291	
18	33,804	42,255	50,706	Housing Counselor
18	33,804	42,255	50,706	Housing Inspector
18	33,804	42,255	50,706	Housing Program Specialist I
19	35,495	44,368	53,241	Accounting Technician - A/P and Workforce Accounting Technician - Payroll and Aging Housing Program Specialist II Work-Based Learning Specialist
20	37,269	46,586	55,903	Executive Assistant
20	37,269	46,586	55,903	Lead Housing Counselor
21	39,133	48,916	58,698	Business Services Representative
21	39,133	48,916	58,698	Worker Wellness Coordinator
21	39,133	48,916	58,698	Workforce Specialist Youth Programs
22	41,090	51,361	61,633	Family Caregiver Specialist
22	41,090	51,361	61,633	Project Manager/Planner
22	41,090	51,361	61,633	Senior Workforce Specialist
22	41,090	51,361	61,633	Transportation/Bike/Pedestrian Planner
23	43,144	53,929	64,715	Aging Specialist - Title V Manager
23	43,144	53,929	64,715	Business Services Manager
23	43,144	53,929	64,715	Planner/FSS Coordinator
23	43,144	53,929	64,715	Regional Long-Term Care Ombudsman

24	45,301	56,626	67,951	
25	47,566	59,457	71,348	Workforce Development Administrator
26	49,945	62,430	74,916	Assistant Housing Manager
27	52,442	65,552	78,661	Senior Planner/RPO Manager
28	55,064	68,829	82,595	
29	57,817	72,271	86,724	
30	60,708	75,884	91,060	
31	63,743	79,678	95,613	
32	66,930	83,662	100,394	Area Agency on Aging Director
32	66,930	83,662	100,394	Economic Development & Workforce Dev Director
32	66,930	83,662	100,394	Housing Director
33	70,277	87,845	105,414	Finance Director
34	73,791	92,238	110,685	
35	77,480	96,850	116,219	
36	81,354	101,692	122,030	
37	85,422	106,777	128,131	
38	89,693	112,116	134,538	Executive Director
39	94,178	117,721	141,265	
40	98,887	123,607	148,328	

VII. Proposed Classification Titles and Grades

Alphabetical Listing

<u>Job Classification Title</u>	<u>Grade</u>
Accounting Technician – A/P and Workforce	19
Accounting Technician – Payroll and Aging	19
Administrative Assistant	13
Administrative Support Specialist	16
Aging Program Support Specialist (P/T)	16
Aging Specialist – Title V Manager	23
Area Agency on Aging Director	32
Assistant Housing Manager	26
Business Services Manager	23
Business Services Representative	21
Economic Development & Workforce Dev Director	32
Executive Assistant	20
Executive Director	38
Family Caregiver Specialist	22
Finance Director	33
Housing Counselor	18
Housing Director	32
Housing Inspector	18
Housing Program Specialist I	18
Housing Program Specialist II	19
Lead Housing Counselor	20
Planner/FSS Coordinator	23
Project Manager/Planner	22
Regional Long-Term Care Ombudsman	23
Senior Planner/RPO Manager	27
Senior Workforce Specialist	22
Transportation/Bike/Pedestrian Planner	22
Work-Based Learning Specialist	19
Worker Wellness Coordinator	21
Workforce Development Administrator	25
Workforce Specialist Youth Programs	21

VIII. Definitions of Salary Survey Terms

<u>Terms</u>	<u>Description</u>
<u>Average</u>	The arithmetic mean of several reported salaries for a specific job classification (e.g., average salaries of all Firefighters as a class).
<u>Median</u>	The middle value (number) in a series of values in which half the values are above the middle number and half the values below the number.
<u>Compa-Ratio</u>	The relationship (expressed as a decimal) between an employee's actual annual salary and the midpoint (market value) of the assigned pay grade (salary divided by the range's midpoint). The midpoint is represented as 1.00. Employee salaries below the midpoint are less than 1.0, and (e.g., .80, .95, etc.) and salaries above the midpoint are shown as 1.05, 1.10, etc., indicating a higher value to the midpoint (1.0).
<u>Market Rate</u>	The "market rate" for any job classification is determined by surveying other employer salaries for employees with similar skills and experience. This includes existing employees and new employees who may often have qualifications exceeding recent new hires. Market rates generally signify someone who is fully knowledgeable and tenured with the requisite experience, education, and years of consistent levels of performance. Salaries at this level should correspond to the median (+/- 5%) or averages of competitors surveyed. Market rates vary by job classification, industry, location, and size of employer.
<u>Grade Differential</u>	The percentage increase from a lower pay grade to the next highest pay grade. Typically, 5% from one pay grade to the next highest pay grade.
<u>Minimum</u>	The beginning or entry salary for each salary grade. Typically, this is 25% less than the Midpoint on a 50% salary range.
<u>Midpoint</u>	The arithmetic average of the minimum salary and maximum salary for each salary grade. Typically represents the "Market Value" (+/- 5%) of the positions assigned to each salary grade.
<u>Maximum</u>	The last or ending salary for each salary grade. Typically, this is 20% greater than the Midpoint on a 50% salary range.
<u>Range</u>	The arithmetic value of the difference between the minimum of a salary grade to the maximum of the salary grade represented as a percent.
<u>Pay Plan</u>	A listing of market based salary grades and ranges including the assignment of classifications to each pay grade.
<u>Salary Schedule</u>	An interchangeable term for Pay Plan.

January 9, 2020

To: Isothermal Regional Commission Board of Directors

From: Scott Dadson, Executive Director

Re: Development Corporation Governance Structure.

The Executive Committee has authorized the formation of and application to the Secretary of State for the incorporation of the Isothermal Community and Economic Development Corporation. The issue of filing a new IRS 501 c3 status was discussed at the November Executive Committee and the Executive Director and Attorney were to cover this issue with outside counsel. We have begun that process with a Judy Thompson of Saluda, who is an Attorney who specializes in this part of Tax Law and have a planned meeting to discuss our process on this the third week of January. We will report back to the Board once we are aware of the steps moving forward on this part of the incorporation process. We are thus waiting to file the incorporation papers until this matter is resolved.

The Committee met with Commission Attorney Beth Miller to discuss the Authorizing Documents for the creation of the Isothermal Development Corporation, a CDC intended to be governed by a separate Board from members across the Isothermal Region in order to facilitate Economic and Community Development. The Committee was authorized to enter into the agreements, documents and other legal matters by the Commissions Board at the September 2019 meeting.

- Action Taken: The Committee, after much discussion, took action to approve the articles of incorporation, which can be found [here](#). The Committee will then take future actions to include naming an interim board of directors (which will be the Executive Committee for a short term) and the necessary by-laws.
- Action Taken: The board further instructed staff to formulate and start the campaign to gain membership/governing body with a March 1st, 2020 deadline.

The rules for the proposed governance structure have some rules that will need to be followed. Per the proposed by-laws, which read as follows:

Section 5.4. Appointment. There shall be eighteen (18) board members who are local elected officials or staff members. Twelve (12) shall be appointed by their respective boards of county commissioners. Each county board of commissioners shall assure that municipal as well as county representatives, either elected or staff, are considered for appointment to represent that county. The Isothermal Planning and Development Commission ("IPDC") Board shall appoint an additional six (6) at-large local elected officials or staff as Board members and seventeen (17) private sector members. No more than two local elected officials may reside in any one county. In addition, the Executive Director of Isothermal Planning and Development Commission shall serve as an ex-officio non-voting member of the Board.

In order to achieve the by-laws and to meet the time limits to set this up by the Executive Committee, I wanted to take these rules and try to make some sense of them for the Board of Directors. While there is a bifurcated system to name the Board (12 By the County's and 6 by the IPDC Board) there are other rules that are in place as well such as private representation of an additional 17 people.

I have broken down the rules in the following charts:

Chart 1:

Counties (Cleveland, McDowell, Polk, Rutherford)

IPDC

Step 1 3 + 3 + 3 + 3 = 12

6 At Large + 17 Private Sector = 23

- No more than 2 elected officials from same county
- Elected or Appointed Staff: 18
- City shall be considered for appointment to represent County

	Cleveland	McDowell	Polk	Rutherford	
1 (Elected)					PUBLIC
2 (Elected)					
3					
1.5					PUBLIC
1					PRIVATE
2					
3					
4.25					

1 Economic Development Professionals

2 Community Lenders

Chart 2:

Rules

1. 18 = Local Elected (8) or Staff (10) of which respective county (s) shall appoint 12 (Cleveland =3, Polk = 3, McDowell = 3, Rutherford = 3) and IPDC shall appoint 6 At Large.
 2. 17 = Private Sector. Appointed by IPDC Board of which:
 - A) At least (1) must represent Economic, Community. And Workforce Development
 - B) At least (2) must be in Commercial Lending field
-
- 35 Voting Board members and 1 ex-officio (non-voting) – Executive Director of IPDC
3. Not more than 2 elected officials per county.
 4. Initial Appointments:

1st	2nd	3rd	4th
1 year			
2 year	1 year – 3 year		
3 year		2 year – 3 year	
			3 year – 3 year

January 9, 2020

To: Isothermal Regional Commission Board of Directors

From: Scott Dadson, Executive Director

Re: Housing Task Force

Housing Task Force- The Isothermal Regional Commission has named members to the Housing Task Force. These members will work with staff as they engage the issue of housing in our region over the next six months. Our first kick-off meeting will be February 11, 12, or 13th. We will review the housing data in more detail and establish our meeting schedule, outcomes, and strategy at this meeting.

Below are the names of those that have responded to the request for volunteers to serve.

NAME	EMAIL	COUNTY	ORGANIZATION
Jimmy Clay	jimmyclay@townofforestcity.com	Rutherford	Town of Forest City
Shaun Tooke	stooke68@gmail.com	Rutherford	U.S. Army: ICMA/VGLMF Fellow w/City of Gastonia
Janet L. Gerald	townofkingstown@yahoo.com	Cleveland	Town of Kingstown
Myron Yoder	myoder@polknc.org	Polk	County Commissioner Chairman
Heather Cotton	hcotton@marionnc.org	McDowell	City of Marion
Brenda Vaughn	brenda.vaughn@mcdowellgov.com	McDowell	McDowell County Commissioner
Paul Marion	Paul.Marion@cityofsaludanc.com	Polk	City of Saluda Commissioner
David Eaker	davideaker@townofforestcity.com	Rutherford	Forest City Town Council and Matheny Real Estate
Doug Barrick	dbarrick@rutherfordton.net	Rutherford	Town of Rutherfordton
Nell Bovender	director@rutherfordhousingpartnership.com	Rutherford	Rutherford Housing Partnership
Robert Williamson	williamson.columbus@gmail.com	Polk	Town of Columbus, Elected Official
Todd Bennett	tyb66@att.net	Rutherford	Bennett Family Property, LLC
Jim Edwards	jim@balanceworksinc.com	Rutherford	Western NC Housing Partnership
Stuart Gilbert <>	stuart.gilbert@cityofkm.com	Cleveland	City of Kings Mountain

I would ask that you folk's vet these names and discuss with your appointing Board Chairs/Mayors or Managers regarding this. We still need one more member and frankly, we will take more names if so desired by the Board of Directors.

We further anticipate that we will invite more folks to the table as we discuss this important topic. Please remember to go to <https://regionc.org/housing-programs/isothermal-regional-housing-data/> for all of the information that we have to date on the issue of housing in our region. We hope that this page will be filled with more information and actions by the Housing Task Force in the coming months.