

CASWELL COUNTY BOARD OF COMMISSIONERS
MEMBERS PRESENT

October 2, 2023
OTHERS PRESENT

John Dickerson, Chairman
Tim Yarbrough, Vice Chair
Ethel Gwynn
Finch Holt
Jeremiah Jefferies
Frank Rose

Tony Smith, County Manager
Melissa Williamson, Deputy County Manager
Jennifer Hammock, Finance Director
Russell Johnston, County Attorney
Carla Smith, Clerk to the Board

The Board of Commissioners for the County of Caswell, North Carolina, met in regular session on Monday, October 2, 2023 at 4:00 pm at the Historic Courthouse.

COUNTY MANAGER RECRUITMENT WORK SESSION:

Chairman Dickerson said good evening tonight we're here to have a discussion about County Manager Recruitment work, and with that I'll turn it over to the ladies from the state.

Amy Cannon said good afternoon Mr. Chairman and Commissioners. First of all, I want to thank you for allowing Johnna Sharpe and myself to work with you on this process. Also thank you for your willingness to have this special meeting today. This indicates your dedication and commitment to this process today, and I think that's an extremely good start. But I do want to reiterate this is your process. The recruitment process is your process. We're here to help you facilitate. We want to help you create and execute a very defined process, but again it truly is your process. Recruitment and selection is probably one of the most important decisions that you'll ever make in finding the County Manager that is best suited for Caswell County, but I will say the key to success is the Board's consensus around a structured process. That's extremely important. You may not like everything mentioned, but at the end of today, we're hoping that we can get consensus on several important issues, thoughts, and parts of the process so that we can begin that process for you.

So you may be wondering what's so important about a well-defined process. First of all, a structured process is going to help you to recruit and attract experienced applicants for the process, and I believe that's what you're looking for. Also today starts with transparency. Having this meeting and this work session is transparent. It helps the public to have confidence in your process and then the final selection. A good process, a thorough one, which we've laid out today has multiple steps for evaluation of all of the candidates. We'll go to slide number three, and I think Ashley's working with the technology. Amy Cannon said I want to talk a little bit about the purpose of today's session. So on slide three there's four particular areas that we'd like to talk about. One is we want to agree on the job profile. The profile is an important piece to the process. Basically you're building the characteristics that you want in a manager, and you started that process by completing the surveys that were sent out in advance. I'm pleased to say that we

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received six of the surveys, and I want to thank you for taking the time to complete those surveys. In just a moment, Johnna is going to give you the feedback from your work. Number two is we need to talk about the recruitment plan and build the timeline. Then Johnna is going to come back up and talk about the actual application process. There are a lot of details in that area. Then finally we want to talk about the interview process as well as the selection process. So really I've talked a lot in the first few minutes, but we want to hear from you. This really needs to be an interactive process. If you have questions, please stop us, or if you have comments. We're going to pause because at each step we want to make sure and see if there's a consensus before we move on. So let me stop there, and ask you if you have any questions at this point. If not Mr. Chairman I'm going to ask Johnna to come up and talk about building the job profile.

Johnna Sharpe said good afternoon Commissioners. It's nice to be with you all again. I'm going to jump right on, and we're going to move to slide five. Ashley, thank you. You're already there. Before we get into your survey results, as we look at kind of building out when we do the job profile, what are going to be the duties and responsibilities. We wanted to just start first of all with what the statutory responsibilities are according to North Carolina General statutes. It's GS153A-83 that outlines the powers and the duties of a manager. I don't think there's anything on here that should be a surprise to you, but it's very important that we make sure the candidate that you select, or the candidates that we help provide to you, have the knowledge, skills, and background in order to successfully perform these functions. I think as we go through your survey results, there are several of these functions that you all collectively have said is somewhat more important than the other. We'll get to that in a minute. But in terms of general powers, duties, and general overall responsibilities, is there anything that you think is missing from this list in the statutes. It's pretty comprehensive all the way from your HR, to appointing the employees of the county, to being the budget officer, and to providing you whatever reports you as the Board deem necessary in order for you to make the policy decisions for the county. All right, we'll keep going. So I want to dive now into the surveys that you provided back to us. The first set of questions was along the line of different preferences, and what you all would like to see. The first one asked about are you looking for someone who's got some broad experience or is really specialized in a few areas. The majority of you said broad, and a couple of you said specialized. There wasn't any specific specialty listed. So if there's anything specifically that any of you all want to comment on today that we want to make sure we highlight. Maybe we'll go through the rest of the survey, and then we can come back and say is there anything else that you want to make sure that you highlight in the job profile that isn't covered here. If there are any specific types of experience that aren't address in the survey, let us know because we want to make sure we're capturing all of your thoughts. We asked a question on what was most important to you, education or experience, and all of you said experience. One person said they want both. So I think that is clear that we want somebody to have the appropriate education background, but it seems to you all that it's more important to have someone that brings a good experience mix. Then this was interesting on kind of looking at what you value more, process or results. That was

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split. So I think what we need to look at is someone who can who can do both. I mean everybody's got their preferences, but really it's important for somebody to be able to deliver both to be a good County Manager. So I think that's interesting that the Board is looking for someone that's well-rounded and can do both of those. Then we also ask a question about your willingness to consider different types of government background. There's different ways you can go. You can typically go with someone that's already a manager who might be seeing this as an opportunity to maybe move to a bigger community or move to the country. So we wanted to see if that was something you were looking for, but what you may likely see also is an assistant manager in another community who's ready to step into the manager role. It seems like there's openness on all of that, and then there was also one respondent who said they don't want to close the door on private sector experience. So I think that gives us a good way. This will come more into play in terms of what's in the job application, but also maybe what's in the preferences because we'll have the minimum qualifications or the basic qualifications that the County's desiring. But then what are those preferred. So anything else to mention on these categories. I think when you look at how we will lay out the knowledge, skills, and abilities required, it's going to be looking at what experience does that person have that can kind of prove that they've done this type of work. So that will be part of our job through the screening process to see if we can tease that out to make sure that whatever background they might be bringing, they bring the total package that's needed to successfully be your manager. So next slide. Thank you Ashley. She's reading my mind. Back up to slide seven. The next area we asked you to kind of rank in your priority order was experience preferences. What we provided here is we wanted to make sure we showed you all of the responses so you can see how everyone ranked them, but what I tried to do is really look at where is there consensus as to what are the top three. So I went through and I said what were the top three ranked for each of the Commissioners who responded. It was pretty clear that you're seeking a strong administrative leader, and that you want someone with a strong financial management experience. The next one in the tier was strategic planning, and I honestly think those are the fundamentals. Those are the basics. That's the foundation, and you want someone who is well skilled at all three of those areas to be a successful manager. Some of the other categories we had, Emergency Management, I can see why that's not a priority. If you lived in Nags Head, that might be a bigger priority, but here in Caswell I'm not sure what kind of emergencies you generally have. So I think where you set your priorities makes sense from what I see about your community in the time that I've spent with you all. On slide eight, then we looked at the personal characteristics. I think again there were some really clear agreement on motivates and mentors staff and collaborative management skill. I think those will be things that we want to make sure throughout the process that if these things are important to you, how can the applicants demonstrate that to you. So that will be incumbent upon Amy and I as we design questions and design the process that how can we make sure that the person, your preferred candidate, brings these skills. Collaborative management style, excellent communicator, motivates and mentors staff, and innovative and strategic, I see a theme there with the strategic. So really kind of helping; where's the county going in the next five years or 10

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years, and how can this manager play a role in helping you all achieve what your goals and objectives are for the county. So that's the last slide on the characteristics and experience preferences. Is there anything that you feel we ought to make sure is in one of these categories that didn't fit in the top three or four. I mean we're going to be looking for everything, but where do we put like some of the preferred skills? Does this feel good to you all, these top three or top four?

Chairman Dickerson said one thing I would like to interject under governmental experience with an assistant in a larger unit. I think it's logical that we would be looking at someone that was an Assistant County Manager in another county because we're not the highest place around. So we will probably not attract a County Manager from say like Alamance County. But I don't want to see a job description laid out where it will exclude private sector people from applying because we may lose out on a pool of talent that we otherwise would benefit from. Mrs. Sharpe said yes sir. I mean we won't exclude that, but I think that's where we'll list here's what we're looking for. That'll be when we have the job ad scripted; you can look and see it. I would still strongly recommend a preference of some governmental background. Government is very different from the private sector, and I honestly think having some knowledge and experience of how government works is very beneficial. You can have someone who, like Mr. Smith here, has come in, who is inquisitive, is asking questions, and who wants to do the right thing, but there's a real level of commitment that it's going to take for someone from the private sector to learn all that they need to know about local government to be effective. I think if you look at someone from the private sector, that's got to be one of the first priorities is how are they going to quickly get up to speed because I think that's where you all are especially in some of the areas around your financial management and your budgeting. It's going to be really important to get someone who is well skilled in those processes. Chairman Dickerson said it also could be argued that it may be equally as important to have someone that is not part of the government system and has been there all their lives. They bring in fresh ideas. They bring in an approach of financial accountability and things that may very well benefit the taxpayers and citizens of our County. Mrs. Sharpe said I agree Mr. Dickerson. It is a balance, but if they don't have government background then that's something you've got to set a high expectation of how they get that. Chairman Dickerson said all I'm saying is like put a wide net, bring them all in, and we see whose best qualified. Mrs. Sharp said absolutely. we hear you loud and clear. Amy Cannon said so that's where you would have the minimum qualifications and a preference right there. Johnna Sharpe said but we hear you on that, and we'll make sure that the job ad contains that. We will keep that in mind as we're going throughout this entire process.

Commissioner Rose said how have you seen the private sector paying like in a County Manager salary versus somebody that was doing something similar to that job in the private sector? The range. Johnna Sharpe said well quite honestly in my experience, the private sector typically pays a lot more for what you look at. I mean because one thing you have to think about is this county is a \$40 million entity. You have \$40 million almost in revenues a year. You have 350

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employees. That is not a small organization, and it takes a good level of skill to run it. So you would have to have somebody who's really wanting to come and commit to continue to be in local government, but even if it's local government, you're still going to have to set a salary that's going to attract someone to your community. Commissioner Rose said whether it be from the private sector? Johnna Sharpe said whether it be from the private sector, or whether it be from the public sector because this is not a job for the inexperienced. You're going to have to pay to get the experience that you need for a job well done. It is very challenging right now in recruiting managers. I think we'll go ahead and be honest with you with that. The association has been helping with numerous manager searches around the state, and the applicant pool is very small. So you're going to need to do whatever you can to attract someone to Caswell, and the salary is one piece of it. Amy's going to, in the next section, kind of touch on some of the salary information that we've pulled together for you all to consider.

Commissioner Yarbrough said so a job description, you could say that governmental experience is preferred, but if you don't have it, it doesn't shut you out of the process. Correct? Mrs. Sharpe said well I think ultimately that will be what the Board's choice is. Because when you identified experience, is it experience in years of service regardless, or is there a preference for governmental experience? I think that's something when we craft the job ad and bring it back to you for your consideration, we'll see if we've got that characterized accurately.

Commissioner Holt said did you say the job pool is very small? Mrs. Sharpe said yes sir. Commissioner Holt said when you say that, are you looking basically at governmental experience? Mrs. Sharpe said we're looking at any experience. In the smaller counties or smaller communities, they are having a very hard time attracting candidates. Some of it is salary, and I think a couple of recruitments that we're aware of have pulled them back and reconsidering how they might go out and search. So it's any type of experience. People are not applying for the job for County Manager positions in the smaller to medium-sized counties.

Chairman Dickerson said so what you're saying is you're seeing the same thing for County Manager recruitment that everybody else is seeing for every other job they're putting out there nowadays. We have the same problem. Mrs. Sharpe said yes. So I think just to say that is you want to put your best foot forward because yours will not be the only manager job that's open right now. So you want to be able to attract and show someone why they need to come and work here for you in Caswell County.

Commissioner Yarbrough said is your, you said small pool of candidates. Is it a small pool overall or a small pool of qualified candidates? Mrs. Sharpe said it's both. It's both. I think there's one county right now that had a small pool to start with and didn't find any qualified candidates. So they are going back out and trying to figure out how do you or what do you change to go back out to be successful to attract someone when the first recruitment wasn't successful. So that's one of the things we're learning from our colleagues. So we will have some information from some of these less than successful recruitments that we can hopefully make some recommendations

that might help you move toward the successful side of things. Alright, well I'm going to turn things back over to Amy, and we can revisit. If you have any thoughts just jot them down and we'll come back to them.

Amy Cannon said so let's talk a little bit about the recruitment plan. We want to talk about the timeline, and we want to talk about the vacancy announcement. So the vacancy announcement is what you use to advertise the position, but it includes more than just information about the position. This is your opportunity to sell Caswell. Just like Johnna said to attract candidates and bring them into the community. So some of the key components are there's information that you want to include about Caswell. There's a lot of history in Caswell, and that's something that I would include in the vacancy announcement. You're home to some of the largest game lands for turkeys, over 16,000 acres. That would be something that might attract someone. I believe you have Hyco Lake Recreation for boating, swimming, and that type of thing. You have Sr. Farmer Lake and also the Dan River runs through a portion of your county, and that may be attractive to someone who's interested in those type of recreational activities. Those are the type of things to consider. I've recently written two vacancy announcements for two other communities, and I take a deep dive in learning about the county, the history, and some of the amenities within the county. The second thing that you want to include in there for the applicants to know is something about your organization. You're a County Manager form of government, and you have seven Commissioners. Five that are elected within districts, and two that are at large. We'd want to put some information in there about your budget. A \$40 million budget, 350 employees, and provide that information for the candidates. We would also take the information, the job profile information, that you provided through the surveys. That would be out there to let the candidate know what you're looking for in your next County Manager. We would also talk about some of the evaluation criteria. We're going to talk about that at the end, about maybe 12 different areas that you would use to evaluate through a structured evaluation tool after your interviews. We also need to address compensation in the announcement. There is an expectation of candidates with salary, and so you might as well put something out there. We'll talk about that in just a moment. Then we'll talk in the profile and the vacancy announcement about the process. What do we expect the candidate to send in? Where do you submit your application, and a little bit about the timeline? Then there are things in there about Federal compliance, with Federal laws, and that type of thing that you would also want in the vacancy announcement. Any questions about that? So we've tried to put together to give you an idea of how far to cast the net. So we'll start broad. There's the International City/County Managers Association, better known as ICMA, and most career managers, assistant managers, or department heads are members of that organization. It's an international organization to support managers and to also provide training opportunities. But in addition, they also hold managers accountable. I'm a credential manager, and there's a Code of Ethics that you subscribe to. If there's any violations of those ethics, the ICMA will reach out to you. You can be sanctioned by the ICMA and have your credential manager status removed. So it's very serious, and most managers, or all managers that are

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credential, take that very seriously. We would recommend that you advertise in their National brochure. Also there's a North Carolina City/County Managers Association, and they have a website. They send out announcements, and we would recommend posting with the City/County Managers Association. Also the North Carolina Association of County Commissioners has a website. We also post job vacancies, and people know to go there as well. Also, as you know, I'm a member of the Outreach team. There's four employees. I'm one of four, and I have 25 counties. The other Outreach Associates may have contacts. So once we have that vacancy announcement ready and the brochure, we would send it to the Outreach team to distribute that to people in the profession that they know as well. We would also put it on your website as well, and any other place that you would like it posted.

Commissioner Rose said how far of an outreach would this go outside the state? Will it go outside the state? Amy Cannon said yes sir. ICMA is an international organization; so yes, it would be across all states. Yes, sir. If you want to cast that net very, very wide, then yes, we would put it in ICMA. But again, that's your choice. These are just suggestions. Johnna Sharpe said and one thing I would just add is, you know, government experience. You've got North Carolina, but you got 49 other states. Also to the question of making sure we don't exclude private sector, are there particular websites that you want to see this also posted on from Indeed to Monster. I don't know if Ashley's got any ideas on you know where to make sure so that we cast the net as broad as we can. Commissioner Rose said the reason I ask that question is a lot of these police departments you see now advertising police chiefs across the nation. So I just want to see if this is that protocol on outreach. Mrs. Sharpe said yeah. To hit local governments, ICMA is the first place people go when they're looking for government jobs. Amy said but if the county uses Indeed, that would be an opportunity for the private sector. We'll use whatever avenues you currently use, but any of these or all of these if that's your desire.

Chairman Dickerson said I see NC County Commissioners Association and NCC County Managers Association. Are there sister like establishments in Virginia and South Carolina that we could advertise on? Mrs. Cannon said that's a good idea. Mrs. Sharpe said yes, there are. In Virginia, there's Virginia Municipal League. I'm not sure about South Carolina, but that's a great suggestion. Especially with Virginia with your proximity. I have a friend that when I tell her I'm traveling to a county, I have to tell her, I say, well I'm almost going to Virginia. She knows what I'm talking about when I'm headed here. Mrs. Cannon said but we can explore that, and add that to the list as well. Thank you for that.

Amy Cannon said let's go to the next slide Ashley. Here's where I really need some feedback as well. So I want to talk about the recruitment and selection schedule. So it's at least a three to four month process. So I've thrown out some dates just for you to consider and to have some discussion with tonight. So after this evening, we'll begin working on the vacancy announcement and the brochure to bring that back to you. I'm being a little aggressive here, hoping that we can get that accomplished and get your review and approval so that we could post the vacancy announcement by October 16th or thereabout. Then I would recommend that you have, and you

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can go two ways with an application deadline. You can have a hard deadline of maybe six weeks, and that would be November 30th. Or you could have it open until the position is filled. So if you leave it open until the position is filled, that gives one school of thought. If somebody misses the deadline, if you had a hard deadline, you still have it open. The only drawback with until the position is filled sometimes people drag their feet, and sometimes people need a deadline. So I'd like for you to consider what your comfort level is either with a hard deadline or until the position is filled. If we if we started, I'm sorry did I...

Commissioner Holt said I would just say until the position is filled. I don't understand the deadline. Where you'd gain advantage with that? If somebody's really wanting the job, I don't see... Amy Cannon said I'm sorry. I'm having trouble hearing you. Commissioner Holt said I'm just saying I don't see the advantage to a hard deadline. Mrs. Cannon said okay, and that's certainly your choice. Even without a hard deadline, I would think around the time of November 30th, and that we would begin the screening process in December. But Commissioner Holt, that wouldn't preclude that as other applications come in that we continue reviewing them. The process that I'm working on now for another county for Assistant County Manager, they have the position open until filled. so this week, they're actually interviewing some candidates, but I've received some more applications. I'm reviewing those this week and conducting a pre-screening so that they can consider additional candidates. Johnna Sharpe said Amy, what we might want to do is in some cases where it's open and filled, we can for those people who need a deadline put in there when we anticipate starting the screening process. That gives people the incentive to kind of make sure they're in that first round of screening. Mrs. Cannon said I want to give you an advantage or to tell you some of the advantages of open until filled. If you close it instead of having to relaunch it and it looked like you had a failed process; if it's open until filled, then it's a continuous process. So we'll do whatever the Board's desire is. But I would think during the month of December, we, Johnna and I, would be conducting pre-screening. Then what we would do is hopefully or maybe at your Tuesday, January 2nd meeting, it's hard to believe that we're already talking about 2024. That we would meet with the Board, if that's your preference, and go over the pre-screening results. Then hopefully sometime in January, the Board would then begin to interview the top candidates. So let me pause there and get your thoughts or questions about this process and timeline.

Commissioner Holt said I'm not understanding the December. If someone's out of work, they're not wanting to apply for a job and wait till December to be talked to about it. Why are we waiting that long just to see someone? Mrs. Cannon said yes sir, that's a good question. So as applications come in, Johnna and I will review them. Johnna is going to talk a little bit more about the application process, but one of the things that has been used, a technique, is to do a pre-screening process. So it's a multi-level process. We narrow them down, meet with you, and tell you the rank or the most qualified, those who meet the minimum qualifications, those who are just not qualified at all, and whether it's private sector or public sector. Then what we do is get your consensus on those that we screen. Johnna and I would meet with them and have a short

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interview with them. It includes Google searches and things like that finding out background information. That is to narrow the pool down to maybe four applicants for the Board to then interview in the month of January.

Commissioner Rose said on this application process of posting until filled, you're still going to have to have some type of date to basically kind of get all your stuff together to present it to us. Mrs. Cannon said that's correct. Commissioner Rose said you kind of got to give yourself a date. Secondly you're basically doing a first round interview. You're conducting interviews doing all that leg work to get what you just had set up. What day do you think that will be able to be done in December? As far as, you know, so basically you cut it. If you're saying you get everything by November 30th or open until filled. You give yourself a date, and you start at that point in time of doing the process or are you doing it as you go? Mrs. Cannon said we're going to do it as we go. So as soon as applications come in, we'll be reviewing applications. As you know, the last week or two of Christmas, it's going to have to happen. To Commissioner Holt's question, really those pre-screening interviews are going to have to happen about the second week of December before people start traveling for Christmas and that type of thing. The reason I have been a little aggressive in saying that we'll get the vacancy announcement ready by October 16th is during the month of December, people aren't thinking about filling out applications. So I'm trying to push this process just a little bit. So that the last half of October and early in November that you get quality applicants with experience to apply for the job. The first two weeks of December, Johnna and I will be pre-screening, unless you don't want us to pre-screen, but we're trying to help. When we come back to you January 2nd, we're trying to have as much information about the candidate as possible to share with you so that you can narrow it down. Then come up with your top three, four, or five candidates. Again it's your process. We're recommending a process that has been used in other communities, but we'll do whatever your desire is. Then come back January 2nd to share the results, and then you schedule interviews immediately.

Commissioner Rose asked how long does the normal process stay open? I understand open until filled. I understand that totally, but normally if it was a cut-off date, what are you looking at 30 or 45 days. Mrs. Cannon said this one is initially 45 days. I'm thinking if around the beginning of December, beginning to mid, if there's a large number of good quality candidates and the screening goes well, then maybe mid-December that we would recommend closing the advertisement. Do you agree Johnna?

Commissioner Holt said let me ask this. I'm going to make something up here. The mayor of Phoenix has retired, and wants to move out to the country. I think this would be like the outstanding applicant. Would you be telling him he's got to wait till December, or would you come to us and say look we got somebody that's really outstanding here that we need to take a look at. Amy Cannon said well I think that you would want to... We can do that, but you may preclude other outstanding applicants that come in as well. Typically, the way the process works is that you get applications in because you really don't want to preclude someone else coming in. I think what you want is you said you want to cast the net wide. If you cast the net wide in

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fairness to all the applicants that have taken the time to fill out the application, you want to give us a chance to go through their applications, their resumes, and their cover letter. Then whether or not to do a pre-screening, but I think it's a little bit unfair to not consider all the applications that come in. I think Chairman Dickerson has said don't discount anyone. So in order not to preclude anyone, we need the opportunity to review all the applications. Johnna Sharpe said and one thing we could possibly consider, you know, people are going to work to a deadline. So we could, and I don't know if your concern is that this is taking too long. I mean one thing we could do is we could move the application or we could set an earlier date. Let's say before

Thanksgiving is when we would start screening applications. So potentially we could come to you in December, if you wanted us to come in December with having done some of the pre-screening to kind of accelerate things. You're either going to have people who are going to apply immediately because they're interested and want to make sure they're included, or you're going to have somebody that's just going to wait till the last minute, which is why I would recommend, even if it's open until filled, we put a date in there that says we will start screening applicants on this date which tells people if you want to be in the first round get us your application by then.

Commissioner Rose said we're already in the end of October. December is a bad month for anybody. It looks like you got people traveling. They going out of town they going to see family. You got Christmas and all that. Like I said, we're already a couple days into October. I'd like to get it as quick as we can, but I don't want to rush the process to where we try to do it too fast. You know what I'm saying. Johnna Sharpe said I think 30 or 45 days is reasonable. Amy Cannon said if we would shoot for the pre-screening the first week of December and if the Board would have a meeting the second week of December, I think we could do that.

Commissioner Yarbrough said probably 30 days, you would get your qualified candidates within the first 30 days. You may get some stragglers after that. The ones that are truly interested in the job, I think would apply within 30 days of the job posting. Johnna Sharpe said so I think maybe kind of accelerating that a little bit and maybe trying to get this pre-screening to you all. The other thing is let's hope we're going to get a lot of applicants. So then we'll need to wait till we can kind of go through all of them at once and screen them. But to Commissioner Holt's point, if we're not getting a lot of applicants, we may screen them as we go and give you all that feedback. This thing has been open three weeks, and we have two applicants. So how do we want to regroup, and what might we want to do differently. So I think that's something where we can keep you apprised of the progress as things go along. Hopefully we're going to be able to tell you you've got 15 or 20 applicants. So there's no reason we can't go ahead and know who the most qualified are. Go ahead and start doing some of that in November. Some of that pre-screening in November.

Commissioner Jefferies said I think this is small county and a rural county too. However, we're going to have candidates apply, but I don't think you're going to get a whole lot of people because we only can pay so much. We got to face that we can't pay them Mecklenburg County pay. I mean just realize that, but we still want good applicants. So my thing is get what

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applications we can and if we don't get many, look at those and move forward. Amy Cannon said any other thoughts? I think you've given us some good feedback about the schedule, and we'll rework the schedule to try to have different intervals for the pre-screening and that type of thing. To Commissioner Holt's thought that we don't lose a candidate, but also balancing that we don't prude anyone. Are there any other questions?

Commissioner Gwynn said you were saying you are going to make changes to the selection schedule that you had recommended. Amy Cannon said we're going to redefine it a little bit Commissioner Gwynn. We're going to redefine it to make sure there's different or multiple evaluation points along the way so that we get started quicker and we pre-screen faster. I haven't said this but our goal is to continually let you know where we are in the process and communicate with you. Commissioner Gwynn said okay. I agree with different things that's been said, but I do know as other Commissions mentioned that December is a lost month if it's not before the 16th or 15th. Amy Cannon said so we have a two-week window in December to get with you.

Amy Cannon said the next slide Ashley please. So we've talked around a little bit this evening about salary. So it is an important consideration. As I said earlier, your candidates are going to have some expectations, and we need to manage those. So Johnna has put together some salary survey data just to give you an idea of salaries. One from a regional perspective, and then secondly she looked at it from the population range. So let's take a look at that. The top section really looks at the counties within the region, but you can see their populations far exceed that of Caswell County. If you go to the far right hand column, the \$155,000 is the average for the region. This information is collected by the UNC School of Government. The latest one that's been released, I believe, is FY 21-22. They should be coming out with the 23 soon, but it's been updated by adding a cost of living of about 3% per year to bring it to today's level. So that average is about \$155,000. But I think importantly what you're looking for is let's look within counties that have a similar population to Caswell County. So if you look at the bottom the average within the population range for this particular time frame is around \$122,000. We received some information from your HR Director that the previous County Manager was making \$102,000 when he left. So there's quite a wide discrepancy there. If you go back to your survey data, your survey data says you want someone with some education, but you're looking for someone with some experience in the public sector or private sector. You want someone with some administrative experience. You want someone who has some financial experience, but you also want someone that can help you with strategic planning, build that vision, but also implement it. There's quite a bit of competition from a salary perspective. I was talking with your Manager Tony Smith earlier today, and we're in an employee driven world and not an employer one. Salary has become very competitive. Most counties have conducted recently a survey, or they're just implementing a study and the results. So I would say that I don't believe you're going to attract the candidate you're looking for at \$102,000.

Commissioner Rose said have you given any thought as to not putting these figures together. Have you given any thought as to what that range would be? One based on minimum experience. I mean starting salary is based on experience and qualification. Have you given it any thought? Mrs. Cannon said yes sir. Johnna and I had a long conversation yesterday to be prepared for that question, and your range is extremely low for a County Manager. Ashley provided that just last week, and the starting salary is \$87,000. What Johnna and I would offer to you is that probably the minimum should be around \$105,000, and that's a minimally qualified candidate. We would recommend somewhere between starting at \$105,000 to about \$135,000. Not that you're going to pay \$135,000 right out of the gate. But you also don't want to set a range of \$105,000 to \$115,000 because then you have no growth. That candidate has no growth potential with cost of living and that type of thing. You might not attract that mayor from another community, and so that's our recommendation for your discussion.

Chairman Dickerson said thoughts?

Commissioner Yarbrough said I know you've got it broken down by counties within our region, and then within the population range. I see those, but is there any way to break it down now with counties having a similar economic situation that we are in? Which you know is mostly agricultural I guess. Mrs. Cannon said so Bladen County, that's contiguous to my home county. Bladen County has a lot of land mass. Their population is 29,000, but their economics are very, very low. Agriculture is probably their top industry, and so that's an area that would be fairly close to Caswell. Avery is in the western part of the state. Greene county is probably similar, very similar. Johnna, do you have any? Mrs. Sharpe said I could go in and pull possibly looking at the tax bases that might give us something to look with communities that have a similar tax base to Caswell. Also just a couple of things to note on here. You'll see on here several of the more eastern counties because they are so rural. That's where some of them have had to pay a lot more to attract the manager. So it's that thing of we don't have a strong tax base so we're not a wealthy county, but to really attract somebody you've got to, if you're willing to pay for the experience. My guess is some of these managers are well experienced. But I can certainly run some additional counties to look at and see if that range still make sense.

Commissioner Gwynn said let me ask you with each one of these counties, is it any way to look at the fringe benefits like if they had free will to go to meetings in California, Texas, and that type of thing. Or was there a limit on that type of thing. Johnna Sharpe said well I think in terms of fringe benefits, every county, well in North Carolina, is in the local government retirement system. So most states have that. Mrs. Cannon said so 401K, some counties may not contribute and some may contribute up to 8%. I know some counties do that. That would be one thing that we could look at. Commissioner Gwynn said I do think that's one of the things we should look at. Mrs. Cannon said okay. Commissioner Gwynn said but a lot of the agencies throughout the state will have a maximum on how much outside the county or outside the state you can do traveling. I wonder if you have any statistics on that? Mrs. Cannon said I think there's some counties that kind of set a budget for travel. Most managers you want them to attend the NCACC

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Conference, and you'll want them to attend the city and county managers two meetings a year. So we can come up with about what that cost would be, but in most counties, managers lay out for the Board what they anticipate or ask the Board to go to and attend. Commissioner Gwynn said I would like for you to take a look at what we paid out to the last County Manager in a year and those types of thing because that was complex. Mrs. Sharpe said in terms of education, and Mrs. Cannon said different conferences. Commissioner Gwynn said at different conferences throughout the US. Mrs. Sharpe said okay. Mrs. Cannon said we can do that.

Commissioner Yarbrough said these numbers, this is just salaries. This is nothing else as far as the manager using his personal vehicle or given an allowance every month as a manager driving a county vehicle. Amy Cannon said correct. Commissioner Yarbrough said this is just salary, and Mrs. Sharpe said yes sir.

Chairman Dickerson said how long will it take you to pull together the information that the Commissioners have asked for, especially the recommendation made by Commissioner Yarbrough in reference to the salary? Mrs. Sharpe said for the more rural counties? I should be able to do that no later than Wednesday, if not tomorrow. Mrs. Cannon said it may take us a little bit longer to get what Commissioner Gwynn is looking, but we'll work on that as well. That may not be as readily available online. That's something that we would have to maybe poll some counties.

Commissioner Yarbrough said I noticed within the region, you didn't include Guilford, Orange, or Durham because I'm sure that the level there is even higher than what you have here. Mrs. Sharpe said yes sir. I didn't even include those because that would really skew the average. I know they're in your region, but I didn't want to put them on there.

Commissioner Rose said well I'm actually kind of impressed with Person County with the population of 39,000 and the salaries on that. Mrs. Sharpe said that's your neighbor too. Commissioner Yarbrough said they have more population, which they have other industry, but they're still an ag. based County for the most part. Amy Cannon said they've lost some industry too, and Commissioner Yarbrough said they have. Commissioner Rose said I think they just recruited, no, Alamance just recruited their old manager if I'm not mistaken. Mrs. Cannon said yes. Heidi York was in Person, and now is in Alamance. Katherine Cathey is the manager in Person County.

Commissioner Jefferies said I would like to also see from a small county like Caswell, what benefits the county manager has like sick leave and things like that.

Commissioner Rose said one question I had. On these salary ranges, your minimum and your maximum, like Mr. Yarbrough said if we looked at it from the aspect of not providing a county vehicle but giving a per diem for their own vehicle, would that kind of be subtracted from this amount. It will still be included, but what I'm saying still be subtracted from that. If you weigh paying a per diem versus a county vehicle keeping it with maintenance and all of that, sometimes you're cheaper just to do per diem. Amy Cannon said some managers don't want an assigned

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vehicle. They would prefer the allowance, but I think we can get some information as well about what other counties are paying and that may help. Johnna Sharpe said yeah but that could be and I think that's where looking at what our commendation would be as to put a hiring range in the job ad. Then once you select the preferred candidate, you've got a whole lot of things to consider because a car allowance is compensation. So it's how much might that be in base salary. How much is in a car allowance? How much is in a contribution to a 401k? so Amy will get to that. I don't want to steal any of her thunder. She'll get to that in the last section of all the things that you consider, but you need some kind of hiring range to make sure that you don't have a bunch of people who make \$200,000 applying for this job that we know you can't afford. So we're trying to kind of do some self- selection up front. Commissioner Rose said I mean that'll be something as a Board we'll have to decide whether we want to do it, or they want a county vehicle or not to do anything at all. Mrs. Sharpe said right. That's just part of the negotiations when you have a selected candidate. So we'll get you some additional information, but at least from a beginning of the hiring range, does 105 feel okay? That's kind of the minimum.

Commissioner Rose said where were we at on the, I guess, the salary with the past County Manager. Was it \$102,000? Amy Cannon said \$102,000. Commissioner Holt said was that with the new raise? Ashley Powell said with the July one budget increase, everyone got a 4.5% increase. Commissioner Rose said that was included. Ashley Powell said that's exactly right. Commissioner Yarbrough said that \$102,000 includes that increase. Mrs. Sharpe said I thought it did. Ashley Powell said it did. Mrs. Cannon said okay. Mrs. Sharpe said yes, because it's what the pay is after July one.

Commissioner Jefferies said could you look at the salary plus look at his salary in six months after he has been here. Johnna Sharpe said well I think if you do the \$102,000, you're going to get... I think that's a decent starting point \$102,000-105,000 or somewhere in there, but that's going to bring you minimal or it depends on where you're going to put the end of that range as to kind of the type of candidates you'll attract.

Commissioner Holt said most people will look at that second number, and Mrs. Sharpe said yes sir. You're absolutely right, but I can certainly, if we kind of want to table what that second number is until I bring back the additional information, we can do that. We can see if we still feel like the \$105,000 to \$130,000 or \$135,000 makes sense. I don't know. It'll be interesting when we bring back these more rural communities if the number goes up or down. I'm not sure what the answer will be.

Commissioner Gwynn said you said earlier that you don't think \$102,000 would attract anyone. That the minimum should at least be \$105,000. Mrs. Sharpe said \$102,000 or \$105,000. You've at least got to be up six figures. You've got to be \$100,000 plus. Commissioner Gwynn said so what did you say you want to put in now the \$102,000 or the \$105,000? Amy Cannon said well we're going to come back with some more information. Not to jump to the end, but I believe you meet on the 16th. Is that correct? So my thought would be that we take this information from

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today. We may have some holes from the vacancy announcement, but Johnna will provide the feedback about the rural counties. What we can find out about travel allowances and that type of thing. But if the two of us come back with the vacancy announcement and try to fill in those holes at the October 16th, would that be workable? Commissioner Yarbrough said yes, because I'm not prepared today to give you a final answer. Amy Cannon said and we understand that. Yes, we're throwing a lot at you at one time. I don't want to back you into a corner. So I thought that if we come back with that vacancy announcement, you can see what it looks like. In the meantime, Johnna can provide some additional information by email or you can get it from your clerk. Then maybe on the 16th, we can come to some agreement and fill in the holes so that we can begin that announcement if that will work. Commissioner Rose said I have no problem with it. Can you send an email out once you all start this process of saying these are the holes we need to fill because we went over so much? Johnna Sharpe said yes, we can send that out in advance. Commissioner Rose said then we can take a look at it and say well we got this, this, and this. Amy Cannon said we can tell you what key decisions need to be made in order to send out that announcement. Where we need your consensus.

Amy Cannon said actually I think Johnna is up next. She's going to talk about the application process. Johnna Sharpe said Ashley if you can go ahead. Thank you. So what we want to do is we want to take as much off your plate as we can. So we're offering to screen the applicants for you, and we'll get to that kind of screening process in a second. But here are the things that we, just from a process standpoint, are recommending. First thing, we're going to say this several times to you, these processes have to be kept extremely confidential. Often times the communities that these managers are coming from, they may not know they're looking for other jobs, and we really want to respect that. Oftentimes, if you can't tell a candidate that it will be kept confidential, they may not apply. So we will make sure that that's clear. We would like to require a cover letter and resume in addition to the application. You can tell a lot from those two pieces of information that you can't get from an application. We are proposing that all the candidates will send their application, their cover letter, and resume to Amy's email address. She and I are going to work on a way to kind of share those applications and keep those so that we can work through all of those. Then what we intend to do is as we get those applications, we will put together a list. We will give you all the applicants; we'll give you some highlighted information. So when we come to provide you kind of the results of the pre-screening, we'll have the list of here's who we consider most qualified, middle qualified, and not at all qualified. So you will see the whole applicant pool, but then our recommendation would be that we can bring you the resumes of those top candidates for your review and consideration.

Commissioner Rose asked do you all do a thorough background investigation? Mrs. Sharpe said typically that's not done until you have the selected candidates, but we'll do a lot of the Google searching and seeing if we can find any warning signs. But typically you don't do those background checks until you've got a selected candidate.

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Commissioner Gwynn asked will these applicants be, or all the paperwork be done in a Closed Session? Mrs. Sharpe said yes ma'am. Everything other than discussing the process will be in Closed Session under Personnel items. so when we do the pre-screening and when you do the interviews, all of that will be kept in closed meeting.

Commissioner Yarbrough said if they don't provide everything that's asked for, referring to cover letter and resume in addition to the application, will it not even be considered because if you can't follow directions to start with. Johnna Sharpe said well again that is up to you all. I tend to think if we say it's required and they can't follow directions, that is kind of a warning sign. But if the people are really interested in the job, that's pretty standard. Amy Cannon said you learn a lot from the cover letter. You learn about their writing skills.

Johnna Sharpe said so then we'll go to the next slide. Just to kind of look at the at the pre-screening, and why we think that's important. Most importantly, it's just to save your time. Not only just screening the applications, but then as Amy has mentioned doing some of those initial interviews. Well probably most of those will be virtually, I would assume. But really kind of digging into their resume and asking them any questions about things that we might have found during our online searches about the person. What are their potential red flags? Really digging into those top priorities of yours from an administrative leader, financial management, the strategic planning, and then also those characteristics to see how we can tease some of that out during a pre-screening so that we're bringing you, based on our professional experience, the strongest candidates to make best use of your time. I think I kind of touched on all of these. I mean because we want to make sure that they're meeting your basic requirements. Otherwise we don't want to put them in front of you. Again, we will share everything with you, but we think there's a lot of value in us doing some homework and helping you narrow down the top candidates.

Amy Cannon said this brings us to the last section for the evening. We want to talk about the interview and selection process. We'll talk about some of the key elements of the interview process and things to keep in mind. We'll talk about the evaluation criteria, and that's important to make sure that each candidate is evaluated consistently among the same criteria. Then talk a little bit about the end once you come up with a selection. What's that next step? We'll begin first with the interview logistics. We've talked quite a bit about the pre-screening results, and Johnna has done a good job in covering that. One of the things we want you to think about is paying reasonable travel expenses for interviews. So let's go back to Commissioner Holt's example of the Mayor of Phoenix has applied. So it's fairly customary among other counties that if you have someone that's in another state and they're an applicant that you're very interested in, that the county pays for a hotel room for one night, and that the county would even pay travel expenses. Let's just say they're in driving distance. You pay the IRS rate or if they're on the other side of the West Coast, that you pay for an airline ticket. I'm not asking you to make that decision this evening, but that is if you have applicants and you're casting that wide net, if you have applicants from other areas they are going to ask will the county pay travel expenses.

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Commissioner Rose said but that would have to be a pretty, not a guarantee that's not what I'm looking for, but they would have to have significant credentials or whatever to even get to that point if it got to that. Amy Cannon said yes. By the time that you are ready to interview, I'm hoping or our goal is to bring you a strong slate of candidates. Ones that you would want to pay, consider paying, or would be willing to consider paying travel expenses.

Commissioner Holt said in the private sector, a lot of times they'll do Zoom. That definitely should be an option. Amy Cannon said so to your point Commissioner Holt, I would say that could certainly... Let's just say that we brought you four candidates. If you had someone that was in another state that couldn't easily get here, you might want to do one virtually to narrow it down from four to two, but I would recommend that in a final interview that you would want to meet that candidate in person before you made a final decision. But it is a way of kind of narrowing that pool. Any other questions or thoughts about that? Then we'll work on establishing the interview schedule. Once you decide and agree with the ones to be interviewed, Johnna and I will contact the candidates, set up the interviews, and we'll do all the coordination. Again as Johnna says, many of you have full-time jobs and are very busy. We want to take that work so you don't have to worry about that. We'll develop interview questions for the Board to utilize that are tied to that evaluation criteria. You want to make sure that you treat each candidate equally, and that you ask the same questions to each candidate. There's some questions by federal law you just can't ask. You can't ask if they're married. You can't ask how many children there are, or how old their children are. Things like that. Wo we'll have a set set of questions.

Okay Ashley. Let's talk a little bit about the interview process itself. Again, as Johnna said, it's a confidential process. The only name that will ever be released publicly is the candidate that you offer the job to. Anybody else that has applied, those names will never be released. Yes, sir. Commissioner Rose said go ahead. Amy Cannon said okay. The interviews, we would recommend that the Board set aside an hour for each interview. If you have a pool of four and there's a second interview, you may want to consider an exercise. Whether it's an oral presentation or a written exercise, especially if you have a particular area that you want them to be strong in.

Commissioner Rose said that was my next question. I know you all will be doing a lot of this leg work. Interviews should be kept to an hour. What would you, and I know it's the Board's decision how many applicants we want to actually interview down to, but you're talking an hour per interview. That's either going to have to be a special meeting to do this, or if we did it after the regular meeting, it's going to take a while. How many people do you see for us to get to this number? Three or five? Amy Cannon said I would think our goal would be in the pre-screening to get it down to six, give you the pre-screening results, and get it down to a manageable number of four or five. Hopefully four. But we're hoping there's a large number, and that would be a good number to have to get it down to a small pool. We want every Board member to participate in the interviews. Each board member asks questions. You can take turns asking questions so that you feel a part of the process, and then at the end of that day, we'll work with you on the

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criteria and determining if you believe a second interview is necessary. What your next steps are?

Johnna Sharpe said and I think some of this will depend on what we end up with. If we ended up with there's only two candidates you're really interested in seeing, probably recommend doing those in person, and go from there. I think we've written this process with the hopes and the assumption that you have lots of choices, but we will adapt as we see what the results are.

Amy Cannon said so what we've tried to do here is develop about 12 criteria that you would use, or we recommend you use to evaluate the candidates. We really tried to tie it back to what you said you wanted in the surveys. So on the day of the interviews, we're going to have a tool for you to rate each candidate on based on these criteria. I'm going to go over this fairly quickly. The first criteria, of course, is the education. What education do they have? What's their background? What's their experience, and are they an ICMA credentialed manager? Then you're looking for someone with administrative skills. Leadership is an important part of it, and some of you on your survey said that you're looking for a manager that can mentor staff, that can guide them, and inspire them. So leadership and management skills came out in the survey. The next set of criteria is communication skills. That's one area that the Board is interested in. That's one of the attributes you wanted your candidate to have. That's important because your manager participates in your meetings and needs to be able to communicate with department heads, the community, but with the Board as well. You also want someone who understands governments. An understanding of local government, how government operates, and some of the challenges and opportunities that are facing Caswell County. Then you're looking for someone who subscribes to a code of ethics. That's an important part of it, and someone who's going to ensure legal compliance. You have an attorney, but your manager is an important part of making sure that there's compliance from the departments, to the employees, and all of your policies, procedures, and daily operations. The next slide talks about long-term planning and vision. One of your top three attributes was you wanted someone that was skilled in strategic planning. Somebody that was visionary, but also somebody that is process oriented. Somebody who can implement what your goals are, your vision for Caswell County, and adaptability. You need someone who's flexible. There's no regular day in county government, and you have to be flexible. The best example I can give you of that is COVID. When COVID came on, you had to be very flexible, agile in making decisions, and putting together new operational plans to be able to provide services during the shutdown, when the governor closed, but also protect your employees. You have to have someone who's flexible. Then the reference checks and the background checks are important as well. So I went through that criteria quickly so let me stop here and ask you do you have any questions? Do you have any other criteria that you think is important or any of these that you don't feel should be considered in the process?

Commissioner Holt said you were asking these questions just on this last section? Amy Cannon said on all of them. I went through all 12 pretty quickly but any of them. Commissioner Holt said back at the very beginning, you were naming off all advantages here. I would like for you to put

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in the cost of living here being substantially lower than other places. Amy Cannon said I'm sorry I'm having trouble hearing you, Commissioner Holt. Commissioner Holt said the cost of living here. When you were saying the positive things. Amy Cannon said yes sir. Commissioner Holt said one of the other things is I know we're rural county, but if you look at all the surveys you see it on Facebook and other places, we're usually like Cary and Mebane. Those areas fall in like the top 10 in the country. So we're just barely off the bubble of the most desirable places to live. I hate to bring out a county, but let's just say Hyde County. It's way down you know. It's pretty much just farmland. This would be a lot more desirable I think to more people than to live somewhere like that. So I would like if you're pushing the positives of here, that we are really one of the most desirable places in the country to live. We're just barely out of the bubble of say Cary, Mebane, and Hillsboro. Amy Cannon said and to that point, that's what that vacancy announcement is for. That's your opportunity to sell this community. You're right on the Virginia border. You're close to other larger metropolitan areas, but you have a small town rural lifestyle. But you can travel somewhere to work, but you have a country rural lifestyle that some people may be looking for. There's a lot that Caswell has to offer to a candidate and a family.

Amy Cannon asked are there any other thoughts about the evaluation criteria. If not, we'll go to the final slide this evening. Once you conducted the interviews and you have the candidate, then we would conduct your reference checks for you. Then sit down, go over the reference checks with you, and give you the results. Then your HR Director would, as they normally do, do the background check and the credit check. That next step is where the salary comes into play, the benefits, and drafting a contract. There templates out there. ICMA has a template for a contract. Your county attorney could write one as well, but in the contract, that's where you would spell out and agree to the compensation. You would talk about the other benefits: any 401K match that you would consider, health insurance, and any other benefits. The other thing to consider is the moving and relocation expenses. If someone's coming out of county, then normally the local government pays the moving expenses. The way that I've customarily seen that happen is you have a candidate get three quotes from three moving companies and accept the lowest one, or that's the bottom line that you would reimburse for. But that's something else that you need to consider is the moving expense for a family coming here. Then going back to Commissioner Gwynn, it's not a bad idea to lay out in the contract the membership dues that you're willing to pay. For ICMA to be a credential manager and a part ICMA, there are annual dues. So lay that out and also any continuing professional education and conferences. You want to start off like you want to end up, and it's better to put something in the contract that addresses that. Then you also want to have something in the contract that speaks to resignations or separation and what happens at that point. So I think we've come to the to the end.

Johnna Sharpe said I have one thing. If you don't mind. Amy said no, not at all. Johnna said I think probably as Amy and I have both been going through this, there's an assumption or my assumption has been that you will require them to be a Caswell County resident. So I wanted to make sure because I just think it's assumption. For me, I think that's extremely important. Even

as a department head in my career, I felt that if I was working for that community, it was important for me to live there. But somebody will ask. And to Mr. Holt's point, where you're close to other areas that might be more attractive, I think that's just something we need to put in the vacancy is that the expectation is that there will be a residency requirement within so many... Amy Cannon said right.

Commissioner Rose said of course I was going to say you're going to have to give them a time frame. Within so many days, you have to have relocated here. Johnna Sharpe said yes. Amy Cannon said yes. With the housing market the way it is, they may have to find some temporary residents before they actually fully move here. I've seen that in other communities, and they give them a year to be a permanent resident. Johnna Sharpe said I just wanted to make sure that was a valid assumption that residency is expected. Commissioner Rose said if they are hired, they would have to find something. Johnna Sharpe said right.

Amy Cannon said so Mr. Chairman and Board members, Johnna and I have tried to lay out and give you things to consider for that well defined structured process. I know it's been a lot, but we had copies made so that you can reference that. I think Johnna and I have our homework that you've given us. Johnna is going to work on getting some of the questions answered. I'm going to write the vacancy announcement, and with um your permission, we would like to come back and maybe have a short meeting before the 16th. However, you want to do it. I don't want to jump to any conclusions, but we'd like to come back and shore all that up. I get that you're anxious and ready to move forward, and we'd like to have some questions answered. To Commissioner Rose's point, we can tell you ahead of the meeting what decision points need to be made. So let me stop there. Ask us any questions that you have, any thoughts, or any direction you want to give us.

Commissioner Rose said I'd like to thank you all for what you have done. It's a lot. Looks like a lot of work went into it. A lot of forethought went into it. I appreciate it.

Chairman Dickerson said when you do the background reference checks, do you contact their former employers? If so, do you get any kind of useful information when you do that? Do they tell you hey, they worked here from this date to this date, but they don't give you a personal reference stating that they think they'd be good for the job or not? How much forthcoming do you get from people? Johnna Sharpe said I think it depends on if you wanted us to ask them to give you all references from former employees, we can certainly do that. Amy Cannon said employers, and Johnna Sharpe said or employees, people who have worked for them. I mean yes. Chairman Dickerson said do you find, if you contact them, it's worth your while? Will they talk to you and tell you anything? Mrs. Sharpe said often times not, if you call that county, unless that person has already let them know, and they're willing to give a regular reference. Most of the time when you ask for references for these candidates, they're not going to be coming from their current county. They're going to be from, not County, but previous employer or people who they've worked with in other professional arenas. You're right. I mean typically you get this

employee worked here from this date to this date, especially if you call the HR department because they're trained to just only give you that. But if they listed someone as a reference, they should have done their homework and that person should be willing to speak with us. But you're right that we will at least from the standpoint of verifying things on their resume, we may reach out to those HR departments to confirm that.

Chairman Dickerson said with that being said, are any questions from the Board? If not, I appreciate you all coming in tonight. I'll have time to put my eyes on it, but it's been very informative. Amy Cannon said okay, and we'll see you on the 16th. Thank you for your time. Johnna Sharpe said thank you very much.

RECESS:

The Board took a recess until 6:30 pm when the Regularly scheduled meeting began.

WELCOME:

Chairman Dickerson called the meeting to order, and welcomed everyone to tonight's meeting of the Caswell County Board of Commissioners. Then all paused for a moment of Silent Prayer, and the Board of Commissioners and all the guest in attendance recited the Pledge of Allegiance.

PUBLIC HEARING FY 2024-25 COMMUNITY TRANSPORTATION PROGRAM PROJECT GRANT:

Melissa Williamson said good evening Commissioners. You want me to go over this first, or do you want to enter into the Public Hearing before you have me read over this? Or read this first then go to the public hearing? Chairman Dickerson said read over it first, and Melissa Williamson said okay. Caswell County Area Transportation System is required to complete the Community Transportation Grant Application at the Capital Call for Project Grant Application for fiscal year 2024-25 by October 6, 2023. We are required to hold a Public Hearing on the proposed projects to allow members of the community the opportunity to comment on the transportation needs and grant applications. The Public Hearing will be held at the Commissioners meeting tonight. We are requesting two replacement buses in the FY 2025 Capital Grant application. We are requesting Administrative funding in the 5311 CTP application. The Capital 5310 purchase of service's objective is to provide transportation services that meet the special needs elderly persons and person with disabilities to who mass transportation services are unavailable, insufficient, or inappropriate. We need to have a motion made by the Board and second by another Board member for the adoption of the section 5311 CTP application and Capital Call for Projects Program resolution, and put to a vote to duly adopt the resolution. Our grant once again is due on October 6th, and please note that if the standard language included in the resolution by PTD is altered or changed in any way, we will not be required to submit a new resolution. The requirement to submit a new resolution may result in a

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delay and approval of our CTP Grant application funds availability. All local funding funds required are transportation dollars. No ad valorem tax dollars are required for the operation of CATS. CATS is operating as a stand-alone enterprise fund. We are requesting in administrative \$138,869. We are asking in Capital for \$261,200, and in the 5310 Capital Purchase of Service we're requesting \$20,000. The total project is \$420,069 that we are requesting in these three particular grants that we apply for every year to the state. Our local share is \$48,950. For the members that are new on the Board, our local match always comes from our Enterprise funds, from our revenue surplus, and from the sale of our vehicles. We do not use any ad valorem tax dollars or anything like that to help make up this match that we're required to meet. The state pays 90% of the capital, 85% of the administrative, and the 5310 Grant, they will pay 9% of it.

Chairman Dickerson asked are there any question before I move forward.

Chairman Dickerson opened the Public Hearing on the Community Transportation program project Grant. Is anyone here that would like to speak on this issue?

A **motion** was made by Commissioner Jefferies and seconded by Commissioner Gwynn and **carried unanimously** to approve the project Grant. (Ayes: Commissioners Holt, Gwynn, Yarbrough, Rose, Jefferies, and Dickerson)

PUBLIC COMMENTS:

Chairman Dickerson asked can you come up to the podium?

Janoff Graves: Good evening everyone. My name is Janoff Graves, and what I want to complain about is the dead trees and stuff along 62, which is Badgett Sisters Parkway. They all over the road, and every time it rains or wind blow, we got a tree laying down. We got three or four school buses coming through there. Then another thing is the signs that you have at the end of the road. I don't know if y'all are familiar with the area, but at the end of Boy Scout Road going towards 158, they used to have a sign up there. I've been gone about 40 some years, but they used to have a sign there saying Reidsville and Yanceyville. You go down there now and there isn't nothing there or at none of the end of these roads. I get to the end of Marshall Graves Road and I see it say Burlington or Reidsville, but nothing is there. Nothing's there. I just wonder what happened to the sign. Do they cut the trees down, or you have to go cut them yourself? That's my complaint. The trash and the grass cut, but I know they come through the area every three or four months to cut the grass. The trash is terrible because we, in the neighborhood, pick up paper and trash from the bridge up to the stop sign, which is Marshall Graves Road, and sometimes we go down to the other bridge on Badgett Sisters Parkway. So most of what I'm complaining about is the trees because they really got trees leaning against trees that could fall in the road any day. The trees, you got three or four school buses coming through there and I got my family coming there. I don't want to see no one get hurt, but they really need someone to take a look at those trees. They really do, and the sign at the end of the

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roads. Now I've been gone away from here 40 some years, and my wife, she not from around here. She gets the end of the road, and she don't know where to go. We got a GPS system, but half time the GPS system might put you on a back road somewhere. But that's all I got to complain about. If we can have any help with the trees, I can go along with the trees, but the signs at the end of the roads, we really need those. People could come in and don't know where they at. So that's all I got to complain about.

Chairman Dickerson said thank you, sir. Then asked the County Manager can we have the Department of Transportation take a look at that. Mr. Smith said we sure can. The Chairman said thank you, sir.

Chairman Dickerson was moving on to recognitions when someone in the audience said excuse me. I got here a little late, but can I say a couple words? Chairman Dickerson said yes ma'am. Normally we ask folks to sign up, but go right ahead.

Gwendolyn Lunsford: Good evening to the Board. My name is Gwendolyn Lunsford. I'm not here with a complaint. I came to the last meeting, and I was really impressed. I am almost a new resident here in Caswell County. I've been here since last year, and it is my duty or I feel it's my duty to be an advocate in the community. I live here, and I want where I live to be safe for everybody. So that means I need to contribute. What can I do to contribute? So I signed up for the Adult Advisory Board. Why? I've been in the health field since 1995. I work with the elderly population as well as the younger population and the mental health population. I am a COO at Across the Life Span, where we help with all populations. I just wanted to let you know who I am so when y'all look and my name come across y'all know what my credentials are before y'all vote. Thank you. Chairman Dickerson said what was your name again? Ms. Lunsford said Gwendolyn Lunsford. I'm not sure if somebody else signed up, but before y'all make a decision, I just want y'all to know what I could bring, my expertise, that I can bring to the table instead of just voting somebody in not knowing what they can do. Chairman Dickerson asked which committee did you sign up for? Mrs. Lunsford said the Adult Advisory Committee. Commissioner Yarbrough said it has 6 vacancies on it. Chairman Dickerson said thank you ma'am, and Ms. Lunsford said thank you.

RECOGNITIONS:

There were no recognitions.

AGENDA:

APPROVAL OF AGENDA:

A **motion** was made by Commissioner Yarbrough and seconded by Commissioner Gwynn and **carried unanimously** to approve the agenda. (Ayes: Commissioners Holt, Gwynn, Yarbrough, Rose, Jefferies, and Dickerson)

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APPROVAL OF CONSENT AGENDA:

a. September 18, 2023 Regular Meeting Minutes

A **motion** was made by Commissioner Jefferies and seconded by Commissioner Rose and **carried unanimously** approve the consent agenda. (Ayes: Commissioners Holt, Gwynn, Yarbrough, Rose, Jefferies, and Dickerson)

DISCUSSION ITEMS:

NATIONAL GUARD CYBER ASSESSMENT REVIEW:

Jason Benson, IT Director, said good evening. Thank you Mr. Chairman. Thank you Commissioners. I'm Jason Benson, IT Director for Caswell County. Back in April, the National Guard of North Carolina conducted a cyber-security and vulnerability assessment at no cost to the county. They spent a week on site with the IT Department performing scans and reviewing our security posture. Toward the end of August, I received the results of the assessment, and it is an extremely in-depth and comprehensive document. The next suggested step is to attend a WebEx with the National Guard to highlight some of the critical findings and answer any questions that we may have. We are encouraged to have County Commissioners participate. The WebEx is scheduled for Wednesday, October 18th at 3 p.m. I invite all of you to participate in this review, if at all possible. One of the recommendations from the National Guard is for the IT Department to conduct regular meetings with the County Commissioners and senior leadership to stay informed on the cyber-security posture of the county. I am more than happy to meet with the Board at whatever frequency you feel is necessary to engage in further discussions about cyber-security in Caswell County and any other responsibilities of the Information Technology Department.

Chairman Dickerson said are there any questions? Commissioner Rose said that meeting, you said was scheduled on the 18th. Jason Benson said October 18th on a Wednesday at 3 p.m. Commissioner Rose said 3 p.m. Will you send out or will you send an email out with the link to log in on? Jason Benson said yes sir. Commissioner Rose said thank you.

FINANCIAL ADVISORY COMMITTEE:

Interim County Manager, Tony Smith said I would like to request that the Board of Commissioners allow the County Manager to form a Financial Review Committee consisting of the County Manager, possibly the Deputy County Manager, and one or two members of the Board to set deadlines and guidelines and follow the...Someone in the audience said we can't hear you. I'm sorry. County Manager Smith said to provide progress on our financial updates, and make sure we meet deadlines and report them timely to the Board.

Chairman Dickerson said are there any volunteers from the Board for the committee, or discussion on this? Do you want to form this, or what are thoughts of the Board? Commissioner Yarbrough said how many members did you say Mr. Smith? County Manager Smith said I would say five (5) would cover it. Five would be enough. Commissioner Yarbrough said you, the

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Deputy Manager would be two, and then how many Commissioners are you asking or that you think should be on it? County Manager Smith said I talked to the NCACC and she suggested maybe two, if we could get two Commissioners to be on that Board. Commissioner Yarbrough said and how often are you talking about meeting? County Manager Smith said I would say initially monthly, and then we can move to quarterly if need be. Initially to watch our progress, I think it need to be monthly.

Commissioner Holt said I would like to volunteer. Chairman Dickerson said do we have any other volunteers? Commissioner Gwynn said I will volunteer. Chairman Dickerson said what's the pleasure of the Board? Do we have a motion?

A **motion** was made by Commissioner Rose and seconded by Commissioner Dickerson and **carried unanimously** to appoint Mrs. Gwynn and Mr. Holt to the Financial Advisory Committee. (Ayes: Commissioners Gwynn, Yarbrough, Jefferies, Rose, and Dickerson. Nays: Commissioner Holt)

Commissioner Yarbrough said now are your other members going to be just community members at large? County Manager Smith said it needs to be internally, within the county. We thought about going to CPAs, bankers, and so forth, but we were advised to keep it internal. Someone that knows something about the financial end and knows a balance sheet and income stream. Once I'm replaced, I would like to volunteer for that Board as well. Commissioner Yarbrough said do we need a motion Mr. Chairman to even form this committee to start with. County Manager Smith said I don't think so. This is just a committee. It's not a board; it's just a committee. I can take care of that.

Chairman Dickerson said thought on any other folks. Do you know if we need to advertise it? Commissioner Rose said that was going to be my question. Are we going to advertise these positions for this committee like we do everything else? County Manager Smith said no sir. I think that would be a board. I think this would be an internal committee of County employees sitting down with the Financial Director once a month initially to review financial status. Chairman Dickerson said do you have any recommendations as far as personnel? County Manager Smith said yes. I say a couple of Commissioners, the new County Manager, myself, the deputy County Manager, and possibly one more. Chairman Dickerson said so what else do you need out of us. County Manager Smith said I think just volunteers. Commissioner Rose said what about the Finance Director? County Manager Smith said the Finance Director does not need to be on that board. She will be answering to the committee.

ACTION ITEMS:

GUN ON PREMISES POLICY:

Attorney Russell Johnston said thank you Mr. Chairman and members of the Board. If you recall at our last meeting, we discussed the Caswell County Safety Manual, and in that manual is the

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Workplace Violence Prevention Policy. We proposed to add language into that policy to address the Gun on Premises or County properties. In your packet, you will see a proposal based upon the input from the Board at the last meeting along with the County Manager. The proposed language would read as follows:

Whenever a gun is discovered or presented in the County Government Property, the county employee or county Department Head shall call the Caswell County Sheriff's Department immediately. The county employee or Department Head shall then immediately notify the County Manager. The County Manager shall work in conjunction with the Sheriff Department to determine if the county property shall be shut down and evacuated. County employees and the general public shall not be allowed back on the county premises until given authority by the Caswell County Sheriff's Department. Of course, I discussed the exceptions briefly at the last meeting, but there are 13 exceptions that fall under this policy. There are the same exceptions as listed in the general statutes and in our own County Code of Ordinances. So this is a working draft so feel free to give input, but I think it's important that we err on side caution. As mentioned in the last meeting, let the Sheriff's Department handle any potential threat of violence if possible.

Chairman Dickerson said I personally agree. I think that's well said. Any comments from the Board or questions? Is that policy ready to be voted on tonight for approval? Commissioner Holt said you said that was a rough draft. Attorney Johnston said well it is the drafted resolution. It can be voted on tonight, and it's my recommendation that it be implemented into the Caswell County Safety Manual. Now Mr. Smith may have some input because the safety manual does need to be updated. I think he may address those in his comments. County Manager Smith said I will. Chairman Dickerson said so does that need to be done before we move on? Or are we ready to go. Attorney Johnston said it's at the pleasure of the Board. This proposed language could be voted on tonight and implemented into the safety manual because the safety manual is an active County document and policy. So it's really the pleasure of the Board if you do it tonight, or we can wait and update the manual all at one time.

Commissioner Rose said my question is does the policy you have rough drafted here contradict the safety plan policy? Are there parts of that plan that will not coincide? Attorney Johnston said well that's a good question Commissioner Rose, and is that specifically related to guns found on county property. So in the Workplace Violence Prevention Policy it refers to external threats of violence, but it doesn't specifically relate to guns. In the safety manual it does mention at the beginning, and keep in mind it is about 112 pages. But at the beginning, it does mention the brandishing of weapons, but in the document I didn't specifically see anything related to gun heresies policy. But I'll be glad to do further research in that manual or any other documents.

Chairman Dickerson said with that being said, would you like for us to wait until you look at that? Attorney Johnston said yes sir. Chairman Dickerson said so we can have that ass an Action next time.

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FISCAL YEAR 2024 BUDGET AMENDMENTS:

Amendment # 4:

Finance Director, Jennifer Hammock, said good evening Commissioners. Before you, you have two budget amendments. The first one is budget amendment number four (4). Justification for this is the Board voted to terminate the County Manager's contract. The County Manager's contract provided for payout of leave balances and six-month salary and benefits. As the Economic Development Director is serving as the Interim County Manager savings in the Economic Development Department are available to offset a portion of the cost. The remainder will be covered by an appropriation of fund balance. I'll entertain any questions you may have.

Commissioner Yarbrough said one or maybe two questions. The \$82,000 that it's been proposed to shift from the Economic Developers salary, I guess for the sake of I don't know if he has any other expenses or not, into this budget item. Okay. Unless for the sake of compensation, during this budget year we hire a new County Manager, the current Interim Manager goes back and resumes his position as Economic Developer. We'll have to come back, and do another budget amendment shifting funds again. Finance Director Hammock said that's possible. Yes.

Chairman Dickerson said what is the balance in that part? Finance Director Hammock said in the? Chairman Dickerson said Economic Development column. Finance Director Hammock said the original budgeted amount was \$287,473 for salary and benefits. Chairman Dickerson said so that would be what's still in there? Finance Director Hammock said once we move out the \$82,000 to cover a portion of the payout, the remaining balance would be roughly \$205,473. So we probably won't have to do another budget amendment, but there's a possibility.

Commissioner Yarbrough said \$61,000 is coming out of fund balance, and Finance Director Hammock said yes sir.

Chairman Dickerson said any other questions from the Board? What is the pleasure of the Board?

A **motion** was made by Commissioner Yarbrough and seconded by Commissioner Rose and **carried 5-1** to approve budget amendment number 4. (Ayes: Commissioners Gwynn, Yarbrough, Jefferies, Rose, and Dickerson. Nays: Commissioner Holt)

Amendment # 5:

Finance Director, Jennifer Hammock, said you'll see in front of you budget amendment number five (5). Justification: this is to create a new multi-year fund and budget revenues and expenditures for the Domestic Violence Grant. Just to give you a little information. Family Services receives grants that operate for multiple fiscal years periodically. Many of these grants operate on a fiscal year from September to October instead of July to June. The objective here is

to create this new fund specifically for the multi-year grants to separate them from the single-year grants for a more streamlined, easier, and accurate reporting. Are there any questions?

Commissioner Yarbrough said this is State grant money? This is not county tax revenue. Correct? Finance Director Hammock said yes sir.

Chairman Dickerson said any more questions?

A **motion** was made by Commissioner Dickerson and seconded by Commissioner Yarbrough and **carried unanimous** to approve budget amendment number 5. (Ayes: Commissioners Holt, Gwynn, Yarbrough, Jefferies, Rose, and Dickerson)

COMMISSIONER BOARD AND COMMITTEE:

Interim County Manager Tony Smith said currently we have two boards that do not have representative from the County Commissioners on the board. Both requested that we ask the Commissioners to decide who can represent them. One being the Board of Health and the other being the Economic Development Commission.

Chairman Dickerson asked when does these committees meet? County Manager Smith said sorry? Chairman Dickerson said when do they meet? County Manager Smith said the Economic Development Commission meets the second Monday of each month, and I'm not positive about the Board of Health. Chairman Dickerson said the second Monday of each month at what time frame. Day or night? County Manager Smith said 1:00 p.m. I think currently Commissioner McVey is assigned to that board, but my understanding is that he won't be attending any more meetings.

Commissioner Yarbrough said which board was that? County Manager Smith said Economy Development Commission.

Chairman Dickerson said I would love to serve on that board, but I just can't make it in the middle of the day like that. It conflicts with my job.

Commissioner Rose said who all sits on this Economic Development board? County Manager Smith said the Mayor, County Manager, Economic Developer, and Laura Prichardo.

Commissioner Rose said my question is this. If it was Thursday or Friday, anytime Thursday or Friday, I have no problem sitting on it. Or if there's a way that the meeting could get moved to Thursday at 1:00 versus Monday, I can do it. I mean I'll be more than glad to serve on it. I got to get it to where I can make it. I didn't know if the Mondays were set in stone. County Manager Smith said Mondays have been set in stone for many years. I thank the chairman set it the time and it has been then for a set time.

Chairman Dickerson said I don't think we have any takers.

County Manager Smith said the second is the Board of Health. I think currently Commissioner Gwynn is on that Board. There is a conflict in understanding. Commissioner Gwynn said the Board of Health, and County Manager Smith said yes.

Commissioner Yarbrough said when do they meet? Tuesday? Commissioner Gwynn said that is the one we switched off. The clerk said Tuesday at 6:30 pm. Commissioner Rose said in the evening? The clerk said yes. Commissioner Rose said I can do that one. The clerk said but I thought it was a conflict of interest for you. Commissioner Rose said well that's the problem. My daughter works for the Health Department. I have no problem serving. Commissioner Gwynn said could he not recuse himself? Could he not recuse himself if his daughter was involved? Commissioner Rose said I guess that would be a question for our County Attorney.

Chairman Dickerson said Mr. Johnston, I think Mrs. Gwynn has a question. Attorney Johnston said yes sir. I was listening to the clerk. On the face of it, my opinion is a conflict of interest. I'll be glad to do a bit more research and give you guys a definite answer. On my legal opinion now in the face of that does appear to be a conflict of interest. Commissioner Rose said I just don't want anybody to say that I'm trying to get on the board. I'm trying to help this Board out by filling a vacancy, but I don't want to have a conflict. Attorney Johnston said yes sir.

Chairman Dickerson said with that being said, we'll wait and hear back from the attorney because I don't think we have any other takers. Attorney Johnston said we will see if we can find a loophole.

BOARD AND COMMITTEE APPOINTMENTS:

County Manager Smith said we have a number of boards with vacancies.

ABC Board: There is 1 member whose term expired on September 30, 2023 and Mr. Mitchell has reapplied for this board.

A **motion** was made by Commissioner Yarbrough and seconded by Commissioner Rose and **carried unanimously** to **appoint Tony Mitchell to the ABC Board**. (Ayes: Commissioners Holt, Gwynn, Jefferies, Rose, Yarbrough, and Dickerson)

Agricultural Advisory Committee: There 9 vacancies currently on the Agricultural Advisory Committee. We received 6 applications. Currently this board cannot meet because they do not have representation.

Chairman Dickerson said what's the pleasure of the Board?

Attorney Johnston said Mr. Chairman, if I could just interject. If we can just have a motion to open the floor for nominations. Then the appointments may be made. Chairman Dickerson said okay. Can I get a motion to open the floor for nominations?

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A **motion** was made by Commissioner Rose and seconded by Commissioner Holt and **carried unanimously** to open the floor for nominations. (Ayes: Commissioners Holt, Jefferies, Rose, Gwynn, Yarbrough, and Dickerson)

Commissioner Holt **nominated** Matthey Solomon.

Commissioner Rose said Mr. Chairman, how many can we nominate at one time? Chairman Dickerson said that would be a good question for the Attorney. Attorney Johnston said well there's nine openings. Is that correct Mr. Smith? Interim County Manager Smith said that's correct. We have six applications. Attorney Johnston said six applications. So I would say two nominations per Commissioner. Then each applicant will need a majority vote to get on the board, but once all the nominations are made, we need to close the floor for nominations. Then the vote will be taken for all the nominees.

Commissioner Rose **nominated** Lucas Bernard and Bryan Singleton.

Commissioner Holt said I'd also like to **nominated** Kin Watlington as a second one.
Commissioner Gwynn **seconded** the nomination.

Commissioner Yarbrough **nominated** Allen Smith and Matthew Solomon.

Chairman Dickerson said the only one that has not been nominated is Emily Buchanan. If there are no more nominations, ...

A **motion** was made by Commissioner Yarbrough and seconded by Commissioner Gwynn and **carried unanimously** to **open the floor for nominations**. (Ayes: Commissioners Holt, Jefferies, Rose, Gwynn, Yarbrough, and Dickerson)

Lucas Bernard: 6

Bryan Singleton: 6

Kin Watlington: 6

Allen Smith: 6

Matthew Solomon: 6

Commissioner Yarbrough said Mr. Chairman, if I may. Chairman Dickerson said go right ahead. Commissioner Yarbrough said I hadn't noticed this before, but I was looking over these applications. If you see right there at the top, it says if you work or live in Caswell County and so on and so forth. My line of thinking is that if you're going to serve on a Caswell County committee, you need to be a Caswell County resident. I don't know how the Board feels, but that's the way I feel. Chairman Dickerson said myself, I'd be inclined to agree with you. Commissioner Yarbrough said would that be proper Mr. Attorney. Attorney Johnston said that would be within the pleasure of the Board. As my understanding, it was always a county policy that you did have to be a resident to serve on the County boards. I'm not sure why it changed. Commissioner Yarbrough said that was what I had thought until I just happen to read that at the top of application. Attorney Johnston said that would be within the discretion of the Board, but I

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guess it would behoove us to review the Caswell County personnel policy see the exact language. I can review it if that is the pleasure of the Board. Commissioner Yarbrough said I would like for you to look at that if you could. Attorney Johnston said yes sir.

Chairman Dickerson said the following boards will be re advertised and presented at the next meeting: Board of Adjustments-five alternates needed, Caswell County Adult Advisory Council-six vacancies, and Hunting and Wildlife Advisory Committee with one vacancy.

COUNTY MANAGER'S UPDATES:

County Manager Smith said thank you Mr. Chairman. We have a safety manual that needs some revisions. Some sections need to be edited and some sections need to be deleted. I'm thinking it was written in the 1990s. So we're hope to go through it with the current Safety Committee and evaluate each section to make decision as to what need to be updated, revised, or deleted. It will include the new Gun on Premises Policy. Once we go through the entire manual, we would like to bring it back to the Board for approval.

Next I give you an EEOP update. I'm going to ask Ashley Powell to talk a little bit about the demonstration we had this week.

Ashley Powell said so this Mr. Smith had brought back to the Board as far as an EEOP. We're going to bring back a cost for the data that we needed to meet the requirements for the grant that the Sheriff's Department had received. We have got those quotes back, and Mr. Smith will give that to you, but the software that we looked at is actually utilizing the software that we already have, Munis. This would be an application that was within Munis, and this will streamline the hiring and recruitment process so applicants will be able to apply online and use the software we already have. We can post jobs on there through Indeed and Monster. It's a great resource there, and our staff is already familiar with the software we already have. So I think it'll be a great thing when we get this in place.

County Manager Smith said I can give you a financial update on the cost. There a reoccurring annual expense of \$1,376 for the Munis system and has a one-time front charge of \$2,800 for year one. When we go forth from year one it will be only \$1,376, and we can be able to receive hundreds of thousands of dollars in grants. We will have laid out our computer system for HR and applicants will be able to apply online.

Commissioner Yarbrough said so it's \$1,376 annual costs, and a \$2,800 one-time cost, but this is software that we already have in place. Ashley Powel said it's through Munis our current financial and HR software. County Manager Smith said so with that being the case, we want to make that an action item next time. Could we ask for approval now as far as getting and purchasing the software to get the process going?

Chairman Dickerson said what's the pleasure of the Board?

Commissioner Yarbrough said how time sensitive is getting this policy up and going? County Manager Smith said we're receiving a grant, and now I think we had 120 days which started yesterday to have this program implemented. So that's our time. Ashley Powel said and there's a 45-day turn around as far as the software getting the training and everything in place, but the policy, me and the NCACC is currently working on getting the policy in place. So I don't think that'll be the hold off. We'll bring that back to the Board at a later date, but getting this software in place we really need to move on that quickly to make that guideline.

Commissioner Rose said where are you going take these funds from. Where are these funds going to come from as far as a line item? Where is this \$2,800 and \$1,376 going to come from? County Manager Smith said the annual cost is \$1,376, and the only other cost we have is actually Ashley's time. She can post that, but it's a big time saving tool. Eventually the NCACC will provide personnel to help with that. Commissioner Rose said I understand that. I'm asking where is the money coming from? What line item in the budget is it coming out of? The finance Director said contractual services. County Manager Smith said contractual services and administration. Commissioner Rose said how much do we have in there? Finance Director Hammock said I'm not 100% sure, but we do have enough to cover this.

Chairman Dickerson said gentlemen, what are you going to do?

Commissioner Rose said one last question. How much is this grant? County Manager Smith said the grant is \$106,000. Commissioner Rose said so if we don't act on this \$1,376 and this \$2,800, Attorney Johnston said then we are subject to lose that grant.

A **motion** was made by Commissioner Holt and seconded by Commissioner Gwynn and **carried unanimously** to approve the purchase of the software. (Ayes: Commissioners Holt, Jefferies, Rose, Gwynn, Yarbrough, and Dickerson)

County Manager Smith said finally I'm pleased to say we received last week the final draft for the 2021 balance sheet, and I'm pleased to say that actually the concluded stronger in 2021 than it was 2020. The fund balance increased \$39,000. It's increased to 15.2% from 14.8. Revenues increased just under \$2 million per year, and expenses decrease just over \$2 million. So initial reports are good for 2021. I met late last week with Dominion Energy and they are going to install a pipeline across Caswell County from Rockingham County to Person County going to the Hyco Power Plant. It is going from an 18 inch line to a 36 inch line. That will take place in year 2026. Commissioner Rose asked is that line going run along the existing? County Manager Smith said it's going run along the existing line, but I's just that the capacity will better service the Hyco Plant. I took the opportunity to talk to the committee about maybe running the gas line to the Pelham Industrial Park, so we'll see where that goes.

COMMISSIONER COMMENTS:

Commissioner Jefferies: I don't have a whole lot of comments, but I got a question I want to ask you. I saw where you signed this check paid out and the County Manager explained it kind

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of for \$120,000 paid out on June 16th. I saw where you sign it, but I didn't understand. Somebody in the street told me about this, and I asked the County Manager to look into it. Here it is, in case you didn't know it. Maybe the County Manager can explain it. If it happened the 16th, we should have known the 16th of June. Nothing come up, but it ought to have by now. Chairman Dickerson said we'll get the County Manager to explain it. It was a grant refund.

County Manager Smith said the money was forwarded to the county back for the Mesur.io project with hopes that they could add enough employees to justify going into business here in the County. As it turns out, they never got to that point. The money was deposited into our account, set there for some time, and was returned in June of this year. So it did not cost the county any tax dollars. Chairman Dickerson said did you hear what he said Mr. Jefferies? Mr. Jefferies said not really. We need to do something else with these speakers, because this one over here, I can't hear nothing. Chairman Dickerson said Mr. Smith, Mr. Jefferies could not understand what you said. County Manager Smith said yes sir. The money was forwarded to Caswell County for an incentive for the Mesur.io project, where they would hire so many people and would receive so many funds. That balance was \$120,000. So the money came into Caswell County and it set in our funds, but it never was dispersed to the company because they didn't earn that. They could not hire those jobs. They had problems and as a result the money had to be returned. It was done in June of this year. So it did not cost the taxpayers any money. Commissioner Jefferies aid I think you for doing it, but I think another \$120,000 was sent out. I don't know how many other guys knew it, but I didn't know until somebody told me. I had to check, but I don't think I should have to. If we have to pay, I think this Board should know about it.

Chairman Dickerson said it was refunded, but it was money that was put into the county. Mr. Jefferies said it was still Caswell County money, and we should have known it. We shouldn't have to listen to it out in the street.

Commissioner Yarbrough said was this state money put here create so many jobs? County Manager Smith said it was. They came in with big plans to hire so many people, and they qualified for \$120,000 incentive money from the state. The money came in, but they didn't create the jobs. It set in our account for a period of time, and then was returned. Commissioner Yarbrough said the state wanted it back in other words because the jobs weren't created? County Manager Smith said that's correct.

Chairman Dickerson said are there any more comments, Commissioners? Commissioner Gwynn said do we have a clue as to why the job wasn't created? County Manager Smith said that was before my time. I can't explain why they were not created. Commissioner Gwynn said because I think you know, we know that we are a poor county, but any time that kind of money comes in to us and then we give it back, that's not good management. I don't know who responsible, but that was poor management. Chairman Dickerson asked do you know the date on the grant? When it came in? When it originally came in? County Manager Smith said we can report it next time to

the Board. I suspect it was about 2-3 years ago. Commissioner Dickerson said I remember a discussion of that. If there are no other comments, we will move on.

ANNOUNCEMENTS AND UPCOMING EVENTS:

- September 23, 2023 Caswell County Bright Leaf Hoedown
- October 2, 2023 Commissioners Meeting 6:30 pm at the Historic Courthouse

ADJOURNMENT:

A **motion** was made at 7:21 pm by Commissioner Yarbrough and seconded by Commissioner Rose and **carried unanimously** to adjourn the meeting. (Ayes: Commissioners Holt, Gwynn, Yarbrough, Jefferies, Rose, and Dickerson)

Carla R. Smith
Clerk to the Board

John Dickerson
Chairman

October 2, 2023



Caswell County Manager Recruitment Work Session

October 2, 2023

Amy Cannon, NCACC Outreach Associate

Johnna Sharpe, Consultant to Counties through NCACC

Setting the Stage for Caswell County Manager Recruitment

Manager recruitment and selection is an important decision

Success is dependent upon a well- defined and Board approved process

A “Good” Process will:

- Attract and identify well qualified and experienced candidates
- Promote transparency and fairness in the hiring process
- Allow for comprehensive assessment of individual’s “fit” for position
- Mitigate risk of hiring wrong candidate
- Enhance public trust and confidence in the selection



Purpose of Today's Session

#1 Agree on Job Profile

Information to Discuss:

- Statutory Roles and Responsibilities
- Survey and Responses

#2 Agree on Recruitment Plan and Timeline

Information to Discuss:

- Vacancy Announcement and Advertisement
- Proposed Timeline
- Hiring Salary Range

#3 Agree on Application Review Process

Information to Discuss:

- Application Considerations
- Pre-screening Proposal

#4 Agree on Interview and Selection Process

Information to Discuss:

- Interview Process
- Evaluation Criteria
- Selection and Contract Negotiation

#1 - Job Profile

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NCGS 153A-83 Outlines the Powers and Duties of a Manager

Is the Chief Administrative Officer

Appoints employees of the county except those elected

Direct and supervise the administration of all county officers

Attend all Board of Commissioner meetings

Faithfully execute all order, ordinances, resolutions and regulations of the County

Prepare and submit the annual budget and capital program

Submit annual Budget to the Board and make available to the public a complete report on the finances and administrative activities of County

Provide other reports as requested by the Board concerning county operations, boards and commissions

Board Survey Data: Preferences

Number = 6

Type of Experience	Education and Background	Process versus Results Orientation	Governmental Experience
Broad =4	Experience = 6	Process = 3	Manager in Smaller Unit = 3
Specialized= 2	Education = 1	Results = 3	Assistant in Larger Unit = 5
	One respondent said "Both"		One Respondent noted private sector

Board Survey Data: Experience Preferences

Number = 6

Top Three

Administrative Leadership

Financial Management

Strategic Planning

EXPERIENCE PREFERENCES	Survey 1	Survey 2	Survey 3	Survey 4	Survey 5	Survey 6
Administrative Leadership	2	1	7	1	3	1
Strategic Planning	3	4	6	2	1	3
Financial Management	1	3	1	3	2	5
Community Engagement	5	6	4	6	7	7
Human Resource Management	4	2	5	4	4	4
Emergency Management	7	7	2	7	6	6
Legal and Regulatory Compliance	6	5	3	5	5	2

Board Survey Data: Personal Characteristics

Number = 6

Top Four

Excellent Communicator

Collaborative Management Style

Innovative and Strategic

Motivates and Mentors Staff

PERSONAL CHARACTERISTICS	Survey 1	Survey 2	Survey 3	Survey 4	Survey 5	Survey 6
Excellent communicator	6	4	2	2	3	9
Strong interpersonal skills	5	7	9	3	7	1
Innovative and strategic	8	1	8	4	1	5
Collaborative management style	1	3	5		2	3
Dynamic, approachable leader	7	8	6	1	5	7
Diplomatic, politically astute and apolitical	9	6	1		9	6
Dedicated public servant	3	5	7		8	2
Values excellent customer service	2	9	4	6	6	8
Motivates and mentors staff	4	2	3	5	4	4

#2 – Recruitment Plan and Timeline

#1 Agree on Job Profile

Information to Discuss:

- Statutory Roles and Responsibilities
- Survey and Responses

#2 Agree on Recruitment Plan and Timeline

Information to Discuss:

- Vacancy Announcement and Advertisement
- Proposed Timeline
- Hiring Salary Range

#3 Agree on Application Review Process

Information to Discuss:

- Application Considerations
- Pre-screening Proposal

#4 Agree on Interview and Selection Process

Information to Discuss:

- Interview Process
- Evaluation Criteria
- Selection and Contract Negotiation

Vacancy Announcement

Key community data,
amenities,
recreational
opportunities, history

Organization
structure, size,
budget priorities

Job profile, desired
strengths,
characteristics

Evaluation criteria;
qualifications, skills
and experience

Compensation and
benefits

Application process,
screening interviews
and reference checks

Distribution / Advertising of Vacancy

International
City/County
Manager's
Association (ICMA)

N.C. City/County
Manager's
Association

N.C. County
Commissioners
Association
(NCACC)

Contacts by NCACC
Outreach
Associates

County website

Recruitment and Selection Schedule

Posting of vacancy announcement –
October 16, 2023

Application closing date (**Nov 30**) or until
position filled?

Application review and pre-screening –
December 2023

Review applicant pre-screening results with
Board – **January 2, 2024**

Board interview process – **January ?**

Board selection, offer, reference/background
check, develop contract



Salary Survey Data

County	Region of State	2023 Population (Note 1)	Population Ratio Relative To Caswell	Surveyed Salary (Note 2)	Age Salary to FY24 -3% per year
Within Region					
Alamance	North Central	178,943	704%	\$144,891	\$153,584
Granville	North Central	62,776	182%	\$126,501	\$134,091
Person	North Central	39,681	78%	\$141,793	\$150,301
Rockingham	North Central	91,991	314%	\$172,550	\$182,903
Average Within Region				\$146,434	\$155,220
Within Population Range					
Ashe	Western	26,685	20%	\$103,000	\$109,180
Avery	Western	17,951	-19%	\$87,398	\$92,642
Bladen	South Central	29,077	31%	\$128,444	\$136,151
Caswell	North Central	22,245	0%		\$102,538
Cherokee	Western	29,387	32%	\$107,454	\$113,901
Greene	South Central	20,120	-10%	\$126,499	\$134,089
Hertford	Eastern	19,365	-13%	\$154,500	\$163,770
Martin	Eastern	21,291	-4%	\$136,017	\$144,178
Montgomery	South Central	25,745	16%	\$121,680	\$128,981
Yancey	Western	18,439	-17%	\$73,626	\$78,044
Average Within Population Range				\$115,402	\$122,326
Note 1: Source is NC State Demographer Population Projects					
Note 2: Source is UNC SOG NC County Salary 2021-22					

#3 – Application Review Process

#1 Agree on Job Profile

Information to Discuss:

- Statutory Roles and Responsibilities
- Survey and Responses

#2 Agree on Recruitment Plan and Timeline

Information to Discuss:

- Vacancy Announcement and Advertisement
- Proposed Timeline
- Hiring Salary Range

#3 Agree on Application Review Process

Information to Discuss:

- Application Considerations
- Pre-screening Proposal

#4 Agree on Interview and Selection Process

Information to Discuss:

- Interview Process
- Evaluation Criteria
- Selection and Contract Negotiation

Application Criteria and Considerations

Maintain applicant confidentiality throughout process

- Only successful candidate will be revealed

Require cover letter and resume in addition to application

Candidates will be asked to email application and cover letter/resume to Amy Cannon.

NCACC will review applications and rank by most qualified, qualified and not qualified

Most qualified applicants will move to pre-screening process



Pre-screening: Value and Purpose



NCACC will narrow the pool of qualified candidates for in-depth evaluation and screening interviews to:



Ensures applicant meets qualifications in job profile



Opportunity for initial assessment of applicant's fit with organization



Early identification of red flags or potential issues



Assessment of background and alignment with Board goals



Evaluation of candidate basic skills and competencies



Allows the Board to spend more time on highly qualified candidates

#4 – Interview and Selection

#1 Agree on Job Profile

Information to Discuss:

- Statutory Roles and Responsibilities
- Survey and Responses

#2 Agree on Recruitment Plan and Timeline

Information to Discuss:

- Vacancy Announcement and Advertisement
- Proposed Timeline
- Hiring Salary Range

#3 Agree on Application Review Process

Information to Discuss:

- Application Considerations
- Pre-screening Proposal

#4 Agree on Interview and Selection Process

Information to Discuss:

- Interview Process
- Evaluation Criteria
- Selection and Contract Negotiation

Interview Logistics

Pre-screening results
submitted to the Board

Consider paying “reasonable”
travel expenses

Board establishes interview
schedule

NCACC contacts candidates
and coordinates schedule

NCACC develops interview
questions based upon job
profile

Ensures consistency of
questions for all candidates

Compliance with
employment laws and
regulations

Interview Process

Interviews should be approximately one hour

Consider additional assessments; written, oral or situational exercises

All Board members participate in interviews

Goal is to narrow the field to one or two applicants

Determine if second interview is necessary

Candidate Evaluation Criteria



Education and qualifications

Education background, Masters of Public Administration

ICMA Credentialed Manager certification



Experience

Local government experience, preferably county

North Carolina local government experience

Demonstrated success in managing complex budgets, personnel and projects



Leadership and management skills

Ability to inspire and motivate staff

Conflict resolution and negotiation skills

Candidate Evaluation Criteria *(continued)*



Communication Skills

Strong written and verbal communication skills

Ability to articulate complex issues to different audiences



Policy and governance understanding

Deep understanding of local government structure, policies and procedures

Knowledge of challenges and opportunities facing Caswell County



Ethical and Legal Compliance

Commitment to ethical conduct and legal compliance

Experienced in ensuring transparency and accountability in operations

Candidate Evaluation Criteria *(continued)*



Problem solving and decision making

Effective problem solving in challenging situations

Ability to make data-informed decisions



Community engagement and relationship building

Success in building relationships with elected officials, stakeholders

Fosters collaboration among departments, community organizations



Financial management and fiscal responsibility

Skilled in developing, managing budgets, financial planning

Experience in maximizing efficiency and effective resource allocation

Candidate Evaluation Criteria *(continued)*



Long-term planning and vision

Forward thinking approach to county management

Ability in strategic planning and implementation of Board's goals



Adaptability and innovation

Capacity to adapt quickly to changing circumstances

Embraces innovative approaches to service delivery



Reference and background checks

Verification of candidate's qualifications, work history and reputation

Background and credit checks

Final Selection and Contract Negotiation

Conduct reference, background and credit check:

NCACC can conduct reference checks

Human Resources to conduct background and credit check

Contract negotiation – elements to consider

- Compensation
- Health, life insurance and other benefits
- Travel allowance
- 401-K contribution
- Moving and relocation expenses
- General work conditions, performance evaluations
- Membership dues, continuing professional education, conferences
- Employee separation; resignation, termination and severance



CASWELL COUNTY
Area Transportation System

To: The Caswell County Board of Commissioners
From: Melissa Williamson, Director of CATS *mw*
Date: September 22, 2023
RE: FY 25 Community Transportation Program, Capital 5310, and Capital Call for Project Grant Applications

Caswell County Area Transportation System is required to complete the Community Transportation Grant Application and the Capital Call for Project Grant Applications for fiscal year 2024-2025 by October 6, 2023.

We are required to hold a Public Hearing on the proposed projects to allow members of the community the opportunity to comment on the transportation needs and the grant applications. The Public Hearing will be held at the Board of Commissioners meeting on October 2, 2023.

We are requesting two replacement buses in the FY 2025 Capital grant application. We are requesting Administrative funding in the 5311 CTP application. The Capital 5310 purchase of service's objective is to provide transportation services that meet the special needs of elderly persons and person with disabilities to who mass transportation services are unavailable, insufficient or inappropriate.

We need to have a motion made by a Board member and seconded by another Board member for the adoption of the Section 5311 CTP Application and Capital Call for Projects Program and resolution and put to a vote to duly adopt the resolution. Our grant is due to PTD by October 6, 2023. Please note that if the standard language included in the Resolution provided by PTD is altered or changed in any way we will be required to submit a new Resolution. The requirement to submit a new Resolution may result in a delay in approval of our CTP grant application and funding availability.

All local matching funds required are transportation dollars. No ad valorem tax dollars are required for the operation of CATS. CATS is operating as a stand-alone enterprise fund.

Thank you for your cooperation in this matter.

PUBLIC HEARING NOTICE

Section 5311 (ADTAP), 5310, 5339, 5307 and applicable State funding, or combination thereof.

This is to inform the public that a public hearing will be held on the proposed Caswell County Community Transportation Program Application to be submitted to the North Carolina Department of Transportation no later than October 6, 2023. The public hearing will be held on October 2, 2023 at 6:30 PM before the (governing board) Caswell County Board of Commissioners at the Historic Court House located at 144 Court Square, Yanceyville NC 27379.

Those interested in attending the public hearing and needing either auxiliary aids and services under the Americans with Disabilities Act (ADA) or a language translator should contact Melissa Williamson on or before September 27, 2023, at telephone number 336-694-1424 Ext. 2 or via email at mwilliamson@caswellcountync.gov.

The Community Transportation Program provides assistance to coordinate existing transportation programs operating in Caswell County as well as provides transportation options and services for the communities within this service area. These services are currently provided using demand response. Services are rendered by CATS fleet.

The total estimated amount requested for the period July 1, 2024 through June 30, 2025.

NOTE: Local share amount is subject to State funding availability.

<u>Project</u>	<u>Total Amount</u>	<u>Local Share</u>
Administrative	\$ 138,869.00	\$ 20,830.00 (15%)
Operating (5311)	\$	\$ (50%)
Capital (Vehicles & Other)	\$ 261,200.00	\$ 26,120.00 (10%)
5310 Capital Purchase of Service	\$ 20,000.00	\$ 2,000.00 (10%)
Other _____	\$	\$ (%)
TOTAL PROJECT	\$ 420,069.00	\$ 48,950.00

Total Funding Request

Total Local Share

This application may be inspected at Caswell County Area Transportation System from 8:00 AM – 5:00 PM. Written comments should be directed to Melissa Williamson before September 27, 2023.

End of Notice

Note: AN ORIGINAL COPY of the published Public Hearing Notice must be attached to a signed Affidavit of Publication. **Both the Public Hearing Notice and the Affidavit of Publication** must be submitted with the grant application.

Last Updated: 04/03/2023

PUBLIC TRANSPORTATION PROGRAM RESOLUTION

FY 2025 RESOLUTION

Section 5311 (including ADTAP), 5310, 5339, 5307 and applicable State funding, or combination thereof.

Applicant seeking permission to apply for Public Transportation Program funding, enter into agreement with the North Carolina Department of Transportation, provide the necessary assurances and the required local match.

A motion was made by (*Board Member's Name*) _____ and seconded by (*Board Member's Name or N/A, if not required*) _____ for the adoption of the following resolution, and upon being put to a vote was duly adopted.

WHEREAS, Article 2B of Chapter 136 of the North Carolina General Statutes and the Governor of North Carolina have designated the North Carolina Department of Transportation (NCDOT) as the agency responsible for administering federal and state public transportation funds; and

WHEREAS, the North Carolina Department of Transportation will apply for a grant from the US Department of Transportation, Federal Transit Administration and receives funds from the North Carolina General Assembly to provide assistance for rural public transportation projects; and

WHEREAS, the purpose of these transportation funds is to provide grant monies to local agencies for the provision of rural, small urban, and urban public transportation services consistent with the policy requirements of each funding source for planning, community and agency involvement, service design, service alternatives, training and conference participation, reporting and other requirements (drug and alcohol testing policy and program, disadvantaged business enterprise program, and fully allocated costs analysis); and

WHEREAS, the funds applied for may be Administrative, Operating, Planning, or Capital funds and will have different percentages of federal, state, and local funds.

WHEREAS, non-Community Transportation applicants may apply for funding for "purchase-of-service" projects under the Capital Purchase of Service budget, Section 5310 program.

WHEREAS, (*Legal Name of Applicant*) Caswell County hereby assures and certifies that it will provide the required local matching funds; that its staff has the technical capacity to implement and manage the project(s), prepare required reports, obtain required training, attend meetings and conferences; and agrees to comply with the federal and state statutes, regulations, executive orders, Section 5333 (b) Warranty, and all administrative requirements related to the applications made to and grants received

UNIFIED GRANT APPLICATION

from the Federal Transit Administration, as well as the provisions of Section 1001 of Title 18, U. S. C.

WHEREAS, the applicant has or will provide all annual certifications and assurances to the State of North Carolina required for the project;

NOW, THEREFORE, be it resolved that the (Authorized Official's Title)* County Manager of (Name of Applicant's Governing Body) Caswell County is hereby authorized to submit grant application (s) for federal and state funding in response to NCDOT's calls for projects, make the necessary assurances and certifications and be empowered to enter into an agreement with the NCDOT to provide rural, small urban, and urban public transportation services.

I (Certifying Official's Name)* Carla Smith (Certifying Official's Title) Clerk to the Board do hereby certify that the above is a true and correct copy of an excerpt from the minutes of a meeting of the (Name of Applicant's Governing Board) Caswell County Board of Commissioners duly held on the ____ day of October, 2023.

Signature of Certifying Official

***Note that the authorized official, certifying official, and notary public should be three separate individuals.**

Seal Subscribed and sworn to me
(date)

*Notary Public **

Printed Name and Address

My commission expires
(date)

Affix Notary Seal Here

UNIFIED GRANT APPLICATION

FY 2025 LOCAL SHARE CERTIFICATION FOR FUNDING

Caswell County
(Legal Name of Applicant)

Requested Funding Amounts

<u>Project</u>	<u>Total Amount</u>	<u>Local Share**</u>
5311 Administrative	\$ <u>138,869.00</u>	\$ <u>20,830.00</u> (15%)
5311 Operating (No State Match)	\$ _____	\$ _____ (50%)
5310 Operating (No State Match)	\$ _____	\$ _____ (50%)
Combined Capital	\$ <u>261,200.00</u>	\$ <u>26,120.00</u> (10%)
Mobility Management	\$ _____	\$ _____ (50%)
5310 Capital Purchase of Service	\$ <u>20,000.00</u>	\$ <u>2,000.00</u> (10%)
ConCPT	\$ _____	\$ _____ (50%)
Capital Cost of Contracting	\$ _____	\$ _____ (%)
Traveler's Aid	\$ _____	\$ _____ (50%)
_____	\$ _____	\$ _____ (%)
_____	\$ _____	\$ _____ (%)
_____	\$ _____	\$ _____ (%)

Funding programs covered are 5311, 5310, 5339 Bus and Bus Facilities, 5307 (Small fixed route, regional, and consolidated urban-rural systems)

TOTAL	\$ <u>420,069.00</u>	\$ <u>48,950.00</u>
	Total Funding Requests	Total Local Share

****NOTE: Applicants should be prepared for the entire Local Share amount in the event State funding is not available.**

The Local Share is available from the following sources:

<u>Source of Funds</u>	<u>Apply to Grant</u>	<u>Amount</u>
<u>Enterprise Funds</u>	<u>5311 Admin</u>	\$ <u>20,830.00</u>
<u>Enterprise Funds</u>	<u>Combined Capital</u>	\$ <u>26,120.00</u>
<u>ROAP E&D</u>	<u>5310 Purchase of Service</u>	\$ <u>2,000.00</u>

TOTAL **\$ 48,950.00**
**** Fare box revenue is not an applicable source for local share funding**

UNIFIED GRANT APPLICATION

I, the undersigned representing (*Legal Name of Applicant*) **Caswell County** do hereby certify to the North Carolina Department of Transportation, that the required local funds for the FY2025 Community Transportation Program and 5307 Governors Apportionment will be available as of **July 1, 2024**, which has a period of performance of July 1, 2024 – June 30, 2025.

Signature of Authorized Official

Tony Smith

Type Name and Title of Authorized Official

October 2, 2023

Date

"Whenever a gun is discovered or presented on county government property, then the county employee or county Department Head shall call the Caswell County Sheriff's Department (911) immediately. The county employee or Department Head shall immediately notify the County Manager. The County Manager shall work in conjunction with the Sheriff's Department to determine if the county property shall be shut down and evacuated. County employees and the general public shall not be allowed back on the county premises until given authority by the Caswell County Sheriff's Department."

This policy shall not apply to the following persons as outlined in Section 22-62 of the Caswell County Code of Ordinances:

Exceptions:

- (1) Officers and enlisted personnel of the Armed Forces of the United States when in discharge of their official duties as such and acting under orders requiring them to carry arms and weapons.
- (2) Civil and law enforcement officers of the United States.
- (3) Officers and soldiers of the militia and the National Guard when called into actual service.
- (4) Officers of the state, or of any county, city, town, or company police agency charged with the execution of the laws of the state, when acting in the discharge of their official duties.
- (5) Any person who is a district attorney, an assistant district attorney, or an investigator employed by the office of a district attorney and who has a concealed handgun permit issued in accordance with G.S. 14-415.10 et seq., or considered valid under G.S. 14-415.24, provided that the person shall not carry a concealed weapon at any time while in a courtroom or while consuming alcohol or an unlawful controlled substance or while alcohol or an unlawful controlled substance remains in the person's body. The district attorney, assistant district attorney, or investigator shall secure the weapon in a locked compartment when the weapon is not on the person of the district attorney, assistant district attorney, or investigator.
- (6) Any person who is a qualified retired law enforcement officer as defined in G.S. 14-415.10 and meets any one of the following conditions:
 - a. Is the holder of a concealed handgun permit in accordance with G.S. 14-415.10 et seq.
 - b. Is exempt from obtaining a permit pursuant to G.S. 14-415.25.
 - c. Is certified by the state criminal justice education and training standards commission pursuant to G.S. 14-415.26.
- (7) Detention personnel or correctional officers employed by the state or a unit of local government who park a vehicle in a space that is authorized for their use in the course of their duties may transport a firearm to the parking space and store that firearm in the vehicle parked in the parking space, provided that:
 - a. The firearm is in a closed compartment or container within the locked vehicle; or

b. The firearm is in a locked container securely affixed to the vehicle.

(8) Any person who is a state district court judge, state superior court judge, or a state magistrate and who has a concealed handgun permit issued in accordance with G.S. 14-415.10 et seq., or considered valid under G.S. 14-415.24, provided that the person shall not carry a concealed weapon at any time while consuming alcohol or an unlawful controlled substance or while alcohol or an unlawful controlled substance remains in the person's body. The judge or magistrate shall secure the weapon in a locked compartment when the weapon is not on the person of the judge or magistrate.

(9) Any person who is serving as a clerk of court or as a register of deeds and who has a concealed handgun permit issued in accordance with G.S. 14-415.10 et seq., or considered valid under G.S. 14-415.24, provided that the person shall not carry a concealed weapon at any time while consuming alcohol or an unlawful controlled substance or while alcohol or an unlawful controlled substance remains in the person's body. The clerk of court or register of deeds shall secure the weapon in a locked compartment when the weapon is not on the person of the clerk of court or register of deeds. This subsection does not apply to assistants, deputies, or other employees of the clerk of court or register of deeds.

(10) Sworn law enforcement officers, when off-duty, provided that an officer does not carry a concealed weapon while consuming alcohol or an unlawful controlled substance or while alcohol or an unlawful controlled substance remains in the officer's body.

(11) State probation or parole certified officers, when off-duty, provided that an officer does not carry a concealed weapon while consuming alcohol or an unlawful controlled substance or while alcohol or an unlawful controlled substance remains in the officer's body.

(12) Persons carrying or discharge of guns or muskets on outdoor county facilities for ceremonial or battle re-enactment purposes where such activities have been granted approval and written permission by the county manager or his designee. However, in no event shall live ammunition be discharged.

(13) Persons storing a firearm or lawfully possessed weapon within a locked vehicle within the trunk, glove box, or other enclosed compartment or area within or on the motor vehicle; or persons storing an unloaded shotgun, rifle or other long gun within the cab of a locked truck. A person may unlock the vehicle to enter or exit the vehicle, provided the weapon remains in the closed compartment or truck cab at all times and the vehicle is locked immediately following the entrance or exit.

CASWELL COUNTY, NORTH CAROLINA
FISCAL YEAR 2024
BUDGET AMENDMENT NO. 4
Board Meeting: October 2, 2023

BE IT ORDAINED by the Caswell County Board of Commissioners that the following amendment is hereby made to the Fiscal Year 2024 budget.

Item 1: Transfer funds to cover cost of contract termination of County Manager.

JUSTIFICATION: The Board voted to terminate the County Manager's contract. The County Manager's contract provided for payout of Leave Balances and Six Months Salary and Benefits. As the Economic Development Director is serving as the Interim County Manager, savings in the Economic Development Department are available to offset a portion of the costs. The remainder will be covered by an appropriation of Fund Balance.

		FY24 Current Budget	Increase (Decrease)	FY24 Amended Budget
REVENUES:				
Appropriated Fund Balance	1000000 390000	2,020,785.00	61,000.00	2,081,785.00
TOTAL REVENUES		2,020,785.00	61,000.00	2,081,785.00
EXPENDITURES:				
Administration Department	Org 1004120	510,412.00	143,000.00	653,412.00
Economic Development Department	Org 1004910	287,473.00	(82,000.00)	205,473.00
TOTAL EXPENDITURES		797,885.00	61,000.00	858,885.00

ATTEST:



Clerk to the Board

October 2, 2023

Date

**BOARD OF COMMISSIONERS FOR
THE COUNTY OF CASWELL:**



Chairman of the Board

CASWELL COUNTY, NORTH CAROLINA
FISCAL YEAR 2024
BUDGET AMENDMENT NO. 5
Board Meeting: October 2, 2023

BE IT ORDAINED by the Caswell County Board of Commissioners that the following amendment is hereby made to the Fiscal Year 2024 budget.

Item 1: Implement Section 2 of Adopted Grant Fund Ordinance: Family Services

JUSTIFICATION: To create a new Multi-Year Fund (260) and budget Revenues and Expenditures for the Domestic Violence Grant

		FY24 Current Budget	Increase (Decrease)	FY24 Amended Budget
REVENUES: State Grant Funding	Fund 260		\$ 86,540.00	
TOTAL REVENUES - State Grant Funding			\$ 86,540.00	\$ 86,540.00
EXPENDITURES: Client Svcs-Domestic Violence	1605483 540000		\$ 86,540.00	
TOTAL EXPENDITURES			\$ 86,540.00	\$ 86,540.00

ATTEST:



Clerk to the Board

October 2, 2023

Date

**BOARD OF COMMISSIONERS FOR
THE COUNTY OF CASWELL:**



Chairman of the Board