The Cleveland County Board of Commissioners met in a regular session on this date, at the hour of 6:00 p.m. in the Commission Chamber of the Cleveland County Administrative Offices.

**PRESENT:**
Eddie Holbrook, Chairman
Susan Allen, Vice-Chair
Johnny Hutchins, Commissioner
Ronnie Whetstine, Commissioner
Jeff Richardson, County Manager
Tim Moore, County Attorney
Phyllis Nowlen, Clerk to the Board
Brian Epley, Finance Director
Kerri Melton, Director of Community Services
Allison Mauney, Human Resources Director
Jason Falls, Interim County Manager

**CALL TO ORDER**

Chairman Eddie Holbrook called the meeting to order and Commissioner Ronnie Whetstine led the audience in the Pledge of Allegiance and provided the invocation for the meeting.

**AGENDA ADOPTION**

**ACTION:** Commissioner Hutchins made the motion, seconded by Commissioner Allen and unanimously approved by the Board to, approve the agenda.

**SPECIAL RECOGNITION**

Recognition of County Employee Education and Training in Fiscal Year 2016/2017: The Board recognized and congratulated County employees who have completed job related training or education over the past year. Professional development not only delivers benefits to the individual but it also delivers benefits to our organization and the public. Phyllis Nowlen, Clerk to the Board, read the following list, inviting employees to the front. Commissioners congratulated those employees on their accomplishments and a group photo was taken.

**Board of Elections**
- Dayna Causby – State-Certified North Carolina Election Administrator
- Clifton Philbeck – National Certification-Election Center-Certified Elections/Registration Administrator, CERA State Certified North Carolina Election Administrator
- Renee Bost – State Certified North Carolina Election Administrator

**Building Inspection**
- Colt Farrington – Level 2 Certifications in Plumbing and Electrical

**Emergency Medical Services**
- Caroline Cordell – Paramedic School Completion
- Jimmy Grigg – Paramedic School Completion
- Steven Hancock – Paramedic School Completion
- Ryan Bishop – Critical Care Paramedic Completion
- Megan Bradley – Critical Care Paramedic Completion
- Carrie Tate – American Heart Association Instructor Status
- Sammy Davis – UNC Charlotte EMS Management Institute

**Emergency Management**
- Josh Queen – Level 2 Fire Inspector with probationary Level 3 from the Code Officials Qualification Board

**Economic Development**
- Beth Norman – Basic Economic Development; UNC School of Government

**Finance**
- Brian Epley – Public Executive Leadership Academy Graduate; UNC Chapel Hill
2016/2017 Strategic Goals Update

Top Priorities
- ½ Step Pay Adjustment
- 1.6% Cost of Living Adjustment
- July 1, 2017 (3% COLA)
- Pay and Classification study Presentation - October 17th
  - Create a sustainable Employee Pay Plan

Maintain Support for County Volunteer Fire Departments
- Volunteer Fire Department Strategic Plan Completed in March, 2016
- 3.75 cent fire tax rate increase
- Blended paid/volunteer staffing to be implemented countywide 1/1/18

Health Department
- Holly Wall – Certified Health Education Specialist (CHES)
- Lindsay Bralley – BSN Degree
- Heather Voyles – BSN Degree
- Alicia Green – Nationally Certified in School Nursing (NCSM)
- Amber Payne – Nationally Certified in School Nursing (NCSM)
- Sandra Satterfield – Nationally Certified in School Nursing (NCSM)
- Elizabeth Propst – Case Management Certification from the Commission for Case Management Certification

Planning/Zoning
- Chris Martin – Local Government Federal Credit Union Fellows Program

Social Services
- Allison Clark – UNC Local Government Federal Credit Union Fellows Program

SPECIAL PRESENTATION

Dr. Barringer Award: Chairman Holbrook recognized Joe Lord, Emergency Medical Services Director.

Mr. Lord read a brief biography on Dr. Michael Barringer, citing the many accomplishments and contributions he has made to Emergency Medical Services in Cleveland County. Dr. Barringer was presented with the following proclamation:

2016/2017 Strategic Plan Close Out: Chairman Holbrook called County Manager Jeff Richardson to the podium to present the Fiscal Year 2016/2017 Strategic Plan Close Out.
**Focus Area: Public Safety**
- Staff research completed
- Presentation to Board in budget planning worksession

**Focus Area: Economic Development**
- 10 Total Economic Development Announcements
- 6 New Industry Projects
- 4 Existing Industry Projects
- 700 New Jobs Announced
- 764 Million in New Capital Investment

**Focus Area: Fiscal Sustainability**
- Grow unrestricted fund balance to a minimum of 18% to 20%

**Focus Area: Community Education and Customer Service Outreach**
- Explore opportunities to increase Veteran’s support services
  - Two Certified Veteran’s Service Officers
  - Veteran’s Parole
  - Increased Community Engagement

**Focus Area: Economic Development**
- Creation and Implementation of Small Business Incentive Grant
  - Small Business Incentive Program adopted in March, 2016
  - Continuing to market the program throughout the community
  - First incentive grant approved by Commissioners in FY 16/17

**Focus Area: Public Safety**
- Identify cost savings with consolidation of Health and Human Services Campus
  - Consolidation of operational contracts (cleaning and landscaping)
  - Assessment of facilities on Health and Human Services Campus to determine life of existing buildings.
  - Shared campus security presence for all Health and Human Services functions.

**Focus Area: Fiscal Sustainability**
- 18.7%
  - Grow unrestricted fund balance to a minimum of 18% to 20%

**Focus Area: Community Education and Customer Service Outreach**
- Encourage Animal Control to find alternative ways to reduce unwanted birth of Animals
  - Animal Control contracted to conduct a Shelter Assessment
  - Cost: Spay/neuter services contract with Spartanburg Clinic.
  - Several renovations completed on the Animal Shelter.

**Focus Area: Economic Development**
- Assist with Cleveland County Chamber to support Travel and Tourism
  - Increased Funding to Cleveland County Chamber to support Travel and Tourism
  - County-wide occupancy tax grown 40 percent over a four-year period

**Focus Area: Fiscal Sustainability**
- Examine current Economic Development Partnership
  - Create a marketing strategy to include county re-branding
  - Second set of logo designs ready to be presented to Commissioners
  - Webpage Design reviewed and revisions sent to software company
  - Two month turnaround once logo approved

**Focus Area: Public Safety**
- Continue partnership between county departments with a focus on re-engineering and cross-departmental support

**Focus Area: Fiscal Sustainability**
- Federal/State Funding Utilization
  - Total Number of Bills 5,178
  - Total Revenue $3,173,474
  - % Collected 67.4%
  - Permitting Revenue $273,064

**Focus Area: Economic Development**
- Research availability of transportation funding for sidewalks, bike trails, and Rails to Trails
  - Partnership underway with the City of Shelby for the Rails to Trails Project

**Focus Area: Fiscal Sustainability**
- Analyze the life and programming of existing county buildings through creation of Facilities Master Plan
  - Space Health Study completed
  - Energy Audit currently underway

**Focus Area: Public Safety**
- Increased Funding to Cleveland County Chamber to support Travel and Tourism

**Focus Area: Fiscal Sustainability**
- General Fund Budget History

Chairman Holbrook opened the floor to the Board for questions or comments. Chairman Holbrook also announced this meeting was Mr. Richardson’s last Commissioners Meeting. Mr. Richardson has accepted a job in
Albemarle County, Virginia. The Commissioners thanked Mr. Richardson on his leadership in the organization and all that he has done in helping to move Cleveland County forward.

**CITIZEN RECOGNITION**

Richard Lovelace Sr. – Kings Mountain, N.C. - spoke of his concerns regarding biomedical and bioengineering. Mr. Lovelace stated he has numerous medical and legal issues and wanted the Board to be aware of the technology that is out there. Mr. Lovelace is hoping to have laws changed to protect people who may have the same condition.

**CONSENT AGENDA**

**APPROVAL OF MINUTES**

The Clerk to the Board included the Minutes of the *October 3, 2017 regular meeting*, in Board Members packets.

**ACTION:** Commissioner Hutchins made a motion, seconded by Commissioner Whetstine, and passed unanimously by the Board to, *approve the minutes as written.*

**TAX COLLECTOR’S MONTHLY REPORT**

The Tax Collector provided Commissioners with the following detailed written report regarding taxes collected during *September 2017 (copy found on Page ____ of Minute Book____).*

**TAX ABATEMENTS AND SUPPLEMENTS**

The Tax Assessor provided Commissioners with a detailed written report regarding tax abatements and supplements during *September 2017*. The monthly grand total of tax abatements was listed as ($119,929.54) and the monthly grand total for tax supplements was listed as $2,329,554.18.

**HEALTH DEPARTMENT: BUDGET AMENDMENT (BNA #007)**

**ACTION:** Commissioner Hutchins made a motion, seconded by Commissioner Whetstine, and unanimously adopted by the Board to, *approve the following budget amendment:*

<table>
<thead>
<tr>
<th>Account Number</th>
<th>Project Code</th>
<th>Department/Account Name</th>
<th>Increase</th>
<th>Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>012.540.4.310.00</td>
<td>10557-5403</td>
<td>WIC/Federal Grants</td>
<td>$7,971.00</td>
<td></td>
</tr>
<tr>
<td>012.540.5.422.00</td>
<td>10557-5403</td>
<td>WIC/Contracted Labor</td>
<td>$7,971.00</td>
<td></td>
</tr>
</tbody>
</table>

*Explanation of Revisions:* Budget Amendment request to budget additional DHHS WIC Client services funds for Contracted Labor.

**HEALTH DEPARTMENT: BUDGET AMENDMENT (BNA #008)**

**ACTION:** Commissioner Hutchins made a motion, seconded by Commissioner Whetstine, and unanimously adopted by the Board to, *approve the following budget amendment:*

<table>
<thead>
<tr>
<th>Account Number</th>
<th>Project Code</th>
<th>Department/Account Name</th>
<th>Increase</th>
<th>Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>012.533.4.310.00</td>
<td>01120-5599</td>
<td>Adult Health/Fed. Gov’t Funds</td>
<td>$20,145.00</td>
<td></td>
</tr>
<tr>
<td>012.533.5.490.00</td>
<td>01120-5599</td>
<td>Adult Health/Professional Services</td>
<td>$20,145.00</td>
<td></td>
</tr>
</tbody>
</table>

*Explanation of Revisions:* Budget Amendment request to budget additional funds from NC DHHS. Breast and Cervical Cancer Prevention Program, for reference labs, mammograms, biopsies, etc, as approved by the grant.
**HEALTH DEPARTMENT: BUDGET AMENDMENT (BNA #009)**

**ACTION:** Commissioner Hutchins made a motion, seconded by Commissioner Whetstine, and unanimously adopted by the Board to, **approve the following budget amendment:**

<table>
<thead>
<tr>
<th>Account Number</th>
<th>Project Code</th>
<th>Department/Account Name</th>
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<th>Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>012.532.4.310.00</td>
<td>93940-981C</td>
<td>TB/STD/CD/Federal Gov’t. Grants</td>
<td>$592.00</td>
<td></td>
</tr>
<tr>
<td>012.532.5.230.00</td>
<td>N/A</td>
<td>TB/STD/CD/Medicine &amp; Supplies</td>
<td>$300.00</td>
<td></td>
</tr>
<tr>
<td>012.532.5.311.00</td>
<td>N/A</td>
<td>TB/STD/CD/Education Expense</td>
<td>$192.00</td>
<td></td>
</tr>
<tr>
<td>012.532.5.490.00</td>
<td>N/A</td>
<td>TB/STD/CD/Professional Services</td>
<td>$100.00</td>
<td></td>
</tr>
</tbody>
</table>

**Explanation of Revisions:** Budget STD Prevention Funds for educational materials, medical supplies, and reference labs.

**HEALTH DEPARTMENT: BUDGET AMENDMENT (BNA #010)**

**ACTION:** Commissioner Hutchins made a motion, seconded by Commissioner Whetstine, and unanimously adopted by the Board to, **approve the following budget amendment:**

<table>
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<th>Account Number</th>
<th>Project Code</th>
<th>Department/Account Name</th>
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<th>Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>012.540.4.310.00</td>
<td>10557-570X</td>
<td>WIC/Federal Grants</td>
<td>$733.00</td>
<td></td>
</tr>
<tr>
<td>012.540.5.422.00</td>
<td>10557-570X</td>
<td>WIC/Contracted Labor</td>
<td>$733.00</td>
<td></td>
</tr>
</tbody>
</table>

**Explanation of Revisions:** Budget Amendment for the approved allocation for the Breastfeed Peer Counselor Program was $733 less than the original budget amount – decrease Contracted Labor to offset the difference.

**HEALTH DEPARTMENT: BUDGET AMENDMENT (BNA #011)**

**ACTION:** Commissioner Hutchins made a motion, seconded by Commissioner Whetstine, and unanimously adopted by the Board to, **approve the following budget amendment:**

<table>
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<th>Project Code</th>
<th>Department/Account Name</th>
<th>Increase</th>
<th>Decrease</th>
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<tbody>
<tr>
<td>012.543.4.410.00</td>
<td>N/A</td>
<td>Grants/Local &amp; Other Grants</td>
<td>$243.00</td>
<td></td>
</tr>
<tr>
<td>012.543.5.121.00</td>
<td>N/A</td>
<td>Grants/Salaries-Regular</td>
<td>$243.00</td>
<td></td>
</tr>
</tbody>
</table>

**Explanation of Revisions:** Budget Amendment request to Budget Office for Rural Health, Medication Assistance Program funds for existing salaries.

**HEALTH DEPARTMENT: BUDGET AMENDMENT (BNA #012)**

**ACTION:** Commissioner Hutchins made a motion, seconded by Commissioner Whetstine, and unanimously adopted by the Board to, **approve the following budget amendment:**

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<tr>
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<th>Project Code</th>
<th>Department/Account Name</th>
<th>Increase</th>
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</tr>
</thead>
<tbody>
<tr>
<td>012.548.4.410.00</td>
<td>PRILAZ-8548</td>
<td>CODAP/Local &amp; Other Grants</td>
<td>$1,878.00</td>
<td></td>
</tr>
<tr>
<td>012.548.5.370.00</td>
<td>PRILAZ-8548</td>
<td>CODAP/Advertising-Promotions</td>
<td>$1,350.00</td>
<td></td>
</tr>
<tr>
<td>012.548.5.581.00</td>
<td>PRILAZ-8548</td>
<td>CODAP/Awards-Incentives</td>
<td>$ 528.00</td>
<td></td>
</tr>
</tbody>
</table>

**Explanation of Revisions:** Budget Amendment to budget funds received from North Carolina Disposal Initiative for brochures and supplies needed for disposal of drugs collected in medicine drop boxes.

**HEALTH DEPARTMENT: BUDGET AMENDMENT (BNA #013)**

**ACTION:** Commissioner Hutchins made a motion, seconded by Commissioner Whetstine, and unanimously adopted by the Board to, **approve the following budget amendment:**

<table>
<thead>
<tr>
<th>Account Number</th>
<th>Project Code</th>
<th>Department/Account Name</th>
<th>Increase</th>
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</tr>
</thead>
<tbody>
<tr>
<td>012.537.4.310.00</td>
<td>93994-5745</td>
<td>Child Health/Federal Gov’t. Grants</td>
<td>$4,987.00</td>
<td></td>
</tr>
<tr>
<td>012.537.4.350.00</td>
<td>93994-5745</td>
<td>Child Health/State Gov’t. Grants</td>
<td>$3,739.00</td>
<td></td>
</tr>
<tr>
<td>012.537.5.121.00</td>
<td>N/A</td>
<td>Child Health/Salaries-Regular</td>
<td>$8,726.00</td>
<td></td>
</tr>
<tr>
<td>012.537.4.350.00</td>
<td>06411-CHMA</td>
<td>Child Health/State Gov’t Grants</td>
<td>$8,726.00</td>
<td></td>
</tr>
<tr>
<td>012.537.5.121.00</td>
<td>N/A</td>
<td>Child Health/Salaries-Regular</td>
<td>$8,726.00</td>
<td></td>
</tr>
</tbody>
</table>

**Explanation of Revisions:** Budget Amendment to adjust DHHS HMHC funds due to reallocation of funding as allocated per Senate Bill 257 and budget new Office of Rural Health grant to offset reduction in HMHC funds.
HEALTH DEPARTMENT: BUDGET AMENDMENT (BNA #014)

**ACTION:** Commissioner Hutchins made a motion, seconded by Commissioner Whetstine, and unanimously adopted by the Board to, approve the following budget amendment:

<table>
<thead>
<tr>
<th>Account Number</th>
<th>Project Code</th>
<th>Department/Account Name</th>
<th>Increase</th>
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</tr>
</thead>
<tbody>
<tr>
<td>012.538.4.310.00</td>
<td>93994-5740</td>
<td>Maternal Health/Federal Gov. Grants</td>
<td>$4,987.00</td>
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</tr>
<tr>
<td>012.538.4.350.00</td>
<td>93994-5740</td>
<td>Maternal Health/State Gov’t Grants</td>
<td>$3,740.00</td>
<td></td>
</tr>
<tr>
<td>012.538.5.121.00</td>
<td>N/A</td>
<td>Maternal Health/Salaries-Regular</td>
<td>$8,727.00</td>
<td></td>
</tr>
<tr>
<td>012.538.5.121.00</td>
<td>06411-CHMA</td>
<td>Maternal Health/State Gov’t Grants</td>
<td>$15,547.00</td>
<td></td>
</tr>
<tr>
<td>012.538.5.121.00</td>
<td>N/A</td>
<td>Maternal Health/Salaries-Regular</td>
<td>$8,727.00</td>
<td>$6,820.00</td>
</tr>
</tbody>
</table>

Explanation of Revisions: Budget Amendment to adjust DHHS HMHC funds due to reallocation of funding as allocated per Senate Bill 257 and budget new Office of Rural Health grant to offset reduction in HMHC funds and contract with Alliance for Health.

HEALTH DEPARTMENT: BUDGET AMENDMENT (BNA #015)

**ACTION:** Commissioner Hutchins made a motion, seconded by Commissioner Whetstine, and unanimously adopted by the Board to, approve the following budget amendment:

<table>
<thead>
<tr>
<th>Account Number</th>
<th>Project Code</th>
<th>Department/Account Name</th>
<th>Increase</th>
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</tr>
</thead>
<tbody>
<tr>
<td>012.539.4.310.00</td>
<td>93994-5735</td>
<td>Family Planning/Fed Gov’t Grants</td>
<td>$8,727.00</td>
<td>$6,547.00</td>
</tr>
<tr>
<td>012.539.4.350.00</td>
<td>93994-5735</td>
<td>Family Planning/State Gov’t Grants-HMHC</td>
<td>$6,547.00</td>
<td>$15,274.00</td>
</tr>
<tr>
<td>012.539.5.121.00</td>
<td>N/A</td>
<td>Family Planning/Salaries-Regular</td>
<td>$8,727.00</td>
<td></td>
</tr>
<tr>
<td>012.539.5.121.00</td>
<td>06411-CHMA</td>
<td>Family Planning/State Gov’t Grants</td>
<td>$8,727.00</td>
<td></td>
</tr>
</tbody>
</table>

Explanation of Revisions: Budget Amendment to adjust DHHA HMHC funds due to reallocation of funding as allocated per Senate Bill 257 and align with county budget. Also to budget new Office of Rural Health Grants Funds to offset reduction in HMHC funds.

HEALTH DEPARTMENT: BUDGET AMENDMENT (BNA #016)

**ACTION:** Commissioner Hutchins made a motion, seconded by Commissioner Whetstine, and unanimously adopted by the Board to, approve the following budget amendment:

<table>
<thead>
<tr>
<th>Account Number</th>
<th>Project Code</th>
<th>Department/Account Name</th>
<th>Increase</th>
<th>Decrease</th>
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<tbody>
<tr>
<td>012.542.4.810.42</td>
<td>N/A</td>
<td>Animal Control/Donations-Feral Cats</td>
<td>$2,700.00</td>
<td></td>
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<tr>
<td>012.542.4.991.00</td>
<td>N/A</td>
<td>Animal Control/Fund Balance Approp.</td>
<td>$300.00</td>
<td></td>
</tr>
<tr>
<td>012.542.5.790.42</td>
<td>N/A</td>
<td>Animal Control/Donations-Feral Cats</td>
<td>$3,000.00</td>
<td></td>
</tr>
</tbody>
</table>

Explanation of Revisions: Budget Amendment request to budget donations received to spay/neuter feral cats.

CAPITAL PROJECTS ECONOMIC DEVELOPMENT: BUDGET AMENDMENT (BNA #017)

**ACTION:** Commissioner Hutchins made a motion, seconded by Commissioner Whetstine, and unanimously adopted by the Board to, approve the following budget amendment:

<table>
<thead>
<tr>
<th>Account Number</th>
<th>Project Code</th>
<th>Department/Account Name</th>
<th>Increase</th>
<th>Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>043.232.4.409.00</td>
<td></td>
<td>Cap Proj-Econ Dev/Local Revenues</td>
<td>$21,922.00</td>
<td></td>
</tr>
<tr>
<td>043.232.5.700.00</td>
<td></td>
<td>Cap Proj-Econ Dev/Grants</td>
<td>$21,922.00</td>
<td></td>
</tr>
</tbody>
</table>

Explanation of Revisions: Budget Amendment request to budget revenues rec’d from Rutherford Electric for easement of 5+/- acres on landfill property to build a needed substation. Agreement was for Rutherford Electric to pay $21,921.94 for easement – then county to reimburse those funds back to them for lighting infrastructure work needed at the Shooting Complex.

PUBLIC HEARINGS

**ECONOMIC DEVELOPMENT INCENTIVE AGREEMENT FOR PROJECT CURTIN**

Chairman Holbrook called Brian Epley, Finance Director, to the podium to present the Economic Development Incentive Agreement for Project Curtin. Mr. Epley stated Project Curtin currently has operations in
Charlotte, NC that will be maintained, but also has interest in expanding to Cleveland County, NC to support future projects. The company is interested in purchasing 28 +/- acres, at 1833 South Battleground Avenue, Kings Mountain for the existing Cleveland County property tax listed value of $530,200. The property was purchased in late 2015 by Cleveland County for $250,000 with the intent to market the property to manufacturing prospects for economic development purposes. Since the purchase of the property, CCEDP has been publicly marketing the property to industrial prospects for an advertised price of $18,000/acre. Cleveland County proposes to grant back a one-time incentive grant payment of $100,650 to Project Curtin.

The County proposes that within thirty (30) days after closing that they will bush hog the property at the County’s expense at an estimated expense that is not to exceed $1,000. Subtracting the one-time incentive grant payment of $100,650 incentive grant from the $530,200 sales price will equate to an approximate net sales price of $15,125 per useable acre or net total of $429,550 for the 28 +/- total tract. The County will also be responsible for a six percent realtor commission. This will result in an approximate $153,777 net gain to Cleveland County on the sale of the property. The company would create 25 new full-time jobs within three years and the projected average wages would be $43,200; which, exceeds the County’s current average wage. The company proposes to invest $2,200,000 in the construction of a new building, as well as machinery and equipment.

Chairman Holbrook opened the floor to the Board for any questions. Hearing no questions or comments from the Board, Chairman Holbrook opened the Public Hearing at 6:56 pm for anyone wanting to speak for or against the Economic Development Incentive Agreement for Project Curtin.

**Beth Norman, Cleveland County Economic Development Associate,** spoke in support of Project Curtin. She stated, for the last six months, she has been working with existing industries in Cleveland County and has come to appreciate the diversity of the manufacturing base, the work force and employee skill set the county has. Ms. Norman feels Project Curtin will complement the existing industry base and will provide new jobs and new tax base. She thanked the Board for their vision and continued support for the Cleveland County Economic Development Partnership.
Review and evaluate the County’s current classification and compensation program. The studies have surveyed 85 job classifications. The job assignments are grouped into 30 pay grades with a 6% separation between grades and a minimum to maximum spread of 60%.

Working Conditions

- Provide fair and equitable compensation to employees
- Balance external market and internal equity
- Maintain competitive pay structure with consideration of County’s fiscal resources
- Develop an understandable compensation program

Classifications and Compensation Study

Cleveland County

Classification and Compensation Study

Objectives

- Review and evaluate the County’s current classification and compensation program
- Develop job descriptions to ensure accuracy
- Determine current relationship relative to the labor market
- Evaluate the internal ranking of all positions
- Develop a compensation system
- Review and develop administrative guidelines for implementation and maintenance
- Develop an understandable compensation program

Methodology

- Discussions with County Manager, Human Resources Director and Department Heads
- Employee informational meetings
- Collection of data – Position Analysis Questionnaires
- Develop new job descriptions
- Evaluate positions based on job requirements
- Obtain market salary and benefits information
- Development of compensation plan
- Assignment of positions to pay grades
- Development of implementation options

Salary Survey - Benchmark Communities

- Burke County
- Catawba County
- Cabarrus County
- City of Kings Mountain
- Cleveland County
- City of Shelby
- Cleveland County Schools
- Gaston County
- Iredell County
- Lincoln County
- McDowell County
- Moore County
- Nash County
- Polk County
- Rockingham County
- Rowan County
- Rutherford County
- Union County

Salary Survey

- 85 job classifications surveyed – 40% of County Positions
- Current salary ranges are below the market
- 5.82% below average minimum salaries
- 7.91% below average midpoint salaries
- 9.63% below average maximum salaries
- Complete survey data can be found in Appendix II
- Internal pay relationship inequities exist within the County

Salary Curve

The Proposed Pay Scale:

- Developed utilizing the respondents’ survey data and is consistent with the other jurisdictions
- Is an open range system that provides a minimum, midpoint, and maximum salary consistent with the survey responses
- Contains thirty (30) pay grades with a 6% separation between grades and a minimum to maximum spread of 90%

Development of Compensation Plan

The Proposed Pay Scale:

- Systematic Analysis and Factor Evaluation (SAFE®) System
- Job Evaluation Factors
- Supervision Exercised
- Independence of Actions
- Physical Demands
- Training and Ability
- Experience Required
- Salary Curve

Action:

Commissioner Allen made a motion, seconded by Commissioner Whetstine, and passed unanimously by the Board to **approve the Economic Development Incentive Agreement for Project Curtin.**

(caption found on Page ____ of Minute Book____).

REGULAR AGENDA

CLASSIFICATION AND COMPENSATION

Chairman Holbrook called upon County Manager Jeff Richardson for the Classification and Compensation Study Presentation. Mr. Richardson introduced Ann Antonsen, Senior Vice President at Springsted, which specializes in public sector analysis pay study plans and classifications. Springsted is only one of two companies who are endorsed through the North Carolina Association of County Commissioners (NCACC). He reminded the Board, in 2016, one of their primary goals was to focus on employee pay plan and sustainability. Ms. Antonsen presented to the Board the findings of the research that was done for Cleveland County.
Chairman Holbrook noted the qualifications and experience Springsted has and the expertise Ms. Antonsen brings to the pay study. Chairman Holbrook thanked the staff for all the long hours and hard work they put in to this project. He then opened the floor to the Board for questions. Commissioner Hutchins commented on the thoroughness and depth of the pay study. Each position was looked at and evaluated; implementing one of the three options will help the county maintain financial sustainability and decrease employee turnover. He remarked how the County has been trying to catch up with pay over the last several years and the implementation of Option 3 would level out the wage competitiveness in the surrounding area. Commissioner Hutchins asked for the record, “can the county afford to do this? If it is approved tonight, will it be on the employees first check in January? And lastly, is it sustainable?”

Finance Director Brian Epley approached the podium in response to Commissioner Hutchins’ questions. Mr. Epley stated “yes, implementing Option 3 of the pay study is sustainable and yes the County can afford it.” He added they have been planning for this for a while. Chairman Holbrook wanted to know specifically, for the record, how the county was going to pay the increased 1.8 million dollars to implement the pay study and how was it going to be sustained? Mr. Epley advised, “if approved this evening and the Board directed the effective date of January, it would only cost $900,000 for the first-year effect.” He continued by outlining some of the strategies staff has been working on. Mr. Epley also explained “the pay implementation was budgeted with money reserved specifically for this action. The reserve would be applied to this 2017/2018 fiscal year. We always conservatively
estimate revenue so we will have over collection in the current year budget. As we move forward into next year’s budget, we would prepare to have very promising numbers on the growth of our tax base .”

Commissioner Allen echoed Commissioner Hutchins comments regarding the pay study. She also thanked the staff for their hard work, dedication and thoroughness of the report which will aid the Board in making their decision about implementation.

Commissioner Whetstine stated the findings of the pay study show Cleveland County is in a good position and can move forward with the implementation. This shows there have been good people in the organization and the management of the organization has allowed the opportunity to be able to financially carry out this pay study.

Commissioner Hutchins commented on the heavy task that will be set on staff if the study is approved and made effective January 1, 2018. He also spoke of the drive needed to continue to successfully grow the county’s economic development.

**ACTION:** Commissioner Whetstine made a motion, seconded by Commissioner Hutchins, and passed unanimously by the Board to, adopt the implementation of Option 3 – Years of Service in Position Adjustment of the Pay Study Classification to be effective January 1, 2018.

**COMMISSIONER REPORTS**

**Commissioner Whetstine** – spoke of the community breakfasts they have recently attended. It is good to hear the positive growth that is happening in the local communities of Cleveland County. He also commented on the Cleveland Cup 5K that was held last week. This was Commissioner Whetstine’s first race and he enjoyed the time and conversations with the participants.

**Commissioner Hutchins** – echoed Commissioner Whetstine’s comments regarding the community breakfasts and the Cleveland Cup 5K. Commissioner Hutchins recently attended an MPO meeting. Several things were discussed at that meeting, including the progress with the Highway 74 Bypass project, and the Department of Transportation is working on the right of ways and relocating utilities on Highway 180. He also attended the North Carolina Association of County Commissioners Directors Meeting a few weeks ago representing District 15. Commissioner Hutchins is working on holding a District 15 meeting to discuss possibly joining the Class Action Law Suit against the manufacturers of opioids. After District 15 has meet, he will bring the information back to the Board for any possible further action. He gave an update on Animal Control. The number of animals in the shelter is at the lowest it’s ever been due to recent events promoting animal adoption.

**Commissioner Allen** – has attended several community meetings and ribbon cuttings. There was a kick off celebration for the West End Reach Transportation Project last night. This endeavor was made possible by businesses and community leaders coming together who recognize there was a great need for public transportation. This project has created a bus route that will run through the west end of the city three times a week with stops at the grocery store, Health Department, pharmacies, and various other stops. This will allow people in the community to have access to resources they need to promote and maintain a healthy lifestyle.
RECESS TO RECONVENE

There being no further business to come before the Board at this time, Commissioner Hutchins made the motion, seconded by Commissioner Whetstine, and unanimously adopted by the Board, to recess to reconvene. The next meeting of the Commission is scheduled for Friday, November 3, 2017 at 9:00 a.m. at the LeGrand Center located at 1800 E. Marion St, Shelby for a Commissioners Work Session.

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Eddie Holbrook, Chairman
Cleveland County Board of Commissioners

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Phyllis Nowlen, Clerk to the Board
Cleveland County Board of Commissioners