



308 WEST JONES STREET
RALEIGH, NC 27603
919-715-4000
WWW.NCLM.ORG

February 1, 2017

Alex Sewell
Town Manager
Town of Wadesboro
PO Box 697
Wadesboro, NC 28170-0697

Dear Alex:

We are pleased to be able to offer the enclosed Memorandum of Agreement to the Town of Wadesboro to perform the specified personnel services as described herein.

This contract will be performed through an agreement between the North Carolina League of Municipalities and the MAPS Group. This private consulting firm consists of former and current practicing personnel professionals in the public sector who specialize in personnel administration and general management. They are, or have been, professionals in human resources departments at the state and local levels of government who undertake exclusive consulting assignments for the North Carolina League of Municipalities.

I will have overall responsibility for this project to determine that all contractual obligations of this study are successfully met.

If you have any questions, or need clarification on any item contained within our Memorandum of Agreement, please contact me at the League Office.

Sincerely,

A handwritten signature in cursive script that reads "Hartwell Wright kb".

Hartwell Wright
Human Resources and Employee Relations Consulting Manager

HW/kb

Enclosures

cc: The MAPS Group

ATTACHMENT B
MARCH 6, 2017 MINUTES

MEMORANDUM OF AGREEMENT
PERSONNEL SERVICE
TOWN OF WADESBORO

THIS AGREEMENT is made and entered into this 27th day of February, 2017 by and between the North Carolina League of Municipalities, an unincorporated association, hereinafter called "League", and the Town of Wadesboro, an incorporated municipality hereinafter called "Town."

WITNESSETH

In consideration of the amounts of money hereinafter agreed to be paid, and in consideration of the other conditions hereinafter agreed to by the Town of Wadesboro, the League offers to perform the following services:

Scope of Services

The League agrees to provide through its subcontractor The MAPS Group the services described and set forth in Attachment "A", Scope of Services, which is incorporated into and made a part of the Memorandum of Agreement by reference.

Time for Performance

The time for performance will be approximately five (5) months. The contract can begin in April 2017 and be completed in August 2017. These dates may be modified by agreement between the Town and The MAPS Group. This completion date is guaranteed for a period of only thirty (30) days after the submission date.

Cost

The total cost of the proposed work is ten thousand eight hundred dollars (\$10,800.00) plus actual itemized expenses for mileage, meals, lodging, printing and supplies (estimated at \$3600). Travel time is billed at \$25 per hour.

In consideration of the services performed by the League, the Town agrees to abide by and perform the following:

NORTH CAROLINA LEAGUE OF MUNICIPALITIES

The MAPS Group will bill the Town in four payments as follows: one payment of \$2700 at the beginning of the study, the same amount after 5 days of work plus actual expenses to date, the same amount upon completion of the next 5 days of work plus actual expenses, and a final payment of the same amount plus actual expenses upon completion of the project. The Town agrees to remit payment to The MAPS Group upon receipt of each of the statements referred to above.

Execution

If this Memorandum of Agreement is not executed and returned to the League Office within thirty (30) days from the submission date, the time frame for performance may have to be renegotiated.

If the terms of this contract are acceptable, please sign two (2) copies and return one to the League office.

SUBMITTED BY:

NORTH CAROLINA LEAGUE OF MUNICIPALITIES

Hartwell Wright
Hartwell Wright
Human Resources and Employee
Relations Consulting Manger

2-1-17
Submission Date

ACCEPTED BY:

TOWN OF WADESBORO

Alex Sewell
Name - Alex Sewell

Town Manager
Title

2/27/17
Date

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

Dr #34614
16-426-36-68.75%
30-810-45-259.
30-811-42-6.25%

NORTH CAROLINA LEAGUE OF MUNICIPALITIES

ATTACHMENT "A"

SCOPE OF SERVICES

PERFORMANCE MANAGEMENT AND PERFORMANCE PAY SYSTEM

DESIGN AND IMPLEMENTATION

SCOPE OF SERVICES

Performance Management and Performance Pay System Design and Supervisory Training Town of Wadesboro

Program Objectives

This proposal is designed to assist the Town in creating a modern and effective performance evaluation and performance pay system. Objectives include:

- * creating a modern, objective, behaviorally anchored system that has credibility with employees and management;
- * involving employees in establishing job related performance criteria;
- * facilitating the use of the performance management system as an employee development tool;
- * insuring the performance management system is legal and effectively supports the performance pay system;
- * insuring that employees fully understand the updated system and that supervisors and managers are fully trained to understand, support and use the updated system.

Technical Assistance and Training to be Provided

The Town will be responsible for developing the climate and identifying employee and supervisory groups for appropriate input and development of the system. The Town will also be responsible for preparing staff for input sessions and training including notifying them of the sessions and assuring attendance. Finally, the Town will be responsible for providing meeting and training facilities for the project.

The MAPS Group will develop sessions to help the Town determine philosophy, approach and will draft related policies for performance management and performance pay based on facilitated decisions made by Town staff. Focus will include developing clarity on purpose and objectives of the programs, flexibility in the compensation system, and building a system that matches the values and philosophies of the Town of Wadesboro. Technical assistance will include examples of various performance review instruments, training in what makes an effective system, and guidance on successful approaches. Technical assistance on the development of performance evaluation and performance pay policies and procedures and implementation of the system will be provided.

The MAPS Group will develop sessions for employee and supervisory groups to provide their input into the development of performance pay and performance evaluation systems. On-site technical assistance and facilitation will be provided for the employee-supervisory input teams to prepare specific job-related performance standards and competencies stated in terms of observable behavior. The MAPS Group will use this input to prepare draft instruments for review by Town staff.

Once the system is developed, supervisors will be trained in the Town's new policy and procedure, performance evaluation techniques and methods, and training for conducting the performance review conference. This sessions will include basic supervisory skills including

communication, motivation, leadership, conflict resolution, coaching and feedback and will utilize examples of the performance evaluation forms developed for Town of Wadesboro. Emphasis will be placed on the Town's values, purposes and objectives of the systems, using the systems, on-going performance feedback and documentation, understanding the compensation system, making performance pay decisions, and on employee development and performance improvement.

It is important to note that the update process requires significant time commitment by management, supervisors, employees and the Human Resources staff.

Proposed Process and Time Frame

- | | | |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 1. | Meet with Management Team to identify philosophy, approach, and format and to establish policies and philosophies for the performance management and performance pay programs (approximately four to six half day sessions are needed) | Begin in April and complete by June 1 2017 |
| 2. | Conduct Employee/Supervisory Input teams for performance criteria to update the performance evaluation system if needed | By June 15 |
| 3. | Conduct Supervisory Training on basic supervisory skills, conducting performance management conferences, and linking pay with performance | By August 15 |
| 4. | Assist Management with orienting employees to the updated Performance Management and Performance Pay Systems | By August 30 |

These dates are guaranteed for 30 days only and may be changed through agreement of the Town and consultant.

Costs

Cost estimates are based on a total of 12 days: 3 days of on-site planning, system design and policy development and coordination with management; 2.5 days for supervisory and employee input sessions; 5 days of supervisory training, 1 day of employee orientation to the new system, and 1.5 days of office time preparation, analysis, design and review.

12 days @ \$900 per day	\$ 10,800
Estimated expenses	<u>3,600</u>
TOTAL	\$ 14,400

The expenses include any costs incurred by the MAPS Group for travel, lodging, meals, telephone, teaching materials, printing, and supplies. Expenses also include \$25 per hour for travel time.

The Town will make all physical arrangements for the training in terms of location and audio-visual and training equipment, and will notify all participants of the designated place, time, and dates for the training.

Should additional days be needed for the project, they will be billed at \$900 per day, plus expenses. Fewer days needed for the project will reduce the billings in the same manner.

The lead consultant for this project will be Rebecca L. Veazey. All consultants will be approved by the Town.

References for Performance Management and Performance Pay System Design and Implementation

Rick Howell, Town Manager, Town of Shelby, (704) 484-6800

John Connet, City Manager, City of Hendersonville, (828) 697-3000

Rodney Dickerson, Town Manager, Town of Garner, (919) 662-8874

Richard White, Town Manager or Misty Hagood, Finance Director, Town of Elon, (336) 584-3601

Vita
REBECCA L. VEAZEY

BORN: Durham County, North Carolina

EDUCATION:

Southern High School, Durham, N. C.
B. A. Speech and Education - University of North Carolina at Chapel Hill
M. P. A. - University of North Carolina at Chapel Hill
Municipal Administration Course, Institute of Government
Group Facilitation and Consultation Course, Institute of Government

CAREER PROGRESSION:

President, The MAPS Group (Management and Personnel Services) - a consulting group providing personnel, organization development, training, and management services for local governments, 1995 to present
Principal, the MAPS Group
Human Resources Director, Durham County
Director of Personnel, Town of Cary (Cary's first Personnel Director)
Personnel Officer, Town of Chapel Hill
Training Specialist, Town of Greensboro

PROFESSIONAL ACTIVITIES:

International Personnel Management Association (IPMA). Lifetime Achievement Award. Active in N. C. Chapter including serving as Treasurer, on program committee for state chapter for three years, on Regional program committee one year, and chairperson of Finance Strategic Planning Committee.
Organization of Municipal Personnel Officers (OMPO), Life Member Award, Board Member, President, and Immediate Past President.
North Carolina League of Municipalities, Board of Directors, 1985-1987.
American Society for Training and Development, Triangle Chapter member.
Facilitation and Organization Development Group, (FODG) founding member
Systems Thinking in Government Group

COMMUNITY AND OTHER ACTIVITIES:

U. N. C. General Alumni Association, Board of Directors
U. N. C. Master of Public Administration Alumni Association, President
Local Government Employees Federal Credit Union, founding member, Loan Committee Chairperson, Review Committee, and member of the Board of Directors
United Way Campaign Coordinator, Durham County and Town of Cary

EXPERIENCE:

Conducting classification and pay studies for municipalities, counties, councils of governments, housing authorities, and other non-profit organizations.

Facilitating the development and implementation of performance review and performance pay programs as both an internal and external consultant.

Experience (continued)

Serving as facilitator at strategic planning and team building retreats for staffs, boards, and elected officials. Also, providing on-going developmental facilitation to assist an organizations with team building; organization development; planned change; development of mission, vision, and values; development of compensation philosophies; leadership development; or other issues.

Developing and conducting training on a variety of topics including conducting performance reviews, time management, principles of supervision, communications skills, motivational techniques, disciplinary action, hiring the right person, grievance and dismissal, conflict resolution, facilitation skills, and a number of other topics. This includes teaching and coordinating the School of Government=s Effective Management Program since 2002.

Administering assessment instruments and providing interpretation and feedback or training; instruments include EQ-I, Myers Briggs, Human Patterns, Management Grid, Johari Window, Leadership Profile System, Ego State Assessment, FIRO B, etc.

Developing and conducting assessment centers and serving as an assessor for the purpose of selection, promotion, succession planning, and professional development.

Establishing and revising policies and programs on a variety of personnel topics including writing personnel ordinances, establishing recruitment and selection procedures, developing performance review forms and procedures, and problem-solving employee relations issues and grievances.

Speaking on a variety of personnel and management topics at the Institute of Government, NCLM Convention, IPMA (international and state conferences), Area Health Education Centers, parks and recreation conferences, and for other groups.

Teaching personnel administration course to students in the MPA Program at UNC-G and in a six weeks seminar at NCSU, and teaching a seminar on facilitation skills to students in the MPA Program at UNC.

Teaching or assisting with teaching Ground Rules for Effective Groups, facilitation, Mental Models, and related principles and concepts to public and private sector organizations and other groups.

CLIENTS ON CONSULTANT PROJECTS:

Municipalities:

Apex
Atlantic Beach
Ayden
Bald Head Island
Beaufort
Beech Mountain
Benson
Boone
Butner
Carrboro
Chapel Hill
Charlotte
Clinton
Creedmoor
Davidson
Elizabeth Town
Elon
Emerald Isle
Farmville
Fayetteville
Fletcher
Havelock
Henderson
Hendersonville
Hertford
Highlands
Jefferson
Kill Devil Hills
Laurel Park
Morehead Town
Morganton
Mount Airy
Mount Pleasant
Nags Head
Nashville
New Bern
Oak Island
Ocean Isle Beach
Oxford
Pine Knoll Shores
Pittsboro
Shalotte
Shelby

Siler City
Smithfield
Southern Pines
Southern Shores
Washington
Weaverville
Wendell
Wilmington
Winterville

Counties:

Avery
Beaufort
Bertie
Carteret
Columbus
Currituck
Dare
Harnett
Iredell
Mitchell
Nash
Person
Wake County Sheriff=s Office
Wilkes

Councils of Government:

Albemarle Commission
Isothermal Planning and Development
Land of the Sky Regional Council
Triangle J Council of Governments

Housing Authorities:

Laurinburg
Mount Airy
North Wilkesboro

Other Nonprofit/Governmental Agencies:

Institute of Government
North Carolina League of Municipalities
Raleigh Durham International Airport
Tuckasegee Water and Sewer Authority