

**AGENDA
SPECIAL MEETING
2016 MINI-CONFERENCE
SATURDAY, OCTOBER 1, 2016**

- | | |
|-----------------|--|
| 7:45 am | Breakfast and Welcome |
| 8:00 am | 1. Staff Turnover |
| 9:00 am | 2. Road Funding |
| 9:45 am | 3. Hiring a Human Resources Manager |
| 10:15 am | 4. Parks and Recreation Space Inventory |
| 11:15 am | 5. Matthews Elementary School Traffic flow and adjacent S. Trade Restriping |
| 11:45 am | 6. Update from the School Taskforce |
| 12:00 pm | Lunch & Open Discussion |
| 12:45 pm | Finalize Action Items |
| 1:00 pm | Adjourn |

Pay Compression across All Town Positions and Competitiveness of Police Department Pay

Date: 09/28/2016

To: Mayor and Board of Commissioners

From: Becky Hawke, Assistant Town Manager

I. Background Issue

The Town of Matthews Classification & Compensation Study (CCS) completed by HR Consultant Susan B. Manning between January-May 2015 proposed immediate changes to the classification and compensation for certain Town positions, while also making suggestions for areas of further consideration.

On page 6 of the CCS report under Implementation & Costing, it was recommended that the Town:

...Analyze whether further salary adjustments are needed to address pay compression for employees whose salaries are below the midpoint of their salary range even if their salary ranges are competitive with the market based on the survey data. A number of Town employees are being paid below market even though the salary ranges of their positions are competitive with the market. This will require some additional analysis to determine appropriate adjustments, but will make the Town more competitive helping to retain existing valued employees and reduce turnover. It will also provide the Town more flexibility when hiring new employees to select more experienced, high performing talent and pay a more competitive wage.

At the time the CCS report was completed in 2015, it was also noted on pages 12-13 that the starting pay for police officers was below market average compared to surrounding localities and that moving the pay grade from Grade 15 to Grade 16 would help make it more competitive with the marketplace. However, recruitment of police officers was not a noted problem at the time, so it was left as a recommendation for future consideration.

The data contained in the CCS report is now more than 1.5 years old and in the past eight months that I have worked for the Town a notable number of comments from employees and managers have been received that center around competitive pay for positions compared to the marketplace; the limited ability to recruit top talent for certain open positions; whether funded pay increases are effectively allowing employees to move through the pay plan; and whether turnover is occurring because of non-competitive compensation – particularly within the police department. Though anecdotal, these comments - in combination with the

recommendations for further inquiry included in the CCS report - prompted analysis of whether pay compression is an issue in the organization and whether there is justification to propose changes to pay grades within the police department in order improve the Town's ability to recruit and retain qualified employees.

As a result of the CCS recommendations and the concerns expressed by staff, I have conducted an analysis of the following items:

- Review of actual turnover rates organization-wide as well as specifically within the police department's sworn positions
- Assessment of whether compression exists within the Town's pay plan by analyzing each current full-time employee's salary in relation to the number of years they have been employed with the Town in their current position.
- Matthews Police Department pay ranges and actual pay of employees compared to market data collected from neighboring localities' police departments.
- Recommendations based on best practices and available budgets

II. Methodology and Analysis

A. Turnover Rates (Voluntary & Involuntary)

All organizations will experience at least some degree of turnover, and turnover rates tend to climb when the economy is healthy and other organizations are hiring. The job market has heated up as the economy has recovered from the recession and the Bureau of Labor Statistics is reporting that unemployment rates have recently dropped to below 5% for the first time since 2008. In a tight job market the competition for top talent increases and compensation offered by an organization plays a key role in recruiting and retaining employees. Below are turnover rates for the Town dating back to calendar year 2013 – with organization-wide totals, as well as breakdowns for the police department as a whole and the patrol division specifically.

i. Organization-Wide Turnover in Full-Time Positions (last 3.75 years)

<u>Year</u>	<u>Number of Employees</u>	<u>Total % of Organization</u>	<u>National Avg. Annual Turnover*</u>
2013	7 of 137	5.10%	11-15%
2014	18 of 137	13.10%	11-15%
2015	12 of 139	8.60%	15-19%
2016 (to-date)	27 of 140	19.30%	19-21.6%

*According to the U.S. Bureau of Labor Statistics

While the Town has historically seen turnover rates range much lower than national averages in 2013 and 2015 and experienced rates that were about average in 2014, the spike in turnover seen thus-far in 2016 is concerning. If we continue to see the same rate of turnover for the remainder of the 2016 calendar year we will experience a 25.7% overall turnover rate by year’s end. This rate is not only higher than national averages but also significantly higher than what the Town has experienced in any recent years.

When looking at the turnover rate over the last 3.75 years, 64 of 138 positions have turned over across all departments, representing 46.4% of the organization. If we continue to lose employees at the rate we have seen thus-far in 2016 for the remainder of this calendar year, our total turnover rate over the past four years will be 52.5%. While this turnover rate may still skew slightly better than national averages over the same four year period, it is still far higher than what the organization desires to see in its workforce. The Town of Matthews prides itself on being a great place to work and a provider of exceptional service to its community and these figures challenge that perception. These turnover rates also represent a significant cost to the organization, both in real dollars (e.g. the cost of advertising and conducting background checks to fill a vacant position; overtime to cover vacant shifts; training new employees; etc.), as well as costs that are harder to capture (e.g. loss of productivity; loss of organizational knowledge; added stress on existing staff; etc.)

ii. Police Department Turnover (last 3.75 years)

<u>Year</u>	<u>Number of Positions</u>	<u>Total % of Department (Sworn Positions)</u>
2013	3 of 58	5.20%
2014	2 of 58	3.50%
2015	3 of 58	5.20%
2016 (to-date)	6 of 58	10.30%

Current statistics related to the national average for turnover rates for police departments are not readily available. 2003 statistics from the North Carolina Criminal Justice Analysis Center list the turnover rate of sworn personnel at approximately 14% annually. By this measure, our department is still below national average while news stories across the country speak of the struggles that police departments are having as they attempt to fill their ranks and keep them filled. However, the moderate size of the department and relatively safe community that Matthews police officers are able to work in would seem to indicate that our figures should be lower than the national average. Regardless, our police department has seen a significant uptick in resignations that has put considerable strain on the department. Neighboring localities report similar challenges in recruiting and retaining officers. This has led to increased efforts to recruit qualified applicants by all localities – including Matthews – and starting salaries continue to tick upward as a result. Chief Hunter has reported that many officers in other localities are not able to consider joining the Matthews Police Department because we are not competitive with our starting salaries. Additionally, a number of recruits have been lost mid-

hiring process because the candidates received offers for higher starting salaries from other localities and declined to continue our process.

In total over the last 3.75 years, 14 of 58 sworn positions have turned over in the police department, representing 24.1% of the department.

iii. Police Department Turnover in Patrol Division (last 3.75 years)

<u>Year</u>	<u>Number of Positions</u>	<u>Total % of Patrol Division</u>
2013	3 of 26	11.50%
2014	2 of 26	7.70%
2015	2 of 26	7.70%
2016 (to-date)	5 of 26	19.23%

To further drill down to where most losses in the police department are occurring, it was important to take a look specifically at the patrol division, which has been the hardest hit by turnovers. Almost all losses have come from this division and it is important to keep in mind that these are the first responders to typically arrive and assess an emergency situation. Experience and knowledge is vital to this role but in the last 3.75 years, 12 of 26 patrol positions have turned over in the police department, representing 46.2% of the division. While some of these positions have been refilled with experienced officers (typically moving to the area from out of state), the department has repeatedly been unable to find a suitable BLET-certified officer to hire and has instead had to send recruits through an academy, at the Town’s expense. After gaining a few years of experience with Matthews, we are then seeing many of these officers leave for higher pay in other localities in the area. The strain this turnover has put on the department – to operations, remaining personnel, and overtime budgets – cannot be overstated.

There is a concern among management that the Town is not keeping up with the competition, as was also noted as a concern in the 2015 CCS report related to pay compression and market competitiveness of certain positions. This concern is validated by the uptick in turnover the Town is experiencing as well as in the exit interviews that have been conducted with employees who have left the Town in 2016. Those former employees have indicated almost unanimously that finding a position that offered better pay played a significant role their decision to leave the Town of Matthews.

B. Pay Compression Analysis & Methodology

Please see: Appendix A – Town of Matthews Pay Plan FY 16-17

The Town’s pay plan is set around the philosophy that the “market rate” for each position is the midpoint within each pay grade. For example, Grade 15 in the current pay plan has a minimum

salary of \$34,122 and a maximum of \$51,184. “Market” or “midpoint” for Grade 15 is the number that is 50% of the way between minimum and maximum, or – in the case of Grade 15 - \$42,653. This “market rate” represents the average or comparable rate paid for the same position within the job market for a fully functioning, experienced employee who possesses strong knowledge and expertise and typically has approximately 7-9 years of experience “meeting expectations” or better in their position. Less experienced employees are brought in “below market” (often starting at the minimum pay rate for their position), while a more experienced new hire may be brought in at a starting salary higher up their pay scale (between minimum and market rates). With a funded pay plan, all employees who are “meeting expectations” or better through their job performance are able to earn small raises and “move through” the pay plan over time. Top performing employees earn slightly larger raises, allowing them to “move through” the pay plan toward the “maximum rate” at a slightly faster rate as a way to reward strong work performance.

Compression within a pay plan exists when there is only a small difference in pay between employees performing the same work, regardless of their skills and/or years of experience. Pay compression can occur for a variety of reasons, including: underfunding a pay plan (which occurred to many organizations during the recession); disparity in how pay increases are distributed across an organization; or when the market for a particularly job becomes competitive and outpaces the pay grade or the pay increases historically given by the organization.

When compression occurs, the organization is either forced to offer a new employee less compensation than they are worth, or offer the new employee as much or even more pay than existing employees in the same position. This creates a significant issue in the public sector, where all salaries are a matter of public record and readily known throughout the organization. Trying to avoid paying new hires a higher salary than tenured employees when the tenured employees are not being paid a competitive rate based on their skills and experiences significantly hurts the Town’s competitiveness in the marketplace and can impact our ability to effectively recruit the most experienced staff possible.

The Archer Company, a consulting firm that has completed over 3,000 market studies and pay plan assessments for public sector employers, recommends that pay compression analysis be completed by determining “appropriate placement” in a pay plan for each employee. “Appropriate placement” is determined by a compa-ratio, which is calculated as the employee’s current salary divided by the current market rate.

Please see the last page in Appendix B for an example of how these compa-ratios are then used. Under Option 1 on this page, an employee with two years of experience who is appropriately placed in their pay plan ‘should be’ earning a salary that is 40% of the distance between the minimum and midpoint/market rate for their position. For example, if the minimum salary for their position is \$40,000 and the midpoint is \$50,000, an employee with two

years of experience in the position who is meeting expectations should be making at least \$44,000. In this scenario, \$44,000 is that employee's 'target salary.' If the employee is earning less than the target salary, their salary is considered compressed and they receive a one-time pay increase to adjust their salary to the target salary. If the employees is earning more than the target salary, their salary is not compressed and no adjustment will be made.

Using The Archer Company's methodology, "appropriate placement" is determined by looking at the employee's actual current salary in relation to the number of years they have worked in their current position (which may be different than the total number of years they have worked for the organization). The Archer Company strongly recommends this approach because it provides a uniform benchmark that can be applied across the entire organization. Instead of trying to go back and ascertain the employee's past performance (often over the course of many years, under different supervisors, and even different rating systems), the expectation is that if the employee is here now, they are at least meeting expectations and have been performing at that level for the somewhat recent past. Employees who did not meet the expectations of their position have already been removed from the organization.

III. Findings

Pay compression analysis was completed for all positions in Town. In order to more clearly understand the recommendations being made in this report, the information has been broken into two sections. The first section of information below includes all Town job titles that are not law enforcement positions. Information that covers all positions in the police department that require the employee to be a certified law enforcement officer (i.e. police officer, investigator, master police officer, corporal, sergeant, captain and police chief) is listed separately.

A. Findings Related to Compression for All Town Employees (Non-law enforcement)

Please see: Appendix B – "Town of Matthews – Implementation Based on Years in Position – All Non-Law Enforcement Positions"

Based on a proposed January 1, 2017 implementation date and utilizing the methodology described above, 17 of 75 employees have been identified as having a compressed salary. In order to "appropriately place them within their pay range" and relieve compression for these positions, a one-time salary adjustment is appropriate. The remaining 58 employees make equal to or greater than their corresponding target salary and no additional adjustment is required at this time.

Pay increases for the 17 affected employees range from 0.2%-10.8% of their current salary and years of service to the Town in their current position ranges from 2-17 years. It has been

verified that these affected employees are (at minimum) meeting expectations in their current positions and have been for the foreseeable past.

After pay compression analysis was completed, Town staff is recommending that “Option 1” be utilized because it relieves compression more aggressively and also better assures the Town’s workforce is being compensated in alignment with the strong performance that is typical of Town employees. The total cost to implement compression relief for all non-law enforcement positions under “Option 1” is \$30,428, or .85% of total payroll for these positions.

B. Findings Related to Certified Law Enforcement Positions

i. Competitiveness of Police Officer Pay Ranges & Impact on Recruitment

Please see: Appendix C – Police Officer Pay Ranges in Mecklenburg-Union County Region (current)

Beyond analysis and relief of compression within the existing pay plan, there is significant concern about how far police officer pay scales have fallen out of competition with the surrounding marketplace, even beyond what was noted in the 2015 CCS report.

To date, basic pay scale data for police officers has been gathered from the following police departments for comparison with Matthews:

Charlotte-Mecklenburg
Davidson
Monroe
Stallings

Concord
Huntersville
 Mooresville
Union County

Cornelius
Mint Hill
Pineville

Actual Pay Scales for Police Officers (highest to lowest starting pay):

	Minimum	Maximum
Charlotte-Mecklenburg	\$42,009	\$63,013*
Union County	\$40,170	\$62,963
Huntersville	\$38,636	\$57,954*
Cornelius	\$37,800	\$56,700*
Mooresville	\$37,762	\$59,057
Monroe	\$36,324	\$56,160*
Pineville	\$36,232	\$57,919
Davidson	\$36,149	\$53,623
Concord	\$35,685	\$59,950
Stallings	\$34,408	\$51,128
Matthews	\$34,122	\$51,184
Mint Hill	\$33,383	\$52,066

*Where maximum pay was not listed by four departments, a maximum rate was projected based on the listed starting pay and a standard 50% width of a pay range

As noted above and on the graph depicted in Appendix C, Matthews ranks 11th out of 12 reporting communities in starting salary. This ranking significantly impacts the Matthews Police Department’s recruiting efforts and the ability to attract experienced BLEET-certified police officers.

Increasing starting pay for Matthews Police Department police officers by two pay grades, from a Grade 15 to a Grade 17 (representing a 10% increase in starting pay), was analyzed to see what impact it had on competitiveness within the marketplace:

PROPOSED Pay Scales for Police Officers (highest to lowest starting pay):

	Minimum	Maximum
Charlotte-Mecklenburg	\$42,009	\$63,013*
Union County	\$40,170	\$62,963
Huntersville	\$38,636	\$57,954*
Cornelius	\$37,800	\$56,700*
Mooresville	\$37,762	\$59,057
Matthews	\$37,621	\$56,430
Monroe	\$36,324	\$56,160*
Pineville	\$36,232	\$57,919
Davidson	\$36,149	\$53,623
Concord	\$35,685	\$59,950
Stallings	\$34,408	\$51,128
Mint Hill	\$33,383	\$52,066

As noted above and on the graph depicted in Appendix D, adjusting starting pay for police officers by two pay grades would improve Matthews' ranking to 6th out of 12 reporting communities. This ranking significantly improves department's competitiveness in the marketplace for starting salaries. Though recruiting will continue to be a challenge given the other constraints and pressures on the profession, it is believed this increase would significantly improve the department's ability to recruit experienced BLET-certified police officers.

ii. Actual Pay of Police Officers & Impact on Retention

Please see: Appendix E – Actual Police Officer Pay Compared to Union County

Additionally, detailed actual salaries for sworn personnel working for other departments in the region has been requested. This information is valuable to ascertain how employees in other departments are actually being compensated, which can vary significantly from listed starting salary and can impact on the ability to retain experienced employees.

Information related to actual pay of our police officers compared to Union County sheriff's deputies is depicted in the top graph in Appendix E. As you can see, actual pay for police officers in Matthews trends lower than pay for a comparable position in Union County.

The bottom graph in **Appendix E** depicts how the proposed increases in police officer pay would adjust Matthews police officers to be more competitive with Union County throughout the course of their entire tenure with our department. The desired outcome of this change is to improve retention rates for our police officers and we are no longer lose employees to surrounding departments such as Union County.

iii. Impact on Other Positions in Police Department

Increasing the salary range for police officers from a Grade 15 to a Grade 17 also impacts internal pay equity within the pay plan as a whole, and the police department specifically. As a result, corresponding changes to pay grades for certain other sworn positions is also required in order to maintain internal equity within the police department. The proposed changes are as follows:

**Matthews Police
 Department**

Position	Current		Proposed		# of Pay Grades Increased
	Grade	Pay Range	Grade	Pay Range	
Police Officer	15	\$34,122- \$51,184	17	\$37,621- \$56,430	2
Investigator	16	\$35,829- \$53,743	18	\$39,502- \$59,251	2
Master Police Officer	17	\$37,621- \$56,430	19	\$41,476- \$62,214	2
Corporal	18	\$39,502- \$59,251	20	\$43,549- \$65,324	2
Sergeant	21	\$45,727- \$68,590	22	\$48,013- \$72,020	1
Captain	25	\$55,582- \$83,373	25	\$55,582- \$83,373	0
Police Chief	32	\$78,209- \$117,313	32	\$78,209- \$117,313	0

As you can see above, only pay scales most directly affected by increasing the police officer pay scale are proposed to be changed. This allows internal equity within the police department to be maintained without having to increase all pay ranges.

Please do note, however, that making these proposed changes does have the potential to negatively impact internal pay equity across the organization. As a more specific example, multiple positions throughout the Town are currently listed at a Grade 15 on our pay scale. Making the proposed changes to certain police department pay scales may cause friction in other departments because their positions did not receive a similar increase. This concern is mitigated, however, by the market pressures that are being placed uniquely on the police department and the Town's interest to have more competitive recruitment and retention in these positions. While compression should be relieved throughout the entire Town, the Town is not seeing the same difficulties in recruitment of qualified applicants to fill other vacancies in other departments that would warrant the same type of consideration.

Additionally, if the Town were to increase the pay scale for police officers but forego increasing pay scales for other police department positions, it would immediately reintroduce pay compression into the department - something we are actively trying to minimize already.

iv. Findings Related to Pay Grade Adjustments for Certain Law Enforcement Positions in Police Department

Please see: Appendix F – “Town of Matthews Police Department – Implementation Based on Years in Position – With Market Adjustment for Law Enforcement”

Based on a proposed January 1, 2017 implementation date and utilizing the adjusted pay grades proposed in the previous section, 19 of 54 sworn positions have been identified as having a compressed salary. In order to “appropriately place them within their pay range” and relieve compression for these positions, a one-time salary adjustment is appropriate. The remaining 35 sworn employees make equal to or greater than their corresponding target salary and no additional adjustment is required at this time.

Four of the positions receiving a pay increase require it to bring their pay up to the new minimum rate for their position, while the other 15 employees have pay that exceeds the minimum rate but still need an adjustment based on the number of years they have served in the position. Pay increases for the 19 affected employees range from 1.2%-18.4% of their current salary and years of service to the Town in their current position ranges from 0-12 years. It has been verified that these affected employees are (at minimum) meeting expectations in their current positions and have been for the foreseeable past.

After pay compression and market competitiveness analysis was completed, Town staff is recommending that “Option 1” be utilized because it relieves compression more aggressively and also better assures the Town’s workforce is being compensated in alignment with the strong performance that is typical of Town employees. The total cost to implement a market adjustment and compression relief for these law enforcement positions is \$70,000, or 2.48% of total payroll for all sworn positions.

C. Funding Availability

As proposed, the total cost to implement these adjustments on January 1, 2017 (mid-fiscal year) would be \$50,250. Staff believes funding these increases can be found within the existing approved FY 16-17 Annual Budget, particularly due to vacancies in funded positions and the time it takes to fill them.

IV. Recommendations

A. Funding Proposed Compression Relief and Market Adjustments

In order to relieve pay compression throughout the organization and make police department salaries more competitive in the marketplace, it is recommended that these salary changes be placed on a regular Board Meeting agenda for consideration.

If approved using Option 1, funding allocations would consist of \$70,000 to increase competitiveness of police department salaries and \$30,500 for other compression issues throughout the organization.

If implemented mid-fiscal year on January 1, 2017, the cost in the current budget year is \$50,250.

The full annual cost of supporting these adjustments would then be incorporated into the proposed F.Y. 2017-18 Annual Budget.

B. Adjustments to Personnel Policy

Revisions to the Town of Matthews Personnel Policy are currently underway. As part of these revisions, Article V. The Pay Plan, Section 12 will be amended to remove the 5% increase that is automatically granted when a position is reclassified to a higher pay grade. Instead, it will be proposed that the same methodology as was used within this report be utilized to assess appropriate placement in grade. This will allow for appropriate allocation of available funds based on need, rather than a guarantee.

C. Future Review of Pay Plan

In order to continue to assess market placement of our pay scales for all positions in Town, HR best practice recommends completing a study every 3-4 years. It is recommended that market surveys to assess appropriate comparable compensation, classification assessments, and compression analysis always be completed together in future studies.

APPENDIX A: TOWN OF MATTHEWS
Pay Plan FY 2016-2017
(Effective April 6, 2016)

CLASS	GRADE	ANNUAL MINIMUM	HOURLY MINIMUM <i>(Based on 2080 hours unless otherwise noted)</i>	ANNUAL MAXIMUM	HOURLY MAXIMUM <i>(Based on 2080 hours unless otherwise noted)</i>
	1	17,234	8.2856	25,851	12.4283
	2	18,096	8.6999	27,143	13.0497
CULTURAL CENTER ATTENDANT RECREATION LEADER SCHOOL CROSSING GUARD SEASONAL MAINTENANCE WORKER SEASONAL RECREATION LEADER SPECIAL EVENTS TEAM MEMBER	3	19,001	9.1349	28,501	13.7024
RECREATION PROGRAMMER BUS DRIVER/SEASONAL RECREATION LEADER CULTURAL CENTER LEADER SEASONAL RECREATION SUPERVISOR SPECIAL EVENTS TEAM LEADER	4	19,950	9.5915	29,926	14.3874
	5	20,948	10.0711	31,422	15.1068
	6	21,995	10.5746	32,993	15.8620
	7	23,095	11.1033	34,642	16.6550
	8	24,251	11.6589	36,375	17.4881
	9	25,462	12.2414	38,194	18.3624
	10	26,735	12.8534	40,103	19.2804
	11	28,072	13.4963	42,109	20.2446
MAINTENANCE WORKER OFFICE ASSISTANT POLICE RECORDS CLERK	12	29,476	14.1712	44,214	21.2567
ANIMAL CONTROL OFFICER BUILDING MAINTENANCE TECHNICIAN EQUIPMENT OPERATOR TELECOMMUNICATOR – 84 HOUR SCHEDULE	13	30,950	14.8798 14.1712	46,424	22.3193 21.2566
HORTICULTURALIST/DESIGN TECHNICIAN PROPERTY CONTROL TECHNICIAN SENIOR EQUIPMENT OPERATOR SENIOR TELECOMMUNICATOR – 84 HOUR SCHEDULE	14	32,497	15.6236 14.8797	48,747	23.4359 22.3201
ADMINISTRATIVE ASSISTANT ADMINISTRATIVE ASSISTANT/DEPUTY TOWN CLERK CODE ENFORCEMENT OFFICER EQUIPMENT TECHNICIAN FINANCE TECHNICIAN POLICE OFFICER FIREFIGHTER/EMT – 96 HOUR SCHEDULE POLICE OFFICER – 84 HOUR SCHEDULE	15	34,122	16.4049 13.6708 15.6237	51,184	24.6075 20.5063 23.4357
BUILDING MAINTENANCE SUPERINTENDENT HUMAN RESOURCES SPECIALIST POLICE INVESTIGATOR PUBLIC WORKS ADMINISTRATIVE OFFICER	16	35,829	17.2253	53,743	25.8379
MASTER POLICE OFFICER PARKS MANAGER FIRE/EMS LIEUTENANT – 96 HOUR SCHEDULE MASTER POLICE OFFICER – 84 HOUR SCHEDULE	17	37,621	18.0868 15.0724 17.2256	56,430	27.1301 22.6084 25.8382
FINANCE SPECIALIST POLICE CORPORAL POLICE RECORDS MANAGER POLICE CORPORAL – 84 HOUR SCHEDULE	18	39,502	18.9912 18.0867	59,251	28.4859 27.1296

CULTURAL RECREATION MANAGER (E) ENGINEERING PROJECT MANAGER FIRE/EMS CAPTAIN– 96 Hour Schedule FLEET MANAGER PUBLIC WORKS SUPERVISOR RECREATION PROGRAM MANAGER (E)	19	41,476	19.9405 16.6165	62,214	29.9105 24.9256
IT SUPPORT TECHNICIAN PLANNER	20	43,549	20.9369	65,324	31.4057
LANDSCAPE MANAGER/ARBORIST (E) POLICE SERGEANT POLICE SERGEANT – 84 HOUR SCHEDULE RISK MANAGER STREET SUPERINTENDENT (E) TOWN CLERK	21	45,727	21.9840 20.9374	68,590	32.9759 31.4058
INFORMATION TECHNOLOGY MANAGER (E) SENIOR PLANNER (E) SPECIAL EVENTS MANAGER (E)	22	48,013	23.0834	72,020	34.6251
COMMUNICATIONS DIRECTOR (E)	23	50,415	24.2378	75,621	36.3562
	24	52,935	25.4495	79,402	38.1740
FIRE & EMS DEPUTY CHIEF (E) POLICE CAPTAIN (E)	25	55,582	26.7221	83,373	40.0830
	26	58,361	28.0584	87,540	42.0867
PARKS, REC & CULTURAL RESOURCE DIRECTOR (E)	27	61,279	29.4609	91,918	44.1915
TOWN ENGINEER (E) FINANCE DIRECTOR (E)	28	64,343	30.9339	96,513	46.4007
	29	67,559	32.4802	101,339	48.7207
FIRE/EMS CHIEF (E) PLANNING DIRECTOR (E) PUBLIC WORKS DIRECTOR (E)	30	70,937	34.1043	106,406	51.1569
	31	74,484	35.8099	111,727	53.7147
POLICE CHIEF (E)	32	78,209	37.6003	117,313	56.4006
	33	82,119	39.4804	123,178	59.2203
ASSISTANT TOWN MANAGER (E)	34	86,226	41.4546	129,338	62.1818
TOWN MANAGER	35	90,536	43.5271	135,804	65.2903

Pay Grades
Adopted 6-23-08
*Amended 7-1-09
*Amended 4-11-11
*Amended 8-30-11
*Amended 11-29-11
*Amended 4-23-12
*Amended May 14, 2012
*Amended June 25, 2012
*Amended August 13, 2012
*Amended October 15, 2012
*Amended February 11, 2013
*Amended May 23, 2013
*Amended June 24, 2013
*Amended September 27, 2013
*Amended October 14, 2013
*Amended December 20, 2013
*Amended June 22, 2014
*Amended August 25, 2014
*Amended July 13, 2015
*Amended December 09, 2015
*Amended March 28, 2016
*Amended April 6, 2016

APPENDIX B

Town of Matthews

Implementation Based on Years in Position - All Non Law Enforcement Positions

DATE

1/1/2017

OPTION

1

Total Payroll

3,578,014

Total

30,428

Total

17

0.85%

Salary Pay Scale

TITLE	Grade	Min	Mid	Max	Current Salary	Date Began Position	YEARS	TARGET %	TARGET \$	TARGET COST	COUNT TO TARGET
MAINTENAN WORKER - LANDSCAPE	12	29,476	36,845	44,214	31,491.72	03/17/2014	2	0.40	32,424	932	1
HORTICULTURIST/DESIGN TECH	14	32,497	40,621	48,745	40,847.30	07/01/2009	7	1.00	40,621	0	
FIRE/EMS CAPTAIN	19	41,476	51,845	62,214	54,858.70	01/08/2012	4	0.70	48,734	0	
SENIOR PLANNER	22	48,013	60,017	72,020	59,401.16	01/09/2012	4	0.70	56,416	0	
TOWN CLERK	21	45,727	57,159	68,591	50,327.16	12/31/2012	4	0.70	53,730	3,402	1
FIREFIGHTER/EMT	15	34,122	42,652	51,183	35,828.26	05/18/2015	1	0.20	35,828	0	
MAINTENANCE WORKER - STREETS	12	29,476	36,845	44,214	34,100.82	10/05/1998	18	1.20	38,319	4,218	1
INFORMATION TECHNOLOGY MGR	22	48,013	60,017	72,020	63,324.01	10/21/2002	14	1.15	61,817	0	
IT SUPPORT TECHNICIAN	20	43,549	54,436	65,323	44,000.06	08/01/2016	0	0.00	43,549	0	
PUBLIC WORKS SUPERVISOR	19	41,476	51,845	62,214	60,220.68	7/1/1995	21	1.25	54,437	0	
FLEET MGR	19	41,476	51,845	62,214	53,830.66	7/16/2011	5	0.80	49,771	0	
STREET SUPERINTENDENT	22	48,013	60,017	72,020	62,213.15	1/18/2016	0	0.00	48,013	0	
FIREFIGHTER/EMT	15	34,122	42,652	51,183	38,472.72	05/12/2014	2	0.40	37,534	0	
FIREFIGHTER/EMT	15	34,122	42,652	51,183	37,171.94	05/26/2015	1	0.20	35,828	0	
PUBLIC WORKS ADMIN OFF	16	35,829	44,786	53,743	44,311.28	4/26/2010	6	0.90	43,890	0	
FIRE/EMS LIEUTENANT	17	37,621	47,026	56,431	45,667.44	12/8/2013	3	0.55	42,794	0	
TELECOMMUNICATOR	13	30,950	38,687	46,425	33,233.98	08/10/2015	1	0.20	32,497	0	
FIREFIGHTER/EMT	15	34,122	42,652	51,183	39,225.68	5/28/2012	4	0.70	40,093	868	1
BUILDING MAINT TECH	13	30,950	38,687	46,425	35,233.64	1/20/2014	2	0.40	34,045	0	
EQUIPMENT OPERATOR	13	30,950	38,687	46,425	40,171.30	5/27/2000	16	1.20	40,235	63	1
PLANNER	20	43,549	54,436	65,323	54,011.62	12/7/2014	2	0.40	47,904	0	
TELECOMMUNICATOR	13	30,950	38,687	46,425	39,012.22	1/18/2009	7	1.00	38,687	0	
PROPERTY CONTROL TECHNICIAN	14	32,497	40,621	48,745	42,706.30	7/26/2013	3	0.55	36,965	0	
TOWN ENGINEER	28	64,343	80,429	96,515	79,000.00	05/09/2016	0	0.00	64,343	0	
EQUIPMENT OPERATOR	13	30,950	38,687	46,425	42,989.70	11/1/1997	19	1.20	40,235	0	
FIREFIGHTER/EMT	15	34,122	42,652	51,183	34,122.40	02/29/2016	0	0.00	34,122	0	

TELECOMMUNICATOR	13	30,950	38,687	46,425	46,424.04	11/1/1998	18	1.20	40,235	0	
ASSISTANT TOWN MANAGER	34	86,226	107,783	129,339	103,950.00	02/08/2016	0	0.00	86,226	0	
EQUIPMENT OPERATOR	13	30,950	38,687	46,425	37,941.02	9/6/1999	17	1.20	40,235	2,294	1
TELECOMMUNICATOR	13	30,950	38,687	46,425	30,949.88	08/01/2016	0	0.00	30,950	0	
PUBLIC WORKS SUPERVISOR	19	41,476	51,845	62,214	51,184.12	2/15/2016	0	0.00	41,476	0	
EQUIPMENT TECHNICIAN	15	34,122	42,652	51,183	40,821.04	06/15/2015	1	0.20	35,828	0	
PLANNING DIRECTOR	30	70,937	88,671	106,406	105,655.77	07/17/1989	27	1.25	93,105	0	
FIRE/EMS LIEUTENANT	17	37,621	47,026	56,431	47,749.00	6/8/2014	2	0.40	41,383	0	
FINANCE TECHNICIAN	15	34,122	42,652	51,183	39,131.82	5/26/2013	3	0.55	38,814	0	
P, R & CULTURAL RES DIRECTOR	27	61,279	76,599	91,919	68,925.47	6/10/2013	3	0.55	69,705	780	1
PLANNER	20	43,549	54,436	65,323	48,509.76	09/28/2015	1	0.20	45,726	0	
HUMAN RESOURCES SPECIALIST	16	35,829	44,786	53,743	48,234.94	5/5/2008	8	1.00	44,786	0	
PUBLIC WORKS SUPERVISOR	19	41,476	51,845	62,214	46,697.56	9/14/2014	2	0.40	45,623	0	
CULTURAL RECREATION MANAGER	19	41,476	51,845	62,214	47,708.88	1/1/2006	11	1.10	52,882	5,173	1
MAINTENANCE WORKER - STREETS	12	29,476	36,845	44,214	32,752.98	04/28/2014	2	0.40	32,424	0	
EQUIPMENT TECHNICIAN	15	34,122	42,652	51,183	40,113.32	11/07/2011	5	0.80	40,946	833	1
CODE ENFORCEMENT OFFICER	15	34,122	42,652	51,183	43,417.14	06/23/2014	2	0.40	37,534	0	
FIREFIGHTER/EMT	15	34,122	42,652	51,183	38,305.80	05/12/2014	2	0.40	37,534	0	
FIRE/EMS LIEUTENANT	17	37,621	47,026	56,431	46,045.22	6/22/2014	2	0.40	41,383	0	
SPECIAL EVENTS MANAGER	22	48,013	60,017	72,020	60,455.33	12/17/2012	4	0.70	56,416	0	
EQUIPMENT OPERATOR	13	30,950	38,687	46,425	32,497.40	4/25/2016	0	0.00	30,950	0	
MAINTENANCE WORKER - STORMWTR	12	29,476	36,845	44,214	35,445.54	1/3/2006	10	1.10	37,582	2,137	1
PW DIRECTOR	30	70,937	88,671	106,406	95,263.15	7/1/2015	1	0.20	74,484	0	
RISK MANAGER	21	45,727	57,159	68,591	58,173.70	08/25/2014	2	0.40	50,300	0	
BUILDING MAINT SUPERINTENDENT	16	35,829	44,786	53,743	53,742.78	9/1/2004	12	1.15	46,129	0	
LANDSCAPE MANAGER/ARBORIST	21	45,727	57,159	68,591	52,579.15	1/3/2016	0	0.00	45,727	0	
PARKS MANAGER	17	37,621	47,026	56,431	40,299.48	8/30/2015	1	0.20	39,502	0	
MAINTENANCE WORKER - LANDSCAPE	12	29,476	36,845	44,214	31,445.18	12/12/2011	5	0.80	35,371	3,926	1
ADMIN ASST/DEPUTY TOWN CLERK	15	34,122	42,652	51,183	34,122.14	4/11/2016	0	0.00	34,122	0	
TELECOMMUNICATOR	13	30,950	38,687	46,425	48,747.14	10/28/1992	24	1.25	40,622	0	
ENGINEERING PROJECT MANAGER	19	41,476	51,845	62,214	64,627.16	4/17/2000	16	1.20	53,918	0	
OFFICE ASSISTANT - P&R	12	29,476	36,845	44,214	33,386.60	2/21/2011	5	0.80	35,371	1,985	1
ANIMAL CONTROL OFFICER	13	30,950	38,687	46,425	38,057.50	1/19/2009	7	1.00	38,687	630	1
MAINTENANCE WORKER - STREETS	12	29,476	36,845	44,214	29,476.20	07/05/2016	0	0.00	29,476	0	

TELECOMMUNICATOR	13	30,950	38,687	46,425	33,796.10	8/14/2016	0	0.00	30,950	0	
POLICE RECORDS MANAGER	18	39,502	49,378	59,254	51,572.56	06/06/2011	5	0.80	47,403	0	
FIREFIGHTER/EMT	15	34,122	42,652	51,183	34,122.40	03/28/2016	0	0.00	34,122	0	
POLICE RECORDS CLERK	12	29,476	36,845	44,214	35,115.86	2/10/2014	2	0.40	32,424	0	
OFFICE ASSISTANT - F & EMS	12	29,476	36,845	44,214	31,574.92	1/20/2014	2	0.40	32,424	849	1
MAINTENANCE WORKER - LANDSCAPE	12	29,476	36,845	44,214	41,803.32	8/31/1998	18	1.20	38,319	0	
PUBLIC WORKS SUPERVISOR	19	41,476	51,845	62,214	55,743.48	7/1/1998	18	1.20	53,918	0	
FINANCE DIRECTOR	28	64,343	80,429	96,515	84,440.30	03/02/2015	1	0.20	67,560	0	
SENIOR EQUIPMENT OPERATOR	14	32,497	40,621	48,745	42,850.60	5/1/1998	18	1.20	42,246	0	
ADMINISTRATIVE ASSISTANT	15	34,122	42,652	51,183	39,460.72	11/22/2010	6	0.90	41,799	2,339	1
FIRE/EMS CAPTAIN	19	41,476	51,845	62,214	53,300.26	6/28/2010	6	0.90	50,808	0	
FIREFIGHTER/EMT	15	34,122	42,652	51,183	38,139.40	4/14/2014	2	0.40	37,534	0	
SENIOR EQUIPMENT OPERATOR	14	32,497	40,621	48,745	48,746.88	7/1/2005	11	1.10	41,433	0	
FINANCE SPECIALIST	18	39,502	49,378	59,254	47,345	03/24/2008	8	1	49,378	2,033	1
TELECOMMUNICATOR	13	30,950	38,687	46,425	38,042	07/01/2003	13	1.15	39,848	1,805	1
POLICE RECORDS CLERK	12	29,476	36,845	44,214	33,350	6/23/2014	2	0.4	32,424	0	

Years	0	1	2	3	4	5	6	7	8	9	10	12	15	20	25	50		Cost to Adjust	
Opt 1	0%	20%	40%	55%	70%	80%	90%	100%	100%	110%	110%	115%	120%	125%	125%	125%	125%	...	\$30,500
Opt 2	0%	15%	35%	50%	60%	70%	80%	85%	90%	95%	100%	100%	110%	115%	120%	120%	120%	...	\$20,000

How to Interpret This Table:

Placement is based on the number of years an employee is in the job.

The target percentages represent movement toward the midpoint; 100% places the target salary at Midpoint (shaded yellow for each option).

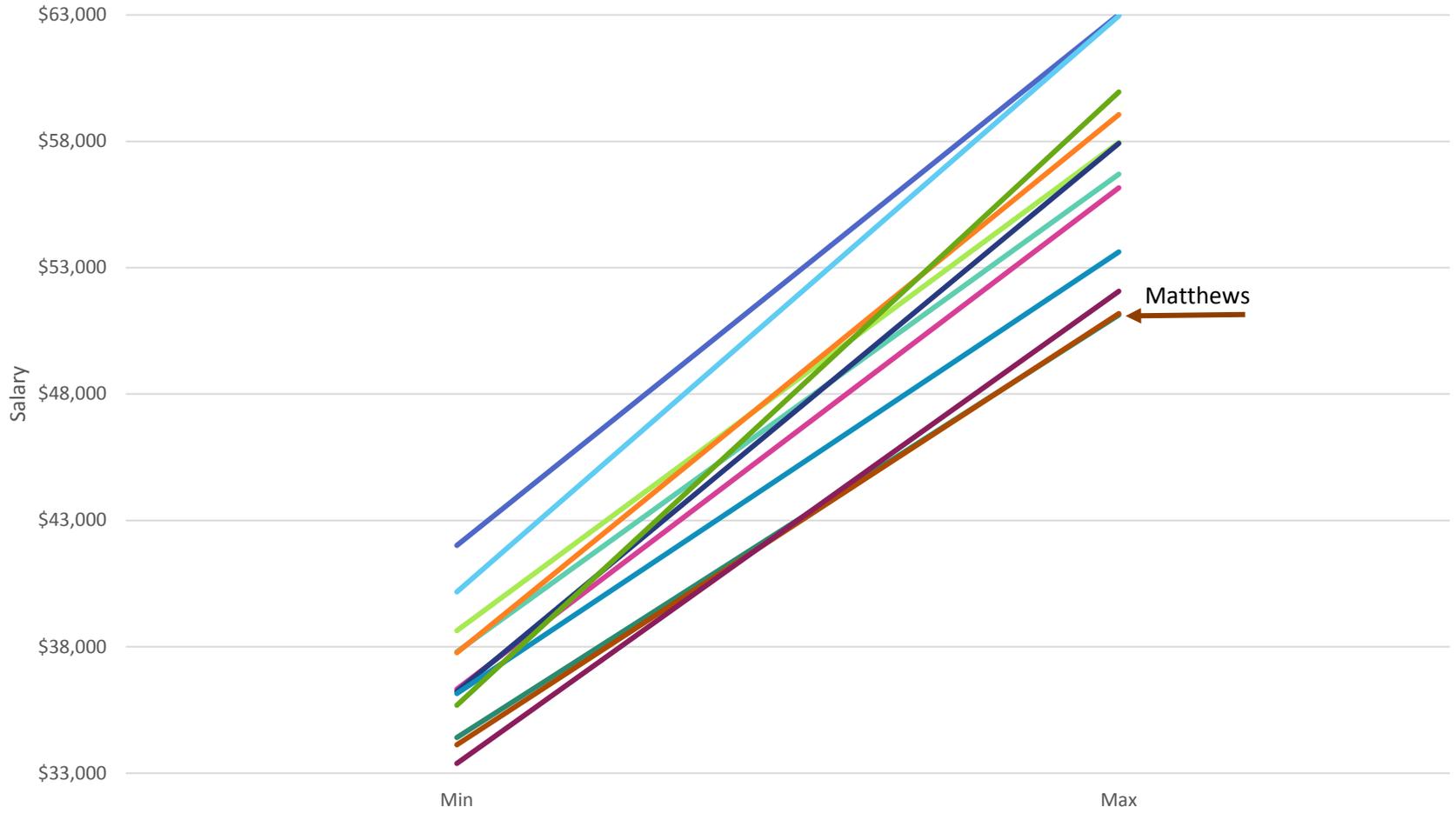
To determine the target percentage, go across the top to find the number of years and then move down the chart to the selected option.

The formula used to calculate the target is as follows: $\text{Minimum} + ((\text{Mid} - \text{Min}) * X\%)$.

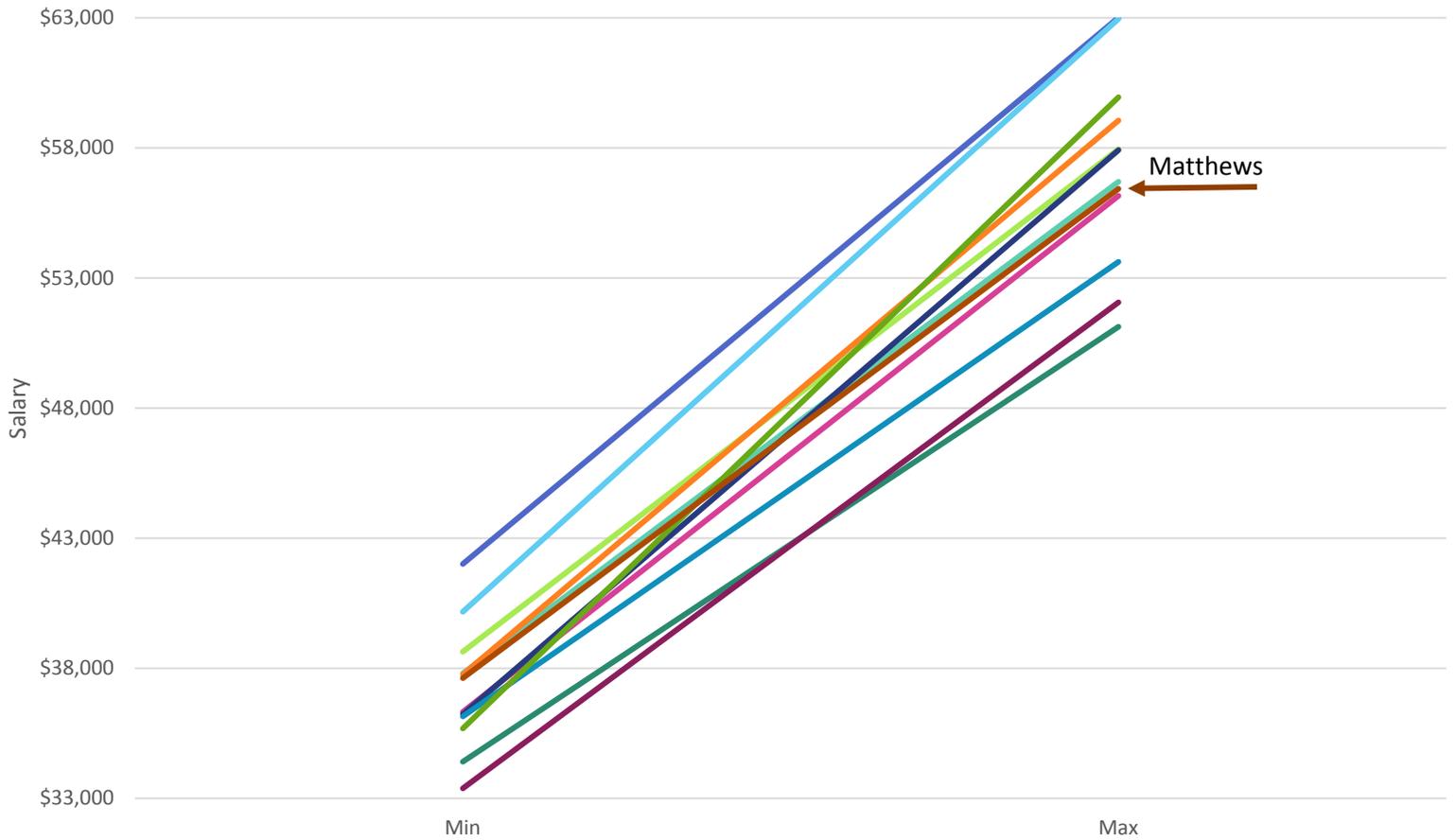
E.g. 50% placement (Option 2, 3 yrs) means that the employee will be placed halfway from minimum to midpoint ($\text{Minimum} + ((\text{Mid} - \text{Min}) * .50)$).

Percentages > 100% allow for placement beyond the midpoint

APPENDIX C: Police Officer Salary Ranges in Mecklenburg-Union County Region (current)

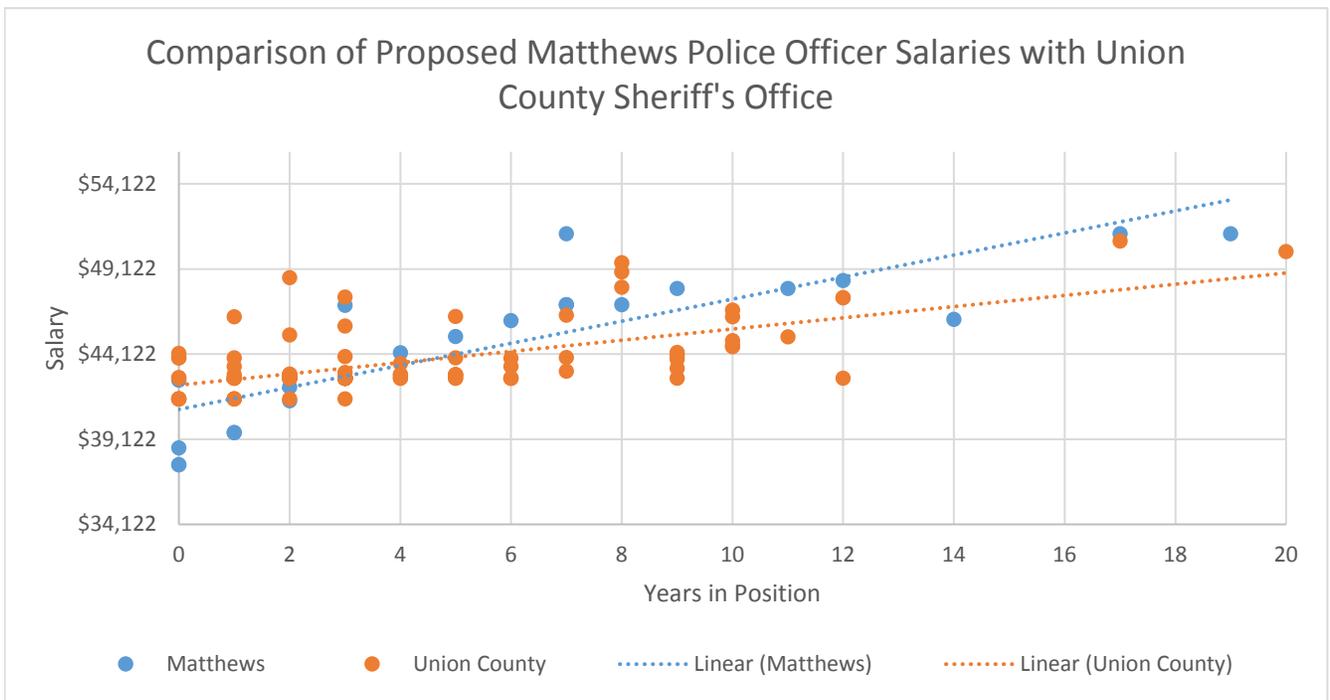
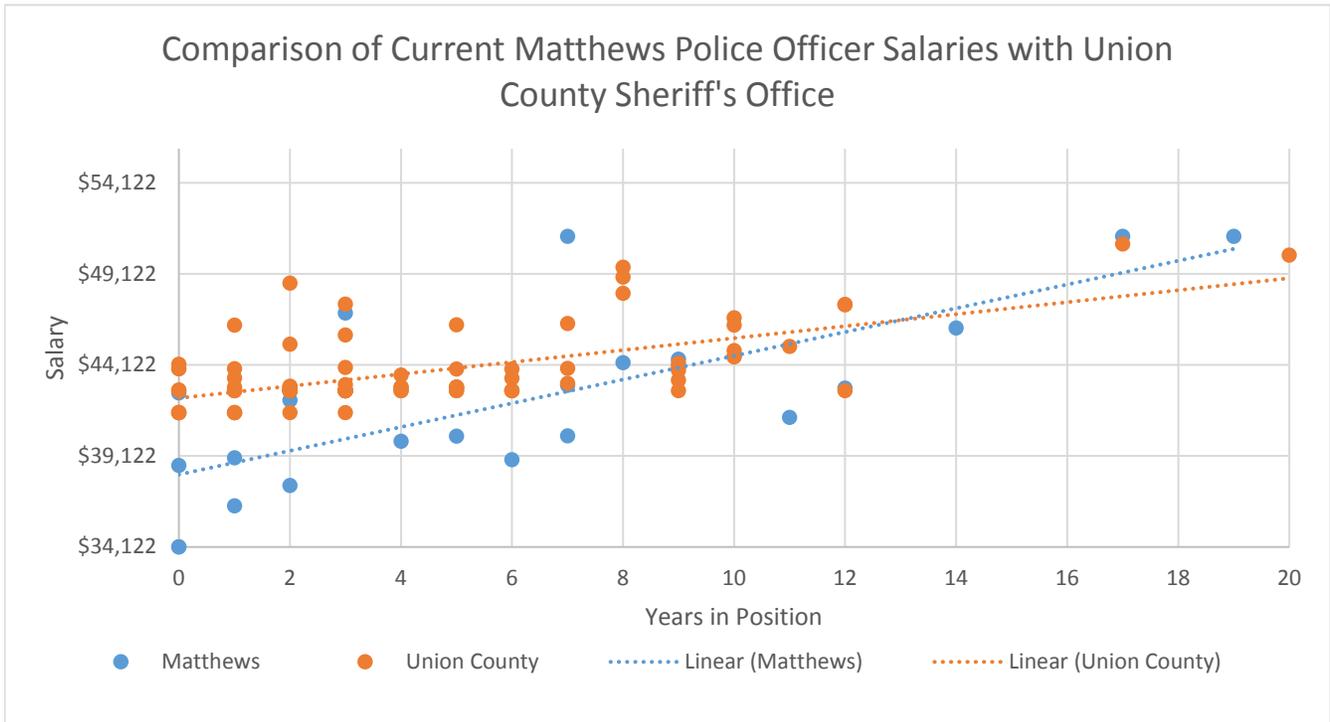


APPENDIX D: Police Officer Pay Ranges in Mecklenburg-Union County Region (proposed)



- Salary Range
- | | | | |
|-----------------------|--------------|--------------|-----------|
| Charlotte-Mecklenburg | Union County | Huntersville | Cornelius |
| Mooresville | Monroe | Pineville | Davidson |
| Concord | Stallings | Matthews | Mint Hill |

APPENDIX E - Actual Police Officer Pay Compared to Union County



APPENDIX F

Town of Matthews Police Department

Implementation Based on Years in Position – With Market Adjustment for Law Enforcement

DATE
1/1/2017

OPTION		
Total	Total	Total
69,743	4	19
2.48%		

Total Payroll	Total
2,807,061	8,362
	0.30%

TITLE	Grade	Min	Mid	Max	Current Salary	Date Began Position	YEARS	COST TO MIN	TARGET %	TARGET \$	TARGET COST	COUNT TO MIN	COUNT TO TARGET
MASTER POLICE OFFICER	19	41,476	51,845	62,214	56,430.66	04/29/2001	15	0	1.20	53,918	0		
POLICE INVESTIGATOR	18	39,502	49,378	59,254	53,742.78	03/25/2007	9	0	1.10	50,366	0		
POLICE OFFICER 8HRS	17	37,621	47,026	56,431	46,977.32	09/15/2013	3	0	0.55	42,794	0		
POLICE OFFICER 8HRS	17	37,621	47,026	56,431	44,242.38	06/26/2008	8	0	1.00	47,026	2,784		1
POLICE OFFICER	17	37,621	47,026	56,431	42,586.18	06/27/2016	0	0	0.00	37,621	0		1
POLICE OFFICER	17	37,621	47,026	56,431	37,503.18	06/22/2014	2	118	0.40	41,383	3,880	1	1
POLICE OFFICER	17	37,621	47,026	56,431	43,011.54	02/22/2009	7	0	1.00	47,026	4,015		1
POLICE SERGEANT12HRS	22	48,013	60,017	72,020	66,269.06	09/14/2012	4	0	0.70	56,416	0		
POLICE OFFICER	17	37,621	47,026	56,431	38,923.04	01/11/2010	6	0	0.90	46,086	7,163		1
POLICE OFFICER TRAINEE	17	37,621	47,026	56,431	34,122.14	08/11/2016	0	3,499	0.00	37,621	3,499	1	1
POLICE OFFICER	17	37,621	47,026	56,431	40,209.00	9/20/2011	5	0	0.80	45,145	4,936		1
POLICE INVESTIGATOR	18	39,502	49,378	59,254	53,742.78	12/22/2009	7	0	1.00	49,378	0		
MASTER POLICE OFFICER	19	41,476	51,845	62,214	54,146.30	2/28/2011	5	0	0.80	49,771	0		
POLICE CAPTAIN	25	55,582	69,477	83,372	75,224.88	2/28/2005	11	0	1.10	70,867	0		
MASTER POLICE OFFICER 84	19	41,476	51,845	62,214	42,180.06	10/21/2013	3	0	0.55	47,179	4,999		1
POLICE OFFICER	17	37,621	47,026	56,431	38,605.84	6/9/2016	0	0	0.00	37,621	0		
POLICE OFFICER	17	37,621	47,026	56,431	34,122.14	05/23/2016	0	3,499	0.00	37,621	3,499	1	1
POLICE CORPORAL	20	43,549	54,436	65,323	59,250.88	4/10/2005	11	0	1.10	55,525	0		
MASTER POLICE OFFICER	19	41,476	51,845	62,214	56,430.66	9/7/2008	8	0	1.00	51,845	0		
POLICE CAPTAIN	25	55,582	69,477	83,372	75,224.88	11/17/2013	3	0	0.55	63,224	0		
POLICE INVESTIGATOR	18	39,502	49,378	59,254	53,742.78	6/20/2004	12	0	1.15	50,859	0		
POLICE OFFICER	17	37,621	47,026	56,431	40,232.14	06/22/2009	7	0	1.00	47,026	6,794		1
POLICE OFFICER	17	37,621	47,026	56,431	51,183.60	08/15/1997	19	0	1.20	48,907	0		
POLICE CHIEF	32	78,209	97,761	117,313	108,496.02	08/03/1987	29	0	1.25	102,649	0		
POLICE OFFICER	17	37,621	47,026	56,431	42,848.52	7/23/2004	12	0	1.15	48,437	5,588		1
MASTER POLICE OFFICER 84	19	41,476	51,845	62,214	50,904.36	06/22/2014	2	0	0.40	45,623	0		
POLICE OFFICER	15	34,122	42,652	51,183	46,154.16	10/18/2002	14	0	1.15	43,932	0		
POLICE SERGEANT12HRS	22	48,013	60,017	72,020	59,750.60	1/19/2014	2	0	0.40	52,815	0		

POLICE OFFICER	17	37,621	47,026	56,431	39,026.26	06/22/2015	1	0	0.20	39,502	476		1
POLICE SERGEANT 8HRS	22	48,013	60,017	72,020	59,991.88	10/9/2011	5	0	0.80	57,616	0		
POLICE INVESTIGATOR	18	39,502	49,378	59,254	52,922.22	5/20/2011	5	0	0.80	47,403	0		
POLICE OFFICER	17	37,621	47,026	56,431	36,374.00	06/10/2015	1	1,247	0.20	39,502	3,128	1	1
POLICE OFFICER	17	37,621	47,026	56,431	42,185.52	06/22/2014	2	0	0.40	41,383	0		
POLICE SERGEANT12HRS	22	48,013	60,017	72,020	55,789.50	1/19/2014	2	0	0.40	52,815	0		
MASTER POLICE OFFICER	19	41,476	51,845	62,214	56,430.66	6/4/2006	10	0	1.10	52,882	0		
POLICE CORPORAL	20	43,549	54,436	65,323	44,406.70	1/19/2014	2	0	0.40	47,904	3,497		1
POLICE OFFICER	17	37,621	47,026	56,431	39,933.66	04/11/2012	4	0	0.70	44,205	4,271		1
POLICE SERGEANT 8HRS	22	48,013	60,017	72,020	64,951.38	2/27/2005	11	0	1.10	61,217	0		
POLICE OFFICER	17	37,621	47,026	56,431	51,183.60	2/14/2009	7	0	1.00	47,026	0		
POLICE SERGEANT 8HRS	22	48,013	60,017	72,020	64,484.68	2/27/2005	11	0	1.10	61,217	0		
POLICE OFFICER	17	37,621	47,026	56,431	51,183.60	9/10/1999	17	0	1.20	48,907	0		
POLICE CAPTAIN	25	55,582	69,477	83,372	73,538.08	7/7/2013	3	0	0.55	63,224	0		
POLICE SERGEANT 8HRS	22	48,013	60,017	72,020	59,921.42	2/27/2005	11	0	1.10	61,217	1,296		1
MASTER POLICE OFFICER 84	19	41,476	51,845	62,214	45,040.32	9/13/2015	1	0	0.20	43,549	0		
POLICE OFFICER	17	37,621	47,026	56,431	44,445.44	07/16/2007	9	0	1.10	47,967	3,521		1
POLICE CORPORAL	20	43,549	54,436	65,323	59,251.14	9/22/2012	4	0	0.70	51,170	0		
POLICE INVESTIGATOR	18	39,502	49,378	59,254	53,742.78	10/10/2002	14	0	1.15	50,859	0		
MASTER POLICE OFFICER 84	19	41,476	51,845	62,214	48,954.36	5/23/2016	0	0	0.00	41,476	0		
POLICE SERGEANT 8HRS	22	48,013	60,017	72,020	59,482.02	10/9/2011	5	0	0.80	57,616	0		
POLICE INVESTIGATOR	18	39,502	49,378	59,254	53,742.78	8/8/2013	3	0	0.55	44,934	0		
POLICE SERGEANT12HRS	22	48,013	60,017	72,020	55,181.62	8/16/2015	1	0	0.20	50,414	0		
POLICE CORPORAL	20	43,549	54,436	65,323	44,413.98	8/16/2015	1	0	0.20	45,726	1,312		1
MASTER POLICE OFFICER	19	41,476	51,845	62,214	47,795.02	4/24/2005	11	0	1.10	52,882	5,086		1
MASTER POLICE OFFICER	19	41,476	51,845	62,214	56,431	1/4/1999	17	0	1.2	53918	0		

Years	0	1	2	3	4	5	6	7	8	9	10	12	15	20	25	50		Cost to Adjust	
Opt 1	0%	20%	40%	55%	70%	80%	90%	100%	100%	110%	110%	115%	120%	125%	125%	125%	125%	...	\$70,000
Opt 2	0%	15%	35%	50%	60%	70%	80%	85%	90%	95%	100%	100%	110%	115%	120%	120%	120%	...	\$55,100

How to Interpret This Table:

Placement is based on the number of years an employee is in the job.

The target percentages represent movement toward the midpoint; 100% places the target salary at Midpoint (shaded yellow for each option).

To determine the target percentage, go across the top to find the number of years and then move down the chart to the selected option.

The formula used to calculate the target is as follows: $\text{Minimum} + ((\text{Mid} - \text{Min}) * X\%)$.

E.g. 50% placement (Option 2, 3 yrs) means that the employee will be placed halfway from minimum to midpoint ($\text{Minimum} + ((\text{Mid} - \text{Min}) * .50)$).

Percentages > 100% allow for placement beyond the midpoint

Pavement Condition

DATE: September 28, 2016
TO: Mayor and Board of Commissioners
FROM: C.J. O'Neill, PE- Public Works Director

Background/Issue

In 2014, the Town hired Kercher Engineering to perform a pavement condition survey. Based on the survey, they rated the Town's roads at an ITRE PCR of 76.8. This was significantly lower than our 2011 ITRE PCR rating of 86.9. There were several possible reasons given for the decline, the most likely being a severe winter in 2013/2014, rater subjectivity (we used a different company for the previous rating), and the amount of our maintenance funding.

They presented several funding scenarios and how they would affect our pavement condition over the following decade. To keep our pavement condition rating approximately level, they recommended a pavement maintenance budget of \$880,000 per year. This was also based on using several methods of pavement maintenance- preservation (rejuvenator, crack seal, seal coat), rehabilitation (cape seal, thin and thick overlays) and reconstruction (patching, full-depth reclamation).

Since that time, the average budget for roadway maintenance has increased from \$550,000 in 2014, to roughly \$600,000 over the last several years. This year, the Board voted to add an additional \$114,000 to roadway maintenance. However, roadway maintenance has also continued to depend on many of the same methods- crack seal, patching and full-depth reclamation.

Proposals / Solutions

Keeping our roads in good condition will rely on two things- increasing the level of funding put toward roadway maintenance and using the funds more cost-effectively.

Kercher Engineering recommended several methods to cost-effectively maintain our roads that we were not using in 2014. We have started to evaluate many of those. We used a Cape Seal with varying results in the Rice Road area. We installed a rejuvenator (Reclamite) in Coachman Ridge, Sardis Mill and a portion of Millstone Ridge last week. A surface seal (GSB-88) is planned for placement in Millstone Ridge in the spring. Another type of surface seal (Liquid Road) will be placed

in the railroad public parking lot by next spring. A third type (HA5) will be placed in Sardis Mill next week. We are also planning a thin overlay in front of Butler High School in the near future.

Based on the results of the test areas, we would like to expand our program to utilize several of these methods in future years. If we can supplement our current methods with the new methods, to keep our roadways at their current level, it is estimated that funding for roadway maintenance would have to be increased to roughly \$880,000 per year. If we are limited to our current maintenance methods, to keep our roadways at their current level, funding for roadway maintenance would have to be increased significantly beyond that.

We typically perform a pavement condition survey every three years. It is our intention to have Kercher Engineering re-evaluate our roadways next year to give us a better idea of where we stand and where we should go from there.

Fiscal Impact

To bring the roadway maintenance budget to \$880,000 per year would require approximately \$175,000 in funding over the current year's budget.

Related Town Goals and Strategies

To innovatively provide a well-planned, well-maintained and aesthetically pleasing infrastructure, that adds long-term value and offers efficient access to the Town and surrounding communities.

Recommended Action

To allow staff to plan next year's roadway maintenance utilizing the methods identified as effective using this year's test sections. To consider further increase next year's maintenance budget to \$880,000 as part of next year's budget process. To allow Kercher Engineering perform a pavement condition survey of our roads next year and consider the recommendations from the survey.

Hiring a Human Resources Manager

TO: Mayor and Board of Commissioners
 DATE: September 28, 2016
 FROM: Hazen Blodgett, Town Manager

Background/Issue:

Matthews has grown to a town with 140 full-time employees and 40 part-time employees. However, we do not have a full-time Human Resources (HR) manager/director to guide and advise department heads and the managers. Of the six other towns in Mecklenburg County only Cornelius does not have a full-time HR manager/director, and they are considering hiring one. Attached is a sheet in which we surveyed the other towns in Mecklenburg County looking at population, number of employees, and administrative help (manager, asst. manager, asst. to the manager, PIO and HR director/manager).

The Matthews Assistant Town Manager oversees communications, finance, HR, IT, risk management, economic development and special projects like strategic planning and organizational development. Below is the chart of the Assistant Manager's ideal and current workload:

Work Area:	Ideal Workload:	Current Workload:
Department Oversight (IT/Risk Management/Finance/ Communications)	20%	0-5%
HR Management/Oversight	20%	80-90%
Special Projects	30%	0-5%
Economic Development	20%	0-5%
Other/Flex	10%	0-5%

While a vast majority of the Assistant Manager's job is being spent on HR related work, there are still HR related needs going unmet:

- Development and delivery of supervisor training; leadership training; sexual harassment training; etc.
- Organizational development initiatives
- Policy updates – personnel policy revision is underway, but almost all policies need revision to include additional details or clarification of information, changes needed to remain in compliance with law, etc. (e.g. Travel Policy; Tuition Reimbursement Policy; creation and implementation of Training Policy)
- More direct support and training related to completion of employee performance reviews; compliant hiring practices and consistent review and scoring of applications and candidate interviews; consistent application of disciplinary process and performance improvement plans, when applicable, etc.
- Staffing analysis

The HR Manager will also transition to be the main point of contact for certain HR-related responsibilities that are currently handled by the Assistant Town Manager, including analysis, compliance, and support for Department of Labor/FLSA requirements, Americans with Disabilities (ADA) accommodation assessments, etc.; interview process assistance; conducting certain personnel investigations and making recommendations to assistant town manager/town manager; complaint resolution; signing off on certain paperwork; etc.

Proposal/Solution:

Create a new position: Human Resources Manager. Attached is the proposed job description. The salary grade will be 23. The corresponding salary range is \$50,415 to \$75,621.

Fiscal Impact:

The expected hiring range is between \$50,415 and \$60,000 depending on qualifications plus benefits.

Related Town Goals:

Operational Performance Goal: To plan, allocate resources, and operate all departments effectively and efficiently in order to meet the citizens' needs for local governments services.

Recommended Motion/Action:

Approve the Human Resources Manager's job description and pay grade at the October 10th meeting. After January 1, 2017 staff will evaluate revenue to date for FY17. If actuals exceed budgeted estimates, we will recommend hiring the Human Resources Manager at that time. If the funds are not available in early 2017 then the request will be to add the HR Manager's position in FY18.

HR Director & Communications/PIO Director positions in Mecklenburg County Towns

Cornelius (26,898 population (2013); 160+- town employees – 115 full-time, 10-15 part-time, 40 seasonal)

- Has Town Manager, Assistant Town Manager and Assistant to Town Manager
- No HR structure: Manager acts as HR sign-off and payroll admin distributes documents
- Three people performing social media tasks (not considered PIOs): one for Police Department info, one at Town Hall for general town information and one for Park and Rec info
- Assistant Town Manager doesn't oversee specific departments

Davidson (11,750 population (2013); 110+- town employees – 45 full-time and 65 part-time – will increase to 50 full-time and 75 part-time by July 2017)

- Has Town Manager, Assistant Town Manager, HR Manager, PIO
- PIO handles all citizen engagement, social media, emergency action plans, etc.
- Assistant Town Manager oversees economic development, planning, police, fire and communications

Huntersville (50,458 population (2013); 175+- town employees – 155 full-time, 10-25 part-time)

- Has Town Manager, Assistant Town Manager, Assistant to the Manager, HR Director
- HR Director handles HR issues/personnel management
- Assistant to the Manager handles communications/social media
- Assistant Town Manager doesn't oversee specific departments; does oversee big projects

Mint Hill (24,543 population (2013); 94 town employees – 87 full-time, 7 part-time)

- Has Town Manager, Deputy Town Manager, HR Director, Executive Assistant to Manager/Deputy Manager
- HR Director handles HR issues/personnel management
- Executive Assistant handles social media
- Deputy Town Manager doesn't oversee specific departments

Pineville (8,061 population (2013); 94 town employees – 86 full-time, 5 part-time, 3 on-call)

- Has Town Manager, HR Director

Matthews (29,384 population (2013); 180+- town employees – 140 full-time, 40 part-time)

- Has Town Manager, Assistant Town Manager, Communications Director/PIO
- Assistant Town Manager oversees communications, economic development, finance, HR, IT, risk management, IT, economic development
- Assistant Town Manager also acts as HR Director, handling HR issues/personnel management
- Communications Director acts as PIO for citizen engagement, social media, etc.; police department has employee with PIO duties specific to department

Human Resources Manager

Classification

Exempt

Salary Grade

23

Reports to

Assistant Town Manager

Date

9/19/2016

JOB DESCRIPTION**Summary/Objective**

Under general supervision of the assistant town manager, the human resources manager ensures that human resources programs support the long-term goals of the Board. This position performs professional work of considerable difficulty overseeing a range of administrative functions related to human resources management, employee development and customer service. This position also trains employees and supervisors and performs related work as required.

Essential Functions

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

1. Plans, directs and administers various human resources programs.
2. Supports HR programs, including SET Team and other employee recognition efforts, employee education, and others.
3. Writes and revises job classification specifications.
4. Works with HR Specialist to manage timely hiring of new employees, which may include reviewing applications to narrow applicant pool, serving on selection committees, etc.
5. Develops training programs and teaches and/or coordinates courses, including sexual harassment training and supervisory skills training, among others.
6. Does research, analyzes data and prepares reports.
7. Develops, reviews and revises policies and procedures.
8. Provides advice and counsel to department heads, managers and staff.
9. Assists department heads and managers by working with employees with performance issues, including development of performance improvement plans.
10. Represents the department with the Board, related agencies and the public.
11. Serves as a key point of contact for HR, ready to answer employee questions and effectively resolve problems.
12. Assists with preparation for the performance review process.
13. Leads investigations for employee misconduct in violation of personnel policy

14. Works closely with the Strategic Planning Committee, attending meetings, providing staff support and program reports.
15. Works on other administrative and clerical functions, as well as special projects, as needed.
16. Acts as the human resources director in the absence of the assistant town manager.

Supervisory Responsibility

This position has one direct report and one indirect report.

Work Environment

This job operates in a professional office environment. This role routinely uses standard office equipment such as computers, phones, photocopiers, filing cabinets and fax machines.

Physical Demands

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

This is largely a sedentary role; however, some filing is required. This would require the ability to lift files, open filing cabinets and bend or stand on a stool as necessary. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception and ability to adjust focus.

Position Type/Expected Hours of Work

This is a full-time, exempt position. Typical days and hours of work are Monday through Friday, 8:00 a.m. to 5 p.m. with occasional night meetings and work outside the typical 40 hour work week required at times, depending on work load.

General Required Qualifications

1. Strong work ethic. Willingness to work hard to accomplish difficult goals.
2. Complies with written and verbal instruction and willingly performing assigned tasks.
3. Accountability to supervisor and to a performance plan. Willingness to accept supervision.
4. Positive attitude and ability to be a positive influence on a team.
5. Demonstrates proactivity, flexibility, creativity, and enthusiasm.
6. Professionalism, maturity, good decision-making and problem-solving abilities.
7. Disciplined self-starter who can set and achieve goals.
8. Can feel and express passion for the mission of public service and human resources-related tasks.
9. Is reliable, dependable and trustworthy.
10. Excellent written and verbal communications skills in English.
11. Ability to communicate well with external and internal customers.
12. Excellent customer service skills, for both internal and external customers/stakeholders.
13. Demonstrated ability to serve stakeholders in a professional, welcoming, and efficient manner.
14. Ability to thrive in a flexible, fast-paced and growth-oriented environment, while maintaining a sense of humor and a positive, solution-oriented approach.

15. Ability to work well with others, to ensure positive, constructive environment within the program or department, and throughout the organization, and to resolve conflict and avoid difficulties.
16. Cooperative, friendly, and helpful attitude with all audiences.
17. Strong attention to detail.
18. Excellent administrative and organizational skills.
19. Ownership of job's responsibilities and of accomplishing goals.
20. Ability to model highly professional work etiquette including informing supervisor of your activities, responding to communication in a timely manner, doing what you say you will do, respectful behavior in meetings, avoiding any behavior which could cause negative perceptions of you or of the organization.
21. Interest in seeking out additional challenges and opportunities. A commitment to ongoing learning and self-development.
22. Ability to utilize, engage, and develop others, to work enthusiastically and productively.
23. Ability to control unusual situations as they arise without escalating.

Required Education and Experience

Sixty semester hours of college-level course work in human resources, public administration or a related field and four years of human resource administration experience, including one year of supervisory experience and one year as a trainer; or any combination of education, training and experience that demonstrates the ability to perform the duties of the position.

Preferred Education and Experience

Bachelor's degree

Additional Eligibility Qualifications

1. Considerable knowledge of principles and practices of human resource management, dynamics of employee development and professional growth, and training program design and presentation.
2. Working knowledge of state and federal labor laws and regulations and report preparation.
3. Ability to plan, organize and present training activities to diverse employee groups, establish and maintain effective working relationships with employees, other agencies and the public, follow written and verbal instructions, and communicate effectively verbally and in writing.

AAP/EEO Statement

The Town of Matthews is an EEO participating employer.

Other Duties

Please note this job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee for this job. Duties, responsibilities and activities may change at any time with or without notice.

A wooden boardwalk with railings overlooking a forest with autumn foliage. The boardwalk is made of light-colored wood and has a railing with a decorative top rail. The forest is filled with trees, some with green needles and some with red and orange autumn leaves. The sky is overcast.

**Parks, Recreation
& Cultural Resource Department**

Mini Planning Conference

2016 - 2017

Inventory of Existing Recreational Opportunities

Town of Matthews

Parks

- Baucom Park
- Squirrel Lake Park
- Matthews-Sardis Park
- Stumptown Park
- Windsor Park
- Community Gardens (2)
- KP Park
- Fountain Rock Park

Facilities

- Matthews Community Center
- Crews Recreation Center
- McDowell Arts Center

Mecklenburg County

- Idlewild Park
- Colonel F. Beatty Park
- W.R. Davie Park
- Sportsplex
- Four Mile Creek Greenway
- Stevens Creek Nature Preserve

Private Facilities

- MARA / Author Goodman Park
- Siskey YMCA Facility
- Christ Covenant Church/Day School
 - Soccer Field
- Matthews Tennis, Swim and Golf Club

Charlotte-Mecklenburg Schools

- Butler High School
- Crestdale Middle School
- Crown Point Elementary
- Matthews Elementary School
- Elizabeth Lane Elementary School

**Does not include parks/facilities built by neighborhoods/home owners associations, etc.*

Undeveloped and Underdeveloped Recreational Facilities

Town of Matthews

- Purser-Hulsey Park
- Rice Road Park
- Country Place Pocket Park
- Property at McKee Road / Pleasant Plains
- Trail Connections
 - Butler – Heathers – Purser Park
 - Heritage Trail
 - Sam Newell – Matthews Mint Hill Rd
 - Four Mile Creek Greenway

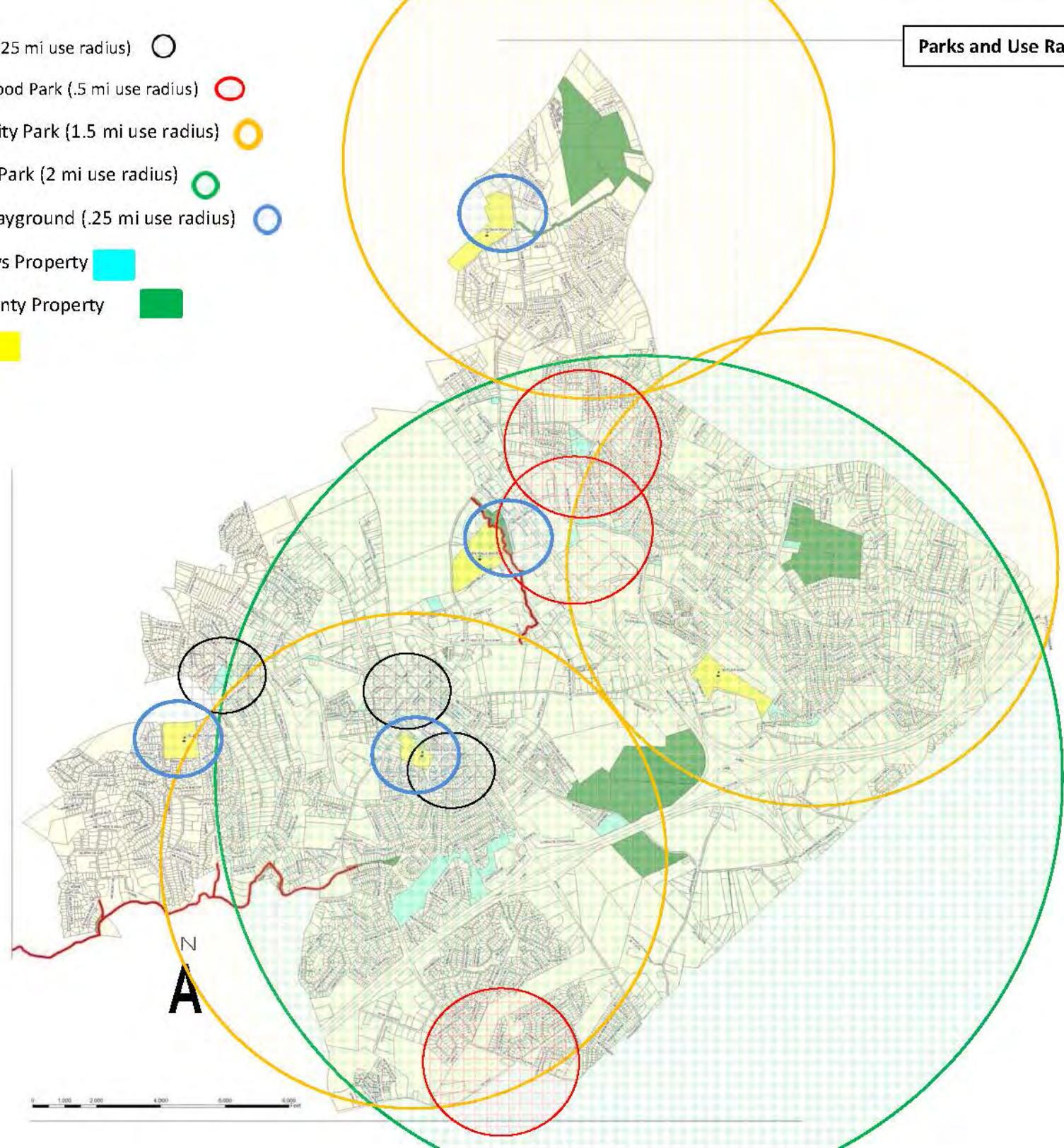
Mecklenburg County

- Idlewild Park
- Colonel F. Beatty Park
- Sportsplex
- Four Mile Creek Greenway

Existing Parks with Use Radius

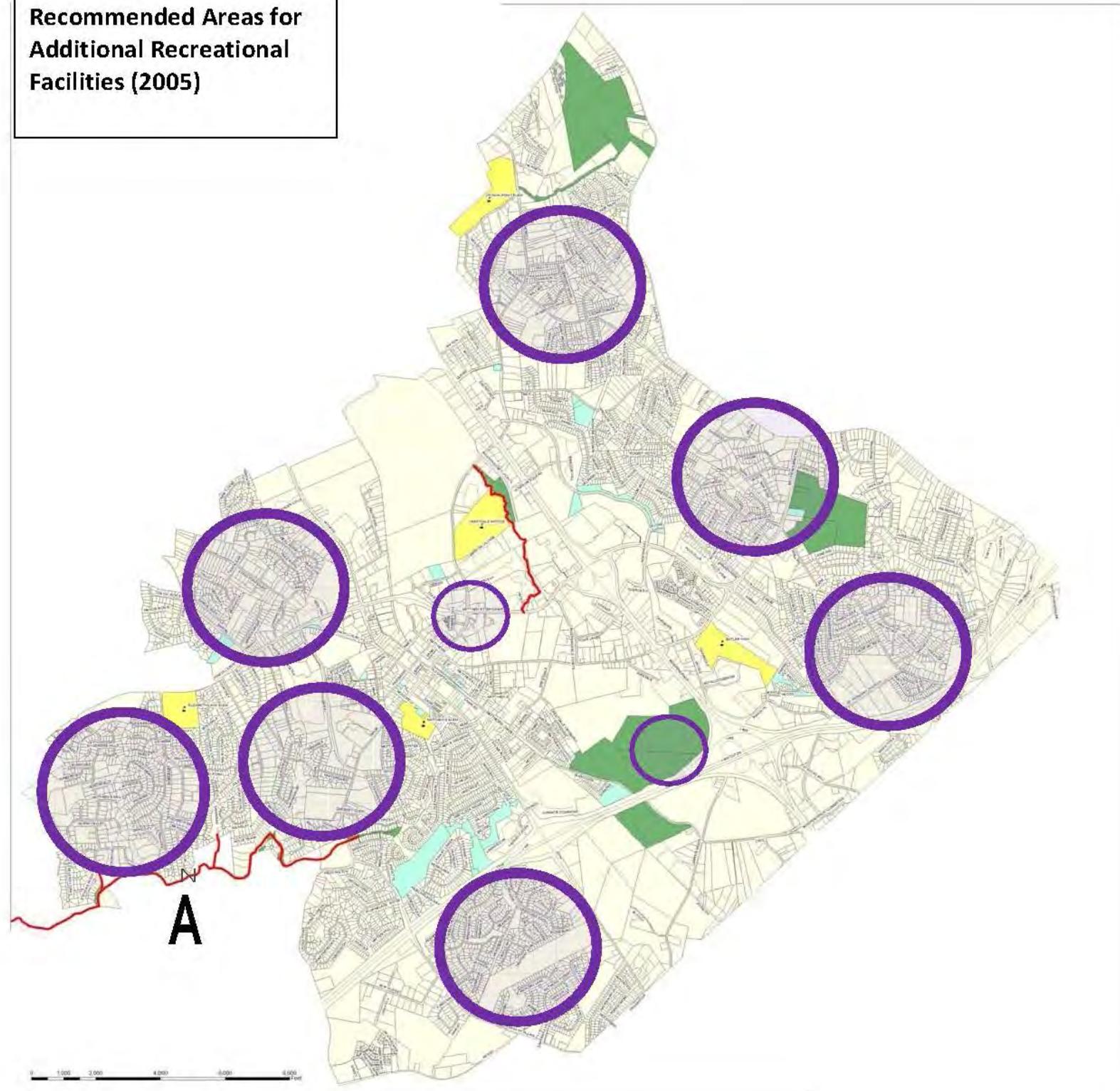
- Existing Mini Park (.25 mi use radius) ○
- Existing Neighborhood Park (.5 mi use radius) ○
- Existing Community Park (1.5 mi use radius) ○
- Existing Regional Park (2 mi use radius) ○
- Existing School Playground (.25 mi use radius) ○
- Town of Matthews Property ■
- Mecklenburg County Property ■
- CMS Property ■

Parks and Use Radius

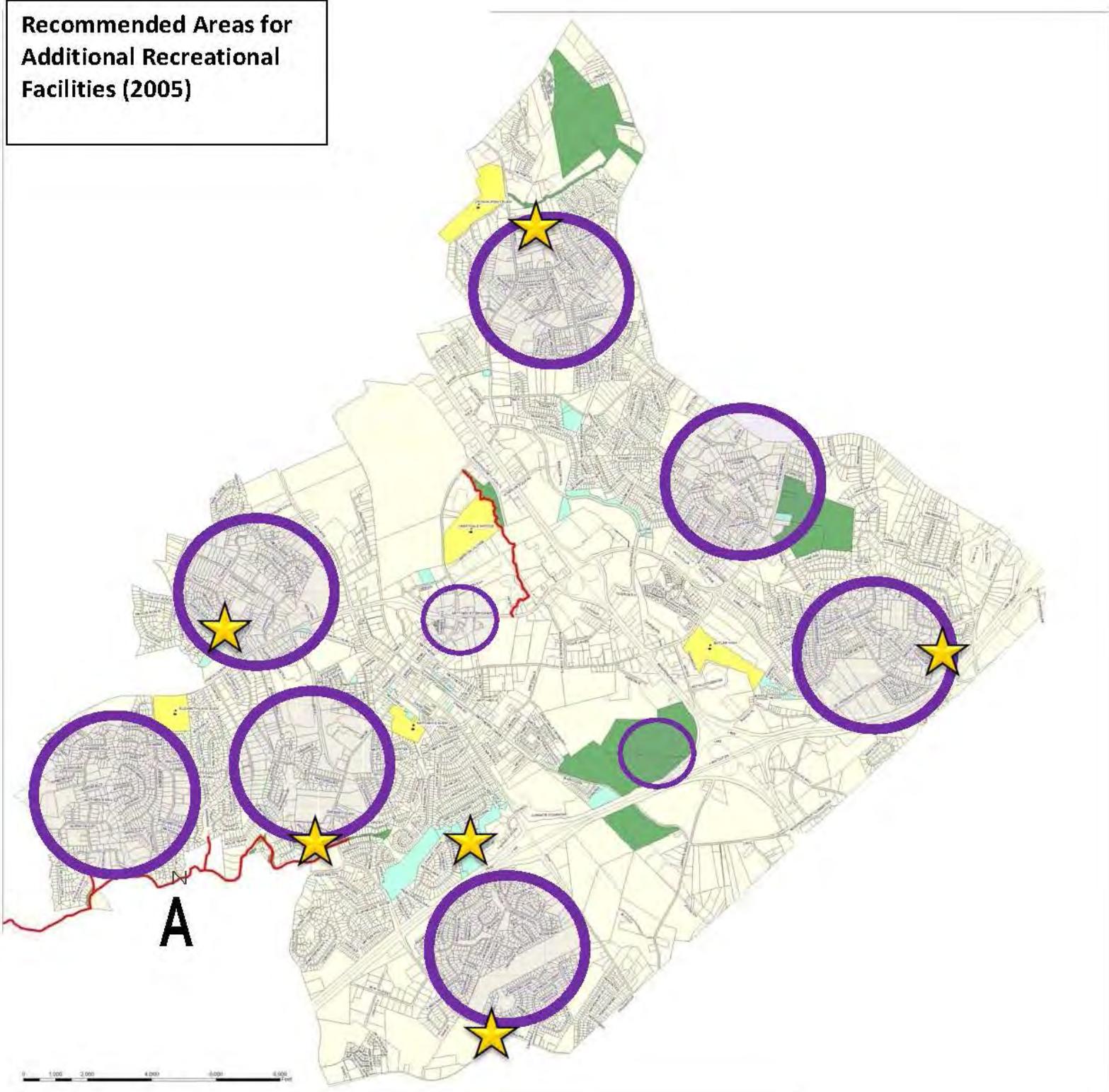


Areas Where
Facilities are
Recommended
(2005)

Recommended Areas for
Additional Recreational
Facilities (2005)



Existing Facilities, Underserved Areas & Potential Sites



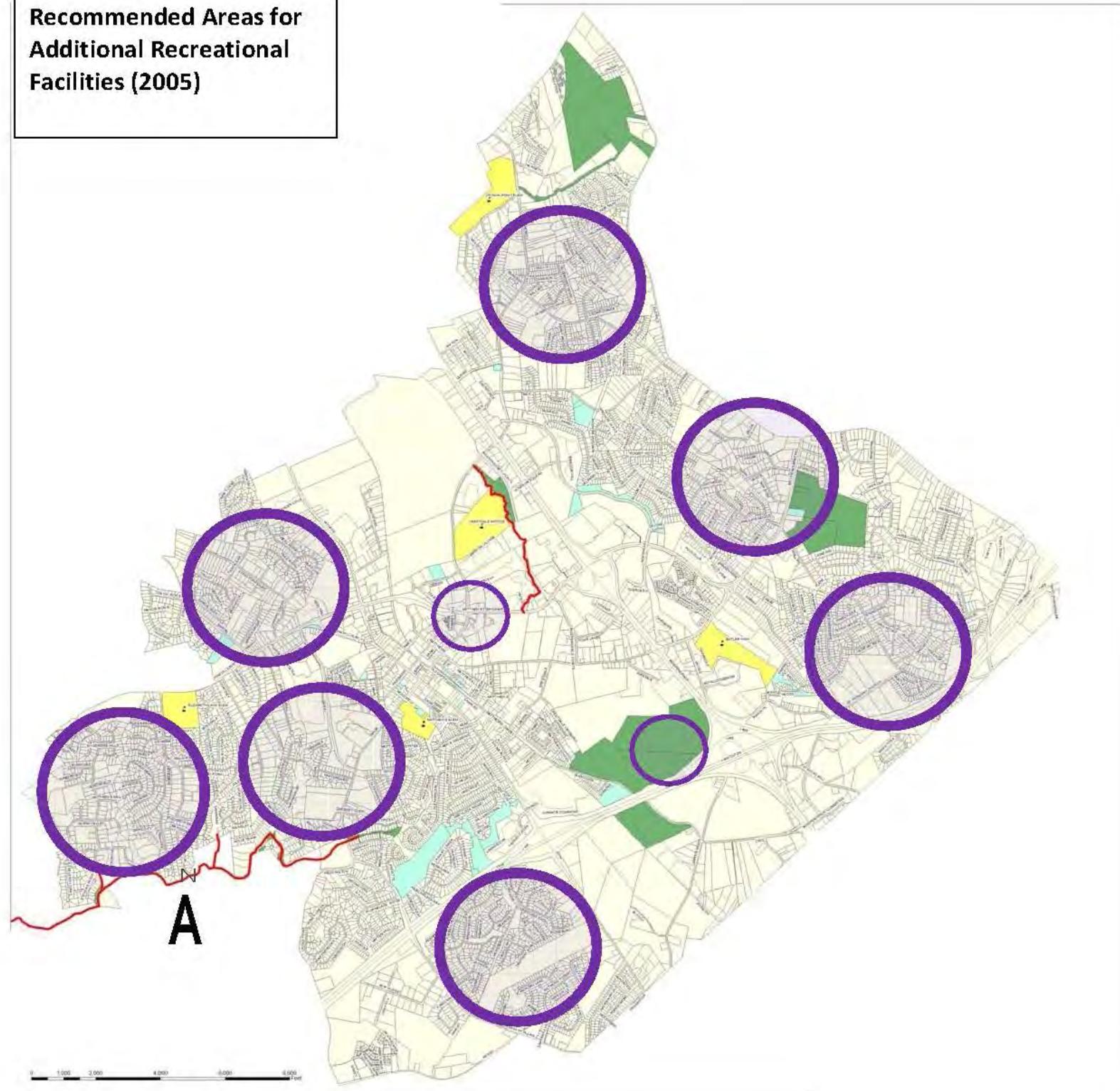
Progress

Based on 2016 population estimate of 31,500

Facility Type & Matthews Standard (2005)	Facilities Suggested based on standards	2005 Inventory of Facilities	Accomplishments 2005 - 20016	Existing Facilities 2016	2016 Demand based on standards
Mini Parks (1 – 3 acres) .25 acres /1,000	7.88 acres 5 sites	4.7 acres 3 sites	.35 acres 2 sites	5.05 acres 5 sites	2.83 acres 1 site
Neighborhood Parks (7-15 acres) 2.5 acres/1,000	78.75 acres 8 sites	5 acres 1 site	0	5 acres 1 site	73.75 acres 7 sites
Community Parks (40-100 Acres) 5 acres/1,000	157 acres 3 sites	89 acres 2 sites	0	89 acres 2 sites	68 acres 1 site
Basketball Court 1/1,000	3	0	0	0	3
Tennis Court 1/4,000	8	0	0	0	8
Volleyball Court 1/10,000	3	0	1	1	2
Picnic Shelter 1/3,000	10	7	2	9	1
Playground Activities 1/1,000	31	15	6	21	10
Pedestrian Trails .4 mi/1,000	12	4.25	2.2	6.45	5.55
Biking Trails 1mi/1,000	31	0	0	0	31
Swimming Pool 1/20,000	1	0	0	0	1

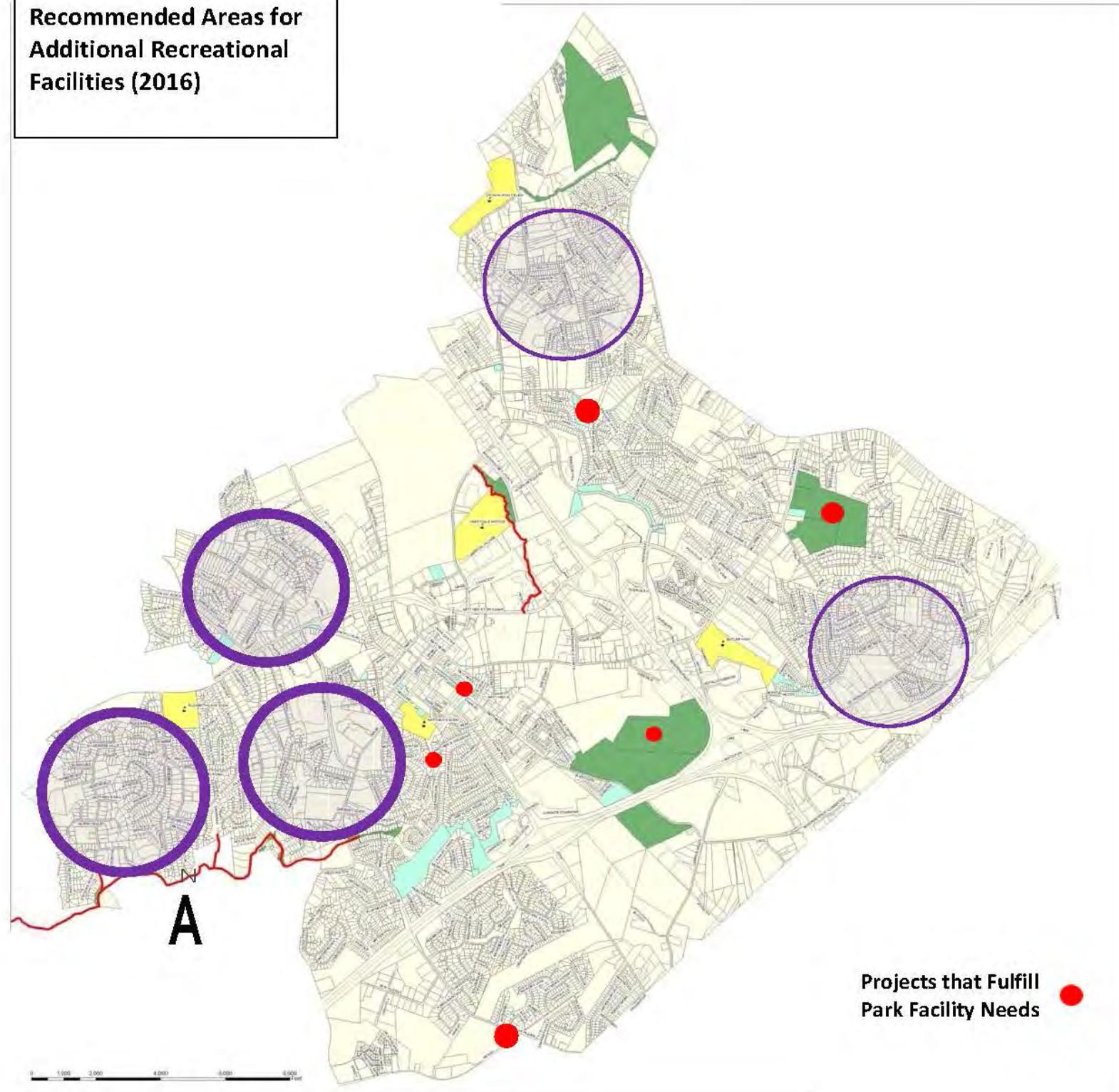
Areas Where
Facilities are
Recommended
(2005)

Recommended Areas for
Additional Recreational
Facilities (2005)

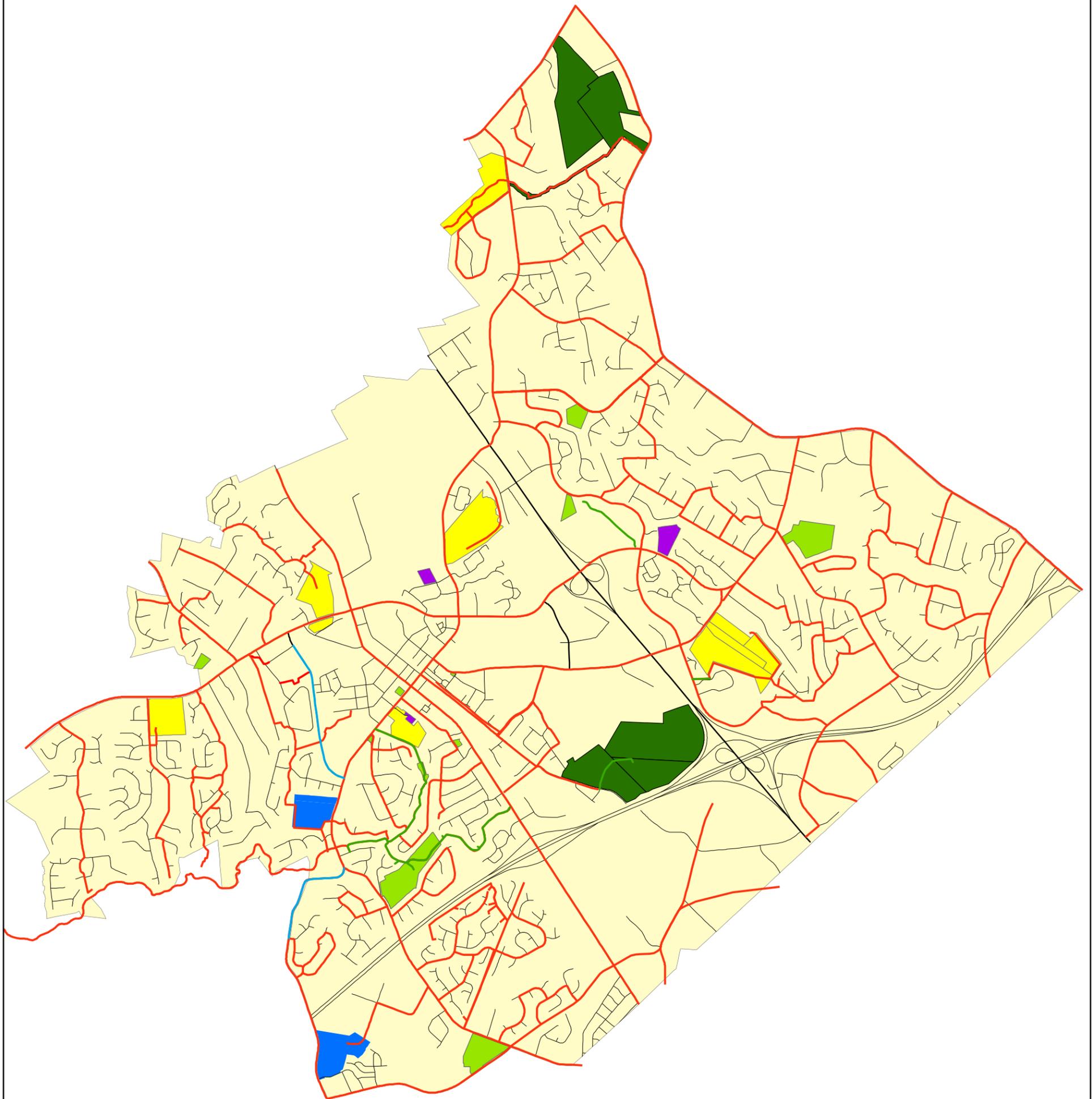


Updated:
Areas Where
Facilities are
Recommended
(2016)

Recommended Areas for
Additional Recreational
Facilities (2016)



Recommended & Existing Recreation Facilities in the Town of Matthews

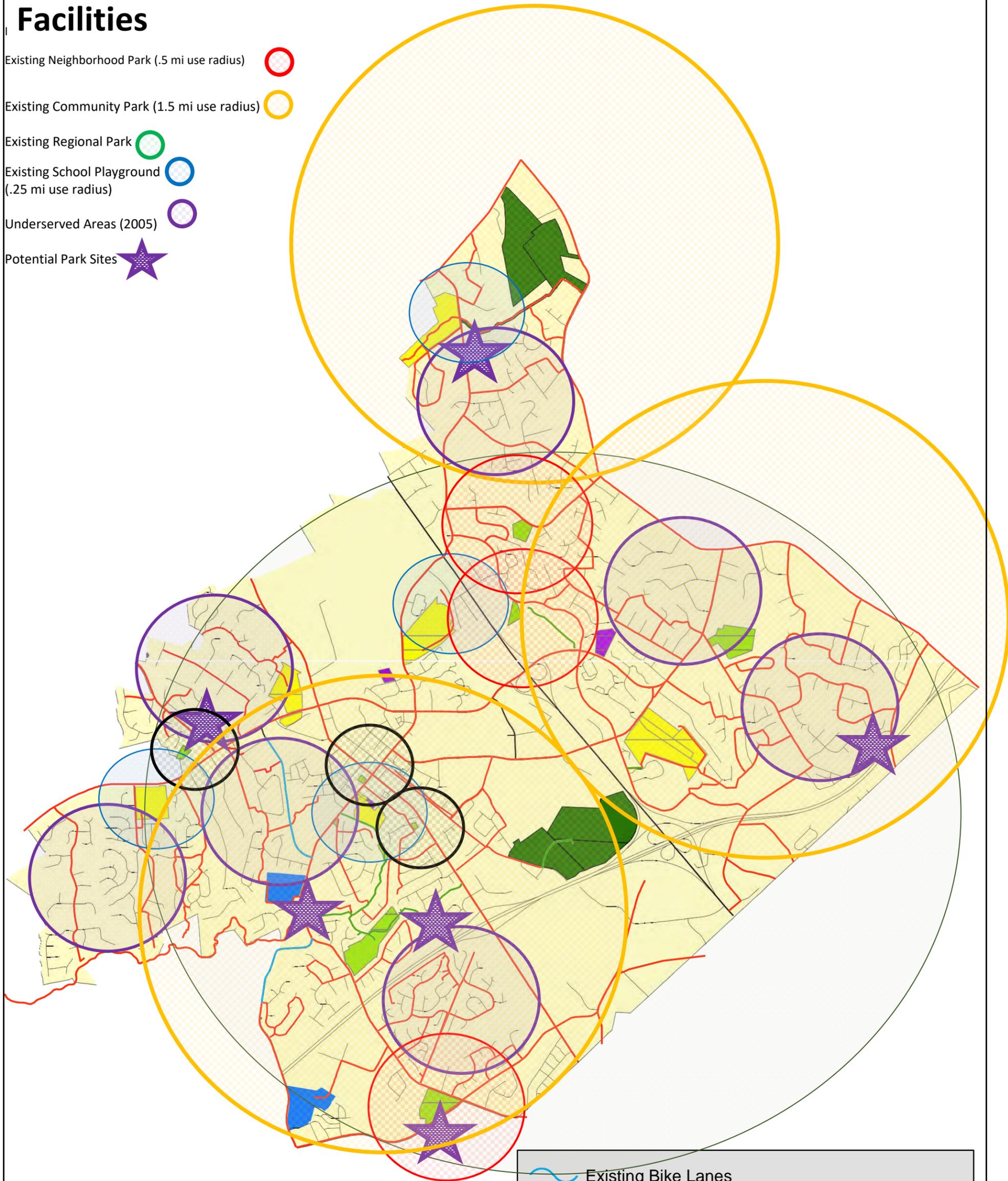


- Existing Bike Lanes
- Existing Multi-Use Path
- Recommended Projects From Comp Bike Plan
- Existing Schools and Associated Athletic Facilities
- Existing Private Facilities
- Existing County Parks
- Existing Town Parks
- Existing Indoor Facilities
- Matthews Limits



Existing and Potential Facilities

- Existing Neighborhood Park (.5 mi use radius) 
- Existing Community Park (1.5 mi use radius) 
- Existing Regional Park 
- Existing School Playground (.25 mi use radius) 
- Underserved Areas (2005) 
- Potential Park Sites 



-  Existing Bike Lanes
-  Existing Multi-Use Path
-  Recommended Projects From Comp Bike Plan
-  Existing Schools and Associated Athletic Facilities
-  Existing Private Facilities
-  Existing County Parks
-  Existing Town Parks
-  Existing Indoor Facilities
-  Matthews Limits



Planning Conference Agenda Item: Consider Options for Improving Traffic Patterns at Matthews Elementary School

Date: September 27, 2016

From: Chief Rob Hunter

Background / Issue: Approximately twenty years ago, as part of an expansion project at Matthews Elementary School, CMS made significant changes to the internal traffic flow. Essentially, the bus & parent-drop-off patterns were reversed, with an expanded bus parking lot constructed behind the school, all bus traffic moved onto McDowell Street, and a new parent drop-off pattern was moved to what was previously the bus lot on the opposite side of the building. This change resulted in increased congestion upon S. Trade St. due to waiting parent traffic, a problem that has grown over the past several years due to increased student assignment and the natural growth in local vehicular traffic. At last year's Planning Conference, two possible solutions were presented. Following are our findings at this time based upon those solutions as well as additional considerations:

Proposed Solution 1: This proposed utilizing McDowell St. as the point of entry for both buses and parent traffic, requiring the construction of an internal access drive from the bus parking lot to the existing staff parking lot, where parent-vehicle traffic currently stacks. While we have not received a written opinion from CMS, the opinions they expressed were as follows:

1. It is the general practice of CMS not to combine/mix bus traffic with parent traffic for student-safety purposes.
2. This proposal would entail a vehicular crossing-point (buses and passenger vehicles crossing paths) as passenger vehicles are in-bound and buses out-bound. This would require more school staff assignments than the school may be able to currently provide and greatly increased potential injury and/or liability.

Financial Impact Solution 1: For Solution 1, the town cost would be minimal as all changes would be upon CMS property and, hopefully, at their expense. There may be benefits, however, of the town's possible offer of cost/work-sharing with CMS to gain their acceptance of this improvement. The estimated cost of Solution 1 is \$60,000.

Proposed Solution 2: This considered expansion of S. Trade St. to provide for a dedicated left-turn lane into the staff parking / parent drop-off lot. This would provide for some on-street stacking at drop-off/pick-up times, which would reduce or eliminate the outright stoppage of south-bound traffic which currently occurs during these two school time periods.

The employees of the Matthews Police Department strive to promote a safe community by preventing crimes and reducing the fear of crime, while treating all individuals fairly and with respect.

Our members will demonstrate honesty, professionalism and integrity, while building the partnerships necessary to enhance the safety of our community.

1. This option would require the purchase of some ROW from adjoining property owners for the roadway widening & continued placement of the existing sidewalk. This would likely require the purchase of less than 10-15 ' of ROW.
2. This should eliminate the current hazardous condition caused by vehicles stopping on the roadway, often resulting in other motorists illegally passing upon the double yellow line to circumvent the standing traffic.
3. This would provide additional road width to enhance the access of emergency vehicles from the fire department as well as those (police & Medic) responding during all busy traffic periods in the area of the school.

Financial Impact Solution 2: For Solution 2, the cost is significantly higher primarily due to the possible relocation of two utility poles containing significant equipment & wires. The purchase of ROW may also be necessary for at least two adjacent privately-owned parcels (town owns FD property and assuming CMS would dedicate necessary ROW.) The estimated construction cost of Solution 2 is \$150,000+; this does not include property acquisition, if necessary and/or utility relocation if necessary.

Proposed Solution: Staff also reviewed the current proposals for the re-marking of the block of S. Trade St. between McDowell St. & Sadie Dr., and concluded that these two project needs should be considered jointly. Additionally, the town's Downtown Streetscape Plan should be considered as a basis for any improvements. As such, for this specific project, we propose that further review and consideration of the entire area be considered, both for vehicular movement and available public parking. Some of the considerations we shall discuss include:

- Better utilization of and/or addition of parking in the general vicinity; those may include:
 - o Designating on-street parking on Sadie Dr.
 - o Non-paved 'hard' surface lot expansion behind the Free Medical Clinic
 - o Improved wayfinding & education to current available parking
- A possible partnership utilizing the existing Greenway entrance (from S. Trade St.) to a newly-constructed internal access road into the school property
- Possible renewed negotiation with First Baptist Church for CMS parent use of their rear parking lot and/or expanded use of the town's easement access to possibly allow passenger vehicle traffic for student drop-off and/or pick-up

Financial Impact: There will be no financial impact upon the town.

Related Town Goals: *Well Planned, Functional Transportation System, Walkable & Bikeable Community, Healthy, Sustainable Environment*

Recommended Motion: Direct staff to continue to explore alternatives and prepare cost estimates for any proposed solutions.

Note: Images included on following page

The employees of the Matthews Police Department strive to promote a safe community by preventing crimes and reducing the fear of crime, while treating all individuals fairly and with respect.

Our members will demonstrate honesty, professionalism and integrity, while building the partnerships necessary to enhance the safety of our community.

Current Configuration

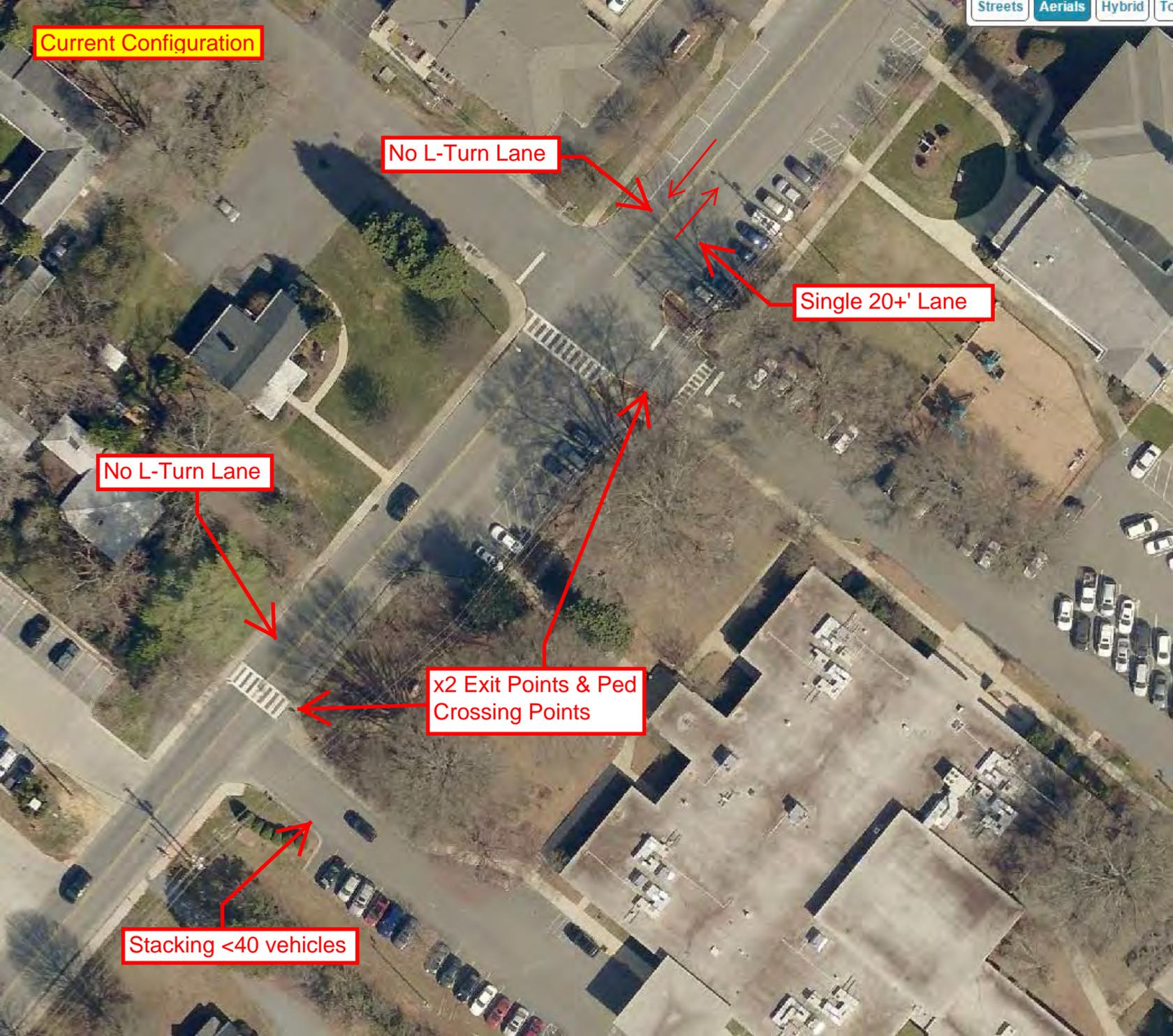
No L-Turn Lane

Single 20+' Lane

No L-Turn Lane

x2 Exit Points & Ped Crossing Points

Stacking <40 vehicles



**CMS Internal Improvement
& Flow Change**

Bus & Car Traffic

Drop-off points

Non-bus traffic

Add drive & sidewalk



ROW Widening / Lane Shift

Create L-turn lane

100' CMS frontage
Approx. 15' ROW

Shift n-bound lane

134' frontage
Approx. 15' ROW



Both Trade Street Changes

Medical Clinic

Matt Elementary



Pavement Markings on South Trade Street

DATE: September 27, 2016
TO: Mayor and Board of Commissioners
FROM: Susan Habina Woolard, PE – Town Engineer

Background/Issue:

In February 2016, Public Works staff presented to the Board two alternatives for pavement marking along South Trade Street between Sadie and McDowell Streets. The Board approved Proposal 1 at that time, which organizes northbound traffic into two lanes approaching Sadie from McDowell. While working through the design to implement Proposal 1, it was noticed that this proposal may not appropriately address all turning movements along this block and is not consistent with the Downtown Streetscape Plan (see attached).

Also in February 2016, Chief Hunter presented information regarding traffic flow in and around Matthews Elementary School on South Trade Street, immediately adjacent to the block with the new proposed pavement markings. Since the school project may affect the striping on South Trade Street, Town staff has been collaborating on ideas for a comprehensive look at traffic on South Trade Street, discussing both projects together rather than individually.

Proposal / Solution:

It is recommended that proposal presented to and approved by the Board in February be installed while staff continues to work on solutions with the Charlotte-Mecklenburg School system. When the Town is ready to implement the Downtown Streetscape Plan for South Trade Street, angled parking and the center lane will be re-evaluated at that time.

Fiscal Impact:

None, the project is already approved.

Related Town Goals and Strategies:

To Provide a Well-Planned, Functional Transportation System, Walkable and Bikeable Community, & Vibrant, Pedestrian-Friendly Downtown

Recommendation Action:

To allow Town staff to continue installation of the pavement markings approved at the February Board meeting.

Lane Assignment from Downtown Streetscape Improvement Plan



REVISION	DATE	DESCRIPTION

DESIGNED BY: UNK
 DRAWN BY: SHW
 DATE: 8/18/2016
 SCALE:



S TRADE ST PAVEMENT MARKING
 PM-1
 TOWN OF MATTHEWS
 PUBLIC WORKS DEPARTMENT
 1600 TANK TOWN RD., MATTHEWS, NC 28105